



# ANNUAL REPORT 2014

## passionate principled purposeful united

We believe information, knowledge sharing and networking are irreplaceable catalysts for transformation and growth and part of our fundamental mission at WAN-IFRA. The more we know, the better we are prepared for tough decisions and turbulent times.

We also believe that information, even the most critical and strategic business news, has only limited value if not brought into perspective. This is particularly so given the world is undergoing such deep reshuffling. To build the future, we cannot be tied to the present

day and current technology. The growth in computing power and the exponential inclusion of digital in our daily lives outstrips our ability to reframe our ethical and legal approach to digital decision making. No technology is immune from ethical and regulatory questions. WAN-IFRA brings you a healthy perspective on the many collective challenges facing our industry, with particular focus on press freedom, general interest media policy, and critical global Internet governance issues.



# WAN-IFRA knowledge hub leads the global conversation about business models, technologies, and regulation that matters for the future of news publishing

## Who We Are

WAN-IFRA is the World Association of Newspapers and News Publishers. It derives its authority from its global network of leading news publishing companies and technology entrepreneurs, and its legitimacy from its 80 member publisher associations representing 18,000 publications in 120 countries.

Founded in 1948, WAN-IFRA has always been committed to:

- Fostering international business cooperation among publishers and business partners,
- Sharing best practices in both business and technology,
- Working as a representative trade body to elaborate and advance quality and technical standards in the production workflow and business value chain
- Engaging with public authorities, institutions, and other trade bodies to promote press freedom and advocate for the independence and self regulation of the industry.

Today, WAN-IFRA is a leading global resource for publishers, editors, chief technology officers, digital business executives, news publisher associations, technology suppliers, service providers and research centres with three focus areas : innovation and business development - regulation and global media policy - press freedom.

Our mission is to defend and promote press freedom, and help independent news publishing companies to succeed in their transformation process, increase their business, and perform their crucial role in open societies.

We operate two international headquarters based in Paris and Frankfurt, with regional offices in Singapore, Chennai, and Mexico City, with a staff of 50. WAN-IFRA is a not for profit organisation funded by membership fees (25%), Events (25%), Expo (25%). Other incomes are associated with our advisory service, publication departments, training operations. In addition to this baseline budget, WAN-IFRA raises international funds from private and public agencies to develop project based training, coaching programmes, and global advocacy campaigns for news professionals in emerging democracies.

“WAN-IFRA has a strong pedigree and offers a level of expertise that its members appreciate. It's that level of expertise and meticulous attention to detail which helps people like me and our business deal with the industry's challenges”.

Kevin Beatty , CEO, dmg::media, United Kingdom

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## 70 YEARS

Reporting on critical technology and business challenges since 1948, with the backing and collective intelligence of the world's leading network of news organisations and technology entrepreneurs.

## 50 STAFF

Committed to the beliefs that better journalism changes the world; that it's a powerful force for common good in humanity.

# Products and Services

## What We Do

WAN-IFRA is the world's largest trade organisation for news publishers and the leading provider of real time business and strategic intelligence services to newspapers, and news publishers around the globe.

The exponential growth and adoption of consumer technologies drives new news media consumption patterns and forces publishers to react and adjust their businesses rapidly. WAN-IFRA supports this transformation by delivering four main services:

1. Support to innovation and business development. With dedicated platforms and marketplaces like the Global Alliance for Media Innovation, or our advisory services and training programmes to individual company members;
2. Critical business news strategic, and market insights with print and online publications, special reports, white papers, and online targeted resources;
3. Monitor and share industry best practices through our series of events and forums. Every year, we engage with more than 4,000 individual executives who attend our events organised in Europe, the Middle East, the Americas, South Asia, and Asia Pacific;
4. Advocate for press freedom, major global media policy issues that impact the independence of the press, and promote common principles and important values that contribute to an inclusive, multi stakeholder, effective, legitimate, and evolving global Internet governance framework.

WAN-IFRA represents the newspaper industry in all international discussions. It works closely with the 80 national newspaper associations within its membership and has formal associate status to represent the newspaper industry at UNESCO, and consultative status at the United Nations, the World Intellectual Property Organisation, the Council of Europe, international sport organisations like FIFA.

As a global organisation with a human rights mandate, WAN-IFRA oversees initiatives to ensure that the press' essential role in society is understood and respected. The organisation fights and campaigns to abolish 'Insult Laws' and Criminal Defamation in Africa, to protect copyright on-line, to maintain open coverage of newsworthy events, to promote gender balance in the news industry, and to help newspaper companies go "green".

## 4 REASONS TO JOIN





## Essential

1

### **Financial turnaround**

**achieved in 2013.** Preliminary forecast for 2013 reports a positive ordinary business result of 73,000 euros. EBITDA will reach a positive of 260,000 euros.

2

### **World Publishing Expo revenues surpassed the previous year's level.**

Overall, Wan-Ifra attracted 8,140 individual participants to its events and training programs in 2013, a stable figure. Positive forecast Expo 2014.

3

### **New organisation in place**

Since January 2014, Wan-Ifra operates under a new organisational framework based on a complementary structure: the association and advocacy platform on one side and its Media Institute on the other side.

4

### **Media Innovation Hub ramps up**

The Media Innovation Hub is a new initiative of Wan-Ifra. Its role is to connect innovators, start-ups with growth potential in the news media worldwide

5

### **Press Freedom campaigns in mature democracies**

Wan-Ifra has never been as active in Europe, including an unprecedented mission in United Kingdom

## Passionate. Principled. Purposeful... and United

For many years, Wan-Ifra has followed the motto "Think global, act local". This has been the motivation behind the regional redeployment of our organisation in Southern Europe, the Asia Pacific, and India. Since then, the dynamics of our market and the combination of new initiatives across the organisation have dramatically changed the way we operate worldwide. At the same time, our historic motivation and relevance remain more than ever intact and strong.

What does this mean for Wan-Ifra in 2014? Where are we heading? The newspaper and news publishing global market is more fragmented than ever. The only way to address the challenges of our business is to first overcome the division of the industry, restore the global unity that has been the only proven way to control its value chain for decades. The challenge is to share a common understanding of what will drive our future, engage our audiences, increase revenue, and ultimately maintain the financial sustainability of independent news organisations worldwide. More than any other trade organisation, Wan-Ifra has been instrumental in defining the trends in productive, cost efficient, and quality driven printing operations, new models for cross platforms, converging newsrooms, successful paid content strategies, to name just a few examples.

What are the next big challenges? The fact that media are increasingly audience-centric and developing a variety of new business models means that we are potentially getting into a golden age of media, news and commerce. The high-quality audience, spanning across print, desktop, tablet, and mobile platforms, allows publishers to increasingly leverage this audience connection to change the way they sell content and advertising, and allows them to bundle new services into their traditional portfolio. Publishers must also redefine traditional roles, do more and better with less, act on mobile, increase loyalty and a sense of community, and build confidence by advocating for a passionate, principled and purposeful mission.

In this context, you need a really global and representative organisation, able to filter, comment, share and distribute scenarios for the future. Wan-Ifra is this organisation: legitimate, truly global, expert, and able to accelerate the transformation of our industry. Publishers, editors, journalists, technology officers, sales executives, and service and tech providers must renew their desire to work together based on shared goals and objectives. Wan-Ifra seeks to foster this enthusiasm. Last year was dedicated to re-establishing a solid financial and organisational position for Wan-Ifra. This year, we will work on connecting professionals around a common vision for the future. Revitalizing the role of our technical committees, and ramping up our Media Innovation Hub are among our priorities for 2014.

I wish you insightful reading and look forward to interesting and fruitful discussions in Torino, during the 66<sup>th</sup> World Newspaper Congress.

Vincent Peyrègne



# Advocacy

Press Freedom  
 News Literacy  
 Media Policy  
 Media Development  
 World Editors Forum  
 Prospective & Innovation

High-level advocacy and rapid-response missions are a cornerstone of WAN-IFRA's press freedom activities. In the past four months, WAN-IFRA has travelled to Ecuador, Ethiopia, Ukraine and the United Kingdom in support of this mandate.

## UKRAINE: UNCOVERING ATTACKS ON THE PRESS AND DEMONSTRATING SOLIDARITY

In response to reports of escalating violence against media in the Ukraine, WAN-IFRA joined a delegation of national and international media organisations to investigate the dozens of alleged attacks on journalists, and provide a showing of solidarity to their Ukrainian peers. The mission, which coincided with the peak of protests and violence in Independence Square, uncovered more than 160 cases of physical attacks on the media, as well as incidents of direct and indirect censorship. WAN-IFRA continues to closely monitor the situation.

[Read more](#)

## UK: LEADING PUBLISHERS INVESTIGATE PRECEDENT SETTING MEDIA DEBATES

With debate raging in the UK over the introduction of the *Royal Charter on Self Regulation of the Press* and the precedent-setting implications of its adoption, WAN-IFRA brought together a group of leading publishers and CEOs from its European and North American membership base to meet with dozens of policy makers and members of the media to further examine the issue. Over the course of two days, the delegation met with Secretary of State for Culture, Media and Sport, Maria Miller MP; Chairman of the Culture, Media and Sport Select Committee, John Whittingdale MP; leading human rights lawyer Lord Lester, as well as members of the local media including Guardian editor Alan Rusbridger, whose publication has weathered sustained pressure on the part of the British government since the release of the Snowden files. WAN-IFRA published an in-depth report on findings and recommendations on March 17, 2014. The mission attracted significant media attention internationally with articles appearing in major newspapers in Russia, India, Brazil, Japan and the UK. [Read more](#)

## ETHIOPIA: ADVOCATING FOR THE RELEASE OF UNJUSTLY JAILED JOURNALISTS

As part of a sustained advocacy effort to free incarcerated Ethiopian journalists including WAN-IFRA 2014 Golden Pen of Freedom Laureate Eskinder Nega, WAN-IFRA met with more than 30 editors, journalists, lawyers, politicians and bloggers as well as associates of imprisoned journalists in Addis Ababa to bring global attention to the matter and lobby the Ethiopian government. WAN-IFRA continues to exert sustained pressure on the Ethiopian authorities, and will honour Nega in front of 1,200 delegates at the Opening Ceremony of the World Newspaper Congress in Torino in June. [Read more](#)

## New directions, New responsibilities, New roles

As part of the new organisation implemented earlier in January, **Larry Kilman** will take over the role of Secretary General of the umbrella Wan-Ifra association. He will oversee the activities of the advocacy branch of Wan-Ifra, including Press Freedom, Media Development, News Literacy, Public Affairs, Innovation and Future Technologies.

**Andrew Heslop** has been appointed Director of Press Freedom, replacing **Alison Meston**, who moves to the newly created position of Director of Global Campaigns. Andy, who was previously chief editor in the press freedom department, takes over the daily duties of the department, while Alison will be responsible for promotional campaigns and other initiatives across the association.

**Stephen Fozard** has been appointed Project Director for the newly formed Media Innovation Hub. He will drive the implementation of a global media innovation mapping in 2014, install the international alliance for Research and Innovation programs.

Our efforts are supported by a dedicated pool of consultants. **Mira Milosevic** will be a key resource for the analytics component of World Press Trend. **Melanie Walker** will drive our efforts in the area of Media Development. For those of you who have not yet met her, Melanie is a long-time contributor to WAN-IFRA. In her role, Melanie will contribute to the fundraising effort, which is critical to ensuring the continued lifespan of our many great press freedom and media development initiatives.

