



ANNUAL REPORT 2013

passionate principled purposeful united

We believe information, knowledge sharing and networking are irreplaceable catalysts for transformation and growth and part of our fundamental mission at WAN-IFRA. The more we know, the better we are prepared for tough decisions and turbulent times.

We also believe that information, even the most critical and strategic business news, has only limited value if not brought into perspective. This is particularly so given the world is undergoing such deep reshuffling. To build the future, we cannot be tied to the present

day and current technology. The growth in computing power and the exponential inclusion of digital in our daily lives outstrips our ability to reframe our ethical and legal approach to digital decision making. No technology is immune from ethical and regulatory questions. WAN-IFRA brings you a healthy perspective on the many collective challenges facing our industry, with particular focus on press freedom, general interest media policy, and critical global Internet governance issues.





Tomas Brunegård
WAN-IFRA President

Living in transformational times

Newspaper companies were once known for the dubious distinction of investing less in research and development than any other comparable business. But why invest? Those were the days when profit margins were double digit and revenue from circulation sales and advertising were the envy of others.

But those days are long gone, replaced by a business model so complex that even the definition of “newspaper” is no longer clear.

In this environment, research and development has never been more important. Thankfully, newspapers have embraced innovation – it can be found in every country, in every market, where innovation labs are sprouting like mushrooms as individuals and companies develop new business and editorial models. We live in a world where constant change and adaption has become the norm.

We are adding **new initiatives** as
media evolve and our
members require more from us.

WAN-IFRA, the World Association of Newspapers and News Publishers, is at the forefront of these changes, and serves as a network for disseminating these new ideas and strategies across the industry.

Though this has long been the central role of the organisation, it is needed more now than ever before.

The simple business model of sales and advertising no longer serves, replaced by a myriad of developing strategies. New skills and techniques for both editorial and business departments are essential. WAN-IFRA serves as an industry resource, a knowledge hub and a platform for the exchange of ideas, across borders and across markets.

At the same time, there are new pressures on press freedom and the economic independence of newspapers. And these pressures are emerging not only in repressive regimes but also in established democracies as well.

WAN-IFRA continues to play its traditional role as an advocate and representative of the newspaper business, a defender of press freedom. We continue to provide the services the industry expects from us – conferences, seminars, training, consulting. But we are adding new initiatives as media evolve and our members require more from us. Our new Media Innovation Hub, a variety of hackathons, and a technology accelerator are just a few of these projects. More are on the horizon.

It is an exciting time for the organisation, as it is for the newspaper business itself.

“There is a doom and gloom mentality out there. Sometimes we feel it’s like Jurassic Park we’re working in – and we’re not. The attitude from us as leaders in the newspaper industry is so important.”

Tomas Brunegård, WAN-IFRA President







View from the top: An interview with CEO Vincent Peyrègne

Peyrègne was appointed CEO of WAN-IFRA in October 2012, bringing 25 years of experience in news media to the organisation. He has worked for national and regional publishers, national and international trade organisations, and for the French government, providing him with a privileged position to reflect on the future of the news industry and the role of WAN-IFRA.

What are the challenges facing news media today, and particularly newspapers?

My main concern, overall, is to fight against a common and wrong assumption that media are not needed anymore, that everyone with a computer can play the role of independent media. This is just an illusion, which unfortunately hurts our value proposition, the legitimate influence of our industry, tends to undervalue the role of professionalism and overestimate the capacity of our societies to live in an environment driven by disintermediation. More than ever, our industry needs a stronger global voice to express its role in our societies.

Considering your experience, your travels and contacts worldwide, what are the crucial issues for the industry's future?

More large publishers are moving from their core markets into e-commerce diversification. I am concerned with a trend that puts news publishing aside from the core business driver of large media companies. If not rooted to this core mission of delivering reliable news to engaged communities, I am afraid these companies will lose control of their major asset.

News is more and more being perceived as a commodity by these traditional publishers. It's crucial that the industry keeps investing in good quality journalism. Unfortunately, economic trends in many countries are forcing management to reduce resources allocated to newsrooms. If you take the American example, recent statistics from the US Bureau of Labour show that three of the 10 job fields that are projected to rapidly lose large numbers of positions belong to the news industry. This accelerating trend in losing skills in our industry is really alarming. Human resources are especially crucial in a creative industry. They should be preserved or at least empowered.

What is WAN-IFRA doing about this?

Training new skills and expanding expertise in new areas is one priority for WAN-IFRA, in our Academy and our Newsplex programs. Attracting innovators and talent are also priorities. This is one of the major reasons for our investment in new networking platforms and in research and innovation initiatives intended to connect our members with emerging new talent and technologies. The World Publishing Expo plays an important role in this area, expanding our traditional ecosystem toward the vast numbers of start-ups and new technology providers. Not only in the area of pure digital initiatives but also in areas where digital adds value to traditional print media.

Can we say that today's problems are known but not the solutions?

I am not sure all problems are well identified. Just have a look at the level of understanding in terms of consumer insights in our industry, or content quality management. For many unfortunate reasons, journalists often see marketing investments as a threat, while these investments should ultimately serve the common goal. I am also not sure whether we as an industry sufficiently understand the challenge of digital advertising disintermediation, where a growing and impressive number of third parties are stealing part of our value chain. Mainstream media react very differently to this strategic challenge. Some actions are very protective; some are more proactive.

There are many initiatives that are seen as promising for the future health of the industry – paywalls, mobile content, copyright recognition on digital platforms, monetising digital content among them. What do you see as most important and promising?

Monetisation should not be reduced to paywalls, and copyright regulation unfortunately does not yet bring back revenues to our industry on a large scale. We mostly lost the battle of search, and many major publishing companies did not find a way to retain their market shares of classified advertisements. We should not lose the battle of digital display. The emergence of advertising networks and their capacity to raise the value of digital inventories are as important as paywall strategies, and maybe potentially more rewarding in the short term.

Vincent Peyrègne,
Chief Executive Officer
of WAN-IFRA, presenting
the World Press Trends
at the World Newspaper
Congress 2013
in Bangkok.



What is the role of an industry business association like WAN-IFRA in such turbulent times?

International bodies like WAN-IFRA offer crucial complementary services to national associations and their members. We do not intend, except on press freedom issues, to interfere directly in national discussions with regulatory stakeholders or policy makers. But we can provide support and feed discussions at the national level with international insights, benchmarks, case studies, and research, which brings credibility and more impact to initiatives at the national level.

In addition, there are emerging issues that cross national borders – environment, copyright, privacy – where WAN-IFRA can provide effective industry representation through our representative status at the United Nations, UNESCO, the World Intellectual Property Organization, IPTC and other international bodies.

WAN-IFRA can also provide a great value to national debates. When national associations need support in terms of coordination with other associations, WAN-IFRA provides unique networking capacities. National associations save time, resources and efforts using WAN-IFRA services.

What about your own experiences? What do you bring to the organisation?

I have been working for the newspaper industry for the past 25 years, in a variety of job positions which has given me, I believe, an interesting overview on both business related as well as political perspectives. After four years spent at the French Ministry of Culture and Communication, I wanted to use this experience and again serve the industry.

WAN-IFRA is the perfect organisation to put this perspective into action. The challenge is huge, both organizational and strategic. WAN-IFRA is now, like its members, at the crossroads. It's a very challenging and exciting time.

WAN-IFRA has freedom of expression in its DNA. How do you evaluate the current world situation?

We should not take press freedom for granted. The world mapping of journalists killed published every year by WAN-IFRA provides clear evidence. Nobody should forget that press freedom is challenged worldwide, whether by extreme violence as in Mexico, financial penalties like in Argentina, or threatened legislation as in the United Kingdom. More than 800 men and women of the press have lost their lives on duty during the past two decades.

Even in the older democracies, the press is increasingly under threat, albeit in a much less dramatic manner than in other parts of the world. Our recent support to the British newspaper community following a proposed Royal Charter, as well as the protests that followed the US government's seizure of Associated Press telephone records, shows how insidious pressures can be, even in the most advanced democracies in the world.

Sadly, the vast majority of the world's population still do not benefit from the basic human right of freedom of expression. When mature democracies contribute to the problem, and not provide a clear leadership example, the situation can only get worse.



Vision

To be the trusted and reliable global partner for news media at the forefront of press freedom, quality journalism, and innovative and sustainable business and technology models.

Mission

WAN-IFRA defends and promotes press freedom, clears the way to innovation and helps independent news publishing companies to succeed in their transformation process, increase their business, and perform their crucial role in open societies.

By pooling intelligence from its global members network, WAN-IFRA provides the industry with strategic insights, brings innovators together, and helps improve the way news content and advertising are created, distributed and consumed.

Seven Core Values

1. Everything we do is because we believe that **freedom of expression is a fundamental right**, a touchstone of all our freedoms, and press freedom enhanced by solid independent news publishing companies as one of its fundamental pillars.
2. Driven by **members**, publishers, associations and technology suppliers, we believe in **solidarity in action** and community commitment, and we draw on the **collective pool** of strengths and skills to the benefit of each member of our community.
3. We are **passionate** about the future of news, through promotion of a **free press, quality journalism, editorial integrity**, and adoption of these values by **new generations**.
4. We believe that **business sustainability** is the best guarantee for publishers to remain **independent** and contribute to freedom of expression in open societies.
5. We are **solution driven**, delivering services where members can find solutions to their challenges.
6. We have **ability to deal with uncertainty**. We are proactive and a driver of new business models, with a holistic point of view, and a sense of urgency.
7. We are committed to curiosity, **open innovation** and **networking**, sharing professional knowledge inside and outside the organisation. We champion **diversity** and promote integrity in all we do.

New directions, living values

As a trade association with a human rights mandate, WAN-IFRA has been unique among global industry organisations since its founding in 1948.

