

ACTIVITY REPORT 2017



ROUNDUP OF THE YEAR

We hope you enjoy being an important part of our vibrant community of news publishers, tech entrepreneurs, and innovators around the world. A robust corporate membership base is the salt of our mission in the service of a free, innovative and vibrant press, and I would like to thank you for your contribution, as a WAN-IFRA member and partner.

Our membership services deliver 10 to 100 times the value compared to their expense; especially when compared to other research vendors, and service providers in the branch. We are keen for great ideas, feedback, innovations, new ways of working. We strive to deliver a world-class support every day to our members and partners, and if you have any specific feedback, or if we can do anything for you let us know, I'd love to hear from you.

To date, the WAN-IFRA research and advisory team, supported by our regional managers and consultants, has spent thousands of hours executing deep dives on key themes that matter most to our members. Frequently delving into topics experiencing rapid disruption. Our newsletters and Executive News Service give both the news and the context around critical developments so that members can run their businesses or their portfolios more efficiently, more profitably and more successfully.

A benefit of WAN-IFRA membership is insightful, members-free research. Our frequently released reports, with a record of 17 reports published in 2017, are packed with data, unbiased insight

and analysis that help members view their chosen subject area in new ways. Our members also love that we provide market data with the World Press Trends database so that they can create their own charts.

Overall, we received an overwhelming number of positive comments, and it seems our members truly enjoyed the quality and insightful mix of this year's programme. I hope you enjoyed as well your participation in our programme, and I sincerely hope we will be able to invite you again in the future to contribute to our incoming meetings in a similar fashion. This year, more than 9,000 individual media executives from 1,300 companies coming from more than 100 countries participated in our programmes, including a revamped Expo. That's a great network of media professionals around the world, and the result of the team's hard work is best illustrated in this Activity Report 2017. When I look back, I'm always fascinated by the result of this amazing teamwork that goes well beyond our programme of events, and I can only encourage you to have a look at these updates from across our global platforms.

In 2018, the WAN-IFRA team will focus on five core areas: CONTENT (artificial intelligence in newsrooms, trust), REVENUE (pricing premium beating the digital ad challenge, digital subscribers, social platform monetisation), SUSTAINABILITY OF PRINT, DIGITAL TRANSFORMATION (innovation culture, technology transfer, R&D, smart data user-centric strategies, publisher alliances, diversity), and MEDIA FREEDOM with

a dual approach to address political and structural constraints through advocacy, and to strengthen the capacity and networks of the media with our media development programmes.

In 2018, I hope you will enjoy even more peer-to-peer sharing and real-time problem solving, and have your questions answered by our Advisory team, Regional Managers, or fellow members as they arise.

The issues affecting media are crucial for wider society given how often media is described as the watchdog of broader freedoms, providing transparency and accountability, a platform for critical thinking and debate between opposing views, and informing active citizens in the process of shaping their country. This is the basic foundation of our mission to serve our members, protect the rights of journalists to operate free media and provide our members with professional services to help their business prosper in a digital world and perform their crucial role in societies.

I'm here to assist you in this exchange, discuss membership benefits or answer any other questions you may have. Feel free to email or call me. We look forward to hearing from you and please don't hesitate to let us know what we can do to help, improve our services, and meet your expectations.

Vincent Peyrègne
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WAN-IFRA was born in 1948. It was then called FIEJ (International Federation of Newspaper Publishers). Seventy years separate us from the first Congress, which was then meeting in Paris. This is probably an eternity for most of you, for me, though I was not yet born, it seems like yesterday. For all those who collaborate with WAN-IFRA, a strong bond, an immutable value brings us closer to these first years of FIEJ: Solidarity in action at the service of a free, sustainable, and innovative press, confident in the future.

This link is still as powerful seventy years after the creation of FIEJ. Claude Bellanger, its founder, and also co-founder and publisher of French newspaper *Le Parisien Libéré*, was general secretary of FIEJ from 1948 to 1962, and its president until 1978. He was the organisation's undeniable pillar for more than

We owe to Claude Bellanger what brings us together in 2018

thirty years: its main architect, its irreplaceable master builder.

In 1942, Claude Bellanger summarised in a powerful way the two rules of life that always animated him: "struggle and hope". He did so well at transmitting these rules to FIEJ that we at WAN-IFRA proudly still carry them in 2018. This motto, which we adopt unreservedly, was also that of a group of men of conviction, resisters during WWII, who were shaped by the virtue of freedom and tolerance. They patiently and relentlessly pursued what has become today the world's leading association of news professionals. For many of us the perils certainly seem more

distant in 2018 than they were for the FIEJ pioneers in 1948, at the end of nearly six years of an appalling abyss. And yet, the free world, and with it freedom of expression, still seem to be under threat today in countries once thought to have been immunised against obscurantism and intolerance.

We are meeting in June 2018 during our annual World Congress, this year organised in Estoril, and work with our members throughout the year, because we are aware that democracy is fragile and that a free, sustainable, therefore independent press is an

unchallenged asset that can preserve us from despotism.

In 1948, as in 2018, corruption, barbarism, intolerance and censorship are still harassing the press in forms that are undoubtedly more insidious and subtler than seventy years ago, but that are equally devastating for individual liberties. There are too many examples to cite, and the reasons for the decline in freedom of the press are plethoric: the fatal drift of governments against individual liberties, such as in Turkey or Egypt, taking control of public media, including in Europe, as in Poland; increasingly tense or catastrophic security situations, the like of which we are witnessing in Yemen or Mexico. Only those who benefit the most tend to forget that this freedom, the freedom of expression, must be preserved at all costs. It is a fundamental right, a touchstone of all our freedoms, and press freedom - enhanced by solid independent news publishing companies - continues to be one of its fundamental pillars.

Claude Bellanger wanted FIEJ to perform a watchful vigil and constitute a united strength in the face of these drifts in freedom. WAN-IFRA continues to fulfil this vigilant task, championing the rights of journalists to operate free media around the world. Together with several thousand member companies, 60 national representative associations support the work of our organisation in more than 120 countries. The legacy passed on to us by Claude Bellanger is a

heritage to preserve, but we do not contemplate it with nostalgia. The absence of memory is an inability to invent one's future. Indeed this memory drives us and motivates us on a day-to-day base to meet the challenges of the digital transformation age.

The generation of journalists, press owners, friends and relatives who surrounded Claude Bellanger, in France and internationally, was marked more than any other by the turmoil of the Second World War. It was by fighting for and sharing the values of a world finally liberated and open like no other that they were able to set up the International Federation of Newspaper Publishers. Bellanger devoted himself fully to the network for more than thirty years. He would say of these three decades of international life that they always fascinated him, that FIEJ gave him a lot and that in return he learned a lot. This is the legacy he has passed on to WAN-IFRA members, and we need not go much further to understand why many new members are joining the association. With more than 20 already since the beginning of the year, our community is still growing, seventy-years after its foundation.

"Persuade, lead, and undertake" was the passion of Claude Bellanger in 1948. This was also the motivation of Walter Matuschke, the founder of INCA in 1962, which became IFRA in 1967. This has always been the common thread of directors and successive presidents of what later became WAN, IFRA, and then WAN-IFRA. The core of their

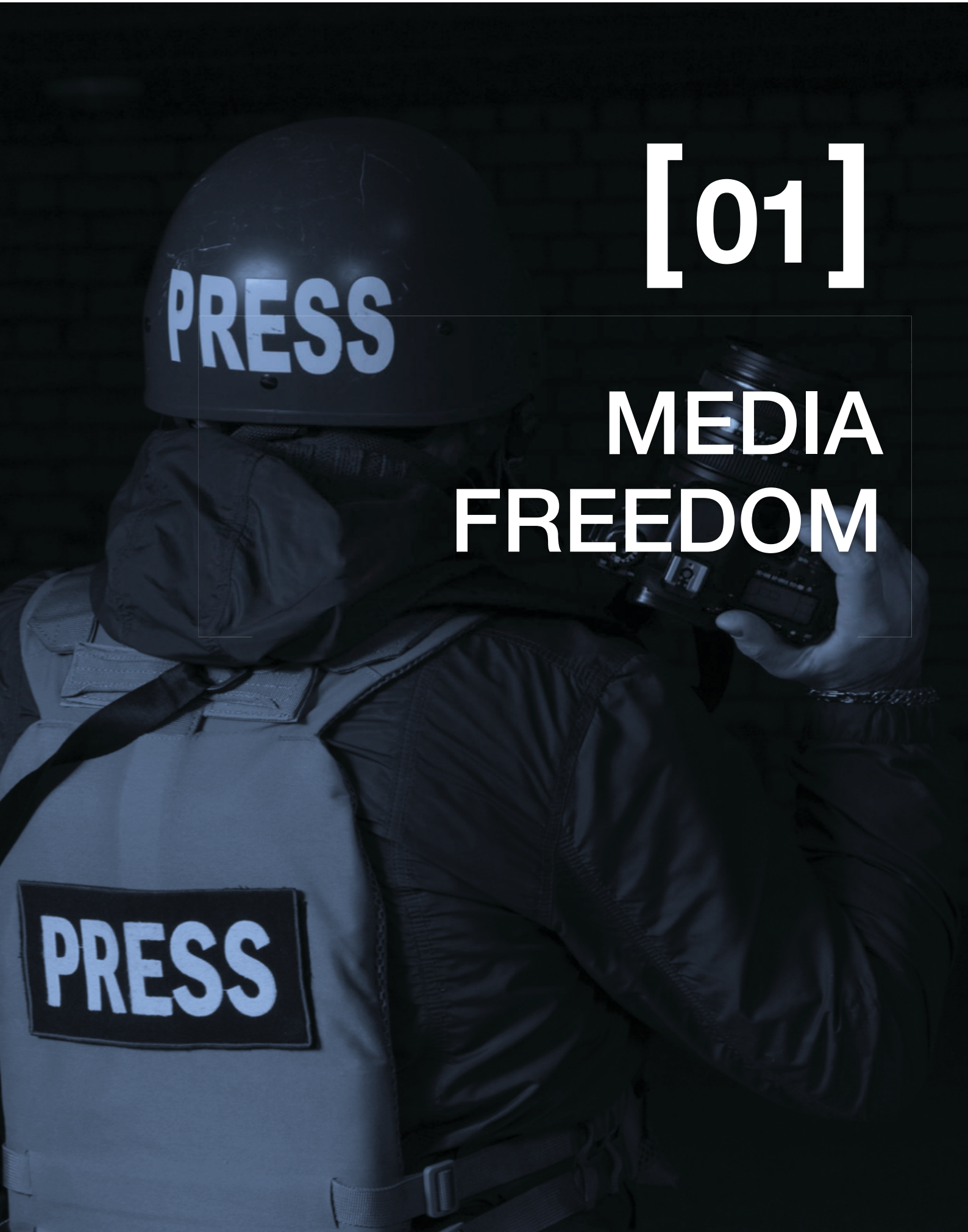
nature. This is the meaning of the seventy congresses organised since 1948, the one we organised this year in Estoril, and those we will organise in future. As Bellanger said, we meet because we want "to find points of connection between the spirits, between the people, and at the same time not to wait, in a passive way, for the perils to come." The message is for us to be ahead of those threatening the freedom of information essential to the normal functioning of open and tolerant societies.

Nicolas Bouvier, tireless adventurer and unclassifiable novelist, said it differently in a way that I particularly like and that I experience daily while meeting our members: "We must find the unity of the world that travellers learn to know, and feel and live the harmonies that bind people and things rather than sticking to what separates them."

To close this tribute to our founder, I will quote one of his leitmotifs, one that animates me in my daily work at the service of our members: "The future of the press, it is in this desire that everyone will have to maintain the freedom of the press. It is also in this openness of mind that men instead of having blinkers will have their eyes fixed on the whole world, will try to understand and will try first to understand each other."

This desire to understand and share our differences is one of the last great utopias for which it is worth fighting. "Struggle and Hope," in solidarity and as one community.

Vincent Peyrègne



[01]

MEDIA
FREEDOM



Impunity for those who kill journalists continues to undermine attempts by legal systems worldwide to deliver justice and ensure the rule of law. Read alongside rising numbers of physical attacks and an increasingly hostile online space, we remain far from guaranteeing a safe environment for media professionals, across any domain.

The persistent application of national security laws to punish media or further tighten limitations on freedom of expression has sent a chill through global newsrooms. The redlines are thickening, in many cases multiplying around so many stories; for journalists to navigate them all requires more than a cursory understanding of the law and how it is applied. According to CPJ's annual prison census, the world's jails were home to some 259 journalists in 2016, the highest number on record.

Just how many stories never make it into the public record as a result

THE MEDIA FREEDOM REPORT CARD MAKES FOR UNCOMFORTABLE READING

we shall never know. The evidence we do have suggests silence is spreading, the imperative to think twice before publishing more commonplace than ever. With the intertwining complexity of commercial interests and the precarious financial situations of media houses, those redlines are becoming more like red boxes into which so much is dumped, labelled 'off limits' to journalism. When the consequences of running a story can be so drastic, potentially deadly, it is far from surprising that so many choose, however unwillingly, to kill a story to be sure of surviving another day.

