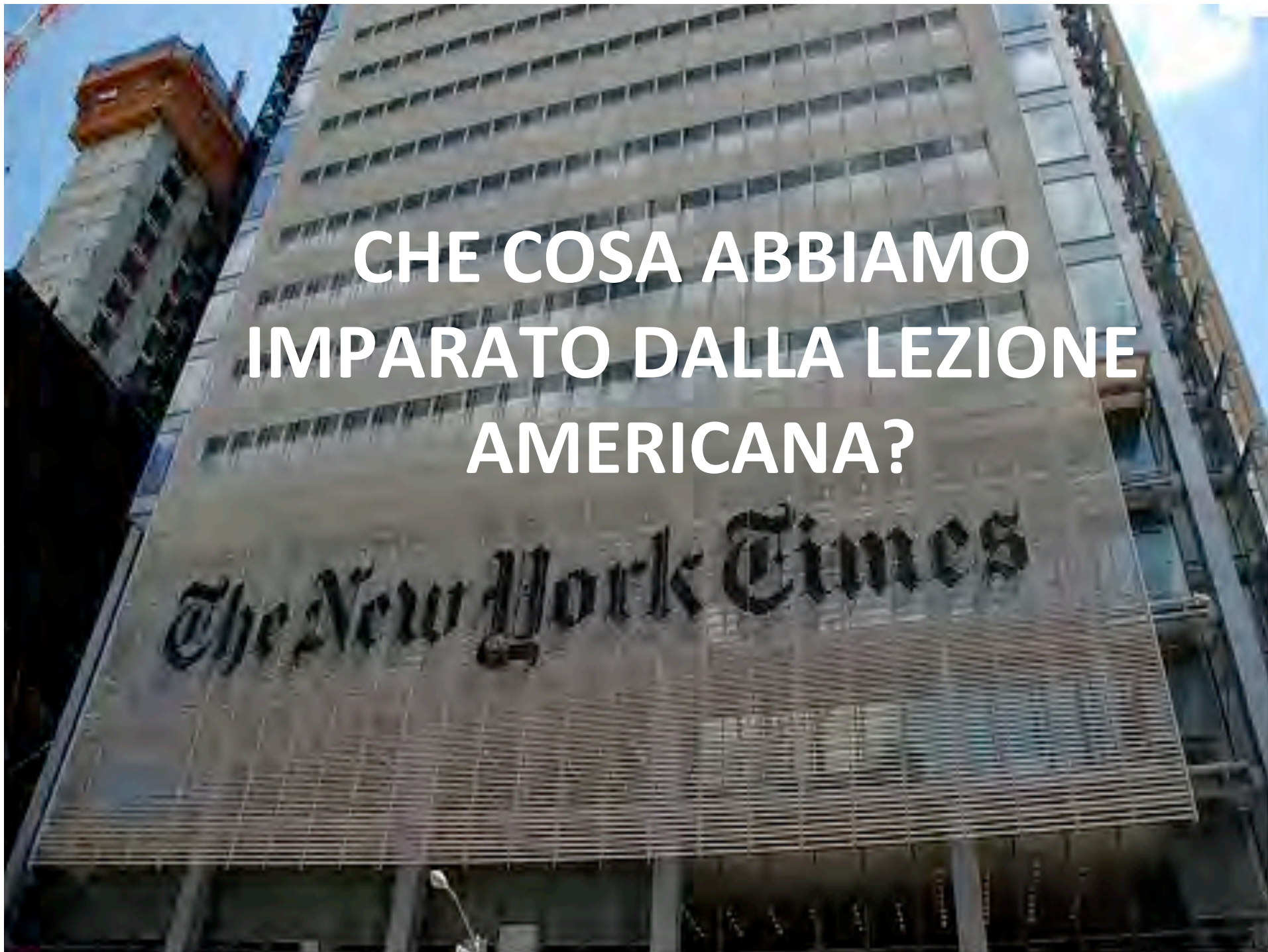


GIORNALI E MEDIA COME SONO USCITI DALLA CRISI (SE NE SONO USCITI)?

WAN IFRA ITALIA 2011
Il futuro da costruire

**CHE COSA ABBIAMO
IMPARATO DALLA LEZIONE
AMERICANA?**

The New York Times



LA CRISI NON E' IRRREVERSIBILE; IL DECLINO NON E' INELUTTABILE

POSSONO AUMENTARE LE **VENDITE IN EDICOLA**

POSSONO CRESCERE I LETTORI **DIGITALI**

POSSONO CRESCERE GLI **ABBONAMENTI ALLA E-EDITIONS E ALLA VERSIONE CARTACEA**

POSSONO AUMENTARE I **RICAVI DIGITALI**

(PUBBLICITA', LEAD GENERATION, CLASSIFIED, SERVIZI, B2B)

