
WAN-IFRA ANNUAL REPORT 2011



www.wan-ifra.org



Like it or not change happens, it controls you or you control it but it will happen nevertheless.

*Eamonn Byrne, Business Director,
The Byrne Partnership Ltd, UK*

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Changes are coming even if you resist them. Though any change of your business strategy will fail unless you change yourself.

Eugene Abov, Vice President GIPP – Guild of Press Publishers (Russian Federation)

REPORT OF THE PRESIDENT

“Knowing your audience” has become the mantra of the news business, as better understanding what the audience wants and how to reach them have become central to success.

WAN-IFRA, the World Association of Newspapers and News Publishers, also knows its audience, and what you want from us: information and data to help you create better news products, strengthen democracy through greater press freedom, and to help your businesses thrive. Our efforts – and our results – during the past year have focused on this mission, both for news publishers and the supplier community alike.

The newspaper transition from print-only to multimedia has already occurred in many countries, resulting in a permanently more complicated and more challenging business. While newspapers dominate the online market for news, they largely have yet to find the business models and technical solutions that produce sufficient revenues from these digital offerings.

For this reason alone, WAN-IFRA has never been more vital as a platform of information and ideas exchange for the industry: both as a partner of the industry in the development of business models, and, through our World Editors Forum, as a source of information on newsroom organisation and editorial practices.

This is reflected in the strong participation in WAN-IFRA's conferences, trainings, study tours and consulting projects in 2011, and in the resurgence of our flagship conferences – the World Newspaper Congress and World Editors Forum – held simultaneously with IFRA Expo in Vienna, to great success.

Likewise, our efforts to support a viable, free and independent press around the world remain at the core of our organisation. Through our partnerships with a number of press freedom and media development organisations, notably the Swedish International Development and Cooperation Agency, our 2011 programmes were greater than ever before. We remain deeply committed to asserting the need for a strong, free press wherever it is threatened.

I wish to express my heartfelt thanks to our members around the world for their involvement and support, and to the entire staff of WAN-IFRA for their dedication and professionalism. And I would like to extend particular thanks to former CEO Christoph Riess, who led the organisation through 2011 with skill, putting it on a better footing.

I look forward to continuing success in the future.

**Jacob Mathew, WAN-IFRA President and
Executive Editor Malayala Manorama Company Ltd, India**



“Regarding digital mobile media we are in the right spot, at the right time with the right tools, and it is up to us not to screw it up.”

*Tomas Brunegård, CEO and President,
Stampen Group, Göteborg, Sweden*

REPORT OF THE INTERIM MANAGEMENT

Though the World Association of Newspapers and IFRA merged in 2009, the “true” merger of the organisation did not occur until 2011.

This coming together occurred in Vienna in October, when the IFRA Expo was held in conjunction with the World Newspaper Congress and World Editors Forum in a highly successful World Newspaper Week event.

Bringing together the flagship events that WAN and IFRA were known for was more than just a symbolic exercise; the opportunity for staff to work together in close proximity, to great effect, resulted in a new level of cooperation and camaraderie.

The success of those events was a highlight of 2011, which saw both a good financial result and a high level of attention to WAN-IFRA's events and activities. Our core mission remains to defend and promote press freedom, quality journalism and editorial integrity and the development of prosperous businesses. Our initiatives in 2011 continued to support these aims.

It was a year in which the first African Head of State – Niger's President Mahamadou Issoufou – signed our Declaration of Table Mountain, which calls for the repeal of criminal defamation and insult laws, which restrict media across the continent.

It was a year in which membership rose to nearly 80 national publishers associations and 2,900 industry players from around the world, supporting the organisation and its aims.

Consulting services took off in 2011. Our Emerging Digital Platforms and Business Development division has seen 100 percent growth in billing every year since 2008 – and a 200 percent increase in 2011.

WAN-IFRA's regional activities also grew in 2011, which saw our first America Latina conference in Bogota, Colombia, and saw our Publish Asia conference rise to preeminence among publishing events in the region, with more than 500 media professionals from 53 countries attending the event.

WAN-IFRA awards were also an area of successful activity in 2012. More than 190 newspaper titles registered for the bi-annual print quality competition “International Newspaper Color Quality Club 2012–2014”. The evaluation of the results demonstrated a growing conformity of newspaper printers with international quality standards as well as a growing engagement of Asian newspapers in quality production.

These initiatives, and much more, are reflected in this report, and set the groundwork to allow the organisation to continue its high level of service to the industry.

With the help of our Board, the Executive Committee, advisory boards and our members, WAN-IFRA is fulfilling its mission as the primary global representative and service organisation for the industry.

**Thomas Jacob, Deputy CEO & Managing Director,
Greater Asia Pacific**

**Larry Kilman, Deputy CEO, Executive Director,
Communications and Public Affairs**

**Manfred Werfel, Interim CEO, Executive Director
Competence Centre Newspaper Production**

Andreas Musielak, CFO

MEMBERSHIP SERVICES

With its broad and diverse member base, WAN-IFRA has extensive collective experience at its disposal. This, together with its status as official representative of the industry at international bodies such as the UN, UNESCO, WIPO as well as the international networking aspect and business relevant approach, results in a unique combination of industry significance, detailed knowledge and business insights that no other industry organisation has to offer.

Close to 80 national publishers associations and 2900 industry players from around the world have joined forces in supporting the organisation and its aims. It is this support that enables WAN-IFRA to promote common industry interests and to follow its mission to not only support members' businesses, but to actively shape the industry's future and protect and develop press freedom as one of the pillars of a democratic society.

The past year has validated expectations from 2010 as the slight uptake has resulted in stable development and increase in membership. WAN-IFRA was able to further broaden its member base, welcoming over 30 new member companies from both publishers' as well as technology and service providers' side.

Significantly, many of the newly joined suppliers are providing news publishing companies with tools to successfully

publish on new and emerging platforms. We shall look forward to close exchange of ideas and cooperation with these new partners in the coming years in order to assist news publishing houses in developing and diversifying their activities.

Over the last few years, we have seen mergers, acquisitions, financial difficulties and in worst cases even bankruptcies. These developments - mainly in the saturated western and European markets - constantly influence the number of members.

Overall, we look back at 2011 and note a significant net increase in membership numbers. 2012 has started off positively with growing interest in our services. The new fee structure for publishing houses is proving effective as it provides transparency and is sensitive to different market situations. We hope to achieve the same with the new fee structure for national associations which will be implemented as of 2013.

The Membership Services team is looking forward to continuing its work by serving and supporting existing members as well as further promoting and increasing membership.



