

2017 - 2022 in the U.S. Media and Content Industry

FUTURE-C

A Look Back: 2017 Future of Content - Conference & Tour



A Review of Predictions & Realities | February 2022

New York International, New York City



In November 2019, my daughter told me about a girl in the neighboring town. 200,000 people followed her dance videos on this platform called TikTok. No doubt, it was an impressive number in our area.

In less than three years, the dancer, Charli D'Amelio, has more than 140 million followers, making her one of the most influential people among young audiences worldwide.

Comedian and podcaster Joe Rogan is another U.S. media phenomenon with more than 10 million monthly listeners.

In February and May 2017, we talked with more than 50 U.S. media executives and investors about the future in media, news, and content. It was part of the Future of Content series (FutureC) of roundtable discussions with European media executives who were visiting New York City and Silicon Valley.

Five years later, I've taken a hard look at our 2017 predictions for journalism and the content business, and compared them to today's realities. Most importantly, I tried to reach conclusions that will hopefully advance the thinking about what lies ahead in the next five years. This is not an academic paper, and only reflects the views of select professionals.

Bottom line: If the U.S. is an early indicator for other media markets, it will get rough. Consider: last year, circulation revenues in the U.S. were higher than revenues from advertising. Not long ago, the annual ad revenue was \$50 billion, compared to just \$10 billion for circulation revenue. The long-term trend is accelerated, with unprecedented short-term shifts. In January 2022, CNN's audience crashed by 90% compared to one year ago. And the influence of Fox News, which reaches nearly half of all Americans, may signal a different future for European media markets. As a result, in the next five years we will see more and stronger opinions from new media outlets and consolidation and fewer options among traditional media outlets.

Recently, I did an informal focus group discussion with some U.S. media executives. All participants agreed that the trend's impact on society can be profound and is real.

Marc Lemcke

Notes:

- "Content" was chosen as the umbrella for the various media forms.
- The conference was under Chatham House rules, so no attribution is made. The names of contributing experts are in the appendix.
- The format of these statements has been slightly edited for clarity.

A Look Back

The summary of the **2017 FutureC conference** started here:

“The future of the news business reminds me of my father-in-law who is 82 years old. He goes regularly to the doctors asking them to make him feel young again and take away the pain. The doctors would do everything but had to tell him, ‘80 isn’t the new 50; it will never be like back then.’

The result of our FutureC tour with some of the best minds in the industry feels similar to my father-in-law and his doctors. This report can be summarized in a simple sentence: Nothing new, but all more pronounced.

This report is written from an American business perspective for the content media outside the U.S.”

The biggest changes over the past five years that we, at least somewhat, predicted:

1. **Is the fundamental change over? Maybe not.**

My father-in-law has passed away, and so has the discussion about the future content in a digital world. The future is here; the fundamental transition is over. By 2022, almost all media executives spent the majority of their career in a digital environment – that is here to stay. However, early indicators suggest that the next five years are likely to become transformational, as well: new business models with increased ownership concentration, significantly stricter regulations, more media and a greater political divide.

2. **Content and creativity have exploded, with a new focus on media personalities**

The change we anticipated has been fast and, in many areas, faster than we predicted five years ago. For instance, we knew that a phenomenon like Charli D’Amelio on TikTok was possible, but it was hard to image how big she would be, reaching almost 150 million young people in just a few years.

3. **New partnerships have evolved**

Investigative partnerships across continents and significant acquisitions of U.S. media outlets by European companies were new. While editorial partnerships are here to stay, cross-border acquisitions will remain rare, as returns are hard to achieve.

4. **Building shows around personalities**
Talent has become the number one resource for a content brand. Different to previous years, important talent is a brand in its own right. Similarly, every journalist needs to care about his or her “brand building” by creating and expanding a relevant audience. Or as *The New York Times* explained: “The paper is no longer the only star. It’s the #1 journalist in a certain field together with the paper.” (FutureC)
5. **Social media management has become a routine management task**
Social media is part of the daily management routine.





