INNOVATION IN NEWS MEDIA
– THE FUTURE . . . FOR THOSE WHO CHOOSE IT

LISBON, JUNE 2018
EVERY YEAR 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 PUNCTURE HYPE
WE ORGANISE CHAOS
1. MONETISATION
2. DISTRIBUTED CONTENT

fakebook
# 3. ELEVEN BUSINESS MODELS

<table>
<thead>
<tr>
<th>BUSINESS MODEL</th>
<th>CLIENT FOCUS</th>
<th>INCOME COLLECTION</th>
<th>INCOME POTENTIAL</th>
<th>TRANSACTION COSTS</th>
<th>PROFIT POTENTIAL</th>
<th>REQUIREMENTS</th>
<th>RISKS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PAID CONTENT</strong></td>
<td>B2C</td>
<td>Direct</td>
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<td><strong>RETAILER</strong></td>
<td>B2C</td>
<td>Direct</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Deep understanding of audiences. Excellent platform. Unique and exclusive product portfolio</td>
<td>Lousey logistics and customer service</td>
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<td><strong>EVENTS ORGANIZER</strong></td>
<td>B2C</td>
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<td>IT team with consultative, consulting and business development skills</td>
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<td><strong>AD DEPENDENT</strong></td>
<td>B2B</td>
<td>Intermediated</td>
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<td>Medium</td>
<td>Medium</td>
<td>Loyal audiences with deep understanding of their needs</td>
<td>High churn. Strong competition</td>
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<td><strong>AGENCY</strong></td>
<td>B2B</td>
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<td><strong>DATA BROKER</strong></td>
<td>B2B</td>
<td>Direct</td>
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<td><strong>BRAND LICENSOR</strong></td>
<td>B2B</td>
<td>Direct</td>
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</tbody>
</table>
4. MEDIA TECH
5. PRINT INNOVATION
6. JOURNALISM-FIRST NEWSROOMS
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 2018 YOU ARE NOT CHARGING FOR DIGITAL CONTENT, YOU SHOULD NOT BE IN PUBLISHING, LET ALONE JOURNALISM
IF IN 2018 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
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 USES READERS 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
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...
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 LOSING TRUST
fakebook
“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
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
INSTAGRAM
THERE IS ONE KEY METRIC THAT SHOULD ENTICE CONTENT CREATORS TO USE INSTAGRAM: ENGAGEMENT
ENGAGEMENT WITH BRANDS ON INSTAGRAM IS 10X HIGHER THAN FACEBOOK, 54X HIGHER THAN PINTEREST, AND 84X HIGHER THAN TWITTER

— FORRESTER RESEARCH REPORT
Fifteen to 25% of the people who saw a link in an Instagram story swiped up on it to visit the company’s site. — A MarketingLand Survey.
“THEY [PUBLISHERS] SHOULD START PUTTING MORE EMPHASIS ON INSTAGRAM: LOOK AT IT LESS AS JUST A PHOTOS PLATFORM AND MORE OF A CONVERSION PLATFORM PLAY”

—— SOCIALBAKERS CHAIRMAN AND FOUNDER JAN REZAB
# 3. Eleven Business Models

<table>
<thead>
<tr>
<th>Business Model</th>
<th>Client Focus</th>
<th>Income Collection</th>
<th>Income Potential</th>
<th>Transaction Costs</th>
<th>Profit Potential</th>
<th>Requirements</th>
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| High                | Medium       | Low               |
FUNDAMENTAL PREMISES
TO BEGIN, IT IS IMPORTANT TO KEEP IN MIND THE FOCUS OF ALL MEDIA BUSINESSES:

THE VIRTUOUS CIRCLE FOR MEDIA BUSINESSES

- Audience
- Revenues
- Credibility
- Independence
- Sustainability
“QUALITY AND PROFITABILITY GO HAND IN HAND”
JUST BEING A PUBLISHER IS NO LONGER ENOUGH
WE’VE BEEN SAYING IT FOR YEARS
ADVERTISING WON’T KEEP YOU ALIVE
THE KPCB INTERNET TREND REPORT SLIDE, THE ONE EVERYONE READS TELLS THE STORY
% of Time Spent in Media vs. % of Advertising Spending

<table>
<thead>
<tr>
<th>Media Type</th>
<th>Time Spent</th>
<th>Ad Spend</th>
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</thead>
<tbody>
<tr>
<td>Print</td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td>Radio</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>TV</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Desktop</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Mobile</td>
<td>26%</td>
<td>21%</td>
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</table>

Opportunity: ~$7B

Source: Internet and Mobile advertising spend based on IAB and PreC data for full year 2017. Print advertising spend based on Magna Global estimates for full year 2017. Print includes: newspaper and magazine. ~$7B opportunity calculated assuming Mobile (IAB) ad spend share equals its respective time spent share. Time spent share data based on Nielsen/ABC. Assumes decline TV and in person share. Excludes social media, video game & cinema advertising.
ORIENTED TO THE FINAL CONSUMER
B2C PLAYS
THE PAID CONTENT PUBLISHER
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* NYT Cooking
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* NYT Cooking

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2 bonus subscriptions
2 complimentary All Access subscriptions (now including Crossword and Cooking) to gift to anyone