THE NEW WAN-IFRA MEMBERS

Associations, Educational and Other Institutions

- Azfar Shah Bukhari, Pakistan
- Stimuleringsfonds voor de Pers, Netherlands

Technology and Service Providers:

- Aptoma, Norway
- Artundweise, Germany
- British Industries, Kuwait
- clipsource AB, Sweden
- Deutsche Post, Germany
- IcemanMedia, Sweden
- Ingenieurbüro Mauser, Germany
- Jeonju Paper Corporation, South Korea
- Lagardere Services, France
- Mobile IQ, USA
- NewspapersDirect, Canada
- noodls.com, Italy
- S2i, Spain
- Shootitlive, Sweden

- Sté Deswarte&Partners, France
- The Interview People, Germany
- Toray Int., Japan
- Visiolink, Denmark

Publishing Companies and Press Agencies:

- Al Joumhouriah News Corp, Lebanon
- ATC Future Media, Switzerland
- Berita Satu Media Holding (The Jakarta Globe), Indonesia
- CA El Universo, Ecuador
- EDIT-Edizioni Italiane, Croatia
- Grafico Nacionales, Ecuador
- Hong Kong Economic Times, Hong Kong
- MMM Business Media, Belgium
- Multimedios del Caribe, Dominican Republic
- Pratidin Prakashani Ltd., India
- Segodnya, Ukraine

FACTS

- Approx. 3000 members from 120 countries*
- Over 2 Mio. EUR income from membership
- Increasing number of members in 2011

* (including subsidiaries of member companies and individuals)

RESEARCH

Research is one of WAN-IFRA's core activities. The organisation has a history of producing strategic as well as hands-on reports aimed at helping the media industry solve problems and manage new tasks, in areas ranging from newspaper production via business, advertising and organisation to digital publishing strategies and platforms.

The research projects focus on identifying, analysing and publishing important breakthroughs and opportunities that can benefit newspapers all over the world, and help them solve problems and manage new tasks. Through the reports, WAN-IFRA provides members with a library of case studies and business ideas, as well as a wealth of other vital information for all those who need to follow press industry trends. Research is a member benefit and free of charge to members.

In 2011, it was decided to put the various research activities of the merged organisation WAN-IFRA under the joint and previously established brand name of Shaping the Future of the Newspaper (SFN).

In 2011 WAN-IFRA published the WAN-IFRA SFN Research Collection 2011. The collection consists of:

- Trends in Newsrooms 2011
- Mission local – creating local value and business in the digital world
- Financially Viable Media in Emerging and Developing Markets
- Mobile Media Services At Sub-Saharan African Newspapers
- Addressing the Capitalization Gap for Independent News Media
- Report summary: Developments in Color Management
- Best practices 2011: Engaging Young Readers

Another well know brand within WAN-IFRA's research activities is World Press Trends (WPT), an annual publication encompassing global media data and trends. This annual publication underwent restructuring in 2011, and early in May 2012 the new World Press Trends database was launched. This was an evolution transforming the traditional publication of over 1,500 pages into a searchable format. The WPT data is compiled through an annual survey sent to WAN-IFRA's member associations. To relieve the pressure and workload of the associations, as well as to improve the compatibility of figures between countries, a closer dialogue and agreements with data providers have been established in order to obtain parts of the data from a common source. This work will continue in 2012. The findings from the World Press Trends project are presented each year at the World Newspaper Congress, held in 2012 in Kiev in September. The next edition of World Press Trends (2012) will be published autumn 2012. Then both in database, PDF and print report form.

WAN-IFRA research currently consists of the following categories of research projects and reports:

- SFN reports (international projects with business, technology or strategic focus)
- SFN regional reports (targeted audiences)
- SFN Flash reports (a series of short reports on urgent topics)
- Trend reports such as World Press Trends, Trends in Newsrooms (WEF) and World Digital Media Trends.

In summary, SFN reports encompass both in-depth research projects as well as lighter trend reports and case studies. The reports are published in English, French and German, and selected reports in Spanish and more languages.



FACTS

- Research is one of WAN-IFRA's key activities
- **Shaping the Future of the Newspaper (SFN)** joint brand name for WAN-IFRA Research reports
- **World Press Trends:** an annual publication encompassing global media data and trends. now available in searchable format

PRESS FREEDOM AND MEDIA DEVELOPMENT

WAN-IFRA's 2011 press freedom and media development activities have at their heart, the core mandates of the organisation:

- To defend and promote press freedom and the economic independence of newspapers as an essential condition for that freedom and
- To promote the fundamental role of newspapers and the entire news publishing industry in society and in building and sustaining democracy.

Freedom of expression and development of free media is an essential element for creating long-term stability and building of democratic societies. Through programmes such as the **Declaration of Table Mountain campaign**, WAN-IFRA has a distinct position in the press freedom and media development community as the newspaper industry organisation with a human rights mandate.

The mandate of WAN-IFRA as the representative body of the newspaper industry gives particular weight to lobbying and protest actions through the **Media in Danger** programme. The WAN-IFRA constituency stands unrivaled in terms of the pressure brought to bear on governments and other groups in cases of press freedom violations.

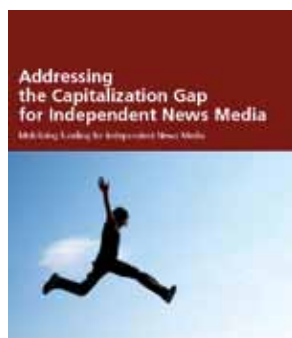
Through the **Financial Viability of Media in Emerging and Developing Markets** and the close links with the in-

dustry, WAN-IFRA plays a broker role between the media industry and partners in emerging markets, thus creating new opportunities for cooperation in the field of press freedom and media development.

By providing expertise tested in the international media marketplace, WAN-IFRA enables programme beneficiaries, like those in the **Mobile News for Africa project**, to develop the knowledge and skills necessary to guarantee their long-term financial survival.

WAN-IFRA's development initiatives, such as the **Women in News Project**, deliver a combination of coaching, peer mentoring, networking and skills development opportunities to high potential media professionals. WAN-IFRA supports strengthening media management structures, editorial strategies, and implementation of successful business models.

When equipped with the relevant skills, journalists, editors and managers are empowered to make their businesses more sustainable and strengthen the editorial quality of their products, thus creating the conditions for good governance, transparency and fighting corruption.



