

Evolution of Post-Print Media
Spring 2011
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The nature of media is changing, and none is changing more rapidly than the media of print: the newspaper and magazine. In this course, drawing on the experience of one magazine (strategy+business) which is rapidly evolving, we're going to look at the basic issues of an industry in change: The way that such practices as advertising and circulation are evolving, and the necessary steps that leaders in media must take to stay on top of them. The class sessions will draw upon a wide variety of guest lecturers, but we will also focus on three student projects.

1. A brief report on a trend affecting print media
2. A report on a new business model and how well it is working.
3. A prototype/proposal for a media feature or enterprise.

1. January 28: Context. Class introduction. Why the future of post-print media matters. Nature of critical trends. Protocol for guest interviews and conversations.

Assignment 1: Explicating a trend. Due February 11. Select one major trend affecting advertising, publications, or media. Explain why it is happening and what is certain and uncertain. 5 paragraphs.

2. February 4: Examples of media under pressure. The choices faced by strategy+business and other publications. Guests: Jon Gage, s+b publisher; Rob Norton, s+b executive editor.

3. February 11: Changes in the advertising industry: Lead generation, the marketing and media ecosystem. Guest: Matt Egol, partner in the media practice, Booz & Company.

Assignment 2: Analysis of an existing business model. Due March 11. Look at one existing media enterprise and the way in which it subsidizes itself and makes money. Provide a supported point of view on the viability of its prospects. 10 paragraphs.

4. February 18: Trend reports 1. Social media and its impact on mainstream media. Guest: Catherine P. Taylor, blogger, Adverganza and BNet.

5. February 25: Trend reports 2. Subscription and circulation models.

6. March 4: History of magazines and the development of formats. Evolution of journalism and graphic design for publications. Guest: Vivian Selbo, design director, the Slate Group.

7. March 11: Presentations of the business models we have researched.

Assignment 3: Presentation of a new business model. Due April 29. Prototype/preliminary business plan for a new media enterprise, or a new feature on an existing enterprise. Enough detail to provide a 5-minute presentation. Presentations will be scheduled for the last 3 sessions of class.

March 18: No class (Spring break)

8. March 25: Business model reports 1. Guest: Randall Rothenberg, chief digital officer, Time Warner.

9. April 1: Business model reports: What are effective business models out there? Guest: Mike Bradshaw and others from Skypie.

10. April 8: Discussion of new business model assignment.

11. April 15: Growth and investment: How to conceive of and organize a new enterprise. Guest: Martin Nisenholtz, senior vice president for digital operations, New York Times.

12. April 22: New business plans and prototypes.

13. April 29: New business plans and prototypes.

14. May 6: New business plans and prototypes. Conclusion: What have we learned?