## ECUADOR: SUSTAINED PRESSURE IN THE FACE OF INCREASED GOVERNMENT AGGRESSION

WAN-IFRA has conducted multiple fact-finding missions, high-level advocacy meetings and protest campaigns over the past three years to challenge the systematic attacks and both direct and indirect censorship on the independent press in Ecuador. The most recent fact finding mission uncovered the alleged use of a state-owned media conglomerate to denigrate all media and individual journalists who criticise its policies. In the coming months, WAN-IFRA will use the mission findings to raise awareness amongst European media and governments, shining an international spotlight on one of Latin America's most repressive regimes. [Read more](#)

## OPEN SOCIETY FOUNDATION SUPPORTS WAN-IFRA

The Open Society Foundations has committed to another two years of support for WAN-IFRA's "Soft Censorship" project, which examines the increasing use of indirect government censorship, including financial pressure and other practices that are intended to influence news media in more subtle ways than closures, imprisonments, direct censorship, or physical attacks. [Read more](#)

## ACCELERATING AND EXTENDING OUR FUNDRAISING STRATEGY TO SUPPORT OUR MEDIA DEVELOPMENT MISSION

WAN-IFRA currently fundraises about € 1,2 million per year for its press freedom and media development activities, mostly from governmental donors and most prominent international foundations. With the support of the Press Freedom and Media Development Fund chaired by Lars Munch, WAN-IFRA started a new journey, developing a comprehensive strategy related to fundraising with increased efforts directed towards a wider list of prospective funders there is an opportunity to raise significant funds for press freedom and other non-profit activities of WAN-IFRA.

WAN-IFRA's media development, press freedom and youth engagement & literacy programmes rely extensively on external funding. We have achieved great things with the external funding we have received to date, including the creation of innovative capacity building programmes such as Women in News and the Media Professionals Programme, as well as the Declaration of Table Mountain Campaign (to eliminate insult laws in Africa), our Media in Danger events, and of course, youth literacy initiatives, to name but a few.

Our programmes set us apart in the freedom of expression and media

development field for their innovative and effective approach. We are able to tap into our extensive network of engaged media executives to guide and support our initiatives, while also creating unique opportunities for networking and learning through access to WAN-IFRA's global portfolio of events.

Our efforts are rooted in the guiding principle that while news media require fundamental freedoms and safeguards to perform their role in scrutinising those in power and promoting good governance and democracy, media that are financially viable and professionally managed are more likely to be successful agents of change in their social context and society at large. Improved business management skills lead to greater financial independence, and better editorial management skills lead to higher-quality journalism. It is for this reason that WAN-IFRA often works with managers and executives, as they are the ones who can effect real and lasting change within their organisations, so that news media can better fulfill their crucial societal role.

This is important work, and we are proud of our accomplishments to date. In the past four years alone, WAN-IFRA has empowered agents of change and influenced policy in dozens of countries across five continents. Just last week, WAN-IFRA deputy CEO Larry Kilman took part in a delegation to Ukraine to protest the escalating violence and crackdown on freedom of expression in the country.

Since 2010, the majority of our work in the field of freedom of expression and media development has been funded through our ambitious strategic partnership with the Swedish Development Cooperation Agency (Sida). As we look to 2015 and beyond, we recognize that to ensure the continuity of our programmes and build upon the impact we have had to date, we need to diversify our funding base. This means not only creating new linkages with traditional donor agencies and intergovernmental organisations, but also reaching out to the corporate world, from which much of our membership-base is drawn.

## NEW MEDIA PROFESSIONALS PROGRAMME LAUNCHED

WAN-IFRA has launched a new Media Professionals Programme in the Middle East and North Africa, with the support of the Swedish International Development Cooperation Agency (Sida), that will provide training and support to media companies in Egypt, Iraq, Jordan, Palestine, Syria, Tunisia, Yemen.

WAN-IFRA's Women in News programme in southern Africa, also supported by Sida, will be expanded in 2014. The project is also supported by Sida.



## WAN-IFRA: Actions in UK have placed press freedom 'under threat worldwide'

by Arif Dumeni, added 19 hours ago

Attempts by the British government to influence the media and "dictate what is in the public interest" have global ramifications for an independent press, and are already being used by repressive regimes to excuse their own practices, is the damning conclusion of a world press investigation today.

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Our press freedom mission's report to the UK extensive coverage in the British press

Larry Kilman, along with Melanie Walker, head of the media development programme, and media development consultant Kajsa Törnroth, traveled to Stockholm in January to meet with Sida to discuss the 2014 programme, which is the last year of a partnership that began in 2009. Subsequent meetings are planned to discuss potential future projects with Sida as well as other potential partners.

## WOMEN IN NEWS

With 80% of participants having been promoted or making a career move since its launch in Botswana, Namibia and Zambia.

The highly successful Women in News (WIN) programme is now expanding to two additional countries, Zimbabwe and Malawi. More than 20 news media companies and 50 high potential women thus far have benefited directly from the skills development, coaching, peer mentoring and networking opportunities provided through WIN. The first series of Women in News 2014 events already took place in March.

Norah Spie, a veteran Zimbabwean journalist, media trainer and communications consultant, has been recruited to the local manager of Women in News, bringing the programme closer to the audience it aims to support. Brenda Zulu, a graduate of the WIN programme, will take over management of [www.womeninnews.org](http://www.womeninnews.org)

Print and Digital Media South Africa, WAN-IFRA's member association in the country, has agreed to partner in WIN South Africa this year through a joint funding and operating arrangement that allows for an expansion of the programme. WIN South Africa will also offer certification through collaboration with Wits University Department of Journalism, a first for WAN-IFRA's media development programmes.

WIN graduate Emelda Libanga was recently promoted Editor of the Sunday Mail, Zambia. Note Libanga on the impact of WIN: "From the time I joined the programme in 2010 to date, my career has experienced tremendous progress -from that of sub-editor which is senior reporter level in our organisation to now heading my own Section, the Sunday Mail. I also managed to upgrade myself academically to a postgraduate level. I can assuredly trace my career progress to the coaching, training and networking WIN exposed me to during the three years I was a participant. I'm grateful to WIN for equipping me with necessary tools to succeed in my career."

In 2014, WIN will launch the Alliance for Women in News, a working committee that partners with news media companies to collectively identify and

implement concrete solutions to help widen the pipeline to management and executive roles for their women employees through education, training, advocacy and awareness raising.

## ADVOCACY AND MEDIA POLICY

Holger Rosendal, Head of the Legal Department of Danske Medier, has agreed to be the WAN-IFRA representative to the World Intellectual Property Organisation (WIPO). Holger represented WAN-IFRA at the Standing Committee on Copyright and Related Rights from 16th to 20th December 2013 in Geneva. A new session of this committee is likely to take place in the spring of 2014. Ebbe Dal, Director of Danske Medier, will present Holger's findings at the Committee of Directors of Member Associations in Torino on 7th June, so that a strategy can be devised.

Elena Perotti is organising advocacy sessions at the Torino Congress, in collaboration with the University of Torino. The panel discussions, on Tuesday, 11 June, will be focused on copyright and intellectual property, and on rights in conflict with freedom of expression (such as defamation, right to be forgotten, privacy).

## YOUTH ENGAGEMENT AND NEWS LITERACY

The Dutch Newspaper Association NUV has been designated the first "Center of Youth Engagement Excellence", a new

WAN-IFRA initiative to honor newspaper associations that have a deep, long-term commitment and devote resources to news literacy and youth engagement. The French regional newspaper association SPQR will be honoured in March. [Read more](#)

## WORLD PRESS TRENDS

The Swedish-based research organisation Research and Analysis of Media AB (RAM) has become a data partner for World Press Trends, joining ComScore, IPSOS and Zenith Optimedia. The data partners allow WAN-IFRA to enhance its report and database beyond the primary data provided by members. WAN-IFRA is updating its questionnaire to better reflect our changing media environment. The questionnaire will be circulated to members at the end of February.

## MEDIA INNOVATION HUB

The new Media Innovation Hub (miHub) has a number of upcoming events and projects planned, including two hackathons: one dedicated to reinventing journalism, on 3 and 4 May in Aarhus, Denmark, and another on advertising at the Torino Congress.

The Hub is also organising the Energy Lounge in Torino, a technology showcase where delegates can experiment with disruptive end user innovations.

The Hub is also planning to issue a new publication, the WAN-IFRA Tech Briefs, that will provide a thrice-yearly update on new technology that is relevant to news media.



Amsterdam, February 2014 - Induction of the Dutch association NUV as the first Center of Youth Engagement Excellence. From left, Chris van Hall, director of Nieuws in de Klas, Fifi Schwarz, outgoing director of the programme, and Aralyn McMane, Wan-Ifra



*The Media Innovation Hub sits in our Paris office and is led by Stephen Fozard, Project Director.*

*You can reach Stephen at [Stephen.fozard@wan-ifra.org](mailto:Stephen.fozard@wan-ifra.org)*

The third element of the program consists of organising a research and innovation alliance to facilitate news publishers' access to research and innovation programmes, particularly in the EU's Horizon 2020 framework.

**More about the Media Innovation Hub:**

The Media Innovation Hub is an international alliance of innovation practitioners, research and innovation centres, and emerging technology providers powered by Wan-Ifra. Our main objective is to foster long-term growth in the news media business by unlocking the potential of innovation provided by the growing ecosystem of emerging technology providers and innovation centres worldwide. Our central point is encouraging experience sharing, providing networking platforms for publishers, suppliers, start ups, innovators, developers, academic and research centres. This initiative is also expected to revitalize our legacy platforms, especially the portfolio of exhibitors and visitors to the World Publishing Expo.

The Media Innovation Hub is a change accelerator. We feel the needs for change and innovation must be much faster and broader. Our industry requires a reliable flood of new technologies, products and business models. Indeed, we see the future of news media being invented right now, all around the globe, by hundreds of different companies, universities and entrepreneurs. But their separate efforts, research, prototypes and roll-outs get inconsistent attention and analysis. Many good ideas fail only due to lack of development support. Others get hyped beyond their real value. Vital lessons and examples are not being widely enough or rapidly enough disseminated.

Considering these challenges, WAN-IFRA's Media Innovation Hub serves three key missions. Everything the Hub does will directly serve one or more of these missions:

1. To KNOW what research and development efforts are in the works with potential value to our industry. The Media Innovation Hub is a catalyst and a curator for start-ups and emerging technology and service providers with growth potential in the news media sector. It connects innovation stakeholders, facilitates cooperation across companies and disciplines, promotes the adoption of innovative solutions by media companies.
2. To CONNECT those various efforts to partners and resources so that they might reach their potential. The Media Innovation Hub will screen and map international technology and consumer innovation best practices and players. It keeps the news publishing international community up to date about latest trends and actionable business cases. It serves as an innovation evangelist.
3. To SHARE the results of those initiatives with the wider news media industry hungry for more change. The Media Innovation Hub clears the way to innovation by leveraging the business potential of international research and innovation programs. It provides news media companies with services to access international pre competitive, multi disciplinary research and innovation programs initiated by private and public funding partners, particularly the Horizon 2020 European R&D framework program



*Wan-Ifra released two reports about the damage of soft censorship in Serbia and Hungary (January 2014)*





# Business & Technology

Publications & Insights  
 Training & coaching  
 Global Events  
 Regional events  
 Advisory

## HIGHLIGHTS 2013

As the second largest revenue stream, after membership, the exhibition revenues represents 26% of our global revenues and surpassed the previous year's level from 2,1 million euros in 2012 to 2,3 million in 2013 (+7%). World Publishing Expo 2014 trend is encouraging with a good level of pre booking for Amsterdam in October 2014.

Overall, Wan-Ifra reached a stable level of 8,140 individual participants to its events and training programs in 2013. Despite a good level of attendance, revenues in this area is expected to decrease by 22% , reflecting the impact of our Partners Program as well as an increased pressure on prices.

With 9% revenue increase, our consulting department is performing well, representing 10% of our revenues in 2013.

Finally, in the area of publications, the introduction of the new magazine in February 2013 and the relaunch of bi-monthly SFN special reports have been well received by the industry (+14% revenue increase). World Press Trends revenues doubled in the same period.

## EVENTS

### Digital Media India 2014 addressed content, monetisation and social media challenges - 5 and 6 February in Chennai.

With 22 per cent annual growth and more than 80 million internet users, 725 million wireless subscribers, and about 80 million internet on mobile subscribers, India is a melting pot of growing digital media businesses. News publishers exploring the opportunities in this dynamic market are turning their attention to Digital Media India 2014.

Launched in 2012, the conference organised by the World Association of Newspapers and News Publishers (WAN-IFRA) this year addresses the crucial issues of content and technology development, strategies for monetisation of content, and the "big three" of digital media success: social, local and mobile. Case studies from leading news publishers in Europe, the United States and India will be presented.

