Nourishment for Growing Newspapers and Customers



Making newspapers <u>essential</u> in the life of each person.

Newspapers have tremendous untapped potential to be highly successful businesses.

One of my first internet e-mail notes

L'Union Sarda

- From: Terry Maguire < tmaguire@nemo.geis.com>
- Date: Fri, 15 Jul 94 19:34:00 UTC
- To: zip@vov.crs4.it
- Subject: L'Union Sarda

Pietro Zanarini-

Could you send me any more information about your project in either English or Italian (or French)? I do not have access to WWW, but am very interested in what you are doing.

Thanks,

Terry MAGUIRE General Counsel International Federation of Newspaper Publishers

- Prev: HTLM/WWW
- Next: <u>UNIONE</u>
- Index: Alcuni E-mail su "L'Unione Sarda On-Line"

I advised L'Unione Sarda as it launched VideoOnline in Sardinia unfortunately ahead of its time.

The Irish Times

If you miss the Irish Times for a day, you lose the world; if you read the Irish Times today, you lose a week!

Popcorn

If you eat popcorn with movies you read about in Corrierre della Sera, what are you supposed to eat when you read Corriere?

This ad appeared in Corriere Della Sera yesterday.

Eat Better, Cheaper & Live Longer; See Your Local Newspaper for Details

- "Get Out of the Printing Business, Moody's Tells Newspapers" 4 June 2009
- "Boston Globe Not Viable With Current Losses" 3 June 2009
- "Why the New York Times Doesn't Call its Readers 'Readers'" 3 June 2009
- "Cast Out But Still Reporting" 1 June 2009
- "MediaNews to Begin Customized Printing in Denver Homes Next Week –
 28 May 2009
- "US Journalism Institute, Entrepreneurs in News Venture" 27 May 2009
- "Newspapers' Future" 26 May 2009
- "NYT Creates 'Social Media Editor' Post" 26 May 2009
- "Cities Without Newspapers" April/May 2009
- "The Day the Newspaper Died" 26 January 2009

Newspapers have long been...

...connecting people to other people
...connecting people to government
...connecting people to commerce
...connecting people to information
...connecting people to ideas
...connecting people to their daily essential needs?

Traditionally, we think of newspapers as a one-way medium, publishing information for readers. That never really was the only role of newspapers; the medium has always been more than that as each copy has the potential to spark many different exchanges. Electronic communication technologies have made this historic role even more dynamic and important. My point is that the origins of newspapers were in the communication of vital information among people. The arrival of the newspaper medium made this communication work more efficiently, it still does and it still can.

Newspapers have evolved, but not enough

- Innovation used to occur only behind the scenes, and has now broken through the "paper barrier".
- Newspapers have done a poor job of leading their customers through change, leaving customers confused all over the world.
- Customers are adopting new habits faster than newspapers are changing their practices, and newspapers need to innovate faster and better.

Time is not on the side of newspapers. While newspapers have changed in many ways in recent years, and the pace of that change, by necessity, has increased, it is still not fast enough or good enough to keep up with the marketplace. We must do it all more rapidly.

Newspapers need these kinds of mandates

"General Motors Corp., shrinking operations in bankruptcy, will operate as a brand-new company within 60 to 90 days, Chief Executive Officer Fritz Henderson said. Restructuring at pure, unadulterated speed is pivotal to GMs success, Henderson said today at a New York news conference hours after the biggest U.S. automaker filed for Chapter 11 protection."

"But the market is changing, and the transformation for newspapers is really hard. There needs to be more urgency. We need to lift up asses and get moving. Otherwise we will lose."

Marieke van der Donk, PricewaterhouseCoopers Barcelona, 27 May 2009 As reported by Bill MITCHELL, Poynter Institute.....

The comparison between General Motors and newspapers is appropriate and instructive.

Bloomberg News 1 June 2009

How bad is it in the US?

Newspaper Death Watch

Chronicline the Decline of Newspapers and the Rebirth of Journalism

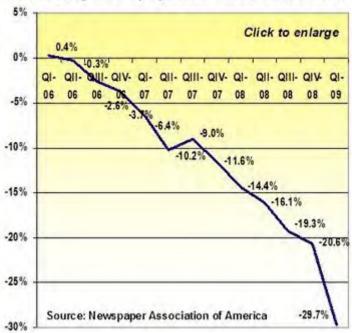
MONDAY, JUNE 01, 2009

Worst quarter for newspapers: Sales dive \$2.6B

In the worst quarter in modern history for American newspapers, advertising sales fell by an unprecedented 28.3% in the first three months of 2009, plunging sales by more than \$2.6 billion from the prior year.