LIVE CHAT

Hi there, can I answer any questions about our subscription packages?
YOU NEED SCALE, CUSTOMER-CENTRICITY AND A DISTINCTIVE VOICE
“THIS IS A **BIG SHIFT**, IT TAKES A NEW WAY OF THINKING AND EXECUTING”

MICHAEL SILBERMAN, SVP STRATEGY, PIANO
THE PUBLISHER AS A CLUB
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The Counted
People killed by police in the US, recorded by the Guardian - with your help

Mossack Fonseca: firm that helps the superrich hide their money

The NSA files
Spy agencies: how they read your online messages

Female genital mutilation: 20 million girls have undergone FGM
Reclamó la Presidenta que los gremios frenen los paros

Un juego con dos caras

Colocó la Casa Rosada directores en dos bancos

Millonarias inversiones del marco detenido

Una huida, pero informal

Messi
En el centro del mundo

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

Postales en la urbe arrasada

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

Además
LA NACION, ARGENTINA OFFERS CLUB LA NACION
VISÍTA LO MEJOR EN GASTRONOMÍA

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

SushiClub 30%
¡En take away!

Happening 15%

Freddo 2x1

Pani 20%

Novecento 20%
CITY AM STOPS BEING A NEWSPAPER AND BECOMES A LIFESTYLE BRAND
CITY AM EVENTS
CITY AM MAGAZINE
CITY AM MEMBERS CLUB
“IT’S ASKING OUR READERS...TO HAVE A DIRECT RELATIONSHIP WITH OUR ADVERTISERS”

HARRY OWEN, COO, CITY AM
THE PUBLISHER AS A RETAILER
...BUT WE SEE RETAILERS ARE BETTER AT BECOMING PUBLISHERS
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
ELECTRIC CARS POWER UP WITH TESLA'S JUMPING ROADSTER

AUSTRALIAN T3
SMARTER LIVING

UPGRADE YOUR SMART HOME

- Next-gen AI speakers tested
- Top picks for home control
- Perfect multi-room audio

6 HOT FITNESS BANDS
Smart trackers to suit all budgets!

EXCLUSIVE!
MEET THE TECH THAT POWERS DISNEYLAND

NEW!
Wearable personal cinema screen
Royole Moon's all-in-one 800-inch display and headphones

MIRRORLESS CAMERA SHOOTOUT
Gorgeous lightweight snappers for taking amazing photos without the DSLR bulk

JAGUAR'S REBORN CLASSIC / GET PERFECT WI-FI EVERYWHERE / SMART LAMPS
“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
Onia swimming shorts  £110
Fabiana Filippi sandals  £635
Puro Prestige cigar case  £275
Heti's Colours scarf  £75
Sieger by Fürstenberg champagne bucket  £1,100
Borsalino hat  £245
Roxanne Assoulin bracelets  From £80
Breitling watch  £19,270
THE PUBLISHER
AS AN
EVENT
ORGANISER
BLOOMBERG LIVE
AIMS TO FURNISH
EXECUTIVE AUDIENCES
AND ADVERTISERS
WITH ‘NEWSMAKING
EXPERIENCES’
THE FT BUSINESS OF LUXURY SUMMIT IS THE PREMIER BUSINESS EVENT IN THE CALENDAR FOR SENIOR EXECUTIVES IN THE GLOBAL LUXURY SECTOR’
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
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<table>
<thead>
<tr>
<th>One-time donation</th>
<th>Monthly donation</th>
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<tr>
<td>$35</td>
<td>$50</td>
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<td>$100</td>
<td>$250</td>
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<td>$250</td>
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Other:
ORIENTED TOWARDS OTHER BUSINESSES B2B PLAYS
THE PUBLISHER AS AN AGENCY
“THE REAL CHALLENGE OF NATIVE, IT’S REALLY MORE ABOUT THE MARGIN THAN THE REVENUE”

PAUL ROSSI, ECONOMIST GROUP
THE PUBLISHER
AS AN
ADVERTISER
An illustrated guide to inflight entertainment by decade

1955

With fares on a domestic flight costing an average of 60% more than tickets today, scoring a seat was a coup in itself. Personal devices were a thing of the future, so passengers conversed with their seatmates more often (something made easier with the 1932 introduction of the first commercial jet, which was significantly quieter than its piston-powered predecessor), and were provided with postcards featuring hardcore photos of the aircraft or the meal they would be served onboard. Passengers often raided the postcards when landing at their destination, the hallmark of its time.

1978

The 70s saw a democratization in air travel, the number of planes and passengers increased, prices began to decline, and the Airline Deregulation Act was passed in 1978. With increased passenger demand came a more streamlined flight experience. Tech also became more ubiquitous in-flight: movie screenings became commonplace, and early in-flight portable calculators, popular for the rising wave of business travelers.

1999

Welcome to the world, laptop. The 90s was the first decade where carry-on computers started popping up on tray tables. The portable video game peaked, amid the prevalence of children on flights, as they offered children and adults alike entertainment—as long as the AA business lasted. Towards the end of the decade, seat-back screens started appearing more often, introducing the earliest dual-screen entertainment experience.
Drug Routes Through the Decades

1960s
In the 1960s, Colombia wasn’t yet a major player in the global cocaine trade. While cocaine was shipped along with marijuana (the more popular export at the time), the decade belonged to Argentina, Brazil and Chile.

