

NEMODE REPORT

COLLABORATIVE REVENUE CAPTURE

EASY BUILD APPS
FOR MOBILE WITH
POOR INTERNET

PRINCIPAL INVESTIGATOR
CLARE COOK



MEDIA INNOVATION STUDIO

EMERGING NEW REVENUE STREAMS FOR
MEDIA UNDER THREAT

DECEMBER 11 AND 12 2014

NEMODE RCUK



*The two-day workshop was hosted by the Media Innovation Studio part of the University of Central Lancashire
Report by Clare Cook*



collaborative
revenue
capture



P R E F A C E



COLLABORATIVE REVENUE CAPTURE

—
NEMODE - MEDIA INNOVATION STUDIO
on DECEMBER 11 & 12 2014
—

One area which has much potential for wider impact in the digital economy is the as-yet underresearched field of collaborative revenue capture in journalism. This term is proposed to describe methods to capture revenues on behalf of multiple stakeholders (potentially in competition with one another), and divide profits between them. There is evidence of this as an emerging revenue platform in media: Piano Media, a cross-publication model, where pooled premium content from different media outlets is set behind a paywall, initially launched in Slovenia and Slovakia. Or Blendle offering newspapers and magazines in the Netherlands on one website, reconfiguring a revenue model for journalism by making it incredibly easy to pay for separate articles. Another is Diversity, an online advertising network that pools many media sites together into one global advertising network of standard advertising formats and sizes, thus creating a potential global audience reach for advertisers. See for example Contributoria, a member-supported, crowdfunding, collaborative writing platform or the Banyan Project, a news cooperative owned by the community it covers for emerging examples of collaboration around revenues.

By way of a test case study, this workshop explored the extent to which collaborative revenue capture can help to achieve a meaningful level of financial independence for media under threat. The long-term success of independent media in exile or restrictive environments, where the free flow of information is restricted and information producers are at risk, depends on financial sustainability, yet there is little scholarly research around revenue model development. These media function, for the most part, by grants from donor organisations which now run into millions of pounds justified by the fact that access to the diverse and credible journalism in countries such as Uzbekistan, Turkmenistan, Syria and Sri Lanka offers the opportunity to deliver much greater social and economic cohesion and political transparency.

For media seeking to support the free flow of information in fragile environments, the issue of financial sustainability is complex. Both media in exile (out-of-country news outlets feeding independent information back in) and news outlets in restrictive news environments (in country providing counter information) exist in flawed market situations and often rely on grant funding. Researchers have stopped short of exploring the revenue streams of these media. Empirical data is scarce and a corresponding understanding of the funding structure of these media is lacking. One study of relevance - and from which this workshop draws its roots - fills that gap by mapping three main revenue categories of media in exile or in restrictive news environments: grant funding, earned income and donations. The major factors influencing revenue streams compared to online media startups in open markets are discussed. The author finds there is no one-size-fits-all solution and identifies the need for collaborative approaches to promote economic resilience for media under threat (Cook 2015).

As such, exiled media as a vehicle for studying the potential for collaborative revenue capture could be an important indicator to the broader digital industries, which are also grappling with the possibilities for collaborative approaches. This represents an entirely new academic field approach.

While the set of circumstances exiled media present are relatively unique, the approach to circumvent them - afforded by digital technologies - is highly transferable. The potential to place a stake in the greater understanding of such collaborative revenue methods showcases the UK as a leader in revenue model experimentation, an area watched with much interest globally.

1. To articulate and define collaborative revenue capture as a model

2. To explore how digital technologies can facilitate collaborative revenue capture

3. To evaluate potential new collaborative revenue streams

4. To assess the extent to which collaborative revenue capture can be used for the benefit of the exiled media sector

– Workshop Aims



Such is the day to day pressure on media under threat that opportunities to explore wider possibilities for innovation or experimentation are rare. This workshop answered that need by creating a forum for exchange and exploration beyond piecemeal, individual level revenue issues. It brought together stakeholders from a diverse range of expertise: from business models, revenue streams, advertising networks, grant organisations, creative and digital technologists as well as a significant number of stakeholders: media under threat.

It posed fundamental questions about how and in what form collaborations could emerge between such media in order to kickstart financial resilience. What does success look like for media under threat? What form could collaboration take? What forms of collaboration would be of most use? What determines financial resilience for exiled and restricted media? What are the obstacles to building and sustaining revenues? These questions are particularly timely as technological developments for alternative distribution channels and services emerge, which would be largely out of the reach or budget of individual small scale media. For example, alternative closed-wifi distribution networks enabled by Wicatr or Outerweb, or proxy services and data tracking from Lotame or

Psiphon.

The two-day workshop used a range of methods to explore the research aims. These included presentations of cutting edge experimentation from selected researchers from both academia and industry. This was followed by an interactive strategy discussion session, which explored how we can exploit these researches and build upon it further. The workshop culminated in designing processes for collaborative revenue capture with lightening pitches to close.

Participant reflections were captured during the workshop using Rmerge – brainstorming technology, which is fully immersive and interactive. This allowed responses to structured questions to be recorded, analysis and word clouds to be generated. Ideas were further explored using World Cafe and idea mapping facilitations, which were captured using photography.

The Media Innovation Studio at the University of Central Lancashire, UK, has a growing international reputation for its innovation and cutting-edge training, facilitation, projects and research. Hence, the Media Innovation Studio was an ideal candidate for organizing and chairing this workshop.

Participants



Roozbeh Mirebrahimi
New York

Journalist and researcher for Non-Stop Media, executive director Iran Dar Jahan, editor in chief



European Radio for Belarus

international radio based in Warsaw providing news and information since February 2006 operates on FM and internet



Rachael Jolley
London

editor at Index on Censorship, covering news and issues related to freedom of expression



Galima Bukharbaeva
Uzbekistan

Uznews.net with a career covering repression, torture and state sponsored harassment and violence. Witness to Andijan massacre

Participants



Michelle Foster
United States

former Knight Journalism Fellow and leading US executive, author of several reports on business implications for media under threat



Jason Lambert
Copenhagen

managing director of Diversity Ad a network for pooling advertising content specialising in fragile media



Yoav Farbey
London

Expert in startup business models for the free economy, running The Startup Magazine a website and publication around entrepreneurship



Youtube expert
Jordan

former head of online sections for Al Ghad and a consultant for Roya TV as well as chairing NGO for women in business in Jordan

Participants



Vincent Peyregne

Paris

chief executive Wan-Ifra 25 years experience in the newsmedia delivering strategic and actionable innovation plans



Francois Nel

London

Reuters fellow, founding director of Journalism Leaders Programme, Digital Editors Network and initiated MADE and Journalism Entrepreneurs



