INNOVATION IN NEWS MEDIA

HOW YOUR NEWS BRAND CAN SUCCEED IN THE

DIGITAL AGE

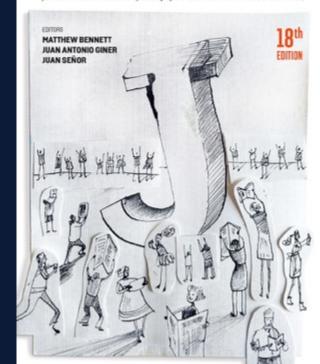
JUAN SENOR



- Media Consulting Group -

INNOVATION IN NEWS MEDIA WORLD REPORT 2016

An annual survey by Innovation International Media Consulting Group for the World Association of Newspapers and News Publishers (WAN-IFRA)



WE PUNCTURE HYPE

FINANCIAL TIMES - SEPTEMBER 2008

"ONE OF THE MOST FAMOUS FIRMS SPECIALISING IN CREATING NEWSPAPERS"



THE ECONOMIST - MAKING NEWS PAY - REINVENTING THE NEWSPAPER -JULY 2011

"INNOVATION MEDIA CONSULTING, A FIRM THAT ADVISES NEWSPAPERS AROUND THE WORLD, RECKONS THAT "YOU WON'T FIX THE BUSINESS MODEL WITHOUT FIXING THE EDITORIAL MODEL."





axel springer

PRENSA LIBRE





























THE WALL STREET JOURNAL















CORRIERE DELLA SERA



BEST NEWSPAPER CONCEPT AND DESIGN IN EUROPE AND THE WORLD

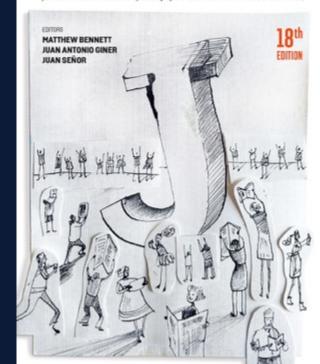


THERE IS NOW A CLEAR AND VERY PROFITABLE WAY FORWARD FOR NEWSPAPERS IN THE DIGITAL AGE...

...BUT FEW OF US ARE TAKING THE BOLD AND NECESSARY STEPS TO GET THERE

INNOVATION IN NEWS MEDIA WORLD REPORT 2016

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WHAT IS THE SINGLE MOST IMPORTANT INNOVATION TO SUCCEED IN THE DIGITAL AGE?

YOU MUST MIGRATE FROM AD REVENUE TO READER REVENUE

IF IN 2017 YOU ARE NOT CHARGING FOR DIGITAL CONTENT, YOU SHOULD NOT BE IN PUBLISHING. LET ALONE JOURNALISM

WE ARE LOSING MONEY AND LOSING TRUST

WHY? BECAUSE DIGITAL **ADVERTISING ON ITS** OWN WILL NEVER PAY THE BILLS

DISPLAY ADVERTISING IS DYING

WERE IT IS GROWING, IT HAS BECOME A FACEBOOK/GOOGLE DUOPOLY



STOP Google and Facebook destroying journalism

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

AD FRAUD AND AD BLOCKING IS KILLING OFF DIGITAL ADVERTISING

IN A PERVERSE SENSE, AD FRAUD AND AD BLOCKING IS THE BEST THING THAT HAS HAPPENED TO THE NEWS INDUSTRY BECAUSE IT IS FORCING IT TO CHANGE AND ADAPT

IN SOME MARKETS SOME CPMs STILL GOING UP, BUT IT IS A SWAN SONG

DISPLAY ADS ARE WOEFULLY INEFFICIENT -

MORE PROBABILITY OF GETTING HIT BY LIGHTNING BOLT THAN A READER CLICKING ON A DISPLAY AD

ADVERTISERS KNOW THIS AND THEY ARE QUICKLY WISENING UP

NEWS MEDIA BUILT AND DEPENDANT ON A DISPLAY AD MODEL ARE IN SERIOUS TROUBLE AND VULNERABLE

MASHABLE LAYOFFS

BUZZFEED PROFIT WARNINGS

VICE MEDIA LAYOFFS

SALON BELLY UP

HUFFINGTON POST VALUATION?

INNOVATION MEDIA CONSULTING

FREE IS VERY EXPENSIVE

WE ARE LOSING MONEY AND LOSING TRUST

WE HAVE REACHED THE APEX OF SECOND HAND JOURNALISM

RECYCLED NEWS CHEAP UNINFORMED OPINION **ANALYSIS WITHOUT** REPORTING **CHARLATANISM**

VOYEURISM VS. JOURNALISM

SO HOW DO WE MIGRATE FROM AD REVENUE TO READER REVENUE?

TO CHARGE OR NOT TO CHARGE CHARGE FOR ONLINE CONTENT?

THE QUESTION IS SETTLED

THE QUESTIONS ARE: WHAT CAN WE CHARGE FOR? & HOW TO CHARGE?

"The internet replaced the economics of scarcity with economics of abundance and all of us are dealing with the Consequences of that."

