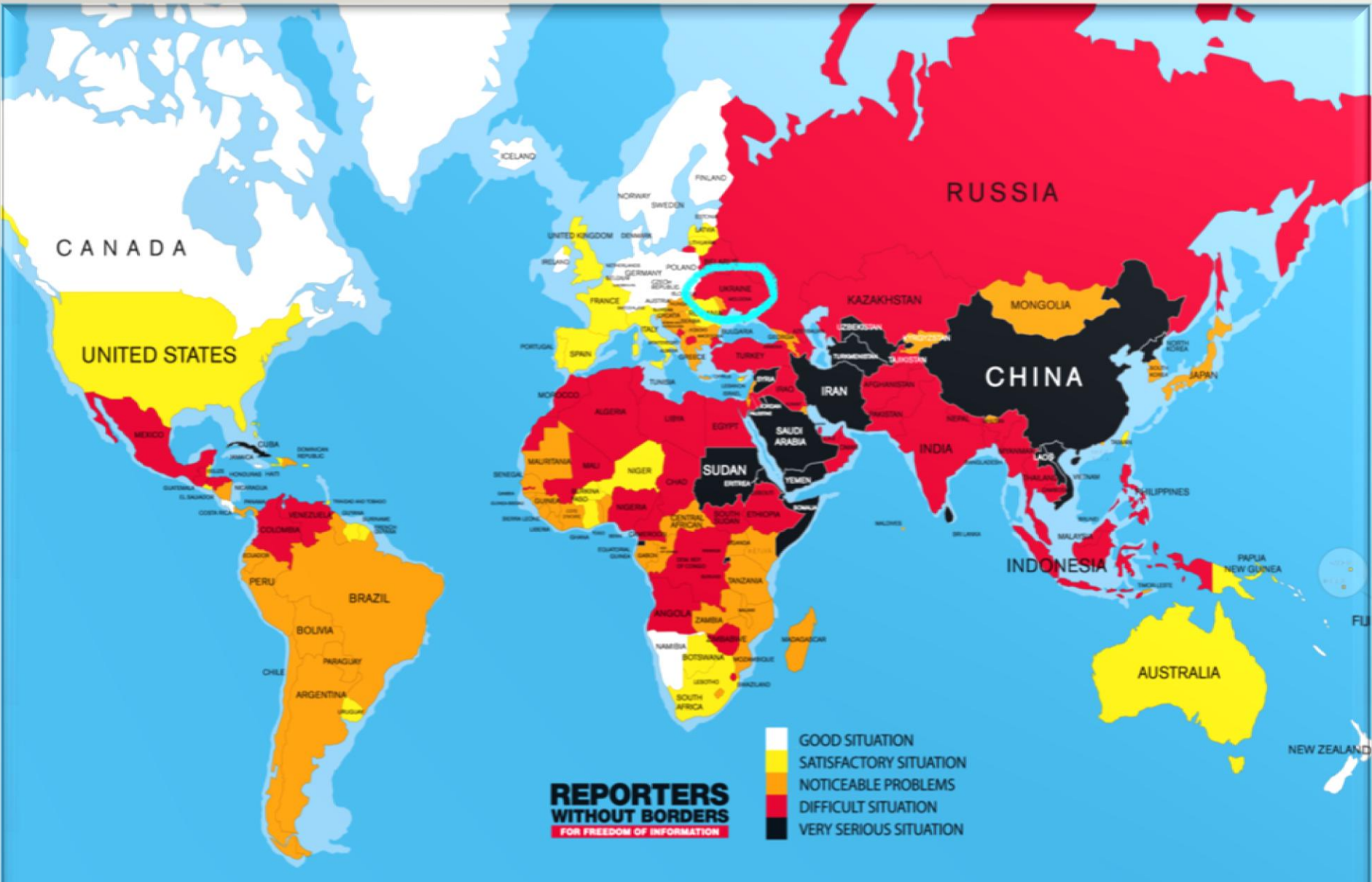


**OLIGARCHS, REVOLUTION  
AND WAR: ADAPTING THE  
MEDIA BUSINESS MODEL TO  
A TUMULTUOUS MARKET**



# FREEDOM OF THE PRESS WORLDWIDE IN 2014

# Oligarch dominated media

- ▣ Complete control of audiovisual media; overwhelming control of print publications; relative freedom online
- ▣ Government as one of many players
- ▣ Destroys the market through subsidies
- ▣ Freedom slips through the cracks of competition