POSSONO AUMENTARE LE **VENDITE IN EDICOLA**

Testata	3/2011	Var % 11/10	3/2010
Wall Street Journal (6 days)	2.097.184	1,46%	2.066.917
USA Today (5 days)	1.829.099	0,14%	1.826.622
New York Post	477.302	7,227	473.918

Source: Audit Bureau of Circulation, 2011

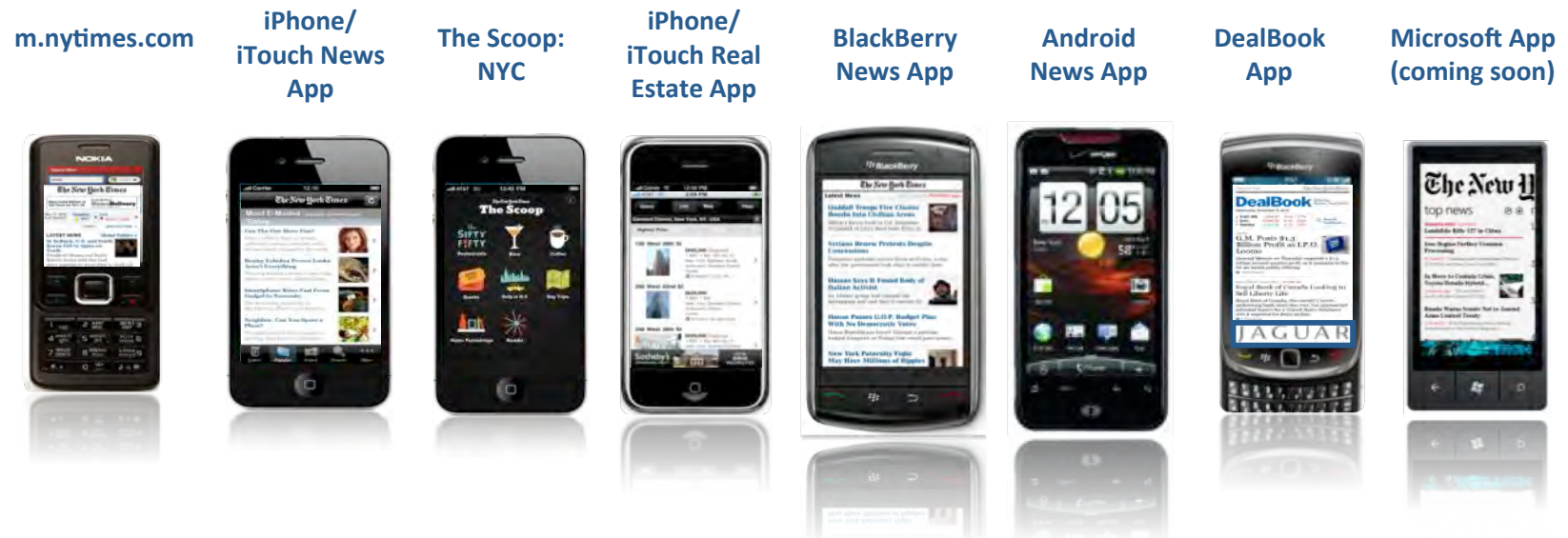
WP e NYT, sebbene in contrazione, non hanno più un andamento unidirezionale

POSSONO CRESCERE I LETTORI **DIGITALI**

Unique Users (000s):	Mar-10	Mar-11	Y-O-Y %
Yahoo!	12,458	21,820	75%
New York Times	3,504	5,752	64%
USA Today	4,399	7,227	64%
MSNBC	4,832	7,509	55%
Wall Street Journal	2,206	3,407	54%
Economist	684	1,022	49%
BBC	2,580	4,102	44%
ABC News	6,269	8,819	41%
CBS	5,485	7,630	39%
Boston Globe	932	1,292	39%
AOL	4,365	5,986	37%
Washington Post	1,371	1,786	30%
CNN	10,614	13,788	30%
Financial Times	--	1,267	--
HuffingtonPost.com	--	1,151	--

Source: ComScore MobiLens, 3 month average ending March 2010 & 2011

POSSONO CRESCERE I LETTORI **DIGITALI**



NYTIMES Monthly Traffic: Over 130 million page views

POSSONO CRESCERE GLI **ABBONAMENTI ALLA E-EDITIONS**

Top 15 Newspaper E-Editions

By Circulation (September 2010)

	2010	2009	Percent Change
Wall Street Journal	449,139	407,002	10%
Detroit Free Press	99,613	84,851	17
New York Times	71,697	53,353	34
San Jose Mercury News*	69,499	16,445	323
Detroit News	50,573	41,841	21
Houston Chronicle	50,078	35,263	42
Investor's Business Daily	45,290	45,596	-1
Los Angeles Times	41,601	36,194	15
Minneapolis Star Tribune	37,612	25,261	49
St. Paul Pioneer Press	37,044	34,156	8
Denver Post*	31,965	26,498	21
San Francisco Chronicle	30,860	16,087	92
Washington Post	28,242	20,151	40
Dallas Morning News	27,315	11,063	147
Salt Lake City Tribune	26,719	19,511	37

