

https://dspace.org/

Creating a sustainable publishing future: a case study of AMECEA Gaba Publications, Eldoret-Kenya

Jelagat, Cheruiyot Caroline

2016

http://hdl.handle.net/10539/21981

Jelagat, Cheruiyot Caroline (2016) Creating a sustainable publishing future: a case study of AMECEA Gaba Publications, Eldoret-Kenya, University of Witwatersrand, Johannesburg, <http://wiredspace.wits.ac.za/handle/10539/21981>

Downloaded from a DSpace repository. https://dspace.org/

Creating a Sustainable Publishing Future: A Case Study of AMECEA Gaba Publications, Eldoret-Kenya

Cheruiyot Caroline Jelagat

Supervisors:
Professor Isabel Hofmeyr
&
Ms Colleen Dawson

A research report submitted to the Faculty of Humanities, University of the Witwatersrand, Johannesburg, in fulfilment of the requirements for the Master of Arts in Publishing Studies

Johannesburg, 2016

Declaration

I, Cheruiyot Caroline Jelagat, declare that this research report is my own original work. It is being submitted for the degree of Master of Arts in Publishing Studies (by Coursework and Research Report) at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination at this or any other university.

Signature …….. …….

……day of …… 2016

Acknowledgements

I am indebted to God for all the graces and blessings in my life; to Him be glory and praise forever more. He endowed me with courage and perseverance in the most difficult times; these enabled me to successfully pursue this academic programme, all for His greater glory.

My most heartfelt gratitude goes to my sponsors, CAMECO Missio Aachen – Germany, for the scholarship they accorded me to pursue this Master's programme. To the former Executive Director, Rev. Dr. Pius Male Ssetumbwe, of the Catholic University of Eastern Africa (CUEA), Gaba Campus, thank you very sincerely for encouraging me to study. To you my dear brother Rev. Fr. John Bosco CSSp, thank you for your encouragement and support. I do gladly acknowledge the support that you gave me; may God bless you and reward you abundantly. I will forever be grateful to you!

To my supervisors, Prof. Isabel Hofmeyr and Ms Colleen Dawson of Wits University, School of Language, Literature and Media Studies, my success is indebted to you – thank you ever so much.

I wish to express my profound gratitude to the Superior General and the Council members of the congregation of the Assumption of the Blessed Virgin Mary of Eldoret. Without your approval, I could not have pursued these studies.

To my dear colleagues, the staff of AMECEA Gaba Publications, who assisted me in various ways, and in a special way Mr. Japheth Langat who edited my work. I cannot forget Sr. Josephine of Paulines Publications and Chess of ICT department Gaba Campus. Thank you so much for your support and co-operation during my studies.

In a very special way, I profoundly thank the Congregation of the Sisters of Nazareth, Johannesburg community for providing a home for me during my stay in South Africa and ensuring that I had ample time to study. The assistance you gave me brought me this far and it is unforgettable. Sisters, I can never thank you enough; may God bless you abundantly.

I cannot forget my dear classmates at Wits University. In a special way, I thank Akindeji and Mologadi for their support.

Finally, I want to thank my family, of Mr & Mrs Paul Cheruiyot, for your love, prayers and support while I was away in South Africa. I am forever indebted to you; I love you all

Abstract

AMECEA Gaba Publications was founded in 1958 in Gaba, Uganda, by the Association of Member Episcopal Conferences of Eastern Africa (AMECEA) bishops. As a platform for theological reflections by the agents of evangelization in the AMECEA region, Gaba Publications' sole aim is to make Christ's message relevant to the Church in Africa through printed reflections, research findings, informed views and pastoral ministry experience. Its main publications are the *African Ecclesial Review (AFER)* journal and *Spearhead* monograph book series.

The concern of this case study was that AMECEA Gaba Publications (AGP), which has been in the business for a relatively longer time than most publishers in the region, and with the influence it has across all of the East and Central Africa thanks to the support of AMECEA bishops, should by all estimates be doing better or at least competing favourably with the other players in the field of publishing in the region. Unfortunately, this is not the case. Over the years, Gaba Publications has witnessed a great reduction in its subscription, readership sales and authorship contributions. What is Gaba Publications not doing to stay competitive and in keeping with the publishing trends in the region? What is the Publications doing wrong? This study sought to answer these questions by examining the current publishing status of AMECEA Gaba Publications, identifying some of the opportunities available for Gaba Publications to improve its current financial status and assessing the capacity of Gaba Publications to engage in e-publishing.

From the study findings, it was established that Gaba Publications, being an evangelical publishing firm, may never fully achieve self-sustainability. However, the findings of the study also indicated that a number of opportunities are available for Gaba Publications to attract business opportunities and help it make steps towards improving its current publishing status. The key lessons that this study has yielded are that a publishing company must have a product that has a distinct quality, genre and style, it must have a mission and goals that consumers can relate to, and be able to effectively sell its goods and services.

Contents

Declaration ii
Acknowledgements iii
Abstract iv
Contents v
List of Tables viii
List of Figures ix
Chapter 1: Introduction 1
1.1 Introduction 1
1.2 Background to the Study 2
1.2.1 Current Trends in the Publishing Industry 2
1.2.2 Brief History of AMECEA Gaba Publications and its Performance 6
1.3 Scope of the Study 8
1.4 Justification of the Study 8
1.5 Objectives of the Study 11
Chapter 2: Literature Review 13
2.1 Introduction 13
2.2 Theoretical Framework: Resource Based Theory 13
2.3 Size, Nature and Dynamics of Publishing Enterprise 16
2.3.1 Overview: Challenges Facing the Publishing Industry in Africa 16
2.4 ICT and E-Publishing 19
2.4.1 Installation of the Requisite Equipment 23
2.4.2 Preparation of the Content for Electronic Publishing 23
2.4.3 Costs and Pricing Factors 24
2.4.4 Training 24
2.4.5 Marketing 24
2.5 Journal Publishing 25
2.5.1 Journal Business Models 26
2.6 Business Models for Book Publishing 27
2.7 Business Strategies for a Sustainable Publishing Future 28
Chapter 3: Methodology 30
3.1 Introduction 30
3.2 Research Purpose 30
3.3 Research Approach 30
3.4 Research Strategy 31
3.5 Data Collection Methods 32

3.6 Procedure for Sample Selection....34
Chapter 4: Data Presentation....37
4.1 Introduction....37
4.2 Organizational Analysis....37
4.2.1 Mission and Nature of Gaba Publications – CUEA Press....38
4.2.2 Target audience for AFER *and* Spearhead....39
4.2.3 Employee Base....39
4.2.4 Editorial/Advisory Board....40
4.2.5 Management Structure....40
4.2.6 The Merger with the Catholic University of Eastern Africa (CUEA) Press....43
4.3 Overview of the Company's Current Publishing Status....49
4.3.1 Editorial/Advisory Board....49
4.3.2 Sourcing and Selecting Manuscripts....50
4.3.3 Editing, Layout/Formatting/Typesetting....54
4.3.4 Graphic Design....55
4.3.5 Printing....55
4.3.6 Marketing and Dispatch of Books....56
4.3.7 Annual International Writers' Conference....57
4.3.8 Market and Customer Base....59
4.3.9 Financial Status....65
The department's expenditure includes:....68
4.4 Organizational Strategies, Plans and Opportunities to Enhance Performance....69
4.4.1 Upgrading of Existing Office Equipment....70
4.4.2 Binding Machines....71
4.4.3 Multifunctional Printer....71
4.4.4 Electric Guillotine/Paper Cutter....71
4.4.5 Art and Design Module....71
4.4.6 General Publications Department....72
4.4.7 Book Selling and Display....72
4.5 The Capacity of Gaba Publications to Engage in E-Publishing....73
Chapter 5: Data Analysis....75
5.1 Introduction....75
5.1.1 The Current Publishing Status of AMECEA Gaba Publications....75
5.1.2 Opportunities for Financial Self-Sustainability for AMECEA Gaba Publications 83
5.1.3 Capacity of AMECEA Gaba Publications to engage in E-publishing....87
Chapter 6: Summary of Findings, Conclusion and Recommendations....91
6.1 Introduction....91

6.2 Summary of Findings....91
6.2.1 The Current Publishing Status of AMECEA Gaba Publications....91
6.2.2 Opportunities for Financial Self-Sustainability for AMECEA Gaba Publications 92
6.2.3 Capacity of AMECEA Gaba Publications to engage in E-publishing....92
6.3 Conclusion....94
6.3.1 The Current Publishing Status of AMECEA Gaba Publications....94
6.3.2 Opportunities for Financial Self-Sustainability for AMECEA Gaba Publications 94
6.3.3 Capacity of AMECEA Gaba Publications to engage in E-publishing....95
6.4 Recommendations....95
6.4.1 Reconstituting the terms of the CUEA-API merger....96
6.4.2 A Model for Adopting E-Publication for AMECEA Gaba Publications....98
6.5 Recommendations for Further Research....101
References....102
Appendices....110
Appendix A: Observation Checklist....110
Appendix B: Documents Analysed....111

List of Tables

Table 4.1: *AFER* Journals from 2007-2015 59
Table 4.2: *Spearhead* Monographs from 2007-2015 60
Table 4.3: The 2009-2011 Subscriptions per Country to *AFER* and *Spearhead* 63
Table 4.4: Subscriptions per Country in 1993 64
Table 4.5: Subscription Rates for *AFER* and *Spearhead* (2013-2016) 67
Table 4.6: Revenues vs Expenses 68

List of Figures

Figure 2.1: Theoretical Framework 15
Figure 4.1: Management Structure of AMECEA Gaba Publications 41
Figure 5.1: Production and Dispatch Statistics of *AFER* (2007-2010) 76
Figure 5.2: Production and Dispatch Statistics of *AFER* (2012-2015) 78
Figure 5.3: Production and Dispatch Statistics of *Spearhead* (2007-2010) 79
Figure 5.4: Production and Dispatch Statistics of *AFER* and *Spearhead* (2009-2011) 80
Figure 5.5: Production and Dispatch Statistics of Spearhead (2011-2015 81
Figure 5.6: Production and Dispatch Statistics of *AFER* and *Spearhead* (1993) 82
Figure 6.1: Proposed new administrative structure of Gaba Publications within the merger..97

Chapter 1: Introduction

1.1 Introduction

Until the mid-20th century, book publishers constituted the main providers of documented stories, teachings and general information. However, in the current era of information burst, it is becoming increasingly difficult for traditional publishers to adjust their operations in line with transformations.[1] To respond to these new dimensions in the industry, most publishing firms have been forced to review their structures and processes.

The future sustainability of any publishing company relies on the development of adequate strategies in all aspects of publishing. Success either at an individual or corporate level is a product of clear strategy. According to Ochieng, strategy helps in mapping out the terrain, and provides the tools and mechanism in defeating challenges, leveraging on opportunities to achieve objectives and goals.[2]

This case study sought to explore the different strategies that Association of Member Episcopal Conferences of Eastern Africa (AMECEA) Gaba Publications, one of the Christian Publishing houses in Kenya, can put in place to try and realize a sustainable future in light of the advances in the information and communication technology. Having worked at AMECEA Gaba Publications for a period of three years, the researcher is privy to the many challenges that the Publications has been going through. Over the last few years, the firm has had moments of stagnation and setbacks, especially in the areas of sales and customer base. These, among other challenges, have rendered the Publications unable to remain viable.[3] This study is situated within the general research on current trends in the publishing industry, especially in Africa. This chapter opens with a brief overview of current practices of key players in the publishing industry globally.

[1] Fidelman, M. (2013, January 01). Guy Kawasaki to traditional publishers: Your days are numbered. *Forbes*. Retrieved June 28, 2016 from http://www.forbes.com/sites/markfidelman/

[2] Ochieng, F. (2015, November 04) *The Standard Newspaper*, Nairobi.

[3] AMECEA Gaba Publications (2013). *Financial Report*. Eldoret: AMECEA Gaba Campus.

1.2 Background to the Study

By examining the history and industry of book publishing and lessons from AMECEA Gaba Publications, this study sought to formulate a feasible plan of action to guarantee improved performance and sustainability of AMECEA Gaba Publications – CUEA Press.

New dimensions such as the increase in self-publishing and the debates over print versus eBooks are drastically transforming the publishing landscape, giving unprecedented authority to authors. Of all the challenges facing the publishers, the biggest is the pressure to innovate.

The demands for new technologies, new sales channels and new business models all need to be addressed at the same time. [4]Contemporary writers have more publishing options. With lessons learned AMECEA Gaba Publications, it is hoped that book publishing companies can formulate a feasible business strategy for branding itself towards its clientele.

1.2.1 Current Trends in the Publishing Industry

It is increasingly becoming vital for publishers, book sellers and writers to re-conceptualise their position in light of emerging dynamics in the book business.[5] This section examines the trends in the publishing industry, including the overall growth, print books versus eBooks, Amazon's growth in influence, authors being seen as what sells the product, adjustment of strategies to attract better manuscripts and the increase in self-publishing. The aim is to provide a justification on the argument in this study that if AMECEA Gaba Publications is to sustain itself within the modern trends of publishing, it has to redefine and re-assert itself through strategic planning initiatives and processes. This review underscores strategies that players like the Amazon and Random House publishing houses have used to stay on top of changing trends in the publishing industry.

Overall Growth

According to *Global Trends in Publishing Report 2014*, book publishing is the largest of the industries that produce media and entertainment content, bigger even than the much more glamorous film and entertainment businesses.

[4] Sandra Song, (2012),"The digital challenge for the book industry: a viewpoint of Frankfurt Book Fair", New Library World, Vol. 113 Iss 7/8 pp. 343 - 350
[5] Buechner, J. (2014). *Building a Successful Publishing Company*

> For a long time, the book publishing industry was controlled by players in a small number of cities, mainly in North America and Europe, and more recently Japan. Early in the 21st century, however, it has evolved into a truly global business. Books and reading are the keys to both learning and entertainment for hundreds of millions of people on all continents.[6]

By 2014, the United States of America were still the by far largest book market in the world, yet followed in the ranks by China, and only then come Germany, Japan, France and the United Kingdom. Together, the six largest book markets account for roughly 60 percent in value of global book publishing.[7]Rochette estimates that the total book trade (excluding education) experienced growth of 6.9% in 2012 to $15.05 billion, and although only a paltry of big publishers have a dominant share of the market, the industry is not so saturated.[8] This makes publishing an attractive business environment.

Print book versus eBook

Book publishing is undergoing a profound transformation. While transition from print to digital provides the most headlines, the process of change is in fact more complex.[9] More publishing firms are adopting electronic publishing as more readers find greater convenience in using technological gadgets to consume content. New technological gadgets enable users to store and easily retrieve electronic content in a single device.

Overall the digital market is growing, and in the consumer market place in the UK the annual growth is often between 200 and 400 per cent. For some US publishers the percentage of digital sales for narrative fiction and non-fiction is coming close to 30 per cent.[10]Publishers have digitised much of their key backlist in order for their titles to be available for purchase and at least the largest publishing groups are broadly releasing their new titles as ebooks in addition to print.[11] E-books have become profitable, at least for the largest international publishing groups, such as Penguin Random House, Hachette, HarperCollins, Macmillan and Simon & Schuster.[12]

---

[6] http://www.book-fair.com
[7] Clark, G., Phillips, A. (2014).*Inside Book Publishing* (5th ed.).New York: Routlege Pg.11
[8] Rochette, W. (2013, December). *Publishing & advertising: Industry profile*. Retrieved from http://www.netadvantage.standardandpoors.com/NASApp/NetAdvantage/showIndustrySurvey.do?code=pub
[9] http://www.book-fair.com/
[10] Hall, F.(2013).*The Business of Digital Publishing*. New York: Routledge pg 74
[11] Hall, F.(2013).*The Business of Digital Publishing*. Pg. 75
[12] http://www.book-fair.com

García says the eBook does not present the threat to print books like many industry experts predicted; instead, the eBook is forecasted to increase overall sales while not entirely replacing print publications.[13] Indeed, while the number of people reading eBooks has been rapidly rising, the number of people who read print books has not diminished.[14]

The above views underscore the fact that eBooks have become a major part of the book industry, but they are currently seen by many as less of a substitute for print books and more of a complement. According to Lee, even though there has been significant growth in eBooks in these sections, print books still remain dominant.[15]

In a survey that was conducted on the publishing sectors in selected sub-Saharan countries one of the findings was that digital innovations for mobile phones or e-books are not very popular so far. Some of the problems in this regard are poor network coverage and weak Internet connections, as well as high costs and other technical difficulties. However, several publishers do believe that there are opportunities in this regard and that they could be used as an efficient method of delivering books to distant markets, in addition to leading to lower production and distribution costs.[16]

The Influence of Amazon

Amazon has constitutes a major force in the rise of eBook publishing and sales globally. Greenfield observes that Amazon has increasingly sought improved terms from publishing firms, hurting the business gains of most firms.[17] Greenfield gives an example of when Amazon removed the "buy" button from all Macmillan titles in a standoff that the two companies were facing in 2010. Similarly, García reports that Penguin Books currently offers discounts to customers visiting its online store in one effort to compete with Amazon. The marketing giant is also seriously challenging physical bookstores.[18]

[13] García, M. N. (2012). Book publishing. *SBDC Net E-Newsletters*, 1-8. Retrieved June 28, 2016 from http://search.proquest.com/docview/1365185930?accountid=12085

[14] Jones, M. (2014, January 19). *New pew poll finds that eBooks are booming but print holds its own*. Retrieved June 28, 2016 from http://www.thedailybeast.com/articles/2014/01/19/new-pew-poll-finds-that-eBooks-are-booming-but-print-holds-its-own.html

[15] Lee, R. (2012). Vertical Integration and Exclusivity in Platform and Two-Sided Markets. Working Paper.

[16] www.goethe.de/ins/za/joh/pro/downloads/survey_publishing.pdf

[17] Greenfield, J. (2012, September 18). *Do you prefer reading print books*

[18] Buechner, J. (2014). *Building a Successful Publishing Company*

Amazon's competitive advantage over bookstores has been greatly boosted by its offer of huge discounts on best-selling books.[19] Moreover, to boost its sales of books from companies and self-publishing writers, Amazon also engages in publishing. It presently has 15 distinct publishing trade names, or imprints, each with their own specialties. For example, Amazon's 15th imprint, Waterfall Press, will be focused on publishing Christian nonfiction and fiction.[20] This will definitely affect companies like AMECEA Gaba Publications that deal in Christian content.

Innovative Strategies for Quality.

The goal of most publishing companies is to find high-quality authors and titles. Random House, the world's largest print book and eBook retailer, is one such company that has found many high-quality authors. The company is responsible for the success of *The Inheritance Cycle*, *Fifty Shades of Grey* and *The Kissing Booth*. The Random House CEO summarized the goal of the company in one simple statement: "Have books that people will want to read".[21] Essentially, a publisher cannot survive if it cannot publish the work of good authors.

Drawing lessons from the above review of current trends in publishing industry growth and developments, this study is inspired by the researcher's need to understand and clearly explain the current business situation of AMECEA Gaba Publications in a bid to recommend strategies for its future sustainability. The study is informed by the resource based theory which highlights the need for a fit between the external market context in which a company operates and its internal capabilities. It is based on the view that a company's capacity, in terms of its resources and processes, is more critical to the determination of strategic action than is the external enablement. The resource-based view suggests these internal factors give a company grounds for effective planning and performance.

AMECEA Gaba Publications has been reliant on donor funding for many years. In the previous years, the firm has been receiving all the financial support for its operations from

[19] Johnson, D. (2013, July 27). *Breaking news: Amazon "declares war" on book industry*. Retrieved June 28, 2016 from http://www.mhpbooks.com/breaking-news-amazon-declares-waron-book-industry/

[20] Kellog, C. (2014, January 23). *Amazon launches Christian publishing imprint, Waterfall Press*. Retrieved June 28, 2016 from http://www.latimes.com/books/jacketcopy/la-et-jc-amazonchristian-publishing-imprint-waterfall-press-20140123,0,3374709.story

[21] Vitale, A. (2011, April 13). *Former Random House CEO Alberto Vitale: 'Paper books will evolve into more precious products'*. Retrieved June 28, 2016 from http://knowledge.wha rton.upenn.edu/article/former-random-house-ceo-alberto-vitale-paper-books-willevolve-into-more-precious-product

Missio Aachen, Germany.[22] However, in more recent years there has been a sharp decline in donor funding to the Publications. The organization is now faced with the challenge of coming up with innovative strategies to ensure its survival. In keeping with modern trends of publishing, AMECEA Gaba Publications will need to adopt a cautious but diversified and pragmatic approach to improve its market share and sales as well as its current financial status.

In 1996, a seminar for the Catholic Publishers in Africa was held in Nairobi and one of the questions raised by Michel Philippart[23] was: "Is Self-sustainability Unrealistic for Catholic Publishing Houses in Africa?" Philippart, who works with the Catholic Media Council (CAMECO), one of the major Catholic funding organizations, in his presentation, observed that a large part of the projects and applications received by CAMECO for study, with a view to funding or for advice, are related to book publishing. According to Philippart, it is hard for Christian publishing houses to expect to reach self-reliance by publishing only religious books because the market for this type of products is quite narrow. Granted there certainly is a real interest in religious topics, but Philippart believes that the expectations and demands of the public and the potential market have to be studied carefully.[24]

Philippart's views very accurately apply to the current state of AMECEA Gaba Publications. This study, therefore, sought to examine the present state of performance of AMECEA Gaba Publications in terms of market share and sales, financial sustainability and its capacity to implement E-publishing as one strategy for expanding and speeding up its market reach and sales. In so doing, the study sought to make specific recommendations on how AMECEA Gaba Publications can sustain and expand its operations in future as a Christian publishing house.

1.2.2 Brief History of AMECEA Gaba Publications and its Performance

AMECEA Gaba Publications was founded in 1958 in Gaba, Uganda, by the Association of Member Episcopal Conferences of Eastern Africa (AMECEA) bishops. The institute was

[22] AMECEA Gaba Publications (2012). *AMECEA Gaba Publications Annual Report*. Eldoret: AMECEA Gaba Publications.
[23] Michel, P. (1996). *Publishing at the Service of Evangelization*. Nairobi: Paulines Publication Africa.
[24] Ibid.

forced to move to Eldoret (Kenya) in 1976 due to political insecurity in Uganda during the reign of Idi Amin.[25]

In July 2008 at the AMECEA Plenary in Lusaka, Zambia, the bishops resolved to elevate the AMECEA Pastoral Institute to a campus of Catholic University of Eastern Africa (CUEA), Gaba Publications was also integrated into the Catholic University of Eastern Africa Press.[26] It was hoped that this merger would help in marketing of the publications and enable easy access to quality materials for publishing from lecturers, especially those in the faculty of Theology. The changes in the organizational structure that came as a result of the merger impacted the performance of Gaba Publications. According to Prof. Peter Gichure, the then Director of Linkages at the Catholic University of Eastern Africa (CUEA), the Bishops' aim was to uphold the Mission and Vision of both AMECEA Pastoral Institute (API) and AMECEA Gaba Publications but both to fall under one CEO, the Vice Chancellor.[27]

As a platform for theological reflections by the agents of evangelization in the AMECEA region, Gaba Publications' sole aim is to make Christ's message relevant to the Church in Africa through printed reflections, research findings, informed views and pastoral ministry experience. Its main publications are the *African Ecclesial Review (AFER)* journal and *Spearhead* monograph book series. *AFER* was originally designed to be a scholarly journal specifically distinguished for open discussion on pastoral issues affecting the Church. *Spearhead* was designed to offer monograph series which evolve from pastoral research by various AMECEA scholars.

Over the years, AMECEA Gaba Publications has expanded its publishing scope and vision of evangelization. It currently accepts scholarly pastoral articles and monographs for publishing from other writers. As a publishing firm that operates closely within the teachings of the Catholic Church, AMECEA Gaba Publications continues to make Christ's message relevant through dissemination of reflections, discussions, informed views, documentations and pastoral ministry experiences. It also provides topical printed materials for Church renewal in Africa and facilitates reflections on pastoral policies and priorities.

[25] http://amecea.org/wp-content/uploads/2016/03/The-history-of-AMECEA.pdf . Retrieved June 5, 2016
[26] AMECEA Plenary Report (2008)
[27] AMECEA Gaba Publications (2011). *AMECEA Gaba Publications Editorial Board Meeting*. Eldoret: AMECEA Gaba Publications.

As already indicated, Gaba Publications publishes two regular Publications: *African Ecclesial Review* (*AFER*) which is a quarterly production (4 issues per year) and *Spearhead* monograph book series (5 issues per year). Both of these publications are essentially pastoral in nature. So far, the production of these books has seen great challenges over time due to inadequate resources and deterioration of existing equipment. Coupled with these, the advancement in technology has provided faster and more efficient avenues for dissemination of information the world over. Gaba Publications direly lags behind other similar publishers in Africa on the technological arena. As such, the Publications is under pressure to rise to the occasion and utilize modern channels of publication.

1.3 Scope of the Study

Being a case study, this research was limited to AMECEA Gaba Publications, but the findings were cautiously generalized to other Christian publishing firms. In terms of content, the main focus of the study was to identify the challenges faced by AMECEA Gaba Publications in its performance today, gauge the capacity for the Publications to engage in E-publishing and recommend strategies that the Publications can adopt to improve its current financial status and performance today.

1.4 Justification of the Study

This study was informed by the need to map out a general landscape of trends in the growth and developments in the publishing industry and draw lessons that can be applied by AMECEA Gaba Publications to achieve future self-sustainability as a publishing firm. The study took a reflexive view of AMECEA Gaba Publications in order to show strategic gaps that proper management practices and resource acquisition and allocation can help to fill.

There is a stiff competition in the book publishing market and publishers have to be innovative and come up with business models and strategies to gain the market shares. Indeed, the developments in technology and digitalization after the 1990s present new opportunities to produce, sell and consume books. Therefore, advancements in technology often signify the creation of new capabilities in an organization, as well as it often renders some existing capabilities irrelevant.[28] As advancements in technology have provided

[28] Ibid.

entrants with opportunities and incumbents with challenges in ample industries, it is expected that the publishing firms would follow the rest of the companies in similar industries to engage in rigorous technology-driven business. Nevertheless, this seems not to be the case with AMECEA Gaba Publications. This study sought to explain why the firm seems adamant to adjust to shifts in the publishing strategies despite the promise of better business that these transformations have engendered.

The research was conducted as a qualitative case study. Hirsjarvi, Remes and Sajavaara state that the aim of qualitative case studies is usually not to test a certain theory or hypothesis; rather, researchers employing this method strive to examine the studied subject in a rich and comprehensive way, deepening their understanding of the phenomenon.[29] The method was therefore chosen to stud AMECEA Gaba Publications from different perspectives.

The AMECEA Gaba Publications, which is now in its 57th year of operation has for long enjoyed its status as the main publication house in the area of theology in the Eastern Africa region. As an academically grounded publishing house, AMECEA Gaba Publications has been famed, especially, for its major scholarly journal, *AFER.* The readership of *AFER* extends to major learning and other social institutions around the world such as Notre-Dame University in the United States, Nijmegen University in Holland, Leuven University in Belgium and Church institutions in Nigeria, Italy, the Vatican, America, the United Kingdom, among others. As such, for a long time, *AFER* has made rich contributions to global theological debates from some of Africa's finest theologians and scholars.

Although studies have in the recent past shown that, generally, there is a poor reading culture in many parts of Africat he situation has begun to improve because many Africans, especially the young, now have access to basic education. For instance, Kenya has a national literacy rate of 61.5 per cent and a numeracy rate rate of 64.5 per cent.[30] Moreover, there is greater access to information in the continent engendered by the global digital revolution. As a result, publishers are beginning to tap into the boom in information and communication technology usage by providing published content in digital formats.

