



# World Association of Newspapers

ASSOCIATION MONDIALE DES JOURNAUX • ASOCIACIÓN MUNDIAL DE PERIÓDICOS • WELTVERBAND DER ZEITUNGEN

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## CALENDAR

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www.wan-press.org

### Leaders 2002 - Module 1

The annual WAN-Ifra executive development programme for the future leaders of the newspaper industry.  
**Copenhagen, Denmark, 23-26 September 2002**

### World Forum on Newspaper Strategy

A select group of publishers and other senior executives from newspapers world-wide exchange information, ideas and solutions on future strategy in this WAN-IFRA event.  
**Villiers-le-Mahieu, near Paris, France, 3-4 October 2002**

### Beyond the Printed Word 2002

The annual IFRA-WAN world electronic publishing conference.  
**Barcelona, Spain, 17-18 October 2002**

### NIE Study Tour

A 10-day tour of newspapers in Florida, USA, to meet award-winning young reader and newspapers in education specialists.  
**Florida, USA, 3-12 December 2002 (note new dates)**

### Leaders 2002 - Module 2

The annual WAN-Ifra executive development programme for the future leaders of the newspaper industry.  
**Copenhagen, Denmark, 18-21 November 2002**

### The 2002 Editor and Marketeer Conference & Exhibition

The annual event for newspaper editors and marketers to discuss ways to increase and maintain readership.  
**Barcelona, Spain, 21-22 November 2002**

### Editorial, Advertising and Research Conference

For Russian publishers, managers and editors  
**Moscow, Russia, 26-27 November 2002**

### Leaders 2002 - Module 3

The annual WAN-Ifra executive development programme for the future leaders of the newspaper industry.  
**Lilienberg, Switzerland, 27-30 January 2003**

### The 2003 Newspaper Advertising Conference & Exhibition

The annual meeting place for advertising executives to examine and discuss strategies for success in advertising sales.  
**London, England, 21-22 February 2003**

### 56th World Newspaper Congress, 10th World Editors Forum and Info Services Expo 2003

The annual summit of the world's press.  
**Dublin, Ireland, 8-11 June 2003**

### 5th World Young Reader Conference

The bi-annual meeting place for publishers, editors and NIE specialists to explore projects for developing young readership.  
**Helsinki, Finland, 8-10 September 2003**

### 2003 World Forum on Newspaper Strategy

A select group of publishers and other senior executives from newspapers world-wide exchange information, ideas and solutions on future strategy in this WAN-IFRA event.  
**Paris, France, 25-26 September 2003**

...Plus more events to be announced.

## WAN Elects First Asian Leader

Photo by Michel Vanneville



**Passing the Mantle** Outgoing President Roger Parkinson passes the WAN presidential medal to his successor, Seok Hyun Hong.

The World Association of Newspapers has elected its first ever Asian President. Seok Hyun Hong, Chairman and CEO of the 2.2 million circulation Korean daily JoongAng Ilbo, began his two-year mandate at the World Newspaper Congress in Belgium in May.

Dr Hong, 52, succeeds Roger Parkinson. The WAN Annual General Meeting also elected Alvin Sold, the Director of Tageblatt in Luxembourg, as its Treasurer. "My elevation to this post is due, in large part, to your recognition of Asia's growing influence in world affairs," Dr

Hong said. "Our cause — the need to promote freedom of the press and to develop the newspaper industry — has never been more exciting." "Since the end of the Cold War, we have seen a move towards democracy across (Continued page 2)

## Action Plan for 2002-2004

Seok Hyun Hong, the new President of WAN, has established the following priorities for his two-year term:

- To promote free press development through aggressive and persistent campaigning against violations and restrictions through missions, protests, Media in Danger conferences and other actions. WAN will also focus on training and assistance programmes and infrastructure projects for a free and independent press.
- To expand and develop activities to help newspapers with their business and strategies. WAN will continue to expand its management and marketing programmes, its Shaping the Future of the Newspaper project and its ongoing research programmes.
- To promote young reader and literacy programmes.

WAN intends to develop closer relations with educational institutions world-wide and will expand its Newspapers in Education and young reader programmes.

- To expand activities in emerging markets. WAN services will expand geographically, with new focus and multiple-language initiatives, to Russia, China, the Middle East, Central Asia, South East Asia and Africa. It also plans to expand its electronic networks to new regions.
- To promote the value and role of print media through initiatives to demonstrate the effectiveness of the print media both as a force for democracy and an effective platform for advertising.
- To increase WAN and WEF membership through recruitment campaigns.
- To develop co-operation with other organisations serving the press industry.

## The World's Press in the Heart of Europe

### Inside

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More than 900 publishers, editors and other senior newspaper executives from 81 countries attended the 55th World Newspaper Congress, 9th World Editors Forum and Info Services Expo 2002 in Belgium in May to examine successful strategies for increasing profits and for leading their newspapers in uncertain times.

If any single lesson emerged from the conferences, held in

the medieval city of Bruges and the modern European capital of Brussels, it was that many newspapers are harnessing all available resources and new technologies to give greater focus to editorial quality and more attention to customers needs.

Presentation stories and conference quotes on pages 2-6

## Dublin in 2003

Ireland —where respect for the written word has produced four Nobel Literature Prize laureates— will be the host for the 56th World Newspaper Congress, 10th World Editors Forum and Info Services Expo 2003.

Mark your datebook — WAN, at the invitation of National Newspapers of Ireland, will hold the global meetings of the world's press in Dublin from 8 to 11 June next. In addition to cutting-edge business sessions, the Con-

gress and Forum will be an opportunity to experience everything Ireland has to offer —from its friendly and dynamic people to its vast beauty to, of course, its golf and pubs. WAN and NNI are organising evenings of horse racing,

pub visits, musical interludes and post-conference golf and countryside tours. WAN will also hold its first World Newspaper Congress golf tournament. Who will be the golf champion of the world's press?



# WAN Elects First Asian Leader

(Continued from page 1)  
the globe and an increased recognition of the importance of a free press in many countries," he said. "Asia has many advanced countries with global reach — let us think of China and India, and of the importance of Japan to the world's economy, among many others. However, I believe that Asia as a region lacks the unified regard for freedom of the press which prevails in Europe and North America.

"Indeed, many news organisations within parts of Asia continue to suffer under restrictions imposed by their governments. This must and will change," he said.

Dr. Hong said he was speaking from personal experience. "Two years ago, I was persecuted by my own government and spent 74 days in prison. Those days fortified my belief in the absolute necessity of a free press."

Dr Hong was jailed in 1999 on tax charges. WAN and other press freedom organisations protested that the charges were a government attempt to silence criticism from his newspaper.

Dr. Hong has instituted a two-year action plan for his two-year administration. The objectives include: promoting a free and independent press throughout the

world; expanding and developing activities to help newspapers with their business and strategies; promoting young readers and literacy programs; expanding activities in developing countries and emerging markets; enhancing the value and role of print media; increasing WAN membership; developing co-operation with other organisations; and expanding WAN funding and revenue sources (see box page 1).

"I am humbled by the great sense of honor I feel for the opportunity to help shape the direction of WAN in this new century," said Dr Hong.

"I will do my utmost to create an environment in which we can celebrate our cultural diversity, in which we bridge ethnic divides, and in which we promote the highest standards of excellence in journalism," he said.

During the course of his career, Dr Hong has been active in public service. He served as an economist to the World Bank from 1977 to 1983, when he joined the Korean government. He served as chief assistant to the Minister of Finance, then as chief assistant to the chief of staff to the President of Korea. He was also a senior fellow at the Korea

Development Institute.

In 1986 Dr Hong joined Samsung Corning Co. Ltd. as an executive managing director and went on to become senior executive vice president. In 1994 he began his affiliation with the JoongAng Ilbo as the publisher, president and CEO.

Dr Hong is a member of the Trilateral Commission; the International Advisory Council for the Centre on Northeast Asian Policy Studies at the Brookings Institution; the Advisory Council for the Asian Studies Centre of The Heritage Foundation; and the Advisory Council of the Korea Society.

