

Globalization, digitalization and Media

Cinzia Dal Zotto, University of Neuchâtel

March 29, 2021

Guest lecture at the University of Zurich within the course
“Globalisierung und Multinationale Unternehmen”

Agenda

- ▶ A new global era
- ▶ Digitalization and the new media landscape
 - ▶ Opportunities for the media industry ... And for corporations
 - ▶ Threats for the traditional media industry and reactions
- ▶ Role and responsibility of the (new) digital multinational companies
- ▶ Takeaways and outlook

Learning objectives

- ▶ Understand how **globalization** is changing because of digitalization
- ▶ Understand the impact of **digitalized globalization** on the media industry
- ▶ Discuss the related **risks** for the media industry as well as for the development of a democratic and pluralistic society
- ▶ Evaluate the **role and responsibility of multinational technology companies** within this context

Guiding questions of this session

- ▶ What is the impact of globalization and digitalization on the media industry?
- ▶ What is the role and responsibility of multinational technology companies within this context?

Globalization & Digitalization

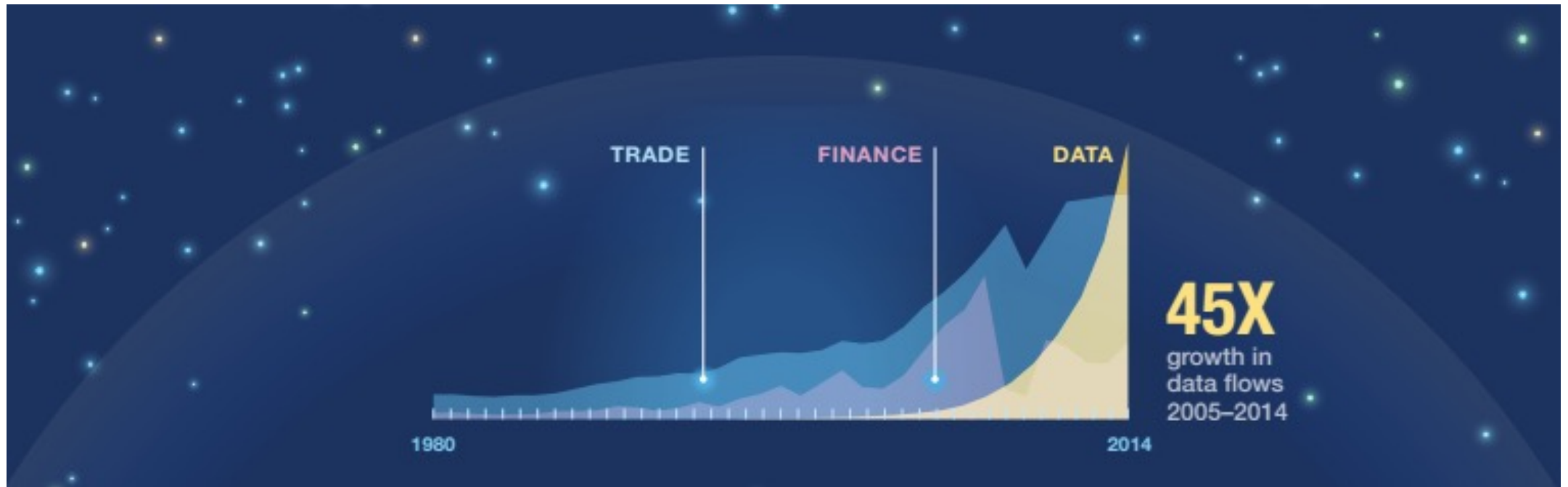
New global era

20 th Century	21 st Century
Tangible flows of PHYSICAL GOODS	Intangible flows of DATA and INFORMATION
Flows mainly between advanced economies	Greater participation by emerging economies
CAPITAL and LABOR intensive flows	More KNOWLEDGE intensive flows
TRANSPORTATION infrastructure is critical	DIGITAL infrastructure equally important
MULTINATIONAL companies drive the flow	SMALL FIRMS & INDIVIDUALS can play a role, too
IDEAS DIFFUSE SLOWLY across borders	INSTANT GLOBAL ACCESS to INFORMATION
Innovation from advanced to emerging economies	Innovation flows in both directions

I. McKinsey Global Institute, Digital Globalization: The new era of global flows, 2016.

New global era

Global flows of trade and finance are flattening, **data flows** are soaring



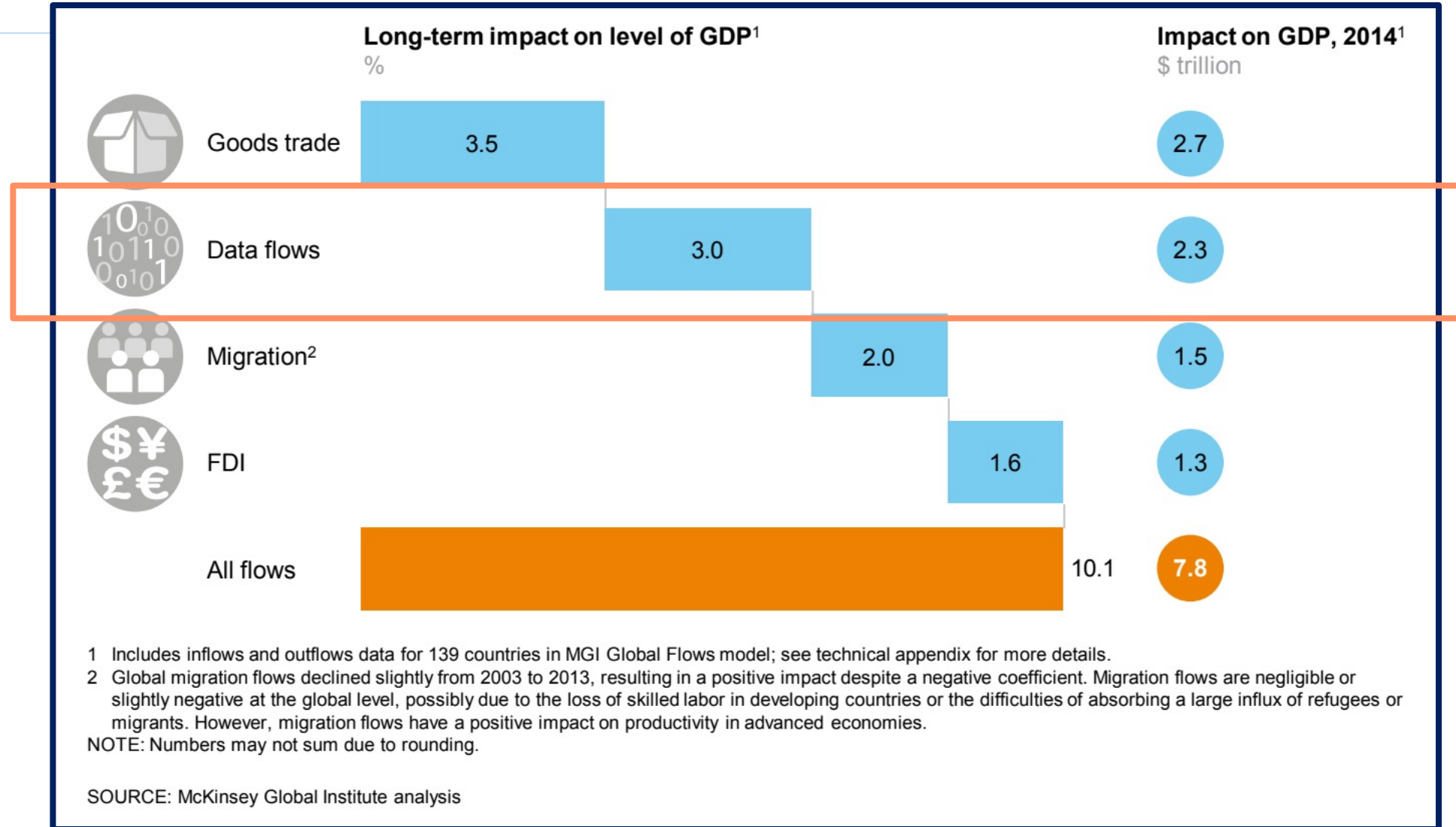
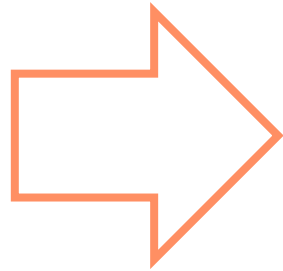
Global flows increase economic growth

