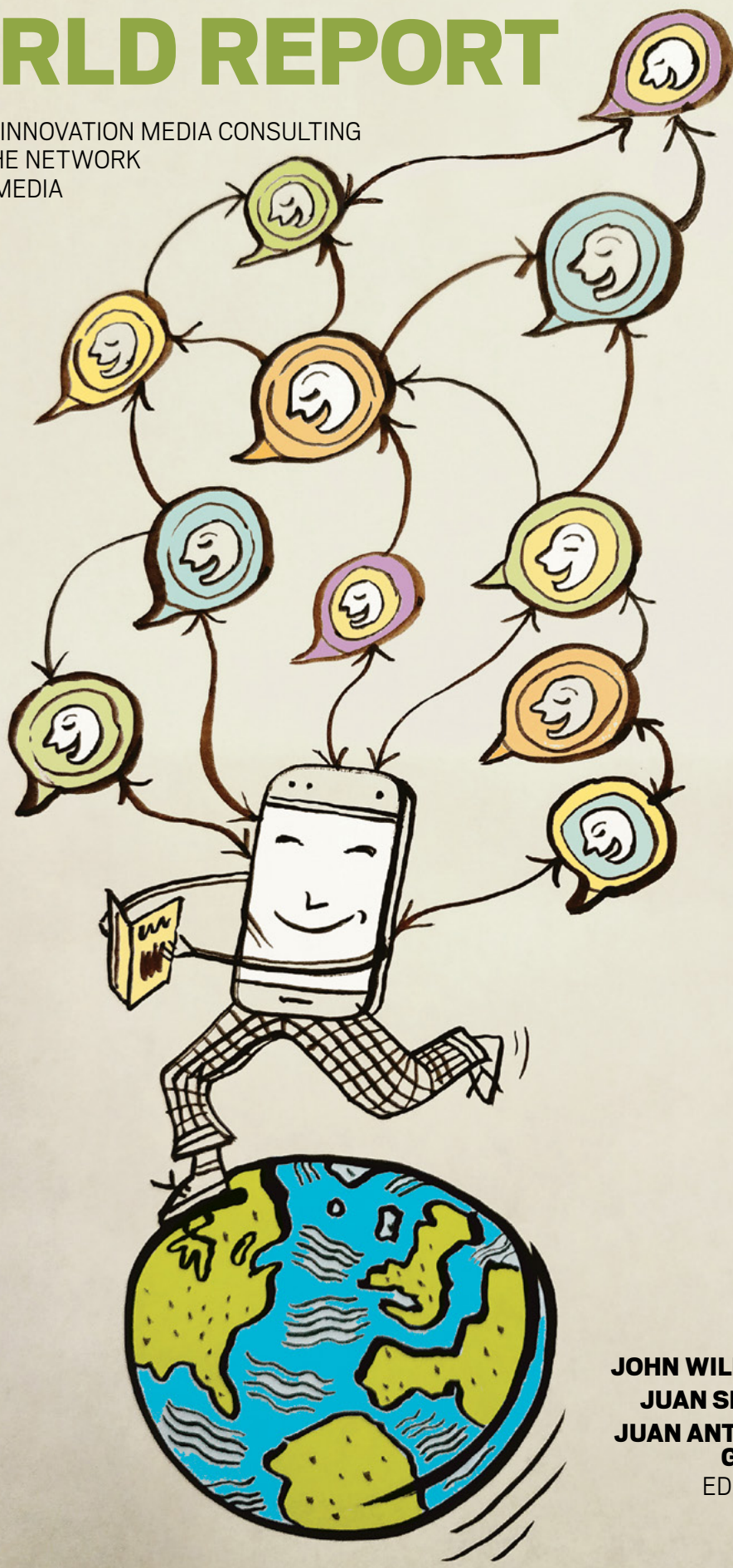


INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

A SURVEY BY INNOVATION MEDIA CONSULTING
FOR FIPP – THE NETWORK
FOR GLOBAL MEDIA



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Here are the weapons to successfully manage a radical revolution

This book is a treasure trove of solutions to editorial and sales challenges, but they require bold, unflinching, even wrenching reorganisation



Is there no rest for the weary? With too many media companies still struggling to figure out how to do mobile correctly, along come messaging apps, chatbots, voice-activated personal assistants, progressive web apps, beacons, and more.

And while we were all fussing over distributed content and social platforms, messaging apps snuck up on us and they now have more users than Facebook, Twitter, Instagram and LinkedIn combined!

Unfortunately, with few exceptions, most of our editorial and advertising departments have been experiencing evolution rather than the kind of radical revolution we need to stay ahead of the curve.

Our organisations do not look or act sufficiently differently than they did when we were print-based, or maybe doing print and basic web work. How can they now be expected to conceive of and create content and sell marketing solutions for tech platforms they barely know?

