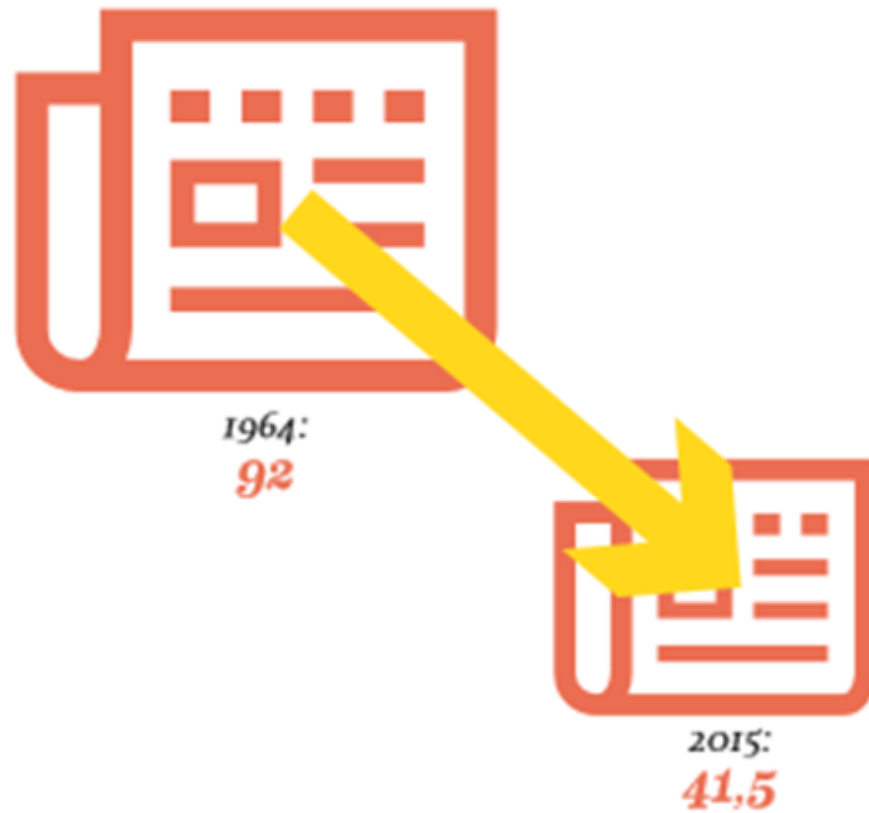


#PaidContent
Digital Media India
2018 Mumbai



The demise of the daily newspaper over 50 years

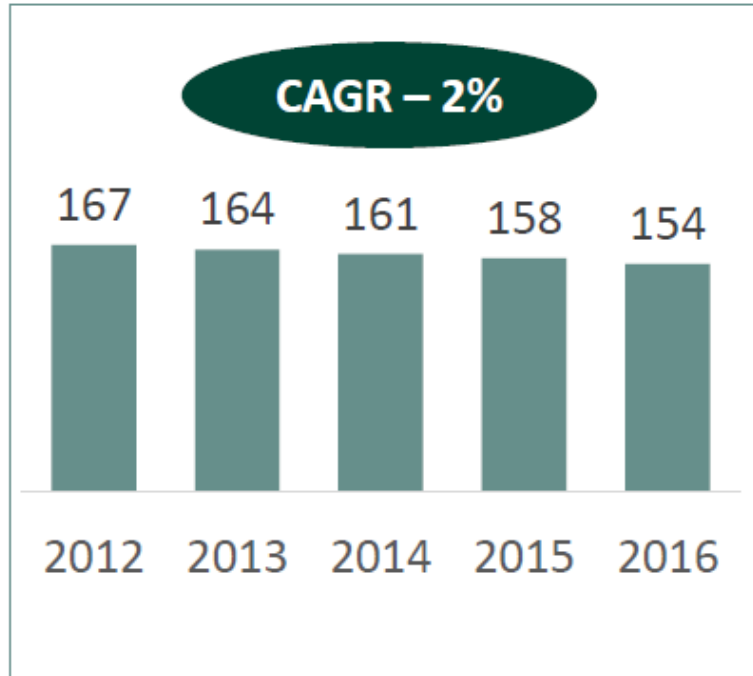
Share of adult Danes who read a newspaper "daily" or "almost daily" (percent).



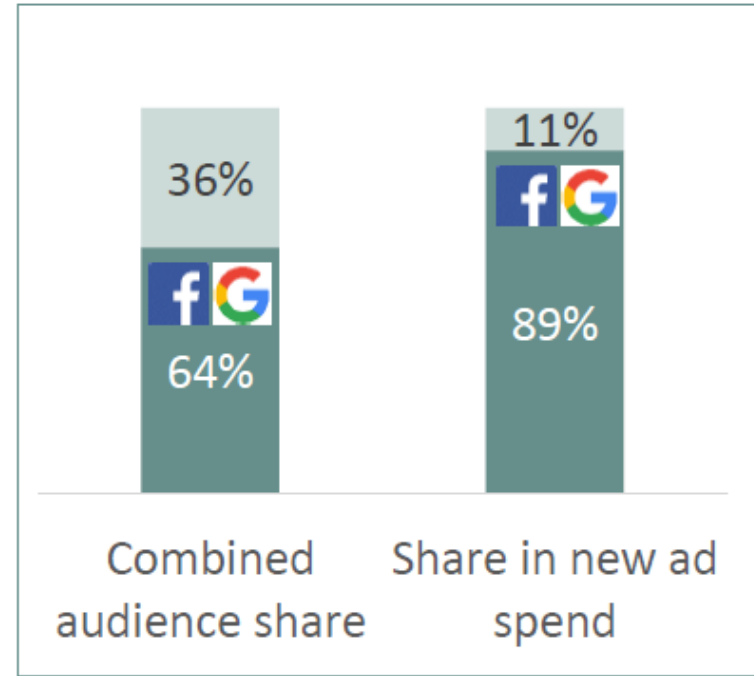
Publishers (in the western hemisphere) mostly face declining classical businesses and strong digital competitors

Big picture

Traditional revenues (Print + Digital Ads and Circulation) [billion US\$; current prices]¹

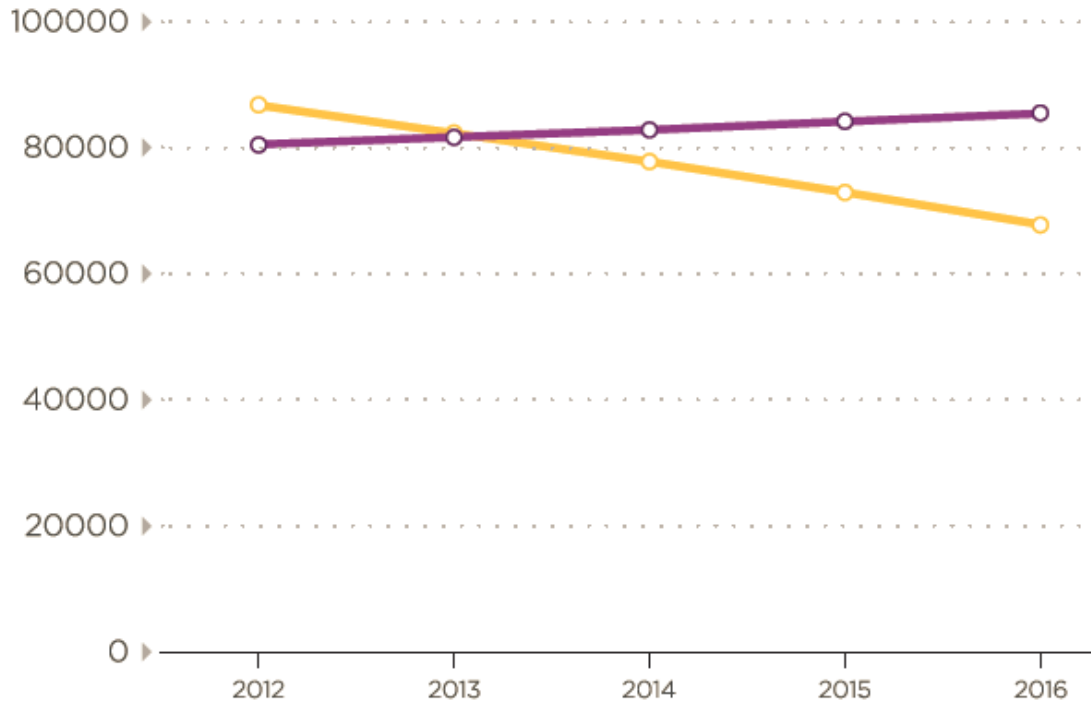


Google and Facebook audience and ad shares²



Source: ¹WAN-IFRA World Press Trends 2017, based on a WPT analysis, ZenitOptimedia and PwC Global Entertainment and Media Outlook: 2016-2020 | ²WAN-IFRA World Press Trends 2017