Eric Schmidt
Chairman, Alphabet Inc.

ECONOMICS 101

"... (ECONOMICS IS) THE SCIENCE WHICH STUDIES HUMAN BEHAVIOUR AS A RELATIONSHIP BETWEEN ENDS AND SCARCE MEANS WHICH HAVE ALTERNATIVE USES."

LIONEL ROBBINS, 1932

SCARCITY MEANS THAT AVAILABLE RESOURCES
ARE INSUFFICIENT TO SATISFY ALL WANTS AND NEEDS.
ABSENT OF SCARCITY AND ALTERNATIVE USES OF
AVAILABLE RESOURCES THERE IS
NO ECONOMIC PROBLEM.
WIKIPEDIA-ECONOMICS

PEOPLE WILL NOT PAY FOR USEFULNESS, RELEVANCE, VALUE

PEOPLE WILL CONSUME WHAT IS USEFUL, RELEVANT, VALUABLE... ... BUT WON'T NECESSARILY PAY FOR IT

ONLY WHAT IS SCARCE CAN BE CHARGED FOR

WHERE IS THE SCARCITY?

WE MUST MOVE FROM VOLUME TO VALUE...

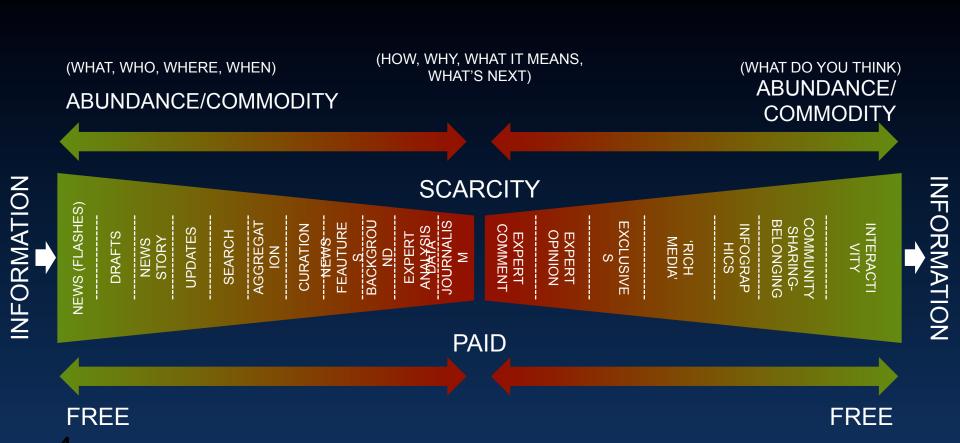
WHERE IS THE VALUE IN NEWS?

WHO, WHAT, WHERE, WHEN – ABUNDANT – FREE COMMODITY= FREE

HOW, WHY AND WHAT'S
NEXT? - COSTLY
SCARCE = PAID

GET OUT OF THE COMMODITISED NEWS BUSINESS....

NEWS VALUE FLOW



IN A WORLD OF DIGITAL ABUNDANCE NEED TO BE UNIQUE

FIND YOUR SCARCITY....

...AND YOU WILL FIND THE MONEY

IN BUSINESS, VALUE IS PAID FOR

WE HAVE DEVALUED OUR BUSINESS WITH CLICK BAIT AND COMMODITISED CONTENT

WHEN SOMETHING IS CHEAP, SOMEONE INEVITABLY PAYS THE PRICE

BY THE END OF 2017, MORE **THAN 300 AMERICAN NEWSPAPERS WILL BE** CHARGING FOR DIGITAL CONTENT, COMPARED TO PRACTICALLY NONE 5 **YEARS AGO**

EARLY LESSONS ON CHARGING FOR ONLINE CONTENT

PEOPLE ARE WILLING TO PAY FOR ONLINE CONTENT

2

REDUCED TRAFFIC IS NOT CATASTROPHIC -STILL ENOUGH COMMODITY INVENTORY

3

AT LEAST 3% OF UNIQUE VISITORS WILL AUTOMATICALLY CONVERT TO DIGITAL SUBSCRIBERS

KEEP SOCIAL MEDIA TRAFFIC OPEN

5 CHARGING ONLINE HELPS PAPER PRODUCT

AND WHAT SHALL I DO WITH MY EXISTING DIGITAL ADVERTISING **BUSINESS?**

1

MOVE FROM 'CLICKS TO CLOCKS'

MOVE FROM 'CLICKS TO CLOCKS'

PAGE VIEWS VS TIME SPENT

FOR THE FIRST TIME IN THE HISTORY OF INTERNET THE GOALS OF ADVERTISERS AND THE **GOALS OF PUBLISHERS ARE ALIGNED**

ADVERTISERS DO NOT WANT CLICKS, THEY WANT CLOCKS

THEY DON'T WANT TRAFFIC BUT TIME - TIME SPENT

FOR THE FIRST TIME ADVERTISERS VALUE THE AMOUNT OF TIME SPENT MORE THAN AMOUNT OF PEOPLE

AdvertisingAge

Ad Age | DATACENTER

SUBSCRIBETTODAY

Leading National Advertisers 2016

Martin Sorrell: Magazines, Newspapers Deserve More Credit for Effectiveness



"There is an argument about the effectiveness of newspapers and magazines, even in their traditional form, and they are more effective than people give them credit [for].

