



ACTIVITY REPORT 2022

MEDIA FREEDOM | MEDIA SUSTAINABILITY
MEMBERSHIP & GOVERNANCE



World Association
of News Publishers



2022 In Review

Round-up of the Year by WAN-IFRA

More than ever, the issues affecting media are crucial for wider society, given how often news media is described as the watchdog of broader freedoms, a platform for critical thinking and debate between opposing views and informing active citizens in shaping their country. This comes at a time when the intersection between tech and society and its implication for the sustainability of journalism has never been clearer than over the past decade. These are the two dynamics at the heart of WAN-IFRA's work. Our mission to defend and promote press freedom and the economic independence of news publishers as an essential condition of that freedom has never been more relevant. More than 70 years after our establishment, we remain true to this mission.

A year passes like a blink in the history of a 70-year young organisation. But it's astonishing what can be achieved in just twelve months with the outstanding support of a passionate team and committed membership. So we are proud to present what our team has accomplished in 2022 and share some items on our radar in 2023.

WHAT WE ACHIEVED TOGETHER IN 2022

2022
KEY FIGURES

11 000

media professionals registered at our events, webinars, training and coaching programmes.

€3,8M

funds raised in support of our media development programmes and emergency reliefs for journalists in 26 countries.*

89

new individual publisher and tech entrepreneur members.

1 200

delegates and 90 speakers attended the World News Media Congress 2022 in Zaragoza

€1,6M

raised to fund our tuition-free capability-building coaching programmes**

500

international newsrooms participating in the World News Day campaign, 28 Sept 2022

7 000

subscribers to WAN-IFRA's Executive News Service daily newsletter

315K

website users (+30% vs 2021) and 847K page views (+50% vs 2021) on wan-ifra.org

* Donations to the « We, the Media » emergency relief programme, funds to WAN-IFRA's Media Development programmes (SIDA, Norwegian Ministry of Foreign Affairs, Danish Ministry of Foreign Affairs, IREX, European Union).

** Stars4Media, Table Stakes Europe, Women in News LatAm, Subscription Bootcamp LatAm, Video Sprint, Young Media

A record number of over 11,000 media professionals in more than 120 countries registered for our programme of international and regional events, webinars, and training and coaching series. The constant number of new members joining us echoed our encouraging participation figures for our events. Some ninety corporate and individual members rallied WAN-IFRA in 2022.

These are two key indicators that commit us and encourage us to perform even better to deserve the loyalty and trust of our members and remain an essential partner of the news media worldwide. We were particularly heartened to host 1,200 participants at the Annual Congress in Zaragoza. The level of interest and amazing feedback received were strong signals of your continued trust after a gap of three years.



In the wake of a year marked by events that only added to the pandemic crisis, we received an overwhelming number of positive comments. Our members enjoyed the quality and insightful mix of this year's programme. We hope you enjoyed as well your participation in our programmes. As always, if you have any questions, concerns, suggestions, difficulties logging in, setting up a password on our site, or any other issue, we are here to help. Write to us at membership@wan-ifra.org.

ON YOUR RADAR IN 2023

Economic uncertainty, social and political unrest, environmental catastrophe, and global health crises continue to impact people and businesses worldwide. Yet, amidst each of these disruptions, news publishers must maintain forward momentum to ensure their teams achieve success. To get through this challenging period, WAN-IFRA stands by its members and is planning several key initiatives, including continued support for publishers and journalists under constant pressure and threat.

In 2023, we will put even more emphasis on several strategic communities of practice, the Digital Revenue Network, the Data Science Group, the World Editors Forum, Women in News, the World Printers Forum or the Global Alliance for Media Innovation, which will accompany you over the next twelve months. In 2023, the WAN-IFRA team will focus on five core areas:

AUDIENCE-FIRST NEWSROOMS

“Good journalism is good business”. So what are the priorities regarding investment, new capability-building in diversity, and trusted content? How can the audience-first mindset help different departments collaborate effectively while the war for attention and against misinformation intensifies?

How do content automation and artificial intelligence impact your value chain and relationship with the audiences?

