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INMA IN LONDON: LEADING THE CONVERSATION ABOUT MEDIA’S FUTURE

By Mark Challinor

Welcome to London — my home.

It is beyond a professional pleasure to have you in London for the INMA World Congress. It truly is a personal pleasure to show off one of the world’s great cities to my INMA international family.

The business at hand is a programme that focuses on the practicalities of transforming the news business to a multi-platform interface with an increasingly digital public — and the cultural best practices to get us there.

We have put together a fantastic agenda designed to speak less about the “destination” and more about “how do we get there”:

• Moving to winning strategies
• The mobile revolution
• Big Data and what to do with it
• Truth about paywalls
• The video opportunity
• How to prioritise distributed content
• Ad blocking
• Native advertising best practice
• Future of news, journalism, and media

We have added pre-Congress study tours, post-Congress seminars, a masterclass, and a gorgeous awards dinner at the Victoria and Albert Museum.

Nothing is more central to my city’s great history than the Tower of London — where we will kick off the conference Sunday evening complete with a private tour of the Crown Jewels exhibition.

I hope visitors will get a chance to taste London — literally. In this Congress Programme, I have included some of my favourite restaurants (and a few tips to get the most out of them). Beyond this, there are cultural treasures everywhere.

You can follow the conference on any device with our private Congress Guide (attendee list and presentations are here, too):

inma.org/inma16

Follow the chatter about all things INMA via the Congress hashtag:

#inma16

And tap into full reports, photography, and video coverage of the London conference on this exclusive World Congress (thanks to Western Kentucky University for the coverage):

inma.org/wc

INMA is where the international conversation about the future of media resides. This week, that conversation emanates from London. I hope you have a great INMA experience!

Mark Challinor is president of the International News Media Association (INMA) and president of London-based Media Futures Ltd. He may be reached at inma.mark@gmail.com.
About Us
The International News Media Association (INMA) is the world’s leading provider of global best practices for news media companies looking to grow revenue, audience, and brand amid profound market change.

Vision
INMA aspires to be an essential resource in the multi-platform transformation of media companies that produce quality journalism and relevant content.

Mission
INMA identifies for its members the best ideas to grow audience, revenue, and brand of news media companies through:
- Sharing of global best practices
- Spotting of trends, commonalities, and outliers
- Identifying new business model opportunities
- Rewarding new ways of building brand and corporate value

Upcoming Events

INMA Ideas Day on Audience Development
June 17, Amsterdam, The Netherlands

INMA Seminário Internacional – Brasil
August 23-24, São Paulo, Brazil

INMA South Asia News Media Conference
August 30-31, New Delhi, India

INMA European News Media Conference
September 14-17, Monaco

INMA Latin American News Media Conference
September 22-23, Panama City, Panama

INMA Business Strategies 2020 Conference
October 3-4, Chicago, United States

INMA Silicon Valley Study Tour
October 17-21, San Francisco, United States

INMA Ideas Day on Mobile Innovations
November 4, Zurich, Switzerland

INMA Global News Media Summit
November 14-15, Cape Town, South Africa

INMA Ideas Day on Editorial and Newsroom Innovations
November 22, Copenhagen, Denmark
The INMA World Congress in London this week represents the 86th annual gathering of members of the International News Media Association (INMA). This year’s World Congress has drawn more than 450 attendees from 42 countries.

Registration Hours
Hours of registration are:
- Sunday, May 22, 
  Lower Lounge and Lobby 8:00 a.m. - 6:00 p.m.
- Monday, May 23,
  Shaw Theatre Lobby 8:00 a.m. - 6:30 p.m.
- Tuesday, May 24,
  Shaw Theatre Lobby 8:00 a.m. - 4:30 p.m.

Badges and Tickets
Badges must be worn at all times for admittance to official conference functions. Plenary Session meal functions are included in registration. Delegates must have their badges present in order to gain access to receptions, lunches, and additional functions. If you have not signed up for the Awards Dinner, please visit the INMA Registration Desk by 2:00 p.m. Monday, May 23. The cost is US$225 per person.

Attire
Dress during all World Congress sessions and functions is business casual (no ties necessary) — except for the Tuesday evening Awards Dinner, where dress is black-tie optional.

