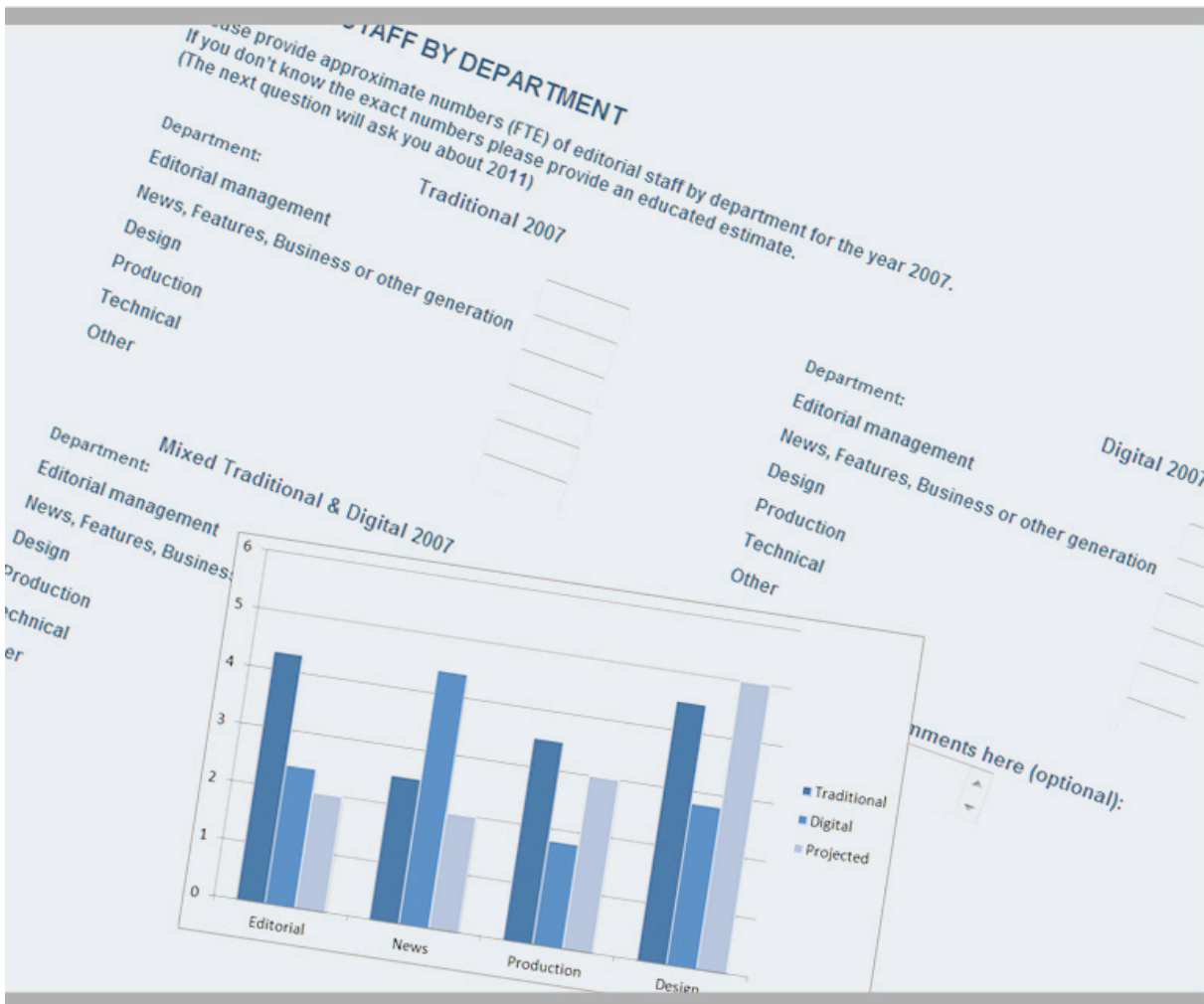


THE FUTURE IS YOURS

A survey of editors' attitudes

Society of Editors
www.societyofeditors.org



CHISHOLM
15 November, 2011

Society of Editors

Fighting for media freedom

www.societyofeditors.org

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1 Summary

Despite financial and structural pressures, the Society of Editors' survey of media industry editors and other leading figures suggests that their mood remains positive, and they are determined to focus on quality, innovation and diversification.

Simply because there are more of them, the survey had more responses from regional newspaper editors than those in other sectors. Their views however could be applied across the media. Respondents' wide-ranging comments focussed on the need for greater investment, a quest for improved quality, and continuing development of digital products. These comments make compelling reading and are shown in full in chapter six at the back of the report.

"New" and "online" were the most used words among the 1,300 relevant¹ different words used in the comments. "Digital" came in at number five.

Social media was a major theme: "*Social media is allowing communication between the organisation and the reader/view in a one-on-one setting like it's never been before.*"

While respondents recognise the value and appeal of citizen contributions, they showed caution about the real interest of readers, and the danger that much of the material is "drivel". There is a role in attracting contributions for "experts" in specific fields. However the emphasis should continue to be on the role of professional journalists. Contributions must not be seen as low-cost replacement content.

