CUE is the core of newsrooms worldwide

- Native agility and flexibility
- Tech agnostic AI integration
- Scales to all brands and channels
- Efficiency through automation

MEDIA GROUPS ON CUE INCLUDE:

NEW YORK TIMES  THE ECONOMIST  AXEL SPRINGER  GANNETT  STYRIA MEDIA GROUP

MEDIAHUIS  REACH  SPH MEDIA LIMITED  MCCLATCHY  THE TIMES OF INDIA  THE GLOBE AND MAIL

ORGANIZACIÓN EDITORIAL MEXICANA  FUNKE  BAYARD  IPPEN MEDIA  VRM  GROUPE ROSSEL

ROULARTA  TAGESSPIEGEL  NOZ MH:N MEDIEN  SUD OUEST  THE HINDU  RINGIER  AMEDIA  INFOGLOBO

HEARST  TVN  BONNIER  BADISCHE NEUESTE NACHRICHTEN  NTV  PRESSEDRUCK  JP POLITIKKEN

See more at STIBODX.COM
INMA is back. And in more ways than one. This is our first in-person World Congress of News Media since we gathered in New York four years ago.

In INMA’s 93-year history, we held our annual conference in-person through wars, recessions, health scares, and even volcanic ash clouds over the Atlantic Ocean. COVID-19 was different.

During the pandemic, we grew corporate membership by 50%, and we grew the number of people on the membership rolls by 104%.

That has transformed the nature of the famed “INMA conversation.” It is as global as ever. Yet we now benefit from a greater diversity of voices digitally transforming toward a more sustainable future for the companies that support great journalism.

So, how did this INMA growth happen?

1. Initiatives: We scaled our initiatives during the pandemic from two to six, creating communities and insights for subscriptions, data, product, newsrooms, advertising, and digital platforms.

2. Virtual: We virtualised and scaled everything such as Webinars, conferences, master classes, and corporate member engagements.

3. Engagement: Not doing in-person events freed up enormous time to engage with members at great scale and depth.

We created a powerful magnet for media companies looking beyond ideas to insights.

And member companies empowered their people with a virtual community that works for them – even from home.

INMA today is aiming to preserve the best of what we created during the pandemic while flipping back to experiential in-person events.

With this week’s 93rd Annual INMA World Congress of News Media, we return to media’s biggest stage: an unprecedented 127 speakers across three study tours visiting 25 companies, five topical workshops, and a high-powered and creative conference.

And if we’ve learned anything from the past three years of pandemic, it is that when INMA members gather ... we need to put an exclamation point on the experience. Our opening reception at Tavern On the Green and Global Media Awards dinner at the Harvard Club will be memorable.

Throughout this week, we will confront the “midnight moment” for news media: How to keep our eye on the long-term goal of digital transformation while confronting the short-term economic headwinds.

On behalf of the INMA Board, I am so pleased that you are joining 525+ peers from 47 countries in New York this week.

Maribel Perez Wadsworth is volunteer president of the International News Media Association (INMA) and current chair of the News Media Alliance. She most recently served as president of Gannett Media.
Where journalism meets sports, financial and breaking news to engage with readers in real-time

Stock Market Gamification

41% 18-34 years old players
73k registered players for a Fantasy Funds game in 2022

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Cover breaking news as it happens with personalized, interactive content in real-time

- Intuitive editorial interface
- Engaging features
- Monetize in live feed

www.norkon.net  www.livecenter.com
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Generative AI as the “midnight moment” glue . . . . . . . . . . . . 46

WHAT YOU NEED TO KNOW THIS WEEK

REGISTRATION DESK
Monday, May 22
Westin Times Square • 270 West 43rd Street
Fourth Floor Atrium • 7:00 a.m.-8:30 a.m.

Wednesday, May 24
Westin Times Square • 270 West 43rd Street
The New York Atrium (Ninth Floor)
8:00 a.m.-6:00 p.m.

Thursday, May 25
The TimesCenter • 242 West 41st Street
7:30 a.m.-7:00 p.m.

Friday, May 26
The TimesCenter • 242 West 41st Street
8:00 a.m.-5:00 p.m.

BADGES AND TICKETS
Badges must be worn at all times for admittance to official conference functions. Delegates must have their badges present in order to gain access to all functions.

CONGRESS GUIDE
To access the real-time agenda, speaker profiles, attendee list, sponsor information, and more, go to www.inma.org/worldcongress.

WORLD CONGRESS BLOG
Go to www.inma.org/wc for editorial coverage of INMA New York.

PRESENTATIONS
World Congress presentations will be available to conference delegates beginning Friday evening. An e-mail with presentation links will be sent immediately following Congress sessions. Please be aware that not all speakers grant permission to upload presentations.

ATTENDEE LIST
A complete list of all World Congress delegates may be found at the Congress Guide (inma.org/worldcongress).
AGENDA AT A GLANCE

**MONDAY**

7:00 a.m.-7:45 a.m.
Study Tour registration and welcome coffee
Westin Times Square
270 West 43rd Street
Fourth Floor Atrium

7:45 a.m.-8:30 a.m.
Study Tour executive briefing
Westin Times Square
270 West 43rd Street
Gershwin Ballroom, Fourth Floor

8:45 a.m.-5:45 p.m.
Blue Study Tour
Departs by bus from Westin Times Square lower lobby
Today’s visits: News Corp, the NBA, Advance Local, U.S. News & World Report, and Optimedia.

8:45 a.m.-5:45 p.m.
Green Study Tour
Departs by bus from Westin Times Square lower lobby

8:45 a.m.-5:45 p.m.
Red Study Tour
Departs by group walk from Westin Times Square, Gershwin Ballroom

**TUESDAY**

8:30 a.m.-5:45 p.m.
Blue Study Tour
Departs by bus from Westin Times Square lower lobby
Today’s visits: Arizent, Bloomberg, Reuters, and LinkedIn/Microsoft.

7:30 a.m.-5:45 p.m.
Green Study Tour
Departs by bus from Westin Times Square lower lobby
Today’s visits: Newsday, Atlas Obscura, The Atlantic, and LinkedIn/Microsoft.

8:30 a.m.-5:45 p.m.
Red Study Tour
Departs by bus from Westin Times Square lower lobby

**WEDNESDAY**

8:00 a.m.-6:00 p.m.
World Congress registration desk
Westin Times Square Hotel
270 West 43rd Street
The New York Atrium (Ninth Floor)
If you have not already checked in for World Congress Week and plan on attending today’s workshops or the Tavern On the Green Welcome Reception in the evening, please pick up your badge at the registration desk.

8:00 a.m.-9:00 a.m.
Welcome coffee for today’s workshops
Westin Times Square Hotel
270 West 43rd Street
The New York Atrium (Ninth Floor)

9:00 a.m.-12:00 p.m.
Digital Advertising Workshop
Westin Times Square Hotel
270 West 43rd Street
Palace Room, Ninth Floor

9:00 a.m.-12:00 p.m.
Product Workshop
Westin Times Square Hotel
270 West 43rd Street
Plymouth Room, Ninth Floor

12:30 p.m.-1:00 p.m.
INMA Annual Business Meeting
Westin Times Square Hotel
270 West 43rd Street
Palace Room, Ninth Floor

2:00 p.m.-5:00 p.m.
Newsroom Workshop
Westin Times Square Hotel
270 West 43rd Street
Plymouth Room, Ninth Floor

2:00 p.m.-5:00 p.m.
Smart Data Workshop
Westin Times Square Hotel
270 West 43rd Street
Majestic Ballroom, Fifth Floor

7:00 p.m.-9:30 p.m.
Welcome Reception at Tavern On the Green
West 67th Street (Central Park)
The official grand opening of the INMA World Congress at one of New York’s iconic venues features the iconic Stan Rubin Orchestra.
Attire is business casual. You will need your INMA badge for security upon entrance to Tavern On the Green.

**THURSDAY**

7:30 a.m.-7:15 p.m.
World Congress registration desk
The TimesCenter
242 West 41st Street

7:30 a.m.-9:00 a.m.
Networking welcome
The TimesCenter
242 West 41st Street
Join INMA members for a welcome coffee in our Networking Lounge to connect with peers and conduct Ask Me Anything sessions.

9:00 a.m.-5:45 p.m.
Media Conference
The TimesCenter
242 West 41st Street
The plenary centerpiece of World Congress Week: keynotes, panels, interviews, and more.

5:45 p.m.-7:15 p.m.
Wine and cheese reception
The TimesCenter
242 West 41st Street

**FRIDAY**

8:00 a.m.-5:00 p.m.
World Congress registration desk
The TimesCenter
242 West 41st Street

8:00 a.m.-9:00 a.m.
Networking welcome
The TimesCenter
242 West 41st Street

9:00 a.m.-4:45 p.m.
Media Conference
The TimesCenter
242 West 41st Street

6:30 p.m.-11:30 p.m.
Global Media Awards dinner and ceremonies
Harvard Club of New York
35 West 44th Street
Tickets are required for this gala evening featuring a reception, dinner, and after-party. Attire is business (black-tie optional).
Arc XP drives news media forward.

Get the digital experience platform that delivers proven results.

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50% improved editorial team productivity

67% improved developer productivity

$500,000 annual cost savings

$1,200,000 incremental ad revenue

$1,600,000 incremental subscription revenue

“With Arc XP we lowered our costs, we grew our revenue, and we grew our relevance.”

Director General of a media company in Mexico

Source: “The Total Economic Impact™ of Arc XP,” Forrester Research, February 2022

Are you ready to upgrade? Get started at arcxp.com
The International News Media Association (INMA) is a global community of market-leading news media companies reinventing how they engage audiences and grow revenue to support great journalism.

The INMA community consists of 21,000+ members at 900+ news media companies in 90 countries.

INMA is the news industry’s foremost ideas-sharing network with members connected via events, reports, Webinars, best practices as well as initiatives focused on subscriptions, data, product, advertising, newsrooms, and the publisher relationships with Big Tech.

Our mission
To inspire news media companies to embrace business practices that sustain impactful journalism:

• Build communities of best practice and facilitate the exchange of ideas, expertise, benchmarks, and experiences.