Celia Davies

Azerbaijan and Ukraine

Meydan TV, expertise in policy and grants assistance, Institute for Reporters Freedom and Safety



Caroline Ayoub

Syria

4M Beirut Journalism speaker and board member for ROYA association for a better Syria. Souriali Radio project manager

Participants



Jason DaPonte and Sarah Hartley UK

experienced and leading digital media thinkers, reflecting on collaboration and its capacity for generating revenues



Emin Milli
Azerbaijan

Meydan TV Azerbaijan's free and alternative media channel, interested in building alternative media ecosystems



Uvindu Kurukulasuriya
Sri Lanka

award winning editor of Sri Lanka's alternative press publication Colombo Telegraph in exile



Catalina Cortes
Rory Peck Trust

dedicated to the support safety and welfare of freelance newsgatherers, focussing on financial resilience. Programme officer for Latin America

Participants



Marie Struthers
Open Society Foundation

senior programme manager and expert on Independent Media support



Mahmood Enayat
London

Small Media action lab, aiming to promote free flow of information in closed societies, especially Iran



Dr Mark Lochrie and John Mills

media researchers in creative technology, datamakers and connected objects based at Media Innovation Studio



Prof Paul Egglestone and Dr George Ogola

leading researchers and authors in digital technology, democracy and community



revenue models

While this workshop touches on business models and the blueprint of how a media does business (Osterwalder et al 2005) and the totality of value creation (Afuah and Tucci 2003; Timmers 1999) and market competition (Ethiraj et al 2000; Mayo and Brown 1999) its primary focus was the critical aspect of a business model: the revenue generation. A business model is evaluated by its financial sustainability (Stewart and Zhao 2000), important as much for organisations that are cause driven as it is for those who are profit driven because they still need income to cover their costs and continue towards their objectives. Of particular relevance is the holistic business model framework (Li 2015) which sets out the need to effectively address the tensions between creating and capturing commercial values and generating social and cultural values (Bilton 2007). Most media organisations under threat or operating in restrictive environments are located more towards the non-profit charity rather than a profit maximising business. This workshop aimed to assess the extent to which collaboration could form additional revenue sources for media under threat.



diversified revenues



In the exploration of changing business models for the creative industries, Li (2015) finds that 'portfolio models' are made feasible by digital technologies where each new revenue stream is often financially modest but the combined revenues from different income streams can generate profits. This concurs with empirical findings from research on the revenue streams of exiled or restrictive media (Cook 2015). The Submojour report (Sirkunnen and Cook 2012) focuses on the revenue models of 69 media startups in nine free-market countries. It further consolidates the approach here as it explores how media are moving towards a more diverse business model combining multiple revenue streams. It also finds how media are increasingly dividing up their operations to provide multiple products and services around which revenues can be mobilised, both in a storytelling- and service-orientated models. The trend for diversified revenues has been extensively explored in free market journalism business models (see for example Rosenstiel and Jurkowitz 2012, Grueskin et al 2011; Downie and Schudson 2009). This supports research by Kaye and Quinn (2010) which notes the problems journalism as a business has faced, as legacy models become unfit for modern technology norms, and result in any revenue stream innovation being grabbed 'with all the enthusiasm previously reserved for lifebelts on the Titanic' (Franklin 2014). Picard (2010) states that journalism has never been a viable product as such: it has always needed at least two revenue streams. In the context of open markets, he goes on to identify optimism in trends for news providers to be less dependent on one form of funding (Picard 2014) and towards a trend of experimentation, be that with mixes of paywalls (Myllylahti 2014; Pickard and Williams 2014), the commerce potential of mobile news (Nel and Westlund 2012), efforts to monetise hyperlinks (De Maeyer 2012) or the effect of Apple on sales (Fischer 2012). There is a growing body of research into crowdfunding for journalism as an alternative revenue stream, the wider systems making it possible (Carvajal et al 2012; Lehner 2013) and the types of projects successful (Jian and Usher 2014). Crowdfunding works by running a fundraising campaign around products or services with target funds raised from small amounts of donations from users that can have the potential to help small, young businesses overcome funding gaps (Van Wingerden and Ryan 2011; Mollick 2014). Also of relevance here is research into not-for-profit models which secure funding from international non-governmental organisations, private foundations and think-tanks for investigative journalism (Requejo-Alemán and Lugo-Ocando 2014) and financing of minority-language journalism (Zabaleta et al 2014).

The term sustainability is understood here economically, referring to a capacity to be solvent against the media's objectives in the medium to long term. It does not presume growth or profit, and echoes Elliott (2012:58) who state the need for sustainability to be 'spatially and locally defined'. It takes as a starting point Craig LaMay's definition as 'financial sustainability with a public-service editorial mission' (CIMA 2007). LaMay describes news media as having qualities of both a mission good and a revenue good. Where understanding of sustainability in exiled and restrictive media environments has been consistently acknowledged is by actors in the sector, and these inquiries further frame the relevance of this article. This topic is high on the agenda of a number of international organisations (Wilton Park 2013; Open Society 2013; Sullivan 2007) with focus on strategies and innovation on a low budget. Of direct relevance, a consultation by non-profit organisation FOJO (2013) looked at the sustainability of 14 independent exile media outlets. It found fledgling evidence of revenues being generated from grant income but a lack of impact from those initiatives on overall budgets. A lack of in-house business skill was said as a key challenge and doubts as to the likelihood of media achieving full sustainability in exile were raised (FOJO 2013: 17). Research has also focused on alternative investment models with access to finance being a critical challenge (Wan-Ifra 2011).

sustainability



niche journalism

There is an extensive body of work that maps sustainable business models for media in free markets. This can be broadly set against the long tail of media business (Anderson 2006) and its impact on business opportunities (Briggs 2012; Bruno and Nielsen 2012). There are comparisons to be sought between exiled and information providers in restrictive news environments being seen as niche journalism. However even in free markets the economic sustainability of niche-based journalism is a struggle due to significant influences of mainstream media, markets setting the conditions for using technology and a wide compendium of market forces thwarting revenues (Cook and Sirkunnen 2013).



resource poor environments

Scholars have explored resource-poor environments and media development in terms of roles and democracy, for example Hughes (2005) evidences the struggle to deepen democracy through media diversity while Waisbord (2007) and Becker (2011) argue that media can raise awareness and affect accountability. Moyo (2009) and Bratic (2006) concur on the convergence of digital media and democratic participation. Yet none have made the connection between media development and economic sustainability. What is lacking is better understanding of how the emergence of Gillmor's citizen empowerment (2010) or Castells' (2007) mass self-communication and counterpower can be sustained and validated with a viable business model in restrictive environments. Without an effective funding structure, the fundamental capacity for 'social movements and rebellious individuals to build their autonomy and to confront the institutions of society in their own terms and around their own projects' (Castells 2007: 9) as effective actors in deciding power, remains thwarted. Of use is a model by Byrne (2010) which describes the actual market position of media business that exist in emerging and developing markets compared with the desired market position. The desired position includes higher business ideals and a more robust funding structure. This workshop goes some way to challenging what and where that 'robustness' may lie.



