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News Distribucation

Channel Dynamics Revisited

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MASTER'S THESIS

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Area: Telematics

Title (English): **News Distribution: Channel Dynamics Revisited**

Description: We are looking to identify emergent patterns of structural change in media market's channel systems caused by community services.
This master's thesis will establish a framework for news channel discussions. Within this framework, it sets out to examine how the shift from a distribution to a communication model will have an impact on news organizations' channel dynamics. Also, it will suggest plausible future utilizations of the 3G mobile channel in relation to community services, and its mutual relations to other channels.
A case study of these areas at Aftenposten Multimedia is a major part of the research, and this report will as thus treat these problems from a news organization's perspective.

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Preface

This report is the result of my master's thesis, and it represents the final part of my MSc in Communication Technology at the Norwegian University of Science and Technology. The work commenced in December 2005 and has been carried out at Aftenposten Multimedia in Oslo.

I suspect a hard copy of the report is going to be the only remains of one semester's study and research. (Although I will probably find myself searching Aftenposten.no proudly for any influences I may or may not have helped impose on it—but, as we know, web presence is so fleeting. And continuously improved, I'm afraid.)

I also suspect that the potential audience of this report is somewhat limited, and the most enthusiastic reader will be myself picking it up from the bottom of a cardboard box somewhere, sometime, in the future. I therefore take the liberty of writing some things that no one but a 50 years old Magnus will find interesting.

This semester was the semester you moved to Oslo; it was the semester Anita looked at you—differently. It was the semester you got your first real job; it was the semester you bought your first apartment. And in between, it was the semester you could write sincerely about the utilization of print(!) publications.

For some of these things to happen, I was very lucky. As for writing this report, however, I merely had very good help. Stephan Granhaug, Dr. Arne Krokan and Prof. PhD Leif Arne Rønningen are all linked to the project—formally, as well as on an inspirational level. I'm also grateful for having such nice people around me at Aftenposten Multimedia every day.

Thank you!

Oslo, May 10, 2006

Magnus Horn Hagen

Abstract

Today, media companies seek to utilize a set of channels. We have taken a systems approach to these companies' channels—that is, the different channels interact dynamically to form a product's whole.

The report deals with channel systems consisting of print, online and mobile channels. We have identified *community services* as a major driving force in pushing the print/online channel system towards a steady state. Community services have enabled what we call “mature” online services. These emergent services are characterized by a *differentiation* process; they have channel specific facilities, tailored for that particular channel's form factors, habit factors, media type support, level of interactivity, etc.

Our case studies indicate that as a product's properties get more mutually differentiated, it becomes possible to design emergent channel systems based on *complementarities*. “Lesernes storbytips”, our first case study, illustrates how such cross-channel designs can be achieved in real products, based on a system consisting of a print and an online channel.

Throughout the report, we have argued that complementary thinking in some cases contrasts existing views; most notably, a view characterized by *substitution*. So far, the introduction of a *mobile channel* has, at least as far as news organizations are concerned, been characterized by substitution rather than complementation. We want to follow our complementation credo when a mobile channel is present in the system as well. In our report, this is applied in the second case study. Here, we explore a community music service similar to Myspace and NRK's Urørt, only with a different set of channels. The result is a channel system that forms an enclosed circle from the user and back.

One might claim that the deployment of the mobile channel—and channel systems in general—are colored by organizational structures. News companies have established subsidiaries to run new media businesses. A separated new media organization has undoubtedly helped in maturing online news sites, and we obviously do not want this process reversed, as differentiated properties are the main foundation for cross-channel complementation designs. Nevertheless, this report is pervaded with the view that a more overall, integrated, process is favorable for channel strategies, especially as new channels are added to the system and they become more complex.

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Chapter 1

Introduction: News Distribution

I wanted the Web to be what I call an interactive space where everybody can edit. And I started saying “interactive”, and then I read in the media that the Web was great because it was “interactive”, meaning you could click. This was not what I meant by interactivity, so I started calling it “intercreativity”. (I don’t generally believe in making up words to solve problems, so I’m sorry about this one.)

—T. Berners-Lee [7], talk to the MIT Laboratory for Computer Science (1999)

June, 2004: Krueger, van der Beek and Swatman [12] present a paper at the 17th Bled eCommerce conference in which they “describe the current state of play in the online news industry:”

The classical news revenue source (advertising) is not very successful in this new environment.

[...]

Today most regional and national newspapers in Europe have an online version. Online newspapers have continued to increase over recent years in terms of numbers of titles despite the fact that few, if any, profits are being made.

Fast forward some twenty months.

2006: Online news is profitable! Big news for Norwegian CEOs who manage news websites. By now, they have found themselves running moneymaking companies for once (look at their annual reports [62, 2]); also, some would argue, they have found themselves—period. And a news site’s self is not “an online version of a newspaper” any more. It is a fully fledged internet service on its own.

What happened between 2004 and 2006?

Although the story is a bit worn out these days, the growth of *MySpace.com* [46] represents an ultimate characteristic of this period. The current MySpace service was founded in July 2003 as a social networking site¹, partially owned by Intermix Media [66]. It offers an interactive network of photos, blogs, user profiles, groups, and an internal e-mail system—let alone a close link to the music scene [10]. As Rupert Murdoch's News Corporation in July 2005 acquired Intermix Media for \$580 million [15], many regarded it somewhat emblematic; media mogul Murdoch's (at an age of 75) definite embrace of the Web as a solvent place to be for media organizations.

Today, MySpace, along with other community services² such as *flickr* [20] and *friendster* [22], are representatives of what Helmore [33] coins "the second coming of the internet boom." It is like a generation shift; Glover [27] declares that MySpace had more page views in November 2006 than Google or eBay, two remaining giants of the *first* boom.³

If we compare community services like MySpace to the first online news sites (i.e., basically online versions of their offline properties, a print newspaper), they are obviously different in almost every respect. Most strikingly, they have different communication models.

Community services are not about what Pryor [51] (2002) calls "the narrow definition of news—the classic paradigm of a reporter kicking up new information that is then tailored by an editor and sent, wrapped in ads, to a reader or viewer/listener. . ." The content creation and editing are distributed among its members. This is not distribution of content from one institution to its readers, rather peer-to-peer connectivity and communications.⁴

As the traffic potential of community services' communication model became clear to Norwegian online news services, they started adopting community features (see Section 3.1). Dagbladet.no has an Internet society with some 300.000 members and VG Nett has the most popular discussion forum in the country. They have realized Pryor got it right when he argued that the narrow definition of news does not work online. (At the end of the day Pryor was probably only half right, as it turned out advertisement wrapping *did* work as the news horizon was broadened, and today ads make up the bulk of these websites'

¹A social network service is social software specifically focused on the building and verifying of social networks for whatever purpose [67].

²There is no consensual, widely deployed definition of a *community service* in a Web environment. In this study we will use the term generically, whenever we need an expression to embrace all services primarily based on user interaction, whatever kind. In essence, we got social networking software, weblogs, debate forums and other specified services involving user interaction, and we got a community service that is specified to involve all of them.

³Glover makes this assertion with reference to traffic monitoring firm comScore Media Matrix [14]. According to Nielsen/NetRatings [48], MySpace had a growth from 2,874 to 24,495 million visitors from November 2004 to November 2005.

⁴One might argue—and very correctly so—that newspapers from the "old" world are in the communications business as well. But this kind of communication is so one-way (restricted to market analysis and letters to the editor) compared to that of the emergent generation community services, it constitutes a new paradigm.

income.)

Distribution + Communication = Distribucation. We have employed unconventional morphology to outline the shift from an organization focusing on distributing news to its costumers to an organization adopting community elements, partially acting as a communications hub for its users.

This chapter will elaborate on the concept of distribucation. It will first present the problem statement of this master's thesis. That includes an overview of the task that must be executed and some key questions. Just as important, the subsequent sections will tell which tasks that will *not* be undertaken. At the end, an overview of the rest of the report will be provided.

1.1 Problem Statement

We have titled this master's thesis *News Distribucation: Channel Dynamics Revisited*. We are looking to identify emergent patterns of structural change in media market's channel systems caused by community services. This research is exploratory, involving case studies conducted at Aftenposten Multimedia (see Section 3.1).

Print newspapers face a decline in circulation worldwide. So is the case for Norwegian national and regional newspapers [49, 23]. Still, Norwegian newspapers have gained a strong foothold in the new (i.e., digital and networked) media market—and so is not the case for newspapers worldwide. And this foothold is expanding; in week 13 of 2006, Aftenposten.no had doubled its number of unique visitors compared to the same week one year before. As the Web establishes itself as an ever more important news medium, readers' remaining preference for print over online rests on habit and form factors, according to JupiterResearch [5].

From 2001 to 2003 MUDIA, an IST⁵ funded project with members from the media industry, was strongly concerned with how mobile networks could be used for news broadcasting [37]. The project reflected a general belief in the industry that mobile terminals could be the “next thing” in news distribution. A JupiterResearch report [58] estimates that mobile content revenue will grow from €2.4 billion in 2004 to €9.1 billion by 2010. There is definitely a growth potential in the mobile market—the challenge is to convert this potential into traffic. As of the last quarter of 2005, only 10% of the Norwegian population uses mobile content on a weekly basis [39]. That is not much, considering the penetration rate of online or print content, and the fact that virtually everyone owns a mobile phone.

Like a PC with Internet access, mobile terminals access channels that are duplex in nature, well suited for two-way communications rather than “news-casting”. That means that a “distribucation” approach to the use of mobile

⁵Information Society Technologies (IST) is a research programme by the European Commission.

channels is more useful than is a distribution strategy.

In this study we take on a systems thinking to what we have called the distribution channels. Print, online and mobile properties interact in that they are different services but with a similar content. Still, users of a newspaper's print edition are not completely distinct from those using its online news site. Since each user's news consumption total cannot be infinite, it follows that that increased traffic in one channel affects the traffic quantity in other channels. In a dynamic system like this, we assume that the mobile channel has not yet found its place, not least because mobile operators are rolling out third generation mobile networks with potentially new services.

Many news organizations are opportunistic, in that they are good at availing themselves of new technologies and channels. We are not so sure they are that good at investigating the dynamics between existing channels, and how to utilize each medium's advantages to create synergies. This master's thesis will establish a framework for news channel discussions. Within this framework, it sets out to examine how the shift from a distribution to a communication model will have an impact on news organizations' channel dynamics. Also, it will suggest plausible future utilizations of the 3G mobile channel in relation to community services, and its mutual relations to other channels. A case study of these areas at Aftenposten Multimedia is a major part of the research, and this report will as thus treat these problems from a news organization's perspective.

1.1.1 Key Questions

- How are user interaction affecting the form factors of a news company's channel dynamics?
- How are user interaction affecting the habit factors of the news company's channel dynamics?
- How can third generation mobile networks be utilized for user interaction, and how can this affect a news company's channel dynamics?
- How can altered channel systems have an impact on the organizational structure of a news company?

1.1.2 The Scope—Premises and Boundaries

What is described in the problem statement could be quite a daunting task—especially when the format and time span of the study is taken into account. That is when premises and boundaries come along as the writer's (and thus the reader's) salvation and rescue!

What is Considered a Distribution Channel?

We have restricted this study to cover *print*, *online* and *mobile* news as distribution and communication channels. We *could* have included TV or radio. Or even teletext, which has a coverage that daily exceeds that of online and mobile channels [39]. Still, we have chosen not to.

We think that restricting ourselves to print, online and mobile channels will force us to compare companies with the same starting point—traditional print newspaper organizations, that is. These companies are after all the main source of national and international news for most Norwegians. Not so in some other countries, though; in the US online consumers are much more likely (30 percent versus 10 percent) to consult a cable TV news website [5].

A short anecdote: Two men were observed at Aftenposten's open-plan office, both deeply pondering over something. It turned out they were working on the user interface of Aftenposten's online media streaming client. "Why are we calling it *AftenpostenTV*?" the one said to the other. "It's not really a television!"

That situation illustrates an ambiguousness in our problem statement. What do we mean by a "channel"? One can listen to IP-mediated radio on a computer—or, thanks to widely deployed broadband infrastructure, watch television programs if fancied. One can even stumble upon a radio program on a television set. We want to treat an online news site providing text, video and audio as *one* channel—thus, it is wrong to say that a channel equals a media type.

Moreover, third generation mobile networks have gateways to the Internet, and it is possible to download a pdf-file containing a "print" newspaper from an online site and make a printout. If we look at a situation where a person is browsing a news site from a mobile phone, and another is browsing a site from an online computer, we want to say they are utilizing *different* channels. That excludes the transport network from being a satisfactory channel identification characteristic as well.

That leaves us with user terminals (and their access networks) as an identification characteristic—different terminals correspond to different channels. That is a very practical, user-centric, method. Unfortunately, it is also a problematic method, as the identification characteristic does not map with the characteristics between which we want to make comparisons. None of the key questions but the one concerning the form factor impact of user interaction relate explicitly to the user terminals.

Consequently, we have reluctantly come to terms on a definition where the user terminal determine what distribution channel is in question. When a user consumes news through a mobile phone, a print publication, and an online computer, the news organization utilizes the mobile channel, the print channel, and the online channel, respectively.

Geographical Boundaries

This project keeps well within Norwegian borders. That is not to say it won't draw greedily on foreign sources when appropriate. Still, when Norwegian numbers and sources are available, those will be preferred.

Foreign countries like the United States are as far as community services are concerned far ahead of Norway. As a consequence, the amount of North-American reference material covering the field greatly exceeds the Norwegian equivalents. That is meant to explain the (more than) fair share of foreign sources in the reference list.

(The USA being ahead of Norway at new media can also be turned to account; what happens in the United States might serve as omens of things to come in Norway—at least that holds for some other areas.)

1.2 Report Overview

The first chapter is meant to establish this report's problem statement and the problem statement's rationale.

Hopefully, after reading the rest of the report, the reader would get an impression of how we have addressed the assignment and also gained some deeper insight into suggested answers to the key questions. Here is an overview of what the next chapters will bring:

Chapter 2 deals with our chosen research materials and methods; one section is devoted to justify mentioned method, and one will go into deeper details of the case study methodology.

Chapter 3 is our case study of Aftenposten Multimedia. It presents two illustrative cases, both of which are meant to shed light upon our problem statement from Chapter 1.

Chapter 4 approaches the problem assignment through a theoretical discussion.

Chapter 5 concludes this project report.

Chapter 1—Summary

Chapter 1 takes a kind of 'before-and-now' approach to media companies' online strategies. Before: online versions of the print edition—now: online subsidiaries with own newsrooms. Before: news reporters, editors, readers—now: communications hubs for its users. Before: distribution—now: "distribution". For these subsidiaries, the bottom line looks far better now than before. And now, these websites attract a much larger audience than before.

The chapter argues that the shift in communications models for these media companies constitutes a new paradigm. This paradigm shift is the backdrop for the report's problem statement, which is to identify emergent patterns of structural change in media market's channel system caused by community services.

We want to look at channel systems consisting of print, online and mobile properties. A channel is defined by its user terminal, and geographically, we restrict ourself to Norway.

