Internet Impact on UNT Traditional Newspaper

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Abstract

The aim of this research is to understand the Internet impact on Uppsala Nya Tidning (UNT) traditional newspaper. By answering the question; has the internet resulted in UNT developing new products? A case study was selected. The findings indicate that the internet has resulted in UNT consumers, demanding quick, free, and user-generated news. The fact that the newspaper is presently unable to accommodate these different needs have made the consumers discard the paper, thus causing a decrease in UNT newspaper readership. This, however, resulted in UNT developing new products (e.g., Free online reading, tabloid newspaper, and multimedia portfolio).

Keywords: Newspaper, internet, online, consumer
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Internet Impact on UNT Traditional Newspaper
1 Introduction

Newspaper companies around the globe are changing their mode of producing and distributing news (Clemons & Lang 2003). The changes are due to a continuous decline in newspaper circulation, readership, and advertisers. The decline is as a result of changing reader’s consumption, which according to Sternvik et al, (2008) & Fortunati & Sarrica (2010) is caused by the Internet. Internet has resulted in newspaper consumers developing the habit of wanting interne news, free news, quick news and interactivity i.e news blog and user-generated content (Freer, 2007 & Sternvik et al, 2008). The inability of traditional newspapers to provide all these emerging perks has prompted a prediction that many newspaper companies will be forced to change in order to survive; adapting the style, the content, and the design of the newspaper as well as adopting new technology, which empower consumer’s involvement.

New product development is viewed as a key for responding to declining product consumption caused by consumer changing needs (Nystrom, 1985). It is defined as a modification of existing product and an introduction of a new product that meets contemporary needs (Foxall, 1998 & Leonard, 1998). It could be the creation of products with additional or different characteristics that offer new or additional benefits to consumers.

Uppsala Nya Tidning (UNT) is a Swedish regional newspaper mainly known for news and advertising publications in Uppsala region. The UNT traditional newspaper has existed since 1890. Given that the internet has changed the paper’s consumer base, integrating new product development into the UNT traditional newspaper would worth it, to see if new products were developed. The rationale for focusing on UNT traditional newspaper is because of the paper’s extraordinarily strong reputation in terms of brand and credibility (Hall, 2011).
1.2 Purpose

This paper aims to understand internet impact on UNT traditional newspaper. Fulfilling this aim demands to answer the following question:

1.3 Research Question

Has the internet resulted in UNT developing new products?

2. Theoretical Framework

To provide a solution to the research question, this chapter presents theories of new product development, categories of new product development, and their drivers—most importantly technology advancement, followed by impact of internet on traditional newspaper.

2.1 New Product Development

New product development is critical because it is becoming the nexus of competitive advantage (Brown & Eisenhardt, 1995). The most crucial determinant of success is product advantages. That is the intrinsic value of a product, which includes the unique benefits to customers: high quality, attractive cost, and innovative features (Brown & Eisenhardt, 1995). Products that contain these advantages is more likely to win. In contrast, products that are lacking these advantages are likely to lose. Thus, new product development is a potential source of competitive advantage (Porter, 1991). It is a critical means by which members of an organization diversify, adapt, and reinvent their offering to match to evolving market and technical conditions. The underlying rationale for the product is that technical and market changes can never be fully controlled, so proactive product development can be effective in influencing and adapt to this situation.

New product development is the modification of an existing product and the introduction of a new product; it is all about making core offerings more efficient, more useful, and more
attractive in terms of the current user’s needs (Nash, 1936). A product is new when certain features are either removed or added to an existing product (Grimme et al, 2002). It could also be introducing a product that a company has never made or sold before, but others might have (Cooper, 2001). It could be reforming or repackaging the size of a core product and introducing a more convenient size of the product (Hollensen, 2003).