10% of Global GDP

7.8 Trillions in 2014

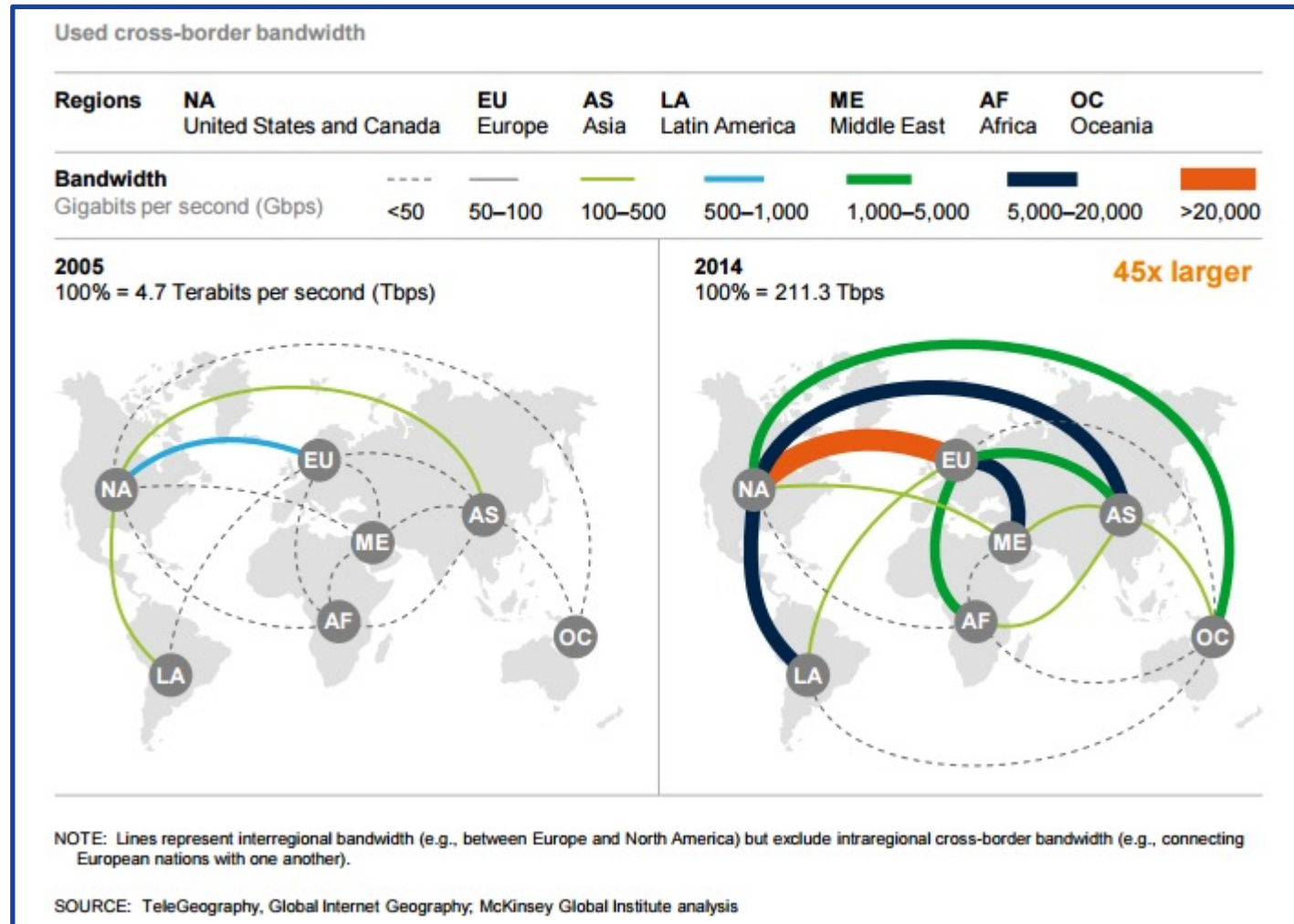
8.7 Trillions in 2019

New global era



New global era

Cross-border data flows are surging and connecting more countries



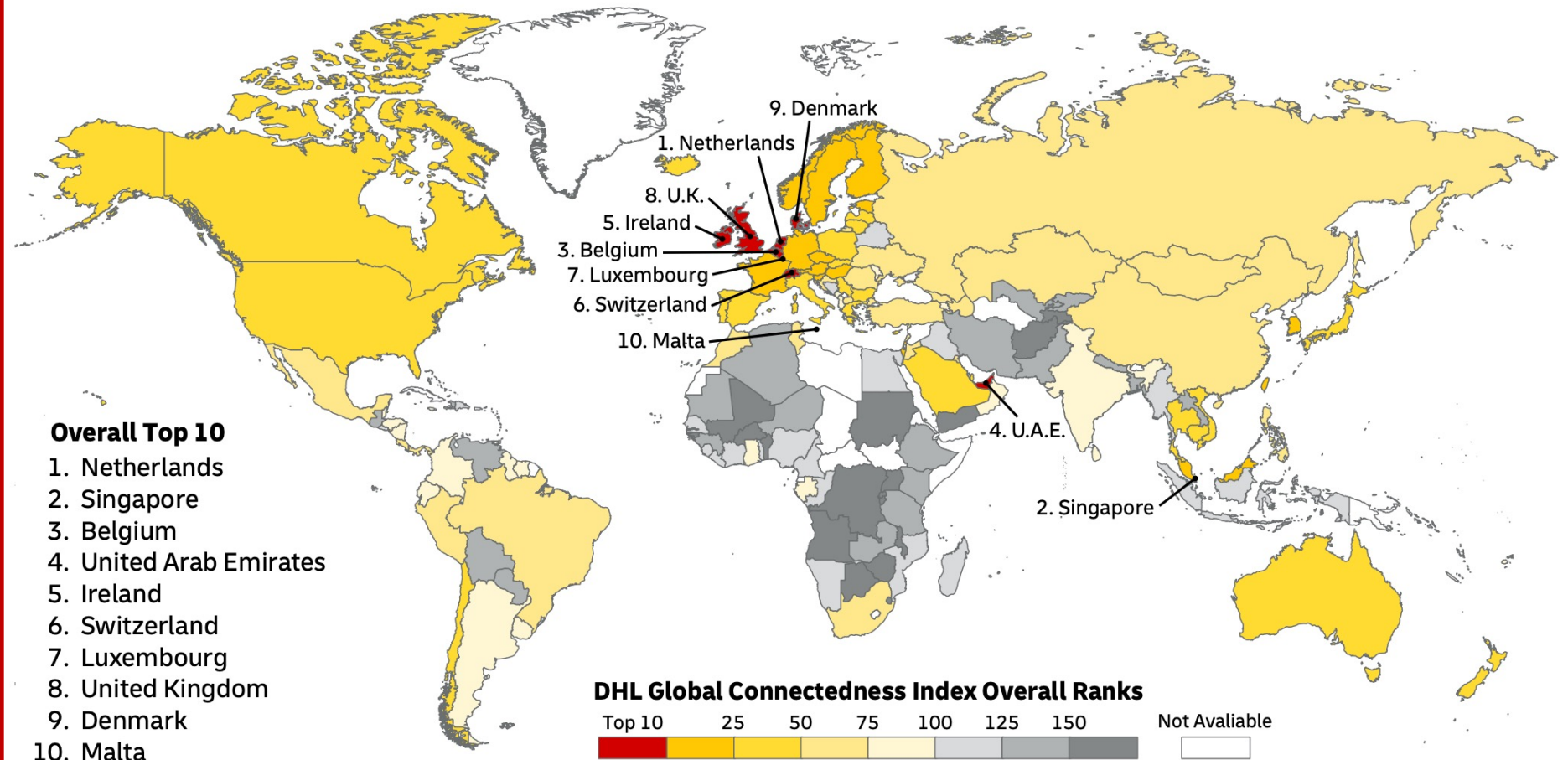
New global era

HOWEVER

A small group of leading countries are much more connected than the rest of the world

FIGURE 25: DHL GLOBAL CONNECTEDNESS INDEX, OVERALL RANKS MAP

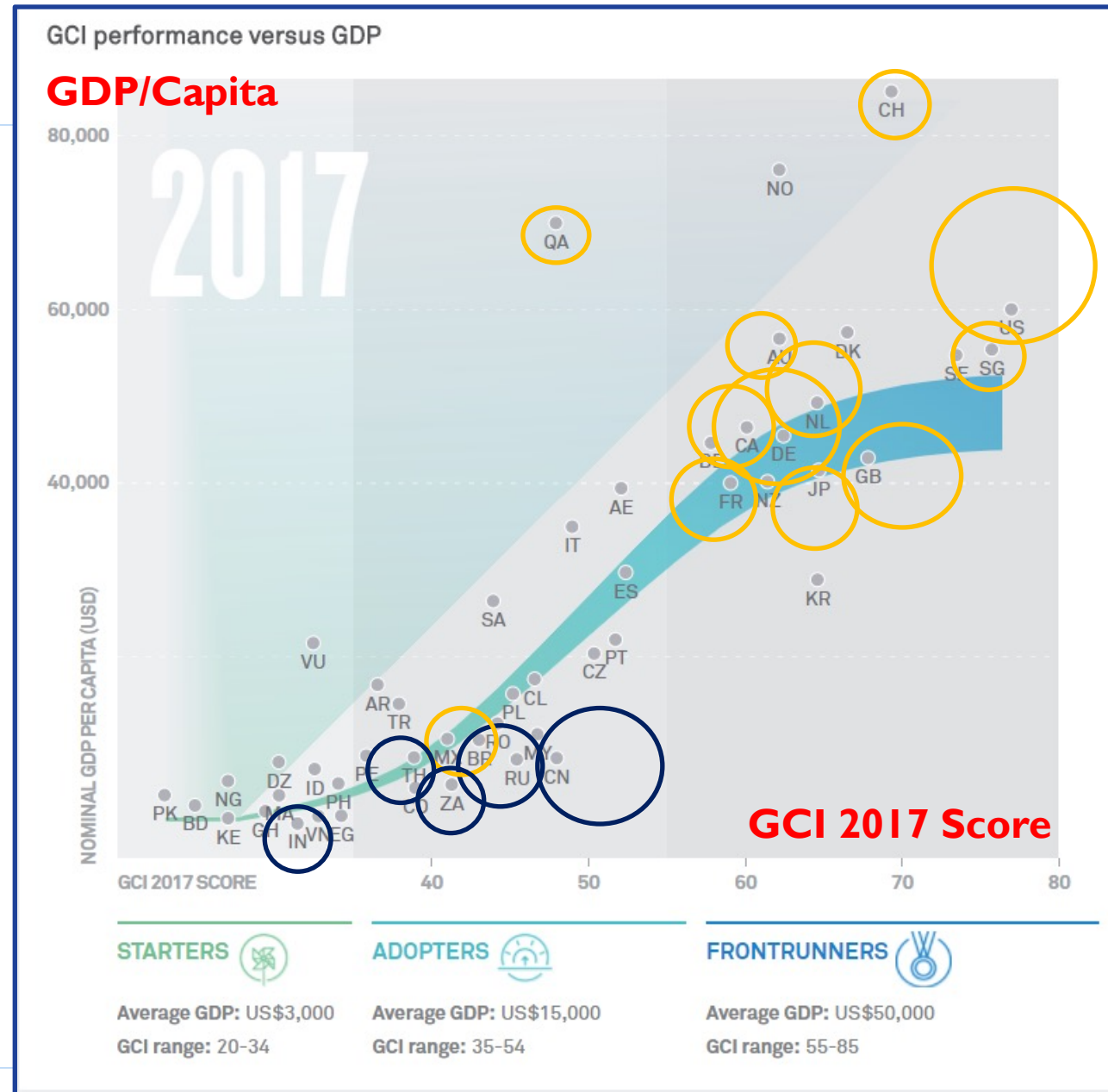
DHL Global Connectedness Index 2020



The Netherlands tops the overall global connectedness ranking, and 8 of the top 10 countries are located in Europe.

