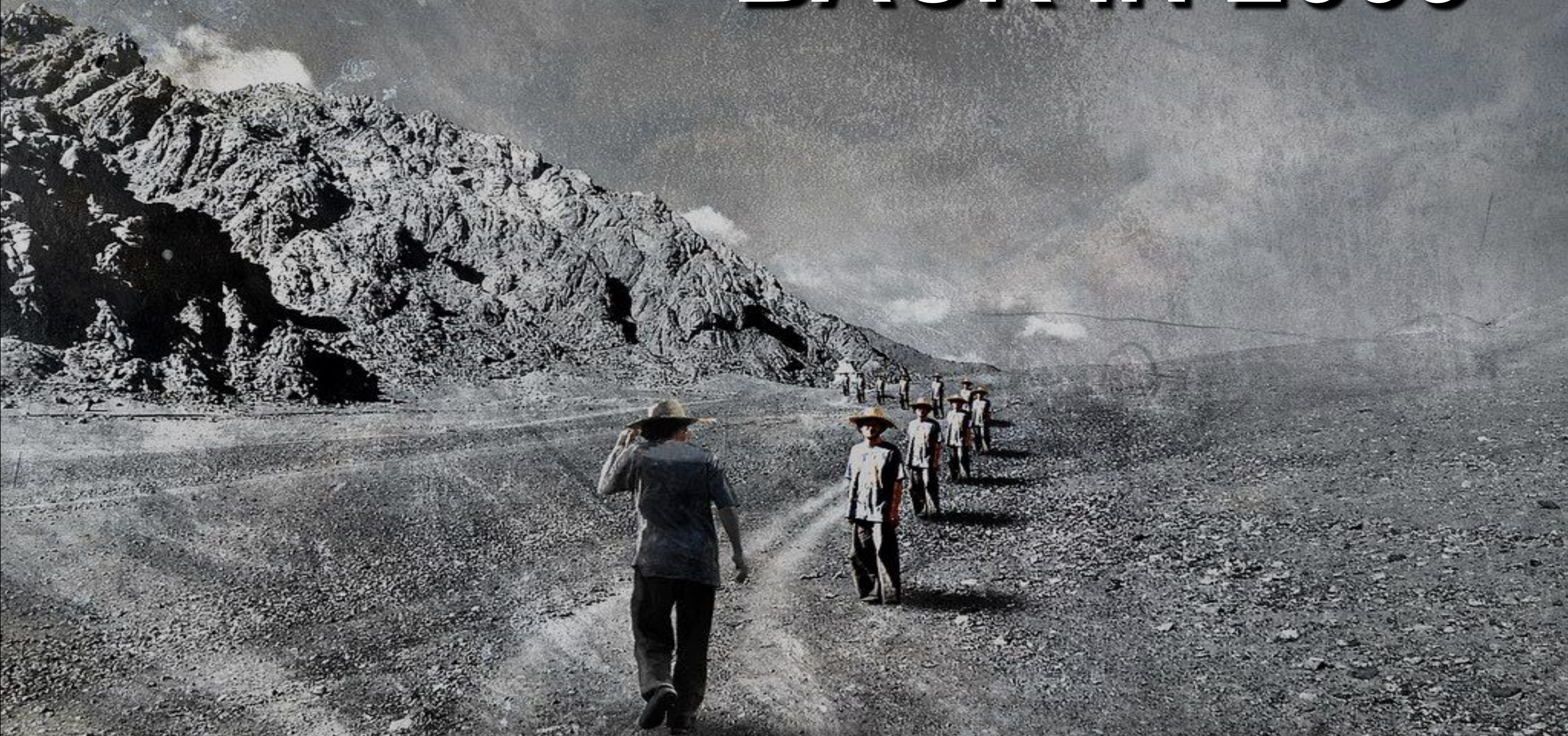
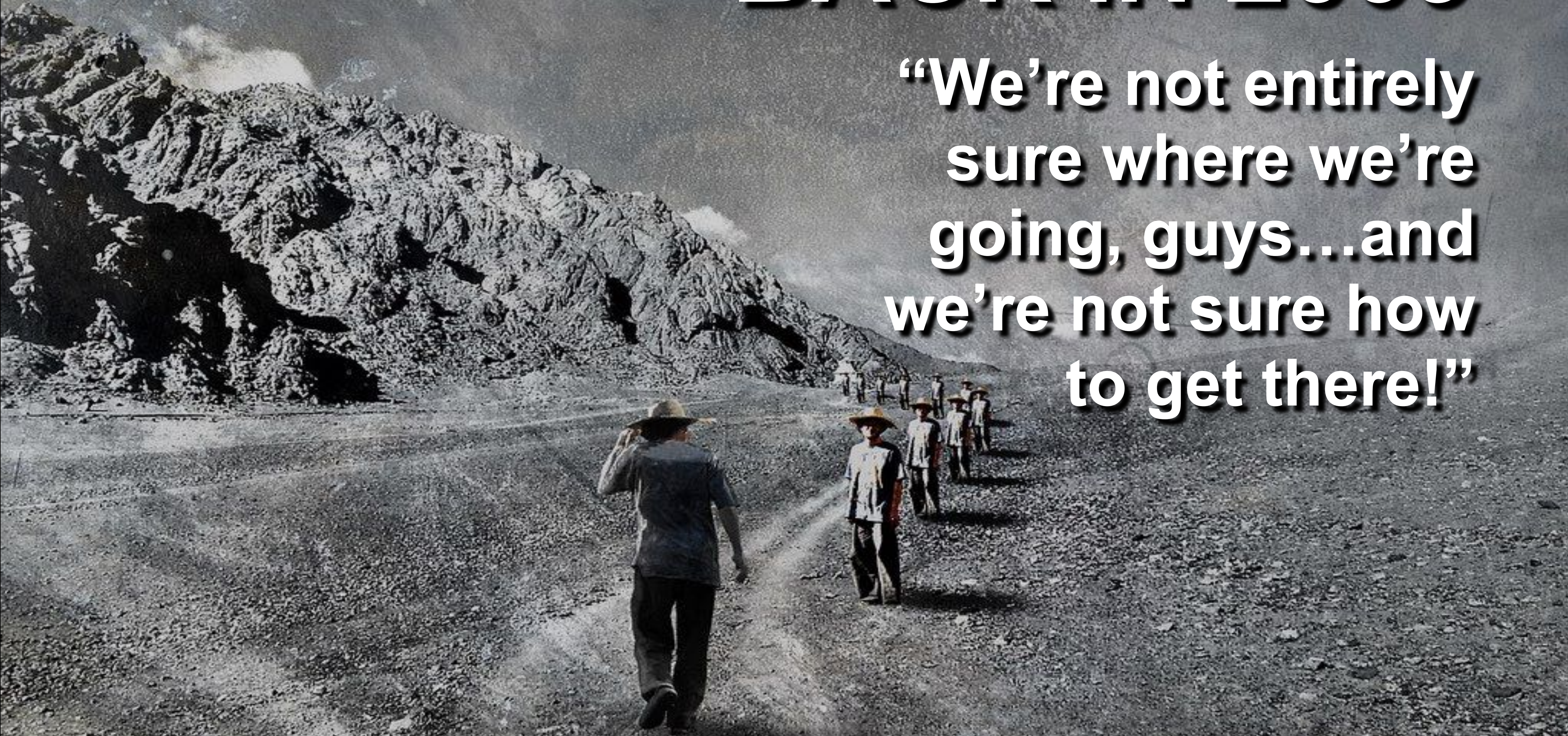


**BACK IN 2009**



# BACK IN 2009

**“We’re not entirely sure where we’re going, guys...and we’re not sure how to get there!”**





# TODAY

**We've got a lot of  
proven trails and  
guides who have  
shown the way**



**But we've got a mystery ....**



**With so many proven innovations & best practices, why are there still so many troubled media companies!**



**It's elementary:  
The cultures of  
those companies  
are change-  
resistant**



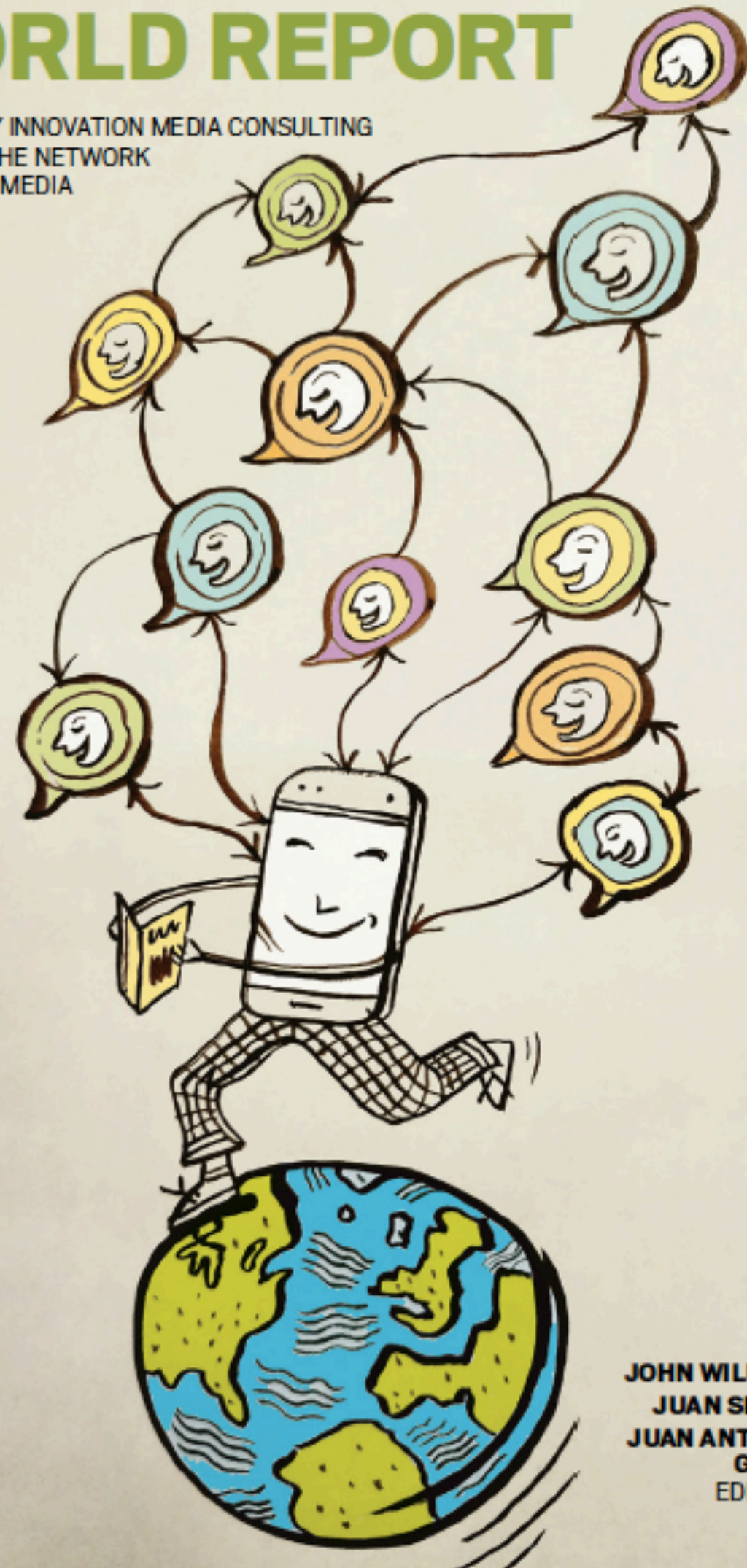
SHERLOCK HOLMES AND THE

# SECRET WEAPON

**COMING LATER IN  
THIS PRESENTATION**

# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



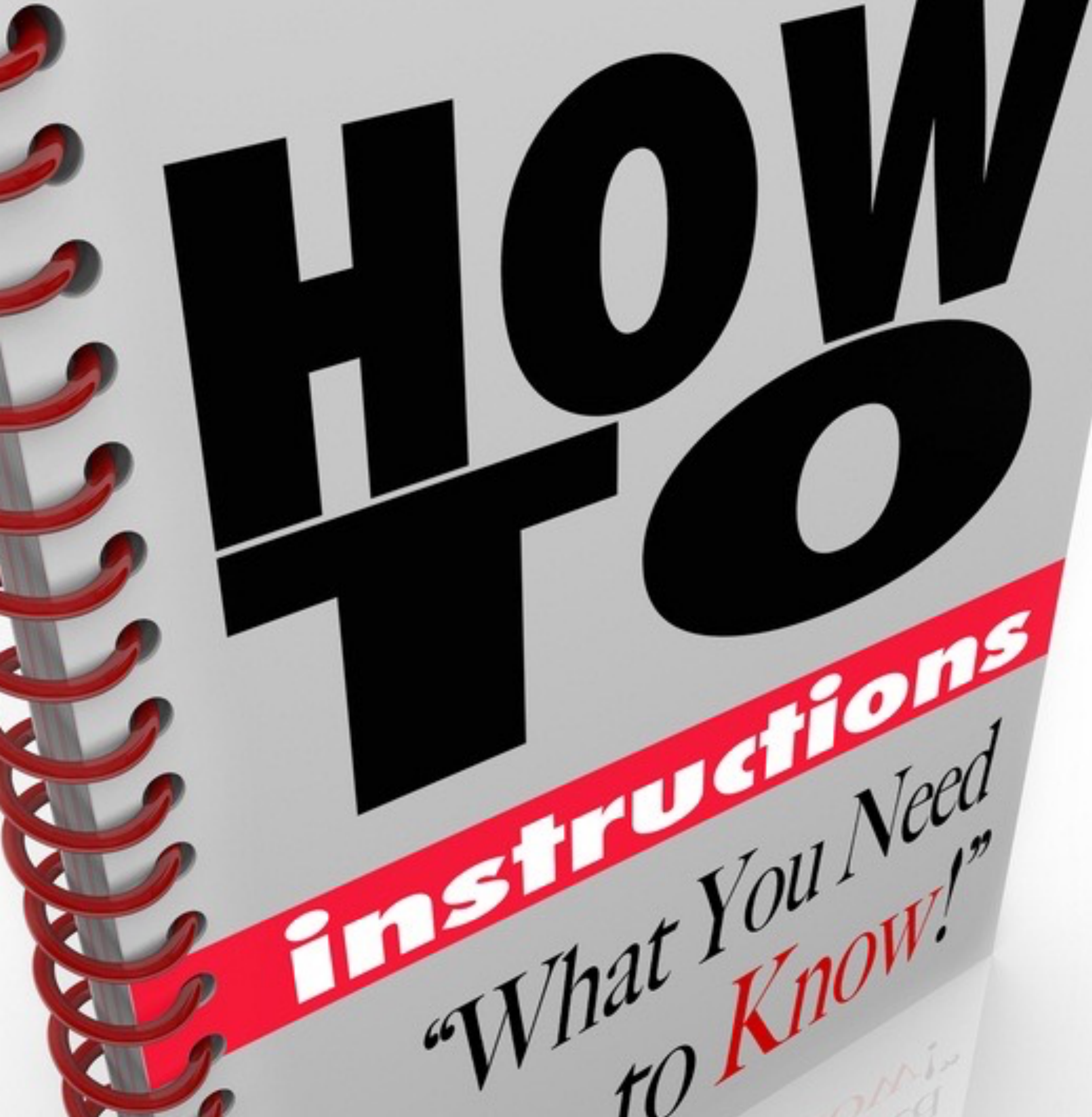
JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

# THE MOST SUCCESSFUL MAGAZINE MEDIA INNOVATIONS IN THE WORLD

By Innovation Media  
Consulting Co. for FIPP



**CASES FROM  
12 MONTHS OF  
RESEARCH  
& LESSONS FROM  
OUR GLOBAL  
CONSULTING  
WORK**



A **“HOW-TO”**  
**GUIDE TO**  
**INNOVATION**

# OUR AGENDA & THE BOOK:

1. Messaging Apps & Chatbots
2. Mobile (“Precision Content”)
3. Monetisation
4. Progressive v. Native Apps
5. Media Tech
6. Reinventing Legacy Teams
7. Print Innovations & Off-beat

**THIS IS GOING TO BE  
A LOT OF  
INFORMATION  
IN A SHORT PERIOD  
OF TIME....**



Hi Stefano! What can I do for you today?

I want to go to florence



Which arrival train station?

Firenze S.m.n



When do you want to travel?

Tomorrow

Ok great! I'll list possible trips below. Swipe to see them.

