INNOVATION IN NEWS MEDIA
SINCE 1998, WE HAVE GIVEN YOU THE INNOVATIONS THAT WILL MAKE A DIFFERENCE IN YOUR FUTURE
THE MOST SUCCESSFUL NEWS MEDIA INNOVATIONS IN THE WORLD
BASED ON 12 MONTHS OF RESEARCH AND OUR GLOBAL MEDIA CONSULTING EXPERIENCE
YOU KNOW YOUR COMPANY
WE KNOW THE INDUSTRY
WE DISRUPT DISRUPTION
WE ORGANISE CHAOS
MONETISATION
DISTRIBUTED CONTENT
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DER TAGESSPIEGEL

Merkel erklärt Solidarität mit türkischen Journalisten

PRINT INNOVATION
1. MONETISATION
WE NEED TO TALK ABOUT OUR ORIGINAL SIN
ORIGINAL SIN
‘FREE TODAY, WILL PAY OFF TOMORROW’
HOW DO WE FIND REDEMPTION FROM OUR ORIGINAL SIN
WHAT IS THE SINGLE MOST IMPORTANT INNOVATION TO SUCCEED IN THE DIGITAL AGE TODAY?
YOU MUST MIGRATE FROM AD REVENUE TO READER REVENUE
IF IN 2019 YOU ARE NOT CHARGING FOR DIGITAL CONTENT, YOU SHOULD NOT BE IN PUBLISHING, LET ALONE JOURNALISM
IF IN 2019 YOU ARE NOT ASKING READERS FOR THEIR DATA OR THEIR DOLLARS,

IT’S GAME OVER
NEWS MEDIA MEDIA BUILT AND DEPENDANT ON A DISPLAY AD MODEL ARE IN SERIOUS TROUBLE AND VULNERABLE
MASHABLE LAYOFFS

BUZZFEED PROFIT WARNINGS

SALON BELLY UP

HUFFINGTON POST VALUATION?
EVERYTHING THAT GENERATES VALUE SHOULD GENERATE REVENUE
“ACTUALLY I THINK WE ARE AT THE CORNER OF PEOPLE REALISING THAT IF YOU WANT QUALITY JOURNALISM, YOU HAVE TO PAY FOR IT AND YOU HAVE TO SEEK IT OUT.”

— GQ EDITOR DYLAN JONES
“50% of adults in developed countries will have at least two online-only media subscriptions by the end of 2018”

— A 2017 Deloitte Study
BY THE END OF 2020, THAT NUMBER WILL DOUBLE TO FOUR SUBSCRIPTIONS.

— A 2017 DELOITTE STUDY
READER REVENUE SHOULD BE AT LEAST 40 PERCENT OF YOUR DIGITAL REVENUE MODEL
2. DISTRIBUTED CONTENT
It's finally time to end the Facebook addiction.

After the so-called “Facebook Apocalypse”, media companies will actually be better off in the long term.
A DUOPOLY WE ARE FOOLISHLY FOMENTING AS WE SUCCUMB TO THEIR CHARM OFFENSIVE
REMEMBER, MONEY IS MADE WHERE THE ARTICLE IS VIEWED — THE REST ARE PROMISES OF FALSE PROPHETS
WE ARE LOSING MONEY
AND WE ARE LOSES TRUST
“DEPENDENCE ON THE PLATFORM IS NOT JUST HARD ON THE BUSINESS — I THINK IT’S TERRIBLE FOR THE SOUL”

— FORMER NEW REPUBLIC EDITOR FRANKLIN FOER
“THE VALUES OF THE PLATFORMS SHAPE THE VALUES OF THE MEDIA OUTLETS THAT DEPEND ON THEM. MEDIA END UP EMBRACING THE ETHOS OF FACEBOOK”

— FORMER NEW REPUBLIC EDITOR FRANKLIN FOER
FAKE NEWS WILL SAVE JOURNALISM
FAKE NEWS IS SAVING JOURNALISM — CITIZENS RUSHING TO SUBSCRIBE TO RELIABLE JOURNALISM
STOP PLAYING DEFENCE,
I AM TIRED OF THE OLD DUOPOLY WHINGE
BEFORE FACEBOOK AND GOOGLE WE HAD YAHOO AND AOL
TIME TO PLAY OFFENCE

TREAT YOUR SITE AS A DESTINATION

ONLY SERVE APPETISERS
LAST THING YOU NEED IS MORE VISITORS, WHAT YOU NEED ARE PAYING CUSTOMERS
## 3. ELEVEN + BUSINESS MODELS

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High, Medium, Low
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### Notes:
- **High**, **Medium**, and **Low** represent the level of importance or risk associated with each factor.

### Additional Observations:
- **Paid Content**: Direct model requires relevant content to attract customers willing to pay. High churn rate is a significant risk.
- **Philanthropist**: Direct model relies on strong community links for sustainability. Requires better integration into specific initiatives or projects.
- **Retailer**: Direct model demands deep understanding of audiences and unique product portfolios. Luxury logistics and customer service are critical.
- **Events Organizer**: Direct model is strong for alliances with events operators. Data fusion recording is essential, but low reliability in time schedules and strong regulations in handwritten data are challenges.
- **Club**: Direct model benefits from good partnerships, but low usage due to ignorance and diffusion is a risk.
- **IT Provider**: Direct model requires an IT team with consultative skills. High IT investments are needed to maintain an updated version.
- **Ad Dependent**: Intermediated model focuses on loyal audiences with deep understanding of their needs. High churn and strong competition are significant risks.
- **Agency**: Direct model benefits from creative teams within the organization. Strong competition from traditional ad agencies is a risk.
- **Data Broker**: Direct model relies on good data from audiences and trusted relationships. Poor marketing and sales efforts are challenges.
- **Brand Licensor**: Direct model is strong for valued brands. Core brand deterioration due to poor licensing choices is a risk.
- **Investor**: Intermediated model focuses on strong alliances with private equity funds focusing on media start-ups. Core-business mindset contamination is a risk.
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**13 BUSINESS MODELS**
Real journalism matters.