What key newsroom analytics help you grow, and how do you align editorial and business priorities to build niche editorial products that reinforce the subscription value proposition and remain true to your mission?

We know people are spending more time than ever online, but research constantly tells us more and more people are actively avoiding news. How does your newsroom tackle news avoidance?

Will journalism spur a renewed interest in well-curated human-powered reporting, journalistic standards and practices?

And...are remote work and hybrid newsrooms here to stay?

RETENTION AND ADJUSTED REVENUE MIX TAKE CENTRE STAGE

While a majority of publishers have established their subscription models and approaches and enjoyed three years of readers' revenue growth, they face a new challenge: the subscription plateau. Faced with a deteriorating economic climate, many publishers are struggling to increase a robust loyal subscription base. In tough economic conditions, recurring revenue shows its value, retention and revenue mix adjustment take centre stage.

How can news publishers adjust their mix of digital revenue, make themselves “the essential partner”, and show real value to both consumers and advertisers?

How can they leverage the value proposition with clarity and differentiation in an increasingly crowded subscription economy?

What are the tools, tactics and methods that help build authentic connections with your audiences and communities so that they feel news brands are relevant to their lives and worth paying for it?

ORGANISATIONAL TRANSFORMATION

Publishers often recognise the model they have in place is not aligned with their editorial output or the needs and demands of their audiences. They also understand that deciding on their outputs (what publishing activities to do) should be the last step in the process not the first. Instead, the new focus is on how can newsrooms get started with identifying and reaching new audiences.

What is your diversification strategy to service the needs of more targeted and granular segments of audiences?

What are the creative ways to build products for these audiences?

This requires a complete rethinking of our corporate culture that WAN-IFRA supports with a performance-driven change management approach delivered through its coaching and mentoring programmes.

PRINT SUSTAINABILITY

Torn between digitalisation, environmental issues, and inflating print production and distribution costs, the newspaper printing industry is being questioned. Yet, while revenues coming from print activities continue to decline gradually, print advertising and print circulation combined still generate over half of the industry's total income. The WAN-IFRA's World Printers Forum is there to assist decision-makers in the printing industry with a focus on cost optimisation and alignment with new environmental standards.

SOLIDARITY SUPPORT TO PRESS FREEDOM

Media sustainability is rooted in healthy, inclusive, trustworthy and safe media organisations. Healthy media organisations that are continuously adapting to rapidly changing business environments; Inclusive media organisations that recognise the business imperative of diversity and gender equality; Trustworthy media organisations that strive to produce high-quality public interest journalism; Safe media organisations that protect journalists in newsrooms, online and in the field. If you feel strongly about these values, please continue supporting our efforts and, above all, stand in solidarity with WAN-IFRA and colleagues fighting for the freedom of the press, wherever it is threatened.

We're excited to reveal more about the agenda for the year to come. We look forward to meeting you again at our events in the coming year, including the Taipei Congress on 28-30 June 2023, the series of Digital Media conferences in Europe (Vienna, 26-27 April), Latin America (Mexico, 17-18 May), India (New Dehli, 16-17 March), Africa (13-14 Sept), Asia (Singapore, 19-20 Oct), and the Middle East (8-9 Nov), the Newsroom Summit (Oslo, 24-25 Oct), the World Printers Summit (Frankfurt, 10-11 Oct), or one of the 15 major regional conferences and webinars on the programme in 2023.



To make the wide range of content collected throughout the year more easily accessible, you will soon have access to a new online resource centre. And to respond to the diversity of our challenges, several sector-specific transformation programmes, such as Table Stakes or Stars4Media, will be available to you in 2023.

In 2023, we hope you will continue to enjoy peer-to-peer sharing and real-time problem-solving facilitated by WAN-IFRA and have your questions answered by our Digital Revenue Network team, colleagues based in Paris, Frankfurt, Bogot, Madrid, London, Chennai and Singapore, or fellow members as they arise.



