Behind the Scenes: Transparency in Lebanese Media Business Practices 2009
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I. Preface

Lebanon is notable among Arab countries for the quality and quantity of its media. Lebanon’s media sector is characterized by a proliferation of media outlets, including broadcast, print, and web-based media. These different types of media are regulated by various laws. Some of these laws address the specificities of these media. This is the case with regard to the print and broadcast media, which are regulated by the (amended) Press Law of 1962 and the Audio-Visual Law no. 382/94 of 1994, respectively.

By contrast, no legislation exists to date to regulate web-based media (and the Internet in general) or cable distribution in the country. It should be noted that the Audio-Visual Law was considered extremely progressive in the Arab world when it was introduced in 1994. This was mostly due to the inclusion of provisions that are considered democratic by international standards.

In order to secure the editorial independence of the television and radio stations, the Audio-Visual Law prevents the concentration of ownership in the hands of a single person, or family, or owners belonging to the same religious confession, by placing a cap on the percentage of shares a single person or legal entity can own. The law also contains provisions which are meant to ensure the independence of these media. One such provision requires the licensed media to provide evidence of financial independence. Media must demonstrate their economic sustainability and ability to survive and make profit solely based on income generated by advertising and sales of in-house productions.

Given the importance of the Lebanese media landscape, and the relative media freedom there, many studies have focused on various aspects of the media. Past studies of Lebanese media have focused on government regulation, political ownership, or content. Research has also focused on media content in order to show the relationship between programming and ownership, as well as the extent to which globalization is affecting national identity and local media output.
Missing in all this research on Lebanese media is an approach that can shed light on the way these organizations function as organizations. A few gender studies have addressed employment decisions within media organizations and sought to evaluate the status of women and their access to jobs in general, and in the media in particular. But aside from these, very little indeed is known about the inside operations of the Lebanese private media.

The present study is a first attempt to look inside media organizations in Lebanon in order to understand what kinds of business decisions are being made. This study analyzes employee diversity, as well as political affiliation or media owners. However, and unlike other media-related studies, where the text of the media laws or media content is analyzed, this study involved challenges unique to the subject matter.

Most media organizations in Lebanon, especially the larger, more established ones, proved to be very opaque and resistant towards revealing information about their internal operations and management. Indeed, it seemed that many of them considered most information about their operations and management tantamount to classified information, and some went as far as refusing to take part in the present study. Such was the case with the Lebanese Broadcasting Corporation (LBC), arguably Lebanon’s leading private television station, which is known to avoid being interviewed by researchers and journalists seeking to understand the station’s management views concerning its operations.

There was a clear reluctance among media owners towards discussing their business practices. Some of the targeted media organizations refused outright to take part in the present study, while others were simply not willing to answer some of our research questions. This refusal to answer research questions which was to be expected in relation to sensitive questions about revenues and profitability, but was also an issue regarding less sensitive issues like the existence of organizations policies or charts. For example, 58% did not answer the question related to advertising revenues, and 51% did not answer a question about the existence of written job descriptions.

The findings of the present study are intriguing and quite revealing. They give a rather complex and candid picture of what goes on inside Lebanese media organizations. For instance, the study found that Lebanese media are quite up-to-date and sophisticated when it comes to using modern equipment, such as use of computers, a company intranet, web design and presence, and graphic design. However, few keep charts or policies outlining the business goals of the media organization.

Most of Lebanon’s seven private commercial television stations, which are comparatively very few considering the nearly 300 Arab television stations in operation, are among the most viewed stations in the region, due to their high production values and quality of programming. At the same time, these and other Lebanese media lag behind with respect to effectively managing human resources. Many lack written job descriptions, organizational policies, or regular performance appraisals, and they heavily rely on part-time staff and volunteers while not providing adequate financial incentives to their employees.
With a large number of qualified employees being recruited away from Lebanon by Arab satellite stations based in the Gulf, it is essential that this deficiency be addressed if Lebanese media outlets want to retain this talent.

Considering the dire economic situation in the country and the low salaries that media employees are earning, media management should seek to retain their employees by offering better salaries and employment benefits (i.e. full-time employment, health insurance, etc.). Even when the results related to human resources seem positive at first glance, further investigation is required in order to reach a better understanding of the reality inside these organizations to confirm the findings. For instance, respondents’ answers asserted that there is gender equality in terms of the ratio of male to female employees. However, it remains to be seen in further studies to what extent women in such organizations have equal opportunities to access higher management positions, or whether they work under a glass ceiling.

Perhaps the most significant findings of the present study are those related to the financial aspects of Lebanese media organizations. Despite the sensitivity of discussing the profitability of these media, and considering that it is illegal, according to both the Press Law of 1962 and the Audio-Visual Law of 1994 for a broadcast or print organization to depend on sources of funding other than sales revenues and advertising, the answers given were quite candid and revealing. In Lebanon, financial support by the political elites who own these media is what has allowed most of the local media to survive. To ensure the sustainability of these outlets, long-term financial solutions and better marketing strategies must be adopted.

In sum, the present study is valuable in at least two respects: first, in its ability to shed some light on the inside operations of media organizations in a way that has rarely been attempted before; and second, in its ability to identify those still obscure areas of media management practices that require further development.
II. Methodology

The following study is based on a survey administered by Internews Network researchers whereby top management employees within Lebanese media organizations were interviewed in June and July 2008. Prior to interviews held on media organizations premises, members of the media organizations’ top management were introduced to the survey’s goal and the logic behind the questionnaire, via e-mail and telephone.

Internews Network encountered some difficulties during the data collection phase, since the study is new and first of its kind in Lebanon. When larger media organizations were surveyed, more than one key person in top management was interviewed, in order to achieve a better, complete understanding of how organizations’ various department function. In all cases however, concluded results were exclusively based on top management responses, which somehow represented a limitation to the survey’s method and findings. Not only is the reliability of information obtained dependent on the interviewee’s objectivity and access to information, but some questions were simply not answered as they were considered confidential by surveyed organizations.

The survey was designed to tackle all aspects of media organizations business management practices, covering issues related to identity, finance, human resources, marketing and sales, IT and website, printing and production. Questions allowed for open-ended answers, giving respondents the opportunity to answer in any relevant way they deemed appropriate.

The survey was conducted on 55 media organizations located in the capital Beirut, the North and South regions of Lebanon, and targeted all types of media outlets (television stations, radio stations, magazines, newspapers and web-based media). With the exception of the six private national television stations (3 of which were included in the survey), the ratio of surveyed organizations to the total number of media organizations operating in the country is rather difficult to establish, considering that several Lebanese media outlets continue to operate without a license (for a variety of reasons, particularly the absence of a clear
regulatory framework, as in the case of cable television and internet). The number of unlicensed or illegal organizations is higher on the level of small radio stations, print and web-based media organizations operating outside the capital, as a result of challenges that successive governments confronted in terms of extending sovereignty to remote regions.