Global newspaper revenue

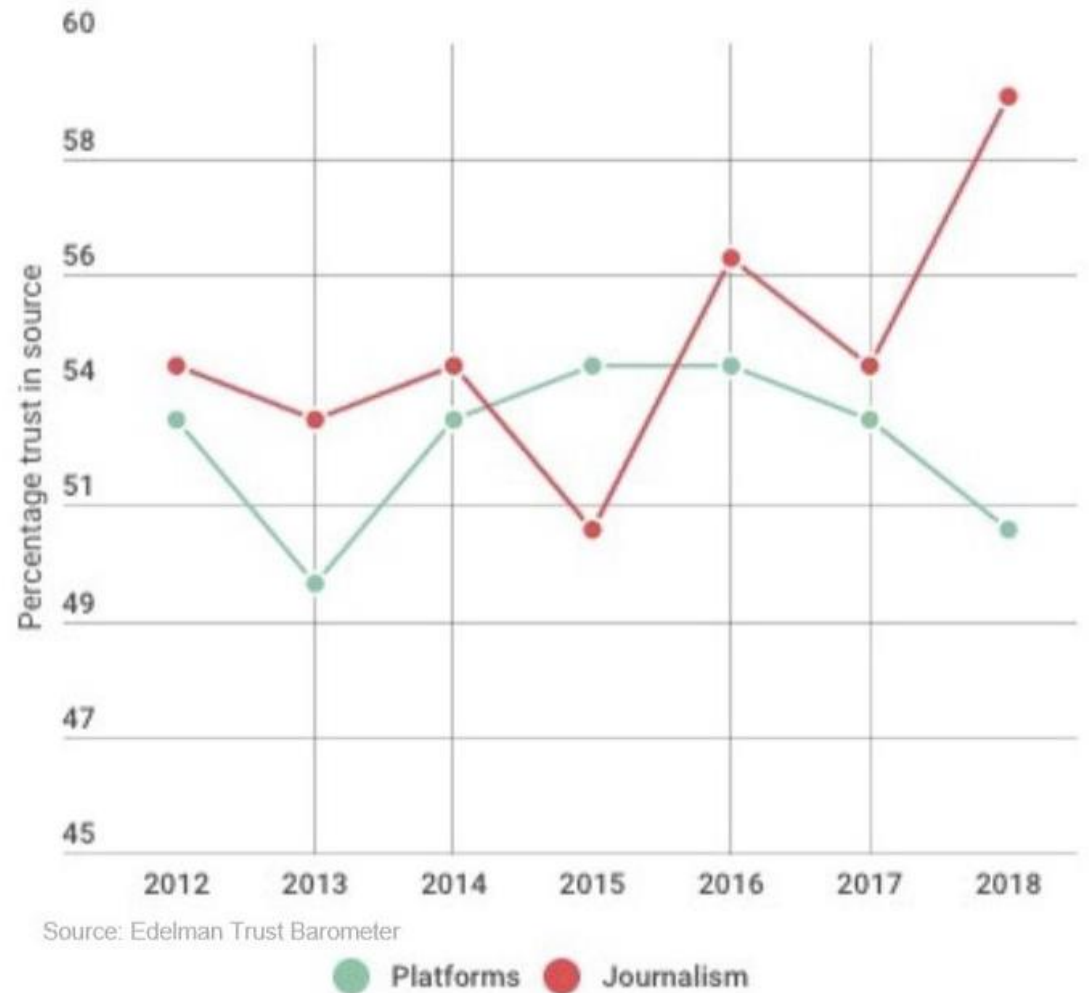


AUDIENCE REVENUES
\$86 BN

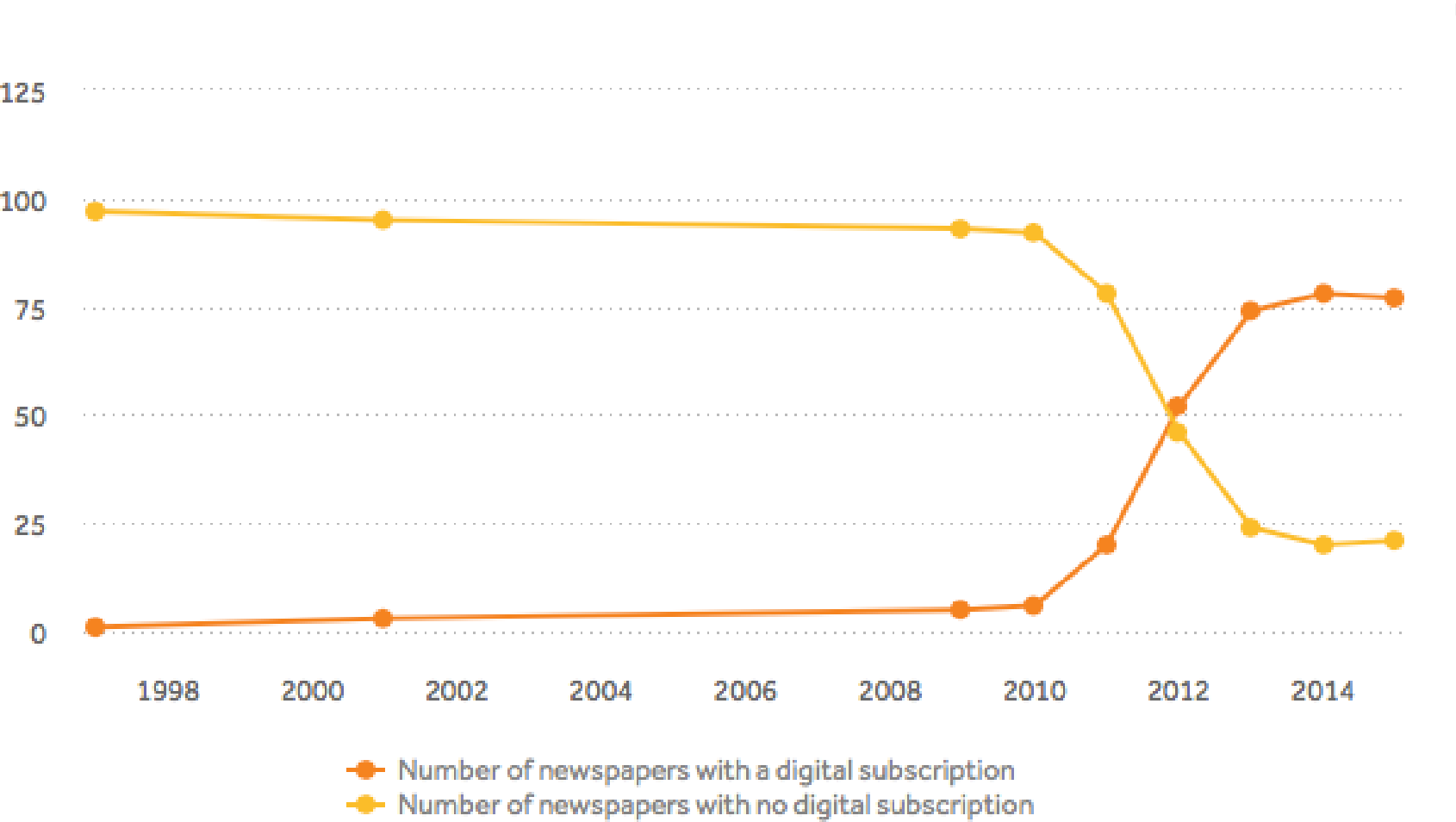
ADVERTISING REVENUES
\$68 BN

Trust have a positive effect on willingness to pay

Trust in platforms takes a tumble

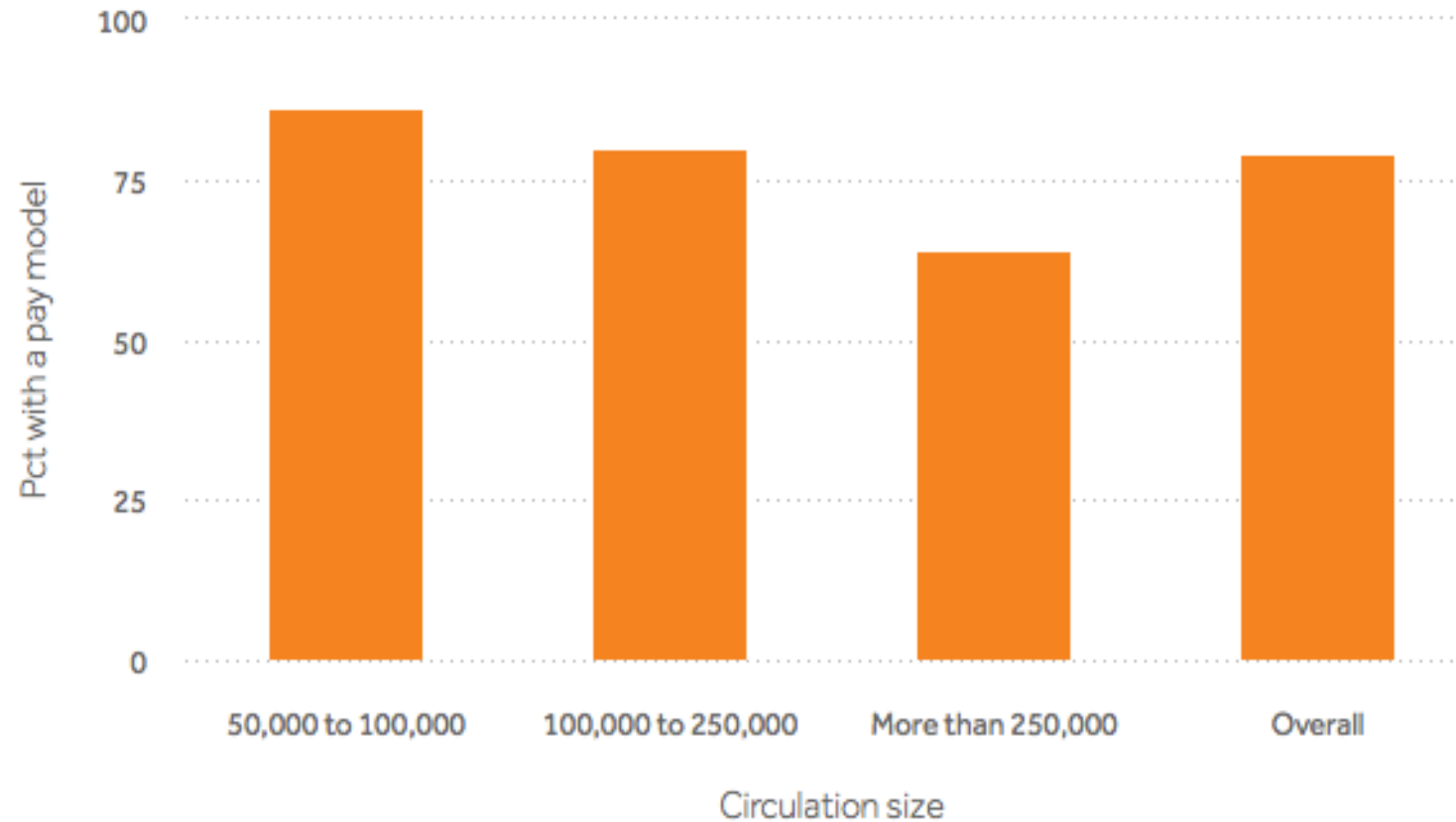


US Publishers transform to digital subscriptions



Data Source: American Press Institute 2016

More than 75% of American Newspapers Have Digital Subscription

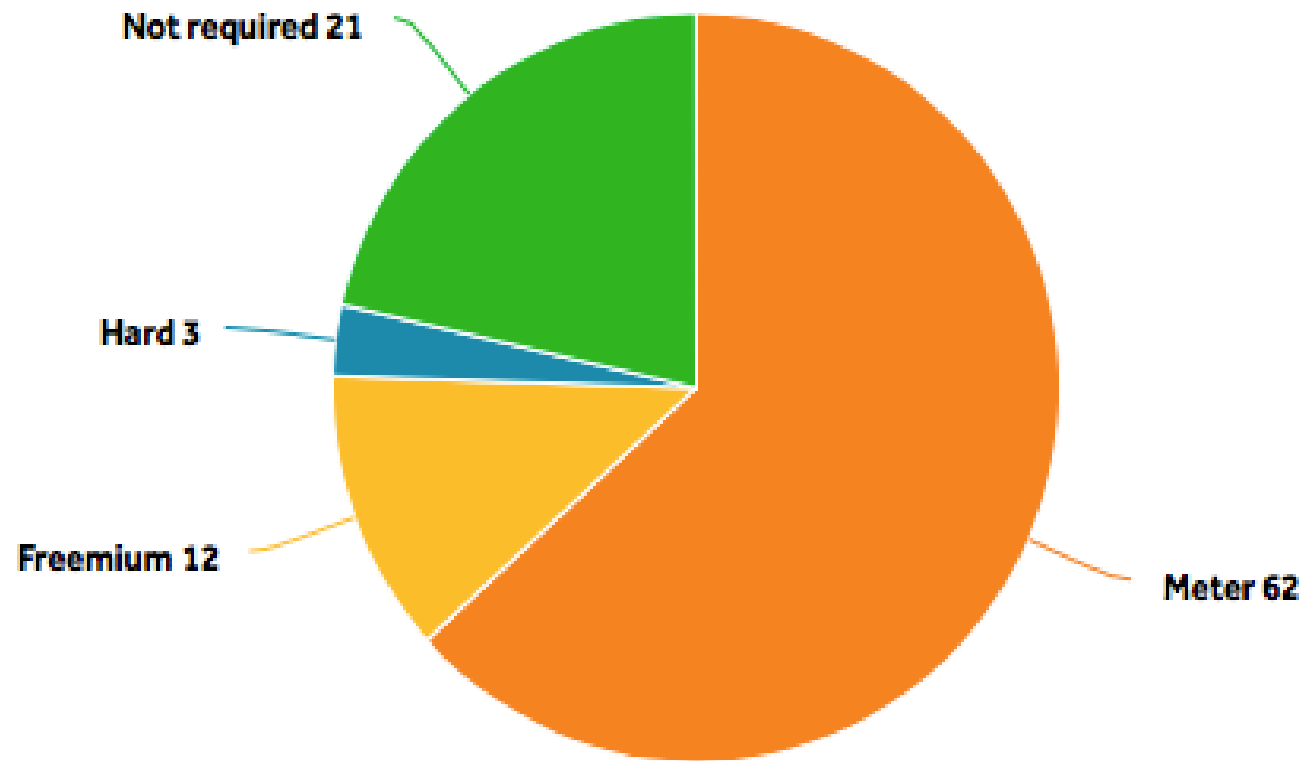


Data Source: American Press Institute 2016

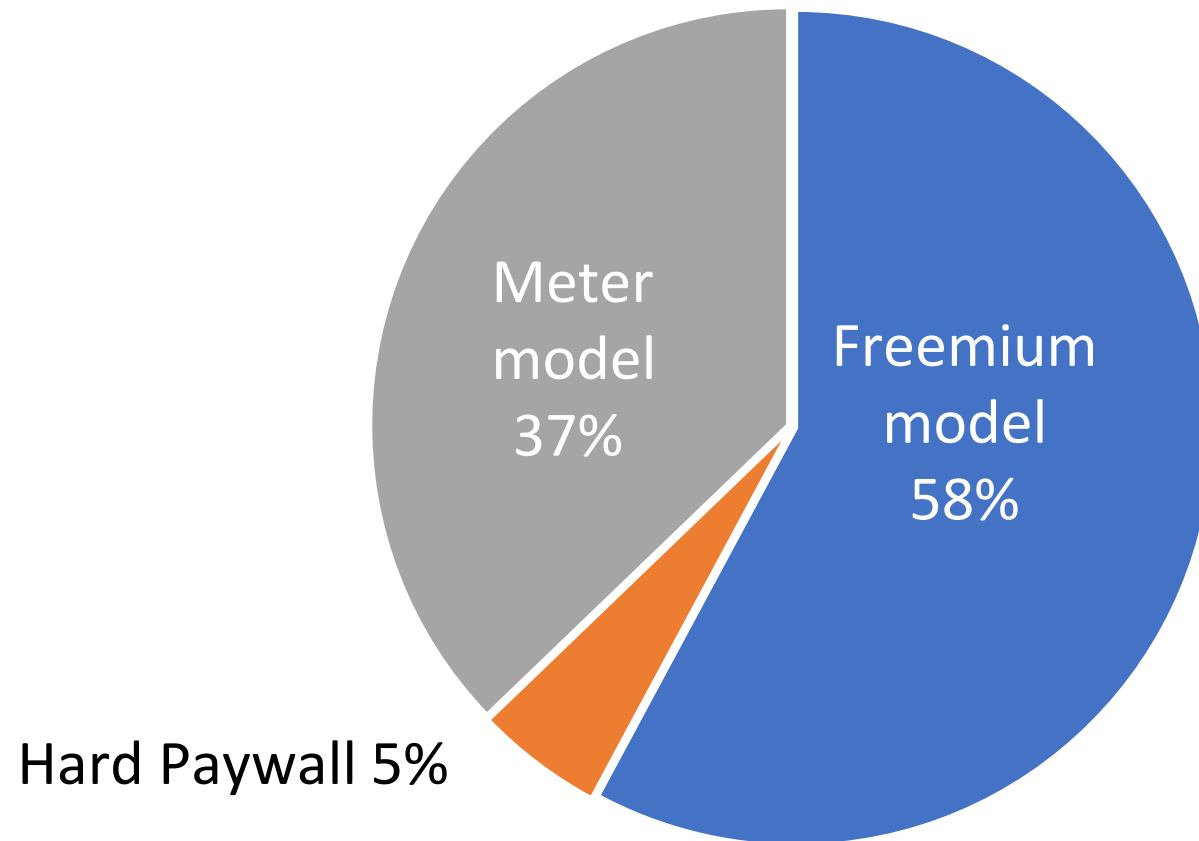
Why Digital Subscription is Successful

- Netflix, Spotify and others have educated the market
- Users accustomed to subscribing online
- Convenience for customers
- Lower price
- Increasing trends of companies offering subscription services
- Higher revenue and predictable business model

Meter Model Dominates in the US




Freemium is preferred in Germany





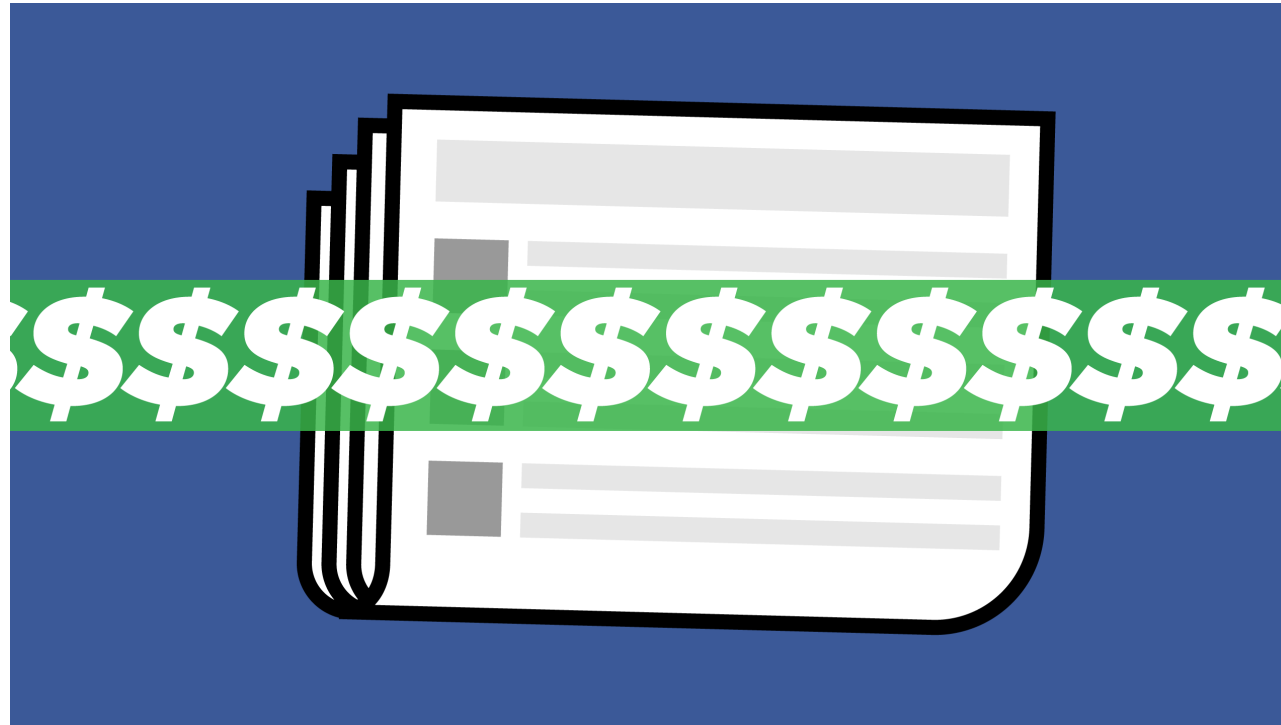
- Ads
- Data
- Sponsors
- Native ads

- Meter
- Freemium
- Hybrid 
- Bundling with print

- Hard wall
Subscription
- Single purchase

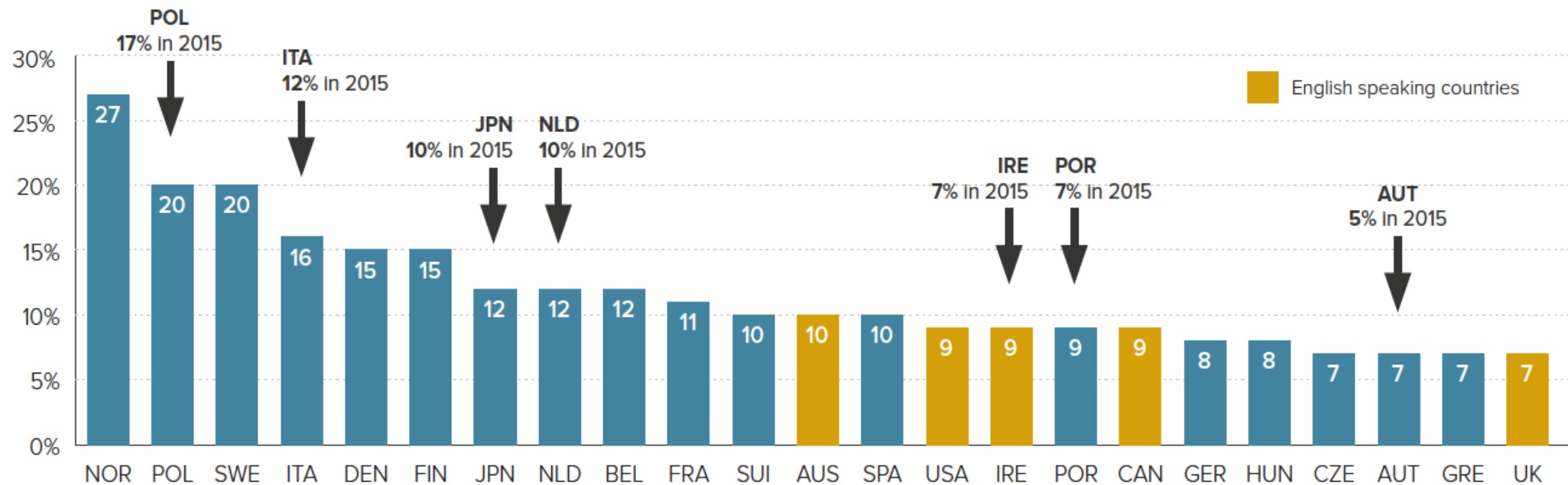


If not subscription,
then registration.



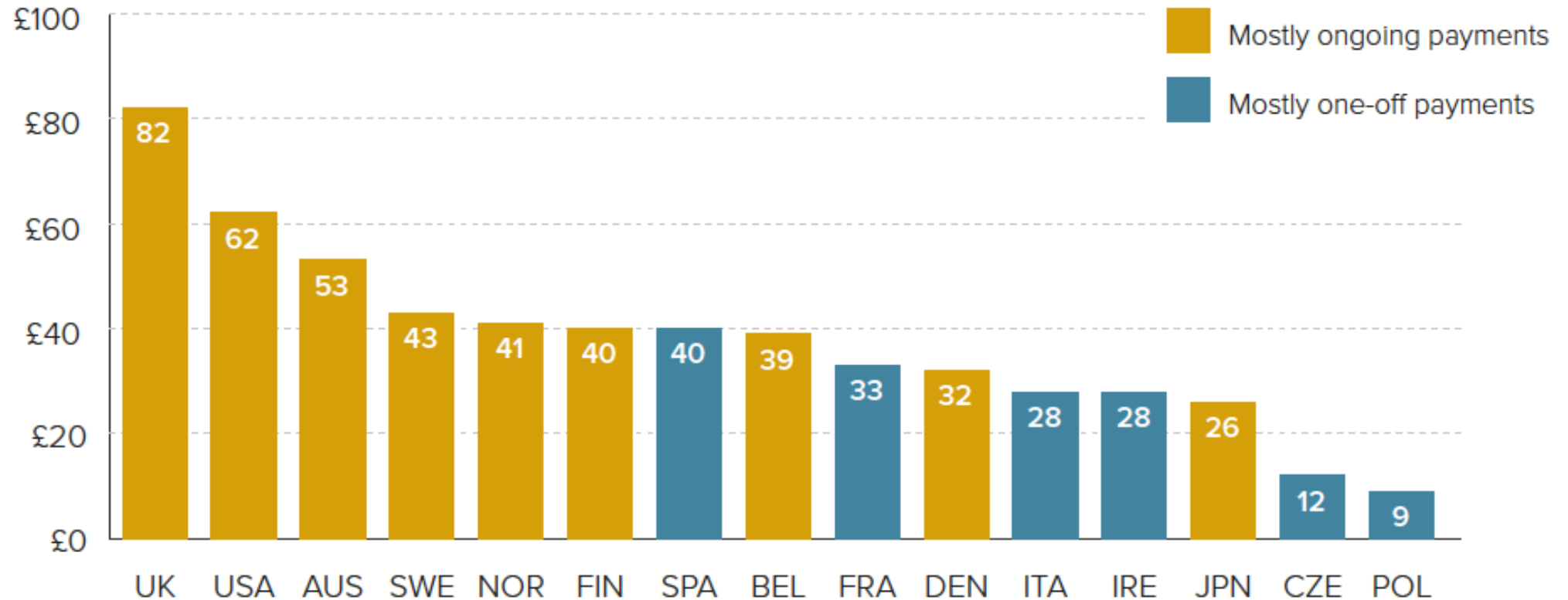
Pivot towards the hybrid model pay wall....

