The World News Media Congress

World Editors Forum
Women in News Summit

Glasgow, Scotland
1-3 June, 2019

newsbrands. audiences. and the gap between.
The World News Media Congress (WNMC)

WNMC is the annual meeting of news media executives, including publishers, editors and owners of newspapers and news sites from all over the world. It is hosted in a different city each year. The 2018 Congress in Portugal drew around 900 people from over 60 countries for three days of conferences, executive meetings, networking and social events.

For 71 years the World News Media Congress has drawn together news and media executives from all over the world for critical discussions and strategic exchanges about the state of the industry and its future. Our 2019 congress comes at a critical time for those invested in the news business and quality journalism.

The World Editors Forum (WEF)

WEF organises the editorial stream of the Congress. WEF is built on a commitment to defend press freedom and promote editorial excellence. It is at the forefront of newsroom change and connects editors on issues that matter for the future of independent and free news publishing.

Women in News (WIN) Summit

WIN is a gathering to support WAN-IFRA’s sector-leading initiative to increase women’s leadership and voices in news through capacity building, training and advocacy.

Women in News (WIN) aims to increase women’s leadership and voices in the news. It does so by equipping women journalists and editors with the skills, strategies, and support networks to take on greater leadership positions within their media. In parallel, WIN partners with media organisations to identify industry-led solutions to close the gender gap in their newsrooms, boardrooms and in the content they produce.

For more information visit our website

The winners of the 2019 World Digital Media Awards will be announced at the Gala Dinner on June 2. These awards are the news media industry’s only truly global digital media competition. The 2019 winners will come from the 2018 regional winners in Africa, Asia, Europe, Latin America, The Middle East, North America and South Asia.

Categories

- Best News Website or Mobile Service
- Best in Lifestyle, Sports, Entertainment Website or Mobile Services
- Best Use of Online Video (including VR)
- Best Data Visualization
- Best Reader Revenue Initiative
- Best Branded Content Project
- Best Digital News Start-up
- Best in Social Media Engagement
- Best Digital Marketing Campaign
- Best Innovation to Engage Youth Audiences

For more information visit our website
On stage: the best in news media

Maria A. Ressa
CEO and Executive Editor
Rappler
Philippines

Mark Thompson
President and CEO
The New York Times Company
USA

Kim Bode
Product Manager, Newsletters and Messaging
Los Angeles Times
USA

Thomas Mattsson
Editor-in-Chief and Responsible Editor
Expressen
Sweden

Vivian Schiller
CEO
Civil Media Foundation
USA

Rasmus Nielsen
Director
Reuters Institute for the Study of Journalism
UK

Catherine Gicheru
Country Lead
Code of Kenya, ICFJ Knight Fellow
Kenya

Raju Narisetti
Professor of Professional Practice and Director
Knight-Bagehot Fellowship in Economic and Business Journalism
Columbia University, USA

Wendy Metcalfe
Editor-in-Chief, Director of Content
Stuff & Fairfax Media
New Zealand

Michael Golden
President
WAN-IFRA
USA

Nancy Lane
President
Local Media Association
USA

Anthony Tan
Deputy Chief Executive Officer
Singapore Press Holdings Ltd., Singapore

Zuzanna Ziomecka
Editor-in-Chief
NewsMavens
Poland

Serene Luo
Schools Editor & Correspondent
The Straits Times & Singapore Press Holdings Ltd., Singapore

Sir Alan Moses
Chairman
Independent Press Standards Organisation (IPSO), UK

Laura Zelenko
Senior Executive Editor
Bloomberg News
USA

Juliette Laborie
Head of Strategic Projects
The Guardian
News and Media
UK

Rajiv Narisetti
Professor of Professional Practice and Director
Knight-Bagehot Fellowship in Economic and Business Journalism
Columbia University, USA

