



The Next Five Years of Media Agility

Sebastian Tomich

Senior Vice President, Advertising and Innovation

The New York Times



20th Century Media Company

consumer
\$

church

state

marketer
\$



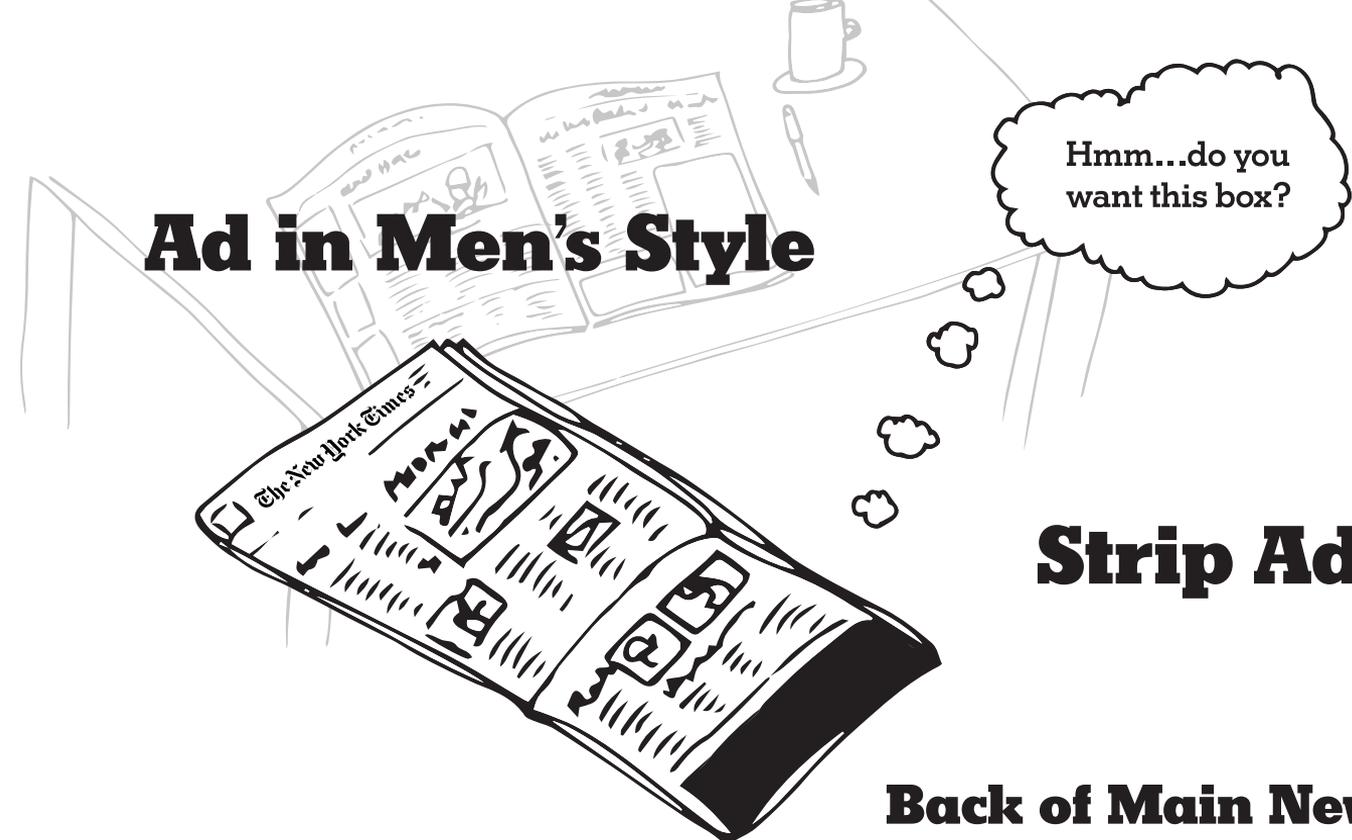
Ah, The Good Ole Days



RFP arrives.



Seller thinks...