Its first objective is to be the trusted and reliable global partner for the news media industry at the forefront of press freedom, quality journalism, and innovative and sustainable business and technology models.

Its mission is to defend and promote press freedom, clear the way to innovation and help independent news publishing companies succeed in their transformation process, increase their business, and perform their crucial role in open societies.

By pooling intelligence from its global members network, WAN-IFRA provides the industry with strategic insights, brings innovators together, and helps improve the way news content and advertising are created, distributed and consumed.

These are unarguably ambitious goals, with the future of the independent news media at stake.

The press continues to be repressed or threatened in scores of countries around the world, as journalists are murdered, jailed and beaten and newspapers are censored or banned. Nearly 800 men and women of the press have lost their lives on duty during the past decade; each year, WAN-IFRA records scores of attacks of various kinds on newspapers and other news media.

Even in the older democracies, the press is increasingly under threat, albeit in a much less dramatic manner than in other parts of the world, including

“The revolution sparked such a rush of energy and debate. Everyone was on the move, everyone was talking in protest and making their voices heard. That emerging market was right there, and so was I.”

Fatemah Farag, Founder and Director,
Welad Elbalad Media Services, Egypt



surveillance of journalists, press controls imposed in the name of anti-terrorism, attempts to legislate on editorial content and more.

The 21st century is also a time of unprecedented change and challenges in the business of news publishing as fewer and fewer people are buying and reading newspapers in most countries of the industrialised world, turning to new platforms and new competitors for their news.

At the same time, competition for advertising, the life-blood of independent newspapers and the guarantee of their independence, is more intense than ever.

The worldwide community of newspapers and news publishers clearly has more reasons than ever before to cooperate, collaborate and exchange information, ideas and solutions on how to succeed in the changing media landscape.

WAN-IFRA works precisely to provide the means to make this possible, and will continue to focus on those areas that constitute its unique strengths:

Research and ideas exchange

Through its Shaping the Future of News Publishing (SFN) project, WAN-IFRA has increased its activities to promote the development and well-being of newspaper companies through research and idea exchange aimed at improvements in product, management and performance.

WAN-IFRA publishes regular reports throughout the year providing news publishers with step-by-step strategies, best-practice case studies, and expert analysis of trends and developments of emerging technologies and business models – all in a context that is relevant to publishers (large and small) worldwide.

WAN-IFRA also maintains the World Press Trends database, the primary and most authoritative source of data on news publishing worldwide.

In 2013, the association began an ambitious four-year plan to launch the Media Innovation Hub, an international alliance of innovation practitioners, research and innovation centres, and emerging technology providers.

Our main objective is to foster long-term growth in the news media business by unlocking the potential of innovation provided by the growing ecosystem of emerging technology providers and innovation centres worldwide.

The worldwide community of newspapers and news publishers clearly has more reasons than ever before to cooperate, collaborate and exchange information, ideas and solutions on how to succeed in the changing media landscape.

Education and training

Hundreds of news media companies worldwide send their executives to participate in WAN-IFRA conferences and training seminars each year. Whatever part of the business they come from – general management, editorial, sales and distribution, marketing, circulation or advertising – WAN-IFRA provides them with opportunities for international exposure, idea exchange, training and networking.

WAN-IFRA organises the leading annual global gatherings of the news media: the World Newspaper Congress, World Editors Forum and World Advertising Forum, held each June; and the World Publishing Expo in October.

Creating an association network

As publishers network, so must the associations that represent them. WAN-IFRA makes it possible for publishers' associations from around the world to exchange information, to compare strategies for better serving member newspapers and to share data and tactics for opposing legal and governmental measures that restrict publishing activity. Publishers' associations must have the best information and the best arguments available from the world association network.

“WAN-IFRA brings us a unique blend of experience and ingenuity; vision and research; challenges and opportunities. Few of us are giants of the industry, but WAN-IFRA provides us with a platform – it is the shoulders of our industry.”

John McKenna
Manager, IT & Production, Thomas Crosbie Holdings Ltd.
Irish Examiner, Cork, Ireland

Representing the industry

WAN-IFRA represents the frontline in the defence of publishers' business interests in the international arena. Whether on employment conditions, industry health and safety, telecommunications regulations, media ownership rules, copyright practises, or postal issues, individual governments are either legally bound or have moral obligations to respect various conventions, directives, agreements or recommendations from such bodies as the International Labour Office, the UN, UNESCO, the International Telecommunications Union, the Universal Postal Union, the World Intellectual Property Organization, the Council of Europe and so on. In belonging to WAN-IFRA, newspapers and their associations make sure that their interests are protected when the debates begin – so they don't have to spend time and resources later when damaging rules and regulations filter down to national level.

Investing in solutions

Newspapers around the world are facing essentially the same challenges. In whatever language, these are called increasing audience and market penetration and winning the fight to sustain and increase advertising revenues.

In the digital age, newspapers are realising that these challenges must be confronted by joining forces and working together. This is the strength and increasingly the *raison d'être* of national publishers' associations. In a world of diminishing spaces and growing inter-dependence, it is more than ever a WAN-IFRA mission. Newspapers and associations in the WAN-IFRA network learn from one another about how to bring collective or individual solutions to these problems. Internationally, WAN-IFRA is harnessing the best creative minds in the business to unite ideas about how to meet these challenges.

Promoting editorial and business excellence

Through its World Editors Forum, WAN-IFRA provides the leading network for print and digital editors of newspapers and news organisations around the world. The WEF is built on a commitment to defend press freedom and promote editorial excellence.

The World Editors Forum is at the forefront of newsroom change. It helps editors from all over the world, and at different stages of transition, shape their newsrooms and the journalism of the future. We do so by identifying newsroom innovation, trends, tools and practices. We share intelligence through our daily blog, networking events, conferences, research and study tours.

Increasing press freedom

The members of WAN-IFRA have always considered that the organisation had the moral obligation to fight for press freedom wherever in the world it was withheld. Why? Because certainly, no newspaper man or woman who enjoys the freedom to publish can tolerate that this right is denied to others by any government. But, above all, because a blow to press freedom in any part of the world is a blow to democracy and a threat to all of us. As a champion of the great press freedom causes, WAN-IFRA today continues to help free journalists from jail, to oppose censorship and to fight for the unrestricted flow of information. To belong to WAN-IFRA is to invest in this activity.

It is not, however, sufficient to defend press freedom – it must also be promoted, must have life breathed into it. And this is why, as numerous nations around the world have, in recent years, moved from totalitarianism towards democracy, WAN-IFRA has been present, in Latin America, in Africa, in the Middle East, in Asia, with training and advice, to help the emergence of the free and independent newspapers without which this transition is impossible.

WAN-IFRA Golden Rules of Engagement

Why?

Everything we do is because we believe that freedom of expression is a fundamental right, a touchstone of all our freedoms, and press freedom enhanced by solid independent news publishing companies is one of its fundamental pillars.

How?

By pooling the intelligence of a global members network of 18,000 publications 300 suppliers and 80 associations in 120 countries.

What?

WAN-IFRA facilitates creation of platforms for tomorrow's needs, improving the way news content and advertising is created, configured, serviced and consumed.



Public affairs

Press Freedom World
Editors Forum Media
Development News
Literacy

Media in Danger, highlights

WAN-IFRA and IPI jointly conducted a press freedom mission to Mexico in mid-February. The mission will include high level meetings with various stakeholders, such as Laura Salas (Special Rapporteur for Freedom of Expression, of Mexico City Human Rights Commission), Laura Borbolla, (Special Prosecutor's Office for Crimes against Freedom of Expression) and publishers such as Rafael Rodríguez Castañeda, Director, Proceso and Lázaro Ríos, Director Editorial de Grupo Reforma. Roger Parkinson, WAN-IFRA Ambassador and Former WAN president, will join the mission.

The Mexico mission will be followed by one to Honduras, and Diego Cornejo from the Ecuador Newspaper Association will join the delegation.

WAN-IFRA and WEF participated in a United National Inter-Agency meeting on the safety of journalists to help formulate the UN's pilot programme for the better protection of journalists. WAN-IFRA and its members have been asked to play a role in monitoring the implementation of programme.

The censorship of a pro-reform editorial due to be published in the Southern Weekly newspaper in China provoked an unprecedented demonstration for press freedom in the southern city of Guangdong. WAN-IFRA wrote to the Chinese president to protest against the censorship, and also in support of foreign journalists who have their visas revoked because of their critical reporting.

In the run-up to the Congress and Forum in Bangkok in June, a protest letter has been sent to the Thai prime minister calling for the repeal of criminal defamation law and the "lès majesté" laws that criminalises criticism of the king and royal family.

A joint protest letter to President Jammeh of the Gambia was signed by WAN-IFRA and other press freedom organisations relating to the ongoing harassment of journalist Abdoulie John.

WAN-IFRA has been invited by Adnan Rehmat, Executive Director of Intermedia Pakistan, to a two-day international conference being held in Islamabad, Pakistan, on March 6-7, to discuss the UN's Action Plan on the Safety of Journalists and Impunity. Pakistan is a pilot country for the action plan and a representative from the Press Freedom Secretariat will be attending.

Mexico : New Legal Measures Offer Hope, but Implementation Remains Great.

WAN-IFRA/IPI delegation met with a wide variety of actors including federal, state, and intergovernmental officials; journalists and publishers; foreign diplomats and representatives of civil society groups in Mexico City.

The delegation, which visited Mexico from Feb. 10 to 13, also looked into other issues challenging independent media reporting, such as media dependence on government advertising and concentration of ownership in the broadcasting sector.

Declaration of Table Mountain campaign

Malawi Commits to Advancing Media Freedoms

A mission took place in early February to meet the President of Malawi to discuss repealing criminal defamation and her support for the DTM. The mission will be conducted jointly with the Special Rapporteur for Freedom of Expression in Africa, Pansy Tlakula, the Media Institute of Southern Africa, Southern African Litigation Centre, Open Society Foundations and WAN-IFRA. Gitobu Imanyara, Golden Pen of Freedom laureate and member of the DTM steering committee, will represent WAN-IFRA in the meeting with the President.