Meanwhile social networks provide a means of creating cohesive communities particularly at a local level, and also in attracting and retaining a younger audience. However the question of sustainability of these digital phenomena was raised: "*We have to watch how social networking will develop, particularly as the younger generation ages.*"

But there is still a great passion for traditional media. "Print" was the seventh most popular word and a sense that while the industry must embrace the new digital opportunities, there is a need to retain the industry's traditional values of trust and quality. This was particular shown in the emphasis on greater training and investment in people.

This is hardly surprising since the survey suggested that since 2007, editorial staff numbers have fallen by 29%. Content generation staffing has fallen by 19%. Levels of editorial management have fallen by 37% and in editorial production by 37%.

In terms of volume of material produced, since 2007 traditional output has fallen by 17%, while digital output has increased by 163%.

Inevitably given the decline in staff numbers and training resources, and the impact on productivity, the ability to innovate and the negative effect on sale was raised many times. "Staff" and "skills" also peppered the comments.

**Favourite words:
Here are the top 20
relevant words from the
open comments:**

New
Online
Journal(ism/ist)
Regional/Local/Hyperlocal
Digital
Regulation(s/or)
Print
Invest(ment)
Market(ing/place)
Revenue
Grow(th/ing)
Profit(s/able/ably)
Audience
Political(ly/isation)
Press
(re)train(ing/ed)
Fail(ed/in/ure)
Quality
Government(s)
Traditional

¹ The words excluded obvious words like newspaper, etc, and also words such as the, with, etc.

The issue of the need for investment led inevitably to questions about the structure of media ownership, with the suggestion: *“The end of the corporate era and the return of regional media to private ownership”* with a number of respondents questioning management priorities. It was summed up by the comment: *“Fewer bean counters, more visionaries. Invest sensibly in products and staff”*.

Much of this reflected the fact that the majority of the sample were regional newspaper editors who feel particular affected by the current climate

Another issue related to *“self regulation”* and looming *“government interference”*. *“Regulation”* came in at number 5, and *“Government”* at 19.

Perhaps surprisingly there were very few references to the phone hacking debacle.

The interest in localness inevitably reflected the composition of the sample. The subject of *“hyperlocal”* was also raised. But there were a number of interconnecting twists in the views of the future: *“Global corporations will lose interest in printed media as revenues continue to decline and margins are narrowed. That will leave the door open for genuinely local subsistence publications to emerge, like mouse-like mammals under the feet of the dying dinosaurs.”* *“Entrepreneurs coming along to start newspapers where there are gaps in the market. i.e. where newspapers have closed offices and gone weekly.”*

Finally the need for better marketing was raised: *“We should see ourselves as news brands these days”*.

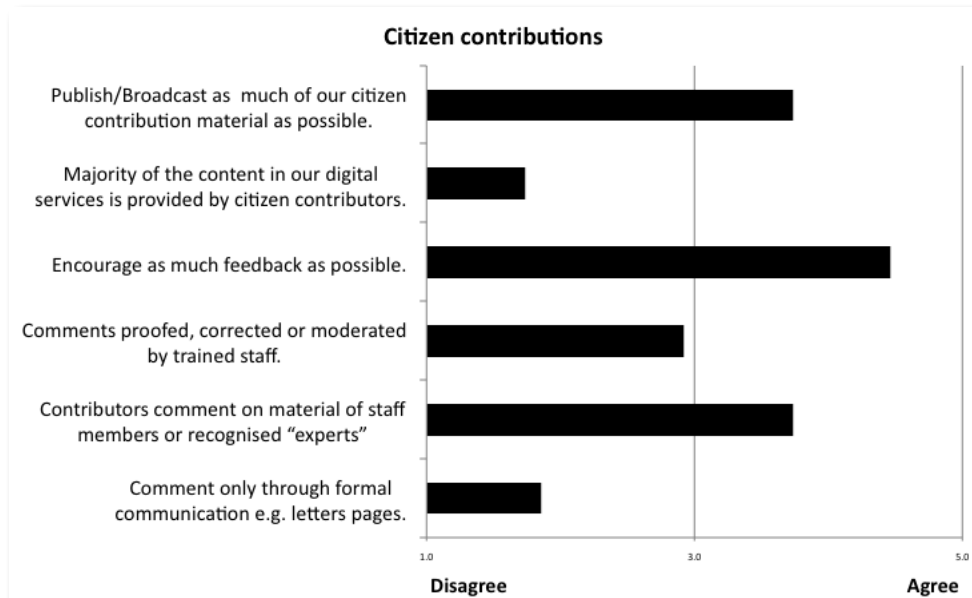
You will find all the comments provided in chapter six, page nine.

The Society of editors emailed its membership and a number of other senior figures an invitation to complete an online survey. During October and November, 2011; 23% responded. The questionnaire included both standard choice and open-ended questions. Every respondent completed the questionnaire, and provided a wide range of compelling comments.