The initial underlying objective of the survey is to assess all media organizations in Lebanon. Although thirteen media organizations refused to be part of the study, the media organizations included in the survey constitute a large representative sample of media outlets in Lebanon. From Beirut, 20 media organizations participated in the survey. In the North and South of Lebanon, 35 media organizations participated. The overall number of media outlets included 14 newspapers, 3 television stations, 4 radio stations, 17 magazines and 17 web-based media organizations. It is thus hoped that answers provide a clear picture on business management aspects of media organizations in Lebanon.
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Media Identity

Identity defines a media organization’s corporate personality, shaping its mission, vision, fundamental objectives, strategic directions and organizational values. It impacts the media organization’s decision-making process on the level of programming, the target audience, employment, etc. Identity generally emerges within the context of the organizational media work and coverage.

Mission Statements

Mission statements underlie media identities and reflect their central focus. In Lebanon, most media organizations do not have mission statements.
The capital, Beirut, gathers the larger media outlets, 60% of which declared having a mission statement. In the case of media organizations based outside of Beirut, only 6% stated holding mission statements, and 94% lacked mission statements.

In good business practices, mission statements are not mere words on paper, forgotten documents, or wishful thinking in founders’ minds, but statements prominently displayed inside the organization and profoundly grasped by each and every concerned employee. When the mission statement is absent from the minds of employees, departments start developing self-interested practices that often are not aligned with the overall organizational mission. Ultimately, the organization will end up functioning as a combination of small different sub-organizations, negatively impacting output.

The percentage of organizations that retain a written mission statement is greater for Beirut-based organizations than for those based outside of Beirut, perhaps due to the fact that the latter are recently established organizations that have not had the time yet to devise their mission statements.

**Vision**

A business vision is essential to the success of an organization for several reasons. A strong and clear vision provides a projection of an organization’s evolution. It also sets a clear, long-term achievable goal for what the organization ought to become. In this sense, the existence (or non-existence) of a vision indicates whether these media organizations are in an evolving organizational state or not. The majority of surveyed organizations possess their own visions. Media organizations in Lebanon have either a political or a cultural vision.

![Organizational Visions](image)

Generally, small media organizations based outside of Beirut (i.e. the South, Bekaa and the North), envision themselves as key players in promoting socio-economic and cultural development, through coverage of ongoing rural development efforts in their respective regions. On the other hand, Beirut’s large media organizations seek to develop into market leaders and to outperform their competitors in news coverage and politics-related programming.
Programming

Media organizations in Lebanon hold either a Category One license (for political programming) or a Category Two license (for non-political programming). Category Two licensed organizations are not authorized to broadcast or publish any material related to political news and politics in general. Category One holders are allowed to broadcast or publish any type of programs, in addition to political news.

The majority of small media organizations, generally situated in areas outside of Beirut, cover mainly non-political issues. This may be due to one of two factors: either they do not hold a Category One license, or they do not benefit from any license at all.

The majority of large media organizations, mainly based in Beirut, hold a Category One license. Consequently, their programs and publications tend to primarily focus on politics.

Ownership

In advanced democracies, most broadcast and print media are owned by wealthy individuals and/or wealthy politicians. Needless to say, there are strong ties between money, power and politics. In Lebanon, the situation does not differ. The country is characterized by the existence of well-established, solid links between politicians and media organizations. In fact, media organizations are mostly owned by wealthy politicians, members of their direct or extended families, or their close personal allies, partners or even employees. The identity and political leanings of owners have a bearing on the media organization’s identity, which in turn affect the organization’s objectivity, news coverage and programming.

![Figure D](image)

Politicians often employ the media as a tool to publicize their platforms, influence public opinion, and solicit public support. Politicians and some wealthy individuals have the capacity to exploit their power in terms of restricting freedom of expression and limiting the work of media organizations.
- Media organizations in Lebanon are generally owned by single or multiple related shareholders.
- Most broadcast media organizations are owned by multiple unrelated shareholders.
- Print media organizations tend to be owned by single or multiple related shareholders.
- Online media organizations are by and large owned by single or multiple related shareholders.
Politicians are members of Boards of Directors in all media organizations categories. Figure (F) demonstrates that 69% of media organizations surveyed under the present study do not have politicians serving on their Boards of Directors, while only 31% of organizations do.

The broadcast media is the sole category to include a greater number of organizations with politicians on Boards of Directors. In both the print and website media category, the percentage of organizations excluding politicians as board members is higher.

The limited percentage of politicians on Boards of Directors, illustrated in Figure (F), may result from the fact that ownership is ordinarily indirect, as a means to circumvent the audio-visual law. While politicians do not directly own the majority of shares in media organizations, their family members or relatives do. Thus, even though media organizations may seem to be owned by non-politicians, politicians remain indirectly in control of the organizations.
IV. Finance and Media Independence

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Finance

Finance is a fundamental aspect of business management. Without proper financial management, an organization is unlikely to be self-sustaining. Furthermore, sound financial management is essential for ensuring the profitability, independence and continuity of any organization.

The following aspects of financial management of Lebanese media organizations have been examined: capital and assets; profitability; budgeting; policies on expenditures; and covering losses. It is worth noting that in the course of this study, particularly on the level of finance inquiries, many respondents refused to disclose key information about their main source of income, for reasons of confidentiality.

Independence vs. Interference

Political Influence

“Independence” bears various meanings and levels of importance for different types of organizations in diverse fields. It may imply financial independence, independence from political influence or from state entities. Since media organizations are generally expected to portray objective news and facts, in light of the profession code of ethics, and since media organizations’ political dependence is usually associated with bias, it is essential that media organizations be free from political influence. Media organizations in Lebanon are by and large funded by political leaders and political organizations in order to sustain operations. Accordingly, financial independence of media organizations in Lebanon is a core prerequisite for immunity against political influence and for maintaining unbiased and more objective media in the country.

Regulatory Influence

According to experts, governmental laws are prohibitive because they indirectly prevent qualified media organizations from entering the market, particularly in the print media market. This is in contradiction with the basic democratic liberties of freedom of speech, freedom of expression and freedom of association guaranteed by the Lebanese Constitution.

The government regulates both entries into the broadcast and print categories. No regulation for new online media organizations exists yet. Compared to Western states, the same regulatory requirements apply in Lebanon for the start up of broadcast media organizations. These regulatory requirements prevent overpopulation of airwaves with radio and television channels. Since only limited airwaves exist, the government usually regulates the number of organizations licensed to use airwaves. This government regulation is needed and is not considered undemocratic.

Conversely, in most Western states, print publications do not require licensing. In Lebanon, licensing is mandatory for print media, a condition that experts consider to be undemocratic and in conflict with the freedom of speech, freedom of expression, and freedom of association. For example, to launch a political newspaper, one must hold or acquire two existing licenses. In other words, to start up a new newspaper, one must already be the owner of two other political publications, or must buy two existing licenses for political publications.