• Distill the collective knowledge of members into insights that grow audiences, transform brands, and ensure the sustainability of media companies.

• Identify and recognise excellence in vital areas that support the business of journalism.

Our values
• Sustainable journalism: We believe a free press is a financially independent press.

• Your success: We fight for the success of news media — especially of members who support our community.

• Innovation: We pursue solutions to common challenges facing news media companies.

• Continuous learning: We encourage media companies to constantly improve themselves.

Our community
• Trust: We are a trusted community that will provide safe spaces for members to share their ideas.

• Volunteerism: We are a volunteer-led community of media professionals who drive the INMA agenda.

• International focus: The best outcomes emanate from an international community.

• Inclusivity: We are a diverse and inclusive community.
Corporate members are the lifeblood of INMA. Corporate members enjoy added benefits of membership, including being able to sign up an unlimited number of employees to INMA membership. If you are not a corporate member, contact Membership Director Brooke Dillier during the New York conference or e-mail brooke.dillier@inma.org.

<table>
<thead>
<tr>
<th>Country</th>
<th>Corporate Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>Grupo Clarín, La Nación</td>
</tr>
<tr>
<td>Austria</td>
<td>Australian Community Media, News Corp Australia, Nine, Austria Mediaprint Zeitungs- und Zeitschriftenverlag, Russmedia, Styria Media Group</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>MRDI, Prothom Alo, The Daily Star</td>
</tr>
<tr>
<td>Belgium</td>
<td>DPG Media, Freomle, Groupe Rossel, IPM Group (La Libre), Mediafin, Mediahuis, Roularta Media Group</td>
</tr>
<tr>
<td>Brazil</td>
<td>Folha de S.Paulo, Grupo RBS - Zero Hora, InfoGlobo Comunicações, Rede Gazeta</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>Economedia, Smartico</td>
</tr>
<tr>
<td>Chile</td>
<td>El Mercurio</td>
</tr>
</tbody>
</table>
Membership Benefits

21,242 members in 90 countries

Blogs
Published daily, 7,000+ archived
• Audio and video innovations
• Big Data for news publishers
• Bottom-line marketing
• Connecting with Google
• Content strategies
• Digital strategies
• Digital subscriptions
• Innovative advertising
• Media leaders
• Media research
• Print innovations
• Product and tech

Initiatives

Advertising Initiative
Digital Platform Initiative
Newsroom Initiative
Product Initiative
Smart Data Initiative
Readers First Initiative
Young Professionals Initiative

Reports
WEBINARS
Most recent Webinars, 296 on-demand for you
- Liberating Your Newsroom: Closing Print Editions With Alabama Media Group
- Disrupting the News Genre the OTT Way With News9 Plus
- How to Battle Subscriber Churn and Return to Growth
- Identifying Valuable Potential Subscribers Through Data With Der Spiegel
- Subscription Models for a Niche Market: Lessons from Media24
- Lessons On Going Digital-First With Bonnier
- Managing the Product and Technology Partnership Effectively
- Breaking Down Walls: The Role of Product in Driving Growth at The Hindu
- The Importance of Creativity and Design in Media Advertising

ARCHIVES
Best practices
News industry headlines
Conference presentations

MEMBER CONNECTIONS
Member Directory
- Interests similar to you
- Expertise similar to you
- Geography
- Type of media company
- Size of media company
- Proximity to you
- Professional focus
Slack channel

AWARDS
Global Media Awards
30 Under 30 Awards
Elevate Scholarships

VIRTUAL EVENTS
Africa News Media Summit
Asia/Pacific News Media Summit
Latin America News Media Summit
South Asia News Media Summit
Subscriptions Town Hall

PREMIUM SERVICES AND EXPERIENCES
Discounts and availability for INMA corporate members

In-person conferences
- World Congress of News Media
- Media Subscriptions Summit
- European News Media Conference
Study tours
- World Congress Study Tours (3)
- Subscription Summit Study Tour
- European Media Innovation Week Study Tour
- Silicon Valley Study Tour
- New Delhi Innovation and Future Tech Study Tour
Subscription Benchmark Service

Master classes (virtual)
- Digital Advertising Master Class
- Product Innovation Master Class
- Subscription Growth Master Class
- Smart Data Master Class
- Newsroom Leadership Master Class

Expert advice
- Ask Me Anything sessions
- Corporate executive briefings
- Company and peer connection service
- Coaching and consulting
MONDAY

7:00 a.m. - 7:45 a.m.  
Study Tour registration and welcome coffee
Westin Times Square Hotel
270 West 43rd Street
Fourth Floor Atrium

7:45 a.m. - 8:30 a.m.  
Study Tour briefing
Westin Times Square Hotel
270 West 43rd Street
Gershwin Ballroom, Fourth Floor

Jason Kint, Chief Executive Officer, Digital Content Next
Alan D. Mutter, Consultant and Red Study Tour Leader
Ioana Straeter, Programming and Events Director, INMA, and Green Study Tour Leader
Robert Whitehead, Digital Platform Initiative Lead, INMA, and Blue Study Tour Leader
Earl J. Wilkinson, Executive Director and Chief Executive Officer, INMA

8:30 a.m. - 9:15 a.m.  
Bus transfer to News Corp

9:15 a.m. - 11:00 a.m.  
Visit News Corp
1211 6th Avenue

Damian Eales, Global Head of Transformation, News Corp
Anoushka Healy, Chief Strategy Officer, News Corp
Martin D’halluin, Deputy General Counsel, News Corp
Sheryn Weiss, Chief Marketing Officer, Dow Jones
Maria Pacheco, Chief Executive Officer, Storyful
Natalie Evans, Editor, US Sun
Darren Davidson, Editor, Storyful, News Corp
Will Payne, Director of Digital (Editorial), Sun

11:00 a.m. - 11:30 a.m.  
Bus transfer to NBA

11:30 a.m. - 1:15 p.m.  
Visit NBA
645 5th Avenue

Satwont Singh, Vice President, Head of Monetization, NBA
James Malanga, Senior Director of Monetization, NBA

1:15 p.m. - 2:15 p.m.  
Bus transfer to Advance Local

2:15 p.m. - 3:30 p.m.  
Visit Advance Local
1 World Trade Center
44th Floor

Caroline Harrison, Chief Executive Officer, Advance Local
Pam Siddall, Co-President, Advance Local

3:30 p.m. - 4:00 p.m.  
Bus transfer to U.S. News & World Report/Optimera

4:00 p.m. - 5:00 p.m.  
Visit U.S. News & World Report and Optimera
26 Broadway

Jake Sullivan, Director of Programmatic and Revenue Platforms, U.S. News & World Report
Keith Candiotti, Founder, Chief Executive Officer, Optimera

5:00 p.m. - 5:45 p.m.  
Bus transfer to Westin Times Square

TUESDAY

8:00 a.m. - 8:30 a.m.  
Meet in Westin Times Square lobby for departure
270 West 43rd Street
Lower Lobby

8:30 a.m. - 9:30 a.m.  
Bus transfer to Arizent

9:30 a.m. - 10:30 a.m.  
Visit Arizent
1 State Street Plaza

Josh Rucci, Chief Commercial Officer, Arizent
Fell Gray, Senior Vice President, Brand and Marketing, Arizent

10:30 a.m. - 11:30 a.m.  
Bus to Bloomberg

11:30 a.m. - 1:15 p.m.  
Visit Bloomberg
731 Lexington Avenue

Julia Beizer, Chief Digital Officer, Bloomberg
Roman Mackiewicz, Chief Information Officer, Bloomberg
Travis Winkler, Global Head of Video and Audio Partnerships, Bloomberg

1:15 p.m. - 1:45 p.m.  
Bus to Reuters

1:45 p.m. - 3:00 p.m.  
Visit Reuters
3 Times Square

Padraic Cassidy, Editor, Automation and News Technology, Reuters

3:00 p.m. - 3:30 p.m.  
Bus to LinkedIn

3:30 p.m. - 5:00 p.m.  
Visit LinkedIn
and Microsoft Empire State Building
350 Fifth Avenue

Laura Lorenzetti, Executive Editor, LinkedIn News
Nikhil Kolar, Partner Lead, Worldwide Content Ecosystem and Growth, Microsoft

5:00 p.m. - 5:45 p.m.  
Bus to Westin Times Square
# Green Study Tour Agenda

## Monday

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Organizer</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m. - 7:45 a.m.</td>
<td>Study Tour registration and welcome coffee</td>
<td>Westin Times Square Hotel, 270 West 43rd Street, Fourth Floor Atrium</td>
<td>Jason Kint, Chief Executive Officer, Digital Content Next</td>
</tr>
<tr>
<td>7:45 a.m. - 8:30 a.m.</td>
<td>Study Tour briefing</td>
<td>Westin Times Square Hotel, 270 West 43rd Street, Fourth Floor Gershwin Ballroom, Fourth Floor</td>
<td>Alan D. Mutter, Consultant and Red Study Tour Leader</td>
</tr>
<tr>
<td>8:30 a.m. - 9:15 a.m.</td>
<td>Bus transfer to Dottodash Meredith</td>
<td>Dottodash Meredith, 225 Liberty Street, 4th Floor</td>
<td>John Dick, Founder, Chief Executive Officer, Dottodash</td>
</tr>
<tr>
<td>9:15 a.m. - 10:15 a.m.</td>
<td>Visit Dottodash Meredith</td>
<td>Dottodash Meredith, 225 Liberty Street, 4th Floor</td>
<td>Peter Spiegel, US Managing Editor, Financial Times</td>
</tr>
<tr>
<td>10:15 a.m. - 11:00 a.m.</td>
<td>Visit CivicScience</td>
<td>CivicScience, 225 Liberty Street, 4th Floor</td>
<td>Alastair Mackie, Head of Business Development, Audio/Video on Audio Growth, Financial Times</td>
</tr>
<tr>
<td>11:00 a.m. - 11:15 a.m.</td>
<td>Walk to The News Movement</td>
<td>The News Movement</td>
<td>Ramin Beheshti, President, Co-Founder, The News Movement</td>
</tr>
</tbody>
</table>