Chapter 2

Materials and Methods

This study will rely on both *qualitative* and *quantitative* research methods. Qualitative, in that it includes a case study of Aftenposten Multimedia's community service project. Quantitative, in that it incorporates statistics as a means to provide a framework for meaningful discussions on the subject.

Case studies are not old. As an approach to research, they originated in the early 20th century after the establishment of the concept of a case history in medicine. They can be used for multiple purposes and in multiple disciplines—in 1974, a case study even toppled a US president (Bernstein and Woodward's journalistic case study *All the President's Men* [11]). Business education is one of the areas where case studies are applied quite uncontroversially; when Harvard Business School was started, discussing cases and offering recommendations for decision-making were a principal part of the education, as no textbooks were suitable for a graduate program in business at that time [65].

In this chapter, we will take a closer look at why a case study is *our* method of choice as well, and describe the methodology in more detail. Also, the chapter will clarify this report's utilization of reference materials.

2.1 Research Method Justification

Case study methods imply a thorough, longitudinal investigation of a single instance: a *case*. More than sixty years ago, Gragg [31] pointed out in *Harvard Alumni Bulletin* his opinion on what a case is (*italics in original*):

A case typically is a record of a business issue that *actually* has been faced by business executives, together with the surrounding facts, opinions, and prejudices upon which executive decisions have to depend. These real and particularized cases are presented to students for considered analyses, open discussion and final discussion as to the type of action that should be taken.

Lundberg, Rainsford, Shay, and Young [13] cite Gragg's note as a "classic statement" in their *Case Writing Reconsidered*, and argue his definition still holds for what is considered an 'ideal' case today. They do, however, question whether a decision focus really is a key feature of a case, since "idealizing decision-focused cases is tantamount to a one best way, clearly an unsupportable position to hold in the modern world."

We present two illustrative case studies. They acknowledge the views of Lundberg et al., stressing the real situation (based on fieldwork) and its complex set of variables over the actual decision-making. It will lend itself to generating (rather than testing) hypotheses, which suits the overall, exploratory perspective of the research well.

Our incentive to include a case study of Aftenposten is to gain some added insight into the processes and motivations associated with the channel systems thinking in a real media organization. It will also make an abstract discourse on community services' impact on channel systems more concrete, and help us interpret the data present in such discourses.

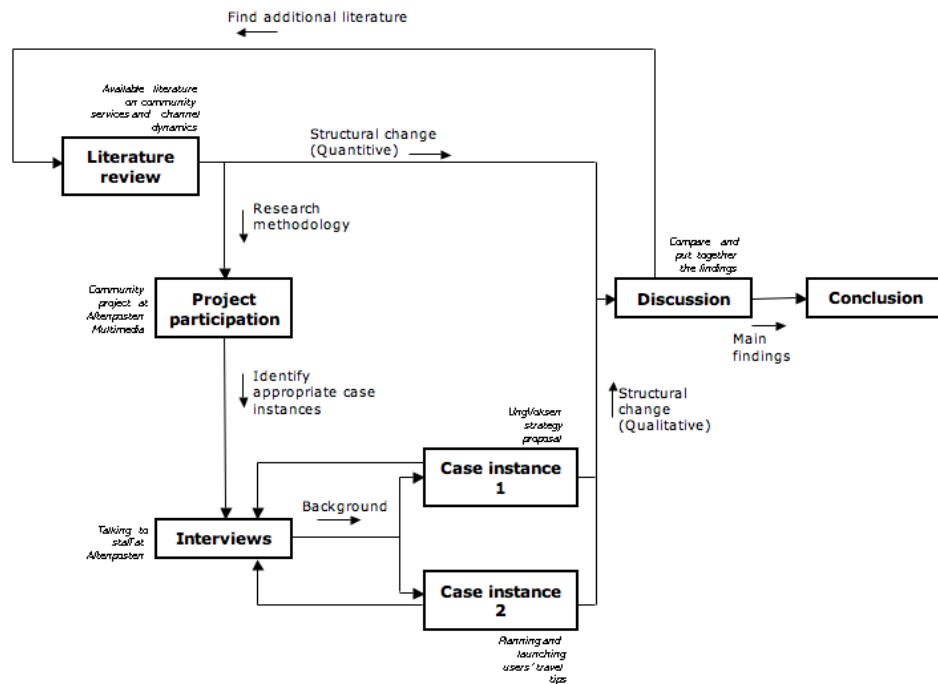


Figure 2.1: The work flow of the research

2.2 Case Study Methodology

Illustrative case studies require presentation of exhaustive information, and a pitfall in that respect is the researcher's time on-site for in-depth examination. We have been on-site at Aftenposten Multimedia for three months.

In the course of that time-span, we have participated as project members in a community service project—or, *the* community service project. Because to Aftenposten Multimedia, this project is one of the most extensive that has been conducted; “this is just as big as all of Aftenposten.no's existing services total,” the CTO laconically put it.

The project's scope introduces some considerations. First of all, the project as a whole was not even close to completion in the course of these three months. Secondly, the project as a whole is too big to be particularly illustrative for a specific domain. Therefore, we have deconstructed the project to provide instances that illustrate a specific domain—our problem statement, that is.

Our level of involvement also deserves some reflection. An objective, third party study of oneself is dubious research at best. On the other hand, no case studies can be conducted on-site with absolutely no influence on the project result itself—resorting to an unnoticeable but ubiquitous installation of one-way mirrors prior to a study is not often an option. To avoid any misunderstanding, we have tried to keep it as transparent as possible, stating who has done what.

For each case instance, our procedure complies with a case study guide [59] based on *Learning with Cases* [38].

Additionally, we have taken steps to provide as much understanding of real-life motivations as possible. That involves citations by Aftenposten's employees and slides from internal meeting presentations conducted on-site at Aftenposten Multimedia. These slides are presented in original language; that is, Norwegian, but with captions that roughly describes the content in English.

2.3 Reference Material

The sources and references on which this report draws are hopefully all uniquely identified in the reference list at the end. There are quite a few; without them this report would have very little value.

Nearly all of these references are published somewhere, either print or online, and a copy should as thus be obtainable for the majority of us. If that shows not to be the case, this author retains copies of all of them in their original format, and can be contacted if they are needed (given that no copyright codes are violated).

The journals that are referenced have typically been read electronically. The Norwegian University of Science and Technology subscribes to some scientific databases—these have been regularly accessed.

Blogs and wikis are essential parts of this study. Moreover, they are a

great source of information as numerous of them examine issues related to new medias and ICT. Most of these have been read as background material, both concerning these issues and as a study of wikis and blogs themselves—therefore these are not listed in the reference list. Other times, though, the information they provide have been so useful they are explicitly treated in this report—and, of course, in the reference list. Anything short of that would be stupid if not intellectually dishonest.

Neither would it be consistent to discard Wikipedia as a source of information. At most of these occasions, however, Wikipedia is used to provide a) a secondary source of information; b) supplementary information; or c) back-tracking of hyperlinks to the source material.

When nothing else have been successful, plain web-searches (googling) have been executed, which brings us to an interesting point regarding the link between blogs and Google. Some people claim that “Google loves blogs” [34]. That is due to they way Google ranks different web pages. The system is called PageRank [29]:

Google interprets a link from page A to page B as a vote, by page A, for page B. But, Google looks at more than the sheer volume of votes, or links a page receives; it also analyzes the page that casts the vote. Votes cast by pages that are themselves “important” weigh more heavily and help to make other pages “important.”

The blogosphere, with all its links and TrackBacks, generates a great amount of such Google votes. A popular blog is therefore bound to get a high rank. When this author uses blogs as reference material as in Section 3.2.2, a Google search might have been one of the criteria. A further investigation of the author might form others (in this particular case the author *has* a rather extensive media CV).

Chapter 2—Summary

Chapter 2 deals with or research methods and reference material. The study will lend itself on two case studies based on a community project at Aftenposten Multimedia. Our incentive to include a case study of Aftenposten is to gain some added insight into the processes and motivations associated with the channel systems thinking in a real media organization.

All explicit references are uniquely identified and listed at the end of this report, and the author retains a copy of all of them.

Chapter 3

Case Study: Aftenposten Multimedia

Christiana Adresseblad was founded in May 1860 by Christian Schibsted, printer by occupation and owner of a print shop. The paper was renamed *Aftenposten* in 1861, a name it has kept ever since. In the course of the following century, it was established as the greatest newspaper in Norway, both by readership and significance.

In 2006, *Aftenposten* still retains a reputation as the leading serious Norwegian newspaper—even though this reputation might seem a bit frayed at times. The newspaper constitutes, at least in a traditional sense, a cornerstone of the media corporation *Schibsted*. As far as circulation and readership are considered, however, *Aftenposten* is now beaten by *Verdens Gang* (VG). VG was established in 1945 and made use of *Aftenposten*'s print shop. As VG failed to meet its economic obligations, it is since 1966 owned by Schibsted.

Today, paper is not any longer the only battlefield on which newspapers fight for readers and advertising revenue. How does *Aftenposten*, founded upon a printer's fortune, cope in the electronic world?

At the end of the 1990's, *Aftenposten AS* set up *Aftenposten Multimedia AS*, a wholly owned subsidiary dealing with new medias. *Aftenposten Multimedia* publishes a cluster of web sites: *Aftenposten.no* [4], *Forbruker.no* [21], *Golf.no* [28], *Oslopuls.no* [50] and *AftenpostenGuiden.no* [3]. Even though *Aftenposten Multimedia* tries to establish these sites as stand-alone products, *Aftenposten.no* acts in most cases as a portal, through which page hits to the other sites are generated. Also, when traffic is monitored and made public by third parties (see for instance TNS Gallup's TNS Metrix [26]), *Aftenposten.no* is used as a generic term for all sites published by *Aftenposten Multimedia*.

Measured in unique visitors, *Aftenposten.no* is the ninth biggest web site in Norway. It is beaten by three online news sites; VG Nett, *Dagbladet.no* and *TV2 Nettavisen*—all of which are Norwegian. VG and *Dagbladet* have a firm foundation in print newspapers; *TV2 Nettavisen* started out as a pure play

website that now has a broadcast television backbone.

This chapter presents an illustrative case study of Aftenposten Multimedia's community service project. We have picked two instances from the project; a user travel guide and an online music strategy for a new product. First, Section 3.1 gives some background for the community project as a whole. Then, for each instance we will state the issue that will be addressed, give an analysis, present alternatives, and then give an account of the result.

3.1 Background—User Interaction at Aftenposten.no

TNS Metrix [26] lists the top Norwegian websites each week, measured in unique visitors (UV)¹, user sessions (US)² and page impressions (PI)³.

Uke 08 år 2006		TNS Metrix Topplisten				URL liste		
Nettsted	Url	UV	US	PI	UV +/-	US +/-	PI +/-	
VG Nett	www.vg.no	1.782.294	9.847.937	69.650.805	-3,75	-2,33	-3,62	
MSN	www.msn.no	1.778.361	8.640.763	47.992.251	-3,42	-0,73	-0,33	
Startsiden	www.startsiden.no	1.543.919	12.870.480	33.424.573	-4,47	-2,72	-2,31	
Dagbladet.no	www.dagbladet.no	1.496.949	7.399.569	99.928.897	-6,27	-3,85	0,36	
TV2 Nettavisen	www.tv2.no	957.752	3.788.796	25.771.506	-6,14	-5,8	-2,17	
Finn.no	www.finn.no	870.289	2.874.738	86.097.999	-1,1	0,59	1,79	
Gule Sider	www.gulesider.no	850.334	1.960.270	11.620.765	-3,39	-2,84	-1,18	
Eniro.no	www.eniro.no	813.079	2.292.057	10.168.281	-4,88	-3,81	-4,45	
Aftenposten.no	www.aftenposten.no	698.250	2.371.219	12.642.004	-10,25	-9,21	-4,46	
SOL	www.sol.no	646.288	4.166.216	14.044.332	-4,88	-1,47	0,44	

Figure 3.1: TNS Metrix [26] sorted on unique visitors (UV)

According to TNS Metrix, VG Nett attracts the greatest number of unique visitors in week 8, 2006 (see Figure 3.3). This is hardly surprising—Norway is regarded a nation of news consumers [42], and VG is the strongest news brand, online as in print. Furthermore, that Startsiden is the top website measured in user sessions, and as thus has a relatively high number of such sessions per unique visitor, can be written off as a result of a user pattern reflecting its name and business concept (“Startsiden” is Norwegian for “home page”).

When it comes to stickiness, however, Dagbladet.no has the highest number of page impressions. And quite uncontested so—this particular week, Dagbladet.no's UV to PI ratio is 1 to 66,755, about 71% more than the next news site on the list. In fact, looking at Table 3.1, it becomes clear that different

¹TNS defines a unique visitor as a visitor to a filter area (which in this case is Aftenposten.no and its cluster of domains) that will only ever be counted once for each time frequency (which in this case is a week).

²TNS defines a *user session* as when a browser enters a filter area (which in this case is Aftenposten.no and its cluster of domains) until they are not active for 30 minutes or close their web browser window.

³TNS defines a *page impression* as when a filter area (which in this case is Aftenposten.no and its cluster of domains) is viewed through a web-browser, so it is viewed by a person on a computer.

Uke 08 år 2006

TNS Metrix Topplisten [URL liste](#)

Nettsted	Url	UV	US	PI	UV +/-	US +/-	PI +/-
Startsiden	www.startsiden.no	1.543.919	12.870.480	33.424.573	-4,47 ▼	-2,72 ▼	-2,31 ▼
VG Nett	www.vg.no	1.782.294	9.847.937	69.650.805	-3,75 ▼	-2,33 ▼	-3,62 ▼
MSN	www.msn.no	1.778.361	8.640.763	47.992.251	-3,42 ▼	-0,73 ▼	-0,33 ▼
Dagbladet.no	www.dagbladet.no	1.496.949	7.399.569	99.928.897	-6,27 ▼	-3,85 ▼	0,36 ▲
SOL	www.sol.no	646.288	4.166.216	14.044.332	-4,88 ▼	-1,47 ▼	0,44 ▲
TV2 Nettavisen	www.tv2.no	957.752	3.788.796	25.771.506	-6,14 ▼	-5,8 ▼	-2,17 ▼
Finn.no	www.finn.no	870.289	2.874.738	86.097.999	-1,1 ▼	0,59 ▲	1,79 ▲
Online	www.online.no	397.017	2.772.456	4.634.582	0,86 ▲	-0,85 ▼	-0,38 ▼
Aftenposten.no	www.aftenposten.no	698.250	2.371.219	12.642.004	-10,25 ▼	-9,21 ▼	-4,46 ▼
Eniro.no	www.eniro.no	813.079	2.292.057	10.168.281	-4,88 ▼	-3,81 ▼	-4,45 ▼
Gule Sider	www.gulesider.no	850.334	1.960.270	11.620.765	-3,39 ▼	-2,84 ▼	-1,18 ▼

Figure 3.2: TNS Metrix [26] sorted on unique sessions (*US*)

Uke 08 år 2006

TNS Metrix Topplisten [URL liste](#)

Nettsted	Url	UV	US	PI	UV +/-	US +/-	PI +/-
Dagbladet.no	www.dagbladet.no	1.496.949	7.399.569	99.928.897	-6,27 ▼	-3,85 ▼	0,36 ▲
Finn.no	www.finn.no	870.289	2.874.738	86.097.999	-1,1 ▼	0,59 ▲	1,79 ▲
VG Nett	www.vg.no	1.782.294	9.847.937	69.650.805	-3,75 ▼	-2,33 ▼	-3,62 ▼
MSN	www.msn.no	1.778.361	8.640.763	47.992.251	-3,42 ▼	-0,73 ▼	-0,33 ▼
Startsiden	www.startsiden.no	1.543.919	12.870.480	33.424.573	-4,47 ▼	-2,72 ▼	-2,31 ▼
TV2 Nettavisen	www.tv2.no	957.752	3.788.796	25.771.506	-6,14 ▼	-5,8 ▼	-2,17 ▼
SOL	www.sol.no	646.288	4.166.216	14.044.332	-4,88 ▼	-1,47 ▼	0,44 ▲
Aftenposten.no	www.aftenposten.no	698.250	2.371.219	12.642.004	-10,25 ▼	-9,21 ▼	-4,46 ▼
QXL	www.qxl.no	181.191	542.432	12.561.145	-2,81 ▼	-2,25 ▼	-1,45 ▼
Gule Sider	www.gulesider.no	850.334	1.960.270	11.620.765	-3,39 ▼	-2,84 ▼	-1,18 ▼

Figure 3.3: TNS Metrix [26] sorted on page impressions (*PI*)

online newspapers has strikingly different user patterns. Especially one question must have been hunting the walls of Aftenposten Multimedia's newsroom: *Why does each user at Dagbladet.no look at more than three times the pages that a user at Aftenposten.no does?*

The most obvious answer: User interaction.