2016 is consistent in that it fits the pattern of decline seen in recent years, an erosion of basic freedoms. As we make the habitual – yet highly necessary – condemnations of all of the above, we must also acknowledge the efforts to counteract the slide.

Pressures on journalists and media organisations are designed to reduce transparency and accountability in society. Usually it means powerful interests have something to hide from public view. Ultimately, media need to do more to convince public opinion that such targeting is an attack on

common values and will not be tolerated.

In the meantime, media are obliged to advocate on their own behalf. The organisations, institutions, NGOs and support agencies designed to help in this are vital, but they are not enough. They are not effective unless media themselves are actively participating in defining the issues, steering the agenda, implementing the goals, and mobilising together to tackle the issues that directly affect them. This is as much of a job within the news- or boardroom as it is out in the public sphere, meaning that many challenges come from within the media itself.

WHY IT MATTERS

Paradoxical as this may sound, we must own our faults – act to change the disproportionate lack of women in senior positions; arrest the decline in desirability of taking a job in media; create the conditions and flexibility that attract the brightest and best talent; make our editorial standards the most rigorous and our business operations worthy of the deepest trust. There are versions of these – and many more - arguments playing out in newsrooms across the globe; it is simply common sense to suggest a strong profession has more chance of fighting off the epidemic it faces if first its own house is in order.

But we cannot wait; simultaneous efforts to address those internal and external challenges

go hand in hand. Providing meaningful skills training that educates the individual and raises the overall standard within the organisation is a start; as a profession, we should aim to say we have done everything that it is within our power to do when it comes to addressing internal challenges.

This self-critique will breed self-confidence. Because of the

competition to attract and maintain audiences, we demand of ourselves the highest standards in business and editorial: so why not in terms of our rights, our safety, and the conditions necessary to effectively carry out our roles? Simply knowing your rights and knowing the legal limitations that have been placed on your freedom as a journalist is a vital starting point; educating ourselves, so that we may educate others to be stronger professionals, better informed of the options we have, of the support that is out there, is crucial.

But most importantly, it is about being aware of the power of collective action, of mobilising as professionals, for professionals, on whatever issue is put in our path.

FOR YOUR RADAR

WAN-IFRA works directly with media organisations in over 20 countries to support these dual efforts. Beyond sensitisation of the importance of a free press, media in Africa, Asia, Latin America and the Middle East are taking concrete steps to ensure they are at the forefront when it comes to advocating their own freedoms – in their newsrooms, among peers, and in the communities in which they operate.

Our regional Media Freedom Committees are empowering media to lead advocacy on each continent. Coordinated and run by media professionals, they set their agenda and define

what they as a collective body can achieve – in partnership with existing initiatives, or as a body unique unto themselves. A year into the experiment, we're already seeing how the strategy can provide a way forward.

In Uganda, a network of over 250 journalists are connected country-wide to discuss safety, good practice, offer advice, and identify where colleagues need support

and training to raise the standard of the profession in the public eye. In Egypt, our Committee is conducting public research into just why society is turning away from media, offering suggestions as to how the profession can reverse this trend. In Indonesia, collaboration between nine leading news organisations brought the Jakarta-centric news industry to the outlying province of Papua to expose issues the local media felt received little or no coverage in the national agenda.

In Ecuador, the media is leading calls for reform with the new government after initiating public consultations on redrawing the notorious media laws. In South Africa, our partner newsrooms have designed and undergone their own advanced digital safety training curriculum, recognising that they all need access to the latest skills to survive in an increasingly controlled online environment.

In Palestine, Botswana, Malaysia, Colombia, Zambia, Cambodia, Kenya and a dozen other countries, WAN-IFRA is ensuring media are in control of similar advocacy efforts that will impact the overall state of freedom of expression, so that maybe next year, or in five years, or beyond, the opinion pieces published on 3 May won't make for such grim reading.

We are better equipped, more empowered and more likely to succeed – and keep on succeeding – if we know we have the support of colleagues and peers. That is the strength of our profession. That is the approach WAN-IFRA is advocating during the year in all its Media Freedom programmes.

Andrew Heslop
Director Press Freedom
WAN-IFRA

WAN-IFRA is the global industry association guided by a human rights mandate to defend and promote media freedom, and the economic independence of news media as an essential condition of that freedom. This principal has been at the core of the Association since its establishment in 1948. WAN-IFRA believes that increasing media freedom directly strengthens democracy and human rights and is a

foundation of societal development, be it economic, cultural or political. This has been a guiding principle of WAN-IFRA for seven decades of global advocacy and development work. WAN-IFRA applies a dual approach to supporting media freedom: It addresses political and structural constraints to media freedom through advocacy, and applies development to strengthen the capacity and networks of the media and their

representative institutions. Specifically, WAN-IFRA aims to increase media freedom by:

- strengthening business and editorial competencies of media
- increasing diversity of leadership and voices within media
- improving environmental conditions for media freedom

12-MONTH HIGHLIGHTS

In 2017, WAN-IFRA have launched 16 regional Media Freedom Committees in 14 countries globally.

The First Women in News Summit in Association with World News Media Congress has been launched, exceeding capacity with 200 attendees

€1.950.000 euros have been raised in 2017 to support WAN-

IFRA's media freedom projects around the world. Corporate membership support by WAN-IFRA members is key to the success and durability of our programmes.

During the same year, 600 individual media professionals in 24 countries have been mentored and trained by 51 coaches and regional directors 60 media

partners in 12 countries engaging with WAN-IFRA to increase leadership and voices of women in news. 161 Eurasian media outlets received direct support by WAN-IFRA and partner. And South East Asian media support has been confirmed with Norwegian-led onsite mentoring until June 2018.

Jan-Feb	Training + National Gatherings 400 media managers attend forums in Cairo, Ramallah and Jordan, 400 hours of one-on-one career coaching, 8 roundtables and 12 national gatherings in 12 countries throughout MENA and Africa. Senior executives take part in study tours to London and Oslo.
February	Indonesia Media Freedom Committee Conducts Reporting Mission to Papua Nine Jakarta-based media organisations took part in a week of activities to shine the spotlight on Papua, the situation for women's rights, the environment and press freedom
March	45 Global Media Leaders Protest to US President Donald Trump Unprecedented solidarity from international media to denounce US administration's press attacks
April	Norwegian Media Execs Conduct In-house Mentoring in Myanmar, Cambodia & Vietnam
May	World Press Freedom Day (Jakarta) / Media Freedom Festival (Malaysia) South East MFC held forum on fake news ahead of UNESCO's global event. 80 Female Editors and Journalists Graduate from WIN 2016-2017 Programme
June	Women in News 2017 Editorial Leaders Laureates Announced Durban Congress / Golden Pen of Freedom Award
Sept/Dec	Editors Safety Training - Philippines and Mexico
Oct	Innovation for Development Awards - €30,000 in Grants Awarded
Nov	Media Freedom Committees Launched in Cambodia and Myanmar 2017-2018 Capacity Building Activities Commence 42 managers in Cambodia, Myanmar & Vietnam via support from Norwegian Ministry of Foreign Affairs WAN-IFRA Renews 5-Year Media Support Partnership with IREX
Dec	75 female editors /journalists join WIN MENA and Africa 2017-2018 Supported by Norwegian Ministry of Foreign Affairs and Sida; WIN media partners grow to 80+

ADVOCACY

WAN-IFRA and the World Editors Forum (WEF) issued 20 protest statements this year on issues of concern to media partners in Bahrain, the US, Zambia, Turkey, Ecuador, Botswana, South Africa, Tanzania, Cameroon, Mexico, Uganda, Malta, Poland, India and the UK.

Our protest campaign targeting the Trump Administration drew widespread international solidarity, with 40+ senior media executives signing on to a joint letter of concern regarding the president's accusations of 'fake news', and media being "an enemy of the American people".

Over 20 media organisations published an editorial penned by WAN-IFRA's 2017 Golden Pen of Freedom laureate, Turkish editor Can Dündar, to denounce the on-going media repression ahead of a scheduled trial of Cumhuriyet staff accused of undermining the state.

Golden Pen of Freedom

WAN-IFRA consolidated nearly a decade of advocacy around the deteriorating situation for a free press in Turkey with the award of the Golden Pen of Freedom to Turkish

journalist and former editor-in-chief of Cumhuriyet newspaper, Can Dündar. "Journalists need courage because there is a cloud of fear hanging over them - fear is everywhere, and it is so

powerful," Mr Dündar said in delivering a powerful speech to the media executives gathered in Durban for WAN-IFRA's Newsmedia Congress.

Impunity

WAN-IFRA contributed to the global call to end impunity for crimes against journalists, marking the 2nd November UN-designated international day with

an editorial by WEF President Dave Callaway and various resources and appeals for media to engage in holding states to account for pursuing

cases against those who attack or kill journalists worldwide.

Regional Media Freedom Committees

WAN-IFRA has launched 16 Media Freedom Committees in countries where our programmes are active: Colombia, Ecuador, Mexico; Egypt, Jordan, Palestine; Kenya, South Africa, Uganda; Cambodia, Indonesia, Malaysia, Myanmar, the Philippines (three Committees).

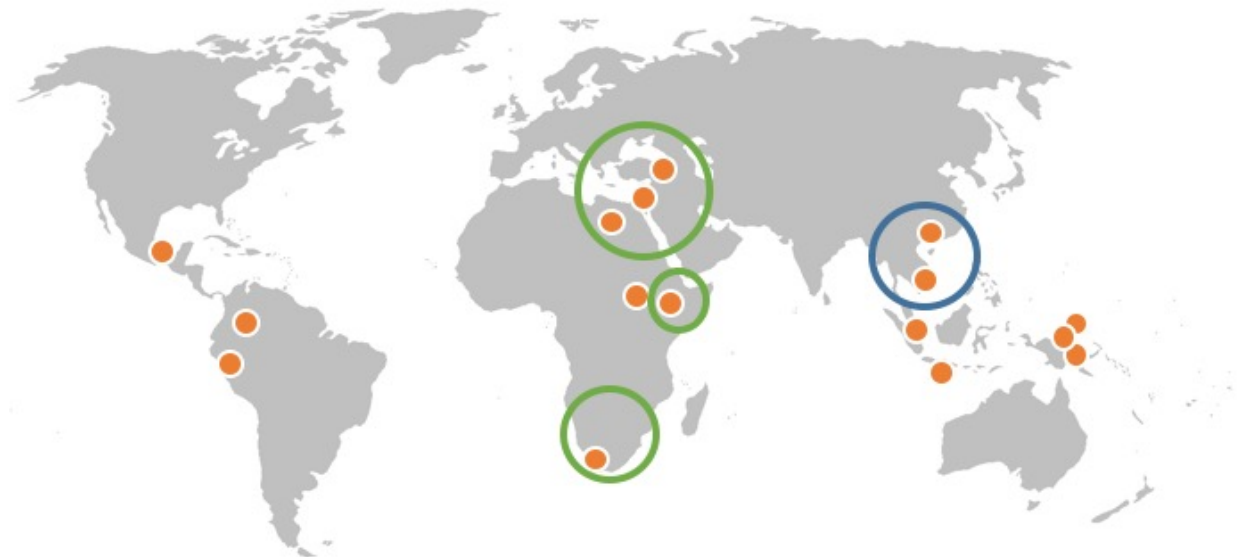
Highlighted activities of these committees include a reporting trip to

Papua involving nine Indonesian media organisations to expose human rights, environmental, women's rights and press freedom abuses; editors' safety training in the Philippines and Mexico (with the ACOS alliance); a meeting with the president of the Philippines to present the Committee's concerns regarding access to information; digital safety training across African newsrooms;

Malaysian editors forum; a documentary film production in Egypt on press independence; a virtual network in Uganda comprising 350+ journalists active in disseminating safety, legal and professionalism/ethics information; and public forums and dialogue with government in Ecuador on repealing of the notorious Communications Law.

MEDIA DEVELOPMENT PROGRAMMES

MEDIA HELPS MEDIA



● SMS – STRENGTHENING MEDIA IN SOCIETY Media Freedom Committees

Colombia, Ecuador, Mexico, Egypt, Jordan, Palestine, Kenya, South Africa, Uganda, Cambodia, Indonesia, Malaysia, Myanmar, Philippines (x3)

○ MMP - Media management Programme

Cambodia, Myanmar, Vietnam

○ WIN - Women in News

Botswana, Egypt, Jordan, Kenya, Lebanon, Malawi, Palestine, Rwanda, Somalia, South Africa, Tanzania, Zambia, Zimbabwe

Strengthening Media & Society Programme (SMS)

160 media professionals from 85 media partners in Colombia, Ecuador, Mexico, Kenya, South Africa, Uganda, Egypt, Jordan, Palestine, Indonesia, Malaysia and the Philippines engage with WAN-IFRA on women's editorial leadership skills, digital media management, innovation and media freedom.