## Tuesday

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Organizer</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:15 a.m. - 7:30 a.m.</td>
<td>Meet in Westin Times Square lobby for departure</td>
<td>Westin Times Square Hotel, 270 West 43rd Street, Lower Lobby</td>
<td>Debbi Krenek, President, Newsday</td>
</tr>
<tr>
<td>7:30 a.m. - 9:00 a.m.</td>
<td>Bus transfer to Newsday</td>
<td>Newsday, 6 Corporate Center Drive Drive, Melville</td>
<td>Andrea Rothchild, Chief Advertising Officer, Newsday</td>
</tr>
<tr>
<td>9:00 a.m. - 10:45 a.m.</td>
<td>Visit Newsday</td>
<td>Newsday, 6 Corporate Center Drive Drive, Melville</td>
<td>Robert Cassidy, Executive Director of Multimedia, Newsday</td>
</tr>
<tr>
<td>10:45 a.m. - 11:45 a.m.</td>
<td>Visit Atlas Obscura</td>
<td>Atlas Obscura, 6 Corporate Center Drive Drive, Melville</td>
<td>Shawna Vanness, Associate Managing Editor, Newsday</td>
</tr>
<tr>
<td>11:45 a.m. - 12:45 p.m.</td>
<td>Bus transfer to The Atlantic</td>
<td>The Atlantic, 130 Prince Street</td>
<td>Samir Patel, Editor-In-Chief, Atlas Obscura</td>
</tr>
<tr>
<td>1:00 p.m. - 2:30 p.m.</td>
<td>Visit The Atlantic</td>
<td>The Atlantic, 130 Prince Street</td>
<td>Jefferssion Rabb, Chief Product Officer, The Atlantic, United States</td>
</tr>
<tr>
<td>3:30 p.m. - 5:00 p.m.</td>
<td>Visit LinkedIn and Microsoft</td>
<td>Empire State Building, 350 Fifth Avenue</td>
<td>Laura Lorenzettt, Executive Editor, LinkedIn News</td>
</tr>
<tr>
<td>5:00 p.m. - 5:45 p.m.</td>
<td>Bus to Westin Times Square</td>
<td>Westin Times Square Hotel, 270 West 43rd Street, Lower Lobby</td>
<td>Nikhil Kolar, Partner Lead, Worldwide Content Ecosystem and Growth, Microsoft</td>
</tr>
</tbody>
</table>
Activating content. Delivering results.

BLOX Digital empowers content producers to connect with their worldwide audiences—at scale—and continuously transform to achieve their goals.

Learn more: BLOXDigital.com/INMA
# RED STUDY TOUR AGENDA

## MONDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m. - 7:45 a.m.</td>
<td>Study Tour registration and welcome coffee</td>
</tr>
<tr>
<td>Westin Times Square Hotel</td>
<td>270 West 43rd Street Fourth Floor Atrium</td>
</tr>
<tr>
<td>7:45 a.m. - 8:30 a.m.</td>
<td>Study Tour briefing</td>
</tr>
<tr>
<td>Westin Times Square Hotel</td>
<td>270 West 43rd Street Gershwin Ballroom, Fourth Floor</td>
</tr>
<tr>
<td>8:30 a.m. - 9:15 a.m.</td>
<td>Group walk to the New York Times</td>
</tr>
<tr>
<td>9:15 a.m. - 12:15 p.m.</td>
<td>Visit The New York Times at 620 8th Avenue</td>
</tr>
<tr>
<td>12:15 p.m. - 12:45 p.m.</td>
<td>Group walk to Gannett</td>
</tr>
<tr>
<td>12:45 p.m. - 2:00 p.m.</td>
<td>Visit Gannett</td>
</tr>
<tr>
<td>Kate Gutman, Senior Vice President, Head of Content Ventures, Gannett</td>
<td>Caroline Harris, Vice President, Digital Distribution, Gannett</td>
</tr>
<tr>
<td>2:00 p.m. - 2:30 p.m.</td>
<td>Group walk to Hearst</td>
</tr>
<tr>
<td>2:30 p.m. - 3:45 p.m.</td>
<td>Presentation by Chartbeat</td>
</tr>
<tr>
<td>Chartbeat @ Hearst</td>
<td>Jill Nicholson, Chief Marketing Officer, Chartbeat</td>
</tr>
<tr>
<td>3:45 p.m. - 5:15 p.m.</td>
<td>Visit Hearst</td>
</tr>
<tr>
<td>5:15 p.m. - 5:45 p.m.</td>
<td>Group walk to Westin Times Square</td>
</tr>
</tbody>
</table>

## TUESDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 a.m. - 8:30 a.m.</td>
<td>Meet in Westin Times Square lobby for departure</td>
</tr>
<tr>
<td>270 West 43rd Street Lower Lobby</td>
<td></td>
</tr>
<tr>
<td>8:30 a.m. - 9:30 a.m.</td>
<td>Bus transfer to Semafor</td>
</tr>
<tr>
<td>9:30 a.m. - 10:30 a.m.</td>
<td>Visit Semafor</td>
</tr>
<tr>
<td>Ben Smith, Co-Chief Executive Director, Editor-In-Chief, Semafor</td>
<td></td>
</tr>
<tr>
<td>10:30 a.m. - 11:00 a.m.</td>
<td>Bus to Piano</td>
</tr>
<tr>
<td>11:00 a.m. - 1:00 p.m.</td>
<td>Visit Piano</td>
</tr>
<tr>
<td>1:00 p.m. - 2:00 p.m.</td>
<td>Presentation by The Arena Group</td>
</tr>
<tr>
<td>2:00 p.m. - 2:45 p.m.</td>
<td>Bus to Google</td>
</tr>
<tr>
<td>2:45 p.m. - 4:45 p.m.</td>
<td>Visit Google</td>
</tr>
<tr>
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## SEMAFOR

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<td>1:00 p.m. - 2:00 p.m.</td>
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## PIANO

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**Registration and welcome coffee**
New York Atrium (Ninth Floor)
8:00 a.m.-6:00 p.m.
Participating in workshops or attending the welcome reception? Pick up your registration credentials. Badges are required at all activities.

**Digital Advertising Workshop**
Product Workshop
Palace Room (Ninth Floor)
9:00 a.m.-12:00 p.m.
The emerging playbook for digital advertising with a focus on trends and revenue-generating case studies is the focus of this half-day workshop.

**Product Workshop**
Digital Advertising Workshop (Morning)

**Newsroom Workshop**
Palace Room (Ninth Floor)
2:00 p.m.-5:00 p.m.
How to bring newsrooms into the business of news is the focus of this half-day workshop.

**Subscription Workshop**
Majestic Ballroom (Ninth Floor)
9:00 a.m.-12:00 p.m.
Where subscriptions are going next for news media is the focus of this half-day workshop.

**Newsroom Workshop**
Product Workshop (Morniing)

**Smart Data Workshop**
Majestic Ballroom (Fifth Floor)
2:00 p.m.-5:00 p.m.
Using data to tackle everyday business challenges with audience, advertising, and editorial is the focus of this half-day workshop.
EIDOSMEDIA

Re-engineering the news

The sustainable media future

eidosmedia.com/media
A handpicked selection of the most trusted & successful Hispanic publishers

We’ve got a killer monetization strategy for your U.S. traffic
8:00 a.m. - 9:00 a.m.
Registration and welcome coffee
Doors open to the Westin workshop room at this time. Pick up your badge and registration credentials for World Congress in advance of the workshop – and network with peers with a welcome coffee.

9:00 a.m. - 9:05 a.m.
Welcome and introductions
The emerging playbook for digital advertising with a focus on trends and revenue-generating case studies is curated by Advertising Initiative Lead Mark Challinor.

9:05 a.m. - 9:20 a.m.
What you need to know now about digital advertising in news media in 2023
What trends can we expect to see in the next 12 months? What do ad industry experts say? Which areas can help us find success in advertising? How do we generate new revenue streams?

9:20 a.m. - 9:45 a.m.
What's next for branded content
Branded content has seen a meteoric rise in media companies the world over in recent years. Now that it's well established, what's next? Tracy will share what Canada's national media group is doing to lead the way. Something to take back to your company?

9:45 a.m. - 10:10 a.m.
Context is king in a post-cookie world
Funke Media has developed a special, contextual advertising engine. They have integrated the system in Google Ad Manager which makes handling easier, having all ad servers in one place. They use this engine for internal link building while examining their relationships with the tech platforms. Learn all about it from one of Germany's major news media companies.

10:10 a.m. - 10:30 a.m.
Trends and strategies for news media publishers and advertisers to reach the U.S. Hispanic market
Unlocking the power of digital advertising is crucial for publishers seeking to reach audiences effectively (specifically the United States Hispanic market in Digo's case). By understanding key trends and strategies, publishers can optimise their digital advertising efforts to better engage.

10:30 a.m. - 10:50 a.m.
The importance of a robust sales strategy
Creativity, insights, and close relationships with advertisers are all crucial elements that drive revenue for media ad sales. However, without defined collaboration practices across the organization, we are not as effective at reaching our shared goals as we should be.

10:50 a.m. - 11:15 a.m.
New ad products and formats: From audio to video to multi-channel offerings
For many years, Folha de S.Paulo has led the way with the most innovative and creative print advertising campaigns for its clients. Now, as the company moves to digital, what can the news brand tell us about new digital ad products that advertisers love and really want to buy?

11:15 a.m. - 11:40 a.m.
Can advertising trends create a catalyst for change?
How can these trends pave the way for a better future for news publishers whether they are focused on B2B or B2C reader revenue. Eimear looks at the evolution of the marketplace and how every challenge creates a possible new opportunity.

11:40 a.m. - 12:00 p.m.
Summary and what's next in the INMA Advertising Initiative

Brought to you by dugo
8:00 a.m. - 9:00 a.m.
Registration and welcome coffee
Doors open to the Westin workshop room at this time. Pick up your badge and registration credentials for World Congress in advance of the workshop - and network with peers with a welcome coffee.

9:00 a.m. - 9:05 a.m.
Welcome and introductions
How product is impacting transformation, speed-to-market, and how work gets done. Workshop led by Product Initiative lead Jodie Hopperton

9:05 a.m. - 9:20 a.m.
INMA’s 7 steps of product
You’ll bring a new idea, or project, and take it through INMA’s 7 steps. This means that you can return to the office equipped with a plan of action, knowing what information you need to collect, which stakeholders you need to get buy in from, and how to articulate the story.