Accelerating slide

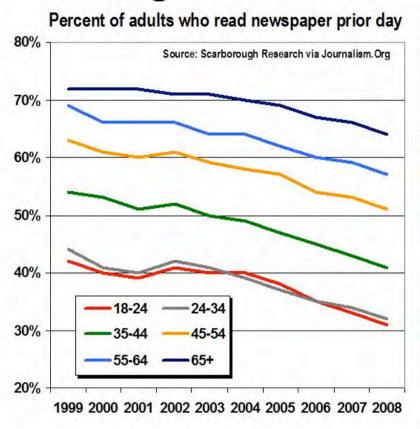
Quarterly newspaper ad sales since 2006



I cannot overstate the extent to which newspapers in the US are in trouble.

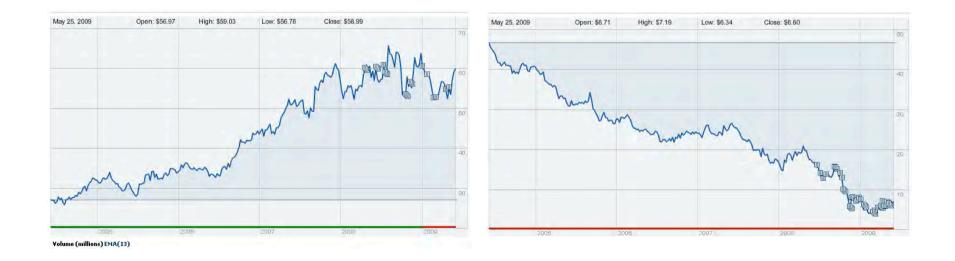
These are not encouraging trends

Waning interest



This is why it is so important to enlarge the market's definition of what is a newspaper so that all newspaper uses can be measured whether they be print or electronic.

Compare two companies over five years



On the left is McDonald's and on the right, the New York Times Co.

From the Washington Post Company

1 May 2009

- Newspaper publishing division revenue for the first quarter of 2009, a 22% decline from the first quarter of 2008. Print advertising revenue decreased 33% from 2008. The decline is due to large decreases in classified, preprint, retail and zoned advertising. Revenue generated by online publishing activities declined 8% for the first quarter of 2009, versus the first quarter of 2008. Display online advertising revenue grew 3%, and online classified advertising revenue declined 23%.
- For the first quarter of 2009, daily circulation increased 0.7% and Sunday circulation decreased 1.7%, compared to the first quarter of 2008.
- The newspaper division reported an operating loss of \$53.8 million in the first quarter of 2009, compared to operating income of \$1.2 million in the first quarter of 2008.

The Washington Post has been an innovator and very hard-working newspaper company. Its losses do not reflect lack of effort, but rather a failure to have adopted a winning formula. While emphasizing the newspaper's local coverage, there has been far too little focus on playing the fundamental "communication" role I noted at the beginning of this presentation.

How to grow newspapers instead?

- Make the word newspaper mean "essential service" for each customer, asking what they need more than want.
- Tailor an array of newspaper offerings to meet those needs better than anyone else, one customer at a time.
- Be the "connecting" medium with the most valuable customer service.
- Do everything in the name of the newspaper, stretching the customer's definition of a newspaper.
- Be the customer's "go to" place for news, information, commerce, friends, and more.
- Retain the highest standards and rebuild a reputation of reliability and utility in existing and new areas.
- Newspapers everywhere need to reconsider whether they want to be a medium that is critical to the lives of reader customers or merely interesting and often useful.

Newspapers have tremendous opportunities to grow in providing – better than all others – the information and service that are essential to people's lives. Some of this can be in print in general circulation newspapers. Some can be in print in more limited publications and insertions. Other will be electronic, engaging people on their computer screens, mobile devices, and, in some cases, in person.

When it's important, we pay

"When people <u>really want or need something</u>, they will pay for it, one way or another. If today's publishers cannot convince their readers to do so, they will be overtaken by others that can."

From Financial Times editorial 25 May 2009

There is lots of wasted discussion about who will pay for what, but it's most all focused on paying for information. As people buy more and more of their daily "stuff" online, they are, indeed, buying it. Newspapers must find ways to insert themselves more successfully into the paying process that leads to a sale for others. The sale of newspaper space to advertisers is simply not going to be good enough any more.

Why should this be left to others to do?



"The latest example they can point to is OpenTable, a restaurant reservation site that makes money selling its software to restaurants and charging them \$1 for each diner seated. Last week it became the first venture-backed Web company to go public in two years....The stock was offered at \$20 on Thursday, 43 percent higher than investment bankers' original price estimates. It closed Friday at \$28.71, a 44 percent gain."

