

# "The Press in the USA: Perspectives for a Changing Market"

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**"The Press in the USA: Perspectives for a  
Changing Market"**

# Meet the Challenges

Newspapers, despite their current financial troubles, **can nevertheless survive and prosper in the digital, new-media era if they can find more reliable ways of raising revenue.**

No newspaper can hope to succeed in the contemporary media landscape unless it can adjust its **business model to meet the challenges** presented by Internet-based news.

With large amounts of news and information available for free on the World Wide Web, newspapers need to reconsider their traditional business model in order to remain relevant and competitive.

# Newspaper Business Model



I believe that the most favorable newspaper business model would be a **combination** of selective electronic paid content and Web-based advertising.

A model in which newspapers display some of their online content for free, hide other content behind a pay wall, and make extensive use of Web advertising is, in my view, the model that is **most likely to enable print publications to prosper over the long term.**

**Combined with using the latest online media technologies**, newspapers will be able to continue their role as disseminators of news, analysis and opinion.

# Most Basic Forms of Media



The newspaper is **one of the most basic forms of media**, and for much of its history, newsprint has been an essential source through which literate people learn what is happening in the world.

**For centuries**, especially since the Enlightenment in the eighteenth century, **newspapers have been primary vessels for the spread of information and ideas, chronicling the constantly unfolding developments in an ever-changing world.**



“What if we don’t change at all ...  
and something magical just happens?”

# Essential Tools for Citizens of Democratic Societies



Newspapers have long been considered **essential tools** for citizens of democratic societies to make informed decisions about public affairs.

Newspapers not only guarantee liberty, but also that they **“maintain civilization”**.

Today, journalists are struggling to maintain those very newspapers.

# Daunting Problems

**Newspapers today are experiencing daunting problems filling their role.**

Currently, most newspapers across the country are cutting their operations to some degree or another, eliminating jobs, sections of the paper, or both.

Other newspapers have simply folded due to substantial pressures and losses.

In addition, according to the Newspaper Association of America, the number of people who regularly read a daily newspaper has declined steadily since the 1970s.



the power of

# brand

growth

sales

customer

awareness

success

# The Problems Facing Newspapers



This is not an easy goal, but it is certainly achievable.

If newspapers want to survive, **they need to begin immediately to change the way in which they market themselves.**

Numerous individuals have suggested business remedies such as combinations of Internet advertising and paid content, or having newspapers restructured as nonprofits.

**To build a successful future in which newspapers continue to fulfill their informative role, they need to focus on three important elements of their work: content, technology and the business model. The first two elements are not very difficult to address; the third element is the most challenging one to solve.**

There has been substantial scholarly and professional discussion of how to address the difficult issue of newspaper revenue, and several ideas that have emerged from that conversation show significant potential.

# Foundation of Print Journalism



**News publications are the building blocks of print journalism, but their role as vessels of “news of the day” is rapidly being transferred to the online world.**

The Internet's limitless universe contains a vast galaxy of news sources which not only offer readers endless choices for information, but also supply them free of charge. **Newspapers themselves feature Internet versions of their content and largely demand no price from their online readers.** This situation obviously threatens the foundation of newspapers' economic arrangement.

Before addressing the economic problem at the heart of the crisis for today's newspapers, **it is important examine the technological changes** that have brought about the new media revolution and the resulting crisis in journalism.

**The rapid expansion of Internet-based news has opened many new opportunities for print journalists in spite of the problems it has also created.**

# Foundation of Print Journalism



If newspapers and other print publications are to survive and prosper in the new-media world, print journalists must first recognize that **electronic media is primarily an opportunity for their profession, not a threat to it.**

If newspapers take advantage of the powers that electronic media affords—as many are currently **doing—they will be even better equipped to deliver news to their readers** than they were when they were solely limited to traditional print on paper.

The new-media landscape of the twenty-first century creates new ways of thinking about content.

**Consumers are no longer a passive audience; they demand more flexibility to choose the content they want to read as well as a more intimate experience from the news material they select.** Online newspapers can respond to this demand with interactive content to allow more flexible choice of content by readers, but the ones that can afford to introduce a large amount of interactivity tend to be in larger markets.

# Print journalism, whether in paper form or electronic form

Print journalism, whether in **paper form or electronic form**, is **primarily concerned with serving readers' needs and interests** in the context of current events and current information.

Far from being a problem, the Internet is largely an ideal invention for print publications to dramatically increase their reach among readers and to spread their knowledge far beyond what was ever before possible.

**Newspapers and other periodicals are in the process of experimenting with new ways to use online technologies to serve their readers and to attract more.**

# Print journalism, whether in paper form or electronic form

They must continue to do so if they are to remain relevant.

**News blogs and other Internet resources** are giving traditional news sources strong competition because of their **advantages—the ability to rapidly update themselves and report the latest news, the convenience of being available to readers at the click of a mouse, and the fact that readers can use the Internet to search for news on the topics in which they have the most interest.**

**There are many Internet applications that newspapers can use to augment their power to inform readers, and they should take advantage of them.**

# New Technologies

After all, **new technologies have constantly enhanced the power of printed media** throughout history.

At this time, I am inclined to believe, based on descriptions of proposals from journalism experts, that **a newspaper business model combining online advertising and paid content is most likely to generate more revenue for newspapers** and allow them to prosper over the long term.