The vocabulary and definitions surrounding this workshop are problematic. Neither exiled nor restricted media are pinned down as terms, and vary greatly in terms of both purpose, structure and function. Are refugees included? Are bloggers or civic activists the same as media outlets? Under which criteria are which media included? Much literature also focuses on identity and roles of diaspora as part of the process of informing citizens (see for example Gawthorp 2009). This workshop is of relevance to those working in areas of research relating to sustaining a civil society and preserving freedom of expression.

exiled and restricted media

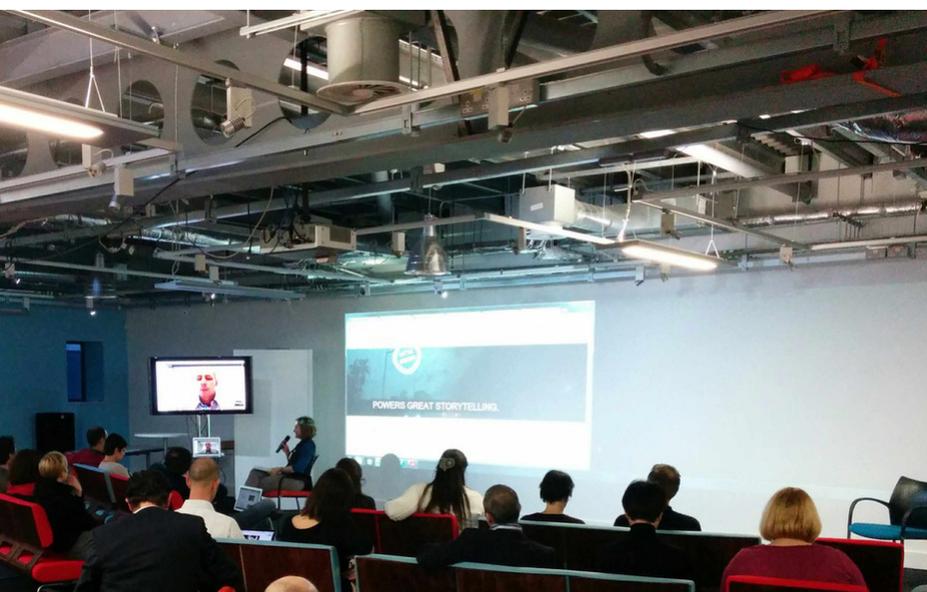
barriers and structures

Where exiled and restricted media experiences are briefly touched on is in the field of ownership structures (Foster 2012; Zabaleta 2014). Who owns a media outlet and thus controls its sources of capital and revenue are relevant here. Others have explored the characteristics of those running underground media (Menayang et al 2002; Rooks et al 2014) and how the affordances of new technologies impacts on journalism in restrictive environments (Mabwezara et al 2013; Taylor and Kent 2000). Of most relevance are the scholars who focus on the economic impact of the barriers in the operating environment. Parsons et al (2008) go some way to mapping the operational context with their six barriers to media development (economic impoverishment, lack of stable monetary systems, poverty, media consolidation, cost of starting out) but stop short of gathering any empirical evidence.



innovation ecosystems

Inter-media collaboration for innovation increasingly appears as an industrial response to changing economic and technological conditions both in the UK and internationally. For well established companies, success in business ecosystems requires collaboration and competition, a task that demands strategic thinking. For media under threat it is hard to envisage room for strategic thinking. Nonetheless, there is much scope for value creation in innovation design in terms of wider societal benefit or indeed in sharing expertise, or pooling resources in order to leverage reach. Of particular pertinence is understanding how and in what form collaboration between media under threat could develop, and how to make it work, borrowing lessons from other industries (Wondolleck and Yaffee 2000) and envisaging the growing role for collaboration, for example between corporate businesses and NGOs (Dahan et al 2010). Also the obstacles to collaborations, and understanding what presents as a barrier, such as geographic proximity (Letaifa and Rabeau 2013).





*Participants were asked
 what success looks like
 for media under threat*



What does success look like?

Before embarking on evaluation of the role or potential for collaboration the workshop established what success looks like for media under threat. Exiled and restricted media struggle for free expression against government oppression. For some of the world's most media-restricted countries, journalists and publishers are often considered criminals for maintaining freedom of expression and sharing alternative viewpoints: within the case studies included here journalists have been killed, threatened and imprisoned, sites have been shut down, cyber attacks carried out and offices destroyed. Exiled media refers to a media outlet that can no longer function in the country relating to its content, and operates in either self-imposed removal or enforced removal, due to danger, producing journalism that counters the state run or controlled media. Information providers in restrictive news environments are in-country news outlets. Both share a focus on providing alternative media discourse in restrictive news environments, championing alternative viewpoints and freedom of expression, and often work to expose corruption and highlight the truth.

Their financial operations as independent media are restricted and the market classed as flawed because they cannot work as normal business entities because of harassment, business pressures and restrictions, and legal complexities. Market distortions materialise for many reasons: the economy may be so weak that local businesses have no incentive, or ability, to advertise; literacy and the purchasing power of citizens are low; oppressive regimes distort advertising by controlling who works with whom; legal and political constraints present obstacles to business development; cultural barriers create audience apathy. They exist despite distortions in both the commercial market and administrative systems, and operate in isolated conditions.

When asked what success looks like for exiled media, participant responses could be categorised into five themes: business, impact, reach, journalism and safety.

Business considerations was the most cited with participants raising concerns around being able to pursue a "proactive rather than a purely reactive strategy" towards their business. Longevity was a concern, with reference for a five year plan being sought and being "reliable to ensure longevity and independence". One mentioned having a clear strategy with norms that could be adhered to while another said it was "institutional capacity to create a sustainable media businesses". Business structures akin to the Guardian, where profit and non-profit arms of one business support each other were seen as a potential way forward for success. Focus was also drawn to wider operational concerns such as solid management skills, facilitating change and having funds to hire more people to do development work. Networks were also mentioned as a source of potential strength within the target country. In terms of revenues, this included having a longer perspective on funding. Some referred to success at its basic financial form, with a priority for covering costs and "staying up" or "living to fight another day". One said success was having resources not to rely just on grants. Over the workshop, survivability was an alternative term proposed to replace sustainability.