From The New York Times 26 May 2009

"The OpenTable network includes approximately 10,000 OpenTable restaurant customers. As of September 30, 2008, the Company seated an average of approximately 2.8 million diners per month."

When customers think about making any food-related reservation or purchase, they need to be trained to think newspaper first.

Restaurant inspections are essential



If someone has an easy chance to protect their health and well-being, they will often use that opportunity. If they can also have a kind of newspaper "assurance" at least that the service is credible and as accurate as possible, that will, in my view, dramatially Increase its use.

Food in real time?



I cuochi del Nord scendono a Selva di Fasano con l'obiettivo di ripetere lo storico successo ottenuto lo scorso anno da Matteo Cazzin del ristorante Tavern di Monselice (Padova)

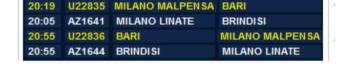


24 MAGGTO 2009

ROMA - Ancora una volta sarà la sfida tra cuochi del Nord e cuochi del Sud il leit motiv del 7.mo Festival italiano della cucina con la cozza tarantina, la cui finale è in programma martedì a Selva di Fasano (Brindisi). L'evento, organizzato dal Centro di Cultura Renoir di Taranto, si propone di esaltare il prelibato frutto dei due mari di Taranto, attraverso il confronto tra i due stili della cucina settentrionale e meridionale.

📇 Stampa 🟴 Commenta 💌 Invia a un amico

I cuochi del Nord scendono a Selva di Fasano con l'obiettivo di ripetere lo storico successo ottenuto lo scorso anno da Matteo Cazzin del ristorante Tavern di Monselice (Padova). Il giovane chef padovano è stato il primo concorrente del Nord Italia, nelle sei edizioni fino ad allora disputate, ad essere riuscito nell'impresa di aggiudicarsi la vittoria del Festival. Intanto nelle fasi di qualificazione per l'edizione di quest'anno, il Veneto ha brillato ancora con Luigi Moressa. Lo chef padovano di Montegrotto Terme, titolare del ristorante Gero di Vanzo di San Pietro Viminario, ha infatti ottenuto il punteggio più alto.



Destinazione

Origine

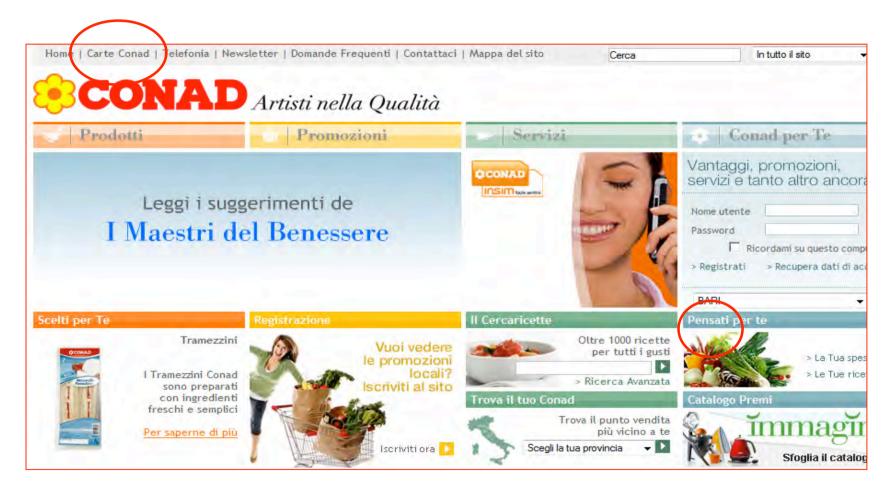
■ VOLI IN TEMPO REALE

Volo

From La Gazzetta del Mezzogiorno – 24 May 2009

When did newspapers decide that providing realtime airline arrivals and departure was more valuable than realtime food information?

This is essential



Newspapers spend far too little time and effort on the relationship between their customers who shop in supermarkets – or wherever they shop – and a combination of those shopping places and the newspaper.

Gelato?

"The best ice-cream in Bari!

At the borders of the Borgo Murattiano, in a little old store without any signboard, there is the best homemade ice-cream parlour in Bari," 'Colin" (short for Nicola, in barese dialect). Every day it's possible to choose among 6 or 7 different ice-cream flavours, but, according to me, the great speciality is the whipped cream, simply fantastic! During the summer, the coffee crushed-ice drink with whipped cream is a "must"!

About VirtualTourist VirtualTourist provides advice and recommendations from real travelers like you.