**Examples** of what is currently being done in print media to boost finances from paid content and online ads.

Although this strategy seems to be the most promising so far, I will be examining many different proposed strategies and methods by which newspapers may improve economically.

# All of the Fundamental Components



**All of the fundamental components—content, technology and revenue**—can be successfully enhanced to make newspapers more profitable and better serve their readers in the twenty-first century.

By doing so, newspapers can pave the way for a future in which they **play a more potent role than ever in disseminating information to the reading public.**

**First, however, they must survive their current travails, and only those newspapers that use the best of both print and electronic media in a marketable way will survive in the near future.**

# Current Problems



Newspapers and magazines have traditionally generated revenue from **three main sources: newsstand sales, subscriptions and advertising.**

Because **so many newspapers have put their content online for free, fewer readers bother to pay to read the same content** through newsstand sales or subscriptions.

**As a result, newspapers have come to rely on advertising more than ever.** As revenue from print ads declined, the newspapers turned to Web ads, and when those declined, numerous periodicals suddenly found themselves at a serious financial disadvantage.

# Current Problems



Many observers say that newspapers made **business mistakes when they failed to adapt more quickly to the growth of Internet news content and when they gave away all their content online for free.**

In addition, the decline of Web advertising as a reliable revenue source probably was due in part to the fact that more advertisers came to **see Internet news sites as less valuable vehicles for their ads.**

This is mainly because **readers tend to spend less time on a single news site than they would in a print publication.** As a result of such economic pressures, newspapers are eliminating sections of the paper and closing bureaus across the country in an attempt to keep costs.

# Current Problems

Unfortunately, **this often diminishes the quality of the papers' content**, making them even less appealing to readers.

Similarly, layoffs and firings of reporters and other newspaper employees have an adverse effect on the quality of many newspapers, thus making them still less attractive as news sources.

Publications **can only cut costs and resources so far before they start negatively affecting their content** in a serious way.

Once they do, they become even **less marketable** than they were before.

# Current Problems

**All employees of a newspaper staff contribute something valuable** to the newspaper which enhances its interest and credibility.

Reporters, opinion columnists, page editors, artists, copy editors, graphic designers and others all help a newspaper become interesting and authoritative. **When they are let go, the newspaper's quality will most likely decline in some way.** Rapid advancements in media technology have substantially changed the business environment for publishing.

Thanks to the proliferation of electronic sources of media, publishing markets are **more diverse and more competitive than ever.**

The **new publishing markets have low barriers** to entry, intense competition, lower fixed costs and decentralized production and distribution.