What three things we have missed almost completely:

1. **The impact of changing cultural norms:** The advent of robust discussions of institutional racism, gender fluidity and gender disparity, and the so-called cancel culture and its backlash. In short, the sharp focus on issues of diversity, equity, and inclusivity.
2. **The third internet revolution:** We have seen the virtual world. However, at that time, it was impossible to see that it would become the core of the third revolution on the internet and might signal a slowly shifting power from platforms to creators.
3. **Significant regulatory pressure in the United States:** It is fair to say that regulatory issues have become the #1 threat for large technology and content companies, regardless of their location: Europe, United States, and China.

The following is a detailed look at specific prediction in 2017 and current realities.



TOP-LEVEL PREDICTION STATEMENTS





Conclusion	2017 Predictions	2022 Realities	Comment
	<p>Abundance of content The lines of what is editorial content and journalism are blurry, and will continue to shift away from a traditional understanding that editorial content requires the profession of a journalist. Of increasing importance is the purpose of the content and the consumer attention derived.</p>	<p>PARTLY TRUE: There is an abundance of content, and the discussion about what is journalism is less relevant than in previous periods. However, consumer attention is more nuanced and siloed.</p> <p>The level of content spending by video streaming services was unimaginable.</p>	<p>Netflix alone increased content spending from \$9b in 2017 to over \$17b in 2021 (<i>Statista</i>).</p>




Conclusion	2017 Predictions	2022 Realities	Comment
	<p>Technology rules Whether it is automation, data analytics, virtual reality, voice control, or simply graphic design, no area of the modern newsroom will be untouched by technology. It will have significant implications for news gathering, distribution, user management, or simply the newsroom staff.</p>	<p>TRUE: No area remains untouched by technology. However, the relative importance of this is decreasing. Today, technology is table stakes.</p>	
 	<p>Quality and brand are key The almost universal access to content and news will place a higher priority on the quality and value of the content, as well as who or what institutions are responsible for it.</p> <p>Speed of Innovation New tools and forms of content presentation will be introduced and the successful ones will spread faster than ever, leading to a constant adaption within news and media outlets.</p>	<p>TRUE: Quality and brands still matter. However, the general audience has become smaller, and has fundamentally shifted into silos.</p> <p>PARTLY TRUE: TikTok is the only new platform with significant growth in the US.</p> <p>We did not anticipate platforms like Telegram in Europe, where a messenger platform is the “go-to”-place for fringe content.</p> <p>Content adaptation is a table stake by now. However, the idea that “you have to be everywhere” with your content seems no longer to be true.</p>	<p>According to Pew Research, the rapid adoption of most social media sites and apps seen in the last decade has slowed.</p>
	<p>Global players aggressively pushing forward The local content markets are becoming increasingly targeted by global media and content players following a platform strategy: build a massive community first and then serve them targeted content.</p>	<p>Local content markets are global now, where players with local headquarters no longer have the advance of proximity.</p> <p>Looking at streaming services or career platforms, the momentum is with the global services.</p>	<p>In 2013, the German antitrust regulator blocked a streaming service by local media companies. It is fair to say that the regulator would look at it differently now.</p>

Conclusion	2017 Predictions	2022 Realities	Comment
	<p>Attention is at a peak Several media outlets enjoy a wave of attention for political news (“Trump bump”). However, generational shifts, increased global competition for attention suggests that attention for single news or media brands is at its peak and will likely decrease within the next 18 to 24 months and beyond. Instead, the power of news aggregators like Google, Facebook, and, increasingly, Apple News will continue to rise.</p>	<p>The “Trump bump” is over. Hit especially hard is CNN.</p> <p>However, with new regulatory hurdles, 2021 has signaled the end of the rise of news aggregators.</p>	
	<p>Regulations on the rise Well, not really. Regulators across Europe have taken steps for tougher privacy laws and made platforms responsible for third-party content. However, similar moves in the U.S. are unlikely for the foreseeable future.</p>	<p>Here we were wrong: Regulation has become the #1 threat for all technology and content companies, regardless of the country they operate in – even the United States. However, a tech firm’s threat might be a consumer’s gain.</p>	<p>Changes in the United States are likely to be profound, with implications for media worldwide.</p>

