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DIGITAL MIGRATION AND PERFORMANCE OF MEDIA HOUSES IN KENYA: A CASE STUDY OF ROYAL MEDIA SERVICES, KENYA

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Abstract

Digital television migration has the potential to precipitate a radical shift in how media business processes, operations and consumers at large are managed. However, the extent to which digital migration has influenced performance of media houses and the level to which the real benefits of media digitization characterized by news dissemination, competitive business strategy, product re-innovation and technical investments have influenced performance remain significantly uninvestigated. This study specifically established the effect of news dissemination, competitive business strategy, product re-innovation and technical investment on performance of Royal Media Services. The study adopted descriptive survey research design. The population of this study consisted of 268 employees at Royal Media Services Limited. The sample size for the study was 86 employees who were selected by use of proportionate stratified random sampling method from the senior management, middle and lower management cadre at Royal Media Services. The study used questionnaires to collect data. Data was analyzed using descriptive analysis, regression and correlation analyses. The results show that: news dissemination (β_1 = .373 $p<0.01$), competitive business strategy (β_2 =.171 $p<0.01$), and product re-innovation (β_3 =.283 $p<0.01$) occasioned by digital migration had significantly positive influences on performance at Royal Media Services. However, technical investments (β_4 =.302 $p<0.01$) in digital migration had a significantly negative influence on performance at Royal Media Services. The study thus recommends that: Royal Media Services should continue to implement the creative elements of digital migration to further improve the quality, timeliness and reliability of news dissemination. The company should use digital platforms to enhance the competitive business strategies by enacting a strategic plan that is attuned to the new market realities where viewer fragmentation has become a serious concern. Royal Media Services should use digital platforms for more product innovations as that will ensure that the company remains at the top of market share that they presently enjoy. They should continue to invest in digital migration and though the investment appears costly, it will be worth it in the long run.
Keywords: Digital Migration, Performance, news dissemination, competitive business strategy, product re-innovation, technical investments

I. INTRODUCTION

1.1 Background of the Study

The digital environment is not static and continues to advance rapidly (Poole, 2011). In electronic

media for instance, the now progressive technology has ushered in and precipitated expansive and revolutionary changes to the broadcast media particularly as regards immediacy and the all-important timeliness of news (Brown, 2013). Mullich (2010) also noted that the progressive nature of Information and Communication Technology (ICT), has not only precipitated and build up effective invention, processing, linkage and sharing and information dissemination but also put a high value on immediacy coupled with timeliness of news.

Nickson, (2013) asserts that additionally, television is an important medium through which much of our lives seem to significantly depend on. Poole (2011) on his part notes that television has shaped present culture to the extent that watching the programs has become a daily occurrence. Nickson, (2013) further noted that analog technology has advanced to digital processes via the use of third generation (3G) technology that even mobile phones can now access televised programs. In other words, television has become a ubiquitous (important) part of our lives, and yet its impact continues to evolve at an extraordinary pace. Consequently, The International Telecommunication Union (ITU) designated June 17th, 2015 as the global deadline for all television broadcasting to be switched from analogue to digital. Kenya being a member of ITU was thus obligated to adhere to the deadline. The switchover was adopted earlier by various developed countries like United States of America, Netherlands, United Kingdom, and China among others using various models. Countries like India and the UK staggered the implementation of digital migration in a strategic way that allowed for a seamless process without disenfranchising many people. In others, the whole country switched off on one date such as Netherlands who migrated in December, 2012, (Laven, 2013). However, the Kenyan situation was a problematic affair with numerous court cases ensuing so as to reach the final digital migration status. How far, however, digital migration has had an effect on performance of the media houses remain uninvestigated.

1.1.1 Digital Migration in Kenya

The process began by launching of the DVB-T signal on December 2009. The government also authorized Kenya Broadcasting Cooperation under its subsidiary Signet to become the first Broadcast Signal Distributor. In December 2010, the government adopted the DVB-T2 signal and an infrastructure roll out plan for the migration process; then followed a competitive bidding process to license the second Broadcast Signal Distributor, which was won by Chinese owned company Pan Africa Network Group (PANG) (Robi, 2014). The Ministry of Information and Communication together with the Communication Commission of Kenya gave a license to the local broadcasters on affirmative basis if they became a consortium. Three main local television stations Kenya Television Network, Nation Television and Citizen TV formed a consortium under Africa Digital Network-(AND) which is one of the licensed Broadcasting Signal Distributor (CAK, 2016). Since then, the big media houses have been implementing the digitized technology whose influence on their performance thus far has not been assessed.