Source: paidContent.org, with data from Audit Bureau of Circulations

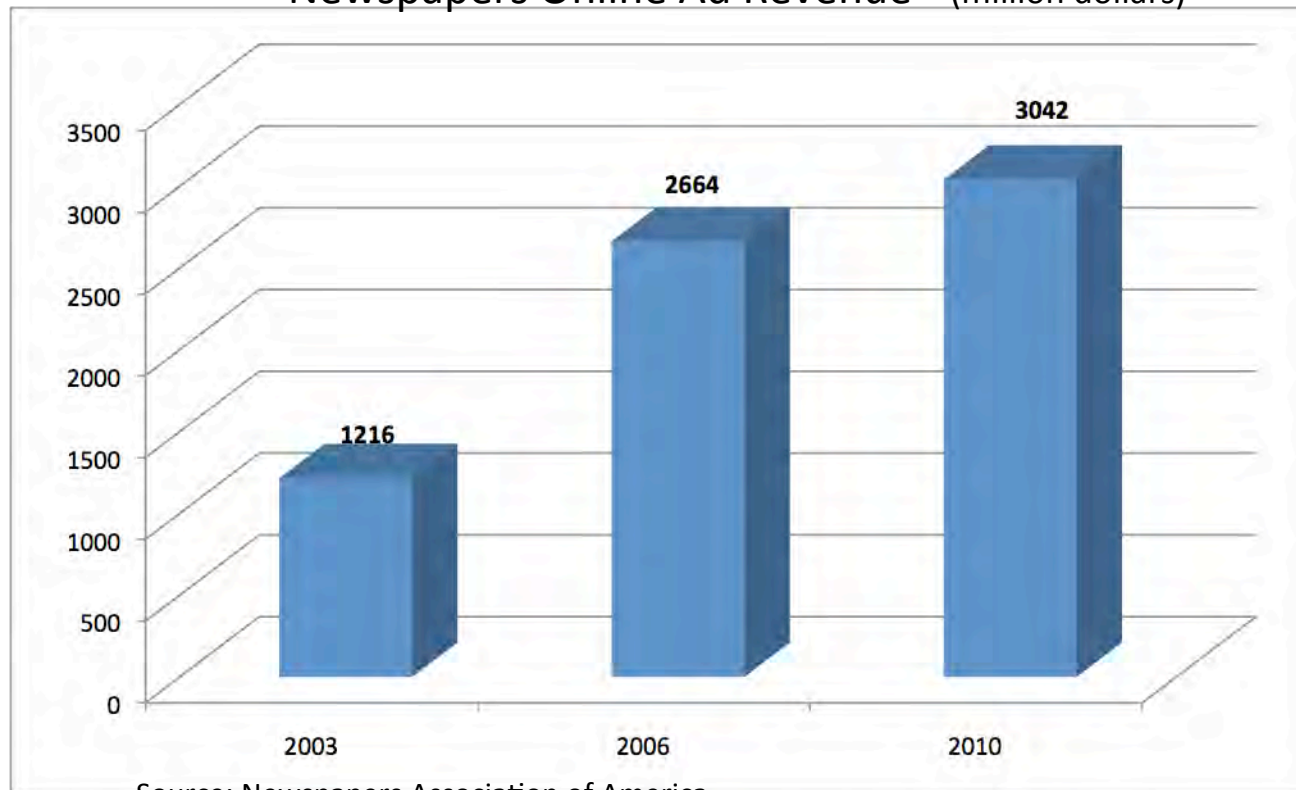
Note: The San Jose Mercury News total includes e-edition subscribers of the Oakland Tribune and Contra Costa Times. These papers became editions of the Mercury News in January 2010. The Denver Post figure includes some subscribers of the Rocky Mountain News, which ceased publication in February 2009. The Detroit Free Press and the Detroit now home deliver just three days a week and offer e-editions as part of a subscription option.