## Call it Confluence, not Convergence

"Convergence" may be one of the buzzwords for the newspaper of the future, but Steven Weaver, publisher and president of The Tampa Tribune, thinks the term "confluence" might be more accurate when referring to his newspaper's venture with WFLA-TV and Tampa Bay Online.

"Convergence is when you begin to put multiple media together and combine those operations," Mr. Weaver said. "Confluence, on the other hand, is where media come together, yet stay distinct."

Whatever you call it, Tampa's News Centre is on the frontier of the trend. The newspaper, the broadcast TV station and the online news site are all owned by Media General, all housed under the same roof, and all working in concert for the past three and a half years in America's 14th-largest market.

Journalists from the three media outlets attend each other's news meetings and cooperate on news coverage. TBO.com and the Tribune have their staffers on the

Photo by Michel Vanneuville



Steven Weaver

air, while WFLA reporters write for the Web site and the paper. However, the three organisations do not form a multimedia monolith, Mr. Weaver stressed.

"Our news operations are separate and distinct, and cooperate and collaborate, but they are not run by one entity," he said.

Mr. Weaver shared some lessons from Tampa's experiment in media confluence:

- The media outlets achieved a 3 to 6 percent reduction in costs by combining operations ranging from human resources to building maintenance and security, from information technology to the newspaper/video archives.

- The combination of more than 300 Tribune journalists and 70 WFLA journalists means "News Centre can flood the field with reporters" for breaking news.

- A multimedia approach to advertising sales resulted in \$6.4 million in incremental revenue during 2001, Mr. Weaver said. Commercial content can be produced for advertorials on TV, in the paper and on the Web.

## The Booming Chinese Newspaper Market

The Beijing Youth Daily is one of the most popular and profitable newspapers in China, and its growth has paralleled the boom in the overall Chinese media market, said Li Shiheng, the newspaper's vice president. Once a newspaper for high school students, the Beijing Youth Daily has become popular with all ages and had revenues of 100 million dollars last year.

Mr Li said the Chinese media market has developed in three stages thanks to economic market reforms.

The first phase, from 1980 to 1990, was a period of circulation building, where newspapers began to manage their own distribution instead of relying on the state distribution network. This included massive canvassing of apartment buildings for subscriptions, and the implementation of the "breakfast strategy" — getting papers on the street earlier than ever.

The second phase, between

1990 and 2000, saw the development of advertising agencies, which greatly boosted the newspaper economy, Mr Li said.

The third phase, which took place last year, was marked by increased conglomeration, "which gave rise to stronger competition in content, form and management," he said.

Mr Li said the market continues to change. He believes media groups will evolve and consolidate into multimedia companies. It will also expand into areas he called "the four crosses" — "cross media, cross industry, cross region and cross system."

The future will also see an influx of foreign capital, despite current limitations on such investments, he said. And training a new generation of modern press executives is also a priority, he said — "they will not only know how to manage newspapers but also how to operate in the market and expand the market."

## Outsourcing Almost Everything

Sometimes the most cost-effective way to get something done at a newspaper is to pay someone else to do it. That's the approach taken by Dagens Nyheter, Sweden's largest morning newspaper.

Fredrik Åkerman, managing director of the 370,000-circulation Bonnier Group daily, said the year-long transition to outsourcing began at the start of 2000

— in response to a sharp drop in advertising revenue and rising competition from other media. DN's financial analysts said there was no guarantee that ad revenues would rise, so the paper investigated ways to cut costs and make the pattern of expenses more responsive to the economy's ups and downs.

"We decided in the autumn of 1999 that we would use outsourcing to contract out those parts of the business that could not be regarded as core activities," Mr. Åkerman said.

Those core activities included

Photo by Michel Vanneuville



Fredrik Åkerman

production of editorial content, advertising and subscription sales, purchasing and other staff functions such as human resources and marketing. Other activities, such as printing and distribution, customer service, advertising production, back-end accounting and information technology, were farmed out — either to existing vendors, to a subsidiary created within Bonnier, or to a joint venture created in cooperation with a partner or competitor.

The result? Costs have declined by 1 to 2 percent — perhaps not as much as DN might have expected. DN found that in some areas, costs actually increased due to poor workflow between the paper and the contractors.

"I am of the opinion that there is potential for greater cost savings later on, when the suppliers' contracts are renegotiated and when there is no requirement to take over staff," Mr. Åkerman said.

### Info Services Expo

### Suppliers Look To Dublin

Nearly two dozen exhibitors have already registered for Info Services Expo in Dublin next year following their success at Info Services Expo 2002 in Bruges during the World Newspaper Congress and World Editors Forum.

Info Services Expo provides suppliers to the newspaper industry with a forum to exhibit their products and services to the leaders of the newspaper industry world-wide. In Bruges, the exhibition covered two floors of the conference centre and brought exhibitors and delegates together for an exchange of revenue-enhancing information and ideas.

In addition to Info Services Expo, WAN is expanding its other conference exhibitions, including at the following upcoming events: the Editor & Marketeer Conference in Barcelona, 21-22 November 2002; an editorial, advertising and research conference for the Russian press in Moscow, 26-27 November 2002; and the 2003 Newspaper Ad-

vertising Conference in London, 21-22 February 2003.

For more information about WAN Expos, contact Donna Pentier, Director of WAN Training and Events, at [dpentier@wan.asso.fr](mailto:dpentier@wan.asso.fr).

Exhibitors in Bruges included Agence France-Presse; Atlantic Syndication, US; Bloomberg News, US; Eidosmedia, Italy; Factiva, France; Forrester Research, US; IDAB WAMAC International, Sweden; Info2Clear, Belgium; Koenig & Bauer AG (KBA), Germany; Maschinefabrik Gerd Mosca, Germany; MatchWork World Wide, Denmark; Mimotek, the Netherlands; the Los Angeles Times Syndicate, US; Newscom-Preslinek, US; the New York Times Syndication Sales Corporation, US; Publicitas Promotion Network, United Kingdom; PubliGroupe, Switzerland; PEPC Worldwide, the Netherlands; Unisys, worldwide; United Press International, worldwide; the Washington Post Writers Group, US; and Xerox Europe.

# Newspapers: The Once and Future Medium

When historians look back on our times, they may well refer to it as the golden era of journalism, says Arthur O. Sulzberger Jr., the Publisher of the New York Times, "a time when the world was in chaos and newspapers magnificently rose to the many challenges that we encountered."

"And one of the most important of these challenges will be the globalisation of journalism," he said. "Over the past year, the world's frame of reference has dramatically expanded. Readers are no longer content to just follow what is happening in their town, city, region or even country."

For the New York Times, building a global brand is not a new initiative but something that is ingrained in its history. Today, this is manifest in The International Herald Tribune, which is co-owned by the Times and the Washington Post, and by the Times' on-line edition, where 20 percent of almost 11 million unique users come from outside the United States.

The New York Times News Service is also part of this global effort, as is new initiatives such as supplying a weekly, English-language Times insert to France's Le Monde and other papers.

But it's not just about the Times, says Mr Sulzberger. He offered several reasons why newspapers should be optimistic about future growth. Some of them:

■ **Knowledge-hungry consumers.** "A failure to understand the basic psychology of the information user is a major reason why the futurists have been so wrong so frequently. They could never explain why reading habits that were rooted in decades of experience were going to be casually cast away. Life just doesn't work that way. Change is far more gradual."

■ **Relevance.** "Readers like the way information flows. They like discovering a wide range of different articles and use headline size and placement to guide them."

■ **Importance of the brand name.** "Strong media brands will always stand out when people are searching for news that is both definitive and clarifying."

■ **"Brick and click" advantages,** or the synergy that multiple media delivers to advertisers. "They can use different combination of platforms to reach our highly desirable 'knowledge audience' — a mostly upscale, highly educated and very influential group."

Photo by Michel Vanneville



Arthur Sulzberger Jr

# Re-examining the Web Business Model

A major new study of newspaper internet operations finds that most of them expect to be charging visitors within the next five years.

Five out of six newspaper web operations today rely solely on advertising income and do not charge visitors.