Proportion that Paid for Online News



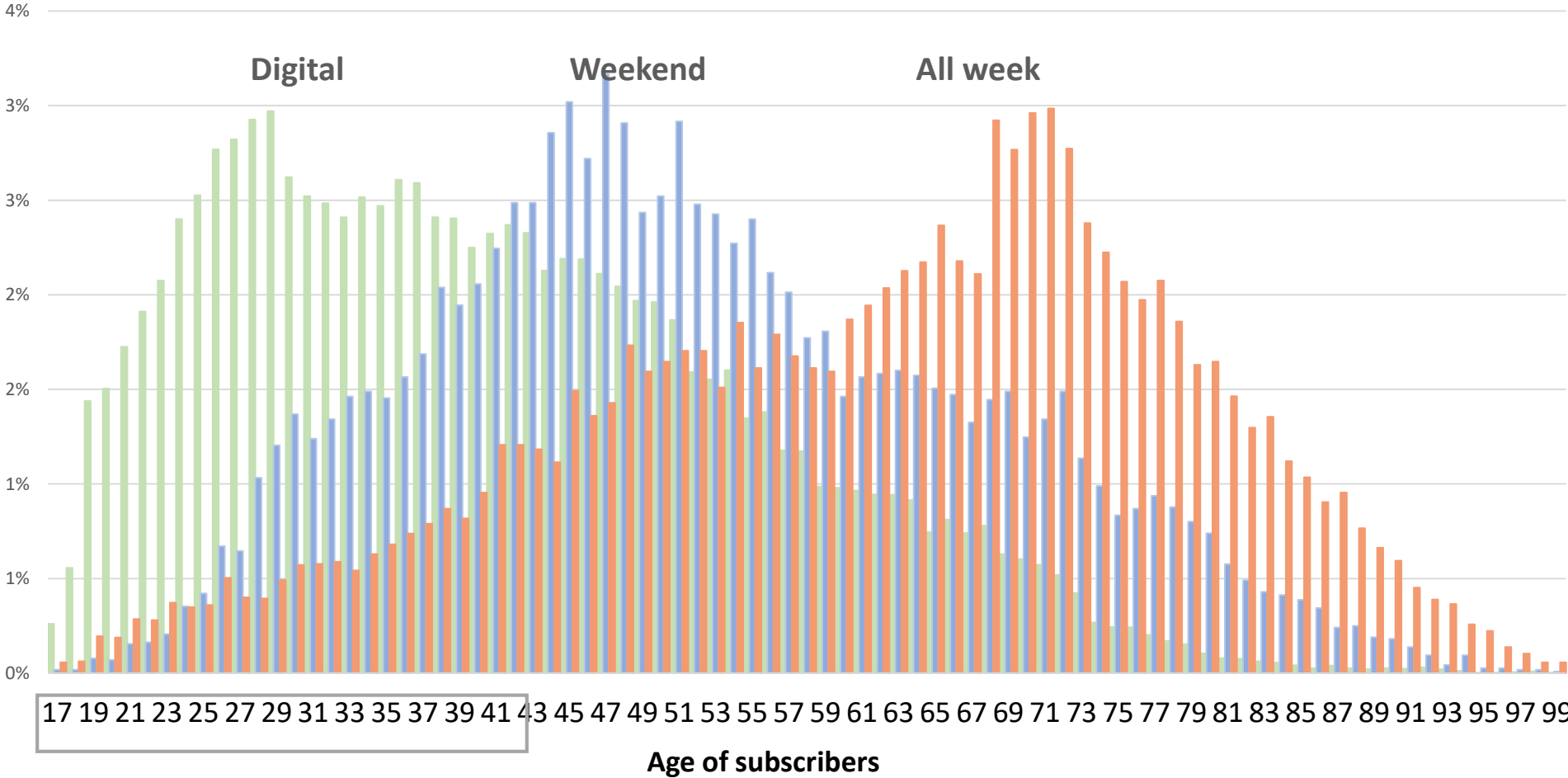
Q7a. Have you paid for ONLINE news content, or accessed a paid-for ONLINE news service in the last year? (This could be digital subscription, combined digital/print subscription or one-off payment for an article or app or e-edition). *Base:* Total sample in each country

Countries with Ongoing Payment Pay More



Average annual news spend per customer: subs vs. one-off payments...

Age distribution for new subscription sales per product – Schibsted Norwegian Subscription papers



Google has a 50% global browser marketshare...

In the first phase only ads that fail to meet guidelines set by Coalition for Better Ads will be blocked (Google is a member most publishers are not)



BUSINESS OF NEWS

The media today:
Google starts its ad-
blocking purge in
February

The Least Preferred Ad Experiences for Desktop Web and Mobile Web



- Pop-up Ads
- Auto-playing Video Ads with Sound
- Prestitial Ads with Countdown
- Large Sticky Ads



- Pop-up Ads
- Prestitial Ads
- Ad Density Higher Than 30 Percent
- Flashing Animated Ads
- Auto-playing Video Ads with Sound
- Postitial Ads with Countdown
- Full-screen Scrollover Ads
- Large Sticky Ads

Source: Coalition for Better Ads

03 FEBRUARY 2018 SATURDAY 05:39 PM IST

WAN-IFRA Best News Website in the World manoramaonline



Weather by POPY 31°C Partly cloudy

E-PAPER | ONMANORAMA (ENGLISH) | MANORAMANNEWS TV | RADIO MANGO | CHUTTUVATTOM (DISTRICTS) | GULF

Thiruvananthapuram ---Customize your city

NEWS VIDEOS OBIT

TRAVEL CHILDREN

TRENDING NOW: Kerala Budget

അണ്ടർ 1 ലോകം

LATEST NEWS



YUPPTV MALAYALAM TV Christmas Sale Only €119.99 year



44 800 086 8286

Latest Designer Sarees Mahalekshmi Silks Thiruvalla Muthoor Kottayam



പാക്കിസ്ഥാനിലെ 'മദർ തെരേസ'

Will these ads pass the Google Chrome adblocker?



Facebook to show more content from friends, less from publishers and brands

In an exclusive video interview with CNN Tech's Laurie Segall, Facebook VP Adam Mosseri described the move as a "rebalancing" of how Facebook's algorithms rank items in the main feed.

They are really saying to corporates including media: Pay if you want access to peoples news feed...





Facebook to show more content from friends, less from publishers and brands



Steffen Damborg

@SteffenDamborg

Greatest gift to #publishing in years! Unintended, @Facebook now forces #newsmedia to focus on own platform and their direct #customerrelations. This will change the #media #businessmodel towards #paidcontent delivered on own platform cnnmon.ie/2D6HOR7 via @CNNAgency

Oversæet fra engelsk



Facebook to show less content from publishers and brands

Facebook hopes to improve the well-being of its users by prioritizing content from friends and family over posts from brands and publishers.

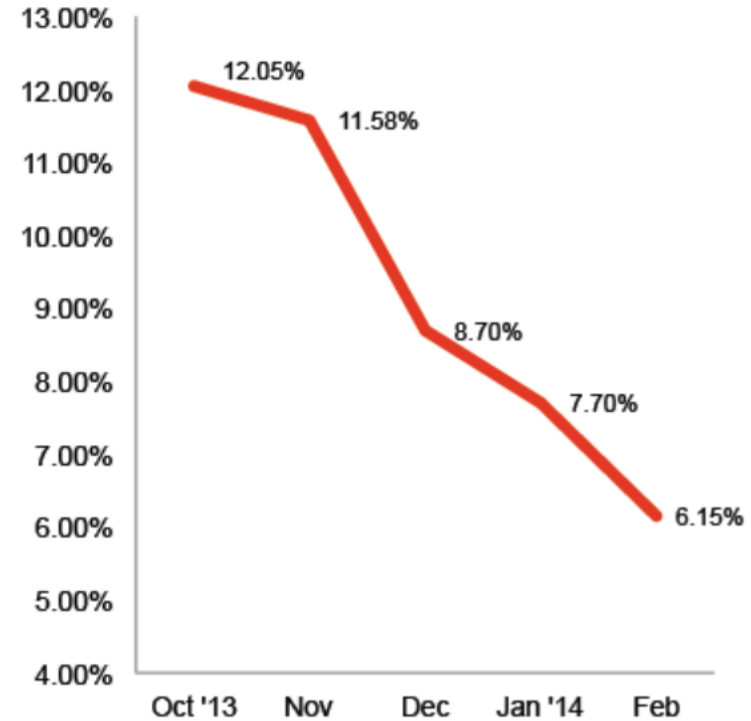
money.cnn.com



So many publishers think they have **audiences**, when what they really have is **traffic**. I think we're about to find out who has an audience.

- Casey Newton, Silicon Valley editor at The Verge

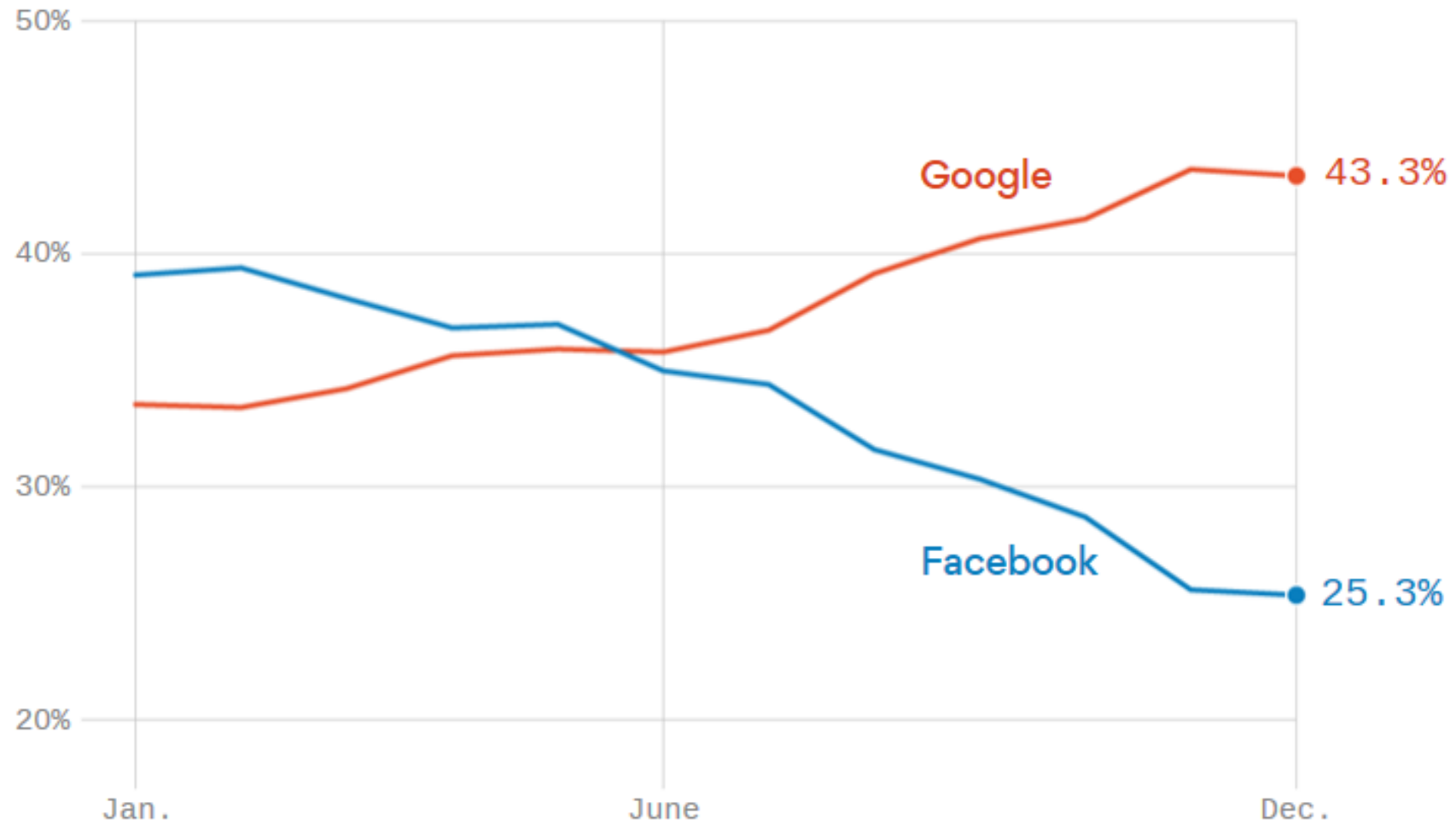
Average Organic Reach of Content Published on Facebook Brand Pages



Analysis of 100+ Facebook Brand Pages around the world with more than 48 million total fans conducted by Social@Ogilvy in February 2014. Full details in the Appendix of this report.

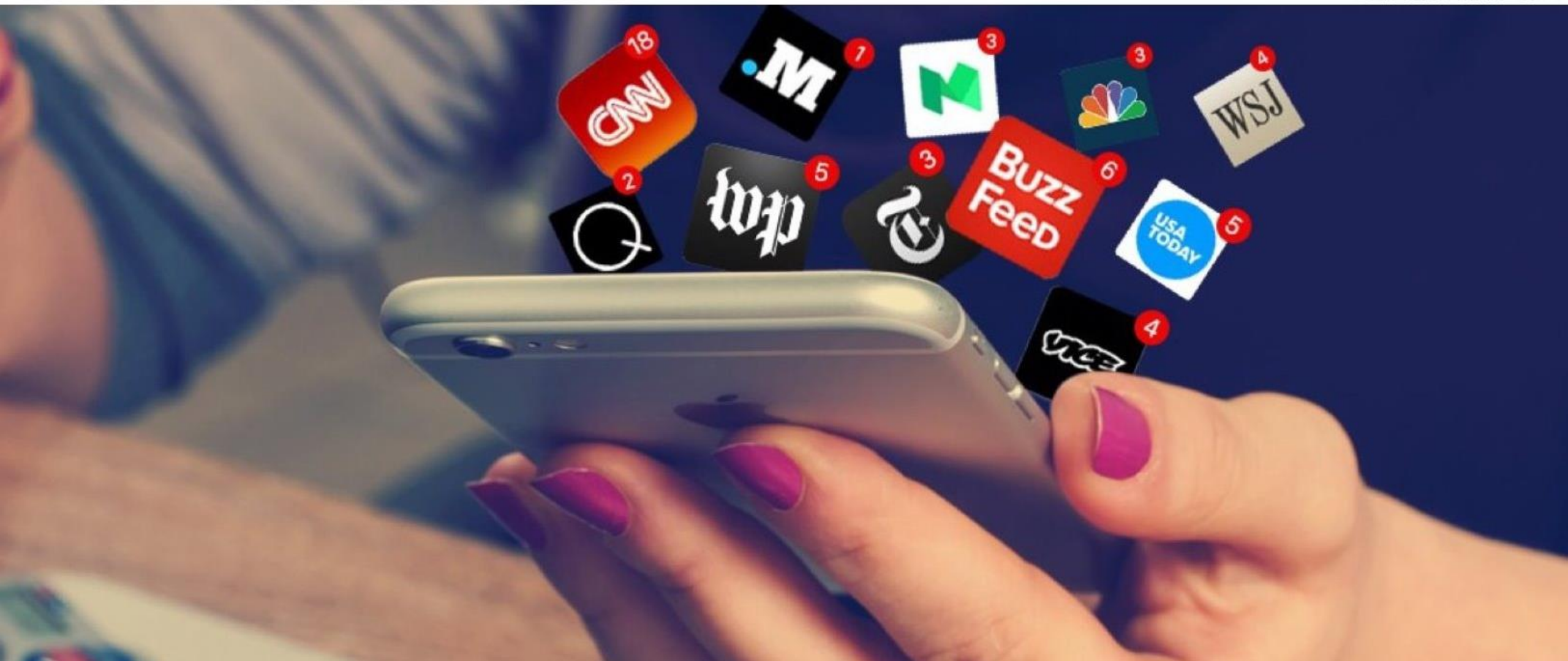
Parse.ly network referrals to publishers, 2017