World Congress Blog
A team of fusion journalists from Western iMedia, an innovative editorial startup from Western Kentucky University, will produce the INMA World Congress Blog for the sixth consecutive year. View the World Congress Blog at www.inma.org/inma16. Contribute to the the INMA conversation on Twitter using #inma16.

Questions
The INMA World Congress sessions are designed to be informative — and interactive. Take advantage of roving microphones and the #inma16 Twitter handle and ask questions directly to speakers.

Delegate List
A complete list of all World Congress delegates may be found at the Congress Guide (inma.org/inma16).

Speeches and Powerpoints
World Congress PowerPoints will be available exclusively to conference delegates at the Congress Guide (inma.org/inma16) beginning Tuesday afternoon. A reminder e-mail will be sent on Wednesday. Please be aware that not all speakers grant permission to upload presentations.

INMA Staff
The following INMA staff members will be in attendance in London:

- **Tom Corbett**, Europe Division Manager
- **Liza Hauwaert**, Project Manager
- **Eric Hutchins**, Event Manager
- **Dawn McMullan**, Senior Editor
- **Raquel Meikle**, Awards Manager
- **Katy Schaff**, Marketing and Public Relations Manager
- **Earl J. Wilkinson**, Executive Director/CEO
- **Kris Williams**, Membership Director

All information contained in this programme is subject to change. Please check the Congress Guide at inma.org/inma16 for updated information.
London is now home to many of the world’s most innovative and impressive chefs, and its restaurants cater to all tastes and budgets with an ever-increasing selection of innovative restaurants. But how to prioritise? We asked INMA President Mark Challinor for his personal selection. Here are Mark’s up-to-date Top 10 restaurants.

**1. Chiltern Firehouse**

Chiltern Firehouse is André Balazs’s first hotel outside the United States. A lovely 1889 Grade II-listed Victorian-gothic fire brigade building has been rebuilt from the inside out, and now boasts a discreetly gated garden as the entrance. The staff’s aura of professionalism and sincerity hits you immediately.

The best seats are at the kitchen counter, where you can watch the chefs at work in their lavishly appointed huge open kitchen. Nuno Mendes — formerly of Viajante — is in residence, creating a menu that reflects current trends in top international restaurants.

If you get a reservation, when there, ask can you have a drink after dinner at the inner/hotel bar. That’s where the A-listers/celebrities hang out until the early hours. They won’t offer it unless you ask (no guarantees).

**2. Sexy Fish**

Sexy Fish, opened in 2015, is an Asian fish and seafood restaurant located on the South East corner of Berkeley Square, Mayfair.

Designed by Martin Brudnizki Design Studio and decorated with artwork from Damien Hirst, Frank Gehry and Michael Roberts, the look and feel is mid-century glamour. The Coral Reef Room located on the lower ground floor houses two of the largest live coral reef tanks in the world.

The bar holds one of the world’s biggest Japanese whisky collections, as well as offering a drinks menu featuring both classic and inventive cocktails.

**3. Dinner by Heston Blumenthal**

Ashley Palmer-Watts’s love of food began at 13 and led to joining Heston Blumenthal at world-famous The Fat Duck in Bray in 1999 when it had just received its first star. Within two years, he was promoted to Sous Chef and he became Head Chef in 2003. Since 2008, he has been the Executive Head Chef for the Fat Duck group.

His creative eye for detail coupled with a great enthusiasm for research and British ingredients have enabled him to create the unique menu of historically inspired British dishes with Heston Blumenthal for the new restaurant. He continues to oversee development at The Fat Duck, The Hinds Head and The Crown Pub in Bray.

**4. Benares**

Atul Kochhar’s unique talent as a twice Michelin starred chef has changed the way people perceive and experience Indian cuisine. Taking inspiration from his native India, while continuously researching regional dishes, Atul has managed to combine his heritage with his love of British ingredients to create a unique and innovative modern Indian cuisine.