The Information Minister of Zambia agreed to meet with representatives of The Post newspaper (Leah Komakoma, a member of the DTM steering committee) and preparations for this meeting have been taking place.

WAN-IFRA is in discussions with the president of Senegal, Macky Sall, to sign the DTM.

The Information Minister of Mauritania agreed to meet with the president of the Maison de la Presse Mauritanie, Mamadou Sy, and WAN-IFRA consultant Amadou Kanoute on 20 February to discuss president Mohamed Ould Abdel Aziz signing the DTM.

World Summit of the Information Society

WAN-IFRA is organising a panel discussion on the role of traditional media in the information society at UNESCO's

Media Development

After successfully initiating a funding partnership with the Norwegian Foreign Ministry, WAN-IFRA issued a call for participants for the second year of its Media Professionals Programme of training, mentoring and strategic advice for news media executives in Vietnam, Cambodia and Burma. The programme includes workshops and participation in the World Newspaper Congress, World

Editors Forum and World Advertising Forum in Bangkok in June. WAN-IFRA is preparing a proposal for a long-term partnership with the Ministry.

The four-year partnership with the Sida International Development Cooperation Agency ended in 2012 and WAN-IFRA has submitted a proposal to extend the partnership for another five years, based on ongoing discussions with Sida colleagues. High-level talks are underway and a decision is expected soon.

WAN-IFRA's Arab Press Development Network is completing its latest series of trainings in Egypt and will engage with the project partner – the Danish-Egyptian Dialogue Institute – to discuss continuing the long-running project.

WAN-IFRA has begun talks with International Media Support, a Denmark-based media development organisation, about further cooperation and prospective funding proposals to the Danish development agency DANIDA.

WAN-IFRA continues to work with our member associations and newspaper colleagues in Denmark, Finland, Sweden and Norway to continue our partnerships with media development agencies and

acquire new partnerships, as well as to suggest and recruit local media executives to conduct training and serve as advisors. Local support for these efforts is essential to success.

News literacy and young readership initiatives

WAN-IFRA is exploring the possibilities of holding its World Young Reader Conference in Qatar.

Fund-raising efforts for young reader projects are focusing on the World Young Reader Prizes, with sponsorship available for all award categories.

WAN-IFRA's World News Literacy Report, which sums up all our activities for young reader development and media literacy, is now available



Representatives of IPI and WAN-IFRA meet with Eduardo Sánchez Hernández (5th from left), deputy secretary for Media Regulation of the Interior Ministry, during the Feb. 10 to 13, 2013 joint IPI/WAN-IFRA press freedom mission to Mexico.

Media Development

The ability of media in developing and transitional countries to fulfil their role depends on their ability to survive as economically independent businesses. That means being able to survive once external funding – often in the form of donations – dries up, as it eventually will.

Conditions must exist to allow them to stand on their own. A free and independent press can serve as the ideal guide and watchdog for governments and givers of aid. But a malnourished watchdog is of little use: to be truly free and independent, the press must be economically sound as well.

That is the philosophy behind WAN-IFRA's media development programmes. With the support of organisations including the Swedish International Development Cooperation Agency (Sida), the Norwegian Ministry of Foreign Affairs, the Open Society Foundations, The Gates Foundation and many others, WAN-IFRA conducts a wide range of media development programmes aimed at developing strong, independent and free media worldwide.

In 2012, Sida undertook an independent review of projects conducted under a four-year strategic business partnership with WAN-IFRA, the first major partnership Sida has conducted with a private sector organisation.

"WAN-IFRA has been successful in creating synergies between partners, contacts and their membership base. This lies in the fact that they know the strengths of their members and are able to make crucial introductions and connections," the review said.



"The needs of beneficiaries and the context are always considered before setting up a project with needs based assessments and missions being conducted in almost all cases. This again means that projects are well tailored and relevant," it said.

"The projects that WAN-IFRA does differently seem to work best. The South-South, regional element of the twinning programme has worked particularly well. The peer-mentoring elements of various programmes build confidence and skills. The career roadmap gives beneficiaries a clear set of ambitions and consistent support towards achieving them. All of these are innovative aspects of what on the surface appear to be quite traditional programmes."

WAN-IFRA's ongoing flagship media development programmes include:

- Women in News, a southern African programme that equips participants with the skills, strategies and support networks to progress to leading roles within their news organisations. Almost 50% of the women enrolled in the programme have progressed to higher levels of responsibility.
- The Media Professionals Programmes, conducted in the Middle East, south-east Asia and Eurasia, provide mid-level media professionals with personalised, high-impact leadership development opportunities and contribute to the growth of financially viable and editorially strong media enterprises.

- The WAN-IFRA Twinning Initiatives, which bring together similar media companies from non-competing markets, to exchange strategies and best practices for mutual development. Each project is aided by a “brain trust” of media professionals, drawn from WAN-IFRA members, that provides long-term mentoring and advice.

- Research and policy for financially viable media, which provide media development donors and practitioners with benchmarking targets and other data to increase their effectiveness.

More on WAN-IFRA media development initiatives can be found at www.wan-ifra.org/microsites/media-development.

Youth Engagement and News Literacy

WAN-IFRA helps news publishers and associations create a literate, civic-minded new generation of news consumers. Why? Because no matter what business model we devise or platforms we choose, it will all be for naught if we do not pay smart attention to youth.

The organisation does so in a variety of ways:

- Encouraging excellence by recognising successful strategies to engage the young, via the annual World Young Reader Prizes. More than two dozen news publishers from 15 countries were honored for their actions in 2013.
- Adding a voice to media literacy discussions in support of press freedom and the role of newspaper journalism in a democracy. Most recently, WAN-IFRA advised UNESCO on content for a new freedom of expression toolkit and the European Journalism Centre about a mobile news literacy project in South Africa.

- Creating a journalistic experience that news publishers can provide to young people. In 2012, WAN-IFRA created the My Dream Interview global youth reporter festival of success stories. More than 2,000 students in Africa, Asia, Europe and Latin America participated.
- Establishing and strengthening News in Education (NIE) programmes in both new and mature democracies. In 2012 WAN-IFRA trained 45 teachers in Botswana’s schools to use newspapers in their classrooms and helped National Newspapers of Ireland begin a national NIE programme serving 14,500 secondary school students.



Press Freedom

The members of WAN-IFRA have always considered that the organisation has the moral obligation to fight for press freedom wherever in the world it is withheld.

Why? Because certainly no one who enjoys the freedom to publish can tolerate that this right is denied to others by any government. But, above all, because a blow to press freedom in any part of the world is a blow to democracy and a threat to all of us. As a champion of the great press freedom causes, WAN-IFRA today continues to help free journalists from jail, to oppose censorship and to fight for the unrestricted flow of information.

It is not, however, sufficient to defend press freedom – it must also be promoted. And this is why, as numerous nations around the world have, in recent years, moved from totalitarianism towards democracy, WAN-IFRA has been actively present. Particularly in Africa, the Middle East and Asia, providing training and advice to help the emergence of the free and independent newspapers without which this transition is impossible.

WAN-IFRA has seen some disturbing trends in press freedom in recent years. Our campaigning efforts, whilst continuing to focus on emerging democracies, have switched in recent months to well-established democracies, where we had long-held views that press freedom and the role of newspapers as watchdog over public institutions were an immutable and untouchable right.



2012 and 2013 saw WAN-IFRA's press freedom department deliver 41 protest campaigns to various governments, along with numerous media in danger or advocacy events in all corners of the world and targeted press freedom missions in Latin America.

Key highlights 2012-2013:

- Increased visibility of our work through protest campaigns in the United Kingdom, missions to countries in Latin America, and seizing on new opportunities for op-eds and campaigns in France (La Croix), Italy (La Stampa), UK (The Guardian) and South Africa (City Press).
- The Declaration of Table Mountain, which calls for an end to insult laws and criminal defamation in Africa, signed by Liberia, commitment to sign from Mauritania and endorsed by the Pan African Parliament and the Special Rapporteur for Freedom of Expression in Africa.
- Golden Pen of Freedom awarded to Anabel Hernández of Mexico, who used the opportunity to compliment WAN-IFRA's efforts in highlighting the dangers journalists in Mexico and beyond face through criminal cartels and the lack of rule of law, and to Dr. Than Htut Aung of Myanmar, in recognition of his commitment to press freedom under many years of censorship, rising to a sense of hope in the opening of the country.
- A World Press Freedom Day (3 May) campaign which saw media worldwide use WAN-IFRA editorial and advertising materials to commemorate the importance of press freedom in society.

Press Freedom and Media Development

WAN-IFRA's mandate is to be the indispensable partner to the global news industry. Often, our most urgent frontline work entails defending basic human rights and offering assistance and expertise to news publishers in countries or societies where democracy is most at fragile. Our work would be impossible without the support and engagement of our global membership, whose skill and expertise have guided the organisation for more than 60 years. This map outlines just some of the many countries we work in, and we invite you to offer your expertise in supporting our activities, such as being a member of a Brain Trust.

