

We need more caviar and less peanuts

Weekend Media Festival 2012

Rovinj

INNOVATION

INNOVATION MEDIA CONSULTING

WORLD LEADERS IN HELPING
PUBLISHERS RE-INVENT THEIR TITLES
FOR THE DIGITAL AGE

DESIGN + CONSULTANCY

INNOVATION

- **30 years** in this business
- **90 consultants** from the media working for the media
- in more than **150 multimedia companies** in **5 continents**

INNOVATION

INNOVATIONS IN MAGAZINE MEDIA 2012 WORLD REPORT

A SURVEY BY THE INNOVATION INTERNATIONAL MEDIA CONSULTING GROUP
FOR FIPP - THE WORLDWIDE MAGAZINE MEDIA ASSOCIATION



JUAN SEÑOR
JOHN WILPERS
JUAN ANTONIO GINER
EDITORS

INNOVATIONS IN NEWSPAPERS 2012 WORLD REPORT

AN ANNUAL SURVEY BY THE INNOVATION INTERNATIONAL MEDIA CONSULTING GROUP
FOR THE WORLD ASSOCIATION OF NEWSPAPERS AND NEWS PUBLISHERS (WAN/IFRA)

CLAUDE E. ERBSEN
JUAN ANTONIO GINER
JUAN SEÑOR
MARTA TORRES
EDITORS



GOOD JOURNALISM IS
GOOD BUSINESS

INNOVATION

THE DIGITAL-FIRST MOMENT

INNOVATION

THE DIGITAL-FIRST MOMENT,

YES.

BUT DIGITAL ONLY,

NO

INNOVATION

PRINT IS ALIVE AND
WELL AND WILL REMAIN
A PROFITABLE OPTION
FOR DECADES – BUT
NOT AS WE KNOW IT

INNOVATION

Paper will stay.
It will **NEVER** die,
but the Business Model
and Content Proposition has
CHANGED

INNOVATION

FOR THE FIRST TIME IN
HISTORY THE PROBLEM
FACING MAGAZINES IS NOT
READERS, BUT REVENUES

INNOVATION

HOW IT USED TO BE



COLLECTING DOLLARS

HOW IT IS TODAY



STACKING PENNIES

OUR TWO REVENUE SOURCES





'LIFE WAS EASIER
WHEN AN APPLE AND A
BLACKBERRY WERE
JUST **FRUITS**'

INNOVATION

'LIFE WAS EASIER WHEN
AN APPLE AND A
BLACKBERRY WERE JUST
FRUITS...

BUT IT'S NOT AS EXCITING
AND POTENTIALLY
PROFITABLE
AS IT IS TODAY'

INNOVATION



JE NE REGRETTE RIEN

Jean-Claude Trichets letzter großer Auftritt als EZB-Präsident FINANZEN SEITE 17

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FINANCIAL TIMES DEUTSCHLAND

WOCHENENDE 7. 10. - 9. 10. 2011 2,10 €



iSad

Steve Jobs 1955-2011



Was ist die Grundaussage?
 Ein König? Ein Pope? Ein Redaktor? Einweiser
 unserer da guten Welt, Staatsehre, Politik, die
 weiteren. Etwas, was, über, Twitter, LinkedIn,
 Facebook, Picasa, YouTube, Google, Yahoo,
 Recherche und Unternehmen, keine und große
 Firmen, die die Konkurrenz, die alle haben, ist
 ein weiterer Schritt für einen Teil, der sich bewegt,
 aber langsam ist. Sie alle sagen: Er war der Größte,
 der Mensch, der besser war als alle.
 Obwohl Steve, schlussendlich war er nur
 ein Mann.
 Nach seinem Tode.
 Am gleichen Tag verstarb der Ex-Chef der Pagine
 auf Hoffmann, und die Redaktionen von Google und
 anderen großen Firmen. Sein Bild, ganz in Schwarz
 Weiß, war überall. Was hat man für eine solche
 Afters der Aristokratie nicht, ein solches Meer an
 Regenern, dass es viele unbeschreibliche Szenarien
 in einem Teil eines Tages gesehen?

Gründen ist, am Mittwoch, den 5. Oktober 2011,
 Steve Jobs, 56-jähriger von Apple, im Alter von 10
 Jahren, 12-jähriger eine Frau und vier Kinder.
 Doch irgendeine Krankheit es auch nicht alle.
 Obwohl Menschen dieses Todes, ist ein iPhone in der
 Hand nicht mehr, das heißt es ist, dass wir alle seine
 Liebe in den Händen haben. Wir haben sein Leben
 nicht, das man seine Traumwelt ist. Wirklich krank,
 wie Steve Jobs es erachtet hat, wie ungewöhnlich und
 menschlich, wenn es nicht ein Produkt ist, was er
 schenken sollte, dass er sagt: Steve hat eine Apple seine
 Leben verändert. Das bedeutet hat hat jeder etwas zu
 sagen zu diesem und zu seinem Teil.
 „Es ist nicht nur ein, aber ich grüßte ihn, dass Jobs
 ist eine große revolutionäre denken wir sind Jobs
 7. November oder Martin Luther King“, sagt Steve
 Wozniak, der Mitgründer von Apple.
 „Es war ein großartiges Mensch, mit unglaublichen
 Leistungen und einer unglaublichen Schachstrategie“, sagt
 Larry Page, Chief von Google.

„Steve war jenseits, das Best geeignete hat, ein Lehrer“,
 sagt Jeff Bezos, der Amazon-Chef.
 „Steve ist die Welt gemacht, der die Idee zu viel
 geliebte Wirkung Innovation, denn folgen auch über
 viele Innovationen Innovationen Innovationen, später seine
 werden“, sagt Bill Gates, der größte Rivale.
 „Steve dachte, dass die Idee eine Mission und Zweck
 waren. Denken, dass die Idee gründe hat, dass man sich
 durch, was man aufbauen, die Welt verändern kann“, sagt
 Mark Zuckerberg, der Gründer von Facebook.
 Durch Steve Jobs, der CEO von Apple, schenkte sich
 zu helfen, während Innovation. „Steve ist ein der größte
 Innovationen, die Amerika hervorgebracht hat, weit
 genug, andere zu denken, hatte genug zu glauben, er
 könnte die Welt verändern, und mit dem Talent anzu-
 nahmen, es zu tun. Er hat einen der weltweiten erfolgreichsten
 Unternehmen aus Anfängen in seiner Garage auf-
 gebaut und war dabei ein Beispiel für amerikanischen
 Fortschritt auf Seite 2“

INNOVATION

1,40 EURO, PREMIÈRE ÉDITION N°456

VENDREDI 7 OCTOBRE 2011

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Libération



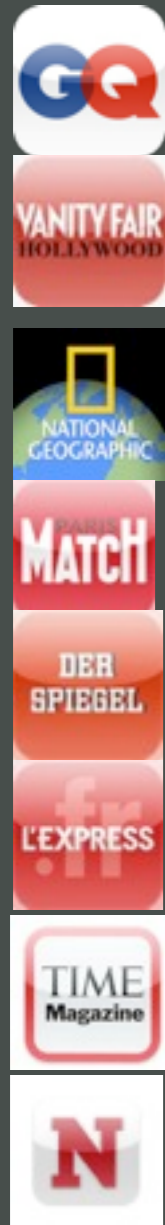
Libération



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iPad IS THE GREATEST
PLATFORM INNOVATION
SINCE GUTHENBERG -
LACK OF INNOVATION FROM
PUBLISHERS

INNOVATION



GQ Magazine



Vanity Fair



National Geographic



Paris Match



Der Spiegel



L'express



Time Magazine



Newsweek



RATING

iPad Apps

2.2

Magazines

(Source App Store)

INNOVATION



USA Today



Die Welt



De Standaard



The New York Times



Financial Times



New Zealand Herald



Evening Standard



Le Monde



Corriere della sera



AVERAGE

RATING

2.5

iPad

Newspapers

(Source App Store)

INNOVATION

**WE ARE MOVING TOWARDS AN
APP-BASED WORLD
WHETHER IT BE TABLETS OR
MOBILE**

INNOVATION

SENSE OF SALVATION
PERHAPS OUT OF
DESPERATION

INNOVATION

WILL THE IPAD
AND TABLETS OFFER
A SECOND LIFE
TO MAGAZINES?

INNOVATION

YES

IF PUBLISHERS
RE-INVENT THEIR
TITLES

NO

IF WE RE-PURPOSE

INNOVATION

**YOU CANNOT
POUR OLD WINE
INTO NEW
BOTTLES**

INNOVATION

**WE HAVE TO REINVENT
THE WAY WE TELL
STORIES**

**IT'S THE JOURNALISM
NOT THE PLATFORM**

INNOVATION

**NEW GRAMMAR
FOR NEW MEDIUM**

INNOVATION

STORIES YOU CAN

READ

WATCH

AND

TOUCH

INNOVATION

DESIGN FOR
EYES
AND
FINGERS

INNOVATION

EXPERIENCE MORE
IMPORTANT THAN BRAND

INNOVATION

The iPad as A MAGAZINE ON STEROIDS?

INNOVATION

Time Inc.

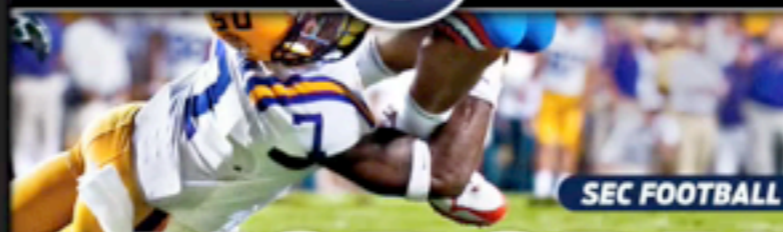
A FREEWAY WORLD SERIES?