Best  
Employee **2**

**1**



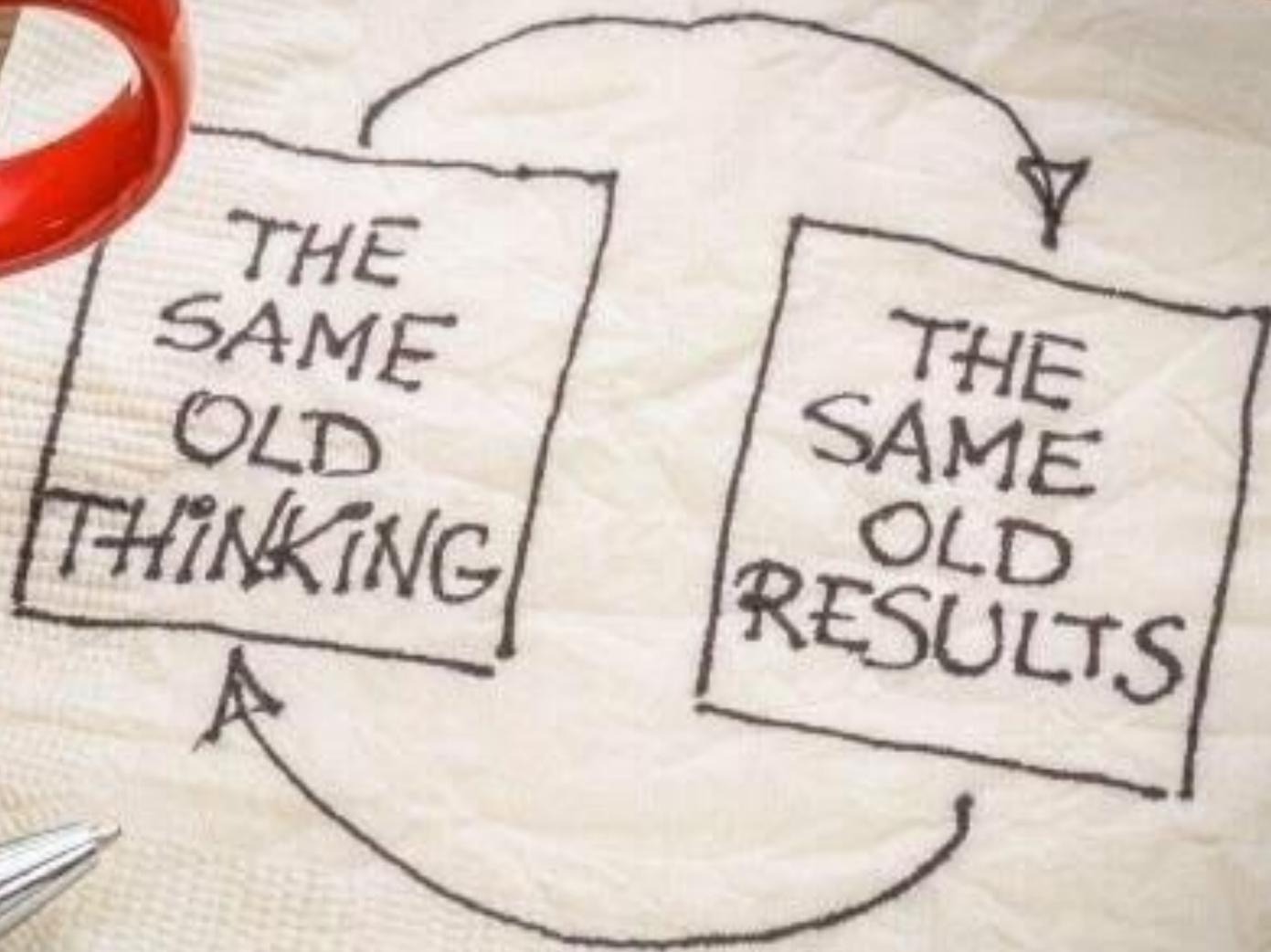
Management

# Current Problems

**Many publishers reasoned that the online versions of their newspapers could make up the lost ad revenue on the print side through Web advertisements.** Unfortunately, Web advertising declined substantially in the fourth quarter of 2008 because of the global economic recession, cutting off the Web-ad funds on which many newspapers were increasingly relying (Pew Research Center).

Thus, it was clear by the following year that **too many newspapers were overly dependent on their advertisers.** Print newspapers' reliance on advertising for revenue has grown during the past two decades, as records in the Newspaper Research Journal.

Approximately 70 to 80 percent of total newspaper revenue comes from **three types of advertising: national display advertising, local display advertising and classified advertising .**



# Current Problems

Reasoning that fewer people will see ads placed in newspapers and news magazines, many advertisers have **cut back on the number of ads** they sell to periodicals.

As a result, newspapers are losing one of their **primary sources of revenue**. Advertising has long been the lifeblood of many publications, and the current changes in the business environment leave newspapers vulnerable to significant revenue losses.

**These losses, in turn, cause newspapers to cut jobs and bureaus, leaving them with fewer resources to cover stories.**

Initially, the decline in print advertising was not seen as excessively problematic by many newspapers because Web advertising was growing and could maintain the papers' ad revenue (Pew Research Center).



"Assuming sales increase by... Hey, *look!* A *bird!*"

# Current Problems

**Classified advertising has increased in importance as a revenue source over the decades**, rising from 27.4 percent of total newspaper revenues in 1965 to 40.7 percent in 1998. The other two advertising types have become less important as revenue sources.

Between 1996 and 2005, the mean percentage of total revenue from display advertising—both national and local—in general was not very different, while in classified advertising, the percentage changed significantly.

In 1996, display advertising made up 38 percent of average total revenue for American newspapers; in 2005, it was down to 32 percent.

Classified advertising gained substantially in importance within the same time frame, growing from a mean percentage of 15 percent in 1996 to 48 percent in 2005 .

Based on these data, one can see not only that newspapers depend a great deal on advertising in general for revenue, but also **that readers have continued to be increasingly drawn to classified ads. What does this mean for newspapers?**

No thanks!

We are too busy



# Current Problems



My belief is that the **growing use of classified advertising has something to do with how classified ads are fashioned**. By design, classified ads are short and to the point in order to get readers' attention without taking up much of their time. In addition, classified ads are grouped together within a publication and are categorized by the type of product or service the advertiser is offering.

This makes it extremely convenient for readers who know the type of product or service they want. **They can turn to the classifieds pages and search for ads based on their particular wants.**

I maintain that this information is very helpful in understanding how to help newspapers now.

# Current Problems

I maintain that this information is very helpful in understanding how to help newspapers now. The popularity of classified ads is likely another manifestation of how readers increasingly want specific news items tailored to their interests. **It is important to keep this in mind when discussing options to help newspapers gain revenue.**

Options such as targeted electronic advertising are based on the same notion that readers want more specific content that is personally relevant or appealing to them. Targeted electronic advertising, for example, is a form of online advertising seeking out specific audiences. **This advertising may involve methods of targeting Internet users such as tracking users by the websites they have visited or by the keywords they may have entered in an online search.**

INSTEAD OF RISKING ANYTHING NEW,  
LET'S PLAY IT SAFE BY CONTINUING OUR  
SLOW DECLINE INTO OBSOLESCENCE.



TOM  
FISH  
BURNE

# Current Problems



Financial support for newspapers is the key weakness to address today in order to build a more successful future for print periodicals. **Experienced journalists agree that the current newspaper business model is not sustainable and requires new ways of raising revenue.**

Access to content is not the problem; there is a virtually limitless abundance of interesting stories and information available to many more readers thanks to technological change.

**The crucial problem is how to maintain the economic life support of newspapers** so that they can continue to perform their roles of recording events as they take place, informing the public about those events, and equipping readers with the information they need to understand what is happening in the world. To be sure, there are many online news sources—such as CNN.com and the Drudge Report—that are serving these roles, but according to experts such as Davis, **most of the country's top print-journalistic talent is still concentrated in newspapers, and these papers still do most of the original reporting in print journalism.**

# Current Problems

The expertise of professional newspaper journalists is **valuable for communicating with readers** and should not be overlooked.