Responses drew to light the complexity of measuring impact and defining what it is. To some, impact was developing as a "respected, relevant and credible organization", for others it was influence in-country and the diaspora, bringing change to governments, impacting on democratic change, and for others influencing Western news agendas and thoughts. Consideration was also given to the difference between short term and long term impact on conversations, and on policy to create a fairer just society. Consensus was around "having an impact - whatever that impact may be".

Reach was a factor in success in the sense of reaching the right audiences or the widest, increasing reach, visibility, getting the facts in stories referenced by others and connecting with "well defined" audiences and resonating with them. Public recognition also contributed to success, as did informing the populous and getting past government controls with a consistent and regular broadcast.

Success factors were deemed journalistic when they referred to being more relevant or credible, having exclusive content that could be shared, focussing on under-reported or misreported, even censored stories instead of soft news. Journalistic success was also akin to objectivity when the produced content could be used by both sides of a political spectrum. One said success was "being a real voice that's credible". This included moving away from an activist agenda to balanced media sources, separating activism from "professionalism".

Safety was also a building block of success: the people involved need to be kept safe, opportunities to move back in-country need to be achieved in some cases, and there needs to be the ability to protect journalists.



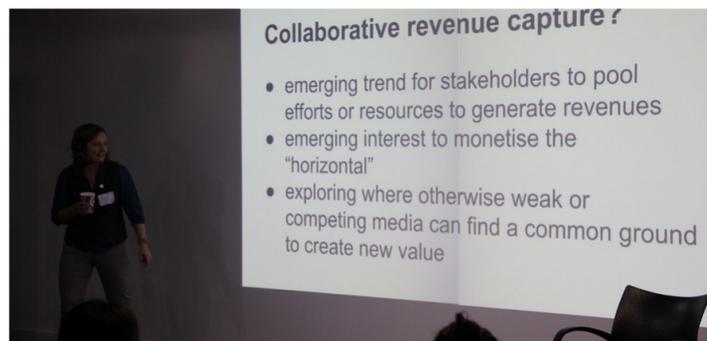
business

impact

reach

journalism

safety





FINANCIAL RESILIENCE?

Diversity was a recurring theme of the workshop in terms of both content and funding sources. Much like media in free markets, media operating in restricted environments were mindful of not relying on one content. Being a trusted voice and providing authenticity was seen as a bedrock of production. Resilience, it was believed, would come from producing quality journalism. Credible content can drive audiences and help connect with end users. Correlating an audience and a market for the content is a building block of resilience. It was concluded that exiled media, like other media in the digital age, have to carve out an audience that can scale and understand the potential of the scale.

In terms of diversified funding, this could include having access to other funds from ancillary businesses such as rent from buildings, or alternative monetary systems such as Bitcoin. Establishing diversified revenues was considered to be important early in the business development. Wider issues of diversification included traffic (using social and digital tools to maximise reach) and communities (forums, Facebook, diaspora, in-country, more mainstream media audiences). Bundling audiences and making it easier for them to choose where they access content (with some who may pay for that content was considered). Donor flexibility and creativity play a role in this.

Financial resilience is also determined by internal management. Strong foundations including strategy, structure and change contribute. Discussions also turned to the balance between mission and sustainability. Media under threat often produce journalism under very long hours with very little financial reward, with a limited quality of life due to the risks that go hand in hand with a freedom of expression cause. Many are under extreme safety risks, both cyber and security. As such, anonymity, establishing legal status, technical solutions such as cryptocurrencies or workable banking systems, cash flow in unbanked situations, inability to register organisations are all barriers to resilience.

There were several complexities. Defining exiled, restricted or media under threat has yet to be pinned down and whether the extent to which their resilience is "a different nut to crack".

Inevitably there are several barriers to building and sharing revenues across such diverse media, each facing different levels of restriction. Of the participants in the workshop, media representing Azerbaijan, Iran, Syria, Sri Lanka, Uzbekistan, Belarus and Jordan were included. The following were obstacles in focus:

- a direct relationship between advertising and media is difficult without aggregation (of softer/alternative content) or green washing
- repressive environments exist with noninfrastructure - they are destabilised, exist amongst threats and often corrupt governments where media cannot mobilise in-country ads
- exiled media competing with one another
- donor funding is a game to play
- everyday life is a battle in itself
- success can prompt protectionist approaches
- lack of an open, unblocked Internet
- political differences
- language and culture barriers
- a lack of trust and understanding
- exiled media have diverse interests, different objectives, agendas and values.
- there is an expectation of subsidy
- finding other things to monetise content, such as language skills, or other assets
- the content is often too political
- creating a coherent value exchange for all parties
- the difficulties in parity of access to information such as data statistics in Syria
- high set up costs - how will these be funded?
- larger media organisations take the credit for/use text content
- sharing revenues is very different to collaborating on content
- political interests, economic alliances internationally
- disengaged or apathetic audiences
- global reactive funding environment - support levels are inconsistent and transient
- exiled media exist far from the market
- donor fatigue
- diverse context with many different needs - some are not financial (in china, money is not the issue)
- audience expectations of free content



The event ran over two days hosted by the Media Innovation Studio part of the University of Central Lancashire
PI Clare Cook



collaborative
revenue
capture



Model



M

This wooden model represented collaborative revenue in the abstract. The vertical pillars symbolised individual media, navigating revenue streams independently. The horizontal woven twigs lay out an imagined interpretation of collaborative

 **Media Innovation Model**

What forms of collaborations would be of most use?

The workshop explored what was needed to make collaborations happen, and the most successful collaborations participants had been involved in. Several themes emerged, such as non-competitive environments with agreed missions and shared values, as well as harnessing different people with different skills and joining them across national borders. Specific examples were raised, such as gaining an independent endorsement to an already existing labour law by the labour parliamentary committee to benefit the lives of working mothers and fathers in the UK. Some were large scale collaborations including redefining the business activities and processes of more than 2,000 managers to rebuild data and management infrastructures for new revenue creation processes. Key themes emerged: co-working, exchanging, coordination and support.

Of note, the symantics of collaboration were also complex for media under threat as "collaborators" were seen as government spies or colluders in anti-free expression situations.