Fernando de Yarza López-Madrado
President WAN-IFRA



Vincent Peyrègne
CEO WAN-IFRA



MEMBERSHIP

The WAN-IFRA Community continues to grow, with more people joining every month

The WAN-IFRA Community continues to grow, with more people joining every day. We applaud them for making this important investment in their business. Thanks to the support of our members, we provide vital services, news and analysis for the global news publishing community.

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LEADERSHIP

New, Diverse Media Leaders Take Office at WAN-IFRA's Annual Meeting

Eleven new members, including eight women executives, were elected to serve on WAN-IFRA's Supervisory Board of Directors at its General Assembly of Members on 17 June 2022.

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PRESS FREEDOM

WAN-IFRA Media Freedom Spotlight 2022

Collaboration and solidarity in action are vital to overcoming the many challenges ahead. In the past twelve months, the incredible support received from WAN-IFRA members and partners shows the unprecedented capacity of this industry to work together to sustain free independent media. Please consider continuing your support to our efforts and, above all, stand in solidarity with colleagues fighting for the freedom of the press, wherever it is threatened.

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GOVERNANCE

Diversity Equality and Inclusion Benchmark Report 2017-2022

On September 2022, an update on our DEI (Diversity Equality and Inclusion) strategy was presented to the WAN-IFRA Supervisory Board. The report includes a synopsis of progress toward our original goals set in 2017 (indicator by indicator, and revised targets as advised by the DEI working group.

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INSIGHTS

11 Reports to keep and edge with the most critical business news and strategic market trends

One of WAN-IFRA's most important activities is research in all areas of newspaper production, editorial, digital media development, media business, advertising, organisation and strategy. In 2022, we published eleven trend reports for you to keep an edge with the most critical business news and strategic market trends.

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MEET THE TEAM

WAN-IFRA appoints media veteran Kah Whye Lee as its Director for Asia.

In February, WAN-IFRA announced the appointment of Kah Whye Lee as Director, Asia. Lee, a Singaporean, was previously in-charge of the Asia-Pacific media business of Reuters where he spent almost 20 years of his career which spanned roles which included marketing, product, operations and sales. He succeeds Joon-Nie Lau who joined the Singapore International Mediation Centre as its Deputy CEO.

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MEET THE TEAM

Martin Fröhlich named WAN-IFRA Director Digital Revenue Network

In August, WAN-IFRA announced the appointment of Martin Fröhlich as its Director Digital Revenue Network. Fröhlich, a native German, was previously a Deputy Head of Newsroom at Redaktionsgemeinschaft ostwestfaelisch-lippischer Verlage and has been in the industry for more than 25 years.

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MEET THE TEAM

WAN-IFRA strengthens its presence in Spain and Latin America

In September, WAN-IFRA announced the appointment of Olga Britto as its Director for Spain and Latin America to reinforce the current array of services and launch new initiatives to support the growing membership in the region. She succeeds Rodrigo Bonilla and will be supported by Raquel González, who has been appointed Deputy Director.

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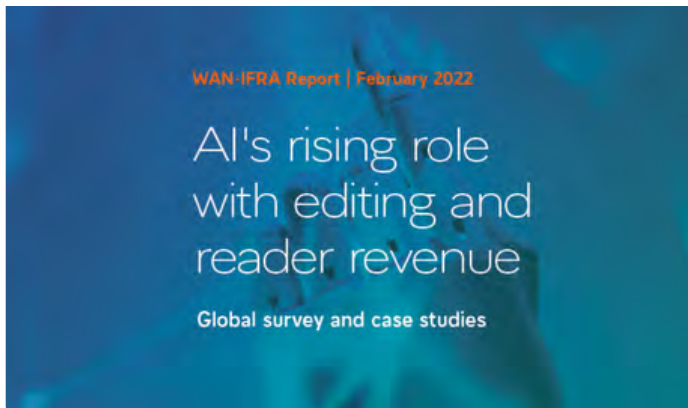


January 2022 | Report

Adopting an audiences-centric mindset in the news

This report looks into how 10 European newspapers adopted an audience-centric mindset during the Table Stakes Europe change management programme, allowing them to serve their audiences with targeted content, and helping to transform casual readers into loyal subscribers.