DEPARTURE	15:20	MILANO CENTRALE
DURATION	01h 39m	
ARRIVAL	16:59	FIRENZE S.M.N.
Frecciarossa #8765. Duration 01:39. Direct		
Departure tomorrow at 15:20 - Frecciarossa -		
Arrival tomorrow at 16:59		
<a href="#">KEEP ME UPDATED</a>		



# MESSAGING APPS & CHATBOTS

**ALL THOSE SITES AND  
NATIVE APPS YOU'VE SPENT  
SO MUCH TIME & MONEY  
BUILDING?**



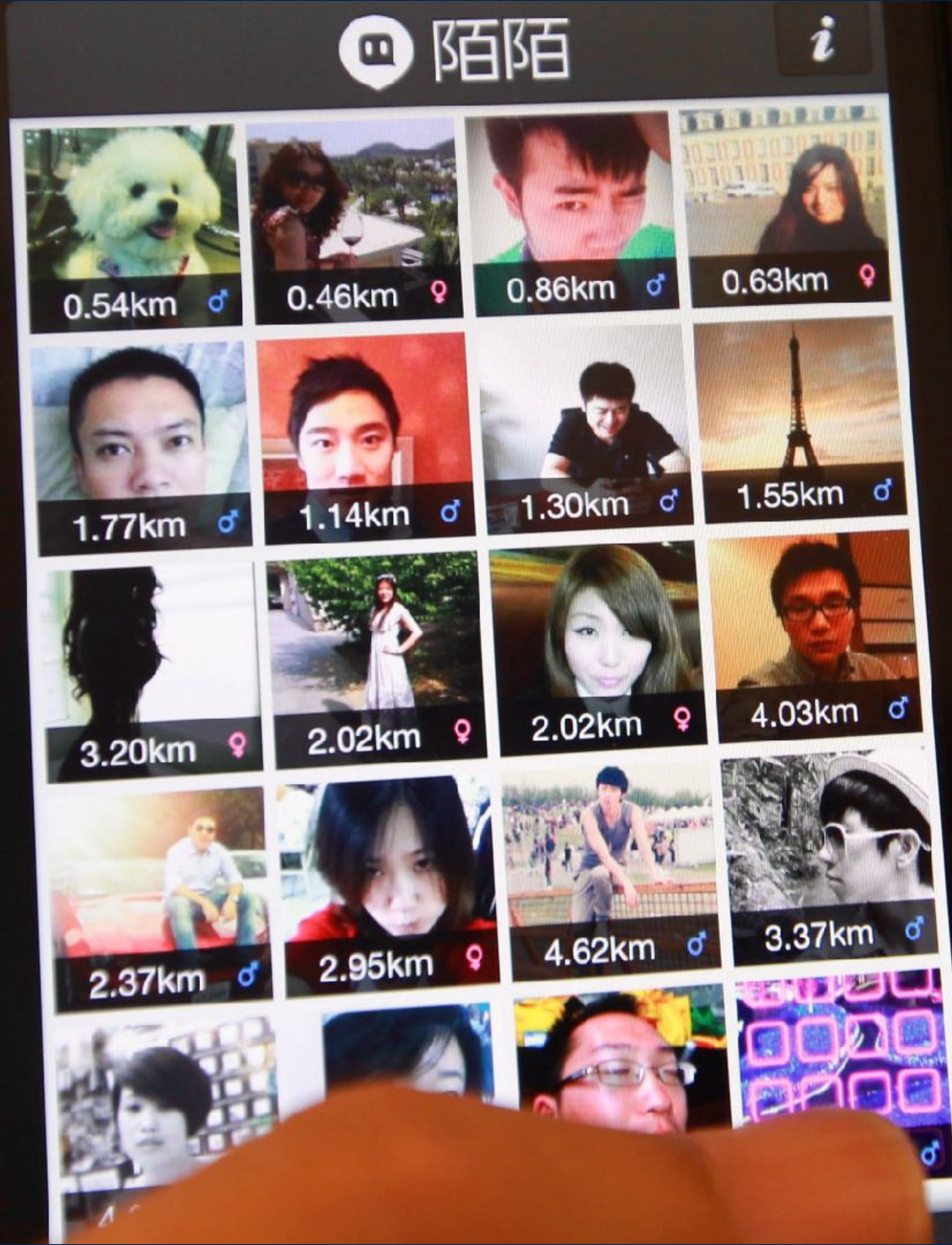
**FORGET'EM...**





**THE FUTURE IS MESSAGING APPS & CHATBOTS**





**The combined user base of the top four chat apps is larger than the combined user base of the top four social networks.**

— BI INTELLIGENCE Messaging Apps Report Sept. 2016



# They are:

- **Faster**
- **Smarter**
- **Easier to use**
- **Friendlier**
- **More targeted**
- **More secure**
- **More personal**
- **More satisfying**
- **More widely used than websites, native apps, & social media**

Mobile messaging apps are massive.

The largest services have hundreds of millions of monthly active users (MAU).

— BI INTELLIGENCE Messaging Apps Report Sept. 2016



IM	APP	REGISTERED USERS	COUNTRY OF ORIGIN	HIGHEST USAGE
	WeChat	600 MILLION	China	China Asia
	WhatsApp	590 MILLION	USA	USA Germany Mexico India Spain Brazil South Africa Indonesia
	Facebook Messenger	500* MILLION	USA	USA
	Line	300 MILLION	Japan	Japan Thailand Taiwan
	Viber	200 MILLION	Israel	Israel India Cyprus
	Snapchat	100 MILLION	USA	USA UK Norway
	Kakao Talk	100 MILLION	South Korea	South Korea

\*Estimated figure, official numbers not released



Ten million  
of the 40  
million users  
of the  
Xiaoice  
chatbot in  
China and  
Japan have  
told “her”  
that they  
love “her”. A  
robot.

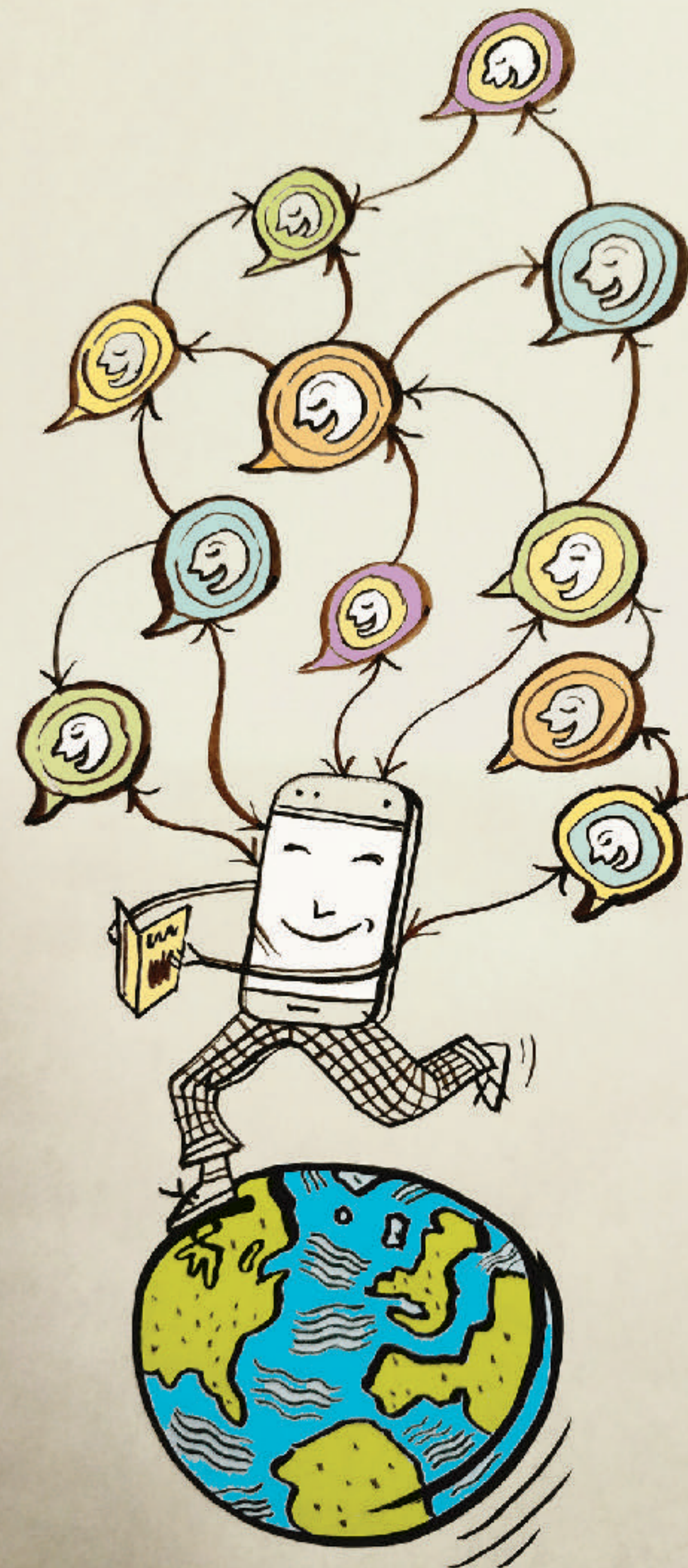
**On average,  
messaging  
apps keep  
users engaged  
for over 30  
minutes per  
session**

— A Kik 2015 study



**79% of messaging  
app users say  
they are likely to  
engage with  
brands during a  
chat app  
experience**

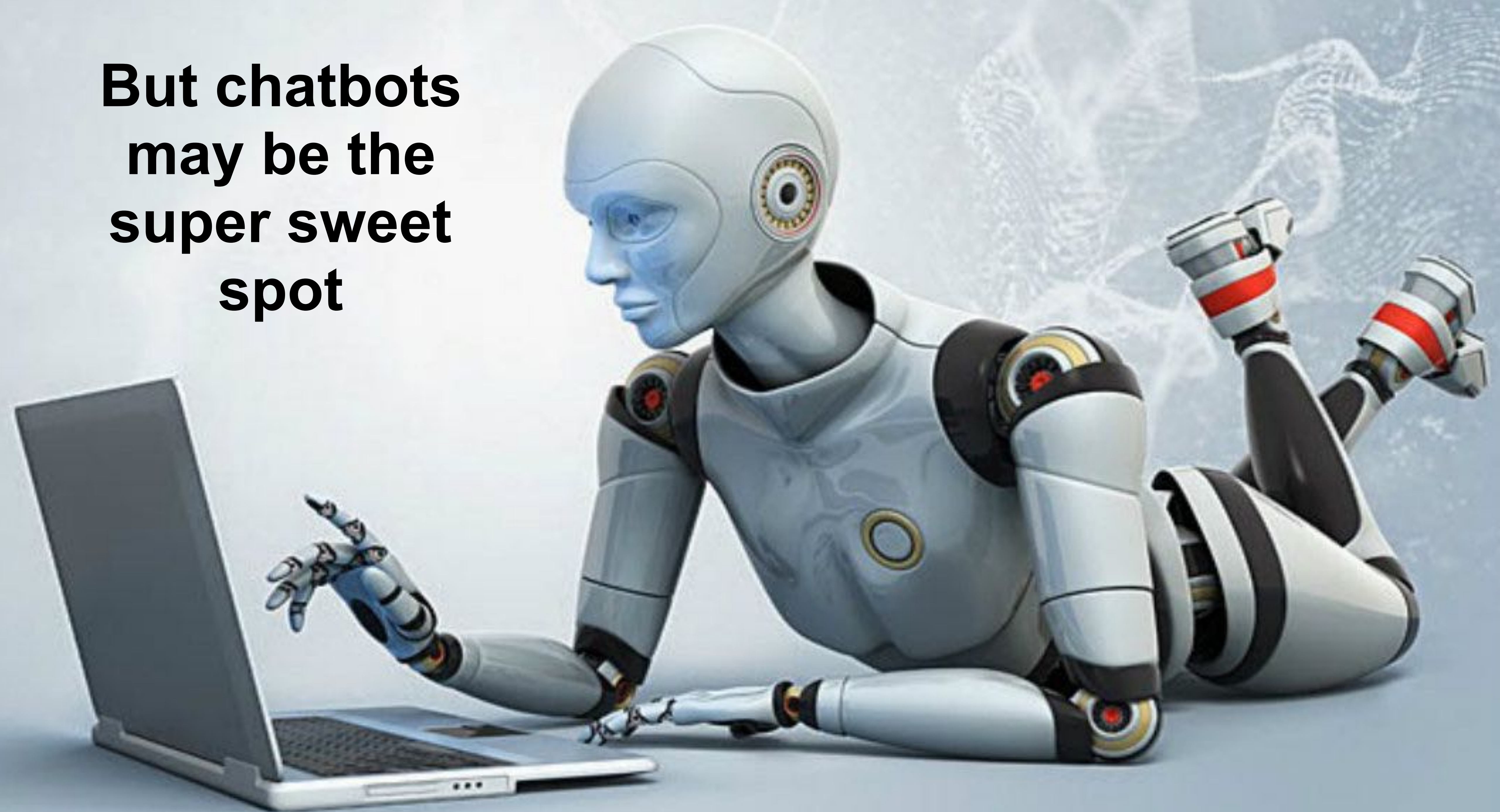
— A 2015 MEC survey cited by Digiday





Companies like HP, Taco Bell, and 1-800-Flowers offer “conversational commerce” with chatbots on messaging platforms to drive sales

**But chatbots  
may be the  
super sweet  
spot**







**Chat Bots Aren't a Fad.  
They're a Revolution**

**“It’s a rare moment  
when it becomes clear  
that a technological  
revolution is upon us,  
and I believe we’re in  
the midst of one such  
transition right now.”**

**— CHRIS MESSINA, Social Tech Developer**

# EXAMPLES OF MEDIA CHATBOTS




NAT GEO'S TINA T-REX



GUARDIAN'S CHEF




UK VOGUE FASHION



# **BENEFITS OF BOTS:**

- **SCALE**
- **CONVENIENCE**
- **ENGAGEMENT**
- **PERSONALISATION**
- **VERSATILITY**
- **NATURAL INTERACTION**
- **DARK SOCIAL**



# MEASURING BOT SUCCESS:

- **ACTIVE & ENGAGED RATES**
- **CONFUSION TRIGGERS**
- **CONVERSATION STEPS**
- **AVG. # OF USER CONVERSATIONS /SESSION**
- **RETENTION: 1, 7, 30 DAYS**



**“We’re seeing the next phase of communication; it blasts away anything we’ve ever seen before”**

— Jarrod Dicker, Washington Post head of ad product and engineering



**“A one-stop shop through [a messaging app] will change how everyone uses the internet from commerce to publishing.”**

— Jarrod Dicker, Washington Post head of ad product and engineering



**“If you’ve been on the fence about building a [chatbot] app, you should re-evaluate that decision”**

— Tom Anthony, head of R&D at delivery optimisation company Distilled

# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



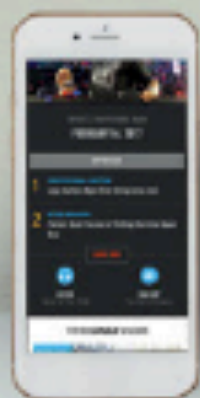
JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

- Detailed list of how to measure chatbot success
- How to build a chatbot yourself or with help
- More examples of successful chat bots
- Detailed explanation of the benefits of chatbots



# MOBILE OR 'PRECISION CONTENT'



## Avalon

\$32,285 starting<sup>1</sup> | 21/31 est.mpg<sup>2</sup>  
\$39,980 as shown



## Camry

\$22,970 starting<sup>1</sup> | 25/35 est.mpg<sup>2</sup>  
\$33,820 as shown



## Corolla

\$16,950 starting<sup>1</sup> | 28/37 est.mpg<sup>2</sup>  
\$20,745 as shown



## Yaris

\$14,845 starting<sup>1</sup> | 30/37 est.mpg<sup>2</sup>  
\$16,820 as shown



## Prius

\$24,200 starting<sup>1</sup> | 51/48 est.mpg<sup>2</sup>  
\$34,720 as shown



## Prius c

\$19,540 starting<sup>1</sup> | 53/46 est.mpg<sup>2</sup>  
\$24,475 as shown



## Prius v

\$26,675 starting<sup>1</sup> | 44/40 est.mpg<sup>2</sup>  
\$34,270 as shown



## Prius Plug-in

\$29,990 starting<sup>1</sup> | 95/50 est.mpg<sup>2</sup>  
\$34,905 as shown



## Camry Hybrid

\$26,790 starting<sup>1</sup> | 43/39 est.mpg<sup>2</sup>  
\$30,285 as shown



## Avalon Hybrid

\$36,470 starting<sup>1</sup> | 40/39 est.mpg<sup>2</sup>  
\$41,700 as shown



**TOYOTA**  
Let's Go Places

LET'S  
PRETEND  
WE'RE  
NOT  
MAGAZINE  
MEDIA  
BUT AUTO  
MAKER  
TOYOTA

## Avalon

\$32,285 starting<sup>1</sup> | 21/31 est.mpg<sup>2</sup>  
\$39,980 as shown



## Camry

\$22,970 starting<sup>1</sup> | 25/35 est.mpg<sup>2</sup>  
\$33,820 as shown



## Corolla

\$16,950 starting<sup>1</sup> | 28/37 est.mpg<sup>2</sup>  
\$20,745 as shown



## Yaris

\$14,845 starting<sup>1</sup> | 30/37 est.mpg<sup>2</sup>  
\$16,820 as shown



## Prius

\$24,200 starting<sup>1</sup> | 51/48 est.mpg<sup>2</sup>  
\$34,720 as shown



## Prius c

\$19,540 starting<sup>1</sup> | 53/46 est.mpg<sup>2</sup>  
\$24,475 as shown



## Prius v

\$26,675 starting<sup>1</sup> | 44/40 est.mpg<sup>2</sup>  
\$34,270 as shown



## Prius Plug-in

\$29,990 starting<sup>1</sup> | 95/50 est.mpg<sup>2</sup>  
\$34,905 as shown



## Camry Hybrid

\$26,790 starting<sup>1</sup> | 43/39 est.mpg<sup>2</sup>  
\$30,285 as shown



## Avalon Hybrid


\$36,470 starting<sup>1</sup> | 40/39 est.mpg<sup>2</sup>  
\$41,700 as shown



**TOYOTA**  
Let's Go Places

AND TO  
SAVE  
MONEY &  
TIME & TO  
MAKE IT  
EASIER  
FOR US...

