

EXCHANGE OF MEDIA “RISING STARS” TO SPEED UP INNOVATION & IMPROVE CROSS BORDER COVERAGE



TENTATIVE IMPLEMENTATION HINTS FOR EFFICIENCY AND IMPACT

Pilot project proposal put forward by MEP's,
Working name, to be decided by the Commission: #Erasmus4Media, #ErasMedia, #EU4Media, #Inno4Media, #stars4media

Source:



DRAFT 03 Apr. 2017

POSITIONING:

JUST INDICATIVE HINTS, TO SUPPORT IMPACT

- This pack of exhibits complements informally the draft pilot project application to be introduced by the EP and assessed by the Commission
- None of the points made here are mandatory to decide and implement the pilot project. Both the pilot and these “hints” are subject to many changes and contain alternatives
- These “hints” are based on 30 interviews conducted during the #Media4EU project, the journalist exchanges run by Fondation EURACTIV with the support of Robert Boschman Stiftung, talks with moral supporters, MEP’s, EU officials, and external organisations that could help implement this.
- None of the organisations mentioned are bound by these hints, they may in fact have different views on some points
- Fondation EURACTIV does NOT claim to lead the pilot project implementation. It volunteers to set up a media steering committee, providing independence and focus, to support impact

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1. EXECUTIVE SUMMARY :

A pilot project for media innovation and cross-border coverage, exchanging & debriefing “rising stars” (young media professionals journalists but also marketing & social media managers, often mixed profiles)

- Selection, match-making workshops, pairing like-minded media
- Similar rhythm as multi-country “executive MBA’s” and in-company placements
- Bridging age gap: cooperation combining experienced coaches + “fresh blood”
- Also bridging the “editorial wall”: journalists with commercial managers
- Filling the gap between individual trainings and large R&D programmes
- Involving thematic waves for lasting impact, leveraging specialised associations
- Respecting media independence: supporting innovation, not coverage.

2. BRIDGING 3 GAPS:

AGE, SKILLS (EDITORIAL & BUSINESS), COUNTRIES

Senior management:

"Old suits":
Publishers &
marketing

commercial



editorial



Editors

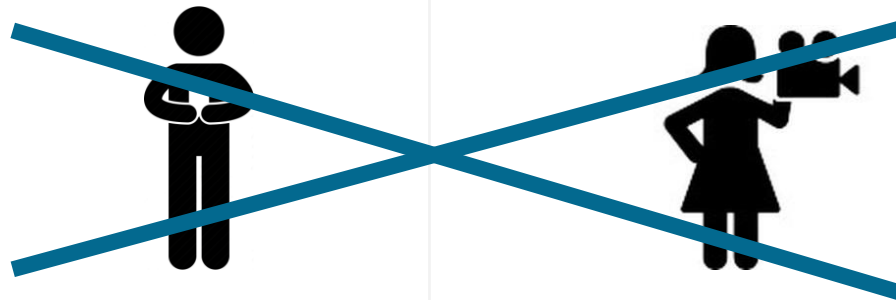
Young "rising stars":

Social
media
Managers
& marketing
& technology



Young
journalists

Students:



Source:



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3. #MEDIA4EU, TOUR D'EUROPE / 30 INTERVIEWS

OVERVIEW OF FINDINGS & RECOMMENDATIONS

DEBRIEFING

1. Demand for cross-border content-sharing is strong
2. However, the efficiency of exchanges could be improved

IMPROVEMENT

3. Media cooperation urgent vs. global social media and Google
4. Moreover, most exchange networks are not sustainable
5. Innovative models could be rolled out

INNOVATION & SKILLS

6. Technology could help, esp. Translation, but skill-building is key
7. Public support is generally welcome
8. Demand for greater skills & open innovation



Focus on this pilot project

4. CREDENTIALS - (I) EURACTIV'S NETWORK & EXCHANGE PROGRAMME "JOURNALIST FELLOWS"



Fondation
EURACTIV
#Media4EU

- With support of the Robert Bosch Stiftung
- 36 journalists trained and placed at other media

Source:

Fondation
EURACTIV
#Media4EU

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4. CREDENTIALS - (II) 30 MEDIA IN 6 COUNTRIES