As a percent of total referrals

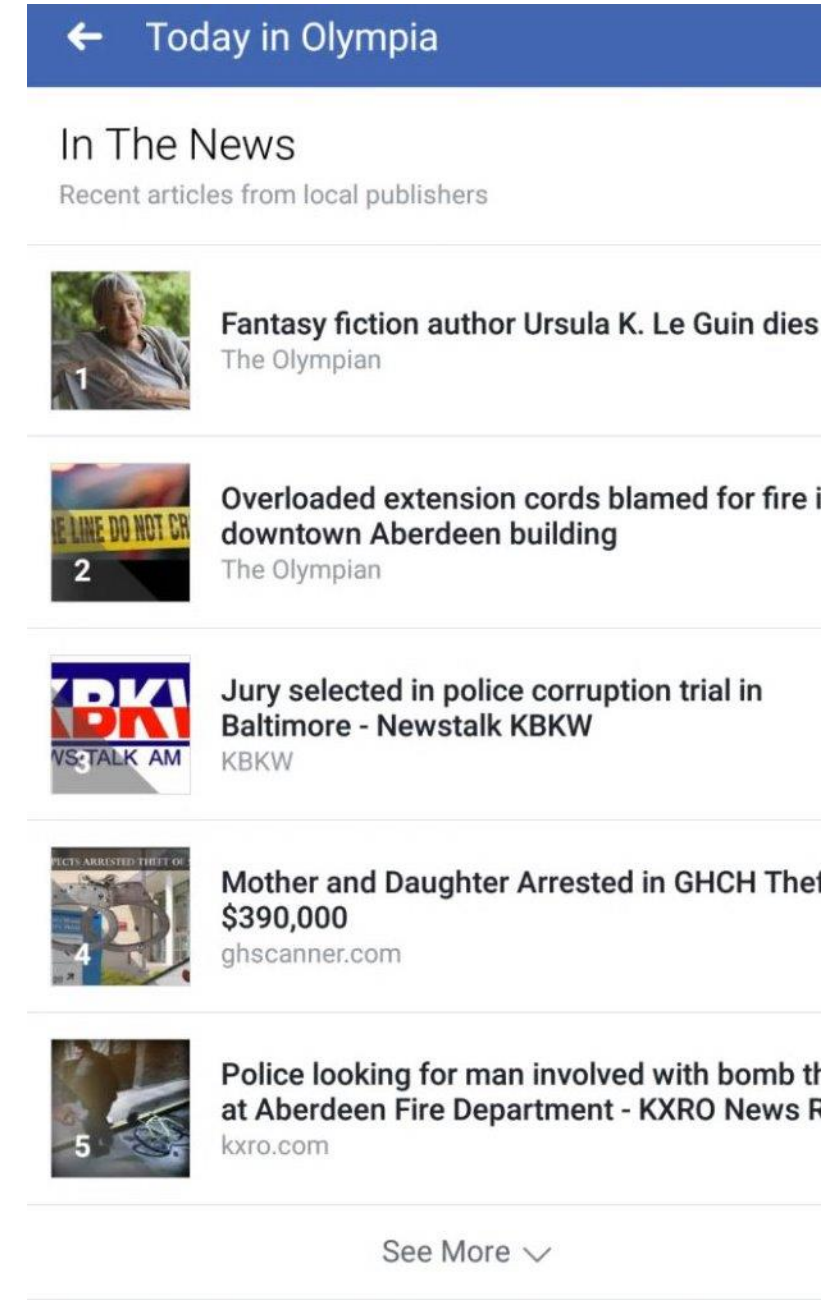
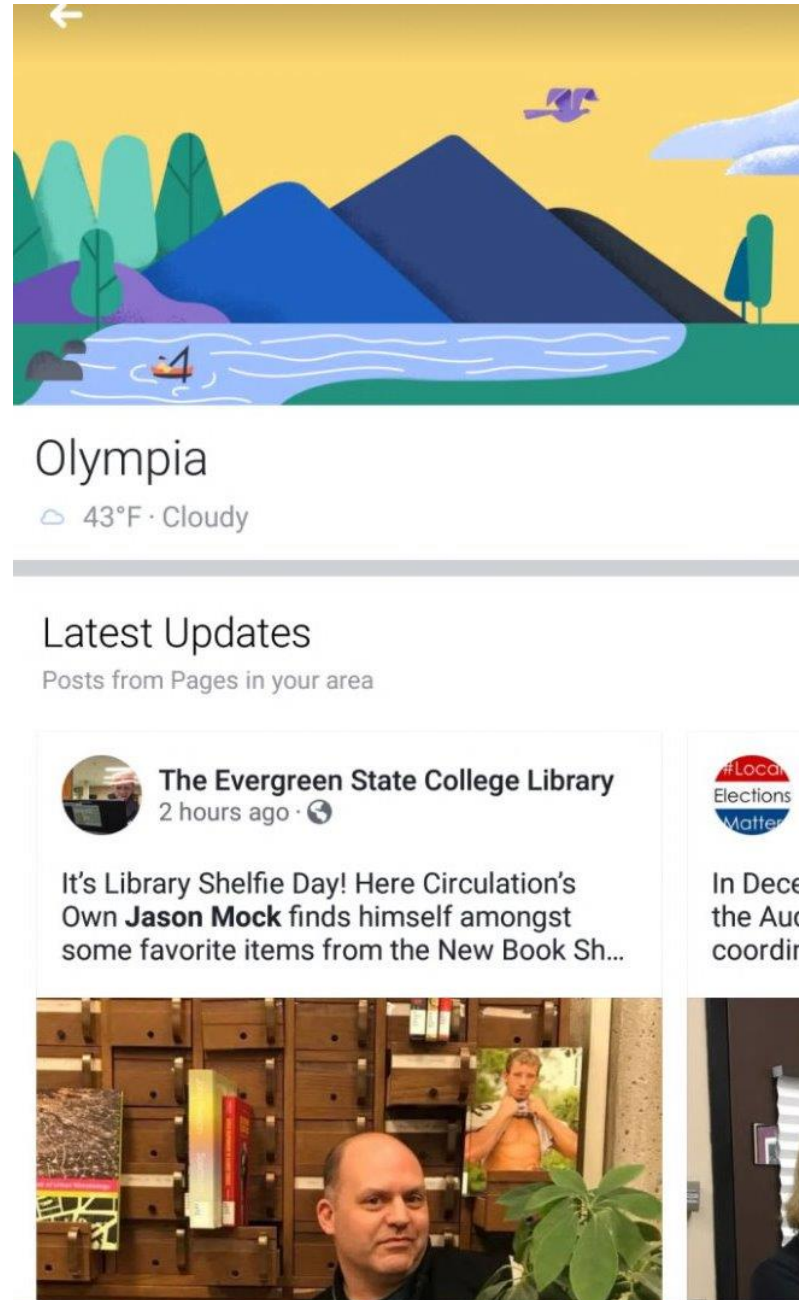
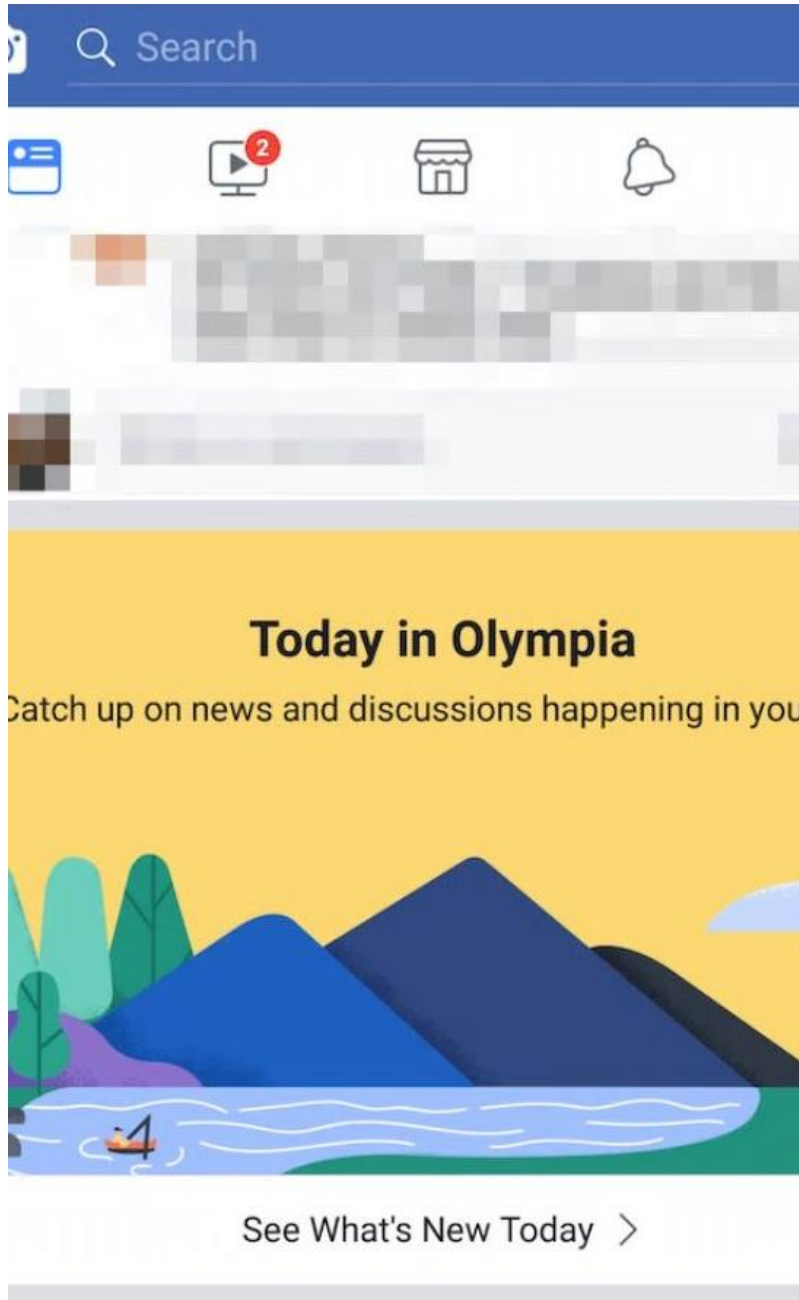


Publishers eye push notifications in aftermath of Facebook news feed changes

DIGIDAY UK



It looks like Facebook is going local...(recent test in Olympia, Washington)



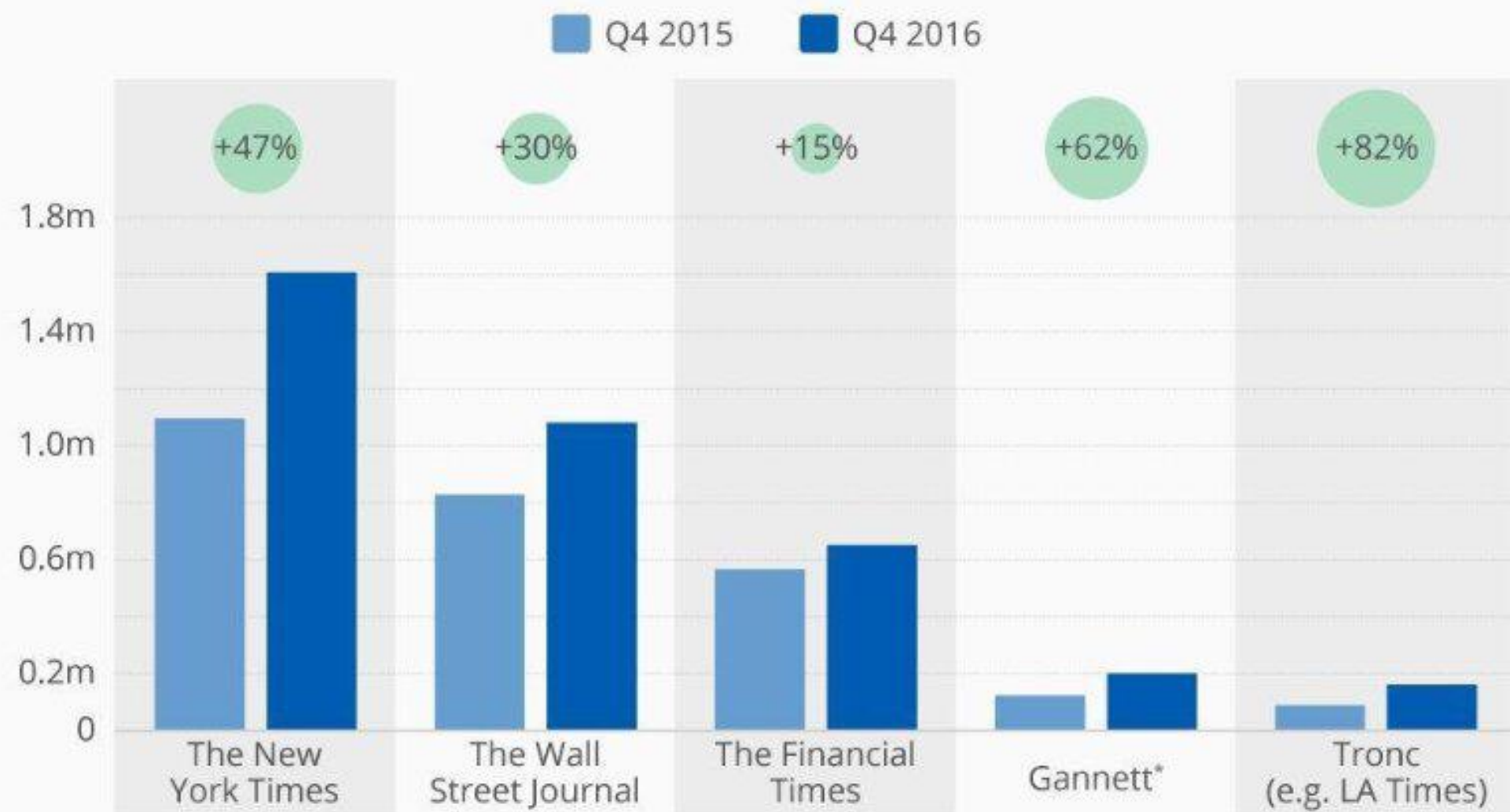
WAN-IFRA standpoint

Only very few quality newspapers will survive on advertising only.

You must have substantial digital revenues from your consumers.

U.S. Newspapers See Surge in Digital Subscriptions

Paid digital-only subscribers of selected U.S. newspapers and news publishing groups

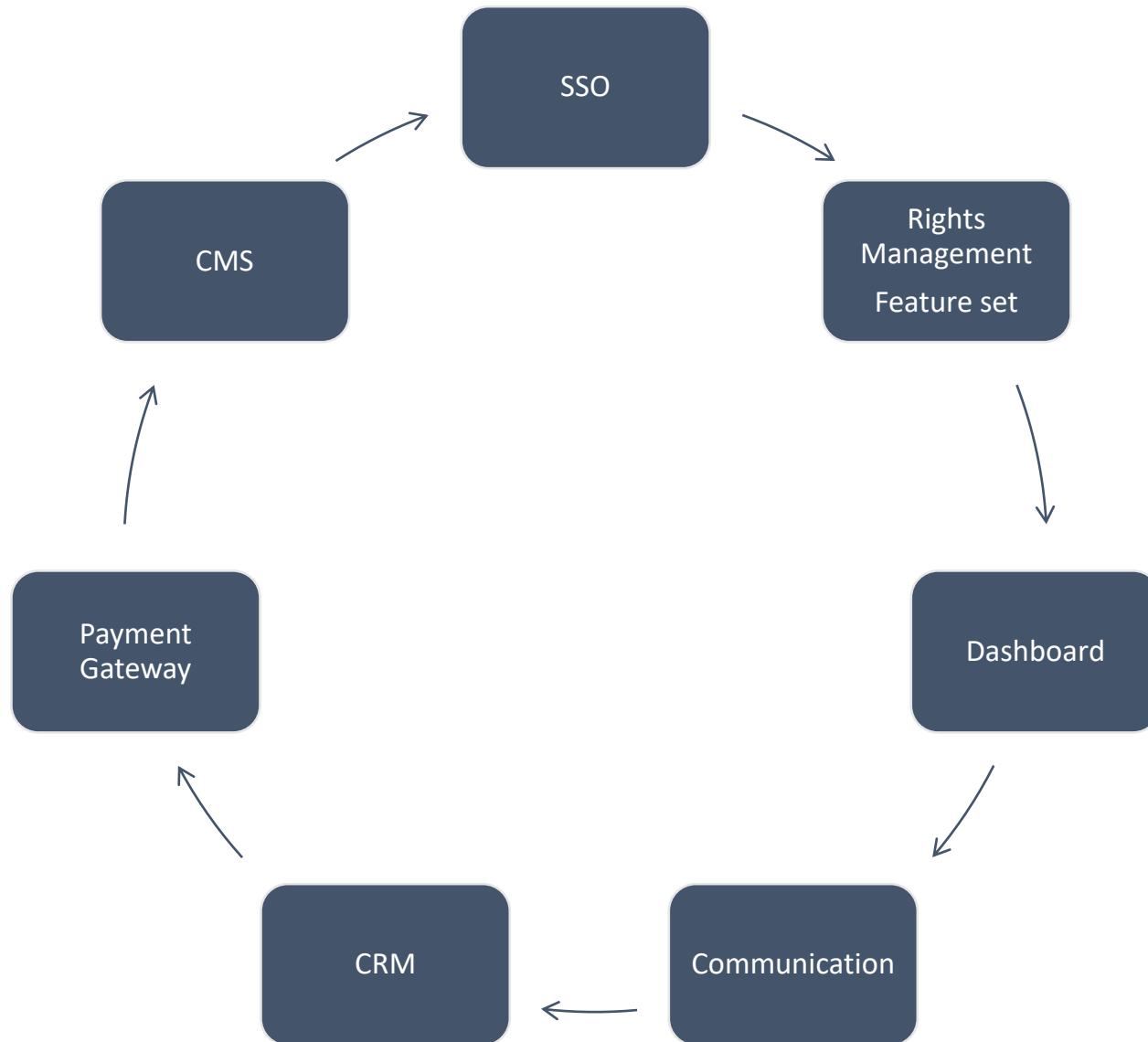


* includes digital-only plus Sunday subscriptions sold by the 109 local news properties owned by Gannett

34% GROWTH IN DIGITAL SUBSCRIBERS Y/Y

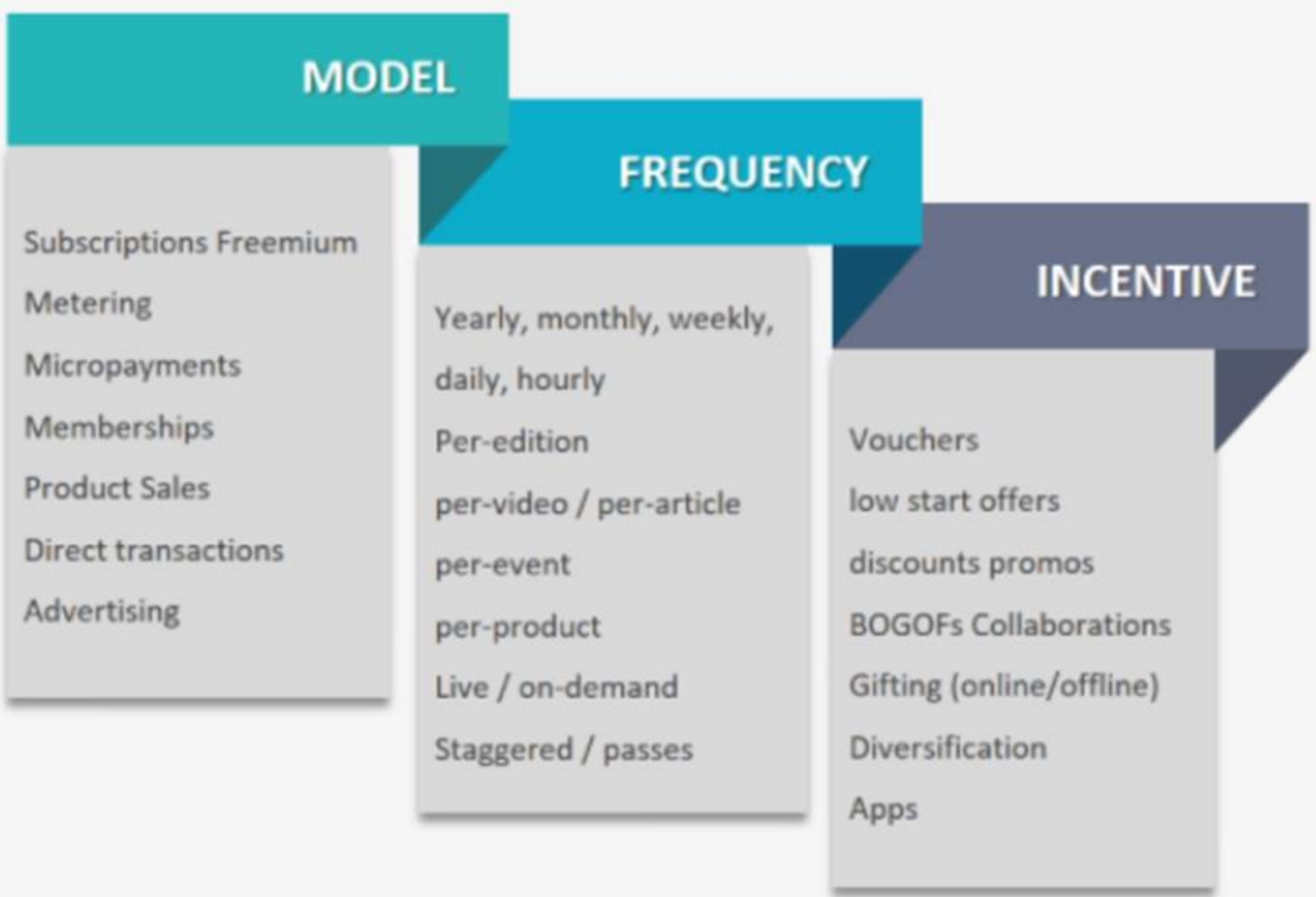


Schibsted's VG.no & Aftonbladet.se: approx. 10% of daily visitors pay for content



You need the right TECHSTACK to work with paid digital subs...