- 78% of Digital Skills participants report actively applying new digital tools and strategies at work as a result of WAN-IFRA training. 60% report developing and implementing new digital strategies and products to improve growth.
- 90% of the Women Editorial Leaders report having gained new knowledge and skills, while 81% report increased levels of confidence as a direct result of working with WAN-IFRA. 82% say that they have increased their contributions to news agendas within their organisations partly or wholly as a result of the SMS programme.
- 86% of participants have gained advocacy skills and knowledge to campaign on press freedom issues.
- 36% of newsrooms have increased coverage of press freedom issues, while 50% report having increased coverage of social justice issues as a result of the SMS programme. 43% of media organisations say that they are collaborating with other media around press freedom or social justice issues.
- 80% of newsrooms report having stronger professional networks as a direct result of the programme.

- 16 Media Freedom Committees active, empowering 180 media professionals and some 90+ media outlets to advocate more effectively for press freedom, raise professional standards, and bridge the gap between media and the public.

The €2m, Danish Ministry of Foreign Affairs-funded programme received a no-cost extension to take our project activities through to the end of June 2018. Aside from supporting the foundation of the Media Freedom Committees, the programme has continued with:

- Monthly e-learning classes on a range of latest newsroom topics relevant to our global community
- ‘Innovation for Development’ projects and grants. In conjunction with GAMI, we are currently ‘incubating’ eight projects received out of an overall project call of 33 applications. The eight finalists were awarded €30,000 between them for the development of their idea, with the aim of advancing them closer ‘to-market’.
- Targeted capacity building training – digital and mobile platform reporting (Palestine), navigating social media (Philippines), election monitoring (Kenya, Indonesia, Mexico, Colombia)

SPONSORED MEDIA			HOST MEDIA	
South East Asia	Sun Star	Phillipines/Cebu	SPH	Singapore
South East Asia	Suara	Indonesia/Jakarta	Media24	Cape Town
Africa	Times Media	South Africa	Aftenposten / A Media	Norway
Africa	Nation Media	Kenya	Independent	Ireland
MENA	7iber	Jordan	Daily Maverick	South Africa
LATAM	Noereste	Mexico	Dallas Morning Post	US
LATAM	Plan V	Ecuador	Correspondent	Netherlands

In 2017, seven Global Exchanges between SMS media and WAN-IFRA members have been organised. Media from developing countries have exchanged newsroom processes and advanced digital skills from their host media in countries including the US, Norway, Ireland and The Netherlands, and have benefitted from later on-site mentorships by leading media executives.

Women in News (WIN)

Increasing Women’s Leadership and Voices in the News Media

60 media from Botswana, Kenya, Malawi, Rwanda, Somalia, Tanzania, Zambia, Zimbabwe, Egypt, Jordan, Lebanon, Palestine are actively engaged with Women in News to promote their female talent, educate their senior executives on gender diversity, and promote greater gender balance in news. 75 women editors and journalists graduate from WIN Media Management and Career Coaching.

63% of media partners surveyed report having positively changed their perceptions about the value of gender mainstreaming.

20% WIN graduates report promotions within their media

Key outcomes from 2016-2017

- 63% of media partners surveyed report having positively changed their perceptions about the value of gender mainstreaming
- 79% report to being better equipped to influence organisational change to support gender equality within their media organisations

- 54% report to making an effort to improve gender balance in their editorial content
Specifically:
 - 46% report increasing diversity within reporting beats
 - 54% report including more women as expert sources
 - 36% report educating staff as to what makes a balanced article
- 17% of editors/journalists report a career promotion since having joined the programme
- 94% editors/journalists from Africa and 84% from MENA report an increase in their media and career management skills
- 100% report to applying these skills in the newsroom; 86% 'often' or 'always'
- 91% editors/journalists report to increasing their coverage of social justice issues
- 81% report to have a 'good' or 'very good' understanding of gender bias in the news.
In specific:
 - 60% report an increase in understanding of human rights
 - 63% report an increase in understanding of gender related issues, and 74% report an increase in understanding of gender equality
- 98% editors/journalists reported an increase in their professional networks;
- 98% reported engaging with their professional networks on a regular basis either to give or receive support.

Strong impact since 2010

More than 500 women journalists and editors from 15 countries have progressed through WIN

More than 80 media houses have engaged with WIN to promote women's leadership and voices in the news



WAN-IFRA made gender equality one of 4 priority engagement areas with its global membership base

Key Activities since June 2016

- 98 respondents of WAN-IFRA global membership survey on Gender Equality
- 60 Media Partners formally engaged within 12 intervention markets
- 170 senior executives attended WIN Executive Roundtables
- 673 media professionals attended WIN Forums
- 70 editors/journalists recruited to WIN capacity; 60 of the legacy group remained engaged after the first year of the programme
- 65 one-on-one meetings held with Editors-in-Chiefs/CEOs of media companies
- 276 one-on-one coaching sessions
- 160 hours of media management training delivered

¹ Combined Year 1 and Year 2 participants

- 30 National Gatherings
- 9 National Roundtables
- 1 Regional Roundtable
- 4 National Forums
- 1 Global Women in News Summit
- 10 Twinning Exchanges
- 28 Future leaders recruited and received mentoring by WINners
- 2 Women in News Editorial Leadership Award Laureates
- 1 regional resolution; 2 global resolutions on gender issues in media
- Online Gender diversity Resource Centre launched in English & Arabic
- WAN-IFRA Gender Balance Index online tool developed
- WIN Media Management Foundation Year e-learning programme developed
- 1 regional training partnership established in MENA
- 123 news articles on WIN activities
- 12 career coaches
- 8 Steering Committee members
- 36 local trainers or workshop facilitators

Media Mentoring Programme (MMP) Strengthening Independent Voices in South East Asia

75 media professionals from 11 media partners in Myanmar, Cambodia and Vietnam engage with WAN-IFRA to develop their media management and editorial leadership skills

- 73% media partners report to diversifying revenues
- 73% media partners reporting online revenues now cover more of operating costs
- 40% media partners report increase of women in management ranks

WAN-IFRA's Media Mentoring Programme South East Asia, worked with 75 senior executives and middle managers from 11 media companies drawn from Vietnam, Myanmar and Cambodia. 6 senior media executives from Norway travelled onsite to conduct in-house mentoring and workshops, complementing digital strategy, media ethics and managing diversity workshops.

WAN-IFRA also organised the first ever Women in News South East Asia Summit, a one day mentoring and networking event that brought together 40 women journalists and editors from around the region. The event will serve as a launch to additional WIN activities in the region. In November 2017 WAN-IFRA introduced Media Freedom Committees, signaling an enhanced focus on locally driven press freedom advocacy activities.

The Media Freedom Committee focused activities corresponded with the launch of the 2017-2018 programme activities in Singapore, and linked into WAN-IFRA's Digital Media Asia conference and masterclass events. WAN-IFRA APEC training manager continues to support project activities, leveraging internal resources and synergies. The majority of partners in MMP have worked with WAN-IFRA for multiple years. Each year there is a deepening trust and engagement on both parties.

Eurasia Partnership Delivering Crucial Support to Independent Publishers

161 media outlets assisted through Eurasian media development activities. 92% of respondents reported generating new types of digital revenues as a result of WAN-IFRA efforts. 92% of respondents attributed the growth of their online audiences as a result of WAN-IFRA efforts



women in news

Increasing Women's Leadership and Voices in the News

www.womeninnews.org

Gender is a core priority of WAN-IFRA media freedom work

Women in News (WIN) aims to increase women's leadership and voices in the news. It does so by equipping women journalists and editors with the skills, strategies, and support networks to take on greater leadership positions within their media. In parallel, WIN partners with media organisations to identify industry-led solutions to close the gender gap in their newsrooms, board-rooms and in the content they produce.

WIN is currently working with more than 80 media from 12 countries including: Botswana, Kenya, Malawi, Rwanda, Somalia, Tanzania, Zambia, and Zimbabwe (WIN Africa) and Egypt, Jordan, Lebanon and Palestine (WIN MENA).

WIN is supported through to 2019 by the Swedish International Development Cooperation Agency (Sida) and the Norwegian Ministry of Foreign Affairs.

WAN-IFRA believes that media freedom can only be fully achieved through equality of voices in the news. It is for this reason that gender is a core priority of its media freedom work. WIN's industry-led, dual approach reflects WAN-IFRA's overall media freedom strategy to apply development and advocacy actions in parallel.

Women in News was first piloted in 2010 through core support from Sida. Since inception, the programme has applied a multi-faceted approach to capacity building, emphasizing coaching, mentoring and networking as complements to media and newsroom leadership training.



Being exposed to women in different sectors gave me courage. It opened my mind on my role as a female journalist, and the network I now have is priceless. One major positive addition to my experience has been the role I have to mentor other young female journalists to have staying power in the newsroom. Thank you WIN, I will never be the same again"

Fatima Bulla
Religious Affairs Editor
The Sunday Mail, Zimbabwe



Evolution of Women in News

WIN stresses local ownership and building a community of women media professionals. It is an approach that consistently produces results. Of the 120 women journalists, managers and editors from more than 40 media who passed through the programme between 2010 and 2014:

44% were promoted to a new position within their organisations

75% made a career move of their choosing

68% felt there to be more opportunities for women to progress within their organisations

84% felt more motivated to remain in the industry as a direct result of the programme



[02]

BUSINESS SERVICES

New Online Learning Platform
mma.wan-ifra.org

Digital Revenue Strategy

Paid Content

KNOWLEDGE HUB AS THE STRATEGIC FRAMEWORK
 INSIGHTS AND PUBLICATIONS
 CONFERENCES - IFRA/DCX EXPO
 TRAINING AND SKILLS DEVELOPMENT – E-LEARNING / EREV
 DEDICATED COMMUNITY DRIVEN INITIATIVES

WAN-IFRA Services was established in 2014 with the mission to be the Knowledge Hub for the news media industry and leverage that knowledge to provide professional services to WAN-IFRA members. 2017 was both an exciting and challenging time as well. All WAN-IFRA projects had the twin objectives of creating value for members and simultaneously making a positive financial contribution to the organization.



The Knowledge Hub is a strategic framework to organize and collaborate across departments, while focusing on the needs of our members. We short list the most important topics under the four pillars – transformation, content, revenue and print.

The short list is created through in-depth discussions with various forums, experts and members. The team defines a set of actions for each topic, such as creation of a report, a microsite with interviews with experts, case studies, training modules on the topic, personal advisory services, forming expert working groups

and sessions at various conferences around the world. This allows WAN-IFRA to bring scale to the member offerings and ensure close collaboration among its regional offices in Frankfurt, Chennai, Singapore and Mexico City.

INSIGHTS AND PUBLICATIONS

In 2017, WAN-IFRA published 17 research reports. With 4,500 downloads of the various reports during the year he reports on “World Press Trends”, “Making Money with Facebook” and the series on “Smart Data” were particularly well received. Two print related reports and a 279-page guide on optimized paper handling were produced with the support of the World Printers Forum community.

Insights 12-Month Highlights



The newsletters continue to deliver attractive and relevant content to the different target groups, with higher opening and viewing rates compared to industry averages. The team also brought out two issues of the printed magazine, with the Congress edition in May focusing on Business and Strategy and the Expo edition in September focusing on Technology & Innovation.

Newsletters Snapshot	Send to	Views	Views %	Unique views	Unique views %
Executive News Service (14 Nov)	7 300	2 900	40%	1436	20%
Digital Business (25 Oct)	6 300	2 800	45%	1791	28%
Leadership & Strategy (14 Nov)	5 700	2 800	49%	1809	31%
World Editors Forum (17 Nov)	6 900	2 100	31%	1535	22%
World Printers Forum (01 Nov)	3 200	1 400	45%	912	29%

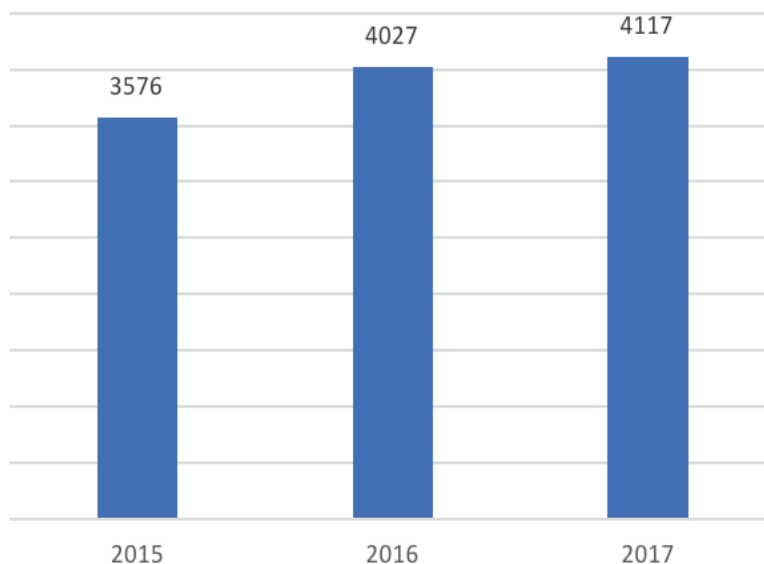
In 2018, the insights team will be strengthened by the launch of the content studio in our Indian office.