EDITORS ALWAYS WANTED TO CREATE GREAT CONTENT

BUT THEY HAD TO CREATE CLICKBAIT BECAUSE ADVERTISING NEEDED MASSIVE PAGE VIEWS

NO MORE, WE CAN NOW MIGRATE FIRMLY TO A NEW LOGICAL BUSINESS/CONTENT MODEL

FROM NOISE TO NEWS

STOP COMPETING FOR PAGE VIEWS AND START COMPETING FOR

ENGAGEMENT

SO HOW DO YOU DEFINE ENGAGEMENT AND PROVE IT?

STOP ACCUMULATING DATA AND BEGIN TO USE IT

DATA ANALYSIS PARALYSIS

HERE'S THE EQUATION FOR ENGAGEMENT IN NEWS MEDIA:

[TIME SPENT + PROOF OF READERSHIP] X RETURNING FREQUENCY

CROSS PLATFORM UVs



ENGAGEMENT

INNOVATION MEDIA CONSULTING

CROSS PLATFORM UVs

UNIQUE VISITORS TO YOUR CONTENT, NOT ONLY TO YOUR SITE - DO INCLUDE SOCIAL

TIME SPENT

IS ENGAGEMENT'S PRIMARY METRIC - BUT NOT ENOUGH

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

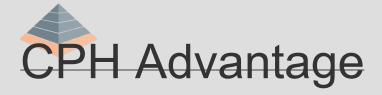
QUANTITY, QUALIFIED

FOR THE FIRST TIME IN THE HISTORY OF INTERNET THE GOALS OF **ADVERTISERS AND** PUBLISHERS ARE ALIGNED

STOP COMPETING FOR ANONYMOUS EYEBALLS

AND PROVE YOU HAVE

VERIFIED EYEBALLS



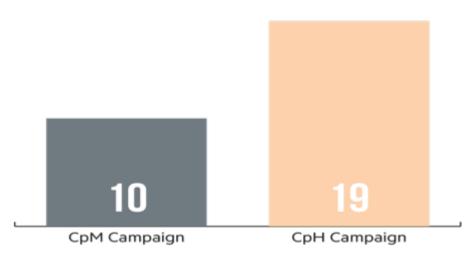
- What we have learned
- What's next



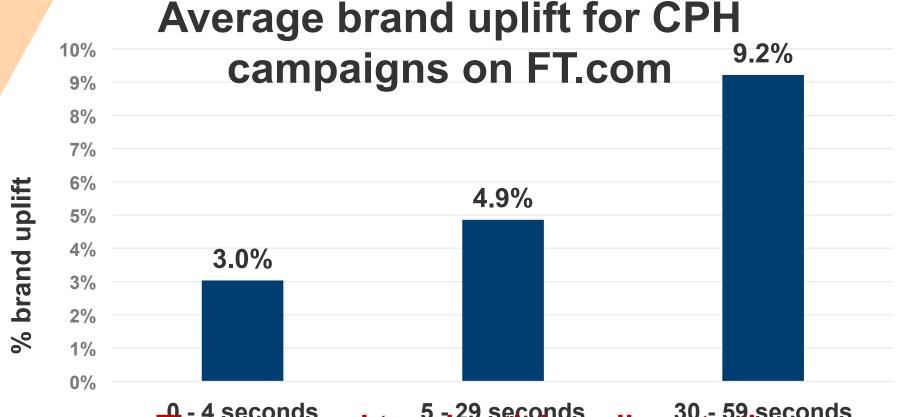
CASE STUDY PERFORMANCE: CPH BENEFICIAL TO ADVERTISER

INCREASING TOTAL AVERAGE EXPOSURE TIME AND CHANCES OF VIEWING THE WHOLE CREATIVE FROM START TO FINISH

Average time Ad in view (seconds)







Time exposed to advertising, discrete time buckets

OspanishbrendanAs of 22nd March 2016 – based on 20 independent CPH campaigns run on FT.com

WHO HAVE WE WORKED WITH

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





A PAGEVIEWS BASED ADVERTISING BUSINESS MODEL IS INCOMPATIBLE WITH **QUALITY CONTENT AND** READER REVENUE

READER REVENUE IS ESSENTIAL TO HAVE A STABLE BUSINESS

IT SHOULD BE AT LEAST 40 PERCENT OF YOUR DIGITAL REVENUE MODEL

SO HOW DO WE GET READERS TO PAY FOR DIGITAL CONTENT AFTER 20 YEARS OF A FREE FOR ALL...?

HOW DO WE MIGRATE FROM AD REVENUE TO READER REVENUE?