Dagbladet.no incorporates Blink, Norway's most extensive and populated social networking site [8]. It claims to have 7,29% of the Norwegian population as registered members, which adds up to about 334.000 people. There is consensus, at least among Dagbladet.no's competitors, that these members contribute to a major share of Dagbladet.no's page views. (So far, Dagbladet has not been willing to publicise the exact number of page impressions that Blink generates.)

Also, community services has proved to bring interesting content. On this point, Aftenposten.no has its own success case, as the possibility to comment on assorted articles has turned out to be popular among Aftenposten.no's users. The debate forum, "Debattcentralen," draws daily a steady and significant number of users as well.

The traffic potential of community services (as demonstrated by Dagbladet.no) coupled with interesting content contributions, is Aftenposten Multimedia's chief incentive to carry out a major community project.

Table 3.1: Various web site's *US/UV* and *PI/UV* ratios (TNS Metrix [26] adapted)

Web site	<i>US/UV</i>	<i>PI/UV</i>
VG Nett	5,525	39,079
Dagbladet.no	4,943	66,755
TV2 Nettavisen	3,956	26,908
Aftenposten.no	3,396	18,105

3.2 Instance 1: Users' Travel Guide

As the community project was initiated, project members were looking to identify so called "quick wins," services that with no or little technical development could be deployed on Aftenposten.no to show the potential of user interaction.

In this case, identifying quick wins would help justifying the community project's proportions. Although the project was initiated by the management in the first place, such a project needs to continuously strengthen its roots in the management group to access required resources. Besides, it was clear at an early stage that a community approach to a news site would necessitate notable changes everywhere in the organization—support among the employees was as thus not just important, it was vital.

Instance 1 takes on the problem of instigating such immediate measures called quick wins. It shows how employees at Aftenposten Multimedia handled the problem in the first phase of the project, and, most important, how implemented solutions contrasts traditional web and print channel dynamics.

3.2.1 Case Analysis

Simon Waldman [63], director of digital publishing for Guardian Newspapers, describes the coverage of the 2004 Indian Ocean tsunami disaster as a seminal marker for "citizen journalism"—a notion pointing to text messages, blog posts, photographs and video clips originating from eyewitnesses.

A few editorial areas were initially identified as interesting starting points for a community project. "Travel" was one of them. The thesis was that travel journalism is well suited for Waldman's citizen journalism, since travel is a subject on which many readers would be able—and willing—to contribute, when not exposed to catastrophes as well. Also, it was assumed that citizen travel content would be popular among the consumers.

Paul Grabowicz [30] contends that the journalistic claim of being detached, maverick observers preserves the population's perception of media as news fortresses. Aftenposten's newsroom realized that in a travel journalism context, this claim is often misplaced: Who doesn't listen to a widely travelled

friend's subjective advice on where to go, say, in Latin America? Searching for online information about a holiday destination, we often prefer transparent subjectivity over neutrality. "Bloggers who reference but do not link material that might, in its entirety, undermine their conclusions, are intellectually dishonest," writes Blood [9], making it tempting for us to suggest that transparency is to user generated content what credibility is to mainstream media.



"Beenthere" – Guardians brukergenererte reisetjeneste

Beskrivelse av tjenesten

- Leserne poster tips / bilder fra div. reisemål
- Tipsene kategoriseres
- Avstemning om leserne er uenige / enige
- Liste over 10 mest populære reisemål, nyeste tips og utvalgte tips
- Profilere reisemål man ønsker tips om
- Journalister skriver ingresser / tips. Bruker Guardians foto. Liten integrasjon red. Innhold utover dette

Hvorfor har tjenesten blitt en suksess?

- Enkel og brukervennlig
- Kanalisering av trafikk fra Guardians red. reisesider
- "Lånt" troverdighet fra Guardians merkevare
- Bruk av innhold i papiravis
- Bidrag fra Guardians journalister / fotografer hever kvaliteten
- Egnet stoffområde for brukergenerert innhold



Figure 3.4: Presentation slide from a preliminary internal report at Aftenposten. The slide describes Guardian Unlimited's Been there, and lists what are assumed to be success factors for this Web site.

Been there [60] is a travel site published by Guardian Unlimited. Its "About" section states:

Have you been somewhere that you are dying to tell us about? This site is a guide to the world written by you.

If you know a great bar, a lovely view, a place to stay, a thing to do, please share it with us here.

There is no denying Been there was a great source of inspiration at Aftenposten Multimedia when introducing travel as an attractive matter for citizen journalism. Figure 3.4 shows a slide from a preliminary internal presentation at Aftenposten prior to the project, focusing on this particular website. The

slide lists several success factors. Soon, project members at Aftenposten were off planning similar functionality at Aftenposten.no.

3.2.2 Alternatives

According to Maria Elsness, chief travel reporter at Aftenposten Multimedia, including readers' travel experiences in Aftenposten.no's travel section had been a part of the plan all the way. It was the *form* that had been debated [17]. It was not taken for granted that travel user interaction on Aftenposten.no would take on the form of tips. At first, for instance, it was planned to make a more traditional users' travelogues service.⁴

Naturally, Been there is not the only travel site on the Internet. There is, for instance, *Wikitravel* [69], founded in 2003. As Robert Hamann [32] points out in his blog, "all good ideas have to come from somewhere and this [Wikitravel] appears to have been the model for The Guardian's Been There." We bring up Wikitravel because it represents an alternative collaboration model, at least compared to the traditional post/comment blog model.

About the general design principles of wikis and blogs it is said that "wikis promote content over form, while blogs promote form (temporal organization) over content [43]." Another difference we have noted is that a wiki is heavily associated with text; a blog, while originally a text-dominant form, has now more of a multimedia style to it (videoblogs, podcasts etc.). The post/comment scheme are good for postings of a temporal value, news reports being the prime example. Here, comments from other readers should be required and welcomed to obtain accountability and transparency. There are other situations where the wiki model might prove to be the best tool in order to obtain a higher degree of collaboration. The most known Wiki is called Wikipedia, being an online encyclopedia based on collaborative writing, containing more than one million articles in English alone.

Instinctively, the wiki model seems like the better collaboration model for travel guides of the two. Like an encyclopedia, adaptivity, scalability and a wide range of entries are much valued travel guide assets.

One might argue that a post on a restaurant is likely to generate numerous comments, not only from people agreeing/disagreeing with the post, but also, over time, from people wanting to do factual updates. Suddenly, the restaurant may have got a new chef resulting in an inspiration shift from italian to thai and new opening hours—or the owner may have left the restaurant business altogether, turning the restaurant into a lounge bar. It would not be ideal if a reader had to scroll ten or hundred agree/disagree comments before arriving on such actual changes.

Initially, each tip on Been there was garnished with a agree/disagree action link, replacing a comment function. By now, a few months later, an update

⁴Notably, VG Nett engages its readers in user travelogues in a similar, community focused travel section [47].

facility has been deployed on every tip, to be used for factual updates. As it happens, the people responsible for Been there must clearly have been thinking similar thoughts as those expressed at the workshop. The site stresses:

We're trying to avoid turning the updates into endless discussions on the merits of destinations. Updates should be factual changes rather than opinions. If you agree or disagree with a tip, you can always register your opinion with the agree/disagree option below every tip.

It follows that there seem to be some kind of consensus, both inwards (among the workshop participants) and outwards (between different web sites), about the general principles of a travel tip.

3.2.3 Discussions and Result

In an Aftenposten context, most of what is mentioned in Section 3.2.2 require technological development. As such, these functionalities are better suited in a long-term strategy than as potential quick wins.

As for the suggested travelogues, Elsness [17] asserts (this author's translation):

After some research, we concluded we wanted to be more specific on the good tips, and tone down travelogue features. Just because we followed the idea that it's useful tips other readers are interested in—not a more or less good literary text where one have to search for good points/tips.

Figure 3.5 is a presentation slide where the first conclusions and suggested actions are listed in the community project. Below the heading "What can we do today?" especially one point, in hindsight, came to be significant (bold in original):

Systematic use of today's comment function on travel:

- Associated with editorial articles on travel—"Your Paris tips"
- Prompt travel tips with no editorial articles—"We want your best tips on restaurants in London"
- Establish a site with all tips collected
- Editorial follow-ups on certain tips

To be able to provide readers with good, specific and useful tips—and be able to take action immediately without much website development—the result of the search for community quick wins was *Lesernes storbytips* [18].

Launched in January 2006, *Lesernes storbytips* ("readers' metro guide" in English, see Figure 3.6) corresponds to the second bullet of the list, prompting the readers to submit their tips to make up a city guide ("We want your best

Steg 1. Utnyttelse dagens muligheter

Vi trenger erfaring med utnyttelse av brukergenerert innhold - Hva kan vi gjøre i dag?

Mer red.bruk av kommentarer. For eksempel oppfølging av artikler som skaper "leserstorm"

Bruke kommentérfunksjonalitet til å stille konkrete spørsmål som gir interessante svar / mulighet til artikler "Hva er tidenes julelåt?"

Systematisk bruk av dagens kommentérfunksjon på reise:

- I forbindelse med red. reiseartikler – "ditt tips om Paris"
- Legge ut oppfordring til reisetips uten artikler – "Vi vil ha dine tips om restauranter i London"
- Opprette samleside for lesertips
- Følge opp med red.artikler



Kommentérfunksjon – reisetips om Paris

Figure 3.5: Presentation slide from a January meeting at Aftenposten Multimedia. The slide is headed "We need to gain experience with user generated content—What can we do today?" It lists suggested methods.

tips on London," etc.). Each week, a new city is introduced, but there is always an option to tip on all cities that have been introduced.

As of April, 2006, "Lesernes reisetips has got more tips than Guardian's Been there on many cities, despite the fact that Guardian launched their service earlier and has a service that (at least for the time being) looks better," according to Elsness [17].

Våre lesere Carl Christian Thon Våge og Kaja Nordengen på Liberty Island med Manhattans skyline i bakgrunnen. FOTO: PRIVAT

Lesernes storbyhemmeligheter

Del dine reisetips, og les over 1000 reisehemmeligheter fra storbyene. Se også lesernes bilder.

MARIA ELSNESS

For å lage et best mulig reise-nettsted, vil vi på Forbruker.no gjerne ha lesernes reisetips.

Vi har allerede fått inn over 1000 tips om en rekke storbyer. Hver uke etterlyser vi tips om en ny storby.

Gis oss dine beste reise-erfaringer, og se alle de gode reisetipsene fra andre lesere i artiklene nedenfor. Her finner du masse råd, for eksempel:

Merkeklær til spotpris i London:
TK Maxx selger merkeklær (pluss masse annet - bagger, sko etc) nedsatt med 50-75%. Utvalget består stort sett av klær fra fjorårets sesong, men alt er helt nytt. Sist shoppingrunde resulterte i CK jeans til £25 og Ted Baker ullgenser til £30. I London har de flere butikker litt utenfor sentrum - sjekk www.tkmaxx.co.uk. Liv.

Flerdagers kort i Praha:
Praha har en flott ordning med flerdagers kort som gjelder på metro, buss og ikke minst trikk. Kjøp et flerdagers kort i skranken på flyplassen (litt til høyre for der du kommer ut etter å ha hentet bagasjen) og du kan kjøre så mye du vil. Kortet gjelder også på bussen fra flyplassen og til metro-stasjonen og på banen opp til Petrin-høyden. Vi kjøpte et tre-dagers kort til ca. 80 norske kr., og det var alt vi brukte i transportutgifter på turen. Marianne.

Her kan du lese mange flere lesertips:
[Lesernes tips om New York](#)

LES OGSÅ:
[Lesernes bilder fra New York](#) 15.02.2006

LESERNES REISETIPS:

- [Lesernes tips om New York](#)
- [Lesernes tips om London](#)
- [Lesernes tips om Praha](#)
- [Lesernes tips om Paris](#)
- [Lesernes tips om København](#)
- [Lesernes tips om Oslo](#)
- [Lesernes tips om Roma](#)
- [Lesernes tips om Amsterdam](#)
- [Lesernes tips om Barcelona](#)
- [Lesernes tips om Bangkok](#)
- [Lesernes tips om Stockholm](#)
- [Lesernes tips om Lisboa](#)
- [Lesernes tips om Riga](#)
- [Lesernes tips om Berlin](#)
- [Lesernes tips om Nice](#)

ANNONSE

Over 350 bøker om NORSK HISTORIE >>>
bokkilden.no - 1,6 mill. bøker

Lesernes storby-tips
Del dine reisetips, og les over 1000 reisehemmeligheter fra storbyene. Se også lesernes bilder. [Les mer](#)

Hit kan du fly direkte
Aldri før har du kunnet fly direkte fra Oslo Lufthavn til så mange byer i utlandet. **SE OVERSIKTEN HER**

5 mest leste
Vektles syv ganger underveis

Figure 3.6: Screen shot of Lesernes storbytips [18] from Forbruker.no [21]. Launched in January, this service was to become the most significant quick win of the community project.

When asked further about the result of introducing Lesernes storbytips as a quick win, Elsness [17] states (this author's translation):

Personally as well, I'm very pleased with Lesernes storbytips. From the very beginning, lots of tips came in—often, more than 100 tips a week. We are also pleasantly surprised by the quality of the tips. These are really

practical tips that come in handy when going to a city, and I've printed tips myself and used them on vacation. The tips are very specific, and they often come with names, addresses, telephone numbers and/or URLs to restaurants, hotels, etc. Additionally, URLs to handy tourist websites and websites telling what's on of cultural offerings arrives at the news desk.