New global era

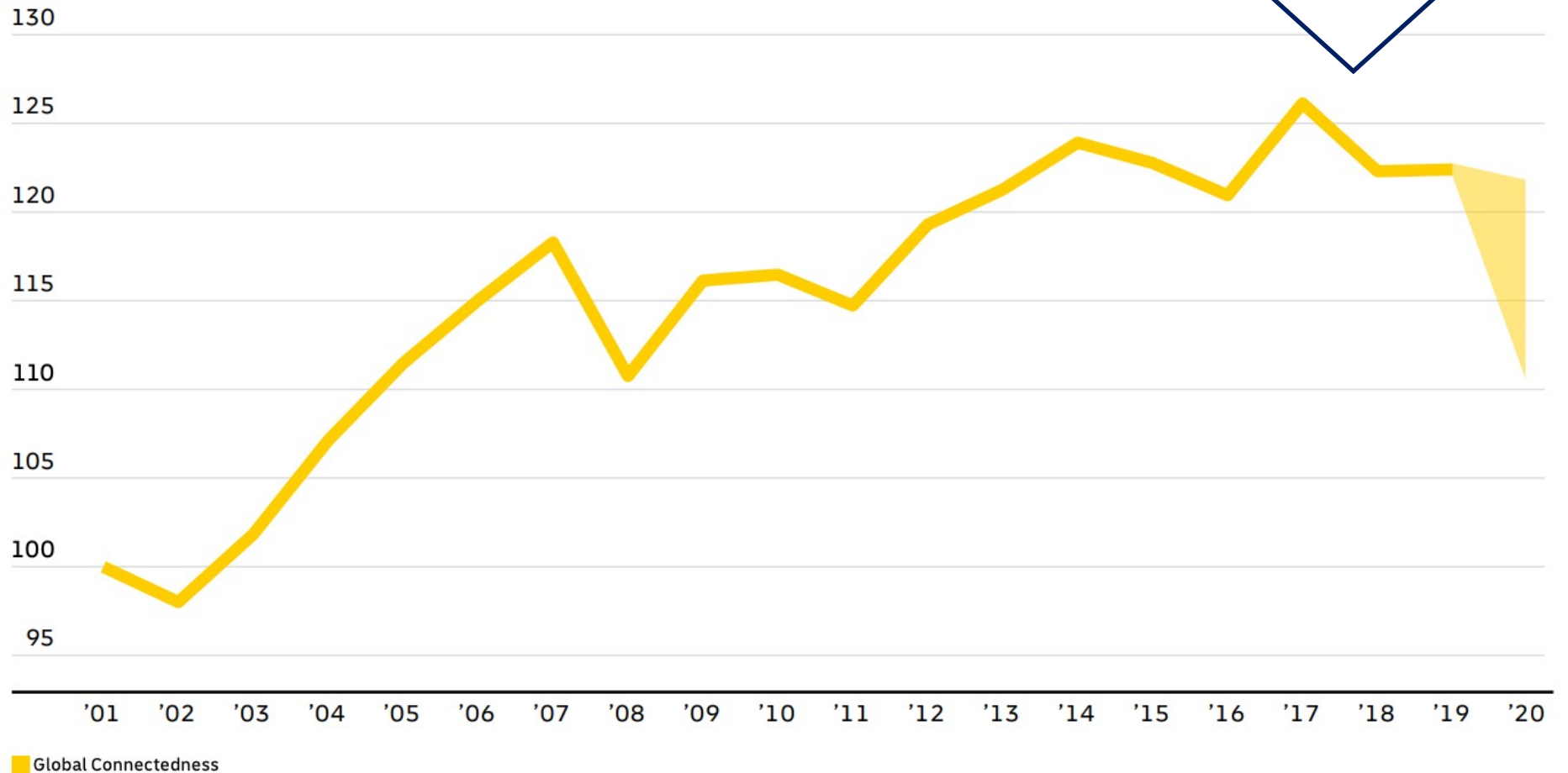
A small group of leading countries are much more connected than the rest of the world



New global era

Recent, even if modest, decline

FIGURE 1: DHL GLOBAL CONNECTEDNESS INDEX, 2001-2020*

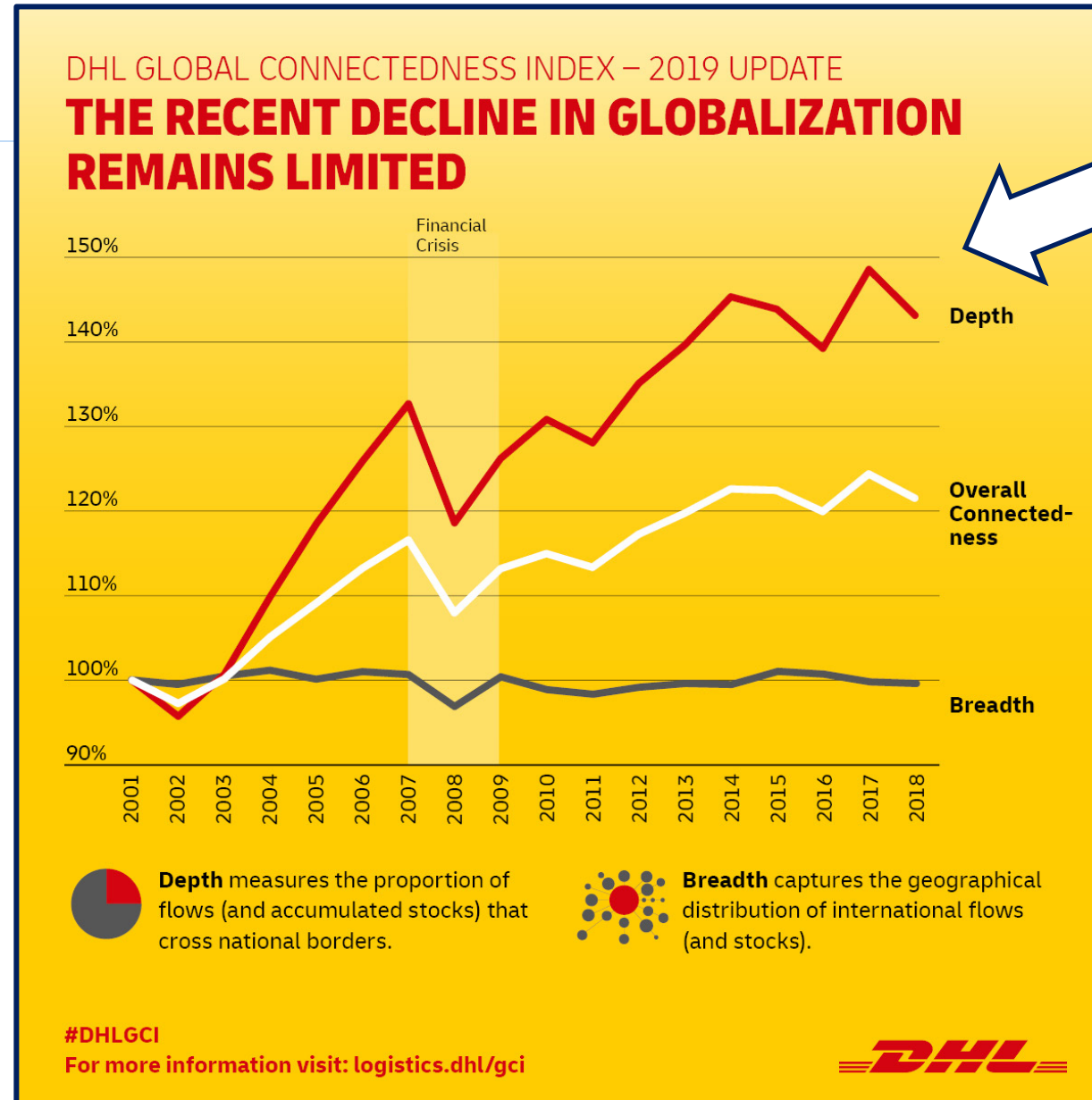


The DHL Global Connectedness Index held steady in 2019 but is set to decline in 2020 due to the Covid-19 pandemic.

