In pursuit of future journalism

A voyage through ten countries and more than 50 of the world's most innovative media houses
New media are born innovative

Can "old" media be innovative at the necessary level?
2009: On the brink of bankruptcy

2018: More journalists than in 2009, bonus to the employees for the first time in 17 years, building brand new headquarters

In between: Demonstratively fast and massive commitment to innovation
One new product to the market every three months

✓ M, le magazine du monde
✓ Business section
✓ French version of HuffPost
✓ News-app for morning reading
✓ Telerama – magazine on culture and media
✓ Le Monde Afrique
✓ Events (festival, debate meetings, stand-up)
Innovation in three formats

- KQED Labs
- Inspiration lunches
- Ad hoc innovation processes

- Does it work?
  - KQED is in excellent shape. More users and stronger finances than ever before
✓ KQED has made innovation the core of its culture
✓ They understand that work must be done simultaneously with product *and* organization
✓ They succeed in getting employees to work across departments
✓ Two-three out of five ideas are becoming new activities in KQED – and that gives an amazing energy
If the old model is broken, what will work in its place? The answer is: Nothing will work, but everything might. Now is the time for experiments, lots and lots of experiments

Clay Shirky, American author, 2009