As for the fourth bullet, concerning editorial follow-ups, Elsness has noted there are many angels to be fetched. For instance, many of the tips are low budget ones—everything from cheap hotels to cheap beer. Of such tips she has written an article to the economy section of Forbruker.no—the article is headed “Low budget spring in Europe.”

Interestingly for this report, Lesernes storbytips was not planned to—and is not—restricted to affect the website only. Each Saturday, the print edition of Aftenposten publishes a selection of the users' tips.



Figure 3.7: Facsimile of Aftenposten's print edition February 11, 2006, Saturday's travel section [45].

We mentioned in this chapter's introduction that Aftenposten Multimedia is an Aftenposten subsidiary. As separate organizations (albeit housed within the same premises), it is not a matter of course that the cooperation goes without any hitches. As for Lesernes storbytips, it did, though. Elsness [17] elaborates:

The response from print has been good. Firstly, it looks like these are good

themes in a form that complements the more traditional travel stories. Secondly, it's an effective way to recycle material; thirdly, it brings readers from print to online—and back.

Although no one doubts print came first, in this case the question of whether readers are brought from print to online or vice versa represents a kind of hen-and-egg problem. The stories are generated through an online channel, Forbruker.no, and can be read continually there. Once a week, a selection of them are published in *Aftenposten Morgen*.

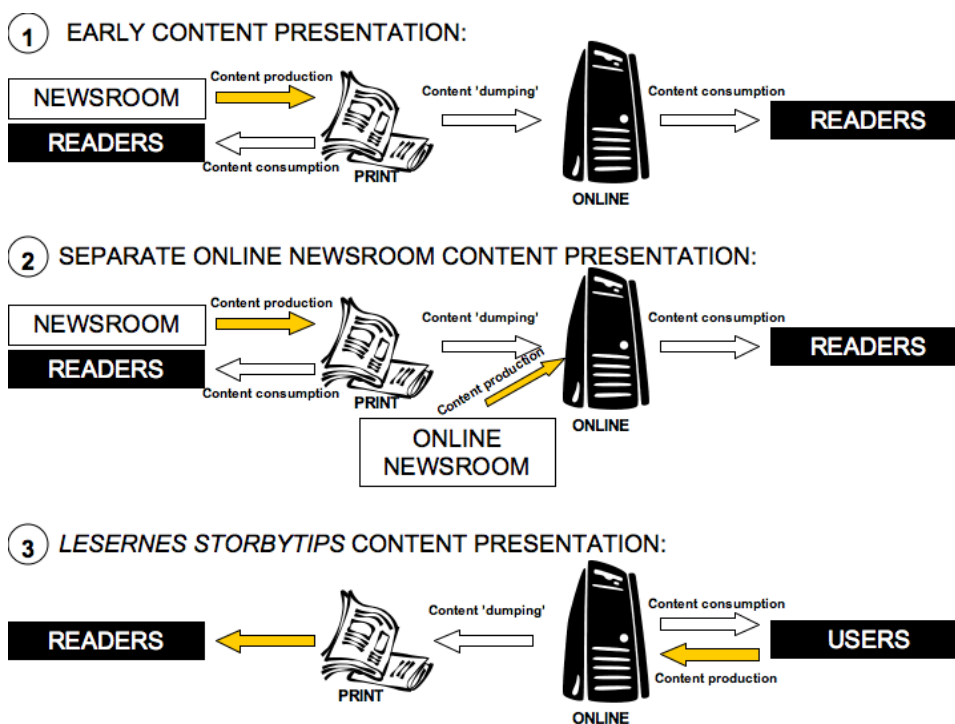


Figure 3.8: Model contrasting the channel dynamics of Lesernes storbytips to those of traditional news content production and presentation.

Figure 3.8 contrasts this production and distribution model to other, more traditional ones. In Norway, the earliest online news sites were introduced in 1995.⁵ Since these early online news sites did not have their own newsroom, they were restricted to a similar content production model as the one described by Fjærvik (this author's translation) [54]: “they dump their [print] material on

⁵In 1995, *Dagbladet* wanted their slogan “alltid foran” (“always in front”) to be applicable to their use of the Web as well. Two days before their heavily announced launch, *Brønnøysunds Avis*—a local newspaper with a circulation of 4.650—got ahead of them and had set up an online news service [41].

a given time (04.30); then nothing more happens throughout a normal day.”⁶ In Figure 3.8, this represents the early content presentation model.

In 2004, 23 daily newspapers published news more frequent than their print edition [36]; among these, we find the biggest newspapers like VG Nett, Dagbladet.no and Aftenposten.no with separate web news journalists—VG Net has 20 of them [54]. This is where “turbo journalism” takes place [55]: web journalists submit up-to-the-minute stories—often on a “submit first-edit afterwards” basis—and get instant response measured in page views. In Figure 3.8, such separate online newsrooms are represented in the second model.

14 REISE LØRDAG 18. FEBRUAR 2006 **Aftenposten**

Bor du i Oslo og skal være hjemme i vinterferien? Eller skal du bare på besøk? Her er lesernes tips. Les mange flere tips på Forbruker.no/reise.

Oslo-opplevelser

Kiting på Mandalenøstet
Det er ofte fine vindforhold for kiting på Mandalenøstet i stensid. **Peter**

Skøyetur på Frogner stadion
Sjovt bedre enn å stå i kø med ved Spikermoen. Heres bane og isopp er langt på vei det beste dag. Utale av skøyten. **Kasper**

Emanuel Vigeland-museet
En av Oslos skjulte skatter er Emanuel Vigeland's malerier på Rosenhoff. Det er åpent på søndag fra 12 til 16. Museet er et fantastisk rom som er dekket av fresker med dronninger og sterke erotiske scener av menneskene i de utroligste tilfeller. Å gå inn i museet er en opplevelse i seg selv. Interaktivt av de mest opplyste filmene med de mange hundre malerier. Figurene forteller av en uendelig og overveldende akustikk. www.emmanuelvigeland-museet.no **Nina**

Kokosbollerfabrikken
På Sagene har de en liten kokosbollerfabrik. Der kan man se på kokosbollerproduksjonen gjennom et vindu. **Olav**

Akerselva og marked
En spidlig tur med en god tur langs Akerselva inkludert markedet ved St. **Helene**

Bade på Grand
Nyt utendørs bader på Karl Johan fra Stikle tur på Grand Hotel. Her bader kjenner man den gamle byens atmosfære. **Jan Ole**

Cinema Paradiso
Villa Paradiso på Grünerløkka har lagret å visse italienske filmer i kjøleskapp hver søndag ved 10-tiden. Lite og fint, og man kan jo ta et glass rødvin og en pizza mens man ser på. Dessuten er baren kjempe god og det er billig. **Sten**

Annerledes parkopplevelse
Her du best på en parkopplevelse som du vanligvis ikke får på tur til Hølløkken S. Bak fra set til Norsk billedokumentasjon ligger en kavelig tur med mange skulpturer, berggrunn og neten mitt i Oslo. **Reine**

Norrmenn på Lunden
Besøk danskanerestauranten på Lunden Kloster ved Linderud. Her kan man blant annet kjøpe anledningen av Sverige som er hovedlaget av restauranten. Her du best, kan du ta en tur innom på Lunden Kloster.no. På tross av fjør og spill på best. Resultatet girer, kastet og glass på Nordre Linderud gade. Spasert like ved klubbet er et stort utvalg av glass, utstilling, utstilling og Puffe i romene på veggene, spesielt musik og andre kunstutstillinger. **Vibeke**

Oslo for barn
En av tur innom Oslo spillpark i Skjerve - spennende! Gjennomgangen på Majorstuen er et besøk på NRKs opplevelsescenter med alle de utstillingene i de ulike etasjene. www.nrk.no/infomedia/ospark **Willy**

Satsa brudebror
Prins i Kristian Augusts gate ved Tollmøkket ligger sjokolade og desserten. Et stort du best på brudebror i Oslo hvis du ikke er ute i Stabellen. I tillegg serveres byens beste kaffe i alle varianter og trydelige bremmer. Best på ikke å bli utstyrt! **Spaserte**

Byens beste burger
Vindens beste hamburger serveres i Oslo. Jeg er fort Da Oslo til Bode i 1996, som har vært innom Valkyrien Take Away på Majorstuen enten hver gang jeg har vært på jobb eller etter det. Indefølelsesburgere overgår alt som serveres andre steder! **Charlie B.**

St. Olav domkirke og Den gode kaffe
Den katolske St. Olav kirke er i nærheten av Akerselva og er åpent hele dagen. Her er en fantastisk utstilling - eller hvis det nå kan være - i St. Olav kirken. Man må bare åpne en dør, innom St. Akerselva. Det sitter ingen vakter der for å se på kortene. Det er rett og slett en kirke. Og like i nærheten er Den gode kaffe - en plass med utstilling i bakgården som serverer. **St. Hønehaugen**

Del dine Roma-tips!
Aftenposten og Forbruker.no vil gjerne ha lesernes reisetips. Disse tipsene vil vi ha disse tipsene til Roma, positive og negative erfaringer, med en kort beskrivelse. Alt fra shopping, til restauranter og hoteller. Så kan du få dine egne reisetips på trykk og på nett! Gå inn på Forbruker.no/reise og skriv rett inn i Roma-artikkelen på forsiden. **Bestil gjerne med både av deg selv i Roma, til reise og forbruker.no.**

forbruker.no

Figure 3.9: Facsimile of Aftenposten’s morning edition February 18, 2006. This story could as well have been produced for Oslopuls [50], Aftenposten.no’s web site with local Oslo coverage.

Lesernes storbytips is the third model of Figure 3.8. Compared to the other models, it differs in several aspects:

- Most notably, it lacks a newsroom, at least in a traditional sense. This is not to say a newsroom was not involved altogether. Both the chief travel

⁶Fjærviik argues this still is common practice among most smaller, local newspapers today.

reporter and the chief editor of Forbruker.no were heavily involved in the planning of the service. However, they were not alone. Also business development and technical staff were necessary in the planning phase. Once the service was launched, though, users were the driving force, reducing Elsness role to add tips that arrive in e-mails, since quite a few users do not manage to submit their tips through the website.

- The arrow between print and online is reversed in the third model. As opposed to traditional channel dynamics, stories are not dumped from print to online, but from online to print.
- The third model adopts a new grammar. Online “readers” have become “users”. And what the media organization is offering is more of a “service” than “stories”. (We have used both terms to describe Lesernes storbytips; in a website context we have called it a service, when wrapped in editorial content and presented in print we have called it stories. Note: A service like Lesernes storbytips may result in various stories; Figure 3.9 shows a story that fits just as well in an Oslopuls/Aftenposten Aften context as in the travel section.)

These bullet points can be summed up as Aftenposten undergoing a shift from a role as a content *provider* for its *readers* to the role as a content *facilitator* for its *users*.

3.3 Instance 2: Music Strategy

A combination of growing disc capacities, compression algorithms, and increasing bandwidth means we can have an almost limitless supply of music just about everywhere. By replacing corporate muzak and conservative radio schedules with portable MP3 players, online music stores, file sharing, ringtone downloads, and celebrity playlists, we herald the age of ubiquitous music.

—Lars Erik Holmquist, leader of the Future Institute, Goteborg [35]

So many complaints from the record industry, so much music everywhere. That music is an important part of many people’s lives is hardly surprising. Neither is it startling that Aftenposten, a media organization serving these people, wants to focus on music, at least in certain segments.

At one point, Aftenposten started exploring the possibilities of setting up a brand new publication, addressing people of age between 18 and 28—“young adults” they were coined. The project was named *UngVoksen*. Upon preliminary surveys of the target group, music was pinpointed as a critical success factor, earning its right to a double-sided section in the print edition, published as a free publication on a weekly basis.

Although a print publication was to be published each week, an online website was planned as the main and continuous channel to the product's audience and users. Since the design of the concept was initiated around the same time as the initial phase of the community project, and since UngVoksen was supposed to incorporate massive community features, project members of Aftenposten's community project (that included the author of this report) was consulted at the planning stage of UngVoksen's website.

Designing the music strategy for UngVoksen is an interesting illustrative case to this report's problem statement because the entire channel dynamics of UngVoksen was designed from scratch. One might assume that traditional channel systems for news distribution (represented by for instance VG, Dagbladet and Aftenposten) is influenced by the fact that from an organizational point of view, online has jut of from print surroundings (see Section 3.2.3), and mobile has its origin in the online environment. This is mirrored in the product development; Aftenposten's online news service was launched with the print publication as an obvious and ubiquitous backdrop; the WAP service was launched by Aftenposten Multimedia, publisher of the online website. The case of UngVoksen gives us an indication of the outcome when such influences on the channel systems are negligible. The concept was designed with all these channels in mind—simultaneously.

3.3.1 Case Analysis

Alan H. Karp [40] has written an article called "Making money selling content that others are giving away," directed at record labels' business model of selling music that users can obtain for free with (illegal) file sharing on the Web. However, the heading would be even more appropriate as a title to a story of NRK's *Urørt* [53]; except for the fact that NRK is no record company, and the people giving their music away are not criminalized teenager's, but the musicians themselves.

In Norway, the terms "music" and "user generated content" equals NRK *Urørt*—Norway's own Myspace, only with a more pure play music edge (see Figure 3.10). Registered members of *Urørt* may upload music onto the website at their own will, given that it is not previously released on any record label ("*urørt*" means "untouched" in Norwegian), and that the person uploading the music owns the rights to it. By doing so, the member gives NRK a (not exclusive) right to use the music for editorial activities, and store it for an indefinite period of time. Other registered members are free to download all music accessible at *Urørt*, and everyone can stream it.

In addition to being a fine example of a community service grounded on music, *Urørt* is exemplary as far as cross-channel utilization of the content is concerned, too. 76 years old NRK (the Norwegian Broadcasting Corporation) is Norwegian's major (and, until 1991, only) broadcasting institution with nine radio channels, two TV channels, since 2000 an online presence (today, that

includes web TV, web radio and podcasts) and TV on mobile. From its roots on the Web, Urørt content is used in an editorial wrapping in a radio program (broadcasted three times a week), and in a community wrapping on TV in an interactive program called Urørt Jukeboks. The concept of Urørt is now beyond an online service; it releases its own CD and goes on a tour, *Urørt Zoom*, where a selection of the bands get to play at numerous venues around the country. It is credited as a force that has changed the way many Norwegians feel about unsigned bands.