*2020 projected

New global era

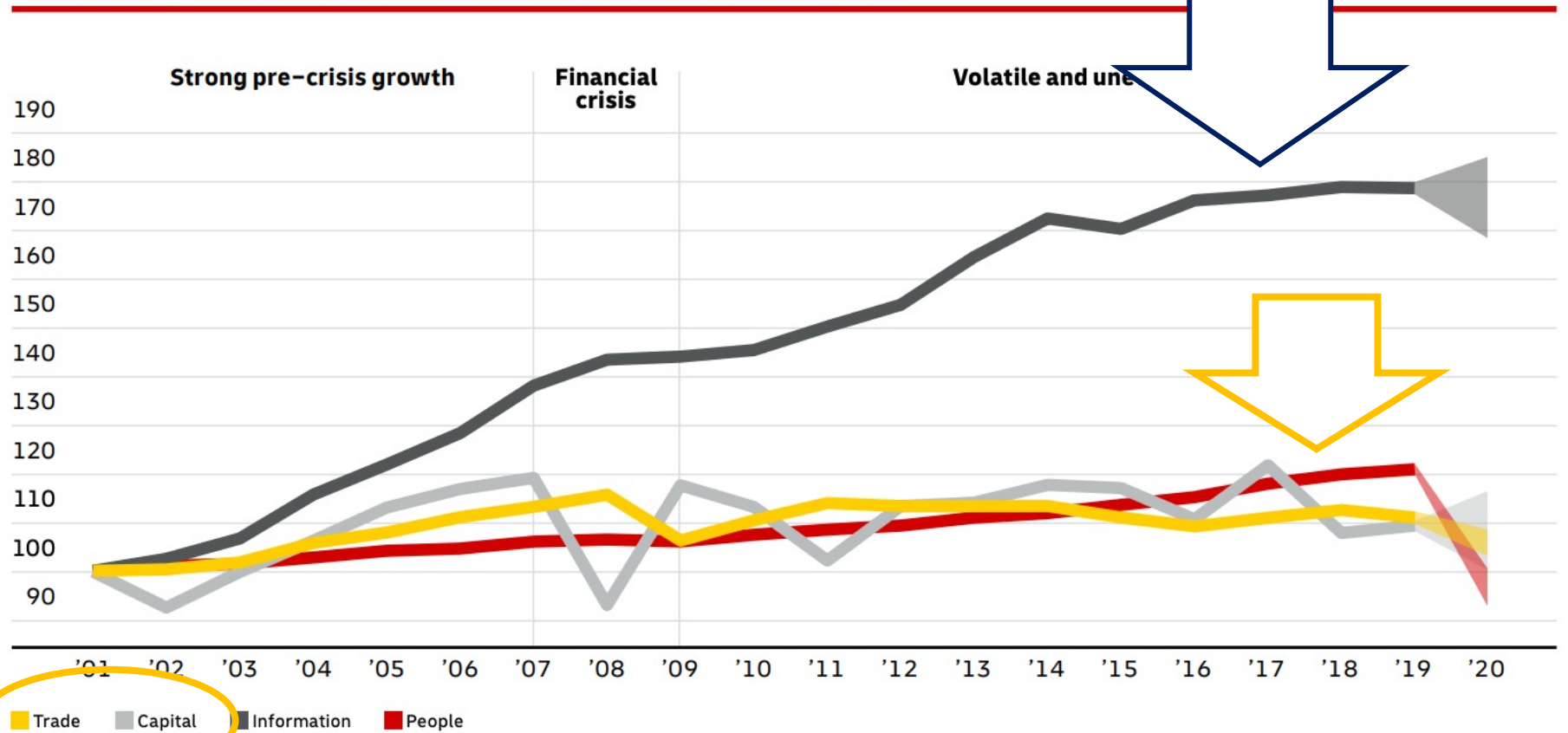
Recent, even modest, decline



New global era

Recent, even if modest, decline

FIGURE 3: FOUR PILLARS OF GLOBAL CONNECTEDNESS, 2001 – 2020*



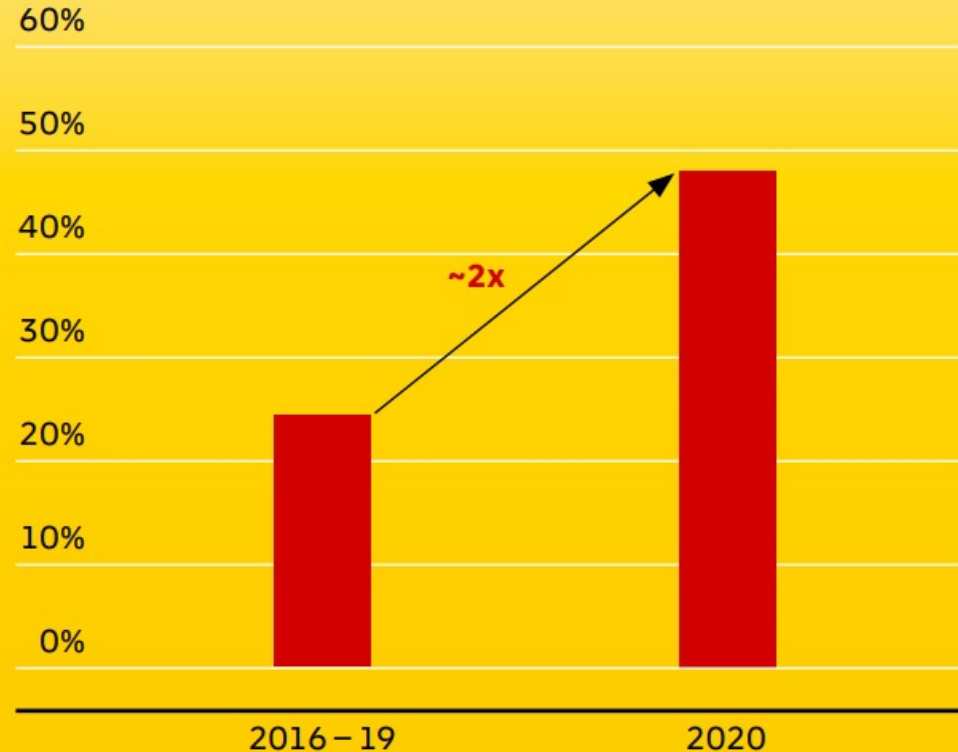
Trade and capital flows globalized steadily before the 2008-09 global financial crisis but have since fluctuated below their pre-crisis peaks. Information and people flows, on the other hand, continued setting new records until the Covid-19 pandemic caused people flows to collapse. *2020 projected

New global era

BOOM of data flows with the COVID-19 outbreak.

Is it going to remain the same after the pandemic?

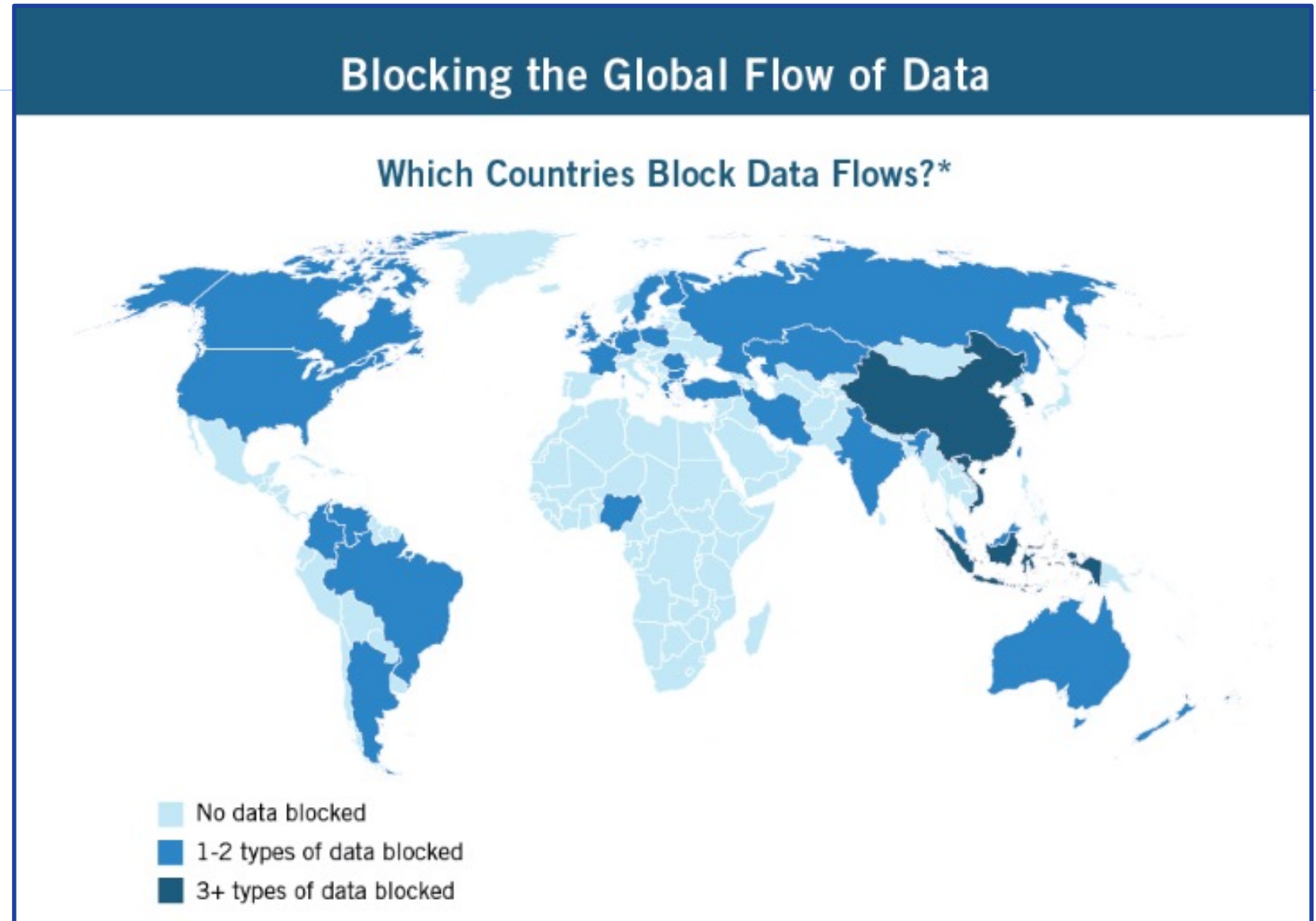
FIGURE 22: ANNUAL GROWTH OF INTERNATIONAL INTERNET TRAFFIC



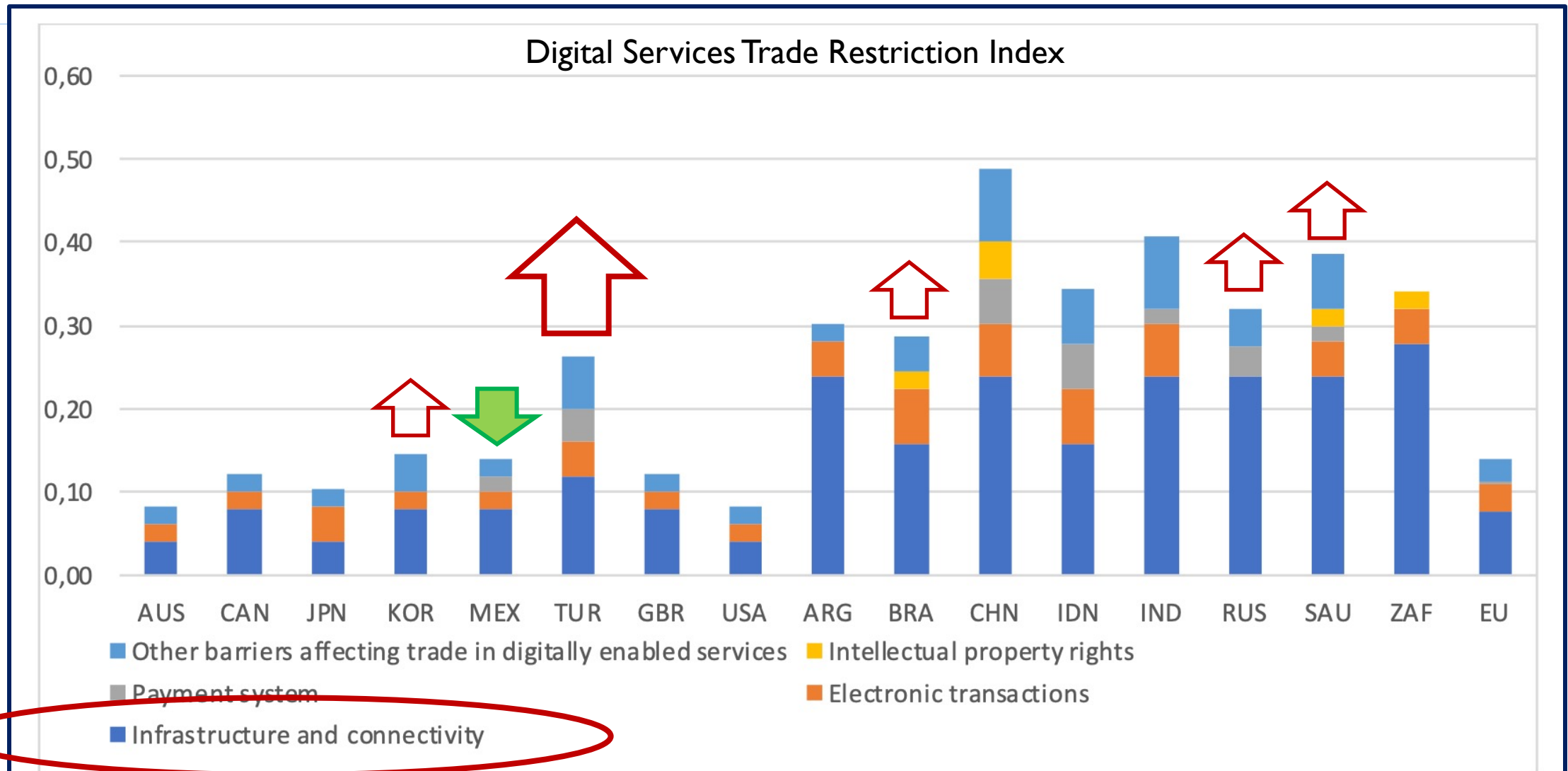
Data source: Average international internet traffic growth, based on data reported in Paul Brodsky, "Internet Traffic and Capacity in Covid-Adjusted Terms," Telegeography Blog, August 27, 2020.