1.1.2 Profile of Royal Media Services

Royal Media Services is the undisputed industry leader when it comes to media in Kenya; being the largest electronic Media House locally. It is home to the most popular television and radio channels according to audience share and best known to fashion it's programming primarily to connect with the audiences. Royal Media brands are Citizen TV, Inooro TV, Radio Citizen, Muuga

FM, Hot 96, Sulwe FM, Ramogi FM, Wimwaro FM, Inooro FM, Egesa FM Musyi FM, Bahari FM, Vuuka FM and Mulembe FM (Royal Media Services, 2017). Based on the audience share that Royal Media Services almost monopolizes, an investigation on the influence of digital migration on the performance of such an organization has a huge impact on understanding the entire media fraternity in the country and thus this study becomes both necessary and useful.

1.2 The Statement of the Problem

Digital television migration has the potential to precipitate a radical shift in media business processes, operations and consumers at large. Indeed, it has been noted that such a migration has shown that TV quality in terms of content, signal and picture have improved and consumers now have a wider access of information through a variety of TV channels. However, based on notable surveys the migration is becoming expensive for consumers thus cases of decline in TV audience which is not good for marketers/advertisers have been witnessed. For Royal Media Service in particular, the survey notes that wider choice of TV channels has also led to audience fragmentation which may hinder advertisers from achieving their goals and objectives of exposure to a large audience. So, while digital migration has exhibited desirable results, it has also ushered in problems of viewership and competitiveness which then imply that there may be Royal Media Service performance challenges occasioned by digital migration. However, the extent to which digital migration has influenced performance of Royal Media Service and the level to which the real benefits of media digitization characterized by news dissemination, competitive business strategy, product re-innovation and technical investments have influenced performance of the media houses remain significantly uninvestigated.

1.3 Research Objectives

1.3.1 Main Objective

To establish the effects of digital migration on the performance of media houses in Kenya

1.3.2 Specific Objectives

1. To establish the influence of news dissemination on performance of Royal Media Services
2. To determine the effect of competitive business strategy on performance of Royal Media Services
3. To assess the influence of product re-innovation on performance of Royal Media Services
4. To establish the effect of technical investments on performance of Royal Media Services

1.4 Hypotheses

H_{01}: News dissemination does not have a significant influence on performance of Royal Media Services

H_{02}: Competitive business strategy does not have a significant effect on performance of Royal Media Services

H_{03}: Product re-innovation does not have a significant influence on performance of Royal Media Services

H_{04}: Technical investments do not have a significant effect on performance of Royal Media Services

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II. LITERATURE REVIEW

2.1 Theoretical Literature Review

For the intentions of this study, three theories on organizational performance and digital migration are reviewed to form its conceptual basis. They include technology acceptance model; theory of resource-advantage and open system as explained in the proceeding sub-section.

2.1.1 Technology Acceptance Model

The Technology Acceptance Model is a spin-off of the Theory of Reasoned Action the latter which was first postulated by Martin Fishbein and Icek Ajzen in 1967 and the former developed by Davis (1986) and was premised to offer an explanation on the predictive element of how an information system or technology is accepted. Overall, the premise of the theory is to forecast the extent to which any technological innovation is accepted and what alterations can be done so as to make it acceptable in the long run. Consequently, Davis (1989) constructed two determinants that are useful in understanding the technology acceptance model. He argued that there was perceived usefulness which is the extent to which a person feels that the use of any technology will improve performance of whatever tasks at hand. The other is perceived ease of use which is measured as the extent to which a technology is felt to be easy to manipulate and operate (Hauser, 2011). Technology acceptance model can be understood clearly when looking at how Royal Media Services must accept the digital migration platform to do innovative news dissemination, product re-innovation, technical investment and competitive strategy to improve performance. In the event that they accept the technology they have to clearly consider whether the technology adopted has ease of use and is perceived to be useful.