### Dagsvara, 5-6 February in Stockholm

The programme included sessions on paid content strategies, strategy and organisation, new revenue streams, radical changes to streamline production, as well as the impact of start-ups in the news publishing business.

### 9th Middle East annual Conference, Dubai (12-13 March)

With 300 registered participants, our annual With more than 300 participants attending the two days conference in Dubai, WAN-IFRA Middle East has become the leading media professionals gathering of the region. The Middle East Conference experienced again this year a high level of local support and financial results exceeded expectations.



## What's ahead for the newspaper industry in 2014

**Structural change in the media sector continues unabated. While the digital sector is growing, print business is on the decline in many parts of the world. For printing plants, excess capacities pose a challenge, and investments in replacement production equipment are being postponed.**

### Printing Summit, München (18-19 March)

The program combined business, marketing, young readers and technical as well as maintenance topics with speakers from America to Sri Lanka. The Printing Summit format will be revised for its 2015 edition.

### Hong Kong to Host WAN-IFRA's Leading Asian Newspaper Event Publish Asia 2014.

The annual Asian newspaper conference from the World Association of Newspapers and News Publishers (WAN-IFRA), is set to take place in Hong Kong on 23-25 of April 2014. For its 14th edition, Publish Asia will focus on case studies showing how media companies across the globe are defining and implementing innovative strategies to secure their future. More than 400 newspaper executives from Asia Pacific and the Middle East are expected to attend the three-day event.

WAN-IFRA's Asia Pacific Committee chose Hong Kong as a venue as it is one of Asia's most exciting and competitive newspaper markets. It will be the first time that Publish Asia takes place in Hong Kong in its 14 years history. "The newspaper industry is undergoing tremendous changes," said Keith Kam, the Chairman of the Newspaper Society of Hong Kong and a member of WAN-IFRA's Asia Pacific Committee. "Publish Asia is a unique annual networking and learning platform that helps news publishers understand the crucial challenges the industry faces and provides them with insights on turning these challenges into opportunities. We are very pleased that this prestigious event will be held in Hong Kong in 2014."

### 66<sup>th</sup> World Newspaper Congress, Torino

Placed under the personal patronage of the President of Italian Republic, in collaboration with FIEG and supported by 7 institutional and business partners. The Congress will feature

#### EXECUTIVE PROGRAMS

Focusing on boosting Smartphone and tablet business, SoMoNews (Social Mobile News) last seminar took place in New York City in February. Programme included leading edge mobile advertising with InMobi and YieldMo, a meeting with Vice News just a few weeks after launch plus NYT, WSJ, Storyful, USA Today, Conde Nast and an innovation workshop on The Lessons of Little Data. Amaury Group (Le Parisien, L'Equipe...) will host the next eRev workshop on paid content strategies.

Upcoming study tours in May will focus on fitter newsrooms (Stockholm, Oslo, Berlin), web video and integrated storytelling in New York (September) and Digital Advertising in October.

### WORLD PUBLISHING EXPO IN AMSTERDAM

The Amsterdam Expo will bring a strong focus on new events formats for traditional printing technologies experts as well as new digital players and business developers.

Key activities at Expo will include: a Media Hackday, 2 Start up tours, Guided tours, a Digital print pavilion, 2 Media ports and a flying media port. Exhibitors are well responding with space booked for 5.600 sqm brutto.

#### ADVISORY and CONSULTING

The concept of WAN-IFRA consulting is redesigned, with a complete review of service provision, consulting rates, target markets & segments and potential partners. The structure of consulting will be based on a central core consulting team, supported by an exclusive network of associate consultants from experienced industry experts.

We are strengthening the team with the recruitment of a new Senior Digital Consultant and appointment of an international consulting coordinator. The consulting website now presents all consulting areas – print, digital, editorial and strategic - under the umbrella of WAN-IFRA Consulting. Marketing actions will be developed in the coming months to include blogs, case studies, print advertisement and increased awareness and conferences and events.

The Consulting department is currently running projects in Dubai, Switzerland, France, Ireland, Hong Kong, Singapore and Germany.

#### PUBLICATIONS & INSIGHTS (SHAPING THE FUTURE OF NEWSPAPERS<sup>o</sup>)

Trends in Newsroom annual report is under way and the survey on Agency-cient research program is out. "Big Data analytics" SFN report is coming out soon

Among other reports planned in the coming months : Mobile & Tablets, Print to Digital Transformation. The Media Innovation Hub will also publish its first Techno Briefs trends report about wearable devices that could change consumers behaviours and bring new disruption in the business value chain of news publishing.

A fully integrated tablet edition will be launched in April, with primary content including World News Publishing Focus, SFN Reports, Asian Newspaper Focus, Live news from blog, and Wan-Ifra's YouTube video channel. The new publishing platform will be available on iOS and Android devices, will be free to Wan-Ifra members, paid for non-members.



## World Newspaper Congress, Torino Italy, June 9-11

**Mobile and emerging platforms , new formats, video, advanced analytics, and disruptive revenue streams will be the focus of World Newspaper Congress, World Editors Forum and Advertising Forum.**

**The 66<sup>th</sup> World Newspaper Congress is placed under the High Patronage of the President of the Italian Republic.**



## Digital Media Europe, London, April 7-9

**Record Entries in European Digital Media Awards**

**With a record number of entries in its European Digital Media Awards, the annual Digital Media Europe conference in London early next month will provide participants with a unique, wide-ranging perspective on innovation in digital news media.**

**The European Digital Media Awards, which recognise ground breaking digital products that engage readers and increase online business, drew 105 entries from 48 European publishing houses in 21 countries**

**In addition to the award-winners, the conference will feature nearly 30 presenters from news media, start-ups and leading digital companies from 13 countries, along with break-out sessions, workshops and off-site visits. [More details here](#)**

## CEO update

As always, Wan-Ifra is a busy hub of activity, and I would like to ensure you are well informed about our many projects and initiatives. This newsletter is intended to update you on latest developments.

Our preliminary forecast for 2013 reports a positive ordinary business result of 72 Keuros. EBITDA will reach a positive of 260 Keuros (final audited figures will be available end of April). This significant financial turnaround in 2013 demonstrates Wan-Ifra's ability to resist challenging market dynamics in its core regional markets, leverage the value of its portfolio of activities, and embark on a controlled cost reduction plan. This turnaround confirms the organization's commitment to control its financial situation.

With commercial revenues expected to reach 10.7 million euros in 2013 (11.5 million euros including fundraising), the global income from our commercial operations have weathered the general downward business trends observed in many mature markets where Wan-Ifra is well established. Membership contributions remained on a high level and also the strongest revenue stream in 2013.

On the expenditure side, operating costs decreased by -18%, while personnel costs fell by more than 16%. The saving on the expenditure side reflects total savings of 2.2 million euros in 2013. This represents a major effort for Wan-Ifra. We maintained an equal level of services to members -- and even introduced new activities in 2013 -- reflecting a renewed, more efficient and productive organisation. New expertise will be recruited this year but we still expect labour costs to be further reduced in 2014 as a natural fluctuation after the relocation of our German HQ from Darmstadt to Frankfurt. Since 2011, total expenses have been reduced by more than 27%, generating savings of 4.1 million euros over the period.

We finalized the sale of our building in Darmstadt on time and at particularly favorable conditions and report a positive net result of 1,3 M euros in 2013. Consequently, WAN-IFRA CH has turned its deficit not covered by equity of -482 K Euros in 2012 into a positive equity in 2013. Our net cash position on a year-on-year base, free of debts, also improved from 532 K Euros in February 2013 to 2,948 K Euros in February 2014. This positive liquidity outlook results from the successful sale of our property in Darmstadt and reflects the repayment of our loan in February 2014.

Following our last board meeting in Berlin, presentation of the consolidated annual accounts has been moved up from October to June 2014. You will receive by then all details about the final audited financial result 2013.

## NEW DIRECTIONS

The new organizational structure is in place since January 2014, with a clear and complementary focus assigned to both our French and German-based operations. Two new departments for Innovation and for Public Affairs, and a renewed team for Media Development, have been installed in Paris under the guidance of Larry Kilman, named Secretary General. Simultaneously, services to members placed under the management of Thomas Jacob, Chief Operating Officer, have been redesigned with a global services department comprising Expo and Congress, Publications Insights, and Advisory. A new Europe, Middle East and Africa (EMEA) office is now at the forefront of our direct connections with our members in those regions. The EMEA team supports the needs of our members and brings Wan-Ifra services across the regions. It will manage the events program and awards organized in the regions, as well as the rollout of a comprehensive training program for Newsplex and Adplex.

These changes in the organisational structure go hand in hand with the moving of our business operations from Darmstadt to a new office located in downtown Frankfurt.

A full subsidiary of the association, the services unit, as a dedicated Wan-Ifra Media Institute, will provide support to the association and develop business and technology activities and expertise, provide information and insights on trends and business models, and develop a portfolio of conferences, training, research reports, advisory services and marketplaces.

Regional offices (EMEA, LatAm, India, APAC) will be a direct and operational interface for members, bringing the services across the world, and adjusting Wan-Ifra global services to regional needs.

## PRIORITIES 2014

We defined five top priorities for our activities in the coming months and will align our operations according to these priorities in 2014:

**CONFIRM FINANCIAL TURNAROUND AND BUDGET CONTROL.** This includes the build up of Advisory, Training, Global events, EMEA, and LatAM Regional offices, strict cost control focused on easing the pressure from fixed costs, and a long term project for World Publishing Expo.

**BUILD TRUST AND BRING CLARITY IN THE ORGANIZATION.** This objective includes transparent and trustful financial monitoring and forecast, an internal

programme rewarding performance against targets, and define new corporate governance to be implemented in 2015.

**ENGAGE WITH CORE STAKEHOLDERS** by improving corporate communication, embedding members in key areas like campaigns for membership engagement, new project for our technical committees.

**INCREASE MEMBERSHIP VALUE.** This objective is aimed at raising Wan-Ifra's global value on Public Affairs and Media policies with focus on free speech in the digital age, Intellectual property, environmental matters, press freedom protest and facts finding campaigns. This objective will also be supported by the revitalization of Wan-Ifra leadership in innovation (ramp up of the Media Innovation Hub, repurpose value across internal departments, and position Wan-Ifra as a leading partner in research and innovation international programmes).

**ANTICIPATE.** A major issue will be to identify and grow diversified new revenue streams, and overhead generated by research and innovation, or media development programs, and campaign for membership acquisition and retention.

In all these activities, we will ask for your support and contribution, as active members of our strategic governing bodies.



*Wan-Ifra new office building located in Westhafen Pier, downtown Frankfurt.*

« In regard to the newspaper press, it will experience to a degree, that must in a vast number of cases be fatal, the effects of the new mode of circulating intelligence »

- James Gordon Bennett, New York Herald, 1845



## Essential

### 1 **Two consecutive strong World Newspaper Congresses.**

With more than 1,000 registered participants, the 66<sup>th</sup> World Newspaper Congress held in Torino follows the positive trend registered in Bangkok 2013.

### 2 **Final financial results released in June.**

Our annual financial results are now released in June. Wan-Ifra ended with positive figures in 2013: an ordinary operating business result +€ 70K and final result of +€ 1,395K.

### 3 **International alliance for Media Research and Innovation.**

One of the two priorities of Wan-Ifra Media Innovation Hub is to engage with academic and research centres around the world. This unique alliance between research and business is now a reality.

### 4 **A New Deal for the members associations.**

The Media Innovation Hub is a new initiative of Wan-Ifra. Its role is to connect innovators, start ups with growth potential to the news media worldwide.

### 5 **Welcome to Westhafen Pier.**

We welcome our members to our new German Headquarters located in Frankfurt am Main.

