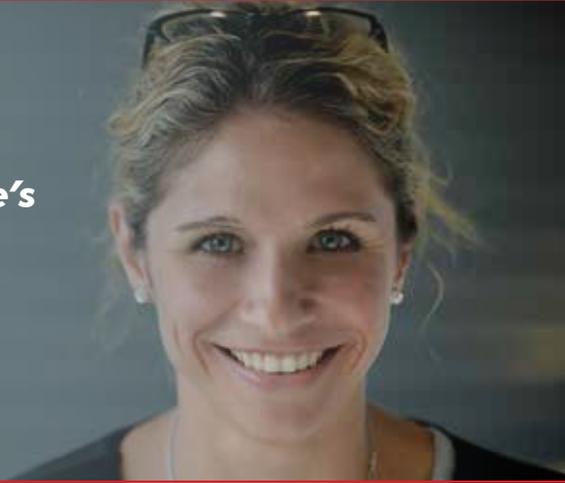


**“You know what I love the most is hearing people’s stories on how Facebook helps connect people and helps people start their own businesses.”**



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**New York Times**  
by Khutso Tsikane

## SPI graduate shines at Facebook in British capital

By Olona Tywabi

*Meet Carin Lee, a 2006 graduate of Rhodes University’s Sol Plaatje Institute (SPI) for Media Leadership.*

Carin now works as the London manager of Client Solutions for the Global Accounts Team of the international ‘peoples’ network Facebook, handling brand accounts of leading companies such as Unilever. She has been with Facebook for seven years.

Carin loves what she does because it involves interacting and liaising with partnerships of top global companies on how to use the Facebook platform to build their own brand and also help them overcome business challenges globally.

“You know what I love the most is hearing people’s stories on how Facebook helps connect people and helps people start their own businesses,” she told me in an exclusive interview while visiting Johannesburg recently.

Particularly polite, warm and strikingly beautiful, Carin has an authoritative yet calming demeanour that lets you know from the onset that she is a highly focused and dedicated career person, and this immediately puts you at ease.

She was born and raised in a small town in Polokwane in the Limpopo Province, South Africa. She is a daughter, sister, fiancée, and an aunt of two (soon to be three) beautiful children. Her inspiration in life stems from her family and she says that she is so fortunate to have been raised in such a loving home, with strict but very encouraging parents - and this inspires her to give back.

*Continued on page 2*

## SPI COURSES

### Essentials of Newspaper Management

17-21 August 2015

The course is intended for print media managers – new, not-so-new, and aspirants – who are willing to invest a week of their time to take a critical look at themselves and their jobs.

### Essentials of Digital Media Management

24-28 August 2015

This course focuses on recent and emerging developments in the digital media sector that have a significant impact on the media industry.

### Essentials of NEXT News-room Management

14-18 September 2015

This is a high-level course that targets editors-in-chief, news directors and news editors. It provides conceptual understandings and practical skills of managing and leading media organizations in an era of permanent and discontinuous change.

### Essentials of People Management

19-23 October 2015

This course provides participants with insights of engaging with their organizations to facilitate improved people management practices.

### Essentials of Broadcast Management

2-6 November 2015

Managers of radio stations and television channels participate in a five-day course focusing on integrated strategies for managing key elements in broadcasting management.

## SPI graduate shines at Facebook in British capital

*Continued from page 1*

It is her passion for digital technology, people, different cultures and tourism that led her to complete her undergraduate studies in Information Sciences Publishing at the University of Pretoria. The course focused on communication sciences and communication/technological changes.

She particularly loved the marketing aspect of this course. "I studied at the time when not many people had mobile phones or their own computers...it was early times of the internet so you had all these technological changes which came with societal changes," she recalls.

Carin was fascinated by how the internet was literally "information at people's fingertips" and she was curious to find out how it could be organized in a much more interesting and useful way to improve the lives of ordinary people.

Upon completion of her undergraduate studies, Carin still wanted to pursue a qualification in media communications and marketing. This curiosity sparked her interest in media studies, which influenced her decision to enrol on the Postgraduate Diploma in Media Management (PDMM) offered by Rhodes University's Sol Plaatje Institute in 2006.

At the time, the course was for individuals who had worked in the industry and she hadn't. "I actually stumbled upon the PDMM course while browsing the Rhodes University website and I was like 'you know what, I will just go for it'."

She says she loves how the PDMM course encapsulates everything in the media business landscape and she goes on to mention that the course was one of the best things she ever did. "Not just the content of the course, but the lecturing style has shaped me in that it was very much about challenging what you read and you needed to form an opinion on it and, in most cases, you needed to find a business strategy and solution to the issue under consideration."

The PDMM course encouraged her to challenge herself and it groomed her to work better in a collective because it involved plenty of team work, which she feels helped her to grow as a person.

"The group dynamic was very important because when you are in the work force, you work functionally across different disciplines and they always say that the collective is where you are going to be most successful."



Carin Lee (left) having lunch with Olona Tywabi at Melrose Arch in Johannesburg.

Photo: Sandile Duma Mboni

The course is not just for journalists who want to be in management but also for people who want to pursue a solid career in media business and management and for those who have a knack to launch their own media-focused enterprises.

Upon completion of her PDMM, she relocated to London where she stayed with her sister. Carin's transition in 2007 from South Africa to London came with challenges. She was at a crucial stage in her life in terms of finding herself, job hunting and leaving her support system behind.

**"Things are not just going to land in your lap, so if you want to survive you've got to make it happen for yourself...you cannot leave that responsibility on other people,"** she recalled the challenges on her relocation to the British capital.

This proved to be a crucial step in her driven personality as she knew she wanted more for herself. She started off working in retail, then later developed an interest in media law and spent a bit of her time shadowing a media lawyer.

Her proper working career started when she later went to work for the National Magazine Company selling classified ads. This gave her a holistic understanding of the economics around print magazines and how they generate revenue which she found to be interesting. "I liked it but I always thought 'you know what, if this was me I would be going on the internet right now'." She then moved on to Manning Gottlieb, a global media communications agency where she worked in digital which fitted nicely with what she had studied at the SPI.

A friend then informed her about a vacant position at Facebook and she applied for it and got the job.

She highlights the importance of being patient, understanding people, understanding different cultures, and always staying true to who you are and never shying away from asking for help from other people when such a need arises.

A friend then informed her about a vacant position at Facebook and she applied for it and got the job. She highlights the importance of being patient, understanding people, understanding different cultures, and always staying true to who you are and never shying away from asking for help from other people when such a need arises. As she put it: "You need to persevere and keep going."

Her future career plans involve Facebook because of its "progressive nature". She notes that this global media behemoth has taught her a lot about business and technology and she sees herself growing further with the firm. She says that Facebook has given her and work colleagues the opportunity to speak to people across the world in a very

relevant way, and companies need to be able to give their audiences an "authentic and rewardable digital experience while respecting these audiences and their time".