**Avalon**  
\$32,285 starting | 21/31 est.mpg<sup>2</sup>  
\$39,980 as shown



**Camry**  
\$22,970 starting | 25/35 est.mpg<sup>2</sup>  
\$33,820 as shown



**Corolla**  
\$16,950 starting<sup>1</sup> | 28/37 est.mpg<sup>2</sup>  
\$20,745 as shown



**Yaris**  
\$11,845 starting | 30/37 est.mpg<sup>2</sup>  
\$16,820 as shown



**Prius**  
\$21,200 starting | 51/48 est.mpg<sup>2</sup>  
\$34,720 as shown



**Prius c**  
\$10,540 starting | 51/46 est.mpg<sup>2</sup>  
\$24,475 as shown




**Prius v**  
\$20,675 starting | 44/40 est.mpg<sup>2</sup>  
\$34,270 as shown



**Prius Plug-in**  
\$29,990 starting | 45/50 est.mpg<sup>2</sup>  
\$34,905 as shown



**Camry Hybrid**  
\$26,790 starting | 23/39 est.mpg<sup>2</sup>  
\$30,285 as shown



**Avalon Hybrid**  
\$36,470 starting | 41/39 est.mpg<sup>2</sup>  
\$41,700 as shown



**WE'RE ONLY GOING TO MAKE ONE MODEL IN ONE COLOUR: THE COROLLA**



**CONSUMERS  
WOULD  
EXPLODE**

**A ONE-PRODUCT AUTO STRATEGY  
WOULD BE SUICIDAL**

**HOW ARE WE ANY DIFFERENT  
WHEN WE PUT  
PRINT CONTENT  
ON DESKTOP  
AND  
DESKTOP  
CONTENT ON  
MOBILE DEVICES?**

**WE NEED**  
**MULTIPLE PRODUCTS**  
**WITH UNIQUE ATTRIBUTES**  
**ADDRESSING UNIQUE MULTIPLE**  
**NEEDS AND BEHAVIOURS**  
**FOCUS ON NEEDS,**  
**NOT DEVICES**





**NEEDS & BEHAVIOURS  
CHANGE THROUGHOUT THE DAY**



**“Customers don’t think about devices.  
They simply think of the task they need  
to complete at that specific instance,  
and how best they can complete it”**

— Gartner marketing research director Ewan McIntyre



## Create content **precisely** for:

- The consumer's **needs at the moment**
- The **best format** (video, text, photo, etc.) for the moment
- The **best platform** (mobile, desktop, print) for the moment

The image features two bright red laser beams originating from the top corners and converging towards a central point on a dark, reflective surface. The beams create a circular glow on the surface, with a small, intense yellow-white light at the center of convergence. The background is a dark, gradient-like space.

**“PRECISION CONTENT”**

# Dashboard

▶ Saved Reports

- Visitors
- Traffic Sources
- Content
- Goals
- Ecommerce

## Settings

Email

## Settings

- [About this Report](#)
- [Conversion University](#)
- [Common Questions](#)
- [Report Finder](#)

# Dashboard


Jan 1, 2007 - Jan 31, 2007


Export

■ Dec 1, 2006 - Dec 31, 2006 ● Jan 1, 2007 - Jan 31, 2007 Visits




## Site Usage


 **16,107** Visits  
Dec 1, 2006 - Dec 31, 2006: 13,209 (21.94%)

 **3,86** Pages/Visit  
Dec 1, 2006 - Dec 31, 2006: 4.08 (-5.37%)

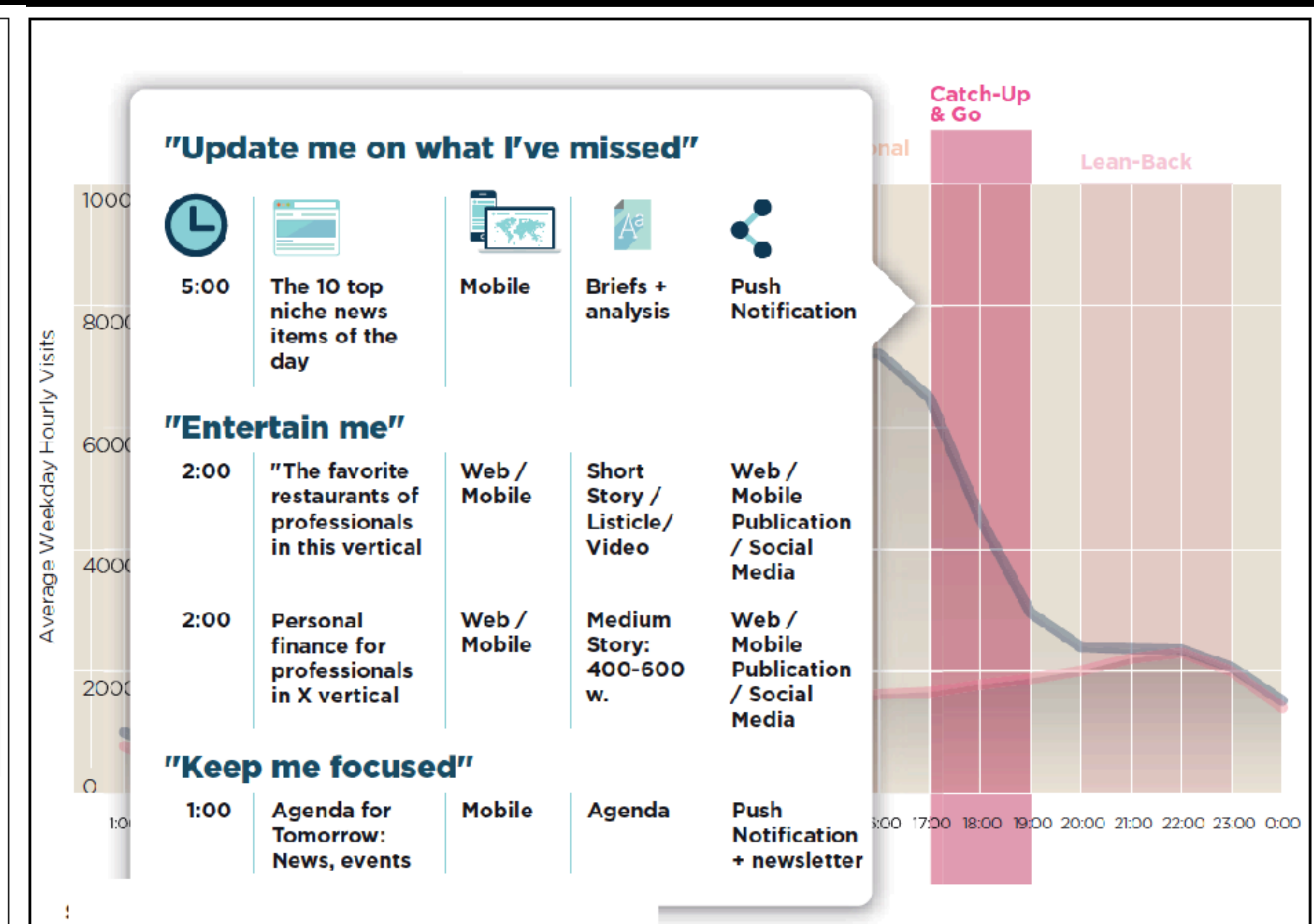
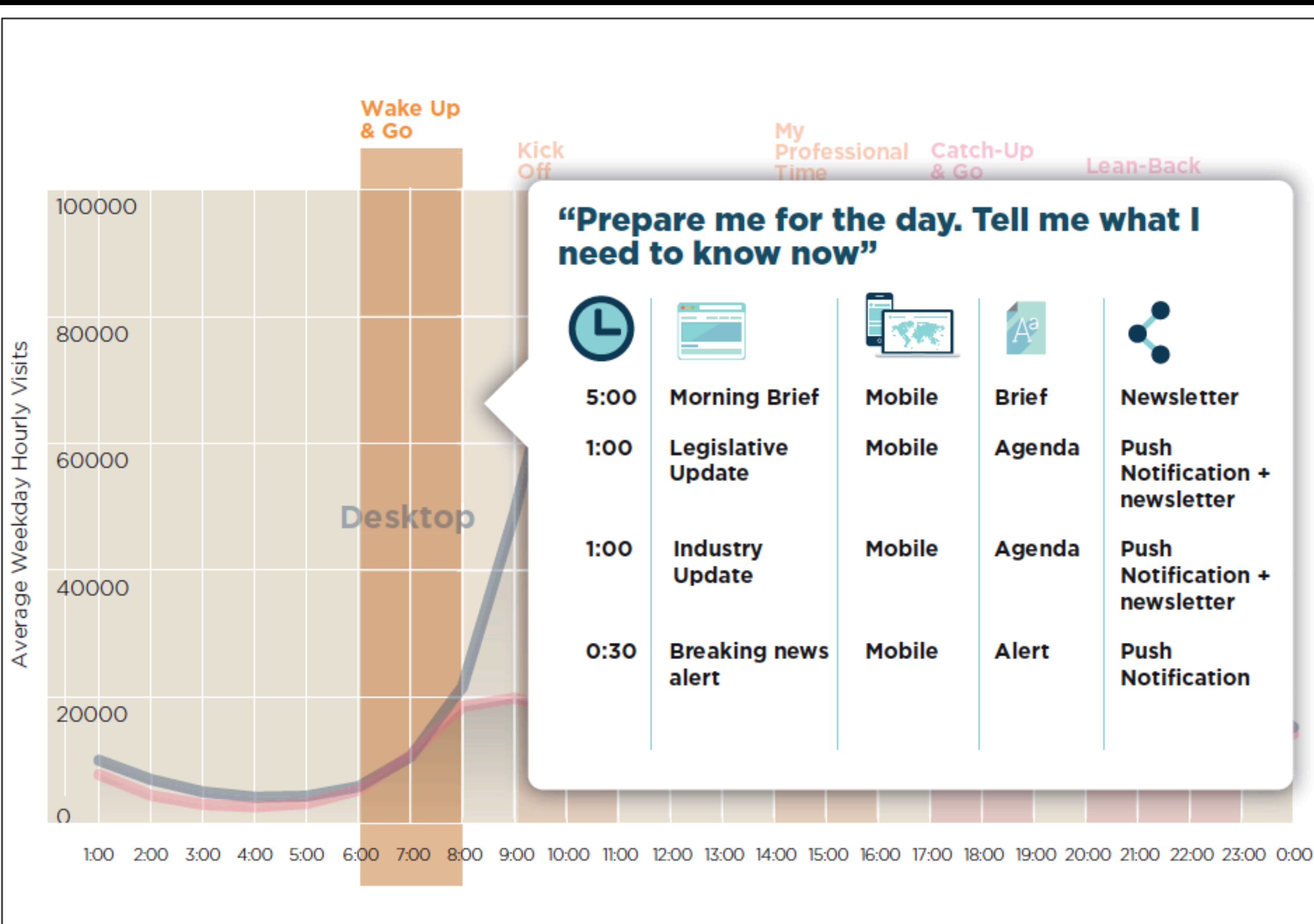
 **36,81%** Bounce Rate  
Dec 1, 2006 - Dec 31, 2006: 35.98% (2.30%)

 **62,142** Pageviews  
Dec 1, 2006 - Dec 31, 2006: 53,855 (15.39%)

 **00:03:22** Avg. Time on Site  
Dec 1, 2006 - Dec 31, 2006: 00:03:31 (-4.27%)

 **50.44%** % New Visits  
Dec 1, 2006 - Dec 31, 2006: 49.73% (1.42%)

- 1. READER BEHAVIOURS MUST INFORM CONTENT, PUBLISHING SCHEDULES, STAFF ORGANISATION**
- 2. DAY-PART YOUR CONTENT USING YOUR DATA**



**FIND YOUR PRIME TIMES;  
CREATE AND PUBLISH CONTENT  
ACCORDINGLY**


# CHECK YOUR LOAD TIME



**70% WILL QUIT  
A SITE THAT  
TAKES TOO  
LONG TO LOAD**


Google's "Micro-Moments: Your Guide to Winning the Shift to Mobile", April

# FREE LOAD-TIME TESTS



Products > PageSpeed Insights

## PageSpeed Insights G+1




Make your web pages fast on all devices.

### Mobile-Friendly Test

Is your web page mobile-friendly?

RUN TEST



[Features](#) [Resources](#) [GTmetrix PRO](#) [We're Hiring!](#)

## Analyze your site's speed and make it faster.





An example:  
Me Naiset,  
Finland

### Website Speed Test

PageScoring

www.menaiset.fi

START TEST

www.menaiset.fi

We took 26.34 seconds to load all content and files from this page

**26.34**  
SECONDS

### GTmetrix

Latest Performance Report for: http://www.menaiset.fi/

Report generated: Wed, Mar 8, 2017, 1:17 PM -0800  
Test Server Region: Vancouver, Canada  
Using: Firefox (Desktop) 49.0.2, PageSpeed 1.15-gf1, YSlow 3.1.8

Performance Scores		Page Details		
PageSpeed Score	YSlow Score	Fully Loaded Time	Total Page Size	Requests
<b>E (51%)</b>	<b>F (44%)</b>	18.1s	4.24MB	335

RECOMMENDATION	GRADE	TYPE	PRIORITY
Serve scaled images	F (0)	IMAGES	HIGH
Minimize redirects	F (0)	CONTENT	HIGH
Leverage browser caching	F (0)	SERVER	HIGH
Serve resources from a consistent URL	E (54)	CONTENT	HIGH
Minify JavaScript	C (70)	JS	HIGH
Defer parsing of JavaScript	D (77)	JS	MEDIUM
Optimize images	F (85)	IMAGES	HIGH

What do my scores mean?  
Rules are sorted in order of impact upon score. Optimizing rules at the top of the list can greatly improve your overall score.  
Not every recommendation will apply to your page. The recommendations are meant to be generic, best practices; some things will be out of your control (eg. external resources) or may not apply to your page.

### PageSpeed Insights

http://www.menaiset.fi/

Mobile Desktop

**77 / 100** Suggestions Summary

**Should Fix:**

- Eliminate render-blocking JavaScript and CSS in above-the-fold content

**Consider Fixing:**

- Minify JavaScript
- Leverage browser caching
- Optimize images

6 Passed Rules

### WEBSITE GRADER

74

WWW.MENAISET.FI

**THIS SITE IS OK**

Not too shabby! Now let's see how we can bump up that score a bit.

PERFORMANCE	MOBILE	SEO	SECURITY
9	30	25	10

# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

- How to utilise mobile capabilities in story-telling
- Ten rules of mobile content
- The “root to fruit” approach to content
- How to enable readers to talk to their mobile devices



How the heck do you make  
**MONEY**  
in magazine media these days?

**Malcolm Forbes**  
**Founder of Forbes**



“I made my money the old-fashioned way: I was very nice to a wealthy relative right before he died.”



What if you don't have a rich, aging relative?

Unfortunately,  
there is no  
Holy Grail, no  
one super  
solution





**DIVERSIFICATION**





# SO MANY WAYS TO MAKE MONEY

- Advertising
- Anti-ad blocking strategies
- Reader revenue
- Branded content / Magazine media as in-house agencies
- Distributed platform advertising
- Ecommerce
- Events
- Messaging apps & chatbots
- Mobile advertising
- Native advertising
- Newsletters
- Programmatic advertising
- Retail revenue
- Video advertising



**THAT'S WAY TOO  
MUCH TO COVER  
IN THIS TALK,  
BUT THERE ARE  
41 PAGES ABOUT  
IT IN THE BOOK**

So we're going to  
look at 2 categories:

**READER REVENUE**  
**ECOMMERCE**

# READER REVENUE

If a media company is doing its job — **creating valuable content its audience cannot get anywhere else** — **readers should be willing to pay for it.**

— Economist digital strategy head Tom Standage

# the guardian

## Membership tiers

	Friend	Supporter	Partner	Patron
	Free	£5pm* (£49 pa)	£15 pm (£149 pa)	£60 pm (£599 pa)
Book tickets to events	✓	✓	✓	✓
Welcome pack, card and gift Access to premium app		✓	✓	✓
6 tickets and/or 4 books 48hrs priority booking, 20% discount and no booking fee			✓	✓
Exclusive behind the scenes functions				✓

# READER REVENUE

The Guardian: **From 15,000 to 100,000 paid digital subscribers in 2016;**  
Tested **30 different messages;**  
Independence & cost of producing content most successful;  
**Newsletters and own site best method**

# the guardian

## Membership tiers

	Friend	Supporter	Partner	Patron
	Free	£5pm* (£49 pa)	£15 pm (£149 pa)	£60 pm (£599 pa)
Book tickets to events	✓	✓	✓	✓
Welcome pack, card and gift Access to premium app		✓	✓	✓
6 tickets and/or 4 books 48hrs priority booking, 20% discount and no booking fee			✓	✓
Exclusive behind the scenes functions				✓

# ECOMMERCE

REAL EXPERTS  
OFFERING THE  
BEST DEALS:

“[The Strategist] is edited by people (not robots). It is designed to surface the **most useful, expert recommendations for things to buy** across the vast ecommerce landscape

## .THE. STRATEGIST

[Like](#) | [Follow](#) | [Follow](#) | [Get the Newsletter](#)

SHOP FOR: [The Sturdiest Umbrella](#) | [The Best White T-Shirts](#) | [The Most Flattering Jeans](#) | [The Comfiest Sheets](#) | [A \\$100 Suitcase](#)



THE BEST GIFT I EVER GOT

*I've Carried This Bag Nearly Every Day for the Past 3 Years »*

### OPENING REMARKS



Introducing the Strategist

### OUR TOP SELLERS



What Are the Best Bed Sheets?



 | **190**  
YEARS  
1827 > 2017

THE AUSTRALIAN MUSEUM'S  
**EXCLUSIVE**  
GICLEE PRINTS

[SHOP NOW](#)

# ECOMMERCE

**STEEP REVENUE GROWTH:** Fairfax Media's history points to a **doubling of sales in six months** with a mix of 1,000 products from art & clothing to home wares & garden goods

## Used Cars

Select Make



Select Model



Search →

## New Cars

Search →

Skip the forecourt – great deals from the comfort of your home

# ECOMMERCE

**MAGAZINE SELLING 200 CARS/MO.:** Dennis Publishing sells 200 cars/mo. Its acquisition of **BuyaCar generates 16% of the company's total revenue** and, with other Dennis ecommerce ventures, generates over half of the firm's digital revenue.



# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

- Why you should create an in-house branded content agency
- The pros & cons of advertising on Facebook, Twitter, Snapchat and Google AMP
- 7 chatbot business model ideas
- 8 tips for B2B media considering ecommerce



When was  
the last time  
you found  
a *no-brainer*  
solution  
to a media  
problem?



- **5 MILLION APPS:** # of apps in the Apple App Store & Google Play store combined
- **90 BILLION DOWNLOADS:** The total app downloads in 2016, up 13 billion from '15
- **40% MORE REVENUE:** Increase in revenue paid out to publishers during 2016
- **US\$3b IN 1 MONTH:** Apple's App Store biggest revenue month ever in Dec. 2016



**BUT GUESS WHAT?  
NATIVE APPS ARE NOT  
THE “NO-BRAINER”  
SOLUTION**





# The average app loses:

- 77% of its Daily Active Users in the first 3 days
- 90% within 30 days
- Over 95% in 90 days

— Mobile intelligence company Quetra



**But what about  
all that native  
app revenue?**

Nearly 90% of  
it comes from  
games!





# NATIVE APPS



So native apps are **HARDLY** the “no-brainer” solution I promised

SO WHAT **IS** THE REAL NO-BRAINER?

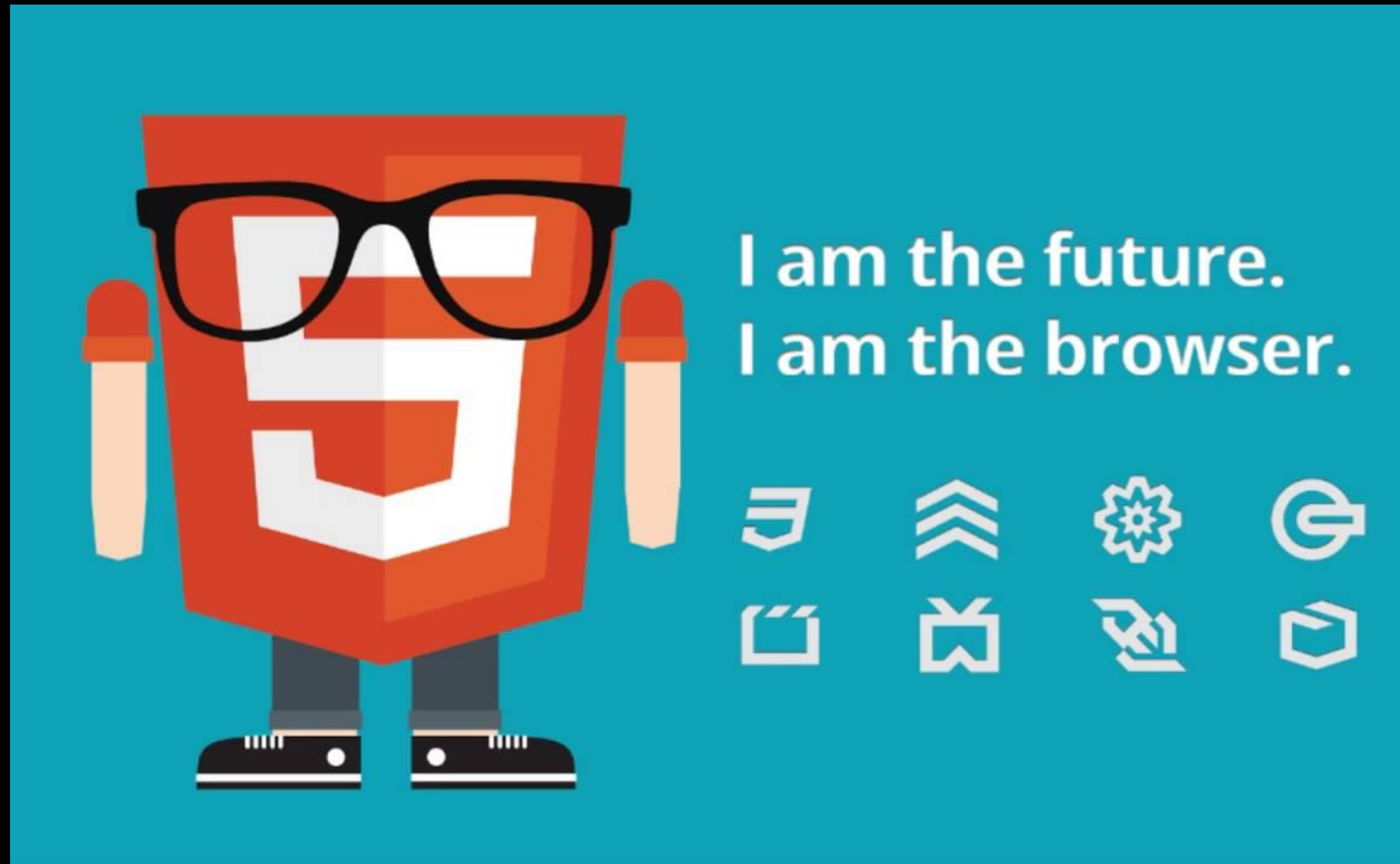


THE **NO-BRAINER** SOLUTION IS.....



# PROGRESSIVE WEB APPS (PWAs)

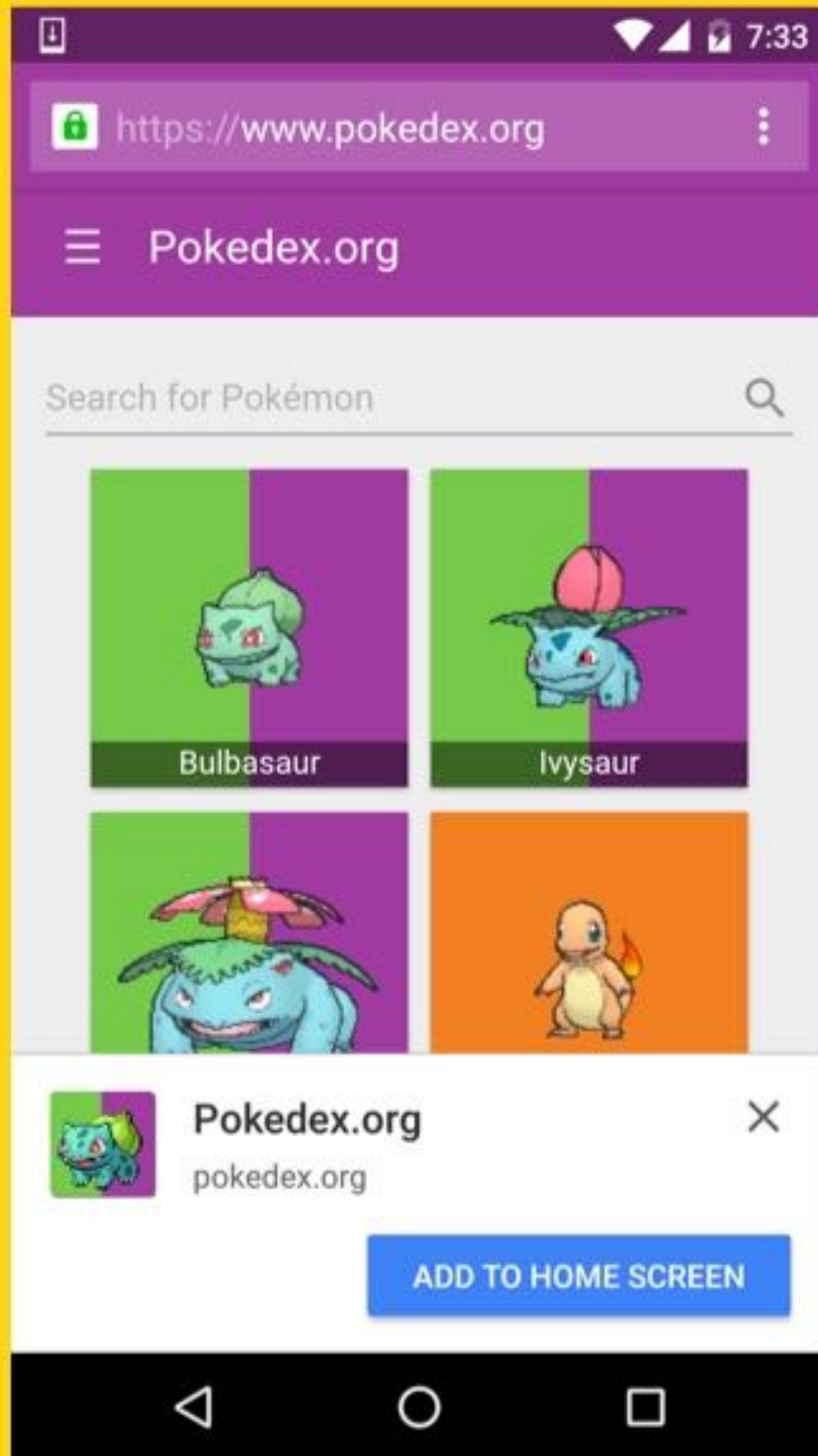
# WHAT IS A PROGRESSIVE WEB APP?



A Progressive Web App uses modern web capabilities to deliver an app-like user experience.

Developers build a mobile website that performs super-fast and behaves just like an app.

# SOME BENEFITS OF PWAs



Web App install  
banner for engagement



# 17 REASONS TO USE PROGRESSIVE WEB APPS

1. Far less expensive
2. Connectivity independent
3. Familiar, app-like user experience
4. Extremely low data usage
5. No app store submissions, initially or updates





# 17 REASONS TO USE PROGRESSIVE WEB APPS

6. Frictionless regular updates
7. Improved performance
8. Discoverable
9. Fast, easy installation
10. Automatic prompts to install
11. Sharable content



# 17 REASONS TO USE PROGRESSIVE WEB APPS

12. Greater reach
13. Push notifications
14. Business model freedom
15. Easy, instant, one-platform app maintenance
16. Responsive
17. Safe

# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

- A detailed breakdown of the 17 reasons for creating Progressive Web Apps
- Five Progressive Web App case studies
- Native app “install friction”
- The temporary iOS problem

In this  
**tsunami of  
media tech**  
which tools do you  
need & how should  
you use them?



**Augmented reality**

**Virtual reality**

**360-degree photos and videos**

**Messaging apps**

**Artificial intelligence**

**Chatbots**

**Device graphs**

**Sophisticated analytics**

**Beacons**

**Group collaboration tools**

**Automatic content creation tools**

**Micropayments**

**Voice-activated personal assistants**

**Advanced content management**

**systems**

**Volumetric displays**

**Gesture-controlled devices**

**Affective computing**

**Personal analytics**

**4D printing**

**Smart data discovery**

**FOR MAGAZINE  
MEDIA TODAY,  
IT'S CHANGE AT  
BREAK-NECK  
SPEED**

# TECH OVERLOAD

**HOW TO KNOW WHICH TECH  
IS RIGHT FOR YOU, YOUR  
READERS & ADVERTISERS**



# FIRST, ANSWER FIVE QUESTIONS:

- 1.** Decide exactly who your target audience is.
- 2.** What types of information does your audience want?
- 3.** Where do they look for it?
- 4.** In what format do they want it?
- 5.** At what hours of the day do they want it?

Now you're ready to choose the tech tools that meet your audience's needs

# Our Tech Smorgasbord

- Advertising tech
- Analytics
- Artificial Intelligence
- Augmented Reality
- Beacons
- Content
- Email
- Video
- Virtual Reality (VR) & 360 Video
- Voice-Activated Personal Assistants





# **WE ARE GOING TO FOCUS ON THREE:**

1. Analytics Tech
2. Virtual Reality &  
360-Video
3. Voice-Activated  
Personal Assistants



# TECH TOPIC #1: ANALYTICS TECH





**“There is much more to editorial analytics than big screens with numbers that go up and down”**

— Federica Cherubini, the co-author of the Reuters Institute 2016 Editorial Analytics Report

ACTIVE VISITS

Concurrents  
**39,229**

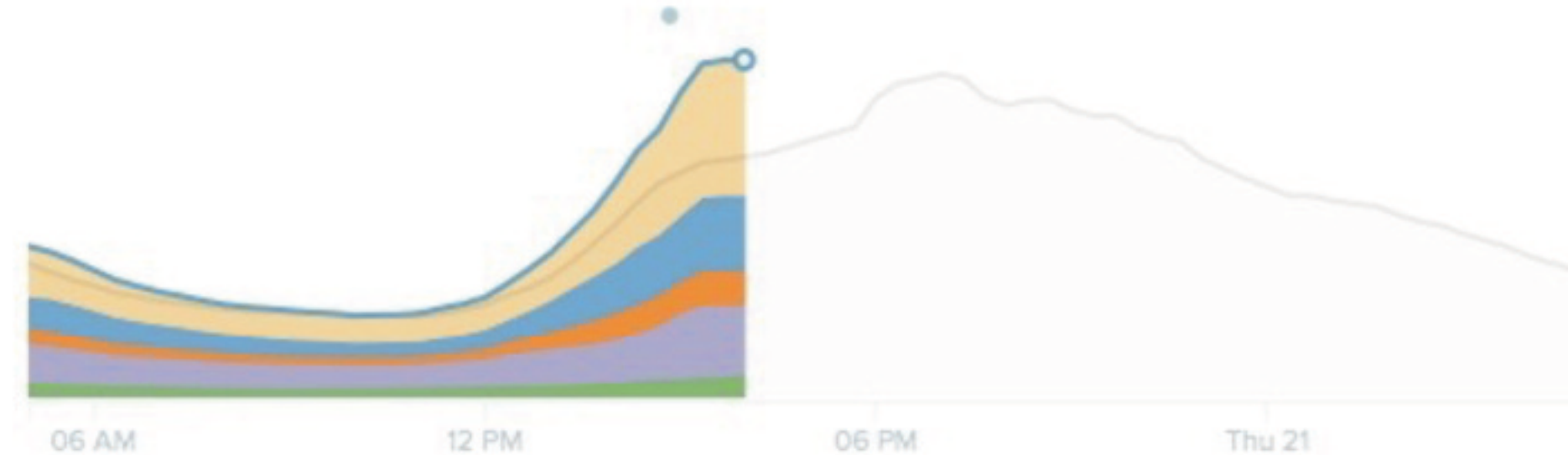


Recirculation  
**7%**

Engaged Time  
**0:48**

CONCURRENTS BY TRAFFIC SOURCE

Today



TRAFFIC SOURCES

<input type="checkbox"/>	Internal	<div style="width: 40%;"></div>	40%
<input type="checkbox"/>	Links	<div style="width: 22%;"></div>	22%
<input type="checkbox"/>	Social	<div style="width: 21%;"></div>	21%
<input type="checkbox"/>	Direct	<div style="width: 10%;"></div>	10%
<input type="checkbox"/>	Search	<div style="width: 7%;"></div>	7%

VISITOR FREQUENCY

<input type="checkbox"/>	New	<div style="width: 25%;"></div>	9,600
<input type="checkbox"/>	Returning	<div style="width: 45%;"></div>	16,200
<input type="checkbox"/>	Loyal	<div style="width: 30%;"></div>	13,300

TOP PAGES

Sorted by Concurrents

PLATFORM

<input type="checkbox"/>	Desktop	<div style="width: 68%;"></div>	68%
<input type="checkbox"/>	Mobile	<div style="width: 27%;"></div>	27%
<input type="checkbox"/>	Tablet	<div style="width: 5%;"></div>	5%

LOCATION

<input type="checkbox"/>	United States	28,921
<input type="checkbox"/>	Canada	2,729
<input type="checkbox"/>	United Kingdom	1,442
<input type="checkbox"/>	Germany	385

**“Most editorial departments just receive raw numbers on individual metrics (page views, unique visitors, etc.).”**

— Federica Cherubini, co-author, Reuters Institute 2016 Editorial Analytics Report