Mexico: WAN-IFRA is actively engaged in providing support to Mexican journalists through its press freedom missions, workshops and ongoing advocacy campaigns

Women In News: The Women In News programme aims to foster female empowerment by enabling female middle managers from newspapers in the selected countries to acquire the strategies, tools and support systems they need in order to excel in their careers.
Botswana, Namibia, Zambia, Zimbabwe, South Africa, Malawi

Media Professionals Programme: provides one-on-one coaching, skills and leadership training and personal mentoring that aims to equip executive media professionals with the strategies, skills and support networks they need in order to develop successful media enterprises.
MENA region: Egypt, Iraq, Jordan, Palestinian Authority Territories, Syria, Tunisia and Yemen.
South East Asia Region: Vietnam, Myanmar, Cambodia
Eurasia, Russia

Executive Twinning Programme: Aided by an advisory "Brain Trust" of international experts, WAN-IFRA's twinning partnerships between African newspapers, and newspapers elsewhere, are leading the way to developing successful business strategies and strengthening financial independence of the media.
Zimbabwe and Malawi

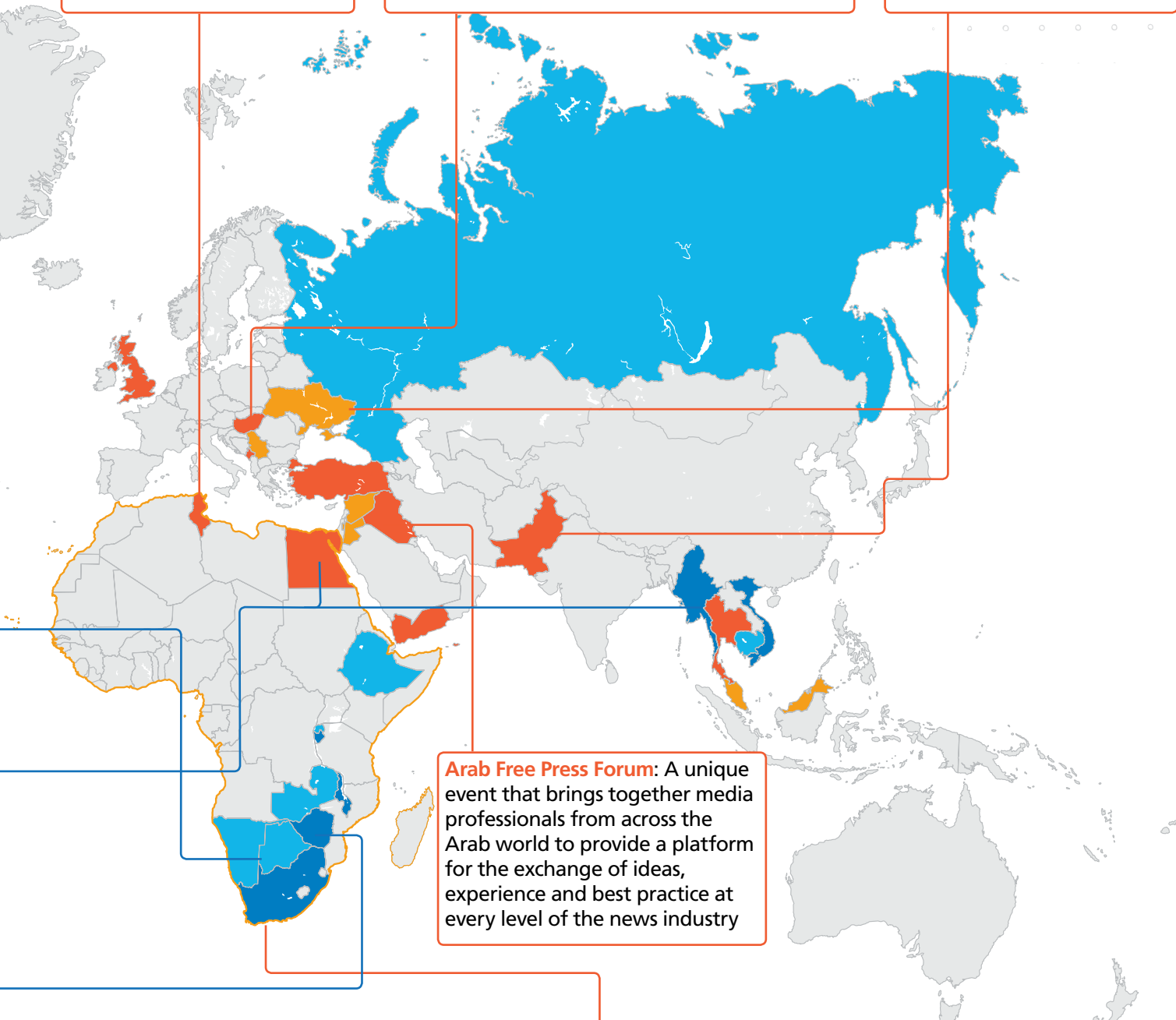


- Press Freedom
- Media Development

Tunisia: WAN-IFRA has played a leading role in campaigning and advocating for greater freedom of expression in Tunisia, and is actively supporting the media during the current transition to democracy.

Soft Censorship: Press freedom is facing a widespread and growing threat by “soft” censorship that includes governments’ use of financial power to pressure news media, punish critical reporting and reward favourable coverage. “Soft” censorship is a more subtle but significant danger facing the independent press.
Serbia, Hungary, Mexico, Malaysia.

Campaigning on Impunity: Being a journalist in Pakistan or Ukraine is dangerous. WAN-IFRA is actively campaigning around the UN Plan of Action on the Safety of Journalists and the Issue of Impunity.



Ecuador: WAN-IFRA’s long term engagement and support for the independent press includes press freedom missions and international advocacy

Declaration of Table Mountain: WAN-IFRA’s continent-wide campaign aims at abolishing insult and criminal defamation laws in Africa and setting a free press higher on the agenda
Liberia, Niger, Mauritania, Zambia, Malawi, Botswana, Burundi, Rwanda

Thanks to our Partners and Supporters

WAN-IFRA does not work in a vacuum, and collaborates with a wide variety of partner organisations working in support of the global news media community. We would like to acknowledge and thank the following organisations for contributing to the development of news media, for the benefit of societies around the world:

African Media Initiative	News Media Coalition (NMC)
AFP Foundation	Norwegian Ministry of Foreign Affairs
Article 19	Research and Analysis of Media (RAM)
Bloomberg	Southeast Asian Press Alliance (SEAPA)
Government of Canada	Swedish International Development Cooperation Agency (Sida)
comScore	Tunis Centre for Press Freedom
Coordinating Committee of Press Freedom Organizations	United Nations Educational, Scientific and Cultural Organization (UNESCO)
Danish-Egyptian Dialogue Institute (DANIDA)	United Nations
Egypt Media Development Organisation	World Association for Market, Social and Opinion Research (ESOMAR)
Ethical Journalism Network	World Intellectual Property Organization (WIPO)
Fédération Internationale de Football Association (FIFA)	Zenith Optimedia
Free Press Unlimited	
Groupe d'appuis aux médias tunisiens	
I-Com	
International Freedom of Expression Exchange (IFEX)	
International Media Support (IMS)	
International News Safety Institute (INSI)	
International Press Institute (IPI)	
International Press Telecommunications Council (IPTC)	
International Research and Exchanges Board (IREX)	
Ipsos	



The World Editors Forum

As the organisation within WAN-IFRA for chief editors and other senior newsroom personnel, the World Editors Forum has been clearly structured on three core pillars:

**Ethics and excellence;
Future of journalism; and
Defending and promoting
press freedom.**

The profession of editor, like the media landscape in general, is undergoing profound change. Editorial departments are being transformed, competition for reader attention and loyalty is intensifying, and technological innovation is altering the entire publishing process.

If that were not enough, editors increasingly require skills that have not previously been demanded of them: in finance and budget control, in human resources, in technology and management. It has perhaps never been so difficult for editors to balance their traditional role of serving their communities with the need to survive and grow under fierce new economic and competitive pressures.

Against this background, the ethical and political role of the press is constantly being called into question, requiring editors to be increasingly vigilant and vocal in their defence of the freedom of the press.

The World Editors Forum is the only global organisation to provide a platform and opportunities for exchange and debate on those fundamental professional issues.

The Forum fosters contacts and dialogue between editors in a number of ways. The annual World Editors Forum Conference, held in parallel with the World Newspaper Congress, brings senior news executives together to examine editorial innovations and discuss issues of crucial importance to their profession. The conference format, which combines presentations and debates with informal contact-building, make this a unique event in the editorial calendar. The WEF organises and contributes to other WAN-IFRA events as well.

The Editors Weblog (editorsweblog.org) keeps Forum members informed of developments around the world that have an impact on the business of editing newspapers.

The WEF is also at the forefront of industry research, publishing its annual Trends in Newsroom report. Other reports on specific topics – online content moderation, open journalism, trends in social media – were published in 2012 and 2013.

More on the World Editors Forum can be found at www.worldeditorsforum.org.





Awards

WAN-IFRA provides recognition to newspapers and news publishers through a variety of awards that honour contributions to press freedom, young reader development, and best practices throughout the industry.

The **Golden Pen of Freedom**, awarded annually since 1961, is presented by WAN-IFRA to recognise the outstanding action, in writing or deed, of an individual, a group or an institution in the cause of press freedom.

The **World Young Reader Prizes** are awarded annually to newspapers that devise the most innovative projects to develop young readership.

The **International Newspaper Color Quality Club**, held every two years since 1994, sets quality standards for newspaper color reproduction. Member newspapers demonstrate their capacity to print to exacting standards and reliably reproduce color images and advertisements consistently.

The **Digital Media Awards** are the most prestigious competitions for publishers to benchmark their digital offerings. WAN-IFRA offers both European and Asian editions of the awards.

The **Gebran Tueni Awards**, presented in honour of the assassinated Lebanese publisher and long-time WAN-IFRA Board member, recognise courageous and independent publishers in the Arab world.

More on our awards, and the 2012 and 2013 laureates, can be found at www.wan-ifra.org/microsites/awards



Gloria Brown Anderson, former President of WEF, is leaving The New York Times to start up her own media consultancy. Gloria has been a pillar of the WEF board over recent years and for now, remains on the board. We wish her well in her new venture.