CONFERENCES AND NETWORKING

2017 saw the launch of Digital Media North America conference in Oct in New York. This completes the portfolio of digital media conference that we do in Asia, India, Europe, Africa and Latin America.

These events are fast becoming the references events in the respective regions and helps us to attract the new digital media executives who didn't have prior engagement with WAN-IFRA. The Digital Media LatAM held in Buenos Aires, set new records for attendance with more than 700 participants.

Conferences 12-Month Highlights



4,117 media executives from 1,322 companies from 93 countries attended the 14 paid conferences organized by WAN-IFRA from Buenos Aires to Jakarta.

IRA/DCX EXPO

Expo	2016 Vienne	2017 Berlin
No. of exhibitors	115	181
Sq meters sold	2 773 sqm	3 331 sqm

In 2017, WAN-IFRA entered into a joint venture agreement with Börding Messe, based in Mannheim (Germany) to organize and manage the former World Publishing Expo.

The strategic decision of creating a specific, Digital Content Expo, to cater to the digital publishing marketplace was implemented this year. The print part of Expo was renamed IFRA Expo. The two expo's were run simultaneously in parallel halls.

A total of more than 4,900 visits (25% more than last year) were made to the event from 10 to 12 October. With more than 100 speakers on four stages and the array of suppliers on hand – from startups to established players across the multimedia spectrum – visitors had a plethora of opportunities to engage and network with the industry's leading innovators.

WAN-IFRA keeps control of the content of the two conferences, Print World and Digital World at the Expo. In 2017, Influential historical exhibitors returned to the show.



Awards

In 2017, WAN-IFRA's Digital Media Awards became truly global with the introduction of the North American Awards. This awards program attracted 765 entries, a 70% increase y-o-y, including a record-breaking award participation coming from Latin America - with 111 projects (up from 70 last year). The newly introduced awards management software will make the submission and evaluation process more efficient. From among the winners of the regional awards, the worldwide winners were selected and celebrated at the Expo in Berlin

COMMUNITY DRIVEN ACTIVITIES

World Editors Forum

The World Editors Forum is the organisation within the World Association of Newspapers devoted to newspaper editors worldwide. The Editors Weblog (www.editorsweblog.org), launched in January 2004, is a WEF initiative designed to facilitate the diffusion of information relevant to newspapers and their editors

We need to talk about platforms

An in-depth debate around the role of social media in democracy has become very important. In 2017, WAN-IFRA and the World Editors Forum established

a specialist group to tap our members experience with platforms and get a measure of their relations with the tech giants. We want to understand what's working and what's not - and what you, as an industry expert think could be done. More than 150 media executives from 50 countries have already joined us and are participating in this vital group. It will engage in an in-depth debate about the role of Facebook in modern democracy and collect and share information and opinion from key media players around this subject.

Our objectives

- Be at the forefront of analysis and understanding of the emerging trends.
- Be at the forefront of concerted collaboration with news-publishers around the world.
- Engage in an in-depth debate about the role of social networks in modern democracy.
- Collect information and opinion from key media players around this subject.
- Provide regular snapshots (i.e. in the form of regularly published short reports etc.) about the evolutions in the area.
- We believe that cooperation and collective action is needed and we encourage WAN-IFRA members to join the conversation and apply to our international expert panel.



WikiTribune: Closing the gap between readers and journalists

WikiTribune officially launched in October last year, so how has it been going for Jimmy Wales' ambitious media venture? Orit Kopel, co-founder and VP of business development, shares some insight. [Read more ...](#)

World Printers Forum

WPF is WAN-IFRA’s community for printing and production executives and related technology vendors. In 2017, the team completed the Optimized Paper Handling and Logistics (OPHAL) project and delivered two reports on Print-Online performance

gap and High Value print production. The International Color Quality Club competition for 2017-2018 has attracted 120 entries from printing plants and will be managed out of the Research and Material Testing Centre in Chennai.



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Vision

The World Printers Forum within WAN-IFRA aims to be the central point of the international news media print community, including printers, materials suppliers and equipment manufacturers for the print production value chain from prepress to press and to product finishing and delivery.

International Color Quality Club
The ICQC is the only worldwide color print quality competition for newspapers and magazines. It is based on objective measurement and an expert jury evaluation.

Print World 2017
Conference & Guided Tours

Print World 2017 Conference
Topics: Power of Print, Targeting, Innovation, Print 4.0, Multichannel Publishing, Inkjet, Local Newspapers, New Markets – Customers – Products, Workflow, Data, Mailroom, Production Control, Automation

Inkjet Newspaper Printing
Newspaper printers, as service providers to publishing houses, can use digital printing to create additional business. Printers can offer new services with short print runs and personalised printing.

The ICQC competition held every second year encourages high quality printing and to date has attracted 125 entries, an indication that print quality and standardization is still a high priority for many of our members. Asian Media Awards in its 16th year, continues to be the most prestigious recognition of excellence in the region. 410 entries competed in the seven categories.

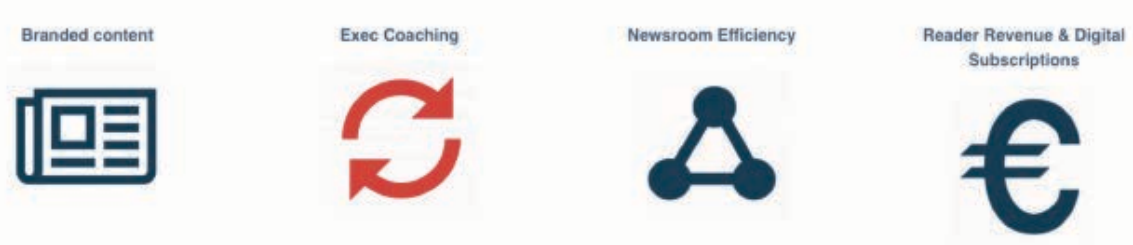
Chief Digital Officers Regional Forum

With the accelerating move to digital, WAN-IFRA is taking proactive steps to engage the new breed of digital executives joining the media industry. The association launched a specific CDO Forum for this community in APAC region. The forum has met three times and was instrumental in the formation of premium publisher networks for digital inventory.

TRAINING AND SKILLS DEVELOPMENT



Areas Of Expertise



e-learning

The Media Management Accelerator, WAN-IFRA's new e-learning platform was officially launched in June 2017. The certification program offers an immersive and self-paced learning experience. To date, approximately 3500 users are already registered, and 8 media corporations subscribed to a corporate service. WAN-IFRA believes that this initiative will be a game changer on how high-quality skills development programs are delivered on a cost-effective basis to news media companies across the globe.

Beyond its many media development programmes as part of its Media Freedom activities (see previous chapter), WAN-IFRA also organised a number of training programs to support the news media in developing the skill needed for a digital future. The Indian and Asian team trained 336 executives by organizing 31 training programs. LataAM conducted its first training program in 2017 and expects to increase this next year.

Media Management Accelerator

<p>Digital Revenue Strategy and Diversification 1</p> <p>GREGOR WALLER Principal Consultant WAN-IFRA Global Advisory</p>	<p>Digital Paid Content & Reader Revenue 2</p> <p>KALLE JUNGKVIST Principal Consultant WAN-IFRA Global Advisory</p>	<p>Digital Advertising Part 1 – Formats & Marketplaces 3</p> <p>MATT O'NEILL Founder & Principal Teemoo, Ltd.</p>
<p>Digital Advertising Part 2 – Strategy & Analysis 4</p> <p>PETER LAMB Owner Lamb Consulting</p>	<p>Digital Advertising Part 3 – Data & Analytics 5</p> <p>BEN SHAW Director of WAN-IFRA Global Advisory</p>	<p>Innovation & Integrating Startup Culture 6</p> <p>ROBB MONTGOMERY Founder Smart Film School</p>

VAN-IFRA has created a panel of senior news media experts to assist and guide news media companies in their transformation process. Integrated in WAN-IFRA's Global Advisory team led by Nick Tjaardstra, VAN-IFRA's experts have particularly deep knowledge and experience in reader revenue and digital subscriptions, branded content, executive coaching and newsroom efficiency.

eRev executive programme

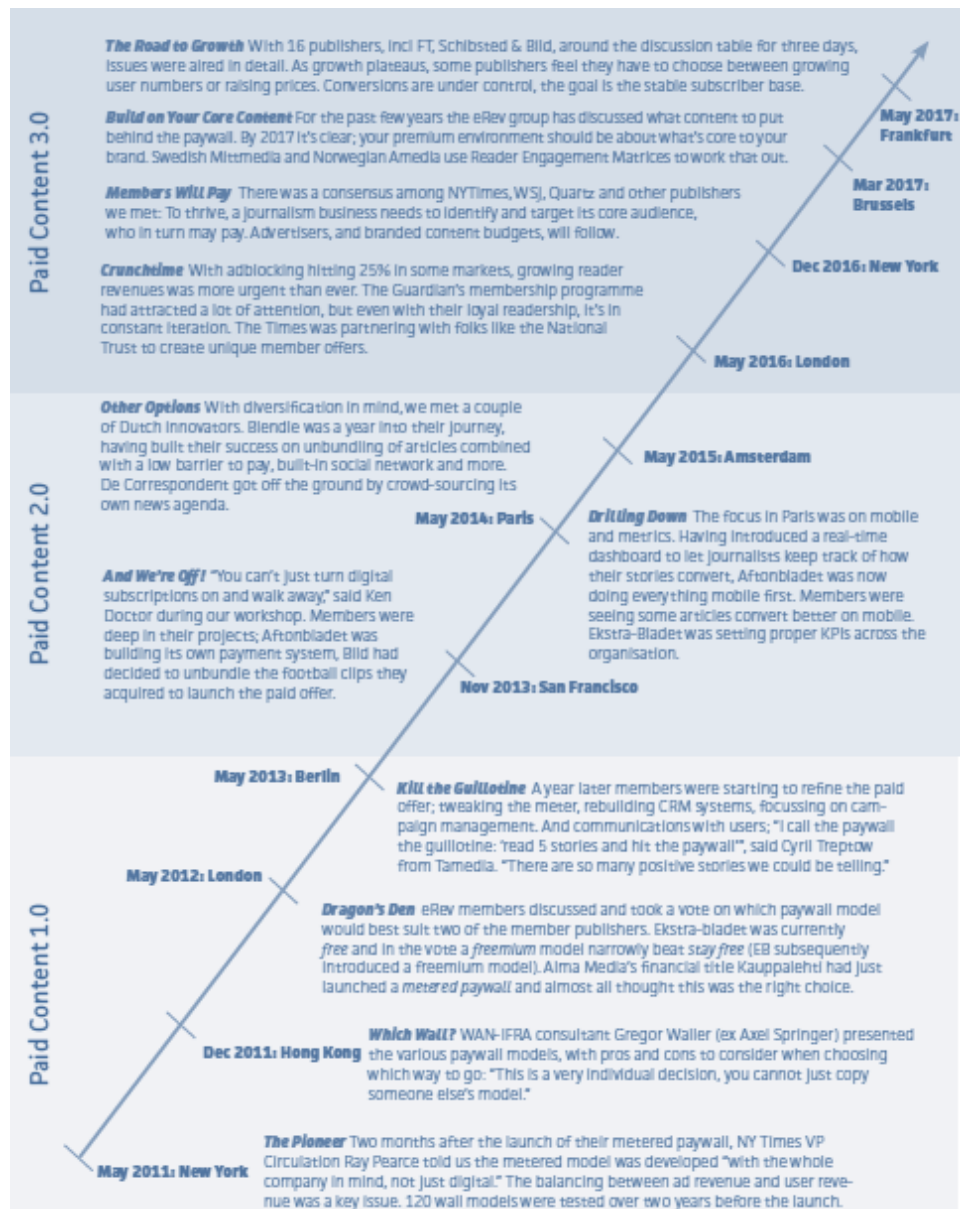


eRev is an exclusive, invitation-only international network of top publishers who have met twice a year for almost a decade to discuss digital business development, to gain insights and share experiences on digital revenue strategy. The meetings include

visits to key market players, moderated discussions, workshops and exchange of best practices.

In 2017, the group met in **Brussels, Antwerp, Frankfurt and San Francisco** for highly practical expert-led discussions on optimising subscription revenue, optimising paid products and monetising Facebook. For 2018, the group agreed to focus completely on reader revenue topics - i.e. every aspect in driving new digital subscriptions - from audience segmentation and pricing, to FB subscriptions and content that converts. Ten companies currently participate and this is expected to grow in the next few months.