The high cost of two political publication licenses (see Figure A) suggests that only wealthy individuals can afford to start up a new political newspaper or magazine. Online media organizations remain loosely regulated due to the absence of any law specifically applying to online organizations.
Basic Start-Up Costs for Media Organizations

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<th>Broadcast*</th>
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<td>Licence</td>
<td>250,000,000 LBP (167,000 USD)</td>
<td>Could reach up to 1,200,000,000 LBP (800,000 USD)**</td>
<td>Not a requirement yet</td>
</tr>
<tr>
<td>Annual</td>
<td>100,000,000 LBP (67,000 USD)</td>
<td>Not a requirement</td>
<td>Not a requirement yet</td>
</tr>
<tr>
<td>Minimum Start Up Capital</td>
<td>It was initially concluded by the National Audiovisual Council at 20,000,000,000 LBP (13,000,000 USD), however the law itself does not specify a concrete number</td>
<td>500,000 LBP (335 USD)</td>
<td>Not a requirement yet</td>
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*Category one license is granted to organizations seeking to provide political programming or publications. A category two license is cheaper in the case of radio stations but costs the same for all television stations. ** In order to start up a new political publication, one has to acquire or hold licenses for two existing newspapers and then cease their publication indefinitely in order to issue the new publication title. This has caused current license holders to increase prices.

**Figure A**

Integrity

Financial independence is a key goal for any media organization seeking to remain objective and non-partisan. Like most organizations, media organizations are generally profit-seeking, thus aim at increasing revenues.

In order to increase net revenues, media organizations usually try to draw more advertising and to cut down on costs. Nevertheless, simply reducing costs is not a feasible business model, especially when it applies to key human capital costs. Cutting back on journalists’ salaries as a way to decrease costs, for example, eventually drives journalists to being “bought out” by external interest groups or political parties. Journalists’ independence, integrity, objectivity, and non-partisanship will then be hindered and put at risk. In other words, to increase revenues, organizations focus their efforts on attracting more advertising rather than on cutting costs.

Capital and Assets

In Lebanon, a media organization’s capital ranges from a few thousand to millions of US dollars. In terms of fixed assets, capital ranges from basic assets such as apartments and a few computers, to buildings and state-of-the-art equipment. In general, organizations with the highest capital and greater number of fixed assets are media outlets established during the Lebanese civil war, like LBC, NTV and MTV, with some exceptions. Recently established media organizations own modest capital and assets, given existing structural barriers and high costs for starting up a media organization in Lebanon.

Profitability and Funding

Some recently established media organizations in Lebanon claim to be either profitable or covering costs, yet this study shows that the few media organizations making profits — or at least claiming so — are surveyed television stations. Most print media organizations, including popular daily newspapers, admit to not having made any profits over the past 5 years.
It is worth mentioning that it is illegal for media organizations to operate at a loss. Moreover, some media organizations, particularly ones based outside of Beirut, seek no profit at all, operating as non-profit organizations in the service of their region’s development.

With an unstable political situation affecting the overall economic performance of the country, media organizations face a shrinking advertising market, consequently leading to a decrease in financial returns. A total of 38% of surveyed media organizations declared that they have trouble generating profits.

**Budgeting**

Media outlets do prepare budgets; however, they do not generally adhere to them, especially small and recently established organizations. Owners are then often called upon to intervene for financial assistance when management decides to change the budget. Larger organizations based in Beirut regard budgeting as important and try to respect it, while smaller organizations consider their size to be too small to require serious budgeting, and owners usually decide how funds will be allocated.

**Covering Loss**

When income exceeds expenditure, an organization can invest the surplus income. By contrast, an entity can raise capital if expenditure is higher than income by selling equity claims, cutting expenses or through bank loans.

The following figure illustrates how media organizations cover losses. The majority of organizations rely on organizational revenues for that purpose. The second source of funding for covering losses derives from the owners and Board of Directors of the personal funds. Only a few organizations depend on bank loans and what they described as “donations.” When asked what was implied by the term “donation,” respondents did not provide any clear explanation. It is illegal for local media organizations to accept any financial support from foreign governments or parties as it is illegal for owners to fund the organization through their personal savings. The chart explains that almost 50% of surveyed media organizations received funding from illegal sources.
V. Human Resources

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Human Resources

People are the core of every organization. Their productivity, motivation and commitment are crucial in achieving organizational success and efficiency. Human resources management differs from one organization to another; yet basic good practices exist across all successful organizations. In this section, the following human resources management aspects are highlighted: existence of written job descriptions, existence of organizational charts, frequency of training, type of staff, employment of women, employment of youth, organizational policies, and performance appraisal.

Job Descriptions

Written job descriptions are fundamental to any organization, for they clearly define employee expectations, in addition to the scope of work. Job descriptions also serve as recruitment and performance appraisal tool.

The following figures show the percentage of media organizations in Lebanon which provide written job descriptions, and organizations that do not supply written job descriptions. Figure (A) presents the overall results for surveyed media organizations, while Figure (B) categorizes results by type of media organization studied.

The figure above clearly indicates that most media organizations in Lebanon do not deliver written job descriptions. This case is due to various reasons, chiefly:

- The majority of organizations are recent start-ups;
- Managers’ belief that written job descriptions are ineffective, because employees “already know what is expected of them”;
- The absence of a human resource department, which would usually draft job descriptions for the entire organization;
- The deliberate refusal to draft job descriptions, in order to charge employees with extra tasks and duties, outside of the normal scope of the job, depending on organizational needs.
Organizational Charts

Organizational charts define the lines of authority and structure within organizations. They are an effective tool for identifying persons of reference for instances of accountability and reporting. In this sense, their existence within organizations is essential.

The following figure includes the percentage of media organizations that retain organizational charts versus organizations without organizational charts. It is worth noting that more than half of respondents did not answer this relevant question.

Based on diagrams, it is evident that media organizations in Lebanon do not hold organizational charts.
According to Figure (C), only 9% of media organizations have organizational charts. The remaining 91% encompasses organizations that do not retain organizational charts and the ones that did not provide any reply. The absence of organizational charts may be due to the following reasons:

- The lack of a Human Resource Department, which usually drafts organizational charts;
- The reliance on top managers in decision-making;
- The unawareness of what an organizational chart is;
- The high number of recently established media organizations - especially websites - that probably have not drafted organizational charts yet.

**Training**

Training organization staff is valuable for numerous reasons. Through training, employees acquire new skills and develop team spirit as well as greater loyalty to the organization to which they belong. Organizations that conduct training expect that overall output will improve. In the framework of the current study, it was important to shed light on the culture of training adopted in Lebanese media organizations.

Organizations that organize training every 5 to 6 months are categorized as “regularly conducting training.” Organizations that conduct training as the need arises, with no previously set plans for training, are categorized as “occasionally conduct training.” Finally, organizations that do not conduct training are categorized as “never conduct training.”

Training is organized on a regular basis in 23 out of 55 surveyed media organizations. The figure indicates that all surveyed broadcast stations conduct training on a regular basis. With the constant pace of technological advancement, broadcast media organizations have to regularly train their employees in order to keep them updated on recent information technologies. Within the print media category, more magazines than newspapers conduct regular trainings.
Training is organized on a regular basis in 23 out of 55 surveyed media organizations. The figure indicates that all surveyed broadcast stations conduct training on a regular basis. With the constant pace of technological advancement, broadcast media organizations have to regularly train their employees in order to keep them updated on recent information technologies. Within the print media category, more magazines than newspapers conduct regular trainings.