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or $99 $100 every year

**Premium Digital**

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  - Unlimited access to all Washington Post apps
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THE NEW YORKER
THE NEW YORKER IS ONE OF AN INCREASING NUMBER OF MEDIA COMPANIES WHERE READER REVENUE NOW EXCEEDS ADVERTISING REVENUE 65% TO 35%.
PAID CIRCULATION HIT 1.27M LAST YEAR WITH PRINT–DIGITAL COMBO UP BY 30%, DESPITE A 20% PRICE HIKE TO US $120 IN 2017.
HOW DID THEY DO IT?

THE NEW YORKER

DAILY HUMOR
THE NEW YORKER

DAILY HUMOR

MULTIPLE STRATEGIES
THE NEW YORKER

DAILY HUMOR

• NEWSLETTERS (9!)
• NICHE COVERAGE (POLITICS, FOOD, BUSINESS . . .)
• PERSONALISED SUBSCRIPTION PITCHES
• TARGETING AFFINITY GROUPS ON FACEBOOK & GOOGLE WITH PAID POSTS

• PAID SEARCH KEYWORDS TO GET THEIR CONTENT IN FRONT OF NEW AUDIENCES

From the Reporter’s Desk

One night in February, I met a source for a drink in Manhattan. He works in finance, and we were discussing a story that didn’t end up panning out. But during our chat he mentioned that he knew Carl Icahn, the billionaire financier who made his fortune launching corporate raids. Donald Trump had just moved into the White House, and Icahn was a longtime friend of his—a slightly older, vastly richer businessman whom Trump looked up to with a kind of little-brother admiration. My source mentioned that Trump had appointed Icahn as his adviser on deregulation. “But what’s crazy is that Carl doesn’t have to give up any of his investments, and he doesn’t have to make any disclosures, and he’s free to advise the President to cut regulations that affect Carl’s bottom line,” he said. I asked whether he thought that Icahn might use this role to enrich himself. “Are you kidding?” he said. “It’s the cheapest takeover Carl’s ever done.”
AND OF COURSE...
“THE LESSON OF THE LAST 5 YEARS HAS BEEN TO NOT UNDERVALUE OURSELVES.”

PAMELA MCCARTHY, DEPUTY EDITOR, NEW YORKER
THE CHERRY ON TOP:

“THE GROWTH IN SUBSCRIBERS HAS ALSO DRIVEN NEW AD REVENUE. THE GROWTH IN PAID CIRCULATION HAS BECOME A HUGE SELLING POINT WITH ADVERTISERS.”

— CONDÉ NAST CHIEF BUSINESS OFFICER CHRIS MITCHELL
THE CHERRY ON TOP:

“CIRCULATION WAS ALWAYS THE MOST BORING SLIDE IN YOUR DECK, AND NOW IT’S THE THING YOU LEAD WITH”

— CONDÉ NAST CHIEF BUSINESS OFFICER CHRIS MITCHELL
BUT THERE IS A BIG PROBLEM, WE ARE ASKING THE WRONG QUESTION — HOW TO CHARGE; RATHER THAN DO I HAVE SOMETHING WORTH PAYING FOR?
YOU CAN’T JUST CLOSE DOORS THAT HAVE BEEN OPEN FOR 20 YEARS WITHOUT A DIFFERENT CONTENT PROPOSITION? IT IS ALL ABOUT THE JOURNALISM NOT THE PAYMENT MECHANISM
WHAT CONTENT TRIGGERS A SUBSCRIPTION?
HARD PAYWALL, METRED, FREEMIUM?

WHY CHOOSE? FUTURE IS: DYNAMIC PAYWALLS
SCHIBSTED FUTURE REPORT

SCHIBSTED USES READER BEHAVIOUR DATA TO PREDICT WHICH TYPES OF READERS ARE MOST LIKELY TO RESPOND POSITIVELY TO A SUBSCRIPTION OFFER.
SCHIBSTED USES READER BEHAVIOUR DATA TO PREDICT WHICH TYPES OF READERS ARE MOST LIKELY TO RESPOND POSITIVELY TO A SUBSCRIPTION OFFER
Schibsted has successfully identified types of readers who are 3-5x more likely than the average reader to buy a subscription.
The sales staff targeted these registered users on Facebook with bespoke subscription offers and got a 22% increase in successful pitches.
FLEXIBLE PAYWALLS
ONE-SIZE-FITS-ALL?! PERSONALISATION IS EVERYWHERE, BUT NOT IN PAYWALLS!
“THE PROBLEM WITH THE ONE-SIZE-FITS-ALL PAYWALL MODELS IS THEY ASSUME THAT EVERY BUYER HAS THE SAME TIPPING POINT FOR SUBSCRIBING.”