But half of them expect to be charging visitors within one year and six out of seven expect to be charging visitors five years from now.

The study of more than 400 newspaper web operations, conducted by the Innovation International Media Consulting Group for the World Association of Newspapers, also finds that imposing charges on visitors does not necessarily mean less visits — nor more profits.

Operations that now charge visitors are not more profitable

than those that don't.

The study, drawn from a global internet survey of publishers, editors and managers, finds that: revenues of most web operations have been growing, despite the poor economic climate of the past 12 months; that sites which currently charge visitors generally do so for specific content and services and not for access; that few sites have yet to exploit the potential for e-commerce; and that most web operations are run on very small budgets.

"It is important for managements to regard this not so much as an investment that will shortly produce profits but as insurance that newspapers, both print and electronic, will maintain their position as the world's main source of credible and complete information," says Leo Bogart of Innovation International.

## Quotes from the Congress and Forum

Some quotes from the 55th World Newspaper Congress and 9th World Editors Forum:

"It is no accident that bin Laden operated out of a country which had totally outlawed free expression, information and debate, nor that the regimes most supportive of his and other terrorism networks are among the most repressive in the world."

"Here, in our view, is the real battleground for the democratic nations. It is a battle for the liberation of free information and debate, which is the best antidote against obscurantism and fanaticism and the terrorism which it provokes." Roger Parkinson, President of the World Association of Newspapers

"Some politicians behave like clowns, or entertainers on TV, and then are surprised when the public believes they are just that."

"Is not everyone in well-educated society becoming their own spin doctor? People know exactly how to behave to satisfy the need of strong images and statements for TV." Guy Verhofstadt, Prime Minister of Belgium

"On a day-to-day level, reporters report what they see and hear. It is hard to argue with what the eyes see, though it is preferable to put the visual images into some sort of context. What the ears hear, particularly in the Middle East, can be seriously misleading, if it isn't backed up with additional information — or carefully attributed to its source. It can be difficult to distinguish between a solid source providing an accurate account and someone lying through his teeth in the service of his nation, or someone else purveying an elaborate but baseless conspiracy theory. Exaggeration, disinformation and provoca-

tion are the region's stock-in-trade."

"There is no present tense here, only past and future. Retaliation for what happened, or prevention of what is yet to happen. As our children tell us — everything started when she hit me back." Hanoch Marmari, Editor in Chief, Ha'aretz, Israel, on the difficulties of covering the Israeli-Palestinian conflict

"It is not at all hard to see why uncensored and active news reporting helps to prevent famines. Even though hardly any famine ever makes the ruling group suffer directly from it, the stigma and disgrace resulting from adverse press coverage impose direct costs on the rulers, and when combined with a functioning democracy, this can make it impossible for the incumbent government to withstand scrutiny or to be re-elected." Nobel Economics Prize winner Amartya Sen

"It is time to recognise that the international media marketplace is no longer a beautiful fantasy for ambitious newspaper executives. It is finally real and accessible. There is no question that it will clearly require new tactics, approaches and sensibilities — what works in New York City, Rome or Bruges may not be universally applicable. Yet, I do believe there is a growing worldwide demand for trustworthy and reliable news and it is time for all of us to expand our horizons." Arthur Ochs Sulzberger Jr. Publisher, The New York Times

"Newcomers have discovered that the news business is tougher than it looks; newspapers have learned that their skills in gathering, selecting and presenting news and analysis in print translates well online. The marriage of print and internet which seemed so cumber-

some now looks like a natural way to harness a new technology to an old profession."

"Basic news is available free and in real time for anyone who is interested. That means that we will have to become more sophisticated in our understanding of what our readers really value and how to deliver that value onto the page, screen or personal organiser." William Dawson, Publishing Editor, Financial Times UK

"Society is increasingly based on information, and it is a given fact that newspapers are the most important glue to society. They have specific responsibilities, and they also have power. We just have to address the idea of concentration and possible monopolies." Jo Groebel, Director General, European Institute for the Media

"The written press alone can give readers the correct version of events and can balance out the instantaneous information that often deforms our opinions and ideas." Michel Rocard, former French Prime Minister and current Chairman of the European Parliament Committee on Culture, Youth, Education, the Media and Sport

"If government starts to say and decide or define what is the role of the publishing industry, we are on the wrong track. We are a free society, we have free-market economies, and it's for independent media to define its role." European Commissioner Erkki Liikanen of Finland

"Readers don't want design to take over the newspaper. Repeat the layout for 300 days, they'll be happy. They remember the stories, they don't remember the layout." Mario Garcia, Founder and President, Garcia Media, USA



**Under the flags of Europe,** WAN took the World Newspaper Congress and World Editors Forum to the hemicycle of the European Parliament in Brussels. On the podium for a session on media in the information society were (left to right): European Commissioner **Erkki Liikanen** of Finland, **Jan Lamers**, former chief executive officer of Belgium's Financieel Economische Tijd, and **Dietmar Wolff**, Director of the European Newspaper Publishers Association. Photo by Herman Ricour

# Mixed Fortunes for Newspaper Industry in 2001

The newspaper industry faced major challenges in 2001 but performed well in many markets, according to the annual survey of World Press Trends.

The survey showed that:

- 2001 was a year of mixed fortunes for newspapers. Some markets continued to perform strongly, while others, principally in Europe and the United States, weakened.
- Advertising performed less badly than might have been expected, particularly in terms of newspaper market share. Advertising revenues dropped 7 percent in 2001 in real terms, but newspaper share of the global advertising market stabilised for

the first time in 15 years.

- Circulation, globally, continues to develop, with sales up 0.46 percent in 2001 from a year earlier. Circulation increased 4.8 percent over the five years from 1997 to 2001.

- The number of people employed in the industry is growing.
- Newspapers continue to attract young readers despite the expansion of the internet, which continued to grow in terms of traffic.

"Newspapers had a tough year in 2001 like all other industries," said Timothy Balding, Director General of WAN. "Advertising revenues took a pounding in most developed markets but apparently less so than other media. After 14 successive years of decline, newspaper share of advertising remained stable. The global picture of newspaper sales continues to show positive signs with another yearly increase."

While advertising revenues have fallen in many developed markets, there is room for optimism, said Mr Balding.

"Many believe that newspapers are better placed to ride an advertising decline than television," he said. "It is much easier for newspapers to adjust advertising volumes to manage prices, many newspapers are less dependent on major brand advertising and, with short lead times, they are the natural home for price promotions and short-term tactical campaigns which form a greater part of the advertising mix in tough times."

"The advertising decline in 2001 is also by no means universal and some markets have performed well."

Some other findings in World Press Trends:

- The number of countries showing an increase in the number of newspaper titles has grown significantly world wide over both one and five years; for dailies, up 32 percent and up 36 percent respectively.
- Nine of 15 countries in the European Union reported circulation losses in 2001. Circulation in the United States remained virtually stable, while Japanese newspapers took a slight circulation dip of 0.3 percent.
- In China, the most recent figures available, for the year 2000, show daily circulation at a huge 117 million, a 10 percent in-

Photo by Michel Vanneville



Timothy Balding

crease over 1999. China has also enjoyed a 17 percent increase in the period 1996 to 2000.

- China has the highest circulation of any nation, followed by Japan (71.2 million), India (66 million) and the United States (55.6 million).

- Norway remains the biggest newspaper buying country in the world, with 705 copies sold per thousand population, followed by Japan (667), Finland (546), Sweden (539) and Switzerland (448).

- Although newspaper sales in the US have stabilised, it was a tough year for US newspapers in terms of advertising revenue, which dropped 11.5 percent in 2001. But elsewhere, advertising revenues grew. In Japan, they were up 7.8 percent in 2001. And new information from China shows it to be a growing, dynamic newspaper market, with advertising revenue up 5.9 percent in 2001 and up 64.4 percent in the last five years.