[29] Hirsjarvi, D., Remes, P., & Sajavaara, P. (2007). *Tutki ja kirjoita.* Helsinki: Kustannusosakeyhtio Tammi.
[30] Odini C (2002). The Book Chain in Kenya. In D. Rosenberg, (Ed.). *The book/chain in Anglophone Africa*. London: International New York for the/Availability of scientific publication.

Christian publishing houses such as the Paulines Publications and the WordAlive in Nairobi are doing quite well in terms of sustaining a steadily growing customer base and profit margins from the publications and sales because they have been able to respond to the changing needs of their existing and new clients. These abilities have made these firms self-sustaining and stable amidst the changing landscape of publishing market. AMECEA Gaba Publications (AGP), which has been in the business for a relatively longer time than most publishers in the region, and with the influence it has across all of the East and Central Africa thanks to the support of AMECEA bishops, should by all estimates be doing better or at least competing favourably with other publishing firms across the region. Unfortunately, this is not the case. What is Gaba Publications not doing to stay competitive and in keeping with the publishing trends in the region? What is the Publications doing wrong?

For years, Gaba Publications' products enjoyed a healthy subscription and growing readership. For instance, in 1993 the total number of global subscribers for *AFER* and *Spearhead*s stood at 2063 and 1410, respectively. Indeed, the same year recorded 1182 reprints globally.[31] Consequently, there was a total of 3473 subscribers to Gaba Publications products in 1993. This trend, however, has gradually decelerated over the recent years, especially since structural and administrative changes were made in the Publications engendered by its merging with the Catholic University of Eastern Africa (CUEA) Press. The merger brought about operational difficulties in the publication and marketing processes. The Publications has subsequently witnessed a steadily dwindling annual subscription rate, market losses in terms of product appeal, poor financing and low print-runs (only 500 copies). The Publications has also experienced delays in collection of books from the contracted printer and dispatch to subscribers due to bureaucratic bottlenecks that have caused delayed release of transport and postage money. Moreover, the market share of the local community is disappointingly low compared to pre-merger years. An analysis of the records of book production and distribution for the duration 2007-2015 reveals a sharp decline in the number of local subscribers to both *AFER* journal and *Spearhead* monographs. The reality is that Gaba Publications in its current form is not sustainable and its future is bleak.

[31]AMECEA Gaba Publications (1993). *AMECEA Gaba Publications Annual Report*. Eldoret: AMECEA Gaba Publications.

Gaba Publications as an institution plays an important role in knowledge creation, processing and dissemination, spiritual nourishment and theological education. Therefore, there is an ever greater need to discern the best ways in which Gaba Publications can be salvaged and re-set on a firmer ground and made an attractive publishing brand that is self-sustaining and able to expand its market appeal. Therefore, this study sought to uncover the reasons for the falling performance of the Gaba Publications. The study endeavoured to identify the challenges faced by the Publications in its book production and marketing processes, the capacity for the Publications to engage in E-publishing as an avenue of expanding its market appeal and reach and the opportunities that the Publications can use to improve its current financial status.

Essentially, AMECEA Gaba Publications in this study was used to make a case for studying the opportunities and challenges for establishing a sustainable publishing future in Kenya. In general, a case studies entail an investigation of an existing event within its context, especially suitable when the boundaries between the object of study and its context are not self-evident, and in which numerous sources of data are used.[32] Therefore, this study has been conducted along the general rules of case studies and fits within the basic rules of empirical research. The research is original to the extent that it draws authentic data from an existing phenomenon using established rules of scientific investigation. Its findings can inform the need for publishing firms to establish strong institutional foundations, strategic management processes, integrated marketing systems that work in changing environments and unique business brands that do not exclude would-be customers due to narrow or unclearly stated policies, vision and mission.

1.5 Objectives of the Study

The aim of this research was to explore the different ways and strategies that can be employed by AMECEA Gaba Publications to attain a sustainable publishing future. The specific objectives of the study were:

i. To identify the current publishing status of AMECEA Gaba Publications

[32] Yin, R. K. (1984). *Case Study Research: Design and Methods*. Newbury Park: Sage Publications, p. 23.

ii. To identify available opportunities for financial self-sustainability for AMECEA Gaba publications

iii. To describe the current capacity of AMECEA Gaba Publications to engage in E-publishing

iv. To propose a model for adopting e-publishing by AMECEA Gaba Publications as it is today

Chapter 2: Literature Review

2.1 Introduction

According to Sigma Report[33] sustainability is about long-term survival; environmentally, socially and economically. Mark Cabaj[34] defines sustainability as a project's ability to continue into the future, using a combination of resources and strategies. Sustainability requires planning from the beginning and throughout the life of a group or organization.[35]

This study explored different strategies that AMECEA Gaba Publications can adopt to be able to remain relevant and prosper within the highly competitive publishing market of today. The key strategies investigated are those that could help the organization achieve financial sustainability and reduce reliance on donor funding.

According to Sveiby[36] and Kaplan and Norton[37], a company measures its performance through indicators linked to the strategic objectives of the firm and that cover four major perspectives, namely: (1) Financial, (2) Customer, (3) Internal business processes, and (4) Learning and growth. By analysing the current publication status and the financial situation of the AMECEA Gaba Publications, the researcher sought to establish whether or not the firm is able to remain relevant and attain a sustainable future.

2.2 Theoretical Framework: Resource Based Theory

Resource based theory highlights the need for a fit between the external market context in which a company operates and its internal capabilities. It is grounded in the perspective that a firm's internal environment, in terms of its resources and capabilities is more critical to the

[33] Sigma Report (2001). *Economic Sustainability-The Business of Staying in Business*. Retrieved September 9, 2015 from http:// www.projectsigma.co.uk/rndstreams/rd_economic_sustain.pdf

[34] Cabaj, M. (2011). *The Struggle for Sustainability*. Retrieved September 12, 2014 from http://communityrenewal.ca/struggle-sustainability.

[35] Centre for Research and Education in Human Services (2004).*Building Sustainable Non-profits*. Retrieved on 19/09/2015 from http:// www.socialplanningcouncil-cnd.org

[36] Sveiby, K. E. (2012). *Methods of Measuring Intangible Assets*. Retrieved August 12, 2015 from http://www.sveiby.com/articles/IntangibleMethods.htm

[37] Kaplan, S. R., & Norton, P. D. (1992). *The Balanced Scorecard: Measures that Drive Performance*. Retrieved July 20, 2015 from http://hbr.org/2005/07/the-balanced-scorecard-measures-that-drive-performance

determination of strategic action than is the external environment. The resource based view suggests that a firm's unique resources and capabilities provide the basis for a strategy.[38]

Resources are defined by Amit and Schoemaker as stocks of available factors that are owned and controlled by the firm, which are converted into final products and services.[39] Therefore, in this study, the dependent variables constituted the quality resources input and effective processes. The unique resource inputs in this case comprised production equipment (printers, photocopiers, computers, printing papers etc.), availability of sufficient staff, training/ongoing formation of available staff, applicable editorial and publishing policy framework and effective operational procedures.

According to Baysinger *et al*., the availability of financial resources can expand the firm's capacity to support its innovative activities, whereas lack of funds may limit firm level innovation.[40] Thompson affirms that any organization is dependent on the kinds and qualities of resources it possesses. He highlights the following five forms of resources as important in the publishing field: 1. Economic capital which is the accumulated financial resources, including stock and plant as well as capital reserves to which the publishers have access either directly (in their accounts) or indirectly (through their ability to draw on the resources of a parent company or raise finance from banks or other institutions; 2. Human capital is the staff employed by the firm and their accumulated knowledge, skills and expertise; 3. Social capital is the networks of contacts and relationships that individual organization has built up over time; 4. Intellectual capital consists in the rights that a publisher owns or controls in intellectual content, rights that are attested to by their stock or contracts with authors and other bodies that are able to exploit through their publications and through selling subsidiary rights; and, 5. Symbolic capital is accumulated prestige and status associated with the publishing house.[41]

[38] Hint, M.A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic Management-Competitiveness and Globalization.* Canada. South-Western Cengage Learning.

[39] Amit, R., Schoemaker J. H. (1993). Strategic Assets and Organizational Rent. *Strategic Management Journal, 14*(1), 33-36.

[40] Baysinger, B. D., & Hoskisson, R. E. (1989). Diversification Strategy and R & D intensity in large multi-product firms. *Academic Management Journal, 32*, 310-332.

[41] Thompson, J. B. (2012). *Merchants of Culture, The Publishing business in the Twenty-first Century.* UK. Policty Press.

The above explanation of the resource-based theory was applied in this study as indicated in Figure 2.1 below.

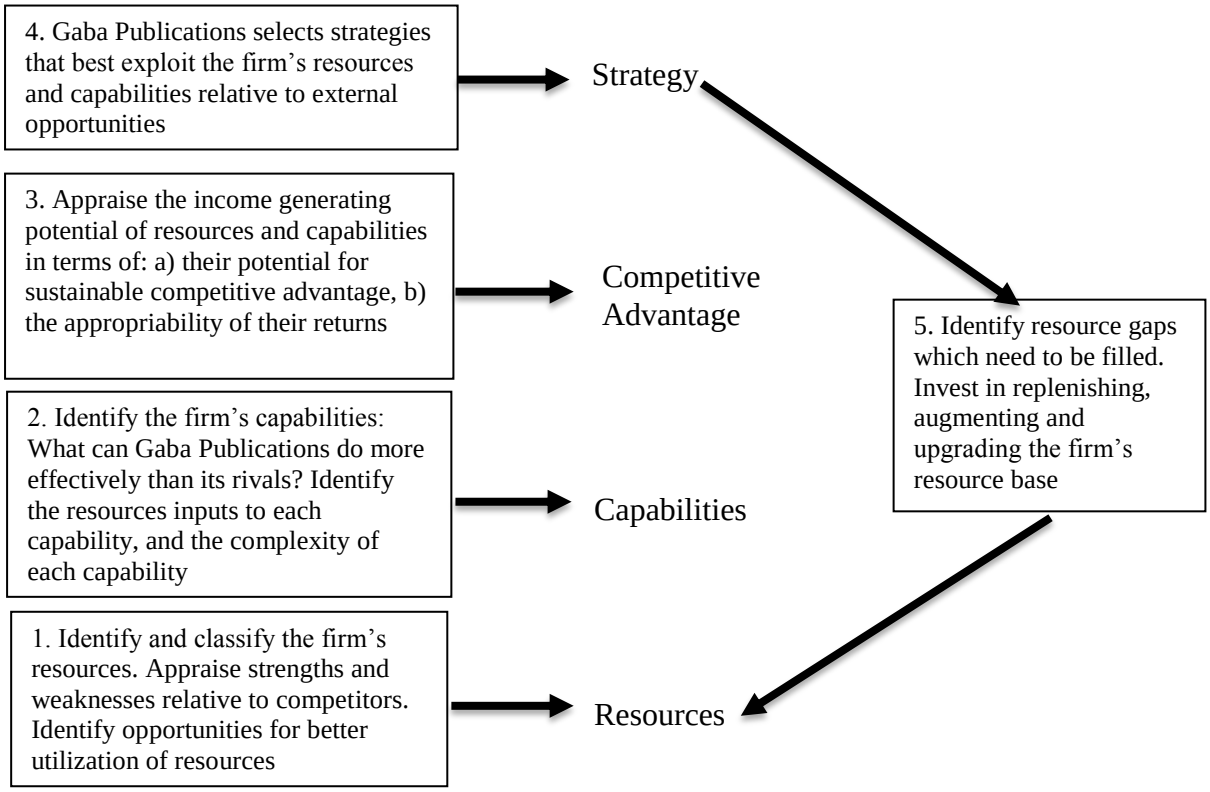


Figure 2.1: Theoretical Framework

The figure hypothesizes that if AMECEA Gaba Publications wants to attain and sustain competitive advantage, it must begin a chain reaction of putting in place the necessary resources to optimize its productivity. These resources comprise a highly competent workforce and material facilities. AMECEA Gaba Publications occupies a very strategic and unique position in the publishing industry and market both within the AMECEA region and beyond. However, its goal to reach and inform a greater target market with the published material depends on the availability of funds, relevant and efficient equipment, trained personnel and the policy framework of the editorial procedures.

2.3 Size, Nature and Dynamics of Publishing Enterprise

Publishers differ in size, scope, focus and orientation. In most developing countries, textbooks constitute the largest and most dominant segment of publishing. According to Altbach, textbooks form the economic basis of the entire publishing industry.[42]

Patterns of ownership of publishers also vary in different countries. Rotich observes that publishing firms in Kenya can be distinctively categorized according to ownership. There are those owned by the government, the private sector or religious organizations.[43] In developing countries, publishers tend to be small, undercapitalized and less specialized since the book market is small and fewer niches are available.[44] However, Hunter contends that smaller publishers are better placed because of the low overheads, small staffs and narrower missions compared to their larger counterparts where profits are smaller and audiences are fragmented.[45]

2.3.1 Overview: Challenges Facing the Publishing Industry in Africa

Researchers identify a number of challenges facing the publishing industry in Africa today. Katama states that "Scholarly publishing is beset with titanic problems including a dearth of expertise, marketing difficulties, distributing costs and most importantly, the lack of an appropriate forum to voice concerns, share experiences and learn from more successful enterprises all over the world."[46] Among the many internal forces that can impact on the book publishing industry, the following have been identified as the most significant:

- Organizational structure
- Organizational strategy
- Organizational culture
- ICT strategy
- Knowledge management
- Outsourcing
- Niche marketing

[42] Altbach, P. G. (1992). *Book Publishing*. Chestnut Hill, Mass., Bellagio.
[14] Ibid.
[43] Rotich, C. D. (2014). *Development of Educational Publishing in Kenya*. Eldoret: Moi University.
[44] Tian, X., & Bill, M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing.* New York: Ashgate Publishing Limited.
[45] Katama, A. (1997). APNET Seminar on scholarly publishing in Africa. *Bellagio Publishing Newsletter*, No. 20.

- Relationship building.[47]

In line with these views, this study examined the training needs, marketing and distribution difficulties as well as operational and policy challenges experienced by AMECEA Gaba Publications in order to make recommendations to help the Publications remain relevant and sustainable in the rapidly changing publishing spectrum in Africa.

Altbach observes that publishing has been transformed into a highly competitive and commercial industry. According to Altbach, population, literacy rates, the use of 'world language', income levels, the existence of publishing structure and a history of active publishing all contribute to determining the strength of a publishing industry.[48] The present study examines how these indicators of institutional strength are realized in AMECEA Gaba Publications.

Hans posits that many African countries continue to be afflicted by progressively deteriorating economic conditions; social, cultural and infrastructure problems abound. He notes that some of the hindrances to the development of African publishing include: low literacy levels, multiplicity of languages, limited access to books and library services, poor transport and communication networks, severely under-funded educational systems, shortages of capital and skills.[49] The present study sought to determine how these challenges influence the book production and distribution processes in AMECEA Gaba Publications.

In Kenya, the publishing industry is faced with numerous challenges one of the major ones being the heavy taxation imposed on published books. Kenya is a developing country with a relatively young book industry. Book production in Kenya is very expensive due to (among other factors) high printing cost. Printers have to import the equipment required and most of the printing material. It is especially very hard for Christian publishing houses to reach self-sustainability because the biggest share of the book market in Kenya is textbook centred with a large proportion of books being those for the primary and secondary levels where the

[47] Tian, X., & Bill, M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing.* New York: Ashgate Publishing Limited.
[48] Altbach, P. G. (1992). *Book Publishing*.
[49] Hans, M. (2014). How many Books are Published in Africa? The need for more reliable numbers. *The African Book Publishing Records*, *40*(1).

government and the donor community are putting a lot of resources.[50] The government of Kenya enacted Value Added Tax (VAT) on books In its VAT Law of 2013; the Law imposed a 16% tax on books which were previously zero-rated.[51] This move is retrogressive to the publishing industry. Another major challenge is the high cost of book production as a result of imported raw materials. Kenya was one of the major producers of paper in East Africa before the death of its Pan African Paper Mills, the only paper producing factory in Kenya. Approximately 90% of the paper used to publish books in Kenya is now imported.[52] A poor reading culture among many Kenyans is identified as another challenge. It is believed that Kenyans only read for examinations and they would rather spend their money on other commodities than on books. Only a small percentage of Kenyans read for leisure.[53]

The above challenges variously affect a publishing firm like Gaba Publications. For example, a poor reading culture will mean low subscription and/or purchase of books. Competition from other well-established Christian publishers may also be a major challenge facing Gaba Publications. Obviously, heavy taxation on books will increase the cost of production, which may ultimately discourage authors and subscribers. Perhaps cheaper strategies of production and distribution may need to be put in place to maintain or even cut down on costs.

The use of information and communication technologies (ICTs) in the publishing industry has been advocated for as one strategy to ease book production and distribution. Undoubtedly, the publishing industry will continue to remain necessary in every society since the demand for information increases with new advances of humanity. As the African Publishers Network (APNET)[54] states, "In an age of fast track information technology, the provision and possession of information is no longer a matter of wish but a matter of necessity for everybody. In this regard, therefore, the publisher as a major provider of information has a vital role to play in packaging information for the consuming public" (p. 8).

[50] Rotich, C. D. (2014). *Development of Educational Publishing in Kenya*. Eldoret: Moi University.
[51] Anyanzwa, J. (2014). *Publishers Alarmed by Effects of New Value Added Tax Charges*. Retrieved November 14, 2015 from www.standardmedia.co.ke/.../publishers-alarmed-by-effects-of-new-valu
[52] Chahale, W. (2013). *The Publishing Industry in Kenya*. Copyright News.
[53] Ibid.
[54] African Publishers Network (2003). Strengthening Indigenous Publishing in Africa: Multiple Issues. *African Publishing Review, 12*(4-6).

According to Christensen, Ljungman, Odongo, Sow and Frederiksen[55], many African men, women and children have limited access to written material because of poverty and illiteracy, the absence of written material in languages they know and poor distribution systems. The authors further note that there are great variations with regard to publishing between various countries in Africa, in terms of historical development, readership and market size, printing and publishing technology, and communication infrastructure. They argue that these differences, to a large extent, reflect the state of development and the contemporary economic and political situation of the individual countries. Moreover, according to Christensen *et al*.,

> Certain problem areas, however, cut across these differences: inadequate access to capital, the high price of many raw materials, and the shortage of qualified staff, in particular at middle-level, often lead to poor aesthetic and physical quality of books, even if significant improvements have taken place in this respect. In addition, underdeveloped marketing and distribution systems, the dominance of northern publishers, inadequate attention on the part of most African governments to book development policies, and difficulties in export, in particular in intra-African trade, are challenges facing the African publishing industry (p. iv).

This study examined the challenges faced by AMECEA Gaba Publications in the areas of book production processes, book marketing, sales and distribution. It also proposes strategies that the Publications can use to remain relevant and attain sustainability amidst the changing landscape of publishing engendered by developments in ICT.

2.4 ICT and E-Publishing

Since the 1980s, the book publishing industry has engaged in continuous debate about the impact of new technologies on its working practices, management systems and supply chains. All the areas of the industry have been affected by computerization and digitization. These developments have significantly impacted the book publishing industry.[56] According to APNET[57],

> Contrary to earlier predictions that the computer would cause the demise of the written word in book form, the reality today is that the computer has actually opened up new and interesting opportunities for the book. The computer itself has generated more written words in book form than anticipated, so much so that there are more textbooks on computer technology today than there are on any other subject of human interest. Thus,

[55] Christensen, L. P., Ljungman, C. M., Odongo, J. R. I., Sow, M., & Frederiksen, B. F. (1998). *Strengthening Publishing in Africa: An Evaluation. Department for Democracy and Social Development*. Swedish International Development Corporation Agency, Stockholm, Sweden.

[56] Tian, X., & Bill, M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing.* New York: Ashgate Publishing Limited.

[57] African Publishers Network (2003). Strengthening Indigenous Publishing in Africa: Multiple Issues. *African Publishing Review, 12*(4-6).

> happily for the publisher, the predicted Armageddon for the book has failed to materialize; rather, the feared enemy, the computer, has actually prevented it.

The emerging digital publishing trend in the world has presented a new growth opportunity to publishers. Most publishing houses have begun tapping into the full potential of this new publishing environment. Communication technologies, ranging from World Wide Web and the use of emails among other range of social networking technologies, have already become embedded in the book publishing cycle from content acquisition and creation through to publicity, marketing and selling.[58] Some of the technological developments include:

- Service computing
- The internet
- Mobile technology
- E-books
- Digitization of content

According to Romano, the trends towards electronic publishing are driven by factors such as:

- Technological advances that provide increased computing functionality at lower cost (generally summarized under the name Moore's Law)
- The development of new channels of information distribution (Intranet and Internet)
- The desire to reduce costs by eliminating paper, printing and physical storage
- The ability to search electronic files efficiently and retrieve information quickly
- The ability to reuse information in other documents and other formats (with appropriate content rights management)
- The acceptance of reading on-screen by growing segments of the population
- The convergence of text, imagery, audio, video, animation and interactivity in new kinds of documents
- The ability of virtually anyone to become his or her own publisher
- The immediacy of content acquisition through electronic transactions and data downloading

[58] Tian, X., & Bill, M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing.* New York: Ashgate Publishing Limited.

- The demand for storage space in libraries.[59]

In his article, *How Digital can be a Companion of Print*, Joe Wikert[60] argues that print and digital formats should not be treated as mutually exclusive. Contrary to what many believe, Wikert says, digital is not a replacement, but a companion to print. Wikert foresees a publishing future whereby each print product will have a digital companion, not a replacement. He believes that the digital companion will extend and enhance the print experience and will be an optional add-on to the print product. However, according to Hall, keeping both formats is expensive and publishers have to decide whether it is necessary to keep the print product or not. To Hall, online sale for many products was initially developed as an add-on to the print product (where it was a direct version of a print product), though with the expectation that this relationship will swap.[61] This study sought to develop a model through which AMECEA Gaba Publications can provide digitized book versions of the print copies as a first-step towards fully embracing e-publishing.

Hans, in his article *Print vs Online*, critically examines the current position of electronic publishing and the use of electronic reading devices in the (English-speaking) sub-Saharan Africa. Hans observes progress in many African countries as the publishers are trying to take advantage of the new development brought about by the internet.[62]

Ikoja-Odongo[63] makes a case for electronic publishing in Africa, especially being spearheaded by universities, saying that many factors do not allow African scholars to come to the world literary market place that easily. He posits that, first, African universities must examine problems facing African scholarship in their bid to share intellectual property and develop a turn-around, alternative strategy for publishing in African universities. A review of literature on the subject brings into focus a myriad of challenges. For the African scholarly publications to be of excellent quality, on a par with the best being produced elsewhere in the

[59] Romana, F. (2014). *EBooks and the Challenge of Preservation.* Council of Library and Information Resources.
[60] Wikert, J. (2015). *How Digital Can Be a Companion for Print.* Retrieved June 3, 2015 from http:// jwikert.typepad.com/the_average_joe/2015/03/how-digital-can-be-a-companion-for-print.html
[61] Hall, F. (2013). *The Business of Digital Publishing*. New York: Routledge.
[62] Hans, M. (2013). *Print vs Electronic, and the 'Digital Revolution' in Africa.* Scotland: Hans Zell Publishing.
[63] Ikoja-Odongo, J. R. (2011). *Publishing in Uganda, with notes from Africa: A Review*. Kampala: National Book Trust of Uganda (NABOTU).

world, African universities must attend to problems of scholars in the areas of editing and production, marketing and distribution.[64]

Considering that AMECEA Gaba Publications operates under the umbrella of the Catholic University of Eastern Africa (CUEA) and CUEA Press, the views of Ikoja-Odongo are greatly relevant to the concerns of this study. To what extent does CUEA as a University aid the Publications to resolve issues that obtain in the areas of editing, production, marketing and distribution of *AFER* journals and *Spearhead* monographs?

Ikoja-Odongo argues that African Universities need to develop several capacities, mainly technological (modern equipment and software), human resources (manpower, technical expertise), and financial (hosting fees for the web). Indeed, African universities need to overcome institutional resistance to change from rapid change into electronic based publishing.[65] According to Ikoja-Odongo, e-publishing has a much higher advantage of

> eliminating some production activities and inputs needed for product development; it eliminates some costs involved in advertising, postage and distribution of the product but sets in the cost of hosting and maintaining the website; it brings with it the advantages of quality product, worldwide distribution, instant advertisement, increased visibility, advantage of international peer review, editorial process and eliminates cumbersome manuscript management process, increased visibility of writer, eliminates product inputs like paper, ink, and binding materials, eliminates storage facilities although it brings in other costs such as hosting and maintaining the websites.

Seeing that e-publishing has these numerous advantages, this study examined the capacity of Gaba Publications to engage in e-publishing. Currently, AMECEA Gaba Publications does not engage in e-publishing because it is not equipped to embrace it. Both the *AFER* journal and *Spearhead* books are printed and can only be read in hard copy. As such, the readership is limited to only those who can access the print versions of these books. The production and distribution of these hard copy books is costly and slow compared to e-published material. In addition, since the world has moved more to digital access to information, this implies that Gaba Publications does not attract a wide readership as it should. With the speedy and wide-reaching readership and subscription, it was hypothesized that Gaba Publications has the capacity to greatly increase its subscriptions with e-publishing.

---

[64] Katama, A. (1997). APNET Seminar on scholarly publishing in Africa. *Bellagio Publishing Newsletter*, No. 20.

[65] Ouya, D., & Smart, P. (2005). *Open Access survey of African-published journals.* Retrieved April 24, 2015 from http://www.ascleiden.nl/Pdf/elecpublconfouyasmart.pdf

However, to establish the e-publishing structure Gaba Publications will have to engage in serious market research and make adequate prerequisite preparations. In any business or organization, market research must be carried out before introducing a new product. For businesses that have not had to make any major structural changes in any regular way, the infrastructural change will be both costly and cumbersome to implement.[66] This is exactly where Gaba Publications finds itself today. It is yet to expand its capacity to develop and manage electronic publishing. Some of the issues that Gaba Publications needs to think about as it goes into digital publishing include:

2.4.1 Installation of the Requisite Equipment

Hall says that e-publishing relies heavily on electronic machines.[67] This means that Gaba Publications has to acquire new and state-of-the art computers. It will also have to increase its presence in the new media technology platforms such as the internet. The Publications will have to reactivate and update its defunct website. It will also need to be more present in social networks as part of its marketing strategy. This study thus assessed the capacity of AMECEA Gaba Publications to purchase and install these requisite equipment as a first step in its move to e-publishing.

2.4.2 Preparation of the Content for Electronic Publishing

Content that is published electronically is disseminated in different formats. As such, the content created by the author, which in most cases is a word document, has to be converted to a format that is accessible in different electronic formats. The conversion depends on the type of book, the genre, target audience and the type of device it will be viewed on. The books must be accessible to the target audience. Conversion of files is relatively cheap in Kenya so that, according to Mr Mugo of Digital Divide Data (DDD), depending on the complexity of the book, a page would cost 1 US dollar.[68] Because most of its publications are not illustrated, it will not be costly for Gaba Publications to convert even some of the back lists into electronic format. As such, this study sought to establish the potential for Gaba Publications to convert some of the existing *AFER* journals and *Spearhead* books to be accessible in digitized formats.

[66] Hall, F. (2013). *The Business of Digital Publishing*. New York: Routledge.
[67] Ibid.
[68] Peter Mugo, Personal Communication, January 14, 2015.

2.4.3 Costs and Pricing Factors

Distribution of digital content is also costly.[69] Indeed, it might even be more expensive compared to print because costs will include those for hosting the files on the server of the distributor. To reach wider readership the product has to be displayed on websites and other digital platforms. There are many distributors of digital content in Africa that Gaba Publications will have to choose based on costs.

Pricing is another issue that will need to be looked into. According to Franal, the pricing of e-books is more fluid than print pricing.[70] The consumer is becoming more of a player in the way digital pricing works. The consumers expect the prices to be low yet the cost of production may not be equally low.[71] This study examined how AMECEA Gaba Publications seeks to balance these issues of costs and pricing in the process of digitizing its books.