Critic Jan Moir of the Daily Telegraph wrote: “Benares is notable for the outstanding quality of the ingredients that the kitchen uses and with the abundance with which they are served.” He instantly shot to fame and has maintained this high level of Indian cuisine for the past six years.
5. The Wolseley

The Wolseley never lets you down — if you can get in, that is. It calls itself a café “in the Grand European tradition” and the glamour comes from the buzzing crowd and its setting in an Art Deco former car showroom on Piccadilly next The Ritz hotel.

The food is perfect for breakfasts, business lunches or taking your partner out for dinner. After many years it still manages to be an event — with a nod to Austrian cuisine.

It’s become a local joke that this is the most fashionable restaurant to be seen smoking outside of!

6. Alain Ducasse at The Dorchester

Awarded three Michelin stars, Alain Ducasse at The Dorchester offers contemporary French cuisine, complemented with a highly professional, bespoke and friendly service orchestrated by Restaurant Director Christian Laval and his energetic team, for a new approach to fine dining.

Infusing Alain Ducasse’s celebrated recipes with a modern and refined touch, Executive Chef Jocelyn Herland uses seasonal produce from French and British suppliers to release tantalising flavours in each meal.

7. The Goring

Made (more) famous as the location where Kate Middleton and her family spent the night before her marriage to Prince William, it is indeed a stone’s throw from Buckingham Palace itself.

With an elegantly designed, Michelin-starred restaurant, a world-renowned English afternoon tea and an opulent bar offering the finest wines, spirits and cocktails, The Goring offers a stunning yet relaxed dining space that celebrates the best in British food.

8. Galvin at Windows

Located on the 28th floor of the London Hilton on Park Lane with amazing views and awarded a Michelin star, Galvin at Windows Restaurant and Bar has become one of the most talked about restaurants since opening in 2006. Together with Head Chef Andre Garrett, Chef Patron Chris Galvin has successfully created seasonally inspired menus based around modern French haute cuisine.

Renowned for its incredible views over the capital, including iconic sites such as Hyde Park and Buckingham Palace, Galvin at Windows has become a destination restaurant itself.

9. Alyn Williams at The Westbury

This Michelin-starred Mayfair restaurant comes from Alyn Williams, the former head chef at Marcus Wareing at The Berkeley. It is located in the Westbury Hotel, which proves a suitably elegant setting for a restaurant dedicated to fine dining.

A seven-course vegetarian tasting menu is a bit of a draw. It is available alongside a more meaty alternative, as well as a short à la carte and a couple of set lunches. As is the way with these kinds of places, everything can be matched with wine, including the extravagant desserts.

10. Chez Bruce

A Michelin-starred French restaurant opposite the green space of Wandsworth Common in London.

Home-made charcuterie, slow cooked braises, offal, warm and cold salads, classical desserts and bread-making could be listed as specialties. The restaurant also takes the cheese board very seriously, and it forms an integral part of the restaurant’s day-to-day life.

What picks Chez Bruce out particularly is that the wine list is one of the best in the UK.
THURSDAY, MAY 19

Legacy Media Reinvention Study Tour
9:00 a.m. - 6:30 p.m.
Tour begins and ends with a bus departure from the Pullman Hotel St. Pancras lobby, 100-110 Euston Road
Detailed agenda distributed privately

Media Disruption Study Tour
9:30 a.m. - 5:00 p.m.
Tour begins at The Drum, 23 Curtain Road, First Floor, Shoreditch

FRIDAY, MAY 20

Legacy Media Reinvention Study Tour (continued)
8:15 a.m. - 5:00 p.m.
Tour begins and ends with a bus departure from the Pullman Hotel St. Pancras lobby, 100-110 Euston Road
Detailed agenda to be distributed privately

Media Disruption Study Tour (continued)
9:30 a.m. - 5:00 p.m.
Tour begins at Mashable, 48 Warwick Street
Detailed agenda distributed privately

SATURDAY, MAY 21

INMA International Board of Directors Meeting
9:00 a.m. - 1:00 p.m.
Telegraph Media Group, 111 Buckingham Palace Road. Board members should meet in Pullman Hotel St. Pancras lobby (100-110 Euston Road) at 8:15 a.m. for bus transport.