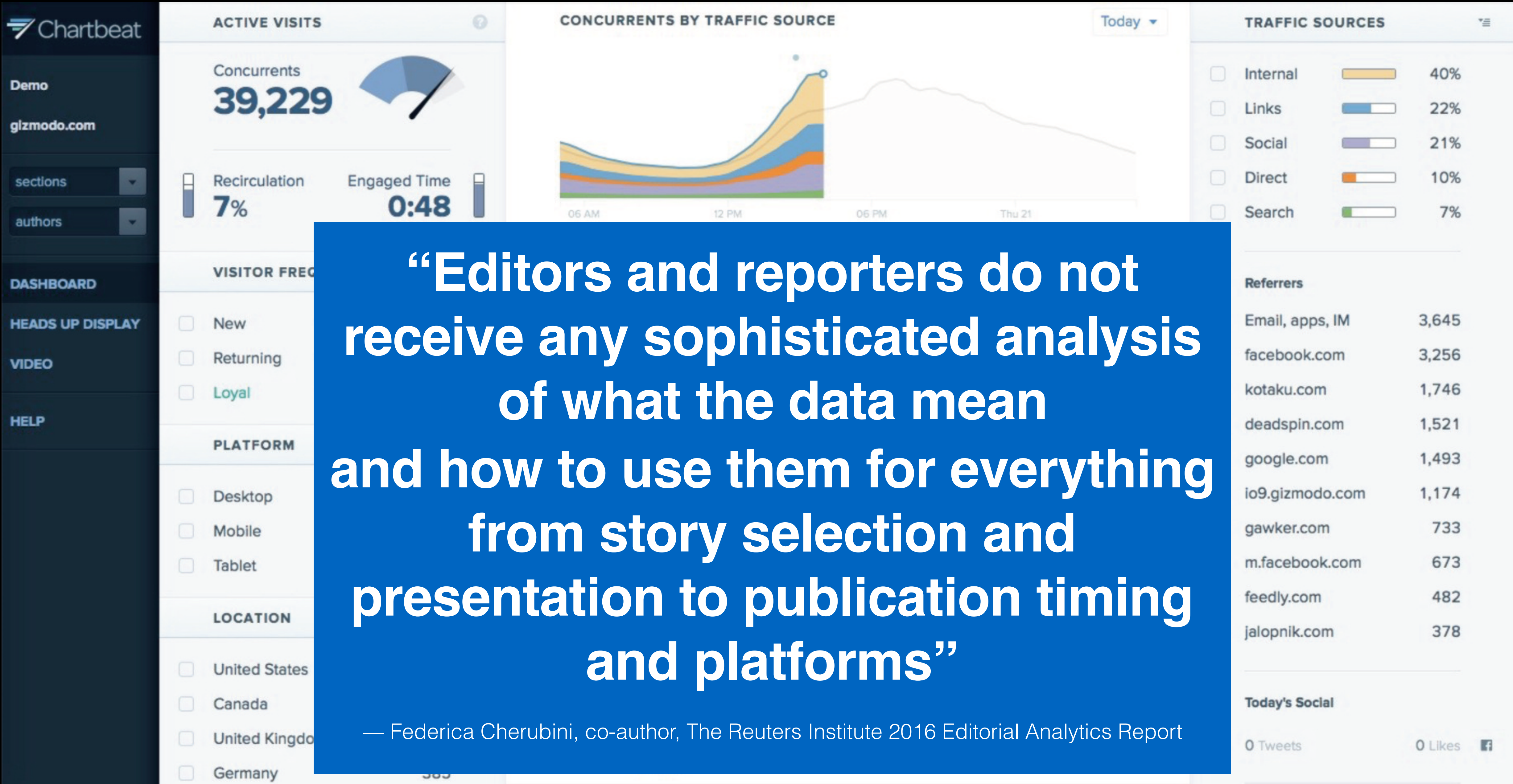
Referrers

email, apps, IM	3,645
facebook.com	3,256
otaku.com	1,746
leadspin.com	1,521
oogle.com	1,493
o9.gizmodo.com	1,174
awker.com	733
n.facebook.com	673
eedly.com	482
alopnik.com	378

1,228	Constantine's Arrow Appearance Was Probably His Last Ever	0:56
953	Chrome Is About to Load Web Pages Way Faster	0:27

Today's Social

0 Tweets 0 Likes



ACTIVE VISITS

Concurrents  
**39,229**

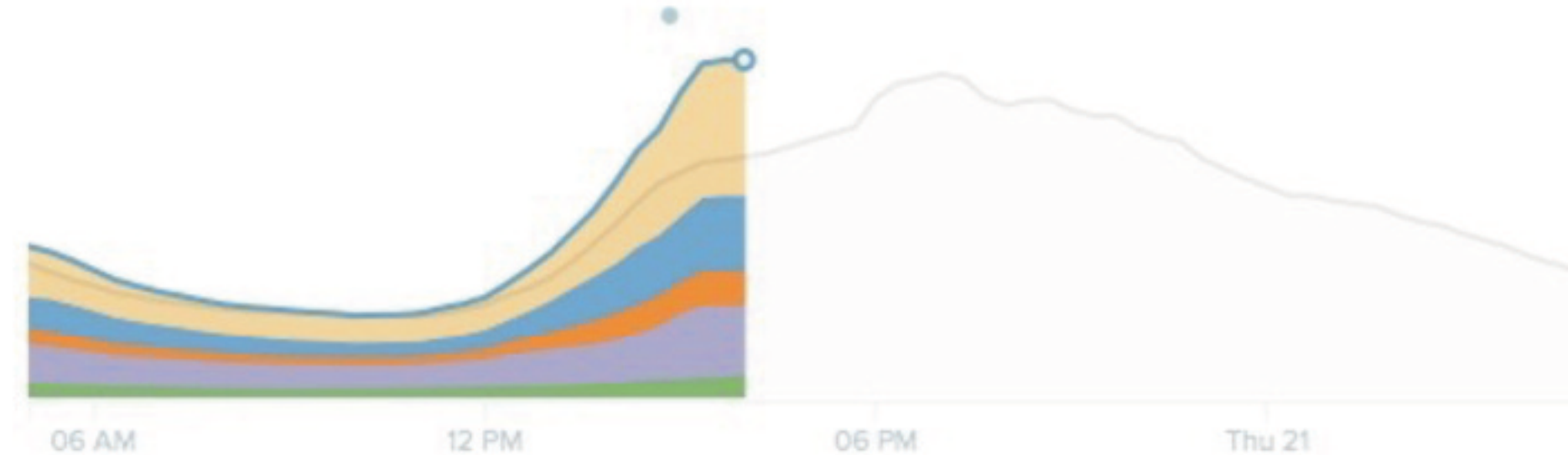


Recirculation  
**7%**

Engaged Time  
**0:48**

CONCURRENTS BY TRAFFIC SOURCE

Today



TRAFFIC SOURCES

<input type="checkbox"/>	Internal	40%
<input type="checkbox"/>	Links	22%
<input type="checkbox"/>	Social	21%
<input type="checkbox"/>	Direct	10%
<input type="checkbox"/>	Search	7%

VISITOR FREQUENCY

<input type="checkbox"/>	New	9,638
<input type="checkbox"/>	Returning	
<input type="checkbox"/>	Loyal	

TOP PAGES

Sorted by Concurrents

7,101	Gizmodo - We come from the future.	0:33
-------	------------------------------------	------

PLATFORM

<input type="checkbox"/>	Desktop
<input type="checkbox"/>	Mobile
<input type="checkbox"/>	Tablet

LOCATION

<input type="checkbox"/>	United States	
<input type="checkbox"/>	Canada	
<input type="checkbox"/>	United Kingdom	1,442
<input type="checkbox"/>	Germany	385

Referrers

<input type="checkbox"/>	Email, apps, IM	3,645
<input type="checkbox"/>	facebook.com	3,256
<input type="checkbox"/>	kotaku.com	1,746
<input type="checkbox"/>	deadspin.com	1,521
<input type="checkbox"/>	google.com	1,493
<input type="checkbox"/>	io9.gizmodo.com	1,174
<input type="checkbox"/>	gawker.com	733
<input type="checkbox"/>	m.facebook.com	673
<input type="checkbox"/>	feedly.com	482
<input type="checkbox"/>	jalopnik.com	378

Today's Social

0 Tweets 0 Likes

**“There is less longer-term strategic use of data to shape editorial priorities and underpin organisational objectives.”**
























— Federica Cherubini, the co-author of the Reuters Institute 2016 Editorial Analytics Report

953	Chrome Is About to Load Web Pages Way Faster	0:27
-----	--	------

# DIE WELT

**INTERNAL SYSTEMS:** De-emphasise clicks and reward engagement and social shares. Six metrics toward an Article Score (the name of the system).

- Pageviews
- Time spent on the article page
- Video views
- Social shares
- Bounce rate
- How many subscribers the article generated

Nr.	Ressort			SM	WV	EX		
1	Wirtschaft			5 	3	3		
2	Politik			0 	5 	4		
2	Wirtschaft			3	5 	3		
2	Politik			3	5 	3		
5	Sport			5 	5 	1		
5	Wissenschaft			5 	5 	3		
7	Wirtschaft			5 	2	3		
7	Panorama			5 	5 	1		
7	Politik	<a href="#">Politische Planlosigkeit im Umgang mit Islamismus</a>	<b>22</b>	9 	3	1	5 	4
10	Politik	<a href="#">Britten brauchen Hilfe bei Jagd nach russischem U-Boot</a>	<b>21</b>	10 	3	0 	4	4
10	Sport	<a href="#">Brüskiert Real Madrid heute Cristiano Ronaldo?</a>	<b>21</b>	10 	1	5 	5 	0 
10	Politik	<a href="#">Die Seko, die nicht Asyl heißen durfte</a>	<b>21</b>	7	5 	0 	5 	4

CI considers the relations between more than **thirty** different single metrics. Then, CI goes even further and applies **seventy** different mathematical expressions based on a media company's goals to get the **Content Performance Indicator (CPI)**





# Sections

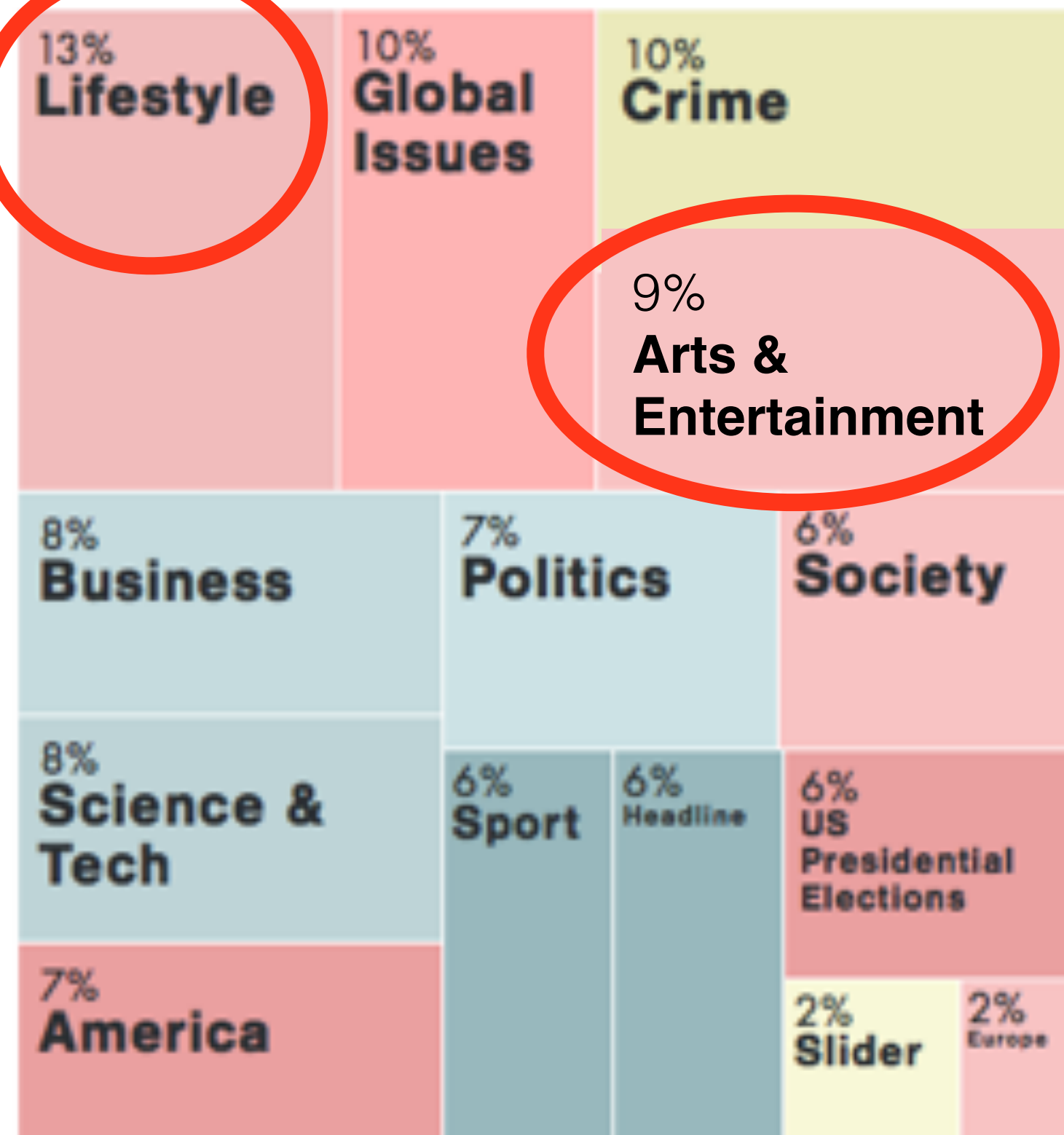
11 Dec 2016 – 10 Jan 2017

## All qualified articles

– Shows section statistics based on every article that generated traffic in the chosen time period