FACTS

- **Mobile Media Services At Sub-Saharan African Newspapers: A Guide To Implementing Mobile News And Mobile Business** distributed to over 1000 media outlets in Africa
- Women In News helped more than 40 % of participants to reach higher positions within their media organisations
- President Mamadou Issoufou of Niger became the first sitting head of state to sign the Declaration of Table Mountain
- **Financial Viability of Media in Emerging and Developing Markets:** WAN-IFRA has become a key player within the media development sector

YOUNG READERS

WAN-IFRA helps newspapers and newspaper associations engage the young and their influencers to create a literate, civic-minded new generation of readers all over the world in a variety of ways:

Establishing and strengthening news in education (NIE) programmes in both new and mature democracies. In 2011, association-based experts from Belgium, Brazil, Finland, France, Hungary, Luxemburg Norway and the United States met in Dublin to help begin a national NIE programme for Ireland. Work also started in Namibia and Botswana with managers in WAN-IFRA's Women in News project.

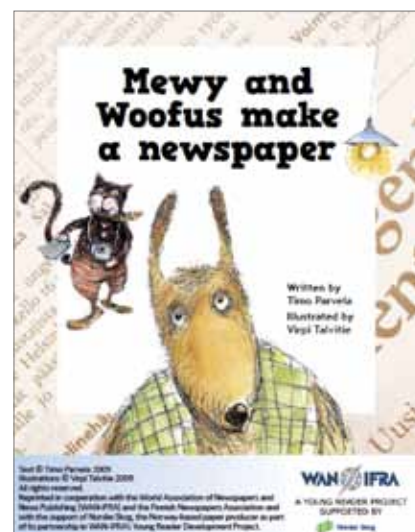
Encouraging excellence in all strategies to engage the young on all platforms by awarding the annual World Young Reader Prizes. The top prize in 2011 went to Jawa Pos newspaper of Indonesia (news staff pictured), which has run a daily youth section and poll of 500–1000 teenagers since 2001. A new "Natasa Prize" was created to encourage newspaper printing plants to engage youth. The prize honors Natasa Vucnovic Lesendric (1966 to 2011) who founded the Serbia's first printing plant for the independent press, which consistently supported news education programmes.

Adding a voice to media literacy discussions in support of press freedom and the role of newspaper jour-

nalism in a democracy. WAN-IFRA gave presentations to researchers meeting in Berlin and in Beirut, and to teachers in Moscow who won global innovation awards from Microsoft.

Creating free resources available to any newspaper or teacher to support this work. In 2011, WAN-IFRA created a set of cases and advice for "Design an Advertisement" projects that taught about all forms of advertising on all platforms and featured a brief for creating a public service advertisement to promote freedom of expression and freedom of the press.

Spreading the word to newspaper executives as widely as possible. The merger continued to offer new kinds of opportunities, especially from subsidiaries, to tell the story of young readership development to new audiences. This content was included for the first time in nine WAN-IFRA events, ranging from the Advertising Conference in Malta to a meeting of the WAN-IFRA Technical Committee. Once again, both IFRA Expo and the World Newspaper Congress and World Editors Forum had young reader informational expo booths.



FACTS

- Norske Skog, the Norway-based paper producer, continued to support this work
- Timo Parvela and Virpi Talvitie of Finland donated their story “Mewy and Woofus Make a Newspaper,” that had been done for the Finnish Newspapers Association, for free publication by newspapers in emerging markets

WORLD EDITORS FORUM (WEF)

The World Editors Forum, which is the organisation of WAN-IFRA for senior newsroom personnel, saw the election of new President Erik Bjerager, Editor-in-Chief and Managing Director of the Danish national daily Kristeligt Dagblad, in 2011. Under his leadership, the Board of WEF has been reconstituted and has taken a deeper interest in campaigning for press freedom, as well as investing in the cutting-edge editorial initiatives for which the WEF is well known.

In October 2011 a successful World Editors Forum was held in Vienna with more than 350 participants. The conference tackled a diverse range of editorial issues, from new storytelling techniques, to tablet strategies, to the direction of print journalism, to ethics post-News of the World.

WEF's daily publication, the Editors Weblog, one of the premier global web resources for editors, saw record levels of visitors in 2011. The blog, www.editorsweblog.org, provides industry news of interest to editors as well as analysis of trends and links to editorial resources.

The Editors Weblog also serves as a source for the WEF Trends in Newsrooms publication, the annual review of best practices in major newspapers around the world on topics such as print and online integration, newsroom design, newsroom management, online strategies, newspaper design and many other issues.

Cherilyn Ireton, WEF's first female director, was appointed at the end of 2011, starting a new chapter in its history.

Her arrival in Paris coincided with the World Editors Forum taking responsibility for all editorial-related events within WAN-IFRA. A reorganisation of WAN-IFRA's publishing unit saw responsibility for the annual International Newsroom Summit and the annual study tours to newsrooms shift to the WEF team in Paris.



FACTS

- New WEF executive director Cheryl Ireton
- Reorganisation gives WEF all editorial events
- Successful world editors forum in Vienna
- Record traffic to editors weblog

COMMUNICATIONS AND PUBLIC AFFAIRS

It was once said that all politics are local, but globalisation and the impact of easy world-wide communications has changed all that.

So too with newspapers and other media. When the issues are national – value added tax on newspapers, government legislation etc. – national associations are best placed to defend the interests of their members. But regulations and more often crossing national borders, particularly when they apply to digital media. WAN-IFRA defends the interests of the newspaper and news publishing industries when issues go global.

The organisation continues to support its national member associations on issues of concern. But more frequently, issues are emerging that require coordinated action on a world-wide level.

Take something as essential as coverage of sports news. Many sports organisations are attempting to limit distribution on digital channels – effectively selling online and mobile rights the same way they sell broadcasts – without leaving room for free and open sports coverage by independent media.

Through its position as a member of the FIFA media committee, and as a founding Board Member of the News Media Coalition, WAN-IFRA works with its partners to protect the rights of news media to continue the coverage for which they are known.

Protection of copyright online has also emerged as a transnational issue. WAN-IFRA was an early supporter of the Automated Content Access Protocol, or ACAP, as a tool to protect copyright. In 2011, WAN-IFRA and its partners turned over management of ACAP to the International Press Telecommunications Council, a standardisation agency, and continues to work with the IPTC and others – notably at the World Intellectual Property Organisation -- to protect copyright in the digital sphere.

As more and more newspaper readers turn to digital platforms, a new measurement standard is needed to reflect the true reach of newspaper companies, on all platforms, rather than just print circulation alone. WAN-IFRA is a Board member of i-com, an organisation dedicated to just this issue.