The firm developed various sizes of the existing product in order to meet up with consumer’s varying needs (Peter & Olson, 2008). It can also be seen as changing the color or appearance of the core product. Furthermore, it could be repositioning existing product by increasing or decreasing some features in order to meet consumer perception of high quality and low price (Bodin, 2000). It could be differentiating existing offerings by adding trivial attributes (Sin, 2009). A trivial attribute is defined as an attribute offered by a product that is distinct from its competitor for which consumers have a prior preference, but which provides no significant performance benefit (Sin, 2009).

2.1.2 Categories of New Product

Cooper (2001) identified several types of new product that a firm can develop. It includes a new product line, adding to an existing product line, improvements and revisions to existing products, repositioning, and cost reduction.

*New product line:* These products, according to Cooper, are not new to the marketplace, but they are new to a company. These products enable a company to enter established market for the first time. The author gave the example of Canon. Here, he says that Cannon was not the first to introduce an office laser printer, rather it was Hewlett-Packard who did it. However, when Cannon did launch its version, it was clearly not innovation; rather it represented a new product line for Cannon.

*Adding to existing product lines:* These are new items to the firm says Cooper, but they fit within an existing product line that firm already produces. They may also represent a fairly new product to market place. Example is Hewlett-Packard’s introduction of LaserJet 7p, a smaller and considerably less expensive version of its laser printer that is suitable for home computers. The
printer is a new item within the LaserJet line and its small size and low cost made it new to the market.

*Improvements and revisions to existing products:* In this case, a newly lunch product is seen not to be so new to a company. Rather, they are replacements of existing products in a firm's product line. They offer improved performance or greater perceived value over the old product.

*Repositioning:* These are essentially new applications for existing products and often involve retargeting a mature product to a new market segment or for different application.

### 2.1.3 Technology as a Driver of New Product Development

Technology is making usage and knowledge of tools, techniques and systems to solve a problem and resolution. It affects human ability to control and adapt to its natural environment. The world's base of technology and know-how has increased at an exponential rate. For instance, various separated technologies of different systems have emerged towards similar goals. A typical example of this technology is the internet, which is the worldwide interconnection of computers and computer networks that facilitate the sharing and exchange of information among users. It can be accessed anywhere at any time.

However, technology advances are making it possible, for solutions and products not even demanded of the decade ago to be demanded in today. It is also seen as one the factors responsible for changing consumer demand. Consumer needs includes unique wants, wishes, desires, and emotional attachment towards a product (Cooper 2001).

One of the results of the new market pace of technological change coupled with changing market needs and demands has been shorter product life cycles. Products no longer have a life after five to ten years, or sometimes even in months it is superseded by competitive entry, rendering the product obsoletely and necessitating a new product. Its use goes down. In some cases, consumers discontinue the product consumption. Maintainig this product consumption demand, that companies must add new features and find new users, reduce costs, and continue to offer it to loyal consumers or discontinue the product.
Internet, which is viewed as one of the technology advancements that have raised consumer curiosity and awareness. Bodin (2000) claimed that this curiosity has resulted in consumers seeking new features from existing products, thus leading to consumer changing needs and declining product consumption. It has also resulted in consumer varying needs (Clark, 1995). One typical example of consumer changing needs that could result to decline in product consumption is convenience. Convenient consumers want easier product (Chung & Hsu, 2010). The inability of existing products to offer convenience can result to declining product consumption. In reacting to this situation, Holtzman, (2011) & Patrick (2000) encourage companies to identify emerging and potential features and benefits that consumer wanted, also used them to develop a new product. These companies are persuaded to repackaged and produced shorter version of the existing offering.

Since new product development is view as a way of managing, adapting, coping to effects of changing consumer and decrease in product consumption cause by technology advances. It will mean that technology advancement such as internet development can change consumers need, results to decline in consumption and triggers new product development.

2.2 Internet Impact on Traditional Newspaper

Never before has the newspaper industry been affected the way that it is today. The introduction of internet in the mid-1990s has affected and changed the habit of reading newspapers. The major change is seen in the younger population who was raised with internet and preferred the internet environment (Howe, 2006).