Charging for content takes a new go-to-market strategy



Same publisher, same CMS, but different business models....

TIRSDAG 11. MARTS 2014

Jyllands-Posten PREMIUM

Forside Premium Inland Politik International Erhverv Sport Kultur Debat Aarhus Livsstil Temaer Mere

Analysér Indblik Kommentarer Anmeldelser Deadline Editor's choice Gemte artikler Mere

Derfor frygter Putin Vesten

Det er efterhånden ni år siden, at Vladimir Putin fremsatte en ofte citeret udtalelse. JP's udlandsredaktør analyserer udviklingen i Ukraine.

»De er fucking Putins svar på Darth Vader«

Til frokost med revolutionshelte



Nyhedsbrev Udebliver avisen Kontakt Lokalavisen.dk

Vi sætter nye salgsrekorder i Aarhus N! Skal vi også sælge din bolig?

Estate Jakob Brandstrup Tlf. 86 10 28 28



Lokalavisen AARHUS

Østjylland 112 Sport Annoncer E-avis Menu

Få fuld adgang til Politiken. Prøv første måned for 1 kr.

Aarhus' konservative spydspids: Jeg går efter borgmesterkæden



STOP SPAR 20% PÅ ALT I BYGGECENTRET*

AFTENKUP SPAR OP TIL 75% PÅ UDVALGTE VARE

TORS DAG DEN 12. OKTOBER KL. 18-20 HOS

XL BYG TOMMERGAARDEN AARHUS
Aabyvej 159 • 8230 Aabyhøj
Tlf. 8615 7111

STOP SPAR 20% PÅ ALT I BYGGECENTRET*

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Aabyvej 159 • 8230 Aabyhøj
Tlf. 8615 7111

MEST LÆSTE

46-årig mand er kommet alvorligt til skade i ulykke på motorvejen ved Aarhus

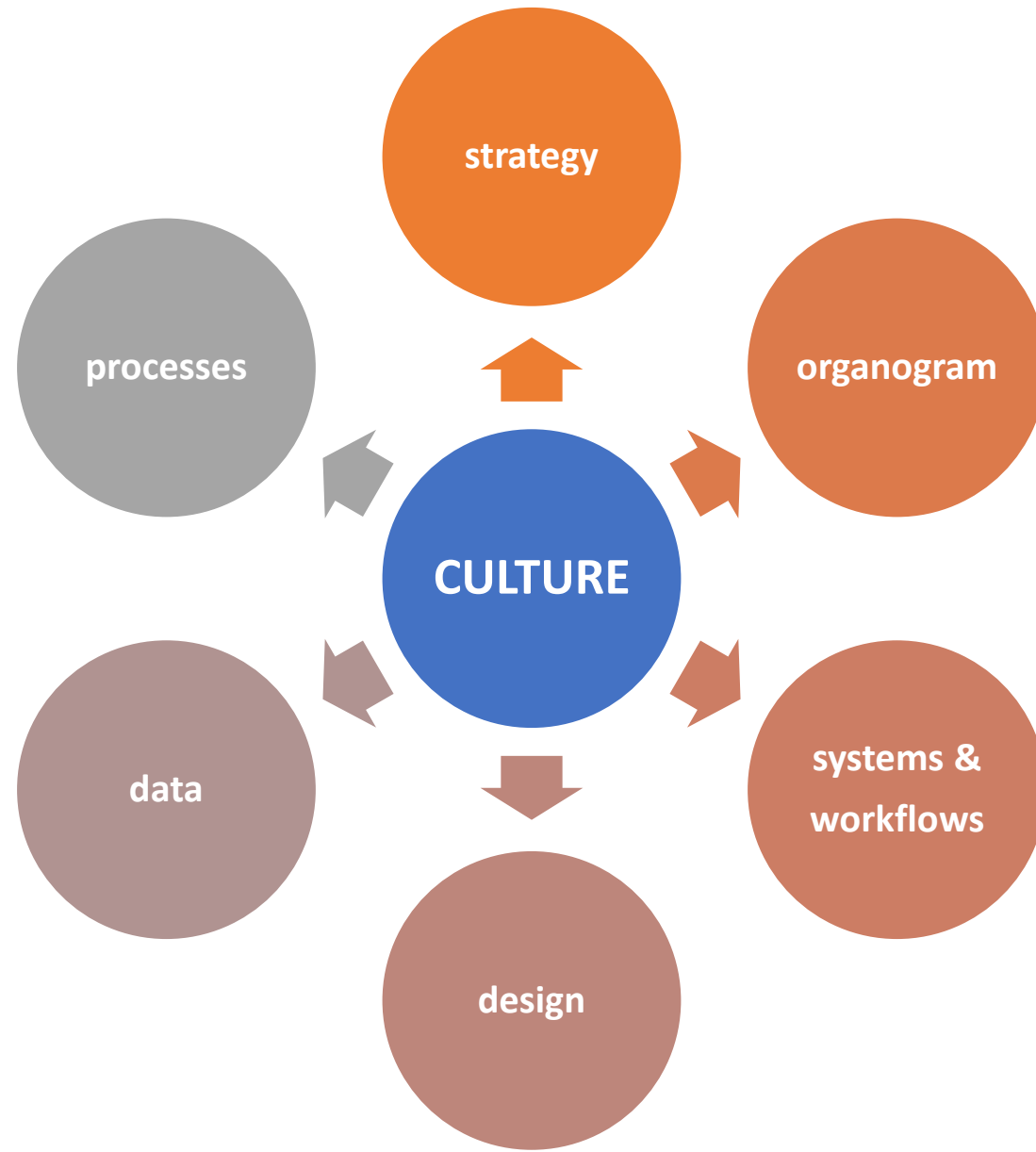
Aarhus får en gigantisk måne på syv meter i diameter

LIGE NU: Motorvejen spærret ved Aarhus Syd

Uggerhøj

1st screen of leading Danish paid daily's PREMIUM section and frontpage of leading Danish free weekly newspaper.

The Building Blocks for Success in Digital Publishing (twipe: 2015)



The background is a vibrant blue digital space filled with various elements of computer code and data. It features a perspective view of a long, narrow corridor formed by vertical columns of code that recede into the distance. The code is rendered in a light blue, monospaced font, with some characters appearing to glow or be highlighted. The overall effect is one of a vast, interconnected digital network or data center.

Big Data & Machine Learning

The Washington Post Is A Software Company Now

The newspaper created a platform to tackle its own challenges. Then, with Amazon-like spirit, it realized there was a business in helping other publishers do the same.



[Photo: MANDEL NGAN/AFP/Getty Images]

BY HARRY MCCrackEN 10 MINUTE READ



"There is no map, and charting a path ahead will not be easy. We will need to invent, which means we will need to experiment."

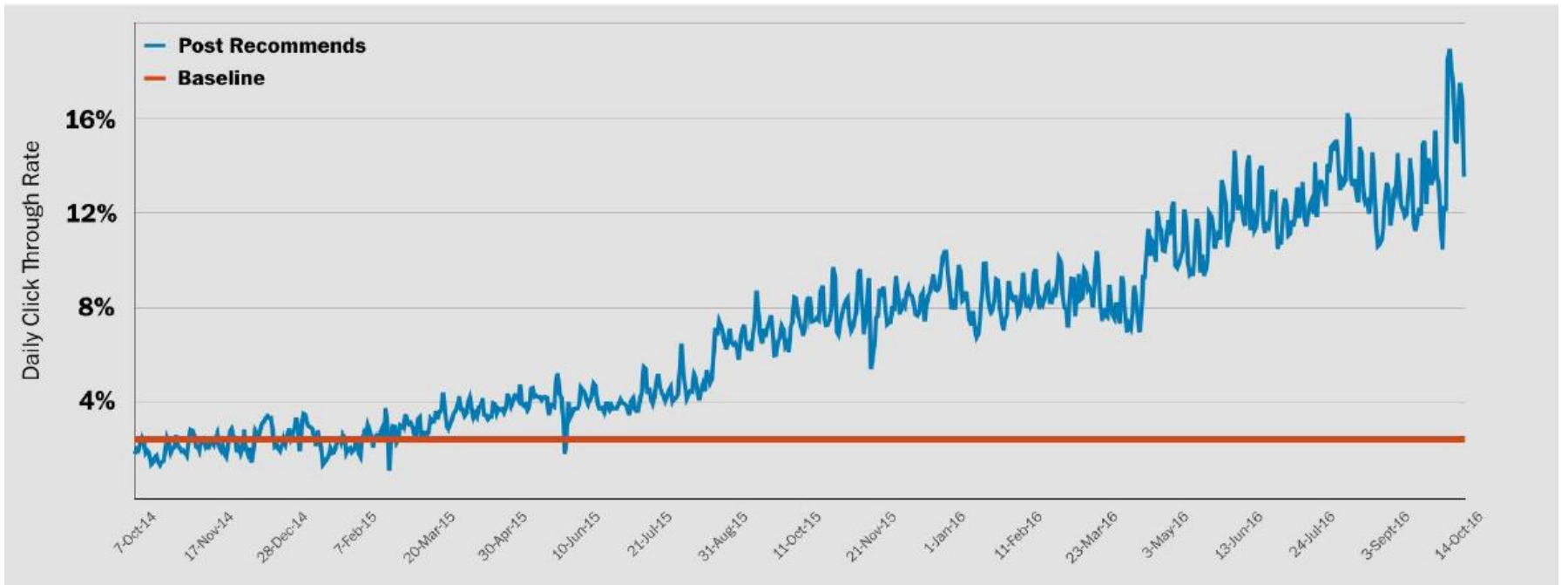
That was Amazon founder and CEO Jeff Bezos, in the letter he wrote to Washington Post employees upon agreeing to personally acquire the 136-year-old newspaper in August 2013. He acknowledged they might have apprehensions about the historic transfer of ownership, and most of his missive was dedicated to reassuring them that the company would remain dedicated to serving readers even in a time of head-snapping change for the business of journalism.

More than four years later, it's clear that Bezos was true to his word. But the invention and experimentation that's happened at the Post has included a side project which is a major departure from the company's traditional comfort zone.

Since 2014, a new Post operation now called Arc Publishing has offered the publishing system the company originally used for WashingtonPost.com as a service. That allows other news organizations to use the Post's tools for writers and editors. Arc also shoulders the responsibility of ensuring that readers get a snappy, reliable experience when they visit a site on a PC or mobile device. It's like a high-end version of Squarespace or WordPress.com, tailored to solve the content problems of a particular industry.

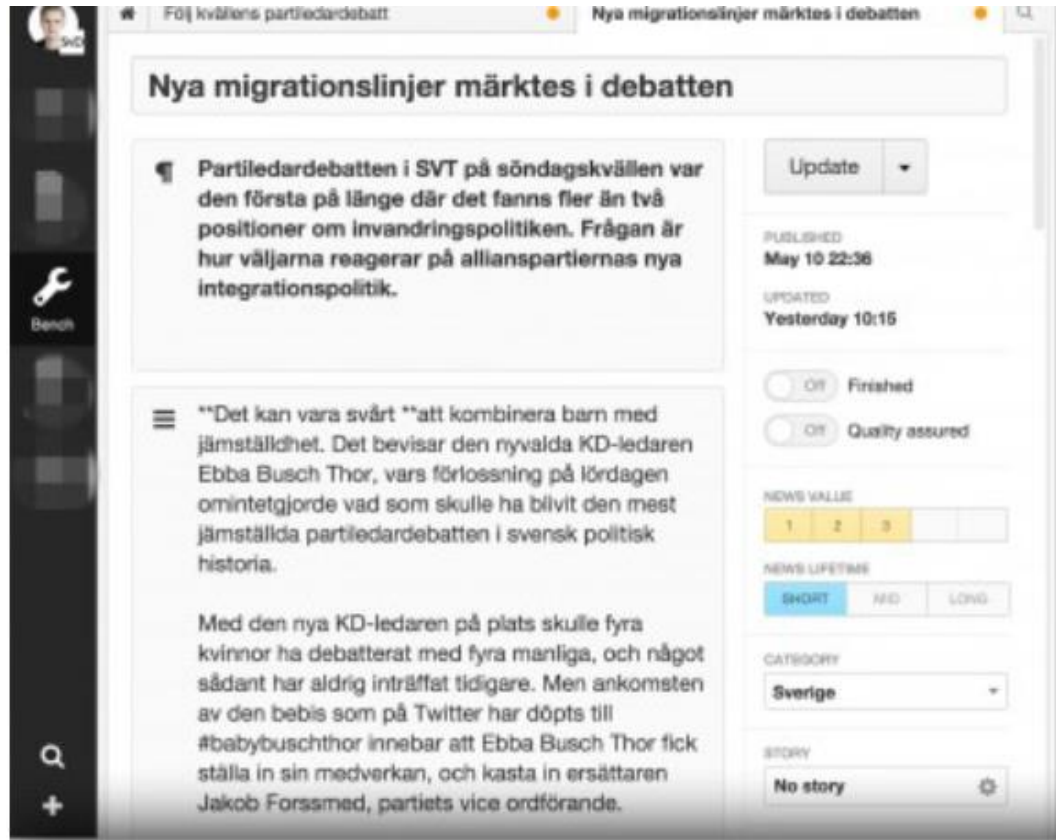
Recommendation Module Daily CTR

Clavis



The Washington Post

Machine Learning Algorithm Outperforms Front-Page Editor



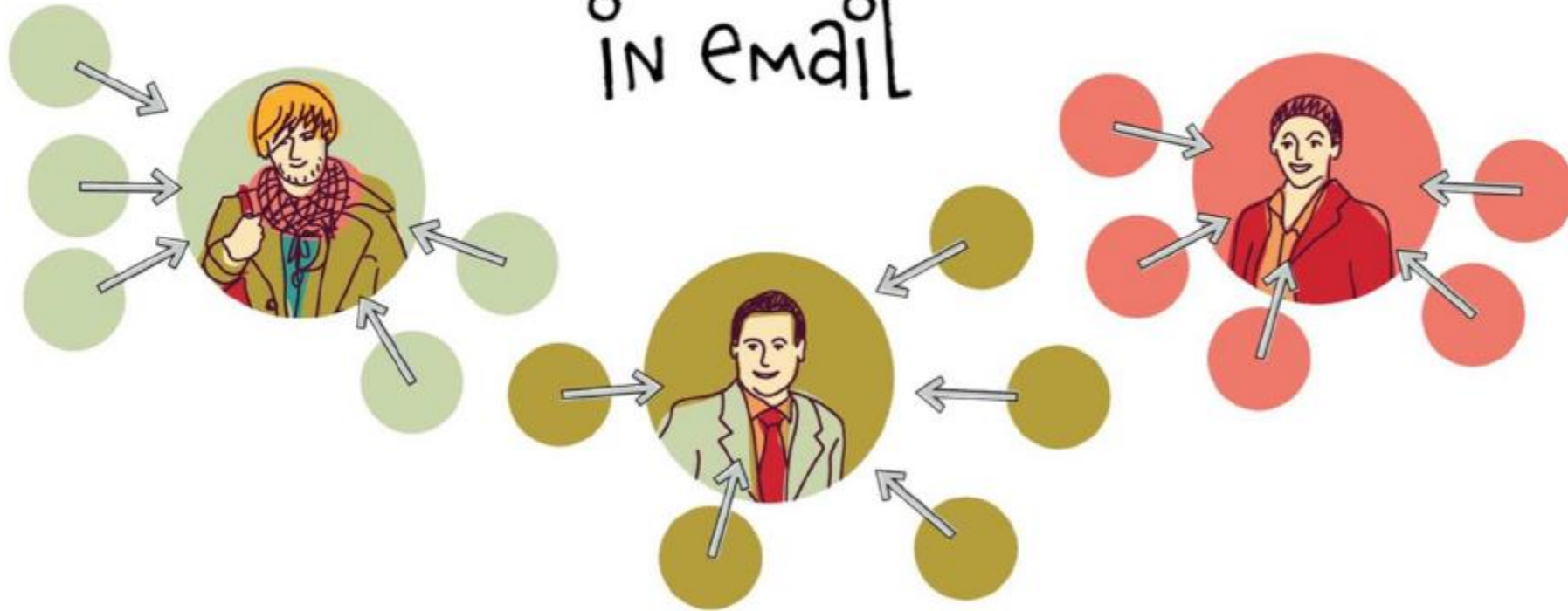
SvD's new CMS, meant to be easy and intuitive, allows reporters and editors to assign stories "news" and "lifetime" values.