In addition to much more data, country by country, the publication includes information on:

- Non-daily publications, which in some

markets are performing better than dailies;

Advertising expenditure forecasts for newspapers and magazines, together with total spending forecasts, for 2002, 2003 and 2004;

Current newsprint supply and demand data and an analysis of prospects for the future;

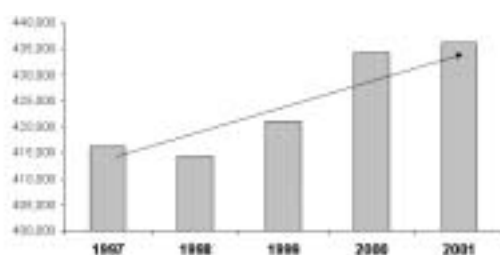
Trends in employment, in the format and cover price of daily newspapers; in colour capability; in media consumption, in display and classified advertising income, in distribution of sales between single copy and subscription;

Data on the top-selling titles in each country, the top sectors for advertising in newspapers and the major advertisers;

Information on the tax rates and conditions for the press, on subsidies, on ownership regulations, and more.

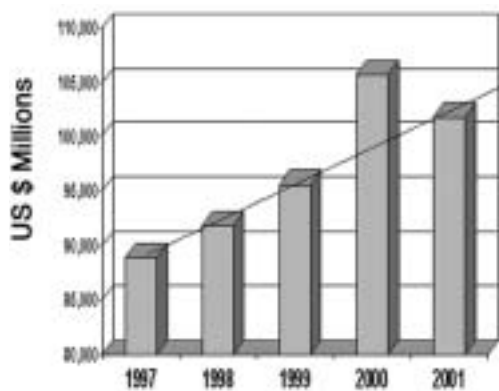
The survey, which WAN has published annually since 1987, includes information on 69 countries. World Press Trends 2002 edition is now available through the WAN website (<http://www.wan-press.org/bookstore/wpt2002.html>).

CIRCULATION OVERVIEW



Circulation grew by 4.8% between 1997-2001

ADVERTISING OVERVIEW



Advertising revenues are up over the 5 year period 1997-2001

## Innovations in Newspapers: the 2002 World Report

When it came time for the Innovation International Media Consulting Group to prepare its fourth annual review of the newspaper industry's top trends, three themes stood out: the global economic slowdown, the reassessment of newspaper web sites and the coverage of terrorism in the wake of the Sept. 11 terror attacks.

Barry Sussman, a Washington Post veteran who is president of Innovation's board of directors, said the newspaper industry seemed to be on the rebound from the worst effects of the past year's economic woes - "by and large, but not every place."

"If newspapers are going to do better economically, then they're going to have to strive for stronger circulation, which means a better reporting job all

around. We feel the 90 percent advertising model doesn't work. ... What we should go for is constant strong reporting, period," he said.

Here are some other trends picked up by Innovation for this year's report, which is available from the WAN web site at <http://www.wan-press.org/bookstore/trends.html>:

- Rethinking web sites. In the wake of the dot-com crash and last year's slowdown, newspapers are struggling to turn their web sites into profitable operations. An Innovation survey of 429 newspaper executives indicated that online revenues rose despite the slowdown, and 42 percent of the executives said their operations were breaking even or turning a profit.
- Coverage of terrorism. While

newspapers demonstrated their strengths in the coverage of Sept. 11 and its aftermath, Innovation noted that in the months before the attack, the press was slow to recognise the threat posed by Osama bin Laden and his al-Qaida network. The report also faulted journalists in Europe for failing to draw attention to "widespread, daily acts of anti-Semitism" in the wake of Sept. 11.

- Multimedia newsrooms. The analysts hailed new interior designs that are drawing editorial teams into circles in the newsroom's open spaces. Other features of multimedia design include mini-studios for TV broadcasts and streamlined digital photo stations. Just as important are new technologies such as XML document coding, which makes it easier to translate con-

tent into multiple formats.

- Rise of online infographics. Designers are creating online graphics that incorporate sound and motion to tell a story, to explain how a complicated contraption works, or even to turn the news into an interactive game. Innovation's analysts see two trends to watch out for, however: a lack of coordination that could cause different teams to duplicate their efforts, and a tendency to convert print infographics without taking advantage of the online medium.

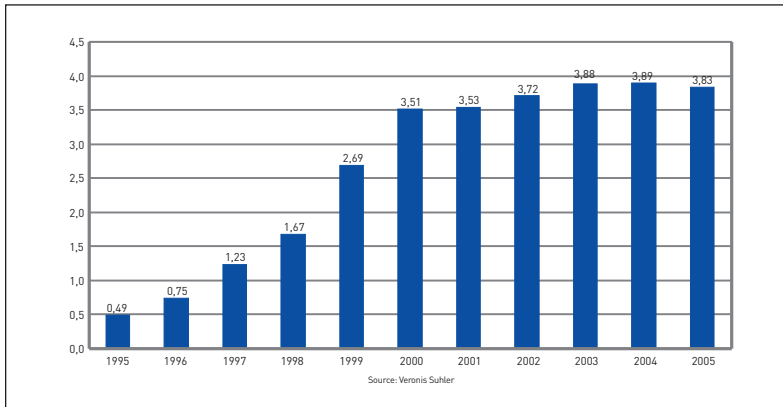
"Less is more" newspaper formats. Innovation noted several newspapers that remade themselves in a more compact form, "where fewer pages make a big difference," said Juan Antonio Giner, Innovation's founding partner-director. Downsized papers such as

Spain's AS, Britain's The Business and the Dominican Republic's El Caribe are easier to handle, less costly to produce, less dependent on advertising - and increasingly popular with readers, Giner said.

Media town of the future. Innovation took a long look at the western Norwegian town of Modalen, which ranks as one of the world's most wired villages. Every one of its 350 or so inhabitants is connected to the Internet via a broadband wireless network. Modalen has blossomed into a small-scale centre for information technology - but the residents still read newspapers and check out as many books as they did in pre-wired days. The town librarian says the printed word still beats a computer screen when it comes to long stretches of text.

# Shaping the Future of the Newspaper

% OF ALL MEDIA ADVERTISING SPENT ON THE INTERNET



From *Internet Strategies Revisited*

Six strategy reports on the latest developments in the newspaper industry are now available from WAN following their presentation at the World Newspaper Congress and World Editors Forum.

The reports, part of the Shaping the Future of the Newspaper project, focus on:

■ **The Value Driven Newspaper.** "Do less better" is the message of this report, which focuses on how to drive the loyalty and regularity of readers and advertisers to increase revenues with less resource.

There are a number of factors through which publishers can drive greater value from their businesses, says the report. These include: better relationships with both reader and advertiser, which can dramatically raise the yield per customer; more research to better understand customer needs, which can lead to new revenue streams through product development and customer sharing; and a tighter focus on cutting back on resources across the organisation.

The report also identifies a number of industry practices which, if applied energetically to a newspaper company, will drive value across the newspaper organisation.

■ **Editorial Measurement.** Some say it couldn't be done. But this report makes an argument that editorial resources can be measured at four levels, namely: effectiveness, efficiency, economy as well as the traditional measures that the editor and his managers apply when judging how well the editorial staff are doing their jobs. Evaluation, combined with a structured communication programme to staff, will lead to a happier, more effective newsroom staff.

How do you measure these values? Blunt productivity measures alone, drawn off editorial computer systems, will be of little benefit when determining the resources required to produce a

better newspaper. But a central reporting system can be developed to enable the editor and publisher to track how efficiently the newspaper is being produced and the activities and performances of individuals within the editorial department.

The report says that, rather than hiding behind the idea that journalists somehow cannot be measured, editors should exploit the range of evaluation tools that are available to them, to improve their editorial content, tune it more effectively to the needs of their audience, identify areas where resources can be used more efficiently, and create a more productive workforce.