This is our journey tracking paid content since 2011





[03]

RESEARCH & INNOVATION

Research and Innovation

GAMI'S GUIDING PRINCIPLES
 INCREASED RESOURCES SERVING NEW PROJECTS
 NETWORKING WITH INNOVATION OFFICERS AND TECH
 ENTREPRENEURS
 REPORTING ON MEDIA LABS

GAMI, the Global Alliance for Media Innovation, is a WAN-IFRA programme that works to enable partnerships between news media companies, developers, and innovation centers. It supports an international network of media innovation labs, research

centres, innovation clusters and tech entrepreneurs.

GAMI supports and coordinates international research and innovation programmes, develops platforms for news publishers to better work and engage with emerging technology entrepreneurs and

innovation centres. Its goal is to rapidly advance new technologies and talents to the market and lead to better economy of scales for news publishers and tech companies in developing and acquiring the next level of innovation tools.



WAN-IFRA
Global Alliance for Media Innovation

The Alliance operates in five main areas:

- **KNOW** what applied research and innovation efforts, and innovative tools are in the works with potential value to the news media industry;
- **CONNECT** those various efforts developed by innovation centers and technology entrepreneurs to business partners so that they reach their market potential; provide **ACCESS** for startups to our industry;
- **SHARE** Research and Innovation resources to apply to collective calls for R&D funding programmes; **ENCOURAGE** Research and Innovation in the News Media industry;
- **DEVELOP** technology and skill sets to execute innovation in your business organisation. Infuse innovation into the industry; **INFUSE** innovation into the industry; **ENABLE** technology transfer to the industry

12-MONTH HIGHLIGHTS

3 years after its creation, 2017 has been a constructive and promising year for GAMI. The Alliance joined the European Commission's Horizon 2020 research framework engaging WAN-IFRA on several projects, programming roundtables, sessions,

workshops and masterclasses, putting topics like immersive storytelling, wearable technology or data personalization and research in these field at the forefront of discussions within the Publishing world.

1 January	Launch of the INJECT project funded by Horizon 2020 18 months project - Building a creativity tool for journalists – 82K€
25 April	Digital Media Europe, Copenhagen GAMI roundtable 'Looking to the Nordics': research in the Nordic countries
11 - 14 May	World VR Forum, Crans – Montana, Switzerland GAMI Virtual Reality Masterclass – Free to WAN-IFRA members
12 – 14 June	World News media Congress, Durban GAMI session, Mapping Media Labs worldwide, Sports News innovation roundtable
1 September	Launch of the CPN project funded by Horizon 2020 30 months project – Content Personalised Network – 202K€
8 - 9 September	Media Labs Day, Bordeaux Two-day event for Heads of Media Labs – Free for WAN-IFRA members
10 - 12 October	WAN-IFRA Expo, Berlin Startup Park, Innovation sessions 'Preparing for the 2020's'

INCREASED RESOURCES SERVING NEW PROJECTS

INJECT project

On 1 January 2017, WAN-IFRA started the INJECT project which is funded by the European Commission's Horizon 2020 funding framework for Research and Innovation and includes 14 European partners (from media, academia, startups or tech).



INJECT is a 1M € over 18 Months project which aims to develop a tool to help improve the creativity and productivity of journalists in the digital world. The Project was officially launched and made public at the Cass innovate event in London on 4 May.

INJECT's objective is to transfer new digital technologies to news organisations to improve the creativity and the productivity of journalists, in order to increase the competitiveness of European news and media organisations.

To achieve this objective, INJECT will extend and aggregate new digital services and tools already developed by consortium members to support journalist creativity and efficiency, and integrate the services and tools with current CMSs and journalist work tools in order to facilitate their uptake and use in newsrooms.

The services will undertake new forms of automated creative search on behalf of journalists, using public sources (e.g. social media) and private digital resources (e.g. digital libraries of political cartoons) to generate sources of inspiration for journalists who are seeking new angles on stories. The tools will provide new interactive support for journalists to think creatively about new stories and reuse news content in new ways to increase productivity. To transfer the new services and tools to Europe's news and media organisations, INJECT will establish a new INJECT spin-off business, build up and expand multiple vibrant ecosystems of providers and users of new digital technologies, and exploit its position at the heart of Europe's journalism industry to raise market awareness and take-up on the services and tools.

With respect to the Call ICT21 funded by Horizon 2010 EU's framework Programme for Research and Innovation, INJECT will increase the competitiveness of one of Europe's most important creative industries – journalism – by stimulating ICT innovation in SMEs, by effectively building up and expanding vibrant technological ecosystems that will meet the emerging needs of new and existing news and media organisations.

Check out project website at the following link: <http://injectproject.eu>

Follow the INJECT's partners and activities on Social Media:

facebook.com/injectproject/

[@inject_en](https://twitter.com/inject_en)

CPN project

“Content Personalisation Network” is a project to develop a cross-platform media distribution solution integrating novel and advanced personalisation/contextualisation of news content.

Starts on 1 September 2017 until 2020

202 000€

Partners include RCS Media Group, VRT Deutsche Welle, IMEC, VRT, DIAS Media Group.



A Horizon 2020-funded project, Content Personalisation Network (CPN) is building an open platform with pluggable services. It's intended that the platform will allow both large and small news media companies to work towards a user-centric enhanced personal news offer.

From the viewpoint of the media consumer, the challenge is to enable a better delivery of news, insights and information in the right format at the right time, and better contextualized to the media consumer. In short, the core of CPN is to create innovative ways in which content creators can structure content production, distribution and in-depth interaction with audiences: to connect millions of users to millions of content items while preserving the European media diversity.

To help make this a reality, WAN-IFRA is working alongside De Vlaamse Radio-en Televisieomroeporganisatie (VRT), Deutsche Welle, Engineering Ingegneria Informatica SPA, Athens Technology Centre, IMEC, DIAS Media Group, LiveTech, Digital Catapult, and RCS Media Group. The proposed CPN open platform and services will be validated through pilot activities to be carried out with a select group of news media organisations. The end result of which will be to integrate the platform with the existing operational infrastructure.

VR Billboards

Project ponders ways to make money from 360 video

While virtual reality (VR) might still be finding its place on the hype curve, 360 video content is exploding. There are thousands of 360 videos on YouTube and Facebook, and the number increases day by day. A few large publishers have gone heavily for the format, the most well-known example being The New York

Times with their Daily 360 covering breaking news around the world. Publications as diverse as USA Today, Euronews, and Germany's Bild have all made significant experiments. So where does the money come from? Is there a new format possible with the medium? Can we make ad experiences inside the

video that do not involve a 15- or 30-second pre-roll delay before the user sees the editorial content? With funding from the Google Digital News Initiative (DNI), WAN-IFRA worked with Mediahuis, parent of the daily newspaper De Standaard, and developers Exozet to find out how we could create new, easily repeatable ad experiences within 360 video.

Although there have been some minority objections, for the most part, advertising hoardings or billboards are an accepted feature of urban life. It's easy to envisage similar advertising in VR environments. And indeed, our first concept for this project was based on VR billboards in 360 video – hence the title. So, there are many lessons that can be learned from outdoor advertising. The closest comparison points are the billboards in video games.

As part of the project, WAN-IFRA defined and built the a number of specific ad units:

- Ad billboard: A simple 2D-graphic plain picture or logo placed in a suitable 3D space to blend with the existing 360 video content, e.g. against a wall or on a desktop flat-screen. This could be interactive or non-interactive.
- 3D object: Off-the-shelf 3D model with some branding applied, with the possibility in future for creative to be supplied by an agency, e.g. a new cereal packet. After some experimentation, we realised the simple 2D pop-up above the object was the most effective interaction.
- Video: 2D video that can be played on click or “gaze control” (the act of selecting an option by centering the gaze in the VR viewer / Google Cardboard).
- Hotspot: Invisible elements triggered on mouse-over or gaze control in Google Cardboard.

We learned a number of lessons from this project:

- High-quality creative is important.
- The size of a hotspot or clickable area is tricky to define. Too small and nobody sees it, too big and it's difficult to move away.
- Pop-ups can be intrusive. And website links are just as intrusive as on mobile if clicked accidentally.
- The best formats look natural but grab attention.
- Clever placement of video, e.g. on a depicted computer screen, makes a huge difference in quality.

NETWORKING WITH INNOVATION OFFICERS AND TECH ENTREPRENEURS

ROUNDTABLE ON APPLIED RESEARCH IN THE NORDICS

Copenhagen, Denmark, 25 April, 2017



More than 60 participants attended a GAMI roundtable on Research in the Nordics at WAN-IFRA's Digital Media Europe conference in Copenhagen (24 - 26 April).

The panel included presentations by Carl Gustav Linden, University of Helsinki, Finland , Freddy Aursjø, CEO, Lighthouse8, Norway , Trine Nielsen, Director, Danish School of Journalism and Media, Denmark, Johan Hoffman, Project and Innovation Manager, Gothia Science Park, Sweden, Torbjörn Svensson, PhD student, University of Skövde, Sweden, Kim Svendsen, Director, Stibo Accelerator, Denmark, Kerstin Bach, Associate Professor, NTNU, Norway

VR JOURNALISM MASTERCLASS

Crans Montana, Switzerland, 11 to 14 May

GAMI partnered with the World Virtual Reality Forum, an association based in Geneva, to organise a special VR Journalism Masterclass during the 3 days of their annual Summit that took place in Crans Montana, 11 - 14 May.

9 journalists (all WAN-IFRA members) participated for free to this event, which was a 3-way collaboration

that included WVRF, WAN-IFRA and The Journalism School at the University of Neuchâtel (also GAMI partners).

3 teams were formed to create a 360° journalistic production to present on the main stage on the last day of the conference.

GAMI @ WORLD NEWS MEDIA CONGRESS

Durban, South Africa, 7 to 9 June

Wed 7 June, 13h to 16h: Roundtable on Media Innovation and Sports: 50 participants. The focus of the roundtable was about why sports news will play a crucial role in media innovation. Journalists, Editors, designers, photographers and the whole news desk should play a key role in these innovations and form the future of news. GAMI is now supporting the

SportsNews Lab, an international project for research and innovation in sports, news and technology. The goal of the Roundtable was to share knowledge and insights about the current situation and strategies, exchange on recent experience in the media industry, and identify joint initiatives to collaborate with the SportsNews Lab project.

Friday 9 June

Congress session: « Innovation from the Lab »

John Mills, Lecturer and researcher at the Media Innovation Studio, UCLan, UK
« NewsThings: Internet of Things and News »

Dr. Mats Nylund, Programme Director, MA in Media Management, Arcada University of Applied Sciences, Finland
« Blockchain ripples media waters »

Andrea Wagemans, INJECT Project Coordinator, WAN-IFRA, France
« Report on Media Labs »

Nicolas Henchoz, Director, EPFL+ECAL Lab, Switzerland
« Sports news innovation »

MEDIA LABS DAY

Bordeaux, France, 8-9 September 2017



PROGRAMME

Friday 8 September:
Media labs pitches
focus on description of the process, successes and challenges
Saturday 9 September:
breakout into groups: matchmaking
looking for partners / projects / collaborations

20 Participants including Nordjyske Medier, Media Innovation Studio (University of Central Lancashire), Roularta Startup Accelerator, NHST Media, Media Maker Space (The Danish

School of Media and Journalism), Polaris Media ASA, BBC News Labs, APA Media Lab (Austria Presse Agency), NxtMedia Norway, Stibo Accelerator, Medialab AFP (Agence France Presse), Media Lab Bayern, Independent Lab (Independent Media South Africa) and Théophraste (Sud Ouest Newspaper).

DCX EXPO

Berlin, Germany, 10 to 12 October

PANEL SESSION «PREPARING FOR THE 2020'S»

Fighting fake news: algorithms as a tool for truth ?
Fake video news debunker by InVID : a free browser plugin to help journalists verify images and videos and debunk fake news.

Artificial Intelligence is here. Are media companies ready?