Schibsted Group's own CMS The Creation Suite implemented at Swedish publisher SvD. The editor in charge only has to make two decisions. How important is the story, and the lifetime of the story. The rest is done by predictive analysis...

PERSONALIZED EDITORIAL NEWSLETTERS

collaborative filtering
in email

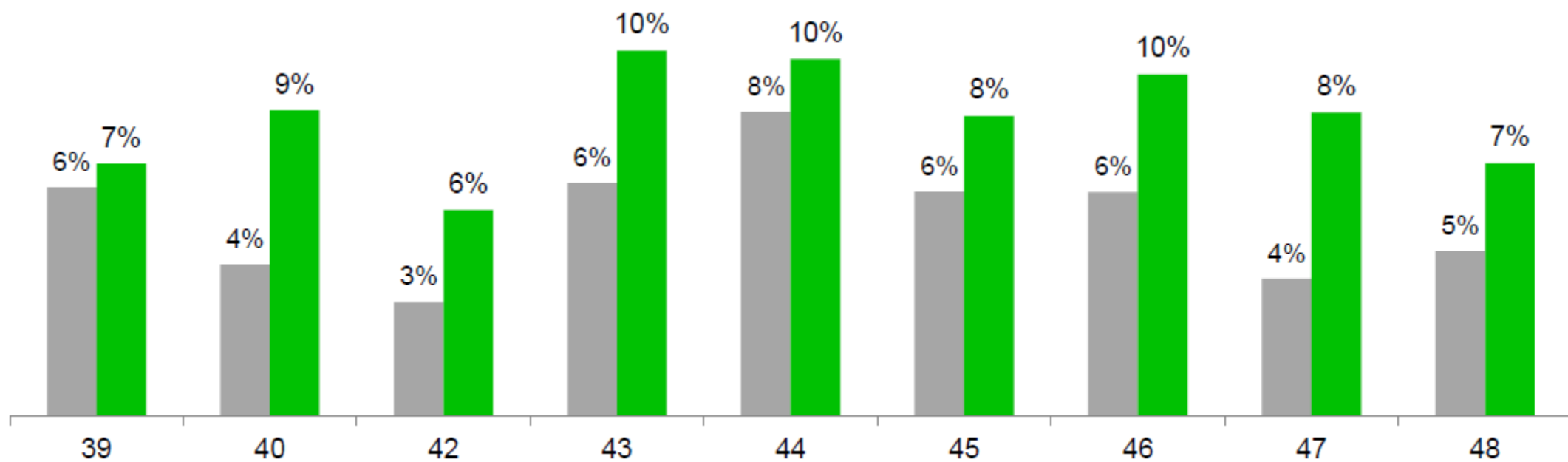


Schibsted Group traces individual usage behavior and curates newsletters accordingly

THEY CONSISTENTLY OUTPERFORM MANUALLY CURATED ONES

CTR in A/B-tests

■ Manually curated ■ Personalized



What is premium content?



Steffen Damborg @SteffenDamborg · 1. nov.

"Charging for digital content holds the journalists accountable on news quality" South China Morning Post CEO Gary Liu #paidcontent #DMASG17

🌐 Oversæt fra engelsk





The New York Times

Snow Fall

The Avalanche at Tunnel Creek

By JOHN BRANCH

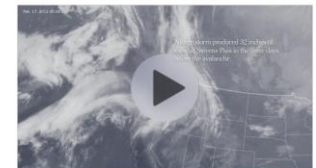
The snow burst through the trees with no warning but a last-second whoosh of sound, a two-story wall of white and Chris Rudolph's piercing cry: "Avalanche! Elyse!"

The very thing the 16 skiers and snowboarders had sought — fresh, soft snow — instantly became the enemy. Somewhere above, a pristine meadow cracked in the shape of a lightning bolt, slicing a slab nearly 200 feet across and 3 feet deep. Gravity did the rest.

To one side, down steep chutes, is Stevens Pass ski area, which receives about 400,000 visitors each winter. To the other, outside the ski area's boundary to what is considered the back of Cowboy Mountain, is an unmonitored play area of reliably deep snow, a "powder stash," known as Tunnel Creek.



It is a term with broad meaning. The name is derived from the Cascade Tunnel, originally a 2.6-mile railroad tube completed in 1900 that connected the east and west sides of the Cascades, a boon for the growth of Seattle and Puget Sound. The mountain pass that it



NEXT PART
To The Peak

JUMP TO CHAPTER

Tunnel Creek

To the Peak

Descent Begins

Blur of White

Trends in preemium online publishing

Snow Fall The Avalanche at Tunnel Creek

By JOHN BRANCH

The snow burst through the trees with no warning but a last-second whoosh of sound, a two-story wall of white and Chris Rudolph's piercing cry: "Avalanche! Elyse!"

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Snow shattered and spilled down the slope. Within seconds, the avalanche was the size of more than a thousand cars barreling down the mountain and weighed millions of pounds. Moving about 70 miles per hour, it crashed through the sturdy old-growth trees, snapping their limbs and shredding bark from their trunks.

The avalanche, in Washington's Cascades in February, slid past some trees and rocks, like ocean swells around a ship's prow. Others it captured and added to its violent load.

Somewhere inside, it also carried people. How many, no one knew.

The slope of the terrain, shaped like a funnel, squeezed the growing swell of churning snow into a steep, twisting gorge. It moved in surges, like a roller coaster on a series of drops and high-banked turns. It accelerated as the slope steepened and the weight of the slide pushed from behind. It slithered through shallower pitches. The energy raised the temperature of the snow a couple of degrees, and the friction carved striations high in the icy sides of the canyon walls.

Elyse Saugstad, a professional skier, wore a backpack equipped with an air bag, a relatively new and expensive part of the arsenal that backcountry users increasingly carry to ease their minds and increase survival odds in case of an avalanche. About to be overtaken, she pulled a cord near her chest. She was knocked down before she knew if the canister of compressed air inflated winged pillows behind her head.

She had no control of her body as she tumbled downhill. She did not know up from down. It was not unlike being cartwheeled in a relentlessly crashing wave. But snow does not recede. It swallows its victims. It does not spit them out.

Snow filled her mouth. She screamed off things she never saw, tumbling through a cluttered

- mobile thinking
- mobile first design
- mobile UX/UI top priority
- multimedia enriched
- linear story line fits mobile
- minimalist design
- white space
- loadtime
- page size and server requests
- Social integration
- Conversion to known users

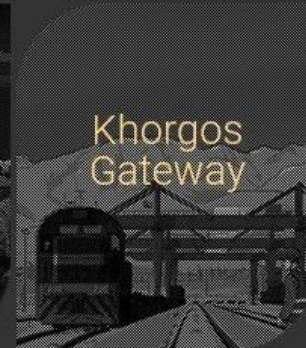
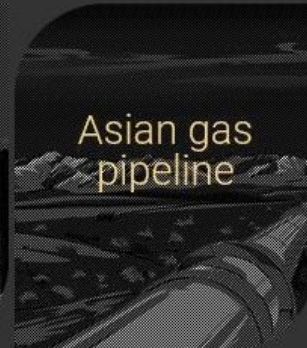
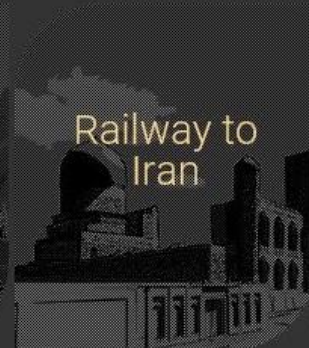
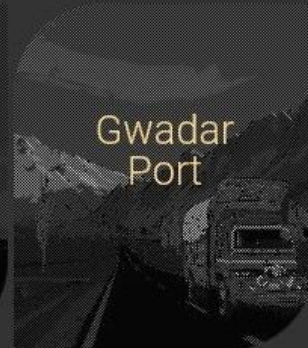
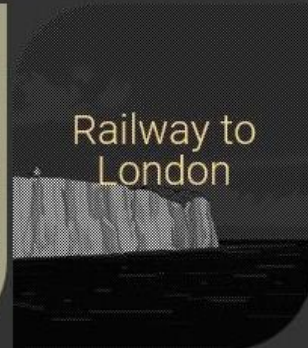
The five main projects of the Belt and Road Initiative

— A visual explainer —



One Belt projects

CHOOSE A CHAPTER



THE NEXUS BETWEEN CHINA AND THE MIDDLE EAST

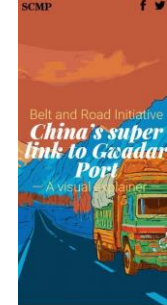
China-Pakistan Economic Corridor

With an estimated US\$54 billion worth of infrastructure projects planned for this stretch, the China-Pakistan Economic Corridor is the biggest project under the belt and road banner. It's taken decades of work to build the road from China's Xinjiang to Pakistan's Gwadar Port, but it's finally partly operational. Chinese cargo began to be transported overland to Gwadar Port late last year. Eventually, sea ports in Gwadar and Karachi will be linked with northern Pakistan, western China and Central Asia. Building the road had been difficult, said Liu Qitao, the chairman of China Communications Construction Group. "We've spent decades and 88 Chinese workers have died from natural disasters," he said.



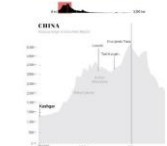
CHINA

Xinjiang Uygur Autonomous Region



China-Pakistan Economic Corridor

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Land elevation of the highway between the region of Kashgar and the mountain pass on the border between China and Pakistan (BCEPIC route)

PAKISTAN

On China's western border

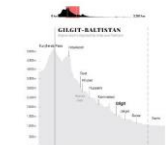
Kashgar is an oasis city in China's Xinjiang region with a history stretching back more than 2,000 years. The city served as a key trading post along the historical Silk Road. More recently, Kashgar has been plagued by violent attacks, which Beijing blames on separatists and terrorists. The local government has stepped up police patrols and offered financial rewards for tip-offs about violent attacks.



Kashgar (left) lies near the mountain highway at 2,800 metres above sea level. PHOTO: CHINA TELEVISION



The Gate of Khunjerab marks the border of China with Pakistan's Kashmir region near Ghat. PHOTO: UNICEF/REUTERS



Land elevation of the highway in the Ghat and beyond region (BCEPIC route)

TIRSDAG 11. MARTS 2014

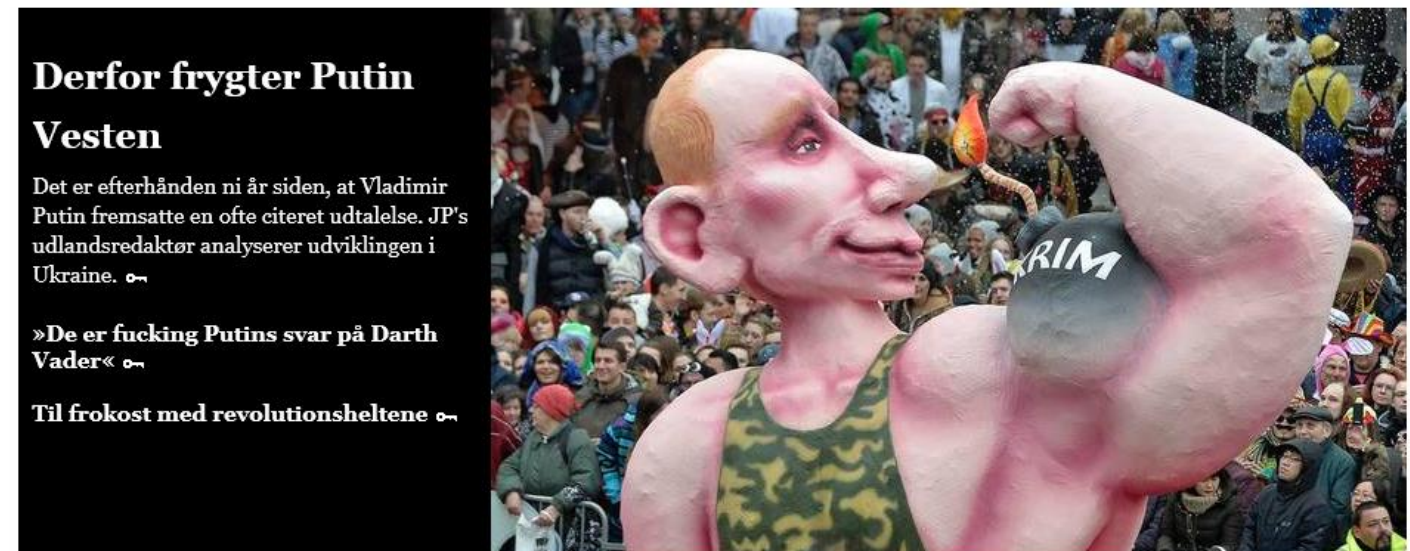
Jyllands-Posten PREMIUM

PREMIUM SECTION

- Exclusive look and feel
- Aesthetics
- No or high end commercials
- Lean back mode
- Reduced complexity
- White space (or negative space)

CONTENT TYPES

- Long narratives
- Reviews
- Themes
- Multimedia productions
- Comments
- Editorials
- Columns
- Etc.



Skotterne og den ukrainske krise

Dramaet i Ukraine vil få stor indflydelse i Østeuropa, men et blik på Skotland trænger sig på. [»](#)

Analyse: Putins reelle hensigt med Krim

En helt ny bro fra det russiske fastland til Krim spiller en afgørende rolle i Ruslands bestræbelser på at neutralisere Kievs indflydelse. [»](#)

Putin nedtrapper ukrainsk krise

Putin anerkender, at det ukrainske parlament har legitimitet og afviser ikke, at Moskva vil anerkende ny præsident efter valg. [»](#)

Her er Putins ønsker for Ukraine

Middagsanalyse: Moskva betragter teknisk set stadig Janukovitj som Ukraines præsident og får delvis opbakning fra en USA-støttet radiostation. [»](#)

Analyse: Putin udstiller Vestens magtesløshed

Præsident Putins beslutning om at indsætte hæren i Ukraine truer med at splitte landet i to

PREMIUM MEST LÆSTE

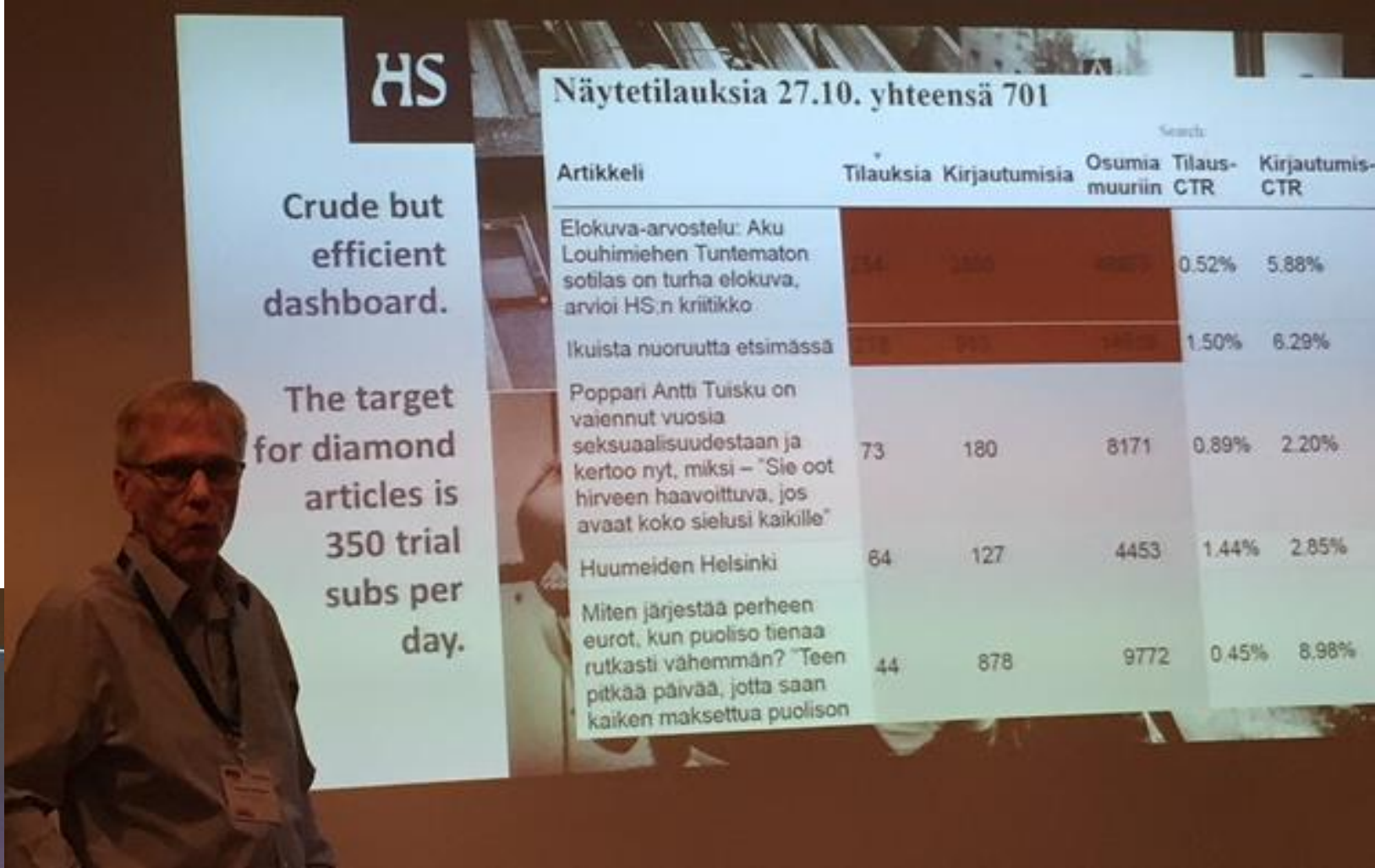
- 1 Ny minister: Vildt med seks par cowboybukser om året