Europe Division Board Meeting
2:30 p.m. - 5:30 p.m.
Farringdon-The Hatton, Conference & Training Venue, 51-53 Hatton Garden, Topaz Room. Board members should meet in the Pullman Hotel St. Pancras lobby (100-110 Euston Road) at 2:30 p.m. for a group walk.

President’s Reception
2:30 p.m. - 5:30 p.m.
BT Tower, 45 Maple Street

SUNDAY, MAY 22

Registration
8:00 a.m. - 6:00 p.m.
Lower Lounge and Lobby, Pullman Hotel St. Pancras, 100-110 Euston Road

Brainsnack Seminar
9:30 a.m. - 12:30 p.m.
Nobel Suite, Pullman Hotel St. Pancras, 100-110 Euston Road

Google News Lab Masterclass for INMA
10:30 a.m. - 12:15 p.m.
1-13 St. Giles High Street

Annual Business Meeting
12:30 p.m. - 1:00 p.m.
Nobel Suite, Pullman Hotel St. Pancras, 100-110 Euston Road

MONDAY, MAY 23

Registration
8:00 a.m. - 6:30 p.m.
Pullman Hotel St. Pancras, 100-110 Euston Road

Networking Lounge
8:00 a.m. - 6:30 p.m.
Nobel Suite and Lower Lounge, Pullman Hotel St. Pancras, 100-110 Euston Road

Congress Plenary Sessions
9:00 a.m. - 5:30 p.m.
Shaw Theatre, Pullman Hotel St. Pancras, 100-110 Euston Road

Cocktail + Networking Lounge Reception
5:30 p.m. - 6:30 p.m.
Nobel Suite, Pullman Hotel St. Pancras, 100-110 Euston Road

TUESDAY, MAY 24

Registration
8:00 a.m. - 4:30 p.m.
Pullman Hotel St. Pancras, 100-110 Euston Road

Networking Lounge
8:00 a.m. - 2:00 p.m.
Nobel Suite, Pullman Hotel St. Pancras, 100-110 Euston Road

Congress Plenary Sessions
9:00 a.m. - 4:30 p.m.
Shaw Theatre, Pullman Hotel St. Pancras, 100-110 Euston Road

Awards Dinner at Victoria and Albert Museum
5:45 p.m. - 11:30 p.m.
Buses will depart the Pullman Hotel St. Pancras (100-110 Euston Road) at 5:45 p.m. for a 6:45 p.m. reception at the V&A. Buses should return to the Pullman by 11:30 p.m.

WEDNESDAY, MAY 25

Guardian Membership and Building Communities Seminar
9:30 a.m. - 12:30 p.m.
The Guardian, Kings Place, 90 York Way

Guardian Social and Mobile Seminar: Responding to the New Pathways to News
2:00 p.m. - 5:30 p.m.
The Guardian, Kings Place, 90 York Way
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AGENDA

8:00 a.m. - 6:00 p.m.
Registration Lounge
Lower Lounge and Lobby, Pullman Hotel St. Pancras

9:30 a.m. - 12:30 p.m.
Brainsnack Seminar
Nobel Suite, Pullman Hotel St. Pancras
Celebrate international case studies in growing audience, engagement, revenue, and brand in this rapid-fire, high-energy pre-World Congress seminar that INMA calls “Brainsnacks.”

Moderator: Mukund Mohan
Director, Strategy, Cloud and Enterprise, Microsoft Ventures

Kiwi Premium Exchange: How to Collaborate on a Trading Desk
Gareth Codd, Commercial Director, Fairfax Media New Zealand

Advertiser Branded Programming: Native Video Content
Morten Blichmann, Creative Chief, Ekstra Bladet, Denmark

Using Data to Drive Engagement
Laura Inman Nolan, Senior Director of Audience Engagement, Atlanta Journal-Constitution, United States

New Subscription Offer: Zero Hora Tablet + Digital Newspaper
Sidney Zamel, Director of Readership Marketing, Zero Hora, Brazil

Update on Implementation of Star Touch Tablet App
Christopher Goodridge, Chief Operating Officer, Digital, Star Media Group, Canada

Update on FutureWorks and Accelerating Innovation
Anna-Karin Lith, Director of Editorial Operations, MittMedia, Sweden