Staff

In general, organizations hire staff on a full-time, part-time, and volunteer basis. The majority of staff is usually employed on a full-time basis for legal and organizational reasons. With regards to media organizations in Lebanon, study results are presented in the figure below that classifies organizations with employment on a full-time basis only, and organizations that have a combination of full-time, part-time and volunteer staff.
Fewer organizations strictly employ on a full-time basis without hiring any part-time employees or volunteers. Organizations with a high percentage of part-time staff and volunteers operate as such for a variety of reasons, mainly:

- To cut down on costs by not offering benefits, such as the National Social Security Fund (NSSF);
- To increase the number of staff without adding to costs. For instance, by not paying the NSSF, an organization can employ two individuals on a part-time basis for the cost of hiring one person on a full-time basis.

**Gender Participation**

The question of participation and integration of women in every aspect of society has been the focus of attention for numerous scholars and organizations that advocate the decrease of the gender gap. Women represent a core part of our society, and thus should be involved in on all levels, particularly in the public sphere from which they have historically been excluded. Figure (G) shows the percentage of Lebanese media organizations that hire women. They are divided into three categories: organizations that do not employ women, organizations where more than half of the staff are women, and organizations with women constituting less than half of the staff.

![Women's Employment](image)

Almost 45% of surveyed organizations include more than 50% female staff. The average may to some extent seem inflated, knowing that national statistics estimate that Lebanese women make up roughly 30% of the workforce in Lebanon. However, the proportion remains consistent with existing studies on employment of women in the media and with the number of communications students who seek employment in the media field.

The breakdown of this percentage by media type reflects more traditional hiring practices. Indeed, the percentage of women employed in broadcast media is greater than that of women working in print media organizations: according to results, in 75% of surveyed television networks, women account for more than 50% of the total number of employees. Yet they are present either in front of the camera or in lower positions, because networks tend to hire more women than men as announcers or broadcasters and for lower management positions. Results are comparable to radio stations where 75% of stations include more than 50% of female staff.
Alternatively, in only 13% of newspapers and 47% of magazines, women represent more than 50% of staff. While the percentage is relatively acceptable within magazines, it remains very low in newspapers. In Lebanese society, politics and political journalism still constitute a male-dominated area, due to the prevalent belief that politics is men's domain exclusively, while women are relegated to the cultural and social domains. Accordingly, seldom is a female political journalist part of a newspaper team, despite the existence of a large number of female university graduates of journalism and political science.

**Youth**

The role of youth in society is as essential as that of women. Maintaining a constant flow of young staff is vital for society and its organizations, for the young are often the ones who introduce new concepts into organizations. Involving the youth in media organizations is necessary in order to benefit from their fresh ideas, technological know-how and ability to better understand and appeal to younger audience members. The figure below displays the youth employment rate in Lebanese media organizations.
The general trend is that more organizations tend to employ people above the age of 30. It especially applies in the print and broadcast categories. Predictably, however, youth employment is higher in web-based media organizations, owing to the comparative advantage younger people have over the older generation on the level of computer skills and web expertise. It is the same situation for television stations.

**Organizational Policies**

Organizational policies define the rights and responsibilities of employees. They set the overall organizational culture as well. Policies are usually formulated within organizations in order to clarify standards of operations and to identify the difference between acceptable and unacceptable behavior. Moreover, staff must have a clear understanding of what the policies mean and how they translate into actual behavior or conduct in the workplace. Organizational policies are usually written with the purpose of achieving uniform understanding by staff. Charts below portray pertinent findings.
As shown in the preceding figure, 26 organizations declared having written organizational policies. A second question was addressed to the 26 organizations on whether these policies were distributed among staff. The conclusion was as follows:

- 12 out of 26 organizations confirmed distributing organizational policies to staff;
- 10 out of 26 organizations asserted that they have clear organizational policies but do not communicate them to staff;
- 4 out of 26 organizations did not give an answer.

The fact that four organizations initially declared holding written policies without, however, answering the follow-up question, leads to some degree of skepticism with regard to all other given answers, especially when no written evidence of existing policies is produced.

**Performance Appraisal**

Performance appraisals constitute an evaluation tool to promote employees’ work and assess one’s compliance with his or her job description. Written performance appraisals are generally considered more objective for they are usually based on clearly defined deliverables expected on the part of the employee. Conversely, oral appraisals are not developed according to measurable deliverables, but rather rely on the supervisor’s opinion, mood, even prejudice. The diagram above illustrates the proportion of media organizations that carry out oral or written performance appraisals.

Most media organizations conduct performance appraisals, yet only 5% declared appraisals were available in writing. The considerably low percentage of written appraisals is a result of the organizations’ size. Surveyed organizations are in fact too small to hold a human resources department which customarily designs and conducts performance appraisals. Another reason is the cultural specificity of the country where managers believe many of the employees – notably renowned and well-established journalists – would feel insulted if their work were to be internally evaluated.
VI. Marketing and Sales

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Overview of Marketing and Sales

To make a profit, organizations sell either products or services. Without marketing, organizations would not know what to sell, where to sell, to whom to sell to and at what price. Media organizations are no different than other organizations, in that they must market and advertise the organization and services/products in order to sell their advertising services.

This section focuses on the following:

- Existence of marketing departments;
- Existence of advertising departments;
- Promotional activities within media organizations;
- Monetary incentives for advertising department employees, where a department exists;
- Advertising revenues vs. sales revenues/total costs.

Marketing Departments

Marketing departments conduct research on the organization’s products and services. They also plan promotional campaigns to introduce new products or to change consumer perceptions of the organization or its products. The main objective of marketing departments is to attract and retain more customers. Marketing plans and promotions are based on marketing research usually carried out by the marketing department.

Figure (A) shows the percentage of Lebanese media organizations with an internal marketing department. Figure (B) presents results by type of media organizations surveyed. Finally, Figure (C) presents the percentage of media organizations that run promotional activities and campaigns.

![Media Organizations with Marketing Departments - (A)](image-url)
As indicated in figures above, the majority of surveyed Lebanese media organizations have marketing departments. In fact, all newspapers and televisions manage marketing departments, as do more than half of surveyed magazines. However, only one website out of 17 surveyed declared having a marketing department. The lack may be due to the fact that most web-based media organizations have been recently established and are too small to develop a marketing section. The relatively limited number of staff and the size of operation do not allow for the creation of an internal department. On the other hand, results reveal that the majority of the larger media organizations run marketing departments. The case especially applies to newspapers, televisions, and radios where a marketing department is a necessity to survive competition.
In terms of promotion, half of the respondents stated that they run promotional activities and campaigns. Activities range from big scale sponsorships of international sports events to small and local events.

**Market Research**

Market research is one of the basic functions of marketing departments. Research enables the organization to learn about customer perceptions of products and services. Hence, market research is the starting point of any marketing activity in an organization. On the follow-up question of whether existing marketing departments conduct market research, respondents (30 organizations) replied affirmatively. Results are given in Figures (D) and (E).
Only 80% of media organizations that manage marketing departments stated that their departments conduct market research. The remaining percentage covers 13% that do not conduct market research, and 7% that did not provide any response. In terms of market research approaches, most media organizations conduct consumer research to study customer perceptions and preferences for content, design and distribution among other features.