Torsdag Den nye miljøminister vil slå et albert

Helsingin Sanomat

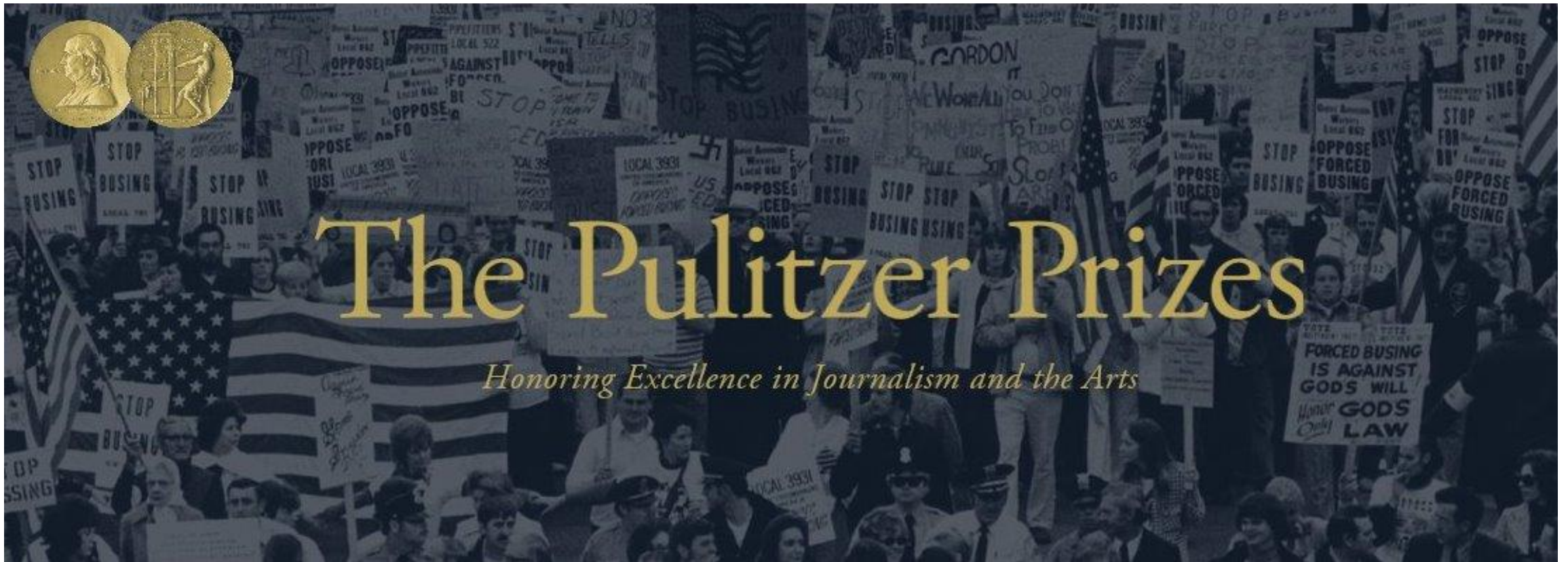
Shift from metered model to hybrid
(5 articles for free + "Diamond" Content behind paywall)

Pagewiews no longer a central KPI ->
No. of sessions and digital activity of subscribers.



New top KPI: diamond articles should convert 350 trials/day

The demand for innovative, investigative, and high quality journalism is higher than ever. This is good news for ambitious journalists eager to make a difference in their newsroom. They are the scarce resource when it comes to building a paid content digital audience...



Thank you & let's meet on LinkedIn or twitter!



@SteffenDamborg



WAN-IFRA

South Asia Committee

McKinsey&Company

An operating model for the digital world



The next-generation operating model for the digital world

Companies need to increase revenues, lower costs, and delight customers. Doing that requires reinventing the operating model.

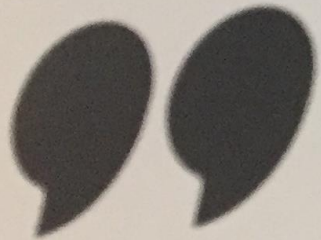
Companies that strategically go on a digital offensive generate 3 times more revenue and profit growth than their more defensive counterparts

Jacques Bughin, Director McKinsey Global Institute

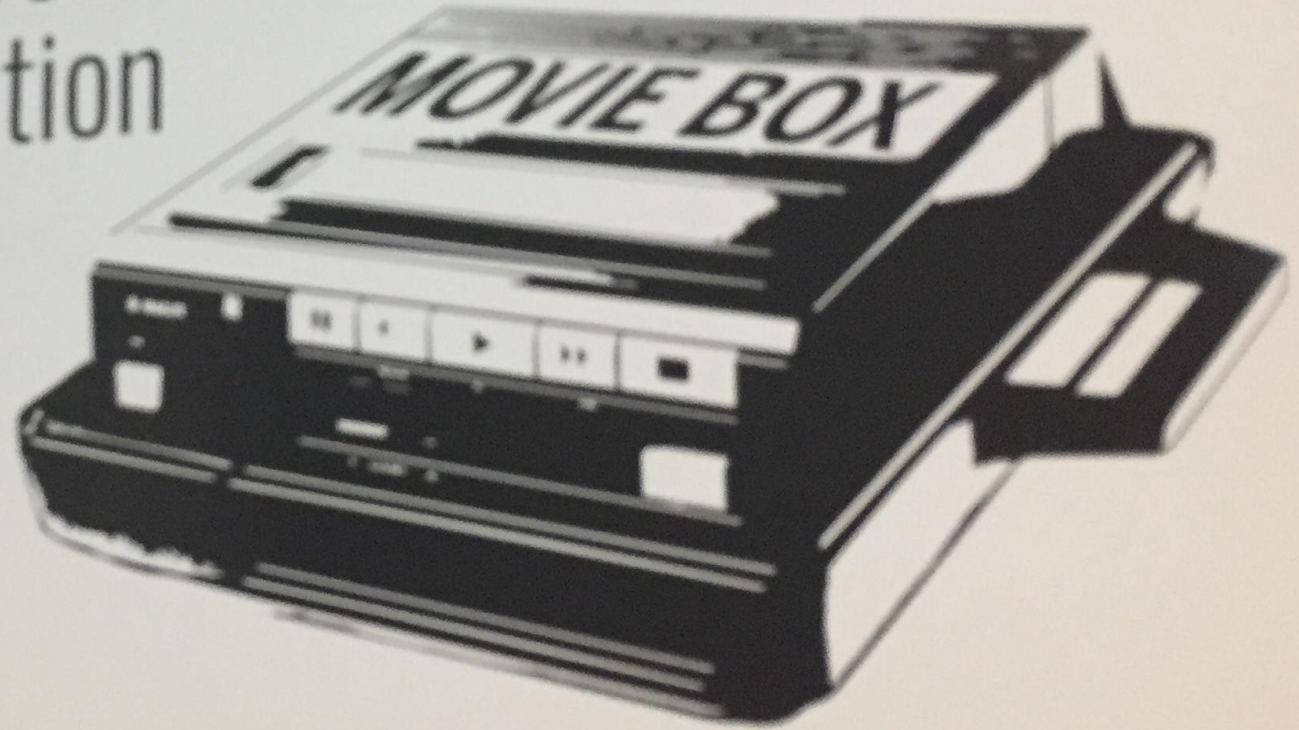
- Publishers force users to sign-in/register for websites and apps – as well as investing heavily in data – to help deliver more personalised content and messaging.
- For the traditional media, we'll see a growing gap between big brands successfully managing digital transition and the rest (that are struggling).
- More publishers pivot to subscription (or other forms of reader revenue) as digital display advertising declines in importance.
- A number of publishers pivot away from video (... and back to text).
- In social media, we'll see a further move to messaging platforms and conversational interfaces.
- China and India become a key focus for digital growth with innovations around payment, online identity, and artificial intelligence.



Neither RedBox nor Netflix
are even on the radar screen in terms
of competition



Jim Keyes, 2008
CEO Blockbuster



This quote illustrates the lack of sense of urgency
needed when doing business on a burning platform...

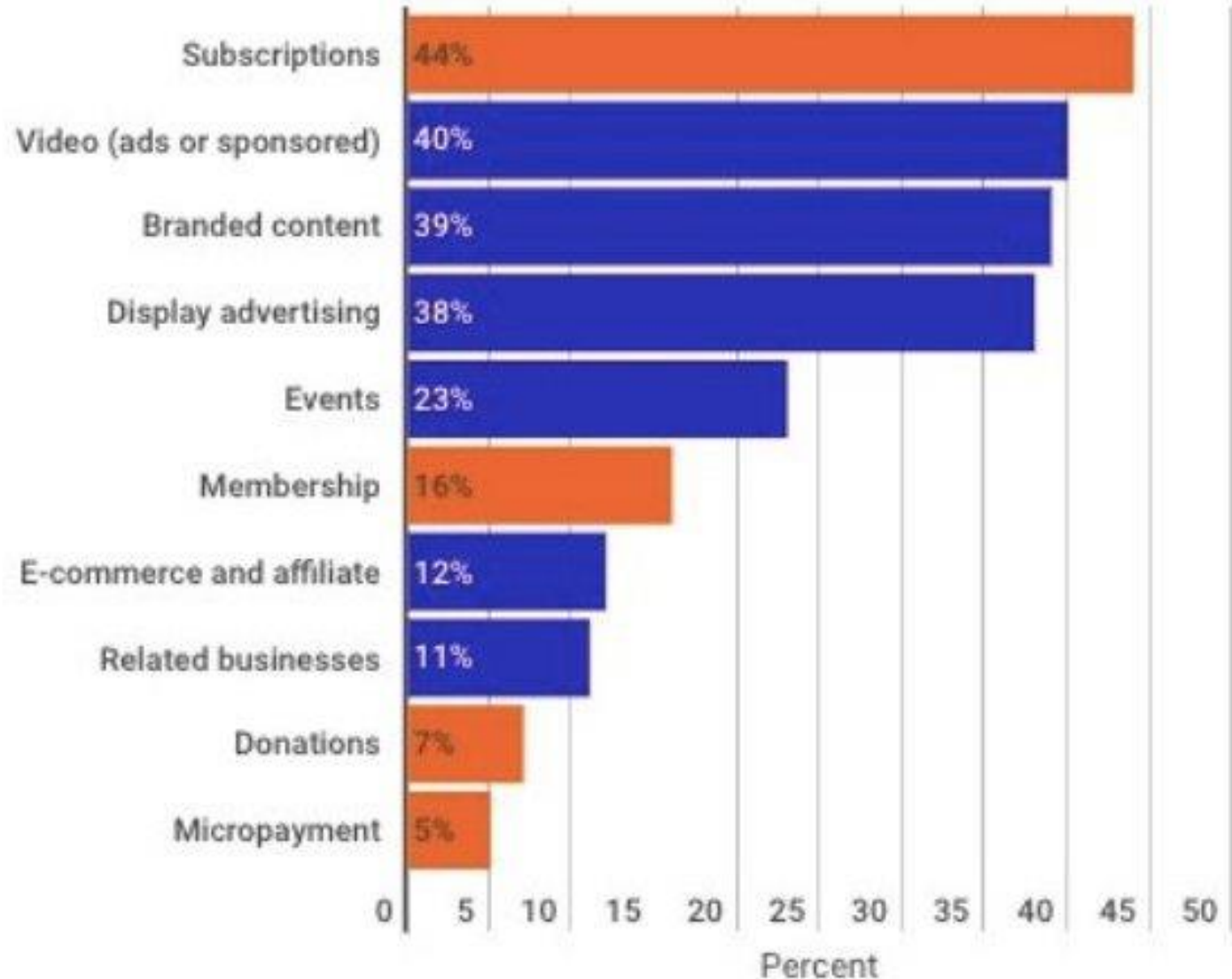
De Persgroep's meeting room

Paid content is the top-priority

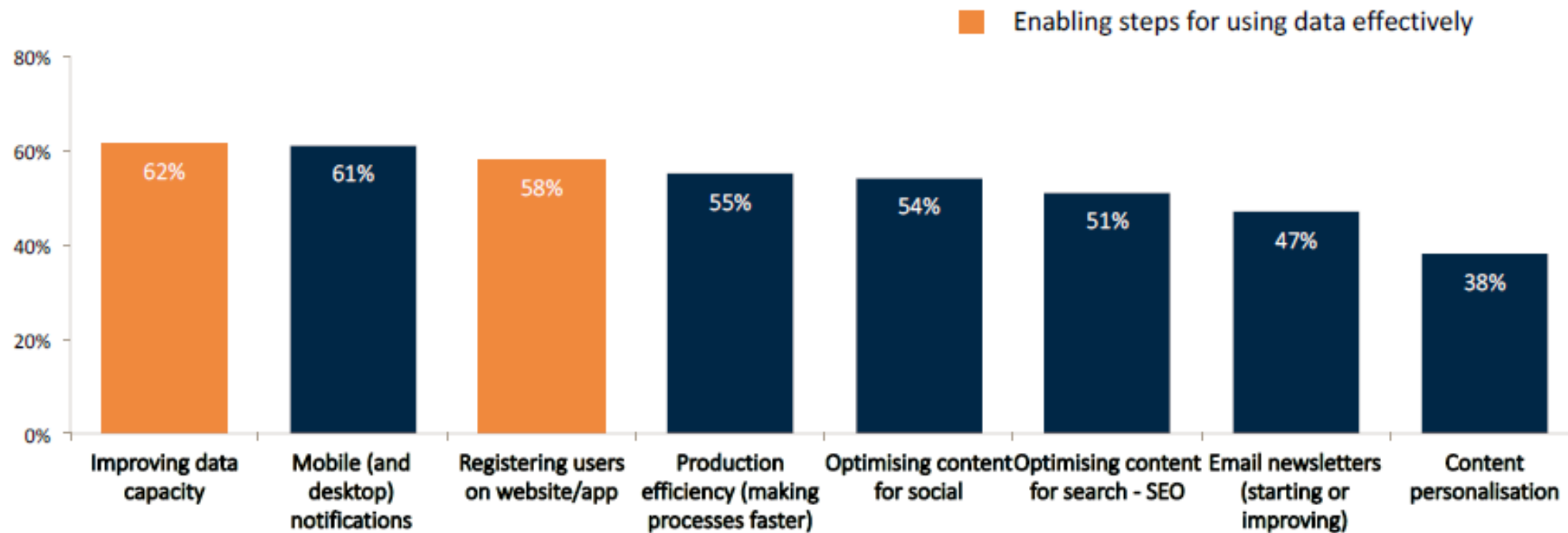
“Shifting strategy from reach + ads to engagement + subscriptions is not a simple change in business model, it is forcing publishers to rethink the content they create and the audience that they are targeting.”

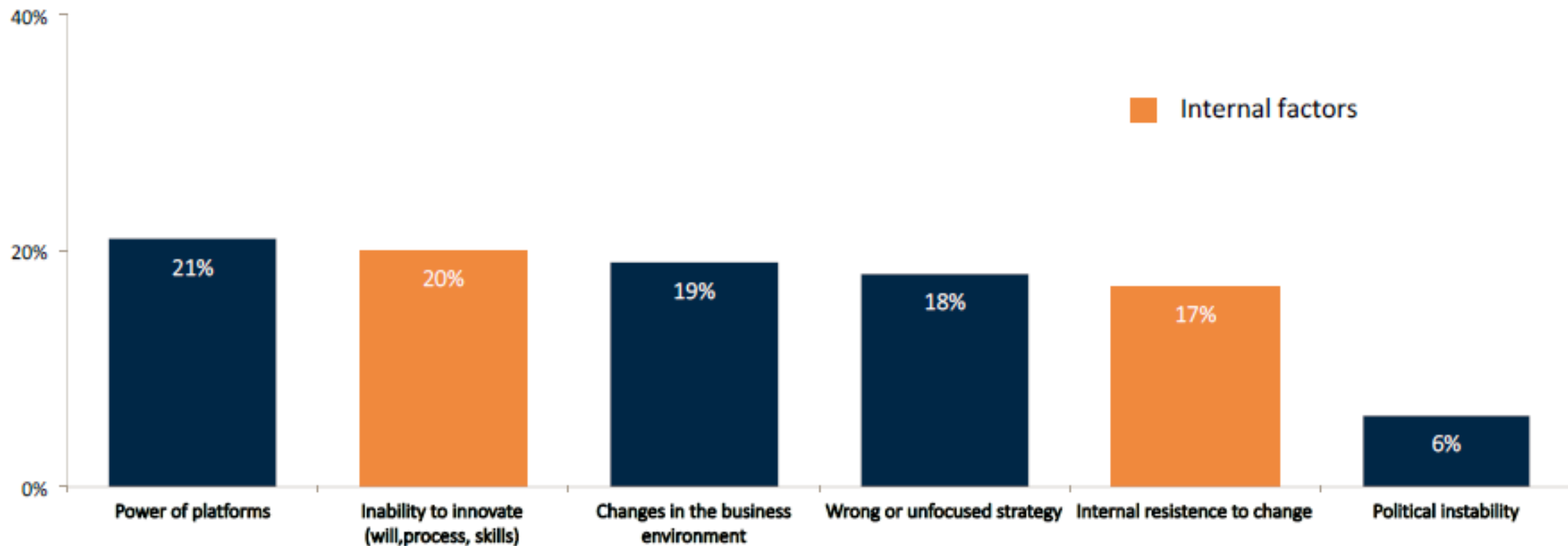
Reuters Institute

Important revenue streams for 2018



Most Important Initiatives for 2018





JOURNALISM, MEDIA, AND TECHNOLOGY TRENDS AND PREDICTIONS 2018

What do you see as the single greatest risk to success in the year ahead?