PEW RESEARCH CENTER'S PROJECT FOR EXCELLENCE IN JOURNALISM

2011 STATE OF THE NEWS MEDIA

POSSONO AUMENTARE I **RICAVI DIGITALI**

Newspapers Online Ad Revenue – (million dollars) -

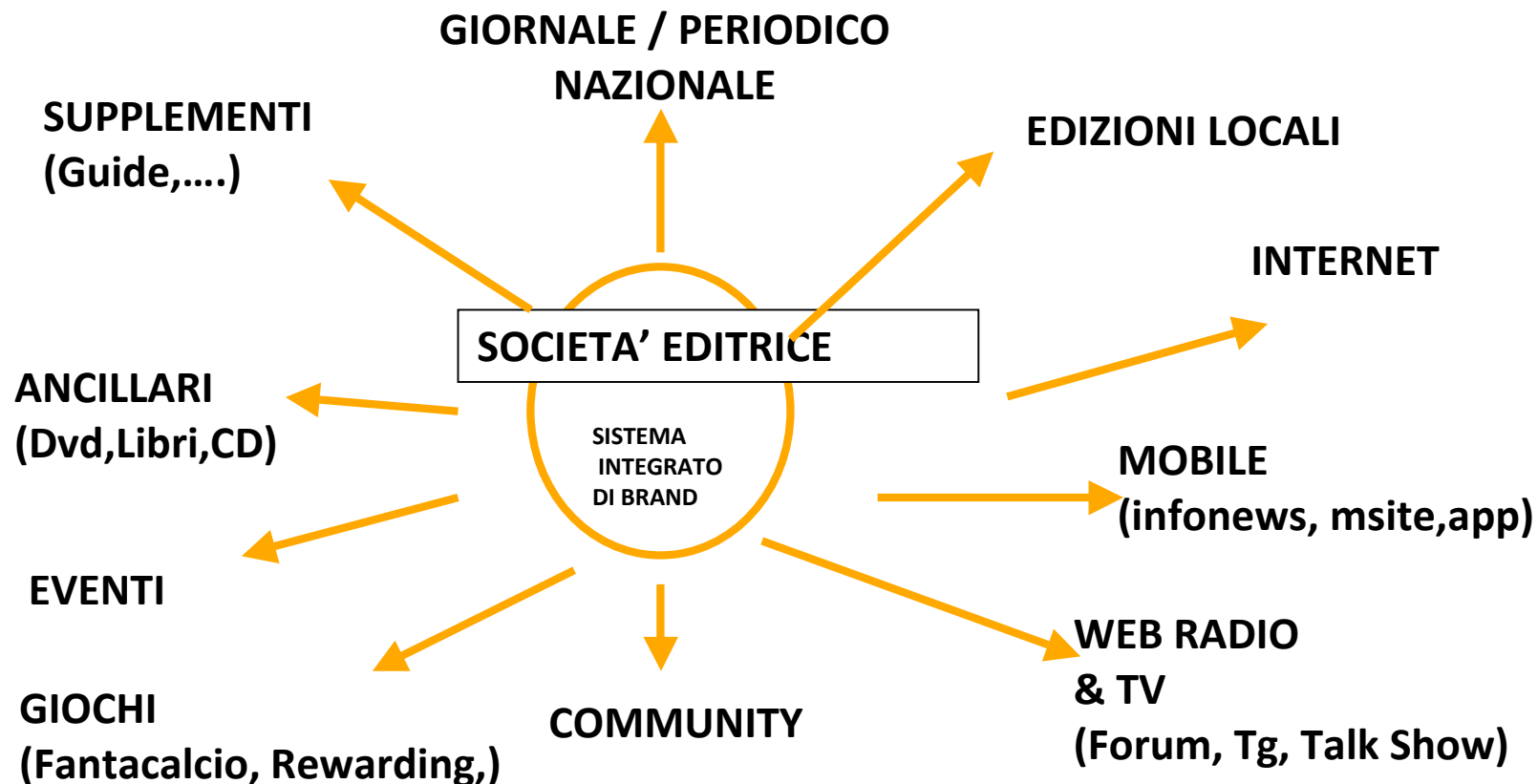


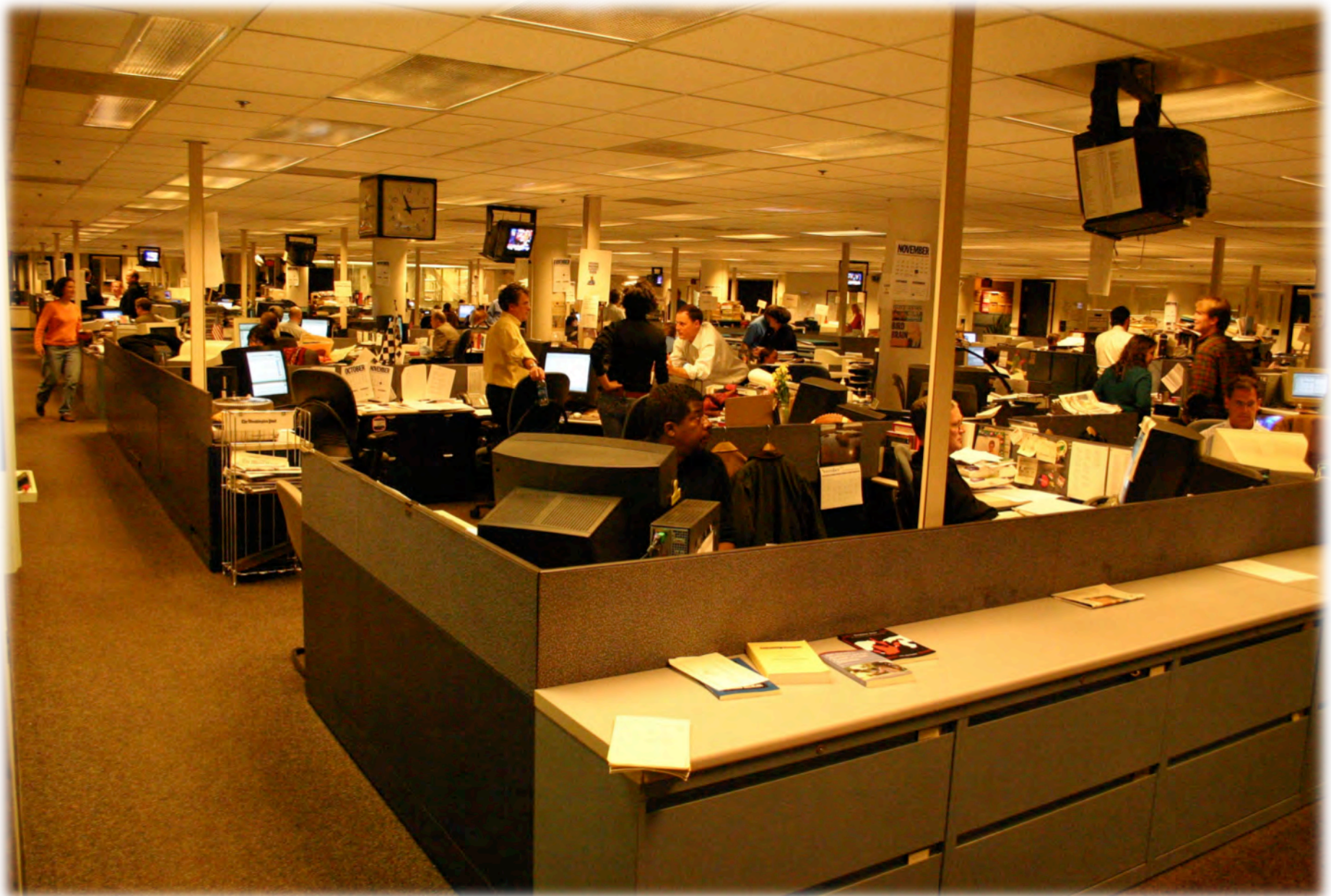
Source: Newspapers Association of America

PER FARE QUESTO SERVE UNA CHIARA **GUIDA STRATEGICA**
PER ALLOCARE LE RISORSE, SVILUPPARE AZIONI DI MARKETING,
RAFFORZARE LA BRAND IDENTITY



IN UNA PAROLA MASSIMIZZARE TUTTO IL POTENZIALE PER ESSERE **PRESENTI SU**
TUTTE LE PIATTAFORME SENZA DUPLICARE PERSONALE E SFORZI





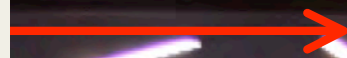
SPORT NETWORK
CONCESSIONARIA DI PUBBLICITÀ