By TOM VERDUCCI and LEE JENKINS

Sports Illustrated

OCTOBER 16, 2011

The Yellow and Red No. 1 Florida
the 13-3 victory over LSU



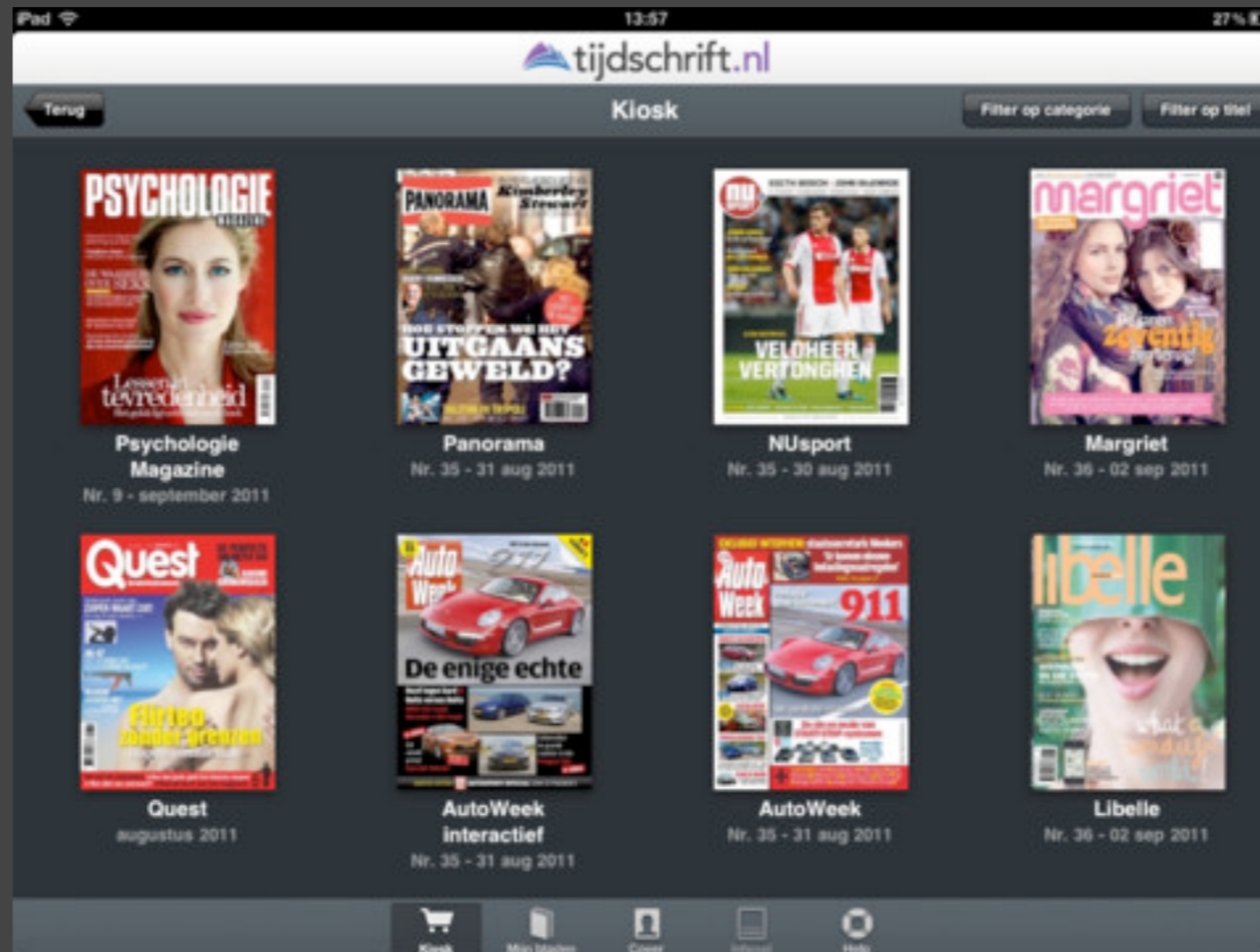
SEC FOOTBALL

NOBODY Does It Better

The Nation's Toughest Conference

By JOHN ED BRADLEY

The iPad as PDF?



INNOVATION

MORE PRINTY?
LESS WEBBY?
**NEITHER PRINTY
NOR WEBBY!**

INNOVATION

IT'S AN
APP!

INNOVATION

WE NEED MORE DEMOS
AND LESS MEMOS

INNOVATION

DIFFERENT CONTENT FOR DIFFERENT PLATFORMS

PAPER - LONG NARRATIVE

TABLET - DEPTH AND EXPERIENCE

MOBILE - INSTANT NEWS

INTERNET - BREAKING NEWS,
BROWSING, ARCHIVES, AGGREGATING,
HYPERLINKING...

INNOVATION

The iPad as
Infographics
Unique Video
Slideshows
Caricatures/Art

INNOVATION

ONE MAGAZINE
MANY APPS

INNOVATION

WE MUST UNBUNDLE THE
BUNDLE

INNOVATION

UNBUNDLING

WHAT'S OLD IS NEW (AND PROFITABLE) AGAIN

Breaking up content and putting it back together in highly focused mini-ebooks delivered on low-cost digital platforms creates new readers and new revenue

Who has the time to read a whole magazine in a single sitting? And who says every reader is interested in every story in every issue?

INNOVATION: Unbundling and rebundling content in single-purpose apps and e-books

Content packages that are more user-friendly and delivered on low-cost mobile platforms.

The content is being re-used and repackaged and made available in different formats on multiple platforms.

What consumers are seeing now are un-magazine apps or mini-ebooks for people on the go.

Most are of a variety called 'stand-alone consumer experiences,' according to Hearst executive vice president John Loughlin.



BRIDES unbundled and rebundled in an app some of their best content for the most comprehensive mobile application ever created for brides on the go - the BRIDES Wedding Genius



These new publications are essentially tools to help readers accomplish a task or solve a particular need, ranging from planning a wedding or getting in shape for a vacation to simply shopping, cooking, baby-care, or virtually any other activity of daily living. The new, highly targeted and rebundled content packages are gaining traction and providing new revenue.

BRIDES magazine created BRIDES Wedding Genius 2.0 which serves as an idea book and planner for brides-to-be. With all the wedding-related content BRIDES creates, what better place to curate it than in an app? This app allows the user to plan their entire wedding while waiting in line at their local coffee shop, sitting on the subway, or lying in bed. With the app's unique features and functionality, brides-to-be can browse through wedding dresses, accessories, find stores, and even select a destination for their honeymoon.

The latest BRIDES Wedding Genius 2.0 upgrade also saves future brides from having to carry around a heavy planner. The BRIDES Digital Binder serves as a pocket wedding

planner where all the wedding ideas and inspirations can be stored and accessed at any time.

The bride-to-be can also manage the budget and guest list when syncing the binder to their online account at BRIDESWeddingGenius.com. BRIDES magazine has made this app a unique utility for any bride-to-be and blends the magazine's style with the needs of its users. Best of all, future brides can download it for free in app stores.

LMK, which stands for Let Me Know, is an app that takes unbundled Hearst content and rebundles it and allows users to create their own new app around the topics that interest

UNBUNDLING

them most. Created by Hearst Entertainment With its high-quality images and user-friendly

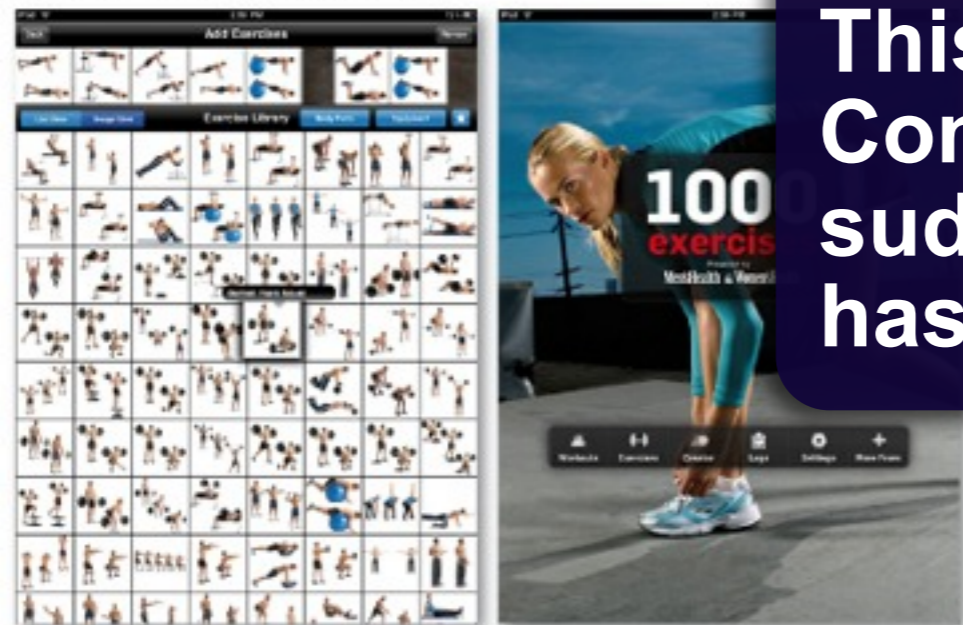
RESULTS:

Magazines are actually selling old content, making money from purchases or sponsorships or both

their workouts. 1000 Exercises by Men's Health and Women's Health allows users to create their own workouts as well as publish their workouts for other users to access.

No need for trainer-guided workouts when you can develop your own routine with this app and track everything you do all from your mobile phone. There are more than one thousand moves and hundreds of exercise videos to watch while working out.

1000 Exercises by Men's Health and Women's Health allows users to create their own workouts and share them with other users to access.



Life Mobile allows its users to zoom in, amount of

ature that own LIFE nds. Want es to be a ff feature, ity images on a smart ff to LIFE



out apps. taking old appealing

archives to create a series of Essential Guides around topics of perennial interest to their readers. Next up are e-single personal health guides from Men's Health and Prevention as well as gardening singles from Organic Gardening.

some of their best work in various niches and rebundling that work as mini-e-books can draw new readers and new revenues.

Hearst looked around Good Housekeeping archives and, presto, wealth

The New Yorker discovered gold in the hills (mountains, actually) of old content. Launching their New York Reader series with a compilation of earlier stories about 'The Digital Revolution', The New Yorker put out

RESULTS:

This is the beauty of digital. Content from your archives suddenly comes alive again and has value you can sell against

Meg Cabot. The collection, along with the mini-cookbooks, made it to the iBookstore bestseller list.