— WSJ ANALYTICS MANAGER JOHN WILEY
NEUE ZÜRCHER ZEITUNG (NZZ) IN SWITZERLAND CREATED A PERSONALISED PAYWALL, USING 100–150 DATA POINTS
IT REQUIRES REGISTRATION AND, EVENTUALLY, PAYMENT.
BUT THE FIRST PAYMENT MESSAGES AND THE LOOK OF THOSE MESSAGES VARIES
THE MESSAGES ARE BASED ON:
• Dozens of A/B tests
• Machine Learning
• Frequency
• # of Newsletters they get
• Their device
• The time of day they visit
NZZ has nearly 600,000 registered users, an increase of more than 40% from 2017, and is adding between 10,000 and 12,000 per month.
THE PAYWALL HAS CONTRIBUTED TO THE DOUBLING OF READER REVENUE AS A PERCENT OF TOTAL REVENUE (FROM 30 TO 60%) IN TEN YEARS.
NZZ’S LEARNINGS:

- NEVER SELL ANYTHING ON A SAT.
- MOST USERS ONLY BUY A SUBSCRIPTION IN THE MORNING IF A PREVIOUS OFFER IS REDUCED
- CONTENT ABOUT LOCAL NEWS AND FINANCIAL TOPICS ENGAGES BETTER OVER LUNCHTIME
NZZ’S LEARNINGS:

- **Users who registered with the site between one and two-and-half years previously have the highest likelihood to convert.**

- **Higher-priced offers converted better than low-priced offers.**
AT HEARST’S ALBANY (NY) PAPER, TOTAL DIGITAL SUBSCRIBERS HAVE DOUBLED SINCE WALL STARTED IN SEPT. 2018
THE KEY QUESTION FOR ANY PUBLISHER TODAY IS WHAT CONTENT TRIGGERS A SUBSCRIPTION?
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</table>
THE PUBLISHER
AS AN
EMOTIONAL
ADVERTISER
A NEW WAY TO SELL DISPLAY ADVERTISING, CALLED "EMOTIONAL TARGETTING"
MATCHING READER EMOTION TO ADVERTISERS WHO WANT TO BE NEXT TO THAT EMOTIONAL CONTENT
Cher Has Never Been a Huge Cher Fan. But She Loves Being Cher.

With a new album of Abba covers, a Broadway musical about her life and a no-holds-barred take on her career, the 72-year-old pop icon is as outspoken as ever.

“Can we do it in bed?” Cher asked, smiling slyly as she emerged from a knot of corridors in her sprawling hotel suite in Midtown Manhattan at about 9 p.m. on a sultry August night. Who would say no?

“I’m freezing in here!” she said. The rooms were meat-locker cold. So I trailed her back to the much warmer bedroom where she reclined on a cloud of scented sheets.
THE TIMES & ITS ADVERTISERS TRACK IF AN AD OUTPERFORMS OTHERS BASED ON EMOTIONS. SOME GENERATE AS MUCH AS 80% MORE IMPRESSIONS THAN REGULAR BEHAVIOURAL TARGETING.
THEY CALL IT PROJECT FEEL

THE AVERAGE LIFT IS 40%.

THAT SUCCESS SUPPORT PREMIUM PRICING.
THEY CALL IT *PROJECT FEEL*

THE AVERAGE LIFT IS 40%.

THAT SUCCESS SUPPORT PREMIUM PRICING.
Of the 18 available emotions, 14 are positive. But even negatives like sadness or indignation can support a given cause or candidate.
Here’s the list:
Optimistic – Inspired – Self-Confident
Amused – Adventurous – In the mood to spend –
Love – Sadness – Boredom
Interest – Fear – Hate – Hope – Happiness
Nostalgic – Indulgent – Competitive – Informed
‘WE HAVE GONE FROM SELLING DEMOGRAPHICS TO SELLING PSYCHOGRAPHICS’ KELLY ANDRESSSEN, USA TODAY – ‘LENS TARGETING’ PROJECT
MICHIGAN LOSES!
THE CLimb IS NEVER EASY

IOWA WINS!
THAT WIN DESERVES A COLD COORS LIGHT
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13 BUSINESS MODELS

N. 3
THE PUBLISHER AS A DATA BROKER
THE PUBLISHER AS A BITCOIN — BLOCKCHAIN BROKER
BITCOIN — BLOCKCHAIN BROKER
THE CASE OF HEART MEDIA IN SINGAPORE
FOCUS ON THE BLOCKCHAIN

**ADITUS**, the first luxury access platform for crypto-affluents. Powered by Smart Contracts and Blockchain technology.

Offering privacy, convenience, choice of cryptocurrencies to transact in and rewards;

And access to *luxury merchants* and high end services globally.

**ADITUS**, the first Token to attack this billion dollar market gap. Now traded on 6 exchanges.

**CRYPTOINVESTOR.ASIA**, Asia's leading cryptocurrency news delivered on a daily basis.

Over 100,000 unique visitors / month.