2.4.4 Training

Digital publishing demands that the staff have to upgrade their skills; apart from knowing how to produce books, they also have must learn how to work with modern technology.[72] Gaba Publications will, therefore, need to in-service the existing staff to handle the digital production processes. At some point, the Publications may also need to hire a highly skilled ICT professional to manage all of its e-publishing activities.

2.4.5 Marketing

AMECEA Gaba Publications must revamp its marketing strategy. The way to go would be to embrace holistic marketing communications. Marketing communications represent the amalgamation of all the elements in a brand's marketing mix to foster exchanges in shared concepts with the stakeholders of brand.[73] Within this strategy, the Publications could utilize various communications platforms to rebrand itself and popularize its products through integrated marketing communication (IMC). Schultz defines IMC as concept of marketing that brings together and assesses the function of diverse communication discipline to achieve

[69] Hall, F. (2013). *The Business of Digital Publishing*
[70] ibid
[71] *ibid*
[72] *ibid*
[73] Saeed, R., Naeem, B., Bilal, M., & Naz, U. (2013). Integrated Marketing Communication: A Review Paper. *Interdisciplinary Journal of Contemporary Research in Business, 5*(5), 124-133.

clarity, consistency and greater impact.[74] Marketing must be strategized to reach specific audiences.

The target of AMECEA Gaba Publications is largely composed of pastoral agents in Africa and beyond most of whom make prior subscriptions to books. As such, the Publications will have to provide digitized books to this existing clientele first before expanding to the general market. The product must be kept alive by maintaining awareness. This will also require money. The organization should, therefore, aim at what is reasonable but take into account the cost implication. This study sought to ascertain the capacity of AMECEA Gaba Publications to engage in e-publishing in order to make recommendations for the success of the project in the organization.

2.5 Journal Publishing

Electronic journal production constitutes a fairly modern and considerably productive approach to enhancing the creation and distribution of knowledge. Unfortunately, most African publishing agencies have faced significant challenges embracing this new approach due to less advanced ICT systems in the continent.[75] AMECEA Gaba Publications finds itself in this milieu of ICT-related challenges.

Researchers distribute their writings in journals in order to: Publicize their experimental results, expand the scopes of existing literature hence reduce ignorance; confirm the validity of past research findings; to create professional identity and leverage sponsorship to conduct more research, and to achieve upward career mobility.[76] With the increase of higher learning institutions in contemporary Africa, academic journals have become central to distribution of experimental results among scholars in the continent.[77] Therefore, the publishing of refereed or peer-reviewed learned journals (or serials), sold mainly on the subscription/site licence

[74] Schultz, D. E. (2004). IMC Receives More Appropriate Definition. *Marketing News, 38*(15), 8-9.

[75] Rosenberg, D. (2002). African Journals Online: improving awareness and access. *Learned Publishing*, 15(1), 51-57; Aparicio, M. A. M. (2009). Access to electronic publishing in African countries: some reflections. *ELPUB2003. From information to knowledge: Proceedings of the 7th ICCC/IFIP International Conference on Electronic Publishing*, Universidade do Minho, Portugal 25-28 June 2003. Retrieved October 20, 2009, from http://elpub.scix.net/data/works/att/0312.content.pdf

[76] Bello, L. (2008). Transiting to electronic journals: avoiding new dimensions of the old problem. Paper presented at the *Conference on Electronic Publishing and Dissemination "Putting African Journals Online: Opportunities Implications and Limits"*, Darka, 6-7 October, 9. Retrieved October 20, 2009, from http://www.codesria.org/spip.php?article588&lang=en

[77] Adebowale, S. (2001b). Disseminating the electronic publishing philosophy in developing countries. *Electronic Journal Publishing: a reader version 2.0*. Retrieved February 12, 2010, from http://www.inasp.info/

business models, to libraries and corporate is a major adjunct to book publishing for publishing firms in Africa.[78]

So far, AMECEA Gaba Publications publishes only one journal, the *African Ecclesial Review (AFER)*. This study, therefore, considered how the Publications can expand to publish and distribute the *AFER* journal electronically as part of enhancing its business model.

2.5.1 Journal Business Models

With increasing adoption of online distribution channels by most publishers, the market for journals has changed substantially. This has subsequently resulted in an overall increase in the number of journals worldwide.[79] In response to the rapid changes in the publishing industry, many publishers have been forced to creatively develop flexible business models that can meet the needs of the consumers.

According to the knowledge exchange briefing paper on journal business models, there are two basic models used to fund the dissemination of publicly funded research through articles published in journals. These are: subscription business model and open access journal business model.[80] Subscription business model is currently the most common business model which recovers the cost of publication through a subscription or licence or a payment of an individual article. The model has, however, been challenged by the open-access publishing model. Open access journal business model is an alternative business model which recovers the cost of publication through payment in advance of publication. This enables the content to be made available to users without any payment. The publication payment may be made by an individual author or by the author's funding agency or employing institution.

AMECEA Gaba Publications is well placed to embrace the journal business models; what it lacks is strategic leaders and financial capacity to launch into this project. Granted that the Publications' tall ambition of engaging in e-publishing materialized, it would be easy to make

[78] Clark, G., & Phillips, A. (2014). *Inside Book Publishing* (5th ed.). New York: Routledge.

[79] Research Information Network (2012). *Activities, Costs and Funding Flows in the Scholarly Communications Systems in the UK London*. Retrieved June 24, 2015 from http//:www.rin.ac.uk/.../activities-costs-and-funding-flows

[80] Eve, M. P. (2014). *Open Access and the Humanities Contexts, Controversies and the Future.* United Kingdom: Cambridge University Press.

a pilot project of this model using the existing journal, *AFER*. Nonetheless, researchers issue caution over electronic publishing of online journals. Asomoah-Hassan enumerates the following limitations of electronic journals:

- Lack of general principles of publishing among publishers;
- Poor understanding of what constitutes quality journals both in hardcover and online formats;
- Most publishers have not embraced electronic formats;
- The publishing industry is driven by irregular objectives, and
- Most institutions and employers do not yet trust e-journals for upgrading employment terms.[81]

2.6 Business Models for Book Publishing

Every viable organization is built on a sound model; similarly, every enterprise employs a defined business model. A business model defines how the enterprise creates and delivers value to the customers, and then converts payments received to profit.[82] Magretta states that when a business model changes the economics of an industry and is difficult to replicate, it can by itself create a strong competitive advantage.[83]

Development in the global economy has shifted the traditional balance between customer and supplier. The new business environment has amplified the need to address customer needs more astutely and also how to capture value.[84] Without a well-developed and clearly defined business model any business cannot be sustainable.

The growth of the internet has allowed individuals and businesses easy access to vast amounts of data and information. As such, the power of customers to make choices and influence business policy has greatly increased. Consequently, business companies have been

[81] Asamoah-Hassan, H. (2009). Embracing electronic scholarly publishing in Africa: the Kwame Nkrumah University of Science and Technology (KNUST) Library, Kumasi Ghana as a case study. Paper presented at the *1st PKP Conference* in Vancouver, Canada 11-13 July 2007. Retrieved October 20, 2009, from http://pkp.sfu.ca/ocs/pkp/index.php/pkp2007/pkp2007/paper/viewFile/23/1

[82] Teece, J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning, 43*(172-194).

[83] Magretta, J. (2002). Why Business Models Matter. *Harvard Business Review*, May 2002: 86-92.

[84] Ibid.

forced to rethink their business models to respond to the needs and preferences of their clients.[85]

Just like all other business companies, publishing houses must also adopt financially sound business models. They must think beyond the present and anticipate future market trends to ensure their businesses remain sustainable over time. Esposito, in his article *Reimaging the University Press*, articulates that a strong business model does not necessarily involve cost-cutting and retrenchment but involves identifying and pursuing new trends.[86]

Therefore, with and the accompanying challenges and opportunities, this study sought to examine the extent to which AMECEA Gaba Publications is responding to the challenges and opportunities emergent from the explosion of new technology. The study sought to demonstrate how the new technology can help expand the capacity of the Publications to publish and sell its products. Specifically, the study sought to show how new opportunities in ICT development can engender greater and more effective service delivery in printing, publishing, graphic design, editing, typesetting, photocopying and marketing, especially with the acquisition and utilization of the new technologies and modern and advanced equipment. All of these services, together, constitute both the avenues and platforms for a sustainable publishing future. They also will help to define the new business model of AMECEA Gaba Publications.

2.7 Business Strategies for a Sustainable Publishing Future

Business strategy is concerned with the match between internal capabilities of the company and the external environment. According to John Kay, the setting up of strategy is based on an analysis of the characteristics of the company and the industries and markets in which it operates. A strategy is a set of analytic techniques for understanding better, and so influencing, a company's position in its actual and potential marketplace.[87]

Carolyn Reidy, the CEO of Simon & Schuster publishing company and the outgoing Chairperson of Association of American Publishers, argues that publishing companies:

[85] Ibid
[86] Esposito, J. (2010). *Reimaging University Press* (Volume 3 issue 2).
[87] Kay, J. (1999). Mastering Strategy: Resource Based Theory. *Financial Times*. 27 September 1999.

"...need to shift the dialogue from 'will publishing survive' to 'how we are taking the industry forward, seizing unprecedented opportunities for transforming the very nature of the book, for disseminating information and distributing content?'"[88]

Hans M. Zell calls on publishing firms in Africa to adopt new approaches to increase their performance, including: (1) innovative experimentation in seeking out the audience; (2) eliciting feedback and response; (3) bringing books into the economic reach of the rural poor, and (4) setting up effective marketing and distribution systems abroad to gain access to international market.[89]

This study sought to examine the strategies that AMECEA Gaba Publications has put in place to ensure that it serves its clearly defined niche market well. The study sought to show how, by having an identifiable market with available lists and related memberships, Gaba Publications may be able to exceed publishing industry standards for conversion of potential subscribers.

The study examined how AMECEA Gaba Publications combines resource acquisition and upgrading of existing ones, the extent to which it effectively and efficiently uses available resources and its commitment to quality editorial and print end-products as strategies to build circulation through both subscriptions and local distribution and sales. The study also sought to explore how Gaba Publications can expand its capacity to engage multi-channel distribution principles in which both subscriptions and sales of books are managed electronically as well as manually. This will maximize the potential market reach of the Publications and thus bring about the realization of its financial sustainability.

[88] Greenfield, J. (2014). *Publishers Need to Change the Conversation* Retrieved June 10, 2015 from http://www.digitalbookworld.com/2014/simon-schuster-ceo-carolyn-reidy-publishers-need-to-change-the-conversation

[89] Zell, H. M. (1987). Book Review "Publishing in the Third World: Knowledge and Development." In *Research in African Literatures* (pp. 250-253), *18*(2). Indiana University Press. Retrieved April 24, 2015 from http://www.jastor.org/stable/3819268

Chapter 3: Methodology

3.1 Introduction

This chapter presents that research design and methodology used in this study. According to Kumar, differences in philosophical perspectives in each paradigm, combined with the aims of the study, to a large extent, determine the focus, approach and mode of enquiry, which in turn determine the structural aspects of a study design.[90] This view was considered in identifying the research design for this study.

3.2 Research Purpose

Three main purposes of research are to describe, explain and validate findings.[91] This research was considered descriptive because it sought to describe the current state of AMECEA Gaba Publications and the opportunities available for its future sustainability. According to Kowlsyzyk, descriptive research describes what is happening in more detail, filling the missing parts and expanding the understanding of the situation.[92]

This study sought to identify and describe the challenges that Gaba Publications is facing currently in the areas of book production, marketing and distribution; identify the Publications' present capacity to engage in electronic publishing, and also identify ways in which the Publications can attain financial sustainability by opening its doors to greater business opportunities.

3.3 Research Approach

Being a single-case study, one publishing organization, namely AMECEA Gaba Publications, was the main focus of the study. Yin states that a case study design should be considered when: (a) the focus of the study is to answer "how" and "why" questions; (b) the researcher cannot manipulate the behaviour of those involved in the study; (c) the researcher wants to cover contextual conditions because he/she believes they are relevant to the phenomenon

[90] Kumar, R. (2014). *Research Methodology* (4th ed.). New Delhi: SAGE Publications Ltd.

[91] Spector, J. M., Merill, M. D., Elen, J., & Bishop, M. J. (2014). *The Handbook of Research for Educational Communications and Technology* (4th ed.). New York: Springer.

[92] Kowalsyzyk, D. (2013). *Purposes of Research: Exploratory, Descriptive & Explanatory*. Retrieved on July 15, 2015 from http://education-portal.com/academy/lesson/purposes-ofresearch-exploratory-descriptive-explanatory.html#lesson

under study, or (d) the boundaries are not clear between the phenomenon and context.[93] As such, this approach was found appropriate in studying the present state of performance of AMECEA Gaba Publications as a unit of analysis.

A case study is useful when one wants to have a holistic understanding of a given situation, phenomenon, episode, site, group or community. A case study focuses on a bounded subject/unit that is either very representative or extremely atypical.[94] The case study was thus preferred to enable the researcher have an in-depth study of Gaba Publications and gain a deeper understanding of the prevailing circumstances. The data was collected from all available sources in AMECEA Gaba Publications and other relevant information extensively explored in order to have a holistic understanding of the case and draw relevant conclusions.

The type of case study that was adopted in this study was descriptive. This type of case study is used to describe an intervention or phenomenon and the real-life context in which it occurs.[95] This study sought to identify and describe the challenges that Gaba Publications is facing currently in the areas of book production, marketing and distribution; identify the Publications' present capacity to engage in electronic publishing, and also identify strategies that can help the Publications to improve its current financial status.

3.4 Research Strategy

The study made use of a case study design. According to Yin, a case study may be defined as an empirical enquiry that investigates a contemporary phenomenon within its real life context, when the boundaries between phenomenon and context are not clearly evident, and in which multiple sources of evidence are used.[96] The case study's unique strength is its ability to deal with a variety of evidence-documents, artefacts, interviews and observations.[97]

[93] Yin, R. K. (2003). *Case Study Research: Design and Methods* (3rd ed.). Thousand Oaks, CA: Sage Publications.
[94] Kumar, R. (2014). *Research Methodology* (4th ed). New Delhi: SAGE Publications Ltd.
[95] Yin, R. K. (2003). Case Study Research: Design and Methods (3rd ed) Thousand Oaks, CA: Sage Publications.
[96] Remenyi, D. (2012). *Case Study Research*. United Kingdom: Academic Publishing International
[97] Yin, R. K. (1994). *Case Study Research* (2nd ed.). United States of America: SAGE Publications Ltd.

3.5 Data Collection Methods

Data collection in case studies can be done using many sources techniques. These include: documentation, archival records, interviews, direct observation, participant observation, and physical artefacts.[98]

In this case study, data was obtained using non-structured interviews. McLeod describes unstructured interviews as being more like a 'guided conservation'.[99] Unstructured interviews are less rigid; its items can be adjusted according to participants' responses. The interviewer can more freely deviate from the interview schedule. Unstructured interviews also generate qualitative data through the use of open questions. This enables participants to express their views without restraint. This helps the researcher develop a real sense of a person's understanding of a situation. Moreover, unstructured interviews further have increased validity since it enables the researcher to ask rebuttal questions, seek clarification and gives the respondent greater authority in interview process.[100]

Conversely, unstructured interviews tend to require more time to undertake and sort the data they elicit. Moreover, it may cost the researcher more to recruit and train assistants to help in collecting data.[101]

Key informants were engaged in this study and they were asked to provide insights into the state of Gaba Publications in line with the research objectives. Those who were interviewed included: the Executive Director of AMECEA Gaba Publications, the members of the Editorial/Advisory Board, the Coordinator in charge of the Publications, the Assistant Editor, the Graphics and Layout and Format Designers, the Marketing Officer and select members of the funding agencies.

To corroborate and augment evidence from unstructured interview of key informants, document analysis was also undertaken. This method, in a case study, is used to strengthen the data obtained through the other sources.[102] Relevant documentary information from

[98] Ibid
[99] McLeod, S. A. (2014). *The Interview Method.* Retrieved June 27, 2016 from http://www.simplypsychology.org/interviews.html
[100] Ibid.
[101] Ibid.
[102] Yin, R. K. (2003). *Case Study Research: Design and Methods*, p. 87.

AMECEA Gaba Publications were examined. These included: letters, agendas and minutes of past meetings, reports and project proposals. Archival records were also used. The researcher looked into service records of the number of subscribers and dispatch and also budgets of various projects. The research also looked into records of the number of publications that the company has produced over time.

The researcher further observed the status of equipment, nature of relationships between various stakeholder of AMECEA Gaba Publications and the current performance of the Publications. Patton identified several advantages of using the direct observation method. It allows the researcher to: Get a grasp of the context of people's interaction; uncover vital data from phenomena that may be regarded by locals as unimportant; obtain information that respondents may be hesitant to give in formal interview; find greater freedom to discover unmediated truths about the object of study.[103] This method is also limited in a number of ways. For example, research subjects may alter their behaviour if they discover they are being watched; the data obtained is subject to contextual, and the method only captures what is visible to the eye and not the internal motivations of observed actions.[104] Since the researcher had worked in the Publications, it was easy to engage in participant observation with the fellow staff members.

3.5.1 Validity

Validity refers to the extent to which a research outcome sufficiently portrays the actual reality of what is being studied.[105] It is ascertained by critically analysing the quality of the items in every instrument and determining their relationship with the research objectives to determine the extent to which they will yield useful results. Patton describes validity as the truthfulness or falsity of a given findings, statement or implication.[106] It is used to gauge if a data collection tool captures what it is designed to capture.[107] Validity in non-structured interviews is guaranteed by virtue of the fact they allow the interviewer the space to probe for a deeper understanding, ask for clarification and also enables the respondent to drive and control the interview process.[108] In line with this view, viability in this study was ascertained

[103] Patton, M. Q. (2002). *Qualitative research & evaluation methods* (3rd ed.). Thousand Oaks, CA: Sage.
[104] Ibid.
[105] Kumar, R. (2014). *Research Methodology* (4th ed.). New Delhi: SAGE Publications Ltd., p. 213.
[106] Patton, M. Q. (2002). *Qualitative research & evaluation methods*
[107] Bryman,A and Cramer.(1997). *Quantitative data analysis with SPSS for windows*. Routledge, London.
[108] McLeod, S. A. (2014). *The Interview Method*

by engaging the respondents in in-depth interviews through both formal and informal interactions.

The documents consulted were assessed for authenticity (whether or not the evidence is genuine and from impeccable sources), credibility (whether the evidence is unique to its context), representativeness (whether the documents consulted were representative of the relevant documents) and meaning (whether the evidence was clear and comprehensible)[109] with the help of the heads of the various departments from which the documents were consulted.

In general, the researcher used a triangulation of data collection methods to ensure the validity of the data obtained in this study.

3.5.2 Reliability

Reliability refers to the degree of consistency of a research instrument; whether or not it can be trusted to produce the same results when used by other researchers. Reliability refers to the harmony and uniformity of data collection tool.[110] The reliability of a method is gauged by the extent to which the characteristics of findings represent actual features of the data obtained and not a product of external influences.[111] In this study, the data collection instruments were examined for clarity and to identify and eliminate ambiguity in the items, to guarantee appropriateness of procedures of data collection and credibility of the instruments.[112] The researcher sought fully authorized access to the official documents and reports from the Publications to ensure that the data collected were credible.

3.6 Procedure for Sample Selection

Case studies can involve single or multiple cases. There are many Christian publications in Kenya but AMECEA Gaba Publications was chosen because the researcher had a particular

[109] Mogalakwe, M. (2006). The Use of Documentary Research Methods in Social Research. *African Sociological Review*, *10*(1), 221-230.
[110] Cronbach, 1951).
[111] Krippendorff, K. (1980). Validity in content analysis. In E. Mochmann, (Ed.), Computerstrategien fÃ¼r die kommunikationsanalyse (pp. 69-112). Frankfurt, Germany: Campus. Retrieved from http://repository.upenn.edu/asc_papers/291
[112] Cohen, L., Manion, L., & Morrison, K. (2007). *Research Methods in Education* (6th ed.). Routledge.

interest in it having worked there for a considerable length of time. Key informants were selected for interviews. The researcher consulted a range of documents the choice of which was guided by the research questions. These documents included reports, business plans, minutes of meetings, customer service, subscription and sales analysis statistics among other relevant documents. These documents helped to corroborate respondents' views in the interview. They were instrumental in understanding the current publishing status of the Publications. The researcher was able to access most of the documents that were needed and they included the annual reports, minutes, internal letters and project proposals. The documents were vital in tracing the history of the organization and establishing facts and figures regarding its present performance as well as projecting about its future. However, some documents could not be traced because they were either lost or had been destroyed.

3.7 Limitations

All research designs have their strengths and limitations. The special features of case study research that provide the rationale for its selection also present certain limitations in its usage. According to Stake, the amount of description, analysis or summary material is up to the investigator. He asserts that the researcher decides: 1. How much to make the report a story; 2. How much to compare with other cases; 3. How much to formalize generalizations or leave such generalizations to readers; 4. How much description of the researcher to include in the report, and 5. Whether or not and how much to protect anonymity.[113]

Hamel observes that lack of rigor could occur in the collection, construction and analysis of the empirical material that give rise to this study. He avers that this could be linked to the problem of bias introduced by the subjectivity of the researcher and others involved in the study.[114] This was a significant problem in the present study because the researcher involved in an investigation of an entity in which she has been directly involved. Having been an employee of AMECEA Gaba Publications, the researcher was averse to be lenient in giving criticism where it was due or tending to give praise without justification. This problem was overcome with the help of the university supervisors who helped identify statements or arguments with bias and advised the researcher to make corrections.

[113] Stake, R.E. (2005).*Qualitative Case studies.* In N.K. Denzin & y.s. Lincoln (Eds) The Sage handbook of qualitative research (3rd ed).Thousand Oaks, CA:Sage.

[114] Hamel, J. (1993). Case Study methods.Qualitative Research Methods.Vol 32.Thousand Oaks,CA:Sage.

The observation approach used in this study is equally disadvantaged in a number of ways. For example, research subjects may alter their behaviour if they discover they are being watched; the data obtained is subject to contextual, and the method only captures what is visible to the eye and not the internal motivations of observed actions.[115] Since the researcher had worked in the Publications, it was easy to engage in participant observation with the fellow staff members.

[115] Ibid.

Chapter 4: Data Presentation

4.1 Introduction

The chapter presents the research findings on the background and business situation of Gaba Publications. The chapter begins by describing when the organization was established, the nature of its publications and target audience, the management structure, employee base, market and customer base. It also describes the challenges faced by Gaba Publications and the strategies that have been put in place to surmount the challenges in a bid to realize a sustainable future.

The aim of this research was to explore the different ways and strategies that can be employed by AMECEA Gaba Publications to attain a sustainable publishing future. The specific objectives of the study were:

i. To identify the current publishing status of AMECEA Gaba Publications
ii. To identify available opportunities for financial self-sustainability for AMECEA Gaba publications
iii. To describe the current capacity of AMECEA Gaba Publications to engage in E-publishing
iv. To propose a model for adopting e-publishing by AMECEA Gaba Publications as it is today

4.2 Organizational Analysis

This analysis sought to establish how the organizational and administrative structure of AMECEA Gaba Publications enables the firm to access and maximize relevant resources to give it competitive advantage in the publishing market. This supports the view of facilities and personnel as raw materials that a company transforms into products and services.[116] These 'available factors' include the overall strategic organization of the firm to attain maximum performance. To understand the policy framework and philosophical outlook of AMECEA Gaba Publications, the research analysed the mission, target audience, employee base, editorial and overall administrative structure as well as its merger with the Catholic University of Eastern Africa (CUEA) Press. The aim of this analysis is to establish whether

[116] Amit, R., & Schoemaker J. H. (1993). Strategic Assets and Organizational Rent. *Strategic Management Journal, 14*(1), 33-36.

or not the structuring, policy formulation and realignment of the firm was informed by the resource based view of strategic management for best results.

4.2.1 Mission and Nature of Gaba Publications – CUEA Press

AMECEA Gaba Publications was founded fifty-seven years ago in 1958/9, in Kampala – Uganda (Ggaba) by the Association of Member Episcopal Conferences of Eastern Africa (AMECEA) bishops. AMECEA is a Catholic service organization for the National Episcopal Conferences of the eight countries of Eastern Africa, namely Eritrea, Ethiopia, Kenya, Malawi, Sudan, Tanzania, Uganda and Zambia. Djibouti and Somalia are affiliate members. The association enables the Catholic Bishops' Conferences of these countries to do together what they could not do alone and offers them the machinery to work together on a regional basis.[117] In 1976, the AMECEA Pastoral Institute together with the AMECEA Gaba Publications were moved to their present location in Eldoret, Kenya, due to political instability in Uganda at the time.

The mission of AMECEA Gaba Publications is to disseminate and share the Word of God through print media with the people of God in the AMECEA region, in Africa and with the entire world. The publications highlight pastoral experiences and challenges faced by pastoral agents in their strategies and activities of evangelization across Africa. Gaba Publications publishes two regular Publications: the *African Ecclesial Review* (*AFER*) journal, which is a quarterly production (4 issues per year) and *Spearhead* monograph (5 issues per year). Both of these publications are essentially pastoral in nature.

AFER is a scholarly journal distinguished for its open discussion and unbiased commitment to pastoral issues affecting the Church in Africa. It is dispatched to over seventy countries and has a subscription of close to 400 worldwide. Articles are, therefore, sourced from competent authors, scholars, theologians and pastoral workers in Africa and beyond. The articles must have a specific message for the Church in Africa in order to qualify for publication.

[117] Posko, J. (2015). *50 years history of AMECEA Booklet*. Retrieved November 3, 2015 from http://www.flipsnack.com/posko/amecea-50-years-history-booklet.html

4.2.2 Target audience for AFER *and* Spearhead

Being pastoral in nature, and adhering to the teachings of the Catholic Church, *AFER* and *Spearhead* publications target African pastoral agents, Christian leaders, African theologians, professionals, Christian scholars and indeed all God's people in Africa and beyond, regardless of their faith affiliations. According to the subscription records, there are currently three hundred and seventy three subscriptions to both publications from Africa, Europe, Asia, America and Oceania.[118]

AFER and *Spearhead* publications target mainly the above groups because, according to the AMECEA founders, they are the people who must be informed and challenged to face and appropriately respond to the pastoral challenges in the Church in Africa and globally.

4.2.3 Employee Base

Currently, Gaba Publications has the following five staff members: Chief Editor/Coordinator, Assistant Editor, Typesetter, Marketer/Dispatch Coordinator and a Graphics Designer.

The above members of staff are responsible for the overall activities of production and dispatch of the publications in the firm. Below is a summary of their job descriptions as indicated in the staff employment files of the Publications.

Coordinator: Directs, organizes and oversees the flow of work from one section of the Publications to the other. He/she is also undertakes the administrative duties of the Publications.

Assistant Editor: Ensures that all journals, books, reports, letters and any works to be published are well edited and thoroughly proofread in line with the editorial and publishing guidelines of AMECEA Gaba Publications.

Typesetter: Professionally ensures the proper layout of all publications as per the required printing format and the house style of AMECEA Gaba Publications.

Dispatch Coordinator/Marketer: Coordinates dispatch of books to subscribers and other buyers, liaises with internal and external clients through correspondences and markets the published products.

Designer: Designs book covers and catalogues for Gaba Publications and any other design work for the University Campus.

[118] AMECEA Gaba Publications (2016). *Subscription Records*. Eldoret: AMECEA Gaba Publications.