The forms of collaboration that would be of most use to media under threat were then explored. Those categorised as business related included access to seed money and capital, revenue generation, sharing knowledge and expertise around revenue generation. Focus went to connecting with the right people and diverse stakeholders and growing a network with a strong leader, peer to peer mentoring and linking communities. Having a good fundraising strategy and business model, cash flow management and potential collaboration towards funding were also cited. Discussions also focussed on collaboration around an anonymous secure payment platform.

business

Several responses focused no resource issues, classified both as internal or external. These included: having and recruiting the right people; a team with no overlap in expertise; diverse stakeholders; growing a network; getting more involved in a community and linking the community; having a strong leader; in-house training and peer to peer mentoring; knowledge exchanges. Access to information was key with particular emphasis on sharing experience and technology tools. Collaboration was seen to be of benefit when it included collaborating between young business people who have ambitions to have impact beyond their countries and industries. Other areas included training, access to information, research and development and knowledge exchange. Collaboration could also be around consistent grant organisation coordination, access to expertise and spaces for collaboration. A role was also seen for donor organisations to coordinate in "concrete ways" where research and development capacity were also needed to grow.

resource

In terms of strategic requirements needed for collaboration, these can be summarised as a 'code of conduct' that was deemed necessary: shared goals, setting norms and sticking to them, a space where everyone is clear about why they are there, having a common objective, listening, a shared vision and timetable, respect and an agreed language, face to face communication, commitment to the cause, clarity of expectations, people who agree on the direction and ultimate objectives, processes that transcend personalities.

strategy

The personality of people working together was discussed and included engagement, sharing interests and beliefs, being hard working and listening, respecting other people's ideas, being honest and consistent, respecting colleagues and sharing commitment to working hard and being enthusiastic to the project.

characteristics

Finally, collaboration was envisaged as a concrete entity. It was described as a shared outcome or a common vision. It was seen as a way of achieving greater influence via scale or as a way to create tools to understand influence more profoundly or produce more effectively. Distribution channels were seen as accessible through collaboration that would not be possible at individual media level.

content



Remerge



Immersive brainstorming technology which is anonymous was used to allow participants to exchange ideas freely around the points of discussions.

📍 **Media Innovation Remerge**

Ideas



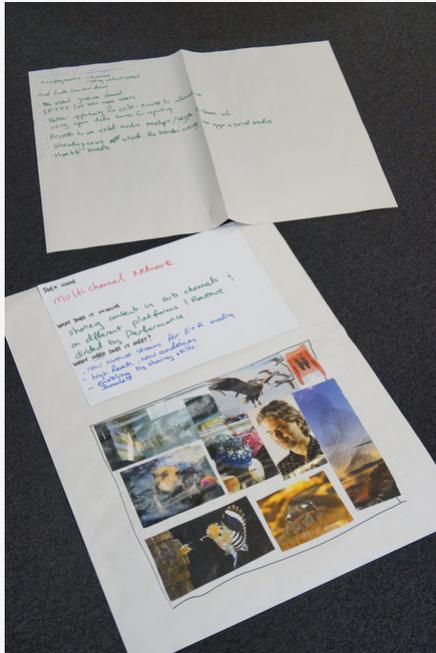
Day Two of the event focused on designing the platform or service where collaboration could be best used for revenue capture

GOOGIE
PLAY
NEWSTAND

enter by there
1 platform multiprovider

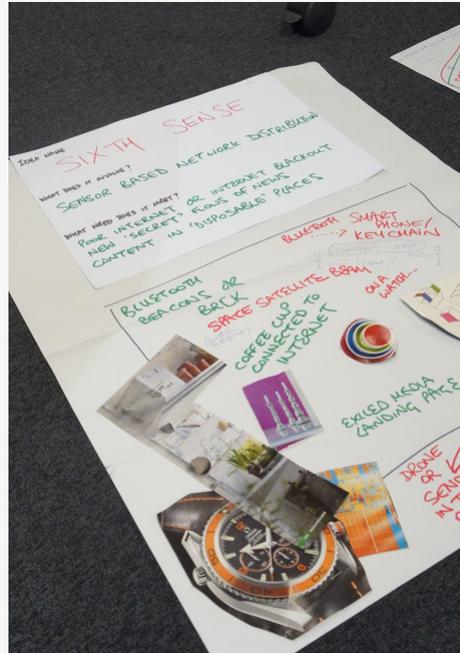
but
can't search

PLATFORM NEEDS
TO WORK.



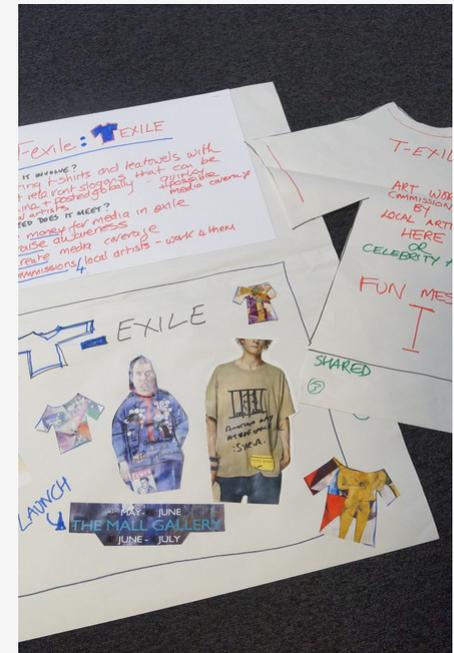
MULTI CHANNEL NETWORK ONE

Based on cross country themes and finding the optimum combination of content to expand reach, the multi-channel network would allow new revenue streams by repackaging content and repurposing it against social and monetizable channels, such as with BuzzFeed or Upworthy.



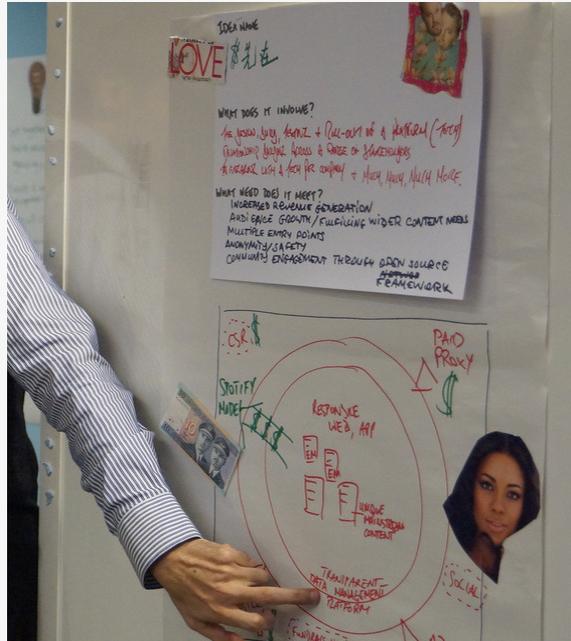
SIXTH SENSE TWO

Technology is key. The collaborative actions are put in place to access technology developments that would be too expensive or prohibitive taken on at the individual media level. Sixth Sense allows experimentation ranging from satellite balloons, Apple watch and proximity broadcasting.