And WAN-IFRA continues to represent the newspaper industry in all discussions on media at the United Nations and UNESCO.

WAN-IFRA's communications activities also expanded in 2011 through a concerted effort to develop its profile on Twitter, Facebook and other emerging communications tools, as well as through its award-winning WAN-IFRA Magazine, the premier source for international media business information. The number of Twitter followers on WAN-IFRA's pioneering NewspaperWorld surpassed 10,000 in 2011.



Photos by Vojtech Marek, www.aktualne.cz

FACTS

- Efforts to protect rights of news media remains ongoing
- Continuing representation of newspaper industry at UN and UNESCO
- Expanded efforts to increase our social media profile
- Exceeded 10,000 Twitter followers to NewspaperWorld in 2011

MARKETING AND EVENT MANAGEMENT

The World Newspaper Week in Vienna 2011 was by far the biggest event ever held by our organisation. With a total duration of 6 days, more than 8000 visitors at IFRA Expo and ca. 1200 delegates at the World Newspaper Congress and World Editors Forum, our team was busily involved in staging the sector's most important meetings in the Austrian capital. It would not have been possible without the help of VOEZ, our friends at the Austrian Publishers Association, who dedicated time and money to help bring the meetings to life.

The World Newspaper Week was important to bring the events back on track, after some challenging times in 2009 and 2010 where we have seen the postponement of the Congress and Editors Forum in one year and the cancellation of the event in another year. Now, we could regain trust in our organisation by staging a prestigious high-profile event.

As a positive effect of the co-location of our 2 most important events (IFRA Expo and Congress / Editors Forum), a lot of customers got to know both events, testifying to the relevance that both major WAN-IFRA events have for our industry. In the future, IFRA Expo will be positioned as the "World Publishing Expo" in the second half of the year, while the World Newspaper Congress and World Editors Forum will take place in the first half of the year.

This is an important step in the overall events strategy of the World Association of Newspapers and News Publishers. Our aim is to offer an events portfolio that caters to the requirements of all our customer groups, at publishers' level

as well as in the editorial sector, production, advertising and business development. In 2011, the work of our WAN-IFRA-wide Events Steering Group could be brought to the next level, so that in the meantime, we can offer a consolidated events portfolio consisting of the strong brands of the formerly separate organisations, plus exciting new offerings that tackle new markets (e.g. WAN-IFRA América Latina).

The aim of the central marketing and events department is also to ensure the same high standards at all our events, whether they are organised by the subsidiaries or headquarters. We put a special focus on delegates' experience and the networking aspects of our events, making them the prime opportunities for publishers to meet peers and to connect with the supplying industry.

In terms of marketing, we have clearly focussed on digital and content communications. Social media are changing the way we communicate, particularly with young audiences - WAN-IFRA is on all relevant channels and connects with a broader audience through social networks. To give an example: While there was a "physical" crowd of ca. 350 delegates seated in the room at the World Editors Forum 2011 in Vienna, an impressive total of more than 700 unique twitterers were joining in the discussion using our Twitter hashtag #wef11! Our aim is to display thought leadership and expand the reach of our association's activities by connecting on digital platforms. We make it a constant priority to educate staff and peers about the relevance of those platforms.



FACTS

- World Newspaper Week 2011 Vienna: Regained trust in the Congress and Editors Forum
- Put Expo on the agenda of top-level decision makers
- WAN-IFRA Marketing: Harnessing social platforms to reach out to broader audiences. Cross-media marketing communications with a strong focus on digital and content marketing
- Events Planning: Design a strategic events and training portfolio that caters to the needs of our core target groups in publishing, editorial, advertising, production and business development. Define and maintain quality standards for all WAN-IFRA events on a global scale

NEWSPAPER PRODUCTION

The Competence Centre Newspaper Production deals with questions of newspaper production concerning technical prepress, colour management, printing, mailroom, paper and ink as well as carbon footprint and the control and limitation of environmental impacts.

In addition, it develops and maintains technical and workflow standards specific to the newspaper industry. This is based on the strong support of two international Technical Committees, "Production" and "Materials & Environment," in which industry experts from supplier companies and from newspaper publishers and printing plants work together to shape the future of the newspaper.

The areas of standardisation include the following:

- Printing plant planning and design
- Acceptance test for production equipment (CTP, press, mailroom)
- Carbon footprint control
- Interfaces
- Materials
- Production processes
- Quality benchmarking
- Standard colour profiles and test-forms
- File formats

A number of conferences, events, workshops and study tours was organised in 2011. In spring the international "Printing Summit" kicked-off the events year with a conference in Mainz, Germany. This conference included a visit

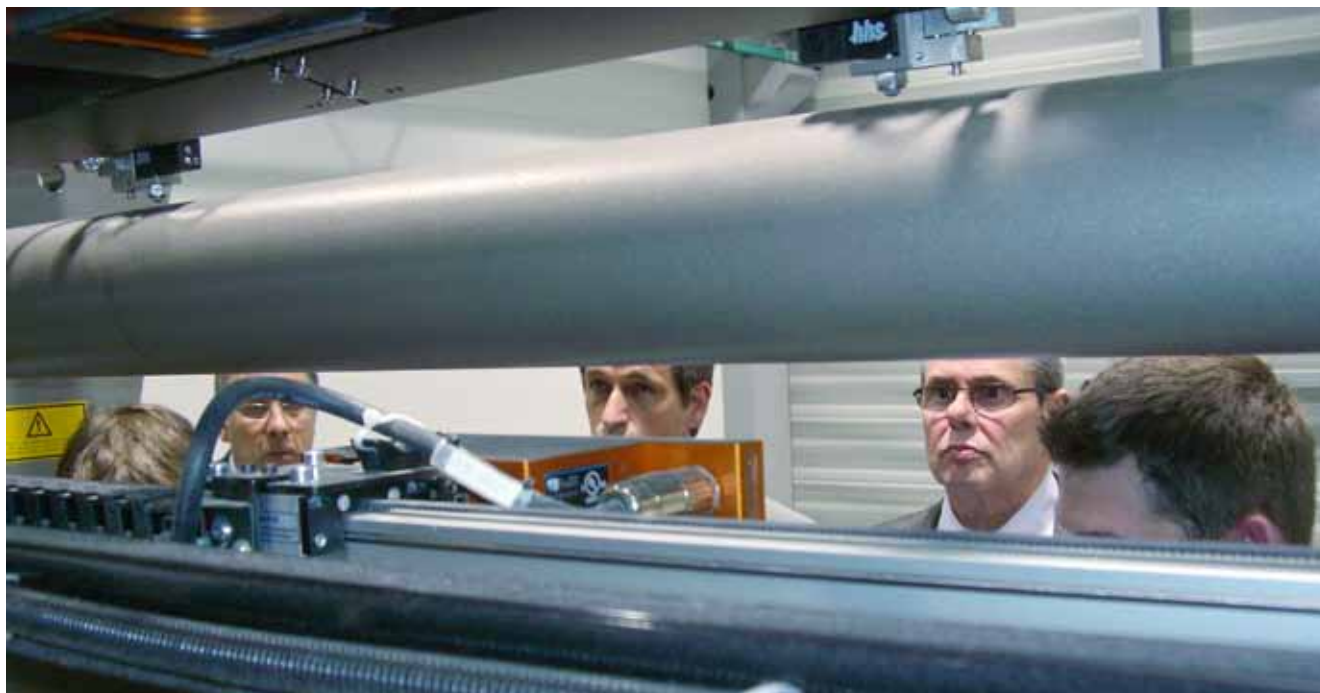
to a major newspaper printing plant as well as a visit to the Gutenberg museum in the medieval centre of the city. Our pre-Expo study tour attracted participants from distant regions, such as South America and Africa.