Apart from her curly hair, what makes Carin so unique is her abundant generosity. She loves giving back, not just in monetary terms but also giving her time or helping others where she can. "That's something I always want to keep: generosity. Carin's advice to the PDMM Class of 2015? Always work for people from whom you will learn and grow. "I used to look up to Francis (Mdlongwa, the director of the Sol Plaatje Institute). He is amazing, so knowledgeable... Learn as much as you can from him, especially his calmness. Be calm and respectful."

*Last words?*

***"Dream big. There is nothing stopping you achieving your dream."***

## Editor's Note

### A bit of transformation...

*2015 has been an exciting, or rather interesting, time for institutions of higher learning in South Africa because the transformation agenda has moved from the margins to the mainstream.*

This made putting together a newsletter that responds to the needs of prospective students, media managers, alumni, donors and academics seem quite challenging...at first.

Fortunately, Rhodes University's Sol Plaatje Institute (SPI) for Media Leadership offers a learning environment that is conducive to doing this – and in a uniquely African way. This is because the SPI's postgraduate media management students resemble a small United Nations, with students coming from countries such as Ghana, Swaziland, Lesotho, South Africa, Malawi, Kenya and Zimbabwe, to name just a few.

These students have vast experience in different fields such as journalism, public service, public relations and business management. Some of the students are recent media or journalism graduates and MA holders, just to give you a glimpse of the diversity that can be found at the SPI.

This environment transcends age, working experience, culture and national borders: now here is one real element of transformation. Very few students are privileged to be in such a unique learning environment.

Here at SPI, that learning takes place inside and outside the seminars as we learn about each other's worlds, our differences and similarities and our overwhelming united vision to contribute meaningfully to the African media landscape and beyond.

As previous issues of this newsletter have brought you an array of successful SPI alumni stories, in this edition we offer you a glimpse of where some of our most influential graduates are working. We bring you conversations with women in leadership and some news stories on the organizations that sponsor some of our PDMM students.

Issues of gender equality and equity, the African/global economy, media leadership, media innovation and media entrepreneurship are at the core of the PDMM course, and we try to cover some of these issues in this the 2015 edition of *Ilizwi Lolwazi*.

*Enjoy!*



*Khutso Tsikane, SPI  
Newsletter Editor*

# Madonsela's 'one-woman' campaign to help 'Gogo Dlamini's'

By Mantoe Phakathi

*When referring to her work achievements, South Africa's Public Protector, Advocate Thuli Madonsela, speaks in the 'we' rather than the 'I'.*

A recipient of Rhodes University's Honorary Doctorate, a recognition conferred on her on April 10 this year, Madonsela refuses to take all the credit for the work done by what she has turned into one of the most influential institutions in South Africa.

The Office of the Public Protector is a constitutional body that investigates complaints against government agencies and officials.

"I'm privileged to work with a team of leaders in their own right," Madonsela told *Ilizwi Lolwazi*. "Such awards affirm the importance of the Public Protector as an office."

Referred to as a 'one-woman corruption crusader', Madonsela told *Corruption Watch* that the label was both humbling yet misleading because her work achievements are a reflection of a dedicated and competent team.

She describes herself as a situational and inspirational leader who tries to get people to step up and take ownership of the organizational leadership journey. She can be firm when the situation requires.

Named one of the 100 Most Influential People in World by *Time Magazine* in 2014, Madonsela had already received recognition for her work from the universities of Fort Hare in 2013 and Stellenbosch last year.

Appointed to the office in 2009, Madonsela has attracted as many critics as admirers for investigations into concerns brought by the public to her office. The Public Protector's investigation into President Jacob Zuma's multi-million upgrades at his Nkandla home in KwaZulu Natal is one case that seems to bring her as much affection as animosity from members of the public.

Although the public expenditure into the security upgrades into the President's home is one of thousands of cases the Office of the Public Protector investigates every year, this matter has stood out as one of the most controversial. In the process, Madonsela has received a lot of bashing from the ruling party, the African National Congress (ANC), after her office recommended that Zuma should pay back part of the R240 million public funds used for the upgrades at his home.

In September last year, *The Star* reported that Deputy Minister of Defence and Military Veterans, Kebby Maphatsoe, accused Madonsela of being a spy for the Central Intelligence Agency (CIA), the US's top-most spy organization. In March the State Security Agency (SSA) announced that it was investigating Madonsela, Economic



*Adv. Thuli Madonsela  
Photo: Public Protector, South Africa*

Freedom Fighters' leader Julius Malema, former Democratic Alliance parliamentary leader Lindiwe Mazibuko, and unionist Joseph Mathunjwa after a website claimed they were all CIA spies.

At the time of writing, nothing was forthcoming from the SSA regarding the outcome of this investigation. However, detractors do not seem to deter her from doing "work my team and I are paid to do which we do for love".

Madonsela regards the Office of the Public Protector as an important vehicle for helping "Gogo Dlamini's hold state functionaries accountable" while repairing relations between the government and the public.

**She believes the office is a "purpose-driven organization" that further strengthens societal stability and the rule of law.**

Putting ordinary people at the centre of its work is the priority of the Office of the Public Protector, something that Madonsela says her team is always conscious of and considers critical to constitutional democracy.

As a result, Madonsela is keen to get views from the public and she uses social media such as Twitter to engage with people from all walks of life. On July 7 this year, she tweeted to her 181 000 followers: @ThuliMadonsela3 *I doubt if the world will ever know true peace until it addresses the traumas that breed troubled souls.* Nceba B. Mbangula was one of the respondents: @NcebaMbangula *That's right! We need to ask: 1. Who can best help us deal with those traumas? 2. Heal our ruined souls? Who comes to mind?*

It is this interaction that Madonsela likes about social media. "Social media is an excellent platform for listening to people's thoughts, concerns and hopes," she said. "It is also one platform for engaging particularly with young people and professionals."

A champion of human rights and advocate for gender equality, Madonsela believes in women leadership. Within her organization, she has ensured that women take leadership positions. The chief executive officer at the Public Protector's Office is a woman and so are some representatives in provinces and one branch executive.

The challenge with regards to women leadership, particularly in skilled professions, is "growing our own timber, which we are steadily doing", she observes. She said this meant encouraging women to believe in their capacities to lead and avail themselves for senior positions.

As she is about to pass the baton to the next Public Protector next year when her contract comes to an end, there is no doubt that Madonsela will leave an indelible mark on not just the Office of the Public Protector but also on women's leadership.