FUNCTIONAL PREDICTIONS



Conclusion	2017 Predictions	2022 Realities	Comment
	<p>Strategy: The Business of News The biggest change in strategy is the approach to strategy itself. (“Newsrooms used to think 48 hours ahead and journalists were always a bit skeptical about strategy.”) There has been advertising and corporate planning, but the newsroom never really examined the competitive environment beyond single news events. The changes based on the new thinking are quite profound.</p>	<p>TRUE: Executives in media and news outlets have become business or audience strategists. Even journalists are using tools and data previously only seen at management consultancies.</p>	
	<p>Strategy: Improving lives The top goals in media organizations will change substantially. It is not enough to bring news and analysis rapidly and accurately, or tell engaging and interesting stories. Increasingly, it is about touching and improving the lives of readers and consumers, and this requires different</p>	<p>TRUE: It is certainly true that media organizations have come up with more products that entertain and, maybe, also improve lives.</p>	

Conclusion	2017 Predictions	2022 Realities	Comment
	<p>products and new formats. While some explicitly state that goal, others are less pronounced and instead focused on the consumer problems the news products are trying to solve.</p>		
	<p>Strategy – Drivers for Change</p> <ol style="list-style-type: none"> 1. data & automation 2. people & skill management 3. brand & communications 4. partnership management 5. design & user experience 6. speed 	<p>Partly True: Regardless of the specific ranking we did, the list would look similar today. However, what was missing was the impact of “cheap money” with huge investments in content production or new ventures.</p>	
	<p>Strategy: Digital skills & talent management Bring a new understanding of the profession to newsrooms, placing a higher value on digital skills, as well as unique expertise and access in relevant topics (“We cover topics where we have a particular expertise and skip others.”)</p>	<p>True: Digital skills and the multi-platform approach are standard. Also, the value of an individual journalist has increased in relation to the media brand. Example: new newsletters and podcasts feature the host, not just the media brand.</p>	
	<p>Strategy: The “fake news” phenomenon</p> <p>News organizations should stop trying to bring back the audience that does not trust them. Instead, the organizations must focus on the majority who t still trust them.</p>	<p>The “fake news” phenomenon has significantly evolved. While news outlets may no longer be the target, the opposition is more fundamental and radical against democratic institutions. A debate is almost impossible. We did not see the magnitude of this issue in 2017. Several initiatives like fact checking organizations or The Trust Project are trying to stop the development.</p>	<p>The pandemic is an example: People increasingly trust their news bubble; beliefs are more important than facts.</p>
	<p>Structure – Regional hub concept</p> <p>Enable editors and newsroom executives to spend more time to manage and think about the business by pushing centralized functions into regional hubs</p>	<p>Partly true: Regional hubs and news were strengthened, but not because there was more time to “think about the business.” Rather, it was because of a need to increase relevance.</p>	

Conclusion	2017 Predictions	2022 Realities	Comment
	<p>Structure – Topic area organization Organize teams according to topic areas, and not according to the section of a paper or location (“Our health care reporters in different offices never felt part of the same team.”).</p>	No: Unlike the integrated newsroom concept, the topic area organization has not become a universal concept.	
	<p>Structure – Brand agency model Media outlets will have some form of “agency model,” bringing their tone, design, and perspective to third-party organizations.</p>	True: Almost all private media outlets offer their specific services to advertising customers.	
	<p>Product – Audio will see a revival Traditional audio products, distributed through radio, were pushed aside by video content. Podcasts have changed that, and new production companies will bring more, better, and different audio experiences.</p>	<p>True: And we haven’t seen the peak in audio content production yet, with audience growth rates of 20%.</p> <p>In 2017, we met with Gimlet media, a little-known podcast-only media startup. Five years later, there are several podcast media firms each with with a valuation well above \$100 million. In 2019, Gimlet was sold to Spotify for \$230 million.</p>	

SINGLE STATEMENTS PREDICTIONS

Conclusion	2017 Predictions	2022 Realities	Comment
Too Early	<p>Interest rates & innovation The low interest rate environment will soon change, and many innovative media ventures will no longer be able to survive.</p>	This one is interesting: In 2017, few people expected that low interest rates would continue following the financial crisis. It is almost certain to change now.	