Training sessions were organised around the year, partly in co-operation with other associations and suppliers, to train prepress, press and postpress operation people from a large number of countries.

The 10th edition of the worldwide WAN-IFRA quality print contest "International Newspaper Color Quality Club" was organised in 2011 and 2012 with 192 participating newspaper titles. This was the second-highest number of participants so far. A growing number of newspapers from Asia and South America took part in this contest. Most participants came from Europe and only a few from North America. Special tutorials in different places were organised to support the participants in the International Newspaper Color Quality Club programme.

Many consulting projects were carried out, including a number of "Certification of Standardised Printing" projects on different continents.

The Competence Centre published a number of articles and interviews in WAN-IFRA publications as well as for other trade magazines. Representatives of the Competence Centre were speakers at events in Europe, America, Middle East and Asia.



FACTS

- The trend towards automating production equipment continued in 2011 with automated plate change and closed-loop control
- A number of new presses was presented at the Publishing Expo 2011 in Vienna
- The second WAN-IFRA annual spring conference "Printing Summit" was held in Mainz
- 192 newspaper titles are announced as participants in the tenth International Newspaper Color Quality Awards competition

EDITORIAL, ADVERTISING AND GENERAL MANAGEMENT

In 2011 the Competence Center Editorial, Advertising and General Management, had organised six conferences, including the 63rd World Newspaper Congress, 10th International Newsroom Summit and the 21st Annual Newspaper Advertising Conference and Expo, as well as two study tours, which drew more than 2,000 combined total of participants.

The Competence Center also organised the XMA Cross-Media Awards in 2011, which gathered the world's best cases of paid content apps for tablets and smartphones.

In 2012 the Competence Centre was renamed in Competence Center Advertising and Publishing. It supports WAN-IFRA members in the strategic and operational decision-making and implementation processes for Advertising and Publishing related topics. This support is achieved by knowledge exchange, know-how transfer and management support covering current and future topics of the digital and print publishing world.

NEWSPLEX

In 2011, the Newsplex team worked on projects with publishers such as Ringier and Südostschweiz Medien in Swit-

zerland and Grupo Ferre Rangel in Puerto Rico, as well as with other major publishing houses around the globe.

Also in 2011, Newsplex launched the "Newsplex GoLocal leaders II" programme 2011/2012, which brought together 15 regional publishing houses from the German/Austrian/Swiss region. The programme involved strategic workshops that focused on local market opportunities: Development of local content and business strategies, "home assignments" and project reviews, and included an exchange of best-practiced with national and international experts.

WAN-IFRA ACADEMY

WAN-IFRA Academy continues to create new topics and develop new training events in areas such as the importance of staff development, and as well as commercial operations and cross-media advertising.

In 2011, WAN-IFRA Academy offered 11 training events, which attracted some 103 participants.



FACTS

- More than 2,000 participants in 2011
- New business model for the World Newspaper Congress implemented successfully for the first time
- “go Local” leaders programme, extremely successful with commitment from most participants for the following programme
- WAN-IFRA Academy continues to grow with 11 training events in 2011

EMERGING DIGITAL PLATFORMS AND BUSINESS DEVELOPMENT

Publishers' search for the right digital roadmap, including strategies for paid content, digital ad revenues, tablet and mobile business and a better understanding of customers' expectations, have resulted in a high demand for the products and services provided by WAN-IFRA's Digital Platforms and Business Development team.

Our Study Tours and Conferences provide industry professionals with access to best business cases & practices and the opportunity to network with colleagues. In 2011, around 400 participants attended our Digital events: our new conference Digital Media Europe (three days in April, London); the 4th Annual International E-reading and Tablet Conference (one day in October, Vienna) and three Study Tours (Europe and the U.S).

Through our two Executive Programmes, publishing companies test ideas, discuss business development, meet top industry players and network with peers from around the world. The programmes run under NDA and non-competing companies are invited to join, enabling open and frank exchanges of ideas. Since their implementation in 2005, the Executive Programmes have proven a very efficient way for member companies to identify new business models for increased revenues, constituting a dynamic world class network of professionals in the digital area. During 2011,

eNews had 16 member companies and during the year the EP team organised two seminars; in May a record group of participants joined in New York, where visits included The Daily, Wall Street Journal, Google, The New York Times and Barnes & Noble, and in September the eNews group met in Zürich. In 2011 eRev consisted of 20 members. In May, the group visited Stockholm, meeting with top Schibsted managers and pure online players. The second seminar was held in Hong Kong and Bangkok in November.

Our consulting activities are booming. After 100 % growth in billing every year since 2008, billing increased by 200 % in 2011. Under the name of Frenemies Consulting, the consulting team has been re-structured around Head and Principal Consultant Dr Stig Nordqvist with the addition of Associated Principal level consultants and Senior Research Analysts. Through Frenemies Consulting, we bring together a team of consultants, all with extensive expertise and experience in publishing and business. The aim is to give customers access to top level professionals, with mixed backgrounds (business and culturally), who are able to support short and long term projects. Our references indicate there is high demand worldwide for these services; as of the end of 2011, projects were ongoing or concluded in Austria, China, Finland, Japan, Russia, Switzerland, Singapore, Sweden, and the UK.