4.2.4 Editorial/Advisory Board

AMECEA Gaba Publications has an Editorial/Advisory Board. The role of the Board is to peer review manuscripts before they are published. Being drawn from other institutions, especially institutions of learning, the Board members also help to advertise, publicize and market Gaba Publications. They further conduct research on the various needs of the clients of the Publications and make policy recommendations to improve service delivery. The board is composed of eight members. This comprises the Executive Director of AMECEA Pastoral Institute who serves as the link between Gaba Publications and the AMECEA Secretariat. Currently, the other members are: the Director of the Catholic University of Eastern Africa (CUEA) Press, two professors from Moi University, Kenya, two lecturers from CUEA, Lang'ata Campus in Nairobi and a member from Tindinyo Major Seminary in North Rift region of Kenya. The Board is mandated to meet four times every year. The meetings are scheduled to coincide with the publications of the four issues of the *AFER* journal in the months of January, April, August and December.

The composition of the Board is structured to cater for the various needs of the Publications. The Board is made up of Catholic Priests, lecturers and professors and members of the clergy who provide diverse and rich contributions to the mission of the Publications through a review of manuscripts and shaping of policy through advice.

AMECEA Gaba Publications gives a token of appreciation in form of cash to the Board members whenever they meet to deliberate on issues pertaining to the Publications.

4.2.5 Management Structure

All publishing houses perform basically the same work but the pattern of arrangement of management, editorial, production and marketing can vary, with responsibilities being ordered in many different ways. How these functions and responsibilities are ordered or arranged depends on the way the management of the firm sees its objectives.[119]

The figure below indicates the current management structure of AMECEA Gaba Publications.

[119] The Business of Book Publishing (1990) A management Training Course

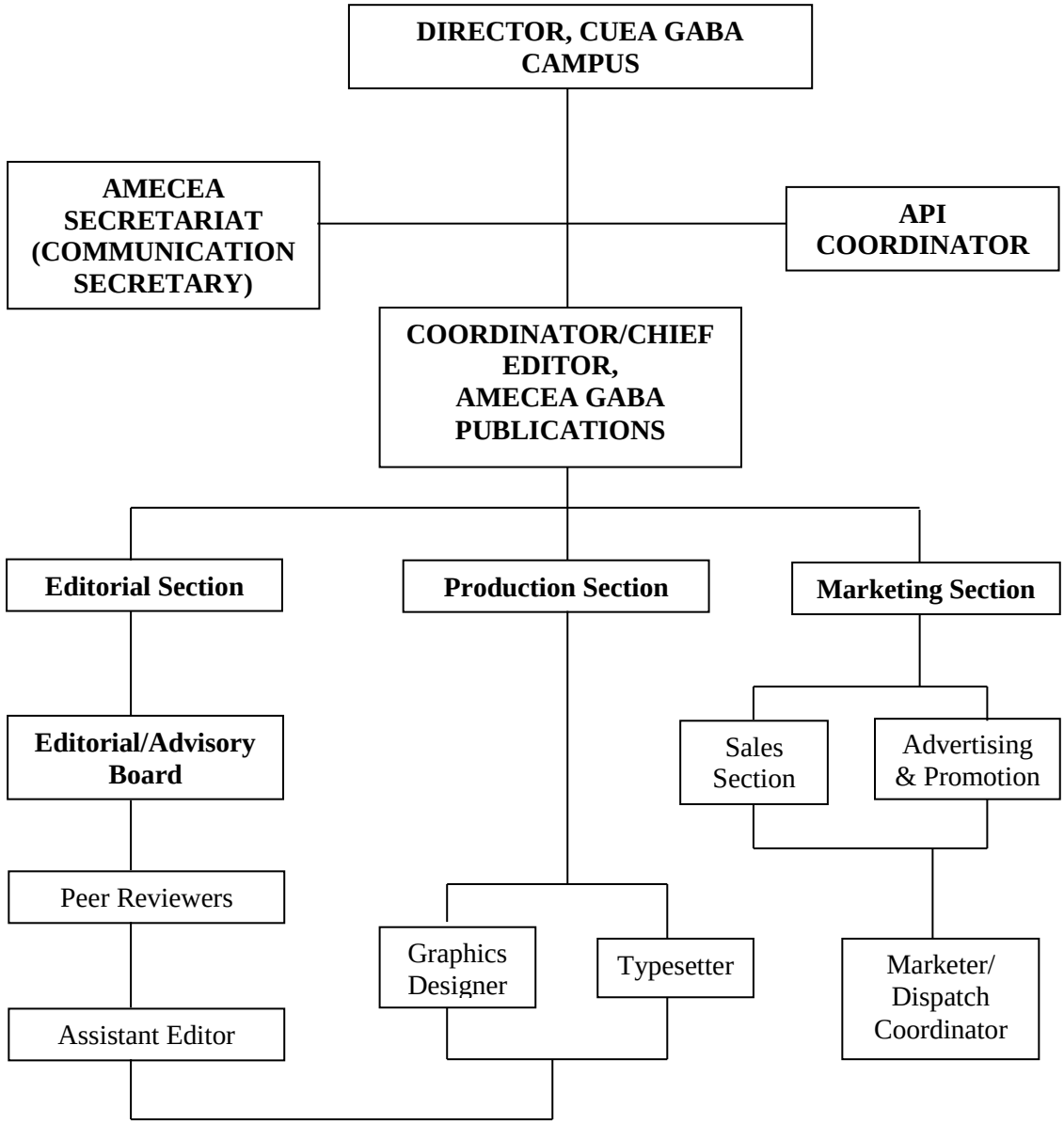


Figure 4.1: Management Structure of AMECEA Gaba Publications

As indicated in the Figure above, AMECEA Gaba Publications exists under the umbrella of AMECEA. It works closely with the AMECEA Secretariat and AMECEA Pastoral Institute. In terms of location and staff recruitment, AMECEA Gaba Publications also collaborates with the Catholic University of Eastern Africa. CUEA recruits and pays salaries for the staff of the Publications. Conversely, the Publications generates income from sale of books and other services which go into the account of the University. Whenever the Publications wants to access funds to run its activities, it submits an application to the University Finance through the office of the Campus Director. Therefore, the supposed direct link between the Publications and AMECEA Secretariat as well as API only exists in concept; the two groups of institutions do not share financial burdens.

In the past, the Communication Secretary of AMECEA Secretariat used to be the Chair of the Editorial/Advisory Board of AMECEA Gaba Publications. This was a sign that the Publications was directly answerable to AMECEA, its founding body. Interestingly, this also represented a time when the Publications used to register high rates of performance. It never lacked manuscripts to publish; nor did it suffer financial problems in running its affairs. However, with the introduction of the merger, the AMECEA Secretariat seems to have slowly pulled away from the Publications. This also marked the beginning of the downturn for the Publications. The Board Chair in the new dispensation became the Director of CUEA Press, which signified that AMECEA Gaba Publications began to answer more directly to the University than to AMECEA.

As shown in the figure above, a new team of peer reviewers has been introduced to the Publications. Initially, the Editorial/Advisory Board made both policy and editorial decisions for the Publications. This was not appropriate since in normal practice of successful publishing firms management decisions are separated from the editorial process. The Publications, therefore, needs to redefine the roles of Board members against those of peer reviewers. It must also use the peer review team to strengthen quality through rigorous and up-to-standard review of manuscripts.

The above figure also paints a picture of a highly coordinated sales and marketing section. In actual practice, the section hardly engages in sales and promotion except by displaying books during major events in the University campus, the main campus of CUEA in Nairobi and occasionally in major seminaries in Kenya. The Publications does not have an online system of sales promotion and integrated marketing. Its website became defunct due to low activity, lack of fresh content and failure to remit website hosting charges. Therefore, the Publications no longer designs book catalogues.

As already mentioned briefly, the above structure also captures, in part, the challenges that AMECEA Gaba Publications goes through as a result of the merger of the University and AMECEA Pastoral Institute. The details of this merger are discussed in the next section.

4.2.6 The Merger with the Catholic University of Eastern Africa (CUEA) Press

After the Bishops' resolution in July 2008 at the AMECEA Plenary in Lusaka, Zambia, to elevate the AMECEA Pastoral Institute to a campus of the Catholic University of Eastern Africa (CUEA), Gaba Publications was also integrated into the Catholic University of Eastern Africa Press. It was hoped that this merger would help in marketing of the Publications and enable easy access to quality materials for publishing from lecturers, especially those in the faculty of Theology.

However, what was not envisaged in the merger was that some book buyers, writers, subscribers and even sponsors would interpret this to mean that AMECEA Gaba Publications had been made subservient to and would serve the interests of CUEA Press which are largely academic and business as opposed to pastoral oriented. Indeed the merger led to two categories of people in relation to stakeholders of AMECEA Gaba Publications. First, there were those who felt that merger had totally obliterated the identity of the Publications as an evangelizing institution.[120] These had been discouraged by the failure of both CUEA and AMECEA to safeguard the interests of the Publications in the process of merging CUEA and API. Subscribers in this category withdrew their subscription. Ardent theologians who for years had benefited from the high quality literature coming from the reputable scholars of African works began to receive highly academic and less theologically deep or evangelistically conscious writings from AMECEA Gaba Publications. Some sponsors also began to feel that their funds to the Publications which were meant to further the course of evangelization through print media had been used to fund production of books that were not relevant to that mission. Over the years, the Publications received messages of concern in varying degrees of strength from most of these stakeholders. However, since decision-making had been complicated by the merger, the junior staff who received these messages could in no way address those concerns. Decision-making became a matter of the University council.

The second category of stakeholders included those who were thrown into confusion by the merger as well as those who supported it without paying too much attention to the implications of the merger. A number of these were scholars who felt that the publishing scope of Gaba Publications was too narrow; that by focusing too much in publishing material

[120] Minutes of AMECEA Gaba Publications Editorial/Advisory Board Meeting Held on 5th May, 2011 at GABA Campus Executive Director's Boardroom

for the cause of evangelization, the Publications was missing out on vast opportunities for prosperous publishing business out there. Some of these groups felt that the Publications had now opened up for serious scholarship and academic work. A number of them began to submit manuscripts that veered far from the theme of evangelization. AMECEA Gaba Publications, seeking funds to further its course and to augment the reducing number of contributing writers in the theme of evangelization, began to produce more books in educations, research methods, among other fields.

As such, the integration took place without due regard for the unique vision and mission of Gaba Publications, which seeks to evangelize through print media. Evangelization is a costly activity, the only profit being to save souls. The original intentions of AMECEA was that that CUEA and CUEA Press being business entities under the umbrella of AMECEA would generate income part of which would be invested in evangelization activities through avenues like Gaba Publications. However, it seemed that with the merger, the element of evangelization got dissolved in the twin agenda of academics and business of the University.

Within the merger, the Publications became, in practice, a department of CUEA Press. Even the Publications' named became hyphenated with the title 'CUEA Press.' Its new email account carried the University initials (cuea.edu). Its book covers carried the University logo and the copyright statement intoned that the material belonged to CUEA Press. The staff members of the Publications became employees of the University who were subject to all manner of decisions that the University makes. They began to wear the University nametags which made them indistinguishable from the other staff members of CUEA. The marketing officer of the Publications was co-opted into the University marketing team since, it was assumed, all manner of marketing is the same. If he could market books, he could also market the University and recruit students. The Publications' accountant was similarly redeployed to the campus finance office. The University also took over buildings from the Publications and the whole reputable publishing firm was crammed into a single block with squeezed offices. The dusty basement of the new campus main hall became the bookstore for the publications.

In the midst of all these, the key decision-makers in matters affecting the Publications, namely the Editorial/Advisory Board and the AMECEA Secretariat, continued to believe that AMECEA Gaba Publications was the same old firm that produced quality works of

evangelization for Africa. It was only recently that it became obvious to everyone that the Publications had long lost its theological lustre and in its place had set in more academic-oriented content. The major problem that startled everyone to wake up to this reality is the serious reduction of subscribers. Today, Gaba Publications strives to retain a meagre number of subscribers. It also finds it hard to obtain relevant manuscripts for processing.

The merger into CUEA Press also affected the funding of Gaba Publications by its donors. Though a letter was written to the donors (Missio Aachen) by the then Chancellor of CUEA, informing them of the integration of Gaba Publications into CUEA Press, this seemingly was not well received by the donors because, after the merger, the funding dwindled and eventually stopped. As indicated in the history of the founding of Gaba Publications, donors were interested in funding a non-profit making publishing house whose exclusive hallmark was evangelization. As such, some of the donors have reportedly withdrawn their funding for Gaba Publications alleging that the Publications has lost track of its mission as evidenced by the nature of books it produces.[121] According to most members of the Editorial/Advisory Board of the Publications, the idea of placing Gaba Publications under CUEA Press may have been interpreted by them as a deviation from the originally intended mission.[122] Moreover, they must have assumed that Gaba Publications would be receiving full financial support from CUEA. Unfortunately, owing to lack of support from the Catholic University of Eastern Africa the book production processes of the Publications began to deteriorate.

The editorial processes began to slow down due to lack or delays in supply of printing material for proof-reading stages. Machines began to break down without replacement. Some of the computers and printers found in the Publications today are as old as 20 years and have suffered the wear and tear of use over those years. Staff members have to withstand computers that 'hang' for minutes and consume a lot of time. Printers sometimes fail to pick up the command from the old computers. Meanwhile, the only existing scanner is no longer useful. Some of the staff members, especially the graphic designer and the assistant editor, have resorted to using their own personal laptops to conduct office business. The University is aware that they have no choice.

[121] Gaba Publications' Editorial/Advisory Board (2014). *Executive Report of the Editorial-Advisory Board on the Proposed Semi-Autonomy for AMECEA Gaba Publications.* AMECEA Gaba Publications.
[122] Minutes of the Editorial/Advisory Board Meeting – December 4th, 2014.

With the new changes, the procedures of the two publishing firms had to be harmonized. Initially work edited work edited at AMECEA Gaba Publications had to be taken to CUEA Press-Nairobi for final assessment to ensure quality. This, of course, was informed by the assumption by the editors in CUEA Press that the Publications was a superior entity to the University Press, and that the editors in AMECEA Gaba Publications were lacking in skill and quality. As such, CUEA Press never considered Gaba Publications in equal footing; the former always had to have the upper hand. This attitude also informed decisions on supply of equipment and publishing material.

In addition, the idea of taking edited works to CUEA Press also meant the measure of quality in this case was determined using the parameters of CUEA Press and not informed by the core mission of Gaba Publications. In theory, the assessment was supposed to last for a period of 10 working days. However, this never worked out in practice because with the backlog of work and limited personnel, the editors at CUEA Press could often not beat the 10-day deadline. Therefore, manuscripts could take up to two months before they were returned to Gaba for publication and this resulted in further delays. As a result of the delays and inconsistencies many subscribers cancelled their subscriptions and the numbers declined.

The differences in the vision and mission for CUEA Press and Gaba Publications brought a lot of operational challenges to the AMECEA Gaba Publications under the merger. This is because, although the two institutions have the same founders, CUEA Press is business-orientated and is mostly involved in academic-related activities of the Catholic University of Eastern Africa whereas Gaba Publications seeks to evangelize through the print media. In other words, CUEA Press is designed to generate income whereas Gaba Publications in its mission mostly expends funds for the profit of souls and for edifying the Church. Therefore, incorporating Gaba Publications under the business model of the University Press affected the operations of the latter.

The above challenge does not necessarily mean that Gaba Publications cannot engage in business activities today. Its mission requires funds, and, as its history of downward trend has proven, Gaba Publications must seek ways to improve its revenues. First, the Gaba Publications must do a SWOT analysis of its financial situation. Second, once it has known

its financial situation, the Publications can now begin to identify opportunities in its disposal to generate income to further its evangelization agenda..

In an effort to streamline the relationships between the two publication houses, a joint Editorial/Advisory Board was constituted. The Director of CUEA Press and two other members from the CUEA, main Campus in Nairobi, were incorporated into the Editorial/Advisory Board to help streamline the working relationship between the two publishing firms. However, this effort brought in new problems. It has always been difficult for members of the Board to come into a conclusive decision on the position of the AMECEA Gaba Publications in CUEA. Similarly, decisions on improving the Publications have always gone unimplemented. It would seem the University is reluctant to help the AMECEA Gaba Publications, while AMECEA Secretariat has opted to stand aloof from these tussles.

It has also become difficult to come up with an agreeable publishing and editorial policy of AMECEA Gaba Publications in the context of the merger. Initially, the Publications operated under a policy that was more flexible in ensuring its activities were effective. Besides, being managed within the confines of API and the AMECEA Secretariat in general, there was no need for the Publications to define in writing its own operating policy since the mandate it had been given was very clear. However, under the merger, Gaba Publications has been forced to put down its publishing and editorial policy in order to comply with university wide and ISO standards as well as assert its uniqueness against the incursions of the University . Therefore, Gaba Publications is currently in the process of drafting its own editorial and publishing policy because the CUEA Press publishing policy is incompatible with the objectives of Gaba Publications.[123] According to the minutes of the Editorial/Advisory Board meeting held on 4th December 2015, the Board approved the draft policy to be submitted to the University management Board for review and approval for implementation.[124] As of May 2016, the policy draft had been submitted to the University Senate to ratify and include it in the university-wide quality management documents.

The fact that the editing and publishing policy framework of Gaba Publications has to be ratified by the University Senate also demonstrates how the Publications has become

[123] *Executive Report on the Semi-autonomy of AMECEA Gaba Publications* (2014). Eldoret: AMECEA Gaba Publications.
[124] Minutes of the Gaba Publications' Editorial/Advisory Board Meeting - December 4th, 2015.

completely estranged from its original mission. Of course CUEA is very much a religious institution; in fact its core values subscribe in a broader sense to the mission of evangelization. However, unlike in the case of the Publications, this mission is not explicitly stated. The Publications' mission was very strongly emphasized from the start. It is at the heart of AMECEA, the mother founder of CUEA, API and AMECEA Gaba Publications.

The proposed draft policy clearly defines the operations of the Publications within its mission and vision. It sets out the Publications as a publishing body that is more oriented to the vision and mission of API that that of CUEA. It also clearly defines the desire of the Publications to embrace new strategies of publishing, including electronic publishing. The Policy further mentions that the Publications has appointed a peer review team consisting of individuals from affiliate institutions. The Peer review team will supplement the work of the Editorial/Advisory Board in ensuring quality in the publications, sourcing manuscripts and marketing of books.[125] The policy is yet to be approved by the University Senate. Meanwhile, its absence continues to register as a non-conformity at the Publications in the many internal and external audits conducted at Gaba Campus. This indicates that in all standards, Gaba Publications does not meet the threshold of a strong publishing industry.

The merger further engendered administrational challenges between Gaba Publications and CUEA Press. This is because the head of the Publications was made answerable to two heads at the same time. The Coordinator of the Publications was required to report to the Executive Director of AMECEA Pastoral Institute, on the one hand, and the Director of CUEA Press, on the other. This was further complicated by the fact that the Coordinator of the Publications also served as the Coordinator of AMECEA Gaba Publications. This was based on the knowledge that in the years prior to the merger, AMECEA Gaba Publications served as the Research and Publications department of AMECEA Pastoral Institute. However, the contradiction in this interpretation of the office of the Coordinator was that the head of the Publications was also expected to answer to both the Executive Director of CUEA Gaba Campus and the Director of CUEA Press while ensuring that the Publications never lost touch with the AMECEA Secretariat. All this complicated decision-making and operations among the staff members of the Publications. The head of the Publications had limited

[125] AMECEA Gaba Publications (2013). *Editorial and Publishing Policy (draft).* Eldoret: AMECEA Gaba Publications.

authority to make critical decisions affecting the Publications. As a result of the loose definition of the relationships between API and CUEA on the one hand and Gaba Publications and CUEA Press on the other, the Publications was hard hit by managerial hiccups.

Today, Gaba Publications is still under the management of CUEA Press, tasked with providing publication services to The Catholic University of Eastern Africa and worldwide. However, the head of the Publications is no longer serving as the Coordinator of API. As such, the Publications' Coordinator has been given more space to focus on the management of the Publications.

4.3 Overview of the Company's Current Publishing Status

In the publishing industry, there are a growing number of generally accepted practices that are, or should be applied uniformly in all publishing business. However, each organization is responsible for determining what is appropriate for them. AMECEA Gaba Publications follows the guidelines of the Catholic Church and University. Nevertheless, the research findings show that some of its traditional modes of operations have been challenged by time and new changes in technology. All these changes call on AMECEA Gaba Publications to adopt the good practices used by successful publishing firms in order to improve its performance.

4.3.1 Editorial/Advisory Board

AMECEA Gaba Publications has an Editorial/Advisory Board that is tasked with peer-reviewing articles and manuscripts before they are published. In June 2015, a separate body for peer reviewers was appointed. The Peer review team will supplement the work of the Editorial/Advisory Board in ensuring quality in the publications, sourcing manuscripts and marketing of books.[126] The Board members also play a key role in sourcing manuscripts, advertising, publicising and marketing of Gaba Publications and its products and services within the AMECEA region and beyond. They are further expected to undertake research on the various needs of audience(s) and/or subscribers try to implement them by proposing pertinent pastoral themes. The Board is mandated to meet at least 3-4 times every year and as

[126] AMECEA Gaba Publications (2013). *Editorial and Publishing Policy (draft).* Eldoret: AMECEA Gaba Publications.

duty calls. The Editorial/Advisory Board members are appointed by the Vice Chancellor of CUEA. The Coordinator of AMECEA Pastoral Institute is a member of the Board by default.

A number of issues regarding the Editorial/Advisory Board have warranted AMECEA Gaba Publications to seek semi-autonomy from CUEA. These include poor participation of some of the members, especially from CUEA Nairobi, owing to problems of transportation from Nairobi to Eldoret which is both time-consuming and financially constraining, and communication difficulties. Moreover, the fact that the Board members are appointed by the University may imply that their work of reviewing articles and manuscripts is mostly intended to gauge the academic quality of these materials rather than the extent to which manuscripts respond to the issue of evangelization. It is also possible that this has distanced partners from investing in the Publications since it is assumed that the Publications serves the interests of CUEA at the expense of those of evangelization.

4.3.2 Sourcing and Selecting Manuscripts

The Gaba Publications has also been experiencing challenges sourcing manuscripts for *AFER* and *Spearhead.* Initially, the manuscripts the Publications relied on unsolicited manuscripts from Church agents, especially from across Africa. The Editorial/Advisory Board members agreed in a meeting in January 2015 that strategies needed to be put in place to ensure that there is timely supply of manuscripts for publication.[127] All the Board members were encouraged to make it their personal responsibility to source manuscripts for the Publications. To this end, it was decided that apart from mainstream books, the Publications should also target academic projects that deal with evangelization. It was agreed that project reports that dealt with pastoral theology and evangelization could be published under *Spearhead* series after thorough review by the Board. Further, it was unanimously agreed that this should only target those projects that make practical proposals for evangelization.

It was also suggested that the Publications should make official call for manuscripts. The call for manuscripts should provide clear guidelines for the manuscripts being sought. Moreover, it would only target specific authors or Christian communities who should then work with the

[127] Minutes of the AMECEA Gaba Publications Editorial/Advisory Board Meeting– January 29th 2015.

Publications to ensure their manuscripts meet the standards of writing required for *Spearhead* manuscripts.[128]

The fact that Gaba Publications struggles to obtain manuscripts is a clear indication that the firm lacks business experience characteristic of modern and successful publishing firms. There are many ways in which manuscripts can be sourced; however, Gaba Publications seem to lack both the strategies and resources to reach out to writers. One of the major explanations given by some authors as to why they no longer feel the need to contribute to Gaba Publications is delay or failure to pay royalties. In its draft policy, the Publications stipulates that it will pay 10% of total annual sales to authors. Alternatively, the Publications can issue 10% of the total number of books printed to the author as a once-and-for all royalty. Despite these promises, the Publications has failed to pay authors.

Another reason most authors no longer prefer publishing with Gaba Publications is poor communication. Some authors complained that when one submits an article to the Publications, no feedback is given on the review and publications status of the article. In some cases, when feedback is given, it comes too late when the author is already discouraged. This practice has slowly eroded away the confidence of authors in the Publications. Besides, the Publications does not have a website on which authors can track the status of their manuscripts.

Some of the oldest contributors to *AFER* were also discouraged by the merger of the Publications with CUEA Press. Most of them felt that their articles had been rendered irrelevant since the new Publications under CUEA seemed to shift its focus from evangelization content to more academic issues. These authors cited the journals that were published in the years after the merger to show that Gaba Publications had veered off from its original path.

Every year, AMECEA Gaba Publications hosts an international writers' conference to create a platform for discussing issues affecting the Church in Africa. One of the stated objectives of this conference is to source manuscripts for the *AFER* journal. Unfortunately, over the years, Gaba Publications has registered reducing participation in the Conference. Again, the reasons

[128] Minutes of the AMECEA Gaba Publications Editorial/Advisory Board Meeting – January 29th 2015.

are more less the same as those that discourage authors from submitting articles to Gaba. They include: the feeling that the conference had shifted from addressing issues of evangelization to more academic topics; poor reward system for participants; breakdown in communication on the state of publication of the conference proceedings; poor publicity of the conference, among others. As such, the conference has not been effective in helping Gaba Publications source manuscripts.

It is worth noting manuscripts for publication can be best sought through aggressive marketing strategies and production of quality books that appeal to other would-be authors. Such marketing strategies require appropriate funding, which remains a challenge for Gaba Publications.

The process of selecting manuscripts for publication is also faced with a number of challenges. Gaba Publications engages mainly in themes of evangelization in Africa. As such, it has a narrows scope within which to source and publish manuscripts. The challenge lies in the fact that, having been placed under CUEA Press, the Publications is under pressure to produce books in line with the quality objectives of the University Press. This orientation towards more academic against theological content has contributed to the withdrawal of donor funding by Missio.[129] The donors allege that the Publications has lost track of its original mission.

Another issue that was noted by the donors was that the combination of two or more issues of the *AFER* journal and *Spearhead* series in a single publication. This move was adopted by the Publications to manoeuvre the problem of insufficient manuscripts to run separate publications of the *AFER* journal and *Spearhead* series. In this practice, the normal four issues of *AFER* produced annually are combined into two major journals. Similarly, *Spearhead* books that should have 5 issues annually end up having two on a good year. The practice has also discouraged subscribers who make prior payments for every single issue of these publications but end up receiving a combined publication of two issue. Donors also feel

[129]Michel Philippart, Personal Communication, June 7, 2015.

that the practice of combining book issues is not in keeping with the promise of the number of books to be produced per year.[130]

Gaba Publications must find better strategies to source manuscripts. It can do this by first revamping its website so that it can become more visible across the world. There are so many authors who are surfing the internet daily looking for relevant journals to publish their articles. Secondly, Gaba Publications needs to work more closely with theological institutes, colleges and universities to provide a space for talking about Church issues in Africa. Thirdly, the Publications needs to identify relevant topics and make a call for manuscripts to targeted audiences and writers. It must also enhance its communication with authors and subscribers and pay royalties in time.

The office of the Assistant Editor has also experienced unique challenges over the years, the major one being poor retention of staff. Editors in general have become hard to employ on full-time basis. Most prefer to work as freelancers; this gives them greater freedom to work and generate as much income as they want. Perhaps the Publications may need to take this route in future. With freelance or contracted editors, there will be no need for the Publications to provide other benefits such as the medical cover. Therefore, such employment terms are relatively cheaper. Since it will be saving money, the Publications can even pay more competitive prices for such editors hence get the best quality.

One other challenge facing the editorial section in Gaba Publications was also the role it plays in offering services to the entire University campus. The editor and typesetter are supposed to primarily serve the interests of the Publications; any other tasks assigned to them by the University should be separately remunerated to enhance their job satisfaction. However, it was observed that some lecturers sought the editorial services of the Publications without due regard for compensation of these staff. The assumption is that since the editors are employed by the University, they are supposed to serve the interests of everyone in the University under the same salary they receive at the end of the month.