Greg Barber
Director of Newsroom Product
Washington Post
USA

Zoe Murphy
Head of News Innovation
BBC Voice
UK

Juan Señor
President
Innovation Media Consulting Group
UK

Dame Frances Cairncross
Chair of Court
Heriot-Watt University
UK

Seema Singh
Co-Founder and Editor
THE KEN
India

Jason Jedlinski
SVP/Head of Consumer Products
USA Today Network
USA

Sinead Boucher
CEO
Stuff & Fairfax Media
New Zealand

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Heriot-Watt University
UK

Seema Singh
Co-Founder and Editor
THE KEN
India

Alison Gow
Editor-in-Chief (Digital)
Reach plc
UK

Dmitry Shishkin
Chief Content Officer
Culture Trip
UK

Nina Goswami
50:50 Project Lead
BBC
UK

Claire Charbonnel
Deputy Managing Director
Midi Libre - La Dépêche
France

David Dinsmore
Chief Operating Officer
News UK
UK

Serene Luo
Schools Editor & Correspondent
The Straits Times & Singapore Press Holdings Ltd., Singapore

Zuzanna Ziomecka
Editor-in-Chief
NewsMavens
Poland

Sérgio Dávila
Executive Editor
Folha de S.Paulo
Brazil

Ritu Kapur
Co-Founder and Chief Executive Officer
Quintillion Media
India

Sir Alan Moses
Chairman
Independent Press Standards Organisation (IPSO), UK

Laura Zelenko
Senior Executive Editor
Bloomberg News
USA

Juliette Laborie
Head of Strategic Projects
The Guardian
News and Media
UK

Plus more - see our website
**Programme Overview**

### Saturday, 01 June 2019

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<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>09:00</td>
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<td>Editors’ Roundtable: Science in the Newsroom</td>
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<td>• Is the Press sustainable?</td>
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<td>• No one likes us, we don’t care</td>
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<td>• We are all in this. Roll-up your sleeves!</td>
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<tr>
<td>13:00</td>
<td>Across M1</td>
<td>Women in News Lunch</td>
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<td>M1 Auditorium</td>
<td>3rd Women in News Summit</td>
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<td>Facebook Journalism Project: working towards sustainable solutions for local news</td>
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<td>16:45</td>
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<td>Golden Pen of Freedom Award</td>
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<td>Funding Models and Journalism Guardrails</td>
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<td>Next Generation Newsroom</td>
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<td>• Inside the Washington Post Newsroom</td>
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<td>• Are Journalists Today’s Coal Miners?</td>
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<td>• World Digital Media Awards Ceremony</td>
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<td>• Venue Announcement 2020</td>
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### Monday, 03 June 2019

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<tr>
<td>09:30</td>
<td>Auditorium</td>
<td>Innovation Reports</td>
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<td>• Innovation in News Media World Report</td>
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<td>• Benchmarking trust in advertising</td>
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<td>09:30</td>
<td>M1 Auditorium</td>
<td>Editors’ Safety Workshop</td>
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<td>In conversation with Madhav Chinnappa, Google</td>
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<td>14:30</td>
<td>Auditorium</td>
<td>Closing Keynote: Sir Alan Moses</td>
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<td>15:00</td>
<td>Auditorium</td>
<td>End of the 71st World News Media Congress</td>
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Saturday, 01 June 2019

09:00  Editors’ Roundtable: Science in the Newsroom

Three-quarters of the top health stories that went viral in 2018 included false or misleading information, a recent study found. Many had been created or shared by big-name, credible newsrooms. Although there were no major inaccuracies, the lack of detail, context, overstatement and misinterpretation of research findings resulted in the public getting inaccurate information and making decisions on that. Our editors’ roundtable on Science in the Newsroom will explore how to improve reporting in a resource-scarce newsroom.

• Fergus Bell Founder, Dig Deeper Media, London, UK

10:00  Welcome Coffee

11:00  Congress Opening


• Michael Golden President WAN-IFRA, former Vice Chairman, The New York Times, USA

11:15  Another pivotal year for our industry

• Moderated by Lisa Macleod Tiso Blackstar, South Africa

Is the Press sustainable?

A major investigation into the sustainability of quality journalism in the UK, released in February, was hailed as a blueprint for the economic development of the industry. Nine recommendations were made, ranging from a regulated relationship between publishers and platforms, to tax relief for investors in public interest journalism and a government media literacy strategy. Dame Frances Cairncross, a respected journalist, academic and economist, will assess the response to her recommendations, report on actions taken and share advice for the health of quality journalism beyond the UK.

• Dame Frances Cairncross Chair of Court, Heriot-Watt University, UK

No one likes us, we don’t care

Much of the public is increasingly turning their back on journalism, finding that news is not relevant to them, that they cannot trust it, or even find it to be actively antithetical to their values. How can journalism respond to this combination of threats and renew the public connection that is the premise of journalism as a profession, as a public institution, and as a business? What combination of editorial, technological, and other responses might help us as we risk losing touch with the public we serve?