2.1.2 Resource Based View

Based on the huge gaps that existed in the management field and could not be well articulated by the industrial organization (IO) view of Bain (1968) together with Porter (1979, 1980, and 1985); the RBV was introduced. The industrial organization focus was premised on the structure-conduct-performance pattern and as a consequence, it was more inclined to the idea that businesses needed to look externally for performance catalysts. As a result, there existed certain paradigm gaps that RBV then was invented to fill with its idea of internal resources and view that would help companies perform better and be more competitive. It should be noted that the RBV was not meant to replace the IO but to complement the IO (Barney, 2012; Peteraf & Barney, 2013). Applicably, news dissemination, product re-innovation, technical investment and competitive strategy are resources that if harnessed can improve performance and this harnessing is the central thesis for the RBV theory.

2.1.3 Dynamic Capability Theory

The DCT was, to begin with, propagated by David Teece and Gary Pisano in 1994 who noted that, companies of the past were more concerned about a resource-based strategy of amassing valued technological properties, often earmarked by a self-protective approach to build the idea of intellectual property than a strategy to simply improve performance. In as much as the resource

based view is taken as the go-to management theory it has been critiqued to be theoretically unclear and out of tune with the current and contemporary business environment, coupled with restrictive focus on the means by which resources really subsidize competitive advantage (Eisenhardt & Martin, 2000). These critiques are reinforced by Teece and Pisano (1994) who argued that the basis of the resource based view is not proficient enough to support sustained competitive advantage. While the resource based view distinguishes the mechanisms that permit competitive advantage, it does not try to describe how these methods and apparatuses of business operations work (Teece et al., 1997).

2.2 Empirical Literature Review

Change-de Liu (2012) in his seminal work on de-skilling effects on Journalists looking at digitization technology and the labour process and using qualitative methods to analyse his study based on a study done in Taiwan found out certain salient issues that would be helpful in understanding digital migration and its ushering of better news dissemination. He found out that the digitization process improves news reporting and dissemination; more so, he defined his construct by saying that news reporting denotes the creative act of transmitting and giving out the news message to the target audience. His study also asserted that immediacy coupled with timeliness constitute one of the problematic features which then digitization process in news reporting and dissemination can cure. It is important to note that the digitization mechanism have had a superb and incredible influence on how speedily news content gets to the target audience. In the past, audience chiefly banked on newspapers for current and contemporaneous events and broadcasters to gather and relay information or news after a day via special editions. Currently, the digitization migration has made it even more effortless to present information in real time, bring up-to-date the breaking news and happenings contemporaneously. It should however be noted that there is a huge research gap as far as linking digital migration to the performance of media houses and particularly linking news dissemination occasioned by the migration to performance and this study hopes to add more knowledge to this factor.

Moreover, Adigwe, (2010) doing a descriptive survey study on "the impact of information and communication technology on news is processing in Nigeria" and targeting media houses found out that digitization technologies have drastically altered the world in all spectrums of life. He further found out that the ability of digitization technologies in the reduction of manual mechanisms in building and progressing the development of the media has increased tremendously. For this reason, digitized technologies bridge the restraints of remoteness and time by probably ushering in news sources even quicker and closer by the news gatherers and reporters taking to the audience. What the study further implied is that digital migration in Nigeria was bound to usher in a new dawn in the creativity of news dissemination by enacting effective, top-notch and efficacious news gathering and dissemination to a broader spectrum of audiences while at the same time offering them varied and wide range of channels. How all these benefits and mechanisms influence the performance of the media houses was not considered in this study and further the study mainly looked at digitization as a purely ICT construct and not digital migration as envisioned in the Switzerland protocol which was meant to completely revolutionize news dissemination. This study fills those gaps by linking news dissemination to performance of the media house and looking at such dissemination under the auspices of digital migration proper.

A competitive business strategy signifies plans that a company invents, reviews and employs so as to accomplish the desired goals of the said company. The targets and means are understood contextually, as they depend on the different environments companies find themselves in (Barney 2012). From a macroeconomic viewpoint, every company develops, processes and maintains a level of performance that lends itself to the growth of the Gross Domestic Product (GDP), employment options and chances together with the wealth base of the nation's citizens. From an entrepreneurial viewpoint, any company that exists seeks to develop its competitive strategy so as to achieve profitability and market share goals. The accomplishments of a competitive company are thus measured financially via objective and non-financially via subjective standards. Objective criteria comprise of return on investment, profit, market share and sales growth, while subjective criteria comprise of improved standing with customers, competitors, and suppliers, and developed quality of delivered services (Barney 2012).