Rodale's Runner's World is also experiencing success with e-singles. Editors there are blending new content with work from their

even for new titles, the opportunity to find new readers and revenues via unbundling and rebundling content in narrow niches delivered on low-cost digital platforms represents yet another new arrow in the quiver of solutions to the publishing business model of the future.

DISAGREGGATE 3 STRANDS

INFORMATION

SERVICES

ISSUES AND PASSIONS

INNOVATION

iPad means iPay

INNOVATION

FREE is very **EXPENSIVE**

INNOVATION

PRODUCE MORE FOR
THOSE WHO PAY
AND LESS FOR THOSE
WHO DO NOT PAY

INNOVATION

SINGLE ISSUE SALES DO NOT
WORK

SUBSCRIPTION IS THE WAY

INNOVATION

weezer

What's new

Top lists

Home

Radio

Play queue

Purchases

weezer

phantom of the opera

andrew boyd weber

weber

dolly parton

The Boy Least Likely To

Sync-list

britpop

OFFICE | ROCK by superstrickers

by superstrickers

SINGWRITER by ...

sta litat by Van...

Go

weezer

What's new?



The Early Years Volume 1
Shirley Bassey



Midas Touch - The Ver...
The Hollies



Transmission Remix EP
Boys Noize



The Day Will Come
Rod Stewart



Får jag låna din fru ik...
BlackJack



The Very Best Of
The Dubliners

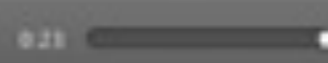
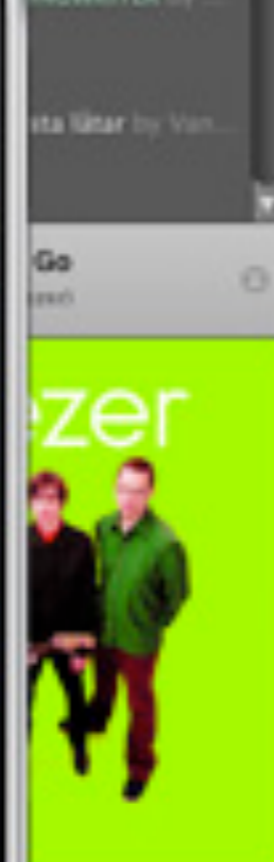
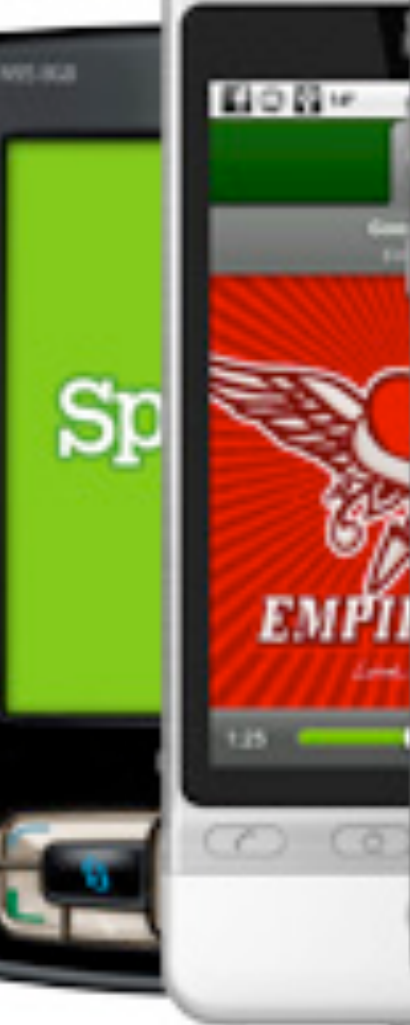
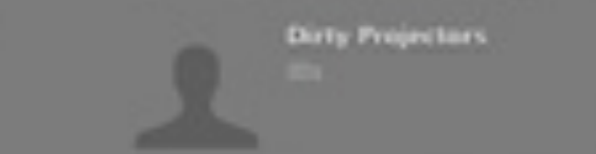


Cyllene Tiger Live: Åre...
Cyllene Tiger



Snoop Dogg Presents: ...
Snoop Dogg

Artists you may like





**JOURNALISTS
SHOULD SPEND 10%
OF THEIR TIME ON
SOCIAL MEDIA**

BLOG OR DIE

In 2010, *Forbes*' new editorial guru mandated that all staffers create and maintain blogs and that "hundreds, if not thousands," of non-staff blogs be included in the *Forbes* product.

THE INNOVATIONS:

- Every staffer must blog
- High-quality outside bloggers are integrated
- Advertisers are invited to publish content and "join the conversation with readers"

"B log" is a four-letter word. But "blogger" is a nine-letter word. "Substantive" is a nine-letter word. It all depends on your perspective.

New *Forbes* chief product officer, veteran journalist Lewis D'Vorkin is taking the veteran *Forbes* brand in a radically new direction with controversial decisions on what content and which contributors belong in a magazine.

For starters, D'Vorkin is requiring all *Forbes* journalists to create and maintain a blog (a jarring dictum in the *Forbes* newsroom). In a subsequent move that has proven even more jarring to his journalists, D'Vorkin has invited numerous outside bloggers to post under the *Forbes* online banner.

"These are ambitious times at *Forbes*, one of the most storied brands in American media," D'Vorkin wrote in his own blog. "We recognise and embrace the need for an all-inclusive conversation. Consumers want their voices to be heard on an equal playing field with content creators. Marketers want to get their message across in new ways that enable them to form relationships with both the audience and journalists."

This blog-centric approach represents a stunning, almost blasphemous 180-degree course change from the regime of

the former *Forbes* CEO, the blog-averse Tom Stanfiller. That's of course been D'Vorkin's plan all along, to move *Forbes* at a mixture of a full-time staff base and hundreds, if not thousands, of freelance contributors (bloggers).

Some *Forbes* staffers have been publicly questioning D'Vorkin's plans. Where D'Vorkin sees a desperate gambit to save the excellence of the 93-year-old brand in an effort to stay on the technological forefront in the face of dwindling print magazine sales.

But the blog mandate appears to have created quality content, at least in the eyes of one critic. The blogs are filled with substantial, original content, rather than 'story behind the story' interversions that news sites sometimes use to beef up online content," says Lauren Kirchner of the *Columbia Journalism Review*.

Critics worry that *Forbes* will ultimately cannibalise its elite brand, and in the process become primarily an online clearinghouse for a smorgasbord of blogs. Another criticism is that the blog-inclusion strategy amounts to "crowd-sourcing," which is hardly, in the critics' eyes, the way to run a magazine.

"Moving forward, I will look at a mixture of a full-time staff base and hundreds, if not thousands, of freelance contributors (bloggers)."

LEWIS D'VORKIN, *FORBES* CHIEF PRODUCT OFFICER.



Forbes



WHAT WE THINK:

- Staff blogs increase staffers' connections with readers
- Outside blogs increase breadth, depth of content
- Advertiser blogs create relationships w/audience

INNOVATION

D'Vorkin is not stopping his *Forbes* content revolution at the blogs frontier.

In late 2010, D'Vorkin introduced AdVoice to allow advertisers ("clearly labeled and identified as such"), to publish content and "join the conversation" with readers. One month later, D'Vorkin released "Names You Need to Know," a curated and crowd-sourced web and print project "that enabled news consumers to participate in the development

"For 93 years, *Forbes* has been about authoritative journalism," concludes D'Vorkin.

"By scaling our model for reporting and content creation, we can more effectively provide today's audiences with the business information they want and need, on *Forbes.com*, in the magazine, on mobile phones, and iPads, or wherever technology takes us next."

TWEETING FOR DOLLARS

What is the endgame in acquiring friends and followers by the thousands on social networks?

WHAT WE THINK:

WHY is this critical? The **NEW** metric: **ENGAGEMENT**.
 No longer just PVs, uniques
 Now: FB connections, RTs,
 Social bookmarks, Tweets,
 comments, re-links, etc.

INNOVATION



social media to increase sales. Contigo! has built a significant online following: 98,000 people "like" the magazine on Facebook, and 32,000 follow their posts on Twitter.

Using these social media over the years, Contigo! has seen its subscription sales continuously climb, as much as 16 per cent the year after. Facebook fan pages have also helped. Contigo!'s revenue increased by an impressive 46 per cent from 2009 to 2010, with social media sites, according to its CEO, being the main cause of growth.

In the US, Seventeen experimented using social media to increase sales. After reaching 64,000 followers the magazine saw a 16 per cent increase in subscription for just \$5 if they paid up-front using a link in the Tweet.

"We had 100,000 paid subscriptions in 24 hours, which is a great number," Hearst Teen Network senior web editor Julie Krenzel said. "We definitely thought it was a success."

Hearst integrates advertisers into its social media presentation — but very carefully.

"Advertisers or partners can pay to join the conversation, but it's equally as important to show that we realize that there has to be value added to these communities," vice president of Social Media and Community for Hearst Magazines Digital Media Matt Milner points out. "We give clear guidance to our advertisers: 'It's great you're joining the conversation, but you're not here to sell your product — you're here to build your brand within our community.'"

US pop culture magazine Nylon takes a similar approach, conversing with a wide variety of brands and companies through social media in attempts to form a relationship and include them in the branding of the magazine.

Faran Krentcil, digital creative director of Nylon, emphasises the importance of reaching out to companies that may want to advertise with the magazine to join their community: "We have to convince people they want to live in our 'bubble.'"

For magazines with a large number of social media followers, advertisers see the benefit of spending money with them to reach those loyal audiences. Ultimately, magazines' use of social media has given the industry new tools to sell subscriptions and reach new levels of interactivity with their audience and their advertisers. Not a bad return for sitting down occasionally and sending a 140 character message.

Illustration: iStockphoto

Facebook: Mark Zuckerberg

DIGITAL FIRST, YES.
BUT DIGITAL ONLY IS
NOT ENOUGH

**FROM THE DIGITAL
TO THE PHYSICAL
WORLD**

**FROM DIGITS
BACK TO ATOMS**

PRINT IS THE NEW DIGITAL

Successful netizens “discover” what we knew all along: print works!