SPORT NETWORK
CONCESSIONARIA DI PUBBLICITÀ



NEWSROOM INTEGRATE



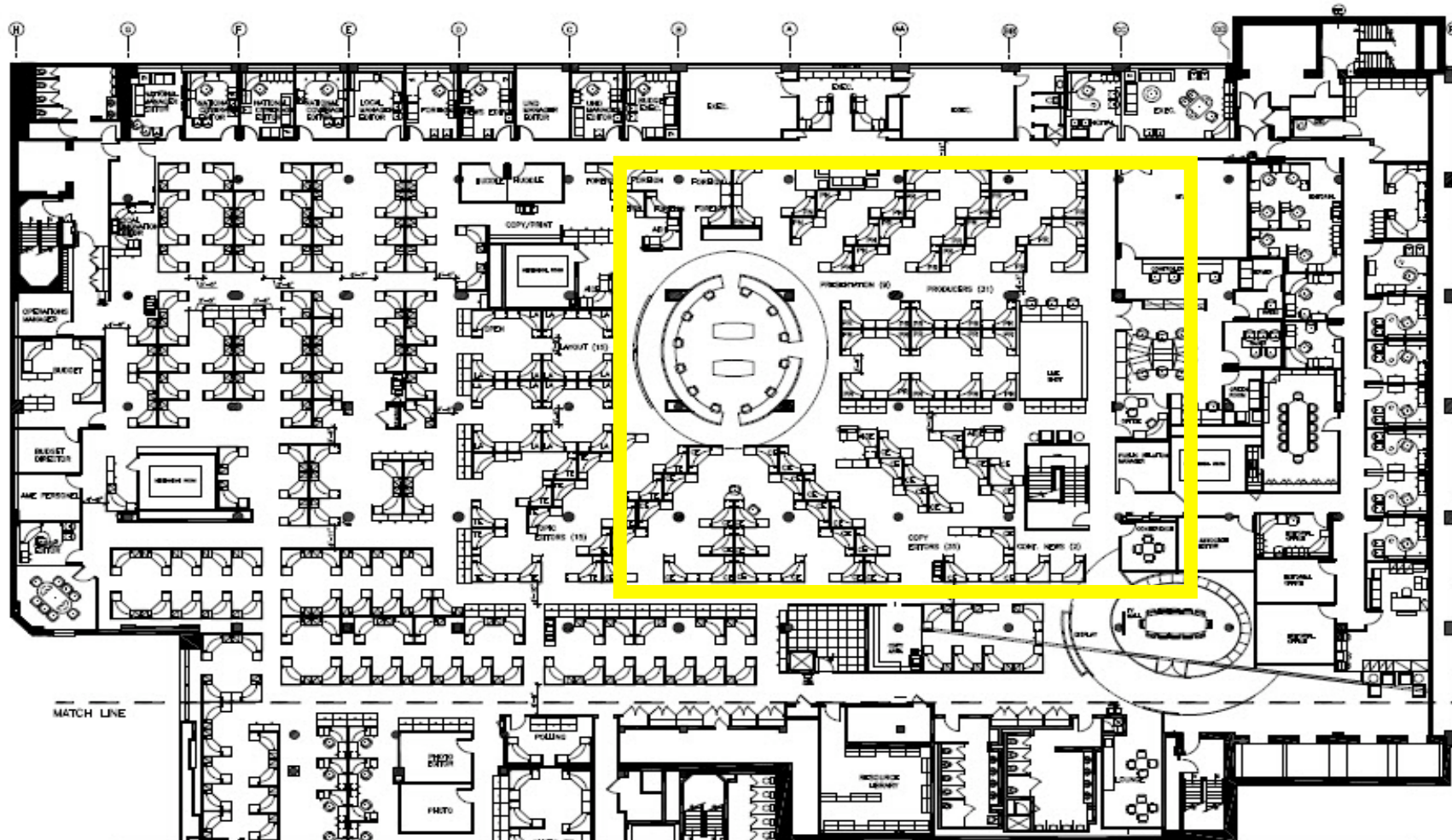
UNIVERSAL DESK



NEWSROOM INTEGRATE



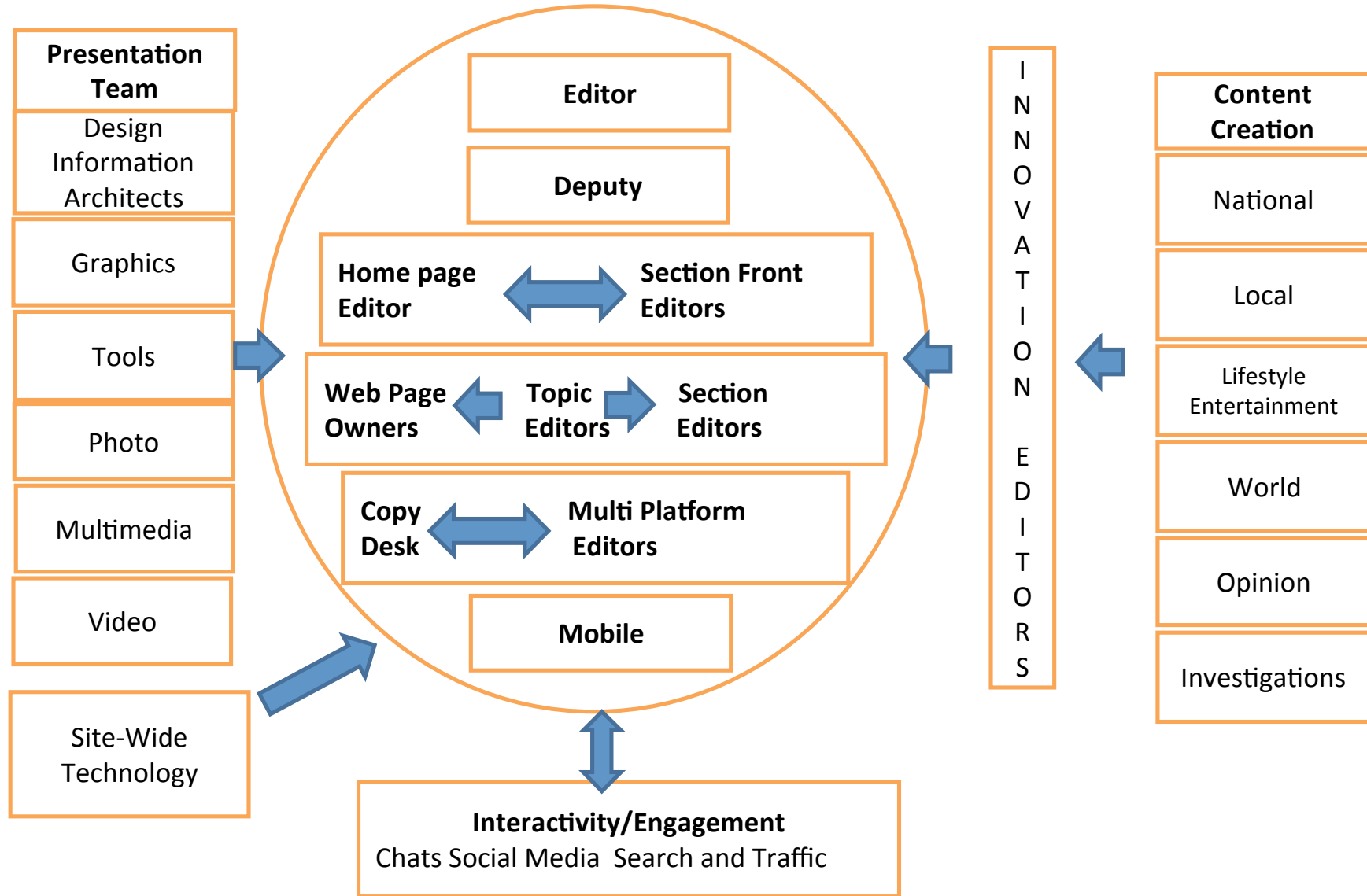
UNIVERSAL DESK



NEWSROOM INTEGRATE



UNIVERSAL DESK





OTTIMIZZARE LE STRATEGIE PER LA CREAZIONE E PUBBLICAZIONE DEI CONTENUTI



UNA DELLE CHIAVI ORGANIZZATIVE E' REALIZZARE UN **SISTEMA INTEGRATO** DI PUBLISHING
PER TUTTE LE PIATTAFORME



ANALIZZARE I COMPORTAMENTI DEI LETTORI: METRIC DRIVEN CULTURE

washingtonpost.com - Daily Trending Report

TODAY'S GOALS (Apr. 16) - Pvs: 9,621,774 - Lvs: 1,861,868

Thursday April 15, 2010

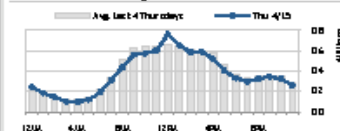
YESTERDAY'S KEY METRICS AT A GLANCE...

8,970,263
Page Views - 8.56 under daily target of 9,863,977.

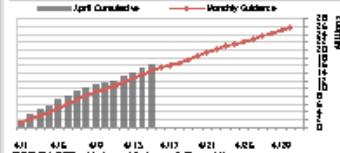
1,651,812
Daily Unique Visitors - 11.48 under daily target of 1,863,888.

4.3
Page Views per VU - 3.08 below daily target of 4.4 Pvs per VU.

TRAFFIC BY HOUR - Page Views



CUMULATIVE MONTHLY UNIQUE VISITORS



TOP PAGES - Unique Visitors & Page Views

Page	UVs	PVs
Volcano ash from Iceland forces cancellation of Tokyo Games' cause puts state adapt on love table	133,768	140,888
Former NSA executive charged with leaking info	50,770	67,268
Obama on the challenge of claw change	37,277	36,497
Food writer credits his doctor with avoiding cholesterol	30,570	37,497