Granted that the Publications separated its financial accounts from those of the University, there are so many business opportunities that can be used to generate income within the

[130] Ibid.

editorial section. For example, the Publications could expand the editorial section to provide reasonably priced general editorial services to post-graduate students within and outside CUEA. Moreover, the Publications, in collaboration with University faculties, could start and host other academic journals in which, unlike *AFER*, writers pay to publish. This would establish Gaba Publications as a reputable publisher in the region and attract academicians from local universities to publish. These projects could bring in a lot of income to give Gaba Publications self-sustenance as it pursues its core objective of evangelising through print media.

4.3.3 Editing, Layout/Formatting/Typesetting

The process of editing and proof-reading involves the Assistant Editor and the Typesetter. Usually, once a manuscript has been approved for publication in Gaba Publications, the Typesetter is supposed to put the manuscript in its proper layout and make prints for the Assistant Editor for copy editing. The findings of this study showed that the Typesetter constantly faces delays in layout because of problems relating to outdated computers. In some cases, the printers are either broken and in need of repair; in most cases, the printers may be out of paper or cartridges and the process of requisitioning for new printing materials from the University Finance is usually long and cumbersome. It was observed that the Publications has only two printers, both of which are outdated and often suffer from inexplicable breakdowns. These challenges are coupled by the fact that the equipment in the Publications are expected to serve other departments of the University when need arises. As such, sometimes these machines get damaged because of overuse. For example, the researcher observed that the main photocopier at the Publications constantly heated up and malfunctioned while being used by the University registry department to copies of the University brochures.

The alternative to the process of copy-editing could be the use of soft copies between the Assistant Editor and the Typesetter. But this would require the replacement of the old computers with new ones. The Assistant Editor reported that he mostly used his personal laptop because the desktop computer on his desk was old and slow. The real challenge lies in the process involved in restocking of printing materials. It usually takes days to get the necessary financial support to purchase new printing paper and cartridges through the University's requisitions office. Such delays do not augur well for the book production

process, especially considering Gaba Publications produces books on a periodical basis. Deadlines must be beaten in order not to discourage subscribers. Moreover, ever since the merger, the Publications has made several fruitless requests for new and advanced computers to speed up the processes of editing, layout, graphic design and marketing of books. The University is aware of this need but nothing has been done about it.

4.3.4 Graphic Design

Gaba Publications has one Graphic Designer. The Designer is responsible for designing book covers and other works of design in the book publishing processes. However, being the only Graphic Designer within the University campus, he is also responsible for designing other products of the University such as the brochures, marketing banners, festive cards among others. As a result, more often the Graphic Designer's desk gets overcrowded with work. In addition, graphic design, especially in a publishing house, requires advanced computers among other equipment; but, as already pointed out, the lack of such equipment is the main problem at Gaba Publications. The available computers are old and often suffer from hang-ups. Moreover, these computers are unprotected from unexpected power outages. Indeed, the University campus does not have a power backup system in place. The existing universal power supply (UPS) units have also become obsolete and no longer conserve power during power blackouts. Meanwhile, the University seems adamant to replace the old equipment with new ones. To stem the challenge of lack of appropriate and advanced computers, the Graphic Designer also uses his personal laptop to undertake most of the design work.

The records indicated that Gaba Publications had made written requests the office of the Campus Executive Director. The Executive Director reported that he had made attempts to push for the University to approve funds for the new equipment. However, the University is yet to respond to these requests. Meanwhile, Gaba Publications continues to strive to produce books under difficult conditions amidst competition from other Christian publishing firms in Kenya and across Africa.

4.3.5 Printing

Gaba Publications does not have the necessary equipment to print and bind books within its structures. As such, it outsources for printing services with Kolbe Press located in Limuru, 235 kilometres (147 miles) away from Eldoret, the location of Gaba Publications. While

outsourcing of printing services has been the norm since Gaba Publications was founded, the attendant challenges of transportation of finished copies to Kolbe Press and also printed books back to Gaba Publications have increased, especially after the merger. The process of outsourcing of printing follows a challenging procedure. Once the processes of editing, design, layout and formatting are completed, the Graphic Designer is supposed to transport two copies of the edited manuscript, one in print and another soft copy on compact disk, to the printer. To do this, the Graphic Designer is required to, through the Chief Editor, submit a written application for funds to the Executive Director of the Campus to cater for transportation and two days' *per diem* in Limuru. The Graphic Designer is required to take at least two days to confirm, along with the printer, that the copies submitted to the printer have no errors. Once the Executive Director receives the application, he signs the letter and forwards it to the Campus Finance Office. If money is available, the Finance Office will release the funds to the Graphic Designer.

The above process is often problematic. Despite the fact that Gaba Publications makes money all of which goes to the University accounts, sometimes, the Finance Office declares that there are no funds to help the Graphic Designer travel. This causes delays in the book production process. It seems that the University does not consider the publishing schedule of Gaba Publications a matter of priority. This explains why Gaba Publications is seeking some level of financial autonomy from the CUEA Press.

4.3.6 Marketing and Dispatch of Books

Gaba Publications has one Marketing Assistant who is employed by the University and as such is part of the University marketing team. The Marketing Assistant also manages subscription and ensures timely dispatch of books to subscribers. The marketing office suffers from a number of challenges. The computer being used for managing records for subscriptions and communication with customers is outdated and direly ineffective. The distribution of the last issue of *AFER* journal books for 2014 experienced delays in dispatch due to delays in funds for updating the franking machine.[131] This delay also reportedly affected the first and second issues of the journal in 2015.

[131] Gaba Publications' Assistant Editor, Personal Communication, June 28, 2015

Despite the decline in the number of subscribers to its books[132], Gaba Publications cannot engage in aggressive marketing without budgetary approval from the University. The Publications had a website but it was disconnected because of low activity and failure to remit regular hosting and maintenance fees. The website has therefore been rendered defunct. As such, AMECEA Gaba Publications is fast losing its customers because of lack of online presence. In most of the books published after the merger, it was observed that Gaba Publications presents the CUEA website as its website. When one visits that website, a lot of information found under the section on 'Press' deals with CUEA Press, not Gaba Publications. If Gaba Publications is to be recognized as an entity of its own, it really must define its presence both offline and online

Due to the challenges discussed above, Gaba Publications has seen a decline in its performance over time. An analysis of the records of book production and distribution for the duration 2012-2014 reveals a sharp decline in the number of subscribers to both *AFER* journal and *Spearhead* monographs.

4.3.7 Annual International Writers' Conference

Gaba publications organizes an International Writers' Conference annually as a means of sourcing relevant information, informed views, academic researches and pastoral reflections that are appropriate for publishing in the *AFER* journal. It is also meant to create a platform upon which Gaba Publications can bring together and encourage interaction among existing and potential writers and book buyers to enhance its services.

In the past, *AFER* and *Spearhead* relied on unsolicited authorship for its articles and monographs. As much as this practice was acceptable at the time, the stakeholders later realized that as a publishing house they needed to do a market research, know the local Church's needs and challenges and produce books that would address the current spiritual needs of the Church. Through the instrumentality of the Editorial/Advisory Board of AMECEA Gaba Publications, a strategy was adopted to realize this dream of soliciting up-to-date articles and monographs in the form of *Call* for papers under the umbrella of the Annual International Writers' Conference.

[132] Ibid.

This was first done in 2005 April-May under the theme "Challenges of Evangelization to the Church in Africa" and 2008 April-May Writers' Conference under the theme "Reconciliation through Justice and Peace." The events recorded a high turn-up of scholars as well as pastoral workers from many theological and high learning institutions in the AMECEA region. Out of the proceedings of these Conferences, the Publications obtained the most current reflections on how to face the challenges in the ministry of evangelization. Most of these articles have been published under different *AFER* journal issues since 2006. For example, articles on "Evangelization Challenges" were mostly published in one volume of *AFER* issues 1-4 and those on Reconciliation through Justice and Peace were also published in another volume of *AFER* series 1-4. So far the response has been very encouraging with so many pastoral workers and scholars attending and participating in the Conferences.

Encouraged by this strategy, AMECEA Gaba Publications has continued using the Writers' Conferences as suitable platforms for sourcing relevant information, informed views, academic researches and pastoral reflections that are appropriate for publications in the journal.

The Conferences have not only helped the organization to obtain publishable material, but they have also helped to foster linkages with other institutions in and outside Kenya. The Conferences also act as a source of income to the Publications. This income is derived from the sale of books, registration fees and selling of the branded conference materials such as bags and shirts. Among other benefits accrued from these conferences are providing a marketing base and acting as a publicity arena where the sole purpose of the Gaba Publications and its activities are made known to all.[133]

Unfortunately, the popularity of the Publications' Annual International Conference is slowly waning due to a number of reasons. The funding to the conference has gradually reduced over the years. Similarly, participation has reduced drastically. Most of those who take part are mostly from Kenya, Uganda and Tanzania. Writers from the Eastern African countries (the AMECEA region) take part on occasional basis. Participation is often also limited by the nature of topics selected for discussion. In the 2015 Conference, for example, most of the local lecturers said they did not participate because the theme of the conference was too

[133] AMECEA Gaba Publications (2013). *Project Funding Proposal*. Eldoret: AMECEA Gaba Publications.

narrowly confined to theological topics. The Conference theme was 'The Challenges of Evangelization in Contemporary Africa.'[134]

4.3.8 Market and Customer Base

The study sought to assess AMECEA Gaba Publications' performance in marketing and sales of books. This was done by examining the records of books printed against those that were sold between the years 2007 and 2015. The study also examined the trends in book subscription levels over the years. The tables below provide summaries of the research findings.

Table 4.1: *AFER* Journals from 2007-2015

Year	Title	Printed	Dispatched	Undispatched
2007	Specific Challenges to Evangelization in Africa – 3, *Vol. 49, Nos. 1 & 2*	1500	1073	427
	Specific Challenges to Evangelization in Africa – 4, *Vol. 49, Nos. 3 & 4*	1500	1227	273
2008	Specific Challenges to Evangelization in Africa – 5, *Vol. 50, Nos. 1 & 2*	1500	1244	256
	Reconciliation Through Justice and Peace – 1, *Vol. 50, Nos. 3 & 4*	1500	1277	223
2009	Reconciliation Through Justice and Peace – 2, *Vol. 51, Nos. 1 & 2*	1500	1338	162
	AMECEA 16TH PLENARY: Reconciliation Through Justice and Peace in the AMECEA Region, *Vol. 51, No. 3*	1500	1090	410
	Reconciliation Through Justice and Peace – 3 *Vol. 51, No. 4 & Vol. 52, No. 1*	1500	918	582
2010	Year of the Priest, *Vol. 52, Nos. 2 & 3*	1500	832	668
	Human Rights, *Vol. 52, No. 4 & Vol. 53, No. 1*	1500	761	739
2011	Environmental Crisis, *Vol. 53, No. 2*	1500	899	601
	Leadership, *Vol. 53, No. 3 & 4*	1500	848	652
2012	Church and Development, *Vol. 54, No. &1 2*	1200	616	584
	Education & Development, *Vol. 54, No. 3 & 4*	1000	472	528
2013	Evangelization & Development, *Vol. 55, No. 1 & 2*	1000	469	531

[134] AMECEA Gaba Publications (2015).*International Writers'Conference Report*. Eldoret: AMECEA Gaba Publications

	The Mission of the Church in Africa, *Vol. 55, No. 3 & 4*	1000	384	616
2014	Transitional Justice & the Church in Africa: The ICC Debate, *Vol. 56, No. 1*	1000	421	579
	Ethics, Governance & Development in Africa: 50 Years after Independence, *Vol. 56, No. 2 & 3*	1000	389	611
	Christianity and the African Culture, *Vol. 56, No. 4*	500	265	235
2015	Deepening Evangelization in Africa, *Vol. 5, No. 1& 2*	500	260	240

The findings in the table above show that over the years, the number of subscribers to *AFER* journal has reduced. As a result, there has been an increase in the number of books not dispatched. To overcome this, Gaba Publications has tried to reduce the number of *AFER* journals it prints per issue.

The table also indicates that Gaba Publications has continued the practice of combining two issues of the *AFER* journals, despite complaints from subscribers and donors against this practice. Obviously, Gaba Publications has not defined itself as a publishing business. In the world of publishing business, the publisher needs to be in touch with what the potential readers and book purchasers want. Failure to heed what the customers say may lead to loss of customers.

Table 4.2: Spearhead Monographs from 2007-2015

Year	Title	Printed	Dispatched	Undispatched
2007	Communities for Kingdom: A Handbook for Small Christian Community Leaders, *Nos. 181 &182*	1500	707	793
2007	Responding to Poverty in Africa, *Nos. 183-185*	1500	815	685
2008	Rights of Clergy to Remuneration, *Nos. 186 -188*	1500	323	1177
2008	Resource Management for Sustainable Development in the Church, *No. 189*	1500	282	1218
2009	Dynamics of World Peace: Holy See & UN Cooperation, *Nos. 190 – 192*	2000	652	1348
2010	Women's Liberation: A Paradigm Shift for Development, *Nos. 193 – 195*	2000	356	1644
2011	Labour Laws and Social Justice: A Focus on Domestic Workers in the Church, *Nos. 196-198*	1200	482	718
2012	Building the Church as Family of God: Evaluation of Small Christian Communities in Eastern Africa, *Nos. 199-200*	2000	1539	461
2013	Women and Inculturated Evangelization in Africa, *Nos. 201-204*	1000	421	579
2014	A Vision of Justice: Engaging Catholic Social Teaching on the College Campus, *Nos. 205-207*	1000	453	547
2014	Pastoral Counselling in Africa: An Integrated Model, *Nos. 208-209*	500	210	290
2015	Liturgical Spirituality & Inculturation, *Nos. 210-211*	500	153	347

The findings in Table 4.2 above show that, unlike *AFER*, the rate of consumption of *Spearhead* books is much higher. This can be attributed to the fact that no complaints on the content of these books has been registered over the years. *Spearhead* books are still strictly aimed at publishing deeply engaging theological issues facing the Church today.

It is worth noting that the highest number of undispatched *Spearhead* books seem to be those associated with certain themes that are not entirely theological in nature. These include the themes of rights to remuneration (1177), human resource management (1218), world peace (1348) and women's liberation (1644). The one theme that sold most of the books was on

building the Church as family of God (1539). This shows that the readership of Gaba Publications is limited in terms of content. Of course, majority of the readership are from the Catholic Church and affiliated institutions. However, this does not mean that Gaba Publications ought to publish books that are only theologically relevant to the Catholic doctrine. Yet, in most cases this is exactly the practice. There is very little involvement of non-Catholic theologians and writers in the affairs of the Publications. Local protestant denominations and institutions are hardly invited to the Annual International Writers' Conferences, for example. This means that Gaba Publications loses out on many other would-be consumers of its content.

Table 4.3: The 2009-2011 Subscriptions per Country to AFER and Spearhead

SUBSCRIBERS	2009		2010		2011	
	AFER (A)	***Spearhead (S)***	***AFER (A)***	***Spearhead (S)***	***AFER (A)***	***Spearhead (S)***
AMECEA COUNTRIES						
Eritrea	1	1	1	1	1	1
Ethiopia	12	3	12	3	11	2
Kenya	155	100	151	97	143	93
Malawi	19	17	19	16	16	13
Sudan	11	9	11	9	11	9
Tanzania	38	28	37	27	26	16
Uganda	26	22	27	22	21	16
Zambia	19	13	18	13	17	12
OTHER COUNTRIES						
America	82	15	79	14	80	13
Angola	2	2	2	2	1	1
Asia	22	6	22	6	21	7
Cameroon	4	2	3	2	3	4
Complimentary	14	12	14	12	14	12
D.R.C.	1	0	1	0	1	0
Editorial Board	6	6	6	6	6	6
Egypt	1	1	1	1	1	1
Europe	92	28	83	19	78	18
Exchange	13	0	13	0	12	0
Gaba Former Editors	6	6	6	6	6	6
Gaba Staff & API Library	7	7	7	7	7	7
Ghana	4	4	3	3	3	3
Ivory Coast	1	0	1	0	2	0
Mozambique	2	1	2	0	2	0
Nigeria	3	1	3	1	3	1
Rwanda	1	0	1	0	1	0
Sierra Leone	1	0	1	0	1	0
South Africa	16	8	15	7	13	5
Swaziland	1	0	1	0	1	0
Zimbabwe	6	2	7	2	6	2
TOTAL	**566**	**294**	**548**	**276**	**508**	**246**

Source: AMECEA Gaba Publications Annual Reports (2009, 2010, 2011)

The above statistics can be compared to those of 1993 as indicated in the table below.

Table 4.4: Subscriptions per Country in 1993

Nos	Country	AFER	Spearhead	Reprints
1.	America	133	42	10
2.	API Staff	11	11	11
3.	Angola	3	3	0
4.	Asia	96	76	64
5.	Benin	2	0	0
6.	Botswana(Michael)	102	78	69
7.	Botswana	2	2	2
8.	Burkina Faso	1	1	0
9.	Burundi	3	1	0
10.	Cameroon	17	11	7
11.	Chad	1	0	1
12.	Complementary	9	8	6
13	Egypt	1	1	0
14.	Ethiopia	31	15	12
15.	Europe	196	220	176
16.	Exchange	26	5	0
17.	Gaba former staff	9	9	9
18.	Ghana	83	56	50
19.	Guinea Bissau	2	1	0
20.	Ivory Coast	2	1	1
21.	Kenya	384	309	270
22.	Liberia	8	6	5
23.	Malawi	133	70	61
24.	Mali	1	1	0
25.	Mauritius	1	2	0
26.	Mozambique	8	3	3
27.	Nigeria	49	18	11
28.	RSA	9	1	1
29.	Seychelles	2	2	2
30.	Sierra Leone	6	4	4
31.	Somalia	1	1	0
32.	Sudan	25	46	16
33.	Tanzania	244	120	107
34.	Uganda	245	132	165
35.	Zaire	15	7	6
36.	Zambia	135	114	85
37.	Zimbabwe	67	33	28
	Total	**2063**	**1410**	**1182**

Total Subscriptions: 1993 = **3473**

Source: AMECEA Gaba Publications Annual Reports (1994)

The findings in the two table above show that Gaba Publications has experienced massive loss of readership. In 1993, subscribers came from at least 32 countries; but as of 2011, this number had reduced to 24 countries. There were a total of 3473 individual subscription in 1993. On the other hand, as at 2011, the total number of individual subscription had fallen to 2438. Overall, the rate of sales of books in Gaba Publications is on the downward trend.

Overall, Gaba Publications needs to diversify its publishing scope to attract greater authorship and readership. Even as it remains as an instrument of evangelization, the Publications can invest custom publishing for various institutions and local Churches within its jurisdiction.

4.3.9 Financial Status

The financial feasibility of a book publishing project can be evaluated by using different methods. According to Follett, when projected revenues equal or exceed estimated expenditures plus desired profits, the project in question can be considered financially feasible.[135] Finances are the foundational resources of any business entity. Concurring with the resource based view of organizations, Baysinger *et al*. state that sufficient funding boost a company's ability to support its new projects and that poor funding impede innovation.[136]

4.3.9.1 Income

Currently, the Publications depends mostly on the proceeds from the subscription to books. Unfortunately, as already indicated, the number of subscribers continues to decrease and so is the income. Altogether, there are currently three hundred and seventy-three (373) subscriptions to both publications.

Other income comes from direct sales from the display room within the department. Exhibitions during major events within the University campus also help boost the departmental sales. Such events include the AMECEA Plenary Assemblies, the Annual International Writers' Conference, book launches, events officiated by the Bishop of Eldoret Diocese among others.

[135] Robert, F. (1997). *Financial Feasibility in Book Publishing.* Para Publishing, USA.
[136] Baysinger, B. D., & Hoskisson, R. E. (1989). Diversification Strategy and R & D intensity in large multi-product firms. *Academic Management Journal, 32*, 310-332.

The Publications also used to participate in book fairs such as the annual Nairobi international book fair. However, due to financial constraints, the AMECEA Gaba Publications no longer takes part in such book fairs.

The sales of books are sometimes boosted by regular book requisition from various bookshops in and outside Kenya, more specifically through the Paulines Bookshops in Kenya and Uganda. Other sales are made through retail.

Individuals who are exposed to the quality of the editorial, layout and graphic design work done by Gaba Publications continue to entrust the Publications with their work. For instance, early in 2015 one external work was received for publication and it generated some income for the organization. According to the Assistant Editor, a total of three other similar manuscripts had been submitted for publication by end of mid-December 2015.[137] These works generate good income for the Publications. The profit from such works is usually calculated as 10% of the total cost of production of each book that is published. This is calculated as follows:

Labour	50%
Material	30%
Overhead costs	10%
Profit Margin	10 %

From the above method of costing it is evident that AMECEA Gaba Publications lacks a pricing policy that can help the firm to strategically place itself in competition with similar institutions.

As already hinted elsewhere, Gaba Publications is in a position to make money as a publishing firm. However, to do this, the Publications must first re-brand itself as a business entity. Engaging in business does not in any way negate its mission of evangelization; rather, it will enable the Publications to create a financial base for the project of evangelization. The first precondition of such business activities must be to do a feasibility study of what income can be generated and from what kind of publishing contracts. Gaba Publications cannot continue to rely on external support from donor. It must creatively assert its capabilities and

[137] Personal Communication, Assistant Editor, December 17, 2015.

take advantage of available opportunities provided it remains within its mission.

The publishing industry today has so many opportunities at its disposal. For instance, universities are placing greater demand on lecturers and students to publish. Gaba Publications can take advantage of this to create quality refereed journals to attract more authors. In addition, there are more opportunities in electronic publishing. Old books are being republished in electronic formats. This in itself is a project worth investing in. Gaba Publications can also offer publishing services for the Quakers. It is not precluded from engaging in such small income-generating activities.

4.3.9.2 Subscription Rates (2013-2016)

AFER is a quarterly production (4 issues per year in March, June, September and December) whereas *Spearhead* aims to produce five (5) issues per year in February, April, June, October and December. A subscriber starting in the course of the year is entitled to all issues of *AFER, Spearhead* or both, depending on the preference. Subscription runs from January to December and is prepayable. The subscription rates include packaging and postage. For each foreign cheque to AMECEA Gaba Publications, one must pay an additional US$ 9.00 for currency exchange processing and Ksh. 300.00 to a local upcountry cheque. A 10% discount is offered to the agents who assist with the distribution of the books in the following eight countries: Tanzania, Uganda, Malawi, Zimbabwe, Zambia, Nigeria, Ghana and Italy. These details are as indicated in the table below.

Table 4.5: Subscription Rates for AFER and Spearhead (2013-2016)

	AFER (A)		**SPEARHEAD (S)**		**(A) + (S)**	
	Surface	**Air**	**Surface**	**Air**	**Surface**	**Air**
Kenya	Kshs. 1,350	0	1,750	0	Ksh. 3,100	0
AMECEA Countries	US$ 60	65	70	65	125	135
Rest of Africa	US$ 70	85	90	75	145	175
Europe	US$ 115	85	120	90	175	235
Asia	US$ 115	85	120	90	175	235
America & Oceania	US$ 125	90	130	95	185	255

4.3.9.3 Expenditure

The department's expenditure includes:

- Reviewers and evaluation fee
- Out of Station Allowance
- Manuscript Evaluation Allowance
- Per Diem
- Travel expenses (local)
- Advertising & Publicity
- Printing costs (third party)
- Courier and Postage
- Editorial Board sitting Allowance
- Seminars and workshops
- Writers' Conference expenses

The information obtained from the financial report of AMECEA Gaba Publications for the financial year 2014/2015 was as shown in the table below.

Table 4.6: Revenues vs Expenses

Revenue	**Amount (KES)**
Book Sales	199,842.00
Conference Fees	49,650.00
Designing and Printing Services	22,675.00
Renewal Fees	540,206.00
Subscription Fees	91,571.55
TOTAL REVENUE	**903,944.55**
Salaries	2,100,000.00
Allowances for Board Meeting	116,731.00
Assorted Stationery (Writers' Conference)	17,000.00
Allowances (Writers' Conference)	21,000.00
Bank Charges May 2015	13,754.00
Carpet for Publication offices	22,950.00
Petty Cash Reimbursement	91,390.00
Franking Machine fees	136000.00

Printing Services	438,798.00
Courier & Postage	6,960.00
Cartridge	26,000.00
Writers' Conference Expenses	193,453.00
TOTAL EXPENSES	**3,184,036.00**
DEFICIT	**2,280,091.45**

Source: CUEA, Gaba Campus (Finance Office)

From the financial report, it is clear that the project is not financially feasible. A project that is not making profit should at least break even. If AMECEA Gaba Publications does not address this issue of revenue generation, its sustainability will remain a serious challenge. Even when the University is willing to support the activities of the Publications financially, the process of acquiring of funds is extremely slow and full of bureaucratic twists. These kind of problems do not auger well for a publishing firm that desires to revamp its work, modernize and become competitive in a rapidly changing market.

4.4 Organizational Strategies, Plans and Opportunities to Enhance Performance

Every business, if it is to carry on, must of necessity have the primary objective of being profitable.[138] Profitability in the resource based view is a factor of strategic acquisitions and manipulation of relevant resources to achieve the best results. It is a product of a continuous process that combines sstrategy, competitive advantage, capabilities and resources of a firm to achieve optimal results. Although Gaba Publications was initially not considered a business oriented firm in the sense of making financial profits, the management of the Publications agrees that there is need to embrace a business model that can generate income to fund its activities. In its Business Expansion Plan of 2014[139], Gaba Publications seeks to tackle its existing problems and expand its capacity to engage in e-publishing in a number of ways. Even as it remains relevant to the greater need for evangelization within and beyond the scholarly world, Gaba Publications seeks to broaden its capacity by engaging more advanced technology and the opportunities availed by new media technologies in order to diversify its source of revenue and attain a sustainable future. The objectives of the expansion as stipulated in the Business Plan are:

[138] Robert, F. (1997). *Financial Feasibility in Book Publishing.* Para Publishing, USA.
[139] AMECEA Gaba Publications Business Expansion Plan 2014.

1. To replace the existing Gaba Publications office equipment with more advanced and efficient ones
2. To acquire 2 binding machines to facilitate binding of theses and dissertations and books within and outside the University
3. To acquire a multi-functional printer for printing, photocopying and scanning of documents
4. To acquire an electronic guillotine for the Gaba Publications' proposed printing press
5. To develop and publish a CUEA Module for offering courses in Art and Design at Diploma and Certificate levels
6. To set the foundation for e-publishing and electronic transactions for Gaba Publications' goods and services
7. To draft a plan of action for establishing a Gaba Publications Sub-Department to manage academic and other scholarly journals, editing and publishing of general materials, including works of fiction among others
8. To acquire a high definition digital camera to offer video and photography services within and outside the University
9. To establish a Gaba Publications book selling and display centre in Eldoret town

Unfortunately, the business plan does not envision the sources of income for the projects proposed. These projects were mainly meant to help solicit funds from the University and donors for gradual implementation. The business plan was drafted and presented to the campus director and nothing much has been done since then.

4.4.1 Upgrading of Existing Office Equipment

This includes purchase of new and more efficient computers to ensure faster processing of data; acquisition of a new scanner; purchase of new Uninterrupted Power Supply units (UPS) to ensure the operations of the Publications are not disrupted in times of power interruption; purchase of a new printers for office operations (This will be used specifically for printing documents used within the department and within Gaba campus); acquisition of flash disks to facilitate internal transfer and storage of data by staff members, and acquisition of a main data back-up system.

4.4.2 Binding Machines

The Publications further wishes to acquire two types of binding machines: One machine specifically for binding academic theses, reports and dissertations of students in embossed covers both within and outside the University at minimal costs, and a hot-glue binding machine for book binding as part of the publishing process. The latter is meant to help the Publications generate income by offering binding services. Moreover, by engaging in its own printing and binding of books, the Publications aims to cut down on the costs for outsourcing of the same services.

4.4.3 Multifunctional Printer

The Publications seeks to acquire a printer that can undertake voluminous printing of A1-A5 material, photocopying of large materials and scanning of documents. This will facilitate the Publishing operations of Gaba Publications as well as enable it to offer these services to potential clients within and outside the University at minimal costs, hence generate income to fund its core objective of publishing in the field of evangelization.