Teaching elephants to dance: integrating startups to accelerate innovation

DCX STARTUP PARK

25 startups participated in the first startup Park launched at WAN-IFRA DCX Expo. A catalogue is available on <https://media-innovation.news/startups/> . All startups are sorted by keywords #personalisation #engagement #socialmediaverification #monetisation #fakenews

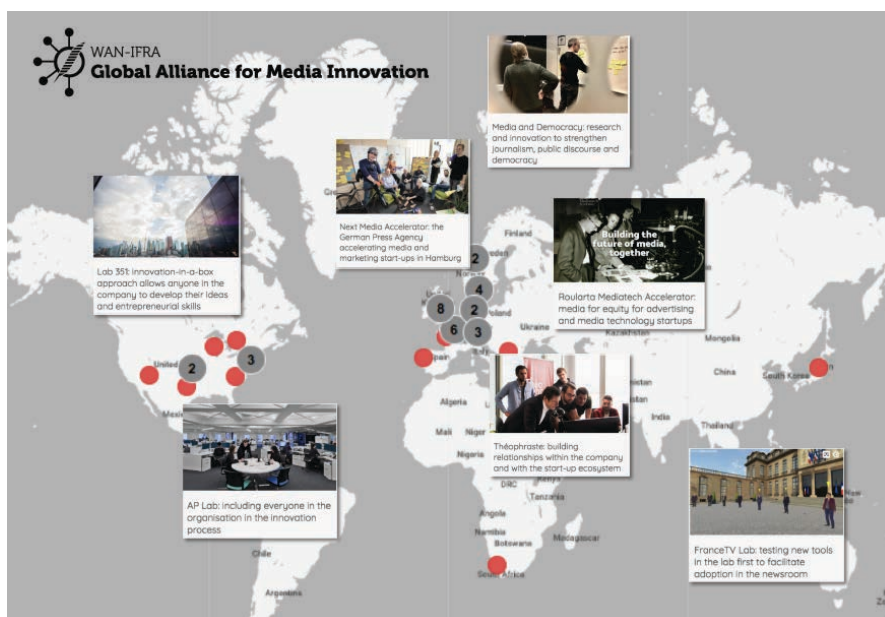
MEDIA FREEDOM AND INNOVATION AT DCX EXPO

Following four regional workshops held in Africa, Asia, Latin America and MENA, WAN-IFRA's Strengthening Media and Society (SMS) participants were asked to "think big" and come up with innovation projects with a social impact. The eight finalists were presented in Berlin from 9-11 October, where grants will be awarded to go towards implementing the projects in newsrooms.

REPORTING ON MEDIA LABS A GLOBAL PROJECT

GAMI's mapping project is a source of inspiration for the global membership of WAN-IFRA. The focus of each case is on how the media lab is structured, and why it was created, what type of methods are developed to enhance innovate, what are the products and services delivered. Each case tells the stories of its successes and failures. It is a collaboration between the WAN-IFRA's Global Alliance for Media Innovation, the Media Innovation Studio at UCLan, Ubilab at PUCRS university in

Brazil, Norway's NxtMedia innovation cluster and Stibo Accelerator based in Denmark. The project maps innovation labs, clusters and a selection of projects globally to establish insights into a number of factors. These include how the media labs are structured, and why they were created, what type of methods they use to innovate, their products and services and stories of their successes and failures. 35 case studies are already available online on <https://media-innovation.news/media-labs/>



GAMI'S AFFILIATE INSTITUTES AND PARTNERS



NTNU – Trondheim
Norwegian University of
Science and Technology



Université de Neuchâtel **unine**



PUCRS
Pontifícia Universidade Católica
do Rio Grande do Sul



**DANMARKS MEDIE- OG
JOURNALISTHØJSKOLE**



STIBO ACCELERATOR



SÖDERTÖRN UNIVERSITY | STOCKHOLM





[04]

**MEDIA POLICY
MONITORING**

**data
privacy**

Media Policy Monitoring

- 12-MONTH HIGHLIGHTS
- RESEARCH
- PLATFORMS
- EXTERNAL RELATIONS

The news publishing industry is experiencing transformation at an ever-growing pace, with new policy issues arising as the landscape changes. To build its future, the newspaper industry must present a united front and develop common strategies that look beyond today's challenges and current technologies.

WAN-IFRA is a unique global knowledge-sharing platform that allows policy experts and publishers to come together to voice the opinion of news media across the various platforms where debate on regulation and policy take place. Our monitoring work on international media policy focuses particularly

on the issues that impact the independence of the press and thus shape the foundations of our society. WAN-IFRA is uniquely placed to represent the newspaper industry in all global policy discussions thanks to the authority derived from its global newspaper membership and the legacy of 70 years spent at the service of a free press.

To belong to WAN-IFRA is to connect with other publishers' associations from around the world to exchange information, protect and defend common universal values, compare strategies for better serving member publishers and share data and approaches in reacting to legal and governmental

measures or private initiatives that impact publishing activity. With WAN-IFRA, national publisher associations and regional trade bodies stay ahead in this fast-moving game. WAN-IFRA's Public Affairs and Media Policy activities help our members to shape the right answers and remain in the driving seat of the debates on media policy issues.

Two years into the creation of the Public Affairs and Media Policy department WAN-IFRA has established a steady stream of research reports, successful platforms and a reputation that keeps building among peers.

February	Coordination of Facebook Task force starts
23 March	Journalism under fire: challenges of our times Collaboration with UNESCO
23 April	Report: "VAT rates applied to news media in EU Member States"
May	Strengthening Media and Society Programme Collaboration with Press Freedom: 12 legal briefs and public speaking
23 June	Report: "Supporting the media – State measures around the world"
27 July	Briefing: "Google's antitrust woes around the world"
October	World Press Trends 2017
November	Gender balance in WAN-IFRA: Diversity and Inclusion working group
19 December	(TBC) Participation in Internet Governance Forum with WIPO Copyright in the digital era: supporting local contents production

RESEARCH

In April, WAN-IFRA published an overview of EU VAT rates applied to news media, both on print and in digital.

In June, a second report, Supporting the Media Report, was published only for members. The focus of the research was on the different ways the news media is supported through public aid the world over. We covered 44 countries and hope to be enabled to make this a yearly report.

In July, after the European Commission fined Google 2,42 billion euros for abuse of its dominant position in comparison shopping services, we provided our members with a briefing on Google's antitrust troubles and how they are spreading around the world. The 17 pages paper included an exhaustive summary of the seven-year EU probe, an analysis of the position of news media publishers with regard to the European case in particular, and Google and antitrust in general, and an overview of the antitrust probes in Google's business practices the world over.

PLATFORMS

The department's website was enriched with a Resource Center, where WAN-IFRA collects the articles that represent real tools, for the reader who wants to get up to speed in the fastest and most efficient of ways in our core topics <http://www.wan-ifra.org/articles/2016/02/10/media-policy-resource-centre>

Throughout the year we performed a daily monitoring of media policy news, with regular publication of

updates and analysis on our blog. Our content steadily scored very flattering engagement numbers, with articles often in the list of the five most read in the WAN-IFRA blogs rating.

The Media Policy Briefing newsletter was sent monthly and its open rate is consistent at 40 %, unique views stable at 3,000.

@WAN_MediaLex twitter channel continues to pay off through expanding audience.

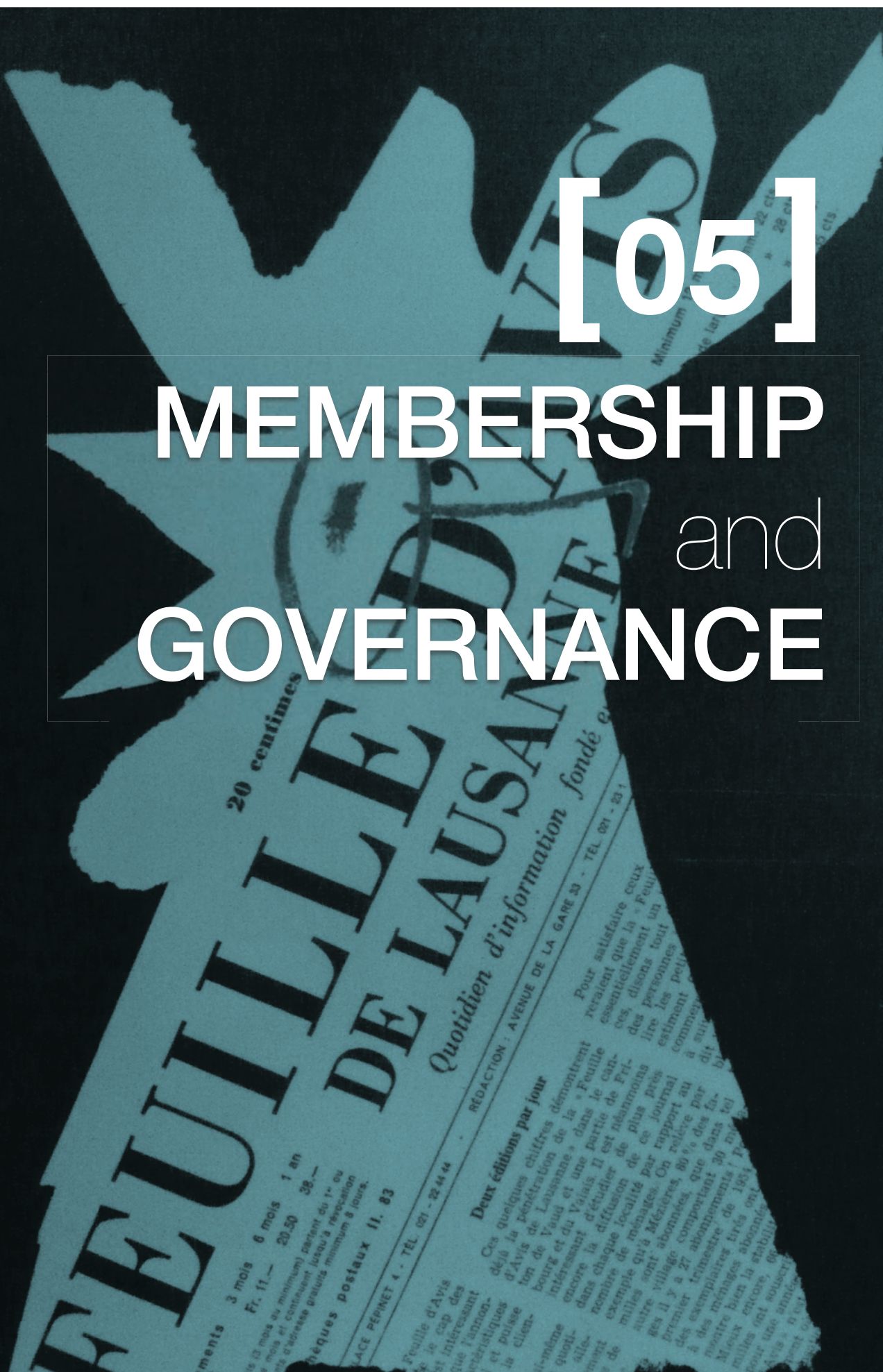
EXTERNAL RELATIONS

In 2017, WAN-IFRA engaged in an array of activities including:

- Coordination of WAN-IFRA Facebook task force and expert group
- Collaboration with UNESCO on the event "Journalism under fire: challenges of our times"
- Collaboration with Press Freedom on the Strengthening Media and Society programme, by producing briefs on the legal hindrances to freedom of expression in the countries: Ecuador, Mexico, Colombia, Philippines, Malaysia, Indonesia, Egypt, Palestine, Jordan, Kenya, Uganda, South Africa.
- Participation in seminar "Libertad de expresión y derecho al olvido digital" in Bogota, Colombia
- Support to the campaign #SupportRealNews (NMA)
- In talks to join #SaveYourPress campaign with ENPA ,NME and EMMA
- Joined Audience Measurement coalition with Esomar, NME et al, participated in drafting position papers with regard to the ePrivacy regulation reform. Particularly engaged in the dissemination of the coalition's work material.
- Joined the WAN-IFRA diversity and inclusion working group, actively contributing at devising a 3-year plan towards achieving gender balance in the association.
- Communication channel successfully opened with World Intellectual Property organisation: possible participation in Internet Governance Forum with WIPO on round table "Copyright in the digital era: supporting local contents production".

[05]

MEMBERSHIP and GOVERNANCE



WAN-IFRA WELCOMES MORE THAN 50 NEW MEMBERS IN 2017

Argentina	SmartyContent	Israel	Israel HaYom newspaper
Argentina	Croma	Mexico	OEM - Organización Editorial Mexicana
Belgium	Mediahuis	Mongolia	Daily Newspapers Association
Bolivia	El Deber	Mongolia	The Official Gazette
Canada	PressReader	Morocco	Moroccan News Agency
Canada	Rewordly.	Netherlands	NRC Media
Finland	EzyInsights	Nigeria	Scroll Report
Japan	Yomiuri Shimbun	Norway	Agraf
France	Audiens	Norway	Strossle
France	BeOpinion	Portugal	O Publico
France	Good ID	Portugal	Diário de Notícias Lda (Funchal)
France	Groupe Les Echos -Le Parisien	South Africa	Daily Maverick
France	Poool	Spain	Grupo Zeta (ex Primera Plana)*
France	Le Point	Sri Lanka	The Associated Newspapers of Ceylon Ltd
Germany	gogol medien	Switzerland	SwissPay.ch SA
Germany	J.D. Küster Nach	Sweden	Soedertoern University
Germany	Schuite & Schuite Druckfarben GmbH	USA	OwnLocal
Germany	VRM Druck	France	BeOpinion
Greece	Alter Ego Media	France	Pool
India	Ananda Vikatan Publications Pvt	Taiwan	United Daily News
India	Living Media (India Today)	Portugal	Diario de Noticias*
India	Ninestars	Netherlands	TMG Telegraaf Media Groep*
India	Telangana Publications	Germany	Media Lab Bayern
India	Varthamanam Daily	Zimbabwe	The Star

GOVERNANCE & ELECTIONS

PRESIDENCY – BOARD – WEF - DIVERSITY

During the 69th annual congress in Durban, South Africa, Michael Golden, Vice Chairman of the Board of New York Times, was elected President of WAN-IFRA.