Show Groups:  Yes  No

### NUMBER OF ARTICLES

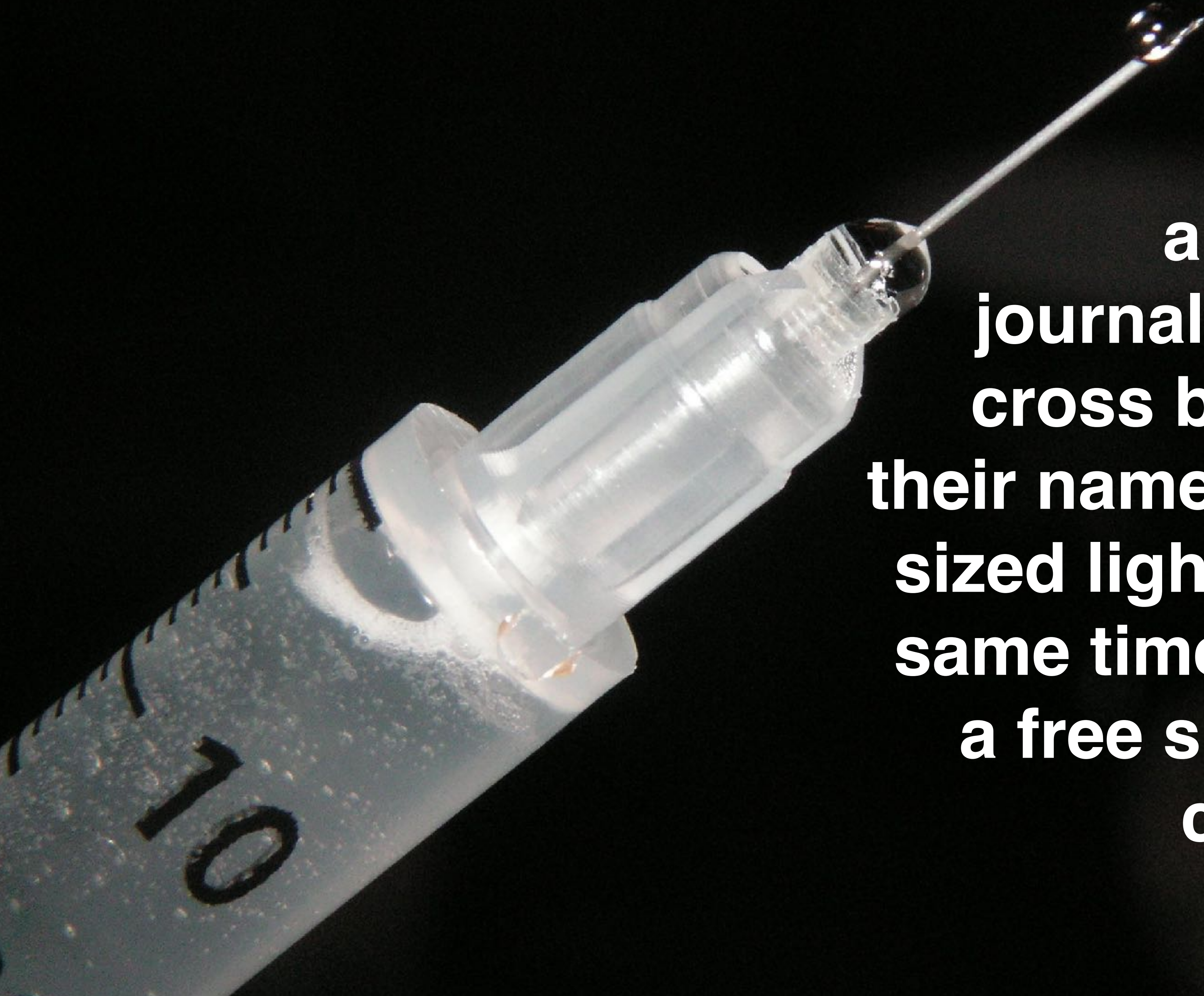


### ARTICLE READS



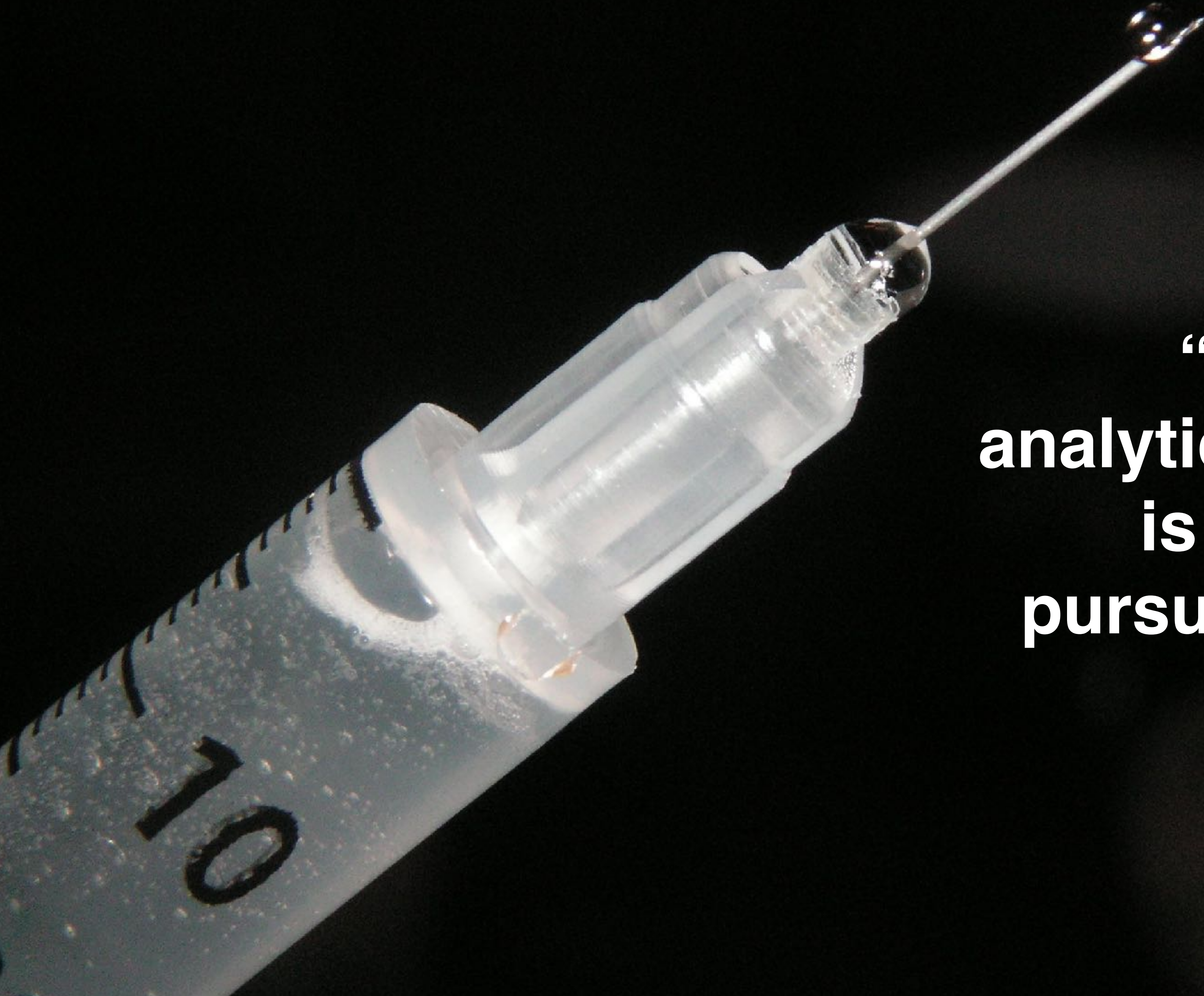
### Quick facts

Most of your visitors read articles in the **Arts & Entertainment** section.



**“Real-time analytics — to a journalist — are like a cross between seeing their name up in Beatles-sized lights whilst at the same time being offered a free smorgasbord of class-A drugs.”**

— CI content chief Jon Wilks



**“What real-time analytics do very well is encourage the pursuit of clickbait.”**

— CI content chief Jon Wilks



**“The result of the CPI is an indication of how well content is performing relative to the goals of the website or publication”**

— CI founder & CEO Dejan Nikolić



**TECH TOPIC #2:**  
**VIRTUAL REALITY &**  
**360-DEGREE VIDEO**

# PURE VIRTUAL REALITY IS REALLY COOL!

Pure VR — “synthetic” or “imagined” VR — is an immersive, out-of-the-present experience that is controlled by the user (the **“conductor”**)



# PURE VIRTUAL REALITY IS REALLY COOL!

BUT IT IS ALSO:

- Extremely expensive to produce
- The audience equipped to experience it is still extremely small, and
- Thus advertisers aren't yet interested



# BUT THERE IS AN ACCESSIBLE SUBSET OF VR

The “**passenger**” form of VR — 360 video, controlled by the makers who take people with them on their journey:

- Still an immersive, out-of-the-present experience
- Far less expensive
- Far greater reach
- Of interest to advertisers





# NYT 360-VIDEO: 850,000 DOWNLOADS, 10M VIEWS

The NYT 360 video app has more than 850,000 downloads, over 10 million views, and gets an average of 6.5 minutes of audience engagement per session. In October 2016, launched The Daily 360.



# TOOLS AFFORDABLE; STAFF MAKING VIDEOS



Journalists who've never thought of operating a 360 video setup, much less edit a 360 video, are now doing exactly that

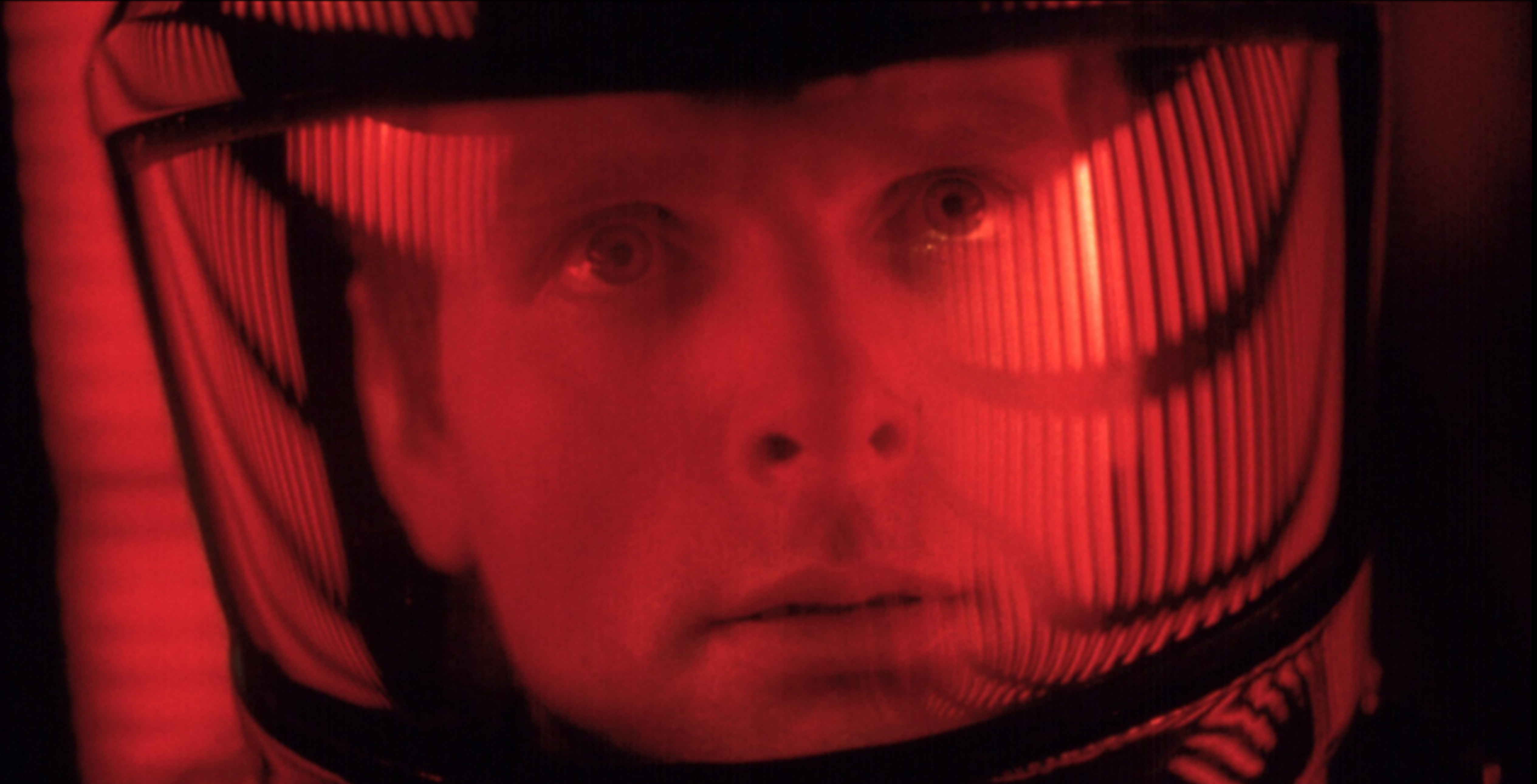
The basic tools are now affordable:

- Cameras: As low as US\$269 up to \$5-10,000
- Editing software US\$240/yr. to US\$650/yr.

**TECH TOPIC #3:**  
**VOICE-**  
**ACTIVATED**  
**PERSONAL**  
**ASSISTANTS**



**REMEMBER HAL IN "2001 SPACE ODYSSEY"**



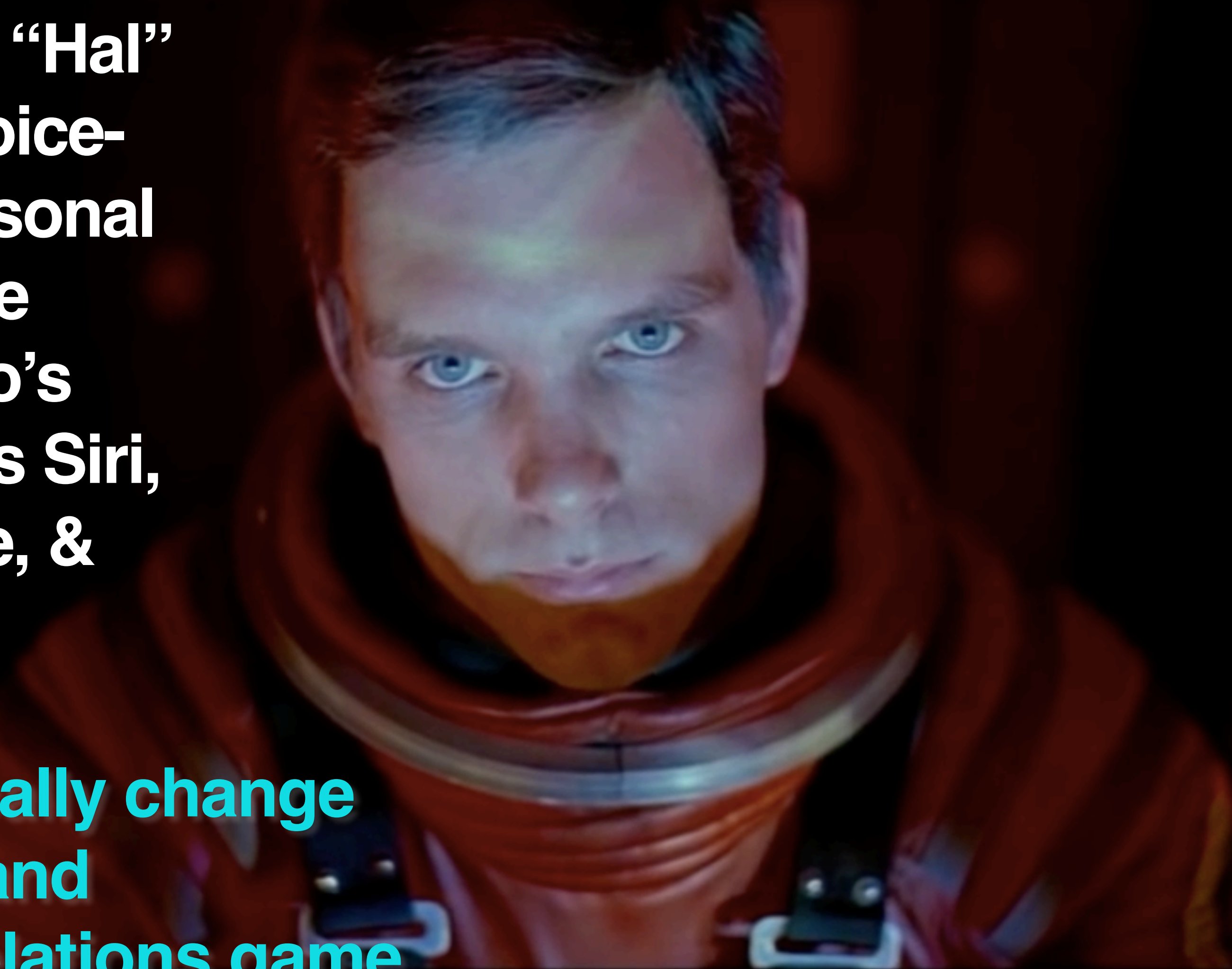


# NOW WE CAN ALL HAVE OUR OWN “HAL”

The arrival of “Hal”  
gadgets — voice-  
activated personal  
assistants like

Amazon Echo’s  
Alexa, Apple’s Siri,  
Google Home, &  
Microsoft’s  
Cortana —

will dramatically change  
the content and  
consumer-relations game



# **Need information? No keyboard? No problem!**

Now, whenever our reader has an information need, we can deliver our content almost anywhere at any time whether our “reader” has access to a keyboard or not



# LET'S STAKE OUR CLAIM IN THIS NEW WORLD

This is a massive opportunity  
to further **cement our  
place in our readers' lives**

Or it's another opportunity to  
**lose ground** to other more  
nimble, more tech-friendly,  
need-focused digital-native  
content creators





# AMAZON ECHO ALREADY OFFERS 900 FUNCTIONS



- Turn on lights at home
- Answer questions
- Order an Uber driver
- Take a quiz
- Find a recipe
- Play music
- Get a news briefing
- Play a game
- Do a therapy session
- Check bank balance
- Order flowers
- Check movie times
- Make a phone call
- Check car's petrol
- Turn the heat up or down at home
- Order pizza delivery
- Listen to a book
- Stream music
- Do a yoga session
- Lock home doors



# READERS ARE ACTUALLY AHEAD OF US

Google says 20% of all mobile searches are now voice searches.

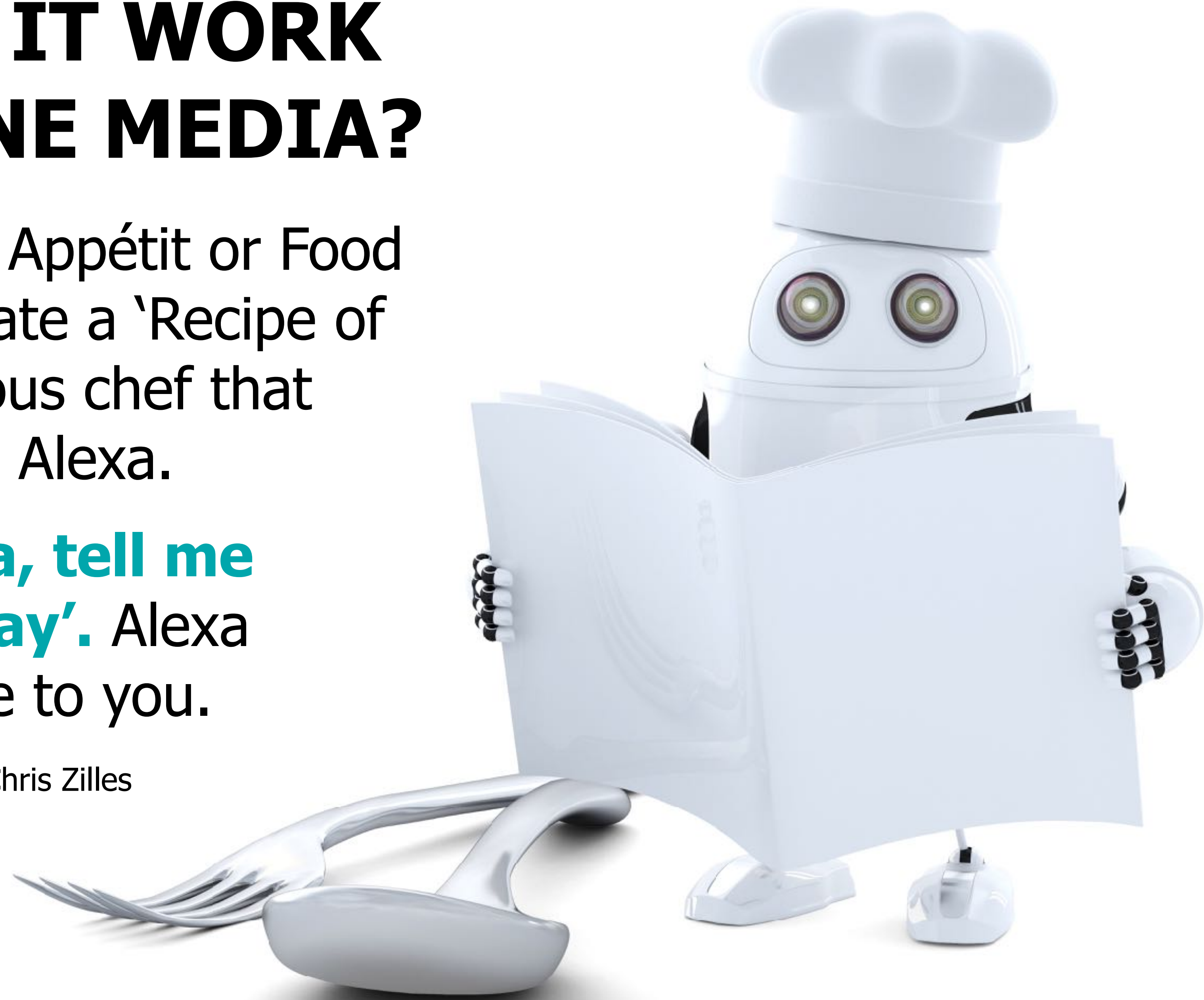
By 2020, a full 50% of all searches will be by voice, according to ComScore

# HOW WOULD IT WORK FOR MAGAZINE MEDIA?

A publisher, say, Bon Appétit or Food and Wine, would create a 'Recipe of the Day' from a famous chef that could be loaded onto Alexa.