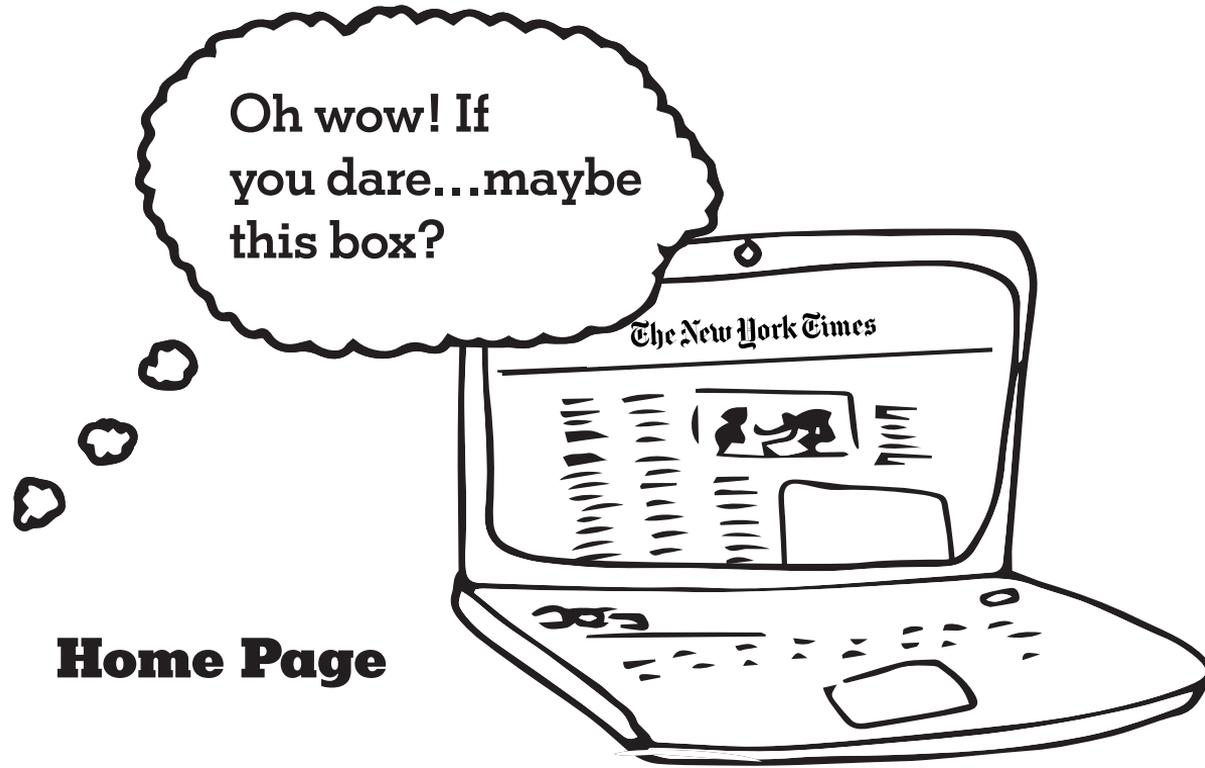
Ad in Men's Style

Hmm...do you
want this box?

Strip Ad

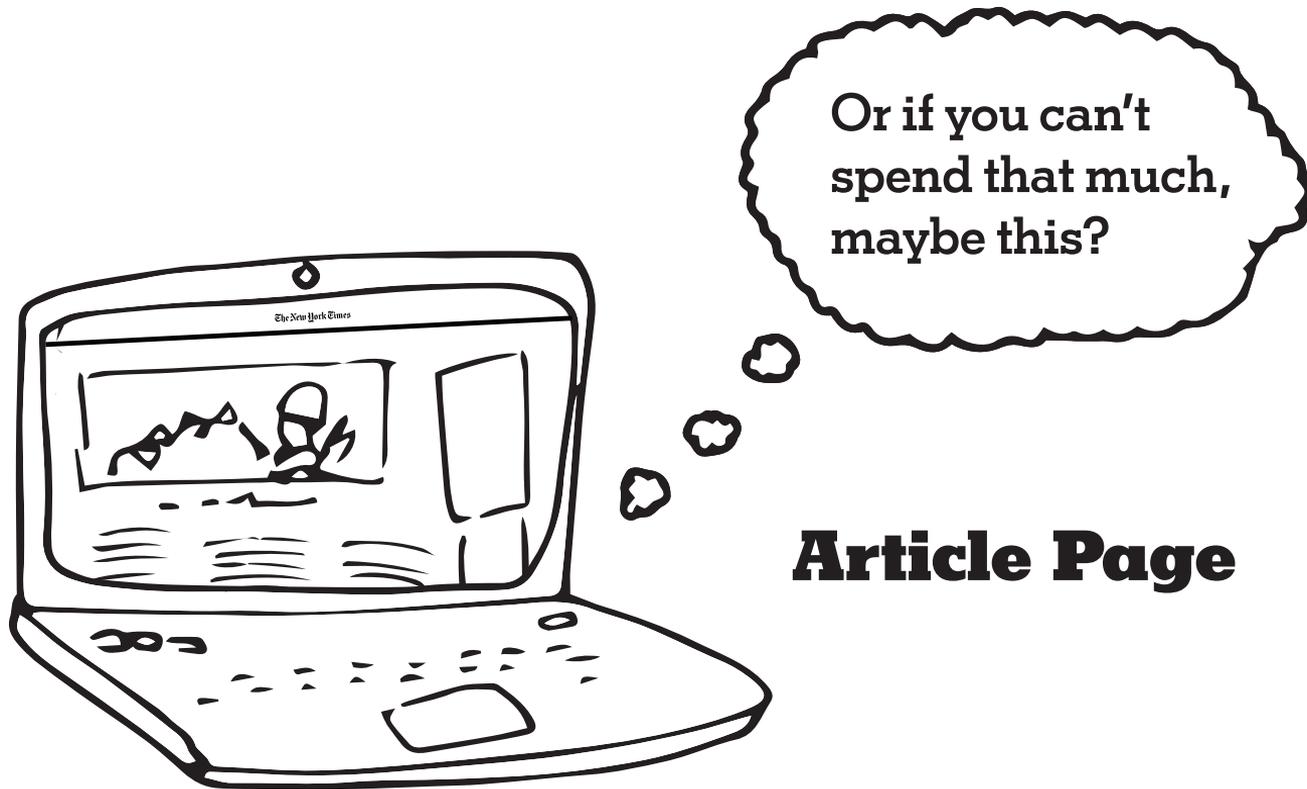
Back of Main News

Seller thinks...



Home Page

Or the seller thinks...



Article Page

Or the seller thinks...