Their expertise includes 12 research talent, the ability to write clearly, a knack for analysis of events, and experience in asking the most important questions of sources to obtain the most thorough answers.

Also, their background and experience has trained them to produce stories that are well sourced and verified.

These types of news stories are the ones **that readers can rely on most when trying to learn what is happening in the world.**

# Current Problems

In order for the public to be served by this kind of expertise, newspapers need to adapt to the changes in today's media landscape, whether they do so as newsprint or electronic publications.

With advertising declining at the same time that many fixed costs are rising for many traditional print publications, **newspaper profits are being squeezed in an unprecedented way.**

Therefore, **new models for drawing revenue need to be tried so that newspapers can regain profits and continue their important work.**

# The New Publishing Markets



**Thanks to the proliferation of electronic sources of media, publishing markets are more diverse and more competitive than ever.** The new publishing markets have low barriers to entry, intense competition, lower fixed costs and decentralized production and distribution.

This fundamentally new economic environment allows many new media sources to emerge, but it also puts many traditional print outlets in a difficult position. **Thanks to the wide, cost-free availability of news content on the Internet, readers are able to access free information on current events from any number of electronic sources simply by exploring the World Wide Web.**

# Positive Development



In most ways, this is a positive development. However, there are also problems related to this new capability.

**First, the sheer volume of electronic sources makes it difficult to determine which resources are most reliable and credible.**

**Not all news-related Internet sites are well-edited or even grounded in hard facts.**

**Another problem: Even though many online news sources are both informative and credible, not all of them engage in the type of primary-source reporting associated with traditional newspapers.**

# Hands-on Reporting



For this reason, **many Internet sources—valuable as they are—lack a crucial element of journalism that is important to keeping readers informed.** Hands-on reporting is the most effective, reliable way to inform the public about key stories. It is the work in which print journalists gather information for news stories by seeking out individuals who can serve as **sources, interviewing those sources, asking questions in order to answer all possible questions readers may have about the story, and conducting appropriate background research on the subject matter.** It is mostly newspapers that actually do this kind of work, although many Internet news sources practice it as well.

Nevertheless, those who report for a living and are most experienced in how to ask the right questions and write an informative story generally come from a print background. Thus, even with the rich proliferation of news resources on the Internet, newspapers are still vital; while newspapers and Internet sites alike can practice professional reporting, an Internet news site must behave like a newspaper insofar as demanding professional reporting and research on the part of its writers.

# Traditional Standards



In practice, **newspapers, value is essentially the same whether the newspapers themselves appear as traditional newsprint products or as electronic versions. Some people simply enjoy reading a paper product as opposed to an online one.**

As long as **there is a readership for both versions of the newspaper, they will continue to exist.** Whether or not the traditional paper version survives over the long term is an open question; it will depend on how much electronic print displaces newsprint in the years ahead.

As long as traditional standards of good journalism are upheld, the newspaper will be valuable on paper or on the Internet.

**CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"**

**CEO: "What happens if we don't, and they stay?"**

# Financial challenges Newspapers

Financial challenges Newspapers' recent money woes are easy to see. The New York Times announced that the newspaper's staff—and the staff at Times-owned properties such as the Boston Globe—would experience a 5 percent pay cut and 10 furlough days because the Times faced an 18 percent drop in advertising revenue. Also, the Washington Post offered buyouts to both editorial and business 13 employees. The Post was down \$198 million in operating costs and facing further losses.

According to the Project for Excellence in Journalism, the American newspaper industry as a whole saw a 23 percent drop in advertising revenue from \$49 billion in 2006 to \$38 billion in 2008. Newspaper stocks also lost 83 percent of their value in 2008 (Project for Excellence in Journalism). The declining values for newspaper companies have been taking shape over the years. The Newspaper Research Journal, the stock prices for the eight largest publicly traded newspaper companies lost nearly one-fourth of their value in 2005 relative to the Standard & Poor's top 500 American common stocks (Sullivan 69). After advertising, subscriptions are newspapers' next most important source of money, approximately 18 percent of total revenue, but circulation growth has declined since the mid-1980s.

# Looking Ahead



Looking ahead Newspapers should seek to augment their profitability in the new media environment without compromising traditional journalistic principles and standards. A commitment to fair, informative reporting that values accuracy above all is vital if newspapers want to maintain their credibility and serve their role as purveyors of knowledge.

Still, it is easy for standards of journalistic excellence to slip when newspapers feel they are in peril from financial losses. The recent cuts in newsroom staff 15 at many major newspapers is one example of this problem. The newspaper companies usually say that they need to make these cuts in order to control costs exacerbated by declines in advertising revenue. Daniel Sullivan writes in the Newspaper Research Journal, **“The typical statement is, We need to be profitable so that we can continue to do good journalism”**.

# Talent



A decline in talented and experienced staff members frequently makes good journalism much harder to produce. With less journalistic talent employed in the newsroom, the newspaper may be unable to cover as many stories as thoroughly, or they stories may not be adequately edited and fact-checked. In this way, the cost-saving efforts may result in newspapers lacking the wherewithal to pursue important stories.