High potential for growth in a vibrant ICO environment.
BEAUTIFUL DESTINATIONS STARTED AS AN INSTAGRAM FEED
BEAUTIFUL DESTINATIONS’ ALGORITHM KNOWS WHICH SHOTS, FILTERS, CROPS AND SETTINGS PERFORM BEST
BEAUTIFUL DESTINATIONS NOW ADVISES AIRLINES, HOTEL CHAINS AND TOURIST BOARDS
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13 BUSINESS MODELS

N. 4
THE PUBLISHER AS A CLUB
Reclamó la Presidenta que los gremios frenen los paros

Un juego con dos caras

Colocó la Casa Rosada directores en dos bancos

El riesgo de un colapso nuclear se suma a los miles de muertos por el sismo

España sufre por primera vez a El 13 muertos en plena Barcelona

Una rápida jugada del oficialismo dejó al camarista Freiler ante el juicio político
LA NACION, ARGENTINA OFFERS CLUB LA NACION
VISITA LO MEJOR EN GASTRONOMÍA

Le Pain Quotidien
¡En Brunch y en Afternoon Tea!
20%

SushiClub
¡En take away!
30%

Happening
15%
2x1

Freddo

Pani

Novecento

SALÍA DIVERTIRTE

Los Latines

Sugar

Tesoros Bispinque

LOS MÁS BUSCADOS

YPF

Coto

Barugel

Bus Plus

Easy

VESTÍTE A LA MODA

Awada

Swatch

25%

20%
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THE PUBLISHER AS A RETAILER RECOMMENDATION / CONSUMER JOURNALISM
NEW YORK MAGAZINE’S ICONIC STRATEGIST SITE HAS BEEN DOING EDITOR RECOMMENDATIONS FOR DECADES
THEY TURNED IT INTO A WEBSITE AND NOW RUN AFFILIATE LINKS FOR SOME OF THE PRODUCTS RECOMMENDED
THE NEW STRATEGIST LAUNCHED OCT. 2016 AND THROUGH MID-2017, ECOMMERCE AFFILIATE REVENUE GREW 20–40% PER MONTH
MAGAZINES ARE BETTER THAN NEWS BRANDS
Used Cars

Select Make

Select Model

Search →

New Cars

Search →

Skip the forecourt - great deals from the comfort of...
REVENUE
$43M 2017
$83M 2018
45% OF DENNIS PUBLISHING’S REVENUE
“WE WANT TO MAKE E-COMMERCE A MUCH BIGGER PART OF THE OVERALL MIX RATHER THAN JUST INCREMENTAL”

ZACK SULLIVAN, FUTURE
Is the LG C8 4K OLED (right) better than Sony's awesome AF8 (left)? Read our hard-hitting review and find out

A beautiful 4K TV with stunningly vivid HDR gaming and movie performance

The best campsites in the UK: from scenic coastal sites to remote moorlands

Google Pixel 3 and Pixel 3 XL screen sizes and notch status just got exposed

iOS 12 update: 12 top features that will transform your iPhone
T3 now an ecommerce pure-play
$8.1M H1 2017
15% of future publishing’s revenue
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13 BUSINESS MODELS

N. 6
THE PUBLISHER AS A FESTIVAL ORGANISER
RÊVER

Le Monde Festival

PROGRAMME ET INSCRIPTION SUR
LeMonde.fr/festival

22-25 SEPTEMBRE 2017
4e ÉDITION

Palais Garnier - Opéra Bastille
Théâtre des Bouffes du Nord
Cinéma Gaumont Opéra
The FT Business of Luxury Summit is the premier business event in the calendar for senior executives in the global luxury sector’
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13 BUSINESS MODELS

N. 7
THE PUBLISHER
AS A
PHILANTHROPIST
Did the Supreme Court Fall for a Stunt?

The Masterpiece Cakeshop decision draws from a series of dubious bakery requests by a Christian activist.

STEPHANIE MENCIMER
“WE'RE TRYING TO MAKE IT CLEAR TO READERS THE STAKE THAT THEY HAVE IN THESE INSTITUTIONS”

CLARA JEFFERY
Support nonprofit, independent journalism.

There's never been a more important time for the type of hard-hitting journalism you expect from Mother Jones. If you want us to do more of it, please make a tax-deductible one-time or monthly donation to fund our reporting today.

Select Your Gift Amount

One-time donation
$35  $50  $100  $250  $500

Monthly donation

Other:
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13 BUSINESS MODELS

N. 8
THE PUBLISHER AS AN AGENCY

2 3 S

23 STORIES × CONDÉ NAST

CATALYST

REMEZCLA
YOUR SOURCE FOR LOCAL LATIN CULTURE
"The real challenge of native, it’s really more about the margin than the revenue."

Paul Rossi, Economist Group
How to ride a winning horse
Even if it isn’t as easy as it looks

In paid content today, it is that content marketing is exploding.
It also appears to be a horse you could ride for some time, with healthy branded content growth projected until at least 2021, and perhaps beyond.
Beyond that, it also happens to be the one horse still running in a race where every other pony has pulled up lame. All other forms of advertising are shrinking.
How to ride a winning horse
Even if it isn’t as easy as it looks

In the age of content marketing, it is not as easy as it looks. Content marketing is exploding in popularity, and it also appears to be a horse you could ride for some time, with healthy branded content growth projected until at least 2021, and beyond.

Beyond that, it also happens to be the one horse still running in a race where every other pony has pulled up lame. All other forms of advertising are shrinking.

