SOL PLAATJE INSTITUTE FOR MEDIA LEADERSHIP

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ESSENTIALS OF DIGITAL MEDIA MANAGEMENT

Summary

The Sol Plaatje Institute (SPI) for Media Leadership offers a range of professional, and certificated media management short courses for practising media managers from across Africa. So far, more than 5 000 participants have attended these courses since the launch of the SPI in 2002. The Institute also designs customized courses that address a media company's identified training needs (e.g. strategic management; management of talent in media industries; financial management for media, marketing and advertising in competitive media markets; etc.) and accredits these courses with Rhodes University.

This course focuses on recent and emerging developments in the digital media sector that have had and are continuing to have a significant impact on the media industry in different parts of the world. We specifically explore the impact of the digital media channels on African media and explore the essential concepts in managing a multi-platform media firm, especially now that increasing numbers of Africans have increased and cheaper access to high-speed bandwidth. Participants learn from the experiences of each other as they exchange views on what they do in their own media firms. Participants are also exposed to case studies of successful online and mobile strategies by newspapers and other media and we equip the attendees with tools to assess whether these could be adopted in their own media organizations' unique environments.

The following modules are offered on this course:

- **Overview of the development of digital media**
  A brief historical overview of the digital media sets the context for the course. Current trends in Internet access and the development of broadband infrastructure across the African continent are reviewed, exploring the implications for media companies.

- **Digital media business models**
  Participants learn about different ways of generating revenue in the online environment, with a particular focus on news media. "Conversion funnels" are demonstrated as a planning and monitoring method. The revenue-generation strategies of selected online news media sites are reviewed.

- **Big data: collecting, using and selling data**

Recent exposes have highlighted the challenges and commercial opportunities posed by wide-scale data gathering and mining of massive data sets. In addition to the obvious privacy issues, "big data" opens the doors to unprecedented commercial opportunities. The session explores how media companies can collect and analyze data in cost-effective and ethical ways, enabling deep audience engagement and building communities of users.

- **Mobile media business models**
  Mobile access to the Internet is gaining momentum at a rapid pace, along with the availability of cheap smartphones. The mobile phone has a number of unique characteristics that pose specific challenges and create unique opportunities for media organizations. The session examines the difference between mobile applications and mobile websites and specific ways of generating revenue in the mobile environment.

- **Case study and group work**
  Participants select appropriate case studies, pool their knowledge and conduct independent research to examine how selected media companies use online and social media and how this is monetized.

- **Analytics and conversion analysis**
  The power of free web analytics tools is demonstrated. Participants explore how analytics can be used, for example, to understand who is accessing your online media, their demographics, what devices they are using, where your traffic comes from and what content is most popular or least popular and why.

- **Journalism and social media**
  Participants discuss the opportunities and dangers of using social media, using their own case studies and examples provided by the course facilitator. Various applications for managing a variety of social media platforms are reviewed.

- **Application and web development**
  Participants discuss the importance of placing audiences at the centre of web and software development and review the user-interfaces of selected media applications and websites. Innovative methods for managing complex projects are demonstrated in practice, with participants collaborating to develop new project ideas.

- **New trends in digital journalism**
  Examples of innovative media applications and websites are presented, exploring how new technologies enable new forms of multimedia and interactive journalism.

- **Useful tools for digital journalism**
  Examples of cutting-edge journalism using new applications and hardware are demonstrated and discussed.

- **Cross-media content management**
  Participants discuss convergence, looking at ways of producing "converged media" and various strategic models for transforming traditional media companies. Particular

attention is paid to organizational culture, skills, content management systems and physical space.

- **Emerging trends in digital technologies**
  Participants explore the future of digital technology, examining emerging trends and their implications for media companies.

- **Legal and ethical issues in the online environment**
  An introduction to legal and ethical issues foregrounded by digital media, with a particular focus on intellectual property and defamation. Participants discuss how media organizations can manage legal risks in the online and social environment.

- **New ideas group work**
  Groups prepare presentations for new mobile "news and information applications" built around their market's needs and preferences.

Course Fees

Course **fees** in **2019** are **R17 000 per participant** including learning materials, daily lunches and teas. Accommodation and travel costs are for participants' own accounts.

Cancellations received later than 7 days before the programme commences will be liable for 50% of the fee and non-arrivals will be charged the full fee.

Please make payments by direct transfer to the Rhodes University's Bank Account:

> **First National Bank**
>
> **Grahamstown**
>
> **Branch code: 210717**
>
> **Account code: 621 4550 3076**
>
> **Ref: EODMM**

Course Structure and Learning Outcomes

Course sessions start at 8:30 am and end at 5 pm each day; tea is served from 10:30 to 10:45 am and from 3.30pm to 3:45 pm and lunches from 1 pm to 2 pm.

Participants who successfully complete the course assignment will receive a Rhodes University certificate of competence in the Essentials of Digital Media Management.

Important information:

Sessions on this course are led by industry and academic experts. We do offer the option of running the course in-house at your organization, which eliminates the cost of travel and accommodation for participants. Please note that an in-house course will only take place if there are 16 or more participants attending the course.

For more information please contact Mbalenhle Buthelezi at M.buthelezi@ru.ac.za or call her on +27 46-603-8949. You could also visit the SPI's website at www.ru.ac.za/spi/.