9:20 a.m. - 9:45 a.m.
Case study: Framing problems, not solutions
We will see some examples of working from a true product perspective. This means sometimes reverse-engineering suggested solutions to understand what the real problem is.

9:45 a.m. - 10:10 a.m.
Case study: Understanding customers
Often we get wrapped into thinking about our own businesses, but that doesn’t necessarily translate to what our consumers want. In this session, we’ll look at different methods to truly understand our customers and determine what they want, which may not be what they say they want!

10:10 a.m. - 10:25 a.m.
Setting up for success: Understanding macro trends
To leverage what you now know about your customers and take advantage of forward-looking opportunities, you will need to understand macro-level trends that may impact your goals.

10:25 a.m. - 10:55 a.m.
Case study: Getting to an MVP (minimum viable product)
We’ll look at identifying what is the minimum that we can get away with to test the idea without over-investing, while giving enough to see if customers love it - a minimum lovable product. This will help you decide what you want to test to validate a go/no go – and so what you need to build.

10:55 a.m. - 11:15 a.m.
Case study: How to test and iterate a product
In a series of case studies, we’ll look at examples of product launches, what the feedback has told the product owner, and how the product has been developed (or not).

11:15 a.m. - 11:20 a.m.
Wrap-up of the case studies and product process
INMA will take you through the final part of the product process and introduce the table talks.

11:20 a.m. - 11:50 a.m.
Questions and table talk
Break into smaller groups where you will have the opportunity to dig deeper into one of the four topics with the relevant expert.

11:50 a.m. - 12:00 p.m.
A glimpse into the next year of product
If you’re looking to reduce churn and grow your subscription revenue, visit our booth

Aptitude Software’s subscriber management and billing solution delivers:

• Flexibility and speed to market for product pricing offers and bundles
• Optimized conversions with streamlined acquisition and self-care
• Increased customer lifetime value with voluntary and involuntary churn strategies

www.aptitudesoftware.com
Unlock Your Subscription Revenue Potential with Zephr

Build, test, learn & optimize your digital subscription journeys and drive personalized experiences that accelerate revenue growth.

Meet the team
BOOTH 12
**SUBSCRIPTIONS WORKSHOP AGENDA**

Wednesday, May 24 • 9:00 a.m.-12:00 p.m.
Westin Times Square, Majestic Ballroom (Fifth Floor)

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**8:00 a.m. - 9:00 a.m.**
**Registration and welcome coffee**
Doors open to the Westin workshop room at this time. Pick up your badge and registration credentials for World Congress in advance of the workshop – and network with peers with a welcome coffee.

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**9:00 a.m. - 9:05 a.m.**
**Welcome and introductions**
Where subscriptions are going next for news media is the focus of this half-day workshop curated by Readers First Initiative Lead Greg Piechota.

**Brought to you by**

**9:25 a.m. - 10:00 a.m.**
**Executive panel**
In this panel, we will discuss different approaches to long-term business growth of national, local, and niche publishers.

- **Siv Juvik Tveitnes**, Executive Vice President, Schibsted News Media, Norway
- **Yasmin Namini**, Digital Media Consultant and Advisor, United States
- **Karl Wells**, Chief Commercial Officer, The Information, United States

**9:05 a.m. - 9:25 a.m.**
**Schibsted’s plan to double digital subscriptions by 2025**
Schibsted has been a digital transformation front-runner, doubling its subscriber base every three years. It plans to scale further with new product launches and super bundles. Hear about their first wins and about the latest innovations in the news subscription space in Scandinavia.

**10:00 a.m. - 10:15 a.m.**
**The retention battle**
Failing to retain subscribers means missing out on most of the revenue. Hear from Zuora on how to implement a super retainer strategy that can help you navigate even the toughest economic climates.

- **James Henderson**, Vice President, GTM Subscriber Experience, Former CEO of Zephr, Zuora, United Kingdom

**10:15 a.m. - 10:40 a.m.**
**Extending the life cycle**
How is the Washington Post navigating the challenges of audience fatigue and increased competition? Discover the table stakes and latest innovations in maintaining and growing loyal readership.

- **Anjali Iyer**, Head of Lifecycle Marketing, The Washington Post, United States

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**10:40 a.m. - 11:05 a.m.**
**Readers first newsroom**
In this firsthand account, delve into the challenges of balancing newsroom dynamics, managing metrics, and maintaining editorial integrity during the shift.

**Kevin Walsh**, Head of Editorial Development, Berlingske Media, Denmark

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**11:05 a.m. - 11:30 a.m.**
**Pockets of loyalty**
Respected for its investigative and explanatory journalism, this newspaper broadened its online reach to more than 90 million users, but saw only a few engaged regularly. It addressed the challenge with a systematic process of slicing the market in search of segments, or pockets of loyalty, and targeting them with content and marketing.

- **Nandagopal Rajan**, Business Head and Editor, New Media, The Indian Express, India

**11:30 a.m. - 11:55 a.m.**
**No longer anonymous**
As advertising and reader revenue strategies converge, this publisher focuses on registering and logging in users. This helps to know readers better, engage them, and nurture the value of subscriptions. As a bonus - the first-party data helps to boost digital ad revenues, preparing the company for a cookieless world.

- **Lamar Graham**, Vice President, Content Strategy, Advance Local, United States

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**11:55 a.m. - 12:00 p.m.**
**What you need to know next about INMA’s Readers First Initiative**
**NEWSROOM WORKSHOP AGENDA**

*Wednesday, May 24*

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<td><strong>Welcome and introductions</strong>&lt;br&gt;How to bring newsrooms into the business of news is the focus of this half-day workshop curated by Newsroom Initiative Lead Peter Bale.</td>
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<td>2:05 p.m. - 2:15 p.m.</td>
<td><strong>Executive briefing on how to bring newsrooms into the business of news</strong>&lt;br&gt;Distilling key learnings from the INMA Newsroom Initiative, learn how newsrooms should be organised to work with product, data, and audience. Learn how to gain, regain, and measure trust. And learn how newsrooms can most effectively support subscription, advertising, and other business models.</td>
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<tr>
<td>2:15 p.m. - 2:40 p.m.</td>
<td><strong>How to build personal and organisational strength in newsrooms</strong>&lt;br&gt;How can you build strength in the newsroom? As a leader of news teams serving the world’s leading news site and broadcasting network, Rachel explains her personal commitment to lifelong learning and how that feeds into her leadership style.</td>
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<td>2:40 p.m. - 3:05 p.m.</td>
<td><strong>Threats and opportunities from a global news perspective</strong>&lt;br&gt;What lessons can a global organisation like Reuters share on threats and opportunities the organisation and its people face across the world? Cybersecurity, employment regulations, misinformation, and inflation.</td>
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<td>3:05 p.m. - 3:30 p.m.</td>
<td><strong>Managing through crises</strong>&lt;br&gt;Hear stories from the frontline of change and how to cope with sudden shocks. What can news organisations learn from the experiences of travel news site Skift which had a near-death experience from the pandemic only to emerge stronger?</td>
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<td>3:30 p.m. - 4:10 p.m.</td>
<td><strong>Challenges of running a “hybrid” newsroom where print really matters</strong>&lt;br&gt;News from the front line of leading a hybrid newsroom. Print still matters in the hybrid model, yet pure-digital provides competition for audience and talent. Learn how City Press manages it. Plus, Mapula will share imaginative ways to build quality native advertising with genuine editorial value to create a revenue stream directly attributable to editorial teams.</td>
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<td>4:10 p.m. - 4:50 p.m.</td>
<td><strong>My biggest mistakes: Editors explain lessons learned</strong>&lt;br&gt;Newsroom leaders on the couch come clean about what they got wrong and how they learned from that in a group discussion. Get your questions ready for this great team of experienced and imaginative colleagues.</td>
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<tr>
<td>4:50 p.m. - 5:00 p.m.</td>
<td><strong>Takeaways and what’s next from INMA’s Newsroom Initiative</strong></td>
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**Additional Events**

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<td>7:00 p.m. - 9:30 p.m.</td>
<td><strong>Welcome Reception at Tavern On the Green</strong>&lt;br&gt;West 67th Street (Central Park)&lt;br&gt;Be welcomed to World Congress Week in style with the Welcome Reception at Central Park's iconic Tavern On the Green.</td>
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Driving **Digital Transformation** for Publishers

Trusted by leading publishers

- Newsday
- McClatchy
- The Atlanta Journal-Constitution
- MediaNews Group
- The Boston Globe
- Tampa Bay Times
- News Corp Australia
- MEDIA24
- News UK
- NZME.

www.pagesuite.com
Piano’s Digital Experience Platform empowers organizations to understand and influence customer behavior. Its end-to-end solution includes analytics, segmentation, personalization, subscription experience/dynamic paywall capabilities, all in one complete platform.

piano.io
SMART DATA WORKSHOP AGENDA

Wednesday, May 24

1:30 p.m. - 2:00 p.m.
Registration and welcome coffee
Doors open to the Westin workshop room at this time. Pick up your badge and registration credentials for World Congress in advance of the workshop - and network with peers with a welcome coffee.

2:00 p.m. - 2:10 p.m.
Welcome and introductions
Using data to tackle everyday business challenges with audience, advertising, and editorial is the focus of this workshop curated by Smart Data Initiative Lead Ariane Bernard.

Ariane Bernard, Smart Data Initiative Lead, INMA, France

2:10 p.m. - 2:35 p.m.
Machine learning for a smart paywall at The New York Times
Leveraging the first-party engagement data of registered users to determine personalised meter limits, all while optimising and balancing the trade-off between their business KPIs.

Rohit Supekar, Senior Data Scientist, The New York Times, United States

2:35 p.m. - 3:00 p.m.
Proving the value of analytics
How do you determine the value of all the analytics team’s work and connect the effort to the outcome? A data strategist will describe the creation, delivery, and value of measuring analytical throughput.

