

YOUTH 2.0:

A STUDY OF RESOURCES USED BY NEWSPAPERS TO ATTRACT YOUNG READERS

by

GEOFFREY MICHAEL GRAYBEAL

(Under the Direction of Hugh J. Martin)

ABSTRACT

For almost three decades, newspapers have tried varying efforts to lure young readers to their products with mixed results. The Internet and technological advances have children and young people turning to alternative, often digital forms of media for their news and information. This theoretically-driven, nationwide survey of U.S. daily newspaper publishers examines what efforts newspapers have taken to attract young readers. The Resource-Based View of strategic management and financial commitment models were used as the basis for the study. Findings reveal that newspapers have invested few resources to youth content, that the Internet has become the top strategic priority for publishers targeting youth, and that a few newspapers have been able to successfully grow readership, and make a profit off youth products.

INDEX WORDS: Newspapers, Youth, Teenagers, Children, Young, Content, RBV, Financial Commitment, Resource-Based View, Kids, Teens, Management, Publishers, Survey

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DEDICATION

I dedicate this thesis to the staffs of the youth sections that I had the privilege to work with early in my journalism career- *NandoNext*, *Under Construction* and *Gazetteen*- for serving as the initial source of inspiration for this research. While there are too many former teen staffers to name them all, I owe an extreme amount of gratitude to Crystal Scott Beale, Sakura Christmas, Winna Bridgewater, DeWarren Langley, Ayesha Rascoe, Der Wang, Victoria Revelle and numerous other outstanding teenagers who produced a quality journalism section.

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“Work hard and become a leader; be lazy and never succeed.”

(Proverbs 12:24)

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CHAPTER 1

INTRODUCTION

“While we were able to reach one of the largest teen audiences, unfortunately we were unable to achieve similar success with the advertising community. Although many of the nation’s finest newspapers responded enthusiastically to react, our investment of time and capital resources did not meet our financial goals.”

-Walter Anderson, then CEO of national newspaper magazine *Parade*, on the decision to eliminate *react*, a supplement aimed at 12 to 15 year olds, five years after its launch (*Parade Publications closes react magazine*, 2000, April 4).

“A kids page sounds delightful, as would a youth section. To do these things requires approval from management, and that is often difficult,”

-An editor whose newspaper did not make content changes to appeal to young readers.

From “A National Survey of Youth Content in Daily Newspapers,” 1995 master’s thesis, Dorothea E. Howe (Howe, 1995)

“Special sections, tailored supplements, clever Web sites and multimedia projects will not by themselves attract new readers to newspapers. Millions have been spent on such projects over the past few years, and almost nothing is working.” (Bovoli, Giner, & Senor, 2005)

The teenessean. Your Mom. MetroBridge. asap.

All are youth products from respectable newspapers and wire services (*The Tennessean*, *Quad City Times*, *Hartford Courant* and Associated Press, respectively), youth products that have stopped operating within the last two years. They represent niche products from some of the newspaper industry's leading companies, including Gannett, Lee, Tribune and the Associated Press.

Like these companies, many have tried, and failed, to produce financially viable products aimed at attracting young readers, particularly teenagers and young adults. Other newspaper companies and syndicates, meanwhile, *have* managed to create successful youth products. From Betty Debnam's nearly three decades of success with the syndicated *The Mini Page* to the Denver Post's *Colorado Kids*, from McClatchy-Tribune Kids and Teens Elements syndicated services to the Charleston (W.Va.) *Gazette*'s 17-year-old youth product *Flipside*, others have at least drawn readers, if not advertisers, to their pages and products for more than a decade.

In an era of increased competition and fragmentation, a time of declining readership, what, if anything, are newspapers doing to attract young readers? That is the question this research seeks to answer.

A decade ago, in her master's thesis, Margaret Phillips Weston wrote that "many newspapers attempt to reach young readers by creating special sections, pages or stand-alone publications targeted to adolescents ages 12-19. These products, which vary from newspaper to newspaper, consist of content catered to local youth" (Weston, 1998) Is that still true today? Does the industry try to obtain young readers for the core print product? Or have newspaper managers, like the *Atlanta Journal Constitution*'s Editor Julia Wallace, written off youth in print and instead focused entirely toward attracting youth to the Internet (Wallace, 2007)?

For this research, “The 2008 National Newspaper Youth Content Survey”^b was developed to directly ask U.S. daily newspaper publishers what they are doing at their newspapers to attract young readers.

^b Although the name is almost the same as “A National Survey of Youth Content in Daily Newspapers,” that is just coincidental. The author of the current study created this name before he read Dorothea E. Howe’s “A National Survey of Youth Content in Daily Newspapers” (1995)

CHAPTER 2

LITERATURE REVIEW

Industry Background

Concern about attracting young readers is not new. This section summarizes when the discussion began, and what the main focus has been – that the newspaper reading habit must be acquired young, or not at all. This is not impossible, but young readers have different interests than established readers, so it may take specialized content to attract them.

Almost two decades ago, journalism professor Gerald Stone declared that the decline in reading among youth is the “single-most compelling issue this industry faces” (Fitzgerald, 1990). Stone & Stone found in their 1990 article, “Lurking in the Literature: Another Look at Mass Media Habits,” that there is a good possibility that teenagers who are not reading in their early years will not develop a newspaper readership habit later.

“The hopeful thought that somehow teens will grow into the newspaper reading habit by age 30, the typical threshold age in journalism research, is unrealistic” (Howe, 1995, p. 16).

By their late teens, youngsters' interests and reading patterns are set for life and their news habits have formed before taking on adult responsibilities (Mindich, 2005; Stone, 1987).

Phil Meyer, professor emeritus at the University of North Carolina, says the youth audience has been lost:

A lot of people still have a picture in the book of people drifting away from newspapers. That's not it at all. It's just that newspaper readers are dying off, and each new generation that comes along has a lower reading habit than the one before. I spent three years in a windowless room in Miami trying to do readership surveys for Knight Ridder that would lure readers back, until I realized that readership habits are set by the time a person is old enough to be interviewed in a readership survey. And so the problem of luring people back is not the problem at all (Meyer, 2005).

Media use is a learned response that develops in the very young, and once the habit is obtained it is relatively stable over an individual's life-cycle, (Burgoon, Gaudino, Atkin, & Burgoon, 1983). Children's reading levels can be influenced by the content of a newspaper (Burgoon et al., 1983), and by their parents' readership habits (Bogart, 1989; Chaffee et al. in *Mass communications and youth: some current perspectives*, 1971; McCauley & Nesbitt, 2004). Newspaper reading also changes with age (Bogart, 1989), but since the 1920s, each generation has read less than before, a readership pattern that holds throughout cohorts (Mindich, 2005).

"I think it's always been true that younger people are less likely to be news consumers than older people," says Pew Internet & American Life founder Lee Rainie. "It's a consistent, generational story" (Frola, 2006).

Recognizing declines in readership result from failed "cohort replacement," newspapers decided to take defensive action to try to stop the losses. Newspapers in the 1970s began target marketing, defined as using research to locate potential customers desired by advertisers and then refining news products and distribution techniques necessary to 'deliver' those customers to advertisers, in response to declines in circulation and readership among young adults (Fink,

1996; Howe, 1995). Newspapers started specifically targeting the youth audience in the 1980s and 1990s (Hemlinger, 1997). Advertisers in the 1970s also began to pay attention to youth as a distinct market with untapped potential that could be reached through the media, particularly television. Scott Ward and Daniel Wackman note in a 1971 journal article, “Family and Media Influences on Adolescent Consumer Learning,” that young people make up a large “specialized market segment for many products and services.” (Kline & Clarke, 1971)

“They influence purchases within family and peer groups. In addition, childhood and adolescent experiences relating to consumption presumably affect patterns of consumer behavior in adult life,” they wrote (Kline & Clarke, 1971).

Young readers and advertisers

Studies show the decline in young readers continues. This is accelerated by new media technology, such as the Internet.

As of 2000, the Web had overtaken all forms of print media as a news source for people aged 18 to 34 (Stempel III, Hargrove, & Bernt, 2000), and for children and teenagers (Lenhart, Madden, & Hitlin, 2005). A 2005 Pew Internet and American Life Project study indicates that 87% of those between the ages of 12 and 17 are online. Half of the teens surveyed use the Internet daily, and 76% of the teens get news online (Lenhart, Madden, & Hitlin, 2005).

The teens of today are what Pew Internet and American Life Project Director Lee Rainie calls “digital natives” (Rainie, 2006). Digital Natives, those born in 1985 or later, have spent their entire lives connected to new media technologies. They are accustomed to the World Wide Web (begun in 1990), and have grown up with the Palm Pilot™(1996), downloadable music

sites (Napster started in 1999), blogs (1997), Wikipedia (2001), flickr (2002), del.ici.ous, Skpe, and the iPod (all in 2003), and podcasts (2004) and YouTube (2005).

Newspapers are still grappling with where, and how, they can fit into this digital media landscape, and how to attract younger readers who have grown up in this digital environment. John Sturm, president and CEO of the Newspaper Association of America, says newspapers have to revisit, redesign, rethink and reposition in order to develop the right strategies to attract young readers. Losing young readers means losing a generation of readers, Sturm (2007) writes.

Young people, including teenagers, are estranged from the daily newspaper, consume much less news, and do not make news a routine part of their day (Patterson, 2007; Mindich, 2005; Harrison Group, 2007). Over the last three years, total U.S. newspaper readership has dropped by 6.3% daily and 8% Sunday (Harrison Group, 2007).

The Internet has started to displace news from traditional media because it allows greater choice and more control over content than traditional media, which allows users to obtain greater opportunities for satisfaction (Dimmick, Chen, & Li, 2004).

“The digital revolution is increasing, not decreasing, the connection between American teens and news,” says Eric Newton, director of Knight Foundation’s Journalism Initiatives (Owens, 2006).

Not necessarily in newspapers, however. The daily newspaper is at the bottom of the list for young adults and teens for their news source (Brown, 2005; Frola, 2006; John S. and James L. Knight Foundation, 2006; Patterson, 2007). Only 5% of teenagers in one survey reported being “heavy users” of daily newspapers, and only 3% said they first saw a news story in the newspaper when asked where they first came across a news story (Patterson, 2007). Teenagers

are two times more likely to read Internet-based news everyday (20%) than to read newspaper's news pages everyday (9%) (Patterson, 2007).

Youth, both in the United States and United Kingdom, use the media for about 6.5 hours per day (multitasking youth are said to be exposed to 8.5 hours worth of media during that same 6.5 hour period of daily use) (Livingstone & Bovill, 2001; Roberts, Foehr, & Rideout, 2005). Television is the primary media for the young, who watch an average of three hours a day. Yet, according to a March 2005 Kaiser Family Foundation survey only 6% of that time was devoted to news, and much less time was spent with print news sources (Frola, 2006).

Other studies show that children and young adults still have an affinity toward "traditional media," such as print and television, but magazines are more popular than newspapers (Harrison Group, 2007). Lack of engagement is often cited as why teens and youth steer clear of newspapers. Ten percent of teens surveyed by the Knight Foundation said they have no interest in the news, mostly because they feel it isn't presented in an engaging way (Frola, 2006). Teens don't seek news on the Internet, but will read or watch Internet news if it "catches their eye" or they "just happen to come" across it while surfing (Patterson, 2007; Vahlberg, Peer, & Nesbitt, 2008). Local news sites aren't on the teenagers' radars. Teens often get their news from big portal sites and believe them to be as credible as mainstream media institutions.

"The notion is that no young person cares about the news, and that is wrong," Rainie says. "They're moving to a different distribution mechanism" (Frola, 2006).

How much teens follow the news online and in different platforms is hotly debated among academics (*Youth indifference to news summary*, 2006). Lack of youth readership is also a problem newspapers share around the world. Around one-third of United Kingdom children

over the age of 8 read a newspaper, and teens 15-17 are twice as likely as younger children to read a newspaper (Livingstone, 2002, p. 61-62).

All of this is happening at a time when advertisers are increasingly targeting young people. A worldwide “youth” market exists today (Livingstone, 2002). In 2006, teenagers spent \$179 billion (*Targeting Teens*, 2007). The following year, teens surveyed said they planned to buy mp3 players, used cars, cell phones, cameras and sunglasses, hooded sweatshirts, High Definition TVs, athletic shoes and T-shirts, among other “in” products (*Targeting Teens*, 2007).

Robert McChesney, media critic and author of “Rich Media, Poor Democracy: Communication Politics in Dubious Times” says teens are a hot market, especially for some sectors of the media:

These handful of huge companies. They look at the teen market as part of this massive empire that they’re colonizing. You should look at it like the British empire or the French empire in the 19th century. Teens are like Africa. It’s this range that they’re gonna take over and their weaponry are films, music, books, CDs, Internet access, clothing, amusement parks, sports teams. That’s all this weaponry they have to make money off of this market, to colonize this market. And that’s exactly how they approach it. (Goodman, 2001)

Advertisers spend about \$15 billion each year marketing to children using a variety of media, according to a study by Elizabeth Moore, assistant professor of marketing at the University of Notre Dame’s Mendoza College of Business. Advertisers’ use of other media, especially the Internet, has exploded according to Moore (McCall, 2003). Yet, newspapers have seemingly been slow to cash in on “the youth market.”

“There really is a large group out there to tap into,” says Michael Woods, vice president of Teen Research Unlimited, whose clients include Abercrombie & Fitch, Target and Arista Records. The opportunities for newspapers to mine the teen market are “endless,” Woods says (Eaton, 2003).