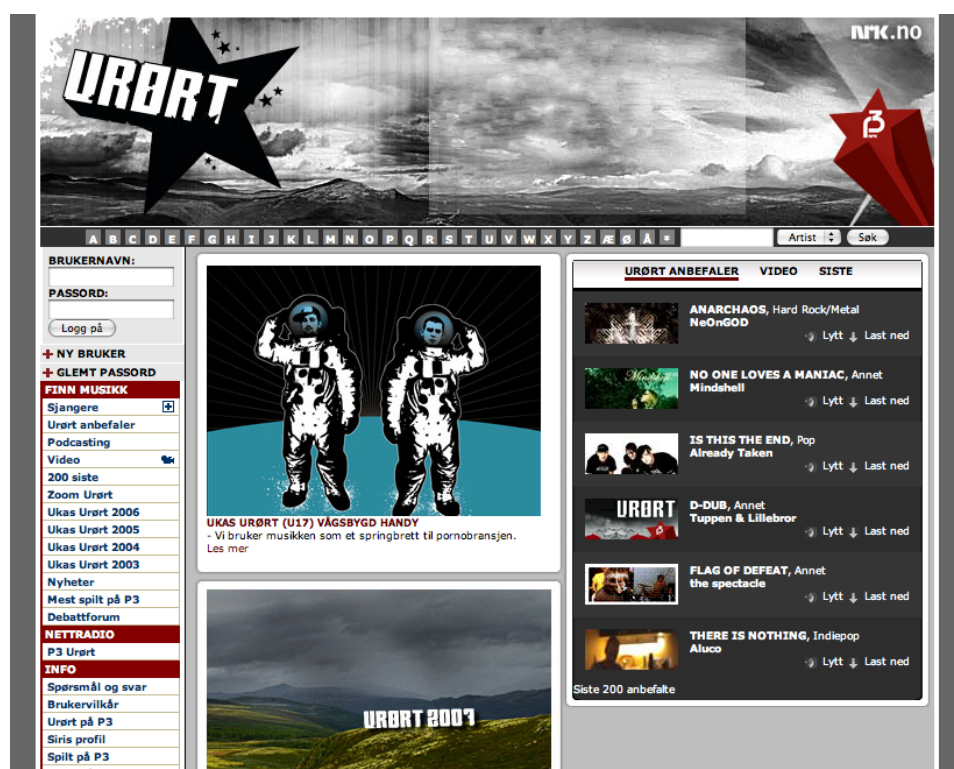


Figure 3.10: Screen shot of NRK Urørt's website [53]. Here, registered members can upload unsigned music that are offered for free to any visitor.

Aftenposten cannot play with the same number of channels as NRK. On the other hand, Aftenposten has a well established print newspaper. In any case, the success of Urørt's concept (not to mention Myspace's) made UngVoksen question whether there would be room for yet another actor.

The level of activity at Urørt and Myspace clearly busts the myth that musicians "make music for themselves." There is hardly any other segment as good at seizing every chance to promote themselves. Considering the target group and geographical impact area (Oslo), coupled with a musician's "more is more" promotion approach, it is likely the audience would embrace a possible

UngVoksen music community as well.

For a service like Urørt, Aftenposten's channel coverage in other channels might compensate for its lack of radio and TV channels. As far as a mass market is concerned, a reader's preferred newspaper is often also his or her major music information source—such as top lists, album reviews, music stories, etc. For instance, if Aftenposten's owned the right to freely use a pool of “underground” music online, they could mount an expectation among its users that a selected demo is to be reviewed in the print publication each week; or give one band special coverage that week.

Music is closely linked to mobile phones. As mobile phones are morphing into portable MP3-players, most forecasts predict a resulting growth in music downloads [5, 58]. Moreover, this trend is technology driven from a network's perspective as well. About 75% of the Norwegian population had UMTS (3G) network coverage when entering year 2006 [57]. Table 3.2 compares the transfer rates of the current 2.5G network (GSM/GPRS) to those of the emerging 3G network.⁷ This is done to indicate the improved setting for multimedia messaging in the future.

Table 3.2: A comparison of GSM/GPRS and UMTS transfer rates [16, 56]

GSM/GPRS (2.5G) transfer rates	UMTS (3G) transfer rates
Theoretical limit: 170 kbit/s	Current version 1: Up to 384 kbit/s
Realistic bit rate: 30-70 kbit/s	Experienced bandwidth usually above 300 kbit/s
Uplink: 14 kbit/s	Uplink: 64-128 kbit/s

For Aftenposten's UngVoksen, enabling mobile as a duplex channel for multimedia content would require considerable work or purchases, or both. Figure 3.11 illustrates what uplink and downlink channels that need to be acquired. Today, all channels have media type restrictions.

3.3.2 Alternatives

UngVoksen was not meant to be a niche product directed at people taking a more than average interest in music. An underground community music service could therefore never be the only element in the strategy. However, since the product after all is directed at people that *do* take a more than average interest in music as a group, such a service could constitute a credible element that makes UngVoksen's music strategy as a whole stand out among others.

⁷Table 3.2 definitely requires some comments. When a realistic bit rate of GPRS is so vaguely defined, it is because it has many influencing factors on which we cannot go into greater detail; busy state of cell, error correction capabilities, distance from base station and channel encoding are some of them. Many of these contingencies also applies to UMTS.

What must be acquired?

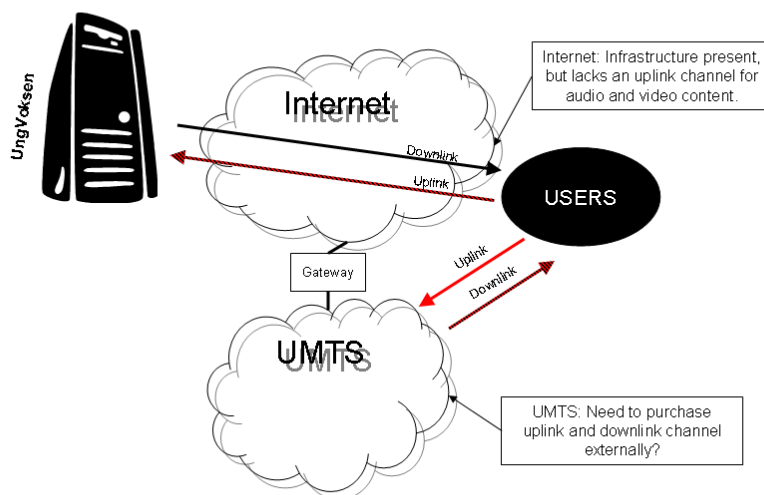


Figure 3.11: An outline of Aftenposten's existing online and mobile channels. Today, both Internet serves as a duplex channel (but with media type restrictions), while mobile is restricted to WAP newscasting only.

Figures 3.12 to 3.17 are a collection of presentation slides that together form an authentic presentation (in Norwegian) of all suggested elements that Aftenposten Multimedia contributed to the UngVoksen concept outline. The elements shown in the slides can be summarised as follows:

1. **Concert schedules:** A complete and up to date list of concerts taking place in Oslo. A calendar should incorporate community features; user comments, user's pick of the month, etc.
Motivation: the Web is a well suited medium for an continuously updated schedule; Oslo is a well suited geographical area for an music schedule; no existing such rich service (with Underskog [6], the latter is not valid any more).
2. **User generated music:** See Section 3.3.1.
3. **Discussion forum:** Debates for and by music interested people.
Motivation: Not many existing forums distinguishing themselves from mainstream forums; not many forums that focuses on Oslo (with Underskog [6] that does not hold true any more).
4. **Releases/album reviews:** A complete list of forthcoming album releases paves the way for community features in the album review section; vote albums for editorial reviews, comment on editorial reviews, monthly user picks (albums of great expectations).
Motivation: Introduces increased transparency and democracy to the editorial process of picking and reviewing music albums, which would close the ties between user and website.
5. **Music videos:** Videos presented by Ungvoksen; previews of music videos, user generated videos, competitions: produce the best video on your mobile phone, etc.
Motivation: Assembling a music video library is a valuable asset; can be linked to album reviews, concert reviews, etc.
6. **Weblogs:** A variety of invited bloggers; artist's blog, critic's blog, industry blog, etc.
Motivation: Throw light upon all sides of Oslo's music scene.

3.3.3 Discussions and Result

All the slides in Figures 3.12 to 3.17 focus on the *online* strategy of UngVoksen. However, all of them were prepared with the print publication in mind. Since the mantra "user interaction" influenced on almost all facilities; between print and online, emphasis was put on the latter—at least for fixed columns as those presented in the slides.

MUSIKK – hva ønsker vi oss på nett? (1)

En mest mulig komplett og kontinuerlig oppdatert oversikt over konserter og gigs i Oslo:

- Med beskrivelse av bandet
- Med kommentarer fra brukere
- Med smaksprøve på musikken
- Med mulighet for at aftenpostens anmeldere plukker ut månedens anbefalinger
- Med mulighet til å stemme fram månedens bruker anbefalinger
- Med link til eventuelle tidligere konsertanmeldelser
- Med link til hjemmesider
- Med info om konsertscenen
- Med anmeldelser fra brukere i etterkant

Hvorfor?

- Nett er et fint medium for en slik oversikt
- Oslo er en fint geografisk område for en slik oversikt
- Ingen eksisterende komplett oversikt



Figure 3.12: Slide 1: Concert calendar

MUSIKK – hva ønsker vi oss på nett? (2)

Bruker generert musikk:

- Streaming/nedlasting av urørt musikk
- Presentasjon av Oslo-band
- Kommentarer fra brukere
- Mulighet for å stemme frem sanger/band til redaksjonell anmeldelse/omtale med smaksprøve

Hvorfor?

- Mange suksesscases: MySpace (internasjonalt), NRK Urørt (nasjonalt), Trondheim Underground Radio (lokalt)
- Kjempebra å kunne bygge opp et bibliotek av musikk som Aftenposten kan bruke som smaksprøver i forbindelse med anmeldelser, konsertomtaler osv.
- Nedlastning fra papir til mobil!




Figure 3.13: Slide 2: User generated music

MUSIKK – hva ønsker vi oss på nett? (3)

Forum/debatt:

- Et debattforum om og for og av musikkinteresserte. (Oslo-fokus?)

Hvorfor?

- Ikke så mange arenaer for debatter litt på siden av VGs debattforum (se for eksempel panorama.no)
- Heller ikke mange debattforum med Oslo-fokus

New Topic | Go to Top | Go to Topics | Search Newer Topic | Older Topic

hei hei

Author: [thoas_wold](#) (---.studby.ntnu.no)
Date: 09.01.06 00:56

hei jeg heter thomas wold og driver ,thom sinner, var hos audum austli,s studio -tonemakeriet i august og resultatet ble en cd med 3 spor nå, jeg trenger en trommis, så hvis du er trommeslager og over 24 år, + at du har slått en del på trommesettet ditt, kan du komme å spille med.

Jeg har lokale å spille i, og trommesett en kan slå litt på, målet er selvsagt masse sving, for så å gå på bløst å spille hei i høret på samtlige publikummere rett etterpå:-)

ligger musikk på: myspace.com/thoasinner

vis dette er av interesse ta kontakt:
thoasinner@hotmail.com

tlf 93053070
hilsen thomas

[Back To This Message](#)

Figure 3.14: Slide 3: Discussion forum

MUSIKK – hva ønsker vi oss på nett? (4)

Utgivelser/plateanmeldelser

- Redaksjonelt anmeldte plater
- Mulighet til å høre på og kjøpe anmeldt musikk (samarbeid med cd-butikker på nett)
- En mest mulig komplett oversikt over hvilke plater som blir utgitt på forskjellige plateselskap
- Mulighet til å stemme fram kommende plater til redaksjonell anmeldelse
- Med mulighet for at aftenpostens anmeldere plukker ut plater med høy forventningsfaktor

Hvorfor?

- Plateanmeldelser en hygienefaktor
- En komplett oversikt over kommende plateslipp ikke lett å få andre steder
- En slik liste gjør anmeldelses- og utplukkingsprosessen mer transparent, og brukerens medbestemmelsesrett knytter bruker og nettsted tettere sammen

Figure 3.15: Slide 4: Album releases and reviews

MUSIKK – hva ønsker vi oss på nett? (5)

Musikkvideoer:

- Videoer lagt ut av Aftenposten (og som Aftenposten må kjøpe rettigheter til – samarbeid?)
- Stunts: Førpremiere på videoer, musikkvideoer lagt inn av brukere, konkurranser: lag den beste musikkvideoen på mobil osv.

Hvorfor?

- Fordi vi kan
- Kjempebra å kunne bygge opp et bibliotek av videoer som Aftenposten kan bruke som smaksprøver i forbindelse med anmeldelser, konsertomtaler osv.



Figure 3.16: Slide 5: Music videos

MUSIKK – hva ønsker vi oss på nett? (6)

Blogger:

- Turnéblogg: Tekst-, foto- eller videoblogg fra (Oslo-)band på turné
- Fast Artistblogg
- Fast Anmelderblogg
- Fast Bransjeblogg (plateselskap, platebutikk, management)

Hvorfor?

- Interessant å belyse flere sider av musikk-Oslo

Figure 3.17: Slide 6: Weblogs

For most of these columns the content production chain follows a modified Lesernes storbytips scheme (see Figure 3.18), only with a stronger newsroom presence.

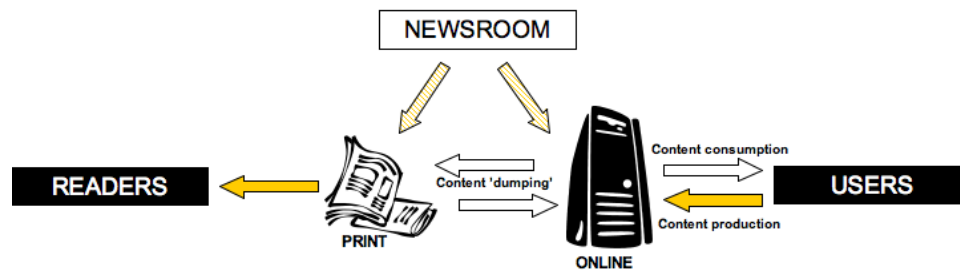


Figure 3.18: Model of UngVoksen's typical channel dynamics

At one point, however, the case of UngVoksen goes beyond the case of Lesernes storbytips, as it introduces a mobile channel. The last bullet point in slide 2 (Figure 3.13), which deals with user generated music, states "Downloads from print to mobile!" Including mobile phones in the channel system of an underground music community, we go through the basic steps of content production and presentation:

1. Content, in this case music, is uploaded through the Internet from users owning the rights to it, and who are willing to share those rights with UngVoksen/Aftenposten.
2. Content, in this case music, is presented online to content consumers. The music may be streamed or downloaded from the website at any consumer's will.
3. Weekly—and through a selection process conducted by users or the newsroom, or both—artists are picked for editorial publicity (article/review) in a print *Oslo underground* column (article/review mirrored on the website as well).
4. Readers of the print publication are, after reading the editorial story, prompted to download a song from the artist to their mobile phone.

Together, these steps form an enclosed circle, shown in Figure 3.19.