June Derschewitz, Board Member, Digital Analytics Association, United States

3:00 p.m. - 3:25 p.m.
Generative AI tools in Ippen CMS
Generative AI models such as ChatGPT, Dall-E, and Stable Diffusion have taken the world by storm. How can newsrooms use them to enhance their reporting? In this session, Ippen Media demonstrates how it integrates generative AI tools into its CMS.

Alessandro Alviani, Product Lead, Natural Language Processing, Ippen Digital, Germany

3:25 p.m. - 3:40 p.m.
What you don’t know can’t help you
Piano will reveal how publishers can now obtain these metrics and start making more informed decisions about advertising campaigns, audience and data acquisition, editorial planning, subscription offerings and marketing strategies.

Michael Silberman, Senior Vice President Strategy, Piano, United States

3:40 p.m. - 4:05 p.m.
An engineering challenge
The Atlantic will share with us the story of this effort and provide insight into the tools, techniques and strategies their team leverages to fuse data from these multiple sources into an actionable view of their audience.

Evan Sandhaus, Vice President, Engineering, The Atlantic, United States

4:05 p.m. - 4:30 p.m.
Accounting for promotion bias at Axel Springer
How can trending news be identified if counting clicks alone is not enough? An overview of how Axel Springer National Media and Tech leverages data science to tell the real story of an article.

Christian Leschinski, Data Science Lead, Axel Springer National Media and Tech, Germany

4:30 p.m. - 4:55 p.m.
Using generative AI to automate weather updates at Gannett
Being a trusted source to a community includes providing coverage of daily and severe weather, and putting it into context. Gannett will share with us the learnings from their prototypes, human-in-the-loop workflows, audience impact, and feedback.

Jessica Davis, Senior Director, News Automation and AI Product, USA Today, United States

4:55 p.m. - 5:00 p.m.
What you need to know next about INMA’s Smart Data Initiative

7:00 p.m. - 9:30 p.m.
Welcome Reception at Tavern On the Green
West 67th Street (Central Park)
Be welcomed to World Congress Week in style with the Welcome Reception at Central Park’s iconic Tavern On the Green.

INMA • WORLD CONGRESS OF NEWS MEDIA 2023 • 27
THURSDAY

7:30 a.m. - 9:00 a.m.
Networking welcome
Join INMA members from around the world for a welcome coffee in our Networking Lounge where you can connect with peers, and dive deep with news and tech industry solution providers. If you haven’t already done so, now is the time to grab your credentials at the Congress Registration Desk.

9:00 a.m.- 9:30 a.m.
World Congress opening ceremonies
Celebrate the opening of the 93rd Annual INMA World Congress of News Media with a ceremony featuring a roll call of nations present, an outline of news industry priorities, how the conference will address these trends, and where INMA intersects with media companies in extraordinary transition.

10:00 a.m. - 10:45 a.m.
Generative AI must generate for journalism
The threat AI poses to journalism and to the value of the intellectual property created by publishers everywhere is the focus of this fireside chat with the CEO of News Corp. Two years ago, Robert Thomson channeled Winston Churchill by suggesting that platforms paying for journalism was just “the end of the beginning.” If generative AI is the next chapter, we all have an important role to play to ensure it is also generative of revenue. Nothing less than the ability of publishers to continue producing quality journalism in the public interest is at stake.

10:45 a.m.-11:30 a.m.
How winning organisations understand how to deploy new and old power
How to connect news media leadership with the definitive guide to spreading ideas, building movements, and leaping ahead in a chaotic, connected age is the focus of this keynote presentation. In an address of significant importance to media leaders, learn how the “Goliaths” are being toppled by the “Davids” of the world – replacing the zero-sum currency of old power with the open and participatory current of new power. What can news media companies learn from these concepts that are sweeping the world?

11:30 a.m. - 12:15 p.m.
Networking break
It’s been four years since the last in-person World Congress. Take advantage of this reconnection by talking with peers, setting up one-on-one meetings, learning more from solution providers, and more during this extended networking break.

WEDNESDAY

7:00 p.m. - 9:30 p.m.
Welcome Reception at Tavern On the Green
West 67th Street (Central Park)
Be welcomed to World Congress Week in style with the Welcome Reception at Central Park’s iconic Tavern On the Green. Come early and stay late in this landmark restaurant originally designed as a sheep house that has served locals, presidents, royalty, artists, and actors since 1934. Re-connect with INMA peers from around the world and punctuate the evening with live entertainment. Attire is business casual. You will need your INMA badge for security upon entrance at Tavern On the Green.

9:30 a.m. - 10:00 a.m.
What pandemic tailwinds and economic headwinds hath wrought for news media
Caught in the swirl of long-term digitisation, a once-a-century global pandemic, and the ripple effects of economic uncertainty is a redefined news media company. Definitions of success are changing. How to impact and influence communities rely on unfamiliar skill sets. Journalism priorities are shifting as consumers show us through a million data points. Business models are in flux. In an opening address designed to put the state of news media in perspective, this INMA-exclusive keynote will set the table for news media and bridge the gap since our last World Congress four years ago.

FULL VIRTUAL AGENDA AVAILABLE
12:15 p.m. - 1:15 p.m.  
**The path to 2030: What CEOs believe will happen next with news media**

Building on the opening keynote, learn directly from the top CEOs in news media about priorities and trends as well as opportunities and threats. Where are we in the great digital transformation, and what’s next? What does the landscape look like to them by 2030, and what needs to change now to get there? Where are we on the pendulum swing between consumer and advertising revenue? And what are the big bets beyond traditional revenue?

**Speakers:**
- **Sinead Boucher**, Chief Executive Officer, Stuff, New Zealand
- **Frederic Kachar**, Chief Executive Officer, InfoGloto, Brazil
- **Catherine So**, Chief Executive Officer, South China Morning Post, Hong Kong
- **Praveen Someshwar**, Managing Director, Chief Executive Officer, HT Media, India
- **Gert Ysebaert**, Chief Executive Officer, Mediahuis Group, Belgium

3:15 p.m. - 4:00 p.m.  
**How editors are embracing the business of news**

In an extraordinary panel discussion, learn how newsrooms are mastering data, experiences, and culture to make journalism more discoverable and relevant in a fragmenting world — whether a subscription model or not. Learn whether newsrooms are leaning toward being data-informed or data-obsessed, and engage with our panel of chief editors on how far journalists should go on this front.

**Speakers:**
- **Alexandra Beverfjord**, Editor-in-Chief, Chief Executive Officer, Dagbladet, Norway
- **Nicole Carroll**, Former Editor-In-Chief, USA Today, United States
- **Lotta Edling**, Editorial Director, Bonnier News, Sweden
- **Martha Ramos Sosa**, Editorial Director, Organización Editorial Mexicana (OEM), Mexico

5:00 p.m. - 5:30 p.m.  
**Futureproofing journalism: How to connect business and culture for sustainable impact**

Leaders are facing a radical transformation of the talent and culture landscape: talent scarcity, hybrid work culture, ESG-expectations, generational tensions in the workplace, and disruptive technologies that impact every aspect of work. HR is no longer a side show. It is front and center. The time is now to be bold and go beyond traditional HR practices to create new approaches that deliver true value. This closing keynote will address practical steps for the media industry to create sustainable impact by connecting culture and business.

**Speakers:**
- **Nidal Salah-Eldin**, President, Talent & Culture, Member, Executive Board, Axel Springer, Germany

1:15 p.m. - 2:30 p.m.  
**Working lunch**

What other kind of lunch is there these days than a “working lunch”? Re-charge your battery after a morning of strategy with an opportunity to network and connect with peers and solution providers. Take a quick power walk around Times Square before tackling an afternoon of sessions. Brought to you by: **Chartbeat**

2:30 p.m. - 3:15 p.m.  
**Newsmaker fireside chat: A.G. Sulzberger of The New York Times**

In a fireside chat with INMA, the publisher of The New York Times will focus on a range of issues such as digital transformation, subscriptions, the challenges of an independent press, the future of the information ecosystem, and the opportunities and threats of generative AI, among other subjects.

**Speakers:**
- **A.G. Sulzberger**, Chairman and Publisher, The New York Times, United States

4:00 p.m. - 4:30 p.m.  
**Networking break**

Caffeine and sugar surprises mixed with healthy snacks will get you through the inevitable down period of a long day of sessions. Bonus: Meet new friends and colleagues.

4:30 p.m. - 5:00 p.m.  
**Diversity and inclusion in the news: Equal Voice**

The "talent equation” continues to come up in the global INMA conversation among media companies. How to prioritise diversity and inclusion while moving beyond silos and celebrating a culture of learning and growing? Equal Voice is using journalistic and technological power with the aim to make women more visible in media coverage and give them an equal voice.

**Speakers:**
- **Annabella Bassler**, Group Chief Financial Officer, Ringier and Founder Equal Voice, Switzerland

5:45 p.m. - 7:15 p.m.  
**Wine and cheese reception**

Celebrate a packed day at World Congress (a packed week for some!) at this wine and cheese reception. Then enjoy an evening of business dinners, Broadway shows, and even early-evening shopping.
Powerful content analytics to grow your reach and revenue.

![Concurrents](14,910)

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Recirculation: 7%

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Al Jazeera  
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UOL  
The Telegraph

Learn more at [chartbeat.com](http://chartbeat.com).
8:00 a.m. - 9:00 a.m.
Networking welcome
By the final day of World Congress, you know the routine. Today is your last opportunity to meet face-to-face with colleagues and solution providers. Schedule meetings in our Networking Lounge, and make the most of being in-person. Only a pandemic could remind us how precious those minutes are.

9:00 a.m. - 9:15 a.m.
Welcome back: What we’ve learned so far
Not sure you’re at an INMA conference? Learn more about what this week’s study tours and workshops taught us, INMA priorities, and what the day ahead looks like.

9:15 a.m. - 9:45 a.m.
The most interesting thing in tech
Technology is moving so fast, how can we make sure we keep up the pace? How does each new tech development impact us? How will the world’s dominant tech corporations—Apple, Google, Facebook, Amazon, Microsoft—interact with news media in the future? How will artificial intelligence change our business, the way we work and solve problems? Why companies where they’ve figured out systems where AIs and humans can work together are the most efficient? A deep dive into the most interesting things in tech.