The International Newspaper Marketing Association recommends that newspapers “treat ‘youth’ as a current market with unique products and market pitches” (Mindich, 2005, p. 113). The average teenager spends \$69 per week. One-third of all U.S. retail spending is either by or for teenagers (Eaton, 2003). In a Newspaper Association of America project, researchers examined efforts to sell “youth advertising” at newspapers with teen sections in a few select markets. In Fredericksburg, MD, older teens each month spent \$103.50 on clothing and \$57 on entertainment (Eaton, 2003).

The research found that newspapers in these markets were successful at selling youth-targeted ads to mom and pop stores and selling block and banner ads targeted to events such as prom and graduation. Newspapers had little to no success selling ads to national or regional retailers (Eaton, 2003).

Current state of the industry

Industry associations recognize that advertiser interest in young people offers an opportunity for newspapers to help meet this demand. Some industry associations have staffers dedicated to supporting such efforts. There is also anecdotal evidence that individual newspapers and syndicates are offering youth content. However, there are questions about the extent and success of these efforts.

At many professional newspapers, youth sections for decades were either written by adult newspaper staffers for a teen audience or consisted of a “school page” where local high schools printed their school newspapers. A new model, in which a newspaper staff member directs and edits content created mostly by students, became prevalent in the 1990s (Hemlinger, 1997). Two journalism professors, Robert G. Picard and Jeffrey H. Brody, criticized newspapers’ move to

this new model as abandoning “hard” news for “soft” news and a “dumbing down” of the product (Hemlinger, 1997). Newspaper editors, however, based their decisions on a 1995 Poynter Institute report that recommended newspapers attract readers by increasing coverage of teens and teen activities (Hemlinger, 1997).

The Youth Editors Association of America began in 1996 with 11 people. After a name change, the organization is now called the Youth Editorial Alliance, and is coordinated by the Newspaper Association of America Foundation. The youth association supports editors and reporters who work with youth. An adult ‘youth editor,’ is typically responsible for filling one or two pages with content aimed at attracting teenagers. Youth editors work with teens on creating story ideas and stories within the sections (Weston, 1998).

By 1997, the typical youth section was a one-page, weekly, broadsheet printed on the pages of a newspaper with a target audience of high school and middle school students (Hemlinger, 1997). These publications had been in operation for fewer than three years, and employed one, full-time adult while most of the teen staffers were compensated with premiums and parties, although some were paid for each article published (Hemlinger, 1997).

Kendra Hurley, Editor of Youth Media Reporter and Ymreporter.com, says teens like news from other teens.

“Teens really want news that’s similar to citizen journalism,” Hurley says. “They don’t want it coming from a God-like source, they don’t want it sounding like the Gospel, they want it from a peer, they want it with opinion, they want it with analysis, and they want it to somehow be able to link to who they are personally” (Hurley, 2005b).

Most newspapers that look to capture young readers target two segments of the youth market: (a) children and preadolescents from 6 to 12 with a “kids” page, and (b) teens from 13 to 18 with several pages or larger sections (Howe, 1995).

The Syracuse Herald-Journal was one of the first newspapers to create a teen section (Howe, 1995). In 1989, the paper started “hj,” a weekly tabloid section created by student correspondents from area high schools (Rosentiel, 1991). Two years later, *The Norfolk Virginian-Pilot* started *Teenology*. Its editor, Lorraine Eaton, was instrumental in starting the Youth Editors Association of America. She is a past president of the organization. The teen section changed its name to “757” in the late 90s but it remains one of the nation’s best youth sections (Hurley, 2005a).

The Denver Post created “Colorado Kids” in 1992 to attract younger children (Hurley, 2005). The same year, the Chicago Tribune started “KidNews” for 9-13 year olds. Syndicated services have been around even longer. Betty Debnam launched *The Mini-Page* in 1979 (Howe, 1995). Scripps Howard News Service distributes Children’s PressLine articles to 400 papers across the country (Hurley, 2005a).

However, the *Atlanta Journal Constitution* stopped the print version of its “News for Kids” kids page in May 2008 after offering the feature for nearly 18 years. In July 2008, the paper shifted the “News for Kids” feature to an online-content model for teachers to use in the classroom (Tuck, 2008).

Several cities have youth newspapers run with financial assistance from foundations and under the direction of an adviser with a professional journalism background (Stark, 2000). The *Teen Appeal* in Memphis is published in a partnership with *The Commercial Appeal*, the journalism department at the University of Memphis, the school system and the foundations of

Scripps Howard, the Newspaper Association of America, the Tennessee Press Association and Plough (Stark, 2000).

Still, the number of student efforts at professional newspapers appears to be declining, according to Sandy Woodcock of the Newspaper Association of America Foundation.

“It is very troubling because it demonstrates that newspapers are not making a commitment to groom readers from cradle to grave,” says Woodcock (Krayeske, 2006).

Woodcock says eliminating teen sections seems counterintuitive at a time when newspapers bemoan the lack of younger readers.

“The whole idea of these products, it would seem to me, is that they evolved out of a need to build readership, and that is a long-term investment,” she says (Krayeske, 2006).

Resources have often been cited for the demise of youth products, even critically acclaimed, award-winning products that were deemed a success at attracting young readers. As former Parade CEO Walter Anderson told an industry newsletter, *The Write News*, the investment of time and capital resources into Parade’s youth product *react* did not meet its financial goals (*Parade Publications closes react magazine*, 2000, April 4). Since the demise of *react*, Parade has launched Parade Classroom, a youth product distributed through the schools.

Existing research

Historically, childhood and youth have been theorized separately by distinct research literatures, (Livingstone, 2002) but there are examples of surveys that examined both age spans. For example, the London-based *Young People New Media* project looked at an age range of 6-17 (Livingstone, 2002). Studies often consider people 18-25 “young adults,” while studies on children usually set 12 or 13 as the age limit (Weston, 1998). Teenagers caught in between are

often overlooked. With the exception of accounting for Newspapers In Education distributions, newspapers, as an industry standard, do not track print readership of youth under the age of 18. Howe (1995) argues that children and teens should be included in statistics published by the Newspaper Association of America.

Industry studies are largely descriptive, and they show that youth interest in newspapers continues to drop while the Internet has had greater success capturing youth interest and attention. (Brown, 2005; Carpini, 2000; *The Digital Family*, 2007; Frola, 2006; John S. and James L. Knight Foundation, 2006; Lenhart et al., 2005; Patterson, 2007). A report from Harvard University's Joan Shorenstein Center on the Press, Politics and Public Policy (Patterson, 2007) paints a "relatively dim picture of young Americans' interest in daily news" (p. 5). The report's findings are based on a national survey of 1,800 randomly sampled teens, young adults, and older adults. Among key findings are that 70% of teenagers are "non-users" of newspapers, while only 5% of teens are "heavy" newspaper users, and almost half (46%) say they hardly ever or not at all look at newspapers (Patterson, 2007).

According to a 2006 survey by the John S. and James L. Knight Foundation, 66% of the 15,000 high school respondents said they get their online news from aggregators like Google and Yahoo, while 45% said they turn to national TV news sites for such information. Just 34% of students claim to regularly visit local newspaper or TV Web sites for news (John S. and James L. Knight Foundation, 2006). A Kaiser Family Foundation survey also found that young people spend little time with print news sources. Of 43 minutes each day spent reading outside of school, students surveyed spent an average of *six minutes* reading newspapers (Frola, 2006; Roberts, Foehr, & Rideout, 2005). One-fourth of parents (26%) and children (24%) surveyed in Nickelodeon's 2007 Digital Family survey said it's *no longer necessary to read the newspaper*

(*The Digital Family*, 2007).

Two recent industry studies examined how many newspapers publish youth content. A 2002 American Society of Newspaper Editors survey found that 37% of newspaper editors said they sponsor teen pages. The ASNE survey identified 217 teen publications (Krayeske, 2006). Just three years earlier, a 1999 *American Journalism Review* article reported an estimated 370 U.S. newspapers that regularly published content locally produced by teens for teens (Gusenburger, 1999).

Previous scholarly research has identified variables that influence youth newspaper readership. There is evidence that students in a Newspaper in Education Program who liked reading the paper are more likely to develop the newspaper reading habit as adults (Grusin & Stone, 1993); that teenagers believe newspapers are not relevant to their lives (Cobb-Walgreen, 1990); that electronic media options compound the problems for traditional newspapers (Grusin & Edmondson, 2003); that newspaper readership is not a priority to the majority of early teens (Pardun & Scott, 2004), and that more than half of teens say they could live without reading newspapers (Pardun & Scott, 2004). When age is held constant, the strongest predictor of newspaper readership is education (Stevenson, 1994).

Early research, such as a seminal article by Michael Burgoon, James Gaudino, Charles K. Atkin and Judee K. Burgoon (1983), established that media use is a learned response and once the habit is obtained it is relatively stable over an individual's life-cycle (Burgoon et al., 1983). Stone and Wetherington's study (as cited in Burgoon et al., 1983) found that life-long readership habits are developed quite young, while Clarke (as cited in Burgoon et al., 1983) found evidence that children's reading levels can be influenced by the content of a newspaper (Burgoon et al., 1983).

A Belgian researcher found evidence “that a strategy designed to attract young readers by publishing special inserts pages seems unlikely to be effective” (Raeymaeckers, 2004, p. 231). But this author notes that Belgian youngsters do not have examples of good youth inserts since newspapers were using “entertainment-only” sections directed at them.

“The problem remains that editors are not integrating attempts to attract young readers in a long-term policy, which limits their effectiveness,” Raeymaeckers writes. “Moreover, it implies that when editors cancel successful inserts, young readers feel frustrated and neglected” (Raeymaeckers, 2004, p. 231).

Dorothea E. Howe (1995), of the University of Memphis, completed what may be one of the most comprehensive surveys looking at youth content to date. Howe conducted a national mail survey of 376 daily newspapers looking at the industry’s interest in attracting readers between the ages of 6 and 18. In her 1995 master’s thesis, “A National Survey of Youth Content in Daily Newspapers,” Howe found newspaper managers receptive to efforts to attract young readers. Of the 137 editors who responded, Howe found that most newspapers had a decade earlier made content changes to target children and preadolescents age 6 to 12, and teens from 13 to 18. She found that two-thirds (69%) of newspapers that were making changing content to attract young readers said they were making changes for both children and teenagers (Howe, 1995).

The “kids” page, however, was the most popular type of youth content among the newspaper editors surveyed by Howe (Howe, 1995 p. 68). Syndicated articles were also important, with more expensive content, such as sections, tabloids, syndicated articles and national magazines published more frequently by newspapers between 10,000 and 50,000 circulation (Howe, 1995). Youth sections were more widespread at smaller and mid-size papers

than large dailies. More than half of the newspapers surveyed by Howe had less than 50,000 daily circulation, while 85% surveyed had less than 100,000 daily circulation (Howe, 1995, p. 63).

Howe (1995) found that the top reason newspapers do not publish content for youth, according to editors, was that the paper does not have the resources (time, money and people) to focus on the youth reader. More than half (58%) of respondents cited resources as the reason for not publishing youth content. “We are focusing on readers between the ages of 25-35,” and “We believe that our loyal readers deserve the most attention,” were other top reasons given for not publishing content for children and teenagers (Howe, 1995).

An online proliferation has taken place since Howe’s study. At the time of Howe’s survey, only five newspapers had online services targeted toward youth, although some respondents wrote “soon” or “we’re working on this” (Howe, 1995, p. 75).

Basis for the current study

Given the importance of the topic, this study will extend what is known by applying an economic perspective to examine what newspapers are doing now and how well it is working. The study will examine whether newspapers are willing to devote resources to attracting young readers, and if such efforts attract advertising revenue that helps pay for those resources.

Basic newspaper economics state that content is used to attract readers, and the newspaper sells advertisers access to those readers (Martin, 1998). Newspapers must therefore devote resources to creating or acquiring content that will attract young people. The Resource-Based View of strategic management builds on the assumption that each firm is a collection of unique resources that are used to conceive and implement strategies (Barney & Hesterly, 1996,

as cited in Chan-Olmstead, 2006). Resource-based strategies suggest that firms create competitive advantages by combining skills and other resources in ways that are unique and cannot be imitated, which in turn protect the organization. The resource view is not limited to knowledge, the firm can also have physical or financial resources, for example (Barney & Clark, 2007; Wernefelt, 1984; Barney & Hesterly, 1996).

Wernefelt (1984) was the first to use the term Resource-Based View, and he called it a “view” because he was viewing the same competitive problem as Michael Porter. However, Wernefelt examined resources instead of market position (Barney & Clark, 2007; Wernefelt, 1984).

The basic assertions of the RBV are that “firms often possess different resources and capabilities, that these different resources and capabilities enable some firms to implement valuable strategies that other firms will find too costly to implement, and that these differences among firms can be long lasting” (Barney & Clark, 2007, p. 247). The strategic management field is largely built around the question of why some firms outperform others. The RBV, and parallel streams of research, suggests that a firm’s distinctive competencies enable it to pursue a strategy more efficiently and effectively than other firms (Barney & Clark, 2007).