1970s

1980s

1990s

2000s
THE PUBLISHER AS A DATA BROKER
THE PUBLISHER AS A BRAND LICENSOR
Glamour x Lane Bryant
October 2016 Collection
THE PUBLISHER
AS AN
IT PROVIDER
Amazon without AWS?

Source: Amazon Earnings Reports; In Millions.
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
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)
IS IT TIME TO SHOW MORE LOVE TO OUR SUBSCRIBERS?
SUBSCRIBERS SPEND 52% MORE TIME WITH ARTICLES THAN NON-SUBSCRIBERS

CHARTBEAT
BUT ONLY 1/3 OF SUBSCRIBERS ARE LOYAL
...AND LOYAL READERS AREN’T NECESSARILY PAYING READERS
SO HOW DO YOU CREATE MORE SUBSCRIBERS?
Trump triumphs

HE'S HIRED

TRUMP TRIUMPHS

TRUMP TRIUMPHS

USA TODAY

PRESIDENT TRUMP

BOSTON HERALD

MR. PRESIDENT

THE WALL STREET JOURNAL

THE NEW YORK TIMES

HOUSE OF HORRORS
THE DEVIL ISN’T IN THE DETAIL IT’S IN THE DATA
GATHER THIS DATA OVER MONTHS AND YEARS AND BE WILLING TO EXPERIMENT WITH YOUR PROPOSITION
IN A SURVEY OF 4100 RECENT SUBSCRIBERS TO 12 U.S. NEWSPAPER COMPANIES...
74%

We were using the publication for months before subscribing...
49%

WERE USING THE PUBLICATION FOR A YEAR OR MORE BEFORE SUBSCRIBING...
DEVELOP A FORENSIC UNDERSTANDING OF WHAT STORIES CONVERT READERS TO SUBSCRIBERS AND THEN TO CUSTOMERS
SOMETIMES IT TAKES A HOLLYWOOD HEAVYWEIGHT
A NETFLIX ORIGINAL SERIES

13 REASONS WHY

MARCH 31 | NETFLIX
IN THE WORLD OF READER SUBSCRIPTIONS THERE IS NO ONE SIZE FITS ALL
4. MEDIA TECH
MEDIA TECH: WHAT WE DIDN’T SEE IN 2017
VIRTUAL REALITY’S BUZZ CONTINUED BUT ITS USE HAS BEEN LIMITED TO BIG MEDIA COMPANIES, MANY OF WHOSE VR EFFORTS ARE UNDERWRITTEN BY GOOGLE.
NO ONE IS MAKING MONEY YET, AND TECH EXPERTS PREDICT THAT WIDESPREAD CONSUMER ACCESS TO AFFORDABLE VR TECHNOLOGY IS YEARS AWAY
WHAT WE DID SEE IN MEDIA TECH:

48% of consumers would rather connect with a company via live chat than any other mean of contact. (HubSpot, 2017)

35% of consumers want to see more companies using chatbots. (ubisend, a mobile messaging tech company, 2017)

47% of consumers would buy items from a chatbot. (HubSpot, 2017)

59% of US millennials and 60% of GenXers have used a chatbot (Acuvate, 2017)
WHAT WE DID SEE:

CONSUMERS LIKE CHATBOTS MORE AND MORE

48% of consumers would rather connect with a company via live chat than any other mean of contact. (HubSpot, 2017)

35% of consumers want to see more companies using chatbots. (ubisend, a mobile messaging tech company, 2017)

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59% of US millennials and 60% of GenXers have used a chatbot (Acuvate, 2017)
47% of consumers would buy items from a chatbot. (HubSpot, 2017)
59% of US Millennials and 60% of Gen-Xers have used a chatbot

(ACUvATE, 2017)
By 2020, the average adult will have more conversations with a chatbot than with his or her spouse.

(Acuvate, 2017)
ROBOT STORIES
THE WASHINGTON POST LAUNCHED ITS AI TECH (HELIOGRAF) TO CREATE ROBOT-WRITTEN STORIES

INNOVATION
RESULT:
350 OLYMPICS REPORTS
100S OF ELECTION REPORTS
100S OF LOCAL SCHOOL SPORTS STORIES
6 REASONS TO TRY ROBOT STORIES
• There's not only a potentially limitless number of stories, but they are 100% precise and unique.

• Stories can be produced 24/7, 365 days per year, and in all languages.
• **IF YOU INVEST IN AUTOMATED CONTENT, YOU’RE HALFWAY TO CHATBOTS AND AUTOMATED VIDEO AND AUDIO SERVICES — IN OTHER WORDS, PAID SERVICES**
• STORIES CAN BE PERSONALISED

• RUNNING COSTS ARE JUST 1–5% OF HUMAN COSTS
• FOR HUMAN JOURNALISTS, IT OPENS TIME FOR ANALYSIS, INTERVIEWS, & BACKGROUND RESEARCH
VISUAL SEARCH
SHoppers can now point their mobile devices at objects in a store and get tonnes of information.
IF A USER USES A CAMERA TO SEARCH FOR A SUIT, THE JOB OF THE FASHION MAGAZINE SHOULD BE TO CURATE SIMILAR SUITS …BUT THAT'S WHAT GOOGLE AND ECOMMERCE BRANDS ARE ALREADY DOING.