10:15 a.m. - 11:00 a.m.
How AI is transforming news media, now and in the future
Hear directly from the leading lights in news media about how technology is re-shaping the future of our industry. Specifically, this panel will focus on emerging interfaces, the digital opportunities and threats, and how the c-suite should look at emerging technologies in the short-, mid-, and long-term.

11:00 a.m. - 11:45 a.m.
Networking break
“Face time” never seemed so important until we lost it during the pandemic. In this final networking break of the INMA World Congress, circle back on the people and companies you have not yet met. Rebuild your professional networks.

11:45 a.m. - 12:45 p.m.
Trust as a cornerstone of news media strategy
Every company and every brand wants to be trusted. But how to apply that principle to a news media company’s strategy? In this session, look at the principles being applied and the obstacles to overcome to bridge aspirations and reality from a skeptical public tiring of institutions (like news media).

12:45 p.m. - 2:00 p.m.
Power lunch
As we break for lunch and as we ease toward our final networking opportunity, what final meeting do you need to prioritise that will deliver maximum return on investment for your company and your career?

2:00 p.m.-2:45 p.m.
Keeping it real: Overcoming the challenges of reaching Gen Z
The media c-suite is obsessed with Generation Z. From their distrust of institutions to their embrace of diversity and social justice, today’s 10- to 25-year-olds – born between 1997 and 2012 – Gen Z is engaging and buying differently than previous cohorts. In this panel, learn what cutting-edge media companies are doing to engage Gen Z.

INMA • WORLD CONGRESS OF NEWS MEDIA 2023 • 31
2:45 p.m. - 3:30 p.m.
Interactive formats: What’s working (and not working)?
From live video to non-news products to NFT collaborations to audio, news media companies are pushing hard on interactive formats. In this panel of mini-case studies, get briefed on initiatives that are moving the needle of revenue and engagement and ask questions of the innovators.

Yiting Ang, Assistant Editor, Lianhe Zaobao, SPH Mediatrust, Singapore
Jeehee Kim, Head of Digital, Joongang Daily, Korea
Matej Loncaric, Chief of Video Department, 24sata, Croatia
Debbie Mcmahon, Product Director, Financial Times, United States

4:15 p.m. - 4:30 p.m.
Takeaways of the day
From tech to business models to an array of opportunities, what did we learn today? Take home this distillation by INMA to share with colleagues back home.

Sara Fischer, Senior Media Reporter, Axios, United States

4:30 p.m. - 4:45 p.m.
World Congress conclusions and wrap-up
As the programming component of World Congress Week wraps up, what did we learn from our five days in New York? This session will distill the distillations into actionable points – with an eye toward what comes next for INMA.

Maribel Perez Wadsworth, President, INMA, United States

3:30 p.m. - 4:15 p.m.
The future of reader revenue: What we can learn from The New York Times?
Join us for a thought-provoking fireside chat with Hannah Yang of the New York Times, as she discusses her role of the Chief Growth Officer, the key drivers of the Times’ growth after the pandemic, and the strategic dilemmas it is facing now, such as balancing the volume and value of subscribers amid the industry headwinds. How does the Times plan to reach its North Star goal of 15 million subscribers by 2027? Hannah will be interviewed on stage by INMA’s expert Greg Piechota who will start the session with an executive briefing on the state of digital subscriptions worldwide.

Hannah Yang, Chief Growth Officer, The New York Times, United States
Greg Piechota, Readers First Initiative Lead, INMA, United Kingdom

6:30 p.m. - 11:30 p.m.
Global Media Awards dinner and ceremonies
Harvard Club of New York
35 West 44th Street
Whether a finalist or not, you won’t want to miss this extraordinary evening at the Harvard Club of New York – reception, dinner, awards ceremony, and after-party.

Terri-Karelle Reid, Awards Dinner Host, TV Host and Author, Jamaica

ABOUT TONIGHT’S DINNER
6:30 p.m. - 7:30 p.m.
Cocktail reception
Take note of the upgrade in dress code as suits, tuxedos, and evening dresses prevail among the vaulted ceiling and austere atmosphere of the famed Harvard Club of New York. This is a seen and be seen type of evening with photographers a-plenty!

7:30 p.m. - 10:30 p.m.
Dinner and unveiling of the Global Media Awards
Interspersed between dinner courses in an elaborate ballroom at the Harvard Club, INMA will unveil the 2023 Global Media Awards. Hosted by Jamaica’s own Terri-Karelle Reid, get a front-row seat to an emotional and sparkling celebration amid the live presentation. Whether an awards finalist or not, this will be an evening to remember... and the weeks following to network with peers.

10:30 p.m. - 11:30 p.m.
After-party
There’s no pint in letting the end... end. Stay around for the GlobalMedia Awards Dinner after-party and toast a new day with friends and colleagues from around the world.
Launch deeply engaging apps, lightning fast websites and beautifully curated archives in no time with zero fuss.

Come and say hello at our stand, we’d love to chat mobile with you.

The publishing platform that powers the world’s leading news media brands.
The INMA Global Media Awards competition rewards outstanding achievement in news brands, use of media features, product, subscriptions, advertising, data and insights, and newsroom. INMA has rewarded excellence in news media since 1937. View each finalist entry at www.INMA.org/bestpractices.

**NEWS BRANDS**

**CATEGORY 1: BEST BRAND AWARENESS CAMPAIGN**

**Regional Brands**

- **The Arizona Republic**, Austin American-Statesman, The Tennessean, United States, “Here For It”
- **Hearst Newspapers**, Houston, United States, “Houston Chronicle ‘We Headline Houston’ Brand Campaign”
- **Hindustan Media Ventures**, Greater Noida, India, “Naya Hindustan: Brand Refresh”

**National Brands**

- **Bennett, Coleman & Co.**, Noida, India, “The Times of a Better India”
- **The Globe and Mail**, Toronto, Canada, “Invest In You”
- **USA Today**, McLean, United States, “USA Today ‘To the Point’ Campaign”
- **VG**, Oslo, Norway, “VG ‘The Day Is Not the Same Without ...’”

**CATEGORY 2: BEST PUBLIC RELATIONS OR COMMUNITY SERVICE CAMPAIGN**

**Regional Brands**

- **Bennett, Coleman & Co.**, Kolkata, India, “Ei Samay: Ek Hobar Utsav”
- **Gruppo Editoriale Athesis**, Verona, Italy, “Festival del Futuro”
- **Kleine Zeitung**, Graz, Austria, “Kleine Zeitung Crime Night”
- **Mediacorp**, Singapore, “Young Reporter Challenge 2022”

**National Brands**

- **Editora Globo**, São Paulo, Brazil, “Cidadão Global”
- **Stuff**, Auckland, New Zealand, “Stuff Festival of Fashion and The Ensemble Edit”
- **The Times of India**, Mumbai, India, “The Art of India Fest ’22”

**CATEGORY 3: BEST USE OF AN EVENT TO BUILD A NEWS BRAND**

**Regional Brands**

- **Advance Local Media**, New York, United States, “Finding Readers with Potential”
- **Bergens Tidende**, Norway, “Reinventing Onboarding: How Bergens Tidende Increased Its Average Renewal Rate by 15% In Just a Few Months”
- **The Courier and The Press Journal**, Dundee, United Kingdom, “DMP-Powered Subscriber Engagement On- and Off-Platform”
- **Russmedia**, Schwarzach, Austria, “User Engagement For a Good Cause”

**National Brands**

- **Corriere della Sera**, Milan, Italy, “Le Tue Notizie”
- **News Corp Australia**, Sydney, Australia, “Birmingham Commonwealth Games — Your Games, Your Way”
- **The Straits Times**, Singapore, “World Cup: A ‘Hat-Trick’ Special”
- **USA Today/Gannett**, McLean, United States, “Action Bar Feature”


**MEDIA FEATURES**

**CATEGORY 5: BEST NEW VIDEO PRODUCT OR FEATURE**

**Regional Brands**

The Daily Telegraph, Sydney, Australia, “The War”

Jagran Prakashan, New Delhi, India, “Pulse of the City: Bajaj Pulsar”

Prisa, Madrid, Spain, “Capturing Sports Fanatics With Live TV to Strengthen Subscriber Loyalty”

**Bennett, Coleman & Co.**

The Kids Are Alright Online. Are They?”

Within One Year: Our Path to Regional No. 1

**National Brands**

“Victoria, the Voice of Soccer”

“Holy Cow!!”

“Subdivided Flat Living in Hong Kong”

**CATEGORY 6: BEST NEW AUDIO/VOICE PRODUCT OR FEATURE**

**Regional Brands**

Jagran Prakashan, New Delhi, India, “The Road to Kallu’s House”

Nexo Jornal, São Paulo, Brazil, “Foi Assim”

Relevo, Madrid, Spain, “A Video News Front Page for the TikTok Generation”

**National Brands**

VG, Oslo, Norway, “Creating the Local Video Documentary Series”

VG, Oslo, Norway, “Fire and Fury”

VG, Oslo, Norway, “Skrekkminuttene: Minutes of Horror”

**CATEGORY 7: BEST USE OF PRINT**

**Regional Brands**

Bennett, Coleman & Co., Hyderabad, India, “#amhydroabad”

Dainik Bhaskar, Noida, India, “Newspaper on Gaji Silk Fabric”


**pd next**, Augsburg, Germany, “Rocketeer Magazin: Celebrate Ideas”

**Der Tagesspiegel**, Berlin, Germany, “The Reinvention of Tagesspiegel”

**National Brands**

20 Minutes, Levallois-Perret, France, “20 Mint Magazine Launch”

Dainik Bhaskar Group, Noida, India, “MICA Newspaper — Bhilwara”

Gazeta Wyborcza, Warsaw, Poland, “#NoNonsenseSchool”

Jagran Prakashan, New Delhi, India, “Holy Cow!!”