Barney (2012) in his study on "Gaining and Sustaining Competitive Advantage" discusses four aspects to quantify the company's competitiveness and its competitive business strategy. These measurements are stakeholder method, company's survival techniques, simple accounting procedures, and accustomed accounting procedures. Feurer and Chaharbaghi (1994) on their part, measure competitiveness illustratively by the capacity to gain initial capital, profit and liquidity position explained by level of cash flow. Soliman (1998) goes further to offer, quality, service Porter (1985) asserted that that a company goes through effective competitiveness and acquires a competitive advantage and shows its effective competitive business strategy as soon as the company activities, plans and outcomes are different from competing companies. Christensen (2011) indicates that a company has competitive business strategy when it possesses the mechanism to get out of the way competitors by getting better favors from customers.

Product re-innovation is a chief determinant for a company's competitiveness and growth. Product re-innovation cannot be ignored particularly for a business whose main interest is to have sustainable competitive advantage and wishes to creatively and sustainably enter into the fresher markets available (Becheikh *et al*. 2012). Amid companies of diverse proportions and shapes, the media sector is generally more flexible. It is able to adapt itself better, easily develop and implement new product ideas. According to Wolf and Pett (2012) they can do this if they digitize their operations and technology.

Reid (2013) in his cogent, adaptive and nationwide outline of the media sector in the UK that was premised on technology and product re-innovation (which investigated 28 media firms drawn equally from across the country) found out that while digitization and its attendant innovation were important for media houses, suppliers and customers were important particularly when considering the technical capabilities a media house wants to adopt. Ussman*et al*. (2011), in a study investigating the media sector in Portugal found out that the media there was not solely dependent on internal sources but were also concerned with the external environment and tailor-made their innovation processes to suit the environment.

Hoffman *et al*. (2010) on their part, and predicated on a survey of qualitative studies relating to Europe, observed from their findings that many companies considered internal factors of

management and others to form the unifying factor for successful organizations and were concerned about whether product re-innovation had a positive influence on the success or failure inherent in external factors. Overall, the examined investigations have underscored the significance of internal together with external determinants as the catalyzing force of innovation. However, the said studies did not consider how product re-innovation influences overall performance of the media house thus creating a gap in that front.

Media houses have amassed significant resources; however, they are not in possession of resourcefulness that significant media houses that have been compensated for by digital migration, suppleness, dexterity, and technical investment have (Qian and Li 2013). This is the reason why studying media houses' performance in various settings becomes a central concern when addressing the topic of technical investment (Wolff and Pett, 2012).

Danneels and Kleinschmidt, (2011) postulated that innovative outcomes offer sustainable opportunities for business as regards the growth and development into fresh and unchartered areas inasmuch as they did not investigate the link between technical investment and business performance. Lumiste *et al*. (2004) observed from their studies that technical investment aided Estonian media houses to advance their performance as regards their range of diversification and market share of the products together with the services. However, they did not study whether the size of those media houses changed over time.

However, all of these studies are linked to developed nations and consequently their application to a developing country like Kenya might be questioned. Two empirical studies on Kenyan media houses conducted in this decade have significant significance in this case. One is the Tabu (2014) study on consumer attitudes of the migration from analogue to digital which has already been reviewed previously together with the much recent work by Obiero (2016) on digital migration on consumerism also previously reviewed.