→ #MEDIA4EU: 24 INTERVIEWS + 7 RECENT MEETINGS

France



*



*

Germany



*

Spain



#



Italy



Poland



TBD

UK



*



*



Various



*



*



*



*



*

MEDIA4EU, Steering Committee members (on personal basis), * Off the record, no quotes, but also feeding into project findings ** More policy-oriented projects for AEJ and Media4EU stage before the Tour d'Europe

Source:



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4. CREDENTIALS - (III) INPUT FROM OTHER ORGANISATIONS:

→ ASSOCIATIONS, ACADEMICS, EVENTS

INTERVIEWS + MEETINGS OR MORAL SUPPORT ***

Media
Associations
& Events



European Business Press
European Journalism Centre
Association of European
Journalists

Knowledge4Innovation
European Business Review
EURACTIV.com
Radio Campus France

Association de la Presse
Internationale
Ethical Journalism Network

Policy &
others



UEF
M9M/Civico -
Europe
CIFE

Florence School of Regulation Communications &
Media
Istituto d'Affari Internazionali
European Youth Forum
ULB - Institut d'Etudes Européennes

VUB -SMIT (media)
College of Europe
European Institute of
Public
Administration

MEDIA4EU, Steering Committee members (on personal basis)

* Off the record, no quotes, but also feeding into project findings

** More policy-oriented projects for AEJ and Media4EU stage before the Tour d'Europe

*** leaders providing moral support, mostly in personal capacity

Source:



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4. CREDENTIALS - (IV) MORAL SUPPORT FROM MEP'S

→ MEP'S FROM 3 DIFFERENT GROUPS, AND MANY COUNTRIES

EPP	S&D	ALDE
Mr. Elmar Brok (MEP & President of the Union of European Federalists) – DE	Ms. Mercedes Bresso – IT	Mr. Jean Arthuis (MEP & Chair BUDG Committee) – FR
Ms. Danuta Hübner – PL	Ms. Sylvie Guillaume (VP European Parliament, MEP) – FR	Ms. Sylvie Goulard – FR
Mr. Alain Lamassoure – FR	Mr. Jo Leinen (MEP & President of European Movement International) – DE	And also:
Ms. Eva Maydell – BG	Ms. Maria João Rodrigues – PT	Mr. Jacek Saryusz-Wolski (MEP) – PL
Mr. Siegfried Mureşan (MEP – & Vice Chair of BUDG Committee & rapporteur 2018 budget) – RO	Mr. Jakob von Weizsäcker – DE	Mr. Ivailo Kalfin (former MEP – S&D) – BG

5. OTHER INITIATIVES, FOR INSPIRATION

EU – TYPE & ACADEMIC SCHEMES

ACADEMIA AND EU INSTITUTIONS:

1. **Erasmus +** (internship aspect, ex. Leonardo program)
2. **Erasmus Pro** (for apprentices)
3. **Erasmus for Young Entrepreneurs** (short-term postings for start-up leaders)
4. University & business schools placements at the end of (not during) studies.
5. END scheme of European Commission (Experts Nationaux Détachés, from Member States)

PRIVATE SECTOR STAFF EXCHANGES

More similar positioning to ERASMUS4Media: not for students

1. Corporate - internal exchanges of managers (eg. after mergers, to create common culture)
2. Axel Springer's sending managers for one year to Silicon Valley
3. (Media) correspondent's rotation (but rather focused on senior journalists from big media)
4. Consultancy-led strategy projects, with internal "project team members"

6. SENIOR EDITORS & PUBLISHERS: TO BOTH COACH AND LEARN, BOTTOM-UP

Assumptions:

- Many “old suits” & editors: little digital and social media training
- wary of being absent for more than 1 or 2 days at a time.
- Journalism schools are still not teaching digital and social media to seniors due to budgetary +/-or challenges to curricula changes.
- Ready to meet once at the start of a “thematic wave” (typically at an event of a specialised media association): set skill goals, therefore strategy
- Ready to coach “rising stars” hosted abroad (own media) and hosted (partner media)
- Ready to debrief at the end: learn and implement strategy, e.g. cross-border projects

Proposal:

- young rising stars (coming from the pilot project) become reverse mentors / coaches

Bottom-line:

- “Learning Experiences” can be quick & cheap win/win
- Seniors gain needed digital skills, youth gain experience of top management.