Interestingly, 13% of the 30 media organizations that confirmed having a marketing department declared that they do not conduct market research. Some media organizations may prefer to hire specialized market research companies, rather than get their marketing department to conduct research.

**Sales Department**

Sales department staff, both in broadcast and print media sell what is known as advertising space. Additionally, print media sales department staff also sells the actual copies of newspapers or magazines either directly to customers or to retailers. Similar to print media, web-based media organizations try to sell subscriptions of their online news products through the help of their sales departments, if they exist. Figures (F) and (G) reflect respectively the percentages and number of surveyed media organizations that run a sales department.

The majority of surveyed media organizations have sales departments and half of them run promotional activities and campaigns aimed at increasing their audience number, and consequently the price of advertisements placed in the media.

The number of media outlets that have a sales department is greater than that of organizations with a marketing department. Indeed, while 69% of respondents claimed to have a sales department, only 55% declared having a marketing department.
The fact that percentages are not equivalent might be due to the fact that most media organizations tend to have a single section which handles both marketing and sales, instead of managing two separate departments.

**Figure G**

### Incentives

Setting attractive incentives for sales department staff is key to improving employee performance to in turn generate revenue for the organization. Figure (H) reflects the number of media organizations which claimed offering monetary incentives to their advertising staff.

**Figure H**
The majority (33 organizations) of respondents stated that they do provide monetary incentives to their sales staff, in addition to the basic salary. Media organizations that do not give monetary incentives are mainly web-based.

A small number of newspapers (3) do not give monetary incentive to their sales staff, which does not however indicate that concerned media organizations do not offer incentives at all, but could imply that sales staff benefit in this case from other kinds of non-monetary incentives.

**Advertising Revenue vs. Sales Revenue**

Media organizations generate revenues from selling advertising space in addition to selling copies of their publication. While newspapers sell at a relatively low price, for example 1000 Lebanese Pounds (LBP), magazine prices range from a couple of thousand LBP to 10,000 LBP or more.

Some print media organizations generate a substantial amount of revenue by selling copies of their publications; however, this is not the case for all organizations, particularly newspapers that cannot generate enough income by only selling copies. Therefore, advertising is imperative for maintaining financial sustainability as well as independence from political funding.

Figures (I) and (J) show the percentage of surveyed media organizations that compare advertising revenues with sales revenues or total costs.

![Advertising Revenue vs. Sales Revenue](image)

The majority (58%) of surveyed print media organizations did not provide an answer to the question, due to either a lack of information on the subject, or to unwillingness in disclosing details about advertising and sales revenues. Disclosure of information might eventually be legally and financially harmful, in the case of those organizations operating at a loss.
Generally, respondents refused to answer any question related to finance and revenues. Answers supplied by remaining respondents of the print media category, however, confirm previous studies according to which advertising revenues are usually greater than sales revenues.

Only a few organizations declared generating more revenue by selling copies of their publication than by selling advertising space. With regards to web-based media organizations, only 12% stated that advertising revenue is greater than their total costs of operation.

![Web-Based Media Organizations with Advertising Revenues Greater than Total Costs](image-url)

**Figure J**
VII. Design

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Design

Design and layout play a major role in defining the overall character and identity of every print and web-based media organization. An eye-friendly layout usually tells a lot about the media organization’s degree of professionalism. Organizations that dedicate attention to their publications’ or websites’ layout and design are considered to be relatively more professional than organizations that do not give enough notice to their medium’s outline. The following design components are dealt with in the present section: existence of design departments, photography, and colored pages. This section touches on print media only.

Design Departments

Design means creativity and involves making the most of limited space available in a publication or on a webpage. Design departments regularly work on crafting a creative new inclusive design for the publication or website, all the while taking responsibility of every issue’s layout, in the case of print media.

Large media organizations usually operate the design and production departments separately. The design department is responsible for submitting the final layout design of the day to the production department which implements the design onto the final product. When design departments do not exist – which is generally the case in small media organizations - the production department takes on all the required design work. However, designs produced by the production department reflect more or less a poor degree of professionalism, compared to designs created by independent design departments with a professional designer’s support. Therefore, it is important for media organizations to separate both the design and production departments. The following chart demonstrates the number of print and web-based media organizations with an independent design department.

![Design Departments Chart]

Most magazines do not administer a separate design department, unlike most newspapers, owing to the latter’s daily publication that entails everyday design and layout work. Magazines on the other hand are not issued on a daily basis, thus gain more time to conceive the final design of the layout. The additional time allows media organizations to manage without the help of professional qualified designers whose work rhythm is fast. They rely then on the production department for layout design.
Photography

Photography is an imperative element for articles, whether in print or web-based media, since often good photos catch readers’ attention. In order to distinguish themselves from competitors, media organizations usually hire professional photographers to provide photos for journalists to utilize. Some media organizations do not employ professional photographers, but rather rely on other organizations for their supply of photos. The following figure illustrates the number of surveyed print and web-based media organizations that rely only on their own photographers, the number of media organizations that depend on other organizations as an images source, and the number of media organizations that rely on both their own photographers and other organizations for photos they publish.

![Figure B](image)

All newspapers (100%) and the majority of magazines (61%) studied draw on both their photographers’ work and other sources. Some web-based media organizations rely solely on other organizations for obtaining necessary photos. In fact, it is due to the small size of organizations and limited resources that prevent them from employing professional photographers.

Layout

When buying a newspaper or surfing the web, readers tend to be largely attracted by visual elements that incorporate color. Color adds life to photos, hence colored pictures appeal more to people than black and white photos do. Print media organizations in Lebanon are increasingly moving towards making their publications more colorful, especially in terms of published photos. Figures (C) and (D) reflect the percentage of colored pages in newspapers and magazines respectively.
Magazines tend to contain more colored pictures than newspapers; considering that the inclusion of colored pages in a newspaper neither positively nor negatively affects readership, while an uncolored magazine would definitely lose its readers. In a newspaper, published information and news are the reader’s main focus, while magazines, especially non-political publications, are expected to include colorful photos in addition to articles.
VIII. Information Technology

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**Information Technology**

Information technology in its broad definition refers to the use of computers, hardware, software and the Internet in order to organize, store, retrieve and disseminate information in a manner that promotes efficiency in the workplace. In the competitive world of the media, where information is central, media organizations have no choice but to adapt to new information technology (IT), if they are to survive.

The present section sheds light on the use of IT by Lebanese media organizations, and focuses on the following:

- Computer use;
- Intranet use;
- Digital archiving;
- Presence on the World Wide Web (Online Presence);
- Profitability of Online Presence.

**Computer Use**

Computer use in today’s organizations is almost universal. Indeed, nearly every organization makes use of at least one or two computers to conduct business. In the media industry, the case is no different. Media organizations rely to a great extent on computers to store, process and produce information.

The present section reflects the rate of computer usage by employees within Lebanese media organizations. Figure (A) highlights the percentage of employees who use computers in Lebanese media organizations. Figure (B) offers the same information distributed by type of media organizations. Diagrams do not include web-based media organizations by the evident fact that they are web-based, which means that employees have access to and use computers.