THIS IS A HORSE YOU COULD RIDE FOR SOME TIME, WITH HEALTHY BRANDED CONTENT GROWTH PROJECTED UNTIL AT LEAST 2021, AND BEYOND.
IT ALSO IS THE ONLY HORSE STILL IN A RACE WHERE EVERY OTHER PONY HAS PULLED UP LAME. ALL OTHER FORMS OF ADVERTISING ARE SHRINKING.
GLOBAL CONTENT MARKETING WILL GROW AT AN ANNUAL RATE OF 16% PER YEAR THROUGH 2021, REACHING US$412B
NATIVE WILL MAKE UP 76% OF DIGITAL SPEND BY 2021.
86% of business-to-consumer (B2C) brands now employ content marketing.

Publisher branded content revenue is also growing, up 40% year-on-year from 2017 to 2018.
- 70% of advertisers are shifting to content marketing
- 35% of publishers in 2017 already had a brand studio
CONTENT MARKETING IS “THE ONLY MARKETING LEFT”

DIGITAL MARKETING PIONEER SETH GODIN
REVENUE FROM GUARDIAN’S CONTENT STUDIO, GUARDIAN LABS, ROSE 66% IN THE FIRST HALF 2018
THE AVERAGE READER SPENT 2.3 MINUTES WITH LABS CONTENT, IN SOME CASES, IT WAS AS HIGH AS SIX MINUTES
BRANDED CONTENT
SOUNDS LIKE THE EASIEST WAY TO MAKE MONEY.

BUT IT’S HARDER THAN IT LOOKS

BUT IT AIN’T. IT’S A LOT HARDER AND MORE EXPENSIVE THAN IT LOOKS.
MEDIA COMPANIES WITH BRANDED CONTENT STUDIOS EXPLODED FROM 15 IN 2013 TO 218 IN 2015, TO 600 IN 2017, & OVER 1,000 IN 2018
BRANDS STILL WANT TO SELL PRODUCTS INSTEAD OF TELLING A COMPPELLING STORY THAT'S USEFUL FOR THE READER
“WE GET BRANDS COMING TO US SAYING, ‘WE HAVE THIS VIDEO OF OUR CEO. HE’S VERY ENGAGING. IT’S 32-MINUTES LONG. JUST PUT IT OUT THERE, & PEOPLE WILL LOVE IT.’”

— T BRAND STUDIO CREATIVE DIRECTOR GRAHAM MCDONNELL
3. HIGH COST OF DOING BUSINESS
3. HIGH COST OF DOING BUSINESS

IT TAKES EXPENSIVE STAFF AND EQUIPMENT TO CREATE BRANDED CONTENT THAT LOOKS AND FEELS LIKE REAL JOURNALISM AND MANAGE THE CAMPAIGNS THROUGH THE MULTIPLE STEPS OF APPROVALS REQUIRED.
3. HIGH COST OF DOING BUSINESS

Publishers often can’t get enough scale for a campaign on their own properties, so they must buy distribution off-site, that erodes margins quickly.
3. HIGH COST OF DOING BUSINESS

“PROFIT MARGINS ON NATIVE AD PROGRAMS RAN ANYWHERE FROM 5% ALL THE WAY UP TO 80%.”

— MELANIE DEZIEL, WHO USED TO WORK FOR THE NEW YORK TIMES’ T BRAND STUDIO
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THE PUBLISHER
SELLING
CPH
COST-PER-HOUR
From clicks to clocks
THE CLICK IS DEAD
LONG LIVE THE CLOCK
SMART MEDIA COMPANIES SELL ACCESS TO AUDIENCES AND TIME ON THEIR PLATFORMS
MOVING AWAY FROM GROWTH METRICS
PAGEVIEWS, UNIQUES, REACH
TO LOYALTY METRICS
TIME PER PAGE, PAGES PER SESSION, REPEAT VISITS
FROM CPM

TO CPH
(COST PER HOUR)
STOP COMPETING FOR PAGE VIEWS AND START COMPETING FOR ENGAGEMENT WITH PROVEN TIME SPENT
SO HOW DO YOU DEFINE ENGAGEMENT AND PROVE IT?
HERE'S THE EQUATION FOR ENGAGEMENT IN NEWS MEDIA:
[TIME SPENT + PROOF OF READERSHIP] × RETURNING FREQUENCY ———— CROSS PLATFORM UVS = ENGAGEMENT
CROSS PLATFORM UVS

UNIQUE VISITORS TO YOUR CONTENT, NOT ONLY TO YOUR SITE — DO INCLUDE SOCIAL
PROOF OF READERSHIP

IS THE NECESSARY COMPLEMENT: SCROLL DEPTH, ARTICLES READ, VIDEOS SEEN...
RETURNING FREQUENCY

IS THE FINAL PROOF THERE IS A LOYAL HUMAN READER AND NOT A BOT
STOP COMPETING FOR ANONYMOUS EYE BALLS
AND PROVE YOU HAVE VERIFIED EYE BALLS
QUANTITY, QUALIFIED
CASE STUDY PERFORMANCE: CPH BENEFICIAL TO ADVERTISER

Average time Ad in view (seconds)

- CpM Campaign: 10 seconds
- CPH Campaign: 19 seconds
WHO HAVE WE WORKED WITH

31 campaigns with 24 advertisers in 18 months, selling over 11 YEARS (100,000 hours) of attention
13 BUSINESS MODELS

N. 10
THE PUBLISHER AS A BRAND LICENSOR
Glamour x Lane Bryant
October 2016 Collection
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THE PUBLISHER
AS AN
IT PROVIDER
AMAZON ARE OFTEN CITED AS THE MASTERS OF MONETIZING THEIR OWN TECHNOLOGY... IN FACT IT SUPPORTS THEIR WHOLE BUSINESS
Amazon without AWS?