FACTS

- Digital Media Europe in London
- 260 participants for a revamped 3-day conference format, first edition sold out
- New Frenemies Consulting team
- Introduction of partner consultants to meet high demand in short and long term projects around the world

WAN-IFRA WORLDWIDE

CONNECTING THE DOTS

The regional presence of WAN-IFRA has helped the association to be relevant to the needs of its members in different parts of the world. These subsidiaries play a catalyst role by helping them to prepare their organisation to meet the changing needs of the new media ecosystem. They bring a variety of services that are offered by WAN-IFRA as well as new ideas to members and publishers in every region, in addition to contributing to a healthy bottom-line of the association.

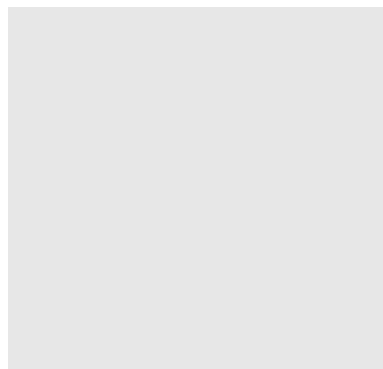
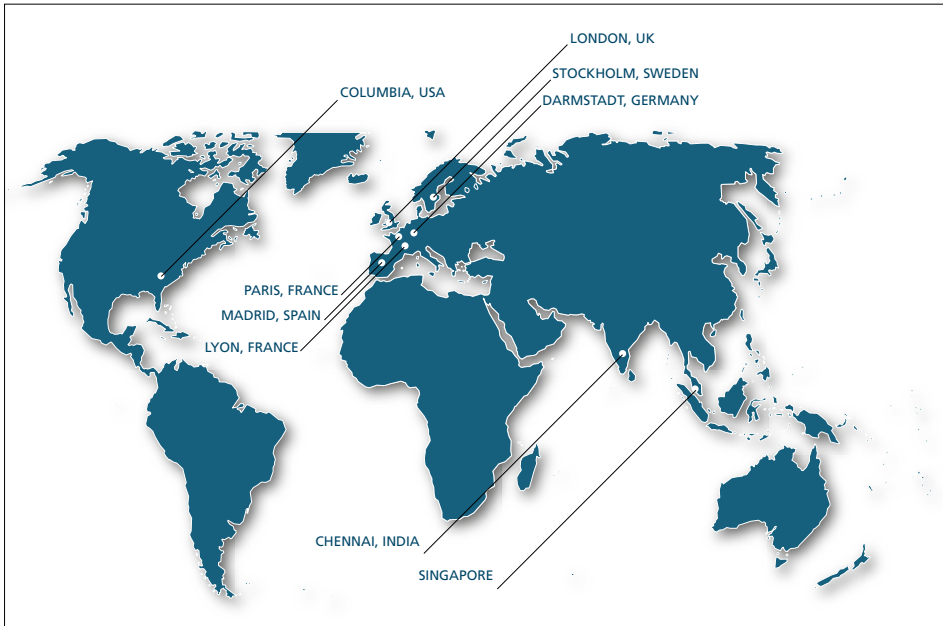
REGIONAL EVENTS ATTRACT RECORD PARTICIPATION

In 2011, WAN-IFRA Iberica introduced a new conference for Latin America. Over 200 participants from 19 countries attended this event held in Bogotá, Colombia. The Young Reader Conference, part of the initiative to promote newspaper readership among youth, was extended for the first time to Asia. The event held in New Delhi, India, attracted 130 participants from 11 countries. The Middle East Conference has now become the focal point of our activities in this region. The 6th edition of the conference attracted 250 participants from 16 countries.

The flagship newspaper event in Asia Pacific, Publish Asia held in Bangkok, also attracted a record attendance of 504 participants from 34 countries. The event featured four simultaneous conferences targeting CEOs, Editors, Advertising Executives and Print Production Executives, besides a face-to-face session for Asian Editors with the Thai Prime Minister. Digital Media Asia Conference in its third year saw another attendance increase to 317 participants from 24 countries. This successful event held in Hong Kong was described as an “Ideas Factory” by an Australian trade magazine. Similarly, WAN-IFRA India 2011 Expo and Conference attracted more than 1,525 participants with 625 attending the accompanying conference. The expo, the second largest in the world after the IFRA Expo in Europe, is held once every two years in India.

TRAINING FACILITY IN CHENNAI ADDS PRESS SIMULATOR

Simulator Press Training was introduced to the South Asian region, when the Research & Materials Testing Centre, RMTC, based in Chennai, acquired the software and hardware with the support of leading Indian newspapers. The agreement provides each supporting newspaper with the opportunity to train their personnel at this facility.



The Iberica subsidiary initiated training programmes in Latin America, starting with a session on “Digital Strategies in Media” in Mexico that was fully sold out. “System Workshops” were the highlight of the training activities in Nordic region.

NEW RESEARCH CENTRE IN FRANCE

International Rhône-Alpes Medias (IRAM) is one of the big-

gest projects for WAN-IFRA initiated by the colleagues in Lyon. This 500 square meter facility will be completed in September 2012. This project, dubbed “French Newsplex and Adplex”, is based in Saint-Etienne (close to Lyon) and will showcase know-how and expertise in the area of research and training for the media industry. The South West Europe subsidiary will move in July 2012 to Saint-Etienne and will be located inside IRAM facilities.

Practical hands-on skills development is an area where the regional offices have delivered excellent results. The South West European subsidiary, based in Lyon, is acknowledged as the leading training service provider for multimedia journalism and currently works with over 30 independent trainers and consultants.

IDENTIFYING BEST PRACTICES

The awards and competitions organised in the Asia Pacific region once again proved to be very popular with over 600 entries in 2011. The Asian Media Awards, held in conjunction with Publish Asia Conference, were presented at a gala dinner attended by the Thai Prime Minister, Abhisit Vejjajiva, as guest of honour. The Middle East Subsidiary honoured Al Yaum Media House, Saudi Arabia, on becoming the first media house in the Middle East to achieve 5 Star Club printing awards. Al Yaum Media House joins as the only 12th member worldwide of this "Star Club".

BRINGING THE COMMUNITY TOGETHER

Asian Newspaper Focus, the industry magazine published out of Singapore, completed its 15th year of publication and

continued to cover the happenings in the newspaper industry on the sprawling Asian continent. CEO interviews from Middle East to Japan, from Hong Kong to Indonesia, were featured in the magazine. Another new publication titled 'South Asian Newspaper Directory' was launched by our subsidiary in India, profiling the infrastructure and key personnel in leading newspapers in the region. The year-long project covered more than 110 different newspaper houses and provides valuable business intelligence.