THERE IS NO DIGITAL SALVATION

THERE ARE NO DIGITAL MIRACLES

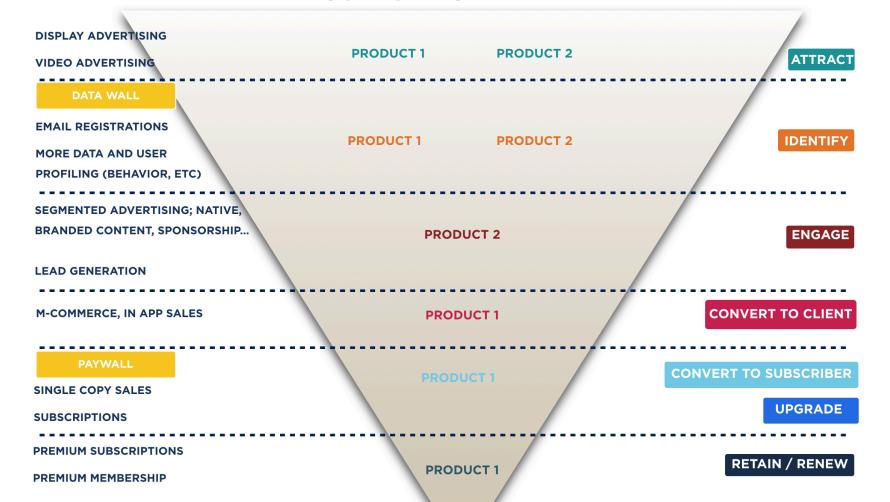
IF YOU WANT A MIRACLE, THERE ARE PLENTY OF MOSQUES, TEMPLES AND CHURCHES AROUND **KUALA LUMPUR**

YOU NEED A PAID DIGITAL STRATEGY

BUSINESS ACTIONS

USERS' DIGITAL PATH

PRODUCT'S GOALS



Conversion funnel

Aug. 2015

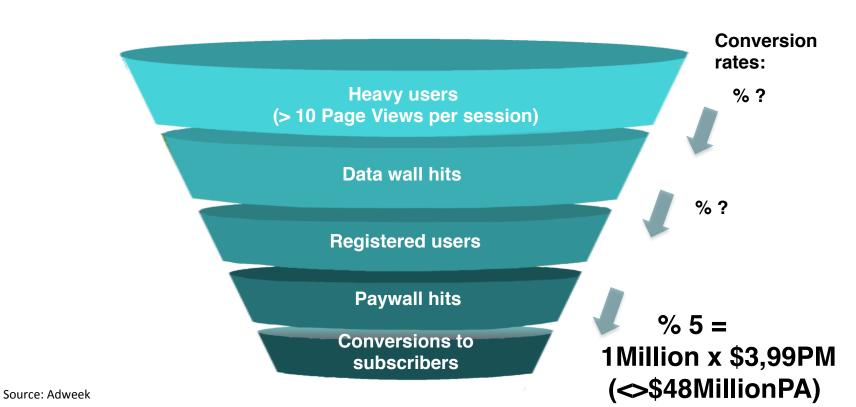
Aug. 2016

TOTAL DIGITAL AUDIENCE:

13,3 M u/v

19,7 M u/v





AND YOU NEED A NEWSROOM THAT WILL DELIVER CONTENT WORTH PAYING FOR

CHANGE THE NEWSROOM, CHANGE YOUR FORTUNES

NEWSROOMS SOMNAMBULATING INTO AN ABYSS

NEWS MEDIA SUFFER FROM CHRONIC 'NEXT BIG THING' SYNDROME

WAITING FOR GODOT



TABLETS, 3-D, APPLE WATCH, VR, 360 NEWS?

YOU WILL NOT FIND ALL THE ANSWERS IN ONE PLACE, OR ONE TECHNOLOGY OR ONE PLATFORM

NO EFFORT IN EARNEST TO CHANGE CULTURE AND HABITS

INNOVATION STARTS AT THE TOP

BUT INNOVATION REALLY HAPPENS AT THE BOTTOM

INNOVATION DOES NOT HAPPEN IN LABS, OR BECAUSE OF DIGITAL NATIVES, OR DIGITAL SWAT TEAMS OR VP OF INNOVATION - THAT SENDS THE ENTIRE WRONG MESSAGE THAT INNOVATION IS NOT FOR EVERYONE



INNOVATION DOES NOT HAPPEN IN A VACCUM, IT HAS TO BE PLANNED, SUSTAINED AND FUNDED

WE USE PHYSICAL CHANGE TO BRING ABOUT CONCEPTUAL CHANGE...



BLAN ANTONIC CINER President & Foundar, Immoustor Media Complifing Droop, London | ghospinnounter, medi

OPEN-SPACE TRANSMEDIA NEWSROOMS:

"I DON'T KNOW WHY PEOPLE HIRE ARCHITECTS AND THEN TELL THEM WHAT TO DO." Frank Gehry's mantra

Over the past 20 years, INNOVATION has designed many multimedia newsrooms and some of them are currently industry benchmarks around the globe, so here are some suggestions with the best 'dos' and the worst 'don'ts' for what we call Transmedia Newsrooms. You will need to invest in new facilities but, at the end of the day, you will save a lot of money because these integrations are one of the most aggressive and efficient strategies for making a real digital transition.

