



In pursuit of future journalism

A voyage through ten countries
and more than 50 of the world's
most innovative media houses

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New media are born innovative

**Can "old" media be innovative
at the necessary level?**



Le Monde.fr

2009: On the brink of bankruptcy

2018: More journalists than in 2009,
bonus to the employees for the first time
in 17 years, building brand new
headquarters

In between: Demonstratively fast and
massive commitment to innovation





One new product to the market every three months

- ✓ M, le magazine du monde
- ✓ Business section
- ✓ French version of HuffPost
- ✓ News-app for morning reading
- ✓ Telerama – magazine on culture and media
- ✓ Le Monde Afrique
- ✓ Events (festival, debate meetings, stand-up)

KQED

PUBLIC TELEVISION
PUBLIC RADIO
INTERACTIVE
EDUCATION

Innovation in three formats

- KQED Labs
- Inspiration lunches
- Ad hoc innovation processes

- Does it work?
- KQED is in excellent shape. More users and stronger finances than ever before



- ✓ KQED has made innovation the core of it's culture
- ✓ They understand that work must be done simultaneously with product *and* organization
- ✓ They succeed in getting employees to work across departments

- ✓ Two-three out of five ideas are becoming new activities in KQED – and that gives an amazing energy



If the old model is broken, what will work in its place? The answer is: Nothing *will* work, but everything *might*. Now is the time for experiments, lots and lots of experiments

Clay Shirky, american author, 2009



**#DME, April 2018,
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