In this newly emerged market, the consumer wants to have faster updates or brief news that is easily accessible as well as free (Sternvik et al, 2008). Furthermore, the newspaper consumers want an offering of news blogs, text alerts, news updates, pod casts and user-generated content at a rapid pace, in more accessible formats (Freer, 2007). Another trend observed in the newspaper industry is that readers do come into contact with daily newspapers. Instead of reading them, they ignore them, knowing that they can read it freely online Reading news online has changed consumers to abandon reading printed newspaper. This has resulted in declining circulation of printed newspapers.
In responding to the situation, newspaper companies, according to Bergstrom (2003), extend traditional newspaper contents into web platform. By contents, she meant local news, accidents, crimes, family news, radio and TV materials, domestic politics and culture, economy, sports, advertisement, international news, entertainment articles, letters to the editor, editorial, and comments. The difference between an online newspaper and a traditional one is that the content is digitally produced (Christopher, 2008).

On the online newspaper, the users have the chance to interact with the news provider, immediately sending comments on articles. Consumers and producers become news providers (Thurman & Myllylahti, 2009). A blog was provided, which is a feedback system where individuals publish personal news. Consumers become content-providers in their own right. The traditional newspaper distributes news by relying on journalist while the web newspaper allows consumers as individuals or social networks, to produce and distribute on the basis of their opinion (Thurman & Myllylahti, 2009).

Beside online newspaper, newspaper companies responded to consumer wanting free news by come up with a free daily newspaper (Wadbring, 2003). Free daily is a newspaper that comes in smaller size (tabloid) and shorter texts (Sternvik et al, 2008). Unlike traditional newspapers, it contains only few stories (Wadbring, 2003). The readership consists of mainly news bulletins and short articles. Unlike the traditional paper, illustrations are relatively rare; it does not feature editorial, debate, or specialized pages. It is distributed via public transportation system. The traditional paper was modified to a paper with brief news summaries that could be read in a shorter time (Wadbring, 2003).

Naturally, traditional newspapers come in broadsheet form. The effort to adapt to reader needs and specifications have in the past years led to structural change of newspaper from broadsheet to tabloid format (Sternvik et al, 2008). The need for adapting to readers’ needs has also resulted in newspaper providers switching to uniformly-sized newspapers, modification of newspaper structure, and changes to content and layout (Ibid). As consumers, especially young people found online newspaper more appealing, their habit of reading printed newspaper has decreased and switched to internet news. In responding to this challenge, newspaper companies, according Sternvik (2008), have modified the newspaper and introduced new newspapers with a reduced
number of pages and larger pictures. The purpose of resizing the core product is not only to make their product appealing, but also to enable them charge lower prices.

Besides restructuring of traditional newspaper and introduction new newspaper, newspaper companies have also reacted to decline in readership by embracing multimedia portfolio (Deuze, 2007). That is developing television and radio station as well as mobile phone newspaper (Graham & Smart, 2010).

3 Method

This chapter discusses the research strategy used to answer the research questions and reflected on why this strategy was employed: why the paper chose to research on UNT. It specifies the sources from which the paper collected data.

3.1 Research Approach

There are different scientific approaches, such as induction and deduction that can be adopted in understanding how theory works in reality. These two approaches can be used separately but also in combination. A deductive approach means that a concept or framework is developed from theory. This hypothesis is operationalized and tested in reality. The fact that deductive research is based on existing theory imposes a risk that a researcher might become somewhat narrow and would be diverted from new discoveries (Saunders et al, 2009). Inductive research implies collecting qualitative data and is characterized by a more flexible structure. An induction mostly focuses on understanding the context of a research phenomena and an apprehension of the underlying meaning that humans assign to it.