You will always need "media architects", some of whom have designed hundreds of fantastic "open-space" newsrooms. Other companies, who decided to try to reinvent the wheel instead of trusting their experts, produced some very bad, and very expensive, failures.

IT'S BETTER (AND CHEAPER) TO BUILD A NEW FACILITY THAN TO RE-FASHION AN OLD ONE

> You will avoid painful and long "transitional facilities": While the new place is being built, start working on new future work flows. Moving from the old to the new will just take a weekend.

HAVE ONLY ONE BOSS OF BOSSES

Remember Napoleon: "I prefer one bad general than two good ones". Your new Transmedia Newsroom needs a clear Central Command Desk Kill any temptation to have separate print and digital bosses and teams.

AUDIO-VISUAL JOURNALISM POOLS ARE KEY

> Digital operations need strong audio-visual elements. Avoid duplication and encourage cooperation. Spread your pools around the newsroom, mix them with content pools. Designers (print + web), infographic, illustrators, photographers, videographers and developers need to work together.

YOU NEED SPACE: FROM 10-14 **SQUARE METRES PER PERSON**

> Yes, you can do it with less space if you want. But quality of life in your newsroom will suffer if you don't. Open spaces encourage spontaneous meetings, casual conversations and a lot of walking around action.

PROMOTE QUIET COMMUNICATION No "loud rings" anymore, use web phones.

· Encourage casual conversations but protect ceilings, walls and floors with state-of-the-art tools and materials to dramatically suppress noise. Have a proper space to video call with your bureaus

DESCRIPTION IN NAME AND ADDRESS. INDUSTRIAL IN WHICH WITH A TOTAL



6 "THE CLOUD" WILL CHANGE (ALMOST) EVERYTHING

Move your software, programmes and CMS to the cloud.

It will save you money, avoid obsolescence and you will always have the latest version.

See our recent INNO/ARION Paper about "cloud computing" disrupting newsmores.

DON'T ALLOW MENTAL OR PHYSICAL WALLS: "PRINT VS DIGITAL" IS NOT AN OPTION

Media companies used to be print operations with digital extensions.
 Now they are digital media operations with print extensions.
 Don't oware print or digital ghettos.

- THE END OF ASSIGNED SEATING
 - Big desktup computer stations are a thing of the past.
 Your newsroom must be a think tank more than a factory.
 Remote work will be the rule for most reporters.
- 9 SOME OF YOUR BEST JOURNALISTS MUST GO ON THE BREAKING-NEWS DESK

Breaking-news becomes commodify news in minutes.
 Instant analysis is a most if you want to be unique.
 So some of your senior staff will make the difference if they can react in time, help with insights and produce more "what does it mean" journalism.

10 TV SCREENS ARE OUT, DIGITAL WALLS ARE IN

- Metrics need to be seen.

· News tickers too.

- Breaking news must be flashed.

And don't forget, website home pages deserve vertical screens.

DEVELOPERS AND JOURNALISTS SHARE THE NEWSROOM

Developers must act as journalists and report to editors, not to IT.
 Yes, long-term projects can be outsourced, but day-to-day work must be done in-house.

DON'T SKIMP ON BIG

Spread them all around the newsroom.
 They facilitate interaction, discussion and creativity.
 Put up a big IV set to encourage people to do video.
 Avaid square meeting tables.

13 HOT-DESKS SHOULD BE IN BIG DEMAND

Forget "one journalist, one desk, one computer, one chair".
 Reporters should be outside reporting things: welcome them back.
 Remote reporters and editors need to fit in searnlessly.

SACRATOR IN STATE WITH THE SACRATOR IN SERIES AND A SACRATOR IN SERIES



MEETING ROOMS ARE FOR MEETINGS: NO MOBILES, TABLETS OR COMPUTERS

· That's a smart VDX MEDIA rule.

· Face-to-face meetings must still be short.

 Le Monde's Hubert Beuve-Mery stand-up news meetings were legendary for quick and efficient planning and decisions.

DON'T BE SILLY

Please, no bicycle tacks, game consoles or ping-gong tables inside your newsmom.

Skent relax areas full of great books, magazines and newspapers are better.

Thinking spaces are more important then entertainment spaces.

RULES FOR SUCCESSFUL CENTRAL DESKS

Creative editors and planning tools live here.
 Multimedia coverage starts at the Central Desk.
 Planning starts at the Central Desk.

THIS IS GROWTH AND DEVELOPMENT, NOT COST CUTTING

Fewer people doing mono-media jobs, more doing transmedia journalism. Pools will be key.

Move from just readers to more audiences and many communities.

MANAGEMENT UNITS MUST ALSO SHARE THE OPEN SPACE

The idea is for everyone to work together.

· Transmedia Journalism means transmedia business management,

You want managers interacting in open-space departments.

19 AVOID ENDLESS MEGA AIRPORT FACILITIES

For every 150 people, build a new open-space area, or a mezzanine.

We are not news shopping mails.

Hedia architects will find solutions to mix ample space with proximity.