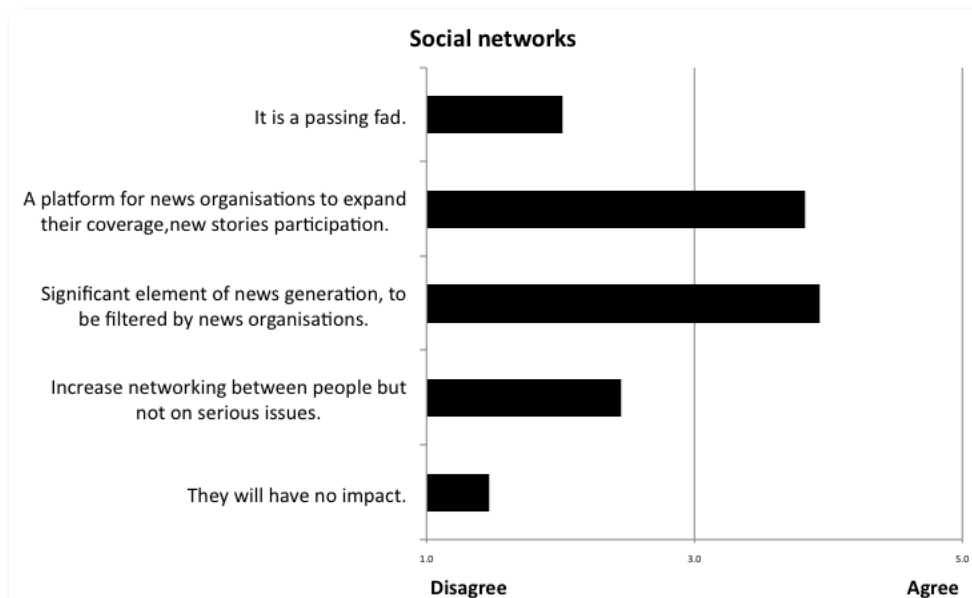
2 Digital developments

In the survey respondents were asked two questions: about the developments in citizen contributions, and those in social networks.

They were asked for their views about reader contributions, on a scale with 1 suggesting they strongly disagreed (to the left) and 5, that they strongly agreed (to the right). This is shown in the graph below.



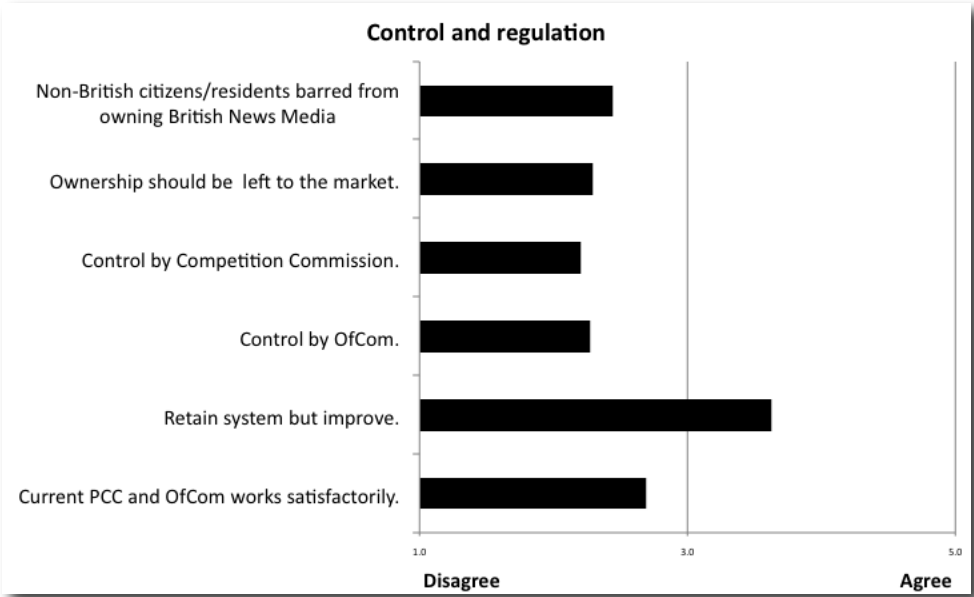
Respondents are keen to present as much citizen material as possible, and most importantly it can provide feedback, but they also believe contributors should be encouraged to respond to material produced by staff and “*experts*”. The open comments (see below) suggest that there is a concern that contributions are over-played by people with wrong opinions or vested interests.



Respondents were also positive about the value of social networks, disagreeing that they will “*have no impact*” or are a “*passing fad*”. They see them as a means to expand coverage and participation that could become a “*significant element of news generation*”.