South China Morning Post, Hong Kong, “Subdivided Flat Living in Hong Kong”

**CATEGORY 8: BEST USE OF SOCIAL MEDIA**

**Regional Brands**

Bennett, Coleman & Co., Hyderabad, India, “#amhydroabad”

Calgary Herald/Calgary Sun, Canada, “Downtown Turnaround: 24 Hours, 24 Voices, 24 Ideas to Build a Better Downtown”

A Gazeta, Vitória, Brazil, “Capixapédia”

KStA Digitale Medien, Cologne, Germany, “EXPRESS.de Social Media Strategy”

Pulgar Digital, Bahia Blanca, Argentina, “IGNovation”

**National Brands**

Dagbladet, Oslo, Norway, “Dagbladet Tiktok”

The Economist, London, United Kingdom, “The Economist on TikTok”

Grupo El Comercio, Lima, Peru, “HYPE, Multiplatform Media for Centennials and Young Millennials”

Relevo, Madrid, Spain, “Launching on Social Networks Without a Web Site: A Success Story”

VG, Oslo, Norway, “VG’s Presence on TikTok”

**CATEGORY 9: BEST NEW DIGITAL PRODUCT**

**Regional Brands**

Atfenposten, Oslo, Norway, “Creating the Synthetic Voice of Atfenposten”

Funke, Berlin, Germany, “+100% Growth Within One Year: Our Path to Regional No. 1 Podcast Publisher”

Jagran Prakashan, New Delhi, India, “The Kids Are Alright Online. Are They?”

Prisa, Madrid, Spain, “Victoria, the Voice of Soccer”

VG, Oslo, Norway, “Nerd Audio Story”

**National Brands**

Afkenposten, Oslo, Norway, “How a New Front Page Structure and Active Personalisation Helped Kids Find Content They Love”

Jagran Prakashan, New Delhi, India, “Walking the Walk with First-Party Data”

JP/Politikens Hus, Copenhagen, Denmark, “The Platform Intelligence in News Project (PIN)”

Prothom Alo, Dhaka, Bangladesh, “Prothom Alo ePaper”

Süddeutsche Zeitung Digitale Medien, Munich, Germany, “Scaling Visual Storytelling at Süddeutsche Zeitung”

**PRODUCT**

**CATEGORY 10: BEST PRODUCT ITERATION**

**Regional Brands**

The Dallas Morning News, United States, “LocalGraf: Internal Database Linking From Inside Stories”

KSTA Digitale Medien, Cologne, Germany, “Destroy ksta.de: Evolving a Traditional Local News Web Site By Changing Everything”

Russmedia, Schwarzach, Austria, “Employer Reviews on ländlejob.at”

Der Tagesspiegel, Berlin, Germany, “The Reinvention of Tagesspiegel”

**National Brands**

Afkenposten, Oslo, Norway, “How a New Front Page Structure and Active Personalisation Helped Kids Find Content They Love”

Jagran Prakashan, New Delhi, India, “Walking the Walk with First-Party Data”

JP/Politikens Hus, Copenhagen, Denmark, “The Platform Intelligence in News Project (PIN)”

Prothom Alo, Dhaka, Bangladesh, “Prothom Alo ePaper”

Süddeutsche Zeitung Digitale Medien, Munich, Germany, “Scaling Visual Storytelling at Süddeutsche Zeitung”

**Continued on the next page**
**SUBSCRIPTIONS**

**CATEGORY 11: BEST INITIATIVE TO ACQUIRE SUBSCRIBERS**

**Regional Brands**

- **Advance Local**, New York, United States, “Goooooollllll!! How Advance Local Scored With High School Sports in 2022”
- **The Daily Telegraph**, Sydney, Australia, “The War”
- **NWT Media**, Karlstad, Sweden, “Young Audiences Key For Digital Growth”
- **Seven West Media**, Perth, Australia, “Driving Subscriber Acquisition at the West Australian Using AI”

**National Brands**

- **Agora**, Warsaw, Poland, “Boost Your Employees’ Potential: Digital Subscription as a Benefit For Employees”
- **Irish Examiner Group**, Linn Dubh, Ireland, “Irish Examiner Sport Live Streaming”
- **Jagran Prakashan**, New Delhi, India, “Shifting Subscription Gears with First-Party Data”

**CATEGORY 12: BEST INITIATIVE TO RETAIN SUBSCRIBERS**

**Regional Brands**

- **Bergens Tidende**, Norway, “Reinventing Onboarding — How Bergens Tidende Increased Its Average Renewal Rate by 15% in Just a Few Months”
- **Keskisuomalainen**, Jyväskylä, Finland, “Improving Retention with Hyperlocal Personalised and Automated JAMES Newsletters Introduced Across 16 Local Newsrooms of Keskiomalaen Oyj”

**National Brands**

- **NTM**, Norrköping, Sweden, “Capturing Sports Fanatics With Live TV to Strengthen Subscriber Loyalty”
- **Russmedia**, Schwarzach, Austria, “V+”
- **The Irish Times**, Dublin, Ireland, “Surprise and Delight”
- **New Zealand Herald**, Auckland, New Zealand, “Win Back Offer by Reason for Cancellation”
- **Schibsted**, Oslo, Norway, “How Aftenposten Convinced More People to Stay by Making It Easier to Leave”
- **Time**, New York, United States, “AI-Driven Article Recommendations: Dynamic Subscriber E-mails”

**CATEGORY 13: BEST SUBSCRIPTION NICHE PRODUCT**

**Regional Brands**

- **Bennett, Coleman & Co.**, Kolkata, India, “Times Philanthropy Honours”
- **Lee Enterprises**, Davenport, United States, “HuskerExtra Sports Web Site and Mobile App”
- **Newsday Media Group**, Melville, United States, “Newsday’s FeedMe”
- **NTM**, Norrköping, Sweden, “Capturing Sports Fanatics With Live TV to Strengthen Subscriber Loyalty”
- **La Voz de Galicia**, Arteixo, Spain, “The Health Curious Gen”

**National Brands**

- **The Hindu Group**, Chennai, India, “The Hindu In School Weekender”
- **Jagran Prakashan**, New Delhi, India, “Shifting Subscription Gears with First-Party Data”

**ADVERTISING**

**CATEGORY 14: BEST IDEA TO GROW ADVERTISING SALES**

**Regional Brands**

- **Amedia**, Oslo, Norway, “It’s a Match: Unique Accuracy With CRM-Match”
- **The Chronicle**, Toowoomba, Australia, “Custom Publishing Digital Acquisition”
- **Nordwest Mediengruppe**, Oldenburg, Germany, “Innovative Digital Magazines of Northwest Mediagroup”
- **Russmedia**, Schwarzach, Austria, “ländlejobconnects.at”
- **Stampen Lokala Medier**, Gothenburg, Sweden, “Stampen Deals”

**National Brands**

- **Amedia**, Oslo, Norway, “Use of Personalisation to Increase Content Relevance and Grow Advertising Sales”
- **New Zealand Herald**, Auckland, New Zealand, “NZME Print Makes an Instant Impression”
- **Prothom Alo**, Dhaka, Bangladesh, “bKash Eid Gathering”

**CATEGORY 15: MOST CREATIVE USE OF ADVERTISING FORMATS**

**Regional Brands**

- **Hearst Newspapers**, San Francisco, United States, “SF GATE, HNP StoryStudio & Ka’anapali Beach Resort”
- **Jagran New Media**, Noida, India, “Roke Na Ruke”
- **Newsday Media Group**, Melville, United States, “Do It Downtown Brand360 Custom Content Marketing Program”
- **NTM**, Norrköping, Sweden, “The Fading Words”
- **Stampen Lokala Medier**, Gothenburg, Sweden, “Stampen Deals”

**National Brands**

- **Bennett, Coleman and Co. Ltd**, Gurgaon, India, “Print Ad with Augmented Reality (Hyundai Ad)”
- **Guardian News Media Australia**, Sydney, Australia, “Guardian Australia Live Headlines”
- **NZME**, Auckland, New Zealand, “Viva Premium Launch”
- **Telegraph Media Group**, London, United Kingdom, “How The Telegraph Are Using Puzzles to Crack the Subscription Conundrum”
Media24, Sandton, South Africa, “Adspace24: Swipe Cards and Catalogue”

Tempo Digital, South Jakarta, Indonesia, “Optimising Programmatic Ads Revenue and User Engagement by Debunking Disinformation”

USA Today/Gannett, McLean, United States, “Walmart’s Holiday Top Toys”

**CATEGORY 16: BEST MULTI-CHANNEL CLIENT ADVERTISING CAMPAIGN**

**Regional Brands**

ABP, Kolkata, India, “Cadbury Gaane Mishiti J ugalbandi”

ABP, Kolkata, India, “Coke Pet Pujor Pandal”

Dainik Jagran Inext, Kanpur, India, “Trends: Holi Ka Har Rang”

Media24, Sandton, South Africa, “City Press & ABSA Money Make Over”

Russmedia, Schwarzach, Austria, “Unter Strom (“Electrified”)”

**National Brands**

Bonnier News, Stockholm, Sweden, “Kry: Doktorn Svarar”

Editora Globo, São Paulo, Brazil, “Embratel — Vamos Habilitar o Próximo Nível? (Let’s Enable the Next Level)”

Hindustan Media Ventures, New Delhi, India, “SLURRP”

Jagr Prakashan, New Delhi, India, “Connecting the Last Mile”

Stuff, Auckland, New Zealand, “Pascal: The Family FUNdamentals”

DATA AND INSIGHTS

**CATEGORY 17: BEST INTERNAL DATA DASHBOARD AND REPORTS**

**Regional Brands**

The Age, Docklands, Australia, “Homepage CTR Bootstrap”

Bennett, Coleman and Co. Ltd, Noida, India, “Driving Subscriptions, Traffic, and User Engagement Through Smart Use of Data Visualisation”

Göteborgs-Posten, Gothenburg, Sweden, “User-Friendly Data”

De Limburger, Antwerp, Belgium, “Article DNA: The Secret Life of Article Characteristics”

Nokia Media Ventures, New Delhi, India, “Real People Index”

**National Brands**

Harian Kompas (Kompas Daily), Jakarta, Indonesia, “BIKO M: Serving Data in One Portal to Achieve Digital Transformation and Become Customer Oriented Digital Media”

Jagr Prakashan, New Delhi, India, “Good Horns, Good Brakes ... and Good Luck”

News Corp Australia, Surry Hills, Australia, “Project Heartbeat”


SBS, Arta, Australia, “Transforming Editorial and Content Strategy Using an Audience User Needs Data Approach”