## The next BIG WAVE

**Research and innovation is key to the future of the news media value chain. Newspapers already successfully faced "new modes of circulating intelligence" (JG Bennett, 1845) and can still address the many challenges of hyper-connected societies by pooling intelligence from its network of peers and with the support of WAN-IFRA.**

*For decades, almost centuries, this innovation has been mostly pushed by the publishers' industrial partners and leveraged by WAN-IFRA platforms. With so many big tech providers impacted by the weak market conditions in print, this vital innovative input from traditional industry providers is about to dry. This bears major risks. We will not see anymore progress into ways professional news is produced, delivered and consumed, except if News media companies reclaim their capacity to innovate for themselves cooperating with a renewed set of partners coming from the emerging technologies ecosystem. Publishers and journalists must seize power over technology. It's a challenge of long-term survival. Similar to the environmental challenge, you can live without taking it into account but cannot build the future without addressing the challenge.*

*WAN-IFRA's mission is to help news media businesses, their technology officers, reporters and marketers to tap into this potential. We launched the Media Innovation Hub (miHub) to serve that goal, help publishers to connect and engage with Research centers from around the world, and the new generation of tech providers.*

*Media companies must now work intensively on the incoming disruption generated by the Internet of Things, wearable and hyper connected personal devices, mobile small data, to name just few incoming revolutions that will accelerate the consumer technology disruption already experienced in the past decade. If mobile has been the major disruptive factor during the past ten years, the hyper connected world will be the next big wave. Answers will come from a closer collaboration with research and experts who focus on these issues and deliver solutions business and tech solutions.*

### **Why is it so important for us to connect the media business to start-ups ?**

*Innovation produces value only if it's part of an ecosystem. You do not innovate if you are isolated and every media company needs suppliers, partners to accelerate the technology transfer from innovation to business. Exponential growth and adoption of consumer technologies drives new levels of service demands, including news. To really address this challenge, media companies must increase their experimenting curve, move fast; follow and anticipate. The more they cooperate as a community to support start-ups, and work upstream with research centers, the more they will have a chance to bridge the needs of their readers and engage them with powerful technologies.*

*Join our growing community of advanced operations worldwide. We would be delighted to send you more about our project for innovation and how it can help your businesses.*

Vincent Peyrègne, CEO

✉ [vincent.peyregne@wan-ifra.org](mailto:vincent.peyregne@wan-ifra.org)

☎ +33 68 792 17 25

👤 Follow me on [vincentpeyregne](#)



**FREE ESKINDER NEGA**



# Advocacy

- Press Freedom
- News Literacy
- Media Policy
- Media Development
- World Editors Forum
- Research & Innovation

## PRESS FREEDOM

Main activities/initiatives/outputs delivered from the Press Freedom department in the past three months:

- BOARD RESOLUTIONS on Thailand, Ethiopia and Jailed Journalists, Venezuela, African Heads of State
- PRESS FREEDOM ROUNDTABLE at Congress: Press Freedom in Established Democracies
- PRESS FREEDOM FILM at Congress is available on our website at <http://www.wan-ifra.org/articles/2014/06/08/2014-press-freedom-film>
- GOLDEN PEN of FREEDOM / Guilty only of courage / Martin Schibbye accepted this year's Golden Pen of Freedom on behalf of Ethiopian publisher and journalist Eskinder Nega. Schibbye spent 14 months in the same brutal prison where Nega remains. Schibbye offered a moving account of his friend's life and his ongoing commitment to press freedom regardless of the high price he continues to pay. As a follow-up of this year Golden Pen , we are exploring the idea of sending newspapers to Kality prison in Ethiopia.
- EGYPT Al Jazeera journalists sentenced in Egypt (protest/PR/articles)
- MEDIA VIOLATIONS IN EUROPE Open source platform available online :: <http://www.wan-ifra.org/articles/2014/06/10/open-source-platform-maps-media-freedom-violations-in-europe>

### 30 DAYS FOR FREEDOM CAMPAIGN (FreethePress)

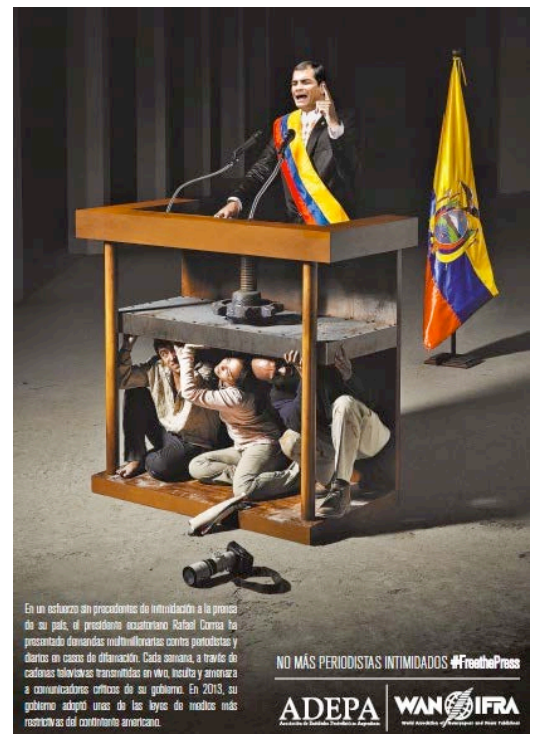
releases: Dhondup Wangchen (China, Day 2) and Agnès Uwimana (Rwanda, Day 3) [www.worldpressfreedomday.org](http://www.worldpressfreedomday.org)

WAN-IFRA launched on Friday 4th April an exciting online campaign to highlight the plight of jailed journalists worldwide.

In the 30-day lead up to 3 May World Press Freedom Day, we published daily profiles of imprisoned journalists and encouraging members to share information about their cases across digital networks and social media platforms.

Using the hashtag #FreethePress, we created a Twitter campaign that had global impact. We encouraged members to Tweet protest letters to relevant heads of state and widely share information about our selection of imprisoned journalists in an effort to raise global awareness around the individuals who have been sent to jail simply for doing their jobs.

In 2013, 211 journalists were listed as imprisoned - the second highest number on record. Our 2014 Golden Pen of Freedom laureate, Ethiopian journalist Eskinder Nega, is one of those.



En un esfuerzo sin precedentes de intimidación a la prensa de su país, el presidente ecuatoriano Rafael Correa ha presentado diversas medidas contra periodistas y editores en casos de difamación. Cada semana, a través de cadenas televisivas transmitidas en vivo, insulta y amenaza a comunicadores críticos de su gobierno. En 2013, su gobierno adoptó unas de las leyes de medios más restrictivas del continente americano.

NO MÁS PERIODISTAS INTIMIDADOS #FreethePress

## 3 IMAGES FOR THE 3 MAY SIGNED LOWE

Members associations and publishers like ADEPA and La Nacion in Argentina -above - published our set of advertising campaign specially produced by Lowe for WAN-IFRA. 3 campaigns to defend press freedom and condemn repression in Equator, Syria, and Ethiopia.

While Eskinder has become our focus for 3 May and beyond, in the build-up to World Press Freedom Day we have explored the issues surrounding the detention and imprisonment of journalists around the globe by highlighting individual cases that show why this is such a critical issue for press freedom worldwide.

More information about the 30 Days for Freedom campaign can be found online from the 4th April at [www.worldpressfreedomday.org](http://www.worldpressfreedomday.org)

Contact Andrew Heslop for more details about our Press Freedom Campaigns: [andrew.heslop@wan-ifra.org](mailto:andrew.heslop@wan-ifra.org)

We thank our media partners who relayed this initiative worldwide with columns and regular daily report like the ones published in La Stampa, Italy.



## MEDIA DEVELOPMENT

As our five-year strategic business partnership with the Swedish International Development Cooperation Agency (sida) comes to an end in November, the agency has invited us to submit a new three-year proposal for media development and press freedom projects.

The Norwegian Ministry of Foreign Affairs has agreed to fund WAN-IFRA's Media Professionals Programme in Southeast Asia for the second year. The project, which will run through mid-2015, provides skills and training to promising media executives in Myanmar, Vietnam and Cambodia. The Ministry has also invited proposals for additional projects. Once again, the Paris and Singapore offices will work closely to deliver the programme.

### AUSTRIAN DEVELOPMENT COOPERATION AGENCY

An introduction made by Gerald Grünberger, Managing Director of the Austrian Newspaper Association led to a meeting with the Austrian Development Cooperation agency to discuss cooperation. Our efforts to expand the breadth of our funding and operational partners also led to recent meetings with the International Press Institute in Vienna, International Media Support in Copenhagen, the Swedish media organisation ojo in Stockholm, and Euractiv and the Panos Institute in Brussels.

### UNESCO and WAN-IFRA

UNESCO and WAN-IFRA have agreed to partner in a new global survey of "shield" laws and the protection – or lack of it – afforded when journalists are pressured by authorities to reveal their sources. The report will also examine whether these laws extend to bloggers and other non-traditional reporters and media. An autumn publication is expected.

### EMERGING MARKETS WEBINAR

A dedicated programme has been launched in May. These weekly webinars, which focus on mobile, digital and editorial strategies, are complementary and offered to all members of the WAN-IFRA community. The virtual workshops are led by members of the WAN-IFRA media development Brain Trust, an informal association of media and business executives who have a vested interest in helping their peers in emerging markets succeed as businesses and editorially. Topics to date have included: Search Engine Optimisation, Changing Trends in Mobile Advertising, Building Social Media Presence and Inverted Journalism.

### EXECUTIVE TWINNING PROGRAMM LAUNCHED IN TORINO

The Executive Twinning Programme,

which aims to help newspaper executives overcome the relative isolation within which they operate and encourage South-to-South knowledge-share by bringing together participants of WAN-IFRA's media development programmes for skills exchange and mentoring. 10 representatives gathered in Torino for a two-day workshop, where they participated in closed door best-practice sharing and also met their twinning partners for the first time. Throughout the World Newspaper Congress participants also took part in onsite clinics with members of the Brain Trust and other willing Congress delegates.

### MEDIA PROFESSIONALS PROGRAMME

Business coaches have been conducted onsite and virtual coaching and consulting sessions throughout May and June. At the end of the month, 20+ media executives from Tunisia and Egypt gathered in Cairo for a two-day workshop led by expert trainers including World Editors Forum board member Anette Novak. A second, programme-wide gathering, will be held in September. Onsite, project-focused coaching and consultancies will take place over the summer months.

### WOMEN IN NEWS SOUTH AFRICA LAUNCH

25 South African women media executives gathered in Johannesburg for a two-day event as part of the launch of WIN South Africa, which is jointly operated by WAN-IFRA and Print & Digital Media South Africa. Workshops including coaching, mentoring and leadership and media management training will take place through to September. The partnership, an industry first, signals an exciting new chapter for WAN-IFRA's potential to collaborate with its member associations.

### SOFT CENSORSHIP GLOBAL REVIEW

WAN-IFRA released its first annual Soft Censorship Global Review, produced in cooperation with the Washington-based Center for International Media Assistance (CIMA). The Soft Censorship project, which is made possible through funding from the Open Society Foundations, will continue in 2014 and 2015, with the launch of the WAN-IFRA Self Censorship Monitoring System, an online tool to document individual cases of soft censorship, as well as in-depth reports, including a follow-up Global review to again be released in connection with the 2015 World Newspaper Congress.

Contact Melanie Walker for more details on our Media Development programs [melanie.walker@wan-ifra.org](mailto:melanie.walker@wan-ifra.org)

## WORLD EDITORS FORUM

The intern programme has been active and we have had talented interns from Australia and the UK assisting in lifting the amount of content on the Editorsweblog.

### WORLD EDITORS FORUM IN TORINO

The World Editors Forum programme was well received, in particular the session on changing the rhythm of the newsroom for a mobile world. Key takeouts worth highlighting :

"When we charge for our content, we had better make sure it's worth paying for." – Robert Shrimley, Managing Editor, FT.com, UK.

A mix of long and short articles is key: "Every long investigative piece we do, we accompany with a 6-paragraph summary in order to capture readers' attention." – David Callaway, Editor-in-Chief, USA Today.

"Stories under 500 words do well. Stories longer than 800 words work well. And in the middle there's a deadzone." – Gabriel Kahn, Professor of Professional Practice; Co-Director, Media, Economics and Entrepreneurship; Director, Future of Journalism at the Annenberg Innovation Lab, USA.

The sponsored editors programme, which brought 14 editors from Africa to the Conference was an overwhelming success, thanks particularly to the Digital Storytelling Masterclass which looked at cost effective ways to collect data for deeper storytelling. A sponsored monthly digital storytelling newsletter to attendees of the past two masterclasses began in June and will continue for the next year.