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## 'Converged Sales': clients' new value for money

By Philisiwe Mbongwana

*Clinching lucrative deals and forming solid partnerships is the hallmark of business. This is no less true for media businesses whose profits are primarily attained through advertising sales.*

*Primedia Broadcasting*, whose radio stations in Johannesburg include talk radio 702 and 947 FM, is in the business of selling airtime to clients. Despite the changes in the media industry that have seen a drastic drop in advertising revenue, it is astonishing that *Primedia Broadcasting* receives 80 % of its revenue from advertising sales.

Changes in the media environment, including advanced technological developments, have seen modifications in the way advertising revenue is obtained at *Primedia Broadcasting*. "We are in the business of selling airtime and it is imperative that every client that buys a slot with us gets value for their money," says Regesh Chetty, *Primedia* Sponsorships and Promotions Activator.

Previously, *Primedia Broadcasting* would mainly provide on-air advertising slots but has recently ventured into what Chetty calls 'converged sales'.

**Converged sales refer to the platforms on which the company disseminates client advertising campaigns.**

These include the traditional advert slots, live on-air reads, digital and social media platforms.

The main objective of converged sales is "to give clients value for their money. We work to drive traffic to the main portal through social media and other digital platforms so that the client sees whether the campaign has done well or not," Chetty says.

At the end of each advertising campaign, a debriefing session is held to provide clients with feedback.

This feedback consists of comprehensive statistics on posts published, viewed, liked and shared on social media platforms such as *Facebook* and *Twitter*, and visits on the main digital portal, clicks on ad-banners and podcasts.

Acquiring new and retaining existing clientele, however, is not the work of the sales department alone. The changes in the media environment necessitate now more than ever strong working relations between departments that help bring in revenue.

Lulama Mqina, *Primedia's* Production Unit Manager, emphasizes the culture of interdependence amongst departments that play a vital role in bringing in revenues.

"We are constantly on our toes and we do not relax because competition is rife. It is thus important that we enforce a united front in order to provide sterling services to our clients so there is a lot of cooperation between the programming, research, production and sales departments," Mqina notes.

*Primedia Broadcasting* bases its delivery on personality-led content creation, and boasts some of the most trusted names in South African broadcasting including John Robbie, Redi Tlhabi and Anele Mdoda.

Mqina says "advertising is our main source of income and radio is an art. Good programming and great content gets a critical mass of listeners, which we then sell to clients. We are also very particular about the talent that we bring in both on off-air.

"Even though *Primedia Broadcasting* only started experimenting with 'converged sales' two years ago, the "response has been phenomenal.

The arrival of the digital era has helped us greatly with catering for niches," Chetty says.

# Primedia grooms SA's 'disadvantaged' talent for transformation of media

By Tumi Rakuba

*The Primedia Scholarship has succeeded in grooming some of South Africa's previously disadvantaged students for key jobs in the local media industry, according to its recipients and sponsors.*

The scholarship, introduced about five years ago, has been sponsoring students from disadvantaged backgrounds who study the Postgraduate Diploma in Media Management (PDMM) run by Rhodes University's Sol Plaatje Institute for Media Leadership.

The scholarship covers tuition, accommodation and meals in one of Rhodes University's postgraduate residences, course materials and books, a monthly subsistence allowance, medical insurance, travel costs home, and the mid-year media management internship costs.

With the help of the scholarship, great talent has been groomed through the help of the PDMM course. This includes former Primedia scholarship recipient Sithandwa Ngwetsheni, who is making a mark as the content producer for *LeadSA*, a non-profit organization which is part of Primedia in Cape Town.

She said in an interview recently:

**"The scholarship introduced me to a world of connections and opportunities. All I had to do was to work hard and prove that I was deserving to be part of the Primedia family."**

The concept of the Primedia scholarship was formed when the Director of Sol Plaatje Institute, Francis Mdlongwa, approached the CEO of *Primedia Group Limited*, Kuben Pillay, and the Executive Director of Primedia, Jabulani Mahange. The conversation regarding the scholarship centred on choosing candidates who had something exciting to add to the media industry by doing the PDMM course.

The scholarship is specifically for previously disadvantaged candidates such as blacks, Coloureds and Indians primarily because there is a need for these people as sector specialists in South Africa and also have suitable qualifications to back them.

This year marks the first time a male candidate has been chosen for the scholarship, previously dominated by females. Dumisani Mthethwa is this year's male scholar. "I feel proud and positive for all the achievements I have that opened the way into this female-dominated scholarship," he said.

The media industry is progressing at a fast pace and the need for people who are qualified to head managerial positions is evident. "We have a bias towards radio because that is the industry we are in," Kuban Pillay noted.

"We saw that there was a lack of skills in radio management, particularly of people who understand the running of an entire organization."

The scholarship recognizes that the PDMM course, which offers an intensive, full-time year of study for recent graduates and working professionals, will prove to be beneficial not only to media organizations but to South Africa as a whole.

"There is a visible need in South Africa for young people to be of influence in government and to infiltrate spaces where change is needed," Pillay said.

Mahange commented: "The different modules of the PDMM being taught by the SPI are very relevant to the media landscape today, more especially in the change of direction that South Africa is taking with regards to digital media."

The PDMM course encourages students to think as media managers when tackling tough management topics and scenarios that take place in the real world.

An example is of media managers having to adapt to new ways of producing media content and embracing digital media as one of the ways to reach larger audiences and how these audiences could be 'monetized' for both profitability and sustainability.

The core of the course – the only formal media management qualification in Africa and the developing world-is to bring out people who think innovatively and who challenge the status quo. The course is pegged at the honours degree-level under South Africa's Qualifications Framework. In Pillay's words:

**"We do not want people to be boxed but we want media practitioners, where you are in careers that don't limit you. This course offers you that."**

The scholarship also benefits recipients by exposing them to Primedia and, in return, it gives Primedia the edge of having young people with finesse working for them. Not all scholarship candidates are chosen to be part of Primedia after completing the PDMM, but only those who prove themselves as assets to the organization.

Former Primedia scholarship recipient Neo Koza, who now works for Primedia in Johannesburg, said the scholarship and the PDMM were stepping stones in one's career because the real test in life still lay in doing the actual job.



# SPI broadcasting course inspires ex-funeral undertaker

By Siphesihle Nkwanyane

*Who would have thought that a funeral undertaker would land in the challenging media landscape and still do well?*

Well, this is the case of former funeral undertaker George Visser, who is now a station manager at Lichvaal Stereo, an Afrikaans community radio station in South Africa's North West Province. And Visser was one of the participants of a week-long management course in broadcasting held at the Sol Plaatje Institute for Media Leadership at Rhodes University recently.

The course ran from 20 to 24 July and saw 11 broadcast managers from both television and radio come together to refresh their knowledge, understandings and work competencies on the rapidly evolving media landscape.

According to Visser, he was a funeral undertaker before he got employed by Lichvaal Stereo as Station Manager in 2012. "Well, I have experience in management as I previously ran a funeral undertaker business for a couple of years", he told me.