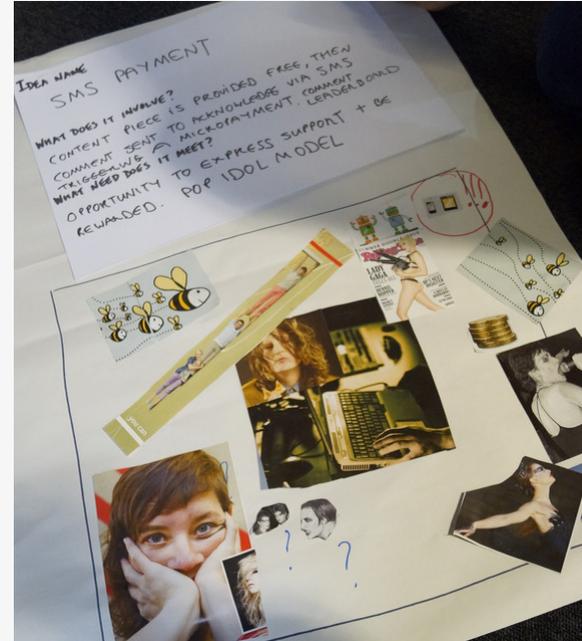
FEXILE THREE

Leveraging security in numbers, the Fexile idea allows the creation of merchandise and celebrity endorsement around a series of events and 'festivals' championing impact, innovation, freedom of expression and more.



GOOGLE PLAY NEWSTAND
FOUR

In a drive to maximise reach and audiences, this project proposed a platform which optimised content from exiled and restricted news providers with other more 'mainstream' news. It allowed media providers to pool content and access alternative revenues including behavioural data.



SMS PAYMENTS
FIVE

Where governments control Internet and mobile networks, there has been a rise in the use of chatting and payment apps. The idea here is to develop mobile closed network payment services, non-monetary exchange and transactions to support donations and other revenues to exiled and restricted media.

Innovators

Exposing Innovation



Malachy Browne
former editor Storyful

author of *Endangered Journalism* highlighting the need for producers to license content to mainstream media via cooperatives (often banned through embargoes and trade restrictions) and archives to preserve free speech.



Misha Vinokur
Openreporter

a platform engaging citizens, journalists and experts in collaboration in order to revitalize the news. Misha works on projects which leverage technology to solve societal issues, exploring data selling as a

What now? conclusions and recommendations



1

There was a sense that collaboration and working together was possible. "There is a real desire and potential to innovate in this space. We just need to identify the innovation and create it". This builds on a community of like-minded organisations rather than labels. "The fact that we are exiled is not the most important thing we have in common - let's think about the kind of organisations we are the value the types of content and the capacity for technological innovation".

2

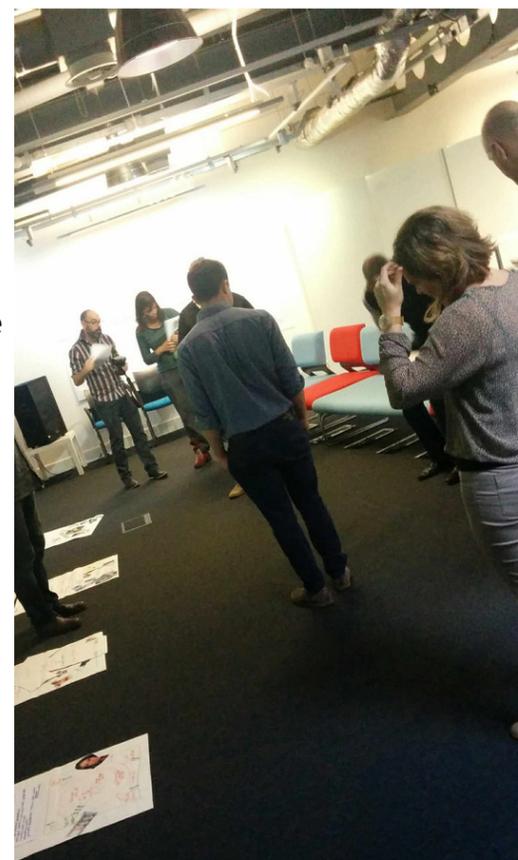
It was less clear what form this should take and identified a lack of coordination or umbrella organisation that could drive this forward. The workshop enabled suggestions for concrete projects or media (multi-channel networks, festival). The aim of this is to create the global reach needed to make money from scale. "Just because we see unity in exiled media does not mean that the audiences will perceive a need for exiled media on a joint platform: there needs to be careful thinking about the business models and audience needs." A database of skills, exchanging ideas on an e-forum was suggested.

3

The complexities of collaborating as a unified 'body' of exiled or restricted media was acknowledged. There were several barriers to collaboration both practically (language, country by country differences) and ideologically (finding a shared mission and vision). "It's complicated".

4

The workshop allowed space and time to consider the need for diversified and more robust revenue streams. "The donor model is not sustainable and more financial diversity equals a stronger future". It also emerged considerations that "revenue generation is not a dirty word and belongs alongside donor funding".



5

A key recommendation is the need for a regular place and network for research and development. This network is needed to act as a driver for change and experimentation, in a way that is not possible at the individual media level. Unlike free market startups, cash-strapped vulnerable media in flawed markets have less support than in other media ecosystems. Access to expertise and innovation was seen as lacking. The multidisciplinary approach was praised.