### OPEN SOCIETY FOUNDATION

Meetings were held with OSF to try to secure further funding for the Online Content Moderation project.

### CONFERENCE IN BERKELEY 2015

A project plan to hold an event at Berkeley Campus will be distributed to a working group for a third formal approach to the university.

### BOARD MEMBERS

Three new board members were elected: Dave Callaway, Editor-in-Chief of USA Today, Michael Cooke, Editor of the Toronto Star and Anders Nylands of Bergensavisen in Norway. Board resignations include George Brock, Geir Arne Bore and Kylie Davis.

☎ More on the World Editors Forum. Contact Cherilyn Ireton [cherilyn.ireton@wan-ifra.org](mailto:cherilyn.ireton@wan-ifra.org)

## MEDIA INNOVATION HUB

The Media Innovation Hub is ramping up with a social network dedicated to media innovation to be launched as a beta version in October and the Alliance for Media research and Innovation announced during the World Newspaper Congress in Torino.

### INTERNATIONAL ALLIANCE SUPPORTED BY MAJOR ACADEMIC AND RESEARCH CENTERS LAUNCH

WAN-IFRA and partners have launched a research and development alliance to bring together innovators, technology companies and media in a new platform for the exchange of ideas and projects.

📧 Check out our website <http://www.wan-ifra.org/node/104750>

### MEDIA INNOVATION HUB: A MEDIA START UPS HIVE TO CONNECT PUBLISHERS AND TECH TALENTS

WAN-IFRA and the development firm Resultaffabriken Consulting AB in Sweden have conceptualized a "Media Innovation Map" - a platform aimed at bridging the gap between the news media business, start-ups, suppliers and the research community in the field of innovation in the media industry. The aim is to increase cooperation and the sharing of quality innovation. A first prototype of the Media Innovation Map was presented during the Congress in Turin and was welcomed with enthusiasm.

The network of supporter is increasing and a closed beta version will be released in October during the World Publishing Expo.

## MEDIAHACKDAYS

The Media Innovation Hub brought to life three Hackdays during the last 9 months, including Berlin, Aarhus and Torino. The second edition of the hackathon linked to DMA will take place by the end of October in Singapore. SPH and NTU are key partners.

☎ If you want to learn more about participating to the Media Innovation Hub, please contact Stephen Fozard [stephen.fozard@wan-ifra.org](mailto:stephen.fozard@wan-ifra.org)

## YOUTH ENGAGEMENT AND NEWS LITERACY

The World Young Reader Prize, which annually honours news publishers who succeed in engaging the young, has launched four new categories for the 2014 competition – Digital First, Going Green, Playing with News and Partnerships. Deadline was 15 July.

News publishers around the world are being invited to give over control of the day's news offer to teenagers for at least a day in November 2014 in a global "World Teenage News Takeover" to engage young people in the news process.

📧 More on : <http://www.wan-ifra.org/node/102811>

☎ Contact Aralynn McMane for more about the Youth Engagement and News Literacy Program : [aralynn.mcmane@wan-ifra.org](mailto:aralynn.mcmane@wan-ifra.org)

## Global Alliance for Research and Innovation

### FOUNDING PARTNERS



Vrije  
Universiteit  
Brussel





[www.wan-ifra.org/torino2014](http://www.wan-ifra.org/torino2014)

66<sup>th</sup> World Newspaper Congress



9-11 June 2014

21<sup>st</sup> World Editors Forum

Themed events and roundtables



24<sup>th</sup> World Advertising Forum



The Energy Lounge



The Info Services Expo

# Business & Technology

Publications & Insights  
Training & coaching  
Networking  
Awards  
Advisory and Consulting

## WORLD NEWSPAPER CONGRESS, TORINO 2014

The 66<sup>th</sup> World Newspaper Congress, World Editors Forum and Advertising Forum ended up once again with a positive note for the second consecutive year. Torino attendance exceeded expectations with a little more than 1,000 registered participants. Our hosts in Italy have been incredibly supportive and we received a long list of positive feedbacks from visitors around the world for a rich combination of conferences, workshops, side events and networking opportunities. Among other innovations, the Senators Club met for the first time after many years, we launched the promising International Alliance for Media Research and Innovation, and confirmed the foundation of a new "club" for small and mid size publishing houses".

### Blending tech, content and development

"Technology alone is not the future; it's the meaning, enhancement and perception of that technology that will define your success," said Nicolas Henchoz, Director of EPFL + ECAL Lab in Switzerland. "Newspapers have to be at the same table with the developers," said Soldal of Dagbladet in Norway.

### Collaboration

"The media industry will prosper when collaboration is as natural as competition," said Benoît Sillard, CEO of CCM Benchmark Group in France. Whether it be mobile, video, analytics, the upcoming onslaught of wearables, etc., it's obvious that collaboration and partnerships are a key part of any publisher's digital strategy, particularly when going up against goliaths and especially if you are a smaller publisher.

### Being mobile ready

Partnerships are all that matter when it comes to mobile, according to John Paton, CEO of Digital First Media in the USA. "You have to focus on what you do best – and if you are not a mobile company, you are not the best. Without partnering, I don't know how you can do mobile best. The demand for mobile is immense at the moment, but mobile app development talent is scarce. So partnering with an expert is the best route. And I don't mean outsourcing, I mean true partnerships."

So just how big is mobile these days? "You have to embrace mobile now. Mobile is not a platform, it's THE platform. If you want to figure out social, then you have to figure out mobile. If you want to figure out video, you have to figure out mobile."

📖 Check out our Congress blog with live coverage and take aways : <http://blog.wan-ifra.org/blogs/world-newspaper-congress-blog>

📖 All presentations are available on our website by the following link <http://www.wan-ifra.org/events/66th-world-newspaper-congress-21st-world-editors-forum-24th-world-advertising-forum?view=presentations>  
Password for all presentations: Torino2014

🗨️ Your opinions count and we appreciate your feedback. For more information about the Congress in Torino : [elena.perotti@wan-ifra.org](mailto:elena.perotti@wan-ifra.org)

## HIGHLIGHT FROM TORINO

The first ever advertising Mediahackday at Congress

**WORLD NEWSPAPER CONGRESS**  
WORLD EDITORS FORUM  
**2015**  
WASHINGTON, D.C. - 1-3 JUNE 2015



## WAN-IFRA TO ESTABLISH WORLD PRINTERS FORUM

The World Printers Forum, similar in structure to WAN-IFRA's World Editors Forum for senior newsroom executives, will address the issues of concern to the printing community and will work to bring innovation to all areas of newspaper production.

Though digital media gets most of the attention today and is increasing the audiences for newspapers, it is important not to overlook print, which still attracts 2.5 billion daily readers and produces more than 93 per cent of newspaper company revenues globally. Our members engaged in printing and production operations, and the suppliers who provide much of the innovation in this sector, are key assets to our industry, and the World Printers Forum concept is the result of their requests for a global platform for the exchange of ideas and best practices.

The World Printers Forum will come together with an inaugural conference at the World Publishing Expo 2014 to be held in Amsterdam from 13 to 15 October. The World Printers Forum (WPF) will guide WAN-IFRA's activities in all areas of newspaper production, materials and sustainability. This

will include promoting the unique value of print, encouraging the creation of innovative products, as well as developing new business models for print and operating printing plants as an independent profit center. The WPF, which will take final form at the Expo in October, is expected to be driven by a board comprised of printing and production experts and representatives from the technology supplier companies.

World Printers Forum will set the focus in this area and combine forces of publishers, printers and suppliers. Other topics for the Forum include the productivity and profitability of newspaper production in future, production control between editorial and delivery, linking print and digital publishing, digital printing and other new technologies. The World Printers Forum should deal with research and development on production topics, benchmarking of newspaper production, technical standards and certification of standardized production, quality awards, and effectiveness and sustainability of print.

☎ For more information please contact Manfred Werfel, [manfred.werfel@wan-ifra.org](mailto:manfred.werfel@wan-ifra.org)

## VISIT THE WORLD PUBLISHING EXPO 13-15 Oct 2014

The leading exhibition for technology to publish news on tablets, mobile, in print and online is «a creative, dynamic and trendy place for great networking. Exactly what such an event needs to be to succeed» - Fred Hurkmans, Commercial and Marketing Director, Rossel & Cie SA - Le Soir, Belgium



## A SELECTION OF WORLD EVENTS – PAST AND UPCOMING



**ONLINE CONTENT MONETISATION**  
23 JUN 2014 - 24 JUN 2014  
Newsplex Asia – Singapore



**ZEITUNG DIGITAL 2014**  
04 JUN 2014 - 05 JUN 2014  
Berlin – Germany



**PUBLISH ASIA 2014**  
23 APR 2014 - 25 APR 2014  
Hong Kong - Hong Kong



**DIGITAL MEDIA EUROPE**  
07 APR 2014 - 09 APR 2014  
London - United Kingdom

## WORLD PUBLISHING EXPO, AMSTERDAM, 13-15 October 2014

Three paid conferences - Newsroom Summit, Tablet and App Summit, and World Printers Forum - are planned across 4 days. Media exec pass with full access is offered.

☑ All conferences are online with their programs (<http://www.wan-ifra.org/events/world-publishing-expo-2014>)



## WAN-IFRA PUBLICATIONS IN YOUR PALM

Keep updated about the latest industry trends and download our new tablet application available on iOS and Android platforms.

Primary content includes World News Publishing Focus, SFN Reports, Asian Newspaper Focus, Live news from blog, and our YouTube video channel.



## PUBLICATIONS AND INSIGHTS

Our members and the industry have asked us to present the leading trends and best-practice within the industry through our numerous publications. Now all of that compelling content is available as an app for iOS and Android devices. Featured in the app. WAN-IFRA members and subscribers to our magazine with a valid log-in can download World News Publishing Focus and SFN Reports for free. Asian Newspaper Focus is free. In-app purchases are available for non-members:

> **World News Publishing Focus:** Our bi-monthly magazine featuring business forecasts and strategies, the latest trends and developments, best practice from around the world, profiles of leading industry executives, and more.

> **SFN Reports:** Our targeted reports focusing on one trending topic, most recently our Trends in Newsroom from the World Editors Forum.

> **Asian Newspaper Focus:** our bi-monthly magazine focused on the movers and shakers in the Asian region.

> **WAN-IFRA topical blogs** – Business, Editorial, Digital, Print Production and Press Freedom

> **WAN-IFRA youtube** channel

## BUSINESS DEVELOPMENT AND ADVISORY SERVICES

### Join WAN-IFRA Executive Programs eRev and SoMoNews

Though our two Executive Programmes, publishing companies test ideas, discuss business development, meet top industry players and network with peers from around the world. The programmes run under NDA and non-competing companies are invited to join, enabling open and frank exchanges of ideas. Since their implementation in 2005, the Executive Programmes have proven a very efficient way for member companies to identify new business models for increased revenues, constituting a dynamic world-class network of professionals in the digital area.

Our mobile/tablet programme for 2013 reflected the huge increase in smartphone uptake for both news consumption and social media interactivity. SoMoNews is set up to help publishers (re)take the smartphone market, with a focus on second generation mobile usage and its implications for content and services. Core areas include business development, the mobile eco-system, technology and advertising. While smartphone business is the primary focus for the group, tablets and e-readers remain key topics.

During 2013 the EP team organised two SoMoNews seminars. In April the group went to San Francisco, where meetings included Circa, a young tech/media company who is reinventing news journalism for smartphones, Bleacher Report, a sports blog site whose Team Stream app has moved the majority of their traffic from desktop to mobile, and Flipboard, who remain the most impactful tablet content aggregation platform. In September we ran a seminar in London, where one of the main topics was the issue of how publishers can track their users across devices and platforms in the cookie-less mobile world. We also met with the Facebook team and FT Labs, responsible for creating the Financial Times' HTML5 mobile app.

The eRev programme remains focussed on how to build revenue on digital platforms, with three main themes: digital advertising / data, paid content and innovation & investment. The spring seminar was held in Berlin, where we met with Bild just a couple of weeks before the launch of their freemium modelled paywall. In November the group went to San Francisco, and visited Yahoo!, Youtube, Twitter and one of Silicon Valley's most successful start-up accelerators, the Plug & Play Tech Center in Sunnyvale. The autumn seminar also included an extensive digital advertising panel session with representatives from IAB, Krux, the Rubicon Project and Perfect Audience, as well as a full day paid content workshop.