New global era

Many countries started to block data flows



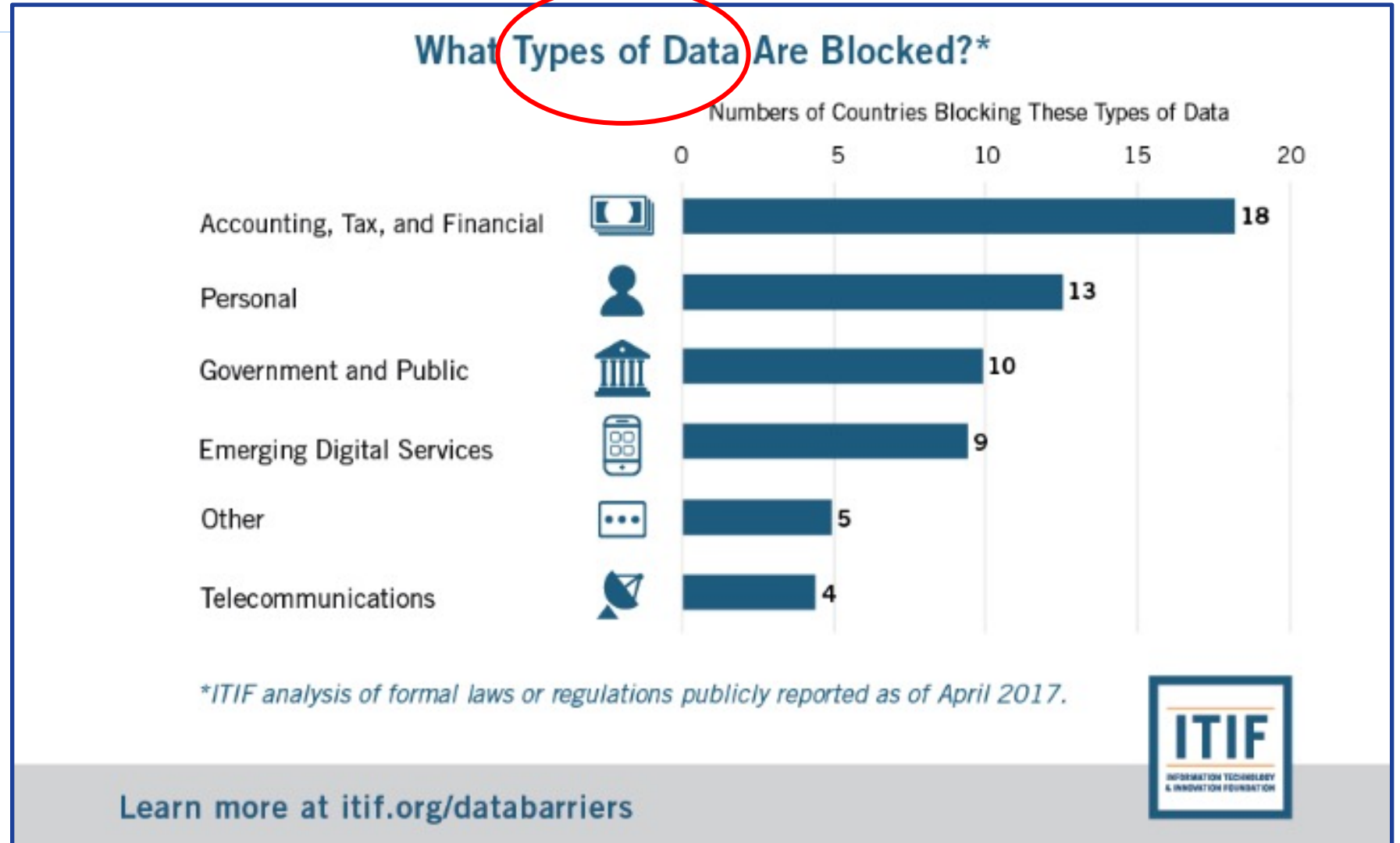
New global era



Source: OECD. Infrastructure and connectivity include most types of data localisation requirements.

New global era

Many countries started to block data flows



New global era

Many countries started to block data flows

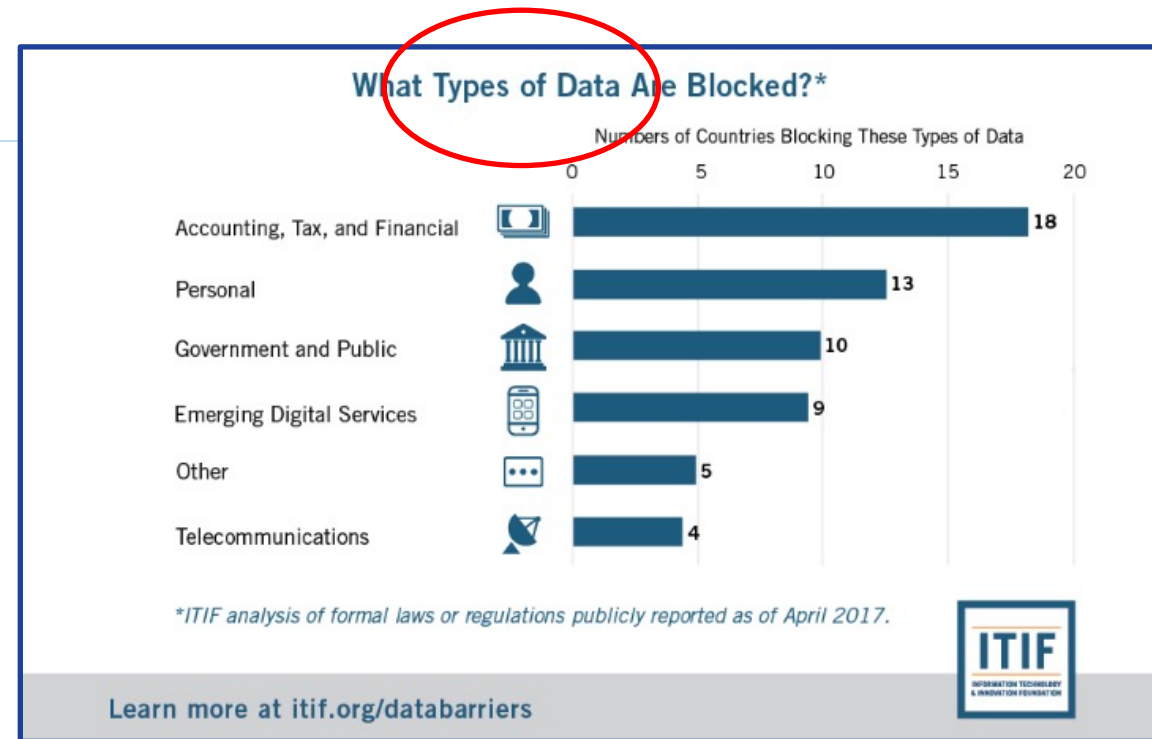


They are making it more expensive and time consuming, if not illegal, to transfer data overseas.



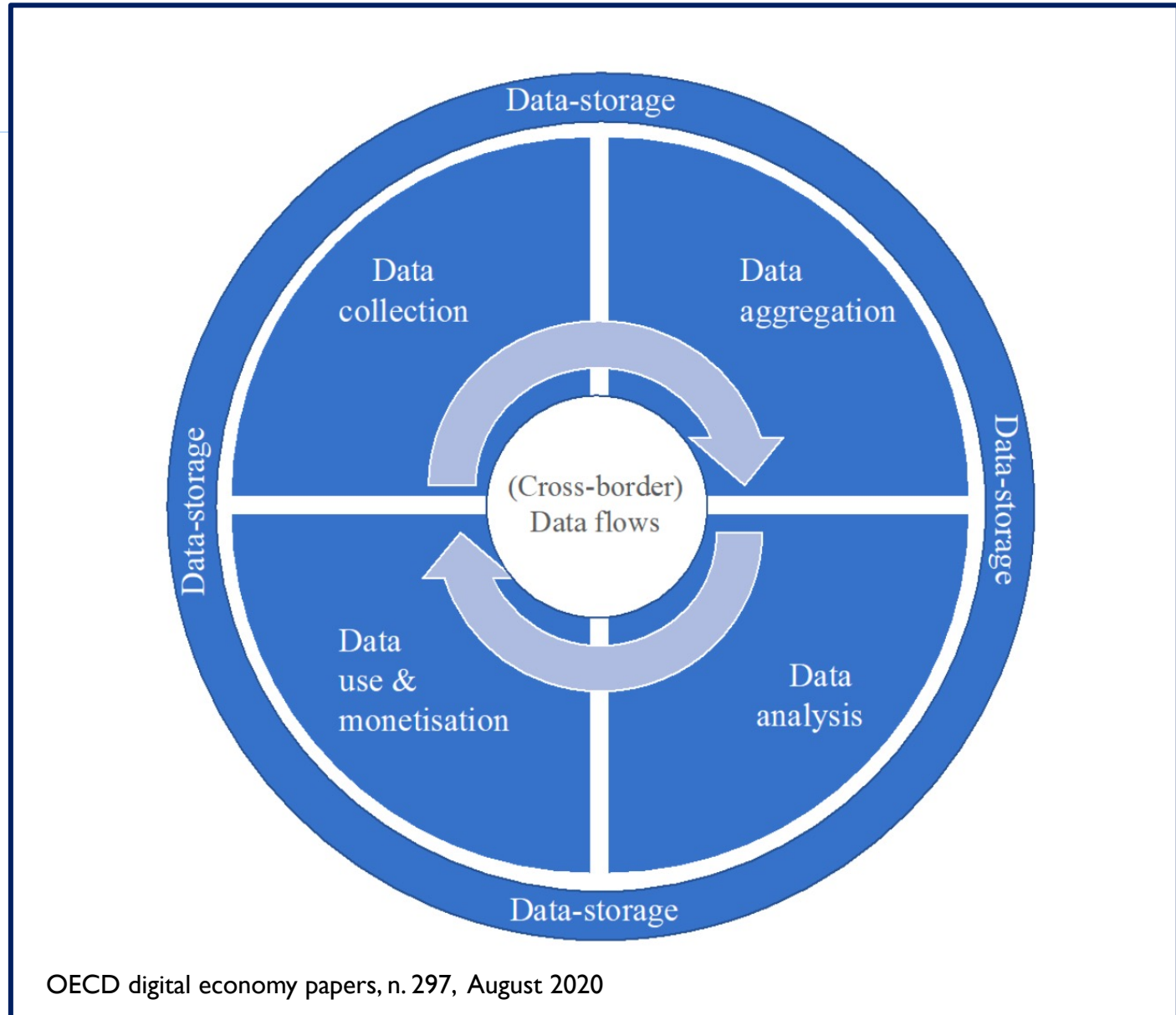
This reduces economic growth and undercuts social value