Some researchers claim knowledge is the most important source of sustainable competitive advantage (McEvily & Chakravarthy, 2002). Youth content can be viewed as a knowledge-based resource since it involves human capital and knowledge in its construction. Youth content creation incorporates all four resources — activities, skills, routines and external assets — described by Porter (1991). The activities and skills have to be applied in ways that result in the creation of unique assets, in this instance content, to be valuable. Valuable resources are hard to imitate, difficult to replace and more valuable within the firm than outside

(Porter, 1991). Therefore, the resource-based view suggests youth content must be tied to the newspaper to provide a sustainable competitive advantage.

Customers are considered a firm resource, albeit one which is socially complex (Barney & Clark, 2007, p. 64, Klein and Lefler, 1981). In the case of newspapers, customers are advertisers and readers. Therefore, young readers can be viewed as a socially complex resource.

As discussed previously, newspapers and other media outlets have also come to view youth as a “market.” The RBV suggests that firms will not enter markets if they do not understand the underlying strategic advantage available from competing in that market (Barney & Clark, 2007). Newspapers that acquire young audiences may differentiate themselves in an increasingly competitive environment. The RBV suggests young audiences, which are unique and not easily imitated, can be viewed as a valuable resource for newspaper companies.

Chan-Olmstead has extended the RBV to media firms. Strategic management in a media context is defined by the analysis, decisions and actions an organization uses to get an advantage (Chan-Olmstead, 2006a, 14). The RBV examines the relationship between a firm’s strategic posture and superior performance (Chan-Olmstead, 2006a). This is consistent with “strategic management’s” focus on how media firms align resources with the changing media environment (Chan-Olmstead, 2006).

However, media products have unique characteristics that require revision of the generic business concepts used in the RBV. Media firms offer consumers a dual product of “content” and “distribution” (Chan-Olmstead, 2006a).

Information products also have unique economic characteristics, such as time-constrained consumption, relevance, non-depletability and high investment to reproduction cost ratios (Priest, 1994). Consumers limit the time spent with information products. Products, such as a

news article, are not “used up” when they are consumed. The first copy of an information product also requires a substantial investment. The cost of allotting resources such as labor and capital to create a teen section, for example, do not change in relation to reproduction costs. The initial investment remains the same whether the section is seen by one reader or 10,000 readers. These characteristics are relevant to the discussion of newspaper resources being used to develop youth content.

According to the RBV, four attributes of a firm’s resources — value, rareness, nonsubstitutability and inimitability — must work in tandem to increase performance (Chan-Olmstead, 2006b). Resources must be valuable to the firm and its customers. Resources must also be rare, or other firms can acquire them. Resources must be unique, so other firms cannot develop substitutes. Resources must also have imperfect imitability, which can result from social complexity, ambiguity or unique historical conditions (Barney, 1991). When all of these characteristics are combined, the firm gains a competitive advantage.

However, changes in technology, consumer demand, and the firm’s operations can diminish the value of a source of sustained competitive advantage. These changes have been called “Schumpeterian Shocks” (Schumpeter, 1934, Barney, 1986; Barney & Clark, 2007, p. 53). Some shocks redefine which firm resources are valuable and which are not. Some resources may be weaknesses or irrelevant in new settings. The Internet and other technological advances created a “Schumpeterian Shock” to the newspaper industry.

As Chan-Olmstead notes, “not only are there more media and media outlets, there are more ways to package and present media products. Not only have the geographical boundaries and media expanded, the boundaries between different media have become blurry.” (Chan-Olmstead, 2006a, 4)

Some resource categories that are germane to the development of youth content include financial, physical, human, technological (Chan-Olmstead, 2006). The financial allotment determines what types of youth products, if any, a newspaper implements. Physical assets, such as a printing press, create the product. Human resources, such as youth editors and correspondents, produce the youth content. The RBV also suggests that individual employees with unique skills can potentially be leveraged for a competitive advantage (Wright, McMahan and McWilliams, 1994). While all of the firm's people are important, some provide greater leverage for competitive advantage (Barney and Clark, 2007). Newspapers should try to figure out which employees offer a competitive advantage in the youth market and leverage them to appeal to youth.

Financial Commitment model

An alternative model argues there is a direct link between the quality of news content and a newspaper's market performance. The "financial commitment" model (Lacy, 1992; Litman & Bridges, 1986) states that improving the quality of news can improve a newspaper's market performance. This model states that increases in competition lead to increases in spending on news, which increases the quality of news content. Increased quality results in an increase in utility to readers, which results in increased market performance (market performance can be measured several different ways) (Litman & Bridges, 1986; Lacy, 1992). These concepts seem applicable to youth content. It seems logical that good youth news is an example of how "quality is good business," (Overholser, 2004). Investment in the development of youth products could lead to increased performance in youth markets.

Litman and Bridges (1986) coined the term financial commitment:

In retrospect, there does seem to be a common thread running through many of the studies which centers around the concept of newspaper performance as the financial commitment of newspapers to providing their editorial product. This concept of performance is not an evaluation per se of the product itself but rather the resources put forth by a newspaper to produce and deliver such a quality product (Litman & Bridges, 1986).

Litman and Bridges (1986) article prompted a series of studies that resulted in the development of the model described above. Lacy (2000) states the model illuminates “part of a [larger] process that could help us understand the relationship among organizational decisions, market factors, ownership constraints, content and readership” (Lacy, 2000).

Managers are more likely to increase the amount spent to cover news if competitors threaten larger or more important parts of their market, which is increasingly the case for many newspapers. The increase in spending as a result of intense competition is the basis of the financial commitment theory (Lacy & Martin, 2004). Two studies of more than 100 daily newspapers in the mid-1980s found support for the financial commitment model. The studies found that competition between dailies in the same city increased the number of wire services, the size of newshole and the number of reporters used to fill space. Not all studies have supported financial commitment entirely, but most have (Lacy & Martin, 2004).

Most newspaper markets have other forms of mass media that compete for advertising and consumers. Newspapers don’t compete for readers solely on price, offering news and other information that may not be available elsewhere (Lacy & Martin, 2004). Newspapers with a broader mix of editorial and advertising content increase the probability of attracting readers (Lacy & Martin, 2004). Adding youth content is one way to broaden this mix.

The American newspaper industry depends on advertising for more than 80% of its revenue (Picard, 2004). Competition forces newspapers to spend money improving content to attract readers, helps keep readers because it improves quality and lowers subscription prices, and pushes reporters to perform better as journalists (Lacy & Martin, 2004). Spending more on the newsroom positively affects the quality of content; quality content is likely to increase circulation, and circulation and penetration increases positively affect revenue (Rosentiel & Mitchell, 2004). Therefore, newspapers that increase resources devoted to producing content that provides utility to readers may slow the decline in audience as competition increases (Lacy & Martin, 2004). This should apply to content for young readers.

News content is valuable to readers because it distinguishes newspapers from advertising circulars. Newspapers enter markets when managers decide enough reader/advertising demand is unserved and they can serve the demand (Cho, Martin, & Lacy, 2006). Newspapers exit markets when managers decide circulation and advertising markets no longer have adequate demand to support their newspapers. Therefore, decisions about entering or exiting local youth markets will be influenced by demand from young readers, and demand from advertisers to reach those readers.

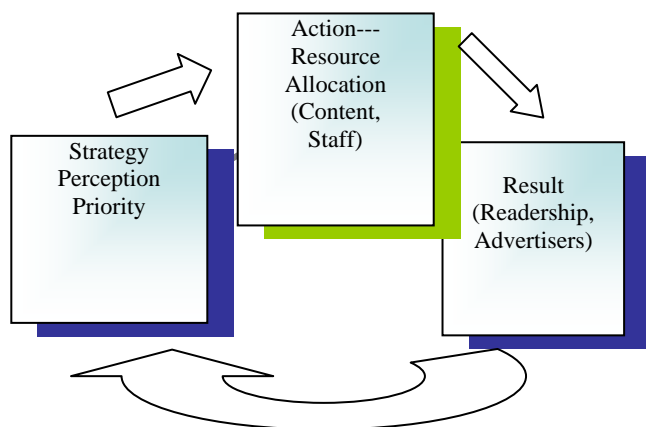
The financial commitment to improve content and attract consumers exists in mature oligopoly markets and in newly developing markets that approach monopolistic competition, such as the Internet (Lacy & Martin, 2004). Local information is a unique product offered by newspapers that cannot be substituted (Bridges, Litman, & Bridges, 2002). Under the financial commitment model, an increase in money spent to provide local content would represent an effort to differentiate one newspaper from another (Lacy, 1989).

Newspaper content depends on budget allocation, newshole allocation and editorial page allocation (Lacy, 2000). Youth sections, part of newspaper content, are dependent upon the same resources. The financial commitment model, like the RBV, suggests resources will be central to the performance of newspapers competing in youth markets.

Financial commitment studies long focused on specific resources, such as number of staff, size of newshole, and spending on local coverage and wire services (see, e.g., Lacy, 1989; Lacy & Martin, 2004; Litman & Bridges, 1986). Edmonds (2004) views resources in terms of “news capacity,” or the amount of staff, budget and space and other items need to adequately cover news. Newsroom executives also identify news and editorial budget allocations, staffing levels and newshole as measures of newsroom investment and circulation (Rosenstiel & Mitchell, 2004). Ad revenue and operating profits are measures of economic success (Rosenstiel & Mitchell, 2004). Edmonds (2004) reports a rule of thumb used to be that newspapers allot 10% of revenue for news operations.

Hypotheses and research questions

Figure 1. Youth
News Resources
Model



The literature review suggests a newspapers' strategy in the youth market will be influenced by manager perceptions of the potential to attract readers and advertising, and their priorities for allocating resources. Strategy in turn will determine the allocation of resources to development youth content. This, in turn will determine the newspaper's performance attracting young readers and advertisers trying to reach those readers. These causal connections are illustrated in Figure 1.

Based on the model in Figure 1, the following hypotheses are stated:

H1: Newspapers with youth content will have more growth in young readers than newspapers without youth content.

H2: Newspapers that invest more resources in attracting young readers will have higher quality youth content than newspapers that invest fewer resources in attracting young readers.

H3: Newspapers that produce their own youth content will have more growth in young readers than newspapers that use syndicates for youth content.

H4: Newspapers with more content for young readers will attract more frequent youth-directed advertising than newspapers with less content.

CHAPTER 3

METHODS

Research Question

What have newspapers done to attract young readers?

Method Overview

The population for the study was all daily newspapers in the United States. A survey of publishers was used to gather data about each paper's efforts to attract young readers and the results of those efforts.

Publishers were identified from listings in the 2008 *Bacon's Newspaper Directory*. Specialized dailies such as those targeting ethnic, religious, alternative or financial and business audiences were excluded from the study. Complete contact information for publishers at all other daily newspapers was entered into a database. However, publishers who lacked an email address were also excluded from the survey because the questionnaire was posted on the Internet. This resulted in a total of 1,396 daily newspapers whose publishers were eligible for the survey. Publishers of multiple newspapers were only contacted once. Among this list, there were 263 "undeliverable" emails and an additional 8 publishers from the sample who either left the newspaper or changed jobs. The result was a total of 1,125 daily newspapers whose publishers were contacted for the survey.

Publishers are the executives most likely to know the answers to all of a broad range of questions about strategies for attracting young readers, and the results. Publishers are likely to

play a key role in setting a newspaper's strategy, allocating its resources, monitoring news and advertising content, and tracking readership and financial data.

In some instances, publishers chose to delegate another staff member, such as an editor or circulation manager, to complete the survey.

Institutional Approval

The questionnaire and research plan were approved by the University of Georgia's Institutional Review Board (Project Number 2008-10535-0). The cover letter and the introduction to the questionnaire included information about each respondent's rights and privileges as a research participant. This information is included in Appendix C.

The Pilot Study

A pilot study was used to refine the survey questionnaire. The pilot study used a convenience sample of weekly newspaper editors in Georgia to avoid potential overlap with the study population of daily newspapers. The draft questionnaire was mailed to 30 weekly editors and publishers via the United States Postal Service on March 17, 2008. Names and addresses were selected from the *2007 Editor and Publisher Yearbook*.

The draft questionnaire had 49 questions (see Appendix F). Only two completed questionnaires were returned.

The researcher then consulted the thesis committee, other professors at the Grady College of Journalism and Mass Communication with substantial professional experience in newspapers, and a former colleague who edited a youth page for a newspaper. The questionnaire was

shortened and questions were reworded to reduce the completion time, all in an effort to improve response rates.

The Final Questionnaire

An Internet-based electronic questionnaire was used to gather information from publishers. Internet questionnaires are the most economical way to collect data from a large number of respondents who are geographically dispersed (Sue & Ritter, 2007). Internet questionnaires are similar to other self-administered questionnaires, such as mail questionnaires, because no researcher is present and participants can complete the questionnaire at their own pace. Internet surveys have the potential to gather thousands of responses within hours. A major disadvantage, however, is that respondents can easily quit in the middle of an Internet questionnaire (Sue & Ritter, 2007).

Respondents can be sent emails with links to a web site where the Internet questionnaires are posted. The advantages to using e-mail are fast response times, ease of distribution from a master e-mail list, and ease of sending reminders. Disadvantages include potential difficulties finding e-mail addresses and the potential that some respondents may encounter technological problems. There is a potential coverage bias because respondents must have an e-mail address. Respondents might also viewed the survey email as spam mail and delete it (Sue & Ritter, 2007).

To avoid some of these problems, each publisher received an advance letter through the U.S mail inviting them to participate in the survey. The letter told the publisher when to expect an email with a link to the questionnaire. However, the letter also included the link with a unique identifier for each publisher in the survey. Thirty-nine publishers took advantage of the letter to complete the questionnaire before e-mails were sent out.