Advice on Hotels, Things to Do, Local Customs, Restaurants, from a unique insider's perspective - advice on over 58,000 destinations from over 1 million members worldwide."



I'd like to think that gelato is an essential food. For others like me, there probably is some agreement! In any case, for those who believe this, what role does the newspaper play in my pursuit of gelato? Giornale and gelato sound like they belong together!

20 % of Italian consumer spending

Household consumption by consumption categories, 2005, in %

	Food, beverages & tobacco*	Clothing & footwear	Housing**	Health	Transport	Communi- cations	Recreation & culture	Education
EU27	19.4	5.7	33.1	3.4	11.9	3.3	8.4	1.0
Belgium	15.7	4.7	30.9	4.7	12.9	2.9	9.5	0.5
Bulgaria	35.3	3.1	37.7	4.3	5.0	4.6	2.9	0.5
Czech Republic	23.5	5.6	26.8	2.0	11.1	4.6	10.6	0.5
Denmark	15.2	4.9	36.0	2.7	13.8	2.4	11.4	0.4
Germany	12.9	4.8	35.0	3.6	13.3	2.9	11.1	0.8
Estonia	25.3	5.5	35.1	2.6	10.0	5.5	6.4	1.3
Ireland	17.9	5.1	30.6	2.5	11.6	3.4	10.1	1.9
Greece	18.9	7.0	30.2	5.9	10.4	3.8	4.2	2.4
Spain	20.3	6.9	35.0	2.2	10.5	2.7	6.4	1.1
France	15.7	6.6	32.4	4.2	13.5	3.3	6.9	0.6
Italy	20.4	7.0	35.4	3.9	11.9	2.2	5.8	0.7

When it comes down to numbers that should matter to newspapers, this one strikes me as near the top of the list. How good a job are newspapers doing in playing a core role in how Italians choose to spend the 20% of their budgets that they do on food? Look at the number for housing as well, and the process of thinking through essentials begins again.

Why not a Quicken for food?

(Provided, free with sponsorships and advertising, by your newspaper!)



Millions of people are using this sort of application to manage their financial lives. Far fewer use it to manage their Information lives or their food. What an opportunity for the newspaper business to enter that field.

Enhance the customer's profile

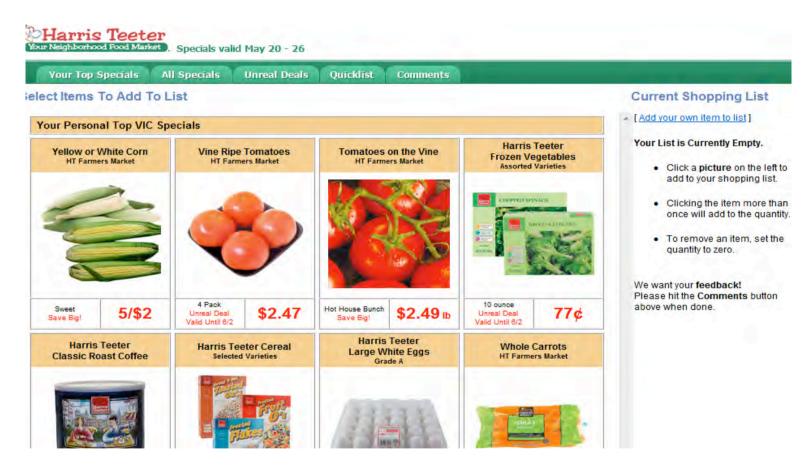
- Where does the customer buy food most often?
- What are the places, including home, friends' homes, work and restaurants where the customer eats most often?
- What food does the customer grow?
- Offer alerts (SMS, e-mail, phone, etc) tied to these places with critical information like price, availability and weather

Where does the customer make food choices, how and when?

Make the newspaper a critical part of that decision-making at those locations

It's all about the database. For those of you who remember the film Mrs. Robinson, the database surely is one of the new "plastics"! Just how much do you know about your customers' habits in dealing with the above?

Serving customers, one at a time...



So much of what happens behind the scenes. This page generates items that I have purchased recently at this store.

Habit does not mean essential

- Newspapers have rested on habit despite huge churn rates in the US and elsewhere and the need to keep reselling the newspaper to new customers and bringing old ones back
- Rarely is this done on the basis of value-delivered or available; rather, it is either gimmick-driven or just argued on faith and principle – as opposed to practical value and worth
- "Essential" and "accurate" are the two most important words for newspapers in June of 2009 and beyond....
- If something is truly essential and fully accurate, how can customers do anything other than embrace it?

The idea of essential goes much beyond habit. In fact, habit is purely secondary in this analysis. If we must do something, it will become habit whether we like it or not. Meeting essential needs is, by definition, habit-forming.