![Computer Use in Media Organizations - (A)](image-url)
The survey demonstrates that 71% of respondents (27 organizations) confirmed that more than 90% of their employees use computers, while 13% of respondents (5 organizations) stated that 80% to 90% of employees use computers. It is concluded that in the majority of organizations, at least 80% of employees use computers.

**Intranet Use**

An intranet is a private internal computer network that connects employees of an organization or company. Connecting computers of the organization facilitates communication and the smooth transfer of information among employees. Unlike the Internet, intranets are not usually accessible by the public. They are generally found in organizations that count 10 or more employees. Figure (C) shows the percentage of Lebanese media organizations that operate intranets. Figure (D) classifies information by type of media organizations.
As the results indicate, the majority of respondents (65%) declared using an intranet. Most newspapers, magazines, televisions, websites and radios use intranets. Organizations with no intranet are usually small and do not need or require an intranet system because the number of employees is very limited.

**Digital Archiving**

Digital archives normally facilitate the storage and retrieval of information, which in turn facilitate the work of media organization employees. Digital archives contain electronic copies of articles, photos, videos, music and other items. They are usually available for employees to search through for required information related to work. The advantage of having a digital archiving system lies in the quick and easy retrieval of needed information. Figure (E) shows the percentage of Lebanese media organizations that adopt a digital archiving system.
Figure (F) displays results distributed by type of media organizations. Almost 50% of respondents confirmed using a digital archiving system. Half of surveyed newspapers and magazines operate a digital archiving system, while the majority of surveyed radios declared that they employ a digital archiving system.

No television station confirmed the use of a digital archiving system, due to the high initial cost and maintenance cost it involves, especially in television stations where a massive amount of information needs to be stored. The overall number of surveyed Lebanese media organizations that do not operate a digital archiving system is 12, out of which 2 are television stations and 5 are newspapers.

**Media Organizations and Web Presence**

The presence of Lebanese media organizations on the web has been on the rise in recent years. The main advantage behind web presence, or in other words, a website on the internet, is that it produces an increase in outreach and impact on demand for advertising space. Ultimately, the main goal of operating a website is to remain competitive in terms of outreach.

Diagrams (G) and (H) show the percentage of Lebanese media organizations that own websites and the percentage of media organizations which generate profit from their websites. Information is also distributed by type of media organizations.
Diagrams show that even though 74% of Lebanese media organizations do have websites, only 11% declared websites are profitable. The remaining 26% of surveyed organizations do not have websites - 26% including 9 magazines and 1 radio station. Profit-generating websites belong to 3 newspapers, 1 television station and 2 web-based media organizations.
IX. Main Findings
Summary of Main Findings

Identity

- 40% of Lebanese media organizations based in Beirut do not carry mission statements.
- 94% of Lebanese media organizations based outside of Beirut do not have mission statements.
- 31% of Lebanese media organizations include politicians on board of directors.

Finance

- 29% of media organizations cover losses either by “donations” or through “owner’s money”.

Human Resources

- 70% of Lebanese media organizations do not retain written job descriptions.
- 9% of Lebanese media organizations hold organizational charts that describe the chain of command inside organizations.
- 29% of Lebanese media organizations do not employ women.
- 38% of Lebanese media organizations staff age rate is 30 or below.
- 5% of Lebanese media organizations conduct written performance appraisals.
- 11% of Lebanese media organizations do not have organizational policies, while 43% of respondents did not answer relevant question, suggesting they too do not have policies.

Marketing and Sales

- 55% of surveyed Lebanese media organizations declared operating a marketing department. Remaining 29% confirmed not having a marketing department and 16% did not answer relevant question.
- 32% of surveyed Lebanese media organizations stated that they conduct promotional activities and campaigns.
- 13% of Lebanese media organizations do not conduct any type of marketing research on their target audience and organization.
- 69% of Lebanese media organizations administer sales departments. Remaining respondents either do not have a sales department or did not answer relevant question.
- 60% of Lebanese media organizations offer monetary incentives to their sales staff in addition to basic salaries.
- 12% of Lebanese media organizations declared that their advertising revenues are greater than their total costs.
Design

- The majority of magazines and websites do not manage a separate design department. Layout design and all aspects related to printed copies of the periodical is handled by the production department.
- The majority of magazines, newspapers, and websites rely on their own photographers and other agencies for photo supply.

Information Technology

- The majority of employees in surveyed Lebanese media organizations use computers.
- 65% of Lebanese media organizations operate an intranet system for information sharing and communication among employees.
- 53% of Lebanese media organizations claimed to use a digital archiving system.
- 74% of Lebanese media organizations have websites, but only 54% of them declared that their websites generate profit.
Recommendations

Identity

- Media organizations with no written mission statements need to develop and write clear mission statements describing the purpose of the organization. Mission statements are essential for organizations not to lose site of their purpose. Top management needs to hold workshops to rearticulate the mission statement of the organization.

- Mission statements need to be clearly and frequently communicated to all employees in the organization through meetings, memorandums, e-mails, and through other communication mediums. It is important to remind employees about the mission statement because they often forget it, assuming they’ve learned and understood it in the first place.

- Media organizations need to ensure that their activities are aligned with their mission statements. When activities are not aligned with the organizational mission statement, organizations become ineffective because they stop doing what they are supposed to do. To keep activities aligned with the mission statement, managers can always question whether their activities are aligned or not. This process of questioning can take place while an activity is being planned and during implementation.

Finance

- Since the advertising pie in Lebanon is small, media organizations need to expand to a greater audience outside of Lebanon. This could be feasible through establishing satellite television channels or broadening newspaper and web site readership beyond Lebanon.

- Media organizations seeking to attract more advertising need to conduct market research and develop programming that attracts wider audiences.

Human Resources

- Media organizations need to provide clear job descriptions to employees, clarifying and defining tasks, responsibilities, deliverables, and scope of work. It is important for employees to know exactly what is required of them in order for them to perform according to target.

- Media organizations need to provide employees with clear organizational charts that show roles and responsibilities as well as reporting relationships. This is a key issue for employees because it clarifies the chain of accountability in the organization. Every employee has to be held accountable to a supervisor in order to improve performance. Supervisors need also to mentor employees. Charts help clarify who is responsible to whom and who mentors whom.

- Media organizations need to employ more women in their workforce, striving for gender balance. Women are under-represented in society, even though they constitute approximately half of it. Women should be encouraged to apply to vacant positions at the organization.

- Women in media organizations need to have equal opportunities for promotion. It is not enough that media organizations employ women; organizations must promote qualified women to key managerial decision-making positions.
Media organizations could welcome younger staff members. Young personnel can train the older generation of employees on new technologies, especially Information Technology. They also contribute in attracting younger audiences. Young staff have to be provided with a flexible and modern working environment in order to be retained. Competitive salaries in addition to a clear progressive career path would help in retaining young employees.

Media organizations need to develop clear organizational policies that define courses and principles of action for the organization. For example, mission statements and organizational policies have to be distributed to all employees. For employees to adhere to these policies, managers need to “walk the talk” in addition to reminding employees about the policies.