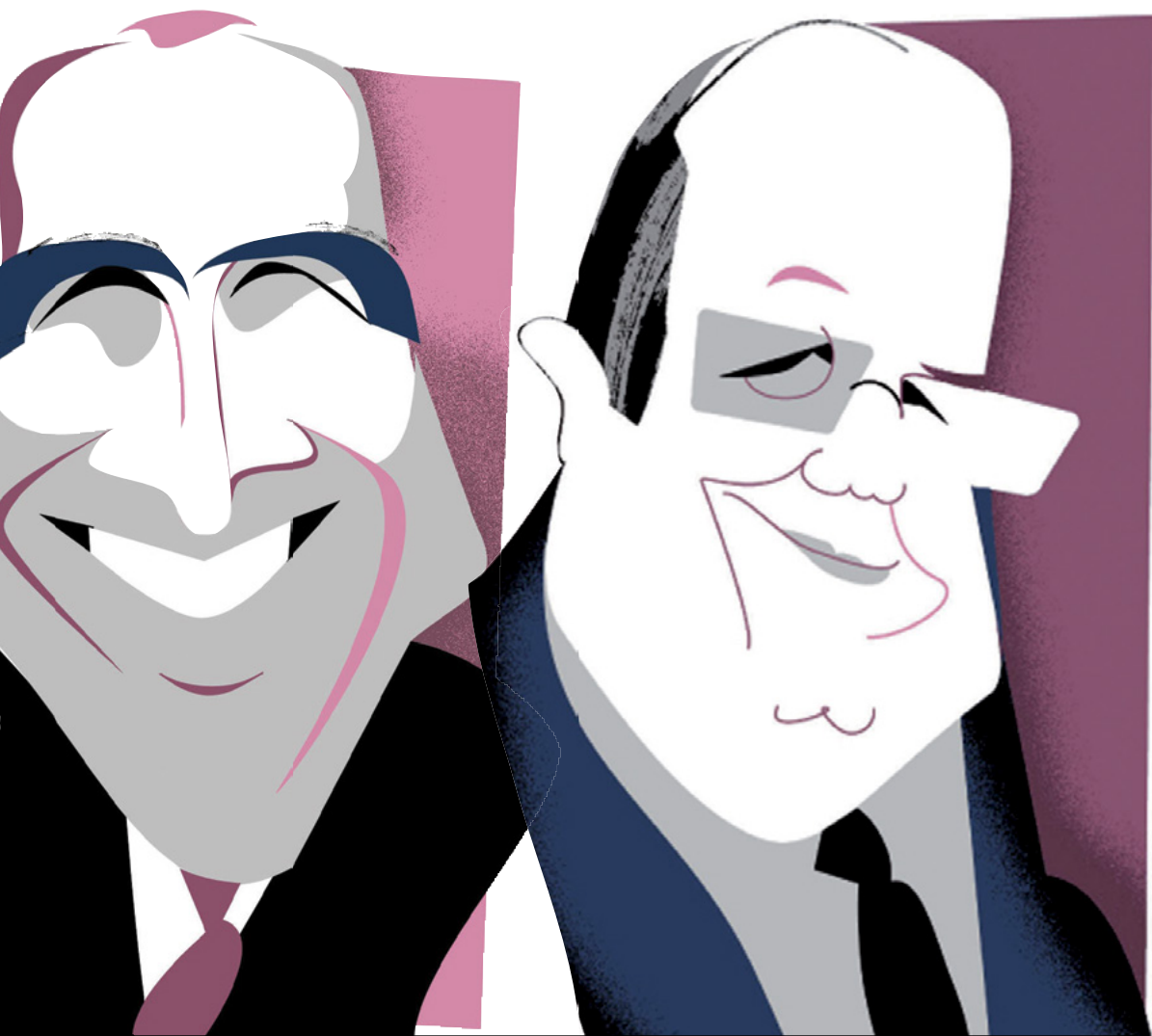
That's the down side.

The up side is that the opportunity is still there for the taking. People still trust and value our brands. But time is running out.

If we wait much longer, even more of our former advertisers will be creating their own content and their own marketing campaigns, and our more nimble digital native competitors will have figured out how to steal our readers and advertisers.

So we must move fast and furiously.

The half-hearted reorganisations of the past



decade will not suffice. The reorganisation of both the editorial and sales departments must be utter, unconditional and unflinching.

First our missions must be redefined, our audiences clearly identified, and our business goals laid out very clearly. Then, in light of each of those, every product, job description, workflow, organisation chart, training system (if one exists), publishing schedule, computer system, work tools (iPhones, communication systems), sales tools, and even work spaces must be recreated from scratch.

And, for the reimagining to have even a ghost of a chance, it must all be done in a collaborative way with the participation of staff and management (see our chapter on reinventing legacy teams).

In the following seven chapters, we lay out all sorts of options for reinventing your sales and editorial teams. You will not be left wanting for solutions.

With so many new opportunities to reach and serve our readers, we should be gnawing at the bit to get out of the starting gate. Our readers'

need for our content has never been greater and the means for solving their needs never more rich, robust, and ubiquitous.

We should be experimenting with messaging apps and chatbots, figuring out how to create dozens of progressive web apps for the cost of just one native app, brainstorming how to answer reader needs via their voice-activated gadgets at home, and analysing our data to be able to publish precisely what our readers have demonstrated they want at the hour they want it on the device they prefer at the time.

This is indeed the best of times and the worst of times.

But, sooner or later, it must ultimately be one or the other.

Which one depends on you and your team.

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