The Questions

The questionnaire consisted of six sections with a total of 32 questions and an estimated completion time of 10 minutes (see appendix D). The first section asked if a newspaper published content to attract young readers, who were defined as children 12 and under and teenagers between the ages of 13 to 17. Publishers who answered yes were directed to 10 questions about the types of content for children and teenagers offered in print or on the newspaper's Web site. These questions measured the variety of content for young readers published by the newspaper.

The second section had 4 questions measuring the kinds and amounts of staff resources used to produce the content. The section asked published to estimate the number of full and part time staff members, and non staff contributors, creating youth content. The questions included paid and unpaid contributors.

The third section had 4 questions measuring financial resources used to produce content for young readers. This section asked for estimates of the percent of the newspaper's budget, and the percent of the newspaper's space used to produce youth content.

The fourth section had 3 questions measuring each paper's strategies for attracting young readers. Likert-scales were used to gauge how important publishers said it was to attract children and teenagers to the print newspaper and to the Web site. The section included an open-ended question asking about the "single most important issue newspapers face attracting young readers".

The fifth section measured the performance of the newspaper. The section included 7 questions about how many young readers the paper had, and about how much advertising for

young people the paper published. There were questions asking if readership has changed among young people and how successful advertising has been for youth sections.

The final section asked 4 demographic questions, including the publisher's gender and the circulation of the newspaper (see appendix D).

Funding the Research

The researcher decided to use Internet questionnaires after examining the cost and time needed for both mail and electronic surveys. Either approach required multiple contacts to increase response rates. Internet-based questionnaires must also be placed on secure Web sites to ensure responses remain confidential.

The researcher received an estimate of \$1,100 from the University of Georgia's Survey Research Center for conducting an electronic survey. The estimate included costs for mailing notification letters, sending emails with links to the questionnaire, placing the questionnaire on a secure sever, and delivering the data to the researcher.

The Survey Research Center routinely conducts surveys for Healthcare Georgia, the Georgia Poll and the Cox Center for International Mass Communication Training & Research among other clients. Because of the extra difficulties of surveying the population of newspaper publishers, the center's expertise was sought to ensure accuracy and in hopes of a better return rate.

The Cox Institute for Newspaper Management Studies agreed to provide \$1,200 to fund the project in return for access to the findings. The institute's director, Conrad Fink, funded the project because it might help newspapers attract young readers. Fink suggested asking publishers

if they sold enough youth directed advertising to pay the cost of generating content for young readers. This was the only change in the questionnaire requested by the funder.

Administering the Questionnaire

Response rates are a concern with any self-administered survey. High response rates are considered necessary before the results can be generalized to the study population. However, many surveys have response rates that are well below this standard.

Surveys of busy executives, such as newspaper publishers, may have even lower response rates. Executives may have assistants who open their mail and e-mail, so requests to participate may never reach their targets (Dillman, 2007; Sue & Ritter, 2007). “Few survey undertakings are as difficult as defining, sampling, contacting, and obtaining responses to self-administered questionnaires from businesses or other organizations,” (Dillman, 2007, p. 323).

Dillman (2007) states business questions tend to be more difficult to answer than non business questions. Business questions may require that respondents check records, which are not always available, leading to nonresponse (Dillman, 2007).

“Tailored design of business surveys requires recognition of the many ways that business surveys differ from surveys of individuals and households, and of the need to use different procedures in different situations” (Dillman, 2007).

Increasing response rates

Dillman's (2007) Tailored Design survey principles were used to maximize responses and data collection:

Tailored Design is a set of procedures for conducting successful self-administered surveys that produce both high quality information and high response rates. As defined earlier, it is the development of survey procedures that create respondent trust and perceptions of increased rewards and reduced costs for being a respondent, that take into account features of the survey situation, and that have as their goal the overall reduction of survey error. Its distinguishing feature is that rather than relying on one basic procedure for all survey situations, it builds effective social exchange through knowledge of the population to be surveyed, respondent burden, and sponsorship. Its goal is to reduce overall survey error, with particular emphasis on nonresponse and measurement (Dillman, 2007, p. 29).

Specifically, Dillman's (2007) principles of business surveys were followed to improve response rates. These including identifying the most appropriate respondent for a business survey (in this case, the publisher), developing multiple ways to contact that person, planning for a mixed-mode design, development of respondent-friendly questionnaires, and cautious regard for incentives to ensure that they fit the survey's sponsor as well as the recipients (Dillman, 2007, p. 341-45).

First, evidence shows people have mode preferences. Some prefer answering questions face-to-face, others prefer telephone questions, and others prefer self-administered questionnaires (Dillman, 2007).

In consultation with Jim Bason, director of the Survey Research Center, the researcher adopted a three-step strategy for data collection using a variety of modes. The first step was to send the advance letter that included an opportunity to immediately log on and complete the Internet questionnaire. The second step was to send e-mails inviting participants to take complete the questionnaire. The third planned step was to telephone publishers with an offer to answer questions on the phone. This third step was not completed due to time constraints.

Second, incentives are often used to increase response rates. A meta-analysis of experiments with incentives (Goritz, 2005) found incentives do motivate people to start answering Internet based questionnaires. Incentives increase by 19% the likelihood of a person responding to a survey compared to no incentives. Incentives also increase by 27% the chance a respondent will complete the survey rather than drop out compared to no incentive. Goritz also found that non-monetary incentives are more effective in Internet surveys than in offline surveys (Sue & Ritter, 2007).

A report of findings from the survey was offered to respondents as an incentive to complete the questionnaire. Respondents could request the report by completing the last final two questions (see Appendix D). Seventy-four participants requested a report.

Third, response rates can also be affected by survey sponsorship, and by the number of times potential respondents are contacted. According to Dillman (2007), “who sponsors a survey undoubtedly influences how a questionnaire is viewed by the recipient and the likelihood of responding.” (Dillman, 2007, p. 329). Therefore, sponsorship by the Cox Institute for Newspaper Management Studies was included in the advance letter, and in the questionnaire instructions.

Fourth, each potential respondent was contacted three times if they did not complete the questionnaire. These contacts included the advance letter, an initial e-mail with a link to the questionnaire, and a followup e-mail.

Responses

The advance letter was sent to 1,125 newspaper publishers on May 16, 2008. The first e-mail was sent to publishers on May 28, 2008. The follow-up e-mail was sent to publishers who had not responded on June 11, 2008.

The letter and first e-mail resulted in responses from 101 publishers, or 8.9% of potential respondents. The second e-mail added another 33 responses, bringing the total to 134 for an initial response rate to 11.9%. However, only 101 respondents completed the entire questionnaire. This resulted in an effective response rate of 8.9%.

This is not sufficient to generalize results to the entire population of dailies. Therefore, data will be interpreted as applying only to newspapers whose publishers responded to the survey.

Data Analysis

The data was analyzed using SPSS Version 15, statistical analysis software. Descriptive statistics were used to describe the basic characteristics of newspapers responding to the study. Descriptive statistics provide summaries of the sample characteristics and of responses to individual questions. Descriptive statistics, along with tables and charts, form the basis for additional quantitative data analysis (Sue & Ritter, 2007).

Crosstabs were run to determine relationships between variables. A crosstab, short for cross-tabulation, is a table wherein the responses to one question are displayed in the rows and the responses to another question are displayed in the columns (Sue & Ritter, 2007). Crosstabs allowed the respondents to be grouped according to different characteristics, such as the importance placed on attracting young readers, so comparisons could be made.

For example, to examine the relationship between publishing youth content and youth readership (H1), a crosstab was run that grouped papers with different responses to the first question (“Do you have youth content?”). These groups were used to compare response to the Section 5 question about readership changes.

To examine the relationship between investment in resources and publication of youth content (H2), a crosstab was run that grouped newspapers according to responses on questions about the “type of content” they publish. Groupings based on the type of content published were also used to examine changes in the numbers of young readers (H3). These groups were also used to examine the relationship between publication of content for youth and youth-directed advertising (H4).

Complete details of these analyses are in the next chapter.

CHAPTER 4

FINDINGS

Demographics

Of the 99 respondents who provided demographic data, 83 were male, while 16 were female. The average age of respondents was 54, with a standard deviation of 8.5. The youngest respondent was 24, while the oldest respondent was 71.

After removing an outlier that listed average daily paid circulation as 18, the average daily paid circulation of the remaining 98 newspapers in the sample was 26,201, with a standard deviation of 26,580. The largest newspaper circulation was 160,000, while the smallest average daily paid circulation was 3,142.

Overview

The basic research question asks about the current extent of efforts to target young readers, and whether those efforts work. Descriptive results provide a partial answer. Some questions were not answered by every respondent.

Results for 126 respondents show that most of the newspapers (88%) are publishing content for children and/or teenagers (see Table 1). A majority (57%) of these newspaper publishers also reported they are targeting both children and teenagers. Table 2 shows that one out of five newspapers responding target only children 12 and under, while slightly fewer target only teenagers.

All 98 newspaper publishers who answered a question asking if comic strips and funnies regularly appear in their newspapers said they do. Eighty publishers (82%) included comic strips and funnies among types of content used to attract young readers. Only 10 publishers (10%) reported that comic strips and funnies are not important for attracting young readers. Only two publishers, or 2%, said funnies and comics are the primary type of content used to attract young readers, while the remaining six publishers responded that they did not know how important funnies and comic strips are for attracting children and teenagers to the newspaper.

However, the questionnaire also specified respondents should exclude comic strips and funnies when responding to other questions about content. Since all newspapers surveyed reported having comic strips and funnies, they would not necessarily be a unique, unimitable resource.

Table 1. Do you publish content for children and/or teenagers?

Answer	N	Percent
Yes	111	88%
No	15	12%
Totals	126	100%

Table 2. What ages do you target?

Age	N	Percent
Children 12 and under	21	20%
Teenagers (13-17)	16	15%
Children and teenagers (17 and under)	60	57%
Other	9	8%
Totals	106	100%

Note. “Other” provided an open-ended response; “16 and older,” “K-12” and “all ages” were identified as “other.”

Table 3 shows the type of youth content published by newspapers. 105 newspapers publish a section in print, 101 newspapers integrate content in print, and 100 newspapers both integrate youth content in print and publish a section. Sixty-nine newspapers publish a section on the Web for youth content, 68 newspapers integrate youth content on the Web, and 60 newspapers integrate and have a special section on the Web.

Table 3. Types of youth content published

Where content is published	N	Percent
Page/section print	105	94%
Integrated print	101	90%
Page & integrated print	100	89%
Section web	69	62%
Integrated web	68	61%
Section & integrated web	60	54%

Results in Table 4 show slightly more than one out of four of the 134 newspapers use local young people to produce content for children and teenagers. This number holds regardless of the type of content, from a youth page or section in print (29%), to youth content integrated in the main newspaper (27%), to a section of the website targeting young readers (27%), and content targeting young readers integrated in the main website (27%). Respondents could check all the content strategies employed at their newspaper, so the number of responses per category exceeds the number of newspaper respondents. This suggests that some newspapers use a variety of strategies to attract young readers. For many newspapers, publishing content in a separate youth section is not an either/or proposition isolated from integrating youth content with the rest of the paper.

Table 4. Source of Youth Content (N = 134, respondents could select multiple answers)

	Page/Section in Print	Youth Content Staffing		
		Integrated in print	Section on web	Integrated on web
Staff Produced	25%	35%	42%	44%
N	(42)	(58)	(41)	(45)
Parent Co.	2%	1%	3%	4%
N	(3)	(2)	(3)	(4)
Syndicates	38%	32%	18%	19%
N	(64)	(53)	(17)	(19)
Local Young People	29%	27%	27%	26%
N	(49)	(45)	(26)	(27)
Other	6%	5%	9%	7%
N	(10)	(8)	(9)	(7)
Total	168	166	96	102

Table 4 also shows that newspapers are more likely to have staff working to produce youth content for the Internet than for print. Twenty-five percent of respondents have staff producing print youth sections compared to 42% with staff producing youth website sections. For newspapers that integrate youth content into the main paper, 35% use staff, compared to 44% of newspapers that use staff to produce youth content that is integrated into their websites. Respondents are much more likely to used syndicated content in print than online.

Table 5 shows respondents were experienced with youth content. Almost half of the 97 respondents who indicated the years they have been publishing content targeting young readers have published youth content for 10 or more years (46%). Only 20% of these respondents had published youth content for five years or less.

Table 5. Years publishing content targeting young readers

Years	N	Percent
Less than a year	0	0%
1 to 2 years	7	7%
2 to 5 years	13	13%
5-10 years	22	23%
More than 10 years	45	46%
Don't know	10	10%
Totals	97	99%

Resources

Newspapers in the survey are spending very little to attract children and teenagers. There were 84-86 respondents who answered questions about the amount of space and financial resources devoted to content for young readers. Of 86 newspapers publishing in print, 75 newspapers, or 87%, said they devote 10% or less of non-advertising space to content for youth. Of 81 newspapers publishing online, 72 newspapers, or 90%, of respondents devote 10% or less of their non-advertising space each week to content for young readers. A vast majority of respondents – 76 of 84- also said they devote 10% or less of their newsroom financial budget, their non-newsroom financial budget, and their total financial budget to producing youth content in print and online.

Some newspaper publishers say they have fewer resources to devote to efforts to attract young readers.