THE INNOVATION:

- Taking successful web-only sites into print
- Determining what works on web and what works on paper

...going from print to
...As some seem to
...industry crumble,
...print lovers have a
...successful online entrepreneurs seem to
...think there is still magic in print. And they
...are ph...

Websites born and raised solely in
...the success of a long-running magazine
...of... variety of benefits. This reverse publishing
...paradigm shift is perhaps most famously
...re... Knot. The wedding web expert created
...its own biannual print magazine in 2000,
...which became a quarterly just last year.

That endeavor was so successful, its
...sister site, *The Nest*, also hit the newsstands
...last year. This launch came as a surprise to
...analysts who thought *The Knot's* initial
...move to buy wedding magazine publisher
...Wedding Pages was a “disaster,” as Knot co-
...founder and editor in chief Carley Roney
...puts it.

“What they didn’t realize was that the
...company now had relationships with 3,000
...local wedding vendors, and today, local
...vendors represent more than 50 per cent
...of our business,” says Roney.

Today, 80 per cent of brides planning
...a wedding in America look to *The Knot's*



■ “The company now had relationships with 3,000 local wedding vendors, and today, local vendors represent more than 50 per cent of our business.”

CARLEY RONEY, KNOT CO-FOUNDER AND EDITOR IN CHIEF

TABLETS OR PAPER?

NO

TABLETS AND PAPER

INNOVATION

**PRINT IS ALIVE AND
WELL AND WILL
REMAIN A
PROFITABLE OPTION
FOR DECADES – BUT
NOT AS WE KNOW IT**

**Paper as
PREMIUM
Haute Couture**

**Online and Mobile as
MASS MEDIUM
Pret a Porter**

INNOVATION



FREE







PRICE





FREE





NET WEIGHT 50g - KEEP COOL AT 0-2 C
IRANIAN

CAVIAR
BELUGA • PREMIUM

Label One
SELECTION



NET WEIGHT 50g - KEEP COOL AT 0-2 C
IRANIAN

CAVIAR
BELUGA PREMIUM

Label One
SELECTION

PRICE

NOW



80%
Commodity
Content

NOW

20%

Caviar
Content



80%

Commodity
Content

FUTURE



20%
Commodity
Content

FUTURE

80%
Caviar
Content



20%
Commodity
Content

**Less Circulation
+ Revenue**

CHARGE MORE

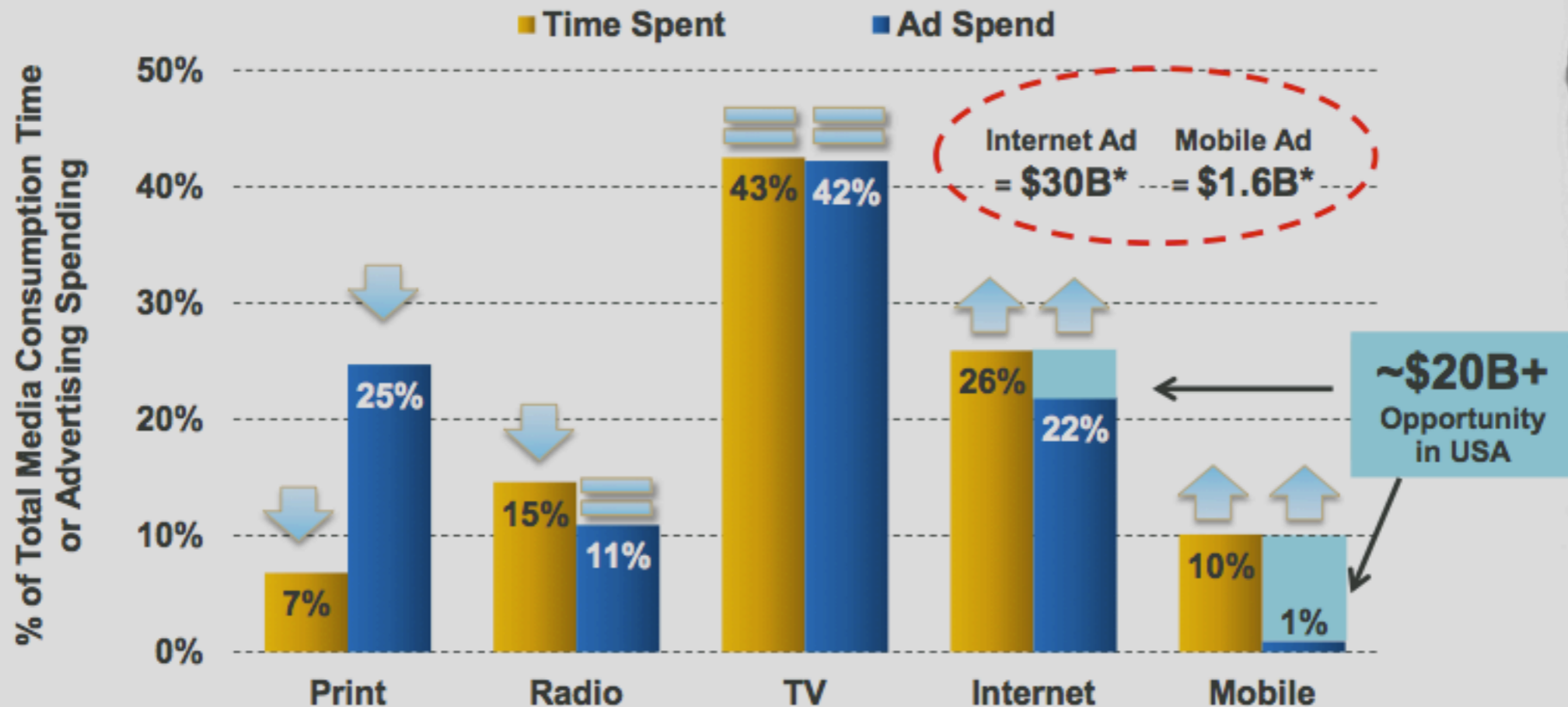
1X5 MULTIPLE

INNOVATION



AD MONEY FOLLOWS EYEBALLS

% of Time Spent in Media vs. % of Advertising Spending, USA 2011



Note: *Internet (excl. mobile) advertising reached \$30B in USA in 2011 per IAB, Mobile advertising reached \$1.6B per IAB. Print includes newspaper and magazine. \$20B opportunity calculated assuming Internet and Mobile ad spend share equal their respective time spent share. Source: Time spent and ad spend share data eMarketer, 12/11, Internet and mobile ad dollar spent amount per IAB.