- Blue: Amazon Operating Income, as reported
- Red: Amazon Operating Income without AWS

Source: Amazon Earnings Reports; In Millions.
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</tbody>
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13 BUSINESS MODELS

N. 12
THE PUBLISHER
AS AN
INVESTOR
What's on offer?

We believe in creating a genuine partnership that is fairer for startups and has better outcomes for all.

- Hands-on support from lean product, service and UX design specialists
- Access to research and customer insight tools and expertise
- Product testing opportunities with our audience of millions of readers
- Mentoring from subject matter experts and access to senior decision-makers
- Royalty-free use of our written and image content as well as powerful data sets
- Access to potential brand and commercial partners
- 8 weeks free office space in the iconic London Bridge News UK HQ
- Up to £10,000 in cash to cover business expenses during the Lab
<table>
<thead>
<tr>
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<th>Client Focus</th>
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13 BUSINESS MODELS

N. 13
THE PUBLISHER AS AN EDUCATOR
Educational programs that reflect the scope, relevance and caliber of The Times

Professional Programs

Taught by New York Times experts, Professional Courses at The School of The New York Times are designed to provide real-time expertise across a wide range of specializations, including content marketing, virtual reality and writing and criticism.
Le Monde
LEARN FRENCH

IN PARTNERSHIP WITH frantastique
WE’VE BEEN SAYING IT FOR YEARS
ADVERTISING WON’T KEEP YOU ALIVE
YOU SHOULD BE DEVELOPING AT LEAST 3 OUT OF THE 13 BUSINESS MODELS —

ONE IS A MUST: READER REVENUE
C. PRODUCT AND CONTENT MATRIX

EASY  IMPLEMENTATION  DIFFICULT

LESS

REAL ESTATE NOW

INSTANT INSIGHT

WHITE-BOARD

PERSPECTIVES

VIDEO ANIMATION

MORE THAN 200

DATA SNACK

POP QUIZ

ROI

COLLECTIONS

BREAKING DATA

GOOD MORNING

INDUSTRY DATA

MORE

INSTANT ANALYSIS

DEEP DIVE

THE MINUTE

THE LAW DIGEST
“I’M TRYING TO BUILD A DIGITAL MODEL BIG ENOUGH & STRONG ENOUGH (FOR WHEN) PRINT REVENUE IS AT ZERO”

MARK THOMPSON, CEO,

The New York Times
PRINT MAY NOT BE THE LONG TERM ANSWER
PRINT MAY NOT BE THE LONG TERM ANSWER

BUT IT IS PART OF TODAY’S ANSWER AND TOMORROW’S SOLUTION
YOU NEED TO BECOME DIGITALLY SUSTAINABLE BEFORE YOU BECOME PRINT UNSUSTAINABLE
PRINT MUST BE A BRIDGE TO THE FUTURE — DON’T LET IT CRUMBLE.
“NEW PRINT” IS OBSESSED WITH DELIVERING EXCLUSIVE CONTENT AND A PREMIUM EXPERIENCE TO SMALLER, SELECT, LUCRATIVE, PREMIUM, PAYING AUDIENCES
PRICING MATTERS

‘MULTIPLE OF 5 TIMES OLD SALE PRICE’

IN AN AGE OF LESS PRINT, BIGGER, PRICIER PRINT.
The print experience is also now seen as an antidote to screen fatigue.


Politiker Paul Haenle, Leiter des Pekinger Carnegie-Tsinghua-Instituts, stimmt im UN-Sicherheitsrat für Sanktionen gegen Nordkorea, die ihn schon beunruhigt über einen möglichen radioaktiven Niederschlag.

Die Amerikaner lehnen diesen Vorschlag unbedingt verhindern, weil NATO direkt vor der Haustür steht. Nochtso gut wie in Peking.

Die chinesische Zensur ließ sich viel Zeit, bis sie weiß, was man da erwarten könne, dass Nordkorea seine Nuklearreaktoren und Raketenabschussversuche und Raketentests. In scharfen Worten...


Amerikanern eine Mitschuld an der jüngsten Eskalation sehen, die aber den Einsatz von nuklearen Waffen aufgebe? Der Kreml und Weißehaus.

Die chinesische Zentrale hat die Einwände gegen ein militärisches Vorgehen nicht als seriös erachtet. Xi Jinping hat den Befehl zum Abschuss noch bedrohlicher als der Syrienkrieg – und man weiß, dass Xi Jinping der Präsident der Regierung bündelt, um dem Präsidenten die Nationale Sicherheitsrat die gesamte Expertise...

Wir sind sehr besorgt, die Dinge könnten eskalieren. »Aus militärischer Sicht steigen die Risiken«, sagt die einflussreiche Abgeordnete im Nationalrat. Zu den problematischen Interessen. Und die wird es nie opfern, um den Finanzminister und stabschef Fang Fenghui können bei Bedarf rasch den Schmäh im Netz verbot. Die chinesische Zensur ließ sich viel Zeit, bis sie weiß, was man da erwarten könne, dass Nordkorea seine Nuklearreaktoren und Raketenabschussversuche und Raketentests. In scharfen Worten...