**Advertiser sends ad.
Ad delivers.**



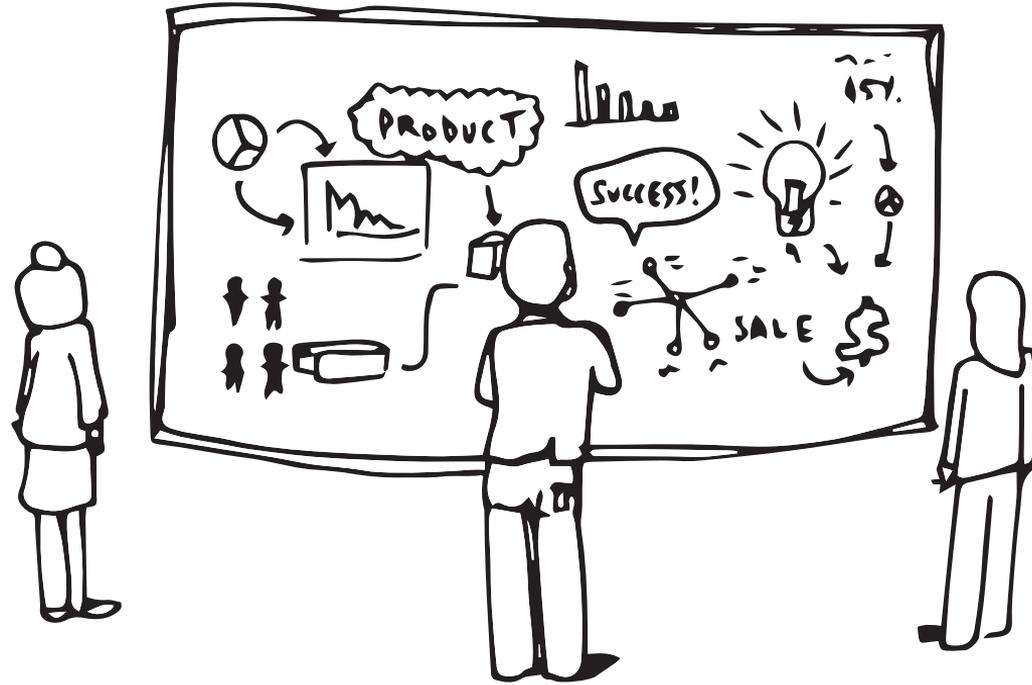
**Finance bills.
Repeat.**



Here We Are Today



There is no RFP.



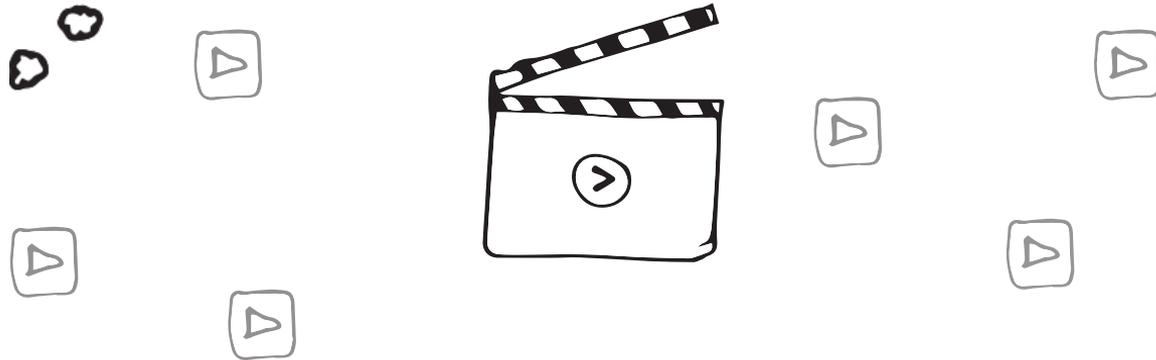
**The seller, team of creatives, and ad product folks
do
a live brief with the client.**

I want something you've never done before.
Something that only our two brands can do together.
And it needs to reach my audience as efficiently as...



Client says...

or with as much scale as NBC or CBS in primetime.
I'd like to match my customer data with yours.
I'd like it so big it gets press. I'd like the expression of
what we are to be entirely or mostly...



Client says...

And, oh, by the way, it shouldn't include ads.



nytvr

Client says...



**The “FANG(S) trade” is astounding,
and is directly impacting our
business...As well
as others.**

“Google can buy every automaker out of petty cash. And Apple — they made a net profit of \$24 billion in one quarter. This is nonsense. What are we defending? What?” – Fiat CEO, Sergio Marchionne

	Close on Mar 31, 2016	Price variance vs.		
		Feb 29, 2016	Dec 31, 2015	Mar 31, 2015
The New York Times Co.	12.46	(0.9%)	(7.2%)	(9.4%)
Dow Jones Industrial Average	17,685.09	7.1%	1.5%	(0.5%)
S&P 500	2,059.74	6.6%	0.8%	(0.4%)
Nasdaq Composite	4,869.85	6.8%	(2.7%)	(0.6%)
Peer Group - Traditional Publishing				
Gannett Co. Inc.	15.14	(0.8%)	(7.1%)	*
McClatchy Co.	1.05	(1.9%)	(13.2%)	(42.9%)
Meredith Corp.	47.50	9.2%	9.8%	(14.8%)
News Corp.	12.77	18.0%	(4.4%)	(20.2%)
Time Inc.	15.44	9.5%	(1.5%)	(31.2%)
Tribune Publishing	7.72	(8.0%)	(16.3%)	(60.2%)
Peer Group - Media / Internet - Mid Cap				
IAC	47.08	6.0%	(21.6%)	(30.2%)
LinkedIn	114.35	(2.4%)	(49.2%)	(54.2%)
Pandora Media Inc.	8.95	(12.4%)	(33.3%)	(44.8%)
Yelp Inc.	19.88	(1.8%)	(31.0%)	(58.0%)
Peer Group - Media / Internet - Large Cap				
Alphabet Inc. / Google	744.95	6.8%	(1.8%)	35.9%
CBS Corporation	55.09	13.9%	16.9%	(9.1%)
Facebook	114.10	6.7%	9.0%	38.8%
Netflix	102.23	9.4%	(10.6%)	*
Time Warner Inc.	72.55	9.6%	12.2%	(14.1%)
Twenty-First Century Fox, Inc.	28.20	3.8%	3.6%	(14.2%)
Viacom	41.28	12.0%	0.3%	(39.6%)
Walt Disney Co.	99.31	4.0%	(5.5%)	(5.3%)
* indicates not meaningful or unavailable				

