

TAKEAWAYS OF THE DAY

- **Free is very expensive**
- **Unbundling – disintermediation – decoupling**
- **Value adding vs. value eroding vs. value capturing**
- **Save me from Justin Bieber!**
- **Time + money + effort**

TAKEAWAYS OF THE DAY

- **Beware of disrupters making it easier**
- **Five step approach:**
 - **1 map**
 - **2 find weak link**
 - **3 find value (create, grade, capture)**
 - **4 specialize**
 - **5. beware or competitors**
- **Don't try to recouple: re-balance**

TAKEAWAYS OF THE DAY

- **Business model innovation - not startups, consumers “next big thing syndrome”**
- **Paradox of the present - vortex of doom**
- **Mysteries of social media**
- **Don't fear the future. Turn on the lights!**
- **Connect the dots! Future is AR & visual**

TAKEAWAYS OF THE DAY

- **2017: bridge year to AI with quality news**
- **Get out of Facebook, buy Twitter**
- **Google?**
- **Data as important as content**
- **CMS, DWH, DMP
(warehouse) (management)**

TAKEAWAYS OF THE DAY

- **Recommendation algorithms**
- **Not up to editors anymore**
- **SSPs (supply side platforms)/machine learning/voice**
- **Automation for speed, for breath, for cost saving**
- **Automation for personalization**

TAKEAWAYS OF THE DAY

- **Automation for news on demand**
- **News in machine age means: new workflows**
- **Data – structure – ideas**
- **Buy or build?**
- **Automation for speed, for breath, for cost saving**

TAKEAWAYS OF THE DAY

- **Data pyramid – democratize data, personalize, recommend**
- **Freemium + metered + pay per device mobile apps**
- **Move from metered to premium**
- **Dynamic paywall**

TAKEAWAYS OF THE DAY

- **Membership – the key to reader revenue**
- **WSJ – customer led pay model**
- **Content is king, but context is queen**
- **Turn off Google?**
- **3 pillars: media/technology/branded products**
- **Licensing business**

TAKEAWAYS OF THE DAY

- **Duopoly – 54% Google 45% Facebook digital ad revenue**
- **Become inch wide, mile deep, niche media**
- **Display is the new print**
- **Audience vs. brands**

TAKEAWAYS OF THE DAY

- **Property, healthcare –invest your cash flow into cash cows**
- **From readers to audiences / partner**
- **Facebook will self-censor, don't worry**
- **We are not a publisher, we are a platform that distributes content**
- **Mid-roll video ads is the future**

TAKEAWAYS OF THE DAY

- **It is not a binary choice, join us as partners**
- **Constructive journalism is the key to restore trust**