3 Control and regulation

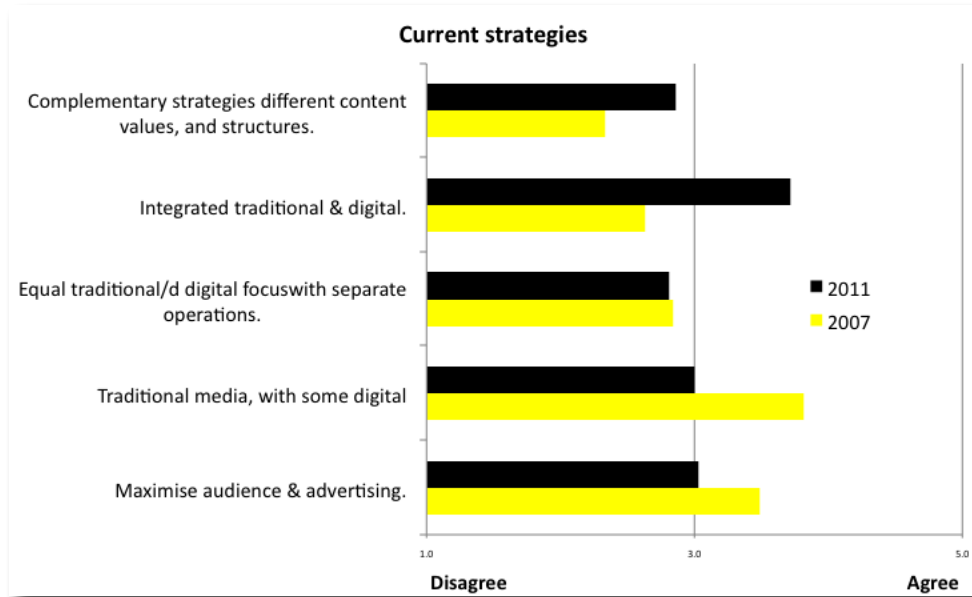
The most appropriate means of control and regulation is a subject that the commentaries from respondents (see below) suggest is a hot topic.



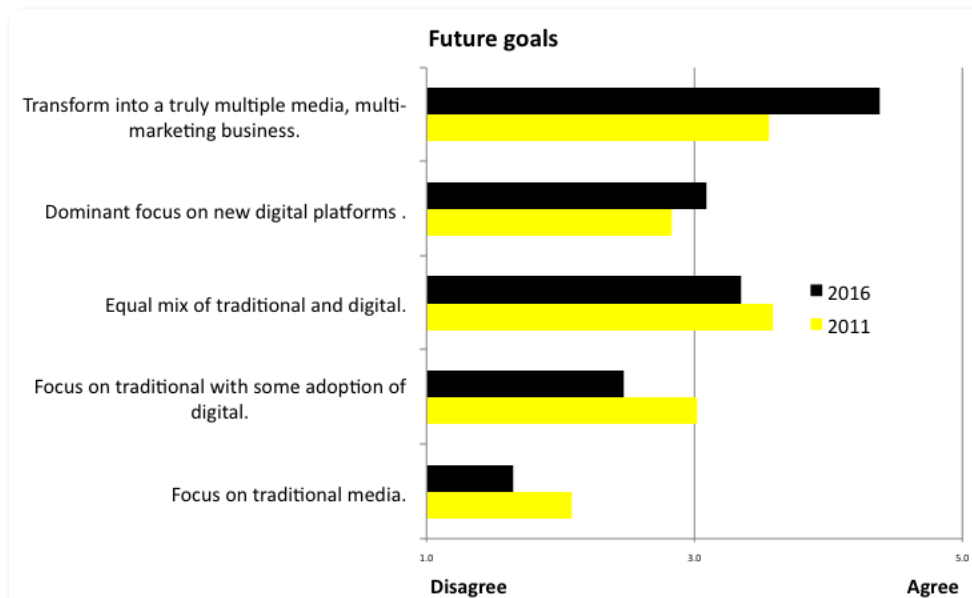
Respondents were firmly of the view that the current system was the most appropriate, though it required improvement. They were against a transfer of control to either OfCom or the Competition Commission. They also mildly suggested that the PCC and OfCom did not work satisfactorily.

4 Goals and strategies

The survey then moved on to respondents' attitudes to current strategies and how they had evolved, and also what their strategic goals should be over the next five years. The issue of current strategies is shown in the graph below.



There is a clear view that in the last four years the business has moved from being traditional, with some digital, to an integrated/print digital strategy. While in 2007 they were against complementary strategies, with different content and values, there is a sense that they are moving in this direction, perhaps reluctantly.



The main goal is to become a more multiple-media multiple marketing business, with a greater emphasis on digital, and less emphasis on print. Few if any people felt the focus should be on traditional print. However the open comments (see below), suggest that newspapers will still be reliant on print for some time to come.

5 Analysis

The survey of editors' attitudes generally reflects the experience I find as I meet with newspaper executives around the world, particularly in Western Europe and North America. As Christoph Riess, the CEO of the World Association of Newspapers said recently: "*Newspapers are like the Sun. They are rising the East, and setting in the West.*" But the editors' responses show that while commercial conditions are tough, for a range of reasons, they show remarkable determination and resilience.

They are right to pursue digital strategies, but for the majority of traditional players, the Gadarine pursuit of all things digital at the expense of print is not paying off either in terms of audience traction, nor in revenues. Worldwide today, digital accounts for 6% of revenues. Most forecasts, including my own, conclude that the digital share of revenues is unlikely to rise above 15% in the next five years.