**“Good journalism may be important, but it is not central to the news business”.**

To become more profitable and forge a more successful future, newspapers must experiment with new business plans and find reliable sources of revenue. In terms of content, newspapers are mostly quite strong. There are numerous periodicals that boast talented journalists who produce interesting stories that have broad appeal. The demand for news will most likely remain because, in order to make decisions, people should seek out the most reliable information they can find. **In fact, the Internet has actually been a boon to newspapers in terms of increasing readership.**

# HOW LONG DOES CONTENT LAST?



# New Business Models

Several newspaper business strategies currently under debate will be reviewed in this chapter. These proposals offer possible ways for newspapers to become more profitable. The chapter will describe some of the alternative business models that newspapers may be able to use to create more reliable sources of revenue over the long term. Models involving paid online news have case studies demonstrating why paid content is an important part of future newspaper success. Experiments being done within the newspaper industry to increase revenue—including the recent attempt by the New York Times to try a paid-content option with its columnists and the Wall Street Journal’s ongoing system of paid online news—help to illustrate how newspapers can use paid content most effectively.

**Newspapers have much to gain from incorporating the many online media technologies available, but the chief challenge to their future survival is money.**

As previously discussed, the contemporary media landscape allows readers to get their news for free on the Internet, and the newspapers themselves have contributed to this development by featuring most of their content online without charging any money for it. In the meantime, numerous other online news resources have emerged and created even more competition for users’ eyes by providing a large supply of free information. Google News and other online news services compile electronic links to 20 news stories from all across the Internet and from numerous online print periodicals .

# Technological Changes in the Media



The problem, of course, is not that newspapers lack interesting content to attract readers. After all, news-aggregation sites such as Google News would not feature links to articles in online newspapers and magazines if they did not believe that significant numbers of users would click the links and read the stories. **The problem that newspapers face is that technological changes in the media have created a situation where newspapers cannot rely on the business models that they previously took for granted.**

**Obviously, now is not the time for newspapers to give readers another reason to read their material less.** That is why it is crucial to discuss how newspapers might alter their business models in ways that hopefully would generate more reliable revenue in the near future.

Fortunately, there is a good deal of work and experimentation going on currently in newspaper circles as journalists endeavor to find more reliable ways of making print publications profitable.

# Missed Opportunities

Newspapers have failed to make progress and take advantage of financial opportunities because they have not moved quickly enough to use online capabilities for raising revenue. Some of newspapers' current business problems are partly the result of having missed important opportunities to take advantage of elements of the World Wide Web. As the Washington Post reported, **many papers failed to adapt to the Internet quickly enough over the years. When online news outlets started to proliferate, too many publications were slow in trying to seriously compete with them.**

Also, **newspapers missed a business opportunity when they gave away most or all of their content online for free, both on their Web sites and on news-aggregation sites such as Google News.** At the same time, however, it is helpful for newspapers to have their content as a part of these online news aggregations.

# Business Models for News

Many of these journalists have been laid off from their jobs due to the ongoing disruption in the news industry, and they are seeking ways to make news jobs more secure in the future. **Numerous conferences and town meetings are taking place across the country to propose new business models for the practice of journalism. These include trying various types of paid content, focusing on drawing Web traffic and increasing Web-ad revenue, developing targeted hyperlocal news coverage or advertising, and combinations of many different methods.** Journalists are running projects to experiment with new business models to determine which ones might be most effective in making print news more profitable. Online advertising and the Web traffic that makes the ad revenue possible will still need to be a large part of new business plans. **We will likely see an increasing number of independent, entrepreneurial journalists launching enterprises** aimed at producing news in ways that are economically sustainable. By promoting a wide range of options through which newspapers can develop better business models, the participants in New Business Models for News posit that **“an ecosystem made up of many players operating under many models and motives will emerge”**.

# Business proposals

Many journalists have put forward diverse proposals for possible future business models for news publications. Davis notes that a number of experiments in newspaper business-making are currently underway. Some new start-up enterprises are producing online-only news resources aimed at a hyperlocal readership. Most of these local-level online news start-ups are not large, and many are not yet making much money. Nevertheless, Davis points out that these operations are doing substantive news reporting and are starting to draw attention. They probably will play a role in shaping the journalistic landscape in the future. Local-level news initiatives will probably be more likely to generate revenue than national-level ones because it is easier to target specific audiences in smaller local communities than in larger ones. Today, increasing numbers of readers want very specific news content tailored to their peculiar needs or interests.

It is often easier to tailor news content to specific audiences and/or tastes by targeting local readerships, which refers to as **“adaptability to local conditions”**. This ability to make targeted, local content also applies to local-level advertising. Most believe that there are promising opportunities for **“hyperlocal advertising”** and **“custom ads that contribute to the interest and lifestyle choices of our readers”** to help achieve profitability.

# Business proposals

Newspaper managers are also figuring out new ways to bring in revenue. Because they have been gradually losing money from most of their traditional revenue sources, newspapers will need a wider variety of revenue sources over the long term.

**Newspaper sales departments are moving beyond print advertising and attempting to generate revenue from videos, online promotions, targeted marketing services and other offerings.**

Some targeted marketing services offer online users specific content. The Washington Times' microchannels offer electronic streams of news content to readers who desire information on particular topics such as politics, economics, foreign affairs, energy policy, etc. **"Insight on Energy,"** for example, is a microchannel that features the Times' coverage of the energy sector.

Subscribing to a microchannel offers users the ability to receive the most up-to-date articles produced by Times writers on areas such as energy, the economy and other public affairs.