Growing Audience and Advertising in Challenging Environment
Luis Garcia, Corporate Strategy Manager, Grupo Clarín, Argentina

Advance Local Publishing Model: An Update 5 years Later
Pam Siddall, President, Advance Central Services, United States

Fees Must Fall: Accepting Twitter Challenge to Give Voice to Students
Gasant Abarder, Editor, Cape Argus, South Africa

Indian Intelligence Test: Reaching Out to Students and Parents
Alok Sanwal, Chief Operating Officer and Editor, inext/Jagran Prakashan

The Creative Route to Diversification
Nick Creed, Co-Founder, The Drum

10:30 p.m. - 12:15 p.m.
Google News Lab Masterclass for INMA
1-13 St. Giles High Street, Google’s London headquarters
Arrive by 10:20 a.m. to clear security
This session at Google’s London headquarters will equip you with practical tips and techniques to help you get more from using Google. Google executives will point to data journalism tools that can help you research and visualize some of your story ideas, including a deep dive on how Google Trends can complement your politics, sports or general news coverage. This masterclass will dive in to storytelling with maps, showcase examples with StreetView images and point towards Storyspheres — where audio brings panoramic images to life.

Matt Cooke
Google News Lab Led for the U.K., Ireland, and Nordics

12:30 p.m. - 1:00 p.m.
Annual Business Meeting
Hear an update on INMA activities and elect officers and directors at this members-only meeting held once a year.

5:45 p.m. - 9:30 p.m.
Welcome Reception at the Tower of London
Buses depart the Pullman Hotel St. Pancras at 5:45 p.m. and will return by 9:30 p.m.
Experience exclusive INMA access to the (in)famous 938-year-old Tower of London, which has been an armoury, treasury, menagerie, and home to the Crown Jewels of England. The Tower’s powerful role in English history ranges from coronations to a prison. The INMA Welcome Reception will include a private viewing of the Crown Jewels and a Beefeater explanation of the Tower’s grand history. Your INMA conference badge is required.
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Christian Panson, VP Digital, Winnipeg Free Press

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8:00 a.m. - 6:30 p.m.
Registration Desk
Shaw Theatre Lobby, Pullman Hotel St. Pancras

8:00 a.m. - 6:30 p.m.
Networking Lounge
Nobel Suite and Lower Lounge, Pullman Hotel St. Pancras

9:00 a.m. - 5:30 p.m.
Congress Plenary sessions
Shaw Theatre, Pullman Hotel St. Pancras

9:00 a.m. - 9:30 a.m.
Opening Ceremonies

- Mark Challinor
  President
  International News Media Association (INMA)

- Juan Señor
  World Congress Moderator and Partner
  Innovation Media Consulting Group

9:30 a.m. - 10:15 a.m.
The Great ReWrite: How the Media Business Thrives in the Greatest Era of Change in History

- Leonard Brody
  Entrepreneur, Author, Media Visionary

10:15 a.m. - 11:00 a.m.
How to Think Bolder and Win in the Media Space

- Patrick Behar
  Partner, McKinsey

11:00 a.m. - 11:45 a.m.
Tea Break
Nobel Suite, Pullman Hotel St. Pancras

Presented by:

11:45 a.m. - 12:30 p.m.
Mobile and the Consumer Revolution

- Hans Vestberg
  President and CEO, Ericsson Group

12:30 p.m. - 1:15 p.m.
Breakthrough Strategies to Make Smartphones Engaging and Lucrative

- Wil Harris
  Head of Digital, Condé Nast

- Debby Krenek
  Senior Vice President Digital and Editorial Director, Newsday

- Padraic Woods
  Mobile Development Manager, VG
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AGENDA

1:15 p.m. - 2:30 p.m.
Lunch
Shaw Theatre Lobby, Pullman Hotel St. Pancras

2:30 p.m. - 3:15 p.m.
How to Make Data Actionable Now
Kate Day
Editorial Director, Growth, Politico
Anthony Tan
Executive Vice President, Chinese Media, Singapore Press Holdings
Stéphane Père
Chief Data Officer, The Economist