7. EXCHANGE CONCEPT:

SMART MATCHING: BILATERAL COOPERATION WILL MAXIMISE IMPACT

- *Setting & promoting the "thematic waves"*
- *Filtering of all applicants & project ideas*

Initial training and match-making of all participants & projects

Jury decides on best fit

Plan & administer exchanges & prerequisites

Media A

Media B

Home-based

mobile

mobile

Home-based

Media B

Media A

Debrief project results & decisions by top management

- Twice as many as available places
- Each media comes with own project ideas

- Lasting projects or joint ventures
- Policy implications, feedback to academia & institutions

9. SEVERAL POSSIBLE WORKING NAMES TO BE CHOSEN BY THE COMMISSION*

	INSTANT RECOGNITION	MEDIA INDEPENDENCE	BRAND DILUTION?	CLARITY	POTENTIAL PRIVATE SECTOR FUNDING	COMMENTS
Erasmus4media	✓ ✓	✓	?	✓	✓	Reluctance from some EU circles, strong media support
ErasMedia	✓	✓	—	✓	✓	“compromise”: weak?
Media4Europe	✓	—	—	✓		Sounds too pro-European in some countries
EU4Media	✓	—	✓	✓	—	OK but difficult to leverage for private sector funding of “waves”
Inno4Media	✓	✓	✓	✓	✓	Less “recognisable” than Erasmus, but not hurting any criteria

* Early feedback during assessment A/B/C/D, then final decision once the pilot project is budgeted

10. PILOT PROJECT ORGANISATION IN CASE OF DIRECT ATTRIBUTION TO AN EU INSTITUTE



Steering committee



- Supervises and advocates
- Chooses "thematic waves"
- Quality control

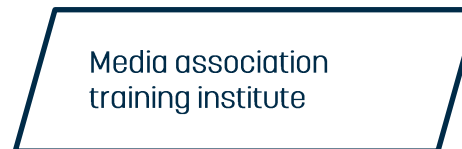


DG GROW OR DG CONNECT?



- Training & standards - policy implications.

For example media departments of EUI



- Promotion, with media associations
- Selection, workshops, pairing, logistics, admin

* EUI Florence, College of Europe Bruges, College of Europe Natolin, EIPA Maastricht

**several possible candidates: open to competition (private sector simplified bid)

11. WHAT ERASMUS4MEDIA IS NOT:

- **Not** a student exchange program: for professionals “on the job”.
- **Not** a way to get HR resources for free: “sending” media, are paying the cost of their staff they decide to send. They will expect real impact.
- **Not** “yet another EU scheme”: a programme driven by the media sector, with mixed funding.
- **Not** a project that stops after EU funding: lasting cooperation projects and “institution-building” skills.
- **Not** just temporary placements: rather skills preparation, follow-up, project impact
- **Not** a subsidy for coverage: journalists will exchange some editorial production but this is not a “reporting scholarship”. It respects media independence.
- **Not** a EURACTIV project application: not claiming attribution of project leadership

WAYS TO ACCOMPANY MEDIA CHANGES

INNOVATION, NOT CONTENT SUBSIDIES OR BROADCASTING

ALTERNATIVES:/ CRITERIA	INCREASES COVERAGE OF THE EU	MEDIA INDEPENDENCE	MEDIA SUSTAINABILITY	BEST USE OF PUBLIC FUNDS	COMMENTS
Contracting/ supporting media triggered/ focusing on EU *	✓		?		Wave of DG COMM-initiated projects phasing out *
Supporting content exchanges/ broadcasting co- productions	✓	?	? If successful?	?	Maybe worthwhile if high ratings, but not sustainable
R&D projects		✓	✓	✓	Until reality, very little of Horizon 2020 helps the media sector.
R&D dissemination efforts		✓	✓	✓	Could be focus to accompany the Digital Single Market
On the ground training (exchanges) for media innovation projects	✓ (indirectly)	✓	✓	✓	Focus of this presentation. Not all pairings will work out, venture-style, but low risk and high skill-building

* For example Presseurop (written), Euranet (radio), EuroparlTV (web TV), Euronews (TV) (in its language and EU dimension since change of ownership)



BACK-UPS: DRAFT IMPLEMENTATION IDEAS

SKILLS FOR INNOVATION & EXCHANGES:

ISSUES: NEED IMPROVED SKILLS FOR BOTH EXPERIENCED AND YOUNG PROFESSIONALS

- Media crisis & social media challenges are well known
- Internet platforms are all global: Google & Facebook and new media like BuzzFeed and Business Insider
- Whereas continental media shrink and concentrate within their national sphere...
- Several hurdles to innovation and cooperation (See separate #Media4EU project)
- The main challenges, apart from technology, translation and business models are:
 1. **Ability of management to lead change fast** across editorial & commercial boundaries, notably deeper social media knowledge and shift towards internet & events, not print products.
 2. **Ability of journalists and marketing managers to cooperate across borders** (production & syndication to large clients). Notably languages (especially English), team leadership and international culture.