4.4.4 Electric Guillotine/Paper Cutter

The Publications seeks to acquire an electric guillotine for trimming bound books and heavy documents to ensure that the finished products meet the requirements of the clients. The electric guillotine will enable the publications to offer similar services within and outside the University at minimal costs to generate revenue towards achieving its aims and objectives. The aim is to eliminate costs for outsourcing of printing and bindings services for its books.

4.4.5 Art and Design Module

In its business plan, AMECEA Gaba Publications proposes that the University Campus should be enabled to offer training courses in Art and Design at Diploma and Certificate levels. The funds obtained in the form of school fees from students of Art and Design would assist the University run its operations. The role of the Publications Department would be to facilitate practical extension services in Art and Design for the students with minimal compensation from the University. To this end, the Publications seeks to draft a Module for offering these courses. The drafting process will involve undertaking of research on what it will be needed to offer these courses, the relevant units and requirements. This would be

followed by the actual drafting of the Module, and lastly, the implementation phase which would involve hiring and training of the relevant staff, enrolment and training of students.

4.4.6 General Publications Department

AMECEA Gaba Publications seeks to establish a sub-department which will be tasked with the responsibility of offering chargeable services in editing and publishing of academic works that fall outside the domains of *AFER* and *Spearhead*, but which are deemed important in the improvement of humanity as a whole. Some of the areas the sub-department will handle include:

- Editing and publishing of works of fiction among other works submitted for publication
- Editing and formatting of theses, dissertations and reports for students within and outside the University at a specified fee
- Offering consultancy services on research proposal and thesis writing to students within and outside the University Campus
- Managing of both electronic and print journals for academic departments within CUEA Gaba Campus
- Editing, formatting, submitting and following up of articles in other journals (both print and electronic) on behalf of Gaba Publications' clients whose works cannot be published in the *AFER* journal

4.4.7 Book Selling and Display

AMECEA Gaba Publications seeks to engage in more rigorous book selling and display within and outside Kenya. To this end, the Publications seeks to establish a Gaba Publications Book Selling and Display Centre in Eldoret town. Through this Centre, the Publications will market its products and services as well as collaborate with other publishers with similar interests in displaying and selling of books.

The establishment of the Book Selling Centre will involve acquiring a space to situate the Centre, acquisition of a vehicle specifically purposed for marketing of books and services and the relevant furniture, among other necessary equipment.

Unfortunately, the business plan has not been implemented because it requires funding for it to be fully operational. The extent of funds needed is not indicated in the Business Plan because it constitutes a series of several projects that will require separate budgetary projections. In general, the document maps out the general desires of the Publications to operate as a fully-fledged business that generates sufficient income to sustain itself. It is an ambitious plan that seeks to revamp the Publications and transform it into a modern publishing firm able to compete well with other Christian publishers in the region, but the resources are not available.

4.5 The Capacity of Gaba Publications to Engage in E-Publishing

The study sought to assess the capacity of AMECEA Gaba Publications to engage in E-publishing. Capacity was measured on the basis of availability of the requisite resources to take strategic steps towards digital publishing. The resource based view of organizations posits that a firm's internal environment, in terms of its resources and capabilities, is more critical to the determination of strategic planning than its external factors. It proposes that a company's specific assets and potentialities form the platform for strategic planning.[140]Based on the researcher's experience working at the Publications it is noted that at the moment, Gaba Publications is not ready to engage in e-publishing. As already shown by the research findings presented in the preceding sections, the Publications lacks most of the equipment needed for electronic publishing.

Firstly, Gaba Publications does not have the capacity to convert its print books to e-books. As such, it will have to outsource this service. Secondly, the Publications does not have an active website under which the e-books can be accessed. Thirdly, Gaba Publications does not have the necessary information and communication equipment to fully engage in e-publishing. Lastly, the Publications has not conducted training of its staff in the intricate details of electronic publishing.

Information obtained from Paulines Publication[141] on the establishment and implementation of e-publishing indicated that Gaba Publications has a long way to go. According to

[140] Hint, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic Management-Competitiveness and Globalization.* Canada. South-Western Cengage Learning.
[141] Josephine Idowu, Personal Communication, November 20, 2015.

Josephine, the first thing to think about is who you want reach out to. This will determine the means to be used.

> Since we are a publishing house with the responsibility of making sure that, the intellectual properties of our authors are safe guarded, we decided to come up with an e-reader app to protect the content of our books from being pirated or transferred from one device to another without permission.[142]

Paulines Publications has an android e-reader app that helps customers read only on android based devices such as smart-phones and android tablets. They also hope to have the e-reader for Windows and IOS platforms in the near future so that people can have it on their laptops. They paid the developers of the e-reader app the sum of over $21,000 to develop the app for them and also to convert 16 books into ePub files that is readable on android devices.

Paulines Publications advice the importance of having one's own e-reader for the security and control of our books. To put other books on this platform Paulines Publications converts them into ePub files at the rate of 500 pages for Ksh 10,000. The protection of its content is what has made them go through this process. The eBooks can be sold on Amazon which have their own procedures.

There are companies in Kenya that offer conversion services for books and which Gaba Publications can use. For instance, eKitabu offers conversion services for books which can be sold on the Publications' website, but they offer no protection of the files.[143]

[142] Josephine Idowu, Personal Communication, November 20,2015
[143] Josephine Idowu, Personal Communication, November 20,2015

Chapter 5: Data Analysis

5.1 Introduction

This chapter presents an analysis of the data obtained from the study. The presentation and analysis is based on the research objectives. The main objectives of the study were:

i. To identify the current publishing status of AMECEA Gaba Publications
ii. To identify available opportunities for financial self-sustainability for AMECEA Gaba publications
iii. To describe the current capacity of AMECEA Gaba Publications to engage in E-publishing
iv. To propose a model for adopting e-publishing by AMECEA Gaba Publications as it is today

5.1.1 The Current Publishing Status of AMECEA Gaba Publications

The performance of the publishing aspect of AMECEA Gaba Publications was measured by examining the number of books produced per given period, the number sold, the number of subscribers over selected periods and the timeliness of production and dispatch or sale of books. The study findings obtained showed that the performance of AMECEA Gaba Publications has gradually deteriorated over the years. These results were as shown below.

The bar graphs below show the statistics of the printed, dispatched and undispatched copies of both *AFER* and *Spearhead* books.

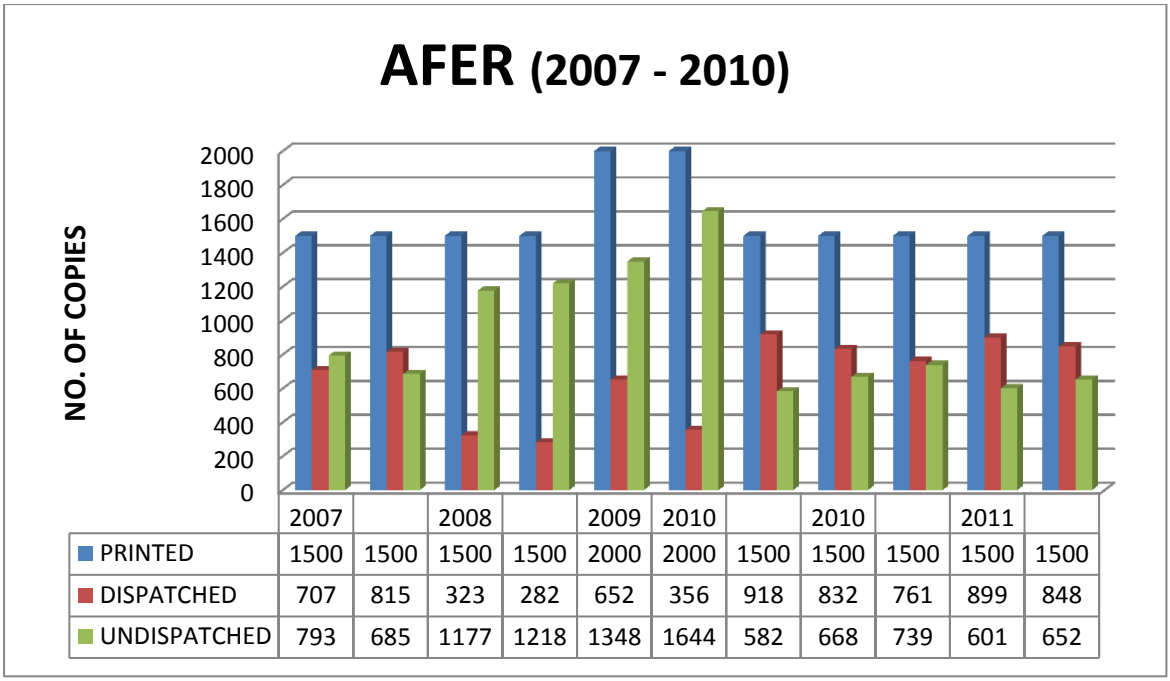


Figure 5.1: Production and Dispatch Statistics of AFER (2007-2010)

From the figure above, it is clear that Gaba Publications has continued to produce combined issues of AFER journals over the years. As indicated earlier, some of the donors and subscribers had not been pleased by this move.[144] Whereas the move was precipitated by the need to preserve the dwindling resources because Gaba Publications is relatively a small firm, it also meant that subscribers had to make prior payments for double instead of single issue of the journal. This adjustment could have discouraged some of the subscribers resulting in a number of them withdrawing their subscriptions.

AMECEA Gaba Publications has a marketing officer. The officer is mainly in charge of book dispatch and sales. He is entirely responsible for coming up with strategies to enhance marketing of published books. The AMECEA Gaba Publications does not have an overall policy framework for marketing. It does not carry out market research because of poor management and lack of funds. It does not have a working website to help engage in integrated marketing communication. It does have sufficient funds to conduct direct marketing of books and services.

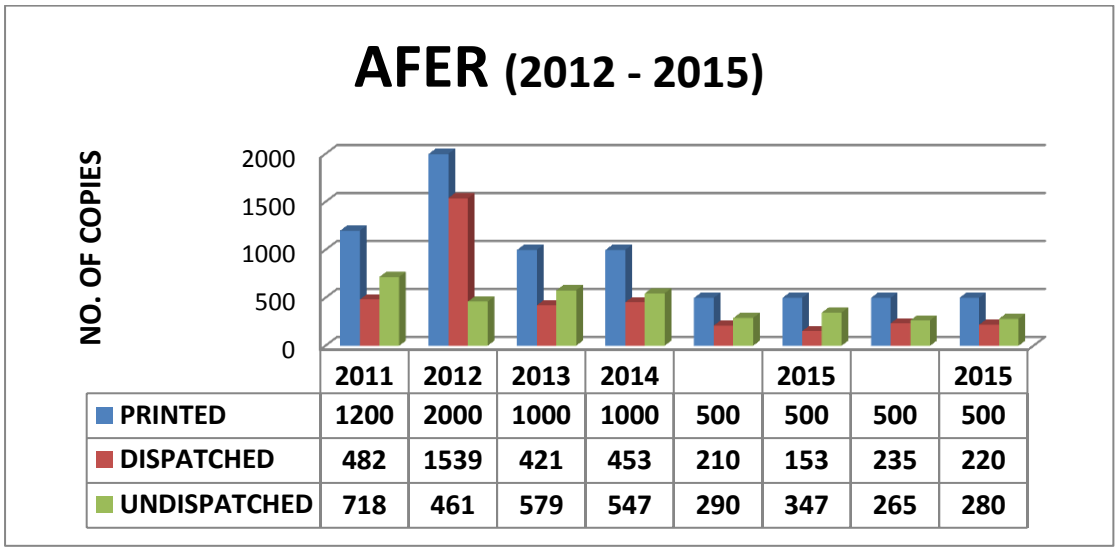
The above findings agree with the view that in developing countries, publishers tend to be small, undercapitalized and less specialized since the book market is small and fewer niches

[144] Personal Communication, Michel Philippart, June 7, 2015.

are available.[145] The Publications' niche is limited by both its narrow mission which subsequently limits its target readership and the fact that it is a small firm that faces financial struggles. The firm's largest market is its pool of subscribers. However, as already shown in earlier findings, the number of subscribers has over the years continued to reduce.

The findings in Figure 5.1 also indicate that between the years 2007 and 2010, AMECEA Gaba Publications has continued to print the same number of *AFER* journals even though the number dispatched has continually dropped. For example, of the 3000 copies of *AFER* printed in the year 2007, only 1522 were dispatched. This constituted 50.7% of the total number printed, meaning that about half (49.3%) of the printed copies remained in store. The figures in 2008 were even worse than those of 2007. Of the 3000 copies of printed *AFER* journal only 605(20.2%) were dispatched. The rest (79.8%) were not sold. This means that a number of unsold books end up in store and with time amount to wasted resources. Indeed during the research, it was observed that the Publications' had great volumes of undispatched books wasting away in store.

In an effort to stem the above wastages, starting 2012, the Publications began to produce fewer copies of the AFER journal. These statistics are as shown in Figure 5.1 below.



	2011	2012	2013	2014		2015		2015
PRINTED	1200	2000	1000	1000	500	500	500	500
DISPATCHED	482	1539	421	453	210	153	235	220
UNDISPATCHED	718	461	579	547	290	347	265	280

[145] www.unesco.org/webworld/wirerpt/wirenglish/chap23.pdf

Figure 5.2: Production and Dispatch Statistics of AFER (2012-2015)

The research findings in Figure 5.2 above indicate that in 2011, Gaba Publications printed 1200 copies and from 2013 to 2015, it printed 1000 copies per year. Unfortunately, the number of subscribers has steadily decreased, meaning that even with lesser copies in print, more resources still go to waste. This could mean that more subscribers are discouraged by the production of combined issues of the journal, among other factors such as the delays in production and dispatch processes.

AFER journal holds a greater financial potential than most of the other books that are produced by AMECEA Gaba Publications. According to Clark and Phillips, the publishing of refereed or peer-reviewed learned journals (or serials), sold mainly on the subscription/site licence business models, to libraries and corporate is a major adjunct to book publishing.[146] The production of *AFER* adheres to the very core mission of the Publications, namely to evangelize through the print media. However, the fact that the Publications is not performing well in producing and selling this particular journal is a clear indication that the organization is generally not effectively achieving its mission objectives.

The study also sought to assess the performance of the Publications in producing and distributing of the *Spearhead* book series. The findings were as presented in Figures 5.3 to 5.6.

[146] Clark, G., & Phillips, A. (2014). *Inside Book Publishing* (5th ed.). New York: Routledge.

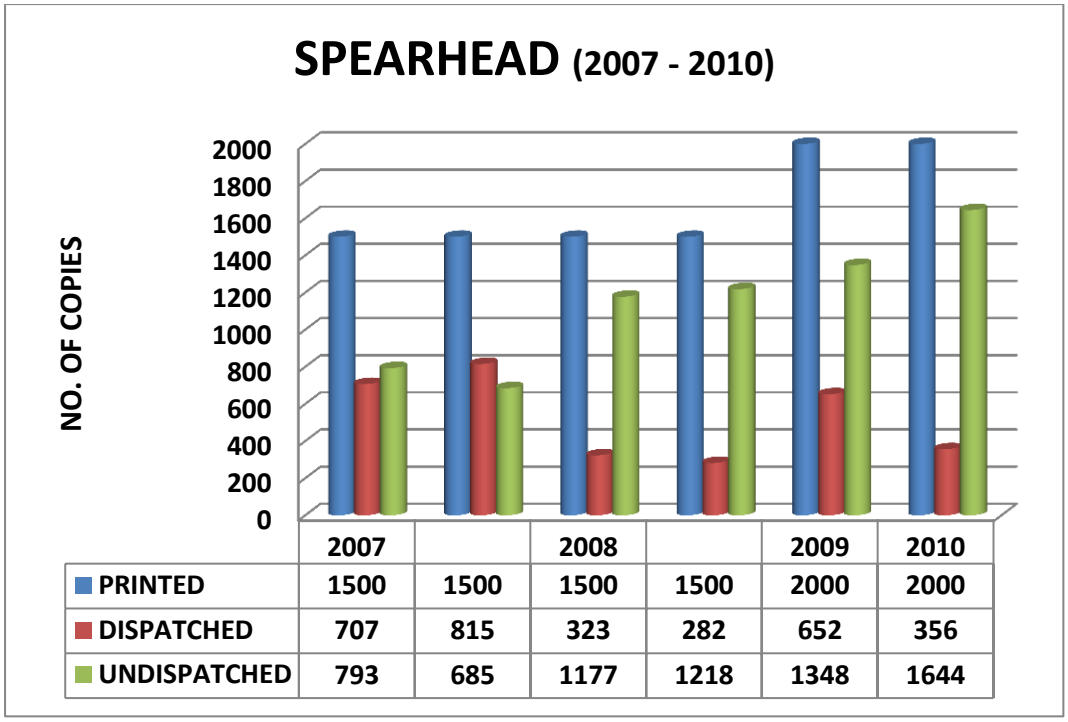
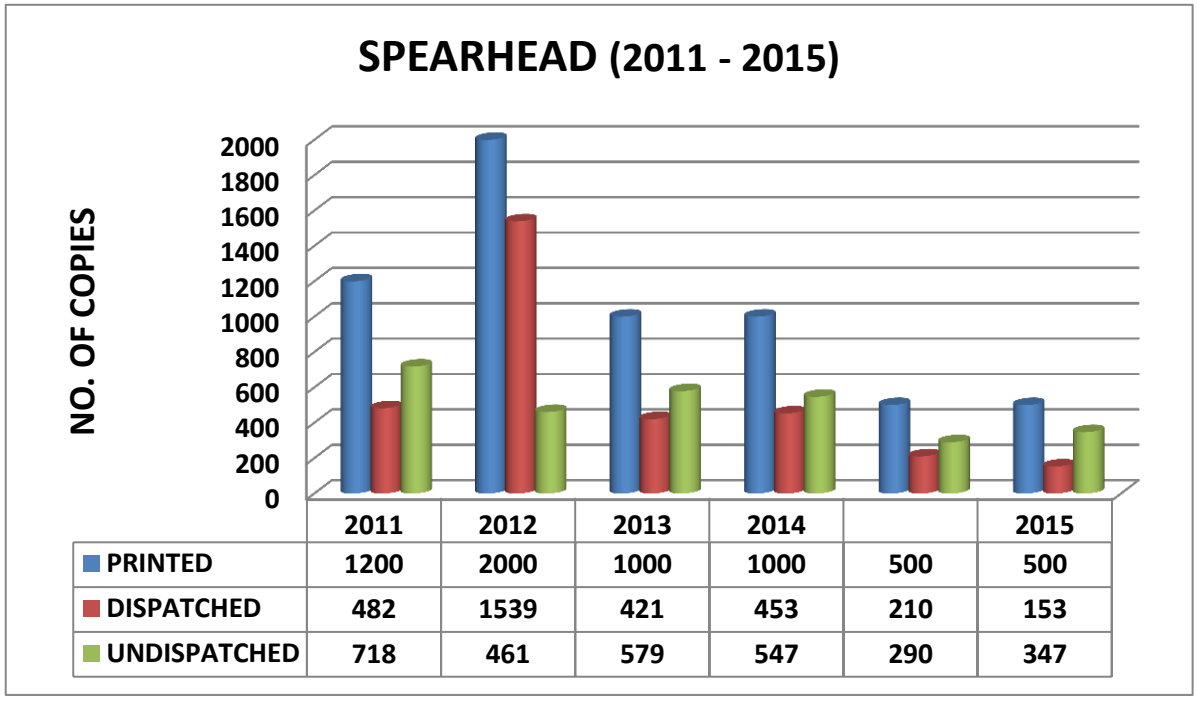


Figure 5.3: Production and Dispatch Statistics of Spearhead (2007-2010)

The study results on the performance of *Spearhead* are very much the same as those of *AFER.* As indicted in the figure above, of the 3000 copies of *Spearhead* printed in 2007, only a total of 1522 were dispatched. This represents 50.7% of the total number of books printed. The fact that the Publications sold exactly the same number of *AFER* and *Spearhead* copies in 2007 indicates that subscribers who are still loyal plan each year to purchase the promised copies of both publications. As such, loyal customers value the whole product of AMECEA Gaba Publications.

The findings in Figure 5.3 also show that the Publications performed very poorly in 2008. It seems that 2008 was the crisis year for the production and sale of both *AFER* and *Spearhead.* In 2008, the Publications sold only 20.2% of the total number of *Spearhead* books it had printed. It is curious to note that this also represents the very year in which the Publications was merged with CUEA Press when API was upgraded to a campus of CUEA. Debatably, it seems that the merger immediately engendered some operational difficulties in the Publications' processes.

According to the study findings, the performance of *Spearhead* from the year 2011 to 2015 was fairly higher than that of *AFER.* These statistics are shown in Figure 5.4 below.



	2011	2012	2013	2014		2015
PRINTED	1200	2000	1000	1000	500	500
DISPATCHED	482	1539	421	453	210	153
UNDISPATCHED	718	461	579	547	290	347

Figure 5.4: Production and Dispatch Statistics of AFER and Spearhead (2009-2011)

From the study findings in the figure above, it is clear that Gaba Publications sold over 40% of its Spearhead copies in 2011. This number almost doubled in 2012, with the Publications selling slightly over 75% of the books it had printed. However, from 2014, the percentage of books sold seems to have significantly dropped. Unlike *AFER*, *Spearhead* being a book authored by one or two people enjoys the benefits of active marketing by the authors themselves. In the world of publishing, some books sell more because of the reputation of the author while others sell because of the content of the books. Regardless of the reason for the changing statistics in subscription, it is clear that Gaba Publications is not performing very well as it is today.

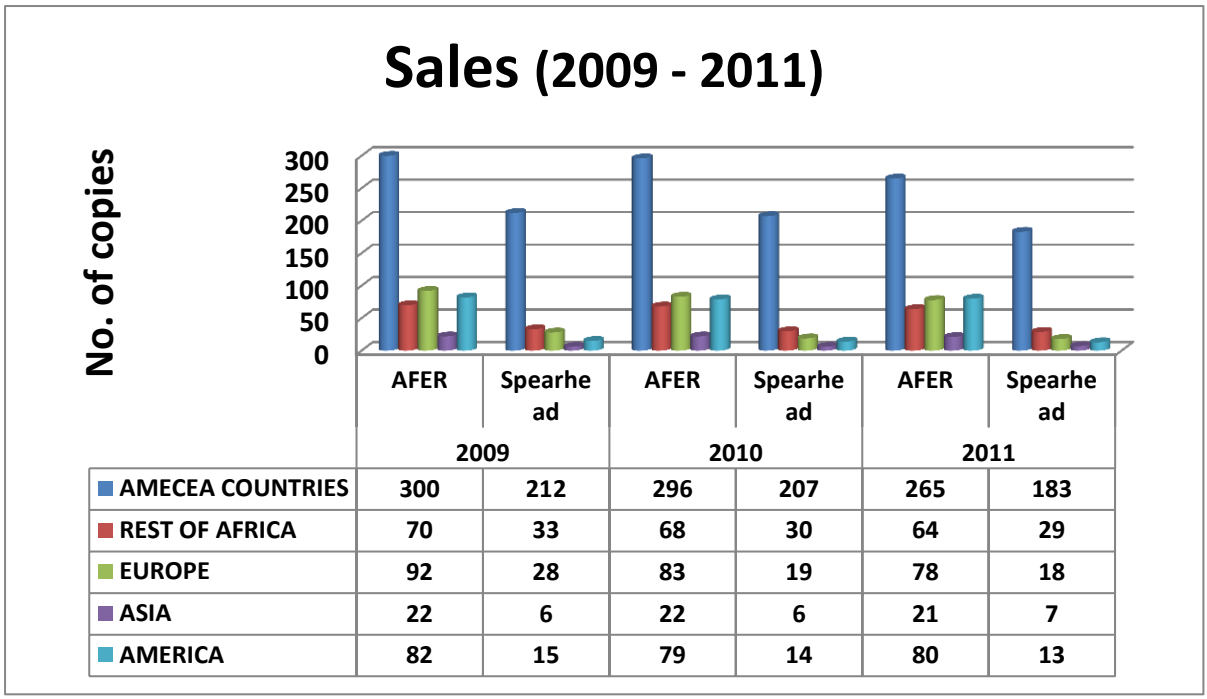
Ideally, the Publications should produce five (5) issues of *Spearhead* annually.[147] However, due to financial constraints and the difficulty of sourcing manuscripts for the book series, the Publications often combines two series in one book. As such, every year, the Publications

[147] AMECEA Gaba Publications – CUEA Press (2013). *AMECEA Gaba Publications – CUEA Press Publishing and Editorial Policy (draft).* Eldoret: AMECEA Gaba Publications – CUEA Press.

endeavours to publish at least two Spearhead books (one in June and another in December) every year.

5.1.1.1 Sales

Even though Gaba Publications is not a business oriented organization in its original conceptualization, as a body that consumes limited resources, it must engage in a form of business that is aimed at sustaining its capacity to continue pursuing its mission of evangelization. This study, therefore, sought to assess the performance of the Publications in terms of its sale of books and other materials. The results were as shown in the figure below.



	2009		2010		2011	
	AFER	Spearhead	AFER	Spearhead	AFER	Spearhead
AMECEA COUNTRIES	300	212	296	207	265	183
REST OF AFRICA	70	33	68	30	64	29
EUROPE	92	28	83	19	78	18
ASIA	22	6	22	6	21	7
AMERICA	82	15	79	14	80	13

Figure 5.5: Production and Dispatch Statistics of Spearhead (2009-2015)

The figure above indicates that the largest number of books produced between the years 2009 and 2011 at AMECEA Gaba Publications were sold to AMECEA countries. This is followed by the rest Africa, Europe, Asia and then America.

The research findings in Figure 5.4 also indicate that, generally, the amount of sales has been reducing. From the researcher's own observation, this reduction in sales is attributed to a number of problems that bedevil the Publications to date. These problems include lack of funds to market books, delays in delivery of books due to financial among other problems,

inefficient equipment that negatively affect the smooth-running of the book production processes and lack of sufficient manuscripts to publish in time.

The above findings were compared to those of 1993 as shown in the figure below.

