The Next Five Years of Media Agility

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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

Strip Ad

Back of Main News

Seller thinks…

Hmm…do you want this box?
Or the seller thinks…
Or the seller thinks...

Or if you can't spend that much, maybe this?
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...
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.

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
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Dow Jones Industrial Average</td>
<td>17,685.09</td>
<td>7.1%</td>
</tr>
<tr>
<td>S&amp;P 500</td>
<td>2,059.74</td>
<td>6.6%</td>
</tr>
<tr>
<td>Nasdaq Composite</td>
<td>4,866.85</td>
<td>6.6%</td>
</tr>
<tr>
<td>Peer Group - Traditional Publishing</td>
<td></td>
<td>(0.9%)</td>
</tr>
<tr>
<td>Gannett Co. Inc.</td>
<td>15.14</td>
<td>(0.8%)</td>
</tr>
<tr>
<td>McClatchy Co.</td>
<td>1.05</td>
<td>(1.9%)</td>
</tr>
<tr>
<td>Meredith Corp.</td>
<td>47.50</td>
<td>9.2%</td>
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<tr>
<td>News Corp.</td>
<td>12.77</td>
<td>18.0%</td>
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<tr>
<td>Time Inc.</td>
<td>16.44</td>
<td>9.6%</td>
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<tr>
<td>Tribune Publishing</td>
<td>7.72</td>
<td>(0.0%)</td>
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<tr>
<td>Peer Group - Media / Internet - Mid Cap</td>
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<td></td>
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<tr>
<td>IAC</td>
<td>47.08</td>
<td>6.0%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>114.35</td>
<td>(2.4%)</td>
</tr>
<tr>
<td>Pandora Media Inc.</td>
<td>8.95</td>
<td>(12.4%)</td>
</tr>
<tr>
<td>Yelp Inc.</td>
<td>19.88</td>
<td>(1.8%)</td>
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<tr>
<td>Peer Group - Media / Internet - Large Cap</td>
<td></td>
<td>6.8%</td>
</tr>
<tr>
<td>Alphabet Inc. / Google</td>
<td>744.95</td>
<td>6.8%</td>
</tr>
<tr>
<td>CBS Corporation</td>
<td>55.09</td>
<td>13.9%</td>
</tr>
<tr>
<td>Facebook</td>
<td>114.10</td>
<td>6.7%</td>
</tr>
<tr>
<td>Netflix</td>
<td>102.23</td>
<td>9.4%</td>
</tr>
<tr>
<td>Time Warner Inc.</td>
<td>72.55</td>
<td>9.6%</td>
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<tr>
<td>Twenty-First Century Fox, Inc.</td>
<td>28.20</td>
<td>3.8%</td>
</tr>
<tr>
<td>Viacom</td>
<td>41.28</td>
<td>12.0%</td>
</tr>
<tr>
<td>Walt Disney Co.</td>
<td>90.31</td>
<td>4.0%</td>
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* Indicates not meaningful or unavailable
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”

The Guardian: cutting 20% of cost base

Financial Times: ‘We are facing daunting conditions’

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

Sources: Politico, Guardian
# Consolidations / exits in response

<table>
<thead>
<tr>
<th>Gannett: aggressive consolidation</th>
<th>Yahoo!: fire-sale auction</th>
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<tbody>
<tr>
<td><strong>April 8</strong></td>
<td></td>
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<tr>
<td>Gannett closes on $280 million purchase of Journal Media Group</td>
<td></td>
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<td><strong>April 25</strong></td>
<td></td>
</tr>
<tr>
<td>Gannett offers $815 million to buy Los Angeles Times and Tribune</td>
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</tbody>
</table>

Sources: Milwaukee Journal Sentinel, CNN Money
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

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Sources: FT, Politico
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.”
“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 marketers.
The World is Digital

Yahoo’s First Quarter Adds Urgency to Sale Option

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

By James B. Stewart | May 5, 2016
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
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

- Consumer
  - $
- Church
- State
- Marketer
  - $

- Data
- Creative
- Technology
1.) A subscription business first, providing a destination and experiences worth paying for
2.) Reinvention for a mobile first, personal world
SIMONE BILES
GYMNASTICS

By THE NEW YORK TIMES | AUG. 5, 2016
Can You Beat Usain Bolt Out of the Blocks?

By GRIGOR ANICH, LARRY BUCHANAN and DEREK WATSONS  AUG 14, 2015

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

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

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

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.

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

OK, so we'll cover all the BIG sports (gymnastics, swimming) in Rio. Lemme know which others you're into. Bonus points for 🏋️‍♂️확정당하나요‍♀️football 🎠

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.

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.
3.) Embracing digital transformation, become the “authority layer” for emerging technology
This piece of cardboard will take you halfway around the world.
Making An Ironman

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

1:48 | 474mb

Seeking Pluto’s Frigid Heart

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

7:43 | 567mb
"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
4.) Delivering creative excellence in church and state
Advertising Employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
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<tbody>
<tr>
<td>2013</td>
<td>173</td>
</tr>
<tr>
<td>2016</td>
<td>230.5</td>
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173
126
APIs
THE BUILDING BLOCKS OF THE APP ECONOMY
Right Now
See what’s powering the apps on your phone: APIs. Just touch screen to scroll.
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.

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.