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New WAN-IFRA report reveals how publishers are banking on AI to drive their business

More than 75 percent of news executives surveyed in this WAN-IFRA report say they believe Artificial Intelligence is critical for the success of their business by 2024. The basis of the report is built around a global survey of data specialists at news media operations, commercial executives and editors. The survey features the most common use cases today for news publishers – restricted to reader revenue and editing – as we tried to gauge the current state of adoption, and the importance they place on AI within the next three years.

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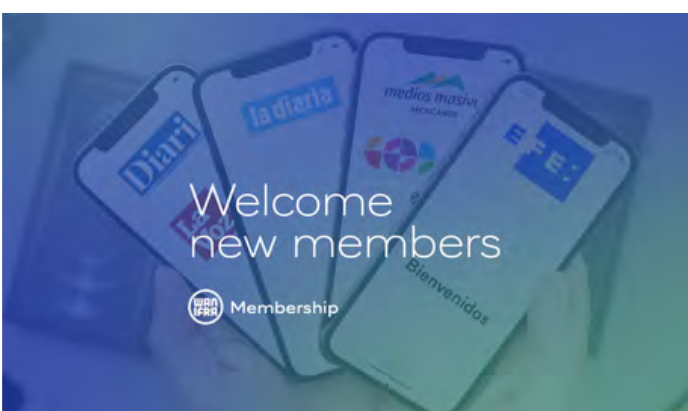


March 2022 | Gender Diversity

Free Gender Tracker in the News to help break the bias

March 8 was the International Women's Day. A day when the news media recognise and celebrate the successful women in their midst, it is also a moment to focus on our own gender-related challenges, which is why we launched a (free) tracker tool to help news organisations break the bias.

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March 2022 | Membership

WAN-IFRA's momentum in Latin America and Spain: new members, advisory and coaching curriculum

2022 has been a pivotal year for WAN-IFRA in Latin America and Spain through expanded consultancy portfolio, membership expansion and return to face-to-face conferences.

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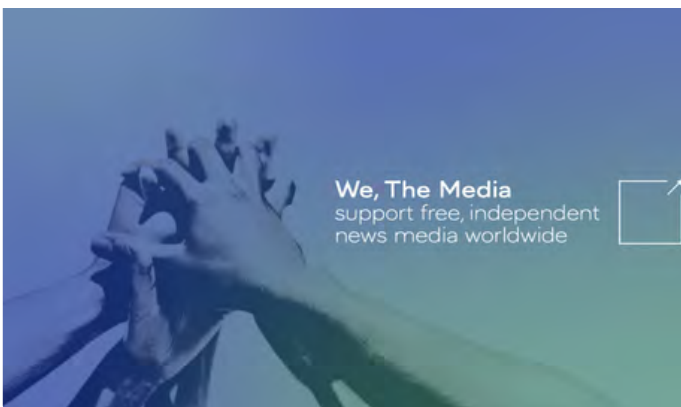


May 2022 | Press Freedom

Amid Ukraine crisis, WAN-IFRA president urges support for independent media

“In the interest of trust in our craft, and for all our futures, I urge you to pledge your support for our work that keeps journalists safe, journalism independent, and the public informed” Fernando de Yarza, President, WAN-IFRA

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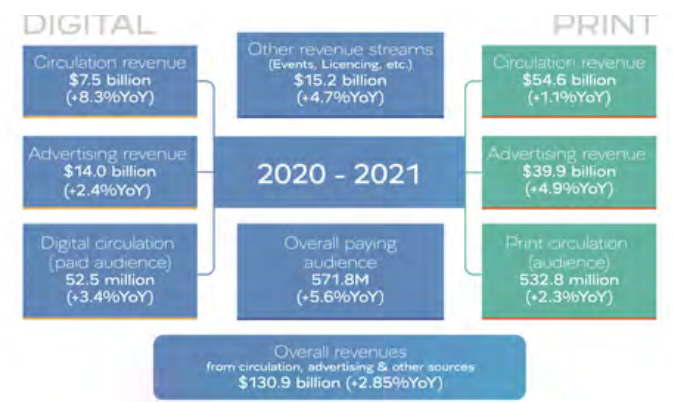


May 2022 | Press Freedom

WAN-IFRA celebrates World Press Freedom Day

To mark 3 May, World Press Freedom Day we highlight WAN-IFRA’s work over the past 12 months to defend and promote media freedom worldwide. In a year punctuated by crises – from the ongoing financial and organisational challenges wrought by COVID-19 to the repercussions of a coup d’état in Myanmar, the Taliban takeover in Afghanistan, and the current Russian invasion of Ukraine – the ability of journalists to report freely, and safely, has perhaps never been so undermined.