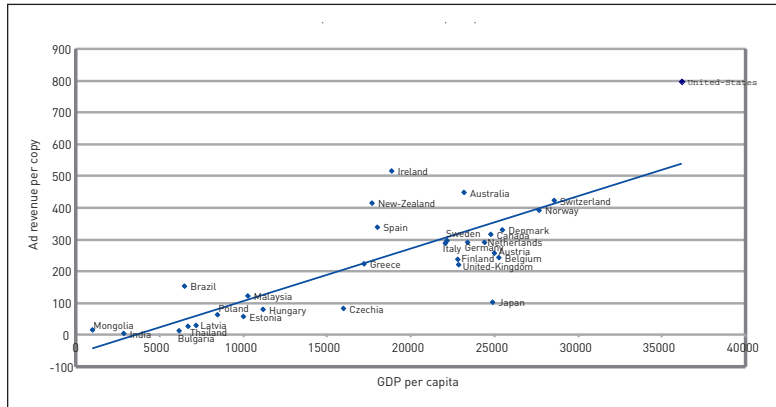
■ **Strategies for a Converging World.** This report begins by detailing five benefits for newspapers that have adopted convergence, and identifying five key issues that must be addressed if newspapers are to make convergence work. The stakes are high.

"Our mission is not to print news content. It is to distribute content in all platforms," says Pedro Ramirez, CEO and Publisher of Spain's El Mundo. "To ignore the other media is to renounce delivering news to a much larger audience. We want to reach all our potential customers and we must follow their habits."

Benefits of convergence include: reaching new markets, particularly young people or people outside of classic distribution areas; seizing opportunities provided by new technology to benefit from increasing information consumption; widening advertising opportunities and revenues; increasing brand recognition; and making better use of the newspaper's vast archives.

The report outlines how some newspapers are going about it and provides several case studies. It is based on studies conducted by WAN and the World Editors Forum as part of the Multimedia in a Digital World project, sponsored by the European Commission.

RELATIONSHIP BETWEEN AD-OFFTAKE AND PER CAPITA GDP



From *The Value Driven Newspaper*

■ **Internet Strategies for Newspapers Revisited.** This report provides publishers with an update on the usage of the internet, together with a range of strategies that they can adopt in their current and future business activities.

Most publishers are still struggling to determine how best to exploit the world wide web, and the emerging range of distribution options that the internet presents. This report provides key points in exploiting the net.

For example, the need for publishers to expand into mature markets to chase an ageing population will be facilitated by the fact that this is the fastest growing segment of the internet population.

The online advertising market is as cyclical as the print market and if publishers are to successfully override economic downturns, it is important to propose flexible advertising solutions. Today the CPM model provides little value for publishers but other

models, including sponsorship and revenue sharing, offer returns in the future.

The report also stresses that online developments must be market-led and not technology-led. Publishers should focus on their core competencies of production and organisation of content. "Let technology risk-taking be borne by the technology companies," says the report.

Two other reports, which were previously available, round out what will become an annual series: **Successful CRM**, which outlines the benefits to newspapers of customer relationship management, and **The Tailored Newspaper**, which describes how some newspapers are tailoring their products to differing communities of interest and geography.

In addition to the reports, the SFN project also includes a web discussion forum for each of the topics, where newspaper professionals update and comment on the latest developments. The re-

ports, as well as the discussion forum on newspaper strategies, are available through subscription on WAN's web site at [www.futureofthenewspaper.com](http://www.futureofthenewspaper.com)

In addition to the reports and discussion forums, WAN is currently examining how the newspaper industry landscape will evolve over the next ten years from the perspective of technology, social change, media consumption patterns and staffing.

The SFN project is a key feature of the READY project, which was launched in 1997 to promote improvements in product, management and performance at newspaper companies.

The SFN and READY projects are conducted by WAN with the support and advice of its strategic business partners: PubliGroupe, the Swiss-based international advertising and promotion group; Telia, the Sweden-based international telecommunications company; WRH Marketing, the marketing and distribution organisation of Swiss-based WRH Walter Reist Holding AG, which includes the Ferag group of companies; MAN Roland, a leading world company for newspaper production systems; UPM-Kymmene, one of the world's leading printing paper producers; and Unisys, a worldwide leading supplier of mission-critical solutions, services and innovative technology to the publishing industry.

Jim Chisholm, the co-ordinator of the SFN project, said the information and advice in the reports will bring out the best in newspapers — helping them to sharpen their capacity to produce high-quality content and build communities. "This is our renaissance that's coming about," Mr Chisholm says.

## Emerging as a Winner from the Downturn

Photo by Michel Vanneville



McKinsey's Brittin (left) & Cobbold

Newspapers have just been through one of the worst economic downturns in a decade, but media experts at McKinsey & Co. told delegates to the World Newspaper Congress that this is actually the best time to get ahead of your competitors.

A detailed analysis provided by McKinsey's Matt Brittin and Humphrey Cobbold yielded several suggestions for newspapers trying to turn the downturn to their advantage:

■ Play up the strength of news-

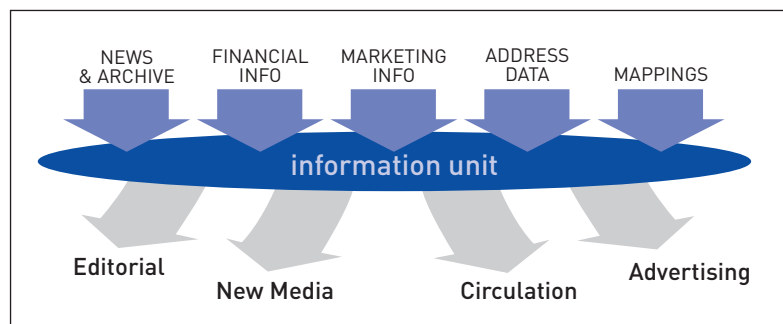
paper ads for encouraging readers to test-drive or try a new product, or for presenting detailed 'advertorial' material. A full-page 'advertorial' for the acne medication Clearasil, for example, was found to be as effective as a TV campaign, boosting sales by 30 percent — but the TV campaign was 30 times more expensive.

■ Coupons and giveaways are among the most obvious ways to get occasional readers to buy the

paper more frequently. Mr. Cobbold and Mr. Brittin also suggested taking a page from cellular-phone marketing: keep track of the people who are buying the paper less frequently, identify the customers who are in your target market segments, find out why they're dissatisfied, then fine-tune your operations as appropriate to address those shortcomings.

■ Develop yardsticks for measuring business performance across different titles — for example, by plotting the advertising cost per thousand rate against circulation and penetration, or calculating volume of ad space per advertising employee, or subscribers per subscription department employee, or pre-press cost per ad. Then you can identify the strategies behind the success stories, and make sure those strategies are shared with the other operations.

"Set targets, encourage the sharing of know-how, and make sure that when you make acquisitions or bring titles under common ownership, you can do so confident of the performance improvement you will make," Mr. Cobbold said.



From *Successful CRM*

# Multimedia Convergence Pays Off

Newspaper publishers are transforming the concept of multimedia convergence from an expensive juggling act into a natural part of the newsgathering routine — and there are signs that the strategy is starting to pay off.

“According to the Print Media Association in the U.K., brands that have adopted a multimedia advertising approach are twice as likely to grow share than brands that adopt a single-media strategy,” said Ruth de Aquino, a Brazilian researcher and editor who has been working on the “Mudia” pro-

ject — Multimedia in a Digital Age.

Mudia is funded by the European Union and is being conducted by the World Association of Newspapers and four other groups. Sixteen media outlets in Britain, France, Spain and Sweden have been surveyed on their methods for publishing content on multiple platforms, ranging from print to online.

Ms. de Aquino said most of the papers struggled with the idea at first. “There is no vision because there is no money,” one media executive told a Mudia researcher

in what has been an all-too-common refrain.

Nevertheless, several themes emerged:

■ **Define your multimedia model:** This is the hardest task for newspapers getting into the convergence game. Some editors think multimedia merely involves the automatic sharing of content among journalists working on different technological platforms, but gradually, newspapers are figuring out how to integrate their operations so that the whole is more than the sum of its parts.

■ **Beware of middle managers:** Ms. de Aquino said the top executives and the frontline journalists tended to be the most enthusiastic about cross-media opportunities, while editors in the middle of the hierarchy were often the ones most resistant to change.

■ **Determine your training needs:** The most successful operations have a mix of specialists who concentrate on one media form — whether that’s print, video or online — and generalists who are comfortable working with all those forms.