“Recent cutbacks have forced painful choices,” one publisher wrote in response to an open ended question. “One is that we have no one who has their total focus on driving youth

readership. It is part of a myriad of duties and so it gets the partial attention consistent with this scenario.”

Another publisher cited “dwindling total resources and the need to try and serve our core (older) readers while still providing something compelling to young, increasingly, web-oriented news and information consumers” as the “single most important issue” newspapers face attracting young readers to the print and online editions.

A third newspaper publisher has decided to focus the print newspaper on readers ages 50 to 90 rather than devote “much time and space” to attracting young readers.

“We no longer have the budget, staff or newsprint to try and be all things to all people in print,” the publisher wrote. “We have made some meager attempts at reaching young readers online, but that is mosting (sic) in the area of prep sports and photo galleries.”

Respondents cited top management as having the most influence shaping their strategy to attract young readers. Of the 81 respondents to this question, more than half, 53, stated the managing editor, editor or publisher had the most influence over strategy.

Table 6 shows results for the 93 and 86 newspapers, respectively, responding to questions about the number of fulltime and part time staffers producing youth content each week. The average newsroom staff, including employees who do not produce youth content, was 32 fulltime employees and 4 part time employees. On any given week, newspapers use a variety of staff to produce content targeting young readers, including editors, reporters, copy editors, and paid and unpaid stringers. The newspapers that use stringers 17 or younger on average used about 3 unpaid stringers. When these stringers were paid, newspapers used an average of 2. Newspapers don’t have any clear preference for paid or unpaid part timers, except when it comes to the young stringers. Young stringers are on average more likely to be unpaid than paid for

covering youth topics. However, the large standard deviations indicate considerable variation around these means.

Newspapers assign small numbers of full-time staffers to cover these topics, except for copy editing and reporters occasionally covering youth topics. This suggests that newspapers' full-time staff produce content targeting young readers as part of, but not all of their responsibilities.

Table 6: Number of Staff Members Producing Content Targeting Young Readers

Full Time Staff Position	Avg.	Part Time Staff Position	Avg.
Editors supervising lower level editors	1	Part-time editors working on youth content	1
Std. dev.	(1.064)		(.740)
Editors supervising reporters	1	Part-time reporters paid to cover youth topics	1
Std. dev.	(.913)		(2.383)
Editors supervising desk personnel	1	Paid adults such as school personnel or social workers covering youth topics	1
Std. dev.	(.754)		(1.078)
Copy editors	2	Unpaid adults such as school personnel or social workers covering youth topics	1
Std. dev.	(1.688)		(2.021)
Reporters covering youth topics fulltime	1	Paid stringers 17 or younger covering youth topics	2
Std. dev.	(1.557)		(5.897)
Reporters occasionally covering youth topics	2	Unpaid stringers 17 or younger covering youth topics	3
Std. dev.	(1.912)		(8.313)
Other	3	Other	0
Std. dev.	(5.948)		(.267)
Total full-time newsroom staff ^a	32	Total part-time newsroom staff ^a	4
Std. dev.	(35.829)		(5.824)

^a Includes staff who do not produce youth content

Note. The averages of full time staff are based on 92 responses. The averages of part time staff is based on 86 responses.

Strategy

One hundred and one respondents completed the entire questionnaire. For 99 of these newspaper publishers, the Web is the answer to attracting young readers. A majority of publishers consider it important to attract children and/or teenagers to the online edition of the newspaper. Respondents were asked to rate on a scale of 1 to 5 the importance of attracting young readers to their newspaper editions, with 1 representing “not important” and 5 representing “very important.” A Likert scale by definition is a summary measure. When all responses were summed, the average response was higher than 3, both in print and online (see Table 7). This suggests that publishers think it’s important to attract young readers. The closer the average is to 5, the more important they think it is. Publishers on average rated the importance of attracting young readers to the print edition a 3.76 on the 5-point Likert scale, with a standard deviation of 1.06. Publishers on average rated the importance of attracting young readers to the online edition a 4.21 on the 5-point Likert-scale, with a standard deviation of 1.008. The higher average on the online scale compared to the print scale indicates publishers consider it more important to attract young readers online than print. There is not a lot of variance, which indicates more consensus. When the variance is factored in, almost all of the publishers still consider attracting young readers to the online editions important, whereas some publishers consider attracting young readers to the print edition as unimportant (see Table 7).

Table 7: Importance of attracting young readers to newspaper editions.

1 = not important, 5 = very important		
Question	Average	Std. dev.
Importance of attracting readers to print edition N = 99	3.76	1.060
Importance of attracting readers to online edition N = 98	4.21	1.008

These responses are consistent with responses reported in Table 4 showing newspaper publishers are investing more resources in producing youth content on the Web than in print. Results in Table 8 show publishers in the survey have seen results, but only online. A majority of respondents (56%) indicate that over the last five years the number of children and/or teenagers reading the online edition has grown. Another 19% say readership has stayed about the same. A significant number of publishers, 24%, did not know how their online readership has changed.

Only 8% of newspapers surveyed say that the number of children and/or teenagers reading the print edition has grown. Almost one third of publishers (32%) reported print readership among children and teenagers has declined over the past five years. However, almost half (46%) say it has stayed the same.

Table 8: 5-year changes in youth readership

Edition	Growing	Declining	About the same	Don't know	Total
Print	8%	32%	46%	14%	100%
N	8	32	45	14	99
Online	56%	1%	19%	24%	100%
N	56	2	19	24	100

Note. Publishers said their knowledge of readership came from circulation figures (21%), web use statistics (24%), newspaper demographic data (15%), readership surveys (17%) and personal knowledge (21%).

One publisher responding to the open ended question about problems attracting young readers wrote, “Young people don’t read the newspaper, they look to the Internet for their information. Newspapers need to figure out how to attract young people to their Internet sites. Also....young people for the most part are not interested in real news. They want to be entertained not informed.”

Thirty-three out of 83 newspaper publishers who answered the open ended question cited the Internet, technology and changes in communication patterns as “the single most important issue” newspapers face attracting young readers to the print and online editions.

“I believe the single most important issue facing print editions is the change in communication technology and the means by which today's youth seek information and connect with their peers,” one publisher wrote. “Online editions may fare better if the content available is of particular interest. Here, however, younger readers have a wide variety of sources to surf in their attempts to satisfy their needs. Our dead wood editions are not appealing to younger readers because of their evolving electronic communication habits. At this point content doesn't really matter. And NIE (newspaper in education) programs don't make any impact because newspapers are viewed more as old communication devices.”

Another publisher predicted that the print version of newspapers “will cease to exist, except in small pockets of population, in the next five to seven years.”

“Without consistent print products in front of students, that attrition of print readers will diminish even faster,” the publisher wrote.

Another newspaper publisher wrote that “much like online companies, who continually refine product offerings, we need to leap out of our comfort zone and throw new products out to the market place and see what ‘sticks’.” “It is easier to lead older readers to young content than it is to lead younger readers to older content,” the publisher wrote.

Again and again, publishers cited a need to increase their online presence and efforts to attract young readers on the Internet.

“Online areas certainly make more sense and should be explored further,” one publisher wrote. “Young readers go online much more than the print product,” wrote a second publisher. “Young readers are getting most of their news from the Internet,” wrote a third publisher.

“We are not making large efforts to attract young readers to our print titles,” wrote a fourth publisher. “We believe that younger consumers are more attracted to digital sites. We are

investing in sites that enable readers to not just be passive consumers, but engage their participation.”

Newspapers “should be on the forefront of Web innovation- they should be leading the pack,” wrote another publisher.

Another newspaper publisher wrote that newspapers must offer different content online.

“Until the newspaper industry understands and learns that it cannot use a web site as simply a place to ‘hang the paper’ and ‘try and sell some ads’ it will never transition into the Internet and blogosphere world successfully,” the publisher wrote. “Newspaper Internet sites have to have their own editors that are in as much competition with the printed product as anyone else is and are not so much ‘gate-keepers’ of information but facilitators.”

One newspaper publisher said the paper’s digital efforts to attract young readers are working.

“The printed newspaper is becoming a dinosaur and has already lost the young audience who can get the information they want much easier and faster through electronic media and the Internet,” the publisher wrote. “They have a need for ‘instant gratification’ which drives them to find ways to get what they want, right now. At this time we see no reason to try to bring those kids back to the printed page unless there is a wholesale lifestyle change in the younger age group in the country. That isn’t likely. The Internet and other electronic media are a different matter. We can provide the ‘instant gratification’ through constantly updated websites that include information young people want, presented in an abbreviated style. We are doing that with our website that includes local school sports information, movie schedules, concert information, etc. We are also doing it through our Direct Connection (sic) to cell phones where we offer a number of services branded with our name and sponsored.”

Youth Advertising Overview

One hundred and one publishers answered a question asking if they sell advertising that targets young readers. Most of these respondents (81, or 80%) answered yes, and the rest said no. Half of the respondents answering yes, or 40, reported youth-targeted advertising appears weekly in their newspaper.

One respondent who answered yes did not answer two other questions about advertising. Results in Table 9 show 51, or 65%, of the remaining 79 respondents get the majority of their youth-oriented advertising from local retail stores. National retail is a distant second, with 12 or 15% listing that as their major source of youth ads.

Table 9. Major source of youth advertising

Ad Source	N	Percent
National retail	12	15%
Local retail	51	65%
Local classified	4	5%
Other	5	6%
Don't know	7	9%
Total	79	100%

However, results in Table 10 show revenue from ads targeting young people does not pay for content at 47 newspapers, or 60% of newspapers responding to these questions. Of the remaining newspapers, 16 newspapers, or 20%, reported advertising pays these costs while 9 newspapers, or 11%, reported advertising more than pays these costs.

Table 10: Do ads targeting young people pay for content targeting young people?

Answer	N	Percent
Does not pay for the cost of the content	47	60%
Pays for the cost of the content	16	20%
More than pays for the cost of the content	9	11%
Don't publish content targeting young people	7	9%
Totals	79	100%

Hypotheses

The first hypothesis stated that newspapers with youth content will have more growth in young readers than newspapers without youth content. The descriptive results in Table 9 showed newspapers with youth content were growing in young readers online, which did support the hypothesis. To formally test this hypothesis, a crosstabulation was run between two questions. The first asked if the newspaper publishes content for children and/or teenagers. The second asked about changes in readership.

Results in Table 11 show 86 newspapers that publish youth content, and 9.3% reported growth in youth readership over the past five years. There were 13 newspapers that do not publish youth content, and none reported growth in youth readership. A smaller percentage of newspapers that publish youth content reported declines in readership (30.2%) than the percentage of newspapers that do not publish content for youth (46.2%). A standard Chi Square test of these differences could not be conducted because some cells have fewer than the minimum of 5 required cases.

Results in Table 12 show 87 newspapers published youth content online, and 53% reported growth in youth readership over the last five years. For the 13 newspapers that do not

publish content online, 77% reported growth in youth readership. Newspapers with and without youth content reported basically no declines in youth readership online. A slightly higher percentage of newspapers with youth content (20%) reported youth readership online “stayed about the same” compared to newspapers without youth content (15%). A standard Chi Square test of these differences again could not be conducted because some cells have fewer than the minimum of 5 required cases.

Table 11: Change in Youth Readership in the Print Edition over the Past 5 Years

Publish Content	Growing	Declining	About the Same	Don't Know	Total
Yes	9%	30%	45%	16%	100%
N	8	26	39	13	86
No	0%	46%	46%	8%	100%
N	0	6	6	1	13
TOTAL	8%	32%	46%	14%	100%
N	8	32	45	14	99

Table 12: Change in Youth Readership in the Online Edition over the Past 5 Years

Publish Content	Growing	Declining	About the Same	Don't Know	Total
Yes	53%	1%	20%	26%	100%
N	46	1	17	23	87
No	77%	0%	15%	8%	100%
N	10	0	2	1	13
TOTAL	56%	1%	19%	24%	100%
N	56	1	19	24	100

The second hypothesis states newspapers that invest more resources in attracting young readers will have higher quality youth content than other newspapers that invest fewer resources. Measuring the quality of content, however, is beyond the scope of this research. Instead, amount of content was examined by creating a “high-low” matrix of youth content. To examine this relationship between resources and amount of content, a new variable was created based on

respondents' answers to all 4 questions pertaining to types of youth content offered – (1) in a print section, (2) integrated in print, (3) in a web section, and (4) integrated on the web. (With subsections a total of 20 “clicks” was possible responding to these questions.) If respondents reported publishing a type of content, such as a staff-produced youth section, the answer was coded as a 1. If they did not report publishing that type of content, the answer was coded as 0.

Answers to the four content questions were summed for each respondent and divided by the number of questions to produce a mean. These individual means were then compared to the mean number of types of content for the entire sample, which was 4.

Newspapers that exceeded the sample mean were considered to have a “high” level of youth content, while newspapers at or below the mean were considered to have a “low” level of youth content. As a whole, 64, or 57% of the respondents had “low” levels of youth content, while 48, or 43% of respondents were considered to have “high” levels of youth content.

These categories were used to compare newspapers by answers to resource questions. The first resource question asked about the percentage of the newspaper's budget spent on producing content for youth. This was a three part question, asking about newsroom, non-newsroom, and total spending. For each part respondents could select 0-5%, 6-10%, and so on (see Appendix D). However, an overwhelming majority of respondents reported spending less than 10% in all three budget categories.