- Decrease of U.S. GDP by 0.1-0.36 %
- Increase in prices for some cloud services in Brazil and the European Union from 10.5 to 54 %
- Decrease of GDP by 0.7-1.7 % in Brazil, China, EU, India, Indonesia, Korea, Vietnam (they have proposed or enacted data localization policies)



New global era

The Global Data Value Cycle



New global era

The free flow of data can increase the benefits from digital trade, however

- **TRUST** is a fundamental factor (risk of consumers' data used for reasons beyond their knowledge and control) → Blockchain
- Implications for **MARKET CONCENTRATION**, through data-driven economies of scope and the presence of strong network effects (over-high entry barriers for small and medium enterprises)



- Online search, dominated by **GOOGLE**
- Social media, dominated by **FACEBOOK** and other services it owns, + Twitter & Snapchat
- Digital advertising, dominated by **GOOGLE** and **FACEBOOK**
- Mobile application downloads, dominated by **APPLE** and **GOOGLE**
- Commerce through online marketplaces, with **AMAZON** as the dominant platform

(2019 Report of the UK Digital Competition Expert Panel)

Digitalization & The new media landscape

Digitalization and impact on the media industry

Digitization

- Implies the **integration of ICTs** to enable users **to access, store and transmit information**

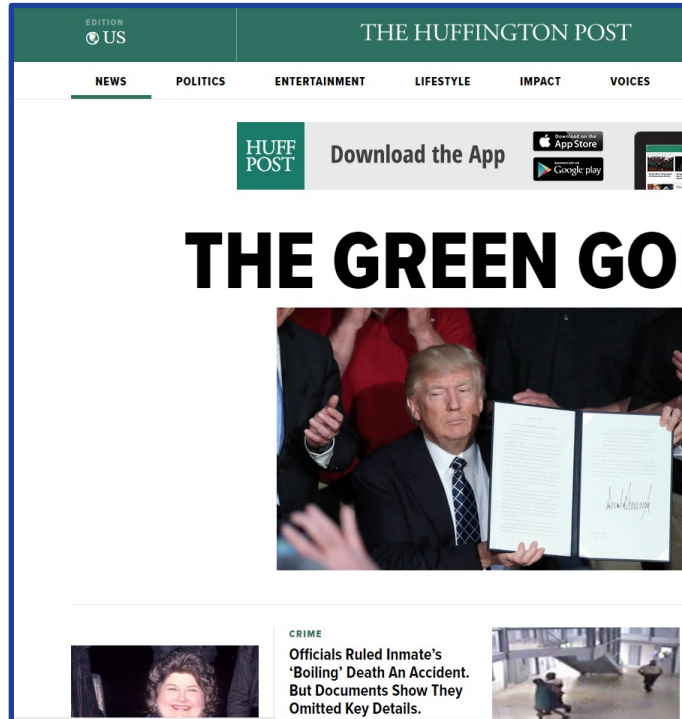
Transformation in how print and audio-visual content is both produced and consumed

1. New opportunities for new media actors
2. New threats for traditional media companies

I. New opportunities for the **MEDIA INDUSTRY** ...

- Non-profit organizations such as Wikileaks, International Consortium of Investigative Journalism (ICIJ) ...
- Pure players: [Huffington Post](#), [Buzzfeed](#), [ProPublica](#), [Mediapart](#) ...

Huffington Post



Founded in **2005**, bought by **AOL** in 2011 for \$ **315 million**



Bought by **Verizon Communications** in 2015 for \$4.4 billion

Pro Publica and Mediapart, investigative journalism

Don't Miss: Trump Administration Family Courts Dollars for Docs Algorithms Documenting Hate Immigration [Donate](#)

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THE TRUMP ADMINISTRATION

Ongoing coverage of the 45th President and his new administration.

Democratic Senators Ask Jeff Sessions to Explain Preet Bharara Firing

by Robert Faturechi
ProPublica, 2 minutes ago

The lawmakers cited a ProPublica report that U.S. Attorney Bharara was investigating HHS Secretary Tom Price when the Trump administration reversed course and removed him.

Bellwether Behavioral Health Is Controversial Group Home Operator AdvoServ - With a New Name

by Heather Vogell
ProPublica, Today, 8 a.m.

Corning's Glass Brimming With Taxpayer Subsidies

by Charlotte Keith and Masako Melissa Hirsch, Investigative Post, Yesterday, 8 a.m.

MAJOR PROJECTS [see all](#)

Machine Bias

We're investigating algorithmic injustice and the formulas that increasingly influence our lives.

24 Stories in the Series. Latest:
[Bias in Criminal Risk Scores Is Mathematically Inevitable, Researchers Say](#)
[See entire series](#)

The Rent Racket

▶ [How Landlords Sidestep Tenant Protections in New York City](#)

Immigration

The Breakdown

▶ [How politics and government really work, and why they don't.](#)

Leak to Us

Have evidence of powerful people doing the wrong thing? Let us know

Updates over RSS

Updates by email

New York State Subsidy Tracker

by Masako Melissa Hirsch, Cezary Podkul, Sisi Wei and Lena Groeger, Yesterday, 7:59 a.m.

We're tracking the state's growing portfolio of business subsidies.

ProPublica

- Non-profit, independent newsroom
- Founded in **2008** by Paul Steiger, former managing editor of The Wall Street Journal
- **>100 journalists + publications in collaboration with traditional media**
- Various Pulitzer prizes

- **Funded by philanthropic donations, even though they accept advertising and consider selling of data**

Pro Publica and Mediapart, investigative journalism

Mediapart

- Independent and participatory online newspaper
- Founded in **2008** by Edwy Plenel, Bonnet, Desportes, Mauduit
- About **118 permanent employees + 175 freelancers**
- Profitable from **2011**, now has Euro 20 ML of revenues (+22% growth year on year) and 4 ML of net profits, +/-218'000 subscriptions



The screenshot shows the Mediapart website interface. At the top, there is a navigation bar with a menu icon, the Mediapart logo (a stylized figure holding a scale and a document), the text 'MEDIAPART', and the date 'MAR. 20 MARS 2018 - DERNIÈRE ÉDITION'. A search bar is located on the right. Below the navigation bar, there are several tabs: 'LE JOURNAL', 'INTERNATIONAL', 'FRANCE', 'ÉCONOMIE', 'CULTURE', 'DOSSIERS', 'LE STUDIO', 'LE CLUB', and 'PARTICIPEZ'. The main content area features a large photograph of Nicolas Sarkozy and a man in a brown shawl and black beret. Below the photo, the text reads 'FRANCE — 55 ARTICLES' and 'NOTRE DOSSIER: L'ARGENT LIBYEN DE SARKOZY'. There are social media sharing buttons for Facebook, Twitter, and Google+. A short paragraph of text is visible below the title.

VICE Media Group, from print magazine to digital immersion journalism

- A digital media broadcasting company
- Founded in **1994** by Shane Smith, Alvi and McInnes, originating from the Montreal-based VICE magazine
- **2006** Expansion into **digital video**
- **2013** \$ 70ML from 21st Century Fox
- **2014** Launch of **VICE News**
- \$ 200 ML + \$ 200 ML from A&E Networks and Disney



New opportunities for **Content Aggregators**

Blendle

The online news kiosk

Launched in **2014**

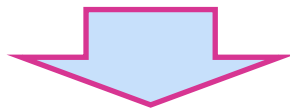
- Not profitable in 2019 yet
- Change of Business Model (from article micropayments to premium subscriptions)

The screenshot shows the Blendle website interface. At the top left is the Blendle logo. At the top right, there is a language selector set to 'Deutschland' and a 'Einloggen' button. The main content area features a headline: 'Mit Blendle kannst du alle Artikel aus deinen Lieblingszeitungen und -zeitschriften lesen. Ohne Abonnement.' Below this is a sub-headline: 'Klick deine Lieblingstitel an und teste kostenlos.' Underneath, it says 'Die beliebtesten Titel auf Blendle' followed by a grid of 18 newspaper and magazine covers, including titles like 'stern', 'DIE ZEIT', 'Süddeutsche Zeitung', 'DER TAGESSPIEGEL', 'DER SPIEGEL', 'Handelsblatt', 'Neue Zürcher Zeitung', 'Frankfurter Allgemeine', 'DIE WELT', 'WELT AM SONNTAG', 'WirtschaftsWoche', 'FOCUS', 'Gala', 'profil', 'NZZ', and 'Nido'. At the bottom of the grid is a 'Nächster Schritt' button and a 'Hilfe' button.

In Switzerland

Watson.ch

- **2014** founded by Hansi Voigt, previous editor in chief at 20 minutes
- Now Peter Wanner (AZMedien AG)
- **2018** 1.8 ML unique clients
- **2021** expansion in Romandie



Blick will do the same

The screenshot shows the Watson.ch website with a navigation bar at the top containing categories like Schweiz, International, Wirtschaft, Sport, Leben, Spass, Digital, Wissen, Blogs, and Videos. The main content area features several article thumbnails:

- Top Left:** A video thumbnail showing ice hockey players celebrating. Title: "Bern, Lugano und die ZSC Lions im Halbfinal - Biel fehlt noch ein Sieg".
- Top Right:** A video thumbnail showing a man in a suit reading a document in a car. Title: "Cambridge Analytica suspendiert CEO Alexander Nix".
- Middle Row:**
 - Left:** A photo of a young girl with a teddy bear. Title: "7 Geheimnisse aus der Kindheit, die wir unseren Eltern nie erzählt haben" by Chantal Stäubli.
 - Middle:** A meme featuring a stick figure and a Bitcoin symbol. Title: "Crash 🤔 Crash 😄 Crash 🤔 Drei verschiedene Perspektiven auf die aktuelle Krypto-Baisse" by Patrick Toggweiler.
 - Right:** A historical newspaper clipping from The New York Times. Title: "Tote Frauen? Gab's in der «New York Times» 167 Jahre lang nur selten" by Simone Meier.
- Bottom Row:** Three smaller video thumbnails are visible at the bottom of the page.