KPCR

17

WHERE'S THE MONEY?
I. ADVERTISING

BUT WITH SOME DELAY

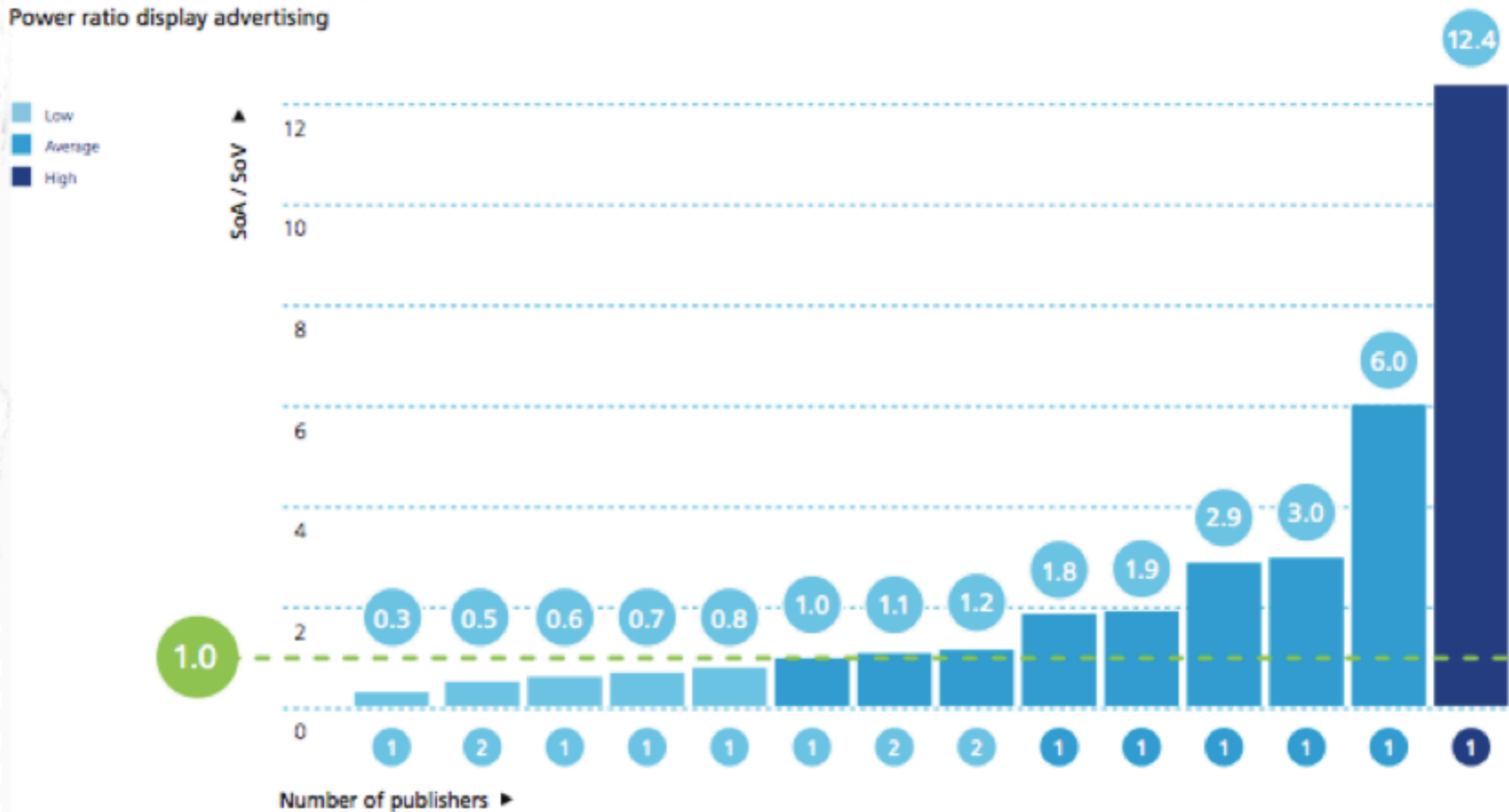
THERE ARE LOUSY PENNIES



WHERE'S THE MONEY?
1. ADVERTISING

CPM: WINNER TAKES ALL

Power ratio display advertising



WHERE'S THE MONEY?
1. ADVERTISING

FIND YOUR NICHE* & OWN THAT AUDIENCE

*WARNING: some niches can be huge



meredith

Emphasize 360° Marketing Approach



Online: Meredith Women's Network



Magazines: Home, Family, Health & Well-being



Custom Marketing



Local Media



Mobile Marketing



Brand Licensing



Consumer Events

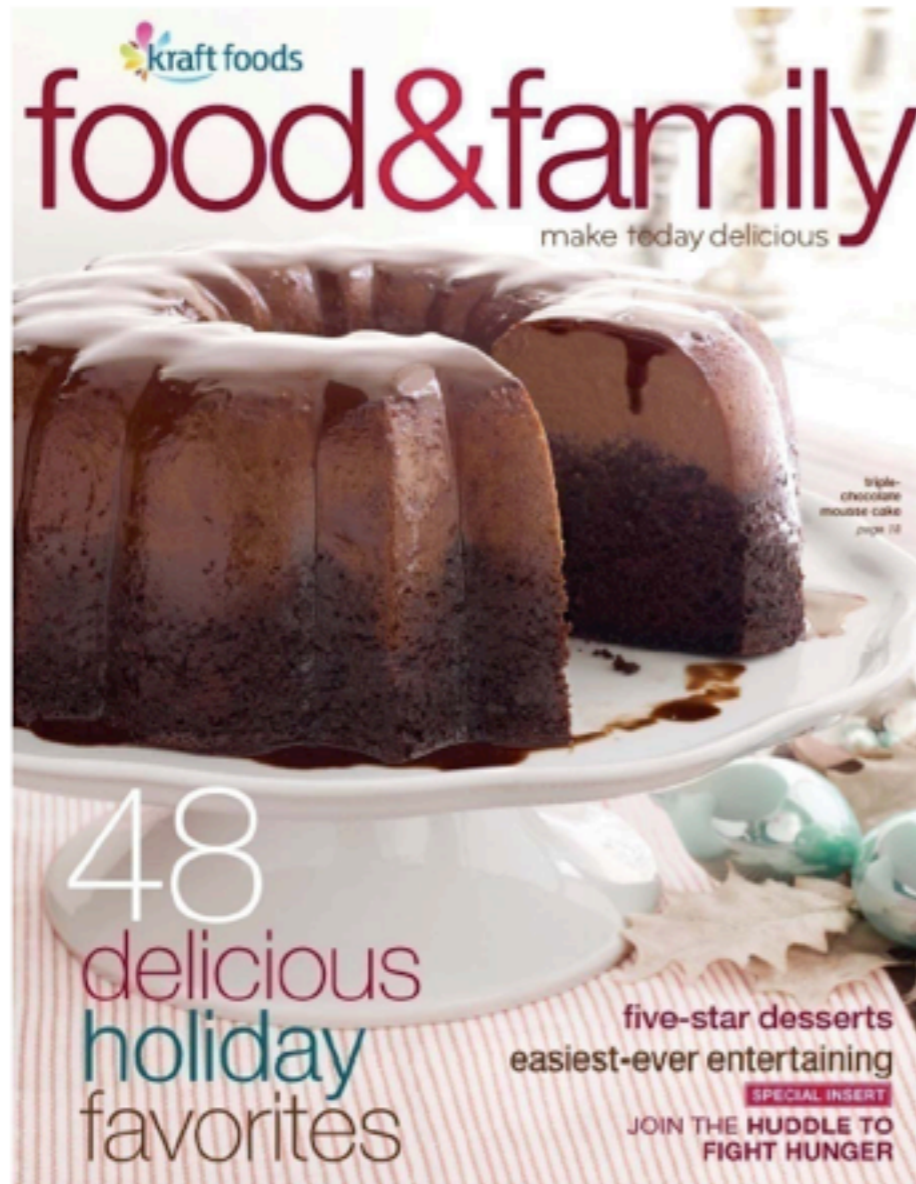


Database Marketing



Video Studios

Kraft Food and Family Print



Kraft Food and Family Digital

The image displays two overlapping screenshots of the Kraft Food and Family website. The top screenshot shows a navigation bar with 'food&family' and links for 'features', 'recipes', and 'videos'. Below the navigation, there's a section titled 'on the menu' with sub-headers 'everyday meals + casual get-togethers + season's best' and a 'share' button. A video thumbnail is also present. To the right, there are three recipe cards: 'let's go apple picking', 'easy h...', and 'classic desserts made simple'. The bottom screenshot is a detailed view of a recipe for 'cheddar chicken and potatoes'. It features a large image of the dish in a pan. A green banner reads 'know it by heart' with the text 'Four ingredients, one fabulous dish. So simple, you'll remember it forever.' and a 'share' button. To the right of the main image, there are two smaller recipe cards: 'cheddar chicken and potatoes' and 'tex-mex cheddar mac'. The 'cheddar chicken and potatoes' card includes a description: 'Make this 4-ingredient dinner in almost no time by using shredded cheese and ready-made diced potatoes.' and a table with the following data:



prep time	5 mins
total time	27 mins
makes	4 servings

The bottom screenshot also shows a navigation bar with 'food&family' and links for 'features', 'recipes', and 'videos'. The footer contains the Kraft Foods logo, contact information, RSS, newsletters, what's new, consumer alerts, recipe hot spot, privacy, terms of use, copyright notice, and sign in/register options.

jramirez.net es el encargado de gestionar esta cuenta. [Más información](#)



The kraft foods channel

 Facebook  Twitter  Kraftfoods.com

Featured Playlists:  Cheesy Recipes  Quick & Easy Recipes  Dinnertime Done Differently  Delightful Desserts  Game Day Recipes



Quick and Easy Recipes

de Kraft Foods

▶ Reproducir todo

Compartir

Me gusta



9
vídeos

19:55
duración

534
reproducciones



Visto One-Pan Chicken and Potato Bake
de KraftCookingSchool

280
reproducciones



2
Easy Baked Manicotti
de KraftCookingSchool

3859
reproducciones



3
Easy Tomato-Basil Pizza
de KraftCookingSchool

900
reproducciones

Información de Kraft Foods

Welcome to the official YouTube channel for Kraft Foods. Explore our delicious food ideas that are sure to be a hit with everyone. Enjoy our how-to instructional technique videos or sit back and experience a class on selecting seasonal produce. ...

[más](#) ▾

45 listas de reproducción

[Ver todos los vídeos](#)

8256781 reproducciones

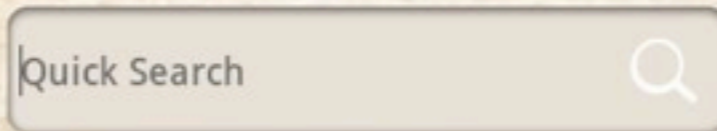
16659 suscriptores



Suscribirse



androidzoom.com



Case Study: Nestlé & Meredith Integrated Marketing

CRM STRATEGY

- Content strategy and program management
- Seminar development
- Nestlé staff training

DIRECT MARKETING

- Creative development
- Custom photography
- Production

CONSUMER INSIGHTS

- Online/offline panels
- Proprietary research
- Secondary research
- Buzz monitoring

VIDEO PRODUCTION

- DVD production
- Viral video development and syndication

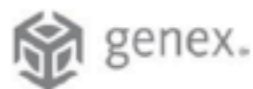


Nestlé Gerber
&
Meredith



DIGITAL

- Website Development and Maintenance
- Email Marketing and Digital CRM Execution
- Search Engine Optimization



SOCIAL MEDIA

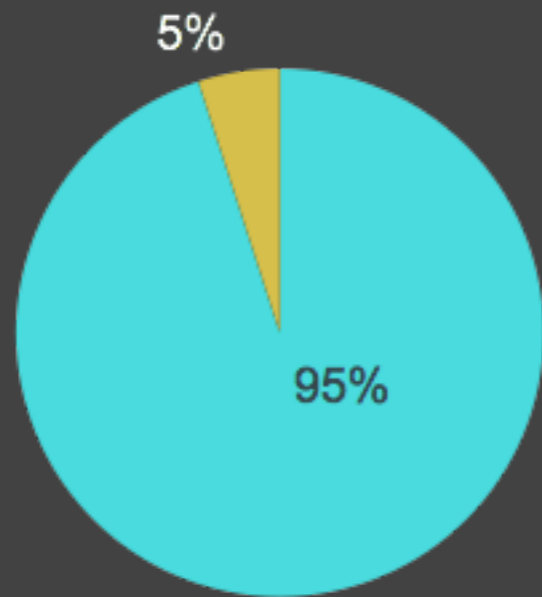
- Blogger outreach
- Message board seeding
- Widget development
- Content Syndication