As part of the plan to reinforce WEF visibility and reflect increased relevance in the digital world, we would like to strengthen our presence and the quality of voices within our social media networks. You can help. Please

Share your postings to our accounts (World Editors Forum on LinkedIn, @newspaperworld on Twitter and Newspaper World on Facebook)

Submit your blogs/ speeches for publication on the Editors Weblog. Alternatively, if you give us permission to republish your blogs, we can monitor them and select material suitable for our use.

Trends in Newsroom

Trends in Newsrooms, our annual report on events in the news industry is being revamped to be more insightful and analytic. In addition to the annual we will produce four additional, topical special reports over the year. The annual edition will cover newsroom organisation; storytelling; new devices; audience engagement; digital business models and ethics and standards. Editor Emma Goodman may be in touch for ideas and case studies. Please assist her where possible.

One of the topics for the subsequent reports is best practice for online comment moderation. We have, in principal, received funding from the Open Society Foundation for this report and are awaiting to hear when we can begin the phone and online research. Judging from feedback we are getting, this is becoming a massive newsroom task and many editors have complained about the type of comments and hate speech they have to deal with.

Editors Masterclass on Data

Bill and Melinda Gates Foundation will support the Editors Masterclass on Data in the Newsroom which will take place on Sunday 2nd June in Bangkok .

Thanks to Gates Foundation support to WEF, editors from Africa will be able attend the workshop and Editors Forum.

Trends in Newsrooms 2012

The World Editors Forum has published the eighth edition of Trends in Newsrooms, which offers a summary and analysis of the year in news industry transformation.



Business & Technology

Publishing and Digital
Print and Production
Tech Accelerator Events
Training Consulting

TRAINING

Adplex Training Launched in Asia

The mission of recently launched Adplex, for news media executives in Asia is to enhance the skills of advertising, marketing and sales professionals. The Adplex programme, modeled after the Media Skills Qualification (MSQ) programme in the United Kingdom, was launched at an inaugural workshop in Pune, India, at the WAN-IFRA India Publishers Conference. The annual event gathered together over 400 senior publishers from all over Asia. This new collaboration between The Byrne Partnership and WAN-IFRA greatly expands the Adplex series of training and development tools for media advertising sales professionals.

Graduates develop new capabilities required by increasingly sophisticated clients and agencies. MSQ has been the leading multimedia skills advertising sales programme in the United Kingdom since 2000 and has also been developed for use in Russia and in the Middle East. 'The skills development program for advertising executives has never been a turn up and smile event, it requires serious commitment but delivers serious results for the delegates and their companies,' said Eamonn Byrne.

The underlying principle of the eight-module 'Adplex' programme is to equip graduates with the in-depth knowledge and expertise of media sales on all channels. The results of that training were in evidence when the first Adplex module was completed in Kolkata, India, which will be followed by a series of introductory workshops to be delivered throughout India before the first full Adplex programme begins in March. Top-flight Asian media professionals have been trained to deliver the MSQ content in Asia.

WAN-IFRA and The Byrne Partnership will be offering the Adplex Media Skills Qualification for 50 prospective graduates during 2013, as well as customized training programs for media houses in Asia. "We believe the Adplex modules will be a vital tool for Asian media professionals and will help develop their multimedia advertising skills as digital revenues grow in tandem with the region's core print advertising revenues."



Digital Media Europe

Hot topics at Digital Media Europe:
Paid Content & Digital Ad Revenue

Will 2013 be a watershed year for paid content? Will new digital advertising formats bring in much needed new revenue? With many publishers doubling down on digital, the annual Digital Media Europe conference in London will offer recommendations based on lessons from all over the world.

The conference (15 to 17 April), examined cases that include the latest metered model initiatives. WAN-IFRA's own Frenemies Consulting team has emerged as a leader in introducing paid content. Stig Nordqvist and his colleagues will share their first hand experiences in developing strategies that work and the complexities of building a business case.

PRINT AND PRODUCTION

International Color Quality Club Competition (2014)

A survey was designed and run in two languages to about 5,000 participants. First results can be analysed begin of February. We know already now that there are more than 100 potential certification customers, who answered that they are interested or interested under certain conditions.

Asia Best in Print Competition 2013

The competition's process was adapted to the needs of the Asian office and fine-tuned with regard to Category 4, which was done to improve the evaluation criteria and the process.

Consulting

The consulting business is improving in general. Moritz Schwarz is occasionally working with external printing experts and also with the Digital Publishing consultants team for combined offers where this is needed. Plans include extension of the certification experts team

WAN-IFRA received a provisional confirmation for a project management project for a new press installation in Africa. The project would last between 12 and 18 months.

TECH ACCELERATOR – WORLD PUBLISHING EXPO

Expo sales experienced a relevant pick up in January with a total 5.265 sqm sold, and extra 1.071 sqm reserved,

Approx 70 exhibitors booked their booth in Berlin, with 20 pending

Packages Sales January

A total of 11 packages have been offered (total value 524.927 EUR). Two are confirmed. Further 7 packages are in process (compared to a total of six packages confirmed at the same date in 2012)

Innovator days

First Innovator Days will take place in Berlin and Amsterdam in May. Innovators Days are regional networking and information platforms between publishers, traditional tech suppliers and start ups – Format similar to Mobile Monday or TEDx

Contract for Amsterdam 2014 has been confirmed and signed. Messe Wien and Frankfurt are bidding for 2015.

MAJOR EVENTS 2013

Dagsvara, 30.1.-1.Feb. 2013", Stockholm. 134 participants, 3 sponsors, 11 exhibitors. Good feedback from participants and suppliers. Talks with TU and other potential partners for organizing the event in 2014. Plan is to integrate Dagsvara and NLM.

Anzeigengeschäft im Umbruch (German Advertising Conference), 12-13 March, Berlin, in cooperation with BDZV. Programme established, marketing has started.

Printing Summit, 19-20 March, Hamburg. Topics: Printing process innovations, Designing for success, Business and innovation, Less energy, less emissions, Digital printing, The power of print

Digital Media Europe, 15-17 April, London. Project team has been built, marketing plan finalized, target are 350 participants. Topics: paid content strategies, integration of new ad models, high quality mobile products and building smarter social initiatives

Digital Media Award Europe. First registrations received. Categories: Online Media, Cross Media, Online Video, Online Infographics, Mobile Media, Tablet Publishing, Social Media.

Zeitung Digital 2013. (Digital Newspaper Conference), 19-20 June, Frankfurt am Main. Cooperation with BDZV. Topics: - Digital Strategies, Online marketing, Free - Freemium - Premium, SoLoMo



Printing Summit

A truly international WAN-IFRA Printing Summit took place in the German port city of Hamburg, on the 19 and 20th March 2013. Speakers from a variety of countries brought their first-hand experiences of the issues which matter most to those involved in newspaper production.

Speakers from Brazil, Canada, France, Germany, Greece, Netherlands, United Kingdom and U.S.A. presented a truly global perspective on the issues that matter to the newspaper production industry now.

During two days, their presentations showed the audience aspects of innovation as well as the best use of the latest newspaper printing technology

Learn. Network. Share. Grow.

With WAN-IFRA, there's a
conference for everyone
in the business.

An extensive annual programme of global and regional events – more than 50 each year – provides opportunities to executives from all sectors of the industry to discuss and exchange ideas on publishing strategies, new technology applications, advertising, marketing and sales, distribution, readership and editing.

To attend a WAN-IFRA conference is to break out of the confines of local and national markets to see what's going on in the wider world of publishing. Countless news publishers have improved their operations and profits because of the ideas, contacts and information they gained through WAN-IFRA programmes.

The highlights of the year are the annual World Publishing Expo, the largest global trade exhibition for the news publishing and media industry, and the World Newspaper Congress, the World Editors Forum and the World Advertising Forum, the global summit meetings of the world's press.

The World Publishing Expo brings together suppliers to the industry with its thought leaders and decision makers. In addition to the exhibition, which draws some 300 exhibitors and 8,000 visitors each year, the event features 200 speakers sharing their success stories at a wide variety of conferences and seminars. The 2014 event will be held in Amsterdam from 13 to 15 October, following the successful 2013 event in Berlin.

The World Newspaper Congress is a "total" newspaper event, bringing together publishers, chief executives, managing directors and editors – and the most ambitious managers from all levels of the industry. The objective of the event is to provide an annual panorama of the most important and exciting developments in the news publishing business worldwide.

The World Editors Forum Conference, intended for chief editors and other senior executives, is a unique annual occasion for dialogue, debate and idea-exchange on the changing business of editing newspapers. Likewise, the World Advertising Forum brings together advertising executives to discuss ways to increase revenue, the lifeblood of the business.



“We were given the very best people, who were, startlingly, willing to share what would be regarded in many other industries as trade secrets.”

Waldimar Pelsler, Editor – Rapport,
Media24 – South Africa



More than 1,000 participants are expected at the 2014 Congress and Forums from 9 to 11 June in Torino, Italy, following the 2013 event in Bangkok. The 2015 Congress will be held in Washington D.C.

Other major conferences and regional events include:

- WAN-IFRA's "Digital Media" conferences have become a fixture in the digital publishing industry, with more than 1,000 delegates from around the globe attending the Digital Media Europe (DME), Digital Media Asia (DMA), Digital Media India (DMI), and Digital Media Latinoamérica editions last year. This DMx network of events makes it one of the most relevant international business platforms dedicated to the transformation of the news media industry.
- Publish Asia, the Middle East Conference, Dagsvara (for Nordic countries), Zeitung Digital, India Expo and a host of other events. For the full list of these and more, please consult www.wan-ifra.org/events.

Study Tours and Immersive Programs

Attending conferences – or reading publications – is often not enough to find out all one needs to know about how another media company has developed successful strategies, products and services.

That is why WAN-IFRA also has an extensive programme, throughout the year, of study tours and of executive visits to media chosen for their "best practices" in a specific operational field (editorial, digital advertising or content monetisation, for example).