Source; NYT Finance

Both legacy and upstart digital news leaders are suffering as a result

Legacy digital news leaders are suffering

The FT: “braced for tough times ahead”

Financial Times: ‘We are facing daunting conditions’



The Guardian: cutting 20% of cost base

Guardian Media Group to cut 250 jobs in bid to break even within three years

Publisher of the Guardian and Observer says it hopes cuts, which include target of 100 editorial roles, will all be voluntary



Sources: Politico, Guardian

Consolidations / exits in response

Gannett: aggressive consolidation

April 8

Gannett closes on \$280 million purchase of Journal Media Group

April 25

Gannett offers \$815 million to buy Los Angeles Times and Tribune

Yahoo!: fire-sale auction

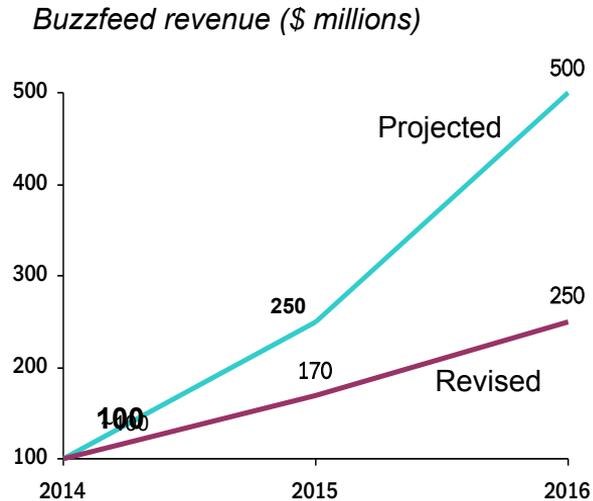


+



Digital upstart leaders are suffering

BuzzFeed: a big revenue miss vs. investment plan



Mashable: a “pivot toward non-news video content”

Politics, news and editorial video slashed in Mashable restructuring



Consumer Behavior is Changing

Marketers Follow Consumers

“Facebook is like a marketer’s dream. It does virtually everything we need media to do in terms of reaching the people we want to reach.”

A modern conference room with a large wooden table, white chairs, and a red wall with framed photos. The room is well-lit with recessed ceiling lights. In the background, there is a large golden eagle sculpture on a pedestal. The text is overlaid on the image in a large, bold, black font.

“Facebook is like a marketer’s dream. It does virtually everything we need media to do in terms of reaching the people we want to reach.”

—Jason Sylva,
Executive Director, Audience Development

Profiting in the FANGS world requires a fundamental rethink of our value to consumers and markete



The World is Digital

The screenshot shows the top navigation bar of The New York Times website. It includes a menu icon, the word "SECTIONS", a home icon, "HOME", a search icon, and "SEARCH". The main header features the "The New York Times" logo. Below the header are four news snippets with images and titles: "Sumner Redstone Trial Could Be Lurid and Spark Power Struggle", "NRG Steps Back From Alternative Energy Ventures in Cost-Cutting Effort", "How Sumner Redstone Went From Army Cryptographer to Media Mogul", and a snippet about "BRE Pfi".

DealB% WITH FOUNDER ANDREW ROSS SORKIN

Yahoo's First Quarter Adds Urgency to Sale Option

Breakingviews
By JENNIFER SABA APRIL 20, 2016

 [Yahoo's](#) first quarter is the last straw. An 11 percent drop in revenue for the first three months of the year puts an exclamation point on the lack of progress in almost four years with [Marissa Mayer](#) as chief executive. Google and Facebook

The World is Digital Digital is Social

The New York Times

*Facebook Has 50 Minutes of Your
Time Each Day. It Wants More.*

By James B. Stewart | May 5, 2016

The World is Digital Digital is Social Social is Mobile

The New York Times

Facebook Reports Soaring Revenue, Buoyed by Mobile Ads

By Mike Isaac

Mobile ads made up 80 percent of the company's total ad business in the fourth quarter, compared with 23 percent in the same quarter of 2012.