The respondents are right to be concerned about investment, particularly in marketing. Coke spends 14% of its turnover on advertising. Unilever spend 12%. Yet their brands are ubiquitous. Newspaper companies spend less than 1% promoting their brand, and are consequentially disappearing.

Respondents are also right to see the opportunity and weakness of social media and citizen contributions. Yes, they are creating fantastic opportunities in terms of interaction, gathering opinions and social movements, but they will be transitory, and the challenge is identifying the next big trend.

It is salutary to note that in the USA there are 1.2 million websites. The New York Times ranks a very commendable number 28. But the Huffington Post ranks number 38. Why can a Greek American lady from California achieve this, but traditional media can't create an alternative digital alternative?

It is also salutary to accept and respond to the realities of digital news consumption. The table on the right provides a global comparison of print and digital audience behaviour. The harsh reality is, in the USA at least, newspaper websites account for:

- 57% of web users, but only
- 1.6% of pages per visitor, and
- 0.9% of total pages viewed

Comparison of print and digital audience behaviour

	Print	Digital
Visits per consumer	15	8.6
Minutes per visit	25	4.1
Pages per visit	40	11.4
Unique visitors % of readers	100	30

While the decline in staff numbers is perhaps inevitable, given the current financial crisis, it is perhaps more encouraging that content staff levels have fallen at half the level of other newsroom areas, with content staff declining by 19% and production and management staff declining by double that level. From a European perspective, UK newspapers have always been grossly over reliant on production journalists at the expense of news gathering or writing staff. In addition a benchmarking study I undertook of newspapers across seven Northern European countries identified a range of factors that were related to low profitability levels. Number one was an excess of editorial management numbers. Another was high staffing levels in library staff, so the fact that the small number of "*other staff*" numbers have declined by 50%, is maybe inevitable

Jim Chisholm
November, 2011

6 Respondent narratives

6.1 Comments on Citizen Journalism

- Citizen contact can turn angry vents to personal gripes and I think it should be monitored.
- Crowd-sourcing, data-journalism.
- In very broad terms developing working balance between the traditional and the digital and the role of trained professional journalists and enthusiastic amateur contributors, including the Blogosphere as well as general; readership/viewership/listenership.
- Investing in product and staff instead of relentless cost cutting. Portfolio review and restructures (ie: daily into weekly)
- Investment in technology and people - even if that ultimately means smaller staffs. If they do not adapt, they will die - the traditional conservative parsimony of newspaper companies will spell doom for those that fail to make the necessary changes. Whatever happens, the vacuum left by closures or merely poor quality products will certainly be filled by others. In fact, this is already happening.
- Linking with hyper-local TV
- Much of the reader contributions are drivel, we had one today posted on our internet site which was offensive and obscene
- Newspapers and their websites are only differentiated from the plethora of other media by the quality, reliability and trustworthiness of their content. Publishers must work harder to promote this USP while engaging all potential audiences, in print and online, to the greatest possible degree - making sure that readers and users can clearly identify the difference between professional and amateur content.
- RIA Novosti News Agency received several international awards for its project You Are a Reporter, where a dedicated and trained by our staff group of citizen contributors (up to 1,000 people now) cover for us for free the events in Russian provinces in multimedia formats. <http://reporter.ria.ru/ugc/> (sorry, it is in Russian)
- To proof submitted photographs. Anything and everything is published now
- Transparency in news collection methodology
- We should be encouraging more expert analysis.

6.2 Attitudes to social networks

- It may be replaced by another form in the future but for the next several years those who use social networking will benefit enormously. We are currently running many projects where social networking plays the key role and the audience growth is huge
- Technological innovation is so radical and rapid only the most far-sighted visionaries can predict the progress/changes/shifts in social networking. But I do believe that there is an element of faddishness insofar as Facebook, Twitter may become passe and be replaced by alternative social networking systems or brands that are perceived as more cutting edge, more the zeitgeist, et al....
- In my view, none of these questions quite address the real situation. They are all framed on the assumption that what we do matters to people. That is not automatically the case: if we remain genuinely useful and relevant, then social media will form part of our activities and interaction. If we don't, then we will be left behind completely, and to some extent that has already happened. We should see ourselves as news brands these days - we publish papers, but we also blog, tweet, and produce online pages and e-papers. We should also be on top of any other new trends that may emerge, and that will mean being geared up to do so.
- Most of our letters pages are generated through comments online, and we have successful nostalgia items on Facebook.
- Social media can also turn nasty but I think a trained person should filter it to exact content that is useful and relevant to his or her publication. I use it to send photos of animal injuries to the Vet.
- We have to watch how the use of social networking will develop, particularly as the younger generation ages.

6.3 Positive views about the future

“What do you believe are the most positive things that can happen to news media companies in the next five years?”