3:15 p.m. - 4:00 p.m.
The Truth Behind Paywalls: Context for Success
Gunilla Asker
CEO, Svenska Dagbladet
Tobias Henning
General Manager Premium, Bild
Victoria Turner
General Manager - Customer Relationships Marketing & Insights, News Corp Australia

4:00 p.m. - 4:45 p.m.
Break
Nobel Suite, Pullman Hotel St. Pancras

4:45 p.m. - 5:30 p.m.
Where Online Video Is Heading Next and Media Companies Leading the Way
Micah Gelman
Director of Video, The Washington Post, Washington D.C.
Hanna Kouri
Channel Director, ISTV, Sanoma Media
Josh Rucci
GM and Global Head, Bloomberg Content Service

5:30 p.m. - 5:45 p.m.
Takeaways of the Day

5:45 p.m. - 6:45 p.m.
Cocktail + Networking Lounge Reception
Nobel Suite, Pullman Hotel St. Pancras

A few steps from the plenary session hall, share a cocktail with colleagues and solution providers at a reception in the Networking Lounge — before hitting London for dinner or a show.

Presented By: pressreader
This round is on us!

Connect with your fellow colleagues over a drink at the Cocktail and Networking Lounge Reception

Monday, May 23rd
5.30pm – 6.30pm

Come for the connections, stay for the cocktails.
INMA WORLD CONGRESS
TUESDAY MAY 24

AGENDA

8:00 a.m. - 4:30 p.m.
Registration Desk
Lower Lounge and Lobby, Pullman Hotel St. Pancras

8:00 a.m. - 2:00 p.m.
Networking Lounge
Nobel Suite and Lower Lounge, Pullman Hotel St. Pancras

9:00 a.m. - 4:30 p.m.
Congress Plenary Sessions
Shaw Theatre, Pullman Hotel St. Pancras

9:00 a.m.
Welcome Back

9:15 a.m. - 9:45 a.m.
Distributing Content Across Platforms and the Vox Vision
Jonathan Hunt
Vice President, Global Marketing and Communications, Vox Media

9:45 a.m. - 10:30 a.m.
Distributed Content: Trends for Publishers and How to Prioritise (Social) Media Partnerships
Malcolm Coles
Director of Digital Content, Telegraph Media Group
Luca Forlin
Head of Strategic Partnerships, Google
Grzegorz Piechota
Author, INMA “Evaluating Distributed Content in the News Media Ecosystem”
International Nieman Fellow, Harvard University
Jon Slade
Managing Director, B2C, Financial Times

10:30 a.m. - 11:15 a.m.
Tea Break
Nobel Suite, Pullman Hotel St. Pancras

11:15 a.m. - 12:00 noon
How Marketers Are Driving Their Business Through Content Strategies
Sebastian Tomich
Senior VP, Advertising & Innovation, The New York Times
Anna Watkins
Managing Director, Guardian Labs

11:30 a.m.
Presented by:

Congress Guide: inma.org/inma16
Congress Hashtag: #inma16
WiFi Network: Pullman
App Publishing - delivered in one touch

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HTML5 Responsive
CMS Integration Interactive
Analytics Magazine
Web-edition Newspaper
Newspaper Corporate Publishing
Magazine Mobile Consulting

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AGENDA

12:00 noon - 12:45 p.m.
Ad Blocking: What Should Publishers Do Today?

Simon Davies
Executive Director EMEA, Quartz

Piers North
Strategy Director, Trinity Mirror

Johnny Ryan
Head of Ecosystem, PageFair

12:45 p.m. - 2:00 p.m.
Lunch
Nobel Suite, Pullman Hotel St. Pancras

2:00 p.m. - 2:30 p.m.
Future of News Journalism

Marjaana Toiminen
Co-Founder, Mindmill Network

2:30 p.m. - 3:15 p.m.
Extending the Print Runway: Ideas to Optimise the Mother Ship

Alastair Machray
Editor in Chief, Liverpool Echo

Sarah Sands
Editor, London Evening Standard

Denise Turner
Director of Insights, Newsworks

3:15 p.m. - 3:30 p.m.
Takeaways + Stretch Break

3:30 p.m.
News Media Outlook: The Dimension Behind the Façade

Earl J. Wilkinson
Executive Director and CEO, International News Media Association (INMA)

4:15 p.m.
Congress Conclusions

4:30 p.m.
Sessions End

5:45 p.m. - 11:30 p.m.
Awards Dinner at Victoria and Albert Museum

Buses will depart the Pullman Hotel St. Pancras at 5:45 p.m. for a 6:45 p.m. reception at the V&A. Buses will return to the Pullman by 11:30 p.m.