ORGANISE THE NEWSROOM BY CONTENT AND AUDIENCES

Your open-space newsroom focuses on content and audiences, not technology.
 Your biggest challenge is developing talented journalists and managers.

The Central Desk is the boss. Story and platform managers follow their lead.

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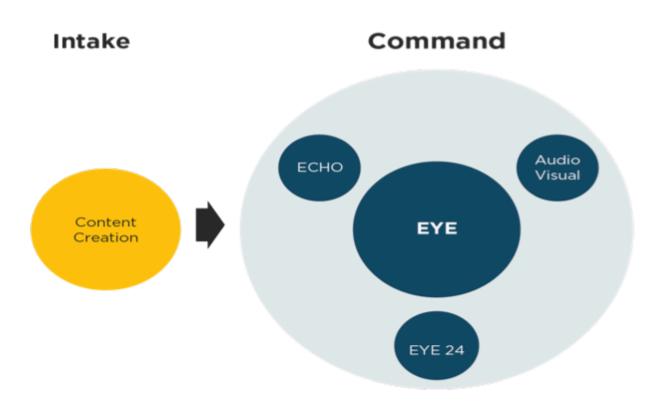
CONTENT COMES TO INTAKE AND IT IS TRANS-LATED AND TRANS-PORTED TO DIFFERENT OUTPUTS

TWO-SPEED EDITORIAL DEPARTMENT

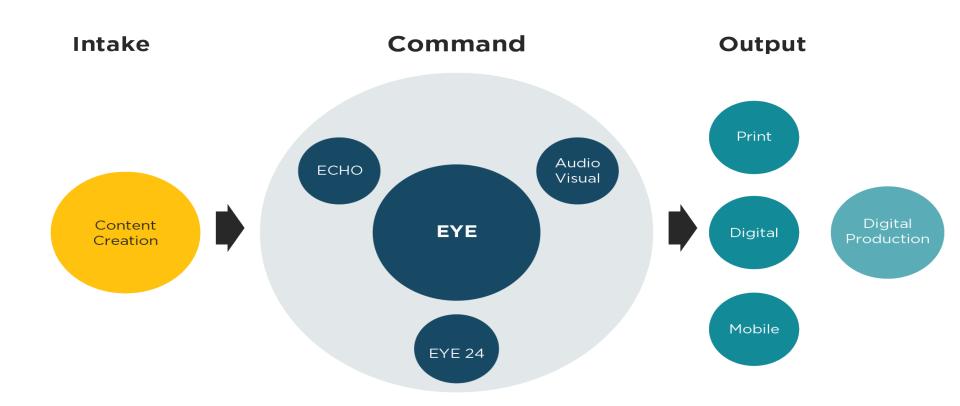
Intake



TWO-SPEED EDITORIAL DEPARTMENT



TWO-SPEED EDITORIAL DEPARTMENT



IN THIS MODEL PRINT BECOMES AN OUTPUT DESK

A SEPARATE PRINT TEAM SELECTS THE BEST CONTENT AND AT THE END OF THE DAY REWRITES IT AND IMPROVES IT FOR A PRINT PRODUCT

EDITORS ARE FOCUSED ON NEWS COVERAGE AND NOT ON FILLING SPACE ON PRINTED PAGES

THE END OF LINEAR, VERTICAL STORIES

DEVELOP STORIES, DON'T JUST TELL THEM

PEOPLE CONSUME CONTENT TRANSVERSELY AND NOT VERTICALLY

THIS IS WHY WE MUST TRANSFORM INTO FLEXIBLE TRANSMEDIA NEWSROOMS, SO WE CAN ADAPT AND ADOPT NEW PLATFORMS, LANGUAGES, FORMATS

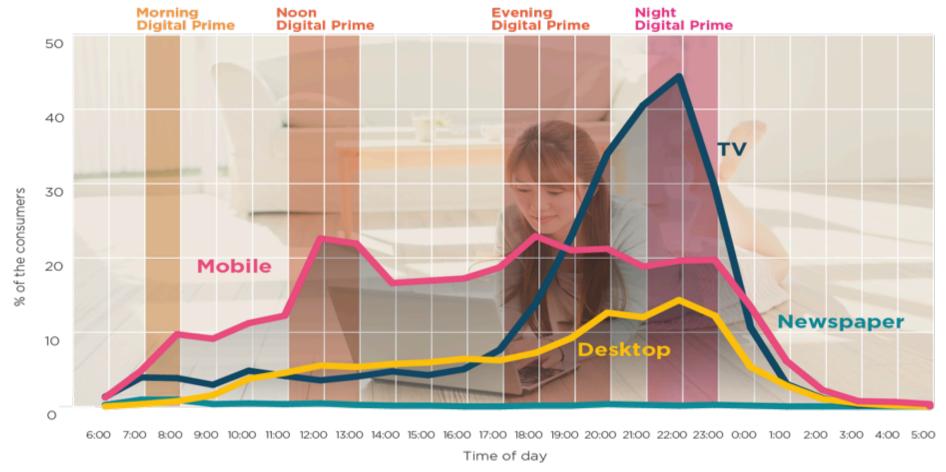
OUR AUDIENCE IS TRANSMEDIA

IT FOLLOWS CONTENT MORE THAN MEDIA

A TRANSMEDIA NEWSROOM MUST BE ORGANIZED FOLLOWING THE AUDIENCE LOGIC

CONTENT MORE THAN SECTIONS

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!