Michael Golden succeeds Tomas Brunegard, who was elected President of WAN-IFRA in 2013. Together with Paul Verwilt (Mediahuis, Belgium), who was elected new Treasurer

of the organisation at the same meeting, David Callaway (The Street, USA) and Kevin Beatty (Daily Mail Group), they will form the new Presidency of WAN-IFRA for the two coming years.

WAN-IFRA BOARD OF DIRECTORS

Sixteen executives from leading news media companies were also elected to new terms on the Board of WAN-IFRA: Gunnar Siiner (representing EALL - Eesti Ajalehtede Liit, the Estonian Publishers Association), Sophie Gourmelen, (Publisher at le Parisien – Aujourd'hui en France, representing the French Regional Press Association UPREG), Nicolas Corneau, then Deputy General Manager Centre France La Montagne), Edith Dankwa (representing PRINPAG, the Independent Publishers Association in Ghana), Tove Nedreberg (CEO Adresseavisen, Representing MBL, the Norwegian Media Businesses' Association), Cristina Soares COO Member of the Board Publico, representing APImprensa in Portugal), Patrick Daniel (deputy chief executive officer, Singapore Press Holdings (SPH), representing WAN-IFRA Regional Committee for Asia Pacific), Peter Mertus, CEO of News and Media Holding representing the Slovak Press Association, Ishmet Davidson (Director Print Media Media24, South Africa, Member of the WAN-IFRA Regional Committee for Africa), Sergey Okhrimenko (Segodnya Multimedia - Representing UAPP, the Ukrainian Association of Press Publishers), and Rick Stunt (Group Paper Director Dmg::media, United Kingdom, representing WAN-IFRA's World Printers Forum). A full list of incoming and outgoing WAN-IFRA Board members can be downloaded at the following [link](#).

WORLD EDITORS FORUM

David Callaway succeeds Marcelo Rech, Vice President of Journalism, RBS Group, Brazil. Helje Solberg, Executive Editor and CEO of VGTV, Norway, was named as the new Vice President of WEF. Incoming new WEF Board members include: Joanne Lipman, Editor in Chief, USA Today, USA, Ritu Kapur, CEO of TheQuint.com, India, Stephen Rae, Editor in Chief, Independent News and Media, Ireland, Martha Ramos, Editorial Director, OEM, Mexico, Warren Fernandez, Editor in Chief, SPH, Singapore.

EXECUTIVE COMMITTEE

5 Executive Committee members were elected or re-elected for a 2-year term: David Callaway (President WEF), Patrick Daniel (Chairman APAC Committee), Saleh Alhumaidan (Chairman Middle East Committee), Rick Stunt (Chairman World Printers Forum), Gerald Grünberger (Chairman Association Directors Committee).

STRATEGIC PLAN FOR DIVERSITY AND INCLUSION

The Board passed unanimously a motion supporting the objectives and specific targets presented in the [Wan-Ifra Strategic Plan for Diversity and Inclusion](#). This is a significant step and meaningful development in our campaign for increased diversity and gender balance in the industry and we hope to receive members input about specific targets set in the document presented in New York, in particular with our objective to reach a 50% women's representation in the programme of the incoming [70th World News Media Congress and 25th World Editors Forum](#). Specifically, and in the short-term, the elections at the Executive Committee will be suspended until June 2018. The objective is to identify and elect 50% women among the 10 open mandates to be renewed. We aim at a similar gender balance in the election of the 16 seats reaching their term at the Board level in June 2018. More details about the strategic paper, short and mid-term action plan can be found in our [Activity Report](#).

PRESIDENTS

1948 - 2018

“The need to create an international press Federation has become clear because press everywhere have, beyond their national mission, an international cause. In every country, the role of the newspaper is to reliably inform, frankly discuss, and maintain a sense of community within society. But the press must also work towards strengthening a worldwide peace based on justice. Accordingly, a free press peacefully leads the same fight as a free people...”

Albert Bayet, President of the French Federation of Publishers,
welcoming participants to the inaugural FIEJ Congress in Paris, June 1948

Johan VAN DE KIEFT President Nederlandsche Dagbalders, The Netherlands, President FIEJ 1948-1952

W. T. CURTIS-WILSON President Newspaper Society, Great Britain, President FIEJ 1952-1954

Tommaso ASTARITA President, Federazione Italiana Editori Giornali, Italy, President FIEJ, 1954-1962

Dr. Walter MATUSCHKE Industrial Manager, Axel Springer Verlag, Germany, President INCA 1961-1969

Claude BELLANGER Managing Director and co-founder, Le Parisien Libéré, France, President FIEJ 1962-1978

Willem G. PLUYGERS General Director Nederlandse Dagbladunie, The Netherlands, President INCA/IFRA 1969-1973

Sir J. Gordon LINACRE Managing Director Yorkshire Post Newspapers, Great Britain, President IFRA 1973-1977

Gustaf DOUGLAS Managing Director Dagens Nyheter, Sweden, President IFRA 1977-1981

Harold W. ANDERSEN Publisher Omaha World-Herald, USA, President FIEJ 1978-1980
Frans VINK Publisher Het Laatste Nieuws, Belgium, President FIEJ 1980-1984

Jacques SAINT CRICQ Chairman of the Board, La Nouvelle République du Centre-Ouest, France, President IFRA 1981-1985

Sir J. Gordon LINACRE Managing Director Yorkshire Post Newspapers, Great Britain, President FIEJ 1984-1988

Odd RÖNNESTAD Managing Director Bergens Tidende, Norway, President IFRA 1985-1988

Giovanni GIOVANNINI President Ansa, Italy, President FIEJ 1988-1990

José Maria BERGARECHE Director Gerente El Correo Espanol, Spain, President IFRA 1989-1993

Jan J. NOUWEN Managing Director Haagsche Courant, The Netherlands, President FIEJ 1990-1992

Michael RINGIER Chairman Ringier, Switzerland, President IFRA 1993-1997

Prescott LOW Chairman and publisher The Patriot Ledger, USA, President FIEJ 1992-1996

Murdoch MACLENNAN Managing Director Associated Newspapers, Great Britain, President IFRA 1997-2003

Jayme SIROTSKY Chairman of the Board RBS Zero Hora, Brazil, President FIEJ 1996-1998

Bengt BRAUN President Bonnier, Sweden, President WAN 1998-2000

Roger P. PARKINSON Chairman, The Globe and Mail, Canada, President WAN 2000-2004

Dr. Seok Hyung HONG Chairman and CEO JoongAng Media Network, Republic of Korea, President WAN 2004-2005

Willem O. KOK CEO De Telegraaf Holdingmaatschappij nv, The Netherlands, President IFRA 2003-2006

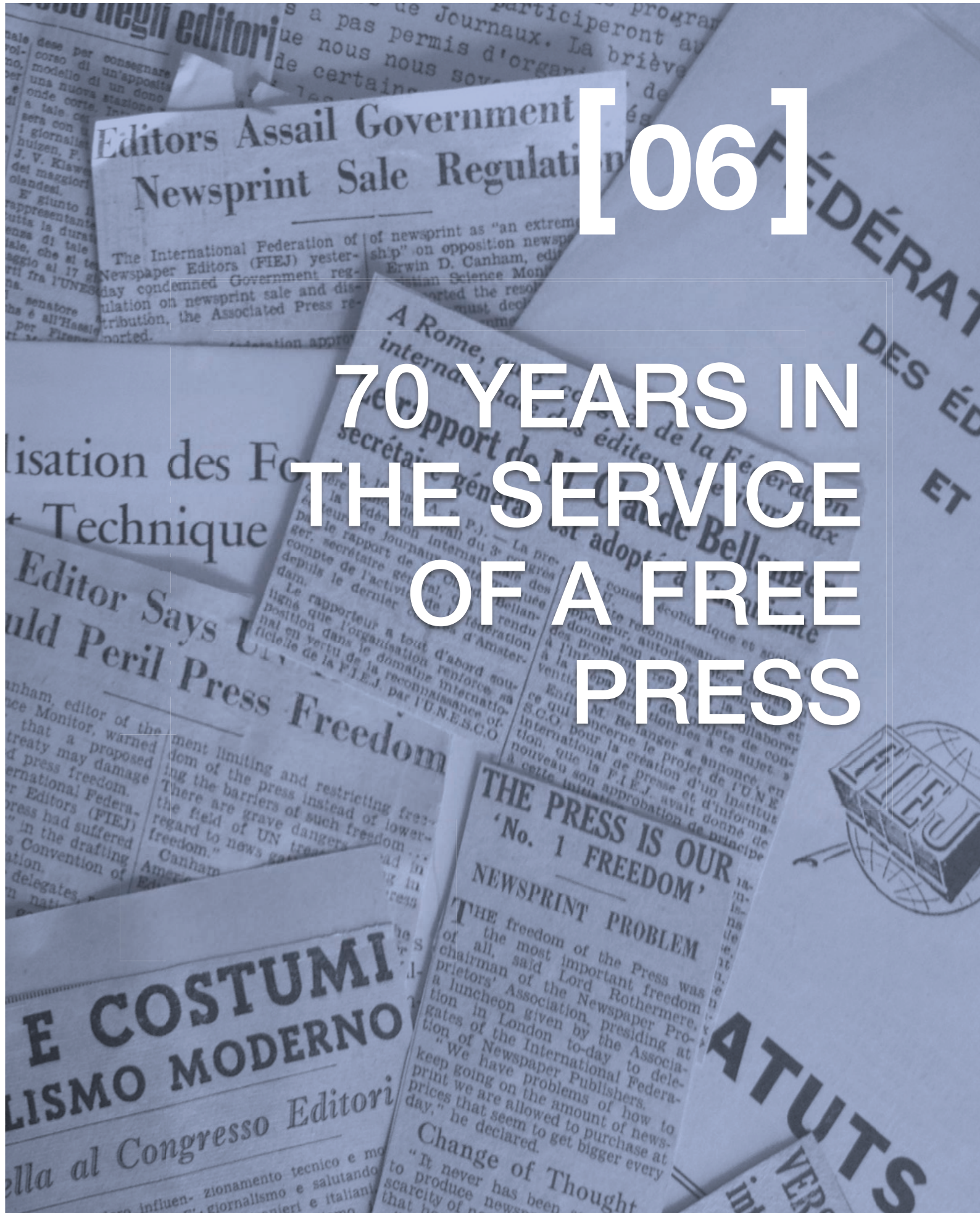
Gavin O'REILLY Group Chief Executive Officer Independent News and Media PLC, Ireland, President WAN 2005-2011

Horst PIRKER CEO Styria Medien AG, Austria, President IFRA 2006-2009

Jacob MATTHEW Executive Editor Malayala Manorama Company Ltd, India, President WAN-IFRA 2011-2013

Tomas BRUNEGARD Chairman, Stampen Group, Sweden, President WAN-IFRA 2013-2017

Michael GOLDEN Vice Chairman of the Board, The New York Times Co., President WAN-IFRA 2017 -



[06]

70 YEARS IN THE SERVICE OF A FREE PRESS

Editors Assail Government Newsprint Sale Regulation

The International Federation of Newspaper Editors (FIEJ) yesterday condemned Government regulation on newsprint sale and distribution, the Associated Press reported.

Editor Says U.S. Could Peril Press Freedom

Erwin D. Canham, editor of the Newsprint Monitor, warned that a proposed treaty may damage press freedom. The International Federation of Newspaper Editors (FIEJ) had suffered in the drafting of the Convention of ...

ment limiting and restricting freedom of the press instead of lowering the barriers of such freedom... There are grave dangers in the field of UN treaty regarding freedom." Canham ...

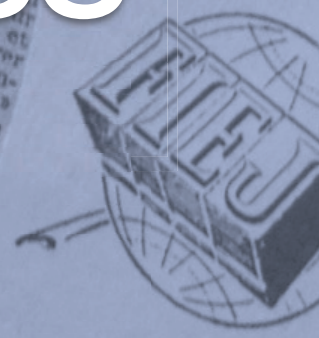
E COSTUMI ... LISMO MODERNO

alla al Congresso Editori

THE PRESS IS OUR 'No. 1 FREEDOM'

NEWSPRINT PROBLEM
The freedom of the Press was the most important freedom of all, said Lord Rothermere, chairman of the Newspaper Proprietors' Association, presiding at a luncheon given by the Association in London to-day at the gates of the International Federation of Newspaper Publishers. "We have problems of how to keep going on the amount of newsprint we are allowed to purchase at prices that seem to get bigger every day," he declared.

Change of Thought
"It never has been so difficult to produce newsprint because of the scarcity of newsprint that has been declared."