He says that although the media industry is very different from other forms of businesses, his previous management experience is the reason why he has survived the turbulence of the media industry, where many companies, especially in the West, have collapsed and left thousands of workers unemployed because of hyper-competition from emerging digital and social platforms.

Visser says that regardless of his management experience, the media industry has many expectations such as prompt information or news delivery to audiences who are always eager to know what is going on around them.

He says his greatest challenge so far has been that other players in the industry are not willing to share information and he has had to learn on his feet in order to stay ahead of competitors.

Despite his lack of media management-specific work experience, Visser said he had ironically never attended a media course. "I know this might sound strange but this is my first ever media course since I became station manager in 2012", he chuckled.

**"However, I am very grateful to the Sol Plaatje Institute for organizing this amazing course because, as a media manager, I have learnt that media is a business and should be treated like one in order for it to be successful and sustainable,"** he said.



*George Visser, Station Manager for Lichvaal Stereo  
Photo: Siphesihle Nkwanyane*

For Visser, the broadcasting course was an eye-opener because, he says, he also learnt that media managers must not assume they know what their audiences want but rather find ways to get in touch with them and find out what they want through frequent research on their needs, thus building strong relationships with them and, in turn, giving them good quality content.

He says he also learnt that a media house's integrity, underwritten by its ethical conduct, is vital for its survival as audiences want depend on a media house that can be trusted because it seeks to report news truthfully, factually, impartially and transparently.

Visser says he is looking forward to attending more SPI media management courses and workshops to sharpen his knowledge and be a better leader.

So far his radio station is doing well under his leadership, he notes, but acknowledges that there is still much more that needs to be done to improve the Afrikaans radio station, which currently carries 80% of community news and 20% of news that happens around other parts of South Africa.

# Journalism innovation, sustainability and brand

By Khutso Tsikane

*The Menell Media Exchange is a project of the DeWitt Wallace Centre for Media and Democracy at the Sanford School of Public Policy, Duke University.*



*Keynote speaker Andrew Phelps (left) speaks with MMX Director Laurie Bley (center) and Editorial Director Tanya Pampalone (right) at the Maslow Hotel in Sandton.*

*Photo: Menell Media Exchange*

The Menell Media conference is an annual event that brings South Africa's media houses, non-profits, community media, independent journalists, tech developers, scholars and journalism students and advertisers together to take the media industry to the next level. This year's theme was *Journalism innovation, sustainability and brand*.

Andrew Phelps, the co-author of *The New York Times'* innovation report and senior product manager at *The New York Times*, delivered the keynote address and also spoke to *Ilizwi Lolwazi* about innovation in the media industry.

Phelps echoed the priorities of the NYT report by reiterating the importance of audience development and establishing a digital-first culture with consumers of content. When the report was leaked in 2014, it had some ground breaking research about digital-first strategies.

It also came as a relief to other media organizations when they saw that the acclaimed NYT was in the same boat of uncertainty caused by the digital disruption to news consumption, says Phelps.

He laments over *Buzzfeed* getting all the traffic to the leaked report.

Phelps talked about news organizations that are doing it right, those that have shifted their focus to 'audience-first' strategies and are investing in studying audience behaviour.

Audience development entails an investment in digital tools, tactics and strategies.

**"Knowing your audience is informed by data but ruled by editorial judgement,"** Phelps says.

Through strategic planning, you will be able to target and provide content to your audience, creating niche content that is valuable for them. But no one will pay for average content, according to *Open Society Foundation's* Vinayak Bhardwaj.

"I do want to pay for content, I do want to pay for journalism but not the current journalism. For people to pay for your content, it has to be indispensable. Quality content delivered to the appropriate audience goes a long way for the financial sustainability of an organisation. However, it takes real effort to understand your audience. Once you have that right, you are able to personalise news."

*Continued on page 13*

# 10 TIPS

## Phelps gave ten tips from The New York Times Innovation Report

Repackage old stories. Give the stories some new colour and perhaps new framing, then go ahead and reuse them. As long as the audience will still find the content relevant, you might as well.

1

Leverage influences. Get influential people to help you to share your stories. By doing this they will help you to get your stories out to the audiences.

2

Embrace email. Even in this age of texting and social media, email is still a great way to communicate directly to people.

3

Build habits with staff during daily briefings

4

Ask for feedback. Ask your audience to give you feedback. Out of the feedback you can learn more about what the audience likes and dislikes.

5

Organise evergreen stories. Make sure that your stories are arranged in the order of relevance and not by dates. If they are organised by dates, you risk important but not necessarily timely stories getting, lost and not read.

6

Aggregate yourself.

7

Promote one story a day. Make use of a story and see how far you could go with it. Put it on different platforms and see where it goes. If it doesn't work try again.

8

Encourage and reward experimentation. Try new ways of writing and packaging stories and reward your staff for thinking outside the box - even when it doesn't work.

9

Kill average ideas. You will always get two ideas that are good and worth doing, two that are bad and 6 that are not so bad and not so good...kill them. Don't get used to average ideas. It will only make you average. Think of new, creative ideas and run with them.

10

# OSISA opens new career paths for African journalists

By Patience Shawarira

*The OSISA scholarship administered by the Sol Plaatje Institute (SPI) for Media Leadership at Rhodes University is designed to provide people who work or aspire to work in the media industry with critical skills and knowledge they need to perform more effectively and strategically in their organizations and to fast-track their careers into management positions.*



The OSISA scholarship administered by the *Sol Plaatje Institute (SPI) for Media Leadership at Rhodes University* is designed to provide people who work or aspire to work in the media industry with critical skills and knowledge they need to perform more effectively and strategically in their organizations and to fast-track their careers into management positions.

OSISA (*Open Society Initiative for Southern Africa*) and the SPI have embarked on a bold initiative to empower women working in the media with crucial leadership and management skills. In most African countries, and in Zimbabwe in particular, there are very few women in leadership positions in the media industry.

This is mainly because of the existence of a “glass ceiling”, which keeps women from rising to management positions within their workplaces. According to a recent report by Gender Links entitled “*Glass ceiling, women and men in Southern Africa media*”, there are fewer women in the region who work in the media compared with men.

**The report shows that the media sector is largely male-dominated, with women accounting for only 41% of all employees in media houses who have 59% of employees who are males.**

However, the figure of females drops to 32% when South Africa, which has the largest media density, is removed from the equation. In some Southern African countries, women representation in media houses is shamefully low. For example, Zimbabwe’s media sector has only 13% of its workers being female and the Democratic Republic of the Congo 22%.

The report also shows that there are less than a quarter of women in top management of media firms in the region. It also shows that women constitute between 20-39% of the



*Mantoe Phakathi, 2015 OSISA scholarship recipient*  
Photo: Philisiwe Mbongwana

senior managers in media houses in 10 of the 14 SADC countries and only one country, Lesotho, has 50% of women as senior managers.