## Lighten Up, But Stay Serious

When De Standaard wanted to change its image from a newspaper for “fathers and grandfathers,” it did so in a big way. Among other things, it introduced a column about explicit sex written by a young woman.

“We introduced it obviously and knowingly. We want people to talk about us as the paper of record, but also as the newspaper that published that stupid column about sex,” said Peter Vandermeersch, the Editor in Chief of the Belgian daily.

That sums up the philosophy of the paper — to remain a solid, respected source for political and economic news, but also to have a little fun and cast off its staid image.

It meant changing the corporate culture as well as changing the newspaper. In three years, Mr Vandermeersch has hired and fired

Photo by Michel Vanneville



Peter Vandermeersch

100 journalists and replaced seven of nine section editors and all of the columnists. He has introduced daily supplements on a variety of

culture and lifestyle subjects and increased the use of copy from the Financial Times, NRC Handelsblad, The Guardian and Observer and The Washington Post.

“We opened the paper to the world and our readers are very enthusiastic about it. The editorial staff isn’t always happy with it but the readers are,” said Mr Vandermeersch. At the end of 2001, the paper conducted a readership survey, distributing 45 questions about the newspaper — and getting 10,000 responses from a circulation of 80,000 copies, a remarkable return rate.

On a scale of 10, the paper received a 7.95 satisfaction rating. Older readers were still more loyal than young, and readers were looking for reliability, quality and independent analysis.

Hisham Abdallah, a Palestinian journalist, found himself part of the Israeli-Palestinian conflict story in the worst possible way: he witnessed his own father shot to death by Israeli commandos as he stood on the roof of his house.

The story made world-wide news, but Mr Abdallah did not recognise the story that he witnessed with his own eyes.

The story he heard from the Israeli and international press was that the commandos had shot someone while hunting terrorists — there wasn’t a word about the circumstances of the killing.

“It was the official story of the Israeli army at the time.

That’s what got reported,” he said.

Mr Abdallah said that the tendency of journalists to report only the “official” story was one of the elements that made fair reporting from the Middle East impossible. There are many others.

The most basic problem, he said, was the difficulty Palestinian reporters had in actually collecting information — their movements are circumscribed and it can take them hours to travel if they are allowed to travel at all.

“It is a lot easier for journalists to reach Israeli locations than to reach Palestinian locations,” he said. “In the end, we have to select what we want to publish, but the process is how we collect the information. Does it really reflect the situation on the ground or not?”

## Redesigning a Classic

Photo by Michel Vanneville



Mario Garcia

Redesigning the Wall Street Journal was the most challenging assignment in a career filled with challenges, says the renowned newspaper designer Mario Garcia.

“It had not changed anything in its design in 78 years. This is the ultimate classic newspaper,” said Mr Garcia, Founder and President of Garcia Media.

In his first presentation of how the Wall Street Journal was redesigned, Mr Garcia outlined the 23-month process that led to the introduction of colour, occasional

photographs, a new lifestyle section and an internet-like front page “navigation” system.

“If anyone wants to see the effect of the internet on newspapers, take the Wall Street Journal home and study it because it is designed to go from one (medium) to the other,” said Mr Garcia.

Of course, the Wall Street Journal was already easy to navigate, with its front-page “What’s News” columns of briefs that direct readers to the full article inside. That was introduced in 1940 and made the newspaper “a precursor of the internet,” said Mr Garcia. “We now know the importance of navigation.”

Mr Garcia fixed the position of the “What’s News” column and added an “L” across the bottom of the paper with additional navigational elements. “If you have less time to read, you don’t want to be looking for things that move from here to there every day,” he said.

Mr Garcia retained many of the elements of the old Journal design — typefaces and graphic elements such as diamonds and stars that are used to separate items. “You have to hold on to the past with one hand and salute the future with the other,” he says.

## “Living the Same Hell”

Israelis and Palestinians “are both, more or less, living the same hell,” says Ilana Dayan, an Israeli journalist and law professor, during a discussion on the difficulties of reporting on the Middle East conflict.

“But we lack the ability to feel the other side’s hell,” she said.

For Israeli journalists, the public reaction to stories makes it sometimes seem as if there are only two public perceptions: “you are either a liberal leftist hack of questionable patriotism, or a pro-government spineless reporter.”

And even if reporters manage to avoid these extremes, Ms Dayan says she is “not too happy

with the outcome anyway.”

“It is the flaws of modern media that tend to trivialise the process,” she says; “modern media is at war with any kind of complexity.”

Sometimes she wonders if Israelis and Palestinians are capable of understanding each other. “I’m afraid that ‘fairness’ is in the eyes of the beholder,” she says.

But, she says, fair reporting is possible, even if it impossible for a journalist to remain objective and the emotional ties are apparent. “Get the facts out, seek the truth, as far as there is one, and never become part of the propaganda machine,” she said.

More on the web:

[wan-press.org/congress.forum/](http://wan-press.org/congress.forum/)

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The IPTC, the International Press Telecommunications Council, is seeking a new Managing Director for January 2003 to replace the retiring Managing Director. IPTC is the major international body setting information exchange standards for the News Business.

The Managing Director (MD) is the only IPTC employee and responsible for administering all of the Council’s work and organising its meetings. The working language of Council is English. The MD is also responsible for liaison with external organisations and for representing the Council through public speaking and other activities. The MD is also expected to contribute to the technical work of the IPTC by drawing upon appropriate professional knowledge.

The ideal candidate is not expecting a career progression but wishing to consolidate and broaden skills and grow in the job. Applicants must be willing to travel, preferably from a European base and, ideally, operate out of a home office.

An attractive remuneration package is on offer subject to agreement over full-time or flexible-part-time working. Applicants should in the first instance obtain more information by contacting the current MD under [m\\_director\\_iptc@iptc.org](mailto:m_director_iptc@iptc.org).

IPTC International Press Telecommunications Council  
Royal Albert House, Sheet Street,  
Windsor, Berkshire, SL4 1BE, UK

# Managing the Future of the Newspaper

"Managing the Future of the Newspaper", the Leaders 2002 Diploma programme, will begin in September for newspaper managers who are expected to fill senior management roles in the future.

2003. It features professors from leading business and journalism schools.

The first module, from 23 to 26 September in Copenhagen, will provide an in-depth understanding of the changing media landscape. It will be conducted by Ralf Boscheck of IMD, Andrew Davis of the Media Management Centre at Northwestern University and Robert Picard of the Media Group at the Turku School of Economics.

Module two, from 18-21 November in Copenhagen, will develop understanding of innovation, including the impact of the internet and e-commerce on the newspaper industry. It will be conducted by Heather Hazard of

the Copenhagen Business School, Paul Wang of the Medill School of Journalism, and Mr Boscheck, along with CEOs from the industry.

The final module, from 27-30 January 2003 in Lilienberg, Switzerland, will equip participants with best practices for changing the organisation and will feature a series of mini-studies of trends within the media industry prepared and presented by the participants. The sessions will be conducted by André Wierdsma of Nyenrode University and the Netherlands Business School, Mr Boscheck, and teambuilding specialists.

For more information and application procedures, consult the WAN web site at [www.wan-press.org/ce/leaders2002/index.html](http://www.wan-press.org/ce/leaders2002/index.html) or contact Dorit Pagh, Programme Director, SIMI, 8 Olof Palmes Gade, 2100 Copenhagen, Denmark, Tel: +45 35 25 30 00, Fax +45 35 26 53 09, e-mail: [dpagh@simi.dk](mailto:dpagh@simi.dk).

## Leaders 2002

The unique executive development programme, created by WAN and Ifra with the Scandinavian International Management Institute (SIMI), is designed to build the skills of future leaders to cope with an increasingly changing marketplace.

Leaders 2002 is a three-module programme spread over four months from September 2002 to January

### 2002 Editor & Marketeer Conference

# Who Are The Best And Why?

Editors and marketers will have an opportunity to debate one of the most controversial proposals to emerge in the newspaper industry in recent years — editorial measurement — when the 2002 Editor & Marketeer conference and exhibition is held in Barcelona in November.