The World is Digital
Digital is Social
Social is Mobile
Mobile is Visual

TECH

Twitter Looks to Video to Increase Advertising Sales

Digital-video ad spending in the U.S. is expected to grow 28.5% this year to \$9.84 billion, says eMarketer

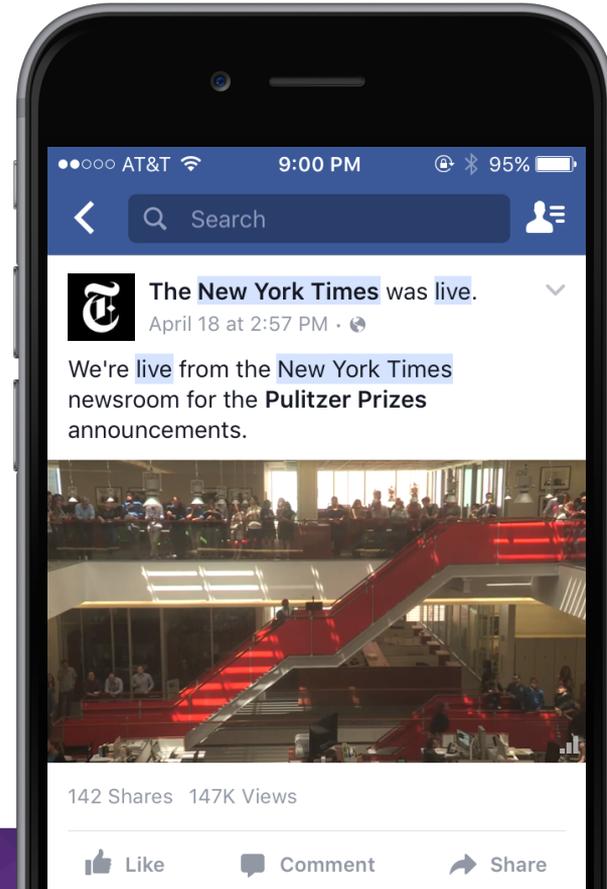
By [SUZANNE VRANICA](#) and [YOREE KOH](#)

3 COMMENTS

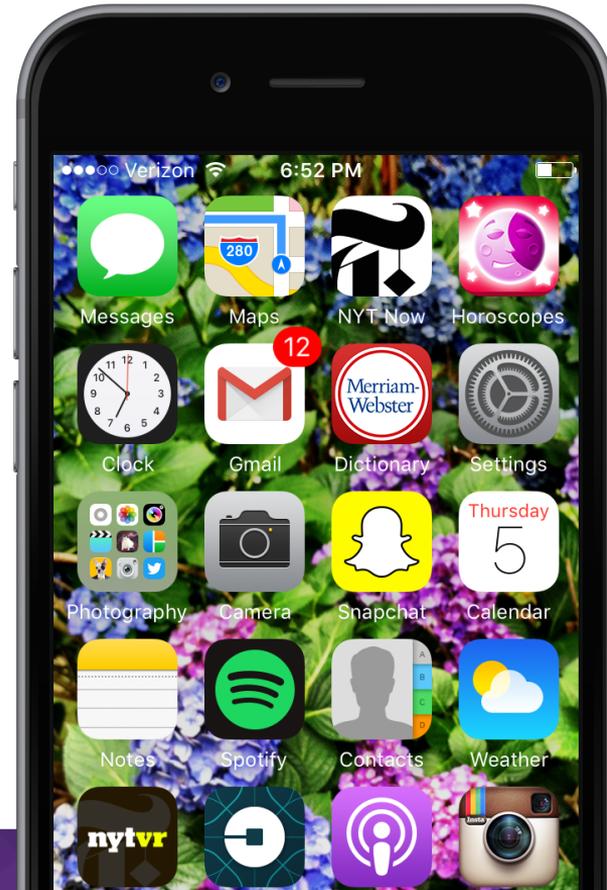
May 1, 2016 7:52 p.m. ET

For years, [Twitter](#) Inc. has struggled with its Main Street appeal. Now the social-media service also may be losing its Madison Avenue allure.

The World is Digital
Digital is Social
Social is Mobile
Mobile is Visual
Mobile is Live



The World is Digital
Digital is Social
Social is Mobile
Mobile is Visual
Mobile is Live
Mobile is Personal



The World is Digital
Digital is Social
Social is Mobile
Mobile is Visual
Mobile is Live
Mobile is Personal
Personal is Ad Free?



The fall of advertising and the rise of programming.

The fall of advertising and the rise of programming means we're in a fundamentally different business.