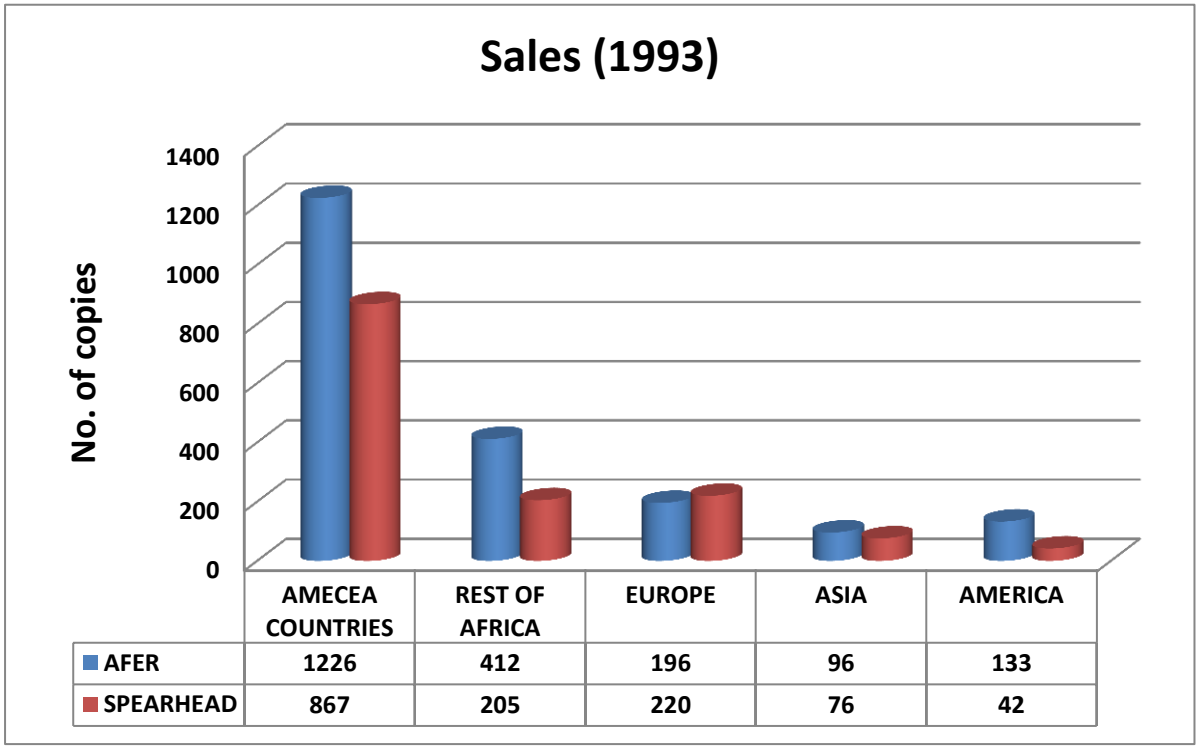


Figure 5.6: Production and Dispatch Statistics of AFER and Spearhead (1993)

As shown in the figure above, Gaba Publications sold almost 100% of all its books in 1993. The explanation given by one of the longer-serving members of staff indicate that at the time Gaba Publications was at its peak in book production as a source of mainly theological content in Africa. There were hardly any competing Christian firms in the Eastern African region at the time. Moreover, a number of political and social developments in Kenya had provoked theological responses that saw more writing and publishing in Gaba Publications.[148]

A comparison of sales for the years 1993 and those from 2009 also indicates that Gaba Publications has gone way below its previous performance. The main reason Gaba Publications seems to have stagnated since 2009 is that despite the great change in the Christian publishing industry in AMECEA region – with the introductions of competitive firms such as Paulines Publications and the advent of the new technology – the Publications

[148] Personal Communication, Marketing Assistant, December 15, 2015

has mostly remained the same in terms of the content scope and procedures of publications. The Publications has failed to expand and embrace advanced and more effective ways of doing things. This stagnation has been attributed to a number of factors including lack of funds, problems of policy, the uniqueness of its mission which limits it to a narrow scope of publication and lack of operational and financial autonomy to expand into a business model.

The above findings concur with the views of Katama that "Scholarly publishing is beset with titanic problems including a dearth of expertise, marketing difficulties, distributing costs and most importantly, the lack of an appropriate forum to voice concerns, share experiences and learn from more successful enterprises all over the world."[149] However as Hunter contends, that smaller publishers are better placed because of the low overheads, small staffs and narrower missions compared to their larger counterparts where profits are smaller and audiences are fragmented.[150] This is an indicator that Gaba Publications may need to review its business strategy in order to guarantee its future financial sustainability. Indeed, Magretta argues that business companies have been forced to rethink their business models to respond to the needs and preferences of their clients.[151]

5.1.2 Opportunities for Financial Self-Sustainability for AMECEA Gaba Publications

The study sought to identify the available opportunities for future financial sustainability of AMECEA Gaba Publications. According to Carolyn Reidy, the CEO of Simon & Schuster publishing company and the outgoing Chairperson of Association of American Publishers, publishing companies: "...need to shift the dialogue from 'will publishing survive' to 'how we are taking the industry forward, seizing unprecedented opportunities for transforming the very nature of the book, for disseminating information and distributing content?'"[152]

The findings of the study showed that a number of opportunities are available for Gaba Publications as discussed below.

---

[149] Katama, A. (1997). APNET Seminar on scholarly publishing in Africa. *Bellagio Publishing Newsletter*, No. 20.

[150] Tian, X., & Bill M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing.* New York: Ashgate Publishing Limited.

[151] Magretta, J. (2002). Why Business Models Matter. *Harvard Business Review*, May 2002: 86-92.

[152] Greenfield, J. (2014). *Publishers Need to Change the Conversation*. Retrieved June 10, 2015 from http://www.digitalbookworld.com/2014/simon-schuster-ceo-carolyn-reidy-publishers-need-to-change-the-conversation

(a) Gaba Publications operates within a University setting

Ever since the merger with CUEA Press, Gaba Publications is now known as AMECEA Gaba Publications – CUEA Press. According to Darko-Ampem:

> The purpose of the university press is to provide an outlet for the publication of research by faculty members of its own and other universities, and extend the instructional function of the parent institution by publishing and disseminating knowledge and scholarship as widely and as economically as possible to both scholars and educated laymen. It publishes learned books of small sales potential and limited possibility of financial returns that commercial publishers cannot profitably undertake, and gains favourable publicity and prestige for the university of which it is part. Scholarly publishing, usually the main business of a university press, is concerned with those publications which report research findings, comment on academic matters, or in general are aimed at an audience of intellectuals.[153]

This view points to the many opportunities that AMECEA Gaba Publications can exploit within the university setting.Firstly, the University setting accords Gaba Publications an advantage in terms of local market. Obviously, there is a large pool of potential readers and writers within the University. The Publications can target the faculty of theology both in CUEA and API to both source manuscripts and sell books. Lecturers and students can utilize the books produced by the Publications in their academic pursuits.

The University setting also provides Gaba Publications with a chance to provide basic services such as mass printing, editorial work for various reports and documents and graphic design.

The University setting can further help the Publications to expand the capacity of its staff through further training, especially in the much-needed area of e-publishing.

The Publications can further take advantage of the events in the University to market its services and sell books to generate income.

The Publications can also exploit the University academic linkages to reach out to more authors and readers from other institutions of learning.

[153] Darko-Ampem, K. (2005). University press publishing consortium for Africa: lessons from academic libraries. *Journal of Scholarly Publishing*, *36*(2), 89-114.

Moreover, apart from publishing the *AFER* journal, the Publications is best placed to offer editorial and consultation services for publishing and managing scholarly journals for the University.

(b) Gaba Publications' Business Expansion Plan

The study established that Gaba Publications has a business expansion plan. The plan indicates that Gaba Publications desires to fully embrace a workable business strategy without compromising its original mission of evangelization. According to Teece, a business model defines how the enterprise creates and delivers value to the customers, and then converts payments received to profit.[154] The Publications' plan enumerates various projects and initiatives that could boost the financial situation of the Publications. In the Plan, it is acknowledged that even as it remains relevant to the greater need for evangelization within and beyond the scholarly world, Gaba Publications seeks to broaden its capacity by engaging more advanced technology and the opportunities availed by new media technologies to advance its objectives of evangelization. The business plan describes the areas under which the Publications seeks to expand its capacity in terms of resource acquisition and service delivery.[155]

The objectives of the business plan demonstrate an ambitious desire by Gaba Publications to be a fully-fledged publishing firm that is financially strong and independent. These objectives are:

1. To replace the existing office equipment with more advanced and efficient ones
2. To acquire 2 binding machines to facilitate binding of theses and books from students and authors both within and outside the University
3. To acquire a multi-functional printer for printing, photocopying and scanning of documents
4. To acquire an electronic guillotine for the Gaba Publications' proposed printing press
5. To develop and implement a CUEA Module for offering courses in Art and Design at Diploma and Certificate levels
6. To set the foundation for e-publishing and electronic transactions for Gaba Publications goods and services

[154] Teece, J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning, 43,* 172-194.
[155] AMECEA Gaba Publications (2014). *Business Expansion Plan 2014.* Eldoret: AMECEA Gaba Publications.

7. To draft a plan of action for establishing a Gaba Publications Sub-Department to manage Academic departmental journals, editing and publishing of general materials, including works of fiction among others
8. To acquire a high definition digital camera to offer videography services within and outside the University
9. To establish a Gaba Publications book selling and display centre in Eldoret town

The above objectives further demonstrate the desire for Gaba Publications to embrace new business trends to more solidly guarantee its future. This is in line with what Esposito, in his article *Reimaging the University Press*, articulates, that a strong business model does not necessarily involve cost-cutting and retrenchment but involves identifying and pursuing new trends.[156]

Publishing is a high profit and high margin business. The key to success is successful marketing. Gaba Publications seeks to expand its capacity to reach a highly focused multi-dimensional sales and marketing plan for its goods and services to build greater circulation base quickly. Successful implementation of the Business Plan will enhance the performance of Gaba Publications and transform it into a revenue-generating department able to financially sustain most of its operations as well as generate income for the University.

(c) The scope of contributions and subscription

Gaba Publications attracts manuscripts from across Africa and beyond. It also has subscribers from all over the world. Both of these constitute great opportunities for the Publications to do more business. If the Publications ensures that the interests of donors, subscribers and authors are prioritized on, it will strengthen the loyalty of the authors and partners.

(d) Collaborations with other publishers and book sellers

Gaba Publications can learn from those publishing firms that perform well. One such firm is the Paulines Publications. Pauline Publications is one of the Christian publishers like Gaba Publications but it has managed to expand its capacity to engage in e-publishing and other lucrative industry ventures.

[156] Esposito, J. (2010). *Reimaging University Press*, vol. 3, no. 2.

(e) Working with local dioceses and parishes

As a Catholic publishing firm, Gaba Publications can engage other Catholic Church institutions, dioceses, parishes and small communities. The Publications can exploit these relationships to offer printing, graphic design and publishing services to the Churches and communities, thus generate income.

Unfortunately, Gaba Publications is yet to exploit the above observed opportunities. Hans posits that many African countries continue to be afflicted by progressively deteriorating economic conditions; social, cultural and infrastructure problems abound. He notes that some of the hindrances to the development of African publishing include: low literacy levels, multiplicity of languages, limited access to books and library services, poor transport and communication networks, severely under-funded educational s.0ystems, shortages of capital and skills.[157] In addition to the above challenges, Christensen *et al*. note the other problems as:

> ...inadequate access to capital, the high price of many raw materials, and the shortage of qualified staff, in particular at middle-level, often lead to poor aesthetic and physical quality of books, even if significant improvements have taken place in this respect. In addition, underdeveloped marketing and distribution systems, the dominance of northern publishers, inadequate attention on the part of most African governments to book development policies, and difficulties in export, in particular in intra-African trade, are challenges facing the African publishing industry (p. iv).[158]

5.1.3 Capacity of AMECEA Gaba Publications to engage in E-publishing

The study sought to assess the current capacity of AMECEA Gaba Publications to engage in electronic publishing. From the findings, a number of indicators showed that the Publications is far from ready to engage in electronic publishing.

Firstly, Gaba Publications has not put the necessary equipment and resources in place. Hint, Ireland and Hoskisson argue that a firm's unique resources and capabilities provide the basis for a strategy.[159] In this case, resources are understood to mean raw materials that the

[157] Hans, M. (2014). How many Books are Published in Africa? The need for more reliable numbers. *The African Book Publishing Records*, *40*(1).

[158] Christensen, L. P., Ljungman, C. M., Odongo, J. R. I., Sow, M., & Frederiksen, B. F. (1998). *Strengthening Publishing in Africa: An Evaluation. Department for Democracy and Social Development*. Swedish International Development Corporation Agency, Stockholm, Sweden.

[159] Hint, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic Management-Competitiveness and Globalization.* Canada: South-Western Cengage Learning.

company uses to create products and services for greater gain.[160] The basic resources needed in order to ably engage in e-publishing include: funds, advanced computer systems, digital conversation software and services, strong internet connection, an active website, trained personnel, among others.

Secondly, the study established that Gaba Publications has no clear plan of action towards the implementation of e-publishing. No research has been conducted on the requirements for the project and no budgetary projections have been drawn. It is only agreed upon by all the staff members as an idea whose time has come. The lack of concrete action could be attributed to lack of exposure, experience and training of the part of the Publications' staff members on e-publishing. Currently, Gaba Publications exploits the internet services mainly to communicate with authors and readers. Most of the manuscripts that are submitted for publication are sent via e-mail. This is in line with what Tian and Bill posit that communication technologies, ranging from World Wide Web and the use of emails among other range of social networking technologies, have already become embedded in the book publishing cycle from content acquisition and creation through to publicity, marketing and selling.[161]

Thirdly, the Publications suffers from a number of financial challenges that could affect the move towards e-publishing. Therefore, e-publishing is not a feasible project for the Publications. This concurs with the view by Hall that for businesses that have not had to make any major structural changes in any regular way, the infrastructural change will be both costly and cumbersome to implement.[162]

Fourthly, the staff members of Gaba Publications have neither been exposed to nor trained in e-publishing. Fifthly, AMECEA Gaba Publications has no active and updated website. According to Ikoja-Odongo, African Universities need to develop several capacities, mainly technological (modern equipment and software), human resources (manpower, technical expertise), and financial (hosting fees for the web). Indeed, African universities need to overcome institutional resistance to change from rapid change into electronic based

[160] Amit, R., & Schoemaker, J. H. (1993). Strategic Assets and Organizational Rent. *Strategic Management Journal*, *14*(1), 33-46.
[161] Tian, X., & Bill, M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing*. New York: Ashgate Publishing Limited.
[162] Hall, F. (2013). *The Business of Digital Publishing*. New York: Routledge.

publishing.[163] These views apply to Gaba Publications because it operates within a university system.

According to Aparicio, one of the biggest advantages is the diminution of postage and cost of the printing publishing, as well the elimination of delays in dissemination and divulgation of scientific data.[164] They also eliminate delays in announcements, distribution and delivery. Distances and borders between different domains are erased, improving access and learning. International coverage is achieved. Swiftness of publication entails immediate access to highly important information that allows the scientific community to gain knowledge about the research projects of their peers across the globe.[165]

Other advantages are noted by Aparicio include: the addition of other texts, enhance the answer power of users, easy connections with other publications, efficiency of data transmission and specialization, low production costs, lack of physical size limits (such as happens with printed materials in libraries); the practically unlimited capacity of production; diversity; transmission and reception of information in all places, without mailing costs; online access to full texts; instant reception of information; availability of multiple access points, which does not happen in the case of materials printed in paper; ability to transfer personal data; greater storage capacity than paper publishing; lower retrieval costs.[166]

Electronic publishing have also disadvantages. One of the biggest disadvantages is the need of a networking system and the connection to the Internet.[167] There exist large sectors of the potential readership that are unable to take advantage of networking services. This happens because of the lack of adequate equipment, support, and infrastructure, lack of good telecommunication services, inability to connect to the appropriate networks. The

[163] Ouya, D., & Smart, P. (2005). *Open Access survey of African-published journals.* Retrieved April 24, 2015 from http://www.ascleiden.nl/Pdf/elecpublconfouyasmart.pdf

[164] Aparicio, M. A. M. (2009). Access to electronic publishing in African countries: some reflections. *ELPUB2003. From information to knowledge: Proceedings of the 7th ICCC/IFIP International Conference on Electronic Publishing*, Universidade do Minho, Portugal 25-28 June 2003. Retrieved June 28, 2016 from http://elpub.scix.net/data/works/att/0312.content.pdf

[165] Ibid.

[166] Ibid.

[167] Ibid.

consequence of this is that a large number of citizens around the world, and especially in Africa remain out of the system.[168]

Despite the above challenges, all the staff members of AMECEA Gaba Publications acknowledged the need to engage in e-Publishing. In a departmental meeting held on November 11th, 2015, in which the researcher attended, the following points were unanimously agreed to:

1. The Department to appoint a team to come up with a comprehensive project proposal for the entire plan, process and implementation of electronic publishing.
2. More research should be done to gather sufficient information to help jumpstart the project.
3. This information could be obtained by making a formal visit to Paulines Publications for exposure and bench-marking.
4. Each member to collect as much information on and learn more about e-Publishing.
5. The Graphic Designer to visit the website host and find out what is required to restore the website and report to the Department in two weeks.

The above starting points for electronic publishing constitute a clear indication of increasing recognition of the power of electronic systems to publishing endeavours by Gaba Publications. This concurs with the views of APNET that:

> Contrary to earlier predictions that the computer would cause the demise of the written word in book form, the reality today is that the computer has actually opened up new and interesting opportunities for the book. The computer itself has generated more written words in book form than anticipated, so much so that there are more textbooks on computer technology today than there are on any other subject of human interest. Thus, happily for the publisher, the predicted Armageddon for the book has failed to materialize; rather, the feared enemy, the computer, has actually prevented it.[169]

[168] Aparicio, M. A. M. (2009). *Access to electronic publishing in African countries*

[169] African Publishers Network (2003). Strengthening Indigenous Publishing in Africa: Multiple Issues. *African Publishing Review, 12*(4-6).

Chapter 6: Summary of Findings, Conclusion and Recommendations

6.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations of the study based on the objectives of the study..

6.2 Summary of Findings

6.2.1 The Current Publishing Status of AMECEA Gaba Publications

The research findings on the current publishing status of AMECEA Gaba Publications indicated that despite the challenges it is facing, the Publications still strives to produce four issues of the *AFER* journal and five issues of *Spearhead* annually. The Publications also publishes books outside the scope of *AFER* and *Spearhead* in a bid to raise funds to facilitate its operations. Moreover, to overcome the financial constraints it is currently facing, Gaba Publications also continues to produce combined issues of *AFER* journals and *Spearhead* monograph.

Unfortunately, the rate of subscription to *AFER* and *Spearhead* continues to reduce. The rate of sales of the books produced by Gaba Publications has also gradually reduced over the years. It was also established that due to low subscription and poor sales, there is a huge backlog of unsold books in the Publications' store. The study also established that there is evidence to show that the merger between Gaba Publications and CUEA Press engendered a number of operational problems in Gaba Publications. According to Buechner, organizations needs to create products that stand out in terms of value characteristics and design, a clear mission and vision that clients will easily relate to and to sell its goods and services.[170]

[170] Buechner, J. (2014). *Building a Successful Publishing Company* (Honors Program Thesis). Liberty University.

6.2.2 Opportunities for Financial Self-Sustainability for AMECEA Gaba Publications

The principles under which traditional publishing companies operated are no longer suitable or sustainable.[171] According to Nicola Solomon, writers need to be motivated with better rewards to continue writing; although publishing firms are making financial gains writers are still largely underpaid by these firms.[172] This means that publishers have to raise royalty percentages or device ways to sustain writers. To do this, publishing firms must seek opportunities to increase and manage resources in order to sustain their businesses.

The study established that a number of opportunities are available for Gaba Publications to attract business opportunities and help it make steps improving its current financial status.. Firstly, Gaba Publications operates within a University setting which provides a hub for more authorship and readership, among other business opportunities such as printing, photocopying, editing and graphics design. Secondly, Gaba Publications has a Business Expansion Plan which, if implemented, can upgrade it into a fully-fledged publishing firm that is able to compete favourably with other publishers in Africa and beyond. Thirdly, the scope of contributions of authorship and subscription of the Publications' products gives it an edge for international business space. Fourthly, Gaba Publications has the capacity to work in collaboration with other publishers and book sellers to improve sales and subscription and generate more income. Lastly, by providing printing, photocopying, publishing, graphics design and editorial services to local dioceses and parishes the Publications can be able to generate income to sustain its operations.

6.2.3 Capacity of AMECEA Gaba Publications to engage in E-publishing

From the findings of the study, the Publications is far from ready to engage in electronic publishing. Gaba Publications does not have the necessary equipment in place. There is also no clear plan of action towards the implementation of e-publishing. It was also observed that the Publications suffers from a number of financial challenges that could affect the move towards e-publishing. The staff members of Gaba Publications have neither been exposed to nor trained in e-publishing. Moreover, AMECEA Gaba Publications has no active and updated website. Despite these indicators, the Publications is determined to engage in e-

[171] Flood, A. (2014, July 11). Traditional publishing is 'no longer fair or sustainable', says Society of Authors. *The Guardian.* Retrieved June 28, 2016 from https://www.theguardian.com/books/2014/jul/11/traditional-publishing-fair-sustainable-society-of-authors

[172] Flood, A. (2014, July 11). *Traditional publishing is 'no longer fair or sustainable'*

Publishing. It has begun conducting research on the feasibility of the project under its present conditions.

More publishing firms are embracing electronic publishing, especially because eBooks are easy to store and retrieve in portable gadgets such as mobile phones and laptops. Ikoja-Odongo[173] makes a case for electronic publishing in Africa, especially being spearheaded by universities, saying that many factors do not allow African scholars to fully enter the global book market. He posits that, first, African universities must examine problems facing African scholarship in their bid to share intellectual property and develop a turn-around, alternative strategy for publishing in African universities. A review of literature on the subject brings into focus a myriad of challenges. For the African scholarly publications to be of excellent quality, on a par with the best being produced elsewhere in the world, African universities must attend to problems of scholars in the areas of editing and production, marketing and distribution.[174]

Ikoja-Odongo argues that African Universities need to develop several capacities, mainly technological (modern equipment and software), human resources (manpower, technical expertise), and financial (hosting fees for the web). Indeed, African universities need to overcome institutional resistance to change from rapid change into electronic based publishing.[175] According to Ikoja-Odongo, e-publishing has a much higher advantage of

> eliminating some production activities and inputs needed for product development; it eliminates some costs involved in advertising, postage and distribution of the product but sets in the cost of hosting and maintaining the website; it brings with it the advantages of quality product, worldwide distribution, instant advertisement, increased visibility, advantage of international peer review, editorial process and eliminates cumbersome manuscript management process, increased visibility of writer, eliminates product inputs like paper, ink, and binding materials, eliminates storage facilities although it brings in other costs such as hosting and maintaining the websites.

[173] Ikoja-Odongo, J. R. (2011). *Publishing in Uganda, with notes from Africa: A Review*. Kampala: National Book Trust of Uganda (NABOTU).

[174] Katama, A. (1997). APNET Seminar on scholarly publishing in Africa. *Bellagio Publishing Newsletter*, No. 20.

[175] Ouya, D., & Smart, P. (2005). *Open Access survey of African-published journals.* Retrieved April 24, 2015 from http://www.ascleiden.nl/Pdf/elecpublconfouyasmart.pdf

6.3 Conclusion

6.3.1 The Current Publishing Status of AMECEA Gaba Publications

From the findings of the study on the current publishing status of AMECEA Gaba Publications, the following conclusions were drawn:

- Despite the challenges it is facing, the Publications still strives to produce four issues of the *AFER* journal and five issues of *Spearhead* annually.
- The Publications also publishes books outside the scope of *AFER* and *Spearhead* in a bid to raise funds to facilitate its operations.
- To overcome the financial constraints it is currently facing, Gaba Publications also continues to produce combined issues of *AFER* journals and *Spearhead* monograph.
- The rate of subscription to *AFER* and *Spearhead* continues to reduce.
- The rate of sales of the books produced by Gaba Publications has also gradually reduced over the years.
- Due to low subscription and poor sales, there is a huge backlog of unsold books in the Publications' store.
- There is evidence to show that the merger between Gaba Publications and CUEA Press engendered a number of operational problems in Gaba Publications.

6.3.2 Opportunities for Financial Self-Sustainability for AMECEA Gaba Publications

From the study findings, it is clear that Gaba Publications, being an evangelical publishing firm, may never fully achieve self-sustainability. However, the findings of the study also indicated that a number of opportunities are available for Gaba Publications to attract business opportunities and help it make steps towards improving its current financial status. These opportunities include the following:

a) Gaba Publications operates within a University setting which provides a hub for more authorship and readership, among other business opportunities such as printing, photocopying, editing and graphics design.
b) Gaba Publications has a Business Expansion Plan which, if implemented, can upgrade it into a fully-fledged publishing firm that is able to compete favourably with other publishers in Africa and beyond.
c) The scope of contributions of authorship and subscription of the Publications' products gives it an edge for international business space.

d) Gaba Publications has the capacity to work in collaboration with other publishers and book sellers to improve sales and subscription and generate more income.
e) By providing printing, photocopying, publishing, graphics design and editorial services to local dioceses and parishes the Publications can be able to generate income to sustain its operations.

6.3.3 Capacity of AMECEA Gaba Publications to engage in E-publishing

The Publications is far from ready to engage in electronic publishing. This is because of these, among other, reasons:

1. Gaba Publications does not have the necessary equipment in place.
2. There is no clear plan of action towards the implementation of e-publishing.
3. The Publications suffers from a number of financial challenges that could affect the move towards e-publishing.
4. The staff members of Gaba Publications have neither been exposed to nor trained in e-publishing.
5. AMECEA Gaba Publications has no active and updated website.

Despite these indicators, the Publications is determined to engage in e-Publishing. It has begun conducting research on the feasibility of the project under its present conditions.

6.4 Recommendations

Based on the findings of the study, the following recommendations are made to help Gaba Publications:

1. There is need to streamline issues in the merger between Gaba Publications and CUEA Press. It should be made clear that Gaba Publications aims to evangelize through print and electronic publications, and that it is still serving the interests of the AMECEA bishops who founded it.
2. Gaba Publications should restore its website and ensure it is constantly updated.
3. Gaba Publications should embrace the business model within its mission of evangelization as stipulated in its business expansion plan.
4. Gaba Publications should strive to produce four separate single issues of *AFER* instead of combining two issues to come up with two double issues. This will restore

the confidence of some of the subscribers and donors who had had withdrawn their support to the Publications.

5. Gaba Publications should only print the number of books that is at least commensurate with the number of subscribers in order to conserve its resources.
6. Gaba Publications should engage in more vigorous selling of those books that remain in store.
7. Gaba Publications should endeavour to speed up the production and dispatch of its books to subscribers. This will help elicit more positive response from subscribers.
8. The Publications should organize events to honour loyal subscribers, bestselling authors and book stores and to market those books that are still in store.
9. Gaba Publications should endeavour to implement its Business Plan in piecemeal to to take steps towards future financial sustainability.. To do this, the Publications should break down the objectives of the Business Expansion Plan into strategies it has the capacity to implement in the short-term.

6.4.1 Reconstituting the terms of the CUEA-API merger

There is need to redefine the terms of relationships between API and Gaba Publications, on the one hand, and CUEA and CUEA Press, on the other hand in order to eradicate operational bottlenecks that affect the performance of Gaba Publications. The proposed administrative structure for Gaba Publications is based on two views from to members of the Editorial/Advisory Board. The views were expressed in a Board meeting held on December 12th, 2014 by Rev. Prof. Joseph Kahiga and Prof. Eunice Kamaara, both the longest-serving members of Editorial/Advisory Board.[176] The views are as quoted below.

> **Rev. Prof. Joseph Kahiga**
> My opinion on the Gaba Publications Board constitution is that, the director of the Campus be the chair of the Board, his deputy being the Editor of Gaba Publications. The director will report to both the VC Catholic University Nairobi and the Secretariat of AMECEA Nairobi. This arrangement will help the publication maintain its vision and mission which is unique to itself. The CUEA Press may be given one affiliate position to maintain the linkage and may be in attendance whenever possible but not mandatory.
>
> **Prof. Eunice Kamaara**
> My proposal is that Gaba publications (as well as the API) operate in semi-autonomous state in relation to the Catholic University in that the CUEA pays for the salaries of the staff at the Gaba Publications to support the work of the AMECEA Bishops in magnetization by print the core mission of Gaba Publications. On its part, Gaba Publications shall raise funds from various partners and from sale of books/journals for

[176] Minutes of AMECEA Gaba Publications Editorial/Advisory Board Meeting Held on 4th December, 2014 at GABA Campus Executive Director's Boardroom.

> the day-to-day running of the Publications unit. Gaba Publications shall report to the conference of AMECEA. This way, donors will be confident that Gaba Publications is actually supported by CUEA rather than generating profits for CUEA and will gladly support it – as they have done in the past. Fundraising for evangelization will be one of the key roles of the [Executive] Director. The conference of AMECEA shall hold the staff (specifically the Director) transparent and accountable in terms of raising of funds as well as in terms of expenditure of donations in line with the donors' wishes. CUEA should find it easy to support the Gaba Publications in terms of paying salaries for staff given that the entire Gaba Campus, with all its infrastructure was freely given to the University.