INCREASING MEMBERSHIP

As a consequence of the increasing activities, many new members signed up from the regions. The result saw 2 new members in the Middle East, 4 supplier members in the Nordic region, 3 new members in Latin America, 3 members in South East Asia and 1 new member in South Asia. The newly appointed representative office in Bangladesh will give a further boost to our activities in this country.

In 2011, the regional offices of WAN-IFRA helped to fulfill the objective of "think global, act local".



FACTS

- Record attendance of 504 participants for Publish Asia in Bangkok
- WAN-IFRA India attracts 1,525 participants
- 6th Middle East Conference draws 250 participants
- 200+ participants at WAN-IFRA Iberica in Bogotá
- Young Reader Conference brings 130 participants to New Delhi
- New “French Newsplex and Adplex” set to open in September 2012
- Asian Newspaper Focus celebrates 15th anniversary of the publication
- “South Asian Newspaper Directory” launched in India



“No technology will affect our industry and our competitors more than the rapid change in mobile behaviour. It’s a challenge, but also creates many opportunities to create new useful local services.”
*Gunnar Springfeldt, VP Development,
Stampen Group, Göteborg, Sweden*

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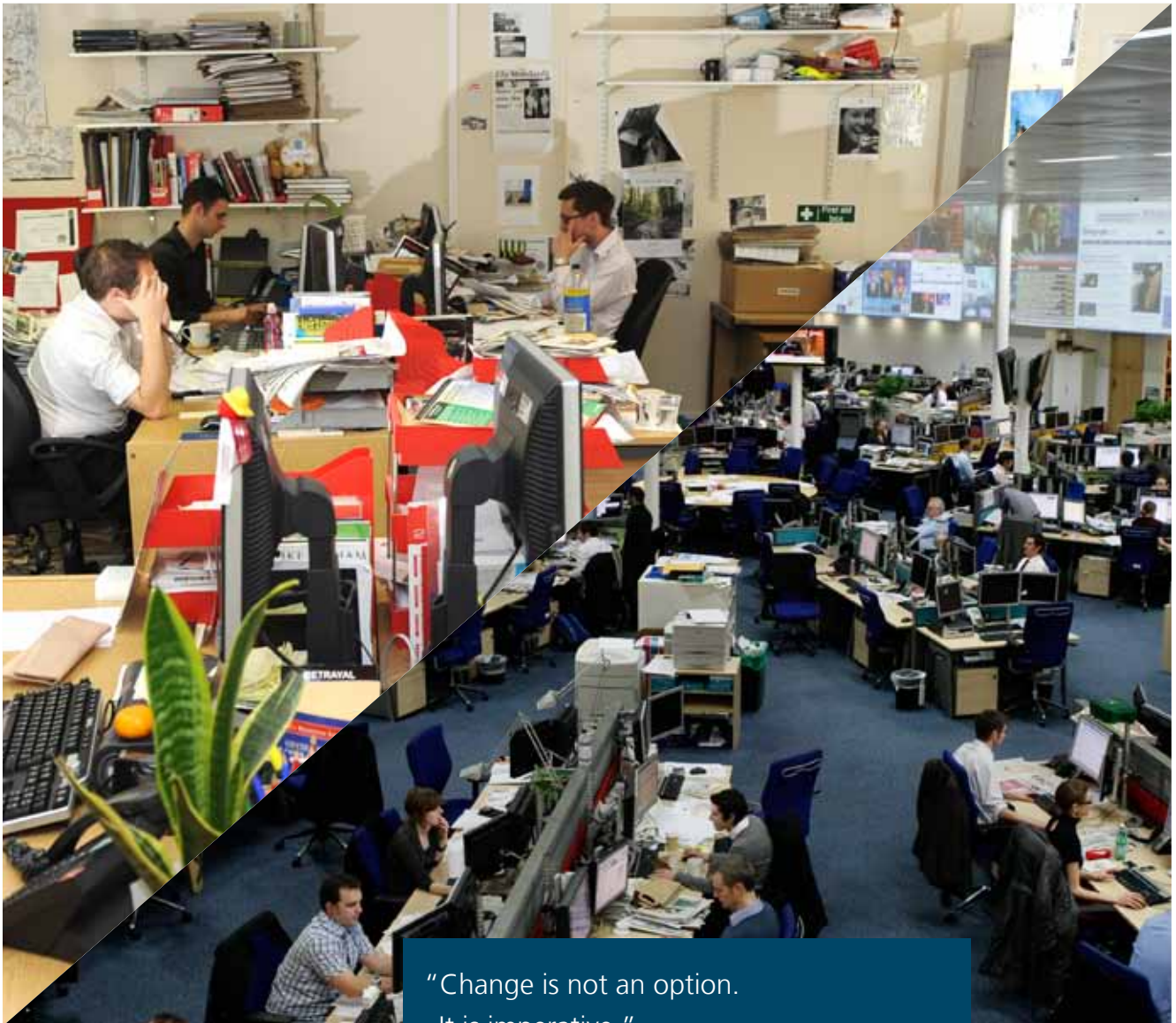
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“Change is not an option.
It is imperative.”
*Murdoch MacLennan, CEO
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WAN-IFRA FINANCIAL REPORT



www.wan-ifra.org

WAN-IFRA CONSOLIDATED

1. BALANCE

Assets		2010	2011	
A.	Fixed Assets (1)	1.252.721	1.435.219	
B.	Current Assets			
	1. Cash in hand	26.711	22.149	
	2. Bank accounts	2.639.641	1.976.073	
	<i>there of funds for media development</i>	<i>(1.178.114)</i>	<i>(676.403)</i>	
	3. Trade accounts receivable	1.486.280	2.012.007	
	4. Other accounts receivable (VAT)	1.011.633	775.807	
	5. Down payments made	22.483	28.172	
	6. Work-in-progress. Contract-in-progress	0	0	
	7. Deferred charges	73.431	26.670	
		6.512.899	6.276.097	
<hr/>				
Liabilities				
A.	Equity capital			
	1. Equity capital at January 1	1.324.891	-120.455	
	2. Annual Results	-1.445.347	-120.455	654.328
			774.783	1.408.072
B.	Provision		1.220.469	
C.	Short-term Liabilities			
	1. Trade accounts payable		567.635	564.543
	2. Other accounts payable		1.414.356	1.321.109
	3. Bank loans and overdraft		800.970	914.534
	4. Payments received on accounts		213.325	152.125
D.	Prepayments and deferred income		2.416.600	1.261.386
		6.512.899	6.276.097	