OPPORTUNITIES: GROWING PROJECT, STEP BY STEP, MIXED FUNDING

- While technical skills are different, similar need for intellectual and geographic mobility
- Most media 'groups' are too small to set up their own program (unlike eg. Axel Springer in Silicon Valley etc.)
- Enough journalism schools and journalist prizes: this project complement them (and probably partner)
- EU could fund the initial pilot project waves, then renew it, then normal EU programme (MFF post 2020?)
- Other waves could be funded by the private sector, e.g. by foundations. For example: development, investigative journalism, transatlantic projects, etc.

FROM SEVERAL WAYS TO MANAGE THE PROJECT

TWO SEEM MOST APPROPRIATE, ONE IS FASTER/ EASIER FOR THE EU



?

	MEDIA INDEPENDENCE	COMPETENCE	EXTERNAL IMPACT	USE OF PUBLIC FUNDS	LIMITED EU ADMIN TIME
1. Attribute project to its initiators	✓	✓	?	?	✓
2. Attribute project to EU institute, under media steering committee, selecting managing organisation *	✓	✓	✓	✓	✓
3. Call for tenders	?	?	?	✓	—

* The pilot project of the amendment could be attributed to one of the public EU institutes (EUI Florence, CoE Bruge, CoE Natolin, EIPA Maastricht). Under a steering committee made of initiators & other media experts, it would sub-contract part of training and all match-making/ logistics/ direct costs.

MANY POTENTIAL PARTNERS (NONE AGREED): INITIATING & LEADING, FUNDING, TEACHING, PROMOTING

	INITIATING/ <u>MANAGING</u>	FUNDING?	TEACHING?	PROMOTING (by "thematic waves")
International/US	<u>WAN-IFRA</u> GEN	<ul style="list-style-type: none"> • Mozilla Foundation • Soros – mainly CEE • Knight little in Europe • Fritt Ord, RBS, Adessium • Google (DNI or other), FB 	<ul style="list-style-type: none"> • Nieman Lab Harvard • Missouri • Columbia 	Specialised publications & networks
National		<ul style="list-style-type: none"> • Media participating cover own time & expenses • Media foundations 	<ul style="list-style-type: none"> • Journalism schools if senior programmes** • Media-owned journalism schools (eg EFE, El País, Holtzbrinck) • ULB – IEE & VUB + Media dpts 	<ul style="list-style-type: none"> • Media of participants (once selected) • top trade publications
European	One of the 4 EU institutes: <ul style="list-style-type: none"> • Florence • Maastricht • Bruges • Natolin * • Fondation EURACTIV #Media4EU • EURACTIV • Future Media Lab • EJC Maastricht 	<ul style="list-style-type: none"> • EU Parliament/ Commission (long process) • Robert Bosch Stiftung • Industry suppliers – eg. CMS software 	A few top consultancies providing 'appetizer' for free, then project team if needed (eg. McKinsey, Roland Berger, PWC,...)	<ul style="list-style-type: none"> • Media Conferences (see Media4EU speaking slots)

* Best in Europe include notably Hamburg, Munich, Sci Po, City Univ, London, CELSA, Sciences Po (Media management executive master)

** e.g. national chapters of EMMA, ENPA, EPC, European Business Press, Data Harvest, GEN etc.

Source:



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BUDGET SUMMARY

COST-EFFICIENT AND AIMING FOR LASTING IMPACT

(back-up available upon request)