- More interaction with readers - the more editors can be made aware of what the public really believes - not just what their friends and relatives tell them - the better off society will be.
- Media organisations will find a way to connect profitably with online audiences.
- People's trust. All the other things can be developed
- Entrepreneurs coming along to start newspapers where there are gaps in the market i.e. where newspapers have closed offices and gone weekly.
- The proper empowerment of people who understand content and audience, the decentralisation of decision-making and the building of commercial models unshackled from old-fashioned and expensive means of distributing information
- The end of the corporate era and the return of regional media to private ownership
- They can evolve to incorporate a good mix of traditional media and evolving digital and social media
- The economy improves and traditional advertising platforms return (at a lower level than before) to print products and can be developed on digital platforms as well.
- Find new revenues online; maintain journalistic resources; growing recognition of the need for professional journalistic intervention in the news process; social network bubble bursts.
- That people have greater appreciation of the credibility and depth of information from traditional media
- Like many businesses an easing of the economic crisis will lead to a resurgence of revenue in both print and digital productions. This, in turn, will offer more content on all versions of media and, perhaps, a slowing down of the drop in newspaper sales.
- They will realise that journalistic skills are actually quite important and invest accordingly
- Level playing field - BBC not permitted to be too dominant. Government backs regional attempts to protect public spending
- Traditional newspapers will retain a strong foothold in their areas with complementary new media outlets
- To have the courage to invest in technology and skills, even if this means reducing staff sizes to fund it. The traditionally parsimonious approach has had its day, and belongs to an era where our products were the only show in town. That is no longer the case and if we do not adapt we will die. Having flirted with video, I remain unconvinced that this - with the exception of video contributed by readers - is something we should be doing. Put baldly, it is already being done far better by others, and the solution there may be partnerships.
- That the innovation and creativity that traditional newsrooms are currently showing using new platforms - twitter, live blogging etc - begins to get the commercial currency that will ultimately be required. The charge that newspapers missed the boat with the internet is unfair. The notion that print titles could easily roll their business model onto websites with content attracting lucrative advertising was always too simplistic. Even national newspapers with a huge daily audience still struggle to develop revenues commensurate with their international dominance.
- Convincing audiences that content online has a value at least equal to that produced in print.
- Growing digital revenues, single-title marketplaces, economic recovery
- Social media is allowing a communication to spawn between the organisation and the reader/viewer in a one-on-one setting like it's never seen before. We're able to garner story ideas and also see ways we may be able to do things that are more palatable to the average viewer.

- Proper use of all the material out there to make new connections between facts and issues to produce quality reporting that rises above the copy-churning that easy access to this material and falling staff numbers make so easy. It would be amazing if all this information was better used and if people - whether trained professional reporters or not - really put it to work to uncover things which would otherwise stay hidden. What would be even better would be if a way found for readers/viewers to pay for this on a micro-payments system.
- That they will continue to grow, that press regulation will be satisfactorily sorted out, and that education can work closely with industry to achieve growth and well trained journalists of the future
- Discover new business models and invest in them.
- The creation of a genuinely independent system of press regulation in which the public can have real confidence.
- Finding ways of funding editorial content
- The breakup of 'big media' and a return to a 'small is beautiful' model with individual news providers for individual towns and cities content to operate on smaller profit margins.
- They will fully embrace new media.
- Less Government interference Increased use of Kindle type devices Increased prosperity More advertising market confidence
- Like my publications, newspapers will go back to their roots: ultra localism. In a world linked by nano-second communication readers of every age want to feel loved, re-assured that all is well in their communities.
- We will find a way to get customers to pay for online media services.
- I find that businesses won't want to sift through social media to get the information they need to expend. In areas of national importance I would stick to traditional, well researched and honest reporting.
- Investment in editorial independence and content, as this is what exposed media ownership and abuse in the first place
- Preserve self-regulation in the press. Show more respect for their audiences. Find ways of serving local communities and aiding local democracy. Realise that editorial cost cutting often leads to poorer editorial content, leading to a downward spiral of falling circulation, falling revenues and further cost cutting.
- Deregulation; charitable status for news organisations; the break up of the big four; local owners coming back in to the market; a realisation that news is a low margin business.
- Citizen journalism and comment should stimulate ever greater excellence and innovation in the news-generation and - commentary professionals.
- Digital business models that work. Consumers willing to pay for premium content. A strong BBC. Renewed commitment to investigative journalism, less celebrity. Politicians mean it when they say they believe in a free press. A new system of regulation which does not strangle media freedom.
- More interactive thoughtful material, deepening expertise, but still under the control of journalists gatekeepers.
- Economic recovery, less regulation, training shared between HE sector and media companies - apprenticeships/sponsorships
- Global corporations will lose interest in printed media as revenues continue to decline and margins are narrowed. That will leave the door open for genuinely local subsistence publications to emerge, like mouse-like mammals under the feet of the dying dinosaurs.
- To keep pace with rapidly developing digital technologies and social trends without losing sight of traditional platforms. Restoring public confidence in the importance of a free press to a free nation and that professional journalism, not least investigative journalism, is irreplaceable and cannot be truly replaced by the Twitterati et al.
- What do you believe are the most positive things that can happen to news media companies in the next five years? (Write as much as you wish below. The box will scroll to accommodate your views.

6.4 Negative issues

What do you believe are the most negative things that can happen to news media organisations in the next five years?