DATABASE

- Profiling
- Customer Acquisition
- Data mining
- Segmentation

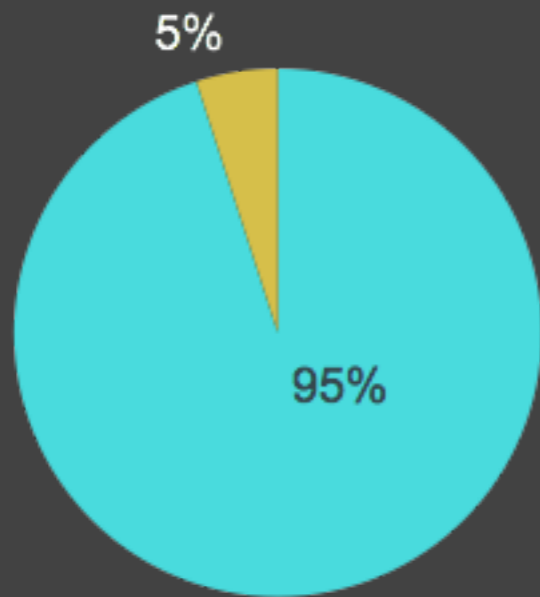




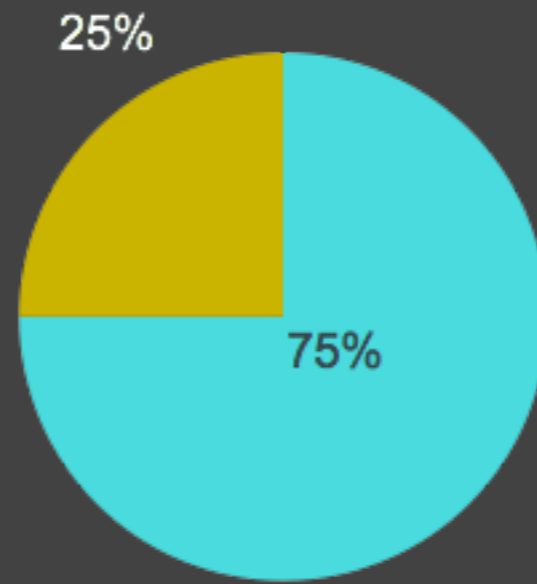
2001

 **MAGAZINES and TV**

 **DIGITAL and MARKETING SOLUTIONS**



2001



2011



MEREDITH CLEARLY
FOUND ITS NICHE

AND CLOSER TO
HOME...

sensas

OŽUJAK 2012. • br. 51 • VI. godina • 27 kn, 8H 7,5 km

MAGAZIN ZA SRETNJI ŽIVOT

Umijeće utjecanja

Postignite ono što želite

**OSOBN
ISKUSTVO
LIFE COACHA**

Facebook – koliko nam
daje, a koliko uzima

Vid

Ojačajte ga
prirodno



+
*Vježbe za
snažnu
kralježnicu*
(str. 98)

*Artičoke:
zdravi
proljetni
recepti* (str. 118)

Terapija bajama







MOVING AWAY FROM CPM

2

LEAD GENERATION

3

eCOMMERCE

Banners
Buttons
Skyscrapers
Homepage takeover

Same as display ads
+
Affiliate
Product/price comp
Coupons

iFrame 3rd party store
Storefront
Store of stores
Store applet
Store + fulfillment

CPM

DISPLAY ADVERTISING

1

**CPC/CPL
CPS/CPA**

LEAD GENERATION

2

**CPS/CPA
SALES**

eCOMMERCE

3

2

LEAD GENERATION

OPPORTUNITY: INSPIRING
CONTENT SPARKS INTEREST AND
DESIRE TO BUY

CHALLENGE: CONVERSION

THE COUPON CRAZE

The daily deal phenomenon is spreading to magazines where audiences can be targeted and new revenue streams generated

While Groupon has yet to turn a profit, the company is growing subscribers at a phenomenal rate: from 83 million in early 2011 to 143 million at the end of the third quarter of 2011, inspiring hundreds of copycats.

The early publishing challengers to the likes of Groupon have been daily newspapers. But magazines are entering the fray, including Hearst Magazines, Meredith's National Media Group, and *New York* magazine.

magazines
daily deal

world of
increased
last two
Dealster,
Groupon are
Groupon
origin — it

a profit,
ers at a
early 2011

to 143 million at the end of the third quarter of 2011, inspiring hundreds of copycats.

Daily coupon deals usually offer discounts at stores, cinemas, or restaurants in the area local to the reader. The reader acquires the coupon by paying online, then redeems it later at the store or restaurant. For the seller, it is a new way to reach audiences, advertise its goods, get rid of excess stock, or fill vacant

the
ers.
ling
edia

gate
uch
and
arst
ok),
th's
late
eals



Jonty Kelt admits that it is paid a portion of the revenue from each deal but says that "if the deals don't work, we don't get paid" — meaning that some deals have a minimum uptake number or "tipping point" as it is commonly referred to. He also says that magazines like *New York* look to daily deals and social commerce to generate both incremental income and new audiences while providing added value to their existing audiences.

In contrast to *New York* magazine's local approach, Meredith's National Media Group also partnered with Group Commerce to provide a daily deal service to advertisers across its multiple titles and massive combined audience of 75 million women.

that specifically cater to their existing niche customers, connecting their advertisers to their customers needs and providing offers relevant to their magazine content. Hearst plans to expand its daily deals to other magazines as well, such as *Marie Claire* and *Cosmopolitan*.

The first effort is called 'Parents Deals' and looks just like all the others. Meredith started the programme with *Parents* and *American Baby* magazine on *Parents.com* but has plans to "very quickly" expand to its other brands, including *Better Homes and Gardens* and *Family Circle*, says Liz Schimmel, EVP of digital and customer relationship management at Meredith.

In a partnership with Group Commerce, *New York* magazine began its foray into ecommerce in 2011 with a newsletter and site called *New York Deals* (nymag.com/deals).

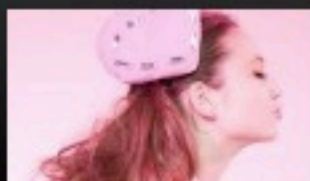
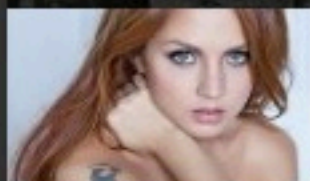
As with other programmes, readers who sign up via the magazines' Facebook pages or website receive their *Parents Deals* via email

Group Commerce provider, deliver such as *New York* their own (other providers are The Commerce providing including the past experience, and *New York* magazine

Readers who sign up via the magazine's newsletter receive deals keeping with the theme they can easily access via email or the website

While neither Group Commerce has any formal arrangements,

While some may think the e-coupon craze ship has sailed, the forays into the business by Hearst, Meredith, and *New York* magazine may signal the start of a new trend — cutting down on the coupon noise by providing reader-specific offers that are relevant to targeted audiences, not just broadcast to the masses.

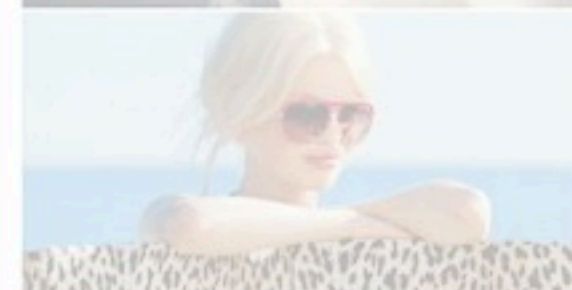
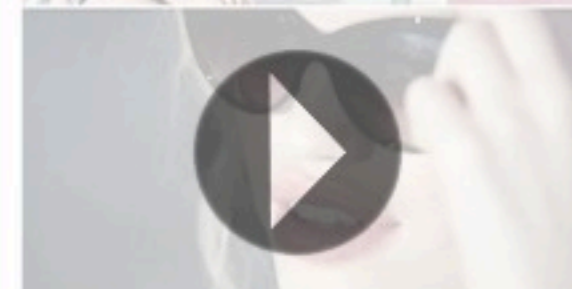
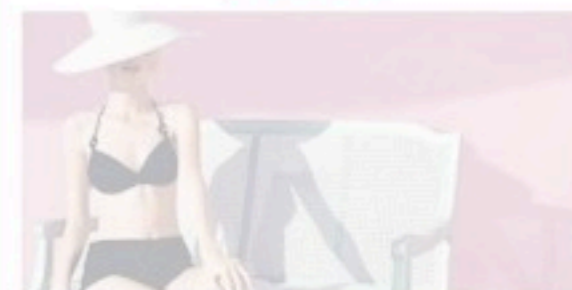


ИНТЕРВЬЮ С ФРАНЧЕСКО СКОНЬЯМИЛЬО

Итальянский дизайнер рассказал, за что любит Мадонну и не любит Леди Гагу, как проводит будни и зачем российским девушкам носить прозрачную одежду

© SCOGNAMIGLIO

Dior Addict *be Iconic*



3

eCOMMERCE

OPPORTUNITY: INSPIRING
CONTENT CAN RAISE
CONVERSION

CHALLENGE: WE'RE NOT
RETAILERS

ADVERTISING

WANT IT? CLICK IT, GET IT!

Technology enables magazines to offer readers instant shopping gratification

How often have you seen a coat or a watch or a bottle of perfume or a pair of shoes in a magazine, and thought to yourself, "I want that"?

INNOVATION:
Hearst partnered with Luminate to mouse or tap over a photo and click through to buy the product instantly or share it via social media

...into repositories of information and opportunities for social interaction changes the entire concept of a photograph. From now on, images



“A couple of years from now, when a consumer mouses over an image and nothing happens, they’ll think that site is old-fashioned.”

BOB LISBONNE LUMINATE CEO

can offer more than a visual message; they can offer interactivity, information, and functionality.

“With the addition of ‘intelligence,’ if a picture is worth a thousand words, it’s now worth even more,” Tim Bajarin, an analyst at Creative Strategies, told *USA Today*. “It’s just a different approach to how we view images online and it really extends the user experiences.”

“A couple of years from now, when a consumer mouses over an image and nothing happens, they’ll think that site is old-fashioned,” Luminate CEO Bob Lisbonne adds.

Luminate initially provided only shopping information when readers clicked on a photo. With that shopping information alone, Luminate delivers ads seen by more than 150 million viewers monthly, trebling the company’s volume of just a year ago.

The addition of more information and social media may be an answer to the problem of the so called ‘attention economy’ — how to better engage the distracted reader and perhaps turn the reader’s extended attention into a profitable moment.

Connecting all this interaction to readers’ Facebook sites means the purchase will act more as an endorsement of a reader’s personal style than an endorsement of the brand itself.

In a bit less elegant but no less aggressive approach, Condé Nast is calling its March 2012

edition of *Glamour* the ‘instant gratification issue.’ The company is running print ads throughout the magazine embedded with Snap Tags (a version of a Quick Response, or QR, code) that are plain circles with the Facebook ‘F’ or Twitter bird inside.