Remarks

1. 2010 & 2011 extended by IFRA UK Limited (dormant status)
2. Reclassification of various balance sheet items

2. PROFIT AND LOSS STATEMENT

WAN-IFRA consolidated	Actual 2010	Actual 2011
Revenues	16.905.275	16.359.561
<i>there of donations</i>	<i>(1.027.621)</i>	<i>(205.224)</i>
<i>there of Media development</i>	<i>(1.367.781)</i>	<i>(1.852.082)</i>
Personnel	-7.623.593	-6.277.266
Other costs	-8.584.051	-8.520.247
<i>there of Media development</i>	<i>(-1.367.781)</i>	<i>(-1.852.082)</i>
Provision for debit losses	-635.492	-338.295
EBITDA	62.138	1.223.753
Depreciation and Amortisation	-224.312	-197.463
EBIT	-162.174	1.026.290
Financial result	-154.305	-92.623
Ordinary business result	-316.479	933.667
Extraordinary result	-1.087.334	-85.077
Company & other taxes	-41.532	-73.808
Result	-1.445.347	774.783

Remarks

1. last years annual result (2010) was adjusted after publication. The following items were adjusted:

IFRA Centre for Advanced News Operations	-7.585,72	Depreciation omitted
WAN-IFRA CH	-28.572,56	caused by provision for interest for the SWAP
IFRA Verwaltungsgesellschaft mbH	1.250,00	Liability compensation to WAN-IFRA CH

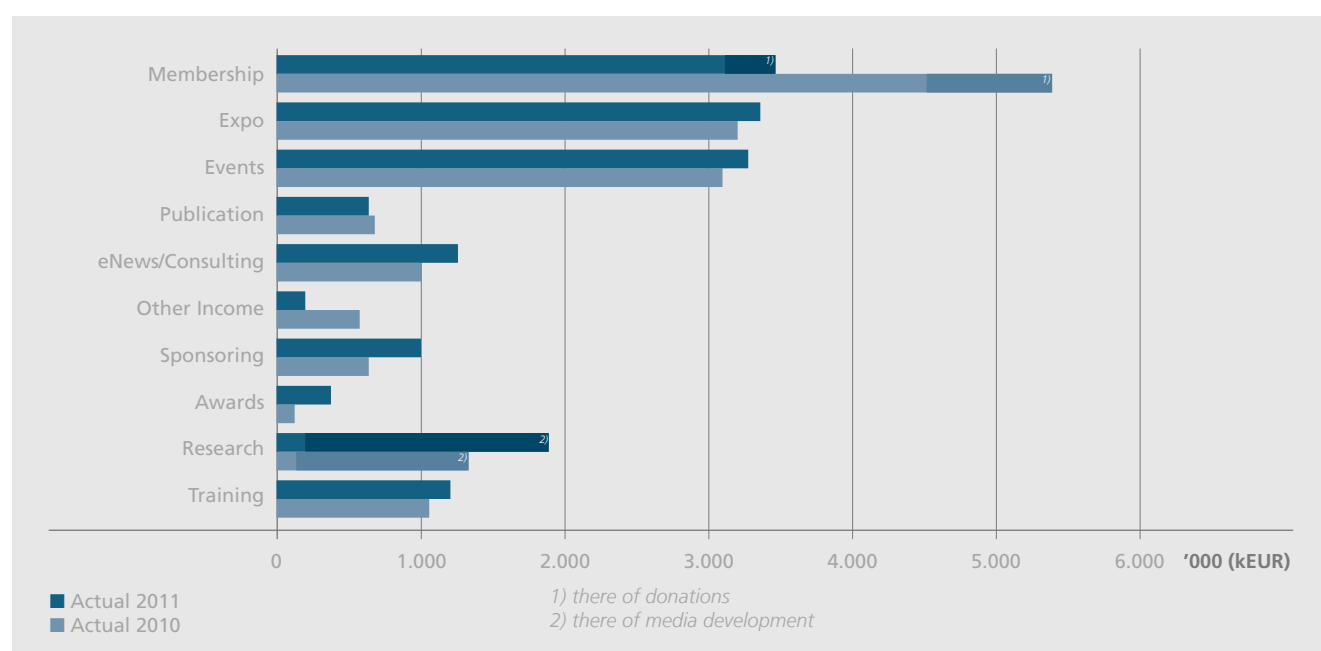
2. 2010 & 2011 extended by IFRA UK Limited (dormant status)

3. Reclassification of various P & L items

WAN-IFRA CONSOLIDATED

3. REVENUE DETAILS

WAN-IFRA consolidated	Actual 2010	Actual 2011
Membership	5.378.861	3.456.416
<i>there of donations</i>	<i>(1.027.621)</i>	<i>(205.224)</i>
Expo	3.199.598	3.313.079
Events	3.086.120	3.237.529
eNews/Consulting	1.003.810	1.210.654
Training	1.043.391	1.190.592
Publication	661.350	621.788
Awards	92.087	317.022
Sponsoring	541.011	972.623
Research	1.372.529	1.901.700
<i>there of media development</i>	<i>(1.367.781)</i>	<i>(1.852.082)</i>
Other Income	526.517	138.157
	16.905.275	16.359.561



4. OPERATING EXPENSES

WAN-IFRA consolidated	Actual 2010	Actual 2011
Lecturers/Interpreters	-535.513	-483.618
Contracted manufact.	-1.759.352	-2.384.859
Advisory service	-738.939	-309.280
Contributions/Other Subs.	-283.853	-91.384
Research projects	-215	0
Profit share	-189.974	-302.994
Marketing	-247.963	-180.317
Tel./Fax/Intern.	-221.616	-172.487
Cost of premises	-421.869	-365.970
Insurances	-47.749	-55.707
Printing costs	-234.008	-209.502
Mailing costs	-444.505	-226.555
Materials	-97.768	-76.861
Vehicle expenses	-84.060	-71.890
Machine maintenance	-54.074	-60.377
Licences/Leasing	-76.458	-54.962
Travel expenses	-1.256.328	-980.224
Rental expenses	-1.059.869	-1.485.638
Study tours	-122.392	-86.545
Catering	-634.183	-709.761
Other Operat. Exp.	-73.364	-211.315
Operating costs	-8.584.052	-8.520.247
<i>there of Media development</i>	<i>(-1.367.781)</i>	<i>(-1.852.082)</i>

Remarks

1. last years annual result (2010) was adjusted after publication. The following items were adjusted:

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3. Reclassification of various P & L items



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