Therefore, the questions in Table 6 about staff resources were deemed to be a better measure of resources. These questions asked respondents for the total number of full or part-time staff producing youth content. There were 7 categories for full time, and 7 categories for part time.

Each response was classified based on the mean number of staff for all responses in each of the 14 categories. If a response was at or below the mean for that category, it was recoded as a “1” for “low” resource. If an item was above the mean it was recoded as a “2” for a “high” resource. The new measures were then summed and divided to create an overall mean. This overall mean was used to classify respondents as overall “high” staff resources and “low” staff resources. For the overall classifications, 64, or 69% of respondents had “low” staff resources, while 29, or 31% of respondents had “high” staff resources.

To test the hypothesis about resources and readers, the high-low content variable was crosstabulated with high-low staff resources. More newspapers that devoted a high level of resources to youth content had “high” levels of youth content (59%) than newspapers with “low” levels of youth resources (45%). Conversely, more newspapers that invested a “low” level of resources (55%) had a “low” level of youth content than newspapers that invested a “high” level of resources (42%). (see Table 13).

Table 13: Youth Content Level Crosstab with Level of Staff Resources

	Low Content	High Content	Total
Low Resources	55%	45%	100%
N	35	29	64
High Resources	42%	59%	101%
N	12	17	29
TOTAL	51%	50%	101%
N	47	46	93

The third hypothesis stated newspapers that produce their own youth content will have more young readers than newspapers that use syndicates for youth content.

To test this hypothesis, a separate variable was created using answers to four questions about content creation. These questions asked if newspapers produced their own youth content

using a staff or area young people, or if newspapers instead purchased content from syndicates. The researcher planned to code answers into three categories - respondents who only selected types of content that they produce, respondents who only selected types of content provided by syndicates, and respondents who selected both types of content. However, none of the newspaper publishers surveyed said they use syndicates alone for youth content. Therefore, this hypothesis is impossible to test.

The researcher instead examined the relationship between newspapers that produce their own youth content and newspapers that produce content and use syndication. The creation of a hypothesis to fit the data would be ad hoc, and violate basic rules for theory-based research. Therefore, the analysis simply reports a relationship in the data that will be discussed in the conclusions.

Results in Table 14 show 66 newspapers produce their own content, and 20 use staff and syndicates to produce youth content. The percentage of newspapers reporting growth in youth readership was almost identical for both groups (10% versus 9%). This was also the case for the percentage of newspapers in both groups reporting a decline in youth readership (30% versus 32%). These differences of 1-2 percentage points are so small that it's inconclusive. The margin of error alone would exceed the fluctuation either way. A standard Chi Square test of these differences could not be conducted because some cells have fewer than the minimum of 5 required cases.

Results in Table 15 show 67 newspapers use staff to produce online content, and 20 newspapers use staff and syndicates. A higher percentage of newspapers that use only staff (58%) reported growth in youth readership compared with newspapers using staff and syndicates (40%).. No newspapers that produce their own content reported a decline in youth readership on

the web, while 5% of newspapers that use staff and syndicates report a decline. Twenty-one percent of newspapers that produce their own youth content reported youth readership has stayed about the same over the past 5 years, compared to 15% of newspapers that use staff and syndicates (see Table 15). A standard Chi Square test of these differences again could not be conducted because some cells have fewer than the minimum of 5 required cases.

The data do show a higher percentage of newspapers that publish their own youth content report growth in readership online compared to those that publish their own content along with use of syndicated materials.

Table 14: Print Readership Changes over the Past 5 Years By Content Types

	Growing	Declining	Stayed About the Same	Don't Know	Total
Produce Own Content	9%	32%	47%	12%	100%
N	6	21	31	8	66
Produce Own Content Plus Use Syndicates	10%	30%	40%	20%	100%
N	2	6	8	4	20
TOTAL	8	27	39	12	86
N	9%	31%	45%	14%	99%

Table 15: Online Readership Changes over the Past 5 Years By Content Types

	Growing	Declining	Stayed About the Same	Don't Know	Total
Produce Own Content	58%	0%	21%	21%	100%
N	39	0	14	14	67
Produce Own Content Plus Use Syndicates	40%	5%	15%	40%	100%
N	8	1	3	8	20
TOTAL	54%	1%	20%	25%	100%
N	47	1	17	22	87

The fourth hypothesis stated newspapers with youth products will attract more frequent youth-directed advertising than newspapers without youth products.

This analysis categorized respondents using answers to 5 questions. The first two asked if respondents “publish a page or section targeting young readers” in print, and if respondents have a section of their website that targets young readers. Respondents who answered yes to either question were placed in one category. The next two questions asked whether respondents integrated youth content into the main paper or website. Respondents who indicated they published integrated youth content in print or on the web were categorized as not having a separate youth product.

The two categories of respondents were then cross tabulated with responses to the question about how often they publish youth directed ads. The question asked about how often youth-directed advertising appears in the newspaper but did not specify a location (so it’s unclear from the data whether youth-directed advertising appears alongside youth content). The frequency question ranges from daily to monthly. A standard Chi Square test of these differences could not be conducted because some cells have fewer than the minimum of 5 required cases. The data show the percentage of newspapers that publish a youth section is higher for daily and monthly publication of youth directed advertising compared to newspapers that do not have a youth section (see Table 16).

Table 16: Crosstab Advertising Frequency with Publish Youth Section

Publish Youth Section?	Daily	Weekly	Monthly	Other	Total
Yes	24%	50%	15%	12%	100%
N	16	34	10	8	68
No	17%	50%	0%	33%	100%
N	2	6	0	4	12
TOTAL	23%	50%	13%	15%	100%
N	18	40	10	12	80

Note. Location of advertising was not specified.

CHAPTER 5

DISCUSSION

Preface

When The (Raleigh, N.C.) *News & Observer* began a teen section 13 years ago it did so on the World Wide Web. A print page followed a few years later, but both products eventually ceased publication. The author hopes that the same trend does not happen today in reverse order. Many newspapers with youth content began their efforts in print. Now, most newspaper publishers surveyed in this study indicate the Web is priority No. 1 when it comes to attracting young readers. Some newspapers have eliminated print efforts to attract youth altogether. Whether that action will ultimately signal the end of efforts in print to attract young readers remains to be seen, and is beyond the purview of this research. This nationwide survey of U.S. daily newspaper publishers was an initial effort to determine some of the strategies, resources and content newspapers are using to attract children and teenagers in print and on the Web.

Overview of the Study

This study offers an initial foray into youth newspaper content using economics and management theories. The “2008 National Newspaper Youth Content Survey” is one of the first efforts at a theoretically-driven, nationwide survey examining newspapers’ efforts to attract young readers. The 134 newspaper publishers who responded represent a relatively small number of the more than 1,125 dailies contacted, but the study still yields important insights.

The study proposed a model for youth news investment that identified causal relationships. No tests for causality were conducted in this research, but the model offers a foundation for additional studies.

Like all surveys, there are limitations to this study. The small sample size means that the findings can not be generalized to the entire population of dailies. Also, the small numbers make it hard for any statistical test to indicate that differences are significant. There might be real differences, but the small groups are not large enough to reveal them. Because Chi-square tests require a minimum of five responses per cell, statistical tests could not be run on the crosstabulated data. Also, as this is the first time the model of youth news investment has been developed, further testing and discussion on the model is needed, welcomed and encouraged.

Conclusion and Recommendations

The pattern in most of the findings support the existing RBV and financial commitment theories. The pattern suggests higher percentages of surveyed newspapers that have printed youth content enjoy growth in youth readership than surveyed newspapers without youth content. Higher percentages of surveyed newspapers that invest more resources have more youth content than newspapers investing fewer resources. Higher percentages of surveyed newspapers with youth products also attract more frequent youth-directed advertising than surveyed newspapers without youth products. Statistical tests of these differences were not conducted, but the patterns in the data matched the researcher's theory-based predictions. These results indicate only weak support for the hypotheses. Another study with a large enough sample is needed to see if the weak patterns can be supported.

The newspapers surveyed clearly are not allotting a lot of money or space to youth content now. Responses to staffing questions show newspaper publishers are willing, however, to allot personnel to create youth content. That's a good first step. But it's just that—a first step. Advertisers are demanding access to young consumers. But they're not convinced that newspapers are providing that access. Newspaper staffs must create content that is exciting and enticing to young readers. Only then will young readers flock to the pages and websites of newspapers. And only then will newspapers be an attractive medium to advertisers.

Patterns in the findings suggest there are ample untapped opportunities for newspapers to attracting more youth-directed advertising. The finding that the majority of surveyed newspapers' youth-oriented advertising comes from local retail advertising supports and confirms findings from the NAA Foundation's earlier Teen\$eek experiments (Eaton, 2003). If selling local retail youth-oriented advertising is an established strength, as it appears to be, newspapers should build it up. Newspapers could use many of the same tracking techniques they already say they use to track youth readership in order to sell local ads. Newspapers could also use partnerships with search engines, like the one several companies recently established with Yahoo, to increase local ad sales online. Then they could try and extend their reach to national ads.

Newspapers participating in the Teen\$eek experiments also had little success selling national advertising, but the current research suggests that is a market with lots of unrealized potential. Results in this study show that participating newspaper managers are able to better track youth readership on the Internet. Twenty-four percent of managers surveyed say their knowledge of change in youth readership comes from web statistics. Other newspaper managers say they use circulation figures, demographic data, readership surveys and personal knowledge

to track youth readership. For newspapers, the challenge is to determine which products will appeal to teenagers, use research and tracking software to test whether the products are working and then sell the young readers to the advertisers. If newspapers can show that youth are reading their products, even niche products in print or online, then they could attempt to attract national retail advertisers.

National and local ad markets are two different areas, of course. Newspapers in the survey are having some success in local retail markets. There is an obvious push for youth from retail advertisers at the national level, but appears to be either a lack of interest in targeting youth through newspapers or a lack of effort by newspapers to target national advertisers. Perhaps a push or targeted effort to “sell” newspapers’ youth market and potential among youth could pick up additional national ads for newspapers.

Nevertheless newspaper publishers, particularly those who have published youth content for a decade or longer, obviously regard youth content as a valuable portion of the newspaper. Even if the youth content is not viewed as a profit center, newspapers with longstanding youth content have kept the ventures going.

However, responses to open ended questions show some publishers have watched more and more of their profit margins eaten away and said they are so constrained by the economic landscape they can’t afford to develop efforts to attract new readers. This could be a mistake. Positive results are not likely to happen without action. Inaction, however, will likely lead to loss in readership among young readers, not gains.

The research also confirms that many newspaper publishers recognize the tough choices that are made in resource allocation and that most newspapers are only investing a small

percentage, 10% or less, of their budgets toward youth. This seems unwise because attracting new readers may be the most important strategy for long-term sustainability.

Newspapers should view efforts to attract young readers as a long-term investment rather than a short-term one. Making a more substantial investment in youth now could pay dividends in the future.

Implications of study for newspaper strategy

This study raises two important questions for newspaper publishers: 1) Can the production of youth content lead to a rare, hard to imitate resource for newspapers? and 2) Will increasing the number of newspaper resources improve the paper's performance in trying to reach young audiences? The research, in accordance with the theoretical perspectives, suggests the answer to both of those questions is a resounding yes.

The patterns in the research findings strongly suggest that children and teenagers themselves may be the most valuable resource that surveyed newspapers have for attracting young readers. Newspapers that use area children and teenagers to produce content tend to have more resources devoted to producing youth content. The knowledge and skills these young people have helps newspaper create a hard to imitate competitive advantage. After all, no one knows youth readers and youth audiences like the youth themselves. As already noted, newspapers that attract young readers have been successful at attracting local advertisers.

Newspapers must devote resources to creating or acquiring content that will attract young people in order to create competitive advantages that are unique and cannot be imitated. Newspapers that acquire young audiences may differentiate themselves in an increasingly competitive environment. The hard to imitate resources a newspaper can create are two-fold:

content and audience. The research suggests that you can't have one without the other. If newspapers don't offer content for youth, youth simply will not read the newspaper.

Newspapers that use their staffs, or local youth, to produce content offer a unique product that is difficult for competitors to imitate. Local youth content is unique, as opposed to syndicated features like comics and funnies that every newspaper across the country use.

Clearly, however, content creation requires a commitment, financially and strategically. Employing local youth can offer an affordable staffing option. More newspapers surveyed used unpaid youth to produce content than paid youth. Few newspapers have truly made a full-time commitment to attracting young readers, one that presumably requires more financial resources than using part-timers. Increasing resources should lead to increased performance in trying to reach young audiences. Performance can be measured by a variety of factors, but for the purposes of this study, readership and advertising were used as measures for performance. The research demonstrates that an increase in resources devoted to youth can lead to growth in youth readership and more frequent youth advertising. Therefore, newspapers should devote more resources to youth content.

Future areas for research

More empirical research is needed, however, from the academy as well as the industry. Now that some of the resource allocation and strategic goals of some newspaper managers are known, another research possibility is to ask teenagers their thoughts about these efforts to attract them. Another fruitful area of future research is to extend this study beyond the United States. Newspaper managers here and beyond grappling with efforts to attract young readers could benefit from insights from other countries which face similar declines in readerships.

Future research could also help tell whether abandoning print is the “right” move for newspaper managers. A useful study would compare newspapers that employ a variety of strategies (print-only youth strategy, web-only youth strategy and print-web youth strategy). Future studies that examine other benefits of having youth content and using youth to create content could also prove beneficial. Anecdotal evidence suggests newspapers gain some other forms of the “return on investment” in youth, such as developing future journalists, beyond gains in readers and advertisers.