In this regard OSISA, in collaboration with SPI, is aiming to break this glass ceiling through providing scholarships to women working in the media in different SADC countries to study media management.

This year six women from different countries in the SADC region were awarded the OSISA scholarship, which covers their tuition for the whole year, accommodation and meals, mid-year internship costs, as well as medical insurance and course materials and books.

OSISA is part of the global network of Open Society Foundations and operates in ten southern African countries: Angola, Botswana, DRC, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe. OSISA promotes open society values by working towards building vibrant and tolerant democracies across the region, through its various thematic and country programmes.

## Reflections on the course

This course has enabled me to get a better understanding of the key challenges and opportunities that face the media industry in Africa and the world.

I have learnt that a key challenge facing the media industry in Africa is that of sustainability. The sustainability of the media industry in Africa is under threat as witnessed by massive job cuts and closing down of media houses as a result of economic challenges facing the media industry.

As highlighted earlier, I was one of the six students who were awarded the OSISA Scholarship. I took the opportunity to interview my colleagues who are also recipients of the scholarship and this is what Mantoe Phakathi, a media leader from Swaziland, had to say on the PDMM programme:

**Q: What is your key take-away from this course?**

**A:** My key take-away from this course is the realisation that traditional media is facing serious challenges presented by the Internet that allows for the free availability of news content online.

I've learnt that unless traditional media takes advantage of digital platforms to disseminate news so as to help drive audiences to the traditional platforms, traditional media faces extinction.

This course has helped me with a lot of possible solutions to help traditional media thrive despite the threat from the destructive technology, which is the internet.

**Q: How are you planning to utilise the knowledge that you have gained in your future career path?**

**A:** The first thing I would like to do is to return to my magazine in Swaziland, *The Nation*, and help the publication grow.

It has been through a lot of strain in the past two years following the persecution of our editor by the Swazi government. I believe all the modules of the course will help me share important information with colleagues at the magazine to help it improve and deliver even better content to its readers while it remains profitable. After this, I hope to further my studies and hopefully get a Master's degree in Climate Change and Sustainable Development.

My future plan is to open a consultancy company that focuses on climate change and communication. The PDMM course will again come in handy in helping me run my own business.

**Q: Briefly, comment on your experience at SPI and the impact that the OSISA scholarship has had on your studies.**

**A:** I am learning a lot at SPI and I find the environment great. Not only are the lecturers helpful in facilitating the learning process, but I also find my classmates as interesting as the reading material in terms of knowledge. This has helped me to settle in this learning environment.

The OSISA scholarship has set me on the right path to further my studies and take my career to the next level. I have been a journalist for over 14 years now. I believe that this experience, coupled with the PDMM, will come in handy in future as I plan to set up my own business.



Oarabile Matebejane, 2015 OSISA scholarship recipient  
Photo: Unknown

I just hope many more women journalists benefit from this scholarship so they can effectively play their role in the media industry.

This what Minkie Oarabile Matebejane, a media manager from Botswana and also a recipient of the OSISA scholarship, had to say:

As a recipient of the OSISA scholarship, I am grateful for such an opportunity to extend my knowledge and I must say the PDMM course has been quite an insightful programme.

I have learnt so many things that I was not aware of regarding the communications and journalism fields.

*"The course has enhanced my research and public speaking skills".*

The PDMM course has taught me that the communications and journalism field is ever evolving and I need to always update myself with the new trends and changes in the media.

**Q: What is your key take-away from the course?**

**A:** The business models of journalism in the digital age. I have learnt that once I go into the field I should learn to think differently: that is, to tap into untapped media markets and create a new market.

I am looking forward to the next module which is Media Economics and Financial Management.

**Q: How are you planning to utilise the knowledge that you have gained in your future career path?**

**A:** The great thing about the PDMM is that it's a broad course and yet the modules include everything from human resources issues to media economics and finance.

So with the knowledge acquired from PDMM, I plan to start my own communications company in Botswana.

# Nolwazi Mdluli: A woman with 'brain, boobs and balls'

By Phoka Motsilili

*Meet Nawaal Nolwazi Mdluli, who describes herself as a woman with 'brain, boobs and balls'! At least this is what she says is needed to succeed in the male-dominated South African and African media industry, where she is now a significant player.*

The chief executive officer and founding editor of Kwenta Media, exudes confidence as she speaks about what she does and her achievements. She spoke exclusively recently to Ilizwi Lolwazi's PHOKA MOTSILILI about Kwenta Media, publishers of *Essays of Africa (EOA)*, a monthly magazine that focuses on black women's issues.

EOA is one of four publications published by Kwenta Media, where Phoka did his mid-year media management internship as part of the Postgraduate Diploma in Media Management which he is studying at Rhodes University's Sol Plaatje Institute for Media Leadership. Excerpts from their conversation:

**Q: As the founding Editor and CEO, what would you say is the mission of *Essays of Africa*?**

**A:** *Essays Of Africa (EOA)* is a glossy lifestyle magazine. We look at it from the perspective of a girl embracing womanhood. We look at external and internal factors that affect a woman's life.

**Q: What is your target audience?**

**A:** Women or should I say ordinary black women.

**Q: How do you interface with your audience in terms of events and social media?**

**A:** We have two major platforms - the print version engages with readers who still want to experience the touch and feel of a magazine. We are very active on our social media platforms, and we get to interact better with our readers.

We also have *EOA Daily*, an online version of the magazine which reaches just about 30,000 subscribers per day. It is very popular and it gives short snippets of information that is there to empower, inform and entertain.

Our website is very mobi-friendly and it allows that 360-degree connection. We also have face-to-face engagements with our readers in forms of brunches, lunches and intimate audiences.



Nawaal Nolwazi Mdluli, Chief Executive Officer and Founding Editor of *Essays of Africa*.  
Photo: Kwenta Media

**Q: After scanning the work environment at Kwenta Media, it seems management has adopted a deliberate programme to empower young women. How far true is this assertion?**

**A:** The media space is very male-dominated in South Africa or maybe Africa even. It needs women to take a stand and transform the industry.

Kwenta Media will continue to support, empower and create opportunities for women because we believe that a woman can empower a community. Kwenta Media is managed by a young woman who wants to support and give young women a chance to improve their skills.

**Q: Given that people are a critical resource in any organization, how do you motivate your staff?**

**A:** We constantly emphasize the importance of taking responsibility and accountability for one's actions, and we give them their own space to grow and improve their skills.

We firmly believe that people who are in the position of leadership should educate, empower and give opportunities.

Having been around for seven years as a company, staff members who've been with us for that long encourage the rest of the team, especially the new young ones, to improve and be part of building the brand. As a company, we always work hard but we also make time for fun.