Conclusion	2017 Predictions	2022 Realities	Comment
	<p>Hype & momentum “Hype doesn’t necessarily translate into economic success.”</p> <p>Talked about topics in 2017:</p> <ul style="list-style-type: none"> - Fake media and trust erosion - Data journalism - Newsroom concept - Death of local media - First podcast-only companies 	<p>True: Always.</p> <p>Talked about topics in 2022:</p> <ul style="list-style-type: none"> - Attacks on public institutions - Meta, Web3, NFTs - DEI (diversity, equity, inclusion) - DAO (decentralized autonomous organizations) - Back to local, face-to-face journalism - Non-profit, value-based models 	<p>Back to local: A group of philanthropies is launching an independent nonprofit news organization in Houston, with initial funding of more than \$20 million, marking one of the biggest investments in local news in recent years. (CJR)</p>
	<p>Product & culture “The change is not as radical as many people think. The fundamentals have not changed: Trust is still the #1 driver for people to turn to a news outlet every day over a long period of time. Despite radical changes in many areas of the news business, the format of TV news in the U.S. has not been changing much in the last 50 years: people reading or talking about the news on TV, then switching to a male (most of the times) reporter and back to the studio – on three channels at the same time.”</p>	<p>Well, this one is tricky. The statement is certainly true, but the change is fundamental on different levels:</p> <ul style="list-style-type: none"> - Ownerships in media is fairly concentrated. - Significantly more diversity in anchors - The understanding of what is “good journalism” is not universal anymore. - The power of media (“influence”) is significantly lower than a few years ago. 	

FROM – TO: Turning the Predictions into Actions

Summary: Strategy

There has always been some kind of strategy in newsrooms and media companies, but in the past, long-term planning has not been at the level and importance as it was with other businesses. Today’s planning in content-focused companies is structured, and journalists are trained in strategic thinking and planning instruments.

FROM	TO
selling subscription and advertising	leveraging the brand for conferences, study tours, merchandising, cross-promotion and, ultimately if a publication does not have massive scale or a premium brand, shifting from a for-profit publisher to a not-for-profit public media service model

2022 Comment: Well-known media brands, like *Newsweek* or *Time*, have ceased to exist or lost significant influence and readers. Traditional local newspapers have almost vanished. If there is one lesson from the United States, it is that traditional media in other regions might not be able to control their own destiny, and many of them will fail.

FROM	TO
optimizing the day-to-day news management	making long-term assumptions and bets on the future of news and media

2022 Comment: Similar to above. We have seen a wave of new format experiments by traditional media, with varying rates of success.

FROM	TO
single brand management and “pull”	promoting and managing an ecosystem of quality journalism and “push” – content recommendations

2022 Comment: Content recommendations have become ubiquitous.

FROM	TO
single brand management	promoting and managing an ecosystem of quality journalism and content: becoming a destination platform for quality content offerings from all trusted brands

2022 Comment: International investigative collaborations and specialty content platforms by media and technology companies are examples of a "managed ecosystem." However, the trend is not as pronounced and obvious as it seemed five years ago.

FROM	TO
competing media	managing partnerships systematically with various companies and institutions globally

2022 Comment: See above

Summary: People

The most fundamental shift has been the shift to people attention in career development, talent management, and talent acquisition. While always important, a media's human resources have probably become the single most differentiator and success factor for almost all content businesses.

FROM	TO
teaching journalism as a craft	providing tools for media product managers

2022 Comment: The writing craft remains important, but digital tools of all sorts and a broad understanding of a "content product" are part of any journalism class.

FROM	TO
living off the profession's past glory	Becoming, once again, the most admired place to work for talented graduates

2022 Comment: Despite hard work and little pay, journalism schools have seen a rise in applications: Young people like to become journalists.

FROM	TO
talking about digital change and innovation	living and communicating it – from leader-delegated transition to leading the transition

2022 Comment: As said before, the fundamental transition from analog/print to digital is over and has become a daily challenge on all levels of an organization. It also means that news labs, the dedicated speed boats of experimentation, are being reintegrated into the organization.

Summary: News management & processes

News management and digitally support processes were topics in the transition; this is no longer a leadership issue in 2022. While there are still functional issues and questions around implementation of tools, digital process management systems are part of the daily news management.

FROM	TO
thinking and operating channel-based or tool-based	cross-divisional product and process perspectives

2022 Comment: Part of the daily operations

FROM	TO
testing single solutions of digital news process management	comprehensive implementation of digitally-supported news management and structures

2022 Comment: Standard in many large organizations

Summary: Data & platforms

The first wave of data-driven reporting seems to be over and has become of daily news operations. Statements like *data is the oil of the 21st century* are true when looking at big technology companies. However, news organization also know how hard it is to extract value from data for their reporting and their own services and operations.