20th Century Media Company

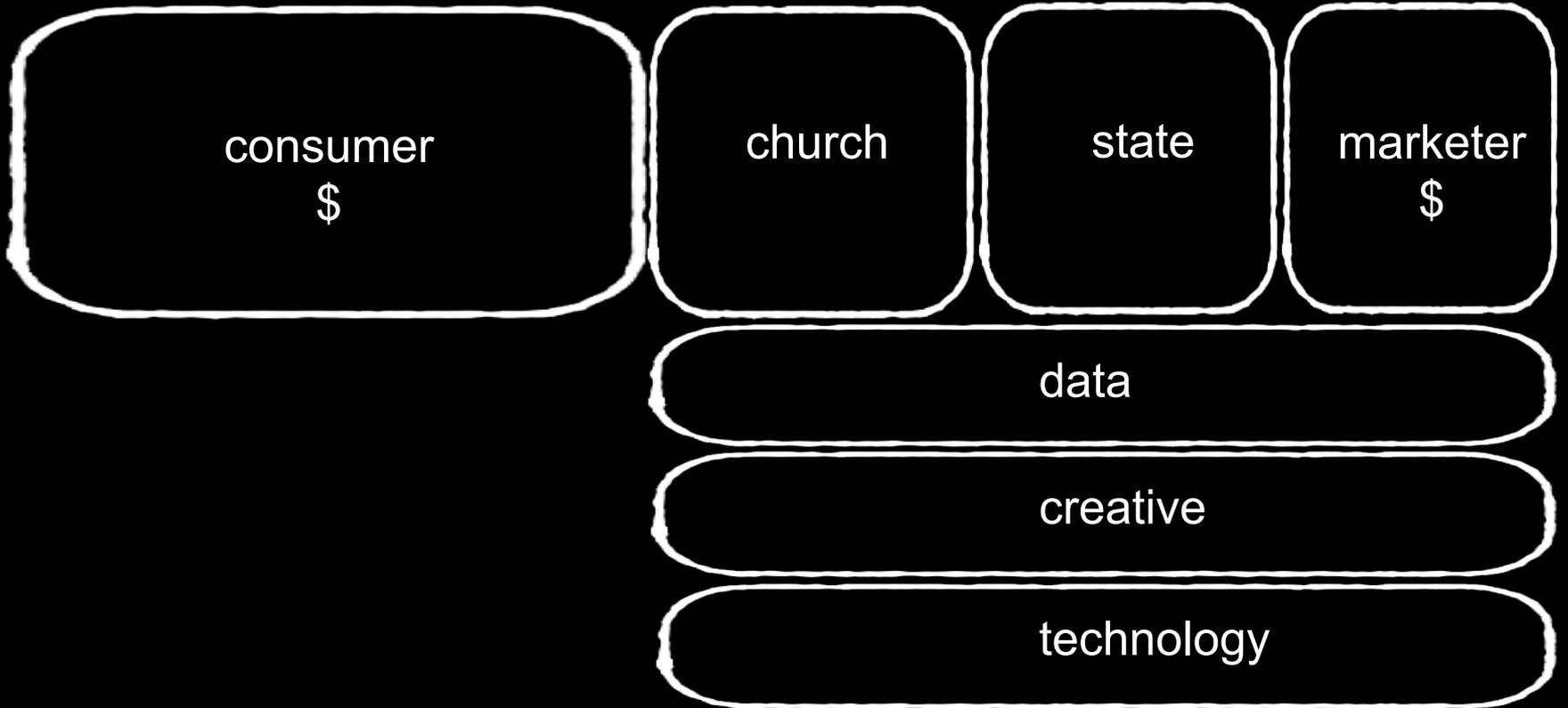
consumer
\$

church

state

marketer
\$

2020 Media Company



2020 Media Company

1.) A subscription business first, providing a destination and experiences worth paying for

2020 Media Company

2.) Reinvention for a mobile first, personal world

THE FINE LINE

SIMONE BILES GYMNASTICS

By THE NEW YORK TIMES | AUG. 5, 2016



- 1.  NEWS ANALYSIS
An Unplanned Absence for Hillary Clinton at an...
- 2.  OLYMPICS
How the Sugar Industry Shifted Blame to Fat
- 3.  TECH FIX
iPhone 7 Review: Though Not Perfect, New iPhones Keep...
- 4. 
Value-Seekers Warm to a \$450 Annual Credit Card Fee
- 5.  FEATURE
How Two Producers of 'Transparent' Made Their Own Trans...
- 6. 
U.S. Household Income Grew 5.2% in 2015, Breaking Pattern of Stagnation
- 7. 
Donald Trump, Clinton's Absence

Rio2016



Doug Mills/The New York Times

Can You Beat Usain Bolt Out of the Blocks?

By GREGOR AISCH, LARRY BUCHANAN and DEREK WATKINS AUG. 14, 2016

Usain Bolt's reaction time out of the starting blocks in the 100-meter final in Rio was **0.155 of a second**. Try to beat it. Turn up your volume.

I'm ready.

00 . 000

ON YOUR MARK SET BANG

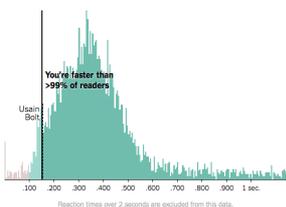
Try again.

00.151

ON YOUR MARK SET BANG

Is that you Justin Gatlin?
Congratulations. You were faster than Usain Bolt.

Here's how your speed compares to others who played this game:



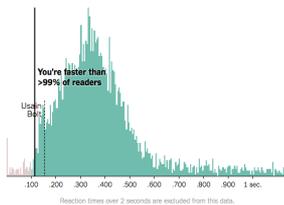
Try again.

00.113

ON YOUR MARK SET BANG

Is that you Justin Gatlin?
Congratulations. You were faster than Usain Bolt.

Here's how your speed compares to others who played this game:



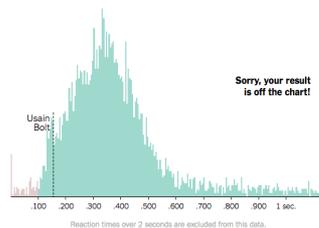
Try again.

01.339

ON YOUR MARK SET BANG

Were you even trying?

Here's how your speed compares to others who played this game:



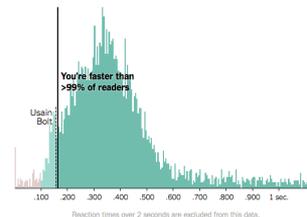
Try again.

00.161

ON YOUR MARK SET BANG

Bolt just barely edged you out. With a little work, Tokyo 2020 is in your sights.

Here's how your speed compares to others who played this game:



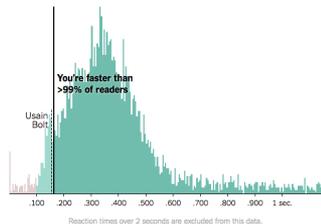
Try again.

00.162

ON YOUR MARK SET BANG

Bolt just barely edged you out. With a little work, Tokyo 2020 is in your sights.