**CATEGORY 18: BEST USE OF DATA TO DRIVE A BUSINESS RESULT**

**Regional Brands**

Amedia, Oslo, Norway, “It’s a Match: Unique Accuracy With CRM-Match”

KStA Digitale Medien, Cologne, Germany, “Man vs. Machine: Rapid Design, Deploy, and Run an ML-Based Recommender to Drive User Engagement”

NTM, Norrköping, Sweden, “Calibration of Content: The Seven Subject Strategy”

Reach, London, United Kingdom, “Creating Reasons to Log In to News”

Stampen Lokala Medier, Gothenburg, Sweden, “Stampen Deals”

**National Brands**

Financial Times, London, United Kingdom, “FT Customer Segmentation 2022”

Helsingin Sanomat and Ilta-Sanomat, Helsinki, Finland, “SML Model”

Hindustan Media Ventures, New Delhi, India, “Optplay Premium Subscription”

Stuff, Auckland, New Zealand, “Digital Advertising Inventory Optimisation”

The Times of India, Gurugram, India, “Client Deduplication: Innovative AI-Driven Customer Data Grouping”

**CATEGORY 19: BEST INNOVATION IN NEWSROOM TRANSFORMATION**

**Regional Brands**

Göteborgs-Posten, Gothenburg, Sweden, “GP Academy”

Mediaworks Ireland, Dublin, Ireland, “Local News”

Nordwest Mediengruppe, Oldenburg, Germany, “Newsletter Incubator”

Russmedia, Schwarzach, Austria, “V+”

The Sydney Morning Herald, Australia, “The Sydney Morning Herald Trainee Program”

**National Brands**

Helsingin Sanomat and Ilta-Sanomat, Helsinki, Finland, “SML Model”

Mediacorp, Singapore, “AI SmartCut”

NZME, Auckland, New Zealand, “Te Rito Journalism Cadetship — Te Ara Hou: A New Pathway”

Omn, Stockholm, Sweden, “Omn Mer”


**CATEGORY 20: BEST USE OF VISUAL JOURNALISM AND STORYTELLING TOOLS**

**Regional Brands**

Bergens Tidende, Norway, “Journey Around the World: How Bergens Tidende Brought the Whole World to its Readers”

The Daily Telegraph, Sydney, Australia, “The War”

Funke Mediengruppe, Berlin, Germany, “Climate Crisis: Mapping Where the Earth Will Become Uninhabitable”

La Presse, Montréal, Canada, “Récit Numérique”

The Sydney Morning Herald and The Age, Docklands, Australia, “Multi-Dimensional Data Visualisation”

**National Brands**

Gazeta.pl, Warsaw, Poland, “One Day In”

La Nación, Buenos Aires, Argentina, “This Is How the Attack Against Cristina Kirchner Was Planned and Carried Out”

El País, Montevideo, Uruguay, “La hazaña de los Andes: a 50 Años del Accidente, la Historia de los 72 Días en la Montaña”

South China Morning Post, Hong Kong, “Life in Hong Kong’s Shoebox Housing”

The Straits Times Media, Singapore, “Living Inside and Outside with Dementia”

WINNERS REVEALED AT GLOBAL MEDIA AWARDS DINNER FRIDAY EVENING AT HARVARD CLUB

Pick up your Awards Dinner ticket at the Registration Desk
BOARD of Directors

The INMA Board of Directors is the association’s governing body, responsible for the strategy and direction of INMA worldwide. Often referred to as the “International Board,” volunteers serve two- and three-year terms and are elected annually by INMA members.

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38 • WORLD CONGRESS OF NEWS MEDIA 2023 • INMA
Upcoming Live Events

Visit our Web site to register for these upcoming live events
INMA.org/InPersonEvents

Media Innovation Week
September 25-29, 2023 • Antwerp, Belgium
Best practices in European media companies combine with a study tour of the leading media companies that have turned Belgium into one of the hottest places for media innovation. Among the study tour visits are: DPG Media, Groupe IPM, Mediafin, Mediahuis, and Groupe Rossel, and Roularta Media Group.

Silicon Valley Study Tour
October 23-27, 2023 • San Francisco, United States
Get a front-row seat at the latest in technology and work culture innovation when INMA returns its popular Silicon Valley Study Tour. Featuring an in-depth study tour of the technology companies and cultural influencers impacting news media today — including the generative AI conversation.

New Delhi Study Tour
November 2-3, 2023 • New Delhi, India
How India’s legacy media, digital pure-plays, and start-ups are driving transformation and re-wiring the country’s consumer and advertiser markets will be at the heart of this executive-level study tour in New Delhi. Join INMA as we engage digital innovators and see first-hand at their offices what opportunities lie ahead in India.

Media Subscriptions Summit
March 4-8, 2024 • New York, United States
Digital subscriptions have fundamentally altered the business fortunes and cultures of news media companies, and INMA’s Media Subscriptions Summit and Study Tour have been guiding lights in that journey over the past six years. Join INMA in one of the media capitals for subscriptions: New York.
INMA regional boards run association activities in different parts of the world and provide invaluable feedback on what is happening in their geography. Some 57 volunteers currently occupy seats on INMA regional boards.

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How to volunteer for boards and committees: INMA is a volunteer association. If you are interested in serving on boards or committees, contact Membership Director Brooke Dillier for qualifications and possibilities (brooke.dillier@inma.org).

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The INMA Readers First Initiative aims to surface global best practices in the art and science behind digital subscriptions for news media companies and create a roadmap toward the next generation of consumer monetisation. This includes a Subscription Benchmark Service inclusive of 174 news brands from 55 companies. Created November 2018.

How to decode the issues facing the news industry in relation to digital platforms is the focus of this initiative. Connect the dots in regulation, legislation, and settlements as publishers at tech platforms forge their relationship. Created May 2019.

The Smart Data Initiative aims to share insights and best practices on creating value with data analytics for media companies and incorporating a data-positive culture. In 2023, the initiative is paying special attention to the implications of generative AI. Created February 2020.

How to rejuvenate data- and research-backed media advertising sales for a resurgent post-pandemic market is the focus of INMA’s Advertising Initiative, with a focus on ad formats, sales teams, and the new role of print. Created August 2021.

How newsroom leaders can influence their businesses and create journalism products that serve audiences and meet the promise of reader and advertising models – putting journalism at the heart of publishing. Created January 2022.

How news organisations need to do to create, deliver, and innovate the best possible products for their audiences is the focus of the Product Initiative. Created December 2020.

INMA’s Young Professionals Initiative aims to engage rising stars of news media companies to become active in news industry activities and to provide insights on how the next generation can influence the direction of INMA and the news industry in general. Created January 2020.

Are your teams fully participating in INMA initiatives?

www.INMA.org
This year’s
VIRTUAL EVENTS
Visit our Web site to register for these virtual events INMA.org/VirtualEvents

DIGITAL ADVERTISING MASTER CLASS
April 18-27 (just completed)
Part of the Advertising Initiative

PRODUCT INNOVATION MASTER CLASS
May 4-16 (just completed)
Part of the Product Initiative

SUBSCRIPTION GROWTH MASTER CLASS
June 8-29
Part of the Readers First Initiative

AFRICA NEWS MEDIA SUMMIT
July 6-7
A new dawn for Africa’s media: Culture, connection, and creativity

ASIA/PACIFIC NEWS MEDIA SUMMIT
July 20-21
Driving news media business with a focus on emerging best practices and benchmarks

SOUTH ASIA NEWS MEDIA SUMMIT
August 3-4
How news media are embracing cutting-edge strategies to shape the future of news publishing

LATIN AMERICA CONFERENCE
August 17-18
Redefining the rules for the ecosystem of news media in Latin America

SMART DATA MASTER CLASS
October 5-26
Part of the Smart Data Initiative

NEWSROOM LEADERSHIP MASTER CLASS
November 7-16
Part of the Newsroom Initiative
The INMA team today consists of 32 professionals: staff and initiative leads operating virtually on five continents. These are professionals involved with event management, programming, projects, board coordination, administration, data, writing, editing, curating, design and more.

INMA TEAM

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Executive Director and CEO
The financial sustainability of journalism is the modern mission of INMA.

Yet as the theme for this week’s World Congress of News Media suggests, today’s c-suites are operating along parallel roads that occasionally intersect.

In the “midnight moment” we find ourselves in today, media companies are desperately trying to focus on where they will be in 2030 as consumers and advertisers move toward digital. How to preserve journalism and news brands in the great transition away from legacy distribution vehicles such as newspapers, magazines, radio, and television?

Even in the most digitally transformed legacy markets in the world, Europe, the Ukraine war and the advertising downturn have exposed a dirty truth for newspaper media: Print still pays the bills. How to manage the acceleration of long-term trends away from that expensive distribution channel while not cutting off revenue that can be a transition bridge?

I would have bet good money that the distractions in 2023 would have been pandemic tailwinds and recession headwinds.

Instead, we have a more intriguing distraction: generative AI.

Distilling what seems like a million conversations in the past six months, I would suggest that generative AI is the kind of subject that forces the parallels roads of the “midnight moment” to intersect.

There are mighty forces at play.

The need to move faster. The need to create legal frameworks.

To boot, generative AI is a fast-evolving technology that will look very different in the weeks and months ahead.

At this week’s INMA World Congress, we have 10 sessions that will touch on generative AI and the moving parts surrounding it. And that doesn’t include what may emanate from our 25 study tour stops. It is a theme within a bigger theme, yet the glue that binds together the parallel roads of the midnight moment.

Even as c-suites dust off the old recessionary starvation playbooks from 2009, 2002, and 1991, how can they stay focused on the things that matter in digitally transforming? What are the priorities? When is it OK to be distracted?

I go into World Congress Week with the suspicion that generative AI pushes us beyond digital transformation to the transformation of digital – an important distinction as media leaders lead us through the dangerous waters ahead.

Earl J. Wilkinson is executive director and CEO of the International News Media Association (INMA).
The Google News Initiative works side-by-side with publishers and journalists to build a more sustainable, diverse and innovative news ecosystem.

Visit newsinitiative.withgoogle.com to find out more about GNI resources, programs, tools and more.
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.

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