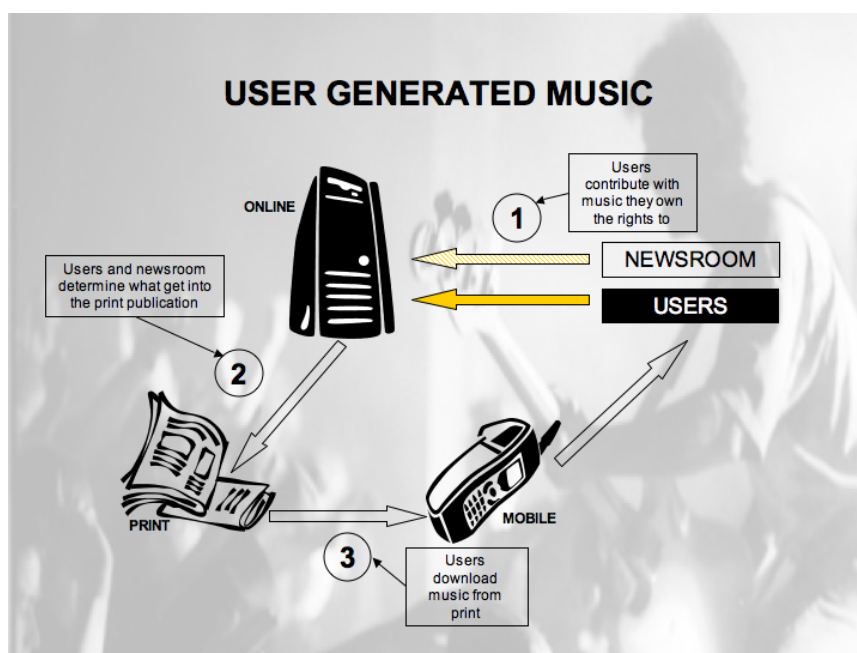


Figure 3.19: Channel dynamics of UngVoksen's suggested music community service

Chapter 3—Summary

Chapter 3 presents two illustrative case studies. These were conducted on-site at Aftenposten Multimedia, a wholly owned subsidiary of Aftenposten dealing with new medias. Aftenposten Multimedia publishes a cluster of websites, among which Aftenposten.no is the major one, being the ninth biggest website in Norway measured in unique visitors.

Aftenposten.no's main competitors online are VG Nett, Dagbladet.no and TV2 Nettavisen, all of which are national news websites.

TNS Metrix lists the top Norwegian websites each week by unique visitors (UV), user sessions (US) and page impressions (PI). The most characteristic finding of the list, is Dagbladet.no's extreme UV to PI ratio performance, three times as strong as Aftenposten.no's.

The media industry presumes that much of Dagbladet.no's PIs come from Blink, a social networking site. Coupled with Aftenposten.no's own success cases concerning user interaction, these are Aftenposten Multimedia's incentive to carry out a major community project.

The case studies chosen from the project are summarized in Table 3.3.

Table 3.3: Case study summary

Instance	Users' travel guide	Music Strategy
Case Issue	Introduce quick wins to show the potential of community services.	Planning music strategy for UngVoksen. Design of a cross-channel system from scratch.
Case Analysis	Identify interesting areas for citizen journalism. Transparency outweighs objectivity (Reference to "Been there").	Reference to NRK's Urørt concept. Linking a mobile channel to music.
Alternatives	Form: tips or travelogues. Collaboration model: post/comment scheme or a wiki model.	Presenting six slides with all possible elements that were suggested.
Result and discussion	Lesernes Storbytips: employing the existing comment function for users to submit travel tips. Publishing assorted tips in a print edition constitutes an alternative content presentation model (Figure 3.8).	A content presentation chain that resembles that of Lesernes storbytips, only with a stronger newsroom presence. A suggested model for content presentation that includes a mobile channel (Figure 3.19).

Chapter 4

Discussion: Channel Dynamics

Chapter 3 demonstrates a disparity between the channel dynamics of the first news websites and “mature” facilities planned today. At least, that holds for the interplay between print and web; using the word mature in conjunction with mobile channels, however, is a bold statement at best.

Although technologies for business to consumer multimedia messaging over mobile networks have been available for some time, it is illustrative of the market adoption that TNS Gallup only started monitoring mobile media content in the third quarter of 2005. Thus, if there are any disparities to be found in our modelled channel dynamics, as we just stated, we ought to make clear to which models we are pointing. What we mean is to note the difference between today's use of WAP newscasting as a standalone news service, and UngVoksen's mobile music downloads as a complement to a print newspaper.

This chapter will elaborate on, and discuss, the structural changes in the channel systems necessitated by community services and expressed by the case studies of Chapter 3. The first section establishes indices in order to add clarity to channel usage discussions. The next section argues that structural changes can be seen as a result of differentiation and complementation. The third, and last, section sets out to discuss how a mobile channel fits in a media company's channel system.

4.1 Channel Distribution Indices

JupiterResearch has created a Web Performance Index (WPI) as “an indicator of a traditional media property's success in reaching its potential audience online [5].” The WPI is calculated by dividing the percentage of respondents who reported using the online version of a medium by the percentage of respondents who used that medium's print edition, and multiplying by 100.

The WPIs for VG, Dagbladet and Aftenposten would give Dagbladet an edge on the others; Aftenposten is lagging behind with a WPI of 41 against VG's and Dagbladet's 76 and 90, respectively. Blink [8] is probably the easiest way

to explain Dagbladet's strong WPI. Blink attracts an audience with a different demography than the traditional news site—let alone the traditional print newspaper reader. That illuminates a flaw in JupiterResearch's index; or, rather, an implicit limitation in their underlying train of thought. A direct quote:

Among the general online audience, the WPIs for local TV news and local newspapers are 22 and 38, respectively, showing that the Web sites of these news organizations are reaching only one-third to one-quarter of their potential.

To (implicitly) state that a website's maximum potential equals the offline property's current readership of the same company, is a controversial view these days. *A similar view is not representative of this report.* The very premise of our problem statement is that in a given point of time, the driving force of a media organization's channels is complementation rather than is cannibalization. As a consequence of this philosophy, the WPI calculation is dubious mathematically as well. The index has no boundaries, and can fluctuate from zero to infinite. The word *performance* may also seem a little misplaced; mathematically, a stronger WPI is just as well caused by a circulation drop than from an online audience growth.

In this report we introduce a *Channel Usage Index* (CUI), primarily to give an account of the current mutual differences between comparable media organizations' channel usage distribution. The CUI is calculated by dividing the difference between two channel properties' percentage coverage by 100. The index' domain is -1 to 1; an index of -1 corresponds to having all Norwegians (above 12) reading the print edition, and the print edition only; an index of 1 corresponds to having all Norwegians (above 12) visiting the website, and visiting the website only. The underlying statistics are based on survey numbers provided by TNS Gallup's Forbruker & Media (F&M).¹

4.1.1 CUI: Online and Print

Our CUIs for online and print properties, CUI_{OP} , are presented in Figure 4.1. Above all else, the CUI_{OP} clearly functions as a comment to a couple of Internet prophecies; that includes, it turns out, the one relating to cannibalization.

According to Regan [52], the large-scale introduction of the Internet during the mid-1990s caused a fear that the Internet would distract readers and audience from traditional media. In retrospect, this prophecy is like nearly all fears

¹F&M is Norway's only survey covering all media. It is a continuous survey, based on data collected in about 30.000 (telephone) interviews each year, from respondents at least 12 years old. As far as mobile content is concerned, TNS Gallup started monitoring this medium in the 3rd quarter of 2005. For mobile content, a total of 6.718 respondents have been interviewed in the 4th quarter of 2005, and there is issued a warning of small number bases, especially for Dagbladet and Aftenposten. TNS Gallup's website can be consulted for further information about the number bases, and the collection of these [39].

triggered by change; yes, change took place (circulation is today down for some print newspapers, see Section 1.1); but no, eventually it was not that much to fear (Norwegian news companies today have more readers total than ever).

Table 4.1: Online and Print *CUIs*: Numbers adopted from TNS Gallup's Forbruker & Media [39]

	Print Coverage [%]	Online Coverage [%]	CUI_{OP}
VG	34,9	26,4	-0,085
Dagbladet	20,8	18,5	-0,023
Aftenposten	19,7	8,1	-0,116

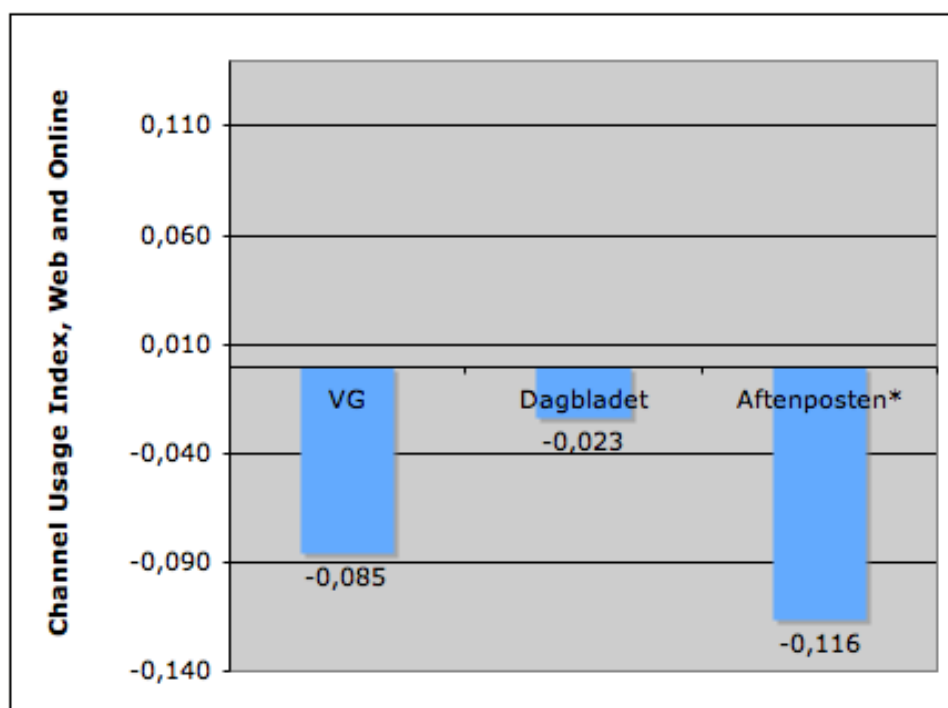


Figure 4.1: Channel Usage Index of VG, Dagbladet, and Aftenposten

Note: $CUI_{OP} = (\text{website coverage} - \text{print coverage})/100$

*Only Aftenposten's morning edition is taken into account

Another early assumption was that the low transaction costs present on the Internet would result in a more unified market than found among the offline media properties. That is also apparently contradicted by Figure 4.1. Dagbladet's CUI_{OP} is 27% higher than VG's—and the transaction cost of typing *www.aftenposten.no* in a web browser is clearly too high for a big bulk of read-

ers. Then again, Aftenposten differs from VG and Dagbladet in other aspects as well. Aftenposten as a brand has a much clearer geographical reduction than VG and Dagbladet; its brand name is very strong in a restricted segment, but correspondingly weak in others. VG and Dagbladet, on the other hand, have brand names that at least are *known* across most segments. And because of the low transaction costs on the Web, being known is only one step from being visited. Conclusively, lowered transaction costs might have a finger in the pie after all, although this element is not always explicitly decisive.

The differing *CUIs* coupled with our comments are indications in themselves that the online and print channels are more complementary than cannibalistic in nature. If Aftenposten's potential online audience was restricted to Aftenposten's print audience, and the same was the case for Dagbladet, it would be harder to give an account of their differing *CUIs* in the first place. Anyhow, if the online audience continues to grow with the same pace as recent years, it will not take long until the online audience of these media companies outnumbers their print readership. That will represent a balance shift in the mutual relation between print and online, and also a shift from negative to positive *CUI_{OP}* numbers.

4.1.2 CUI: Mobile and Print, Mobile and Online

We have used TNS Gallup's statistics of mobile content usage to create *CUIs* for the mobile channel as well. *CUI_{MP}* is the mobile channel indexed against the print channel; *CUI_{MO}* is the mobile channel indexed against the online channel.

Table 4.2: *CUIs*: Numbers adopted from TNS Gallup's Forbruker & Media [39]

	Mobile Coverage [%]	<i>CUI_{MP}</i> : Mobile-Print	<i>CUI_{MO}</i> : Mobile-Online
VG	1,5	-0,334	-0,249
Dagbladet	0,5	-0,203	-0,180
Aftenposten	0,4	-0,193	-0,077

Again, the *CUIs* will say something about the channel usage distribution. An index of 1 means that all Norwegians are using mobile content, and mobile content only. Today, this is a very unlikely scenario: Compared to the online coverages, these news companies' mobile coverages are strikingly low. VG is the definite winner with a coverage of 1,5%. That means that as of yet, none of the three have come up with any killer applications.

What they *do* provide, are Wireless Application Protocol (WAP)² services. Since its hyped introduction, WAP has been notoriously criticized ("Worthless

²Wireless Application Protocol is an open international standard for application that use

Application Protocol," etc.). The protocols have persistently survived, though, and has today more users than ever. VG's WAPsite incorporates news stories, weather forecasts, sport, live football, "Rampelys" (VG's entertainment section), mobile music store, wine guide, telephone catalogue, games and computer news, TV guide, restaurant guide, currency converter, etc. These services, together, attract 1,5% of the audience.

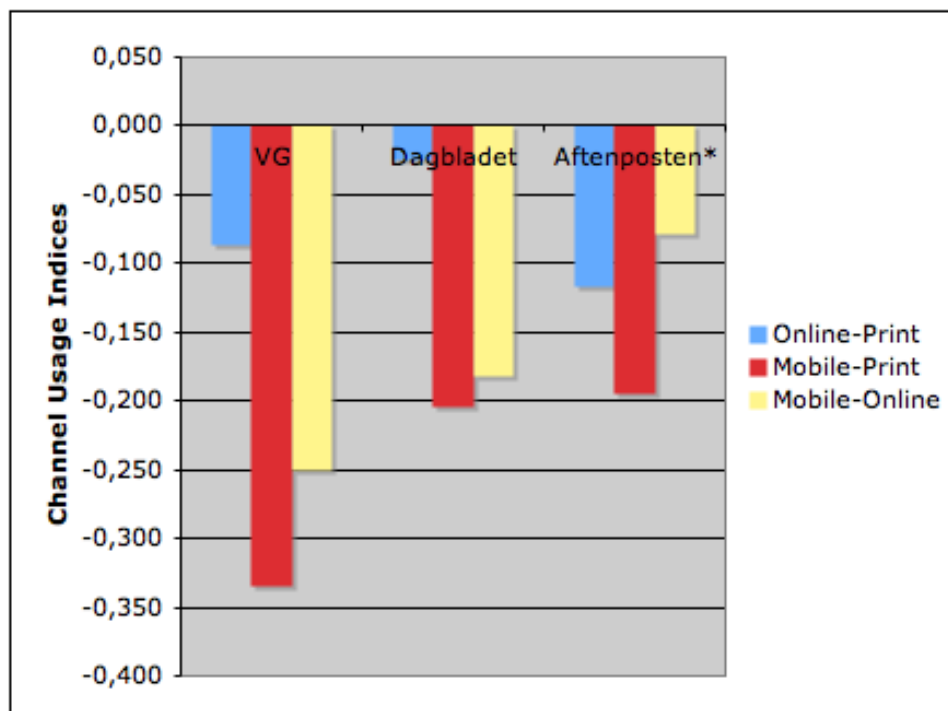


Figure 4.2: Channel Usage Indices of VG, Dagbladet, and Aftenposten

Note 1: $CUI_{MP} = (\text{Mobile coverage} - \text{print coverage}) / 100$

Note 2: $CUI_{MO} = (\text{Mobile coverage} - \text{website coverage}) / 100$

Note 3: TNS Gallup calls attention to small number bases, especially for Dagbladet and Aftenposten

*Only Aftenposten's morning edition is taken into account

Although a coverage of 1,5% might not seem much, it still a far better coverage than Dagbladet and Aftenposten for its traditional, but rich, WAP services. In Aftenposten, some explanation is given to VG's cross-channel promotion of the service. For instance, VG's online mobile set up starting point is better looking, better promoted and has better functionality than the others (see Figure 4.4).

wireless communication. WAP was designed to provide services equivalent to a web browser with some mobile-specific additions, being specifically designed to address the limitation of very small portable devices. It is now the protocol used for the majority of the world's mobile Internet sites, known as WAPsites [68].