Condé Nast tested the concept with what it called its ‘social issue’ in September 2011. Readers were instructed to download a ‘Friends and Fans’ mobile app to their smartphone. By scanning a 2D tag, readers would ‘like’ the brand on their Facebook account and be rewarded with shopping discount codes, videos, and giveaways.

The goal of the campaign was to help advertisers increase their Facebook page ‘likes,’ and it worked: advertisers gained more than 50,000 new ‘likes.’ Prizes and discounts were also available if readers followed the advertisers on Twitter.

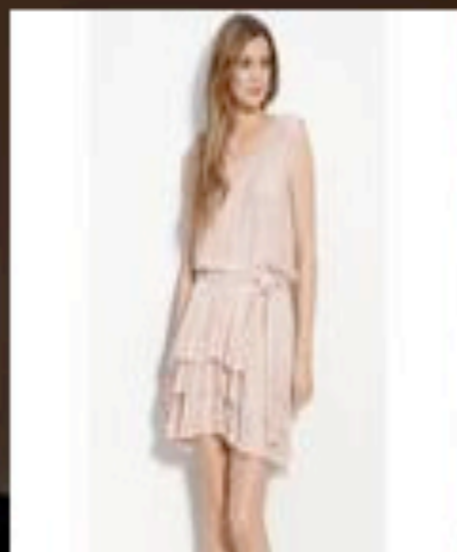
No longer must we pine for the style of the stars: now we can order them up from the comfort of our couch.







GET THE LOOK



Bird by Juicy Couture
Ruffle...

Nordstrom

139 90



Promisc
Lourdes

Zappos.c

59 00

No endorsement or sponsorship implied by any person.

NOW SHIPPING TO 100+ COUNTRIES
[\$19.95 shipping on most international orders]

PARK & BOND



[NEW ARRIVALS](#) | [CLOTHING](#) | [ACCESSORIES](#) | [FOOTWEAR](#) | [DESIGNERS](#) | [GIFTS](#) | [P&B SHOPS](#) | [SALE](#) | [THE INTERSECTION](#)

A GOOD DRESSING DOWN

Six of our favorite spring suits, and how to knock the formality out of each

[READ & SHOP >](#)



Today's To-Do List

1.

Discover Reese's secret to shiny, healthy hair



2.

Update your closet for spring with these 6 key pieces



3.

Prep for a big night out (on a small budget)



WHAT'S *right* NOW!

What's Sexy? You Tell Us!

Find out which jeans, fragrances, celebrity couples, television casts

InStyle **STYLE** STATEMENTS

GET STARTED

LATEST STAR PHOTOS

BEST BUMP STYLE
See the best-dressed expecting celebrities!

SEE THE PHOTOS



ADVERTISEMENT



roll over to watch video

FREESKI TV SEASON 5 EPISODE 15 MARK ABMA

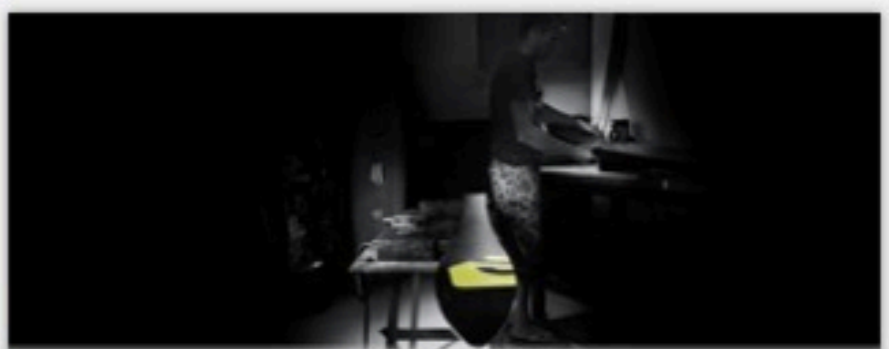
 Play video



FREESKI TV
Season 5 Episode 14 - Kashmir Dreams



FREESKI TV
Season 5 Episode 13 - Sit Ski Backflip



BBR
Shaping the future

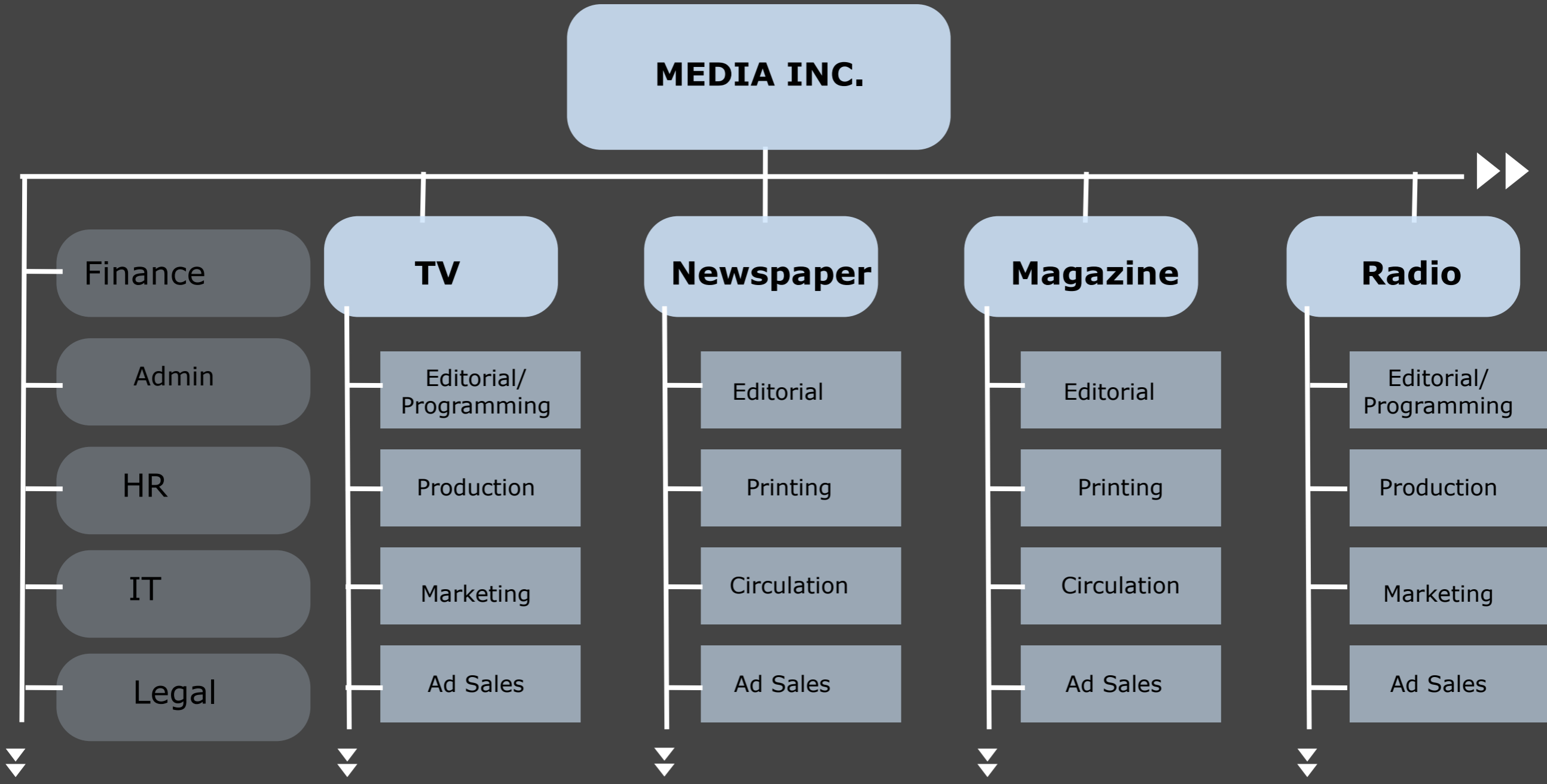
SO...

HOW TO REINVENT
OURSELVES NOW THAT
OUR INDUSTRY IS
CHANGING SO
DRAMATICALLY AND
DRASTICALLY?

FOCUS ON THEIR NEEDS



FROM “MEDIA IN A BOX” ...