# Business proposals

Ultimately, the Times decided that, at least in this instance, the online columns were more valuable as contributors to greater Web traffic and online-ad revenue than as paid content.

According to a New York Times report, media experts believe that while opinion columns themselves are unlikely to generate that much ad revenue, they can drive many readers to more lucrative parts of the Times website such as the topic pages on health and technology.

The Times made a mistake trying to charge for its opinion columnists online rather than for its news reporting.

The Times has yet to decide how much it will charge for online subscriptions, or how many articles it will make available for free.

# Other Possibilities

There are a number of other possible business techniques that can improve newspaper finances. Newspapers can supplement their mass-market activities with potentially lucrative stables of niche publications.

**These niche publications, either print or electronic, can find specific audiences to serve. These include mothers working outside the home, local businesses, music aficionados, doctors, lawyers and so on.**

Such targeted, small-scale marketing of news can help supplement newspaper revenue. The concept for these niche publications is quite similar to the concept for the **electronic microchannels** being used at the Washington Times.

**The Times microchannels offer special electronic subscriptions to streams of topic-specific articles from the paper, while involves publications targeting specific interests or career paths.**

# Other Possibilities

In addition, that newspapers may be bold enough to try new experiments that may prove lucrative, such as pursuing a **social-networking and employment website** for online subscribers. Advertising will most likely continue to be a key revenue source for newspapers for the foreseeable future despite the shortfalls it has recently experienced. In any case, **newspapers cannot rely on only one source of revenue if they want to achieve financial sustainability.**

**“The future of news in a market will not be one product from one company—I believe it will be an ecosystem of many projects. Foundation and publicly supported efforts will take up small but important aspects”.**

Some foundation efforts might include investing nonprofit money in newspapers or running newspapers as nonprofit organizations. Publicly supported efforts may include adjusting federal rules on media cross-ownership to allow newspapers to function under other media umbrellas.

# Other Revenue Models for Print Journalism



Many proposals currently under discussion in the public forum offer various new sources of revenue for newspapers. There are also numerous proposals for what can be done to better ensure financial stability for print publications over the long term. Ongoing debate over the newspaper industry's future has attracted different suggestions about what newspapers can or should do to reorganize themselves for survival. All of these proposals have certain advantages, disadvantages and uncertainties.

**Adjusting business models** The newspaper industry is trying various experiments to create new sources of revenue that will be more reliable over time. **Targeted advertising seeks out a specific audience**; learns about the audience's wants, needs and interests; and tries to appeal to the members of that audience based on this knowledge. This type of advertising could potentially improve revenue projections for many online newspapers. More newspaper managers see potential in contextual advertising, better targeted ads, customized ads, sponsorships, hyperlocal advertising and dynamic electronic ads that provide information to readers.

# Other Revenue Models for Print Journalism



**Some of this advertising is done through websites designed to target a particular local-level audience.** These hyperlocal websites can also be made into hyperlocal networks that link people within a given community and appeal to the interests of that community. Newspaper managers mentioned database directories driven by search engines as well as customized ads that appeal to the interests and behaviors of individual readers. In addition, some news organizations have suggested creating **virtual communities** in which customers and advertisers can be brought together so that advertisers can learn firsthand about a newspaper's readers and become better equipped to customize their ads to their interests. This emphasis on customizing ads and/or news content to community needs . Newspapers must be in touch with their communities in order to better serve their readers' needs.

**“A business model built on serving a community by building relationships with members of that community is much more likely to generate this outcome [attracting more readers] than the current model. It is also more likely to position newspaper companies to anticipate and respond to changes in the business environment rather than continue to defend their existing position”.**

# Nonprofit Option



Some have proposed that newspapers reorganize themselves as nonprofit organizations in order to stem their revenue losses. Proponents of this remedy argue that as long as newspapers remain for-profit enterprises, they will always be vulnerable to the financial troubles they are facing today. They argue that as nonprofits, newspapers would not only be free from those troubles, but they could also become even more powerful and productive as news resources.

The idea is to turn newspapers into endowed institutions like colleges and universities so that individual donors could contribute money for the papers to practice journalism. The nonprofit newspapers would then function in a similar way to National Public Radio, a not-for-profit public news organization . Newspapers could be supported by donations from readers, from charitable foundations, or from the government. In a New York Times piece, David Swensen, chief investment officer at Yale University, and Michael Schmidt, a Yale financial analyst, outline the case for a nonprofit model. Recounting stories about the falling revenues from circulation and advertising, Swensen and Schmidt argue that the surest way to save newspapers from oblivion is to reorganize them as nonprofits.

# Nonprofit Option



**“Endowments would enhance newspapers”** autonomy while shielding them from the economic forces that are now tearing them down,”.

**Noting how newspapers’ traditional business model has been undermined by innovations in digital media, the authors argue that endowments would allow newspapers to become permanent fixtures of American life and would enable them to be more independent than ever.**

**Endowments would give print publications “greater stability and enhanced independence that would allow them to serve the public good more effectively”.**

Under a nonprofit model, newspapers would benefit from Section 501(c)(3) of the IRS code, which provides exemptions from taxes on income and allows deductions for people who make contributions to eligible organizations . The authors argue that the government has a responsibility to encourage the development of not-for-profit newspapers because newspapers are important to democracy.