This research is approached by a combination of both induction and deduction. In the study of UNT, the research has moved between the empirical interviews and theory. The empirical interview made to be possible to gain preconceptions of UNT’s current situation, which lead to understanding the existing problems. In order to investigate the problem, it continued to research theories that were applicable for further empirical observations. This increased the understanding
for both the empirical study and theoretical dimensions. By continuously relating theory and empirical observation, it was possible to prevent narrowness during the research process. The paper aimed to confirm existing theory and not to discover new one, by combining both approaches,

3.2 Case Study Strategy

According to Saunders et al, (2003) & Yin (1998), case strategy is used when the research demands to use multiple sources of evidence from restricted number of people. When a research answers what and how questions. This paper’s aim was achieved by interviewing staff members that have knowledge about UNT traditional newspaper, its circulation, and redevelopment over time (see table 1). A case study method was chosen because it helps get rich, qualitative, information that is particularly suitable for the investigation. Besides, this strategy allows using data from interviews and previous researchers.

Another reason for approaching this study with case study is because the research on internet impact on UNT traditional newspaper is scarce. So case strategy made to be possible to generated unavailable data needed for contributing to this body of research. One of the implications of approaching this research with case strategy is that it could be inadequate when it comes to generalization because the selected respondents represents certain groups of UNT employee (Saunders et al, 2003). In order to avoid this bias, secondary data from previous research, which Yin (1994) viewed as relevant for case studies were used. The fact that these data were specifically collected for a purposes was taken into consideration.

3.3 Sample Selection

According to Saunders et al, (2003) choice of case selection is dependent upon research questions and objectives. The research question and objective of this paper was specifically directed towards organization product. Owing to restriction of time and access, interviews with the entire UNT staff was not possible. Based on this, the study judgmentally selected managers in various UNT departments (see table 1). The managing director (MD) and marketing managers were selected since the objective of this paper is concerned to mostly the product.
The criterion for selecting the managers was first to identify the departmental managers dealing with product-related decisions. This was revealed by searching the departmental managers and directors with similar tasks and experience who had approximately 5 to 10 years experience. Among these departmental managers, managers that are similar in terms of experience and their role in meeting the entire organization’s goals were selected. For instance, the managing director (MD) was selected because of experience, the role played in managing the entire organization, the consumers, developing, implementing and reviewing strategy. The marketing manager was selected because of the significant role played in product development (Workman, 1993). This included Research and reporting external opportunities, understanding current and potential consumer needs, conceptualizing product development, understanding the market dynamism, changing taste, and preference of consumer.

These selected managers are believed to have recognized new product development as a strategy for adapting to consumer changing needs. Furthermore, it is believed that since these managers operate locally, they will be aware of local environmental dynamism and UNT reactions to internet. The selection of the managers was done with the aim of gaining overall picture of the marketing’s departmental role played in shaping consumer changing need. The first respondent was contacted by phone and email. It was after the interview that this respondent introduced the other manager, who agreed to participate in the research.

3.4 Data Collection

Several types of interviews were conducted for gathering valid and reliable data. This is because interviews are essential sources for case study information (Yin, 1994). In order to generate the research objectives of this paper, two unstructured face-to-face interview were first conducted with UNT respondents Saunders et al (2003). The purpose of the interviews was to get an in-depth idea of the current issues facing the newspaper and its readership. Two semi-structured interviews were conducted after the papers objective was established. The themes and questions covered for both interviews were listed in Appendix 1. Additional questions that were not initially set on the interview guide were emerged and asked. This is done in order to get a better understanding of the respondents’ answers.
The reasons for both semi-structured and unstructured interviews are because this research was based on qualitative method (Bryman & Dell (2003). Semi-structured and in-depth interviews were also chosen because they made it possible to collect unavailable data used to discuss, reveal, and understand the research questions. These types of interview methods were also chosen because they helped in finding out and getting new insight on this area of research. Furthermore, they provide an opportunity to probe respondent’s answers that is interrupting and asking respondents to explain what they meant.