The relationship with news aggregators has evolved a step further: News organization have increased rights for compensation based on private contracts or new regulations. However, the power dynamic suggests that the relationship with aggregators will remain tense for some time.

FROM	TO
generating data	leveraging data for better programing and to better serve special interests
competing with platforms	collaborating with many to change the playing field (political alliances, etc.)

2022 Comment: We saw several artificial intelligence (AI) projects five years ago. Broad applications of AI have not reached the level we anticipated. However, AI-supported stock exchange reporting or recommendation engines are fairly common.

2017 – 2022 By Numbers

	2017	2020 (latest available data)	Change in %	Comments
Total estimated circulation of U.S. daily newspapers (weekday)	30.9 million	24.3 million (2020)	-21%	
Unique visitors of newspaper websites (monthly average visitor of top 50 sites)	11.7 million (2016)	13.9 million (2020)	+18%	
Estimated advertising and circulation revenue of the newspaper industry				
Circulation	\$11.2 billion (peak)	\$11.1 billion (2020)	Almost unchanged	
Advertising	\$16.4 billion (Peak: \$49.4 billion in 2005)	\$8.8 billion (2020)	-46%	Significant change in just three years
Share of newspaper advertising revenue coming from digital advertising	31%	39%	+25%	
Employment in newspaper newsrooms	39,210	30,820	-21%	
Average audience for network TV evening news (ABC, CBS, NBC)				
<i>CBS</i>	4.36 million	4.99 million		
<i>ABC</i>	5.53 million	7.60 million		
<i>NBC</i>	5.71 million	6.51 million		
<i>Total</i>	15.60 million	19.10 million	+22%	
Average audience for cable TV news: Prime news				So far in 2022, a large number of viewers has “tuned out.”
<i>FOX</i>	1.47 million	3.08 million		
<i>CNN</i>	0.99 million	1.80 million		
<i>MSNBC</i>	1.08 million	1.60 million		
<i>Total</i>	3.54 million	6.48 million	+83%	

Source: [Pew Research](#)

Appendix: FutureC Agenda

Monday, February 27
New York City

- 8:30am - 10:00am** **There is an Opportunity in Every Crisis—We’re Still Looking for It
The Status of American Media**
World Room, Columbia Journalism School, 420 W 118th Street, New York, NY 10027
Anne Nelson, Adjunct Associate Professor, International Media Concentration, Columbia School of International and Public Affairs
Sim Blaustein, Investor, BDMI, New York
Abi Wright, Executive Director, Professional Prizes Columbia University Graduate School of Journalism
- 11:00am - 12:30pm** **Political Reporting: Millennial Style**
NPR, 11 West 42nd Street, 19th Floor, New York, NY 10036
David Folkenflik, Media Correspondent, NPR
Mark Stencel, Co-Director, Reporter’s Lab, Duke University
- 1:00pm - 2:00pm** **Lunch discussion**
Rise New York, 43 W 23rd Street, New York, NY 10010
Christian Feld, Robert Waldo Ruhl Fellow, Nieman Foundation for Journalism at Harvard
- 2:00pm - 3:30pm** **Preparing for the Content Future: VR and AR in the City**
Rise New York, 43 W 23rd Street, New York, NY 10010
Neil Padukone, Director of New Initiatives, New York City Mayor's Office of Media & Entertainment
Sophia Dominguez, Founder, SVRF
Ken Perlin, Professor and Founding Director, Media Research Lab, New York University
- 4:30pm - 7:30pm** **Fake News and Tools: Finding the Truth Faster?**
6 E 32nd Street, New York, NY 10016, 2nd floor
Peter Bailey, Chief Strategy Officer, Dataminr
Steven Schwartz, President of Commercial Markets, Dataminr
Followed by a discussion with media startups and light food and drinks.
- 8:00pm** **Drinks & burgers: An evening among friends**