# Potential in partnerships

An interesting recommendation for helping newspapers is proposed in regulatory policy at the Heritage Foundation. A decision by the Federal Communications Commission to relax its 33-year-old blanket prohibition on cross-ownership of media. This would allow broadcast media licenses to be owned jointly with newspaper licenses. Under the new rules, newspapers would be allowed to own or be owned by broadcasters in the 20 largest U.S. media markets—all markets larger than St. Louis . Eighteen of these 20 markets have at least 10 independently owned television stations, and have at least two major newspapers. Cross-ownership is still presumed to be against the public interest in other media markets under the new FCC rules.

All of the suggestions outlined in this chapter may have a role to play in building a more stable world for newspapers. I am especially impressed with the idea of targeted advertising and building local community audiences, because these techniques involve newspapers growing closer to their readers and learning more about them.

# Potential in partnerships

**This can help newspapers become more relevant by learning the needs and interests of their audiences.**

Experiments with nonprofit operations and media partnerships would also be worth trying, although they almost certainly are not panaceas for newspapers.

Furthermore, the nonprofit route poses problems for free speech and newspaper independence.

In the end, no single plan will be able to revive newspapers all by itself. A combination of methods needs to be used to build a better environment for them

# Technologies to Enhance Newspapers' Functions



Technologies to Enhance Newspapers' Functions New advancements over the course of human history have empowered larger numbers of people around the world to share in the dissemination of news and ideas, and newspapers are a part of this ongoing phenomenon. Technological developments have progressively enabled greater quantities of knowledge to be spread at greater speed, and the Internet is one of the most powerful inventions ever to contribute to this evolution.

Today, the Internet and all of its related electronic resources are revolutionizing the field of journalism with an explosion of news availability. This media revolution presents tremendous opportunities for newspapers as well as tremendous pains.

# Technologies to Enhance Newspapers' Functions



Today's burgeoning electronic news resources are the contemporary manifestation of an ongoing process in which new media technologies have spurred greater news production and have disseminated information at an ever faster rate to increasing numbers of readers.

Newer publishing technologies and techniques have displaced older ones, but the essential purpose behind them remains the same—wider and faster distribution of knowledge is the prime effect of continuing innovation in print journalism.

**The challenge for today's print publications is how best to use the newest electronic tools to refine and expand their roles as informers of the reading public.**

# Expanding reach of news

A blog is a website that serves as an online diary, displaying written entries by the owner as well as other content such as images and videos. The word “blog” is a portmanteau of the words “web” and “log,” describing a log, journal or diary published on the Web.

**Different blogs may specialize in any number of subject areas.**

Blogs that are oriented toward news-related content are increasingly competitive with traditional print media for attention from readers. As online sites constantly updated with new information, blogs can display the latest news on any number of topics. The basic structure and capabilities of blogs make them powerful tools with tremendous potential for enhancing journalistic organizations.

**This is especially true, since print, whether in paper form or electronic form, remains the best way to engage in long-form argument, to collect ideas and to communicate those ideas to readers.**

# Expanding reach of news

**Internet blogs are some of the most influential electronic resources in the new media landscape.**

Many journalists who are well-acquainted with blogs and other online media find that they are quite useful the mission of print journalism. The priority for print journalists is to incorporate these technologies in the same way that print journalists through the centuries incorporated the most revolutionary methods into their work in order to spread their knowledge to more readers.

Other developments include Internet-based communications tools such as RSS feeds. RSS is usually translated as “**Really Simple Syndication**” or “**Rich Site Summary.**”

RSS feeds are electronic feeds used to publish online materials that are updated frequently. In addition, **wikis** (Web sites allowing easy creation and editing of linked Web pages along with reader input), search engines, audio and video content, podcasting and image processing are all part of the wave of new knowledge-dissemination capabilities.



Social Media



# Blogs' Potential

**Although some in the world of journalism have been wary about these technologies, it is important to remember that now is not the first time that new tools have revolutionized the printed word.**

The invention of the printing press in the fifteenth century engendered tremendous changes in the spread of information in ways quite similar to what the Internet is doing today. The printing press made the presence of the written word more pervasive than ever before, and it gave new authority to the printed word as a visual image retained in people's memories.

Furthermore, it conferred stability on the written word and made affordable reading material available to many more people. Information outlets such as news pamphlets proliferated thanks to the productive power of the press. This same media-innovation phenomenon can be seen today, with the Internet playing the role of the printing press and enabling a wealth of easily accessible online news resources to proliferate.

The gradual development of a media culture with the printed word at its center during the fifteenth and sixteenth centuries led to an unprecedented dissemination of information to large numbers of readers. Indeed, it was printing technology that first gave birth to newspapers and other print publications as we know them today.

# WHERE DO PEOPLE USE SMARTPHONES?



**96%**  
Home



**69%**  
Work



**80%**  
On-the-go



**65%**  
Store



**57%**  
Coffee Shop



**41%**  
Airport



**57%**  
Public Transport



**25%**  
School

# Blogs' Potential

As I mentioned earlier, a **“blog” is a “Web log,” or website** devoted to displaying entries of writing and other content posted by the owner of the site for all online readers to view. From the late Renaissance to the Enlightenment, a wealth of predecessors to blogs existed as handwritten diaries. These diaries, known as “commonplace books,” functioned much as blogs do now.