ATUTS



Claude Bellanger



Johan van de Kieft

At the initiative of the French press, soon joined by their Dutch colleagues, a committee to prepare for the foundation of a new international newspaper organisation was formed early in 1948. Senator Johan van de Kieft (later to become Minister of Finance of The Netherlands) chaired the committee and subsequently became the first WAN President. Claude Bellanger was appointed Secretary General. The founding Congress of WAN took place from 23 to 25 June 1948 in Paris. The association gained formal consultative status to UNESCO in 1949 and to the UN in the spring of 1950.

In 1950, Mr. Bellanger set off in his car to Germany accompanied by Johan van de Kieft and the General Treasurer, Jules Burton, to renew contacts with German publishers. Their tour took them all over Germany and into Austria to visit newspapers and their associations.

Worldwide membership of FIEJ quickly expanded. The first Congress of WAN had brought together representatives of twelve countries: Belgium, Denmark, Egypt, France, Italy, Luxembourg, The Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the United States of America. Finland joined in 1949; Austria and West Germany in 1950; Japan in 1952; Ceylon (now Sri Lanka) in 1953; Liberia in 1954; Israel in 1957; Senegal and Turkey in 1962; Canada and India in 1963; Australia in 1967; Indonesia in 1970; South Korea in 1971 and Spain in 1978. The member nations of FIEJ doubled in the 1980s and 1990s and has reached nearly 80 in the new millennium.

From the beginning, FIEJ championed the cause of freedom of the press, monitoring and reporting violations, protesting against repressive governments and defending the free flow of information at international meetings, particularly at UNESCO, where FIEJ helped defeat proposals for a 'New World Information and Communications Order.'

FIEJ has also had a long-standing commitment to assisting the press in developing countries. This initiative began as the Committee for Aid to the Press in Developing Countries and is today The Fund for Press Freedom Development.

Over the years, at conferences and in its studies and publications, FIEJ provided, as it continues to do today with WAN-IFRA, a world stage for newspaper industry leaders to examine, debate and find solutions to a wide range of challenges: competition between radio-TV and the press; newsprint shortages during the Korean war; advertising problems; the problem of professional secrecy for journalists; relations with organisations of advertisers; the question of reduced tariffs for the transport of newspapers by air; international copyright issues; newspapers in education; editor-publisher relations; the impact of computer technology on the industry; and the profound challenges and opportunities as newspapers become multi-media companies. It may be reassuring for today's newspaper circulation directors that as early as 1952 FIEJ published a paper entitled "Are we reading fewer newspapers?"

From its inception, FIEJ has promoted the interests of the newspaper industry at the highest levels of government, representing the industry at a wide range of inter-governmental organisations and meeting political leaders worldwide.

With the growth of satellite technology and more sophisticated transmission techniques, WAN played an important role in the founding of the International Press Telecommunications Council (IPTC) in 1965, three years after it created technical conferences.



On 28 September 1956 the European Rotogravure Association, in short ERA, was established by 10 European gravure printers. Its aim was to uphold gravure technology at its high level and to promote further development to the greatest possible

extent through the mutual exchange of experience and jointly financed research projects on the pattern of the American Gravure Technical Association (GTA) and the Gravure Research Institute (GRI). As of 1958, the Chairman of ERA was Dr. Walter Matuschke, the Technical Director of the Axel Springer Verlag publishing house in Hamburg. The very forward-looking concept of an international exchange of experience and joint research had already proved so successful and promising in the first five years of ERA's existence, that Dr. Matuschke began to look for ways and means of setting up a similar organisation for newspaper printing. He invited James R. Spencer of The Liverpool Daily Post in Liverpool, England, Maurice Brébart of La Dernière Heure in Brussels, Belgium, and Eske Christensen of Berlingske Tidende in Copenhagen, Denmark, to meet him in Hamburg for a discussion on 24 January 1961.

In the course of this meeting he explained to them how fruitful the collaboration of the publishing houses in ERA had proved to be and that he intended to set up a similar international organisation for newspaper printing in colour, for which he had already found a name, the International Newspaper Colour Association, abbreviated to INCA. The circle was to be kept small, as this was the only way that an intensive exchange of experience could take place. Matuschke was offered the presidency by the two members, which he accepted. Dr. Horst Ohmsen from the Axel Springer Verlag publishing house agreed to act as secretary next to his tasks at Axel Springer Verlag.

Four research objectives were defined at this very first meeting:

1. Faster platemaking for four-colour printing
2. Print quality improvement by better materials
3. Standardization of colour printing for the advertising market
4. Optimization of the inseting process with pre-printed reels.

At that time, of course, everything was still geared towards letterpress printing as the standard newspaper printing process. In 1962, it was unanimously decided to have INCA's head office registered in Switzerland, to open a bank account there and appoint a full-time secretary for INCA. The

membership base was to be extended by admitting associate members from the supplying industry.

One year later, the discussion with the state of Hessen and the municipal authorities on financing a building for the institute in Darmstadt was afoot. The international umbrella organisation of the Association of Newspaper Publisher Federations, FIEJ, in Paris indicated that it was willing to establish its documentation centre there, too. It would also be possible to offer other organisations use of the institute, perhaps even certain companies from the supplying industry, though it was important that the institute would remain an INCA institute.



The 10th meeting on May 1965 in Vienna, Austria, was a milestone in INCA's history, not only because of the round number, as the president emphasised in his opening speech, but also because it set the course for the future of the association and the entire newspaper industry.

The meeting was attended by 13 guests who had been invited to join the 48 representatives from 25 member companies in 10 countries. The major item on the agenda was the establishment of the INCA research centre in Darmstadt. In a long address the president exhorted those present on the changes in newspaper technology, which were happening in rapid succession and which newspaper publishers would have to tackle if they were not to be overwhelmed by the innovations. [WAN-IFRA is the World Association of Newspapers and News Publishers](#)

He spoke of a new era of telecommunications and cybernetics lying ahead of us and that the golden age in which newspapers enjoyed a monopoly position was coming to an end. Consequently newspapers were faced with the challenge of protecting their vested interests by investing in the most state-of-the-art technology. A concentration of forces was called for in order to deal with the changes with the necessary energy. An INCA research centre was needed, and the President started formal consultations with the state of Hessen and the city of Darmstadt.

The city of Darmstadt had promised to make a site available and to help with the financing of the building. However, by a fortunate coincidence the research institute for Kraft paper in Washingtonplatz had just come up for sale, because research in this field had taken a back seat because the advance of plastic packaging. Kraft had left a well-equipped paper laboratory, and machinery and equipment would be provided free of charge by the supplying industry. It was hoped that close collaboration would be established with the two professorships held for paper production, printing presses and printing technologies at the Technical University in Darmstadt and with FIEJ in Paris.

By 16 May 1966 so much progress had been made that by the time of the eleventh meeting of INCA the research centre in Darmstadt was declared officially open. 75 representatives from 37 member companies and 64 invited guests from 44 companies and organisations had travelled to Washingtonplatz, Darmstadt.

In 1967, INCA signed an agreement to develop a closer collaboration with FIEJ in Paris. The chairman of FIEJ, Claude Bellanger of Le Parisien Libéré came to Darmstadt specially for this meeting. He suggested combining the technical activities of both institutions in Darmstadt and also transferring FIEJ's documentation centre there. The name of the INCA laboratories should be changed to INCA-FIEJ Research Institute (IFRI) and three delegates of FIEJ should join INCA's Executive Board. However, both institutions, INCA and FIEJ, would remain legally and financially independent organisations. That same year, Dr. Friedrich W. Burkhardt was appointed as Managing Director. He was the man who developed Ifra into a truly worldwide organisation. In 1971, IFRI became IFRA (the INCA-FIEJ Research Association).

The promotion of excellence in newspaper management and marketing has long been a key mission of FIEJ. In 1973 the organisation initiated a series of marketing conferences. Today WAN-IFRA organises conferences workshops and study tours for news media executives, all over the world. Dozens of Heads of State and Prime Ministers have attended already attended FIEJ conferences and the annual Congress has become the premier event in the calendars of newspaper publishers and editors.

The early 1990s saw a significant expansion of the membership and activities of the association, with the creation of a Training & Events division and the World Editors Forum. In the mid 1990s, the acceleration of changes in every area of newspaper operations, particularly the rapid development of digital media, led WAN to create a major research project called READY for the Year 2000. READY promoted the development and well-being of newspaper companies through research and a global exchange of ideas, data and information.

The turn of the century saw READY evolve into the Shaping the Future of the Newspaper project, which identifies, analyses and publicises all important breakthroughs and opportunities that can benefit newspapers all over the world. Through SFN, WAN has become the leading provider of industry research and analysis, and the only source of serious data on trends in the global press industry, with its annual World Press Trends and World Digital Media Trends reports.

FIEJ, transformed into WAN (the World Association of Newspapers) has entered new realms and launched myriad new initiatives to aid newspapers and news publishers as they adapt their organisations to the digital era, while simultaneously promoting the impact, scope and influence of the global news publishing industry in media markets. WAN has continued to extend its press freedom and development activities, which remain at the heart of its work.

WAN's initiatives to help create and support new newspaper associations, develop media infrastructure, and to lobby for press freedom, have attained new levels of engagement. During this decade, WAN also became strongly identified with the annual World Press Freedom Day, launched the African Press Network for the 21st Century and the Arab Press Network to provide media management advice for newspapers in those regions.



It has also become a major media information source through the World Editors Forum's Editors Weblog, and the SFN project's SFN blog. WAN's

annual Congress and Forum have enjoyed massive growth, with more than 1,600 senior newspaper executives attending each year from at least 110 countries.

During the first decades, the emphasis of INCA, then IFRA, was on the move from letterpress and hot-metal composition. Then came the mailroom systems used to distribute millions of inserts in a geographically targeted operation, and increase the advertising efficiency of newspapers.

In early 2000, the new focus was on digital convergence. Newsplex was launched by Kerry J. Northrup and Günther Böttcher, then CEO of IFRA. This was the early-days of the convergence between content and technology, print and digital that ultimately led to the merger of WAN and IFRA in 2009.

Who We Are

WAN-IFRA is the World Association of Newspapers and News Publishers. Its mission is to protect the rights of journalists across the world to operate free media, and provide its members with professional services to help their business prosper in a digital world and perform their crucial role in open societies.

WAN-IFRA serves 3,000 member companies and 60 publisher associations representing 18,000 publications in 120 countries.

www.wan-ifra.org

Member Benefits



Free Access to Exclusive

Content Business Reports, Market Trends, Executive News Service, World Press Trends Database, Newsletters.



Global and Regional Events, Workshops

Conference Discount, WAN-IFRA Presentation Centre, aWebinars, High profile Study Tours.



Advisory, Training, R&D Executive Programmes, e-learning, R&I programmes, peer-to-peer sharing, real-time problem solving.



Market Engagement

Awards, sponsored content, sponsored events, IFRA/DCX Expos, direct marketing, digital campaigns.

PROTECT the rights of journalists to operate free media

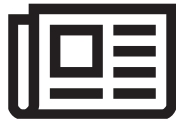
WAN-IFRA campaigns for member companies and associations, represents the Global Press in international institutions.

HELP publishers prosper in a digital world

WAN-IFRA spots early trends, inspire change, connect peers, share best practices, develops learning platforms

What We Do

WAN-IFRA represents the newspaper industry in all international discussions and has formal associate status to represent its members in international institutions like the United Nations, UNESCO, the Council of Europe, or the World Intellectual Property Organisation. As a global organisation with a human rights mandate, WAN-IFRA oversees initiatives to ensure that the press' essential role in society is understood and respected.



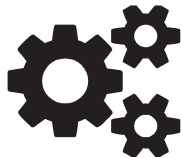
LEARN

trend spotting, benchmarking, business intelligence, private briefings



CONNECT

with peers and business and technology partners around the world



DEVELOP

your innovation roadmap, skills set, and future business strategy



ADVOCATE

protect the rights of journalist to operate free media, in open societies

“ A meaningful early stage relationship with actual customers is critically important to startups and tech entrepreneurs. The way WAN-IFRA facilitates the discovery and connection between entrepreneurs and reputable media clients is an ideal way to grow and foster innovation in our industry...a true win-win for all players”

- Greg Doufas, Chief Digital Officer at The Globe and Mail, Canada

How members can contribute

share

SHARE your STORIES, in our blogs, online forums, and business trend reports - **APPLY** to our international AWARD competitions - **SPEAK** about your EXPERIENCE in our global and regional events.

engage

JOIN our international network of affiliated MEDIA LABS, ACCELERATORS, and INCUBATORS - **ENDORSE** our international campaigns for a FREE PRESS - **TEAM UP** with our Media Freedom BRAIN TRUST - **BECOME** a member of our Board, Advisory Committees.

get more

SUBSCRIBE to our newsletters - **DOWNLOAD** our reports free to members - **REVIEW** our conference presentations, our WEBINARS archives - **REGISTER** to our Expo, Congress, events and webinars - **CALL** our ADVISORY team for private briefings, business and tech assistance.

Learn More about WAN-IFRA

wan-ifra.org/membership

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