- Media organisations will fail to adapt to the changing landscape and will become weakened as they cut resources. Anti-media forces will muzzle the media with restrictive regulations.
- A breakdown of trust due to such issues as phone hacking which in turn could lead to unnecessary government controls being brought in
- Audience's disappointment in media after such scandals as the NOTW. Turn aside from the media
- Commercialisation at the expense of responsible and balanced reporting - there is a long gradual shift towards sensationalism and scandal-driven journalism at the expense of more nuanced and educational reportage. The press should have some responsibility or mandate to aim not just to appease appetites but to explain the significance of issues that may be complicated or not easily summed up in a 250 word red-top story.
- Community journalism has its place, but too often, allegations are made in these reports with no proof, backup information and can slide traditional media in the realm of tabloid journalism.
- Continue on spiral of decline, with content becoming less and less valued and less and less demanded.
- Continued consolidation and resulting job cuts/loss of local knowledge/loss of identity.
- Continuing dumbing down and politicisation of news
- Corporations cling on so long to local newspapers that they completely squeeze the last blood out of them, thus stifling above.
- Daily newspapers will become weekly. Weekly newspapers will struggle to survive. Digital revenues will not be sufficient for journalism to survive
- Devaluation of staff. A heading towards a slim-line product, written by half trained reporters, and using submitted reader pictures.
- Economic decline, of course. The challenge of persuading shareholders and management of the importance of investment not just in technology but skilled journalism and that the bottom line, while very important isn't everything and that, old cliché or not, a free and vibrant press is crucial to democracy and rather different to producing and marketing a can of beans.
- Further rationalisation of editorial resources; over-investment in social media; failure to acknowledge that we can no longer sustain the profit margins of the past; giving up too quickly on print media.
- Government permits the regional press to wither away, destroying the local scrutiny of democracy, training ground for journalists, poor local community cohesion.
- I think that the bigger percentage of news content placed for free on our web versions the more damage done to sales and the value of the print edition. Any further reduction in the skeletal staffs which now eke out newspapers, will kill the remaining quality that exists.
- If staff continue to be squeezed and newspapers closed or editions merged, there will not be the quality news content or choice for readers there is now. Also without a good mix of media who will hold the government and other organisations to account?
- If we continue to use the public - warts and all - to fuel the news engine, people will reach their tolerance limit and there could be a nasty kick-back from them in terms of not buying newspapers or subscribing online, etc. Advertisers could also pull their ads if this goes on much longer.
- It will be hard to keep control of the unitary media brand in cacophonous, multi-media marketplace. How to be distinctive with clear values will be the issue.
- More Government interference. Boredom with poor quality internet videos. Lack of support from banks. Continued/increased recession. Excessive use of unpaid interns.
- More hoaxes, errors and a general decline in trust
- More state regulation. Public reluctance to pay for editorial content. Collapse of paid-for media

- My view is that local newspapers continue know their markets very well but we are less successful in keeping up with the changing ways content is being consumed. The theory that newspapers somehow 'stopped being good' is a nonsense. However, the current situation is such that the traditional business model of a print medium - in the regionals - is at a cross roads. Hitherto, there was commercial advantage in having a quality editorial team firing on all cylinders - this would produce a large enthusiastic audience that could then be sold to by eager advertisers. The model is less convincing now and the argument for sustaining large expensive editorial teams is less convincing across the board. A worrying reality. Profits nudging 30% were surely unsustainable long term in any industry. The unfortunate reality now is that the larger groups are hacking at editorial quality as profitability falls to a more realistic level. Effectively carving out profit from their own resources. Sensible if you believe that print sales will only go one way no matter what your editorial resources or suicidal if you believe that without good editorial and plenty of it then newspapers really are doomed.
- Ongoing recession, failure to grow material digital revenues, over-sentimental approach to failing titles
- Putting everything online getting rid of jobs, far too much reliance on Joe Public filling the paper or internet with drivel. It's happening now. Facts are no longer sacred unfortunately.
- State licensed journalists, new laws, government, the media
- Statutory regulation, particularly if it is politically motivated.
- That newspapers become related to niche market products
- The bankruptcy and closure of quality national and regional newspapers. Reduced investment in original newsgathering and those that survive.
- The continuation of the corporate era!
- The continued destruction of the ability to gather, sift and produce quality material which is essential to building audiences. Outside of Fleet Street and the BBC, only lip-service is paid to quality of content. If anything there is a quite patronising attitude towards readers across the industry.
- The issue of falling staff numbers threatens the careers of a generation of would-be reporters before they have begun. The main worry has to be that too few young people will have instilled in them the principles of fairness, objectivity and the rigorous standards that time in professional news organisations fosters.
- The Murdoch issues overshadowing the fact that the model for all news organisations, bar the BBC, is totally broken.
- They will continue to be run by number crunchers desperately focused on the bottom line
- They will remain in their present mould, steadily losing users. (Younger people already generally do not buy newspapers, for example.)
- Through inept management driven by profit and lack of understanding (or even caring?) about their audiences newspapers will fade away
- To carry on in the same old way. We are already well past the 'best before' date.
- Traditional print products will be overtaken by new media outlets

6.5 In the bosses' shoes

If you were the head of or a major shareholder of your organisation what strategic decisions would you make in the next 12 months?