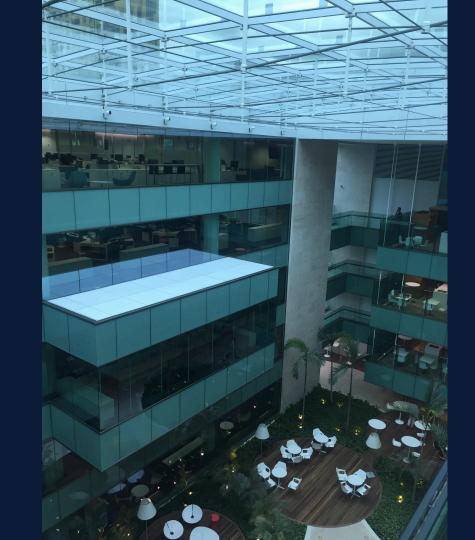
YOU WILL NEVER BE A TRANSMEDIA COMPANY IF YOUR WORKFLOW FOLLOWS THE PAPER LOGIC

FOUR CASE STUDIES FROM FOUR CONTINENTS WHERE INNOVATION MEDIA CONSULTING HAS WORKED IN THE PAST 12 MONTHS

OGLOBO

O GLOBO BRAZIL

WE STARTED WITH THIS



...AND ENDED WITH THIS



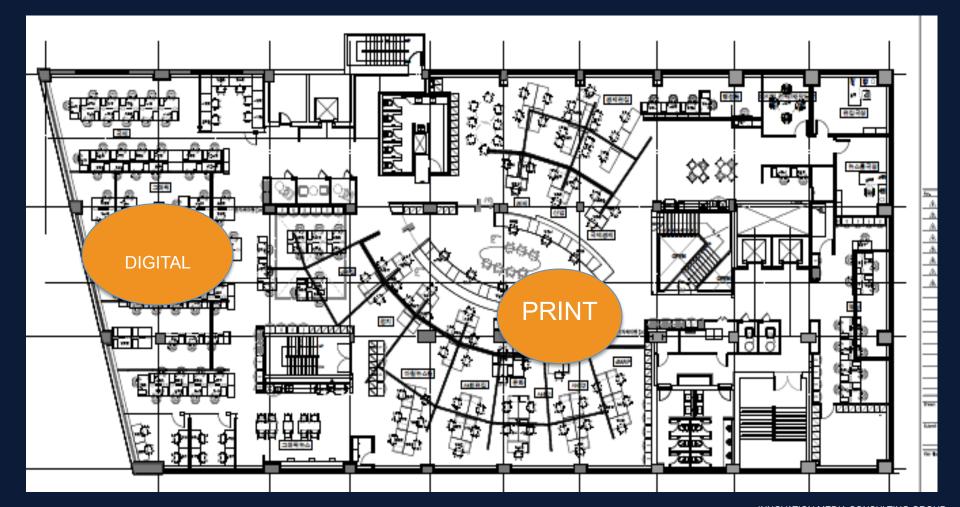




① 중%일보

JOONGANG ILBO SOUTH KOREA

WE STARTED WITH THIS



...AND WILL END WITH THIS











INDIA TODAY NEW DELHI

THE MOST MODERN IN ASIA

INDIA TODAY MEDIAPLEX



INDIA TODAY GROUP







































INDIA TODAY GROUP

INTAKE

REPORTERS

WRITERS

VJS



CAMERAMEN

PLANNERS

INDIA TODAY GROUP INTAKE OUTPUT

REPORTERS

WRITERS

VJS

CAMERAMEN

PLANNERS

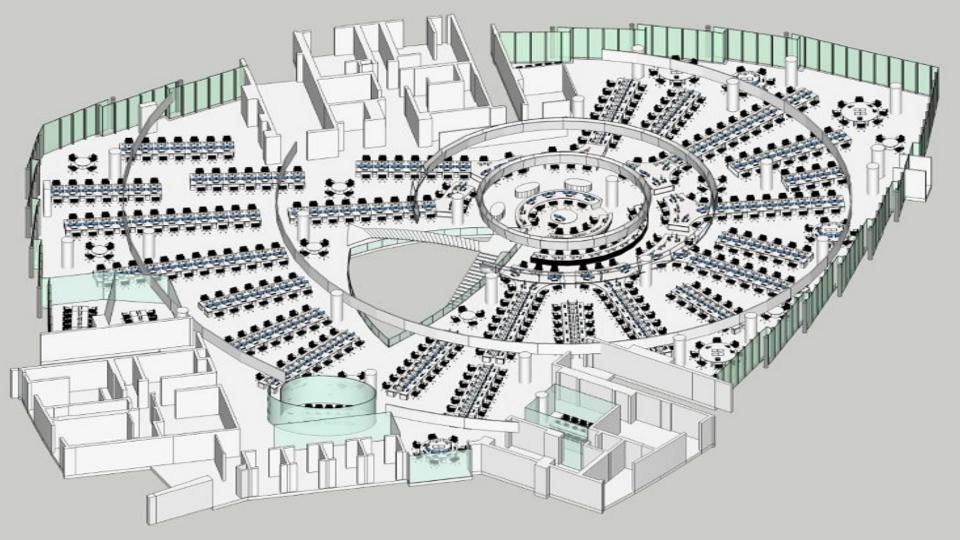


ITG INTEGRATION PLANNING

BREAKING NEWS

INTELLIGENCE AND ANALYSIS









TIMES MEDIA GROUP SOUTH AFRICA

LEADING NATIONAL NEWSPAPER GROUP IN AFRICA

STRONG TRADITION OF EXCELLENCE IN JOURNALISM

MANAGEMENT IDENTIFIED URGE TO CHANGE, MASSIVE PROJECT BUT NEEDED TO SUSTAIN AND BUILD A FUTURE

INNOVATION MEDIA CONSULTING

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

TODAY

- Silo-busting through architecture
- Robust, growing digital operation