You could say, '**Alexa, tell me the recipe of the day**'. Alexa would read the recipe to you.

— Social Media HQ founder and CEO Chris Zilles



# HOW WOULD IT WORK FOR MAGAZINE MEDIA?

If you liked it, you'd ask Alexa to put you in touch with the chef for more details. But, here's the cool thing — you wouldn't actually be talking to the chef ...

**You'd be talking to an AI-powered bot of the chef!**

But this bot would know as much as Mario Batali or any other famous chef.

— Social Media HQ founder/CEO Chris Zilles



ACTUAL FLIGHT FOOTAGE  
NOT SIMULATED



**AND THEN AN  
AMAZON  
DRONE  
WOULD  
DELIVER THE  
INGREDIENTS!**



# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

1. Advertising tech
2. Artificial intelligence
3. Augmented reality
4. Beacons
5. Content tech
6. Email
7. Video



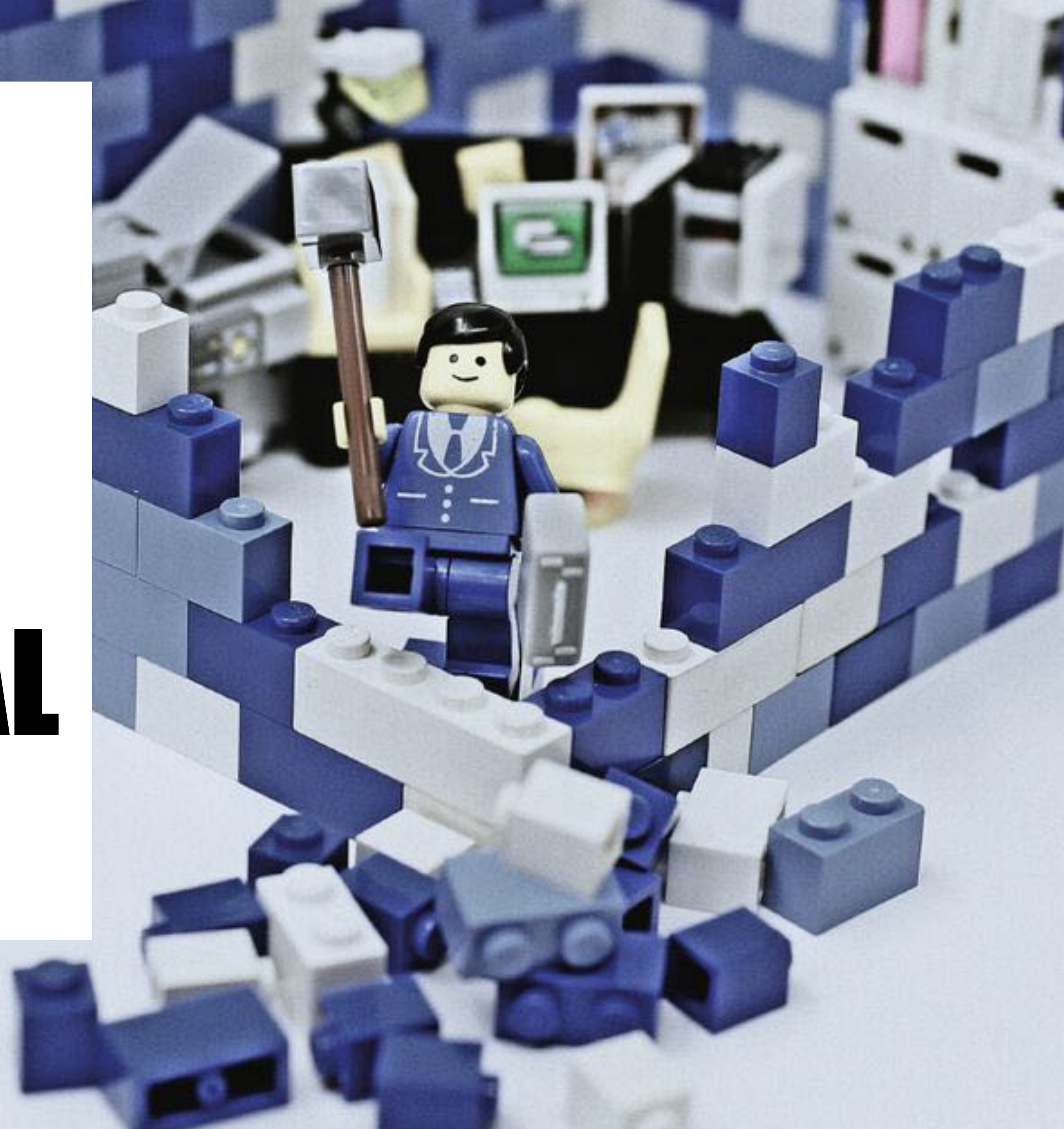
SHERLOCK HOLMES AND THE

# SECRET WEAPON

**REMEMBER I PROMISED THIS  
EARLIER IN THE PRESENTATION?**

Peaceful evolution  
has not worked:

**IT'S TIME FOR  
A RADICAL  
ORGANISATIONAL  
REVOLUTION**







**“Because we haven’t had sufficient evolution, we now need a revolution”**

— The Dallas Morning News reorganisation report

**Start by blowing up old teams, old job descriptions, old workflows, old publishing schedules, old org charts, and old office spaces.**

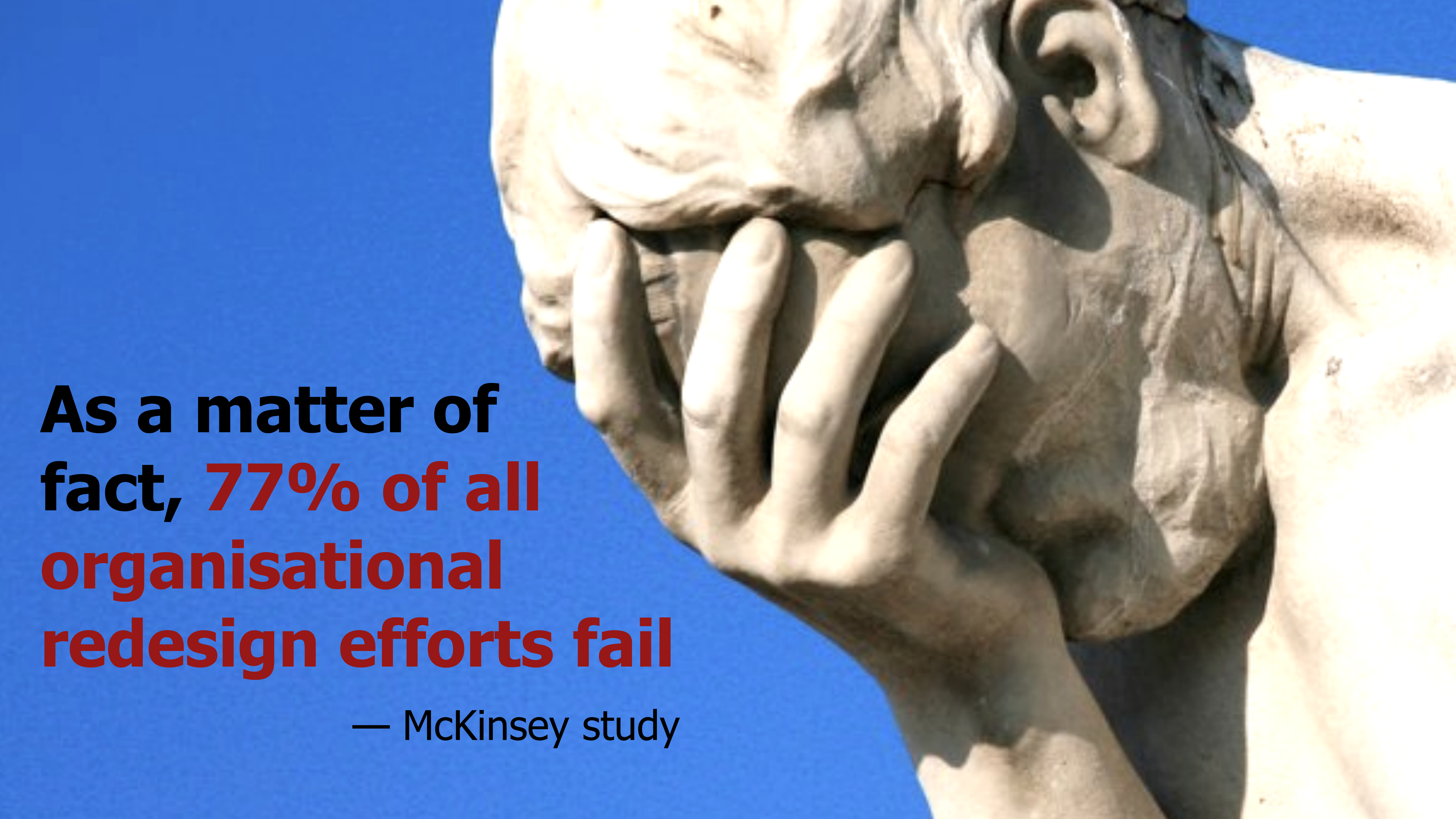




**No one and nothing  
can be exempt**

**Without a whole-hearted, unflinching commitment to change, any reorganisation plan will ultimately fail**





**As a matter of  
fact, 77% of all  
organisational  
redesign efforts fail**

— McKinsey study

**The consequences  
of that failure?**



The company is actually in **worse shape** than before it started. Problems have not been solved. **Hopes have been raised and dashed.**



Staff time & emotional commitments betrayed.  
**Subsequent reorg efforts**  
will be greeted with  
**massive, justified**  
**scepticism**



# 9

## RULES FOR RE-ORGANIZATIONAL SUCCESS

**1.**

Take the long view; don't solve for the short-term

**2.**

Don't assume you know the problems; interview everyone inside & out

**3.**

Involve everyone in the process to ID problems & solutions; create volunteer teams

# 9

## RULES FOR RE-ORGANIZATIONAL SUCCESS

**4.** Deliver results early and often and publicly

**5.** Accept you don't have the talent you need; you'll need to train and to hire

**6.** ID reasons for any resistance early; work to change mind-sets

# 9

## RULES FOR RE-ORGANIZATIONAL SUCCESS

**7.**

In advance, set metrics to measure short- and long-term success

**8.**

Reach out regularly and personally; post results; monitor volunteer teams

**9.**

Create back-up plans; ID key people

# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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

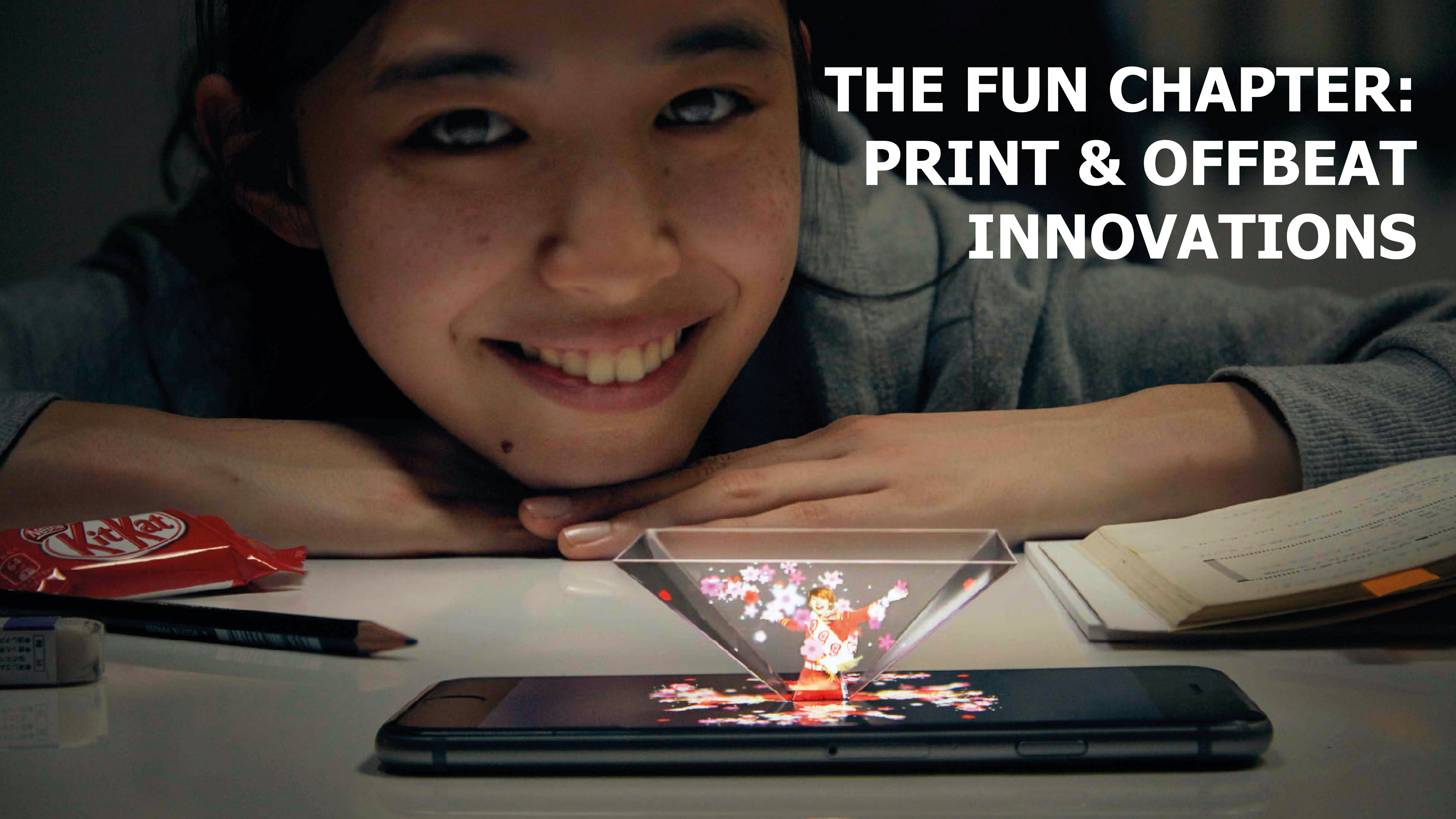


JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

- Building blocks of a successfully reinvented editorial team
- A look at innovations at the New York Times
- A case study of innovation at a 90-year-old multi-title Indian magazine company