Tuesday, February 28
New York City

- 7:45am - 8:45am**
Breakfast discussion
- Investing in a New World: Winner and Losers**
Location tbd
Albert Wenger, Partner, Union Square Ventures
- 9:00am - 10:30am**
- Journalism that Stands Apart: the 2020 Report**
New York Times Building, 620 8th Avenue, New York, NY 10018
Tyson Evans, Senior Editor, The New York Times
- 11:00am - 12:00pm**
- The Internet Doesn't Kill Journalism**
CUNY J School, 219 W 40th Street, 421a, New York, NY 10018
Jeremy Caplan, Director of Education, Tow-Knight Center for Entrepreneurial Journalism, CUNY Graduate School of Journalism
- 12:45pm - 1:45pm**
- Interactive News Production: from News Gathering to Fact Checking**
Associated Press, 200 Liberty Street, 5th Floor, New York, NY 10281
Paul Cheung, Director of Interactive and Digital News Production, Associated Press
- 3:00pm - 6:00pm**
- Quality Journalism: the 21st Century Way**
Vice Media, 49 S 2nd Street, Brooklyn, NY 11211
Dave Purdy, Chief International Growth Officer, Vice Media
Sam Hamilton, Corporate Development, Vice Media
- Followed by:*
- Artisan Brooklyn: Journalism as the New Frontier?**
Josh Levin, Director of Business Development, Office of the Brooklyn Borough President
with Heritage Media and BRIC Media
- 7:00pm**
- Pizza, wine and talk**
Roberta's, 261 Moore St, Brooklyn, NY 11206
with Heritage Media

Wednesday, March 1
Palo Alto

- 7:30am - 8:30am** **Breakfast discussion**
Joshua Benton, Director, Nieman Journalism Lab at Harvard University
- 6:30pm** **Dinner discussion**
MacArthur Park, 27 University Ave. Palo Alto, CA 94301
Frederik Pferdt, Chief Innovation Evangelist, Google

Thursday, March 2
Palo Alto

- 8:30am - 9:30am** **Data is the New Oil: its Implications for Media Companies**
HanaHaus, 456 University Ave, Palo Alto, CA 94301
Greg Siegel, Vice President, Applied Predictive Technologies
- 10:30am - 11:30am** **At the Intersection of Media, Education, and Technology**
HanaHaus, 456 University Ave, Palo Alto, CA 94301
Stuart Gannes, Founder & CEO GoCast.it
- 12:00pm - 2:00pm** **Trends in the News Business**
Graduate School of Business, Stanford University
- 3:00pm - 5:00pm** **Can Artificial Intelligence do Journalism?**
Location tbd
Dieter Haas, IBM Cognitive Solutions
- 7:00pm**
Evening event and panel discussion **Are Fake News a Tech Problem?**
Location tbd (Silicon Valley)
Together with the German American Business Association
followed by night cap
Rosewood Sand Hill, 2825 Sand Hill Rd., Menlo Park, CA

Friday, March 3
Palo Alto / San Francisco

- 8:30am - 10:00am** **The Big Sort and the Dynamic for Political Reporting**
Nordic Innovation Haus, 470 Ramona St, Palo Alto, CA 94301
Michael Grass, Executive Editor, RouteFifty.com (Atlantic Media's Government Executive Media Group)
- 10:30am - 11:30am** **The Future of Audio Content: 60dB's Personalized Radio**
Location tbd
- 12:00pm - 2:00pm** **Google: How to Build Trust in the Future of Media**
Googleplex, 1600 Amphitheatre Parkway, Mountain View, CA 94043
- 2:30pm - 3:30pm** **Adapting processes & workflows**
Palo Alto, CA
Philipp Pieper, Tech Entrepreneur and Product Strategist
- 4:00pm - 5:30pm** **Facebook and Oculus: Beyond Playing with Media Realities**
Facebook HQ, 1 Hacker Way, Menlo Park, CA 94025
- 7:30pm** **Closing Discussion**

Wednesday, May 24, 2017
Manhattan

- 5:00 pm -
6:00 pm** **Learning from the best: Bloomberg News Room**
Bloomberg HQ, 731 Lexington Ave, New York, NY 10022 (TBD)
Winnie O'Kelly, Executive Editor, Bloomberg News
John Micklethwait, editor in chief, Bloomberg
Reto Gregori, deputy editor in chief, Bloomberg
Ted Fine, head of global partnerships, Bloomberg
- 6:30 pm -
6:45 pm** **WALK BY: The Shed Unveiling**
423 W. 55th Street, Floor 8, New York, NY 10019
- 7:00 pm -
9:00 pm** **Dinner**
Il Punto Ristorante, 507 9th Avenue (corner of 38th Street), New York, NY 10018
Meghan Cunningham, CEO, Magnet Media
Kourtney Bitterly, Director, Partnerships at Matter
John Mooney, Chief Executive Officer, Founding Editor, NJ Spotlight