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May 2022 | Report

World Press Trends Outlook: publishers face the future with optimism

Newly released WAN-IFRA report shows news publishers feel confident about tackling the ongoing coronavirus crisis, and that some of their early pandemic-era pivots are beginning to pay dividends.

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May 2022 | Women in News

180 Women, 10 Countries: WIN Wraps Up The First Round Of Leadership Accelerator Hubs In Africa - WAN-IFRA

WAN-IFRA Women in News concluded the first round of Leadership Accelerator hubs in Africa with two-day sessions were held over two months with more than 180 journalists and editors from 10 African countries

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June 2022 | Digital Revenue Network

Data Science Expert Group : the first international community of practice for data-savvy newsrooms

Newsrooms that are most effective at using metrics are the ones that help journalists understand which metrics they can control and how that fits into the organisation's overall success. The WAN-IFRA data Science Expert Group arms data practitioners with insights, feedback, and tools built around the priorities of our newsrooms to grow audiences, deepen user engagement, and optimise reader revenues.

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July 2022 - Media Innovation

Web3 Foundation to support WAN-IFRA's collaborative media pilot project

A collaborative project bringing together local and international news publishers and technologists, the pilot announced in July will assess how Web3 can be used to help build ongoing trust and develop new sources of revenue for news publishers and content producers.

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July 2022 | Media Innovation

14 projects to explore innovation in European media thanks to Stars4Media NEWS

14 projects participating in Stars4Media NEWS explore a range of innovative topics that include fact-checking, investigative and explanatory journalism and also explore new technologies like automated text-to-speech and data exploration and visualization.

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Sept 2022 | World Congress

World News Media Congress 2022, that's a wrap

The World News Media Congress 2022 took place in Zaragoza, Spain, on Sept 28-30. The event was well attended, with over 1,200 senior news media executives from 80 countries collectively breathing a sigh of relief at being able to meet in person once again. The quality of the sessions was exceptional with a raft of C-Suite executives taking the time to discuss in-depth their various business strategies, revenue models, challenges, and aspirations.

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Sept 2022 | Press Freedom

Golden Pen of Freedom Awarded to Gazeta Wyborcza and the Gazeta Wyborcza Foundation

The 2022 Golden Pen of Freedom, the annual press freedom award of the World Association of News Publishers, has been awarded to Gazeta Wyborcza and the Gazeta Wyborcza Foundation in Poland.

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Sept 2022 | Digital Media

Winners of the 2022 Digital Media Awards Worldwide announced at World Congress

Five global winners were recognised, at the World News Media Congress, in six different categories for their exceptional demonstration in digital strategies to meet the changes in how people consume news and information today.

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Nov 2022 | DEI

Women in News expands and launches its programme in Latin America

WAN-IFRA, supported by the Google News Initiative, announced the launch in Latin America of WIN, Women in News, an intensive four-month programme that combines training and personal career and leadership coaching for mid-to senior-level media professionals.

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Sept 2022 | Awards

Editors from Lebanon, The Philippines and Zimbabwe receive the 2022 WAN-IFRA Women in News Editorial Leadership Award - WAN-IFRA

Faith Zaba (The Zimbabwe Independent, Diana Moukalled (Daraj Media, and Regina “Ging” Reyes (ABS-CBN Corporation, have been named 2022 Laureates of the WAN-IFRA Women in News' Editorial Leadership Award 2022.