This feedback from the World Editors Forum study tour to London in May was indicative of the high quality of our programmes in 2013. Whether joining Alan Rusbridger for the morning meeting at the Guardian, discussing digital ad strategy with the entire senior management team of the Huffington Post, or being one of the first groups to visit the Bezos-era Washington Post, this was an extraordinary year.

Plans to innovate the format remain ongoing. For example, the digital-only visit to Silicon Valley was just three days long, which allowed us to offer a reduced price while actually increasing the intensity of the programme – sometimes four visits per day with guest speakers in the evening. In addition, efforts have continued to focus on specific topic areas (e.g. ad data segmentation in New York City in September) and ensure that all of our tour leaders can moderate and promote expert discussion with our hosts.

Highlights of the tours can be found on the WAN-IFRA blogs.

Executive Programmes

Through our two Executive Programmes, publishing companies test ideas, discuss business development, meet top industry players, and network with peers from around the world.

The programmes are run under non-disclosure agreements among non-competing companies, enabling open and frank exchanges. Since their implementation in 2005, the Executive Programmes have proved to be an efficient way for member companies to identify new business models for increased revenues, constituting a dynamic, world-class network of professionals in the digital area.

We refocused our mobile/tablet programme for 2013 to reflect the huge increase in smartphone uptake for both news consumption and social media interactivity.

SoMoNews is set up to help publishers (re)take the smartphone market, with a focus on second-generation mobile usage and its implications for content and services. Core areas include business development, the mobile eco-system, technology and advertising. While smartphone business is the primary focus for the group, tablets and e-readers also remain key topics.

In 2013 the Executive Programmes team organised two SoMoNews seminars. In April the group went to San Francisco, where meetings included Circa, a young tech/media company that is re-

inventing journalism for smartphones; Bleacher Report, a sports blog site whose Team Stream app has moved the majority of its traffic from desktop to mobile; and Flipboard, which remains the top content-aggregation platform for tablets. In September we ran a seminar in London, where a major topic was how publishers can track their users across devices and platforms in the cookie-less mobile world. We also met with the Facebook team and FT Labs, responsible for creating the Financial Times' HTML5 mobile app.

The eRev programme remains focused on how to build revenue on digital platforms, with three main themes: digital advertising/data, paid content, and innovation and investment. The spring seminar was held in Berlin, where we had a chance to meet with Bild newspaper executives just a few weeks before the launch of its free-ium paywall. In November the group went to San Francisco, where we visited Yahoo!, YouTube, Twitter, and one of Silicon Valley's most successful start-up accelerators, the Plug & Play Tech Center in Sunnyvale. The autumn seminar also included an extensive digital advertising panel session with representatives from IAB, Krux, the Rubicon Project and Perfect Audience, as well as a full-day paid-content workshop led by prominent consultant Ken Doctor.

For 2014, the Executive Programme team remains committed to providing a top-level platform for the digital leaders of the publishing world to exchange best practices and find inspiration and ideas to grow their businesses.

Executive Programmes website:

www.wan-ifra.org/

wan-ifra-executive-programmes



“In 2011, when we shared the challenges during E-rev in Hong Kong no one was even in the game. One year later in New York some had started to understand. And now in San Francisco more or less everybody understands the problem and a handful are acting aggressively.”

Kalle Jungqvist, Schibsted, Norway

“Alma is very pleased with the Executive Programmes experiences. Combining insightful company presentations with the opportunity to discuss with colleagues battling with common challenges and opportunities is very fruitful. The programme has opened doors into media houses and industry related companies otherwise difficult to approach, particularly in markets far away. And the level of detail and openness of the companies visited has very much added to the value.”

Minna Nissinen,
SVP Corporate, Development,
Alma Media Corporation, Finland

Advisory Services

WAN-IFRA offers consulting services from some of the industry's top strategic and technology-minded professionals who have been helping publishers improve their operations all over the world. Whether it is, for example, improving newspaper production in a printing plant or workflow in the newsroom or selecting a publishing system, we offer the most objective and practical solution for your company.

Digital strategies

WAN-IFRA can now offer access to some of the news media industry's most experienced and successful business brains. WAN-IFRA's digital consulting is a network of proven consultants, providing hands-on guidance on a comprehensive spectrum of strategic business and technology topics. The expertise available spans all areas within media, including strategies and business development within online/tablet/mobile, refocusing editorial for digital platforms, converting traditional paper business into digital business, consumer behaviour, mergers & acquisitions and more.

Newspaper production consulting

WAN-IFRA's team of production specialists can help your company in a number of areas of your operations, from quality improvement initiatives to reorganisation, training or material and equipment testing.

Publishing systems selection

WAN-IFRA is prepared to guide you through the whole selection process, no matter what requirements you may have. We can help no matter what kind of system you are going to install:

- Content management systems
- Advertising planning, booking and production systems
- Asset management and archiving systems
- Newspaper planning systems
- Sales and distribution systems
- Customer relationship management systems
- Prepress workflow systems

Editorial consulting

Editorial advisory and consulting services for editorial operations concentrate on systematically supporting newspaper management in the development and implementation of a newsroom strategy that follows a media-convergent publishing approach.





Personal and Business Development and Coaching

In view of the rapid pace of change in the media industry, advanced professional training is not a luxury, but essential for success. Nobody in the publishing industry can keep up with developments without it.

The WAN-IFRA Academy is first choice for the professional development of specialists in the news publishing and media industry. More than 4,000 media specialists from some 60 countries have attended our training events in the last five years.

The Academy, with its integrated Newsplex Training Centres equipped with top-of-the-range technical facilities, is the leading centre for professional knowledge and skills to contribute to the success of your company and advance your professional career.

The programme of training courses offered by the WAN-IFRA Academy is continuously adapted and expanded to reflect the rapid developments in the news publishing and information business, particularly for multimedia publishing, advertising sales, product development, and strategic and operational management.

The Academy offers more than 40 different training courses at training centres in Germany, the United States, and Asia, as well as directly on-site at publishing houses. For more information and to find out about our current programme of events, consult www.wan-ifra.org/academy.

PUBLICATIONS



Welcome to our new Magazine!

We hope you enjoyed the inaugural issue of World News Publishing Focus, the successor to WAN-IFRA Magazine.

World News Publishing Focus is now published every other month in a new large format – nearly A3 – in English and German language editions. It is written for senior news executives and suppliers to the industry and will initially be distributed to 3,500 subscribers in more than 100 countries. An additional 1,500 copies will be distributed at WAN-IFRA events. The ePaper edition is read by some 8,000 WAN-IFRA members.

World News Publishing Focus succeeds the WAN-IFRA Magazine, which the organisation had published since 2009. Like its predecessor, World News Publishing Focus has a uniquely international perspective on the industry and an international readership. Its core mission is to present the best new ideas for people in news publishing worldwide.

The first issue of the magazine includes:

- **INTERVIEW:** Axel Springer Chief Executive Mathias Döpfner discusses the company's pioneering digital strategies, including the decision to introduce paywalls for its national daily title Die Welt and iconic tabloid title BILD.
- **BUSINESS FORECAST 2013:** Leading media and financial analysts share their forecasts for the news media industry worldwide, and give insights into their respective region's most pressing issues.
- **REGULATION:** The much-anticipated report from Lord Justice Leveson into the practices and ethics of the British press was finally released in late November 2012, and with it the process of establishing a new regulatory system for the British press began. But in the digital age, when anyone can produce journalism and the Internet blurs geographical boundaries, what is the true relevance of press regulation?

- **WORLD EDITORS FORUM:** Some of the most futuristic newsroom minds in the world recently gathered in the US to debate how tomorrow's newsrooms will function. One thing is absolutely clear: today, convergence and the change process that accompanies it continue to develop and evolve -- at varying speeds.

- **PRESS FREEDOM:** Khaled Ateea, editor-in-chief of Benghazi's Roaya newspaper, joined WAN-IFRA's Media Professionals Programme at the beginning of 2012 and has spent a year developing the business side of his publication. With some insightful advice and training from regional and international experts, Roaya is now poised to make the transition from a volunteer organisation to a fully-fledged media business.

WAN-IFRA also publishes Asian Newspaper Focus, which for 16 years has led the way for coverage of Asia's booming newspaper industry. More information about ANF can be found at <http://www.wan-ifra.org/anf>

TRENDS IN NEWSROOM is the annual review from the World Editors Forum of best practices in major newsrooms, along with innovations in the field of journalism. The comprehensive report is largely inspired by the Editors Weblog which tracks global developments in the news industry.



Shaping the Future of News Publishing

WAN-IFRA is a leading provider of industry research and analysis through its Shaping the Future of News Publishing (SFN) project, which identifies, analyses and publicises all important breakthroughs and opportunities that can benefit newspapers and news publishers around the world. The project provides WAN-IFRA members with a wealth of vital information for all those who need to follow press industry trends.

Paid Digital Content, Trends in Newsrooms, Digital Printing, Mobile "Appvertising", Trends in Production, Online Content Moderation – these are just some of the reports WAN-IFRA published in the last year, which ushered in a new era for SFN.

SFN brain trust

WAN-IFRA identifies the most pressing topics for publishers' operational and strategic activities in close cooperation with our regional and advisory committees, the supplier community, leading universities and institutes, our vast network of industry experts, and daily contact with publishers.

This process results in regular reports throughout the year providing news publishers with step-by-step strategies, best-practice case studies, and expert analysis of trends and developments of emerging technologies and business models.



SFN reach

Every WAN-IFRA member is alerted to the most recent published report and has free access to download it, as well as any other reports from our vast archive. Non-members can purchase and download reports. And hundreds of reports are printed and distributed at WAN-IFRA events.

Topics on the agenda

Topics being considered for SFN Reports in the near future include:

- Alternative Revenue Streams
- Paywalls 2.0
- Print to Digital Transformation
- Production Effectiveness
- Mobile & Tablets
- Online Video
- Agency-Client Research

Essential reading: the Executive News Service

"...great newsletter..." "...a good source of information..." "Yours is one of the few newsletters I look at daily".