The presentation of the 81st Annual Global Media Awards couldn’t be in a grander setting than the Victoria and Albert Museum, the world’s greatest museum of art and design. With exclusive INMA access to the British Galleries and the magnificent Garden, this grand closing dinner will be in the V&A’s Raphael Gallery.

Hosted by
Terri-Karelle Reid
Brand Manager, The Gleaner Company, Jamaica

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Congress Hashtag: #inma16
WiFi Network: Pullman
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Contact: Katrine Sørum
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anders.danker@icemanmedia.com
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(1) Localytics, September 7 to 13, 2015, vs. March 28 to April 3, 2016 (15 readers per tablet [CROP, January 2015]).
(2) Localytics, daily average number of unique tablets, March 28 to April 1, 2016.
(3) Localytics, Spring 2016.

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Contact: Sian Cox Brooker
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+34 670.05.89.59 / www.protecmedia.com

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+49 261.892.742 / www.red-web.com

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Contact: Jamie Kerr
jkerr@mediaspectrum.net
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CONTACT INFO

Mediaspectrum: Jamie Kerr
jkerr@mediaspectrum.net
+44 (0) 7738.016104 / www.mediaspectrum.net

Videolicious: John Giunta
john@videolicious.com
+1 917.887.1469 / www.videolicious.com

Bloomberg Content Service: Hannah Kranich
hkranich@bloomberg.net
+1 212.617.7112 / www.bloomberg.com/content-service/

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The magnificent value in the INMA World Congress these days is not just mashing together 450 of the right people from the right companies in one location to surface best practices, but to benchmark The Great Transformation whose great leap forward began with the recession of 2009.

We are in our seventh year of blowing up what we thought were the value propositions of news media.

Along the road, we tripped over The Next Big Thing: tablets, video, social media, smartphones, smartwatches, paywalls, native advertising, print + digital integration, innovation, Big Data. Distributed content is today’s Next Big Thing.

INMA co-produced Big Data Week in New York recently, and there were mind-blowing ways of making next-generation data analytics pay off. Yet I couldn’t help but think that much of it was Marketing 101.

In fact, through all of the things that wow us, there are core principles about what a media company does and what its value proposition is:

- Our value to readers is about content and constantly making that content more relevant.
- Our value to advertisers is about the quality of our audience and our ability to tell our audience story.
- We must incorporate the voice of the consumer into how decisions get made.
- We must be where readers are.
- We must attract and retain the best employees (now more than ever). That requires constant training outside their everyday tasks.

Did you notice there was not a single mention of “digital” in any of those principles? It’s because these principles were true in 1966, 1976, 1986, 1996, 2006, and 2016.

Yet they weren’t top of mind prior to The Great Transformation because we were too busy optimising the legacy business model we perfected. We took readers, advertisers, and employees for granted.

The London World Congress is an opportunity to remind ourselves of these core principles. Leonard Brody will give us historic context. Patrick Behar will drill down to how we shift from defense to offense. Then we will take a topical approach — mobile, data, paywalls, video, native advertising, ad blocking, print. And, yes, we will do a deeper than normal dive in what everyone wants to talk about: distributed content. Along the way, we will intersect with London media companies and start-ups, learn from the likes of Google and The Guardian, and learn what colleagues from around the world are doing to grow audience, revenue, and brand.

Enjoy the London World Congress experience. Enjoy the best of what INMA has to offer. Yet keep an eye on these core principles that won’t change regardless of what happens next.

Earl J. Wilkinson is executive director and CEO of the International News Media Association (INMA). He may be reached at earl.wilkinson@inma.org.
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The Digital News Initiative is a partnership between Google, news publisher and broadcasters in Europe to support quality journalism.

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