For 2014, the EP team remains committed to providing a top level platform for the digital leaders of the publishing world to exchange best practices and find inspiration and ideas to grow their businesses.

☎ For more information, please contact Nick Tjaardstra  
[nick.tjaardstra@wan-ifra.org](mailto:nick.tjaardstra@wan-ifra.org)

## TRENDS IN NEWSROOMS 2014

An enriched version of our annual look at newsroom developments available to WEF members was launched at Congress. It has received widespread coverage and the ten key trends formed the backbone of the World Editors Forum Programme. It was the first output of our new research editor Julie Posetti. Further promotional activities are planned to extend the life of the report. The report is available on our website in the SFN section (Publications and Insights)

☎ For more information : Cheryl Iretton  
[cherilyn.ireton@wan-ifra.org](mailto:cherilyn.ireton@wan-ifra.org)



## UPCOMING SFN REPORTS

We have a number of SFN Reports soon to be published by Expo, including:

**NEWSPRINT WASTE MANAGEMENT:** Authored by our esteemed board member, Kasuri Balaji, Director of Kasturi & Sons in India, the report delves into vast room for improvements still to be made in managing waste with newsprint, which still accounts for 50-60% of total expense in producing the printed newspaper.

**PROGRAMMATIC ADVERTISING:** The interest and energy invested in programmatic advertising and RTB means that it has already moved away from the early stereotype of automated auctions of unwanted inventory. But programmatic means different things to different players. We will present ABCs of this development and present a number of case studies and interviews to highlight its prowess.

**MOBILE – BUSINESS AND CONTENT:** Our digital media team is working on two parallel reports focusing on the growing business opportunities, and challenges, as well as the intricacies and strategies for publishing on mobile platforms.

## WAN-IFRA NEW DEAL, THE END OF SILOS

Modern history shows how vertical approaches cannot solve the challenge of newspapers in the digital age. It's not about reinventing the business model, independently from addressing the technology challenge, the raising global media policy issues, building the future of our consumer engagement, advocating for quality journalism or the role of a free and independent press. It's a combination of all these factors that will give a real chance for newspapers and news professionals to survive in the 21st century.

WAN-IFRA has the complex task to bring all these challenges together to serve its mission of helping transforming the news publishing industry. Complex because it must embrace a diversity of players within the industry who still believe in silos, fighting for territories while the business of news publishing is getting increasingly holistic. This is something more profound than mere image.

It's a complex and exciting project for WAN-IFRA, its members and its partners. We will succeed and share the role of leadership if our community believe, as we do, that the salvation can only come from a general mobilisation of all concerned around a transversal and consolidated vision of our future.

We embrace ourselves this consolidated with a clear mission. WAN-IFRA defends and promotes press freedom, and helps independent news publishing companies to succeed in their transformation process, increase their business, and perform their crucial role in open societies.

WAN-IFRA is a knowledge base representing the global news publishing community in its diversity. WAN-IFRA pools intelligence from its members network, clears the way to innovation, provides the industry with strategic insights, brings innovators together, and helps improve the way news content and advertising are created, distributed and consumed.

To serve these goals, WAN-IFRA develops a portfolio of services aimed at serving a diversity of business professionals: technicians, business developers, trade organisations, and suppliers.

In that respect, WAN-IFRA is unique and certainly better prepared than any other international organisation to address the needs for structural transformation.

### WHAT WE DO FOR THE PRINT BUSINESS

During the past few months, one of our central points has been to clarify WAN-IFRA activities and mission in the many areas where a global organization is needed. One of these areas is Print and Production, because, unlike the doom

prophets and self-proclaimed experts of this industry, we understand how much the digital transformation of our business will depend on how we address the challenge of print and sustainability of (still) the most profitable part of our business.

Our intention is to bridge the gaps between members abruptly introduced after the 2009 merger and address the loss of focus following the merger. There is a factual need to re-establish a common vision about WAN-IFRA role and services.

This open discussion about the future of our technical legacy will contribute actively to the project for a new governance to be launched in 2015.

A first debate has been held in Torino following the conclusion of a workshop organized in London in May 2014. During the Summer, the first draft of a White Paper describing the challenge and suggesting solutions will be circulated to committee members. A final discussion on the project specifications will be organised in Amsterdam, in October 2014. We will then finalize the mission, concept, resources, and share a development plan for 2014-2017 by the end of the year.

### WHAT WE DO FOR THE DIGITAL TRANSFORMATION OF THE NEWS PUBLISHING BUSINESS

One of the key issues for the industry is to renew its approach to innovation. Considering our role to accelerate the transition to the new digital paradigm, WAN-IFRA is building a network of innovation practitioners worldwide. Our goal is not only to provide with a platform of experts and partners but also reconfiguring the long term profile of the World Publishing Expo, one of the key

asset and main revenue driver for the World Association of Newspapers to fulfil its mission to develop and invest in future services.

During the Congress held in Torino, we updated two projects announced during the last World Publishing Expo. The first initiative is to build the foundation for an international marketplace for publishers to connect with start-ups and experts in innovation. A prototype of the Media Innovation Map, a start-up hive, was disclosed in Torino and we will publish a closed beta version by October 2014.

This first initiative needs a consistent and solid environment of innovation practitioners to deliver its promises and help publishers to learn how to reclaim ownership on innovation. This will be supported by the International Alliance for media research and innovation.

### WHAT WE DO FOR MEMBER ASSOCIATIONS

Based on the same principle developed to draw the future of WAN-IFRA in the technical areas, a project has been introduced for member associations during the World Newspaper Congress and endorsed by the Committee of Associations Directors. We will meet in September with a steering committee comprising 10 directors representing various continents. Our goal is to open a constructive debate on the role and contribution of WAN-IFRA in the area of public affairs and services to representative associations members of the organisation. This project team will work on a clear articulation of our mission with representative bodies at international, regional and national levels. And conclude with a fair and transparent contribution scheme for member associations.

<p><b>Focus areas</b></p> <p><b>2014</b></p> <p>5 NEW PROJECTS WORTH SHARING WITH YOU</p> 	<p><b>INNOVATION</b></p> <p>GLOBAL ALLIANCE FOR R&amp;D</p> <p>MEDIA INNOVATION MAP</p>	<p><b>MEMBER ENGAGEMENT</b></p> <p>TECHNICAL COMMITTEES</p> <p>SMALL AND MID SIZE PUBLISHING CLUB</p>
	<p><b>ADVOCACY</b></p> <p>WORLD PRESS TRENDS</p>	 <p>New Directions, Living Values</p>

Need for strict cost control, transparency, and Key Performance Indicators is the new norm in media.... More importantly on long-term performance, focus must be on innovation, growth through improved member engagement and creating value from digital transformation and advocacy on public affairs and global insight



## Essential

1

### Upcoming Events in 2015

WAN-IFRA is offering an array of regional and global conferences on all aspects of news publishing in the first half of 2015. Here is the [schedule](#)

2

### Record number of countries at World Publishing Expo.

Almost 7,000 visitors from 100 countries attended the World Publishing Expo in Amsterdam in October. Next year's event, from 5 to 7 October, will be held in Hamburg.

3

### Join us in Washington!

As our industry changes, so does our signature conference. After 66 years, the World Newspaper Congress will become the World News Media Congress. [Join us](#) from 1 to 3 June in Washington, D.C.

4

### Media Innovation Hub grows

WAN-IFRA's meetings with Japanese members in October resulted in two new partners in the Media Innovation Hub: the Asahi Shimbun and Mainichi Newspapers. The full list of partners can be found on page 7.

## WAN-IFRA as viewed by others

As a new year begins, I want to extend my best wishes for your health and success in 2015.

WAN-IFRA's activities have continued to provide its members with a wide range of programmes and initiatives designed to strengthen business and editorial operations and to support the news media's essential role in our societies. Our press freedom and media development activities have just undergone an independent review, and there is nothing more useful than to see how others see us. Their perspective can help us to refine and improve our work.

- "WAN-IFRA projects are professionally and well managed with good project implementation systems in place, including planning, monitoring and financial management.
- "WAN-IFRA is flexible in its project design and able to adapt and modify work plans and strategies to changing external conditions.
- "WAN-IFRA is innovative in its approach to projects, for example although WAN-IFRA implements many traditional development activities such as training and networking, it does so in a way that makes them different and interesting."

Those remarks come from an independent assessment conducted as part of the final report on our just concluded five-year strategic business partnership with the Swedish International Development Cooperation Agency (sida), which helped inform our proposal for the coming three years.

We strive for that kind of reaction in all our initiatives across the organisation. In the pages that follow, you will find some of our accomplishments in the last quarter of 2014. We are looking forward to welcoming you to our regional and global events in 2015: the first half of the year includes Digital Media India (10-11 February in New Delhi); 10th WAN-IFRA Middle East Conference (18-19 February in Dubai), Digital Media Europe (20-22 April in London) and the 67th World News Media Congress, 22nds World Editors Forum and 25th World Advertising Forum (1-3 June in Washington, D.C.)



Best wishes,

Vincent Peyrègne  
WAN-IFRA CEO



# Advocacy

Press Freedom  
News Literacy  
Media Policy  
Media Development  
World Editors Forum  
Prospective & Innovation

*Free and independent media are the cornerstones of democracy and good governance and a crucial precondition for political, economic, social and cultural progress and development. This has been a guiding principle of WAN-IFRA for more than six decades of advocacy and development work for independent news media and democracy, and it is more relevant today than ever.*

## SIDA: REFLECTIONS ON A FIVE-YEAR PARTNERSHIP AND LOOKING AHEAD

WAN-IFRA has just completed a five-year strategic business partnership with the Swedish International Development Cooperation Agency (Sida) and has been invited to submit a new, three-year proposal to support ongoing media development and press freedom initiatives.

Thanks to the Sida partnership and other cooperation agreements, WAN-IFRA has been conducting ground-breaking programmes that include Women in News in southern Africa, business and editorial training for media professionals in the Middle East, southeast Asia and other emerging markets, safety of journalists workshops, initiatives aimed at the repeal of criminal defamation in Africa, and protest campaigns and rapid response missions in the defence and promotion of press freedom. [Read more](#)

## EDITORS MOBILIZED ON ISSUE OF IMPUNITY

WAN-IFRA and the World Editors Forum mobilized the international publishing community in support of the International Day to End Impunity on 2 November, providing an editorial package as part of our continuing collaboration with UNESCO and other UN agencies on the issue of safety of journalists.

The materials, which were carried in publications world-wide, commemorated a day that draws together efforts to denounce threats to journalists and media freedom worldwide.

Contributors included WEF President **Erik Bjerager**, **Joseph Odindo**, former Editorial Director of the Nation Media Group in Kenya, **Zaffar Abbas**, Editor, of Dawn newspaper in Pakistan, and many others. [Read more](#)

## ARAB FREE PRESS FORUM GETS A REVAMP

WAN-IFRA convened an Experts Meeting of key partners in Cairo in September to re-define the programme and organisation of the Arab Free Press Forum and build on the organisation's longstanding engagement in the Middle East and North Africa region.

The Arab Free Press Forum is already established as one of the go-to events for media professionals and freedom of expression advocates in the region. While traditionally an event that combined press freedom issues with the latest business developments in the regional newspaper industry, the topics covered and issued raised in recent editions have understandably focused on

## Nigerian Editor Wins Inaugural African Women in News Leadership Award



**Toyosi Ogunseye**, the editor of the Sunday Punch in Nigeria, is the winner of the inaugural African Women in News Leadership Award, created by WAN-IFRA, WEF and the African Media Initiative.

The award, part of WAN-IFRA's 'Women in News' initiative, recognises and celebrates journalistic excellence and leadership among women editors in African newsrooms.

Toyosi was chosen for her outstanding contribution to Nigeria's media scene and her commitment to high quality, ethical journalism. [Read more](#)

reacquired freedoms. However, the new climate now provides an opportunity to expand back into areas such as business and technological advances, editorial practices, newsroom techniques and digital media, as well as press freedom.