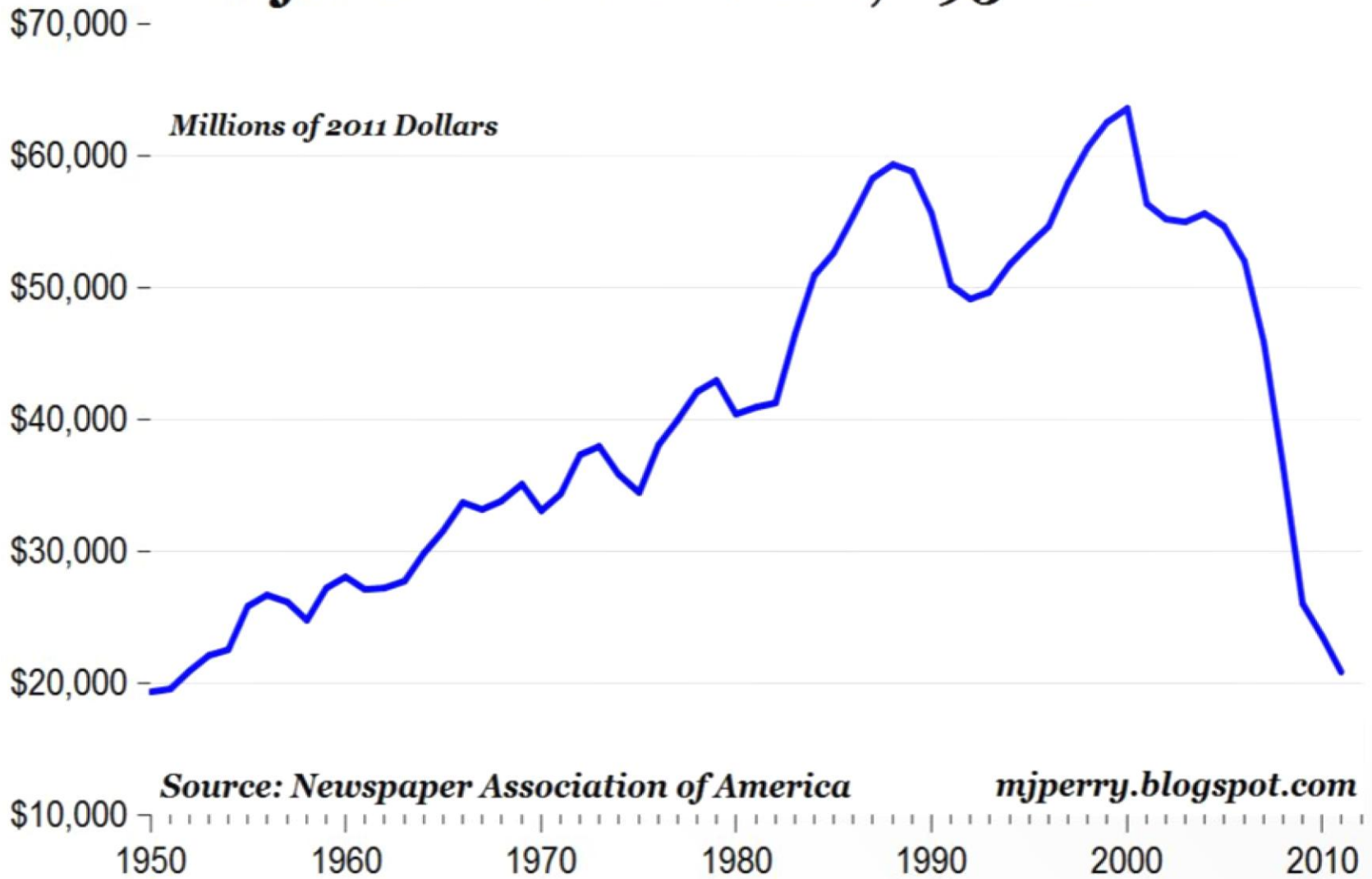








# Print Newspaper Advertising Revenue Adjusted for Inflation, 1950 to 2011

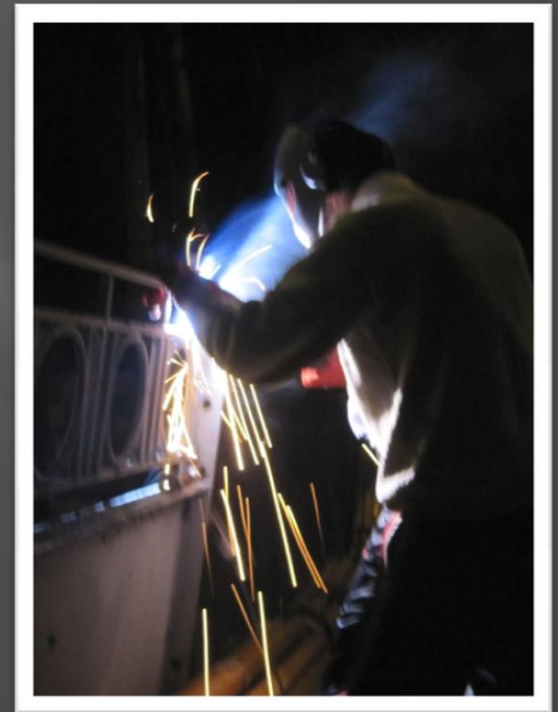






# Building a new media model

- ▣ Media as the heart and nervous system of the community
- ▣ Lateral vs. vertical marketing
- ▣ Redefining the needs of readers
- ▣ Not only about technology



# New revenue model

- ▣ Community events: conferences, special projects
- ▣ Making media a part of everyday life
- ▣ Subscriptions
- ▣ Premium products



# Making the reader the owner

- ▣ In some way or other, the media always end up serving those who pay them. The best solution is to make that the reader
- ▣ The paywall can be used as a positioning tool
- ▣ Easier for smaller, more unique groups
- ▣ Kyiv Post experience: 1/3 initial dip in readership; 12 months later, approx. 20% of monthly revenue

# Three goals of media

- ▣ Power: little focus on expenditures, reach above all
- ▣ Prestige: high-brow or high-quality content, keeping costs low is critical
- ▣ Money: premium product or massive volume
- ▣ You need to set your priority