These interview types were also chosen because they may lead to the discussion into areas that the paper had not previously considered, but are significant for understanding and addressing the objectives. Lastly semi and structured interviews were chosen because they provide a high-response rate when compared to a questionnaire. The interview (Appendix 1) took place with purposively selected member from the marketing and distribution department. Open questions designed from theoretical consideration were used in order to allow respondents to express their opinion. The responses to the questions were used as a basis for further inquiry. A question that requested an answer significant to the research topic was also used. More flexibility and opportunity to elaborate on the answer were provided. The interviews lasted between 20 to 60 minutes and were conducted in English language. As a means to control bias and produce reliable data for analysis, the interviews were recorded in order to allow the interviewer to maintain concentration and focus on taking notes and asking a question.
<table>
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Table 1 - Interview with UNT

### 3.5 Operationalization

The theoretical variables that are discussed in the paper are consumer changing needs and new product development. In order to translate these variables into researchable data, the variables were operationalized into measurable indicators (Vause, 2001). For example, Consumer changing need was measured by following indicators; consumer wanting internet, quick, free and user-generated news. New product was translated as alternative newspaper beside the traditional newspaper. From theoretical consideration, the traditional newspaper is viewed as existing product and whiles the alternative newspaper is view as a new product. New product is defined as modification of existing offering. That is adding or removal certain features of a product. The way to know if the traditional newspaper is modified is by comparing the difference between the alternative product produced and the traditional newspaper. However, this helps to get insight on new features that UNT added to the new offering as well as the features that were removed.
4 Empirical findings

This chapter provides a presentation of data that can be used to analyze and conclude the impact of internet on UNT newspaper. The data presented here includes findings on UNT newspaper consumption with internet usage, and how it has responded to these challenges. The questions used to collect the data can be found on the interview guide in appendix 1.

4.1 UNT Traditional Newspaper Consumption

UNT newspaper is a daily newspaper that is published and distributed to Uppsala residents every morning. According to Hall (2011), the position that UNT newspaper currently occupies on the market today, have been weaker now than 20 years ago. In 2003, UNT had 60,000 people reading the newspaper and 49,900 readers in 2010 (NE, 2011). The introduction of internet in Sweden, in the mid-1990s, has made UNT consumer wanting quick, free and user-generated internet news. Thus, making it difficult for the traditional newspaper to attract readers (Lindberg, 2011). These consumers like to be part of the flow, make comments, be involved, add things, have two-way communication and quick news, but do not want to pay for it (Lindberg, 2011). UNT finds it extremely hard to be gotten breaking news to the paper, this is because the latest news are placed on the internet before is printed on paper. The effect that readers wanting internet news had on the newspaper is that it caused the decline in traditional newspaper readership (Lindberg & Hall, 2011).

UNT considered this as a possible reason for the decline in newspaper readership (Lindberg 2011). Consumers cultivating the habit of reading unpaid and quick news online had made UNT newspaper readership go down (Hall, 2011). The research by Sternvik et al (2008) conducted on Swedish newspaper consumption shows that total consumption of Swedish newspapers in general has gradually declined in mid 1990s. At the same time that reading printed paper was declining, Swedish news consumption via the internet was increasing from 7 to over 40 percent (Sternvik et al 2008). The increase is also observed in the private TV and radio channels. Sternvik attributed the regular weakening of Swedish newspapers readership to age factors where the population especially the young generation has been socialized into an internet society.
4.2 New Products Developed by UNT

4.2.1 UNT Online Newspaper

UNT responses to consumers developing the habit of wanting to have their news consumed on the internet is according to Lindberg (2011) to have several channels to broadcast. One of the channels is to have online newspaper (UNT.se), a digital platform, which offers quick news. One of the respondents explains that ever since UNT adopted online news that they have never had so many readers as they have right now (Hall, 2011).

According to Lindberg (2011) in the early days, UNT online newspaper was more of copy of the main newspaper contents to the internet. The contents include local news, family news, radio and TV materials, domestic polities and culture, economy, sports, advertisement, articles, letter to the editor, editorial and comments. But nowadays the journalistic approach has changed. Different language is also used on the internet. As the respondents pointed out, another difference between UNT online newspaper and internet newspaper is that the readers has the possibilities to add pictures and other information. The online newspaper also encourages interactivity. Readers have the possibility to make comments, and click on a link to get more picture or idea. The newspaper is more of journalist analysis and some deeper comments on the contents of the paper. While the internet is shorter or more actual, less reading time and not as deep analysis as it is in the paper. The internet news is constantly updated.