• Rasmus Nielsen Director, Reuters Institute for the Study of Journalism, UK

13:00  Lunch and Networking Break

13:00  Women in News Lunch

SPONSORED BY GOOGLE

Those joining the Women in News Summit are invited to join a pre-Summit lunch.

13:45  3rd Women in News Summit

The initial fallout from #metoo sparked change in the way women are treated in media companies. It also raised questions of why so few are questioned/quoted for their expertise. This session, which promises to be as inspiring as previous years, features new initiatives and builds on cases presented in 2018.

• Vivian Schiller CEO at Civil Media Foundation, USA
• Catherine Gicheru Country Lead, Code for Kenya, ICFJ Knight Fellow, Kenya
• Maria A. Ressa CEO and Executive Editor, Rappler, Philippines
• Zuzanna Ziomecka Editor in Chief, NewsMavens, Poland
• Nina Goswami 50:50 Project Lead, BBC, London, UK
• Laura Zelenko Senior Executive Editor for Diversity, Talent, Standards and Training Bloomberg News
• Carin Andersson Human Resources Director, MittMedia Förvaltnings AB, Sweden
• Anna Nimiriano Editor-in-chief, Juba Monitor, South Sudan
• Acil Tabbara Senior Editor, L’Orient du Jour, Lebanon
Saturday, 01 June 2019

14:30 Small and Mid-Sized Businesses: how to set yourself apart and give your newsbrand an edge

Big newsbrands invest substantial amounts on marketing campaigns, using ad agencies to convey their mission and values to the public. What are the smaller brands doing to be heard and understood and to convince audiences to pay for their product against that of a competitor?

- Nancy Lane President, Local Media Association, USA
- Wendy Metcalfe Editor in Chief, Director of Content, Brunswick News, Canada
- Jason Jedlinski SVP/Head of Consumer Products, USA TODAY NETWORK, USA
- Alison Gow Editor In Chief (Digital), Reach plc, United Kingdom
- Rachel Hamada Community organiser, The Bureau Local, UK

14:30 News Labs and Innovation (GAMI)

Best practices, projects and lessons learned from a selection of innovation labs in our community with a particular focus on Voice and AI. Hear how the Associated Press is reorganising their innovation process and what the New York Times R&D strategy is including some projects they are working on.

- Clare Cook Co-founder Media Innovation Studio, University of Central Lancashire, UK
- Frédéric Sitterlé Director of Development, Groupe Challenges, France
- Robyn Spector Director of Corporate Strategy and Development, Associated Press, USA

14:30 Facebook Journalism Project: working towards sustainable solutions for local news

SPONSORED BY FACEBOOK

The Facebook Journalism Project is committed to strengthening communities by connecting people with meaningful journalism. Local newspapers play a vital role in providing their communities with authentic, reliable news and information.

In this session, Facebook and the National Council for the Training of Journalists will discuss the progress of the Community News Project to hire 82 community news reporters and put them back in newsrooms. We will also discuss the need to build other solutions for different business models in different countries, including audience and video accelerators.

- Nick Wrenn Head of News Partnerships, EMEA, Facebook, UK
- Joanne Butcher Chief Executive, NCTJ, UK

16:00 Coffee and Networking Break

16:45 Golden Pen of Freedom Award

The Golden Pen of Freedom is an annual award made by WAN-IFRA to recognise the outstanding action, in writing or deed, of an individual, a group or an institution in the cause of press freedom. The 2018 Golden Pen of Freedom Laureate was Maria Ressa, Rappler, Philippines.

- David Callaway President, World Editors Forum, USA

17:15 Press Freedom around the world

Murder, intimidation, harassment, media capture. What’s to be done?

- Moderated by John Lloyd Financial Times, UK
- Maria A. Ressa CEO and Executive Editor, Rappler, Philippines
- Ritu Kapur Co-Founder & CEO, Quintillion Media, India
- Sérgio Dávila Executive Editor, Folha de S.Paulo, Brazil

18:00 Welcome Reception

A small taste of Scotland with a traditional pipe band, popular drinks and snacks from the region. Try a dram of whisky while networking with colleagues, old friends and new acquaintances.
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08:45  Advertising vs UX: does higher ad revenue always come at the expense of the reader?
SPONSORED BY MARFEEL
Maximizing ad revenue can easily come at the expense of the user. However, this session will reveal data-driven best practices to increase advertising revenue through better user experience, and reveal the only way to measure the effect UX has on publisher revenue.