Here's how your speed compares to others who played this game:



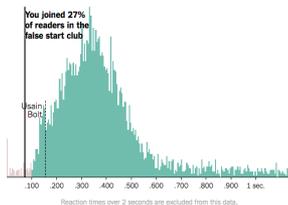
Try again.

00.072

ON YOUR MARK SET BANG

While you did beat Bolt, you false-started. Your reaction time is considered by officials to be too fast to be humanly possible. You are disqualified.

Here's how your speed compares to others who played this game:



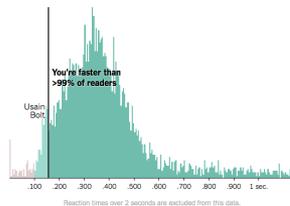
Try again.

00.157

ON YOUR MARK SET BANG

Bolt just barely edged you out. With a little work, Tokyo 2020 is in your sights.

Here's how your speed compares to others who played this game:



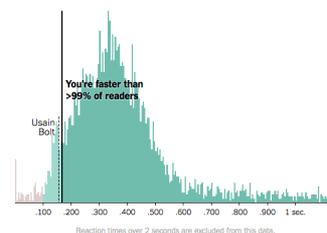
Try again.

00.167

ON YOUR MARK SET BANG

Bolt just barely edged you out. With a little work, Tokyo 2020 is in your sights.

Here's how your speed compares to others who played this game:



Hey. It's Sam from the New York Times sports desk. Consider me your personal guide to the Olympic Games in Rio. I'll send along updates, photos and behind-the-scenes observations. We'll get the conversation going once I'm on the ground in Rio! To opt out at any time, just type STOP.

Monday 4:40 PM

OK, so we'll cover all the BIG sports (gymnastics, swimming) in Rio. Lemme know which others you're into. Bonus points for 🏊 🏐 🏈 🏀

Today 11:23 AM



Mon, Aug 8, 10:50 AM



American swimmer Katie Ledecky smashed her own world record late last night in Rio. For those of you who missed it, here's what it looked like.



New York Times composite

Getting ready to watch gymnastics? You'll hear the word 'Amanar' a lot during the vault. I asked a gymnast what it means: It's a round-off onto the board and then a back handspring onto the table. Then two-and-a-half twists before a blind landing." I cannot execute an Amanar.

2020 Media Company

3.) Embracing digital transformation, become the “authority layer” for emerging technology



The New York Times

**This piece
of cardboard
will take you
halfway around
the world.**



usps.com



Every day, the New York Times is sent to more than 10 million homes in the United States and around the world.

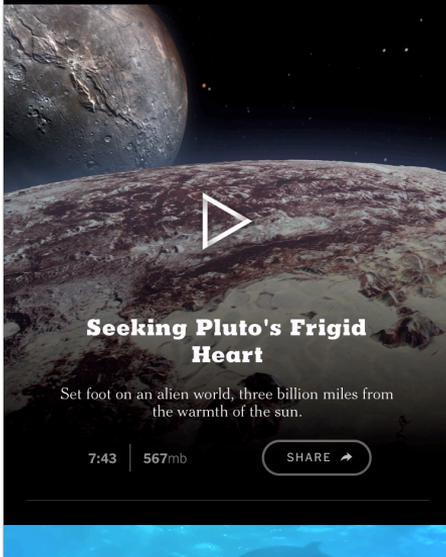
nytvr

Making An Ironman

The road to victory is long: 140.6 miles to be exact

1:48 | 474mb

SHARE →



Seeking Pluto's Frigid Heart

Set foot on an alien world, three billion miles from the warmth of the sun.

7:43 | 567mb

SHARE →



“It’s something we believe transforms the relationship of a 165-year-old brand that’s inherently analog with today’s digital world and its consumers...”

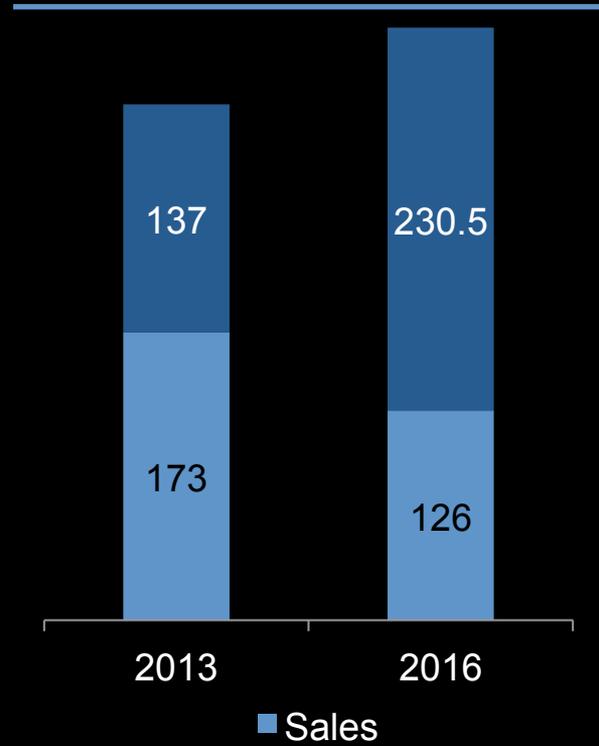
Along the way, it just may save a \$176 billion industry”

- **Malcom Poynton**, Global Chief Creative Officer at Chiel Worldwide
Mobile Jury President, Cannes Lion