Engagement consists of two uncorrelated dimensions: Active Time and Positive Affect

NEW METHODOLOGY



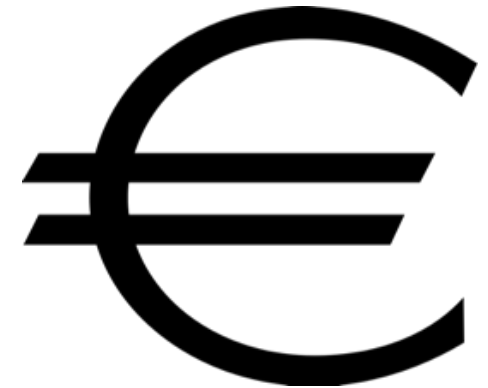
Active

Time



Positive

Affect



More

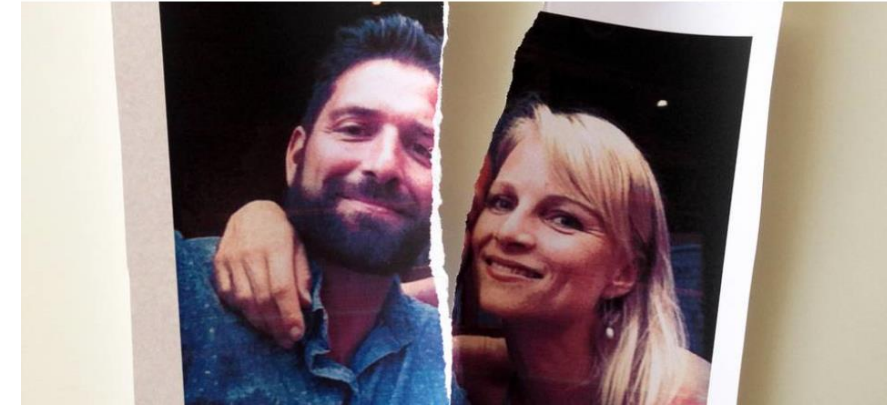
Revenues

- There is no correlation between Attention Time and Positive Affect
- Positive Affect is driven by **content** (fit with interest, learn something new, ...), **composition** and fulfilling the objective within given **time constraint**
- Number of pageviews per visit or time on site per session is not valid measures.
If you present click bate headlines the number of pageviews goes up, but you get negative affect....

What is the right content for attraction, conversion & retention?

Top 3 best converting JP articles in 2016:

Når kærligheden kollapser – sådan undgår I at gå fra hinanden



06.05.2016 KL. 09:53 | OPDATERET 02.02.2017 KL. 14:17

Stor guide til SUV-klassen - test af 16 biler i Qashqai-klassen



13.02.2017 KL. 11:11

Træthed – og hvorfor træthed ikke blot er et spørgsmål om søvn



Unique visitors



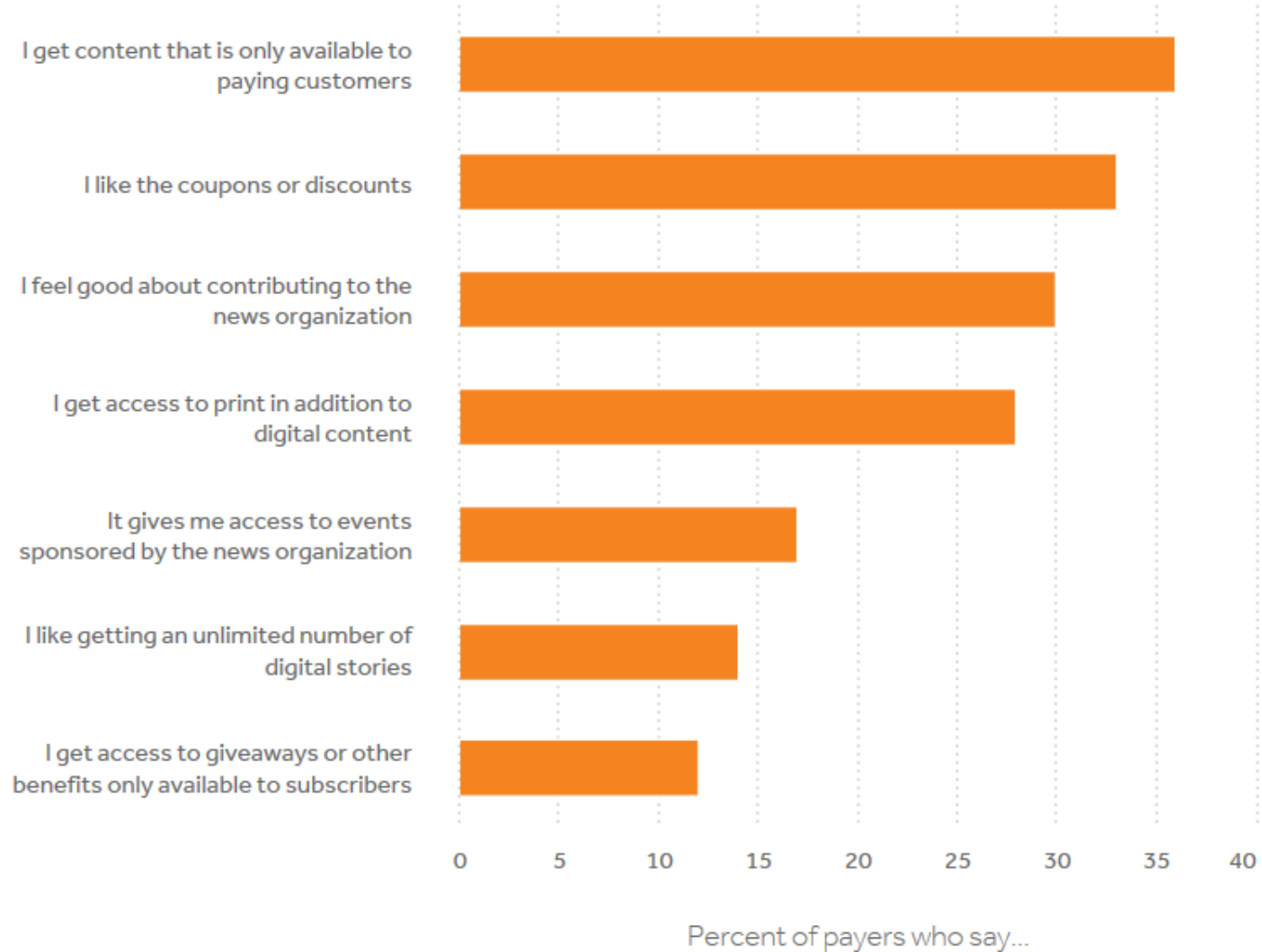
Conversion



Subscriber engagement

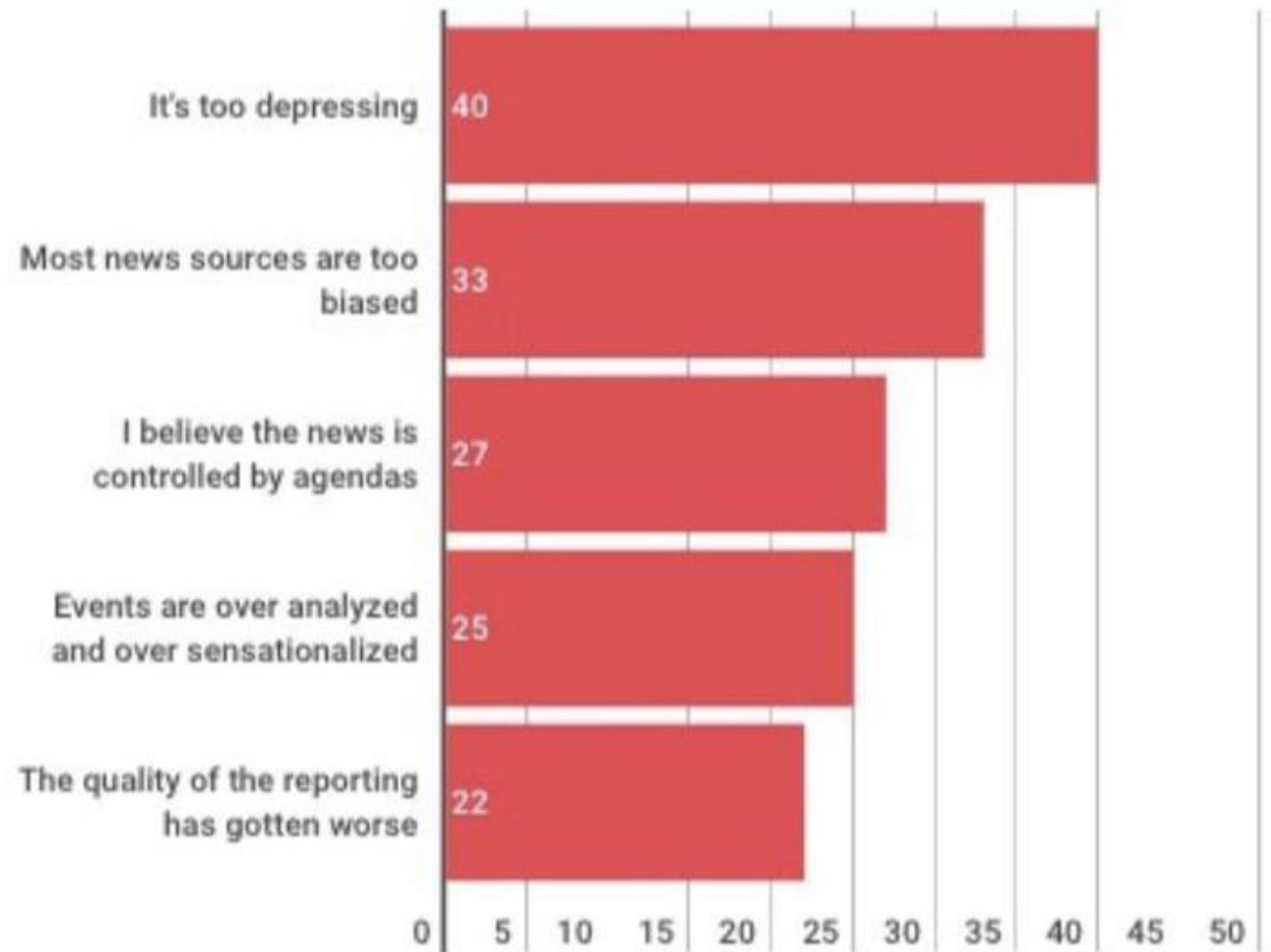


What benefits people like most from subscribing to news



Constructive & trustworthy news have a positive effect on audience loyalty and willingness to pay.

Reasons people consume less news

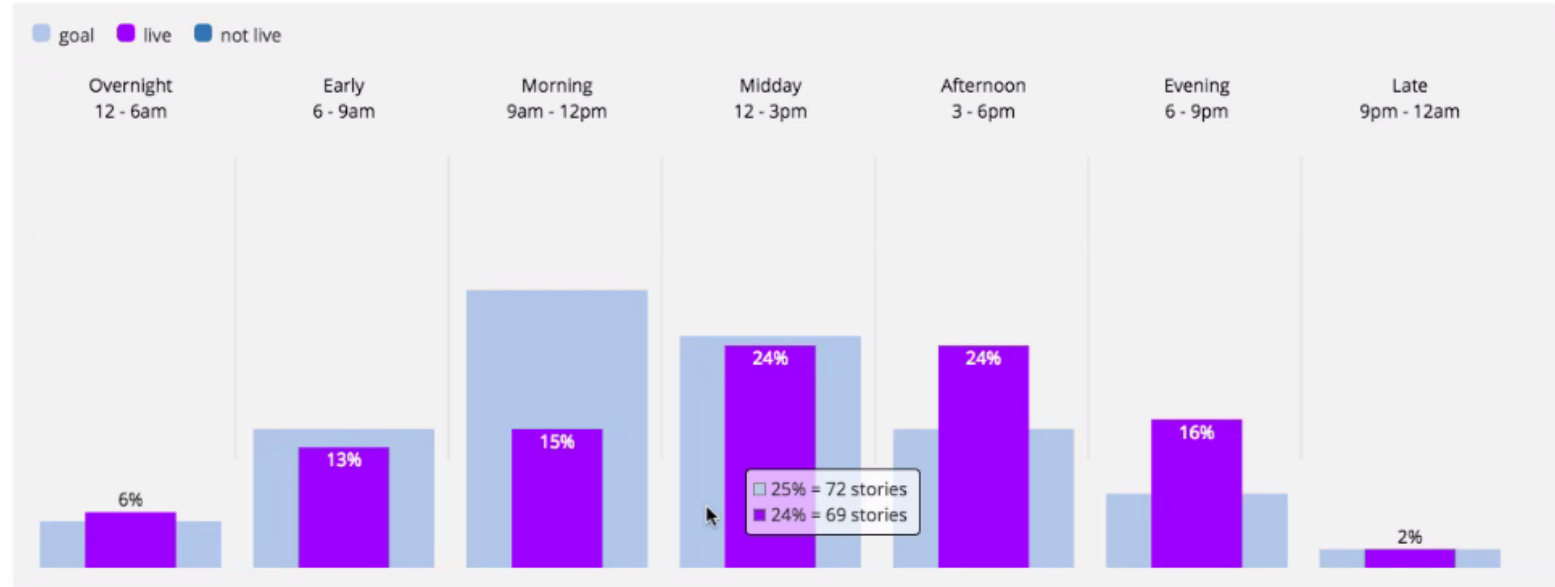


Source: Edelman Trust Barometer **Percent**

Content published per window

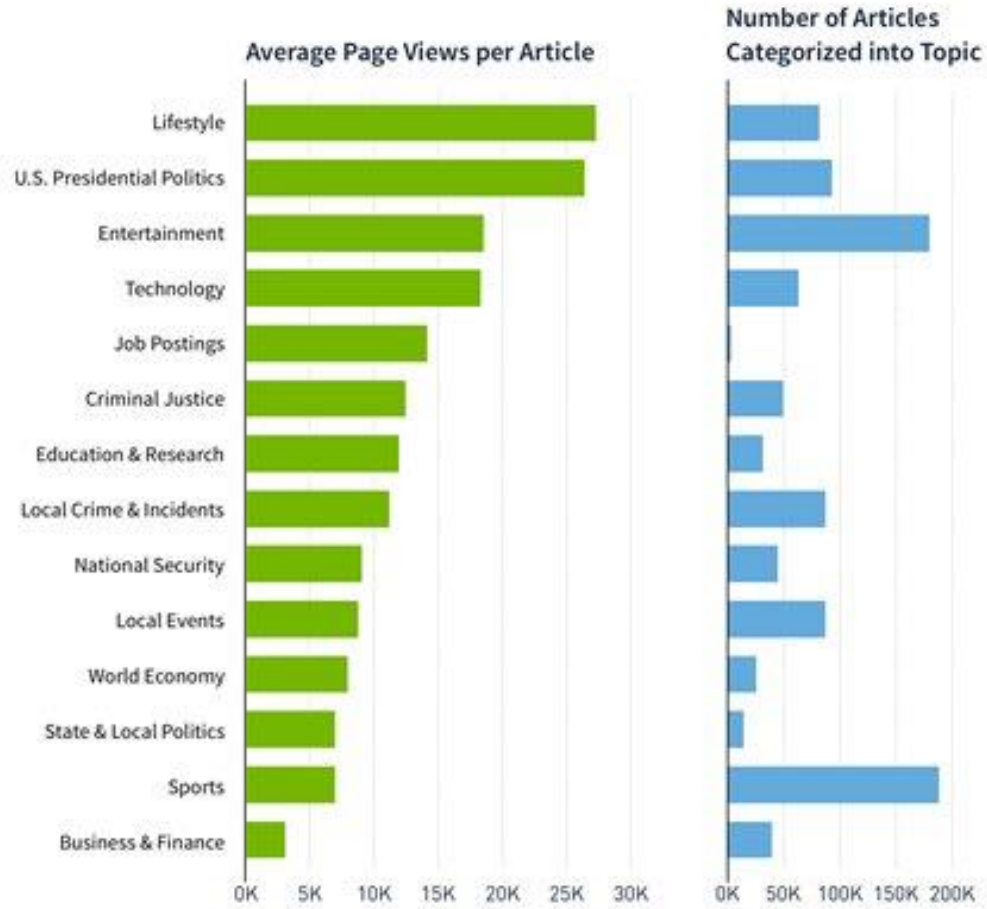
Source type: staff wires

Date: tuesday, november 28, 2017
 Section: select section
 Platform: select platform
 Pitch status: select pitch status



✓ READYFORWEB 11/28/17 3:00 pm	RECIPESTUESDAY1128 ARTICLE 222W / 6IN / 44LN Making fish for dinner? Here are 8 simple recipes for success. 1	Kara Elder Food
✓ PUBLISH 11/28/17 3:03 pm	RECRUITING-INSIDER-30610--HOW-DC-AREA-COACHES-RANK-THE-ARTICLE 997W / 30IN / 199LN How D.C.-area coaches rank the Top 20 headed into the fourth week of the playoffs	Joshua Needelman High School Sports

Article Topics in the Parse.ly Network in 2016



PARSE.LY

For more information, visit parse.ly/authority

WHAT CONTENT TRIGGERS A SUBSCRIPTION

The New York Times Times already had a great subscription mentality. The US election provided a huge boost.

“Our economics depend on having a direct relationship with our users. And that is the most important thing we can do.” Chief Revenue Officer Meredith Kopit Levien