Personal Stylist
Fast search of any clothes for each client that will harmoniously fit to him clothes on photo
“IF A USER USES A CAMERA TO SEARCH FOR A SUIT, THE JOB OF A PUBLISHER SHOULD BE TO CURATE SIMILAR SUITS . . . .”
“BUT THAT’S WHAT GOOGLE AND ECOMMERCE BRANDS ARE ALREADY DOING.”

— SOMO CHIEF STRATEGY OFFICER ROSS SLEIGHT
But Google and ecommerce brands deliver a long list of single articles, making it difficult for the consumer to reach an informed conclusion.
A publisher probably has comparative reviews of the shoes or shirts or accessories or whatever the consumer is pointing his or her smartphone at.
The attractiveness of this is that the information is coming from a respected, trustworthy, familiar source: the news brand or magazine.
UX
Decalogue
DESIGN IS WHAT YOU WANT TO HAPPEN
USER EXPERIENCE IS REALITY
#1 REDUCE COGNITIVE LOAD
#2

BE AWARE OF
CONFIRMATION
BIAS
VALUE IS IN THE EYE OF THE BEHOLDER
#4 INVEST IN KNOWING YOUR USERS
#5 UX IS STRATEGY
PwC expands business transformation consulting offering with new Chief Experience Officer hire

Feb 28, 2018
INNOVATION IS ALL ABOUT PROVIDING A BETTER USER EXPERIENCE
JOEY TAN, ALIBABA
#6
TAKE IN THE BIG PICTURE
#7
CHANGE IS INEVITABLE
Emu timetable: a single European currency by 2002?

July 1, 1990

Stage one of Economic and Monetary Union (Emu) begins. Capital movements in the EU Member States are fully liberalised (except where temporary derogations have been granted).

The single market is completed in most areas.

November 1, 1993

Stage two of Emu begins:

- The Composition of the ECU (European currency)
Railtrack boss keeps his job
Railtrack's chief executive, Gerald Corbett, will retain his job after the board rejected his offer to resign following the Hatfield rail crash.

Also:
- Gerald Corbett: A profile of Railtrack's boss
- Chief's decision sparks rail safety fears
- Ministers demand urgent report
- In Depth: The crash site
- News in Video: "Board said decision was unanimous"

First signs of Mid-East truce
Israel starts pulling back from some flashpoints, as both it and the Palestinians begin to implement Tuesday's ceasefire agreement.

Also:
- Israel accused of 'excessive force'
- BBC's Jeremy Bowen answers your questions
- Analysis: A deal most with ifs

UK and North Korea to forge ties
Britain says it plans to normalise diplomatic relations with North Korea, the world's most secretive state.

Also:
US rocked by terror attacks
Hijackers crash passenger jets into New York's World Trade Center and the Pentagon in Washington, causing heavy loss of life.

Also:
- World shock at attacks
- Security alerts spread from US
- Who might have done it?
- Global air travel shut down
- Timeline: America rocked by explosions

Eyewitnesses tell of horror
People on the scene of America's disasters describe extraordinary scenes of panic and terror.

Also:
- Eyewitness: The twin towers fell
- Eyewitness: Tell of New York horror

In pictures: Terror strikes America
Dramatic images from the scenes of the attacks in New York and Washington.

Emergency number: US
United Airlines: 1 800 932 6555

UK Foreign Office:
090 7000 0000
Death penalty for Bali 'mastermind' 

A man accused of being one of the main organisers of the Bali nightclub bombing is sentenced to death.

- The Bali bombing 'mastermind'
- Jemaah Islamiyah still a threat

Police numbers reach record high

The number of police officers reaches nearly 134,000 as the home secretary prepares to address Labour conference.

'University of Jihad'
The Pakistani school that turns out students to fight the 'Infidels'

'A home in a day' hip replacements

A pioneering operation could allow patients to go home the day after having a hip replacement operation.

That's the way the cookie crumbles, study shows

Football: Ferguson blames defenders

Football: Turks humble Chelsea

Football: D-day for Reid

World

UK

England

Northern Ireland

Scotland

Wales

Business

Politics

Health

Education

Science/Nature

Technology

Entertainment

Have Your Say

Magazine

Country Profiles

In Depth

Programmes

RELATED SITES

Quick Sport

BBc weather

BBc news

BBc on this day

Languages

ESPañol

Pусский

NEWYDDION

2003
LATEST: UN secretary general says all sides in DR Congo have committed serious human rights abuses.

Obama names his US Treasury team
President-elect Barack Obama names his top economic advisers to oversee a huge stimulus package.
- Obama makes crisis the priority
- Shares up on crisis measures

UN head outlines DR Congo 'abuse'
The UN secretary general issues a report saying all sides in DR Congo have committed serious human rights abuses.

Charity guilty of funding terror
A US Muslim charity and five of its ex-leaders are convicted in the largest terrorism financing trial since the 9/11 attacks.

VIDEO AND AUDIO NEWS
Hijacked tanker captain talks to BBC
Eyewitness films landslide

Bush wears poncho on last foreign trip
Onion festival underway

FEATURES, VIEWS, ANALYSIS

2008
Powers back Afghan takeover date

A major conference on Afghanistan endorses President Karzai's goal that Afghan forces should lead security operations across the country by 2014.

Karzai's security call
Afghan soldier kills US trainers
In quotes: Kabul conference
Afghan views on conference
Aid key to securing Afghanistan
Who are the Taliban?