**Q: How important is gender consciousness and gender mainstreaming in the process of your content development?**

**A:** It's very important. We have two major titles -- one title embraces both moms and dads, the content is equally shared, we try to address and change the poor engagement of males in the parenting fraternity. Black women have issues in Africa. They don't talk, they fear change and this takes away opportunities.

They are sidelined when it comes to talking about politics, economic matters and other key issues. EOA says this shouldn't be the case; women can rise from grass to grace, from zero to hero and from nothing to something.

Our magazine is very biased to women because it's for women; however, this doesn't make men any less important. We want to hear what they have to say because they are part of us.

**Q: Media research reveals that the media landscape continues to ignore women empowerment throughout the Southern Africa region. Has this reality impacted on your organization?**

**A:** It's tough to be a woman; it's tougher to be a woman in the media and this is why you have to triple your effort. You have to use your brain, boobs and have balls.

It's about being smart and aggressive, pushing constantly for recognition, standing your ground when you make a decision.

From the beginning, we knew it wasn't going to be easy so we just have to soldier on.

**Q: As an established entrepreneur, do you think that there is scope for young black women to start doing business in the South African media sector?**

**A:** Media is broad, it's not just magazines. There are a lot of opportunities on radio, television, and digital radio, to name a few. Media is key in our lives: the more we know the better the life we can have. The space needs to be explored. I believe that everyone can write, you can start out small, the more you write about your journey, the better it will be.

***“It's tough to be a woman: it's tougher to be a woman in the media and this is why you have to triple your effort.”***

Currently some of the things we are fed by the tabloids are honestly disgusting; they are untrue and a lot of people are taken advantage of it. You can't have a conversation with people who aren't informed.

The bounds reached today are astounding. If you read good media, you can have factual discussions and conversations. People are getting smarter and getting tired of tabloids. It is honestly up to the people to decide what they want to get into.

**Q: Can you identify some challenges you have encountered as a black woman managing a media company in South Africa?**

**A:** Challenges. There are many ways to look at them and they push you to do better. So I can't really name one because there are a lot of challenges we face. It is all about taking or facing them head on and coming out with your head held high”.

## Journalism innovation, sustainability and brand

*Continued from page 8*

Phelps spoke about the content strategy surrounding the Apple Watch and how the the NYT had to think seriously about making news 'super-personal' for that medium. He said they used the "Hey did you hear?" test to see if the news was personal. Short, punchy one-liners that people would use when catching up with their friends about news headlines.

Journalists need to create content for several platforms in order to deliver news to people where ever they are.

Mobile is proving to be more of a disruption in Africa and Asia more than the internet; does your organisation have a mobile strategy? Phelps asked.

Engaging with audiences on different platforms required collaboration between the newsroom and tech developers, he said. News organisations could not work alone in creating platforms and delivering multi-platform content.

# Swazi PDMM graduate who 'intimidated job applicants'

By Siphesihle Nkwanyane

*The Postgraduate Diploma in Media management (PDMM) offered by the Sol Plaatje Institute (SPI) for Media Leadership at Rhodes University has enriched the African corporate world with high-ranking managers and intellectuals who have joined the working world and excelled there in many ways.*

One such person is a Swazi national who studied the PDMM in 2006, Sazi Tsabedze-Hlophe. SIPHESIHLE NKWANYANE a PDMM student of the Class of 2015, recently sat down with Sazi to find out how the PDMM had shaped her career. Excerpts from their conversation:

**Q: How has the PDMM shaped or influenced your career path?**

**A:** A lot on two levels – personally and professionally. At the personal level, the PDMM is an intense programme that boosted my ability to influence others through learning and practice. It was my first time away from home (when I studied the PDMM) and I learnt to be independent and strong. I made the top three at the end of the PDMM, passing with a distinction, which boosted my confidence. At the professional level, let me say that before I enrolled on the PDMM, I was already in management as Community News Editor at *The Times of Swaziland*. Although I was good at my job, the PDMM helped to sharpen my management skills. I have also learnt and appreciated that in order to understand the essence of good leadership, one must be exposed to the industry because it is a challenging one to master.

**Q: What career path did you want to take before you enrolled on the PDMM, and how did the course change your thinking afterwards?**

**A:** I aspired to be a more influential leader in the local press industry. However, being a female leader in a male-dominated industry was not to be without challenges because you should be extra-skilled and have more knowledge and experience in order to compete with your male counterparts. Another challenge was working in a private-owned media company, which has its own way of doing things (house style) which, as a leader, you must abide by and not make your own decisions based on your education and what will benefit the reader.

**Q: Let's talk about Kaledioscope (a Swazi national magazine which Sazi edited). It was a brilliant magazine with brilliant content. Was it before or after the PDMM when you edited it and what inspired you to start a mag of your own?**

**A:** The magazine was inspired by the PDMM and the idea came while I was at Rhodes: to have a magazine that would talk about various issues that inspire people, especially women, to rise above the rest and be conquerors.



Sazi Tsabedze-Hlophe,  
Standard Bank Communication Officer  
Photo: Facebook

I felt ready to make a difference in my own country as I was already armed with experience and knowledge from the course. The magazine addressed various issues ranging from education, inspiration, religion, art and entertainment and was loved by both young and old but mostly the youth. It ran for two years, from 2007-2009, and one major setback that resulted in its downfall was that it could not generate revenue from traditional advertising. Other challenges included:

- The lack of a shared vision with my partners who wanted quick returns.
- There was a need to be build long-term relations with our audiences and assure credibility but because the partners did not understand this, it became very challenging for me to wait for that moment on my own.
- We had only three freelance journalists who needed training and mentoring and when we got experienced journalists, the challenge was that we could not pay them well and so they left.

- Lack of local advertisers. We had targeted big corporate companies but they already had contracts with other media entities.

***“I certainly got recognized wherever I applied for a job and I intimidated fellow applicants.”***

**Q: Did the PDMM certificate add any value when you made applications to different institutions?**

**A:** First of all, the value of the certificate comes with the fact that it is from Rhodes University which is a world-acclaimed institution. I certainly got recognized wherever I applied for a job and I intimidated fellow applicants.

**Q: The PDMM also grooms media managers and businessmen/women. Did you at some point in time think of starting your own company or is it something that you are still considering doing?**

**A:** I feel there is a niche market in Swaziland for telling our stories using magazines such as Kaleidoscope and it is something I want to pursue in the near future.

I feel I am in the right position to do that now with the experience I already have.

**Q: Did the PDMM influence the position you now hold at Standard Bank Swaziland as their Communications Officer?**

**A:** Certainly! I am a Communications Officer at Standard Bank now.

The PDMM has a great influence in various professional fields as it gives graduates the ability to compete with academics who may have majored in specific fields of study over many years and yet the PDMM is done in one intensive year.