cecook

Collaborative Revenue Capture for Media Under Threat

SOUNDCLOUD

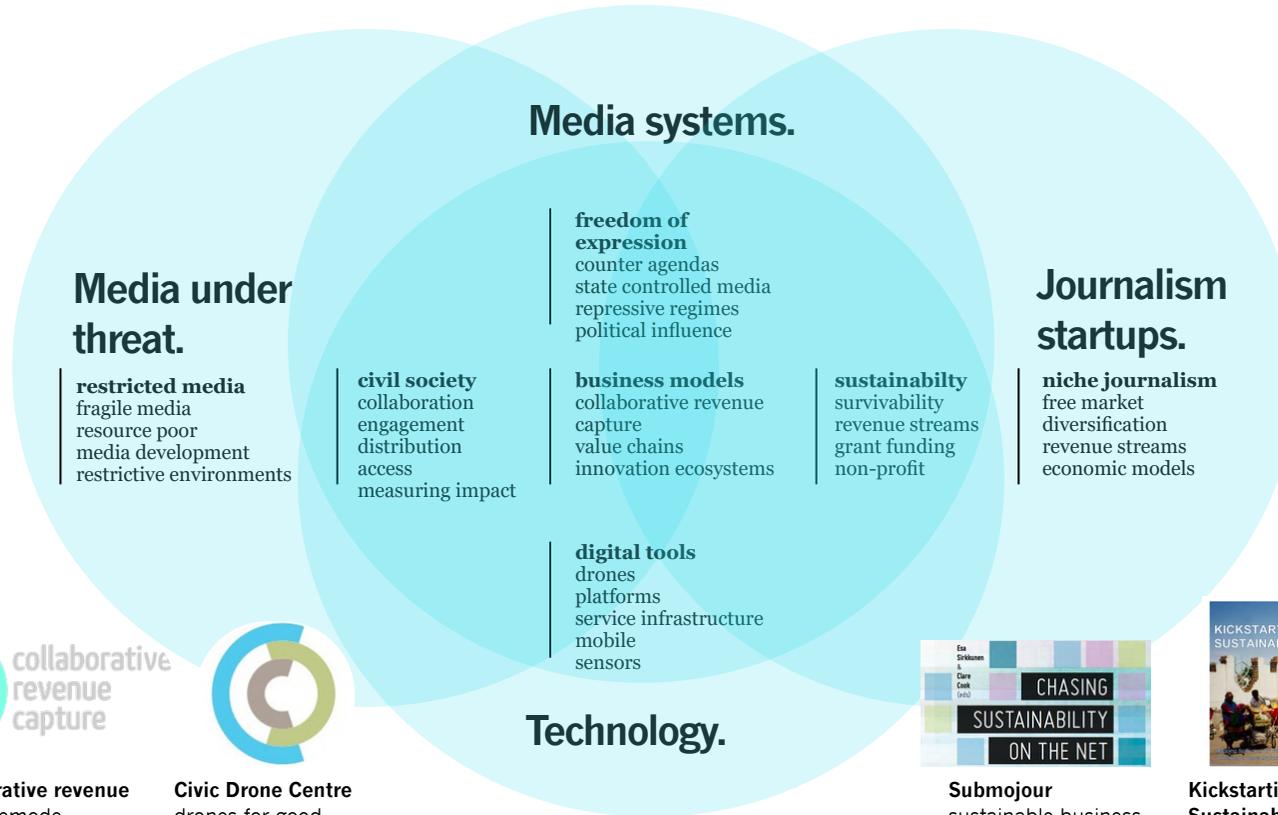
Share



4:06

▶ 15

The Future Projects and research.



Innovation network
for media under

to expose exiled or restricted media to innovation and bring multidiscipline experts together to exchange knowledge. This helps to understand and test business models, share and experiment with strategies for economic resilience and explore new applications and solutions for technological developments



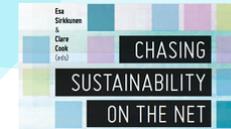
Collaborative revenue
RCUK Nemode

a workshop to explore how collaboration can foster a new revenue model for exiled media. Researching what success looks like, where collaboration could be of value, and what obstacles exist to collaboration. This focussed on shared paywalls, aggregation, multichannel networks and more



Civic Drone Centre
drones for good

facilitating projects with partners such as UNHCR and BBC Worldwide using drones to support media under threat, exploring verification with sensors, content delivery with closed network wifi, and data capture around a range of datasets including environmental and calculating crowd numbers



Submojour
sustainable business

empirical study of 69 startup online media in 10 countries looking at their revenue and business models. Finds storytelling and service orientated media, and a lack of entrepreneurial knowledge. Cook, C and Sirkkunen, E (2013) What's in a niche? Exploring the business model of online journalism. Journal of Media Business Studies, 10 (4), pp. 63-82. ISSN 1652-2354



Kickstarting Sustainability

empirical data on the revenue model of 19 exiled or restricted media and corresponding analysis against free market startups. Finds reliance on grant funding but an economic determination to survive, with experimentation into commerce and crowdfunding. Cook, C (2015) Fragile finance: The revenue model of oppositional news outlets in repressive regimes



Content Collective
proximity broadcasting

a consortium including Wicatr, Nesta, Open Knowledge Finland Diveristy Ad and the Amsterdam Economic Board. The partners will explore a new layer of service delivery infrastructure between users and content providers independent of traditional gatekeepers of the Internet's content. This allows us to test corresponding emergent revenue potential