The online newspaper as pointed out by UNT respondents contains advancement of user generated content (Lindberg, 2011). Traditionally UNT consumers have been writing and sending a letter about their opinions. In the online newspaper, they have the possibilities to participate, commenting and debating on articles. The problems with the comments are that they have to be clear so is possible to be publishing; they cannot be sadistic, racist, and antidemocratic and so on. The comments have to transcribed and keep to a certain level. This according to the respondent is more difficult and harder now with the internet, which made it possible for value to be producing and consume simultaneously. In order to solve this, UNT developed advance program that scan and monitor these comments. UNT attracted readers with the interactivity program.
4.2.2 UNT Free Newspaper

According to Lindberg (2011), the UNT response to consumer needs has been to provide different free newspaper in different communities surrounding Uppsala. They include; Traffic papers, free 18 minutes paper, UNT real estate, UNT city, UNT lifestyle magazine, UNT business, and motor (Hall, 2011). This UNT sees a strategic way to attract new readers, which cannot afford to buy and read the newspaper. As Hall says, “If young consumers read this, then they will have a strong desire for the main newspaper later in their life, because they will be used to our brand and raised with it.” These free newspapers have younger approach also is distributed instantly for free in the city. With more than 60,000 people each day reading these free newspapers, UNT can increase the decline in the total number of eye balls (Hall, 2011).

The differences between paid newspaper and the free one according to the respondents is that, is light, when it come to content it provide highlights of the news, just like internet one. It has bigger picture, few texts, and more appealing, trendier. It is shorter articles also the languages are target towards younger public, they don’t use complicated words, it can be read shortly on the bus, train or you can take it on your way home or work. They have a few articles of their own, reuse and rewrite articles from the main newspaper in a lighter way.

4.2.3 UNT Tabloid Newspaper

According to Lindberg (2011) back in the eighteenth century, the size, the content and format of the UNT newspaper were not the same as they are now; it has changed quite drastically since 2004, now it is tabloid. Earlier the paper was a broadsheet, which is extraordinarily big also it was more “boring,” not so modern and stylish. It has been a paper for 19 centuries and with old traditions. Now it tries to have more modern features and format. According to Lindberg, if UNT had not changed their approach, the decline in newspaper readership should have been much more. But still significant change in the society is the internet and free information. Major changes, according to the respondent, cannot not be stopped, “maybe we can slow them up a bit.”
4.2.4 UNT Multimedia Portfolio

UNT considers the weakness of newspapers as a big thing (Hall, 2011). They stopped being a newspaper and became a media house with lots of different media in the same house. According to this respondent, “if you come to UNT today, we have the 24 UNT TV, two radio stations and mobile news and today we are more strong company than we were before (Hall, 2011)” Before UNT only had one leg, but today they have 15 legs to stand on (Hall, 2011). The TV station introduced in 2010 is a crucial part of the media household of UNT today. The purpose of the media portfolio is to reach people who find it hard to read and/or are unwilling to pay for the newspaper; they can see, hear it for free on TV and radio station. According to Hall (2011) “our brand should be part of your life if you live in Uppsala.”

The purpose of multimedia is to connect to customers irrespective of where they are (Hall, 2011). If they do not read the newspaper, they can read the free sheet, get news on mobile, listen on the radio, and watch on TV. By so doing, UNT can connect one or more of their products to everyone living in Uppsala every day. For example if something happen say political issue, the journalist cover it up, UNT invite people on the TV to have a discussion on it. They refer it quickly on the web, radio and mobile phone (Lindberg, 2011).

The news on the mobile phone, newspaper, television and radio is the same value distributed in a different way. So the only thing, that changes are the means of distributing the news, but same offering. UNT refers this as channel strategy. According to the UNT respondent, if something happen say political issue, the journalist cover it up, UNT invite people on the TV to have a discussion on it. They refer it quickly on the web, radio and mobile phone.