Obama: UK link is truly special
US President Barack Obama declares his country's relationship with the UK "truly special", following a meeting with Prime Minister David Cameron.

Russia to build a new spaceport
Russia will invest 800m dollars into a new spaceport in the country's Far East, premier Vladimir Putin announces.

Also in the News
Cricket star's book to contain drops of his blood
‘Nervous’ man at Mexico airport has hidden monkeys

BP asset sales to fund spill cost
Supreme Court pick wins Senate vote
Test for China's Three Gorges dam
Goldman Sachs sees sharp fall in profit
Ribery investigated in sex probe
Volcanic ash team return to ocean
Parasailing donkey sparks cruelty probe

Watch/Listen
Saving lives in a flooded Chinese city
US actress Lohan begins jail term

Features & Analysis

LIVE BBC World Service
Clegg: It's Salmond, Farage or me

Nick Clegg says no party will win an outright election victory and claims only the Lib Dems can stop a "lurch to the extremes".

15 April 2015

Watch/Listen

Protester jumps on Draghi desk
16 April 2015

Southern UK basks in April heatwave
16 April 2015

Arizona police ram car into armed man
16 April 2015

Reporter confronts dog trafficker
15 April 2015

First images of migrant survivors
15 April 2015

Day 17: Lib Dems and UKIP launch manifestos
15 April 2015
Tax haven secrets of ultra-rich exposed

A huge new leak reveals how the wealthy and powerful, including the Queen’s private estate, invest offshore.

- The Queen’s investment explained
- Lord Ashcroft stayed non-deal
- Oligarch’s due diligence queried
- Revelations hit Toshiko Fundraiser
- HMRC to see Paradise Papers
- Special Report: Paradise Papers

Two men chased Texan church gunman
#8
TEST, TEST, TEST, TEST, TEST
THEN
TEST AGAIN
#9
IT’S ALL IN THE EXPERIENCE

Mikaela Shiffrin’s Gold Rush Begins With a Bang

Mikaela Shiffrin celebrated with the United States flag after winning gold in the giant slalom. Doug Mills/The New York Times

By Bill Pennington
Feb. 14, 2018

PYEONGCHANG, South Korea — At the 2014 Sochi Olympics, Mikaela Shiffrin won the slalom, but in her only other event, the
#10
CHALLENGE
BUSINESS AS
USUAL
5. PRINT INNOVATION
“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
4 POLITIK

PEKING
ie Macht schmückt
sich mit Bescheidenheit. In Pekings Verteidigungsministerium sitzt uns an einem
langen Konferenztisch aus schwerem,
poliertem
Holz
Oberstleutnant Wu Qian gegenüber. Tadellos
gebügelte grüne Uniform, glänzendes Englisch, freundliches Lächeln. Was Chinas größte strategische Herausforderung sei, wollen wir von ihm
wissen. Und Wu Qian, Sprecher
des Ministeriums, antwortet: »Die
Entwicklung unseres Landes.«
Wie bitte? In Nordkorea beschafft sich ein unberechenbarer
Jungdiktator Atomwaffen, die USA
drohen mit einem Angriff, und für
die Volksbefreiungsarmee ist die Entwicklung des eigenen Landes die größte Sorge?
Die Antwort des Offiziers ist nur auf
den ersten Blick überraschend. Bei genauerer Betrachtung erscheint sie plausibel, gerade in der gegenwärtig so aufgeheizten Situation. Denn sollte der Konflikt um das
nordkoreanische Atomprogramm zu einem
Krieg eskalieren, wären die Erfolge von 40
Jahren chinesischer Reformpolitik in Gefahr.
Deshalb sucht die Regierung in Peking nun den
Schulterschluss mit dem großen geopolitischen
Rivalen Amerika. Gemeinsam mit Washington
will es den Frieden sichern. Gemeinsam mit Donald Trump. Ausgerechnet.
Wenn man in diesen Tagen Gespräche in Pekinger Ministerien führt, im Parlament am Platz
des Himmlischen Friedens, in Universitäten und
Thinktanks, kann man dem Umdenken nachspüren, das in der chinesischen Hauptstadt begonnen
hat. Kein Zweifel: Die Kriegsgefahr in Ostasien
verändert die politischen Frontstellungen.
Dies also hat Kim Jong Un, Nordkoreas Diktator, erreicht: Donald Trump und der chinesische
Staatschef Xi Jinping stellen sich gemeinsam gegen
ihn, den Provokateur.