Media organizations can conduct regular, written performance appraisals that provide feedback to employees, based on objective job-related criteria. Performance appraisals help employees improve their performance and establish professional goals for the near future. Through performance appraisals, employees learn about what is the most important aspect of their job and hence, focus on it.

**Marketing and Sales**

Media organizations need to develop marketing departments, or at least appoint a marketing officer, depending on the size of the organization. Every organization needs someone to take care of the key marketing operations. Good marketing results in more sales for the organization. To achieve better marketing, media organizations can conduct market research, either through a marketing officer or through independent specialized companies.

Market research needs to target the current audience of the organization as well as the potential audience. Research should mainly focus on audiences’ taste in programming.

Media organizations can run promotional campaigns and activities that target new audiences in order to attract potential advertisers outside of Lebanon. Media organizations can choose to sponsor sports events or cultural events, which would serve to improve visibility and increase audience.

Media organizations that do not have sales departments need at least appoint a sales executive officer to manage all advertising sales. Media organizations mainly sell advertising space. Experienced sales employees are needed to broker deals between the organization and potential advertisers.

Media organizations need to provide financial incentives to sales staff to improve overall sales. Sales employees are usually driven by financial rewards, and thus, a clear scheme needs be developed to reward sales performers to encourage them to perform even better.

Media organizations with advertising revenues less than their total costs could make it a priority to improve their advertising returns, and must not consistently operate at a loss because this makes them more prone to political funding and influence.
Design

- Media organizations need to separate the design process from the production process by either establishing an independent design department or, at a minimum, hiring a Design Officer. Design is all about planning the layout of the periodical, while production is more about the implementation of the design. Production department employees are usually technicians and not designers by training. Therefore, for better design, organizations need to recruit designers and create a design department.

- Media organizations need to decide on a case-by-case basis whether it is most valuable and cost-effective to have reporters take photos as well as write, employ a full-time photographer, buy photos from other agencies, or combine approaches.

Information Technology

- Medium to large-size media organizations could use company-wide intranet systems to enable better communication among employees and open access to needed information. Intranets make it easier for employees to send and receive files. They also serve as a knowledgebase for the organization.

- Media organizations that can afford to establish a digital archiving system could do so in order to ensure records of past stories are accessible and that research is streamlined. Employees, especially journalists, frequently need to refer to past articles. The digital archive speeds up the process and safely stores the data.

- Media organizations that already operate digital archiving systems need to explore making them publicly searchable, for a fee, to serve as a source of income.

- Media organizations that do not have websites need to develop one to keep current with audience expectations and with the competition.

Media organizations that have websites that are not generating profits need to minimize costs of maintaining a website, or figure out ways to generate more revenues from online advertisements.
XI. Lebanese Names of Media Organizations Surveyed

Newspapers
1. Al Akhbar
2. Al Anwar
3. Al Balad
4. Al Diyar
5. Al Mustaqbal
6. An Nahar
7. Assafir
8. L’orient le jour
9. Al Bayan
10. Al Feda
11. Al Raqeeb
12. Al Wefak
13. Haramoon
14. Al Tamaddon

Radio Stations
1. Lebnan al Horr
2. Radio Orient
3. Voix de Liban
4. Bekaa Radio

Televsions
1. Future News
2. New TV
3. OTV

Web-Based Media Organizations
1. El Nashra.com
2. Lebanon Files.com
3. Menassat.com
4. Lebanon Support.org
5. Now Lebanon.com
6. Lebanese News.com
7. Bin Jbeil.com
8. Harouf.com
9. Janoubiyat.com
10. Khiyam.com
11. SaidaCity.net
12. Saidaonline.com
13. Saida Sea.com
14. Saidonia news.net
15. Sourcity.com
16. Saida.net
17. Yasour.com

Magazines
1. Al Ahlia
2. Al Asser
3. Al Haka’ek
4. Al Bayan
5. Al Irada
6. Al Kalima
7. Al Oula
8. Hamzet Wasel
9. Al Ra’ee
10. Bekaa News
11. Darb El Amal
12. Zahle el Fatat
13. Shabab News
15. Nabaa Bulletin
16. Shou’oun Janoubiya
17. Tanmiya wa Hiwar
XII. Annex: Media Assessment Questionnaire

Identity
1. What are the organization’s name and legal identity (i.e. corporation or privately owned)?
2. What is the organization’s date of establishment?
3. Is the company part of a larger media group? If yes, which group? What other media organizations are involved in it?
4. Provide a brief history of the company.
5. Who are the owners? Who are the members of the Board of Directors? (names, percentage of ownership, members’ social standing)
6. List the names, titles and qualifications of key members in the organization’s management.
7. What is the company’s mission statement?
8. Is the mission statement widely spread inside and outside the company?
   □ yes
   □ no
9. What are the company’s vision and objectives?
10. What makes the company unique?
11. Mention your goals for the next two to three years.
12. What is the SWOT analysis in the company?
13. What is your organization’s market position with regards to the quality of readers/listeners/viewers?
14. What is your target audience?
15. Who are the organization’s direct competitors?

Finance
1. How much is the capital of the company?
2. Are there any fixed assets for your company? (i.e. land, buildings, printing press)
3- What is the annual percentage distribution cost of:
   ☐ editing
   ☐ administrative and general expenses
   ☐ production
   ☐ distribution
   ☐ promotion and marketing

4- Did your company make any profits in the last five years?
   ☐ yes
   ☐ no

5- How does your company cover its losses?

6- What is the general business strategy of the owners?

7- What are the opinions of owners and managers regarding the independence of media organizations?

8- Are there any written policies regarding internal financial procedures?
   spending: ☐ yes ☐ no
   buying: ☐ yes ☐ no

9- Are there scheduled and organized internal audits for accounting?
   ☐ yes
   ☐ no

10- Are there any external audits for accounting?
    ☐ yes
    ☐ no

11- Does the organization prepare a yearly detailed factual budget?
    ☐ yes
    ☐ no

12- Do managers take part in budgeting?
    ☐ yes
    ☐ no

13- Does the company adhere to the budget accurately?
    ☐ yes
    ☐ no

14- What procedures are taken in the event of deviation from the budgeted expenses?

15- Do you think there will be any developments in the company's finance strategy?

16- If so, what are they? (eg. diversify revenue as to reduce dependence on one source, develop grants application aiming to focus on ongoing publishing/programming)

**Human Resources**

1- Provide an organizational chart of the company.

2- Are employee job descriptions available?
   ☐ yes
   ☐ no

3- Are job descriptions distributed to company employees?
   ☐ yes
   ☐ no
4- Is there a clear definition of responsibilities and relationships among various constituencies?
   □ yes
   □ no

5- Is there a clear recruitment policy in the company?
   □ yes
   □ no

6- Is there a culture of training in the company?
   □ yes
   □ no

7- What is the percentage of staff degree holders?

8- What is the percentage of degree holders in the editorial department? Does the staff have basic
   skills? Is there sufficient quantity and quality of staff to produce the programs/articles?

9- What is the number and percentage of staff working as full time and part time employees? Are
   there any freelancers or volunteers?