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2.3 Conceptual Framework

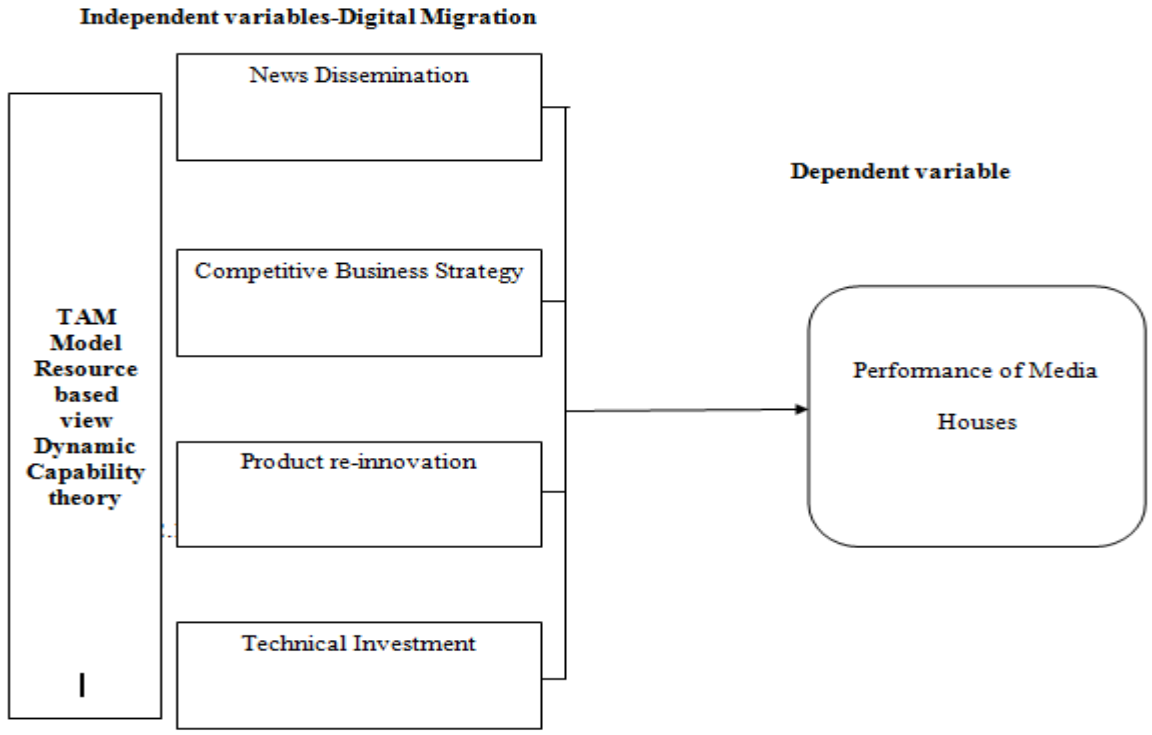

Figure 2.1- Conceptual Framework

III. RESEARCH METHODOLOGY

3.1 Research Design

The study adopted descriptive research design which, according to Kothari (2011), is organized to scrutinize a number of logical sub-units or units of analysis within organizations or institutions. Morris and Wood (2011) acknowledge the necessity of descriptive design particularly when the resolve is to attain a more comprehensive consideration of the context of the research and methods being ratified.

3.2 Target Population

The target population of this study consisted of all employees at Royal Media Services Limited, Head Office based at Communication Centre, Nairobi County. The numbers of employees were two hundred and sixty-eight (268). Comprising of forty (40) at the senior management level, hundred (100) at middle management and a hundred and twenty eight (128) at lower management level.

3.3 Sample and sampling procedures

The sample size for the study was 81 employees who were selected by use of proportionate stratified random sampling method from the senior management, middle and lower management

cadre in at RMS. A sample of 1 was selected from MDs Office, 27 from Programs Division, 21 from Technical & Editorial Division, 9 from ICT Division.3 from Finance Division, 3 from Human Resources & Administration Division and from 17 Commercial Division. A sample size of 30% of the population was considered adequate to make inference about the entire population (Kothari, 2004).

3.4 Data Collection, Instruments and Procedure

This study employed the use of questionnaires as data collection instruments to gather the requisite information on digital migration and how they influenced media house performance. Questionnaires are what are called primary sources of data and as such the study will use it to get data from the real respondents on the ground.

3.5 Data Analysis and Presentation

Quantitative data was analyzed using descriptive analysis using the statistical tools of percentages and frequencies, means and standard deviations. Data that was, on the other hand, analyzed descriptively was presented in tables because they gave a systematic record of analysis in an easy to comprehend format. The Statistical Package for Social Science (SPSS) software aided in data analysis. Both correlation and linear regression analyses were used to test for both relationship and predictor element for the independent variables and the dependent variable respectively. The research hypotheses was tested by examining both the R values from the correlation results and the P-value from the regression coefficient results and consequently either accepted or rejected.