- Achieve significant revenue streams in new media
- Better marketing
- Create more solid training departments to deepen the journalistic knowledge of citizen contributors and improve their ethical approaches. Use this as a recruitment centre.
- Fewer bean counters, more visionaries. Invest sensibly in products and staff. Radically reshape print publishing portfolio. Get on the front foot.
- Focus on attack brands ahead of failing brands. Seek funding partners and examine public subsidy possibilities
- Focus on quality of writing - the most old fashioned skill of all.
- Go free: cut ad rates: belong to communities - drop arrogance from your dictionary
- I am already making them. When you run a news agency in a remote, lightly populated area of the world, Governments tend to be competitors. My strategy is to continue to do my work better than they can and deliver accurate news on time
- I am the head of my organisation and my strategic goal for the next 12 months is to expand my business into new markets so as to reduce its current dependency on the regional press.
- I would completely change the way of the international news coverage - this is actually what I am doing at the moment. I would base it on the local staff, I would develop the multimedia web-sites in the foreign languages (English, Arabic, Spanish and may be Chinese in the future) and transform a national news agency into international.
- I would demand that management look for new sources of income and ways to persuade customers to pay for what they get. Invest in online but be looking for how that could be paid for. Co-operation with other forms of media.
- I would go back to on the day editions and only put the first two parts of any story on the internet. The public can buy the paper to read the rest. We are giving away our content for nothing, it's ridiculous.
- I would hire a staff member to trawl and engage with social media full time both as a source of potential news and as a conversational-marketing tool to reach new users.
- I would make extremely hard decisions on the future of loss-making organisations, look for better partnerships by consolidation if necessary, invest in quality content and reexamine audience demands. There needs to be a complete reappraisal of the reason newspapers exist and renewed efforts made to find new models which support journalism. Journalism is the only thing which will sustain audiences in the long term.
- I would seek to make regional newspapers essential to potential readers with a mix of the right editorial approach and promotions. The performance of the new daily-to-weekly papers will be a pointer to how other big groups deal with their own failing titles
- I would stop thinking of my media company as anything specific and think of it as a conduit for information, filtered and explained by journalists and then devote resources to where the 'customers' wanted it
- If I were head of a news media organisation I would be pouring everything into developing paid-for multi-media platforms
- Increase product quality. Perhaps launch an online forum for the local area, where people express their views, some of which can contribute to news written by a reporter. Feed the grass roots, i.e more reporters, better value of photographers, and maybe less 'middle management', ie sub editors or sports editors, who can be redeployed in the newsroom to use their time effectively
- Intensify the search for profitable online operations.
- Invest in digital, retrain the sales team to sell/think digital
- Invest in journalists and journalism
- Invest in products, skills-base.
- Invest in retraining journalists to be multi-media experts, not just for the purpose of maximising available media types for delivery/sales of content, but to improve their ability to

get the best stories with technology as a tool. Database journalism is a good example. Most journalists are barely proficient in Office, not to mention using a lot of technology that is now common in many of the companies they report on.

- Investment as a means of delivering long-term growth rather than a focus on short-term profits.
- Keep all expenditure under constant review. Seek to invest while prices remain low
- Look at new ways of bringing in revenue to protect and grow our newspapers. Grow our websites but not at the cost of traditional newspapers
- Make the newsroom a 24-hour. When you're on the press, on-the-air, you are online! The news never stops. The climate in the newsroom needs to be one where when the paper is printed or the news program is completed it doesn't mean it is the end of the day.
- Quality journalism produce for Multi channel - print, online, mobile
- Re-engineer the financial structure of the business to acknowledge longer-term debt payback based on the lower-level profit margins now available in the industry.
- Sell out at whatever price I can get; negotiate an orderly default on loans to JP and Trinity Mirror.
- The strategy is to converge what is on offer in print and the web so that our online visitors still need to buy the product, either as a consumer or customer.
- The ultimate challenge of combining traditional journalism with the emergent digital/social networking platforms and, above all, convincing the 'consumer', aka the reader, listener, viewer and also elector how crucial the role of a vibrant, free independent media is to defending free speech, a free society and holding those in authority whether politicians, police, corporate giants, bankers and organised criminals to account.
- To focus on skills and experience in both journalism and on the commercial side of the business. To look at using technology to improve efficiency and keep operational costs down. Fewer, but better-paid staff to ensure good quality, highly marketable and relevant output.
- To invest in quality journalism online.
- To view the positives of digital ambition in the context that the still sizeable profits of newspaper groups are still rooted hugely in printed products.
- With new technology difficult to predict, a constant monitoring of consumer habits and interaction with consumers to gather data as to how best to supply the market with news is required.
- Withdraw from the stock exchange and run the company for the benefit of customers, both editorial and advertisement, by reducing cover price and advertising rates, increase wages and accept sustainable profit margins.
- Work as hard as possible on finding a digital business model that works for my content.