10- What is the number and percentage of women compared to men in the company?

11- What is the average age of employees in the company? And in the editorial department?

12- Is there a clear future career path for staff in the company?
   □ yes
   □ no

13- Is hierarchical leadership long and complex within the company?
   □ yes
   □ no

14- Is the structural hierarchy model pyramidal or flat?

15- Does management allow staff to be creative and utilize their talents, or are staff mere implementers?
   □ yes
   □ no

16- Are there internal company policies and procedures for staff?
   □ yes
   □ no

17- Are they distributed to all staff in a form of a handbook?
   □ yes
   □ no

18- Are policies and procedures up-to-date and applicable to "real life" work?
   □ yes
   □ no

19- What pay structure is adopted? Is the pay structure competitive compared to other stations?

20- Are there clear objectives and measurable indicators for employees in order to evaluate their
    performance accurately and objectively?
   □ yes
   □ no

21- Is there a performance appraisal system?
   □ yes
   □ no

22- Is this system written or oral?
Sales (for print media only)

1- Does your company have an
- internal sales department
- or award contracts to specialized foreign companies

2- Does your company have international sales?
- yes
- no

3- What are the channels of distribution?
- sales points
- retailers/vendors
- door-to-door distribution
- other

4- Classification of sales in a percentage
- sales at sale points
- sales with retailers/vendors
- whole sale sales (i.e. hotels, travel agencies, etc.)
- subscriptions
- other

5- What is the population (number) in your coverage area? (in case you do not have national coverage)

6- Do you consider developing relationships with groups in villages and camps to underline the station’s local identity?

7- Can you estimate the national total sales of daily newspapers?

8- What is your organization’s market share of total sales?

9- What is the percentage of unsold copies compared to the total distributed copies?

10- Is the newspaper distributed in the entire country, or is it confined to cities and large communities?

11- What is the price per copy?

12- Do you think the price is expensive in light of the population’s average purchasing power?

13- List the percentage breakdown of the price per copy:
- Commission for Point of Sales
- Distributor
- Other
- Netback price of the newspaper

14- What is the annual subscription rate?

Marketing

1- How do you identify your target group?

2- Do you have an internal marketing department?
- yes
- no

3- If so, what is the number of employees in the marketing department?

4- What is the educational level of employees in the marketing department?

5- Do you have a device to make a market information survey? (to give proper analysis of market trends)
6. Do you regularly conduct studies of readers/listeners/viewers?

7. What kind of studies? (percentage of readers, distribution, advertising, content, etc.)

8. In addition to these studies, what are the methods regularly used to know what your readers/listeners/viewers preferences?
   - House-to-house surveys
   - Phone surveys
   - Internet surveys
   - Street surveys
   - Surveys by
   - Focus groups
   - Other

9. Do editorial department managers view the top half of the first page of the newspaper as a market window for the newspaper? (for print media only)
   - Yes
   - No

10. Is top management informed about sales figures?
    - Yes
    - No

11. Do you conduct any promotional activities for the media outlet?
    - Yes
    - No

12. What kind of promotional activities do you conduct?

13. To what extent are they replicated?

14. Does your organization conduct any advertising campaigns?
    - Yes
    - No

15. What are the means by which one can apply for advertising?

**Advertising**

1. Do you have:
   - Internal advertisement department
   - Independent contractor for advertising
   - Other

2. What is the number of advertising department staff, if department exists?

3. How are sales personnel of the advertising department paid their salaries?
   - Fixed salary
   - Salary with incentives
   - Other

4. Is there an area of pages/programs dedicated to advertisement rather then editing?

5. What amount of page space/air time is used for advertisement versus content?

6. The annual intake of advertisement within the last 5 years, year by year.

7. What market rank does your company have in terms of advertising income?

8. What is the turnover of advertisements versus your most important competitor?

9. What is the percentage of advertising revenues compared with revenues of sales?
10. What is the rate of long-term advertisers versus short-term advertisers?

11. What methods have you adopted to determine the best potential advertisers in order not to waste time and energy on others?

12. Do you regularly provide training courses to the sales team?

13. Do you sell ads at a flat price, or is every ad negotiated separately?

**Information Technology - IT**

1. What is the percentage use of computers within the company?

2. What percentage of computer use within the news section?

3. What is the number of computer stations compared with the total number of staff?

4. What is the number of computer stations compared to the number of employees in the news section?

5. Do you ask the staff of the news section to type the articles/program scripts themselves?
   - □ yes
   - □ no

6. Do you feel a resistance to that request?
   - □ yes
   - □ no

7. How do you receive the news?
   - □ electronically
   - □ on paper
   - □ other

8. Is there a system for news story creation? If so, please describe the internal process.
   - □ yes
   - □ no

9. Do you have an internal electronic network connecting the staff? If so, please describe.
   - □ yes
   - □ no

10. Is there a communication base of the electronic archives for all staff editorial department?
    - □ yes
    - □ no

**Website**

1. Does your company have an internet website?
   - □ yes
   - □ no

2. If not, does your company intend to set up a website in the near future?
   - □ yes
   - □ no

3. How many staff are working on the website?
   - □ yes
   - □ no

4. Does the organization charge fees from website users?
   - □ yes
   - □ no
5- Which price model was adopted?
   □ yes
   □ no

6- Can one view/hear the same articles/programs on the website?
   □ yes
   □ no

7- If not, briefly describe website content.
   □ yes
   □ no

8- Do you receive ads on the website?
   □ yes
   □ no

9- What is the approximate annual intake of ads?
   □ yes
   □ no

10- Is the website profitable?
    □ yes
    □ no

**Design (for print and online media only)**

1- Do you believe that the style, editing, drafting and images fully reflect the editorial policy of the newspaper?
   □ yes
   □ no

2- How do you view the role of the design director in the newspaper?
   □ mere executive
   □ creative

3- Is there a separate design department or is it part of the production cycle?

4- What is the number of the company’s design and production staff?

5- What are the qualifications required of the production staff?

6- Is photography of high importance to the newspaper?
   □ yes
   □ no

7- Which of the following sources for imagery are used?:
   □ the company’s own photographers
   □ photos from news agency
   □ other

8- What is the design software program used by the company?

**Printing (for print and online media only)**

1- Is the newspaper published at
   □ your own printing press
   □ an external printing press
2- Is the newspaper printed at one printing press or more?
3- What is the newspaper's average number of pages?
4- What is the percentage of colored pages?
5- What is the cost per printed version of the print paper?
6- How many days per year is the newspaper published?

**Production (for broadcast media only)**

1- Describe the media industry.
2- Is it a growth industry?
3- What changes do you foresee in the media industry and TV market in particular?
4- How is your television station poised to take advantage of them?
5- Describe programs and services provided by your company's television station.
6- Outline the station's programming cycle.
7- How and where does your company produce its programs?
8- Are programs produced
   - [ ] internally
   - [ ] externally
9- Describe the process and needed equipment in the programs' production.
10- Is there one production company for the organization's programs, or more?
11- What is the average number of daily aired programs produced by/for your company?
12- What is the average production cost of each news program?