Regression Model

$y_{od} = \alpha + \beta_1 (X1) + \beta_2 (X2) + \beta_3 (X3) + \beta_4 (X4) + e$

Where the variables are defined as:

Yod-Performance

X1- News dissemination

X2-competitive business strategy

X3- product re-innovation

X4- Technical investments

e- Error term

IV. FINDINGS AND DISCUSSION

4.1 Performance

The construct of performance constituted the dependent variable and was thus measured using responses on the Likert scale. The results are as seen in Table 1

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Table 1 Performance of RMS

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
Since the inception of digital migration, we have had an increase in sales growth	15	20.00%	32	48.30%	10	10.00%	11	11.70%	10	10.00%	2.7	1
Since the inception of digital migration, we have had a markedly high increase in market share	13	16.70%	30	45.00%	11	11.70%	17	21.60%	7	5.00%	3.05	0.87
Since the inception of digital migration, our profitability has improved	9	8.30%	12	13.30%	11	11.70%	31	46.70%	15	20.00%	2.67	0.83
Generally, the growth of the firm has been steady and very satisfactory in terms of return on investment and sales since the inception of digital migration	7	5.00%	17	21.60%	11	11.70%	30	45.00%	13	16.70%	2.5	0.81

From Table 1 it is clear that majority at 68.3% agreed that since the inception of digital migration, RMS had had an increase in sales growth. Only 21.7% disagreed and 10.0% were neutral. This implies that digital migration had somewhat ushered in high sales growth mostly from advertising. Obiero (2016), had predicted this phenomenon when he argued that digital platforms would allow a robust restructuring of sales forces and capabilities for media houses due to their potential for speedy service. The available unpublished financial data of the company, which cannot be published because RMS is a private company and thus not legally obligated to share their financials, show that the company has increased its sales growth to over 1 billion Kenya shillings. The secondary data also shows an increase in profits and a market share of 45% in its TV division.

On whether, since the inception of digital migration, RMS had had an increase in market share, 61.7% agreed, 26.6% disagreed and 11.7% were neutral. This again suggests a long-standing fact that RMS controls a huge share of the market and this result implies that digital migration had made it even more steady. Chong (2010) had observed that an understanding of performance is multi-pronged and measures to ne added are market share, return on investment, sales growth, and of course profitability as accounting measures. Additionally, determinants of performance like customer satisfaction coupled with non-financial accomplishments like market share are vital in the overall assessment of performance; particularly when one considers the privately-run companies. This is in line with the opinion of Zahra (2012) for instance, who argues that both

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financial and non-financial constructs are important in the assessment of organizational performance. The huge market share for RMS in this regard shows the marked influence of digital migration.

When asked if, however, since the inception of digital migration, RMS profitability had significantly increased, 66.7% disagreed, 21.6% agreed and 11.7% were neutral. Clearly, inasmuch as digital migration had ushered in high sales, that had not automatically translated into high profitability. It should be noted here that based on the documents reviewed, the RMS had been profitable still but not in the high 1 billion mark that the query in the present study required. The lack of huge profits while sales growth was reported could be attributed to other factors like breaking even issues after investing in digital migration among others.

Finally, the respondents were asked if generally, the growth of the firm had been steady and very satisfactory in terms of return on investment and sales since the inception of digital migration 66.7% disagreed, 21.6% agreed and 11.7% were neutral. This implies that digital migration had not exactly reached that desirable level where it could be said that it had increased the overall performance of the business, but it was on its way to. The result also lends credence to what Chong (2010) further observed that an understanding of performance is multi-pronged and measures to ne added are market share, return on investment, sales growth, and of course profitability as accounting measures. Improved market share was the most significant factor at (M=3.05; SD=.817).

4.2 Correlations analysis for RMS.

Pearson's Correlation analysis was calculated for RMS and the results presented in table 2

Table 2 Correlation Analysis for RMS

		Performance	News Dissemination	Competitive Business strategy	Product re-innovation	Technical Investment
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	78				
News Dissemination	Pearson Correlation	.633**	1			
	Sig. (2-tailed)	0.001				
	N	78	78			
Competitive Business strategy	Pearson Correlation	.506**	234**	1		
	Sig. (2-tailed)	0	0.001			
	N	78	78	78		

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Product re-innovation	Pearson Correlation	0.588	.476**	.009**	1	
	Sig. (2-tailed)	0	0	0.032		
	N	78	78	78	78	
Technical Investment	Pearson Correlation	.722**	.045**	0.275	.091**	1
	Sig. (2-tailed)	0	0.005	0	0	
	N	78	78	78	78	78
**. Correlation is significant at the 0.01 level (2-tailed).						