• Sergio Vives VP Sales, Marfeel, Spain

09:45  Next Level Journalism and Storytelling
The evolution of multimedia journalism is rapid: are we on a road from Pulitzers to Emmys as Voice and Podcasts supplement already profitable Video reporting? And how do you make the advances while ensuring the community stays front and centre of your journalism?

• Dmitry Shishkin Chief Content Officer, Culture Trip
• Zoe Murphy Head of News Innovation, BBC Voice, London, UK
• Thomas Mattsson Editor-in-Chief and Responsible Editor, Expressen, Sweden
• Kim Bode Product Manager, Newsletters and Messaging, Los Angeles Times, USA

09:45  Brand Building and Reader Revenue
The frontrunners in the deployment of a digital subscription strategy are working on improving subscription funnels and preventing churn. In parallel, alternative initiatives are emerging or taking off. The focus is still to incentivise readers to pay, but using different approaches.

• Nick Tjaardstra Director, Europe / Africa & Global Advisory, WAN-IFRA, Germany
• Sebastian Esser Founder and Managing Director, Steady Media, Germany
• Dominic Young CEO, Agate, UK
• Juliette Laborie Head of strategic projects, The Guardian News & Media, UK
• Stan Wischnowski Executive Editor, Philadelphia Media Network, USA
• Doug Smith Co-Founder, Table Stakes, USA

09:45  World Press Trends
What metrics are driving reader revenue strategies? What underlying trends are shaping local news challenges? How is trust impacting news media? Those are just a few of the questions that World Press Trends is addressing this year in its global survey.
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12:00  Next Generation Newsroom

Get insight into the latest projects of the enviably well-funded newsroom of The Washington Post. At the other end of the scale, newsrooms are struggling, so too reputations and life for journalists is getting rougher. In this environment, who wants to be a journalist? How do you attract and keep qualified, diverse and resilient staff?

• Moderated by Ingeborg Volan Dagens Næringsliv, Norway

Inside the Washington Post Newsroom

The Washington Post has one of the most innovative newsrooms around. Its teams operating at the intersection of tech, journalism and products are changing the way they think about, plan and deliver their journalism. They are already planning for the 2020 elections. What else are they up to?

• Greg Barber Director of Newsroom Product, Washington Post, USA

13:00  Editors’ Lunch: Where is the Editor?

‘The Editor’, once a revered position both within the newsroom and in the community at large, is now an endangered species. An interactive session over lunch to explore the changing nature of editorial leadership.

• Alan Geere International Editorial Consultant, UK
• Ian Murray Executive Director, Society of Editors, UK

13:00  Lunch and Networking Break

14:30  Advertising: Setting the right line of defence

Public acceptance of advertising in the UK hit a new low in 2018 according to Advertising think-tank, Credos. This finding could apply to many developed ad markets. Among reasons, a feeling of intrusiveness and the use of “suspicious techniques”. Rebuilding trust comes down to owning problems and helping brands to serve their campaigns to the relevant targets, in a trusted environment. Different initiatives are underway to create a better advertising ecosystem. Advertising has always been a revenue pillar for publishers, and like the others, it’s facing pressure to transform.

• Moderated by Denise West DC Thomson Media, UK

Innovative research to prove ad effectiveness in newsbrands

• Richard Bogie Managing Director, News Scotland & News Ireland

Head-to-head: A future for advertising in our business-models

• Sinead Boucher CEO, Stuff, Fairfax Media New Zealand
• Anthony Tan Deputy Chief Executive Officer, Singapore Press Holdings Ltd.
• Sophie Gourmelen Managing Director - Publisher, Le Parisien - Aujourd'hui en France, France
• David Dinsmore Chief Operating Officer, News UK

14:30  Building Bridges: News media literacy needed!

They will all be voters, strong forces of the future economy and some of them will even become political leaders. But most of Gen Z feel they can’t access, analyze or evaluate the media around them, let alone trust traditional newsbrands to become their voice. It’s time to build news media literacy programs around the world that understand the society teens and young adults live in and their motivators and values.