Significance

The findings from this survey could be of some use to newspaper managers, particularly publishers, as they set short and long-term strategic goals and allocate resources toward youth content in the future.

If causal relationships can be determined by future research using this study’s model, then managers can, and should, invest more resources (staff, money, space) to youth content in order to have greater youth content, which can grow readership and potentially attract advertisers.

Summary

This study, a theoretically-driven, nationwide survey of U.S. daily newspaper publishers, looked at the issue of “youth content” from a management and economics perspective focusing on resources. While the sample was small, response rate low, and the findings ungeneralizable, the study is largely consistent with the RBV and financial commitment theories albeit with weak statistical support. Of the newspapers surveyed, publishers have placed a higher priority in

attracting children and teenagers to the Web than in print. Findings suggest that a greater investment in resources for attracting youth can produce more content that appeals to youth and potentially lead to more frequent youth oriented advertising.

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APPENDICES

Appendix A: Advance Recruitment Letter

Dear _____

I'd like to tap into your unique knowledge of the newspaper industry for research examining newspapers' efforts to attract young readers. I'll be e-mailing a survey to you in the next two weeks asking about your paper's efforts to attract young readers. Or if you prefer, you can follow the link below to access the survey now. Just use the password and code to log on.

This confidential survey, sponsored by the Cox Institute for Newspaper Management Studies at the University of Georgia, may help the industry understand measures newspapers have taken to grow youth readership. The survey will also help me complete my master's degree. This voluntary survey will take about 5-10 minutes of your time.

You were selected from listings of newspaper publishers in the 2008 Bacon's Newspaper Directory. I hope you will participate and share insight that only you can provide. On behalf of the Cox Institute for Newspaper Management Studies, I thank you.

<https://src.ibr.uga.edu/youth>
Password/CODE INFO HERE

Geoffrey M. Graybeal
Project Director
2008 National Newspaper Youth Content Survey
Cox Institute for Newspaper Management Studies
Grady College of Journalism & Mass Communication
University of Georgia
graybs@uga.edu
(919)260-0224

Appendix B: Followup Email

Dear _____,

You should have recently received an e-mail link to the 2008 Newspaper Youth Content Survey. I hope you will take the time to share your knowledge of your newspaper's efforts to attract young readers by completing the survey as soon as possible. Please let me know if you did not receive the e-mail using the contact information below.

If you have already completed the survey, please ignore this reminder.

Thank you.

Geoffrey M. Graybeal
Project Director
2008 National Newspaper Youth Content Survey
Cox Institute for Newspaper Management Studies
Grady College of Journalism & Mass Communication
University of Georgia
graybs@uga.edu; (919)260-0224

Appendix C: Email Letter and Consent Information

Dear _____ :

I am requesting your help completing a survey asking about newspapers' efforts to grow youth readership. Results from this confidential survey may help the industry understand the extent and results of those efforts at newspapers across the United States. For this reason, the survey is sponsored by the Cox Institute for Newspaper Management Studies at the University of Georgia. The survey will also help me complete my master's degree.

This voluntary survey will take about 5-10 minutes of your time. In return for your participation, I'd be delighted to send you a report detailing the findings. You can request the copy at the end of the questionnaire. You can refuse to participate or discontinue your participation at any time without penalty or loss of benefits to which you are otherwise entitled.

CONSENT INFORMATION

All of the information you provide will be kept strictly confidential. We will not ask your name. While we hope you will answer all questions, you may skip individual questions. The results of the research may be published, but your name and that of your newspaper will not be used. The published results will be presented in summary form only. Individual answers to the questionnaire will be kept confidential—results will only be disclosed in the aggregate. Information linking individual newspapers and respondents to questionnaires will be kept confidential until the end of the research project, when this information will be destroyed. There are no known risks or discomforts associated with this research.

I can ensure confidentiality of participants by utilizing standard confidentiality procedures during the completion of the final report. However, technology limits the degree of confidentiality that can be guaranteed. The web site and its associated server have been secured for privacy. However, Internet communications are insecure, thus prohibiting a "guarantee."

If you have any questions about this survey, you can call me on my cell phone 919-260-0224 or email me at graybs@uga.edu. You can also contact Associate Professor Hugh J. Martin, at 706-542-5033, or by e-mail at hjmartin@uga.edu. Any questions or problems regarding your rights as a research participant should be addressed to The Chairperson, Institutional Review Board, University of Georgia, 612 Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411; Telephone (706) 542-3199; E-Mail Address IRB@uga.edu

By completing this survey, you are agreeing to participate in the research. Please click on the link below:

<https://src.ibr.uga.edu/youthnewssurvey>

Thank you for your consideration!

Sincerely,

[Geoffrey M. Graybeal]
MA student
Grady College of Journalism and Mass Communication
The University of Georgia
120 Hooper Street
Athens, GA 30602-3018

Appendix D: Final Survey

Thank you for participating in this survey examining efforts to attract young readers. To start, I'd like to ask about content for children (12 and under) and/or teenagers (13 to 17) in the print and online editions of your newspaper.

SECTION 1. CONTENT

1. Do you publish content for children and/or teenagers in either your main newspaper or in a special product?

Yes (please move to question 2)

No (please skip to Section 4)

2. What ages do you target? Select the most applicable category.

Children 12 and under

Teenagers (13-17)

Children and teenagers (17 and under)

Other _____

3. This group of questions asks where content is published for children and or/teenagers, and who produces it. Please answer only sections that apply to your newspaper. Do not include syndicated comics or funnies that appear regularly on your funnies page. For each section, please mark all that apply.

If you publish a page or section targeting young readers mark all that apply:

Content in the page or section is produced by the staff of my newspaper

Content in the page or section is produced by the parent company that owns my newspaper

Content in the page or section is purchased from syndicates

Content in the page or section is produced by local young people

Other content. Please describe in the space below

If content targeting young readers is integrated in the main paper mark all that apply:

Integrated content is produced by the staff of my newspaper

Integrated content is produced by the parent company that owns my newspaper

Integrated content is purchased from syndicates

Integrated content is produced by local young people

Other content. Please describe in the space below

If a section of your website targets young readers mark all that apply:

Content in the section is produced by the staff of my newspaper

Content in the section is produced by the parent company that owns my newspaper

Content in the section is purchased from syndicates

Content in the section is produced by local young people

Other content. Please describe in the space below

If content targeting young readers is integrated in the main website, mark all that apply:

Integrated content is produced by the staff of my newspaper

Integrated content is produced by the parent company that owns my newspaper

Integrated content is purchased from syndicates

Integrated content is produced by local young people

Other content. Please describe in the space below

4. How many years have you published content targeting young readers?

Less than a year

1-2 years

2-5 years

5-10 years

More than 10 years

Don't Know

5. If you buy youth content from a syndicate or syndicates please indicate how many syndicates you subscribe to: ____

Now, I'd like to ask you about comic strips and funnies.

6. Do syndicated comic strips and funnies regularly appear in your newspaper?

YES

NO

7. How important do you consider comic strips and funnies for attracting children and/or teenagers to your newspaper?

They are one of several types of content we use to attract young readers

They are the primary type of content we use to attract young readers

They are not important for attracting young readers

Don't Know

Please do not include the comics or funnies when you answer the remaining questions in the survey

SECTION 2. STAFF RESOURCES USED TO PRODUCE CONTENT

This next section concerns staff resources for producing content for teenagers and/or children in print and online. Please answer only questions that apply to your newspaper.

1. In an average week, how many full-time staff members produce content targeting young readers? Please fill in the number of staffers for all categories that apply.

Number of senior editors supervising other lower level editors ____

Number of editors who directly supervise reporters ____

Number of editors who directly supervise desk personnel ____

Number of copy editors ____

Number of reporters covering youth topics full time _____
 Number of reporters covering youth topics occasionally as part of their general
 duties _____
 Number of other staffers (please explain) _____

2. What is the total number of full-time newsroom staff at your newspaper? ____

3. In an average week, how many part time staff members and/or free lance employees produce content targeting young readers? Please fill in the number for all the categories that apply.

Number of part-time editors who work on youth content _____
 Number of part-time adult reporters, such as stringers or free lancers, paid to cover youth topics _____
 Number of other adult contributors, such as school personnel or social workers, paid to cover youth topics _____
 Number of unpaid adult contributors, such as school personnel or social workers, who cover youth topics _____
 Number of stringers 17 or younger paid to cover youth topics _____
 Number of unpaid stringers 17 or younger covering youth topics _____
 Number of others (please explain) _____

4. What is the total number of part-time newsroom staff at your paper? ____

SECTION 3. FINANCIAL RESOURCES USED TO PRODUCE CONTENT

These next questions ask about space and financial resource for producing content targeting young readers. Again, please do not include comics or funnies in your answers.

1. Please estimate the percent of non-advertising space in the PRINT edition of your newspaper that is devoted each week to youth content.

0-5 % 6-10% 11-15 % 16-20 % 21-25 % 26-30 % 31-35 % 36-40% 41-45% 46-50% More than 50%e

2. Please estimate the percent of non-advertising space in the ONLINE edition of your newspaper that is devoted each week to youth content.

0-5 % 6-10% 11-15 % 16-20 % 21-25 % 26-30 % 31-35 % 36-40% 41-45% 46-50% More than 50%e

3. Please estimate what percent of these budget categories is spent on youth content. For each category please include print and online:

The NEWSROOM financial budget

0-5 % 6-10% 11-15 % 16-20 % 21-25 % 26-30 % 31-35 % 36-40% 41-45% 46-50% More than 50%e

NON-NEWSROOM financial budget (circulation, marketing, etc.)

0-5 % 6-10% 11-15 % 16-20 % 21-25 % 26-30 % 31-35 % 36-40% 41-45% 46-50% More than 50%e

Thank you. The next section concerns your newspaper's strategy for attracting young readers.

SECTION 4. STRATEGIES FOR ATTRACTING YOUNG READERS

Please answer these questions even if you do not publish content that specifically targets young readers. Select "Not Applicable (N/A)" if the choice does not apply to your newspaper.

1. Please rate the importance of attracting young readers to respective editions of your newspaper using a scale of 1 to 5, with 1 meaning "Not Important" and 5 meaning "Very Important."

.

Not Important

Very Important

Importance of attracting teenagers and/ or children to the print edition 1 2 3 4 5 N/A

Importance of attracting teenagers and or/children to the online edition 1 2 3 4 5 N/A

2. What is the title of the person who has the most influence shaping the strategy to attract youth at your newspaper? _____

3. What do you think is the single most important issue newspapers face attracting young readers to their print and online editions? Please explain.

Thank you. There are just a few more questions. Next I'd like to ask about readership and advertising. Again, don't include comics or funnies in your answers.

SECTION 5. IMPACT ON READERS AND ADVERTISERS

1. To the best of your knowledge, how has readership at your newspaper changed over the past five years for each of the following groups:

		Growing	Declining	Stayed About the Same	Don't Know
a.	Teenagers and or/children reading the print edition	_____	_____	_____	_____
b.	Teenagers and/or children reading the online edition	_____	_____	_____	_____

2. Answers to the previous questions are based on ? (Please mark all that apply)

- Circulation figures
- Web use statistics
- Newspaper demographic data
- Readership survey
- Personal knowledge
- Other (please explain)

We're nearing completion. I'd like to ask now about youth advertising.

3. Does your newspaper sell advertising to retailers who target children and teenagers?

- YES (Please go to next question)
- NO (Please go to section 6)

4. How often does advertising targeting young readers appear in your newspaper?

Daily

Weekly

Monthly

Other (please explain)

5. Please estimate what percent of all advertising in the average month targets children and/or teenagers.

0-5 % 6-10% 11-15 % 16-20 % 21-25 % 26-30 % 31-35 % 36-50 % 41-45 % 45-50 % **Don't Know**

6. Please select the one category that includes the majority of your youth advertising.

National retail

Local retail

Local classified

Other_____

Don't Know

N/A

7. Does revenue from advertising targeting young people pay for content targeting young people? Please select the appropriate response:

Revenue from advertising targeting young people does not pay for the cost of the content

Revenue from advertising targeting young people pays for the cost of the content

Revenue from advertising targeting young people more than pays for the cost of the content

We don't publish content targeting young people.

The next section is the last.

SECTION 6 DEMOGRAPHICS

1. Please identify your gender.

Male

Female

Other

2. What year were you born?

3. What is the average daily paid circulation of your newspaper?

4. Would you like to receive a copy of the survey findings?

YES

NO

If yes, please list an address to send the report.

This concludes our survey. THANK YOU for your participation! Your answers are extremely important and much appreciated.

Appendix E: Pilot Survey Letter

March 13, 2008

Address

Dear :

I am a graduate student under the direction of Associate Professor Hugh J. Martin in the Grady College of Journalism and Mass Communication at The University of Georgia. I am conducting a pilot research study and I am requesting you to participate by completing a scientific survey that includes questions about your newspaper's efforts to attract young readers. This confidential survey may help the media industry understand measures newspapers have taken to grow youth readership. This voluntary survey will take about 20 minutes of your time. You may refuse to participate or discontinue your participation at anytime without penalty or loss of benefits to which you are otherwise entitled.