**Q: What can you say to others about the PDMM as a course?**

**A:** I would strongly recommend other young people, especially women, to take this course because anyone who has the PDMM will have the skills to shape any media institution and come up with content that promotes healthy public debates.

PDMM graduates come up with news stories that get people thinking and take up challenges.

## PDMM APPLICATIONS 2016



**Postgraduate  
Diploma in  
Media  
Management**

### Bank Details:

First National Bank, Grahamstown  
Branch code: 210717  
Account code: 621 4550 3076  
Ref: PDMM Application Fee  
SWIFT CODE: FIRNZAJI

This one-year, intensive postgraduate diploma is equivalent to an honours degree-level programme, and is specifically aimed at graduates entering or working within media, who wish to succeed in middle management positions within the business side of the media industry. This qualification is also relevant for those seeking promotion or employment in media management across all media platforms: print, broadcast, and online. Deadline for all applications: 30 November 2015. No late applications will be considered. Please refer to the course brochure for more information about the course.

Please note: All external students applying for the PDMM in 2016 need to pay R100 application processing fee into the Rhodes University account. Please read the checklist section on the 'Application for Admission' forms carefully to ensure that your application is processed. Forms can be obtained from [www.ru.ac.za](http://www.ru.ac.za)

# Start your own firms, says Rhodes student

By Anelisa Salavu and Mantoe Phakathi

*PDMM student and aspiring entrepreneur Nzuzo Sowazi challenged South Africa's youths to start their own businesses in a discussion led by two of South Africa's top economic journalists, Songezo Zibi and Phakamisa Ndzamela*

The discussion, attended by some of the PDMM students, was held at Rhodes University recently. ANELISA SALAVU and MANTOE PHAKATHI report:

Postgraduate Diploma in Media Management (PDMM) student Nzuzo Sowazi feels that South Africa's black youths are not taking advantage of funding opportunities to start their own businesses.

Speaking at the Conversations on Economic Freedom and Development in the Eastern Cape hosted by the Rhodes University's Sociology Department on August 4, Sowazi said the Industrial Development Corporation is underutilised because young people lack entrepreneurial inclination.

**“Instead of starting their own businesses, they prefer to seek jobs,” said Sowazi.**

His aim is to launch an entrepreneurship television show that will aid, educate and motivate viewers to become enterprising.

He was one of the PDMM students who took part in the discussion to broaden their understanding of entrepreneurship ahead of their PDMM examination, in the form of a business plan of a media company of their choice, in the module on Media Economics and Financial Management -- one of eight modules that form the PDMM course.

“South Africa can emulate the Venezuelan example where government gives money to cooperatives and the community determines the kind of businesses they want to fund,” Sowazi noted.

This suggestion was well received by the audience in light of the fact that the Eastern Cape is endowed with shale gas and oil, an industry that could potentially create many business and job opportunities in one of South Africa's poorest provinces.

According to the *Development Bank of Southern Africa*, the Eastern Cape unemployment rate is at 30 percent, the third highest in the country. To turn around the Eastern Cape's economy, Jonathan James, an MA history student at Rhodes University, advised that entrepreneurs should take advantage of government initiatives such as the Black Economic Empowerment (BEE) to fund their own businesses in the oil and gas industry.

“The BEE was meant to right the wrongs of apartheid but it is mismanaged,” James said. “However, don't paint the whole of BEE with a black brush because there are some success stories.”



*Songezo Zibi, Business Day Editor  
Photo: Dinesh Balliah, Witsvuvuzela*

For industry to benefit the people of the Eastern Cape, where Rhodes University is based, James suggested that community leadership rather than government should take charge in the exploration and exploitation of these natural resources.

Considering that corruption is usually common in the exploration of commodities not just in Africa but across the world, he said, ethics should be at the centre of the gas and oil industry in the Eastern Cape.

He was a panelist alongside Business Day editor Songezo Zibi and Phakamisa Ndzamela, the financial editor from the same daily newspaper based in Johannesburg. Both Zibi and Ndzamela, who rank among South Africa's top business journalists, travelled to Rhodes University to be part of the discussion.

The trio concurred that lack of employment opportunities forced people from the Eastern Cape to leave their families and migrate to ‘the land of milk and honey’ in Johannesburg.

While concurring with James, Zibi said there are other economic opportunities for the Eastern Cape such as tourism that need to be explored. “We haven't even begun to invest in this (tourism) sector,” he said.

Zibi, who was born in the Eastern Cape, said to make tourism a success in the province, the government should invest in supporting infrastructure such as water and roads so that people could find it easier to access and spend time at different sites.

Calling for a complete overhaul of the economic situation of the Eastern Cape, Ndzamela challenged residents from the province to think outside the box. For instance, he suggested that the government should amend legislation to allow part of money from retirement funds for people from the Eastern Cape to be invested in the province.

**“He proposed that leaders from the Eastern Cape who have benefitted from BEE should be challenged to invest in ‘black capital’ in the province.”**

“It doesn’t help that people from this province have to migrate to Gauteng and put pressure on the infrastructure there, and when they retire and return to the Eastern Cape, there is no infrastructure to support them,” Ndzamela said.

## PDMM in a Nutshell

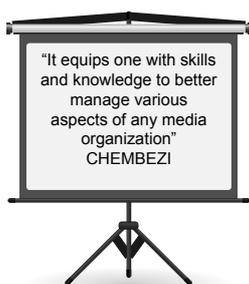
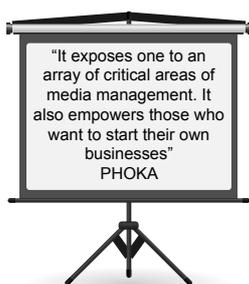
By Oarabile Matebejane

### POSTGRADUATE DIPLOMA IN MEDIA MANAGEMENT

PDMM is a one year full-time programme offered at Rhodes University under the Sol Plaatje Institute for Media Leadership

The course was launched in 2004 in order to provide people working in the media industry with the skills and knowledge they need to perform more effectively in their organizations and to fast track their careers to managerial positions

### PDMM benefits according to the class of 2015



enrolled 172 students (excl. 2015)



170 students have graduated



**EDUCATING MEDIA MANAGERS SINCE 2004**

PDMM HAS A DIVERSE CLASS WITH MOST STUDENT FROM:

- 1. Botswana
- 2. Ghana
- 3. France
- 4. Kenya
- 5. Lesotho
- 6. Malawi
- 7. South Africa
- 8. Swaziland
- 9. Zambia
- 10. Zimbabwe



Amongst others, the following are the available scholarships for PDMM Applicants:  
1. Primedia  
2. Osisa

# Find bright new ways to connect to readers

By Anton Harber

*Twitter is one of the best known social media services, but it is suffering from its inability to provide sufficient value to consumers, advertisers, and investors.*

NEWS reporting followed a tight style and format for decades, largely driven by technology and deadlines. We call it the inverted pyramid: the most important information should be at the top of a report and the material that can most easily be cut out sits at the bottom.