Why not from a newspaper?



Here is another maker and vendor of Italian food. It seems to me that they have done very well in developing this newsletter as a kind of user's guide to what they make. This is not an overt sales pitch but rather good information offered in support of a hoped-for commercial transaction.

Essential supported by advertising How can these pages be made more action-oriented?



Everything essential I have mentioned can and should be supported by advertising and sponsorship. We need to look for all Of the moves that people make after finding something in any newspaper medium in pursuit of what they find And to insert the newspapers wherever opportunities present themselves. I asked an Italian friend in Milano what value he remembers getting most recently from a newspaper – "it's a restaurant, near to my home, I've seen rated by Corriere della Sera", he replied.

This is still not essential enough



While The New York Times serves some of its core demographic well with this content, none of it is really essential. The Times basically ignores perhaps 85% of what people really need to have in information and services relating to food. Maybe that should be 95%.

So, what do I (the customer) do next?

- How much will this cost to make?
- Where I can buy the best ingredients? The cheapest?
- How can I save time and do it better?
- How will this make my life better?
- How to insert the newspaper into that decision tree?

I don't have to do most other things

– they are not essential; eating is.



After finding that content, the customer's questions are fairly clear.

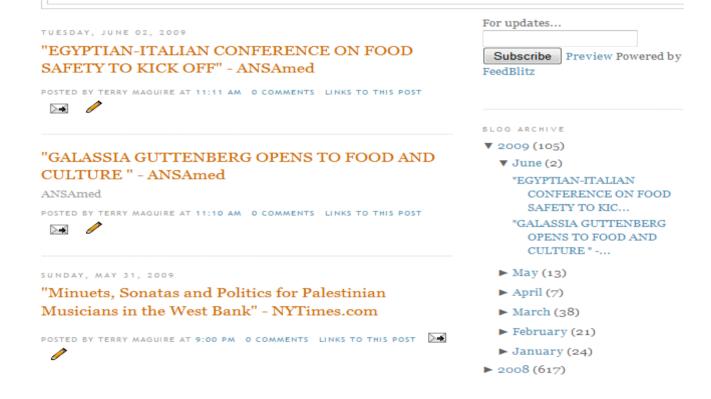
My modest Mediterranean effort

MEDITERRANEAN MEDIA CENTER

THIS BLOG WILL REPORT REGULARLY ON THE DEVELOPMENT OF THE MEDITERRANEAN MEDIA CENTER

(MMC) IN NICE, FRANCE. FOR INFORMATION, PLEASE CONTACT TERRY MAGUIRE

TMAGUIRE@NEWSPAPER.COM. WE WELCOME COMMENTS FROM ALL!



This is one of so many places in which we should be able to talk more constructively about all of the issues on the agenda for this conference.

In Spain...



Newspapers in all Mediterranean countries likely do something in food content, but nothing any more inspired than elsewhere.

In Morocco....



I am sorry that I cannot easily insert any good Arabic language examples.

In Tunisia...



The formula for newspapers is pretty much the same everywhere.

In Lebanon...



I'd like to see us do a thorough study of what's been done where in this region and then try to push the edge of that envelope toward some of the new initiatives I have mentioned here.

In Turkey...



There are countless opportunities to be essential and this is surely that for many people.

Italia

The country of food

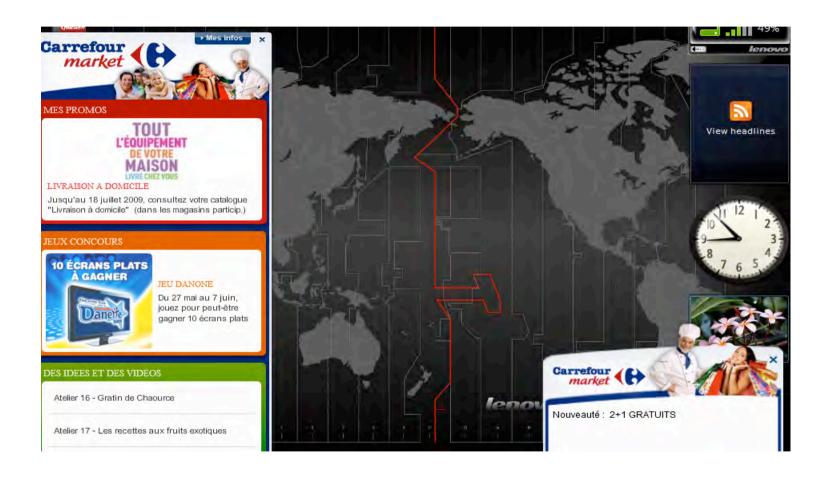
If there is any country in the world where the opportunity exists to link newspapers with their customers and their food, it is surely Italy.