From table 2, all the independent variables (news dissemination, competitive business strategy, product re-innovation and technical investment) had a positive relationship with performance at RMS. Technical investment had the highest correlation (r=0.722, p< 0.01), then news dissemination (r=0.633, p< 0.01), followed by product re-innovation (r=0.588, p< 0.00) and finally competitive business strategy had the least correlation with organizational performance (r=0.506, p< 0.01). This implied that that all the variables under study have a positive relationship with the dependent variable.

4.3 Regression Analysis

Because the measures that are used to evaluate the principal concepts in the model are quantitative scales, regression analysis can be utilized to accomplish this task. As part of the analysis, Regression Analysis was done and results are presented in Table 3, 4 and 5

Table 3 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863[a]	0.736	0.632	0.115
a. Predictors: (Constant), news dissemination, competitive business strategy, product re-innovation and technical investment				
b. Dependent Variable: performance				

From table 3 it is apparent that the R value was .863 noting then that there was a positive direction attributed to R which is the predicated correlation linking the observed and predicted values that are based on the dependent variable. Since the value (.863) does not show a – sign, the direction is positive. Further, the value shows that the relationship between observed and predicted values is strong and leaning towards a positive direction. The coefficient of determination R^2 value is shown as 0.632. This demonstrates that 63.2% of the adjustment in dependent variable (performance) was explained and predicted by independent variables (news dissemination, competitive business strategy, product re-innovation and technical investment)

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Table 4 ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	204.8	4	58.146	88.381	.000[a]
	Residual	13.708	238	0.763		
	Total	217.408	242			
a. Predictors: (Constant), news dissemination, competitive business strategy, product re-innovation and technical investment						
b. Dependent Variable Performance						

The F-statistics resulting from the data (F = 88.381) was significant at 5 per cent level (Sig. F< 0.05), thus confirming the fitness of the model and consequently, there exists a statistically significant relationship between news dissemination, competitive business strategy, product re-innovation and technical investment, and Performance

Table 5 Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.657	0.372	0.277	5.608	0
	News Dissemination	0.385	0.088	0.373	4.868	0
	Competitive Business strategy	0.178	0.064	0.171	3.876	0
	Product Re-innovation	0.298	0.075	0.283	3.503	0.004
	Technical Investment	0.319	0.074	0.302	4.229	0
a. Dependent Variable: Performance						

The t-value of constant generated (t = 5.608) was significant at .000 per cent level (Sig. F< 0.05), accordingly confirming the fitness of the model. Consequently, there is statistically significant relationship between e news dissemination, competitive business strategy, product re-innovation and technical investment, and Performance. all the regressed results are supported in literature. Adigwe, (2010) had observed that one of the notable influencer of the digital migration aspect on gathering of information and dissemination is not just to advance news distribution that is of top quality but to also precipitate the creative invention and broadcasting of news, here, via electronic means.

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Table 6 Hypotheses Testing

Hypothesis	Correlation Results	Regression Results	Comments
H_{01}: News dissemination does not have a significant effect on performance of Royal Media Services	r=0.633, p< 0.01	β_1 = .373 p<0.01	Rejected
H_{02}: Competitive business strategy does not have a significant effect on performance of Royal Media Services	r=0.506, p< 0.01	β_2 =.171 p<0.01	Rejected
H_{03}: Product re-innovation does not have a significant effect on performance of Royal Media Services	r=0.588, p< 0.00	β_3 =.283 p<0.01	Rejected
H_{04}: Technical Investment does not have a significant effect on performance of Royal Media Services	r=0.722, p< 0.01	β_4 =.302 p<0.01	Rejected

V. CONCLUSIONS AND RECOMMENDATIONS

Based on findings it can thus be concluded that news dissemination, competitive business strategies, product re-innovation and technical investment occasioned by digital migration had a significantly positive influence on performance at Royal Media Services. It is thus recommended that Royal Media Services should continue to implement the creative elements of digital migration to further improve the quality, timeliness and reliability of news dissemination. Royal Media Services should use digital platforms to enhance the competitive business strategies by enacting a strategic plan that is attuned to the new market realities where viewer fragmentation has become a serious concern. The strategic plan must appreciate the presence of all competitors and device a strategy that will put the company ahead of the pack, may be through differentiation strategies.

Royal Media Services should use digital platforms for more product innovations as that will ensure that the company remains at the top of market share that they presently enjoy. Royal Media Services should continue to invest in digital migration and though the investment appears costly, research has shown clearly that it will be worth it in the long run.

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