# THE FUN CHAPTER: PRINT & OFFBEAT INNOVATIONS



# TO READ IT, YOU FIRST HAD TO COOK THE BOOK

**Podravka, a food company based in Koprivnica, Croatia, published a small cookbook...with a twist.**

**They used thermo-reactive ink: [To be able to see any of the recipes, you first had to “cook the book”.](#)**



# TO READ, YOU FIRST HAD TO COOK THE BOOK

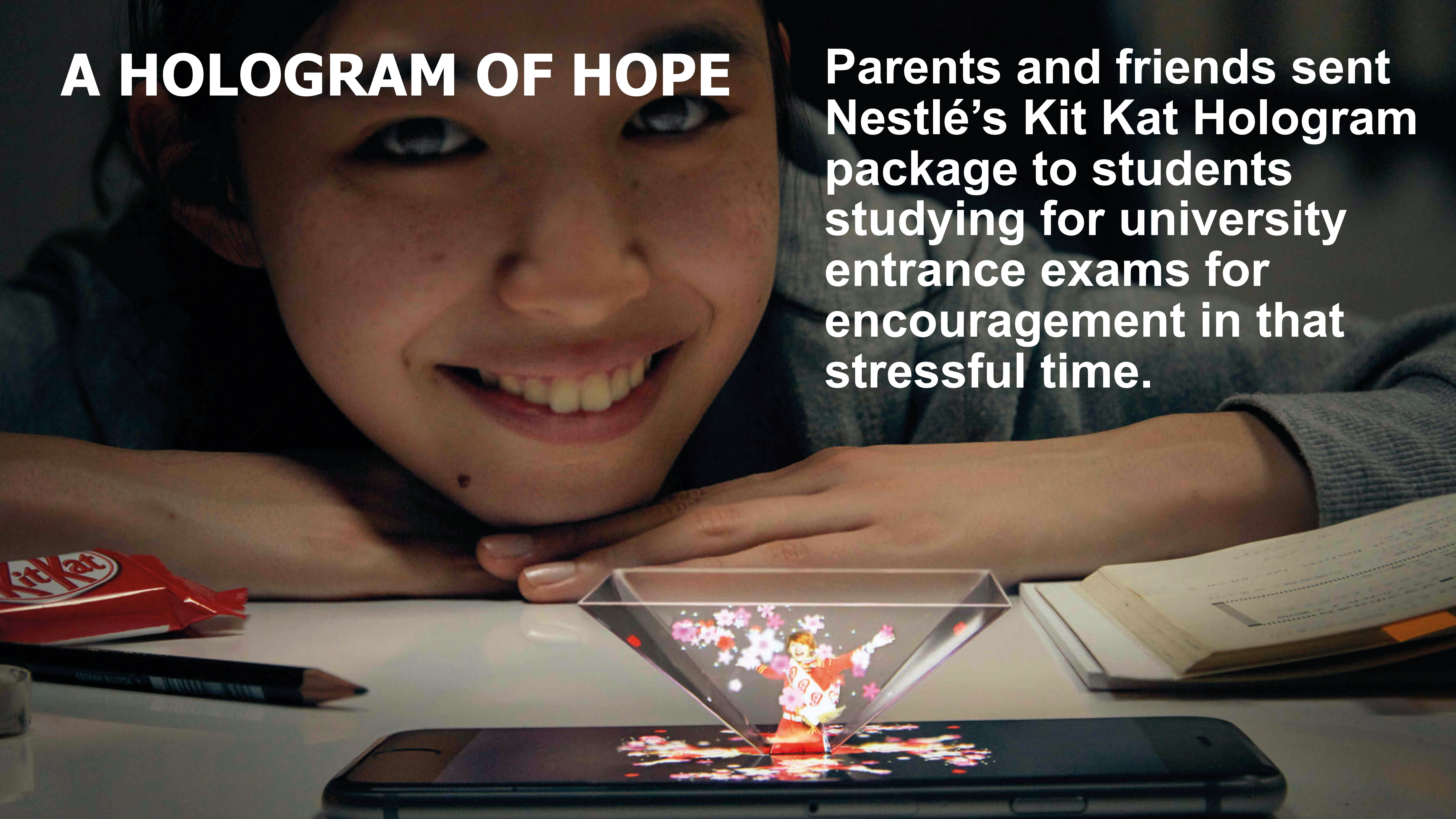
The instructions are clear: “Cook” the book at exactly 100 degrees Celsius for 25 minutes, no more, no less.

Failure to follow the directions will result in the recipes either being illegible or the book will burst into flames!



# A HOLOGRAM OF HOPE

Parents and friends sent Nestlé's Kit Kat Hologram package to students studying for university entrance exams for encouragement in that stressful time.





# FOLD UP A PIECE OF PLASTIC & PRESTO!

The kit included chocolate, a note to students, and a **pre-cut clear plastic sheet**

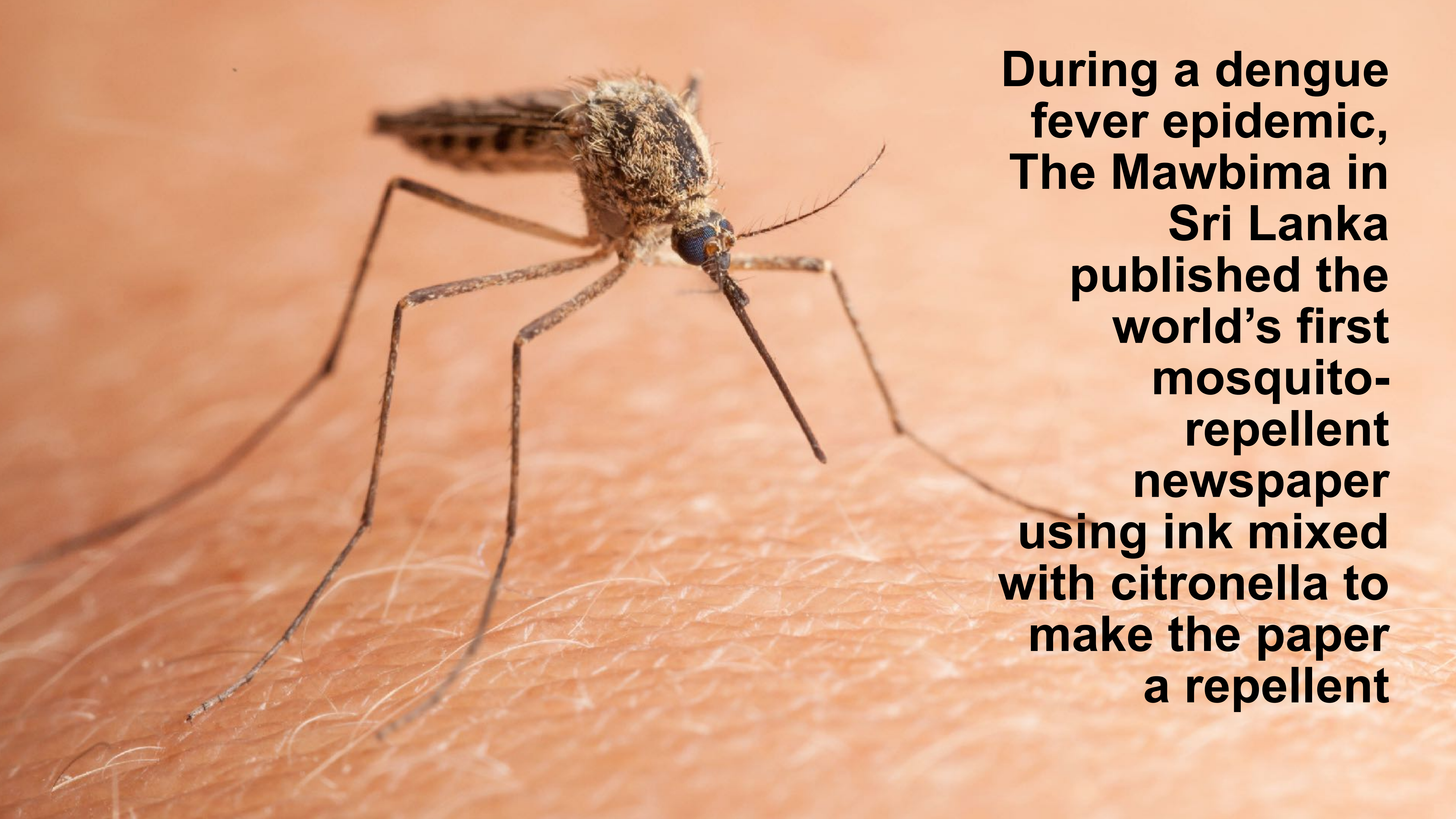
Students folded the sheet, placed it on a smartphone, launched a YouTube video, and **a boy band appeared**





Mosquito Repellent

Newspaper



**During a dengue fever epidemic, The Mawbima in Sri Lanka published the world's first mosquito-repellent newspaper using ink mixed with citronella to make the paper a repellent**



**The campaign included bus-stop posters coated in citronella**

**The paper,  
even in an  
expanded  
press run,  
sold out  
by 10 AM,  
a sales  
increase  
of 30% and  
a readership  
increase of  
300,000**



# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

## MORE IN THE BOOK:

1. The sounds of making a magazine
2. A print issue about sound WITH sound
3. AR experiences on covers
4. A video player on a cover
5. A media company's beer line

**INNOVATION IN  
MAGAZINE MEDIA  
2017-2018  
WORLD REPORT**

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

**THERE YOU HAVE IT**

**A SAMPLING  
OF THE BEST  
INNOVATIONS  
IN THE WORLD**

**BEFORE WE END,  
I HAVE ONE  
SIMPLE  
QUESTION:**





**WHY DO WE GO TO CONFERENCES LIKE THIS?**

**WE ALL COME  
BACK FROM  
CONFERENCES  
EXCITED AND  
MOTIVATED,  
RIGHT?**

**WE PRINT OUT OUR  
NOTES AND...**

**PUT THEM IN A  
SPECIAL PLACE  
ON OUR DESK**



0011 00000000 000000  
0011 000000 000000  
0011 000000  
0011 000000  
0011 000000  
0011 000000  
0011 000000

Handwritten notes on a piece of paper, including the number "1000" and some illegible scribbles.

Handwritten text on a yellow sticky note, including the number "1000" and some illegible scribbles.



**THEN**  
**THE REAL**  
**WORLD**  
**KICKS IN**

**WE GET BUSY SO WE  
MOVE THE NOTES TO:**

**A SPECIAL  
PLACE ON OUR  
SHELF**



640 Food



740 Art & Drawing

**AFTER A YEAR,  
THEY MOVE TO  
A SPECIAL  
PLACE IN THE  
RECYCLING BIN**





SELF-SERVICE  
WASTE BIN



**AND WE GO BACK  
TO DOING THINGS  
THE SAME  
OLD WAY**

**RIGHT?**

**WE**  
**CANNOT AFFORD**  
**TO DO THINGS THE**  
**SAME OLD WAY**  
**ANYMORE**

**SO LET'S**  
**BREAK**  
**THAT PATTERN**  
**TODAY!**

**PLEASE**  
**STAND UP**

**RAISE YOUR  
RIGHT HAND**

**REPEAT  
AFTER ME**





“I...

**(say your name)”**

**“Do solemnly  
swear”**

**“To return to  
my office  
next week”**

**“And do  
something  
differently”**

**“Based on what  
I learn here  
today and  
tomorrow”**

**“I will  
execute this  
solemn duty...”**

**“Or I will have  
to accept a surprise  
GUEST EDITOR  
to direct my  
next edition”**

**This GUEST EDITOR**  
**will be a man with**  
**massive magazine**  
**experience**  
**and**  
**“a lot of good words!”**



THINK BIG \* LIVE LARGE

THINK BIG \* LIVE LARGE

# TRUMP TRUMP

MAGAZINE

A TRUMPTASTIC  
**Gift Guide**

GOLF TIPS FROM  
**John Daly**

OVER-THE-TOP  
**Yachts**

Q&A WITH  
**Donny Deutsch**

HANDHELD MOBILE  
VIDEO CALLING

**Tech  
Toys**



**INVEST NOW!**  
THE ART OF THE DEAL

9  
**CLASSIC GOLF TIPS**

COME FLY WITH ME  
**DESIGNER JETS**

SPRING FASHION  
**MISS UNIVERSE**

**ISN'T THAT A  
GOOD INCENTIVE?**

**DO WE HAVE  
A DEAL?**

**YOU MAY  
SIT DOWN**

**BEFORE I GO,  
A QUICK WORD  
ABOUT US**

INNOVATION

Media Consulting Group

**GLOBAL  
EXPERTS IN  
HELPING MEDIA  
COMPANIES  
INNOVATE**

INNOVATION

Media Consulting Group

**WE ARE ENABLERS  
OF CHANGE**

INNOVATION

Media Consulting Group

**WE INVOLVE YOUR  
ENTIRE STAFF IN  
THE CHANGE PROCESS**

INNOVATION

Media Consulting Group

**WE HELP TRANSFORM  
EVERYONE  
FROM VICTIMS OF  
CHANGE TO  
CHANGE LEADERS**



axel springer

PRENSA LIBRE  
Le Monde

IL SECOLO XIX

HOSPODÁŘSKÉ NOVINY

hanley wood

СЕГОДНЯ  
MULTIMEDIA



CONDÉ NAST



THE WALL STREET JOURNAL



economia

AGAZETA



CORRIERE DELLA SERA

diário de S. Paulo



**A WHIRLWIND TOUR OF  
THE BRIGHTEST, MOST  
INNOVATIVE AND PROVEN  
MAGAZINE MEDIA  
SUCCESS STORIES FROM  
AROUND THE WORLD**



**SUPER DISCOUNT  
TODAY & TOMORROW ONLY  
JUST 50 EUROS!**

**OH, YOU  
CAN ORDER  
YOUR COPY  
OF THE  
INNOVATION  
BOOK  
AT THE  
FIPP BOOTH**

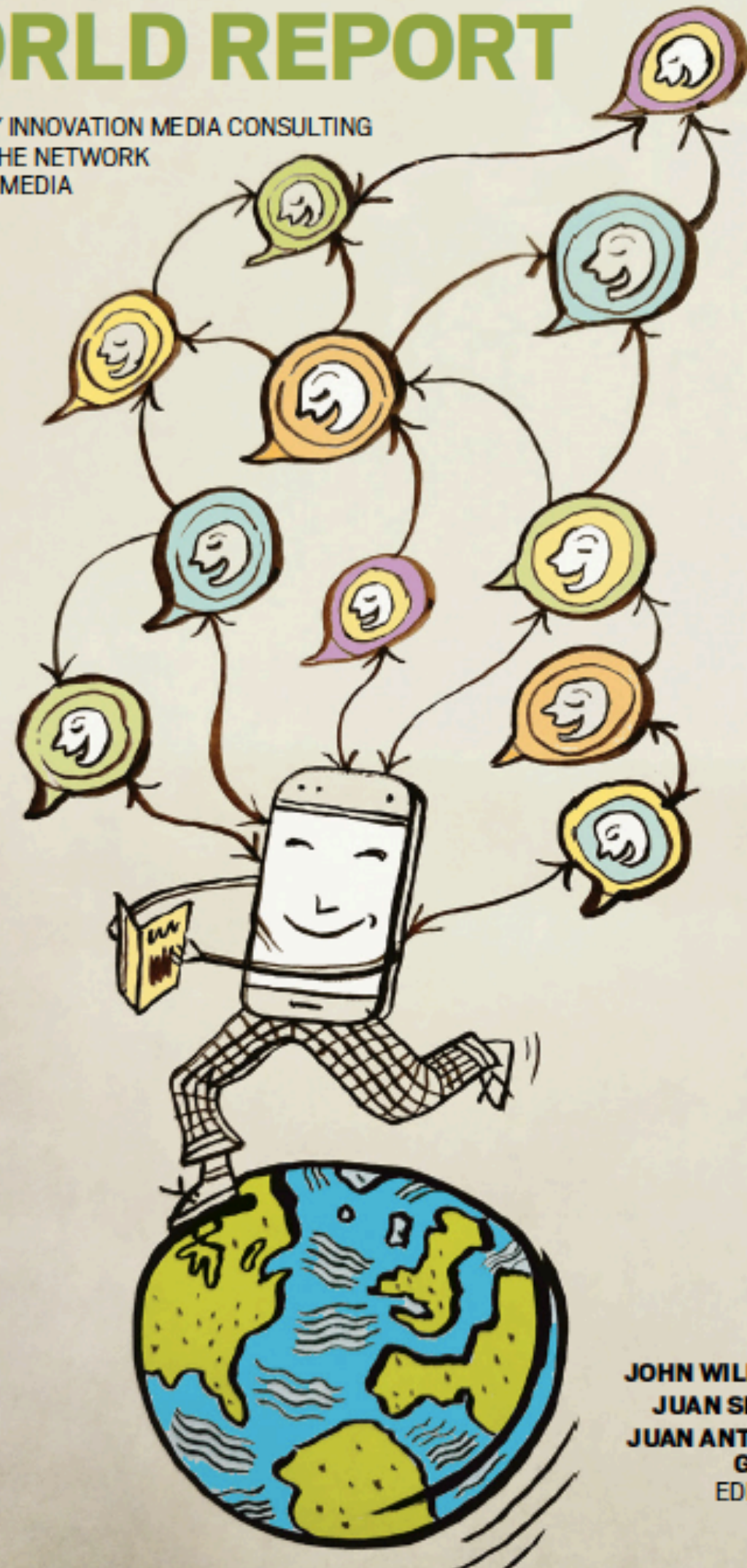
COMPLETE AND RETURN TO HELEN BLAND

35 New Bridge Street, London, EC4V 6BW, UK ■ Email: [helen@fipp.com](mailto:helen@fipp.com) ■ Tel: +44 20 7404 4169



# INNOVATION IN MAGAZINE MEDIA 2017-2018 WORLD REPORT

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



JOHN WILPERS  
JUAN SEÑOR  
JUAN ANTONIO  
GINER  
EDITORS

# THANK YOU\*

\* DON'T FORGET YOUR PLEDGE!

## JOHN WILPERS

SENIOR DIRECTOR/USA  
INNOVATION MEDIA CONSULTING

### INNOVATION

Media Consulting Group