International and regional partners attended the Experts meeting and firm commitments were received from International Media Support, UNESCO, the Ethical Journalism Network and others to assist in co-hosting and running the event in the Arab region.

## SAFETY OF JOURNALISTS

WAN-IFRA and the WEF participated in the Third UN Inter-Agency Meeting on the Safety of Journalists and the Issue of Impunity in Strasbourg in November, where it joined with press freedom organizations to ensure that preventative and protective safety measures and other positive steps would be emphasized. A joint statement was issued with specific measures supported by the group. [Read more](#)

## IRELAND: ATTACKS ON JOURNALISTS NO JOKING MATTER

With attacks and killings of journalists reaching record proportions, it is insensitive, to say the least, to joke about violence against reporters and editors. But that's exactly what Ireland's Sinn Féin President **Gerry Adams** did at a fundraiser in New York in describing how the IRA previously dealt with a critical press.

In a letter sent to Mr Adams, WAN-IFRA and WEF expressed serious concern that his remarks may be viewed as a veiled threat against journalists and staffers at

Independent News & Media, whom Sinn Féin has criticised for their scrutiny in investigating an IRA rape scandal from 1997 that has only recently come to light.

Nearly 50 journalists have been killed world-wide this year while carrying out their profession, a fact we pointed out to Mr Adams. [Read more](#)

## TURKEY: JOURNALISM IS NOT A CRIME

The crackdown on the press in Turkey continues. The arrest of nearly two-dozen journalists, editors and critics of the government in December was condemned by WAN-IFRA and WEF, which called on authorities to respect press freedom. [Read more](#)

## ADVOCACY AND MEDIA POLICY

WAN-IFRA Secretary General **Larry Kilman** has been invited to join the Advisory Council of the US-based Media Institute's 'Global Free Speech and the Internet' program to safeguard internet freedoms around the world. The work of the program will be guided by a number of underlying principles, based on the belief that the Internet should be an open and interoperable platform, largely free from government intrusion, where information can be shared freely.

Larry's participation is part of WAN-IFRA's concerted effort to identify and respond to the growing number of issues that have global impact and where WAN-IFRA is best placed to represent the industry and its members.

WAN-IFRA represents its members in all

international discussions on media issues, including at the United Nations, UNESCO, and the World International Property Organization.

It also represents its members on the FIFA Media Committee and in the Board of the News Media Coalition, which negotiates with sports and entertainment organisations to ensure that its members continue to have the right to open news coverage, particularly on digital platforms.

And WAN-IFRA continues to represent its members in partnerships with at least 25 funding and media development partners and on the technical bodies that are responsible for industry standardization: the IPTC, FOGRA, IARGAI, Print Power and others.

At the Executive Committee meeting in Göteborg, Sweden, in November, we put forward a proposal in which WAN-IFRA would expand its role on behalf of members to include new internet governance organisations such as ICANN, IGF and W3C as well as raise our profile at the World Economic Forum. The new activities, which will include raising media policy issues at our conferences and events, will be a priority in 2015.

## WORLD PRESS TRENDS

As news media evolves in the multi-platform world, so too must WAN-IFRA's World Press Trends annual survey, which has been the primary and most authoritative source of data on the newspaper industry worldwide since 1989.

The key question is how to enhance World Press Trends' massive database of circulation, advertising and other traditional measures of the industry with the new digital metrics.

Unlike print data, digital metrics are far from standard and vary from market to market, making international and global comparison difficult indeed.

The newspaper industry needs more advanced and comprehensive metrics than ever before. There are various organisations working on them, and this must be reflected in World Press Trends.

WAN-IFRA is consulting with key stakeholders to ensure World Press Trends stays on top of this process. We organized a meeting during the World Publishing Expo among researchers and digital experts from national newspaper organisations and our research partners.

Others who are interested in joining this group are welcome and interest should be directed to **Teemu Henriksson**, Project Manger for World Press Trends, at [teemu.henriksson@wan-ifra.org](mailto:teemu.henriksson@wan-ifra.org)



**Newsworthy Characters: A Practical Guide to Character Building**  
A book launched at WAN-IFRA's World Young Reader Summit and Ideathon argues that the habit of reading the news is a powerful tool for schools to promote character development.

*The new guide was immediately put to use by 250 English teachers in a workshop at the Summit, held in November in Denpasar, Indonesia. It was just one of the initiatives to emerge from the conference, which provided participants with strategies from more than a dozen news organisations on how to attract young people to news. [Read more](#)*

**Future leadership**

**Erik Bjerager's** term as WEF President comes to an end in June 2015. A new leadership structure is proposed and will be put forward for ratification to the WEF Board meeting in Washington on 1 June 2015.

The recommended calls for the outgoing President be elected as a second Vice President. This allows for continuity and gives WEF a bigger leadership pool to ensure WEF is represented at WAN-IFRA Executive Committee meetings and on the WAN-IFRA Board, either by the President or by one of the Vice Presidents.

The WEF board agreed last year that **Marcelo Rech**, Executive Director of Journalism at Zero Hora in Brazil, would take over as President in 2015, with **Wolfgang Krach**, Deputy Editor-in-chief of Süddeutsche Zeitung, as his Vice President. This will be put to the board for ratification in June, along with the proposal that Erik continue as a second Vice President.

**How can journalists protect their sources?**

The World Editors Forum has been commissioned by UNESCO to conduct a study on the protection of sources in the digital age.

Is it possible to keep journalists' sources confidential?

What laws exist globally to support journalists' ethical obligation to protect their sources from unmasking?

To whom do these laws apply? How are legislative protections being adapted to digital realities?

And what are the potential consequences of this shifting landscape for acts of investigative journalism?

These are some of the questions being examined in the study undertaken by WEF for UNESCO, under a project funded by the Swedish International Development Cooperation Agency (Sida).

The UNESCO Internet Study: Privacy and Journalists' Sources is being led by WAN-IFRA Research Fellow Julie Posetti, who is an Australian journalism academic from the University of Wollongong, currently based in Paris with the World Editors Forum. [Read more](#)

*As a global community of advanced media and technology operations, WAN-IFRA's Media Innovation Hub aims to boost news media innovation, to team up, to facilitate the conception and application of new approaches, and to promote collaboration among news organisations, technology providers and research centres. Our programme is about bringing economies of scale to the development and acquisition of tools and expertise to convert innovation into profit.*

As part of the mission to bring together innovation centres from different sectors, we invited innovative academics and researchers to the World Publishing Expo in November to showcase their work.

The Expo is a place where they would normally never set foot -- and also a place to test their research with the reality of the industry and to build relationships.

For the industry, it was an opportunity to discover new innovative projects, perhaps partner with them and, at the very least, to find inspiration.

By showcasing some of our activities in Amsterdam, we wanted to deliver a message that innovation is occurring in many places, sometimes in isolation, and that opportunities can be missed because of an insular way of visualizing the industry.

We want these types of initiatives to be seen as an invitation to start thinking in a different way and to join forces and collaborate among the players in the industry on a global level.

For a start, each research project went home with at least 20 contacts from people who signed a coupon stating that they "want to follow this research project". The cases were all concrete examples of Publisher/Academic collaboration.



The media Innovation Hub facilitates and accelerates the digital transition of news by bridging research centres with publishers and suppliers. The International Alliance for Media Research and Innovation is the brain trust behind the Hub. For the first time ever, news media players, start-ups, and research centres from around the world are united in a combined effort to explore and foster the growth potential of R&D in news content creation, delivery and consumption. Too many organisations talk about innovation. WAN-IFRA makes it happen.

*The Media Innovation Hub sits in our Paris office and is led by **Stephen Fozard**, Project Director. You can reach Stephen at [Stephen.fozard@wan-ifra.org](mailto:Stephen.fozard@wan-ifra.org)*



*Associations from Japan, Denmark, Norway, Germany and The United States have become the latest "Centres of Youth Engagement Excellence", which honours newspaper associations all over the world that have devoted substantial resources to actions that promote quality news literacy and meaningful youth engagement with news publishing, and continue to do so. [Read more](#)*



# Business & Technology

Publications & Insights  
 Training & coaching  
 Global Events  
 Regional events  
 Advisory

A comprehensive strategic plan for WAN-IFRA Services was presented at the Executive Committee meeting in Gothenborg, Dec 5th 2014. The strategic plan includes steps to implement the vision of becoming the "knowledge centre" for the news media industry with the goal of delivering a stable financial result. More details about our plans for WAN IFRA SERVICES can be shared by Thomas Jaccob [thomas.jacob@wan-ifra.org](mailto:thomas.jacob@wan-ifra.org).

## EVENTS – MARKETPLACES & NETWORKING

### Positive and creative thinking at World Publishing Expo

Almost 7,000 visitors from exactly 100 countries -- the largest number of countries in the history of the event -- attended the World Publishing Expo in Amsterdam in October. The 44th annual exhibition included 225 exhibitors from 29 countries.

The number of visitors represented a slight decrease from the 2013 Expo in Berlin, but the event remains the largest global trade exhibition for the newspaper and news publishing industry. The Expo is not only an opportunity for suppliers to the industry and publishers to meet, but it is also the premiere forum for sharing their visions of the future of news and news publishing.

The 2015 World Publishing Expo will be held in Hamburg, Germany, in October. A review and planning meeting with the Expo Advisory group (about 25 participants) was held in Hamburg in December, along with a meeting with the representatives of the Senate of Hamburg. [Read more](#)

### World Printers Forum Conference Spotlights Potential for Print

The first World Printers Forum conference, held at the end of the Expo, kicked off the new World Printers Forum print community within WAN-IFRA. Speakers from the Americas, Europe, Middle East and Asia discussed business, print quality, sustainability, marketing, product innovation, digital printing and research projects for the future of print. [Read more](#)

The World Printers Forum is a new organization within WAN-IFRA for newspaper printers and suppliers. Similar in structure to the World Editors Forum for senior newsroom executives, the World Printers Forum will guide WAN-IFRA's activities in all areas of newspaper production, materials and sustainability. For more information, or to join the Forum, contact Manfred Werfel, Deputy CEO, [manfred.werfel@wan-ifra.org](mailto:manfred.werfel@wan-ifra.org)

### Newsroom Summit: Collaborate, converse, create

Metrics, helping stories go viral, and engaging with the audience were among the key themes of the World Editors Forum's 13th International Newsroom Summit in October. Some of the issues examined were how to combat "culture blocking" and help staff adjust to new ways of working; how to assess the value of new digital tools; encouraging civil online conversations; and [much more](#).



*WAN-IFRA pays tribute to Dr. Stig Johan Nordqvist, who led WAN-IFRA's digital media and business development activities since 2003 and championed numerous digital and mobile industry initiatives throughout his career. Stig died 8 October at a hospital near his home in Helsingborg, Sweden. Many of his friends and colleagues in and around the industry have sent us their condolences and tributes. [Read more](#)*



## Tablet & App Summit: Inside the Guardian's award-winning year

The Guardian was named Best News Website in WAN-IFRA's inaugural World Digital Media Awards competition during the Tablet & App Summit in October, yet another prestigious award for the Guardian's coverage of the National Security Agency's widespread surveillance system based on Edward Snowden's leaked documents. In a presentation at the Summit, the Guardian demonstrated with "NSA Decoded" and other projects how embracing technology and engaging with its audience can push the boundaries of digital publishing in the right direction. [Read more](#)

## Rap News Plus Raps Digital Media Asia 2014

You really need to see them to believe them, so [check them out](#): Rap News Plus, a news show for Vietnam's young people, opened the 2014 Digital Media Asia with a remarkable performance. Nearly 300 news media executives and digital experts attended the event, held in Singapore in November. The potential of chat apps, brand extension at The New York Times, youth innovation and mobile storytelling were the key themes. [Read more](#)

See the full list of upcoming conferences and events [here](#).

## EXECUTIVE PROGRAMS - CAREER DEVELOPMENT

WAN-IFRA's eRev group, comprised of publishing executives seeking new revenues from digital products, spent three days in Brazil in November visiting news publishers, pure players and start-up incubators/accelerators.