There is a debate among newspaper historians about where this originated. Most say it came with the early days of the telegraph, where reports had to be as brief and succinct as possible and you had to get to the hard news quickly for fear that transmission might be interrupted at any moment. Others have found this style in earlier US military reports, which were written under similar time pressures.

Another factor was that typesetting was done in hot metal. You could not cut and paste easily, so you had to be able to cut from the bottom.

This formula also made it easier to write under pressure. When you had to dictate a story over a public phone from your notebook, with others lined up behind you to use the phone, you needed an efficient way to get the story into shape. A formula helped.

As a result, many journalism schools still teach students the inverted pyramid. Then — hopefully — they teach them to upset the pyramid and tell their story more imaginatively.

But elements of the creaky old style of news writing persist in many of our news products, even though new technologies have given us much more flexibility. Our South African news outlets cater mostly for their ageing and shrinking audiences. Few are doing much to attract younger readers to news, whether in print, broadcasting or online.

The audience has changed. They are finding their news in different ways, mostly online sharing of material through social media. Our news products have changed a bit, but not nearly enough to attract and keep young people.

We hear complaints all the time that millennials are not reading, especially in SA. The truth, though, is that they do read and do consume news, but don't want it dished up as it was for their parents. They want sushi and we are offering them spaghetti bolognaise.

The news site most cited as catering for millennials is Vice, which calls itself "the coolest magazine in the world".

It started out as the Voice of Montreal but later dropped the "o", moved to New York and now publishes 10 internet channels

and a magazine and has a record label and publishing imprint.

Most striking is the success of Vice News, which provides hard-hitting, topical news with an attitude. Their reporters — all young — feature prominently, as do their own feelings and attitudes. They do a lot of immersion work: putting reporters into difficult situations

— such as North Korea — and reporting first-hand. Their magazine often dedicates a whole edition to immersion in one tough topic, such as living in Iraq, or "I went undercover in America's toughest prison".

The surprise was the success of hard-news reports. One of their team said: "The content that outstripped everything else by a huge margin was our most serious hard-hitting documentaries. There was a very well-connected global young hungry audience which wanted to experience big complex global stories in a way that was accessible, and no one else was doing it."

What did they do differently?

***"It's made by young people for young people. If our journalists are scared, that makes it into the film. What our journalists are feeling is a huge part of our vernacular."***

I am not suggesting that our news outlets should mimic Vice. But — as I yawn through most of our news outlets saying much the same in the same way week after week — we do need to find more interesting ways to use all the new tools we have to tell our stories.

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<http://www.bdlive.co.za/opinion/columnists/2015/07/30/find-bright-new-ways-to-connect-to-readers>



*Anton Harber, professor of journalism at Wits University  
Photo: Business Day Live*

# The critical distinctions among news provision, information provision, and journalism

By Robert Picard

*The explosive growth of digital news and information providers is forcing news organizations to recognize their diminishing significance to users of digital devices, but many remain bewildered about how to respond.*

This challenge is difficult because many news personnel do not make distinctions among news provision, information provision, and journalism. Consequently, the strategies of many news organizations approach each as equally valuable.

They are not.

News provision involves providing reports about contemporary events and developments locally, nationally, and globally. Information provision involves providing non-news content that meets audience interests and needs. Journalism involves researching and producing news, features, and analytical stories based on professional practices and norms.

In the past, news organizations tended to have strong control over journalism, news provision, and information provision in their markets. However, they began losing that control with the arrival of multichannel terrestrial/cable/satellite television, the growth of magazine titles, and the appearance of the Internet.

***“It is this loss of traditional market domination over the provision of news and information that most news organizations are struggling with today.”***

The problem is clearly illustrated by newspapers that typically offered readers non-advertising content that was about 25% news (created through original journalism or provided from news agency stories) and 75% information (either self produced or provided by news agencies and syndication services). It was a cost effective and holistic way to serve readers news and information needs.

That strategic formula doesn't work today, especially on digital platforms, because there is a plethora of digital information provision about weather, entertainment, food and cooking, sports, automobiles, and hobbies and crafts and because there is a surfeit of news providers about national and international events and developments.

This high level of competition means that newspapers and other legacy news organizations have a much harder

time becoming or remaining the digital choice for news and information provision. There is little additional value they can provide by merely being a conduit for flow-of-events news and information available elsewhere.

Value can be created by practicing quality original journalism, however, and by providing context, analysis, and understanding to news and creating better information, provided in better ways, than competitors.

Only by understanding the differences between news provision, information provision, and journalism, by being different from other news and information providers, by having a distinct approach to news and information, by engaging in high quality journalism, and by helping audiences better understand the world and the topics in which they are interested will news organizations become successful in the digital world.



*Robert G. Picard, leading academic expert on media economics and management  
Photo: Twitter*

Picard is the author and editor of 30 books. He has been editor of the *Journal of Media Business Studies* and editor of *The Journal of Media Economics*. He has been a fellow at the Shorenstein Center at the Kennedy School of Government at Harvard University and a public policy fellow at the Reilly Center for Media and Public Affairs, Louisiana State University. He has been a consultant for media companies and government agencies in the U.S., Europe, Latin America, and Asia and regularly makes presentations to media trade organizations and academic organizations worldwide.

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**RHODES UNIVERSITY**  
*Where leaders learn*

## Sol Plaatje Institute for Media Leadership

Are you a university graduate thirsting to enter the exciting and challenging field of media management or a practising journalist wishing to leap-frog your career into management?

Do you want to renew and sharpen your media leadership and management skills? Or are you a media company seeking to offer specialised media training programmes to employees?

Rhodes University's Sol Plaatje Institute for Media Leadership, Africa's pioneering media management school, offers the following:

### A Postgraduate Diploma in Media Management

which equips aspirant and practising managers in the media industry with the skills and knowledge required to advance their careers to leadership positions.

### A basket of short courses

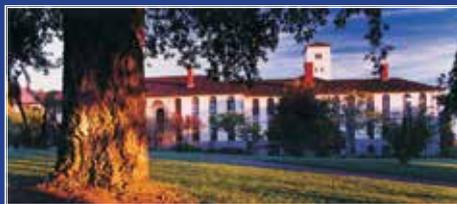
for editors and professional managers which addresses a range of management skills to help managers succeed in meeting the challenges of an increasingly competitive and rapidly changing industry.

### Tailor-made short courses

which can be designed to address specific training needs of media organisations.

### Research

into a broad range of media leadership and management issues impacting on the industry.



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Institute for Media Leadership

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Rhodes University, Grahamstown