According to Lindberg (2011), if UNT have a lot of readers consuming and using different channels, its can have a higher income from advertisements. With TV, radio, event, fresh sheet, mobile, UNT can connect to changing readers needs. If the consumers don’t read the traditional newspaper they can read the free sheet, get news on mobile, listen on the radio and watch on TV. Internet has made UNT have lots of media. These lots of media they see as an adaptation the internet and not to control the internet (Hall, 2011).
5 Analyses

This chapter includes an analysis of the theoretical framework and connects it to the fragments of the empirical findings. These analyses contribute to the conclusion that answers the research question.

5.1 Internet and UNT New Products Development

It has been established that technology advancement; such as internet evolution can change consumers needs, results to decline in consumption and triggers new product development (Cooper 2001). UNT has noticed that the internet, which Cooper view as one of the technology advancement, has changed and resulted to consumers developing the habit of wanting internet, free, quick, blog and user-generated news. However, results in declining in newspaper readership. New product development is viewed as one of the ways a company can respond to a situation where technology advancement has changed consumer needs and resulted in a decline, in product consumption (Holtzman, 2011). In responding to declined in traditional newspaper readership; UNT developed new products (Patrick, 2000). That is UNT has developed online newspaper, free newspaper, tabloid newspaper and Mobile newspaper, as well as UNT TV and radio stations (Bergstrom, 2003; Wadbring, 2003 & Sternvik et al, 2008).

New product development is a critical means by which members of an organization adapt their offering to match to evolving market and technical conditions (Brown & Eisenhardt, 1995). When it comes, adapting to the internet which resulted to readers wanting new technical needs. UNT copied traditional newspaper content to internet (Lindberg, 2011). That is they modify traditional newspaper and introduce new offering that match current needs (Nash, 1935). The paper was replaced with digital format. That is instead of printing news on a paper; UNT digitized it. Beside, new applications such as a blog, which encourage user-generated content, were developed. The current needs that consumers are demanding, namely the possibility to interact with the news provider, immediately sending comments on articles were also
incorporated. New applications, which make it possible for the consumer to be part of the flow, add pictures and information were added (Grimme et al, 2002). Complicated language was replaced with lighter one.

New product development is defined as modification of existing product and an introduction of a new product that meets new needs (Foxall, 1998 & Leonard, 1998). The firm developed multiple sizes of the existing product in order to meet up with consumer’s needs. When it comes to responding to the internet, which resulted to UNT traditional readers emerging need of wanting free news, UNT adjust the traditional newspaper by removing the attributes that the consumer doesn’t want and adding the needed features (Hollensen, 2003). That is they removed the features that were inconvenience to the readers and launched lighter version of a paper (Chung & Hsu, 2010). The features that were added include; smaller format, few stories, while the one that were removed includes deeper analysis of the news, editorial page and etc. The new version of the paper provides highlights of the news just like internet information.

The traditional newspaper contents were separated. I.e. Instead of having many contents in a single paper, UNT separated them into a small paper with one content. For example, instead of having local news, sports and advertisement contents in one paper. UNT has real estate content in a single paper (Hall, 2011). The pictures were enlarged, and detail analysis of news were replaced with news highlights. The small size and free of this newspaper make to be somehow new to the market.

New product development is all about making core offerings more efficient, more useful, and more attractive in terms of the current consumer’s needs (Nash, 1936). In terms of readers wanting attractive newspaper as it is presented on the internet. UNT react to this by changing the structure, the content, layout and writing style of the traditional newspaper and introduce uniformly-sized and appealing paper known as a tabloid newspaper. The paper has reduced number of pages and larger quality picture, which attract readers. Reducing the size and the pages of the paper enables UNT to charge lower prices and react to consumer unwillingness to read the traditional newspaper.
New product development is used in reacting to convenience consumers (Bodin, 2000). UNT has observed that traditional newspaper readers wanting convenient and quick availability of news, thus finding it hard to read and are unwilling to pay for the traditional newspaper. In order to connect with these consumers irrespective of where they are, UNT developed new products known as UNT mobile phone newspaper, TV and radio station (Sternvik et al, 2008). By so doing, the consumers will not have an excuse for not consuming UNT traditional offering. What UNT did was to benchmarks TV and radio station, adapted the traditional newspaper content into audio and visual format.
6 Conclusion