Those are just a few of the comments received about the SFN Executive News Service, a free daily e-newsletter providing the most important news of the news publishing industry. Each report, researched by WAN-IFRA's editors and experts, gives the latest headlines, linked directly to articles posted on the most reliable and up-to-date websites.

The news service has over 8000 subscribers: CEOs, chief editors, managing directors, journalists and other senior executives from more than 70 countries. To get the headlines in your mailbox every day, subscribe to the SFN Executive News Service at wan-ifra.org/microsites/sfn-executive-news-service



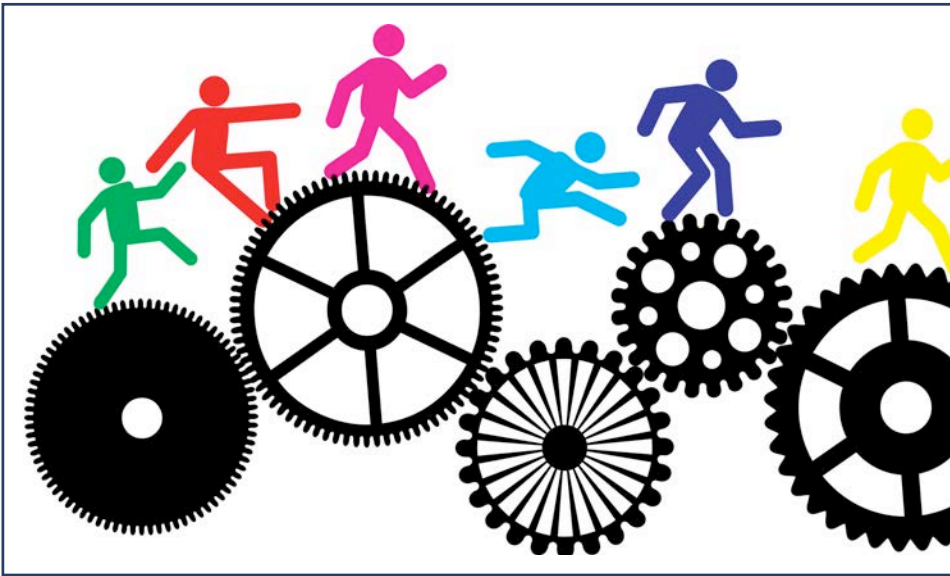
World News Publishing Focus

In 2013 WAN-IFRA launched a new bi-monthly magazine, World News Publishing Focus, to provide members and other readers with a professional international publication focused on the industry's critical issues.

In its first year of publication, the likes of Huffington Post CEO Arianna Huffington, Axel Springer CEO Mathias Döpfner, and Globe and Mail CEO Phillip Crawley appeared on the cover of the magazine.

Each edition features business forecasts and strategies, the latest trends and developments in journalism, advertising, digital media, production, best practice from around the world, profiles of leading industry executives, the most recent announcements and developments from the supplier community, and, of course, a focus on press freedom and media development.





Membership

Looking back: New members 2012

In 2012 a total of 40 new members joined the ranks of WAN-IFRA achieving over €80.000 of new income. Publishers, suppliers, news agencies, universities and affiliates make up those 41, with suppliers totalling 11, and 50% of these being start-ups; illustrating the attractiveness of WAN-IFRA to market entrants. Publishers totalled 14, ranging from small to medium size and often located in developing markets. The geographical dispersion of all new members is diverse and dominated by Europe followed by Asia Pacific and the Middle East.

Membership Renewal 2013

The first weeks of 2013 have largely been dedicated to the membership renewal project focused on reaffirming the membership community's commitment to WAN-IFRA and its mission. The renewal project was underpinned by a communication sent with the 2013 membership invoice. The aim of the communication was to convey each members place within the community and offer our thanks for their part in supporting our mission. This also provided the opportunity to highlight WAN-IFRA's goals for 2013 and the benefits these

carry for members.

Recruitment 2013

Member recruitment has started strong in 2013, with 17 new membership agreements signed and invoiced. The geographical dispersion is worldwide and includes Asia Pacific, Europe, USA, South America, Middle East and Africa.

The majority (75%) of the new members are publishing companies, while the remainder include suppliers and key strategic affiliated organisations such as Utgivarna, Sweden, Finnmedia in Finland and the Gulf Press Association, Bahrain.

New members 2013

bdnews24.com, Bangladesh
 Viestilehdet OY, Denmark
 Associated Newspapers of Zimbabwe
 Utgivarna, Sweden
 Jang Group, Pakistan
 Microsoft Corporation, USA
 Saxotech, Denmark
 Australian Jewish News, Australia
 Kristeligt Dagblad, Denmark
 Gulf Press Association, Bahrain
 Aylesford Newsprint, UK
 Finnmedia, Finland
 Milliyet, Turkey
 Grupo Cronica, Argentina
 Periodico am Y Al Dia, Mexico
 Editora El Comercio S.A., Peru

WAN-IFRA members Directory

Attention will return soon to developing and strengthening the membership concept to WAN-IFRA members and the market at large. In the short term this will involve the launch of the WAN-IFRA Members Directory (March 2013), which will see the return of a comprehensive and interactive online members directory. The directory is perceived as both a member benefit, due to the visibility of our members in the community, and a tool to recruit new members through enriching the idea of community and adding a new dimension to the marketing framework.

Membership Information Pack

In the first months of 2013 all WAN-IFRA members will receive an information pack promoting the service offer and reinforcing the awareness of the membership benefits to the member community. The pack will include a personal letter, events calendars and promotional material, promotion of resources (WPT and Knowledge), market activity and member activity. We are aware of the dynamic nature of the industry and our member companies, therefore the aim of this initiative is to reintroduce and in some cases introduce WAN-IFRA to our members and partners with a focus on participation benefits.

Membership survey reflects deep transformation of the industry

What do members expect from WAN-IFRA? A membership survey conducted in late 2013 about industry trends and service priorities drew more than 700 responses and will help shape the future of the organisation.

What members expect from WAN-IFRA (Top 5):

1. Information on the latest trends and industry news
2. Research and knowledge sharing
3. Business strategy
4. Networking
5. Quality journalism practices

What members see as the biggest opportunities and challenges for the industry (Top 6):

1. Multi-channel publishing
2. New revenue streams
3. Print to digital transformation
4. Sustainability of the business
5. Mobile/tablet explosion
6. Advertising strategies

75 %

of members want WAN-IFRA to use events and conferences to deliver knowledge and information.

64 %

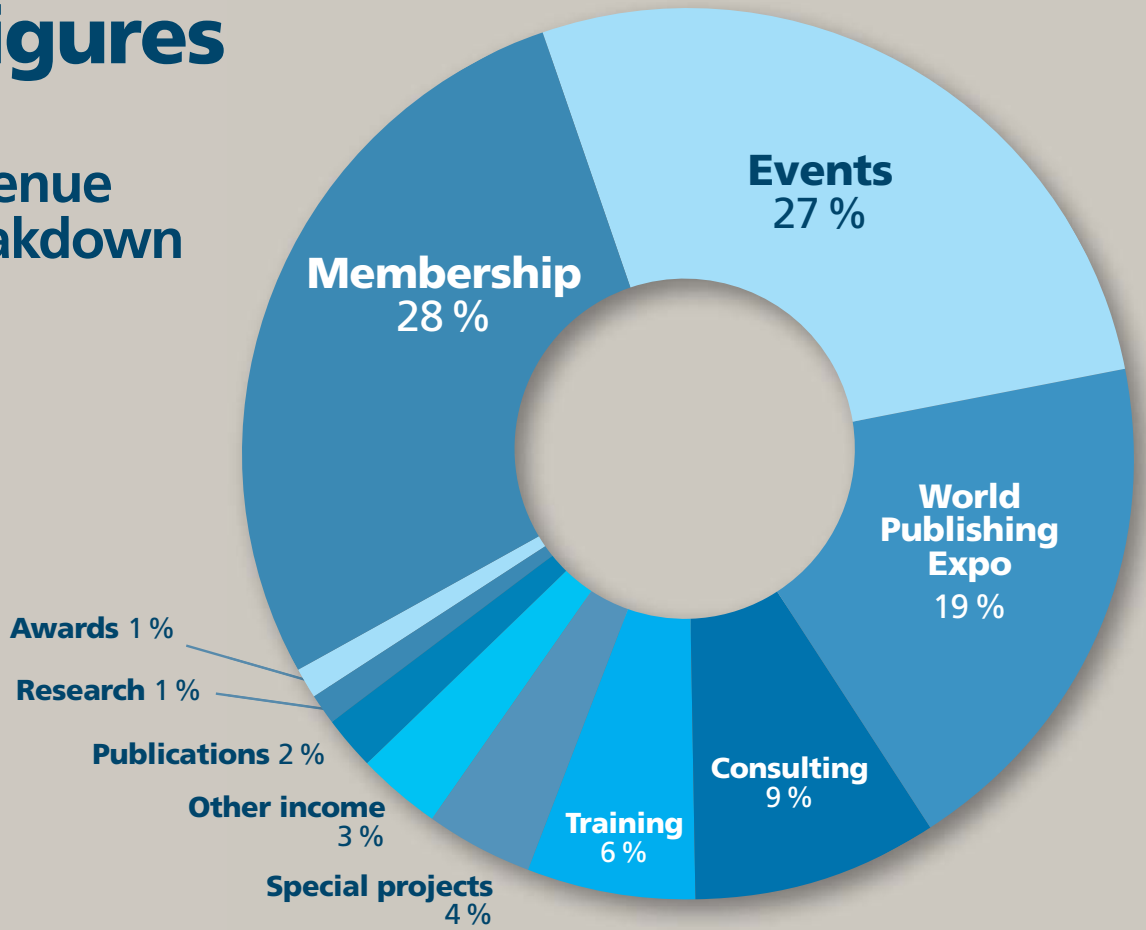
said digital publications should be a key channel to deliver information, news and trends.