- Jacques Pilet & al. (after closing down of *L'Hebdo*)
 - CHF 230'000 crowdfunding

MENU

Média indocile – nouvelle formule

BONPOURLATETE

26 mars 2021

semaine n°12



Universités / Permettre tous les points de vue

La présence appuyée d'agendas idéologiques tendance «décolonialisme», «woke» et «cancel culture» dans les domaines des sciences sociales est un fait.



France / Macron me fait penser à ma grand-mère catholique

Je ne sais pas pourquoi... Mais Emmanuel Macron me fait penser à ma grand-mère catholique. Piètre figure de style! En fait, ie

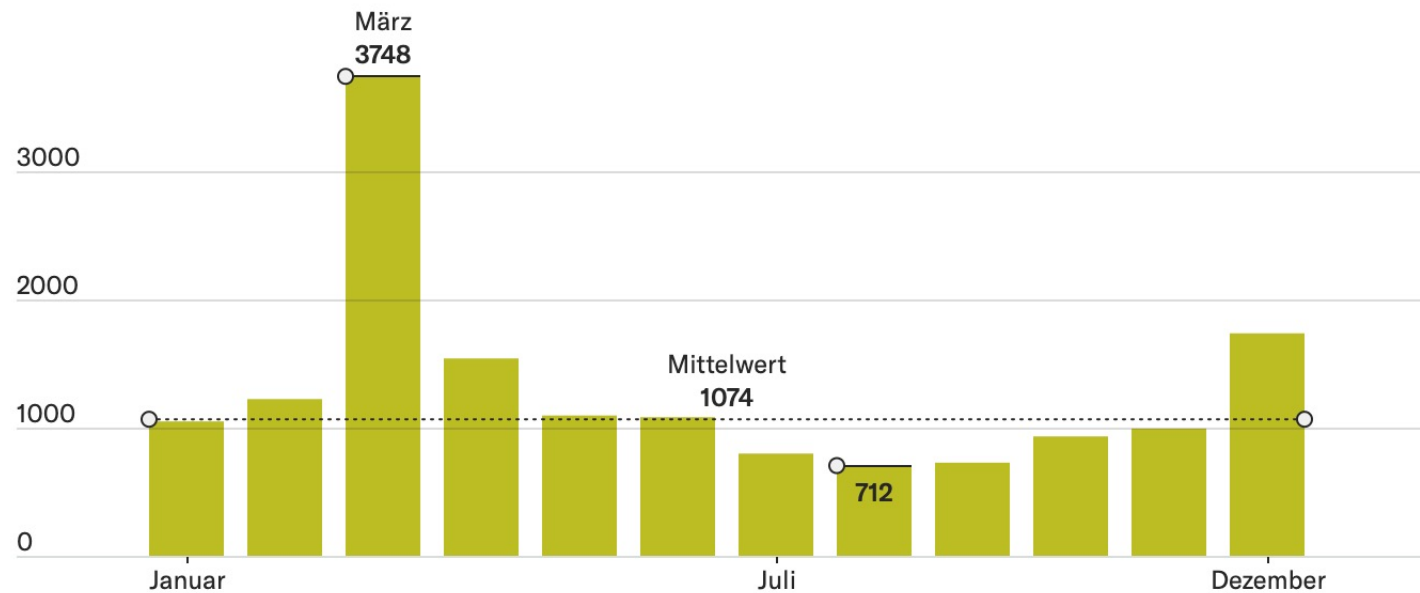


In Switzerland

Anmelden

REPUBLIK

Verkaufte Mitgliedschaften und Abos Pro Monat im Jahr 2020



Anzahl neuer Mitgliedschaften und Monatsabos. Datenstand: 28. Februar 2021.



2018

- Constantin Seibt, ex TA
- 3,5 ML from investors + crowdfunding
- Objective: reach 22.000 subscribers in 5 years

Finder

Die Republik ist ein Magazin für Politik, Wirtschaft, Gesellschaft. Kurz: für alles, was

In Switzerland

HEIDI.NEWS



Pour **Heidi.news**, l'aventure commence aujourd'hui.

> DEVENIR MEMBRE FONDATEUR

Nous préparons un nouveau média qui sera lancé à **Genève** au printemps 20

> NOTRE ÉQUIPE

Les fondateurs de **Heidi.news** ont choisi l'aventure d'un nouveau média qu'ils estiment nécessaire.

EDITORIAL



SERGE MICHEL

Journaliste. Prix Albert Londres de reportage, a été rédacteur en chef adjoint du Temps et directeur adjoint du Monde, pour lequel il a aussi créé Le Monde Afrique.

ADMINISTRATION



TIBÈRE ADLER

Entrepreneur, administrateur de sociétés. A été avocat, CED du groupe Edipresse et directeur romand du think tank Avenir Suisse.

DESIGN



JÉRÔME BONTRON

Fondateur et directeur d'un important bureau suisse de création visuelle. Accompagne en 360° l'identité visuelle de projets d'ampleur internationale.

EDITORIAL



JEAN ABBIATECI

Journaliste couteau suisse, ancien rédacteur en chef adjoint du Temps. Spécialiste du numérique. Aime autant les belles lignes de texte que les belles lignes de code.

SCIENCES



OLIVIER DESSIBOURG

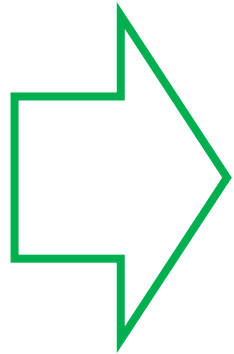
Physicien de formation, journaliste, Prix Media des Académies suisses, ancien responsable Sciences du Temps, président de l'Association suisse du journalisme scientifique.

2019

- Serge Michel, ex Le Monde
- Investors + crowdfunding
- Subscription based
- Not profitable yet, 4000 subscriptions
- Now being bought by the Aventinus Foundation

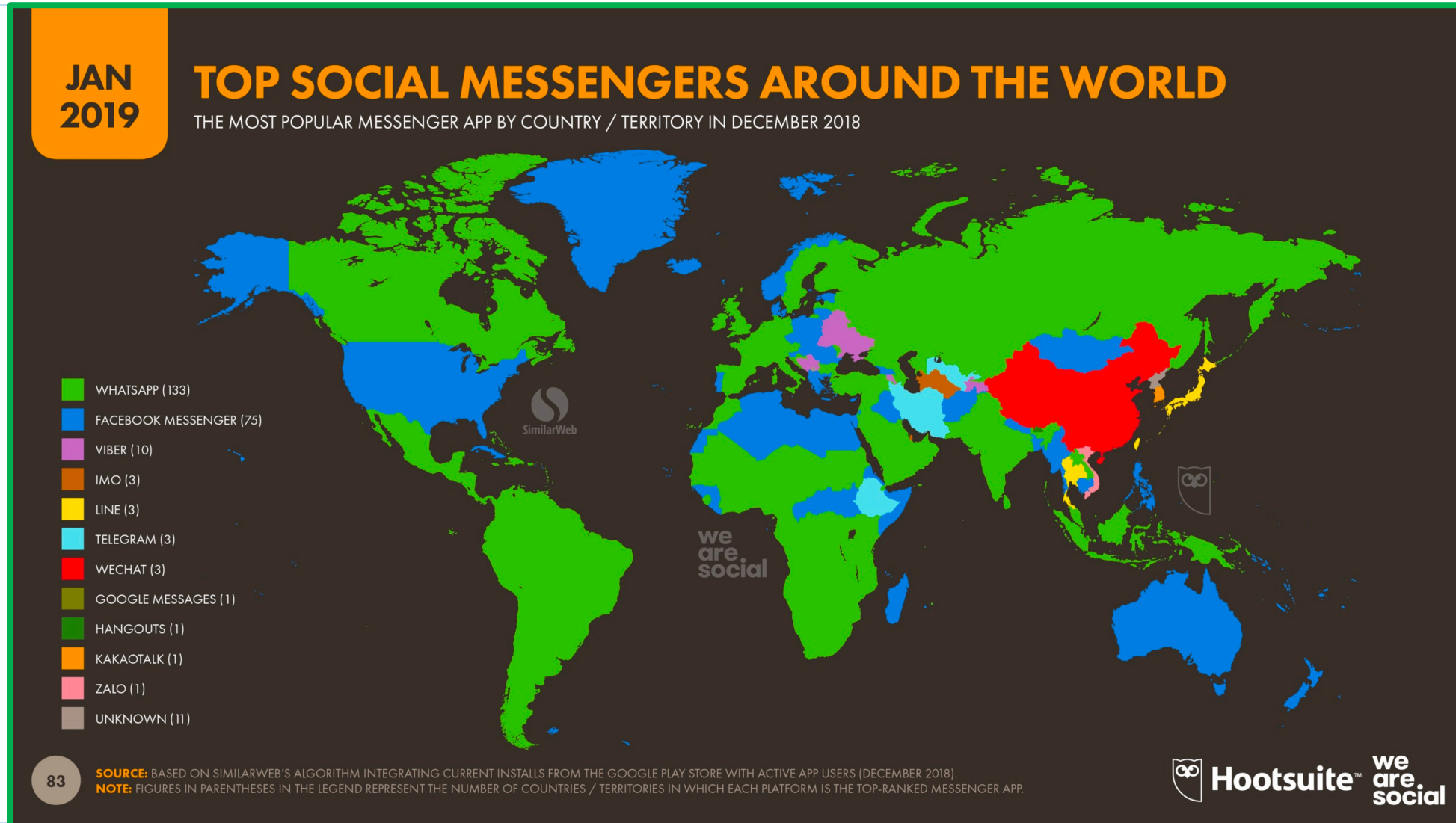
Other opportunities within the media industry ...

- Video on Demand: Netflix, Hulu ...