Here's what I added to "my space"



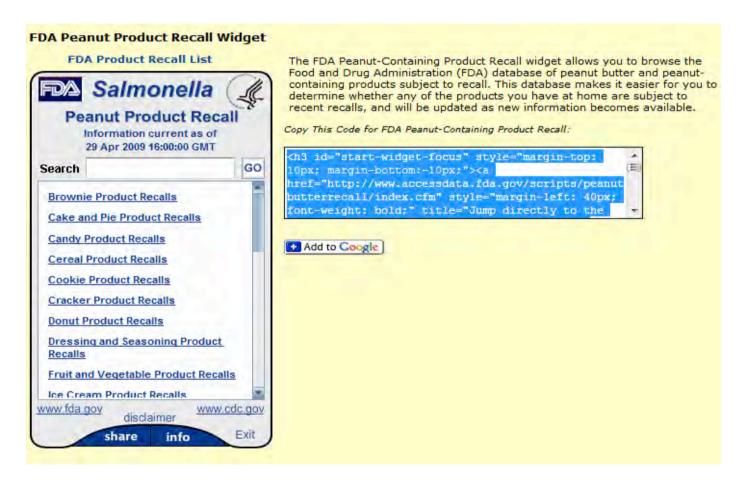
Some of what I put on this page is essential, but barely so. Probably the weather comes closest.

Newspaper version of this?



Widgets offer tremendous opportunities for newspapers and others to address essential needs and interests.

This is life or death essential for some



There is no question but that for peanut eaters in the US, this is as essential as it gets.

Is this essential?

Prime Minister's Escapades Finally Raise Eyebrows

By RACHEL DONADIO Published: May 28, 2009

ROME — When the wife of Prime Minister <u>Silvio Berlusconi</u> took to the front pages this month to announce that she wanted a divorce and accused him of dallying with very young women, it seemed like yet another storm that Italy's most powerful man would easily weather. For years, Italy has winked at Mr. Berlusconi, where other nations might have glared.

€ Enlarge This Image

Much of Prime Minister Silvio Berluscon's success stems from his uncarny ability to read the national mood of Italians.

Related

Times Topics: Silvio Berlusconi

₹ Readers' Comments

Share your thoughts. Post a Comment » Read All Comments (1) » But then things took a turn for the surreal.

First came a rare and inescapable torrent of speculation — in blogs, on television and radio, at dinner tables across Italy about the nature and origins of his relationship with Noemi Letizia, a pretty

blond aspiring model whose 18th birthday party he attended in Naples last month, and who has said she calls him Daddy. This was the party that caused Mr. Berlusconi's wife to declare their marriage, one year older than Ms. Letizia, over.

RECOMMEND

COMMENTS (1)

SEND TO PHONE

E-MAIL

REPRINTS

b SHARE

ARTICLE TOOLS

More recent are allegations, potentially more damaging, that Mr. Berlusconi, 72, invited Ms. Letizia and about 40 other girls, some like her at the time younger than 18, to spend New Year's Eve at one of his villas in Sardinia.

Much of Mr. Berlusconi's success has stemmed from his uncanny ability to read the national mood. Now many wonder if he has finally miscalculated it and is pushing tolerant Italians

No, but that does not make it anything other than important!

There is hope here

MediaNews to Begin Customized Printing in Denver Homes Next Week

Posted by Bill Mitchell at 4:57 AM on May 28, 2009

MediaNews Group will print personalized newsletters in consumers' homes for the first time next week, with the company's hopes pinned more on advertising than news.

The "Individuated News" project, still in testing, has been under way since early April when the company began producing the 12-page product for a dozen extended-stay guests at the Downtown Denver Marriott Residence Inn. MediaNews publishes The Denver Post and its corporate headquarters is in Denver.

Peter Vandevanter, the company's vice president of targeted products, said Wednesday the experiment will be expanded to 25 homes on June 3 in the Highlands neighborhood of Denver and 60 guests at the Marriott in July. The company plans to install the printers in 300 homes this August in Los Angeles, where MediaNews operates the Los Angeles Daily News.



MediaNews VP Peter Vandevanter

Unlike many Internet projects that may be popular but lack a business model, Vandevanter said, "This is kind of the opposite. We know the business model is solid, and we'll find out how popular it will be."