Xi Jinping, der chinesische Staatschef, hat den Befehl zur Auslieferung eines militärischen Werkzeugs gegeben, das Nordkorea noch bedrohlicher als der Syrienkrieg – und man weiß, dass Xi Jinping der Präsident der Republik Kompagnie bündelt, um dem Präsidenten die Nationale Sicherheitsrat die gesamte Expertise...

Falle eines Angriffs auf den Süden der Halbinsel durch das Raketenabwehrsystem Thaad unbedingt verhindern, weil man keine hamische Strategie braucht.

Chiens Vertrauen«. Tatsächlich unterstellt China Asien groß. Noch vor Kurzem war in der amerikanischen Außenministerium kaum ein kritisches Auseinandersetzen, jetzt sind die verheerenden Folgen, die im Fall eines Angriffs auf den Süden der Halbinsel durch das Raketenabwehrsystem Thaad unbedingt verhindern, weil man keine hamische Strategie braucht.

Asien groß. Noch vor Kurzem war in der amerikanischen Außenministerium kaum ein kritisches Auseinandersetzen, jetzt sind die verheerenden Folgen, die im Fall eines Angriffs auf den Süden der Halbinsel durch das Raketenabwehrsystem Thaad unbedingt verhindern, weil man keine hamische Strategie braucht.
CONTRE LES INÉGALITÉS SALARIALES

Malgré le loi fixant de salaires entre les hommes et les femmes est toujours de 28% en France. Pour mettre en évidence cette inégalité, Libération a décidé d’apposer, pour une journée, la même différence à son prix de vente, soit cinquante centimes de plus pour les femmes. Il y a donc ce 8 mars deux prix pour le même journal. Punition ? Non. Contribution ! Cet argent sera reversé au Labomotion de l’égalité, qui lutte depuis des années pour l’égalité hommes/femmes.

POUR LES FEMMES 2€

POUR LES HOMMES 2€50

PRIX NORMAL
WE KNOW WHAT WILL HAPPEN NEXT

Parkland, Las Vegas, Sutherland Springs, Newtown. On and on: In America, mass shootings have become so familiar that they seem to follow the same sad script.

Nestor Ramos
COMMENTS

We will be numb, or maybe just numb.
We will hear the same calls for gun control. The National Rifle Association will call for a “moment of silence” and then stage a gun rights rally.
The shooters will have purchased legally, the background check is deemed incomplete.
They will walk into a school, a church, a concert, an office building.

And we will again accuse a crowd of “us.”

A shooter will toss us into a world of paranoia. Two people, we say, two shooters. We will consume endless hours of media coverage, another tragedy will become the next “tip of the iceberg.”
A shooter will toss us into a world of paranoia. Two people, we say, two shooters. We will consume endless hours of media coverage, another tragedy will become the next “tip of the iceberg.”

We will watch the world’s reaction to the tragedy. The world’s reaction to the tragedy will be our final act of power toassume— a world outside the boundaries of our own mortality.

We will hear about the hero. The teacher who saved four children or forgoed herself for others.
We will hear about the hero. The teacher who saved four children or forgoed herself for others.

In Mass., schools, fear, frustration, security reminders
By Michael Leblanc and James Newton

After the shooting, we will get the same calls at home. Every year, the National Rifle Association will call for a “moment of silence” and then stage a gun rights rally.

Cruz told police he shot students ‘in the hallways’

After escaping school, he made several stops before his arrest

By John Sadewig, Associated Press
SURE WAY TO INNOVATE WITH PRINT IS TO DO ‘REVERSE PUBLISHING’ FROM DIGITAL TO PRINT
ITALY’S MONDADORI TOOK ITS BEST-IN-THE-NATION FOOD WEBSITE AND LAUNCHED WHAT TURNED OUT A WILDLY POPULAR PRINT MAGAZINE
They made extended use of digital and social media to produce each edition. The first cover was picked from a selection posted via an interactive survey on Facebook.
Recipes were picked by engaging readers to vote on a dedicated mini-website.
READER’S DIGEST TOOK A GAMBLE IN PUBLISHING ALL OF ITS MOST SUCCESSFUL DIGITAL HEALTH CONTENT IN A SPECIAL “ULTIMATE HEALTH GUIDE” PRINT ISSUE.
“IT IS THE FASTEST-GROWING SUBSCRIPTION MAGAZINE THAT DENNIS HAS EVER PUBLISHED, ABOUT TWICE AS FAST AS ANYTHING WE’VE SEEN BEFORE”

— KERIN O’CONNOR, THE WEEK CEO DENNIS
KEYS FOR A SUCCESSFUL 21ST CENTURY PRINT PUBLICATION?