- Print & digital planned together
- Shared services in visual/suport
- Massively engaged staff
- New modern newsroom
- Digital-first workflows
- Multimedia part of daily planning









THE FUNDAMENTALS HAVE NOT CHANGED, THEY HAVE BECOME EVEN MORE IMPORTANT





GOOD JOURNALISM IS GOOD BUSINESS

THERE IS A CLEAR AND VERY PROFITABLE WAY FORWARD TO REBUILD THIS BUSINESS BASED ON DIGITS AND ATOMS

WE HAVE BEEN HELPING THOUSANDS OF NEWSPAPERS MAKE THIS TRANSITION SUCCESSFULLY

WHAT IS ESSENTIAL TODAY:

1. A DIGITAL PAID STRATEGY TO MIGRATE FROM AD REVENUE TO READER REVENUE

2. AND YOU NEED A NEWSROOM MODEL TO DELIVER CONTENT WORTH PAYING FOR

CHANGE IS WHAT WE DO AT INNOVATION WE ARE ENABLERS OF CHANGE

...WHAT REALLY MATTERS IS JOURNALISM, WILD IDEAS AND CRAZY PEOPLE

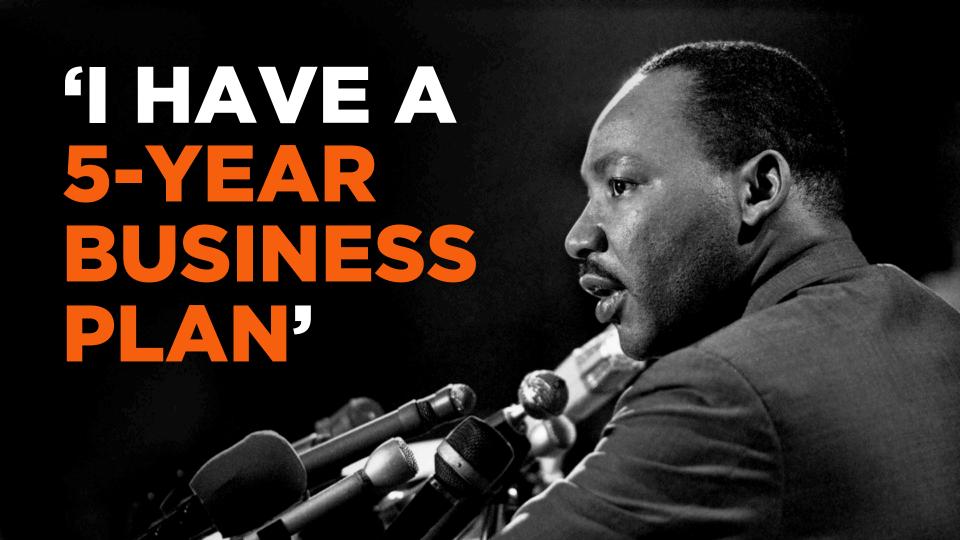
CULTURE TRUMPS STRATEGY ANY DAY

FACTS AND STATISTICS DON'T GET THE JOB DONE

PEOPLE FOLLOW PEOPLE









THE DREAM OF TURNING THIS PROFESSION INTO A SUSTAINABLE ENTERPRISE FOR THE DEMOCRACTIC HEALTH OF ANY NATION

...WE NEED GREAT EDITORS AND PUBLISHERS WHO CAN DREAM AND LEAD AGAIN

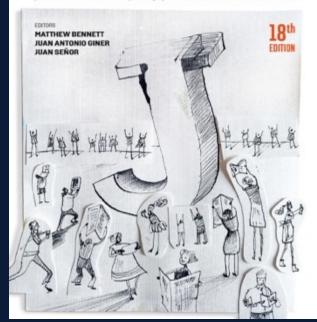


...WHAT IS YOUR DREAM?

THANK YOU

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WWW.INNOVATION.MEDIA