• Elena Perotti Executive Director of Media Policy and Public Affairs, WAN-IFRA
• Aslak Gottlieb Educational Consultant, medieundervisning.dk, Copenhagen, Denmark
• Serene Luo Schools Editor, The Straits Times & Correspondent at Singapore Press Holdings Ltd, Singapore
• Etienne Millien Journalist, Groupe Sud Ouest, France

14:30  Personalisation of news matters!

A focused break-out session about the capabilities of Advanced Digital Technologies to deliver personalised content and elevate the experience of your customers wherever they access your media. This session will include an introduction to the Content Personalisation Network (CPN), an exciting European funded project using technologies such as Distributed Ledger (eg. blockchain) and artificial intelligence \ machine learning to build a leading-edge platform for content personalisation. In the second part of the session, innovative SMEs from across the UK and Europe will
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take to the stage to talk about the personalisation capabilities they can provide, and what they mean for organisations like yours. You will get the opportunity to vote on the most promising startup!

- Moderated by **Rolf Dyrnes Svendsen** Global Alliance for Media Innovation (GAMI), Norway
- **Valtteri Varpela** Managing Editor, Ilta-Sanomat, Finland
- **Tilman Wagner** Innovation Manager, DW Research & Cooperation Projects, Deutsche Welle, Germany
- **Jamie Harrison** Head of Innovation Programmes, Digital Catapult, UK

**Start-up pitches**

- **Will Crosthwait** Co-Founder, Kensai, UK
- **Stavria K. Konstantinou** Operations and Customer Support, SigmaLive Ltd / Dias Media Group, Cyprus
- **Dr Mattia Fosci** Director, Yoop, UK
- **Al Ramich** Founder, Loomi.ai, UK

14:30  **Global State of Reader Engagement**  
**SPONSORED BY CHARTBEAT**

Chartbeat’s Data Science Chief, Josh Schwartz, offers new research into global audience and traffic patterns to identify new year-on-year trends. With dramatic changes in reader behavior, the analysis looks closely at engagement and loyalty trends by platform, experience, and device, which have strategic implications for news publishers.

- **Josh Schwartz** Data Science Chief, Chartbeat, USA

16:30  **Managing Sexual Harassment in the Newsroom**

What media managers should know to protect their staff, their culture and their corporate reputations. Join WAN-IFRA for a roundtable discussion on sexual harassment in the newsroom, and the tools you need to help mitigate and manage instances when they do arrive.

- **Melanie Walker** Director of Media Development and Head of Women in News, Canada

16:00  **Coffee and Networking Break**

16:30  **In Conversation with Mark Thompson, NYT**

- Moderated by **Tina Stiegler** Executive in residence, StartupLab, Norway
- **Mark Thompson** President & CEO, The New York Times Company, USA

17:00  **Opportunity: Developing original programmes for streaming services**

Streaming services like Netflix will need a lot of content in the future and they are looking for projects from third-parties. Opportunity arises for media companies with original stories that can be repurposed as base screenplays for shows. How does this new world work? We will ask Camila Jimenez Villa, who, at Univision, was the Executive Producer for the Netflix programmes El Chapo (seasons 1-3), Murder Mountain, Tijuana and “Who killed Malcolm X”.

- **Camila Jimenez Villa** CEO & Co-Founder, The Immigrant, USA
- **Raju Narisetti** Professor of Professional Practice and Director Knight-Bagehot Fellowship in Economics and Business Journalism, Columbia University, USA
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18:00 Gala Dinner

We will start the Gala Dinner with a civic reception, courtesy of The Rt Hon The Lord Provost Councillor Eva Bolander. Have a drink and take the time to explore the treasures of the Kelvingrove Art Gallery and Museum. Enjoy a three course Scottish menu, while celebrating with us the winners of the World Digital Media Awards and the Women in News Leadership Awards. The Venue Announcement for Congress 2020 will also be held at this social event. A shuttle service will be provided to and from the museum - more info will be announced through the Congress App.

Gala Dinner Programme:

**World Digital Media Awards Ceremony**

The World Digital Media Awards is the news media industry’s only truly global digital media competition. The 2019 winners will come from the winners of our 2018 regional Digital Media Awards in Africa, Asia, Europe, Latin America, the Middle East, North America and South Asia. Award presented by Fiona Hyslop, Cabinet Secretary for Culture, Tourism and External Affairs, Scottish Government, UK.