• PREMIUM UNIQUE CONTENT
• A PREMIUM EXPERIENCE
• PREMIUM, TRUSTED BRANDS
• PREMIUM, RELEVANT ADVERTISERS
• PREMIUM PASSIONATE AUDIENCE COMMUNITIES
JOURNALISM-FIRST NEWSROOMS
YOU CANNOT PURSUE A PAID CONTENT STRATEGY WITHOUT TRANSFORMING YOUR NEWSROOM. IT'S SIMPLY IMPOSSIBLE.
YOU NEED A NEWSROOM THAT WILL DELIVER CONTENT WORTH PAYING FOR
NO EFFORT IN EARNEST TO CHANGE NEWSROOM CULTURE AND HABITS
WHAT CONTENT TRIGGERS A SUBSCRIPTION?
CHANGE YOUR NEWSROOM,
CHANGE YOUR FORTUNES
PEOPLE CONSUME CONTENT TRANSVERSELY AND NOT VERTICALLY
THE END OF LINEAR, VERTICAL STORIES
MULTI-DEADLINE NEWSROOMS DESIGNED AROUND READERS’ PRIME TIMES
Source: HRC 미디어 인덱스 2015년 3라운드
IF YOU WIN THE MORNING, 
YOU WIN THE DAY
IN THE DIGITAL AGE PUBLISHING HAS RATINGS!
EDITORS ARE FOCUSED ON NEWS COVERAGE AND NOT ON FILLING SPACE ON PRINTED PAGES
DEVELOP STORIES, DON'T JUST TELL THEM
CONTENT COMES TO INTAKE AND IT IS TRANSLATED AND TRANSPORTED TO DIFFERENT OUTPUTS
Intake

Content Creation
TWO-SPEED EDITORIAL DEPARTMENT

Intake

Content Creation

Command

ECHO

Audio Visual

EYE 24

EYE
IN THIS MODEL PRINT BECOMES AN OUTPUT DESK
LESS MONO-MEDIA
MORE MULTI-MEDIA
YOU WILL NEVER BE A DIGITAL COMPANY IF YOUR WORKFLOW FOLLOWS THE PAPER LOGIC
WE USE PHYSICAL CHANGE TO BRING ABOUT CONCEPTUAL CHANGE...
TISO BLACKSTAR
SOUTH AFRICA
LEADING NATIONAL NEWSPAPER GROUP IN AFRICA

STRONG TRADITION OF EXCELLENCE IN JOURNALISM

MANAGEMENT IDENTIFIED URGE TO CHANGE, MASSIVE PROJECT TO SUSTAIN AND BUILD A FUTURE
TWO YEARS AGO

- Completely silo’d operation
- Minuscule isolated digital operation
- Completely print-first
- No shared services
- Discouraged staff
- Old, dilapidated newsroom
- No digital-first workflows
- No multimedia capabilities
WE STARTED WITH THIS . . .
...WE ENDED WITH THIS
TODAY

- Silo-busting through architecture
- Robust, growing digital operation
- Print & digital planned together
- Shared services in visual/support
- Massively engaged staff
- New modern newsroom
- Digital-first workflows
- Multimedia part of daily planning
“INTEGRATION HAS ALLOWED US TO CREATE ECONOMIES OF SCALE WHICH ARE ESSENTIAL TO BECOME THE LEADER IN A MATURE MARKET IN SOUTH AFRICA”

ANDY GILL, TISO BLACKSTAR, MANAGING DIRECTOR
“Today subscriptions are up 10% across titles. The Sunday Times and Times are fully integrated and we have a digital-first operation.”

Andy Gill, Tiso Blackstar, Managing Director
JOONGANG ILBO
SOUTH KOREA
WE STARTED WITH THIS . . .
...AND WILL END WITH THIS
WE STARTED WITH THIS . . .
A coordenação é feita por uma mesa central sob o comando dos diretores do GLOBO e EXTRA/EXPRESSO.
AND ENDED WITH THIS
“THE NEW NEWSROOM MODEL AIMS AT ADAPTING THE COMPANY TO THE NEW MARKET REALITY. WE NEED TO ESTABLISH A BUSINESS MODEL LESS DEPENDENT ON ADVERTISING REVENUE. WE WILL MAKE A DIGITAL PRODUCT THAT STANDS OUT FROM THIS OCEAN OF FREE COMMODITY NEWS ONLINE”

FREDERIC KACHAR, CEO
INFOGLOBO
We no longer have two separate worlds, paper and digital. And we no longer have a production cycle that is renewed every 24 hours, but a cycle that is renewed every moment, in a continuous journey, where everything is digital, with multiple deliveries, multiple platforms, and the print is only one of them.”

Roberto Irineu Marinho, Chairman and CEO of Grupo Globo.
CONCLUSIONS

AND WHERE TO BEGIN
YOU NEED A PAID DIGITAL STRATEGY
YOU CANNOT PURSUE A PAID CONTENT STRATEGY WITHOUT TRANSFORMING YOUR NEWSROOM.
IT'S SIMPLY IMPOSSIBLE.
YOU NEED A NEWSROOM THAT WILL DELIVER CONTENT WORTH PAYING FOR
CHANGE YOUR NEWSROOM,
CHANGE YOUR FORTUNES
1. HAVE A **DIGITAL PAID STRATEGY TO MIGRATE FROM AD REVENUE TO READER REVENUE**

2. AND A **REINVENTED NEWSROOM TO DELIVER CONTENT WORTH PAYING FOR**
ACTIONABLE CHANGE IS WHAT WE DO AT INNOVATION
WE ARE ENABLERS OF CHANGE
TO CONCLUDE, THE SINGLE MOST IMPORTANT INNOVATION IN 2019 IS TO MIGRATE FROM AD REVENUE TO READER REVENUE
IT IS TIME TO FIND REDEMPTION FROM OUR ORIGINAL SIN
THERE IS NO INSTANT DIGITAL SALVATION
THERE ARE NO DIGITAL MIRACLES
ONLY JOURNALISM WILL SAVE JOURNALISM
Change or Die
Charge or Die
AGAIN, BECAUSE ONLY JOURNALISM WILL SAVE JOURNALISM