He summed up the business model like this: Consumers pay the printer's manufacturer a highly discounted price for the Internet-equipped device and they pay a modest subscription price to the local newspaper. The newspaper reimburses the consumer for

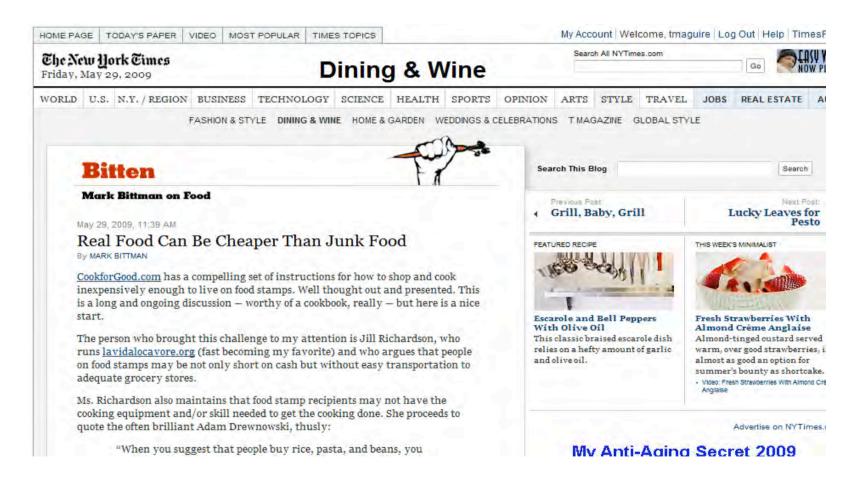
The important point is not the specific technology but rather the ability to move further in the direction of delivering essential information and services unique to each customer.

Essential is not to be sublet



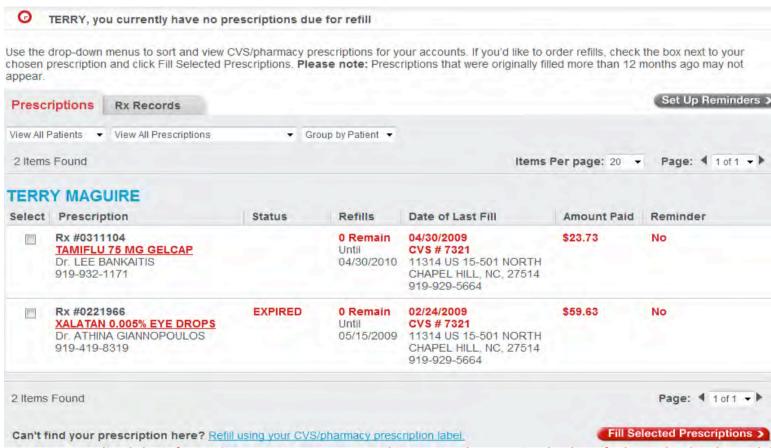
I don't think that newspapers can deal with this by simply buying someone else's content, unless the content responds specifically to the essential needs of customers. This may be good content, but shoveling more content to customers Is a far cry from responding to specific needs.

Surely, this is essential



This meets an essential need not often voiced and surely not answered well enough by newspapers – how to eat well for less.

Health is essential, too



The more personalized the information on an account page, the greater the perceived value of what value has been delivered. This is my account at our local drugstore. It's a shame to see the stated value delivered by a drug store so much higher than what I get from my New York Times subscription.

Essential and accurate.....

"We sell cars cheap and we tell the truth"

Automobile commercial on local television in North Carolina June 2009

--

"LifeLock, the industry leader in proactive identity theft protection, offers a <u>proactive</u> solution to help prevent your identity from being stolen before it happens. We'll protect your identity and personal information for only \$10 a month - and we <u>guarantee our service up to</u> \$1,000,000."

What is "guaranteed accuracy" worth to customers? How important is content accuracy? Is this a way to distinguish newspapers from other sources in the internet? Reporting on a health issue like swine flu, for example?

I heard this on local television in Chapel Hill before leaving the US. I think it could read very well in describing what a newspaper does.

Essential coffee?

Starbucks Is Now the Official Joe of 'Morning Joe'

By BRIAN STELTER Published: May 31, 2009

The hosts of "Morning Joe" on MSNBC seem to drink <u>Starbucks</u> every day. Joe Scarborough, the show's namesake and co-host, sips Frappuccinos on camera so often that some viewers have wondered whether it is a form of product placement, paid for by the coffee company. Starting Monday, it will be.



The new logo for "Morning Joe" on MSNBC.

Add to Portfolio



Go to your Portfolio »

Starbucks is becoming a naming sponsor of "Morning Joe," in what is the closest integration between an advertiser and a national news program in recent memory. Harkening back to the "Camel News Caravan," an NBC news roundup sponsored by a cigarette manufacturer in the 1950s, graphics and voice-overs will tell viewers that "Morning Joe" is "brewed by Starbucks."