D

Illustration: Martin Burgdorff DIE ZEIT

China, tönte Trump im Wahlkampf,
wolle er sich so richtig vorknöpfen
Im amerikanischen Präsidentschaftswahlkampf
hörte sich alles noch ganz anders an. Die Chinesen
seien die Schlimmsten, verkündete Donald Trump
landauf, landab. Sie manipulierten ihre Währung,
verschafften sich dadurch rücksichtslos Handelsvorteile und »vergewaltigten« so die US-Wirtschaft. China, tönte Trump, wolle er sich als Präsident richtig vorknöpfen.
Dann traf er Xi Jinping in Florida zum Staatsbesuch, und binnen Kurzem avancierte China
vom Feind zum Partner. Nordkoreas Atomwaffenprogramm lässt sich nämlich nicht, das scheint
Trump mittlerweile begriffen zu haben, mit ein
paar Tomahawk-Marschflugkörpern aus der Welt
schaffen. Das ginge nur mit einem richtigen Krieg
– oder eben mit der Zusammenarbeit zwischen
Peking und Washington.
An der zweiten Option arbeiten der amerikanische und der chinesische Präsident nun.
Als Trump seinem Gast in Florida beim Dinner
mitteilte, er habe soeben den Befehl zum Abschuss
von 59 Marschflugkörpern auf den syrischen Luftwaffenstützpunkt Al-Schairat gegeben, ließ sich
der Chinese die Nachricht zweimal übersetzen.
Trump sagte nicht, so werde er es notfalls auch mit
Nordkorea machen. Aber das könnte die indirekte
Botschaft gewesen sein, die dabei mitschwang,
und Xi hätte wohl keinen Dolmetscher benötigt,
um sie zu verstehen.
Die beiden Präsidenten saßen insgesamt über
sieben Stunden lang zusammen. Und eines hat Xi
seinem Gastgeber offenbar klarmachen können:
Das Nordkorea-Problem ist für den Weltfrieden
noch bedrohlicher als der Syrienkrieg – und man
wäre gut beraten, es gemeinsam zu lösen. Die Folgen falschen Handelns könnten katastrophal sein.
Natürlich war der Militärschlag gegen Syrien,
während des Gastmahls in Florida gestartet, ein
diplomatischer Affront – »ein Schlag ins Gesicht
unseres Präsidenten«, wie Teng Jianqun sagt,

27. A P R I L 2 01 7

Feind der Feinde
Nordkoreas Diktator Kim Jong Un bedroht mit seiner Atomrüstung
die Welt. Können sich die Rivalen USA und China gegen ihn verbünden, um
eine friedliche Lösung zu erreichen? Nachforschungen in Peking
VON MATTHIAS NASS

Direktor für
Amerikastudien
am Chinesischen Institut
für Internationale
Studien (CIIS) in Peking.
Trotzdem ist in Pekings
Außenministerium kaum ein kritisches Wort über Trump zu vernehmen.
Die Verachtung für den Jungdespoten in Pjöngjang verbindet. Als »kleiner fetter Kim« wurde Kim
Jong Un in Chinas sozialen Medien verspottet.
Die chinesische Zensur ließ sich viel Zeit, bis sie
den Schmäh im Netz verbot.
»Unsere Positionen nähern sich einander an«,
sagt eine einflussreiche Abgeordnete im Nationalen Volkskongress, dem chinesischen Parlament.
Wie die Vereinigten Staaten, so fordert auch China
ein sofortiges Ende der nordkoreanischen Atomversuche und Raketentests. In scharfen Worten
prangert es die »Provokationen« Pjöngjangs an
und stimmt im UN-Sicherheitsrat für Sanktionen
gegen den ehemaligen Verbündeten.
Vom unverbrüchlichen Bruderbund, geschmiedet im gemeinsamen »Kampf gegen den US-Imperialismus« während des Koreakrieges von 1950 bis
1953, ist nicht viel geblieben. »Chinas Führung ist
über Nordkorea frustrierter als je zuvor«, sagt Paul
Haenle, Leiter des Pekinger Carnegie-TsinghuaZentrums für globale Politik. »Und das gilt vor allem für einen Mann: Xi Jinping.« Bis heute weigert
sich Chinas Präsident, Kim Jong Un zu treffen.
Zwar unterdrückt auch Xi jede abweichende
Meinung in seinem Land, mit dem politischen
System im Nachbarland kann er durchaus leben.
Aber die Brutalität, ja der Sadismus Kims, der womöglich vor wenigen Wochen seinen Halbbruder
Kim Jong Nam auf dem Flughafen von Malaysias
Hauptstadt Kuala Lumpur mit dem Nervengas
VX ermorden ließ und der Geheimdienstberichten zufolge in den fünf Jahren seiner Herrschaft
schon mehr als dreihundert führende Funktionäre
exekutieren ließ, stößt ihn ab.
Vor allem sieht er mit Sorge, wie Kims atomare
Aufrüstung ganz Nordostasien destabilisiert. Und
darin weiß er sich mit den Amerikanern einig.

Beängstigend oft ist in den Pekinger Ministerien
vom Krieg die Rede. »Aus militärischer Sicht steigen
die Spannungen«, heißt es im Verteidigungsministerium. »Wir sind sehr besorgt, die Dinge könnten
außer Kontrolle geraten«, hören wir im Außenamt.
Unmittelbar vor dem Gipfel zwischen Trump
und Xi hat die US-Regierung ihre Nordkorea-Politik überprüft. Inter-agency process heißt das, wenn
der Nationale Sicherheitsrat die gesamte Expertise
der Regierung bündelt, um dem Präsidenten
Handlungsvorschläge zu unterbreiten. Das Ergebnis der Bestandsaufnahme: Es gibt auch militärische Optionen, inklusive eines Präventivangriffs
und eines »Enthauptungsschlags«.
Die Bevölkerung im Nordosten Chinas ist
besorgt über den nuklearen Niederschlag
Wenn Krieg droht, ist es gut, über eine funktionierende Kommunikation zu verfügen. Seit 2008 gibt
es zwischen dem Pentagon und der Zentralen Militärkommission in Peking eine Hotline. »Schon
viele Male« sei sie benutzt worden, erfahren wir im
Verteidigungsministerium. Im Notfall könnte
über die Hotline auch ein direkter Kontakt zwischen den Präsidenten hergestellt werden, so wie
im Kalten Krieg über das »Rote Telefon« zwischen
Kreml und Weißem Haus.
Auch für eine ständige Video-Verbindung zwischen den führenden Militärs ist gesorgt. General
Joseph F. Dunford, der Vorsitzende der vereinigten
Stabschefs in Washington, und Chinas Generalstabschef Fang Fenghui können bei Bedarf rasch
Fotos und Kartenmaterial austauschen.
Es sind Notfallpläne für ein Szenario, das verhindert werden soll: Krieg. Doch zu einer Denu-