Thursday, May 25
Manhattan

- 8:00 am - 9:00 am** - **Impact of the Platform Press: A Perspective**
 Pulitzer Hall, 2950 Broadway, New York, NY 10027
Emily Bell, Director, Tow Center for Digital Journalism, Columbia Journalism School
- 9:30 am - 10:00 am** - **New kid on the block: How Snapchat sees it all**
Katy Byron, Managing Editor, News & Local at Snapchat, Inc. Snap Inc. HQ, 229 W 43rd St, New York, NY 10036
- 11:00 am - 12:00 pm** - **Google/YouTube and future of content**
 Google NYC HQ, 111 8th Ave, New York, NY
Erica Anderson, Advisor & Collaborator, Google
plus YouTube executive linked from the West Coast
- 12:45 pm - 2:00 pm** - **Lunch with New York Times**
 620 Eighth Avenue, New York, NY 10018
Jodi Rudoren, Editorial Director, NYT Global
Kelly Alfieri, VP, Global Operations & Product Development
Linda Li, Director, Strategy & Development
- 2:30 pm - 4:00 pm** - **Reinventing the News Game**
 Associated Press, 200 Liberty Street, 5th Floor, New York, NY 10281
Jim Kennedy, SVP Strategy and Enterprise Development, The Associated Press
- 4:30 pm - 5:30 pm** - **Public broadcasting: A model for the 21st century?**
 160 Varick Street, New York, NY 10013
Jim Schachter, VP for News, WNYC
John Chao, SVP of business development and strategy, WNYC
Dean Cappello, EVP and chief content officer, WNYC
- 6:30 pm** - **Dinner**
 Narcissa, 25 Cooper Square, New York, NY 10003
Jeff Jarvis, Director, Tow-Knight Center for Entrepreneurial Journalism, Graduate School of Journalism CUNY
Hajime Matsuura, Senior Columnist at Sankei Shimbun Co.

Friday, May 26
Manhattan

- 7:00 am – 7:45 am** **Management Thinking and the Modern News Business: Introducing Strategy Tools into the News Room**
via Skype
Douglas Smith, Director, Columbia University Punch Sulzberger
- 8:00 am – 9:00 am** **Media & Society: A Big Picture Perspective**
Albert Wenger, Managing Partner, Union Square Ventures
- 9:30 am – 10:15 am** **LinkedIn premium: Insights into the New Content Age**
Empire State Building, 350 5th Ave, New York, NY 10118, 25th floor
Daniel Roth, Editor in Chief, LinkedIn
- 11:15 am- 12:00 pm** **Dow Jones: A Top-Level View on Innovation**
1211 Avenue of the Americas, New York, NY
Edward Roussel, Chief Innovation officer, Dow Jones
- 12:15 pm - 2:00 pm** Garrick Utley Memorial Lecture Series on Global Media Issues
TALK: “Covering Politics in a ‘Post-Truth’ World: European elections, Populism, and Fake News”
The University Club, 1 West 54th Street, New York City
- 2:30 pm – 3:30 pm** **Being and Keeping Relevance: A Perspective on a Brand in News**
Rockefeller Center, New York City
Nick Ascheim, Senior Vice President, NBC News Digital, NBC News
Paul Cheung, Director of Visual Journalism at NBC News Digital, NBC News
- 5:30 pm - 7:00 pm** **Drinks with media startups**
Moritz Gimbel, VP of Product, NBC News Digital Group
Pia Frey, Co-founder, Opinary
Linda Rath-Wiggins, Co-founder & CEO of Vragments
Max Koziolk, Co- Founder, Spectrm Publishing UG
Closing Discussion

Appendix: Resources

Democracy & Public Broadcast: [“View: Do countries with better funded public media have also healthier democracies? Of course they do”](#), Nieman Lab, January 2022

New business models: [“Internationally too, journalists and others are debating government subsidies and how to deal with Big Tech”](#), Poynter, January 2022

Where Journalism will be in 15 years: [“Is Media Doomed?”](#), Politico, January 2022

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