The key themes included:

**Paid content** – Brazil has an unparalleled culture of paying for online news: 22 per cent of Brazilians say they paid for online news last year, compared to 7 per cent of Britons. Part of the reason is that some of the content arrives through internet service providers: UOL, the largest portal, was created by publishing group Folha in 1996.

**Social media** – Brazilians are more active in social media than most. And there was a lot of misinformation (and outright lies) spread through social media leading up to the recent election – a fact that news publishers used to promote their journalism and why consumers should pay for it.

**Start-up culture** – The group visited Grupo RBS's incubator e.Bricks as well as NAVE, the first programme of pre-acceleration of start-ups run by a higher education institution in Brazil (Estácio de Sá University).

**Digital Advertising** – The week of the tour saw the first tests of a Brazilian Newspaper Association's ad network initiative: Digital Premium, in which 60 news publishers sell inventory to enable country-wide campaigns and premium CPMs.

Newspapers visited included: Folha de S.Paulo, Valor Economico, O Globo, Lancel, and Brasil Post (Huffington Post Brazil).

Others visited included: Orbitalab, a digital innovation lab; e.Bricks, a spin-off of the digital business unit of publishing group RBS; and NAVE, Estácio de Sá University's pre-accelerator.

The tour was organised in close collaboration with **Ana Busch**, Executive Director for the Digital Strategy Committee at the Brazilian Association of Newspapers.

In 2015, the eRev Executive Programme is planning to meet in Amsterdam (5-7 May) and Los Angeles (14-18 Nov); with a heavy focus on new revenue models, digital advertising and video. For more information, contact Nick Tjaardstra, Executive Programmes Manager, Digital Media, at [nick.tjaardstra@wan-ifra.org](mailto:nick.tjaardstra@wan-ifra.org).

## ADVISORY and CONSULTING

The concept of WAN-IFRA consulting is redesigned, with a complete review of service provision, consulting rates, target markets & segments and potential partners. The structure of consulting will be based on a central core consulting team, supported by an exclusive network of associate consultants from experienced industry experts.

We have strengthened the team with the recruitment of a new Senior Digital Consultant, **Ben Shaw**, and appointment of an international consulting coordinator. The consulting website now presents all consulting areas – print, digital, editorial and strategic – under the umbrella of WAN-IFRA Consulting. Marketing actions are being developed to include blogs, case studies, print advertisement and increased awareness and conferences and events.

The Consulting department is currently running projects in Dubai, India with proposals in Spain, England, Ireland, Saudi Arabia and Oman.

## PUBLICATIONS & INSIGHTS

WAN-IFRA has plans to provide its members with at least six reports in 2015 on all important breakthroughs and issues that can benefit news publishers all over the world. The list is preliminary,

but topics include:

**Mobile – Business and Content**, which will focus on mobile business and on-line content.

**Big Data**: a report to be authored by **Tor Lillegraven**, former business consultant for CCI, based on his research as part of his PhD in Denmark. Also look for blog posts, articles and interviews on this crucial topic.

**Data Privacy Best Practise**, which will be based on a survey of WAN-IFRA members.

□ **Business models for Printing**, the first report from the World Printers Forum;

And three annual Trends reports: **Trends in Classifieds**; **Trends in Newsroom 2015**; and **World Press Trends 2015**.



## Profiles from the World Digital Media Awards

*The Guardian, BBC, Verdens Gang, Kleine Zeitung, Apple Daily, Dagbladet, and Fairfax Media are the winners of the 2014 competition. We went behind the scenes of each winning project to examine how it started, how it was implemented, its impact, and to hear what the people behind each effort had to say. [Read more](#)*

## CEO update

As 2014 came to an end and 2015 began, WAN-IFRA was asked by several industry trade magazines for its predictions for the newspaper industry in the new year.

Predictions are always a potentially embarrassing task; just recall the predictions made a mere five years ago, which failed to consider how the emergence of the iPad would change everything.

Even so, there are certain things that are likely to occur in 2015:

### Traditional advertising revenues decline will continue.

Advertising is the lifeblood of newspaper companies, but a long-term decline in ad revenues, at least in mature markets, is expected to continue, increasing the impetus to seek revenue from new sources. According to Zenith Optimedia, the internet's share of global advertising rose by 18 percentage points in ten years, while newspapers' share fell 14 points and magazines' share fell 5 points. Internet advertising is expected to increase its share of the ad market from 21 per cent in 2013 to 28 per cent in 2016, while newspapers and magazines are expected to shrink at an average of 2 per cent to 3 per cent a year.

### Revenue from online paid content will increase.

As the traditional newspaper revenue model of circulation and advertising sales continues to erode, finding ways to rapidly increase revenue from digital is essential. Thankfully, paid-for online content is growing: revenue from paid-for content rose 60 per cent from 2012 to 2013, and 2,000 per cent over five years, albeit from a low starting point.

With all the gossip and rumours being offered out there, with all the faux news, people are increasingly willing to pay for news that is professionally written and edited, that is independent, entertaining and engaging. In short – what newspapers have offered for 400 years, and continue to offer, on emerging and existing platforms, no matter how it is delivered.

### Newspapers will become more like broadcasters.

Newspapers are becoming more like broadcasters as they develop on-line video offerings, with a good deal of digital innovation occurring in a medium that was previously outside of newspaper competence. And not only as a new story-telling medium: with on-line display advertising providing disappointing returns, video advertising appears to be newspapers' best bet for online ad revenue.

The latest forecasts from PriceWaterhouseCoopers show both internet search and video advertising trending significantly upward. But Google has a clear market dominance in internet search -- taking more than three-quarters of all search advertising globally. Video is therefore the most promising on-line medium for generating advertising revenue for those companies that are not Google.

### WAN-IFRA's role on behalf of its members

WAN-IFRA itself will be striving to aid the industry in its transformation, both as its global trade association and as its representative in all international discussions for and about news media.

Our membership is our strength. But like all

membership organisations, particularly those in media, the volatility of markets is putting pressure on our membership base.

And if there is one prediction that is certain to come true in 2015, it is that our members will continually challenge us to become more relevant.

Every membership organisation must reflect daily on what it provides to members. This is an exercise that cannot be imposed from the top down, but must be the responsibility of every individual within the organisation. We must continually identify what we uniquely provide, build on those strengths, and ensure that members are getting what they need.

We are fortunate to have a stable business model; a not-for-profit association that advocates on behalf of our members, supported by their membership dues, and a services subsidiary that provides revenue from conferences, consulting and content and serves as a knowledge hub for the industry.

Nevertheless, we estimate that revenue from membership dues will decline 10 per cent in 2015, and we are responding pro-actively to ensure that WAN-IFRA remains an essential resource for its members.

As part of this process, WAN-IFRA convened a Steering Committee of Directors of Member Organisations to ensure that our core membership base -- the national and regional newspaper and media business associations -- have the opportunity to contribute to our future direction on behalf of their own members.

The second meeting of the Steering Committee will be held in Paris later this month.

We are also strengthening our relationship with company and individual members through engagement with our regional subsidiaries and their directors: **Gilles Demplos** in Singapore (for Asia), **Magdoom Mohamed** in Chennai (for India), **Rodrigo Bonilla** in Mexico (for Latin America) and **Ralf Ressimann** in Frankfurt (for Europe, the Middle East and Africa).

In addition, we've recently appointed **Alison Meston** as Campaigns Director. Among Alison's new roles is member engagement. **Our members come first.**

A few of the priorities in 2015:

### Greater advocacy and focused engagement in lobby for Internet governance

Press freedom remains the heart of what we do. Your membership dues provide the foundation of this work, which is needed more than ever before. The vast majority of the world's population still does not enjoy the basic human right of freedom of expression. Press freedom is also under increasing attack in mature democracies.

To supplement member contributions, we have been working to increase the number of funding and implementation partners engaged in this work and will continue to do so in 2015.

### Stronger knowledge sharing and networking platforms

WAN-IFRA's regional and global events have become renown platforms for the exchange of strategies and best practices, starting with our annual World News Media Congress, to be held in Washington, D.C. from 1 to 3 June next. But conference attendance is also under pressure: news media have less resources for travel and an enormous number of excellent new media conferences are emerging -- some organised by

our own members.

As a result, WAN-IFRA conference programmes in 2015 will feature the most interesting new players and most relevant cases from outside the industry, while continuing to leverage the experiences of our own members to bring in industry expertise and the most successful cases and strategies.

### Stimulating Innovation with miHUB

The Media Innovation Hub "miHUB" is well on its way to fulfilling its mission to connect innovators and start ups with growth potential in news media worldwide. The Media Innovation Map, a social network/information exchange bringing together innovators, researchers, technology producers, academia and news media, will be tested and launched in 2015.

The number of partners in the Hub continues to grow. Our supporting companies and partners include, among others: Media Suisses; Asahi Shimbun; Mainichi Newspapers; AFP; RBS; The Sacramento Bee; Yedioth Ahronoth; NextMedia Finland; Nxtmedia Norway; Rossiya Segodnya; Zaman; Independent Media (Pty) Ltd; EPFL; UCLAN Media Innovation Studio; Vrije Universiteit Brussel's iMinds; Aalto University Business School; Trondheim University, and PUCRS, Zaman Group; Nanyang University; Stribo Accelerator....

### Strengthening the Advisory and Strategic insights services for members

With the disruption faced by the news media companies, WAN-IFRA has received several requests to assist media companies in their transformation. To respond to these requests, we are creating a international network of carefully selected experts who can provide strategic insights and guidance. We will be to bring out regular reports on pressing industry issues, such as Big Data and its practical use in News Media Companies, Programmatic Advertising, Mobile Strategies etc. This will help media companies understand the latest technological developments and its impact on business. The reports are made available to members without any charges on our online library [www.wan-ifra.org](http://www.wan-ifra.org) or on our mobile applications available on Android and iOS.



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# Need Assistance? or want to know more about our programmes?

CONTACT OUR CENTRAL DESKS, OR REGIONAL MANAGERS

## MEMBER SERVICE DESK

For more information, or to join, go to [wan-ifra.org/membership](http://wan-ifra.org/membership), or contact Margaret Bostanian on [membership@wan-ifra.org](mailto:membership@wan-ifra.org) or +49 69 2400 63 288

If you are an association or a trade body, contact Elena Perotti, Executive Director Public Affairs and Media Policy, Paris, France on [elena.perotti@wan-ifra.org](mailto:elena.perotti@wan-ifra.org) or +33 1 47 42 85 38

Vincent Peyrègne, CEO  
Paris, France  
[vincent.peyregne@wan-ifra.org](mailto:vincent.peyregne@wan-ifra.org)  
Dir +33 6 87 92 17 25

## GLOBAL SERVICES DESK

Thomas Jacob, COO  
Frankfurt, Germany  
[thomas.jacob@wan-ifra.org](mailto:thomas.jacob@wan-ifra.org)  
Dir +49 69 24 00 63 221

## EUROPE AND AFRICA

Ralf Rössmann, Director  
Frankfurt, Germany  
[ralf.rossmann@wan-ifra.org](mailto:ralf.rossmann@wan-ifra.org)  
Dir +49 69 24 00 63 251

## MIDDLE EAST

Mechthild Schimpf, Director  
Frankfurt, Germany  
[mechthild.schimpf@wan-ifra.org](mailto:mechthild.schimpf@wan-ifra.org)  
Dir +49 69 24 00 63 252

## USA & CANADA

Randy Covington, NewsOps  
Columbia, SC, USA  
[rrandy.covington@wan-ifra.org](mailto:rrandy.covington@wan-ifra.org)  
Dir +1 803 777 5998

## LATIN AMERICA

Rodrigo Bonilla, Director  
Mexico City, Mexico  
[rodrigo.bonilla@wan-ifra.org](mailto:rodrigo.bonilla@wan-ifra.org)  
Dir +52 1 55 5275 82 12

## ASIA PACIFIC

Gilles Demptos, Director  
Singapore  
[gilles.demptos@wan-ifra.org](mailto:gilles.demptos@wan-ifra.org)  
Dir : +65 6562 8443

## SOUTH ASIA

Magdoom Mohamed, Director  
Chennai, India  
[magdoom.mohamed@wan-ifra.org](mailto:magdoom.mohamed@wan-ifra.org)  
Dir +91 44 421 12 893