The internet has resulted in UNT’s development of new products. Since the traditional newspaper was modified, multimedia portfolio, online, free, and tabloid newspaper were developed in responds to the internet, which changed readers needs and resulted to the abandoning of the traditional newspaper consumption. Such needs includes free, quick and user-generated news.

It is not the question of abandoning the news offering because the consumer is refraining from consuming this product. But what this study shows is that some of the traditional newspaper features were removed, and some features that consumer demanded were added. It also shows that the traditional newspaper was repositioned and that a new application, which encourages interactivity, was introduced. It also shows that new offerings, which are new to the market, but offer the same value as traditional newspaper was introduced. The study shows that UNT traditional newspaper structure and format was improved and revised as a result of internet challenges. It also shows that the internet has made UNT start benchmarking other companies like TV and radio companies. It also shows that UNT reacted to internet challenges by adopting Franklin’s (2008) suggestion to change, adapt the style, the content and design of the traditional newspaper, as well as adoption technologies, which encourage interactivity.

7 Implications for Practitioners

The finding shows that the internet is such a strong factor in the consumer environment that cannot be controlled. It also shows that an attempt to control the internet might result in the company modifying and diversifying its core offering. Based on this, managers should be aware of the fact that environmental stimulus like the internet can have an impact on customer decision making irrespective of how strong the product, thus they should not separate consumer changing environment from decision making. Managers should note that whatever choices they may make...
when it come to responding to a decline in product consumption, they should be aware that new product development proves to be one of the successful ways of reacting to this situation.

8 Limitation and Suggestion for Future Research

It is hard to generalize the research findings due to the small number of sampled employees working at UNT. The perception of these people may not reflect the view of the entire organization. Therefore, it will be intriguing to interview each and everyone working in UNT and see if the same result will be achieved. Due to time factors, the paper only interviewed the company and not the consumers. The research was limited to traditional newspaper offering. The research was also limited to the news publication instead of both news and advertising which are two parts of the UNT main offering. The questions raised by these limitations could be answered by future researchers.

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Appendix 1

First interview

I Transformation of traditional newspaper

Could you please briefly explain the transformation of your newspaper in the last decade?

II The environment

1 what is the main issues affecting the newspaper and its readerships?

2 Could you describe the impact of the internet on your newspaper?

3 What have been your responses? Please provide examples.

III The socioeconomic environment

1 What are the main socioeconomic environment affecting the newspaper and its practices?

2 Now I would like you to describe in your own words the current socioeconomic environment of your newspaper.

3 What have been your responses? Please provide examples
Second interview

Question 1

- Has the internet resulted to your consumer wanting to have internet news?
- What effect does this have on your newspaper?
- When did you notice this?
- How did you respond?
- Do you develop alternative newspaper?
- What are different between the main newspaper and the alternative newspaper

Question 2

- Has the internet resulted to your consumer wanting quick news that is easily available?
- What effect does this have on the newspaper?
- When did you notice it?
- What was your respond?
- Do you develop alternative newspaper?
- What newspaper are they?
- What are different between the main newspaper and the alternative one?

Question 3

- Have your consumers become more unwilling to pay for news?
- What effect does this have on the newspaper?
- When did you notice this?
- How did you respond?
- Do you develop alternative newspaper?
- What newspaper are they?
- What are the different between the main newspaper and the alternative one?

Question 4

- Have you notice that your consumer want user generated news?
• When was that?
• How did you respond?
• Apart from providing news on the internet and paper, where else do you provide news under your brand name?
• Apart from news provision, what other service or product are you providing under UNT name?