klearisierung
Nordkoreas führt
eigentlich nur
ein gemeinsames
politisches Vorgehen
der USA mit China. Das
weiß man in Washington genauso gut wie in Peking.
Natürlich sind die Zweifel auf beiden
Seiten groß. Noch vor Kurzem war in der amerikanischen Hauptstadt zu hören, für eine Kooperation mit Peking fehle es einfach am »strategischen Vertrauen«. Tatsächlich unterstellt China
den Amerikanern, es gehe ihnen nicht allein um
Kims Atomwaffen, sondern um den Sturz des
nordkoreanischen Regimes. Umgekehrt werfen
die USA den Chinesen vor, den UN-Sanktionen
einen Teil ihrer Wirkung zu nehmen, weil sie beispielsweise bei dubiosen Finanzgeschäften der
Nordkoreaner über Banken in China die Augen
schlössen.
Überwiegend jedoch, das müssen auch die
Amerikaner anerkennen, halten sich die Chinesen
an die Sanktionsbeschlüsse des UN-Sicherheitsrates. Selbst über eine Einschränkung der Ölexporte
wird in Peking mittlerweile nachgedacht. Die träfe
Nordkorea ins Mark. Denn ohne Öl aus China
ständen nicht nur die Autos auf den Straßen Pjöngjangs still. Dann könnte Nordkorea auch seine
Panzer und Kampfjets bald nicht mehr bewegen.
Dennoch braucht es Zeit, damit das Vertrauen
zwischen den Weltmächten wachsen kann. Es gibt
in Peking genügend politische Hardliner, die den
Amerikanern eine Mitschuld an der jüngsten Eskalation geben. »Den USA mangelt es an Respekt
für Nordkorea«, ist von einer hochrangigen Politikerin zu hören, am liebsten würden die Amerikaner das Regime in Pjöngjang »erdrosseln«. Wie
man da erwarten könne, dass Nordkorea seine
Atomwaffen aufgebe?
Der Nordkorea-Konflikt gilt der Regierung in
Peking in erster Linie als ein bilaterales Problem
zwischen Pjöngjang und Washington. China sieht
sich lediglich als Vermittler. Es möchte eine kriegerische Auseinandersetzung durch einen »doppelten
Stopp« abwenden: Nordkorea soll seine Atom- und