They will also be presented with a variety of case studies and techniques that showcase circulation and readership-building success from around the world. The conference, which takes the theme "Who are the Best, and Why," will focus on the top performers in tough markets, and how they are strengthening themselves for when the upturn arrives.

In a session called "Measuring Success," participants will see how structured management systems might be applied to measure editorial output — a concept that has many edi-

tors saying, "it can't be done." But evidence is emerging to show that it can.

The session will also present models that apply measurement systems to other aspects of the newspaper, and to its readers. The session will also show how newspapers can exploit new research to develop readership.

Other sessions include:

- Mapping the future, which draws on WAN's "Shaping the Future of the Newspaper" programme to outline how the media market will look in five to ten years and which will identify the best practices that will be required to exploit future conditions;
- Maximising product values, which focuses on content management to create more reader value in the newspaper. This session will deal with integrating print and online to

maximise reader experience and on perfecting the relationship between editorial and advertising;

■ Growing your audience, through customer relationship management, using the internet to build circulation and with outstanding promotion ideas;

■ The distribution revolution, focusing on innovations in getting content to consumers;

■ Secrets of top performers, showcasing how the best companies are surviving and thriving even in tough markets.

An exhibition for suppliers to the newspaper industry will accompany the conference.

For programme updates, registration or exhibition and sponsorship information, consult the WAN web site at [www.wan-press.org/ce/2002/editor/](http://www.wan-press.org/ce/2002/editor/) or contact Donna Pentier at the WAN Secretariat, [dpentier@wan.asso.fr](mailto:dpentier@wan.asso.fr).

### World Forum on Newspaper Strategy

# Structuring the Newspaper to Increase Profit

The World Forum on Newspaper Strategy, the annual summit meeting of top decision makers in the industry, will this year focus on structuring a newspaper company to increase profitability.

The two-day, invitation-only event, organised by WAN and the media technology association Ifra, will focus on the following topics:

- How multiple media newsrooms bring benefits in efficiency and cost savings.
- How work relationships can be changed to exploit structural and convergence opportunities.
- In-house versus outsourced advertising sales.
- Alternative approaches to circulation management.

■ Target marketing and sales force targeting.

■ Benchmarking in action.

■ A presentation on the world's most profitable newspapers.

The Forum, which will be held on 3 and 4 October in the 13th century Chateau of Villiers-le-Mahieu, near Paris, has become the premier event internationally for top newspaper executives wishing to examine future strategy with a small group of colleagues. Participation is limited to

50 newspaper publishers, CEOs and chief editors, with other managers and executives taking part only if they accompany their chief executives.

As in previous years, the Forum will combine a limited number of

presentations with in-depth group discussion that allows participants to exchange ideas and strategies to mutual benefit.

"The Forum's unique environment enables delegates to share and compare new ideas, strategies and tactical solutions with other leaders in publishing," said Timothy Balding, Director General of WAN. "The event has been structured to combine input from leading authorities in the world of communication with a framework which encourages analysis and debate."

For programme updates, consult the WAN web site at [www.wan-press.org/ce/2002/wfns/index.html](http://www.wan-press.org/ce/2002/wfns/index.html). For an invitation, contact Donna Pentier at the WAN Secretariat, [dpentier@wan.asso.fr](mailto:dpentier@wan.asso.fr).

# Electronic Publishing Comes of Age

The world electronic publishing conference, Beyond the Printed Word, is now in its 10th year, and, like electronic publishing itself, it has gone through many changes.

After all the developments and expectations — both fulfilled and unfulfilled — one thing is certain: the online business has become established and now plays an important role in the mass media mix. The next step, of course, is easy: where is the money?

The two-day conference, to be held on 17 and 18 October in Barcelona, Spain, will look at the hard questions publishers have been asking about their electronic editions: is the user willing to pay at least for premium content? Where is the advertising market heading? How is the wireless market developing?

The conference organised by Ifra, WAN and the international magazine publishers association FIPP, will run in conjunction with Ifra Expo. Confirmed speakers include:

- Mike Anderson, Managing Director, Metro UK
- George Brock, Managing Editor, Times Newspapers, UK
- Hugo Drayton, Managing Director, Hollinger Telegraph New Media, UK
- Geir E Engen, Analyst, MBL Mediebedriftenes Landsforening, Norway
- Roger Fidler, Director, Institute of CyberInformation, Kent State University, UK
- Melinda Gipson, Director, Electronic Media, Newspaper Association of America
- Peter Kurstjens, Program Manager, E Ink, Philips Mobile Display Systems, US
- Bruno Patino, Chief Executive Officer, Le Monde Interactif, France.

## News in Brief

### Two Associations Join WAN

The Publishers Association of Central Africa (UEPAC) and Distripress, the Association for the Promotion of the International Circulation of the Press, have become members of WAN.

The two associations were admitted to WAN as affiliate members at a meeting of its Board in Bruges, Belgium, in May. Created in October 1996, UEPAC is a professional organisation grouping 20 press publishers in seven Central African countries. Its mission is to aid the development of economically viable press enterprises in Central Africa and to defend and promote press freedom.

Distripress is a non-political

and not-for-profit association of firms engaged in the international distribution and sales of newspapers, magazines, periodicals and books. Founded in 1955, the global organisation has 479 member companies — publishers, distributors and suppliers of the press industry — in 99 countries.

With the new members, WAN now includes nine regional and world-wide press groups in its membership, together with 71 national newspaper associations, individual newspaper executives in 100 countries and 13 news agencies. In all, it represents 18,000 newspapers world-wide.

### New Name for NIE Committee

The WAN Newspapers in Education Committee has been renamed as the 'Young Reader Committee' to better reflect the wide range of activities — beyond Newspapers in Education — that WAN and its partners have been undertaking to promote young readership.

For more information on what WAN is doing to help newspapers increase young readership, consult [www.wan-press.org/yrp/index.html](http://www.wan-press.org/yrp/index.html) or contact Aralynn McMane, Director of Educational Programmes, [mcmmane@wan.asso.fr](mailto:mcmmane@wan.asso.fr).

### Award Named for Pius Njawé

The University of North Texas in the United States has created a new press freedom award named after Pius Njawé, publisher of Le Messenger in Cameroon and one of Africa's leading press freedom advocates.

"I don't claim any special merit for this honour," said Mr Njawé, a member of the WAN Press Freedom Advisory Committee, laureate of the Golden

Pen of Freedom and a long-time supporter of WAN and its activities. "For 22 years I've tried to do what I considered the duty of all journalists, even under the most extreme circumstances, even dangerous ones," he said.

The first Pius Njawé Press Freedom Award was given posthumously to Daniel Pearl, slain correspondent of the Wall Street Journal.

## The WAN Bookstore

The following publications on newspaper trends, strategies and operations are available from the WAN Secretariat (WAN individual members receive a complimentary copy of all publications. For more information on membership, contact the WAN Secretariat):

**2002 World Press Trends** *The outstanding, in depth research report on the newspaper industry, its partners and suppliers. The 2002 edition follows the trends in circulation, advertising, pricing, taxes, printing capabilities, internet, demographic and microeconomic developments and much more. (2002, in English) A: 250 € B: 135 € C: 85 €.*

**Innovations in Newspapers: The 2002 World Report** *The annual report looks at major innovations and developments in the newspaper industry world-wide. Produced by the Innovation International Media Consulting Group for the World Association of Newspapers, the 2002 edition includes a guide to covering terrorism, an analysis of how newspapers are getting through poor economic times, new multimedia strategies and much more. (2002, in English and Spanish) A: 135 € B: 85 € C: 50 euros*

**Shaping the Future of the Newspaper** *A series of six annual Strategy Reports that focus on significant operational and strategic developments of importance for newspapers globally. First topics include The Tailored Newspaper, Customer Relationship Management and Convergence. The reports, part of the WAN READY project, are available free to WAN individual members. (2002, in English) Non-member price: 95 € per copy or 295 € for an annual subscription to six reports. Electronic web-based file access is available for an additional 60 € a year, or 10 € per Report.*

**Readership: New Challenges and Winning Strategies** *Offering practical solutions, new ideas and case studies, this report focuses on how newspapers can maintain, strengthen and develop readership in the face of changing reader habits. The publication is based on discussions and presentations at the annual WAN Editor and Marketeer Conference. (2002, in English and French) A: 85 € B: 65 € C: 50 €*

**Convergence: Fact or Fiction?** *What does convergence mean and what opportunities does it present? This report, based on discussions and presentations at the annual WAN/Ifra World Forum on Newspaper Strategy, details the views of senior publishers and industry experts from around the globe. The publication includes an analysis of the success and failure of media convergence and how newspapers can use available technology to achieve success. (2001, in English and French) A: 85 € B: 65 € C: 50 €*

**Beyond the Printed Word 2001** *An indispensable reference for publishers and newspapers to develop the new media side of their business, this publication describes exciting new approaches and strategies in use around the world. This publication is based on 'Beyond the Printed Word 2001', the World Electronic Publishing Conference co-organised by IFRA, WAN and FIPP. (2001, in English and French) A: 85 € B: 65 € C: 50 €*

Price A: Standard Price

Price B: Newspapers belonging to a WAN Member Association

Price C: WAN Individual Members receive most publications free of charge but may order extra copies at this price.