The figure below shows the organogram of the proposed new administrative structure that streamlines relationships to enhance the performance of Gaba Publications.

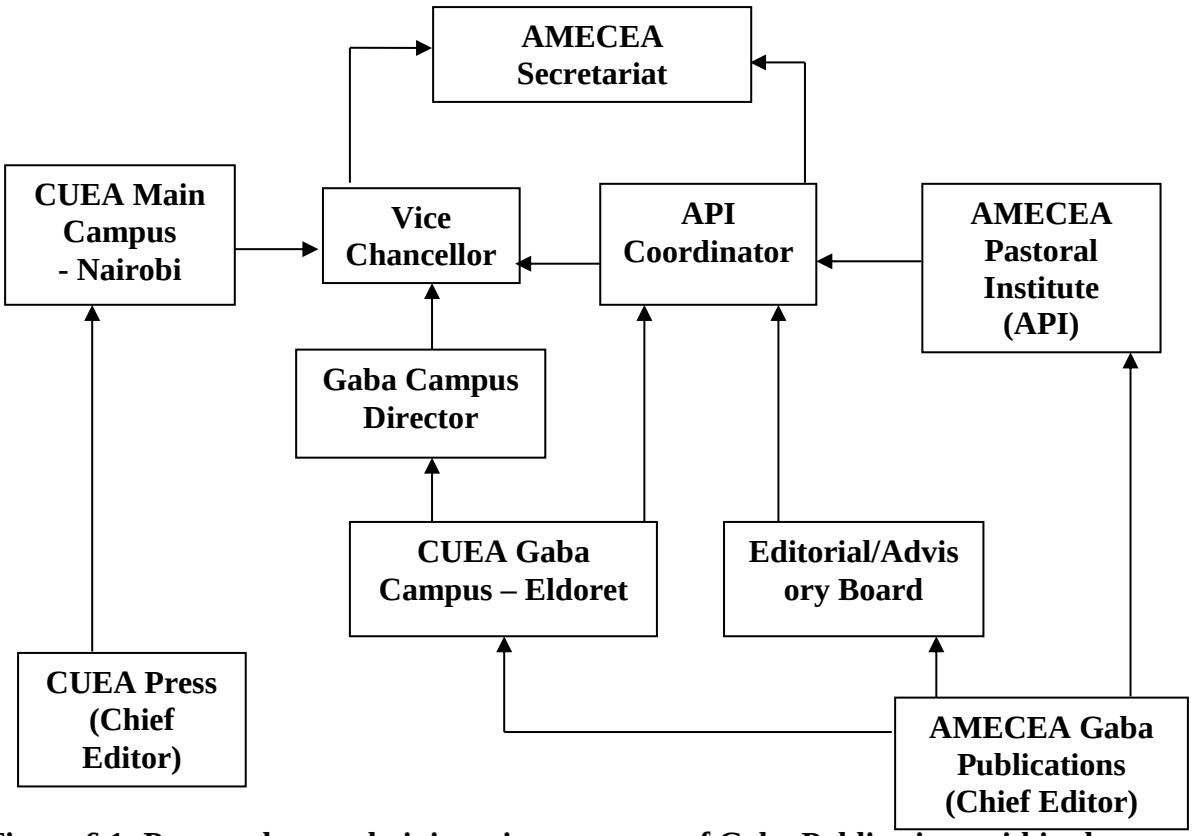


Figure 6.1: Proposed new administrative structure of Gaba Publications within the merger

In the above structure, the AMECEA Secretariat is the overall in charge of CUEA, API and Gaba Publications. CUEA is considered at equal state with API in terms of how it answers to AMECEA, the main body. However, the agenda of CUEA is mainly business-oriented. Its income is obtained through educational enterprise. As such, CUEA Press falls directly under CUEA. On the other hand, the core agenda of API is to train pastoral agents in the interest of enhancing the mission of evangelization by the Church in Africa. As such, it is less driven by

business interests than spiritual matters compared to CUEA. In this new structure, Gaba Publications is thus directly answerable to API and not CUEA or CUEA Press. This is ideally the original version of relationships before the merger. Therefore, there is need to redefine the merger between CUEA and API more loosely as being affiliation than obligation oriented. API and Gaba Publications, on the one hand, are affiliate institutions of CUEA and CUEA Press, on the other hand, respectively.

There is also a serious need to clearly define the flow of finances in these relationships to ensure that the obligation of CUEA, namely to give financial aid to API and Gaba Publications, as stipulated by AMECEA, is upheld while the resources of the Publications and API are used to enhance the work of evangelization. While the University may from time to time use funds from the accounts of API and Gaba Publications, this should not be at the expense of the primary functions of the latter. As such, as proposed by one of the Editorial/Advisory Board members cited above, CUEA should continue paying salaries for AMECEA Gaba Publications-CUEA Press staff among other forms of financial support. On the other hand, Gaba Publications should account for the financial support it gets by being more effective and proactive in pursuing the mission of evangelization through publications. It should embrace greater efficiency and quality in its book production services and ensure that the requirements and demands of subscribers and authors are met on a timely basis.

6.4.2 A Model for Adopting E-Publication for AMECEA Gaba Publications

The establishment and complete implementation of E-publishing is a costly endeavour. As such, I propose that Gaba Publications can begin by providing digitized version of the *AFER* journal. In his article, *How Digital can be a Companion of Print*, Joe Wikert[177] argues that print and digital formats should not be treated as mutually exclusive. Contrary to what many believe, Wikert says, digital is not a replacement, but a companion to print. Wikert foresees a publishing future whereby each print product will have a digital companion, not a replacement. He believes that the digital companion will extend and enhance the print experience and will be an optional add-on to the print product.

[177] Wikert, J. (2015). *How Digital Can Be a Companion for Print.* Retrieved June 3, 2015 from http://jwikert.typepad.com/the_average_joe/2015/03/how-digital-can-be-a-companion-for-print.html

To provide the digitized version of *AFER* as a pilot project for e-publishing, the Publications will need to first make the necessary prior preparations. These include:

1. An active website: The Publications should revamp its defunct website and diversify the portal to ensure easy access of digitized books. The website should enable visitors to make comments, make payments to download or read content.
2. Digital Content: The Publications will have to convert or digitize a select number of the *AFER* journals.
3. Uploading content: The digitized content have to be uploaded to the established online marketing and distribution platforms. Various platforms use different types of content and also attract different gadgets of access.
4. Establishing payment options. The payment options include use of online platforms such as *Skrill, Paypal* among others or electronic money transfer systems such as Kenya's renowned *M-Pesa* or *Western Union* money transfer. It may also be done suing direct bank-to-bank transfer systems via *Swift*. Whichever method is adopted, it should be safe and easy for both Gaba Publications and its clients.
5. Regulating access content.
6. Maintenance of the e-publishing system.

Below is a proposed website model for online access for the *AFER* journal.

Home	**About Us**	**Current Issue**	**Archive**	**Submit Article**	**For Readers**	**Downloads**
About *AFER*	History of Gaba Publications	December Issue	Vol. 57	Submission Guidelines	Subscription	AFER journal template
Content	Mission	September issue	Vol. 56	*AFER* Journal	Online access (Sign up)	AFER journal cover
Target Audience	Vision	June issue	Vol. 55	Reviews	Online Purchase/Access for non-subscribers	Copyright form
	Location	March Issue	Vol. 54	Others	Online Purchase/Access for subscribers	Current Call for Articles
	Contacts			-	Payment methods - Western Union - Bank transfer M-Pesa	Annual International Writers' Conference
	Staff Members					Certificates

	Editorial/Advisory Board					Announcements
	Peer Reviewers					

Other general recommendations include the following:

1. AMECEA Gaba Publications should provide book costings for print and production for titles on the publishing to set standards for pricing.
2. Any thoughts of trying to establish a secure server and managing the e-commerce transactions should be abandoned. Book conversions for all platforms come cheapest from India where quotes can be obtained and will come in the region of USD80 for conversions across the various e-reader platforms. No special training is required and the typesetter should be able to provide a PDF for conversion. Gaba Publications does not need to stretch its limits on this matter.
3. The Publications needs to set up a marketing plan to reach the broadest international audience with an interest in the particular list.
4. AMECEA Gaba Publications should put more effort on the Writers' Conference to generate income and act as an outreach to bring in new writers.
5. The Publications should also examine what other publishers are doing that is working for them apart from focusing on Paulines e-reader.
6. The company further needs to save on costs by getting quotes from other printers rather than relying on Kolbe Press alone.
7. AMECEA Gaba Publications also needs to invest in a custom publishing division to take on the production and print for various University departments and others. It does not have to get involved in the distribution of these titles. This division should also target other church organisations. The company should begin this project by conducting a feasibility study to determine the amount of income that can be generated from given amount of publishing contracts. Along with these services, the Publications can also offer e-book conversion at a mark-up.

6.5 Recommendations for Further Research

Further research should be conducted on the following:

- Investigating the strategic response adopted by Christian publishers in Kenya to electronic book publishing
- Further research is also recommended to establish the response of the readers to electronic books and journals in Kenya

References

Adebowale, S. (2001b). Disseminating the electronic publishing philosophy in developing countries. *Electronic Journal Publishing: a reader version 2.0*. Retrieved June 28, 2016 from http://www.inasp.info/

African Publishers Network (2003). Strengthening Indigenous Publishing in Africa: Multiple Issues. *African Publishing Review, 12*(4-6).

Aina, A. J., Ogungbeni, J. I., & Adigun, J. A. (2011). Poor Reading Habits Among Nigerians: The Role of Libraries. *Library Philosophy and Practice 2011*. Retrieved June 28, 2016 from https://www.webpages.uidaho.edu/~mbolin/aina-ogungbeni-adigun-ogundipe.pdf

Altbach, P. G. (1992). *Book Publishing*. Chestnut Hill, Mass., Bellagio.

Alter, A. (2013, March 14). *Sci-Fi's underground hit*. Retrieved June 28, 2016 from http://online.wsj.
com/news/articles/SB10001424127887324678604578340752088305668

AMECEA Gaba Publications – CUEA Press (2013). *AMECEA Gaba Publications – CUEA Press Publishing and Editorial Policy (draft).* AMECEA Gaba Publications – CUEA Press.

AMECEA Gaba Publications (1993). *AMECEA Gaba Publications Annual Report*. Eldoret: AMECEA Gaba Publications.

AMECEA Gaba Publications (2011). *AMECEA Gaba Publications Editorial Board Meeting*. Eldoret: AMECEA Gaba Publications.

AMECEA Gaba Publications (2012). *AMECEA Gaba Publications Annual Report*. Eldoret: AMECEA Gaba Publications.

AMECEA Gaba Publications (2013). *Editorial and Publishing Policy (draft).* AMECEA Gaba Publications.

AMECEA Gaba Publications (2013). *Project Funding Proposal*. Eldoret: AMECEA Gaba Publications

AMECEA Gaba Publications (2014). *Business Expansion Plan 2014.* AMECEA Gaba Publications.

AMECEA Gaba Publications (2015).*International Writers' Conference Report*. Eldoret: AMECEA Gaba Publications

AMECEA Gaba Publications Business Expansion Plan 2014.

AMECEA Gaba Publications (2016) Subscription Records. Eldoret: AMECEA Gaba Publications

AMECEA Plenary Report (2008)

Amit, R., & Schoemaker, J. H. (1993). Strategic Assets and Organizational Rent. *Strategic Management Journal*, *14*(1), 33-46.

Anyanzwa, J. (2014). *Publishers Alarmed by Effects of New Value Added Tax Charges*. Retrieved November 14 2015 from www.standardmedia.co.ke/.../publishers-alarmed-by-effects-of-new-valu

Aparicio, M. A. M. (2009). Access to electronic publishing in African countries: some reflections. *ELPUB2003. From information to knowledge: Proceedings of the 7th ICCC/IFIP International Conference on Electronic Publishing*, Universidade do Minho, Portugal 25-28 June 2003.

Asamoah-Hassan, H. (2009). Embracing electronic scholarly publishing in Africa: the Kwame Nkrumah University of Science and Technology (KNUST) Library, Kumasi Ghana as a case study. Paper presented at the *1st PKP Conference* in Vancouver, Canada 11-13 July 2007. Retrieved October 20, 2009, from http://pkp.sfu.ca/ocs/pkp/index.php/pkp2007/pkp2007/paper/viewFile/23/1

Baysinger B.D., Hoskisson R.E., (1989), *Diversification Strategy and R & D intensity in large multi-product firms.* Academic Management Journal,32, 310-332

Bello, L. (2008). Transiting to electronic journals: avoiding new dimensions of the old problem. Paper presented at the *Conference on Electronic Publishing and Dissemination "Putting African Journals Online: Opportunities Implications and Limits"*, Darka, 6-7 October, 9. Retrieved October 20, 2015 from http://www.codesria.org/spip.php?article588&lang=en

Bowker (2013, October 09). *Self-publishing movement continues strong growth in U.S., says Bowker*. Retrieved June 28, 2016 from http://www.bowker.com/en-US/aboutus/press_room/2013/pr_10092013.shtml

Bryman, A., & Cramer. (1997). *Quantitative data analysis with SPSS for windows*. London: Routledge.

Buechner, J. (2014). *Building a Successful Publishing Company* (Honors Program Thesis). Liberty University.

Cabaj, M. (2011). *The Struggle for Sustainability.* Retrieved on 12/09/2014 from http://communityrenewal.ca/struggle-sustainability.

Carr, N. (2013). Don't burn your books – print is here to stay. *Wall Street Journal*, Retrieved June 28, 2016 from http://online.wsj.com/article/SB100014241278873 238742045 78219563353697002.html

Centre for Research and Education in Human Services (2004).*Building Sustainable Non-profits*. Retrieved on 19/09/2015 from http:// www.socialplanningcouncil-cnd.org

Chahale, W. (2013). *The Publishing Industry in Kenya*. Copyright News.

Christensen, L. P., Ljungman, C. M., Odongo, J. R. I., Sow, M., & Frederiksen, B. F. (1998). *Strengthening Publishing in Africa: An Evaluation. Department for Democracy and*

Social Development. Swedish International Development Corporation Agency, Stockholm, Sweden.

Christensen, L. P., Ljungman, C. M., Odongo, J. R. I., Sow, M., &Frederiksen, B. F. (1998). *Strengthening Publishing in Africa: An Evaluation. Department for Democracy and Social Development*. Swedish International Development Corporation Agency, Stockholm, Sweden.

Clark, G., & Phillips, A. (2014). *Inside Book Publishing* (5th ed.). New York: Routledge.

Cohen, L., Manion, L., & Morrison, K. (2007). *Research Methods in Education* (6thed.). Routledge.

Coyler, E. (2002, December 30). *Are books bound by their brand?* Retrieved June 28, 2016 from http: //www.brandchannel.com/features_effect.asp?pf_id=137

Cronbach, 1951).

Darko-Ampem, K. (2005). University press publishing consortium for Africa: lessons from academic libraries. *Journal of Scholarly Publishing, 36*(2), 89-114.

Davy, D. (2007). The Impact of Digitization on the Book Industry. Report. Ontario: Association of Canadian Publishers.

Digital Book World (2014, January 14). *Biggest problems facing publishing: Disappearing shelf space, discovery, pace of change.* Retrieved June 28 2016 from http://www.digitalbookworld.com/2014/biggest-problems-facing-publishing-disappearingshelf-space-discovery-pace-of-change/

Esposito. J. (2010). *Reimaging University Press*, vol. 3, no. 2.

Eve, M. P. (2014). *Open Access and the Humanities Contexts, Controversies and the Future.* United Kingdom:

Executive Report on the Semi-autonomy of AMECEA Gaba Publications (2014). AMECEA Gaba Publications.

Fabunmi, F. A., & Folorunso, O. (2010). Poor Reading Culture: A Barrier to Students' Patronage of Libraries Selected Secondary School in Ado Local Government Area of Ekiti-State, Nigeria. *An International Multi-Disciplinary Journal, 4*(2), 450-461.

Fidelman, M. (2013, January 01). Guy Kawasaki to traditional publishers: Your days are numbered. *Forbes*. Retrieved June 28, 2016 from http://www.forbes.com/sites/markfidelman/

Flood, A. (2014, July 11). Traditional publishing is 'no longer fair or sustainable', says Society of Authors. *The Guardian.* Retrieved June 28, 2016 from https://www.theguardian.com/books/2014/jul/11/traditional-publishing-fair-sustainable-society-of-authors

Gaba Publications' Editorial/Advisory Board (2014). *Executive Report of the Editorial-Advisory Board on the Proposed Semi-Autonomy for AMECEA Gaba Publications.* AMECEA Gaba Publications.

García, M. N. (2012). Book publishing. *SBDC Net E-Newsletters*

García, M. N. (2012). Book publishing. *SBDC Net E-Newsletters*, 1-8. Retrieved June 28, 2016 from http://search.proquest.com/docview/1365185930?accountid=12085

Gibson, M. (2013, March 19). *Book publishing's latest success still has to do her homework every night*. Retrieved June 28, 2016 from http://entertainment.time.com/2013/03/19/book-publishings-latest-success-still-has-to-do-her-homework-every-night/

Greenfield, J. (2012, September 18). *Do you prefer reading print books or eBooks to your children?* Retrieved June 28, 2016 from http://www.forbes.com/sites/jeremygreenfield/2012/09/18/do-you-prefer-reading-print-books-or-eBooks-to-your-children/

Greenfield, J. (2014). *Publishers Need to Change the Conversation*. Retrieved June 10, 2015 from http://www.digitalbookworld.com/2014/simon-schuster-ceo-carolyn-reidy-publishers-need-to-change-the-conversation

Greenfield, J. (2014). *Publishers Need to Change the Conversation* Retrieved on 10/06/2015 from http://www.digitalbookworld.com/2014/simon-schuster-ceo-carolyn-reidy-publishers-need-to-change-the-conversation

Hall, F. (2013). *The Business of Digital Publishing*. New York: Routledge.

Hamel, J. (1993). *Case Study methods. Qualitative Research Methods*, Vol 32. Thousand Oaks, CA: Sage.

Hans, M. (2013). *Print vs Electronic, and the 'Digital Revolution' in Africa.* Scotland: Hans Zell Publishing.

Hans, M. (2014). How many Books are Published in Africa? The need for more reliable numbers. *The African Book Publishing Records, 40*(1).

Herther, N. K. (2011). EBooks everywhere. *Searcher, 18*(6), 22-31.

Hint, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic Management-Competitiveness and Globalization.* Canada: South-Western Cengage Learning.

Hirsjarvi, D., Remes, P., & Sajavaara, P. (2007). *Tutki ja kirjoita.* Helsinki: Kustannusosakeyhtio Tammi.

Ikoja-Odongo, J. R. (2011). *Publishing in Uganda, with notes from Africa: A Review*. Kampala: National Book Trust of Uganda (NABOTU).

John Grisham: The Official Site, 2012

Johnson, D. (2013, July 27). *Breaking news: Amazon "declares war" on book industry*. Retrieved June 28, 2016 from http://www.mhpbooks.com/breaking-news-amazon-declares-waron-book-industry/

Jones, M. (2014, January 19). *New pew poll finds that eBooks are booming but print holds its own*. Retrieved June 28, 2016 from http://www.thedailybeast.com/articles/2014/01/19/new-pew-poll-finds-that-eBooks-are-booming-but-print-holds-its-own.html

Kaplan, S.R., & Norton, P.D.(1992).*The Balanced Scorecard: Measures that Drive Performance.* Retrieved on 20/07/2015 from http://hbr.org/2005/07/the-balanced-scorecard-measures-that-drive-performance

Katama, A. (1997). APNET Seminar on scholarly publishing in Africa. *Bellagio Publishing Newsletter*, No. 20.

Kay, J. (1999).Mastering Strategy: Resource Based Theory. *Financial Times*. 27 September 1999.

Kellog, C. (2014, January 23). *Amazon launches Christian publishing imprint, Waterfall Press*. Retrieved June 28, 2016 from http://www.latimes.com/books/jacketcopy/la-et-jc-amazonchristian-publishing-imprint-waterfall-press-20140123,0,3374709.story

Kowalsyzyk, D. (2013). *Purposes of Research: Exploratory, Descriptive & Explanatory*. Retrieved on 15/07/2015 from http://education-portal.com/academy/lesson/purposes-ofresearch-

Krippendorff, K. (1980). Validity in content analysis. In E. Mochmann, (Ed.), Computerstrategien fÃ¼r die kommunikationsanalyse (pp. 69-112). Frankfurt, Germany: Campus. Retrieved June 23, 2016 from http://repository.upenn.edu/asc_papers/291

Kumar, R. (2014). *Research Methodology* (4th ed). New Delhi: SAGE Publications Ltd.

Lee, R. (2012). Vertical Integration and Exclusivity in Platform and Two-Sided Markets. Working Paper.

Magretta, J. (2002). Why Business Models Matter. *Harvard Business Review*, May 2002: 86-92.

McLeod, S. A. (2014). *The Interview Method.* Retrieved June 27, 2016 from http://www.simplypsychology.org/interviews.html

Michel, P. (1996). *Publishing at the Service of Evangelization*. Nairobi: Paulines Publication Africa.

Minutes of AMECEA Gaba Publications Editorial/Advisory Board Meeting Held on 5th May, 2011 at GABA Campus Executive Director's Boardroom

Minutes of AMECEA Gaba Publications Editorial/Advisory Board Meeting Held on 4th December, 2014 at GABA Campus Executive Director's Boardroom.

Minutes of the AMECEA Gaba Publications Editorial/Advisory Board Meeting– January 29th 2015.

Minutes of the Editorial/Advisory Board Meeting – December 4th, 2014.

Minutes of the Gaba Publications' Editorial/Advisory Board Meeting - December 4th, 2015.

Mogalakwe, M. (2006). The Use of Documentary Research Methods in Social Research. *African Sociological Review*, *10*(1), 221-230.

Nalusiba, P. (2010). *Strategies for the Development of a Reading Culture in Uganda Primary Schools: Case Studies of Four Selected Universal Primary Education Schools in Kampala District* (M.Sc. Thesis). Makerere University, Kampala, Uganda.

Odini, C. (2002). The Book Chain in Kenya. In D. Rosenberg, (Ed.). *The book/chain in Anglophone Africa*. London: International New York for the/Availability of scientific publication.

Otike, F. W. (2011). Reading culture, cultivation and its promotion among pupils: a Kenyan perspective. *International Research Journal of Library, Information and Archival Studies, 1*(1), 001-005.

Ouya, D., & Smart, P. (2005). *Open Access survey of African-published journals.* Retrieved April 24, 2015 from http://www.ascleiden.nl/Pdf/elecpublconfouyasmart.pdf

Patton, M. Q. (2002). *Qualitative Research & Evaluation Methods* (3rd ed.). Thousand Oaks, CA: Sage.

Picard, R. G. (2003). Cash cows or entrecôte: Publishing companies and disruptive technologies. *Trends in Communication, 11*(2), 127-136.

Posko, J. (2015). *50 years history of AMECEA Booklet*. Retrieved November 3, 2015 from http://www.flipsnack.com/posko/amecea-50-years-history-booklet.html

Random House (2014). *About us*. Retrieved June 28, 2016 from http://www.randomhouse.com/about /history.html

Remenyi, D. (2012). *Case Study Research*. United Kingdom: Academic Publishing International

Research Information Network (2012). Activities, Costs and Funding Flows in the Scholarly Communications Systems in the UK London. Retrieved on 24/06/2015 from http//:www.rin.ac.uk/.../activities-costs-and-funding-flows

Robert F. (1997). *Financial Feasibility in Book Publishing.* Para Publishing, USA

Rochette, W. (2013, December). *Publishing & advertising: Industry profile*. Retrieved from http://www.netadvantage.standardandpoors.com/NASApp/NetAdvantage/showIndustrySurvey.do?code=pub

Romana, F. (2014). *Ebooks and the Challenge of Preservation.* Council of Library and Information Resources.

Rosenberg, D. (2002). African Journals Online: improving awareness and access. *Learned Publishing*, 15(1), 51-57;

Rotich, C. D. (2014). *Development of Educational Publishing in Kenya*. Eldoret: Moi University.

Saeed, R., Naeem, B., Bilal, M., & Naz, U. (2013). Integrated Marketing Communication: A Review Paper. *Interdisciplinary Journal of Contemporary Research in Business, 5*(5), 124-133.

Schultz, D. E. (2004). IMC Receives More Appropriate Definition. *Marketing News, 38*(15), 8-9.

Sigma Report (2001). *Economic Sustainability-The Business of Staying in Business*. Retrieved September 9, 2015 from http:// *www.projectsigma.co.uk/rndstreams/rd_economic_sustain.pdf*

Spector, J. M., Merill, M. D., Elen, J., Bishop, M. J. (2014). *The Handbook of Research for Educational Communications and Technology* (4th ed.). New York: Springer.

Stake, R. E. (2005).*Qualitative Case studies.* In N.K. Denzin & Y.S. Lincoln, (Eds.), *The Sage handbook of qualitative research* (3rd ed.). Thousand Oaks, CA:Sage.

Sveiby, K. E. (2012). *Methods of Measuring Intangible Assets*. Retrieved on Deccember 8, 2015 from http://www.sveiby.com/articles/IntangibleMethods.htm

Sweney, M. (2013, March 26). *Fifty Shades of Grey publisher Random House posts record profits*. Retrieved from http://www.theguardian.com/media/2013/mar /26/fifty-shades-random-house-record-profit

Teece, J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning, 43*(172-194).

The Business of Book Publishing (1990). *A management Training Course*. Author.

Thompson, J. B. (2012), *Merchants of Culture, The Publishing business in the Twenty-first Century.* UK. Policty Press

Tian, X., & Bill, M. (2012). *Books, Bytes and Business: The Promise of Digital Publishing.* New York: Ashgate Publishing Limited.

van der Hagen, L. O. (2014).*Publishing in a Digital Era An analysis of the Norwegian publishing industry* (Master's Thesis). Copenhagen Business School.

Vitale, A. (2011, April 13). *Former Random House CEO Alberto Vitale: 'Paper books will evolve into more precious products'*. Retrieved June 28, 2016 from http://knowledge.wha rton.upenn.edu/article/former-random-house-ceo-alberto-vitale-paper-books-willevolve-into-more-precious-product

Weinberg, D. B. (2014, January 09). 201*4 author survey: Indie authors and others prefer traditional publishing…slightly*. Retrieved June 28, 2016 from

http://www.digitalbookworld.com/2014/2014-author-survey-indie-authors-and-others-prefer-traditionalpublishing-slightly/

Wikert, J. (2015). *How Digital Can Be a Companion for Print.* Retrieved June 3, 2015 from http:// jwikert.typepad.com/the_average_joe/2015/03/how-digital-can-be-a-companion-for-print.html

Yin, R. K. (1994). *Case Study Research* (2nd ed.). United States of America: SAGE Publications Ltd.

Yin, R. K. (2003). *Case Study Research: Design and Methods* (3rd ed). Thousand Oaks, CA: Sage Publications.

Zell, H. M. (1987). Book Review "Publishing in the Third World: Knowledge and Development. *Research in African Literatures, 18*(2), 250-253. Indiana University Press.

Appendices

Appendix A: Observation Checklist

Objective	Item observed	Yes	No
Current publishing status of Gaba Publications	Computers Printers Photocopiers Number of staff Records of books printed Records of subscription Records of book dispatch		
Available opportunities for financial improving financial sustainability for AMECEA Gaba Publications	Business projects Relevant business opportunities within the University campus (Editing, printing, Photocopy, Graphic design)		
Current capacity of AMECEA Gaba Publications to engage in E-publishing	Types of computers Website E-publishing projects/plans Budgets		

Appendix B: Documents Analysed

1. Records of books printed
2. Dispatch records
3. AMECEA Gaba Publications Publishing and Editorial Policy
4. Minutes of meetings
5. Reports
6. Financial records
7. Business plans and project proposal