Book review: 'Oprah: A Biography,' by 10/15y National	29,437	31,878
Isaac: come due, I don't give the IRS come credit	24,546	29,889
Cheapeake Bay crab are making a comeback	21,077	30,365
For Nighthawk nominees, no political experience	20,976	23,781
Blog - on/ath/5-est-vc-walk-wood-justice	20,534	31,112
Island: volcanic ash falls: flights across Europe	19,203	24,672
As Isaac: come due, I don't give the IRS come credit	18,571	20,705

TOP QUERIES - Unique Visitors & Page Views

Query	UVs	PVs
Iceland volcano ash falls: cause: evacuation	23,761	33,712
Volcano in Iceland, Tea Party Express, mor anev	115,441	115,441
Held Rum, Lady Gaga, Al Pacino and others in t	7,280	72,340
Hundred dead in China quake	6,261	71,746
First lady Michelle Obama goes on her first solo	3,737	67,166

TOP VIDEOS - Video Views

Video	UVs	PVs
Volcano ash cloud: Hawaii's health	7,182	7,182
Obama's drive student after U-Med. basketball game	5,461	5,461
Lovers: come due, I don't give the IRS come credit	3,675	3,675
Iceland: volcano erupts for 2nd time	3,370	3,370

Data Source: Omniture SiteCatalyst

YESTERDAY'S KEY METRICS

Metric	4/15/10	Daily Goal	% of Goal	Compared to Last 4 Thursdays
Page Views	8,970,263	9,863,977	-9%	7,219,254 -6%
Visits	2,110,286	2,238,103	-6%	2,354,481 -8%
Unique Visitors	1,651,812	1,863,888	-11%	1,783,441 -7%
Page Views per VU	4.3	4.4	-3%	4.2 -3%
Visits per Unique Visitor	1.5	1.7	-8%	1.5 -8%
Video Views	83,818	--	--	87,451 -4%