[Website](#)

**WIN Editorial Leadership Award Presentation**

Each year, the Women in News Editorial Leadership Award is awarded to one outstanding woman editor in the sub Saharan Africa region and in the Middle East and North Africa region (MENA) respectively. Laureates of the Award are first amongst their peers in inspiring and paving the way forward for the next generation of leaders. The Award recognises an exemplary contribution of an Editor to her newsroom, and under her leadership, the contribution of her newspaper to society.

[Website](#)

**Venue Announcement 2020**
Monday, 03 June 2019

09:30  Innovation reports

• Moderated by Claire Charbonnel Midi Libre - La Dépêche, France

Innovation in News Media World Report
Presenting the annual must-read world report on behalf of WAN-IFRA on the latest ways and means news media are reinventing themselves with new commercial and editorial formulas.

• Juan Señor President, Innovation Media Consulting Group, UK
• Emma Goodman Co-editor, Innovation News Media World Report; Policy Officer, LSE Media Policy Project, London, UK

Print winning strategies

• Sabine C. Sirach Deputy Director World Printers Forum, WAN-IFRA, Germany
• Phillip Crawley Publisher and CEO, The Globe and Mail, Canada
• Florian Wende Deputy Editorial Director, Freistunde - Straubinger Tagblatt, Germany

Benchmarking trust in advertising

• Dean Roper Director of Insights & Editor-in-Chief, WAN-IFRA, Germany
• Lauri Löfveblad Head of Strategy and Products at Syno International, Sweden

11:30  Coffee and Networking Break

12:00  How to build a culture of innovation, & grow your organisation’s bottom-line

Most news organisations recognise they need the capacity to innovate and keep their organisation relevant. But does innovation actually make a meaningful difference to performance? What levers do you need to pull to effect the culture change needed to drive innovation? This session will address these questions by highlighting innovation processes and role models. It will also help you determine the resources needed to oxygenate your newsroom and organisation.

• François Nel, Director, Journalism Leaders Programme | Co-convenor: Digital Editors Network, UK
• Kim Bode Product Manager, Newsletters and Messaging, Los Angeles Times, USA
• James Down Chief Strategy Officer, Guardian News & Media, UK
• Gordon Edall Director of Globe Labs, The Globe and Mail, Canada

13:00  Lunch and Networking Break

14:00  In conversation with Madhav Chinnappa, Google

A discussion about the Google News Initiative and Google’s role in the news ecosystem

• Madhav Chinnappa Director of News Ecosystem Development, Google, UK
• Jane Barrett Global Editor, Media News Strategy, Reuters, UK

14:30  Closing Keynote: Sir Alan Moses

The challenges of balancing freedom of expression with protecting individuals and the importance of and need for regulation.

• Sir Alan Moses Chairman of the Independent Press Standards Organisation (IPSO), UK

15:00  End of the 71st World News Media Congress
Location

Scottish Event Campus (SEC)
Exhibition Way, Glasgow G3 8YW, UK
The SEC is Scotland’s largest exhibition centre, located in the district of Finnieston on the north bank of the River Clyde, Glasgow

Getting To Glasgow

Glasgow Airport is located just 13 kilometers west of the city centre. Airport buses take about 25 minutes to get to the city and runs 24 hrs a day. Taxis are aplenty and are readily available from the airport. The city is also well connected by train from across the UK, and is easily accessible by Scotland’s extensive road network and travelling by sea is made simple by the ferry connections.

Registration

Please register through our website.

Visa

Citizens of the European Union, EFTA member states, citizens of some Commonwealth countries and more than 50 countries do not need a visa to visit the UK. If required, we will be happy to provide an invitation letter, upon request, after registration for the Congress.

Hotels

The Glasgow Convention Bureau is our official accommodation provider and has negotiated special discounted rates for you. You can find more information on our website.

Contact

For more information please contact:

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christin.herger@wan-ifra.org
Website
The Congress Exhibition offers a chance to meet the leading suppliers to the news media industry and discover cutting edge products, services and technologies. Our exhibition will be at the launch and exhibition area. Come by and have a look at the newest technologies and products from our exhibitors.

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