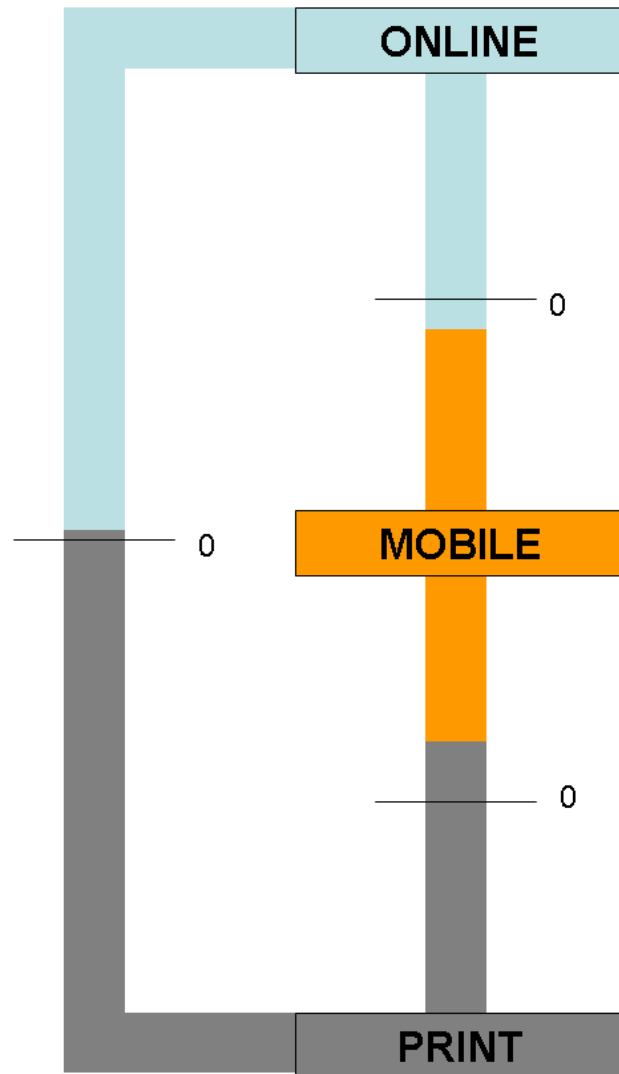


Figure 4.3: Model showing the mutual balance between print, online and mobile channels, based on an average of VG's, Dagbladet's and Aftenposten's CUIs.

Figure 4.10 shows that all CUI_{MP} s are consistently lower than the CUI_{MOS} . That is not surprising, as most early adopters of mobile content certainly have adopted online content already. More surprising, perhaps, is that this characteristic is least apparent for Dagbladet.no and its bulk of Blink members, who constitute, by any measure, a typical target group for mobile content. This, it seems Dagbladet wants to fix; in the first quarter of 2006, they introduced *Blinkmobil* (see Figure 4.5). *Blinkmobil* is a mobile extension of the online community service Blink.

Figure 4.4: Collage of how WAP (set up) services are promoted. VG provides by far the most comprehensive set up service. VG is also best at promoting its WAP site, to which it links directly from online editorial content.

It is interesting to follow *Blinkmobil*, especially because of its target group. TNS Gallup's mobile content user statistics reveal considerable differences demographically, also mutually between the three media organizations. Overall, a typical user of mobile content is a young male (which corresponds to the classic early adopter of new technologies). Yet *Aftenposten*'s users are older than the others; its central point is the age group 30-39, while for VG and *Dagbladet* the main age group is 20-29. The age distribution of *Blink* members are heavily centered around age 17 [8]. *Blinkmobil* therefore targets accurately an age group that historically constitutes willing, but price sensitive (see Figure 4.5),

adopters of mobile content.

Also, Blinkmobil is interesting because of its content. *Or is it content?* The first news companies to adopt community services must have asked themselves whether this really is news; the same question obviously applies to Blinkmobil, for good or ill.



Figure 4.5: Blinkmobil promotion: Blink [8] has a young target group, willing to adopt mobile content/premium services. But this age group is also price sensitive—Blinkmobil is marketed as free of charge throughout April 2006.

4.2 Channel Differentiation and Complementation

Marshall McLuhan has been regarded a media prophet with his famous one-liner “the medium is the message,” formulated in 1964 [44]. As we have noted, the first mainstream news websites took on the form of online versions of newspapers. As the online version mirrored the existing print edition, but with some technology-inherent advantages and limitations, that approach can be seen as a sort of incremental innovation.³ In time, and with separate newsrooms and new services (see Section 3.1), news websites today draw ever closer to McLuhan’s slogan; products reflect their mediums.

In order to obtain medium specific products, many newspapers seek *differentiation*. So far, differentiation on *content* is commonplace; VG retains feature articles, consumer material and columns from the print edition for a given period of time before going online with it; Dagbladet’s head story is published exclusively in the print edition. (This approach is not flawless; they often end up finding “their” stories cited by other online news outlets [41].) Nevertheless, Dagbladet.no publishes some stories exclusively online as well; with stories written and recorded for the Web specifically, we also observe a differentiation on *form*.

As print, online and mobile versions of a product evolve into different products with dissimilar content and form, it is interesting to bring in *cross-channel complementation*—based on each channel’s characteristics—as an important issue. Dagbladet.no allegedly getting two thirds of their traffic from Blink, is a sign that the online channel is tailored for such services more than institu-

³Leifer et al. [24] argue that incremental innovation usually emphasizes cost or feature improvements in *existing* products or services. Radical innovation, on the other hand, concerns the development of *new* businesses or product lines.

Table 4.3: An outline of channel specific characteristics for B2C content delivery (user's perspective)

Note 1: Some of these preferences are adopted from Parr et al [5].

Note 2: The grades of each preference are no more than rough assessments of each channel's relative (dis)advantages.

*Loyalty incorporates subscriptions.

**Online has a higher grade than mobile because of its one-to-many communications features.

***Mobile content service cost vary considerably.

	Print	Online	Mobile
Form factors			
– Portability	High	Low/Medium	High
– Easy to read	High	Medium	Low
– Reading position	Medium/High	Low/Medium	High
Habit factors			
– Custom	High	Medium	Low
– Loyalty*	Medium/High	Low/Medium	Low
Interaction**	Low	High	Medium/High
Media type support	Low/Medium	High	High
Embedded media recording features	Low	Low/Medium	High
Transparency	Low	High	Medium
Cost***	Medium	Low	Medium/High

tional publishing of textual news stories. People preferring print newspapers on public transport at 8 o'clock in the morning, is a sign that the form of print publications is suitable for such use. People visiting news websites from behind their work stations at job and school half an hour later, is a sign of the online channel's excellency in camouflaging pastime. From a user's point of view, each channel has its characteristics—advantages and disadvantages. We try to give a general assessment of some of these channel specific preferences in Table 4.3.

Keeping each channel's dynamics in mind, it is possible to design differentiated properties of a product that as a whole utilizes each channel's advantages to complement each other. This thought is reflected in both or cases from Aftenposten Multimedia. Print has its definite—but fragile, as they are doomed to fade over time—advantages; so has online. Online makes it feasible to collect hundreds of nice travel tips. Print makes it feasible to read an editorial selection of these tips in bed a drowsy Saturday morning. Online enables us to listen to new music for free. Print enables us to really enjoy a long article concerning the same artist.

4.3 Mobile Channel Optimization

We have argued that online properties have characteristics that, when utilized, differentiates the product from offline properties. In this report we have stressed user interaction as one such fundamental characteristic; now news organizations successfully focus on utilizing the return channel that distinguishes the Internet from a print newspaper. This trend has altered the channel dynamics between online and print (see Section 3.2.3), and makes it possible to design complementing, synergetic, services.

So far, the introduction of a *mobile* channel has changed little. But that is just as expected! As we have written (quite a few times already), the first online news sites were online blueprints of their print properties—cannibalistic rather than complementary in nature—that offered their audience an opportunity to access news in new environments and contexts. Suddenly, people were not bound to visit a newsstand. Cheaper, more convenient, but also (for the time being) with some poor form factor performance (see Table 4.3).

The way the mobile channel is utilized by news organizations today resembles the early use of the online channel. Only this time, it is presented as a channel that enables the user to consume news where online and print channels are unaccessible. Before an Easter break, for example, most news organizations promote their WAP service quite aggressively (in Norway, people celebrate Easter in mountain cabins). Again, the service is presented as a standalone product (to be used when the cheaper and better apted print and online channels are unaccessible), rather than as a complementary service adding value to all channels.

There is one notable exception: *Mobile and television*. As a broadcast

medium, TV has got no return channel. *Pairing it with a mobile channel for interaction, though, has proven powerful.* The number of community chat programs that many TV channels air nowadays is the most evident example. Figure 4.6 is a frame from NRK's chat program called *Svisj*. A main window with music videos and/or a studio chat host is enveloped with interactive chats, MMS galleries and polls.

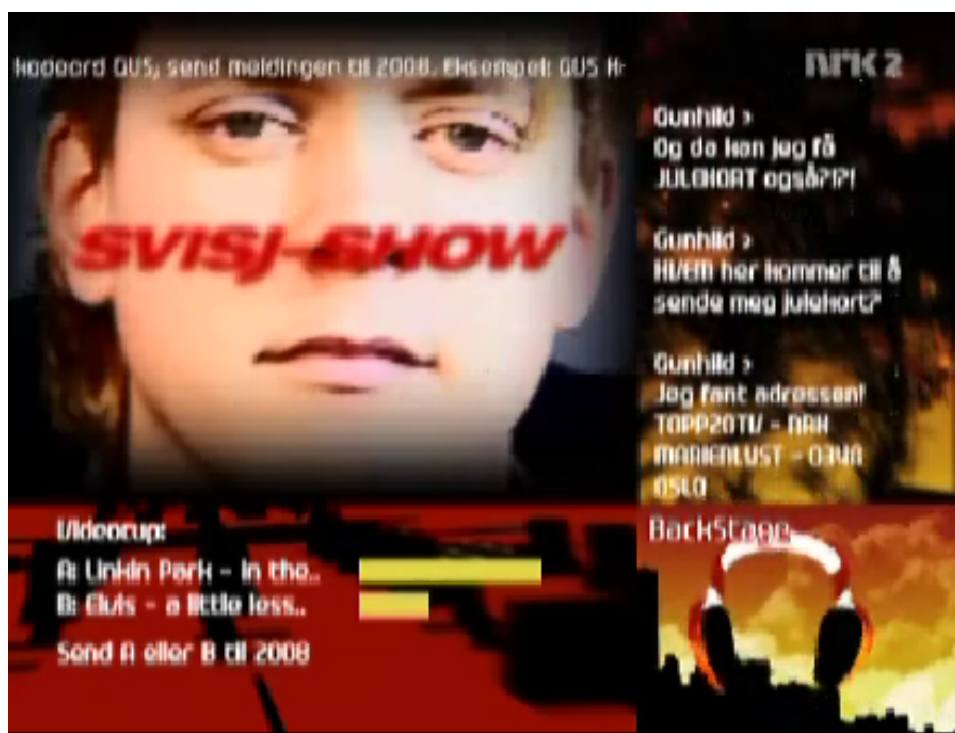


Figure 4.6: NRK's Svisj: An example of channel synergy

Svisj makes use of a mobile channel's most distinctive characteristics; its duplex nature and its portability—virtually every Norwegian brings a mobile phone virtually everywhere, that includes the couch in front of the television set. These two features distinguish the mobil terminal from a TV (duplexity) and an online computer (portability), that alternatively could have provided a return channel. Therefore, in this case the mobile channel is not a substitute, it is a complementary, synergetic service—the TV channel adds value to the mobile channel and vice versa.

This report restricts itself to print, online and mobile channels. In such channel systems, how can the mobile channel be used to create synergy and complementarity?

As with the online/print interplay (and television/mobile, for that matter), we assume that differentiation and complementation will be deciding in the use

of the mobile channel in print, online and mobile systems. A limited return channel and media restrictions are a print property's most apparent flaws (see Table 4.3). Lesernes storbytips (see Section 3.2.3) illustrates how the first flaw can be turned into a mutually synergetic service with the use of an online channel. Correspondingly, *we argue that UngVoksen's music strategy (see Section 3.3.3) illustrates how the latter flaw can be turned into a mutually synergetic service with the use of a mobile channel.*

As a print publication reaches a point where lack of supported media types and/or return channels constitute a considerable limitation, a mobile channel may be a feasible extension into such media types. To illustrate our point, the following sections include three examples of mobile downloads prompted from a print newspaper.

4.3.1 Mobile Music Downloads

Mobile phones are getting good at playing music. In fact, they are almost perfect for music, as people are bringing a mobile phone everywhere anyway—a reason in itself to herald the age of ubiquitous music, as Holmquist [35] does.

In the Nordic region, 3 [1] is the mobile network operator that has done most to provide a rich spectrum of UMTS services. Music is a central element in this strategy. Being a paying customer of 3Music, one get to download ten songs a month, or build music playlists online that one may stream on a mobile phone whenever fancied (in itself an example of online/mobile interaction).

Since the 3G mobile network is rolled out in Norway as well—and people are beginning to buy the necessary terminals—music could be an attractive starting point for print and mobile coupling. We have sketched an example in Figure 4.8, where readers of an article concerning *Bonk's* second album release can download one track to hear what the fuzz is about. The idea is that people will read this print article in contexts where a mobile phone is within immediate reach, and the cost of picking it up and sms 'db1' to some four digit number will be perceived worthwhile. Providing sample downloads would add value to the editorial content; reading, say, an album review where the critic has spent most of the lines dropping names of the artist's inspirations, it can be very relieving to hear what the artist actually sounds like.

There are several possible models on which to rely:

- **Acquire unsigned music:** This would have been the model of UngVoksen's underground strategy (see Section 3.3.3), and is the current strategy of NRK's *Urørt*. By acquiring (not exclusive) rights to a library of music, a media company is free to use them to add value to any article.
- **Buy music rights:** Of course, it would be possible to buy rights to music from the music industry, or agree to a joint venture with these actors. This model involves expenditures, for which, at the end of the day, the readers will have to pay. This can be done on a pay-per-download basis,

with the use of premium subscriptions, one free download per newspaper purchased, etc.