MTD CUMULATIVE METRICS VS GOAL (Apr 1 - Apr 15)

Metric	MTD	MTD Goal	% of Goal	Apr. Goal	% to Goal
Page Views	133,973,702	136,199,176	-7%	272,216,188	-4%
Visits	37,676,256	39,265,819	-7%	60,761,766	-5%
Unique Visitors	16,777,730	14,237,344	17%	25,777,207	6%
Page Views per VU	4.1	4.5	-9%	4.5	--
Visits per Unique Visitor	2.0	2.1	-6%	2.4	--
Video Views	1,377,225	--	--	--	--

REFERRER TYPE

Type	# of Total	4/15/10	Compared to Last 4 Thursdays
Typed/Bookmark	486	1,038,664	-4%
Other Website	338	727,872	-17%
Natural Search	196	416,763	-10%
Total	7,183,379	2,418,611	-10%

REFERRING WEBSITES

Website	4/15/10	VS. Last 4 Thursdays
google.com	423,615	-2%
yahoo.com	144,341	41%
drudgeport.com	91,261	-31%
net.com	25,180	-7%
bing.com	20,260	-4%
facebook.com	20,217	10%
stumbleupon.com	19,100	12%
live.com	17,210	-3%
tvbar.com	17,261	17%
google.co.uk	11,236	-10%
indiatv.com	10,261	7%
real.com	9,262	-5%
msn.com	8,267	-4%
google.ca.uk	7,271	-7%
huffpost.com	6,264	-7%
wikipedia.org	6,273	-4%

TOP BLOGS - Unique Visitors & Page Views

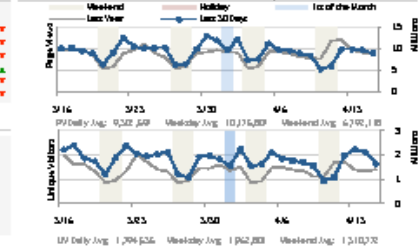
Blog	UVs	PVs	VS Last 4 Thursdays
Reddits Insider	39,176	109,282	-1%
On Path	29,444	56,142	7%
Euro Hit	26,267	46,247	-3%
TheFit	25,271	37,171	-3%
Pack Postion	20,240	26,274	-5%
44: The Obama Preidder	18,264	23,264	-7%
D C Sports Bag	17,268	20,199	-1%
Celebritylog	16,113	22,125	-2%
Capitol Insider	14,115	20,276	4%

HOME PAGES - Unique Visitors & Page Views

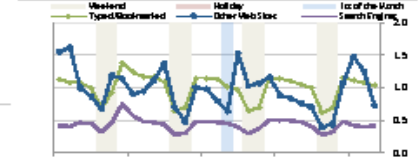
Home Page	UVs	PVs	VS Last 4 Thursdays
HP - National	172,266	1,086,771	-7%
HP - Default	170,235	751,746	3%
HP - National 4 Local	147,268	1,257,189	1%
HP - Local	77,268	119,475	7%

Washington Post Digital - Research and Analytics - FOR INTERNAL USE ONLY - dtabnff@wpad.com

PAGE VIEWS & UNIQUE VISITORS - Last 30 Days



REFERRER TYPES - Last 30 Days



TOP SECTIONS - NATIONAL - Unique Visitors and Page Views

Section	UVs	PVs	VS. Last 4 Thursdays
1 Homepage	324,268	1,087,101	0%
2 World	256,268	276,268	15%
3 Arts & Living	186,277	314,179	-3%
4 Metro	158,277	283,104	2%
5 Opinion	150,247	279,254	-2%
6 Nation	147,267	229,270	3%
7 Politics	121,231	190,217	-5%
8 Multimedia	97,273	863,182	3%
9 Business	86,230	147,217	-3%
10 Sports	83,257	340,212	-2%
11 Site Service	73,278	141,275	-1%
12 Interactivity	57,275	118,277	1%

TOP SECTIONS - LOCAL - Unique Visitors & Page Views

Section	UVs	PVs	VS. Last 4 Thursdays
1 Homepage	129,210	1,337,333	7%
2 Metro	57,276	129,263	-2%
3 Arts & Living	30,278	175,263	-1%
4 Sports	42,201	251,224	-7%
5 World	35,181	58,111	17%
6 Nation	33,268	61,271	-2%
7 Site Service	25,287	47,238	0%
8 Opinion	21,254	46,242	-1%
9 Politics	21,163	37,272	-3%
10 Multimedia	20,270	247,289	1%
11 Business	20,248	37,261	-1%
12 Interactivity	17,226	47,418	-7%

Produced at: 1:08 AM on 4/16/2010

L'ARMA PRINCIPALE CHE I GIORNALI HANNO IN MANO E' LA LORO IDENTITA'

IDENTITY?