D I E Z E I T N o 18

Raketenversuche einstellen. Im Gegenzug sollen
Amerikaner und Südkoreaner auf ihre jährlichen
Großmanöver verzichten, in denen der Norden
nichts anderes sieht als eine Vorbereitung zur
Invasion und zum Regimewechsel.
Die Amerikaner lehnen diesen Vorschlag
strikt ab. Die aggressive Aufrüstung des Nordens
und die legitime Verteidigung dagegen ließen
sich nicht gleichsetzen, sagt Paul Haenle vom
Carnegie-Tsinghua-Zentrum. Vielleicht verstehe China das nicht, aber in Südkorea lebten
mehr als hunderttausend Amerikaner,
darunter dreißigtausend US-Soldaten.
Jeder amerikanische Präsident werde
seine Bürger schützen, das sei seine
erste Pflicht.
Geschützt werden sollen sie auch
durch das Raketenabwehrsystem
Thaad, das die Amerikaner derzeit
in Südkorea errichten. Peking will
Thaad unbedingt verhindern, weil
dessen Radar weit über Nordkorea hinaus nach China spähen könne. Unfug,
erwidern die Amerikaner und warnen
zugleich: Gelinge es nicht, Nordkorea zum
Verzicht auf seine Atomwaffen zu zwingen,
würden die USA, Südkorea und Japan weitere Raketenabwehrsysteme aufstellen und miteinander vernetzen. Wolle China dies: ein
kollektives Verteidigungssystem unter amerikanischer Führung, gewissermaßen eine kleine
Nato direkt vor der Haustür?
In Peking müsse man doch sehen, sagen die
Amerikaner, dass sich Nordkoreas Waffen eines
Tages auch gegen China richten könnten. Die Bevölkerung im Nordosten des Landes sei doch heute schon beunruhigt über einen möglichen radioaktiven Niederschlag als Folge der Atomtests
gleich hinter der Grenze.
Amerikaner und Chinesen schauen aus sehr
unterschiedlicher Warte auf Nordkorea. Noch
trägt China keine globale Verantwortung wie die
Vereinigten Staaten. Als regionale Ordnungsmacht
jedoch will es ernst genommen werden. Auch deshalb kann es dem atomaren Größenwahn Kim
Jong Uns nicht tatenlos zusehen.
Mit Gewalt gehe es nicht, sagt
Oberstleutnant Wu Qian
Was aber geschieht, falls es zu keiner Zusammenarbeit kommen sollte? Dann gilt möglicherweise, was Donald Trump nach dem Treffen
mit Xi getwittert hat: »Wenn China uns hilft,
wäre das großartig. Ansonsten lösen wir das Problem ohne sie.« Vielleicht hat Kim Jong Un auch
wegen dieser Drohung auf einen neuen Atomtest
verzichtet, für den die Vorbereitungen bereits
liefen. Aber ganz mochte er das Provozieren nicht
lassen: Einen Tag nach der bombastischen Militärparade aus Anlass des 105. Geburtstages von
Staatsgründer und Kim-Großvater Kim Il Sung
ließ er wieder eine Rakete testen. Die allerdings
explodierte gleich nach dem Start.
Kim scheint es geradezu darauf anzulegen, die
Amerikaner zu reizen. Diese würden, so kalkuliert
er wohl, einen Militärschlag nicht wagen, zu groß
sei die Furcht vor dem Gegenschlag Nordkoreas.
Tatsächlich haben die verheerenden Folgen, die im
Falle eines Angriffs auf den Süden der Halbinsel
zu befürchten sind, alle amerikanischen Präsidenten, von Bill Clinton über George W. Bush bis
Barack Obama, bisher davon abgehalten, Nordkoreas Nuklearreaktoren und RaketenabschussStellungen anzugreifen.
Aber geht Pjöngjangs Kalkül auch unter veränderten Bedingungen auf? »Wenn Nordkorea erst
einmal die Fähigkeit hat, mit einer nuklearen Interkontinentalrakete Hunderttausende von Amerikanern in den Vereinigten Staaten zu töten, kann
die Entscheidung anders ausfallen«, glaubt der
Politikberater Paul Haenle.
Und was denkt man in Pekings Verteidigungsministerium? Gut eine Stunde dauert das Gespräch nun schon, mehrmals wurde Jasmintee
nachgeschenkt. Noch einmal fasst Oberstleutnant
Wu Qian die Einwände gegen ein militärisches
Eingreifen der USA zusammen: Mit Gewalt gehe
es nicht. Und auch eine politische Kooperation
kenne Grenzen: »China hat seine eigenen nationalen Interessen. Und die wird es nie opfern, um den
Amerikanern einen Gefallen zu tun.«


Malgré la loi, l'écart de salaires entre les hommes et les femmes est toujours de 25% en France. Pour mettre en évidence cette injustice, Libération a décidé d'éditer 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 : 2€ pour les femmes et 2€50 pour les hommes. Cet argent sera reversé au Laboratoire de l'égalité, qui lutte depuis des années pour l'égalité hommes/femmes.
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
COMMENTARY

He will be a man, or maybe still a boy.

He will have a life insurance policy, a 401(k), or something like it — and a solemnly held expectancy that he will become one.

Theango will have been purchased legally, the background check cleared.

He will walk into a school, or a mall, or an officer training.

And he will open the door a seam of fissure.

Every police officer training — eachooky present — will involve a mandated, annual training simulation, and then another, and another, and another, and another.

He will ramp up the simulator, the scenario, and the weather. He will ramp up the simulator, the scenario, and the weather. He will ramp up the simulator, the scenario, and the weather.

And then he will see a world that is again ideed.

This dummy will play the roles assigned until the moment. The moment in the critical scene will be fateful, we are told, the moment in the critical scene will be fateful, we are told.

And here is how all happens again.

Whoever he is, he may already have his side. And he will claim his script.

So will we.

There are only three things we don’t know about the next day.

WHO, WHERE, AND HOW MANY?

Cruz told police he shot students ‘in the hallways’

After shooting school, he made several stops before his arrest.

In Mass. schools, fear, frustration, security reminders
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
6. 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
TWO-SPEED EDITORIAL DEPARTMENT

Intake

Content Creation
TWO-SPEED EDITORIAL DEPARTMENT

Intake

Content Creation

Command

ECHO

Audio Visual

EYE

EYE 24
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
THREE CASE STUDIES FROM THREE CONTINENTS WHERE INNOVATION MEDIA CONSULTING HAS WORKED IN THE PAST 12 MONTHS
WE USE PHYSICAL CHANGE TO BRING ABOUT CONCEPTUAL CHANGE...
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

INNOVATION
A YEAR 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
"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
WE STARTED WITH THIS . . .
...AND WILL END WITH THIS
O GLOBO

BRAZIL
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 2018 IS TO MIGRATE FROM AD REVENUE TO READER REVENUE
IT IS TIME TO FIND
REDEMPTION FROM OUR
ORIGINAL SIN
IT IS GOOD TO LIVE A LIFE WITHOUT ORIGINAL SIN
THERE IS NO INSTANT DIGITAL SALVATION
THERE ARE NO DIGITAL MIRACLES
UNLESS YOU GET PEOPLE TO PAY FOR YOUR CONTENT, YOU HAVE NO FUTURE IN PUBLISHING,
INNOVATION IN MEDIA TECH, GADGETS AND WIDGETS WILL NOT SAVE YOU
INNOVATE OR DIE?

CHARGE OR DIE
BECAUSE ONLY JOURNALISM WILL SAVE JOURNALISM
THANK YOU

WWW.INNOVATION.MEDIA