All of the information you provide will be kept strictly confidential. We will not ask your name. While we hope you will answer all questions, you may skip individual questions. The results of the research study may be published, but your name and that of your newspaper will not be used. In fact, the published results will be presented in summary form only. Individual answers to the questionnaire will be kept confidential -- results will only be disclosed in the aggregate. Information linking individual newspapers and respondents to questionnaires will be kept confidential until the end of the research project, when this information will be destroyed.

The findings from this project may provide information on successful strategies newspapers across the country have used to attract young readers, which should benefit the industry as a whole. There are no known risks or discomforts associated with this research.

If you have any questions about this survey, you can call me on my cell phone 919-260-0224 or email me at graybs@uga.edu. You can also contact my professor, Dr. Hugh J. Martin, at 706-542-5033, or by e-mail at hjmartin@uga.edu. Any questions or problems regarding your rights as a research participant should be addressed to The Chairperson, Institutional Review Board, University of Georgia, 612 Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411; Telephone (706) 542-3199; E-Mail Address IRB@uga.edu

By completing this survey, you are agreeing to participate in the research.

Thank you for your consideration!

Sincerely,

Geoffrey M. Graybeal

MA student
The University of Georgia
Grady College of Journalism & Mass Communication
Athens, GA 30606

Appendix F: Pilot Survey

Thank you for agreeing to participate in this survey examining efforts to attract young readers. To start, I'd like to ask you about content in print editions of your newspaper for children (12 and under) and teenagers (13 to 17).

SECTION 1 PRINT CONTENT

1. Do you publish content for children and teenagers in the print edition of your newspaper?

Yes (please move to question 2)

No (please skip to questions about online content)

2. If YES, what ages does your product aim to reach?

Children 12 and under

Teenagers (13-17)

Children and teenagers (1-17)

Other _____

3. If Yes, what type of content for children and/or teenagers do you have in the print edition of your newspaper? (Please check all that apply)

A page or section targeting young readers:

Content in the page or section is produced by the staff of my newspaper

Content in the page or section is produced by the parent company that owns my newspaper

Content in the page or section is purchased from syndicates

Content in the page or section is provided by Newspapers in Education (NIE)

Other content. Please describe in the space below

Content targeting young readers that is integrated in the main paper:

Integrated content is produced by the staff of my newspaper

Integrated content is produced by the parent company that owns my newspaper

Integrated content is purchased from syndicates

Integrated content in the page or section is provided by Newspapers in Education (NIE)

Other content. Please describe in the space below

3a. If you selected a page or section, How often does your youth product appear in print?

Daily

Weekly

Monthly

Twice a month

Other (please specify) _____

3b. What types of content do you offer that targets young readers? (Circle all that apply)

- News stories
- Feature stories
- Entertainment stories (such as celebrity news, top albums, movies, etc.)
- Sports
- Youth Columnist(s)
- Calendar listings of activities that appeal to youth (concerts, etc.)
- Reviews (of movies, music, books, etc.)
- Opinion Pieces (Editorials, POVs, etc.)
- Photos
- Graphics (illustrations, drawings, charts, graphs, etc. accompanying story or standalone graphic)
- Editorial Cartoons
- Comic Strip(s), aka Funnies

3c. How many years have you published content targeting young readers in your print edition(s)?

Don't know

4. If you buy youth content from a syndicate or syndicates please indicate which ones by checking all that apply?

- McClatchyTeens (formerly KRTeens)
- KidsNews
- The Mini-Page
- Children's PressLine
- Other _____
- Don't know
- NA

5. If you buy NIE content from a syndicate or syndicates please indicate which ones by checking all that apply.

- Breakfast Serials
- For the Kid in You
- Hollister Kids
- Hot Topics Publications
- KRP
- Knowledge Unlimited
- Kid Scoop
- On the Mark Media
- Other _____
- NA

Thank you for your responses. Now, I'd like to ask you some questions about content your newspaper offers children (12 and under) and teenagers (13 to 17) ONLINE.

SECTION 2. ONLINE CONTENT

1. Do you publish content for children and teenagers on your website?

Yes (please move to question 2)

No (please skip to SECTION 3)

2. If YES, what ages does your product aim to reach?

Children 12 and under

Teenagers (13-17)

Children and teenagers (1-17)

Other _____

3. If Yes, what type of content for children and/or teenagers do you have on your website?
(Please check all that apply)

A section of the website targeting young readers:

Content in the section is produced by the staff of my newspaper

Content in the section is produced by the parent company that owns my newspaper

Content in the section is purchased from syndicates

Content in the section is provided by Newspapers in Education (NIE)

Other content. Please describe in the space below

Content targeting young readers that is integrated in the main website:

Integrated content is produced by the staff of my newspaper

Integrated content is produced by the parent company that owns my newspaper

Integrated content is purchased from syndicates

Integrated content in the page or section is provided by Newspapers in Education (NIE)

Other content. Please describe in the space below

3a. If you selected a page or section, How often does your youth product appear online?

Daily

Weekly

Monthly

Twice a month

Other (please specify) _____

3b. What types of online content do you offer that targets young readers? (Select all that apply)

News stories
 Feature stories
 Entertainment stories (such as celebrity news, top albums, movies,
 etc.)
 Sports
 Youth Columnist(s)
 Calendar listings of activities that appeal to youth (concerts, etc.)
 Reviews (of movies, music, books, etc.)
 Opinion Pieces (Editorials, POVs, etc.)
 Photos
 Graphics (illustrations, drawings, charts, graphs, etc.
 accompanying story or standalone graphic)
 Editorial Cartoons
 Comic Strip(s), aka Funnies
 Blogs
 Video
 Podcasts
 Music

3c. How many years have you published content targeting young readers online?

Don't know

4. If you buy youth content from a syndicate or syndicates please indicate which ones by checking all that apply?

McClatchyTeens (formerly KRTeens)
 KidsNews
 The Mini-Page
 Children's PressLine
 Other _____
 Don't know
 NA

5. Where can the youth content you offer online be found?

Online only
 Duplication of print product
 Mix of online and print

6. Can you tell me which of the following online technologies your newspaper uses to reach teenagers and children with information about your newspaper's content?

MySpace
 Facebook

YouTube
 RSS feeds
 Links on outside blogs
 Other _____
 NA

SECTION 3. STAFF RESOURCES USED TO PRODUCE CONTENT

This section concerns resources your newspaper devotes to producing content for teenagers and children in print and/or online.

1. Please indicate how many full-time equivalent staff members produce content targeting young readers for your print edition(s). Select all of the categories that apply

Senior editors supervising other lower level editors
 Editors who directly supervise reporters _---
 Editors who directly supervise desk personnel ---
 Copy editors –
 Reporters covering youth topics full time
 Reporters covering youth topics as part of their duties
 Other (please explain)

2. Please indicate how many part-time staff members and/or free lance employees produce content targeting young readers for your print edition(s). Select all of the categories that apply.

Part-time editors who work on youth content ____
 Part-time adult reporters, such as stringers or free lancers, paid to cover youth topics
 Other adult contributors, such as school personnel or social workers, paid to cover youth topics
 Unpaid adult contributors who cover youth topics
 Reporters or stringers 17 or younger paid to cover youth topics
 Unpaid reporters or stringers 17 or younger
 Other (please explain)

3. Please indicate how many full-time equivalent staff members produce content targeting young readers for your online edition. Select all of the categories that apply.

Senior editors supervising other lower level editors
 Editors who directly supervise reporters _---
 Editors who directly supervise desk personnel ---
 Copy editors (content editors) –
 Reporters covering youth topics full time
 Reporters covering youth topics as part of their duties
 Other (please explain in the space below)

4. Please indicate how many part-time staff members and/or free lance employees produce content targeting young readers for your online edition. Select all of the categories that apply

Part-time editors who work on youth content _---
 Part-time adult reporters, such as stringers or free lancers, paid to cover youth topics
 Other adult contributors, such as school personnel or social workers, paid to cover youth topics

Unpaid adult contributors who cover youth topics
 Reporters or stringers 17 or younger paid to cover youth topics
 Unpaid reporters or stringers 17 or younger
 Other (please explain in the space below)

SECTION 4 FINANCIAL RESOURCES USED TO PRODUCE CONTENT

These next questions ask about the percentage of different resources that your paper devotes to producing content targeting young readers.

1. What percentage of non-advertising space would you estimate is devoted each week to youth content in print? _____
 Don't publish weekly: _____ percent per _____
 Don't know

2. What percentage of non-advertising material published online is devoted each week to youth? _____
 Don't publish weekly: _____ percent per _____
 Don't know

3. What percentage of your total NEWSROOM budget would you estimate your newspaper spends on youth content? _____
 Newsroom does not spend money on youth content ____
 Don't know

3a. What percentage of your NON-NEWSROOM budget would you estimate your newspaper spends on youth content? _____
 Non-newsroom does not spend money on youth content ____
 Don't know ____

4. What percent of your TOTAL budget would you estimate your newspaper spends on youth content? _____
 Newspaper does not spend money on youth content ____
 Don't know ____

5. Does your newspaper participate in an NIE program in which you distribute newspapers to be used in a "classroom setting"?
 YES
 NO

5a. If YES, do you know how are school copies funded?
 By the newspaper ____
 By someone else ____
 Don't know ____

Thank you for your responses. Now, I'd like to ask you some questions about some of the strategic decisions you make as a manager and your company's overall strategy for young readers.

SECTION 5 STRATEGIES FOR ATTRACTING YOUNG READERS

1. How much of a priority would you say your newspaper places on attracting children and teenagers to your print product?

- No priority
- Not much of a priority
- Somewhat of a priority
- A big priority
- Unsure

2. How much of a priority would you say your newspaper places on attracting young readers to your ONLINE products?

- No priority
- Not much of a priority
- Somewhat of a priority
- A big priority
- Unsure

3. Who is in charge of youth content in the newsroom? Please list their job title.

4. Who is in charge of youth advertising? Please list their job title.

5. Do you have somebody who coordinates all of the efforts to attract youth readers across departments?

- YES
- NO

5a. What is this position? Please list their job title.

6. Where does the NIE program belong in your newspaper's structure?

- Circulation department
- Newsroom
- Marketing/promotions department
- Community service/public affairs department
- Human resources/personnel department(s)
- NIE/educational services department(s)
- Other _____

7. Who do you believe has the most influence on shaping the overall youth strategy at your newspaper? (Please only select ONE answer).

- Editor
- Publisher
- NIE coordinator
- Youth Page Editor
- Marketing coordinator
- Advertising Director
- Online Editor
- Circulation Director
- Other
- Don't know

8. In your opinion how are children and teenagers BEST served by your newspaper? (Please CHOOSE ONE)

- Newspapers in Education Program
- Newsroom Staff
- Syndicated services
- Locally-created youth product
- Other
- Don't know

9. What do you think is the single most important issue newspapers face in attracting young readers to their products? Please explain.

Thank you for answering this set of questions. I just have a few more topics I'd like to cover. Now, let's move to readership. I'd like to ask you a few questions about newspaper readership among children and teenagers in your print product and online.

SECTION 6. READERSHIP

1. How has youth readership at your newspaper changed over the past 5 years? (Please select all that apply.)

- More teenage readers in print
- Fewer teenage readers in print
- About the same number of teenage readers in print

More children readers in print
 Fewer children readers in print
 About the same number of children readers in print
 More teenage readers online
 Fewer teenage readers online
 About the same number of teenage readers online
 More children readers online
 Fewer children readers online
 About the same number of children readers online
 Unsure

2. What percent of regular readers of your PRINT newspaper would you estimate are TEENAGERS?
3. What percent of regular readers of your ONLINE newspaper would you estimate are TEENAGERS?
4. What percent of regular readers of your PRINT newspaper would you estimate are CHILDREN?
5. What percent of regular readers of your ONLINE newspaper would you estimate are CHILDREN?
6. To the best of your knowledge, approximately how many page views do you get PER MONTH to your online youth product(s)?
7. How has overall youth readership changed since your newspaper added a youth product? (Please click on all that apply).
 - There are more young print readers
 - There are less young print readers
 - No change in print
 - There are more young online readers
 - There are less young online readers
 - No change online
 - No youth product

SECTION 7. ADVERTISING FOR YOUNG READERS

We're nearing completion. I'd like to ask you some questions about youth advertising in your newspaper.

1. Do you sell youth oriented advertising?
 - YES (Please go to question 2)
 - NO (Please go to demographics questions)
2. About what percentage of your revenue does youth-oriented advertising account for?

3. How often does youth-oriented advertising appear in your newspaper?
Daily
Weekly
Monthly
Other
4. Does youth-oriented advertising appear alongside youth content?
Yes
No
5. Can you estimate how many inches of youth advertising appear in your newspaper on average in a given month? _____
6. Where does the majority of your youth advertising come from?
National advertisers
Local advertisers
Regional advertisers
7. What companies are the top sources for youth oriented advertising?
Local Mall
Retailers
Entertainment Companies
Sports Companies
Other

We're almost finished. I just have a few final demographic questions, I'd like to ask.

SECTION 8 DEMOGRAPHICS

1. What is your occupation?
Editor
Publisher
Other _____
2. What company do you work for?
3. What type of ownership does your company have?
Privately-owned
Publicly- owned
A public-private combination
Family-owned
Trust-owned
No response
4. What is the circulation of your newspaper?

5. What is the NIE circulation of your newspaper?

This concludes our survey. THANK YOU for your participation! Your answers are extremely important and much appreciated.

Please enclose the questionnaire in the stamped, self-addressed envelope and return it in the mail.