Referring to the penchant for Starbucks by Mr. Scarborough and the co-host Mika Brzezinski, the president of MSNBC, Phil

Griffin, joked, "We've been doing this for free for a couple of years."

Which newspapers have taken on sponsors that are naturally linked with the act of reading a newspaper, as is coffee?

Latest Illy deal with a newspaper?

illy issimo

22 May 2009

The classic taste of illy is now available in illy issimo, a new line of three bold and energizing ready-to-drink coffee beverages designed for on-the-go refreshment, the result of a partnership between illycaffe and The Coca-Cola Company.

All natural with no added preservatives, illy issimo is a sophisticated blend of authentic espresso coffee with just a hint of sweetness, packaged in a stylish, slim can and best enjoyed chilled. Perfect for the on-the-go lifestyle, issimo is a new way to enjoy the intense pleasure of illy — in the car, while studying, at the office, during any activity — without sacrificing genuine espresso quality.

Available in three delicious flavors:

- Caffè Bold and energizing, with the full-bodied character of real Italian espresso plus a touch of sweetness.
- Cappuccino Uplifting rich and fragrant espresso blended with milk and exotic dark cacao, balanced with a hint of sweetness.
- Latte Macchiato A smooth and silky swirl of fresh espresso taste perfectly blended with velvety milk and sugar.



This looks like a good deal for Illy and Coca-Cola. What is the best example of a deal of this sort with a newspaper in Italy? Or anywhere?

The core change for newspapers

From being a <u>journalism-centered</u>, <u>advertising and circulation-financed</u> <u>critical societal institution</u> and important business.....

.....to becoming a <u>nimble, information service business meeting the essential</u> and accurate information needs of the market.

<u>Less of a destination</u> and <u>more of an array of essential and accurate services;</u> <u>less "read"</u> the newspaper and <u>more get something done.</u>

This is critical.

How to pay for this?

- Stop thinking about selling information and start thinking about what people need to do that involves information in any medium and is essential to their lives
- Start with essentials like food, housing, employment, and health
- Know what customers consider most important in their lives that depends on quality information and service
- Insert the newspaper into the way customers meet these fundamental needs, expanding the definition of newspaper to include much more, but always based on comprehensiveness, accuracy, reliability
- Charge people for what they need, not what you think they might like
- Make what the newspaper offers indispensable in the lives of your existing and potential customers; switch from being a choice to being a necessity for all those people.

The needed change in mindset.

FAQ #1 – Which newspaper is taking this approach today?

Virtually no one of whom I am aware.

This is a very sad reflection on the newspaper business today. Perhaps there is a newspaper out there that is taking this approach – providing "essential" information and services to customers, but I have not seen it yet.

FAQ #2 – How much would this approach cost?

Very little in financial capital; huge amounts in human capital.

Most all of what I am proposing is a function of a computer programming and creative design, plus solid marketing to customers. As such, it would not entail significant financial investment compared to other newspaper costs. The most difficult challenge my approach presents is in human resources. The challenge of reorienting people who thought they were in a "one way" medium almost independent of their customers to a focus on interaction and proximity to each customer, by name, is a daunting task. Many people, from my experience, will not be able to make this conversion and will have to be replaced. That is no reflection on their worth, but only on their ability to play this new role.

FAQ #3 – Is this approach really feasible with existing newspapers?

Yes, without question.
The technology exists.
The smart people are alive to do it.
The market demands it.
Your future depends upon it.

I remain fundamentally and enthusiastically bullish on newspapers. The role played by newspapers in so many countries is critical and I believe we in the business of newspapers must work intelligently and rapidly to preserve that role. The approach I have outlined provides in my view the last clear option for doing so. A failure to return to an "essential" role in the lives of customers risks sidelining newspapers to be only niche players in a game made up of people far less determined to fulfill the historic service role of newspapers in being the eyes, ears, conscience, and communicator of the communities they serve. This approach presents the only chance I see for newspapers to succeed, and if adopted, to be even more important in the future than they have been in the past.

I have tried to get you thinking in a little different way in these turbulent times. The future of newspapers depends, I believe, on this kind of reorientation. What you do right now will determine whether there will be an IFRA Italia in 2020 or any newspapers to buy and read at all. Thank you for your attention! Grazie!

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It would be great to see at least one Italian newspaper move aggressively in this direction.

Please feel free to contact me with any question whatsoever. I will do my very best to respond quickly.

Thank you again for the opportunity to join you in Bari.

Now, back to essentials - Il Melograno!



Now, finally, we arrive at something really ESSENTIAL!