Note: For French, German and Spanish versions of recent publications, there may be a delay in processing orders, while the reports are translated.

All titles are published by the World Association of Newspapers, except where otherwise indicated. Order forms and a full list of available publications are available on the WAN website ([www.wan-press.org](http://www.wan-press.org)) or by request from the WAN Secretariat. Contact Donna Pentier (e-mail [dpentier@wan.asso.fr](mailto:dpentier@wan.asso.fr)), WAN, 25 rue d'Astorg, 75008 Paris France. Tel: +33 1 47 42 85 00, Fax: +33 1 47 42 49 48.



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# Golden Pen Presented to Geoffrey Nyarota

WAN has awarded its annual press freedom prize, the 2002 Golden Pen of Freedom, to Geoffrey Nyarota, Editor of the Daily News in Zimbabwe, in recognition of his outstanding service to the cause of press freedom in the face of constant persecution.

"I receive this award today on behalf of the beleaguered and much terrorised journalists of Zimbabwe," said Mr Nyarota, in accepting the award during a ceremony at the World Newspaper Congress and World Editors Forum in Belgium in May.

"It is my very sincere hope, nay, my fervent prayer that in the not-too-distant future the people of Zimbabwe will collectively receive a major media award befitting of our once prosperous nation - genuine press," he said.

Mr Nyarota, 50, is Editor-in-Chief of the privately-owned Daily News, which was launched in 1999 and has become the largest circulating daily newspaper in Zimbabwe with sales of more than 100,000 copies per day. Its most serious rival, the government-controlled Herald, has seen its circulation decline from more than 150,000 to about 60,000 a day over the same period.

The newspaper achieved its suc-



Geoffrey Nyarota receiving the Golden Pen of Freedom Award

cess with independent coverage and investigative reporting of corruption, human rights abuses and economic mismanagement. That has brought down the wrath of the government and its supporters.

A bomb destroyed the printing press of the Daily News last year and its offices were attacked in April 2000.

Its editors and reporters have been arrested on numerous occasions and a reported plot to kill Mr Nyarota failed last year.

"Almost every week Mr Nyarota himself or one of his reporters at the Daily News have to spend the night in jail, on some false accusation from the authorities or from hired provocateurs," said Gloria Brown Anderson, President of the World Editors Forum, who presented the award.

"Geoffrey Nyarota has been tireless in denouncing corruption and criminal activities among top government officials in his country despite two bomb attacks against his paper and several death threats against himself," she said. "With a quiet but unyielding determination, he has put his newspapers at the forefront of the battle to keep an independent and critical press alive in Zimbabwe."

WAN, the global association of the newspaper industry, has awarded the Golden Pen annually since 1961. Past winners include Argentina's Jacobo Timerman (1980), Russia's Sergei Grigoryants (1989), China's Gao Yu (1995), and Vietnam's Doan Viet Hoat (1998). The 2001 winners were San San Nweh and U Win Tin of Burma.

## Nizar Nayouf Gets His Golden Pen

At the World Newspaper Congress in May, WAN made a special Golden Pen of Freedom presentation to Nizar Nayouf of Syria, who was imprisoned when he was awarded the prize in 2000.

Mr Nayouf, a defender of democracy and press freedom in Syria, disappeared in Bruges on the eve of the Congress. He said he had been kidnapped by four Arabic-speaking men, blindfolded, drugged and berated for his press freedom activities and then released in a forest. He said he found his way to a road and was taken to hospital, where he was examined and released.

Police are continuing the investigation. As the Newsletter went to press, Belgian prosecutor Jean-Marie Berkvens was quoted by Agence France-Presse as

saying authorities had not reached any conclusions in the case.

Responding to press reports that Belgian police were considering suing Nizar Nayouf for "propagation of false information," Mr Berkvens said: "We must be 100 percent sure that this is an imagined story, and we don't have proof that this is the case. On the other hand, we don't have 200 percent proof that an abduction took place."

WAN and other press freedom organisations have subsequently received e-mails from a group claiming to have kidnapped Mr Nayouf in Belgium and threatening him with death.

In accepting his Golden Pen after his disappearance, Mr Nayouf said he had been unable to accept it as scheduled two days previously "because de-

fenders of international terrorism awarded me with a kidnapping."

Mr Nayouf was editor of a Syrian monthly human rights journal when he was arrested and jailed in January 1992. He was released from prison in May 2001 following an international pressure campaign and exiled to France in November last year.

### Protests

WAN and the World Editors Forum have protested against 80 press freedom violations in 45 countries since the last Newsletter. For complete details, consult the WAN web site at <http://wan-press.org/pf/protests/index.html>

### Media in Danger

## World's Press Pays Homage to Colombian Journalists

More than 250 representatives of the world's press met in Bogota, Colombia, in March for a WAN conference to examine the plight of journalists working in the world's most dangerous country for the media.

"The role of freedom of the press and of Colombian journalists are the reasons why Colombia is still a democratic society and has not collapsed despite the continuing violence," said Romulo Gonzalez, the Colombian Minister of Justice, who opened the events, the second "Media in Danger" conference organised by WAN.

Conference delegates, who represented international print and broadcast media, press freedom and human rights groups and intergovernmental organisations, came to Bogota to show their solidarity with their Colombian colleagues. In a resolution, they stated that "in a period of unprecedented terror against humanity, it is more urgent than ever to stand resolute against, and to condemn, every single violation of the fundamental, democratic principles which govern the civilised world."

The two-day conference was organised by WAN, the World Editors Forum and the Colombian newspaper association Andarios, in partnership with the Inter American Press Association.

The conference aimed to draw attention to the plight of the Colombian press in the face of murders and kidnappings. More than 30 journalists have been murdered in Colombia since 1997, dozens have been kidnapped and over 100 have fled into exile. More journalists are murdered annually in Colombia than in any other country.

"Impunity is a huge problem in Latin America, especially in Colombia, where 97 percent of crimes are unpunished. This impunity is the last stage before a collapse of the law," said Carlos Monsivais, a Mexican journalist who is among Latin America's foremost cultural and political analysts.

Yet Latin American journalists do not think of themselves as victims, he said. "They know their work will not conclude with their physical extinction," he said in his keynote address. "There will always be other col-

leagues who will carry on."

The President of IAPA, Robert Cox, said: "The Colombian press is one of the best in the world and Colombian journalism has never collapsed morally or given in to the pressure. It's more important than ever to protect Colombian journalists."

The conference included testimony from journalists in Colombia and in exile; a panel discussion on the investigation of press freedom abuses in Colombia and what can be done to improve the situation; a discussion of freedom of information and democratic society and how to protect it; and a session on how to ensure the economic independence and viability of Colombian newspapers.

Reporters in Colombia are the victims of left or right wing militants, often connected to drug trafficking. All the murder victims without exception were killed in the provinces, where the civil conflict between the National Liberation Army (ELN) and the Revolutionary Armed Forces of Colombia is still going on.