THANKS TO

Richard Adams from Nemode for funding the event

Onno Piet Guy Baudouin for his Rmerge expertise

Change the Conversation for facilitation

Debbie Dearnley for her tenacity supporting the event administratively

Paul Egglestone for support and mentoring

Lynn Lu for photography

John Mills for photography

All the participants without whom it would not have been possible

BIBLIOGRAPHY

- Anderson, C.** (2006) *The Long Tail: how endless choice is creating unlimited demand*. Random House Business Books.
- Afuah and Tucci** 2003 *Internet Business Models and Strategies* (Mcgraw Hill)
- Becker, J.** (2011) 'Coverage of the Tibet Crisis (March 2008) and the Olympic Games in China (August 2008) in the German-language mass media'. *International Communication Gazette* (73): 495–506..
- Bilton** 2007 *Management and Creativity: From Creative Industries to Creative Management*. Blackwell
- Bratic, V.** (2006) 'Media effects during violent conflict: evaluating media contributions to peace building'. *Conflict and Communication Online: Volume 5*.
- Briggs, M.** (2012) *Entrepreneurial journalism : how to build what's next for news*. Sage : CQ Press, Los Angeles: Thousand Oaks.
- Bruno, N. and Nielsen, R.K.** (2012). *Survival is Success : Journalistic Online Start-Ups in Western Europe*. Reuters Institute for the Study of Journalism, Oxford.
- Byrne, E.** (2010). *Media development market model - forces and influences*.
- Carvajal, M. García-Avilés, J.A. González, J.L.** (2012) *Crowdfunding and Non-Profit Media*. *Journalism Practice* (6): 638–647.
- Castells, M.** (2007) 'Communication, Power and Counter-power in the Network Society' *International Journal of Communication* (1): 238-266.
- CIMA** 2007. *Toward Economic Sustainability of the Media in Developing Countries*
- Cook C** (2015) *Fragile finance: mapping revenue streams for exiled media and information providers in restrictive news environments* (Forthcoming: *International Communication Gazette*)
- Cook, C. and Sirkunnen, E.** (2013). 'What's in a niche? Exploring the business model of online journalism' *Journal of Media Business Studies* Vol 10 No 4.
- Dahan, NM Jonathan P. Doh, Jennifer Oetzel, Michael Yaziji** 2010 *Corporate-NGO Collaboration: Co-creating New Business Models for Developing Markets* Volume 43, Issues 2–3, April–June 2010 326–342
- De Maeyer, J.** (2012) 'The Journalistic Hyperlink' *Journalism Practice* 6: 692–701.
- Downie and Schudson** 2009 *The Reconstruction of American Journalism* *Columbia Journalism Review*
- Ekdale, B. (2014) 'I Wish They Knew that We are Doing This for Them'. *Journalism Practice* (8): 181–196.
- Elliott, J.** (2012) *An Introduction to Sustainable Development*, 4th ed. Routledge, New York.
- Ethiraj et al** 2000 *The impact of Internet and electronic technologies on firms and its implications for competitive advantage* The Wharton School. Research paper
- Fischer, J.** (2012) *Sweet Fruit or Poisoned Apple - The iPad's Effect on Newspapers*. *J. on Telecomm. & High Tech. L.* (10): 173.
- FOJO** (2013) *Independent Media In Exile A Baseline Consultation* FOJO Media Institute.
- Foster, M.** (2012) *Calling the shots: how ownership structures affect the independence of news media*. CIMA and NED
- Franklin, B.** (2014) *The Future of Journalism: in an age of digital media and economic uncertainty*. *Journalism Practice* (8): 5 469–487.
- Gawthorp** 2009 *Circumventing the Junta: How Burmese exiles use independent media to foster civic culture and promote democracy*. Royal Roads University MA dissertation.
- Gillmor, D.** (2010) *Mediactive*. United States.
- Grueskin, B. Seave, A. Graves, L.** (2014). 'The Story So Far: What We Know About the Business of Digital Journalism' *Columbia Journalism Review*.
- Hughes, S. and Lawson, C.** (2005) 'The Barriers to Media Opening in Latin America'. *Political Communication* (22): 9–25.
- Jian, L. and Usher, N.** (2014) 'Crowd-Funded Journalism' *Journal of Computer Mediated Communication* (19): 155–170.
- Kaye, J. and Quinn, S.** (2010) *Funding journalism in the digital age : business models, strategies, issues and trends*. Peter Lang, New York.
- Lehner, O.M.** (2013) 'Crowdfunding social ventures: a model and research agenda'. *Venture Capital* 15: 289–311.
- Letaifa and Rabeau** 2013 *Too close to collaborate? How geographic proximity could impede entrepreneurship and innovation*
- Li** 2015 *Digital Technologies and the Changing Business Models in Creative Industries* 48th Hawaii International Conference on System Sciences
- Mabweazara, H., Mudhai, O., Jason Whittaker**, (2013). *Internationalizing Media Studies : Online Journalism in Africa : Trends, Practices and Emerging Cultures*, Routledge Advances. Taylor and Francis, Florence, KY, USA.
- Mayo and Brown** 1999 *Building a competitive business model* *Ivey Business Journal* 18-23
- Menayang, V. Nugroho, B., Listiorini, D.** (2002) 'Indonesia's Underground Press The Media as Social Movements'. *International Communication Gazette* (64): 141–155.
- Mollick, ER** (2013) *The Dynamics of Crowdfunding: An Exploratory Study* (SSRN Scholarly Paper No. ID 2088298). Social Science Research Network, Rochester, NY.
- Moyo, L.** (2009). 'Repression, Propaganda and Digital Resistance: New Media and Democracy in Zimbabwe' In Mudhai, F, Tettey, W. & Banda, F. (Eds), *African Media and the Digital Public Sphere USA*: Palgrave.
- Myllylahti, M.** (2013) 'Newspaper Paywalls—the Hype and the Reality' *Digital Journalism* (2): 179–194.
- Nel, F. and Westlund, O.** (2012) 'The 4c's of Mobile News'. *Journalism Practice* (6): 744–753.
- Open Society** (2013). *International Exiled Media Forum Programme*.
- Osterwalder et al** 2005 *Clarifying Business Models: Origins, Present, and Future of the Concept* *Communications of the Association for Information Systems*
- Parsons, P. Landersberg, R, Scott G** (2008) *Barriers to Media Development in Beer, AS de and Merrill* (eds) *Global Journalism: Topical Issues and Media Systems*, 5th ed. Pearson: Boston.
- Picard, RG** (2010) 'A Business Perspective on Challenges Facing Journalism' in Levy, D. and Nielsen. R (eds) *The Changing Business of Journalism and its implications for democracy*. Oxford: Reuters Institute for the Study of Journalism.
- Picard, RG** (2014) 'Twilight or New Dawn of Journalism?' *Journalism Studies* 1(5): 500–510.
- Pickard, V and Williams, A.T.** (2013) 'Salvation Or Folly?' *Digital Journalism* (2): 195–213.
- Van Wingerden, R. and Ryan, J.** (2011) *Fighting for funds: an exploratory study into the field of crowdfunding*.
- Requejo-Alemán, J.L. and Lugo-Ocando, J.** (2014) 'Assessing the Sustainability of Latin American Investigative Non-profit Journalism' *Journalism Studies* (15): 522–532
- Roos, G. Klyver, K. Sserwanga, A.** (2014) 'The Context of Social Capital: A Comparison of Rural and Urban Entrepreneurs in Uganda' *Entrepreneurship Theory and Practice*.
- Rosenstiel, T. and Jurkowitz, M.** (2012) *The Search for a New Business Model An in-depth look at how newspapers are faring trying to build digital revenue*. Pew Research Center.
- Sirkunnen, E. and Cook, C.** (2012). *Sustainable Business Models in Journalism: Chasing Sustainability on the Net*. Tampere: COMET.
- Stewart and Zhao** 2000 *Internet marketing, business models, and public policy* *Journal of public policy* 19 287
- Sullivan, MT.** (2007). *Economic Sustainability of the Media in Developing Countries* Working Group Report Center for International Media Assistance and National Endowment for Democracy.
- Taylor, M. and Kent, M.L.** (2000) 'Media Transitions in Bosnia From Propagandistic Past to Uncertain Future' *International Communication Gazette* (62): 355–378..
- Timmers** 1999 *Business models for electronic markets*. *Electronic Commerce* 8 1-6
- Waisbord, S.** (2007) *Democratic Journalism and "Statelessness"*. *Political Communication* (24): 115–129.
- Wan-Ifra** (2011) *Addressing the Capitalization Gap for Independent News Media*. Swedish International Development Cooperation Agency .
- Wilton Park** *Media and Fragile States* conference Wednesday 9 – Friday 11 October 2013 WP1278, 2013.
- Wondollek and Yaffee** 2000 *Making Collaboration Work: Lessons From Innovation In Natural Resource Management* Island Press
- Zabaleta, I. Ferré-Pavía, C. Gutierrez, A. Fernandez, I. Xamardo, N.** (2014) 'Future Business Innovation in Minority Language Media' *Journalism Practice* (8): 508–518.