However, today's blogs have a special advantage: **They can publish information through a medium allowing the entire world to see the information in virtually no time at all. Internet blogging technology is therefore invaluable to modern print journalism.**

Using blogs and other online publishing outlets, journalists can instantaneously bring readers up to date with the newest information on a particular story or multiple stories. In addition, journalists can communicate with far more readers than ever before, and they can incorporate the reactions of readers and even other journalists by featuring electronic forums to display comments from visitors to the Web site.

There are likely to be continual interactions and cross-fertilizations between blogs and traditional media for the foreseeable future. Some of today's bloggers will become newspaper and magazine columnists and television news personalities. **Therefore, it is important for newspapers to appreciate blogs' influence and try to channel them for their journalistic purposes.**

# why digital marketing ?



# Closing Arguments



After examining the challenges currently facing the newspaper industry, I continue to believe that a combination of paid-content revenue, Web advertising and selective availability of free online news content is the most likely way in which newspapers can thrive in the long term.

**Furthermore, I also believe that newspapers will continue to play an important role in the delivery of information to the public at large despite their current problems.**

This is the result of two main factors: newspapers attempting to cut costs in any way they can to save themselves, and the fact that more readers in general are choosing to glean their news from the Internet.

However, whether newspapers are electronic or traditional print, they still serve the same journalistic function of communicating events, analyses and opinions through the written word. Whatever form they may take in the future, newspapers will most likely still be needed for this purpose and will find ways to adapt to the challenges of the new media environment.

# Closing Arguments



Newspapers and newspaper journalists are still crucial to public discourse in the digital age because they know how to analyze and explain the news. This professional skill becomes even more value when there is so much content on the Internet. Not all of the content is reliable, so it is helpful when newspaper journalists can help to sort out this information for readers and separate the accurate from the inaccurate.

***“Newspapers will survive as organizations that gather news and look for the best ways to serve their readers. The multitude of single voices on the Internet may be a sign of infinite sources of news and opinion in our age—but without newspapers, it is a lot of sound and fury, signifying nothing”.***

**Newspapers still have a vital function in delivering news, analysis and opinion to readers. The vast amount information on the Internet makes newspapers’ function still more important. Credible, authoritative news organizations such as newspapers are needed to sort through all of the available information and to explain to readers which stories exemplify the truth of what is happening in the world.**

OKAY DAD, PAY ATTENTION: YES, FOLLOWERS  
ARE IMPORTANT, BUT IT'S REALLY ABOUT  
ENGAGING WITH THEM... CONNECTING THEM,  
CONNECTIONS LEAD TO LEADS, LEADS TO  
CLIENTS, CLIENTS TO SALES... BUT IT'S ALL  
RELEVANCE, CONSISTENCY AND...  
ABOVE ALL, BE COOL...



# Steps Forward

Of all the proposals put forward on how to shore up newspapers' financial footing, a combination of advertising and a system of paid content seems to be the most likely way to build future success for print publications.

Other suggested means of dealing with the industry's business model are worth exploring and may add to the ultimate solution.

**This is because the newspaper industry is still searching for good business models, and because newspapers will need more than one option for generating revenue.**

# SOCIAL MEDIA EXPLAINED

- TWITTER I'M EATING A #DONUT
- FACEBOOK I LIKE DONUTS
- FOURSQUARE THIS IS WHERE  
I EAT DONUTS
- INSTAGRAM HERE'S A VINTAGE  
PHOTO OF MY DONUT
- YOU TUBE HERE I AM EATING A DONUT
- LINKED IN MY SKILLS INCLUDE DONUT EATING
- PINTEREST HERE'S A DONUT RECIPE
- LAST FM NOW LISTENING TO "DONUTS"
- GT+ I'M A GOOGLE EMPLOYEE  
WHO EATS DONUTS.

# Appendix

**Appendix:** New Business Models for News is an ongoing research project sponsored by the City University of New York Graduate School of Journalism. The project is run by journalists who are trying to help develop ways for newspapers to find more reliable models for revenue and business. The journalists involved in the project examine a wide range of proposals, including paid content, hyperlocal coverage and advertising, nonprofit options and more. They can be found at <http://newsinnovation.com>. The three research studies on media ownership authorized by the Federal Communications Commission, which I discussed as far as they pertained to newspaper cross-ownership in chapter three, are available on the FCC's website. There is a specific Web page on the FCC site where the agency lists a series of ten media-ownership studies which it sponsored. The page is found at <http://www.fcc.gov/ownership/studies.html>. I cited three of the ten studies which brought up the subject of newspaper cross-ownership. Those three studies were also referenced by James L. Gattuso in his paper on media cross-ownership, which I also referenced in chapter three. Of the FCC's ten studies, the ones I cited were Study #3 by Gregory S. Crawford; Study #4 by Daniel Shiman, Kenneth Lynch, Craig Stroup and Pedro Almoguera; and Study #6 by Jeffrey Milyo. The bibliographic information for these three studies is provided below as well as on my list of references. Crawford, Gregory S. "Television Station Ownership Structure and the Quantity and Quality of TV Programming." FCC.gov. 23 July 2007. [http://hraunfoss.fcc.gov/edocs\\_public/attachmatch/DA-07-3470A4.pdf](http://hraunfoss.fcc.gov/edocs_public/attachmatch/DA-07-3470A4.pdf) Milyo, Jeffrey. "The Effects of Cross-Ownership on the Local Content and Political Slant of Local Television News." FCC.gov. September 2007. 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**your  
questions will  
show your  
intelligence  
better than  
your answers**



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