2020 Media Company

4.) Delivering creative excellence in church and state

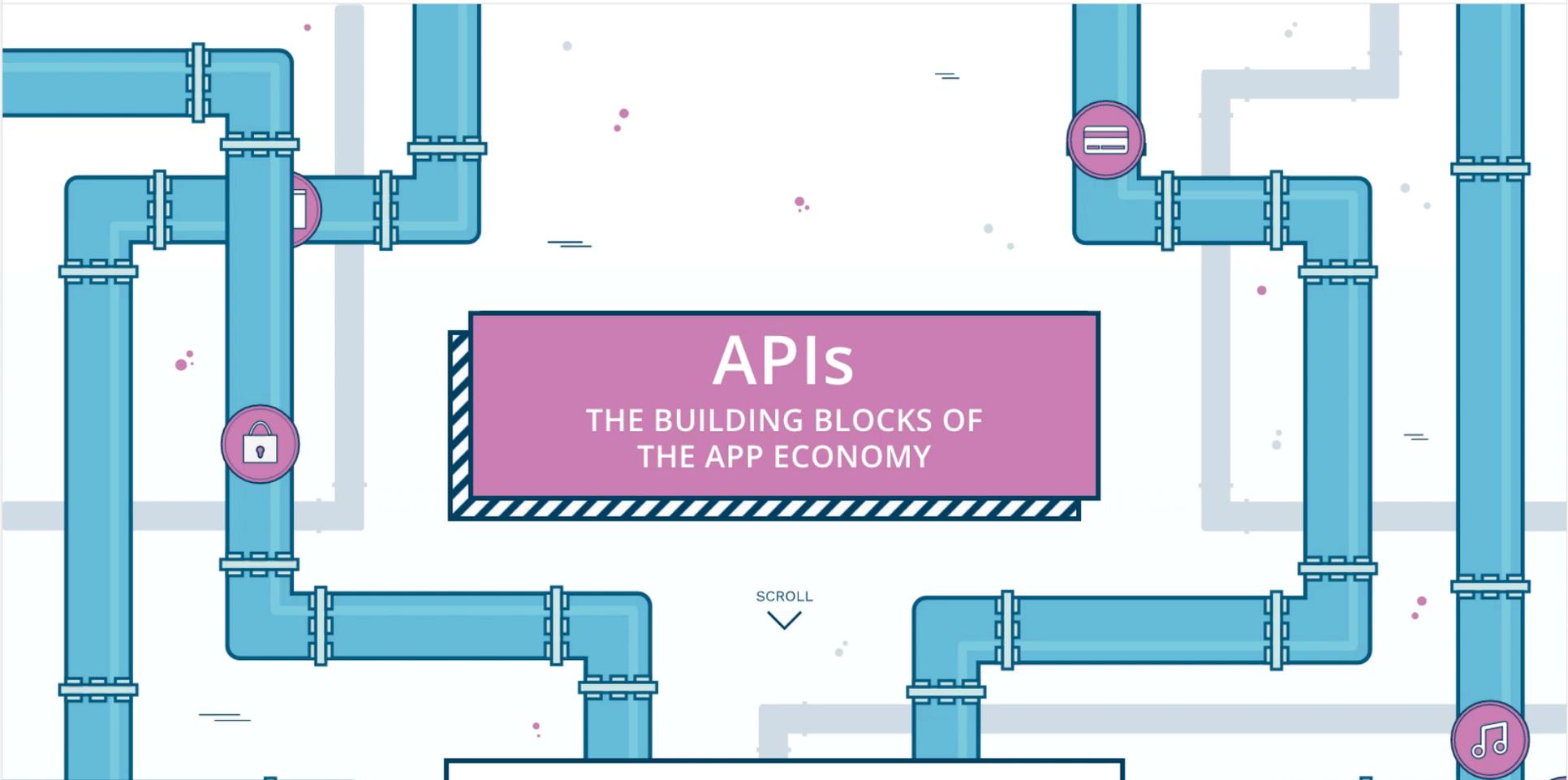
Advertising Employees



PAID FOR AND POSTED BY

BrandStudio

ca technologies



APIs

THE BUILDING BLOCKS OF THE APP ECONOMY

SCROLL
↓

Right Now

See what's powering the apps on your phone: APIs.
Just touch screen to scroll.

Back

ca technologies
Business,
rewritten by software™



GT GreenbergTraurig

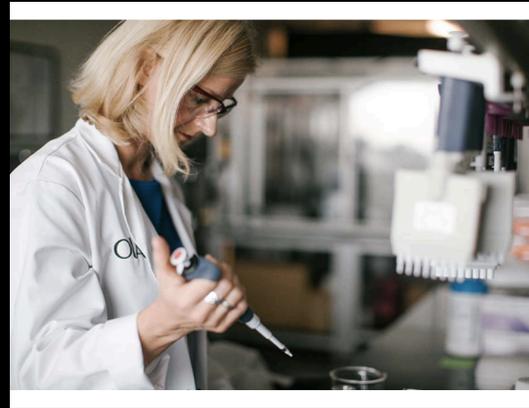
2020 Media Company

5.) An on and off-platform business





The T Brand Studio video team traveled to the [Volvo](#) safety research center in Gothenburg, Sweden and revealed the highly detailed process behind the company's commitment to zero fatalities and injuries.



1,000+

scientists work in 10 beauty research centers around the world.

BACK



NEXT



T Brand Studio editors interviewed experts at [Olay](#) to highlight the R&D investment that drives the company's innovation.





1. There are no more distribution monopolies. Experiences must be worth paying for.
2. The pace of technology means oblivion is always a possibility.
3. Transformation is no longer a moment in time, it's an ongoing strategy.



The New York Times