86 %

said WAN-IFRA membership brings much / very much value to their organisations.

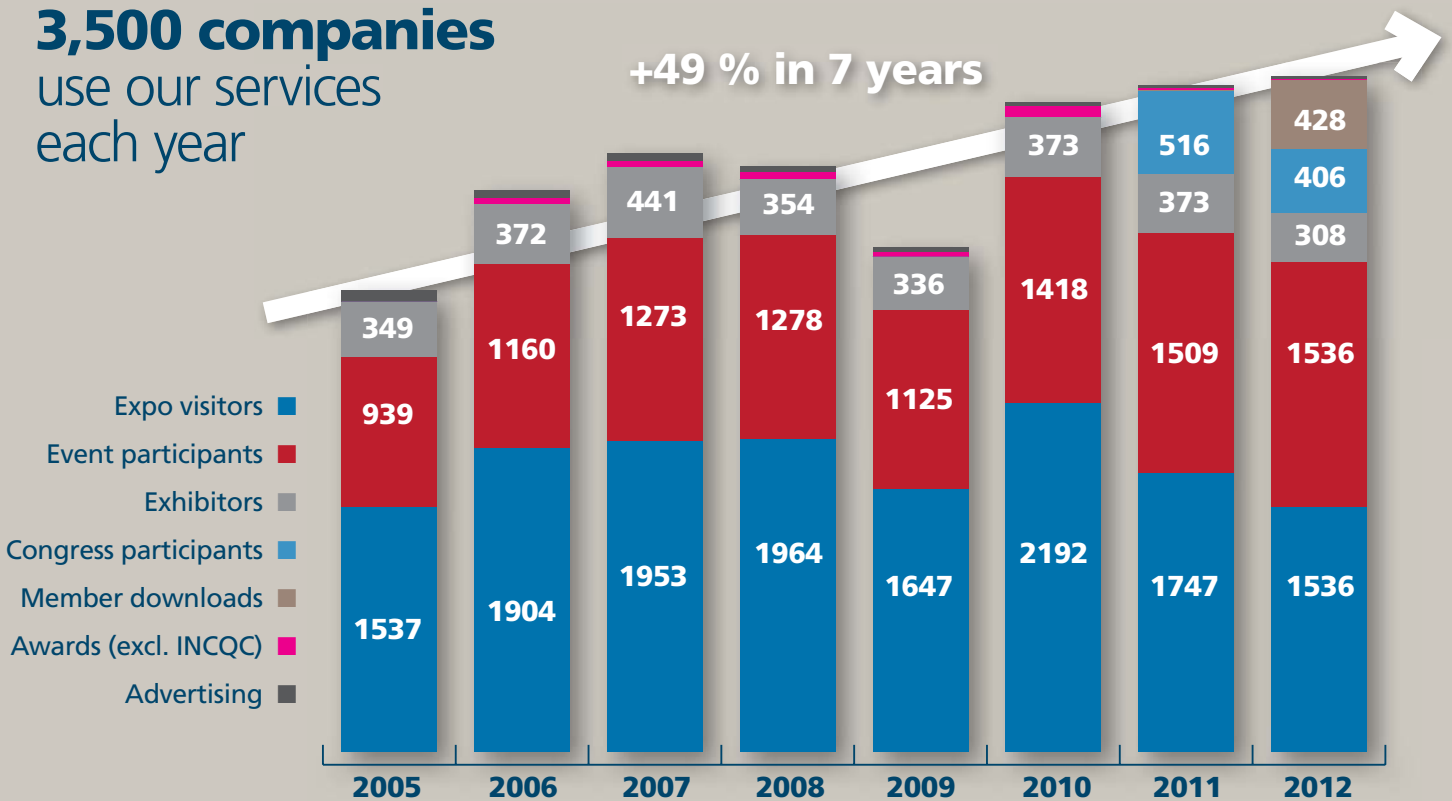
Key Figures

Revenue breakdown



More than **3,500 companies** use our services each year

+49 % in 7 years



World Press Trends

More than half the world's adult population read a daily newspaper: 2.5 billion in print, more than 600 million in digital form.

The newspaper industry generates more than **US\$ 200 billion of revenue** annually.

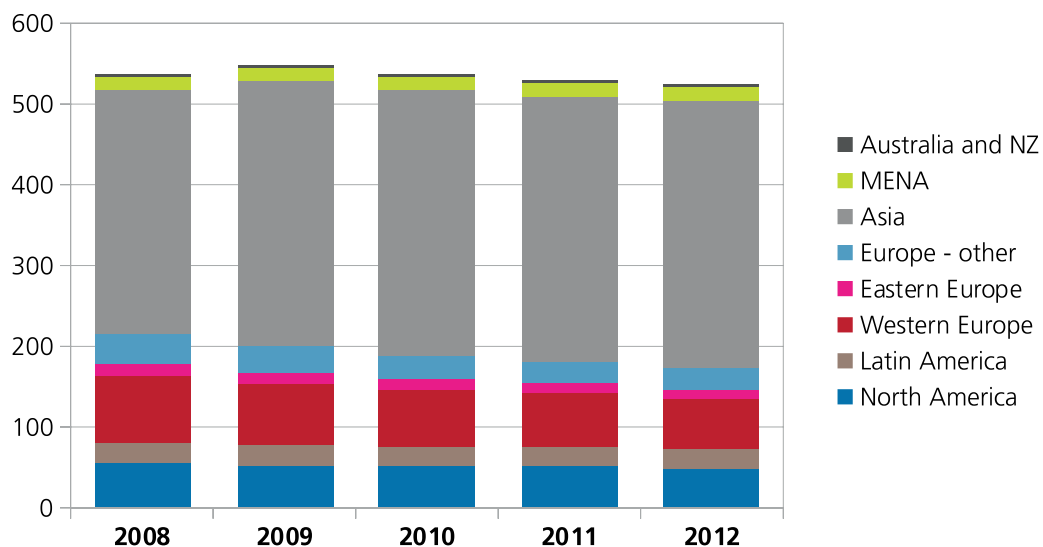
As print newspaper circulation continues to drop – more than 2 per cent globally between 2008 and 2012 – newspaper companies are actively developing revenues from non-traditional sources. In the United States, more than one-quarter of newspaper company revenues now come from digital publishing, services to clients, e-commerce, and other non-traditional sources.

These are just a few of the nuggets of information contained in the WAN-IFRA survey of World Press Trends, a unique collection of data on the global newspaper industry.

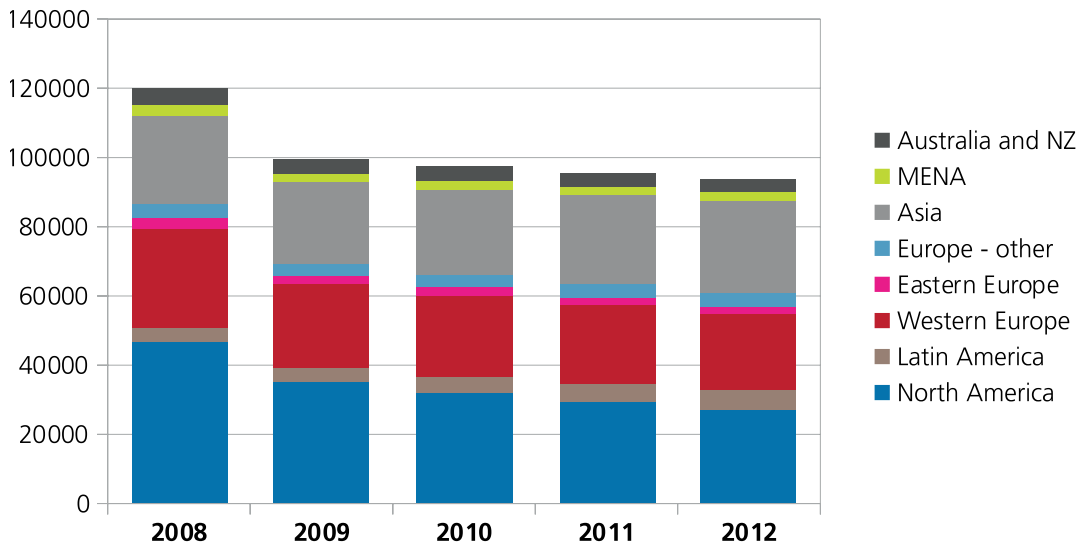
The Trends survey each year tracks progress or decline in newspaper circulation, advertising and revenues and, among many other questions, looks at the classified/display advertising revenue split, distribution methods, press laws, taxes, subsidies and much more.

This data is now collected in both an annual report, available to members, and an interactive database that provides quick and easy access for anyone with a need for a deeper understanding of markets and industry developments.

Newspaper circulation trends by world region (in million copies, paid/free)



Advertising revenue trends by world region (in million US\$)



In recent years, the survey has reflected the extraordinary transformation of our industry:

- The biggest challenge for publishers continues to be how to increase the engagement of audiences on digital platforms. While more than half of the digital population visits newspaper websites, newspapers are a small part of total internet consumption, representing only 7 per cent of visits, 1.3 per cent of time spent, and 0.9 per cent of total pages visited.
- Paid content is a growing revenue stream. Nearly half of US publishers now implement some form of a paid content model. Of those, 40 per cent are using a metered model, one-third charge for premium content, 17 per cent require payment for any access, and 10 per cent use some other model.
- Mobile and tablets are rapidly becoming a medium of choice for many news consumers, accounting for 20 per cent of page views in markets where data is available.

The World Press Trends database can be found at www.wan-ifra.org/wpt.



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This is a brief summary of
the activity report 2013.

For more information
please go to
wan-ifra.org