- **Decentralized downloads:** The use of aggregators and feeds has made people suggest the Web is moving towards a decentralized publishing model [64]. In our illustration (see Figure 4.8), we found Bonk's track *Homecoming* on Myspace. Neither Myspace [46] nor Urørt offer mobile downloads today. But when they—and similar sites—do, media companies could simply communicate other websites' download codes in their prints.



Figure 4.7: Mobile phone or MP3 player? Both! In this case represented by one of Sony Ericsson's models [19].

4.3.2 Mobile User Comments Downloads

One of the more peculiar effects of blogs becoming such a buzzword, is VG employing the term in its print edition. Each day on page 3, VG publishes *VGBloggen*, on which people can comment online. It is, admittedly, an attempt at cross-channel complementation—but a very dubious one. We have stressed that the complementation design should aim at utilizing each channel's

advantages—here, VG has taken the almost opposite approach, as if it wanted to make the most out of the channels' *disadvantages*.

In the blogosphere⁴, a largely deployed possibility to comment on a post for any reader has enabled what is called a *virtual real-time feedback loop* [25], where the writer can benefit from useful fact-checking and something that resembles a dialogue with the reader. A quick look at VGBloggen's online page tells us there are not many readers that have used this feedback loop—unless the topics are extremely controversial (FrP, immigration, God, etc.). Not surprisingly, perhaps—we have already assessed that a print newspaper's greatest strength lies within form and habit factors, not in activating an online return channel.

In VGBloggen's case, this report suggests the use of a mobile channel as a better example of cross-channel complementation design. Again, we presume that when reading a print publication, using a mobile terminal implies lower costs than using an online terminal.

By messaging a server somewhere, the reader gets to download other readers' comments on the subject. Additionally, it must also be possible to upload comments.

It may be objected that downloading a blog's comments to a mobile terminal is somewhat problematic. The variation in the number of such comments is one difficulty; receiving zero comments is probably just as disappointing an experience as is trying to navigate between, and extract sense from, hundred comments on a tiny screen (mobile phones have poor performance on form factors relating to the reading of longer texts).

A ranking system, as is implemented in Dagbladet.no's comment facilities, may be used to distill an appropriate number of users' comments, absorbable through a mobile terminal. Dispatching these comments should be done on a kind of subscription basis, rather than as a synchronous service, to avoid downloads when no comments are available.

4.3.3 Mobile Video Downloads

If all go according to plan, the FIFA World Cup Germany 2006 will be a seminal marker for mobile television [61]. Since many news companies are in the process of setting up a newsroom that includes both TV, radio and print, this occasion ought to be followed closely.

Aftenposten Multimedia, for example, has got video reporters devoted to producing video content, at the moment intended for online websites. But print newspapers would benefit from having a video extension, too! "Watch the PM comment the scandal;" "see our reviewer test drive this Ferrari;" "see Condoleeza Rice's speech in the Security Council;" "watch Ronaldinho settle the final;" "see what the people think of the new opera house;" "watch the

⁴*Blogosphere* is the collective term encompassing all blogs, including blogs as a community and blogs as a social network

Redaktører: NINA GRAM, TEDDY MADSEN, GRETE RUUD
Redaksjonsjeffer: ARNSTEIN JOHANSEN, JAN-ERIK LAURÉ, ROLF SØNSTELIE

Administrerende direktør:
ROLV ERIK RYSSDAL

Leder & Kommentar

VG BLOGGET

Boligjakt på svensk

STOCKHOLM (VG) Svenske sosiale myndigheter opplyser at 3863 mennesker i Stockholm er hjemløse. Det er en voksende gruppe.

Å skaffe leilighet i Stockholm anno 2006 langt fra lett.

Den raskeste veien til tak over hodet er å leie av noen som leier ut en leilighet. I motsetning hjemme er tilbudet svært begrenset, prisene høye og leietiden som regel kort.

Har man god tid, kan man stille seg i kø og få tildelt en såkalt **leierett** til en leilighet. Et tilbud som lukker gammelkommuniste lang vei. Du står nemlig kanskje 10 år i den køen for å få noe sentralt. Bår du lei lukten, får du kjøpe leieretten – svart, to, tre, fire, fem hundre tusen kroner under bordet er ikke uvanlig. Det er penger du ikke kan låne – og det er penger du ikke er 100 prosent sikker på noen gang å se igjen. Og du må ha kontanter.

Men du får tak over hodet.

Vi andre tusler til banken, får et låneløp med **gunstig rente**, det skal sies, og setter oss foran datamaskinen, eller boligbilaget. Skriv ut, krysser av, legger opp slagplan og begynner ut i strømmen.

For at folk ikke går på tur i Sverige, er i myte. Søndagene i sentrale Stockholm er reise folkevandringen. Ut og inn av oppganger, K Plastofler, Velkleddede meglere. Gamle pensjonskasser knuses av smålunger, neddene g og måler. For de nikkende sikker formestaken i brystommen.

Så langt er det som i Norge. Bortsett fra at alle er billt lurt – og bevisst har latt oss lure. I teile **løkkepriser**. Verdiløst eksisterer nemlig ikke på svenske leiligheter. En kamerat la ut 5 etroms for under en million svenske. Han fikk til slutt nesten 1,8 millioner. For 30 kv. S søndag ble en helt grei 3-roms lagt ut for 3 mill. i mitt helt greie nabolag – siste bud er i oppå 5,25 mill. svenske. Og her kommer jeg noe annet vesensforskjellig. I Sverige er C bare å by. På så mange leiligheter du vil samtidig. Ingen bud er bindende for kontrakt er underskrevet. En dokumentarfilm på TV nylig viste at meglere går med på å legge i falske bud for å presse opp prisene – og dr gang budrundene. Alle får en kamerat se går med på å ringe i gang budrunden om c trengs. Og prisene går til himmels. Og ofte leger enn det. De som får tilslaget, våkner ka skje opp med litt angst dagen etter kontraktin givelsen og feiringen. The winner takes it all, som det heter på svensk. Både på god og vondt.

LESERNES MENING ER:
VG'S TIL 19 60

Diskuter på:
www.vg.no/side3

E-post: olavversto@vg.no



Samtlige jurister som har fått sin utdanning ved Universitetet i Oslo gjennom en lang rekke år, har vært utsatt for systematisk feilinformasjon og feilundervisning i så vidt viktige spørsmål som vi her står overfor.

Det fenomenet professor Flietscher her beskriver, har selvfølgelig også virket inn på norske fagmiljøers syn på rettighetene i Svalbard-sonen, altså i havet og på sokkelen. Norge hevder suverene rettigheter i området, men kravet står kanskje ikke så sterkt, er det mange som tenker. Slik tenkning på felles grunnlag kan ha virket svært uheldig.

Vel, familiesamfunnet på Svalbard og båndene til fastlandet sier kanskje mer enn juridiske betenkninger. Første gang jeg var på øyet, kunne man ikke ta inn TV direkte. Det satt en mann fra NRK og spilte av programmene dag for dag en uke forsinket. En mandag kunne man altså se Dagsrevyen fra mandagen uken før.

Under besøket denne uken kunne tegneren Hagen og undertegnede koble de berbare PC'ene våre opp mot trådløse nettverksforbindelse på hotellrommene. Husk - vi er i Arktis på 78 grader nordlig bredde, der selv folk fra Hammerfest er å regne som springer.



Figure 4.9: Mobile downloads of user comments

landslide demolish an entire village.” These would all be valuable add-ons to print news reports.

This time as well, we consider a mobile channel as the natural extension of print, because of its consumer context similarities. A mobile terminal is usually within centimeters from every newspaper read. Another note here is that in real life, the form factor of a mobile channel makes a user more reliant on what video that is offered. Surfing online with a computer, the cost of finding ten other websites that offer video clips of one important event is not high. On a mobile, most users would choose the one to which the article provides a download code (see Table 4.3).

Chapter 4—Summary

Chapter 4 introduces the Channel Usage Index (CUI). These indicate the channel usage distribution among VG, Dagbladet, and Aftenposten.

We argue that differentiation is a major driving force in forming a channel's properties. When a property gets an identity that differs significantly from other channel's properties, it is possible to design cross-channel products based on synergetic complementation.

The last section of this chapter is devoted to extend the principle of complementation through differentiation to a mobile channel. We have explored a possible cross-channel design that includes print, online and mobile channels, resulting in three example designs in which this principle is implemented.

1500 kan ha onkormet på Filippene

En ny studie av tre tusen mennesker på Filippene har vist at 1500 av dem har onkormet på seg. Studien ble gjennomført av en gruppe forskere fra...

Apert her i landet - Spesielt påft i høst

En studie av onkormet viser at det er spesielt høst og vinter som er de mest utsatte tidene for å bli rammet av onkormet...

Nyros treer med blå-eto mot lynk

En studie av treer i Norge viser at de fleste treer er utsatt for lynnedslag. Dette er spesielt utrykkelig for...

Banans-ekstremt påfølgende forskning lar i

En studie av bananer viser at de er utsatt for en rekke sykdommer. Dette er spesielt utrykkelig for...

En studie av bananer viser at de er utsatt for en rekke sykdommer. Dette er spesielt utrykkelig for...

Laksestrid mot løsnings

Utenriksminister Jonas Gahr Støre fikk i går forsikringer fra russiske myndigheter om at de ikke vil starte fisk fra Norge...

Resolusjon mot Telenor trukket tilbake

En resolusjon mot Telenor er blitt trukket tilbake. Dette er spesielt utrykkelig for...

En studie av treer i Norge viser at de fleste treer er utsatt for lynnedslag. Dette er spesielt utrykkelig for...



Bestialsk drap i Paris

En studie av bestialsk drap i Paris viser at de er utsatt for en rekke sykdommer. Dette er spesielt utrykkelig for...

Norsk garnison i Afghanistan kan bli flyttet

En studie av norsk garnison i Afghanistan viser at de er utsatt for en rekke sykdommer. Dette er spesielt utrykkelig for...

Fra nord til sør

En studie av fra nord til sør viser at de er utsatt for en rekke sykdommer. Dette er spesielt utrykkelig for...

En studie av fra nord til sør viser at de er utsatt for en rekke sykdommer. Dette er spesielt utrykkelig for...



Figure 4.10: Mobile video downloads

Chapter 5

Conclusion

Today, media companies seek to utilize a set of channels. Juggling different channels is not an especially new thing—since the first television sets arrived in the country, NRK has been able fill both radio and TV channels. In this report, though, we have focused on traditional newspaper organizations. For these, the large-scale introduction of the Internet has significantly affected their channel systems.

We have taken a systems approach to these companies' channels—that is, the different channels interact dynamically to form a product's whole. Analogous to an ecosystem, we assume that ideally, and in a given point of time, there exist a kind of *steady state*, where these channels are “balanced” with each other and their environment.

Introduction of new elements into an ecosystem tend to have a disruptive effect. We start off this report in Chapter 1 by giving an account of the online channel's struggle to find its place in the channel systems, i.e., its approximation to a steady state. Even though some people may have thought of the Web as a technological equivalent to an Australian rabbit, most of these organizations have more readers today than ever. That is accomplished by means (and not in spite) of the Internet.

We have identified *community services* as a major driving force in pushing the print/online interplay towards a steady state. Community services, coupled with media type support, have enabled what we might call “mature” online services. What characterizes these emergent services is a *differentiation* process. The services focus on channel specific facilities, tailored for that particular channel's form factors, habit factors, media type support, level of interactivity, etc.

In enabling a differentiation process, organizational steps have been taken as well. The biggest newspaper companies have set up subsidiaries dealing with new medias (VG Nett, DB Medialab, Aftenposten Multimedia, etc.). These companies are equipped with their own newsroom.

Chapter 2 is about our chosen research methods, i.e., case studies, and

Chapter 3 deals explicitly with these.

Our case studies indicate that as a product's properties get more mutually differentiated, it becomes possible to design emergent channel systems based on *complementarities*. Lesernes storbytips illustrates how such cross-channel designs can be achieved in real products, based on a system consisting of a print and an online channel. For a news company, this is the way to go if the total coverage of all channels is to increase as much as possible. And again, this is not new reasoning if we return to channel systems that are more obviously differentiated. For instance, when NRK established the weekly TV program *XL TV* as a spin-off from its popular daily radio show *XL*, it was produced as a complimentary program, adding value to both channels—not a substitute for people that did not have a radio.

Throughout the report, we have argued that complementary thinking in some cases contrasts existing views; most notably, a view characterized by *substitution*. For instance, this report adopts a Web Performance Index from a JupiterResearch report [5]. Such an index, however, typifies a train of thoughts in which a website's maximum potential equals the offline property's current readership. When introducing new channels, this is a typical approach. The emergent channel's property gets so similar to the existing ones that it resembles a stand-alone replacement, only with some technology-inherent advantages and limitations. In such instances, the best to hope for is that the emergent property is used in new contexts—in the worst case, the emergent property cannibalizes the existing.

So far, the introduction of a mobile channel has, at least as far as news organizations are concerned, been characterized by substitution rather than complementation. The WAP service is reduced to a (costly, and often less convenient) replacement of print and online, to be used when none of the latter are accessible—heavily marketed in holidays, for instance.

We want to follow our complementation credo, also when a mobile channel is present in the system. In our report, this is applied in the second case study. Here, we explore a community music service similar to Myspace and NRK's *Urørt*, only with a different set of channels. The result is a channel system that forms an enclosed circle from the user and back (see Figure 3.19).

In Chapter 4 we contend that in our studied systems (i.e., systems consisting of print, online and mobile channels) a print/mobile interplay should be emphasized to obtain cross-channel complementation. This is based on an assessment of each channels characteristics presented in the chapter. We have suggested three example channel designs that implement these principles.

One might claim that the deployment of the mobile channel—and channel systems in general—are colored by organizational structures. As mentioned, news companies have established subsidiaries that run new media businesses. These companies plan and control both the online and mobile channel, mainly because of their mutual similarities technologically.

We call for an organization that manages its distribution channels with

the actual applications of the channels in mind—and not from a technological perspective. A separated new media organization has undoubtedly helped in maturing online news sites, and we obviously do not want this process reversed, as differentiated properties are the main foundation for cross-channel complementation designs. Nevertheless, this report is pervaded with the view that a more overall, integrated, process is favourable for channel strategies, especially as new channels are added to the system and they become more complex.

Because more channels will emerge, while others might fade. This report is limited in that it suggests channel systems for news organizations that control print, online and mobile channels only. But just as important, it is limited in that it has a time stamp. A channel system is constantly changing, so it follows that its steady state is only steady in a given point of time. This master's thesis has tried to establish a current framework for channel systems discussions, presuming that user interaction is the main differentiation force today. This work, of course, has no end; someone else need to come up with channel design suggestions and ideal states for tomorrow and the day after tomorrow.

This report, however, ends here and now.

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