Provisional “ball park figure”: for €1.25 Million

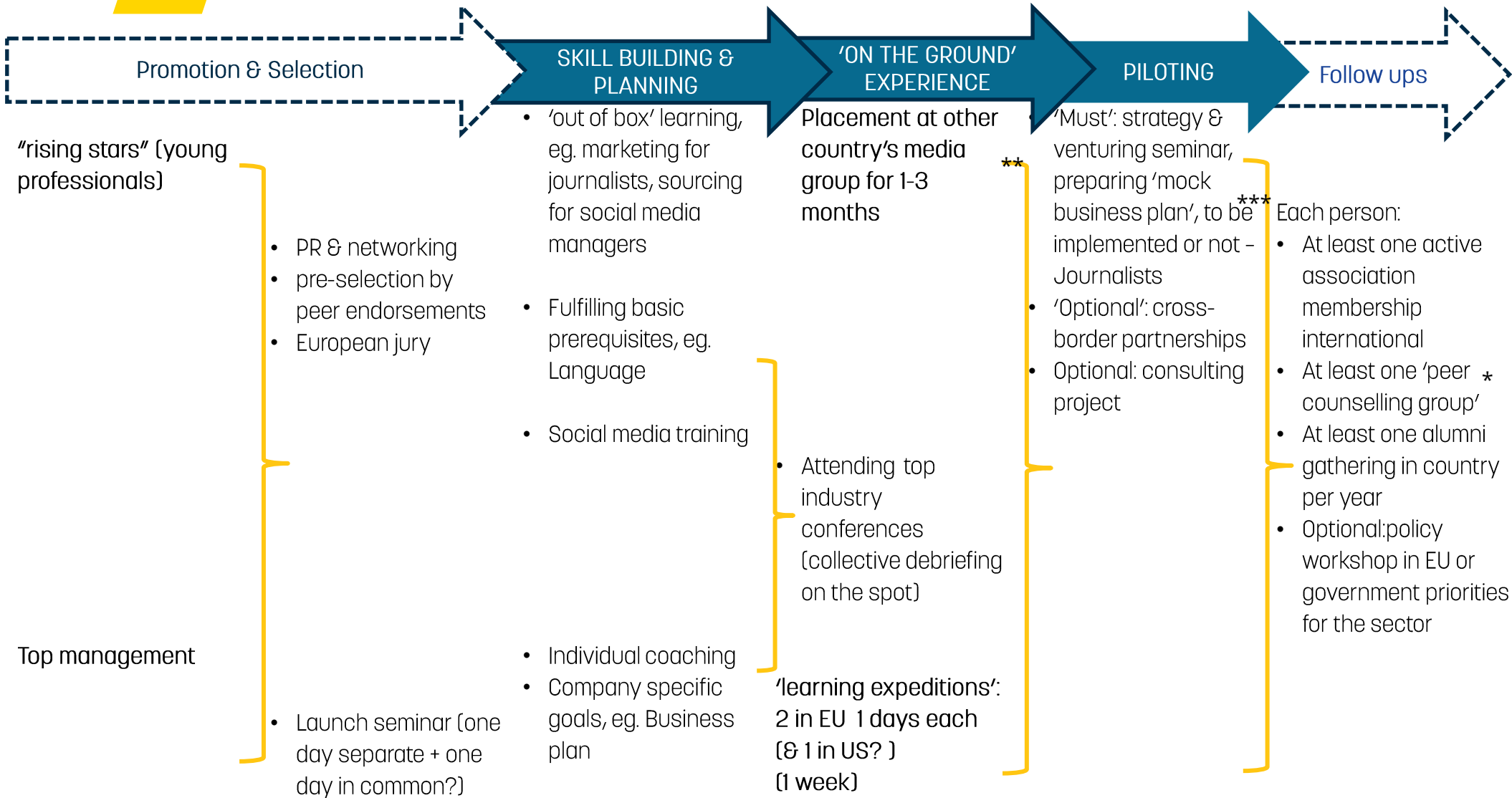
- **5 thematic waves**
- **Of each, 10 pairs, i.e. 20 media**

Therefore:

- **100 media helped**
- **100 young professionals exchanged/trained**
- **100 senior managers made aware/engaged**

CURRICULA:

DIFFERENTIATED & THEN COMMON, OVER ONE YEAR



* inspiration: Executive MBA’s, with company projects and corporate ‘learning expeditions’
 ** inspiration: Fondation EurActiv Fellow program, 2011 to 2013, with support of ‘Robert Bosch Stiftung’
 *** design a business plan, to be implemented by journalists

FURTHER BACK-UPS AVAILABLE

FROM fondateur@euractiv.com

- EP draft pilot project proposal
- Powerpoint #Media4EU: stronger together
- [Special Report](#) on EURACTIV: 30 interviews + summary articles
- [List of Moral support](#)
- List of 10 media events where #Media4EU & pilot project are presented
- Draft indicative budget
- Potential managing organisations (NOT the initiating Fondation EURACTIV)