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Sept 2022 | Change Management

Fourth edition of Table Stakes Europe features 24 teams

Twenty-four news publishers participate in the fourth edition of the Table Stakes Europe transformation and coaching programme. A transformation and coaching programme for regional and local news publishers, Table Stakes Europe uses a challenge-centric, performance-and-accountability change methodology to identify and then close shortfalls against seven core performance challenges, the “Table Stakes”. The so-called ‘table stakes’ is an expression for the money needed to have a seat at the table in a poker game.

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Nov 2022 | Print & Production

WAN-IFRA celebrates the champions of the International Color Quality Club 2022-2024 - WAN-IFRA

The International Colour Quality Club Certificate is offered to all companies that have succeeded in producing high-quality newspapers consistently over a long period of time, following international printing standards. Thirty-nine publication titles have been elected in the International Color Quality 2022-2024.

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June 2022 | WEF Asia

27 Asian journalists selected for the 2022 Young Media Leaders Fellowship

The Young Media Leaders Fellowship Programme is an initiative of the World Editors Forum Asia Chapter, the regional network in Asia for editors within WAN-IFRA, funded with the support from the Temasek Foundation. The third cohort of the Fellowship began their leadership training in Asia in July.

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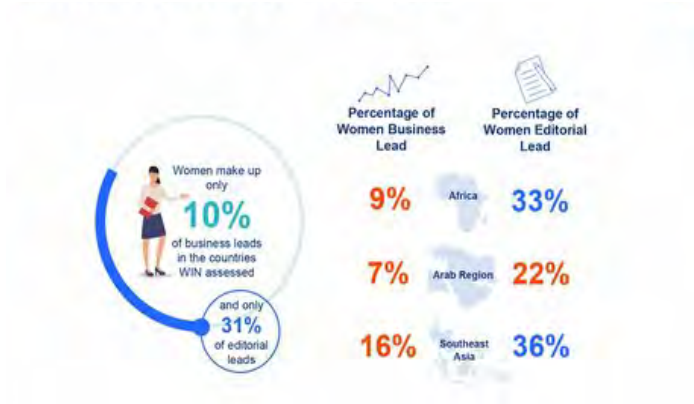


Dec 2022 | DEI

Women in News research confirms extent of gender gap at top levels of media

There is a significant gender gap within the highest ranks of power in the media, Leadership Mapping of 17 countries reveals. In its Media Leadership Mapping Report, WAN-IFRA found in 2022 that women hold just 10% of business leadership positions.

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Dec 2022 | News Literacy

NewsArcade - how to entice young readers through news games

WAN-IFRA and six European partners are launching NewsArcade. The project aims at tackling the challenge of the legitimacy of traditional media among youth and improving news literacy by closely bringing together journalism and news consumption through gamification. NewsArcade is a 2 year Creative Europe-Media co-funded project (project no: 101060250)

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HOMAGE

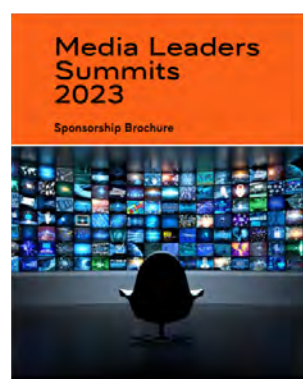
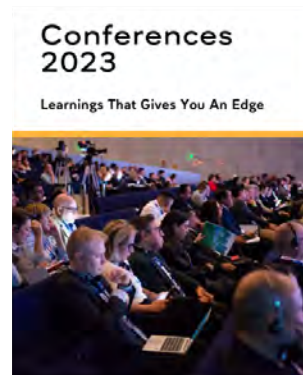
WAN-IFRA pays tribute to Manfred Werfel

WAN-IFRA lost a big part of its family when Manfred Werfel, the association's former Deputy CEO and Director of the World Printers Forum, passed away. He was 68. Industry friends and colleagues pay homage to Manfred.

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Our membership services deliver 10 to 100 times the value compared to their expense. We are keen for great ideas, feedback, innovations, and new ways of working.

We strive to deliver world-class support daily to our members and partners, and If you have any specific feedback or if we can do anything for you, let us know, we'd love to hear from you.



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