TO A COMMERCIAL ENGINE



**EDITORIAL AND
BUSINESS**

INTEGRATION IS

ESSENTIAL TO

COMPETE IN THE

DIGITAL AGE –

COOPERATION IS NOT

INTEGRATION

PAPER VERSUS **ONLINE** –
IT'S A FALSE DICHOTOMY

INNOVATION

EDITORIAL DEPARTMENTS
IN A PERMANENT
STATE OF BETA

INNOVATION

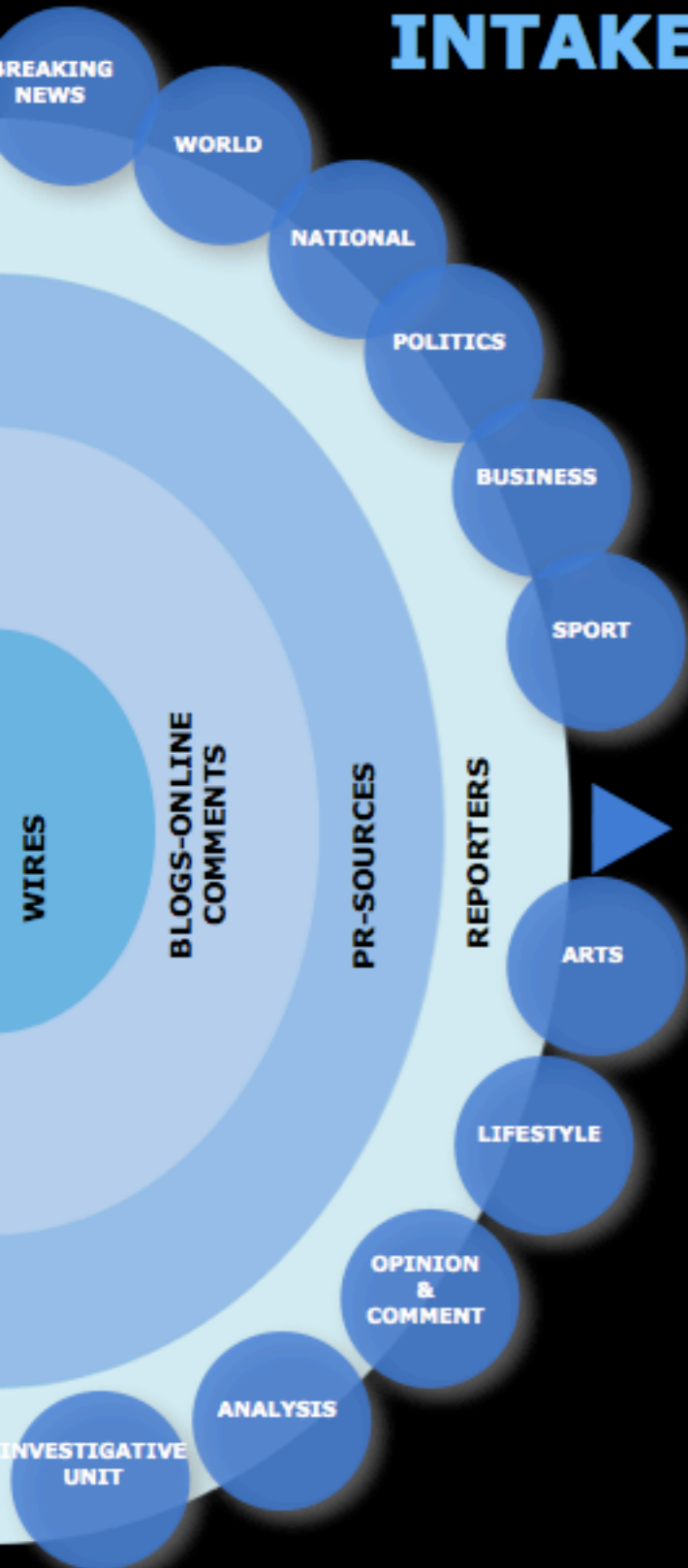
WE NEED MANY, MANY
DEVELOPERS
IN-HOUSE AND
OUTSOURCED

INNOVATION

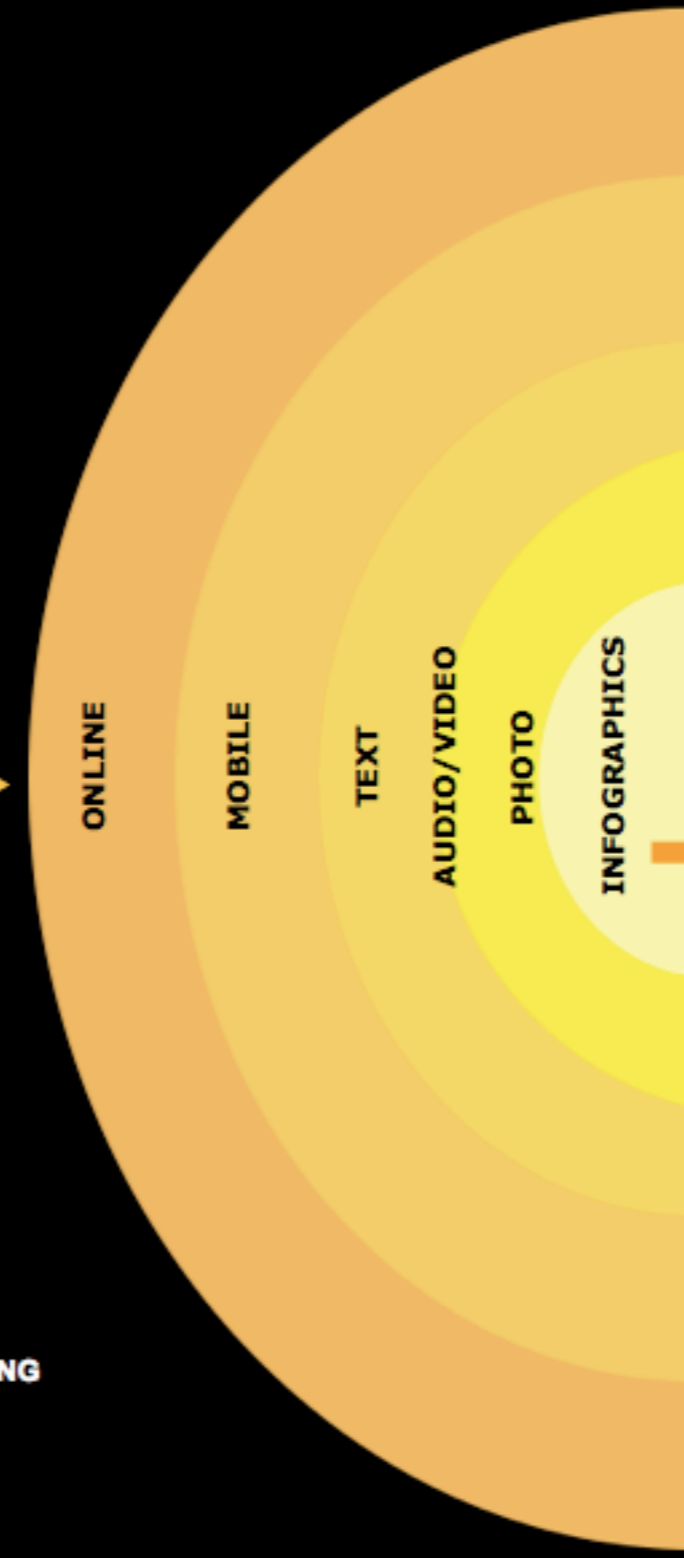
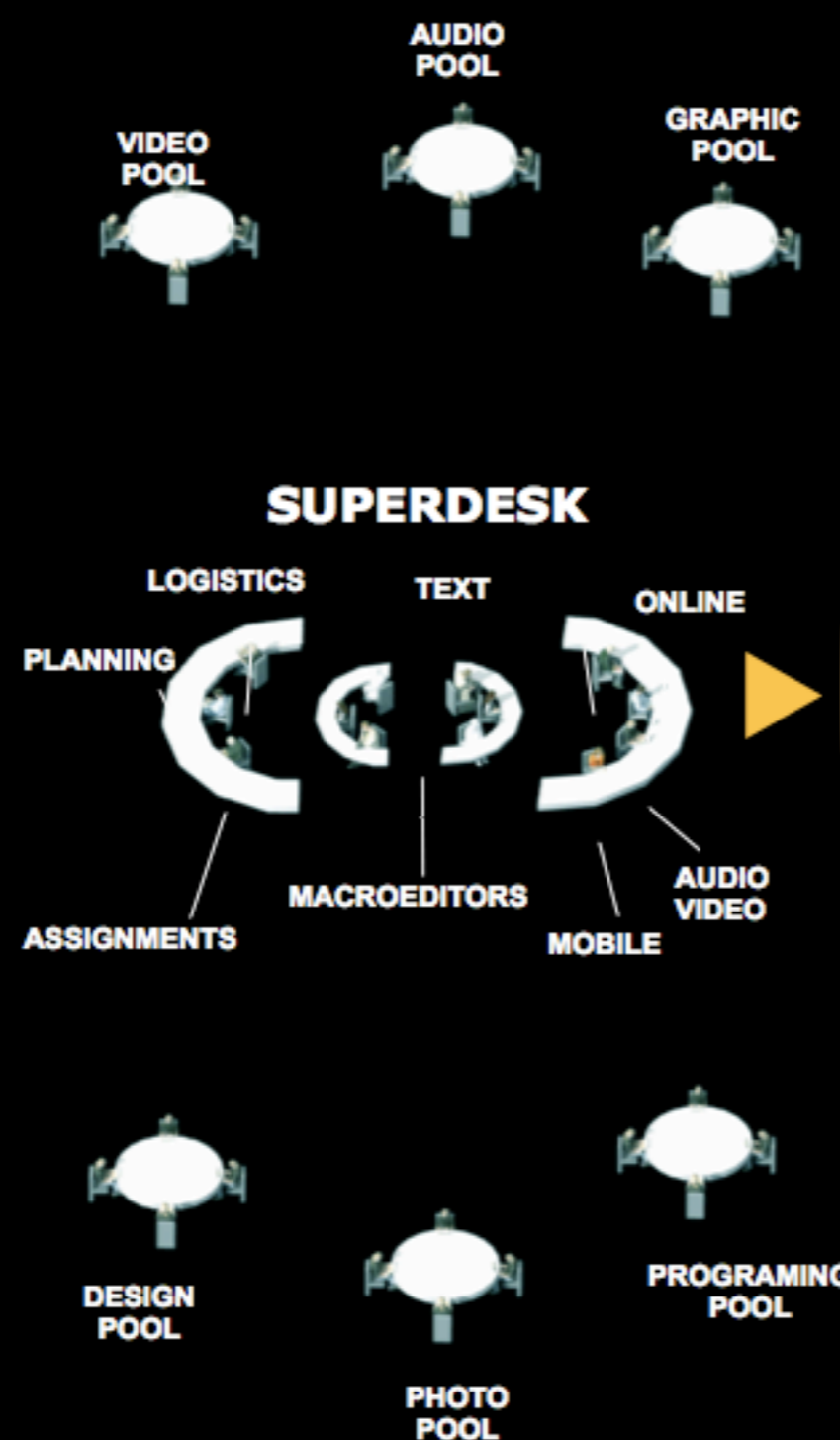
I DEVELOPER FOR EVERY 5
JOURNALISTS - BENCHMARK

INNOVATION

INFORMATION INTAKE



PRODUCTION OUTPUT



CREATION

INNOVATION

ELABORATION

**ONE DIGITAL
KITCHEN MANY
DIFFERENT
RESTAURANTS**

AUTHOR ONCE
PUBLISH
EVERYWHERE

**GOOD JOURNALISM
IS GOOD BUSINESS**

WE ARE THE WINE
NOT THE BOTTLE

THANK YOU

laeven@innovation-mediaconsulting.com

@alaeven

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