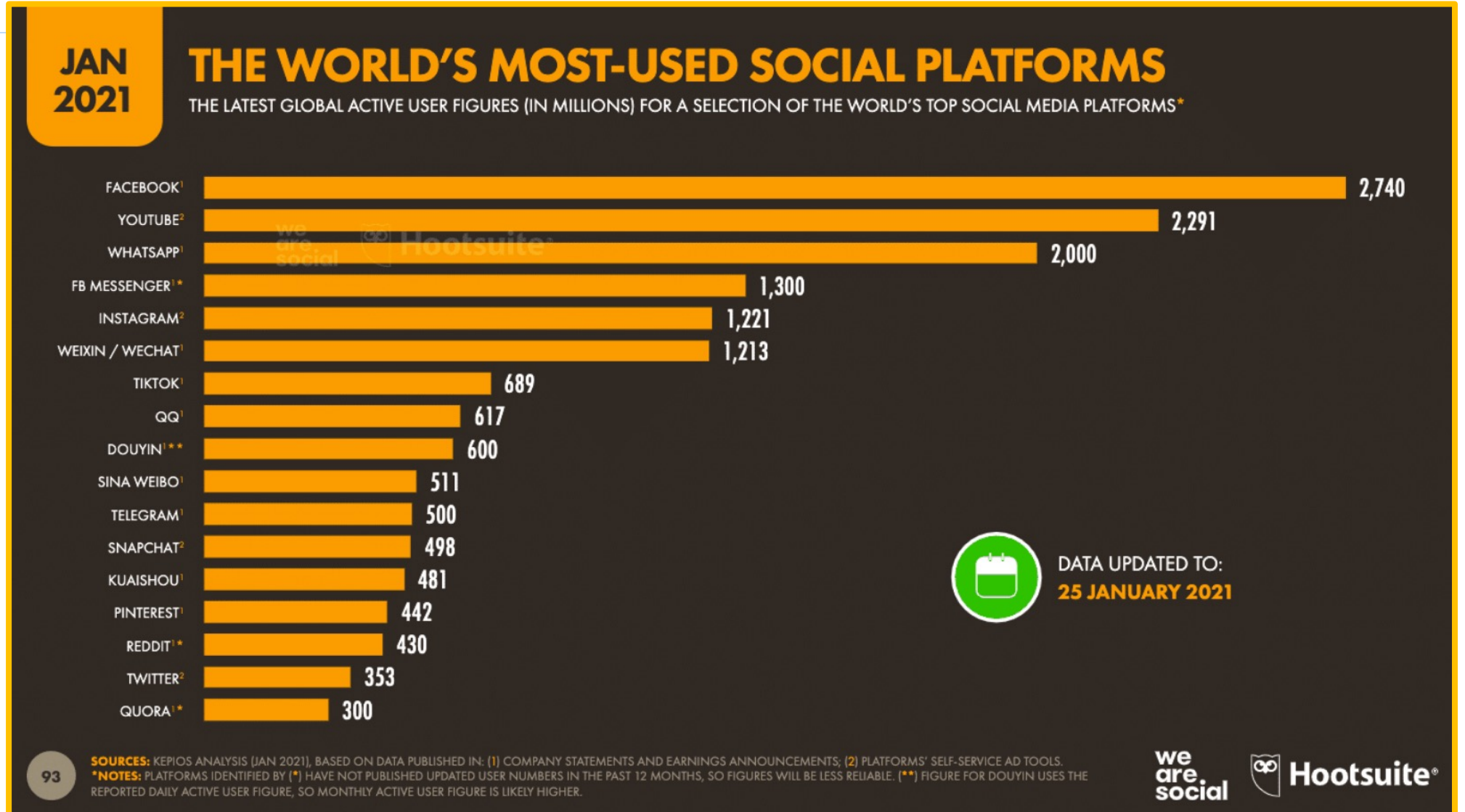
- Technology companies : Google, Yahoo, YouTube, Apple TV ...
- **Social media platforms:** Facebook, Twitter, Whatsapp, Instagram ...

Other opportunities within the media industry ... **Whatsapp**



Social Media

The biggest online platforms have user data bases that far exceed the population of the world's biggest countries

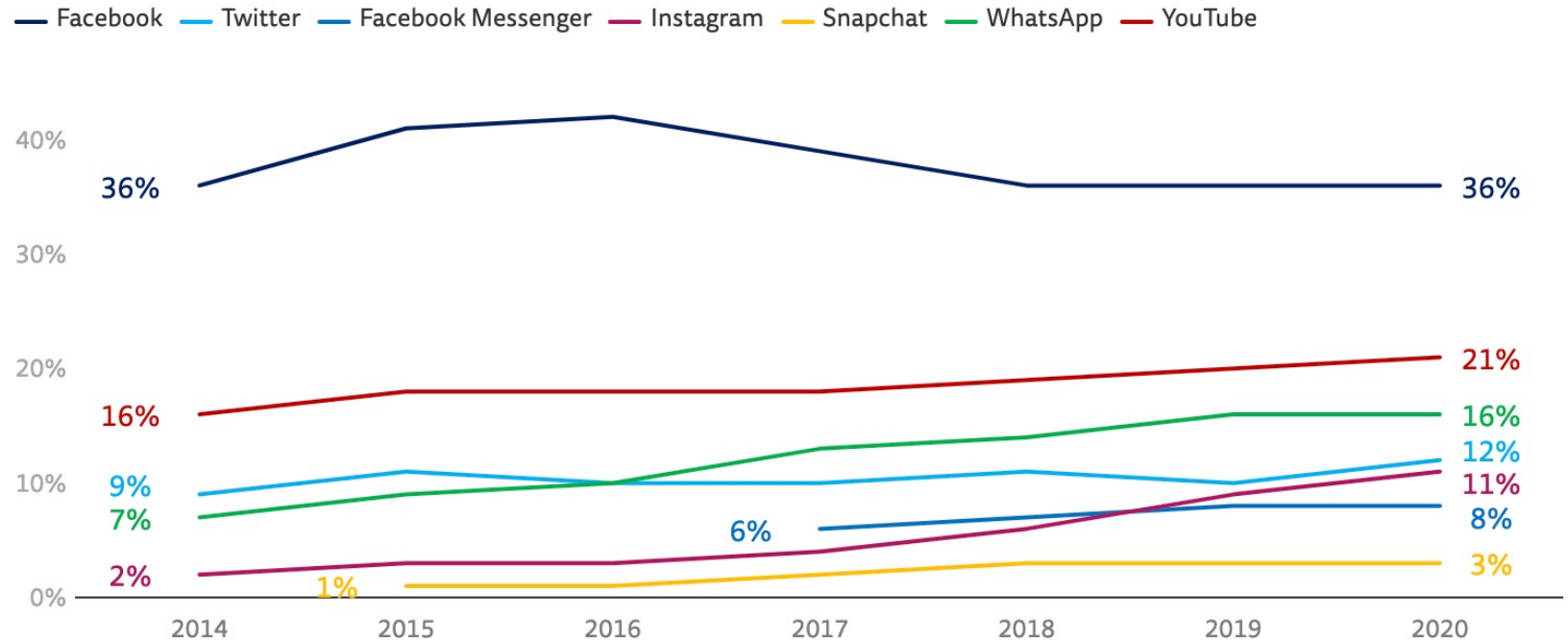


Social Media

Use of social media for news

PROPORTION THAT USED EACH SOCIAL NETWORK FOR NEWS IN THE LAST WEEK (2014-20)

Average of 12 countries



Q12b. Which, if any, of the following have you used in the last week for news?

Base: Total 2014–19 sample across 12 countries ≈ 24000 (~19000 in 2014). Note: From 2015–20 the 12 countries included are UK, USA, Germany, France, Spain, Italy, Ireland, Denmark, Finland, Japan, Australia and Brazil. In 2014, we did not poll in Australia or Ireland.

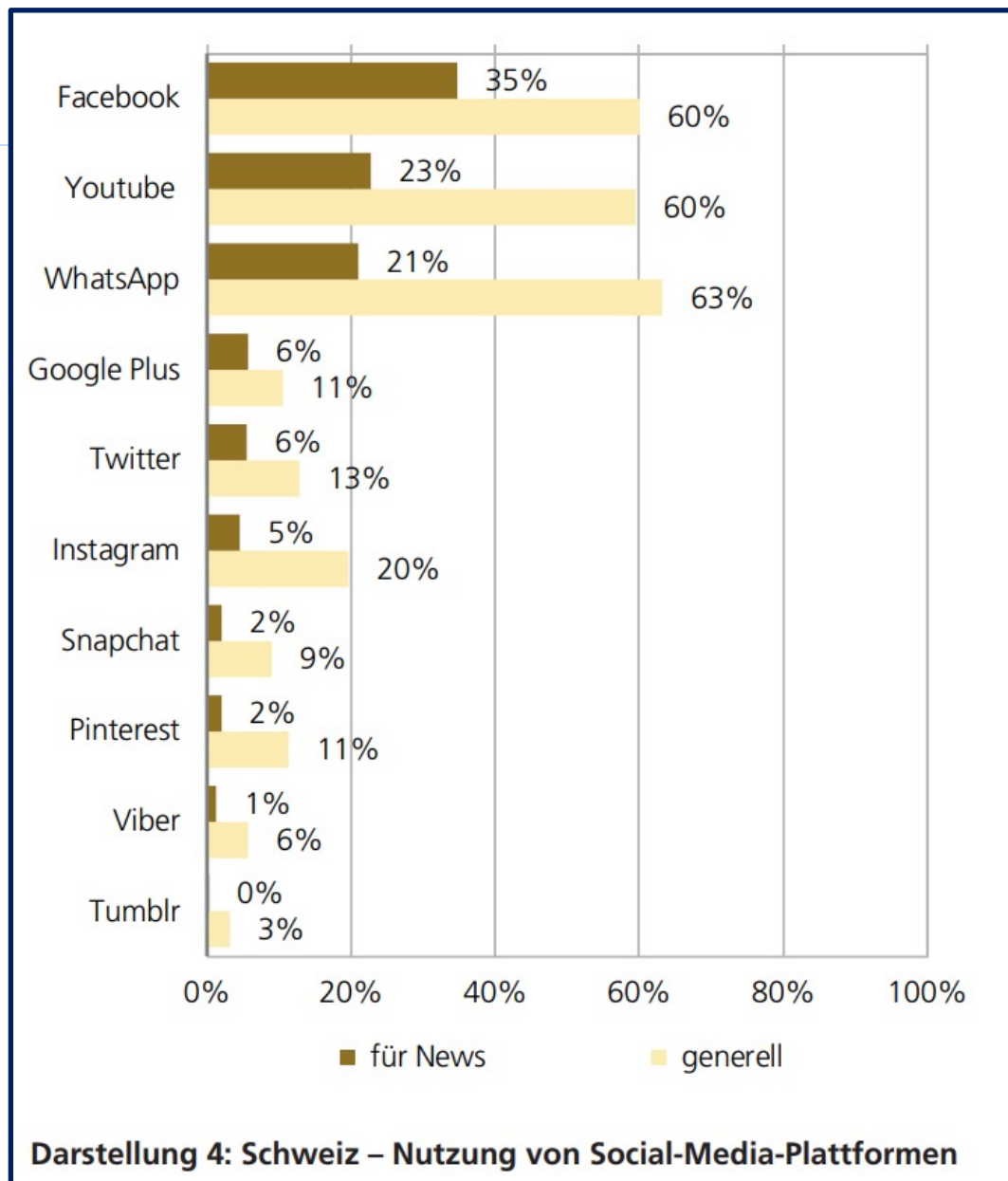


[Get the data](#) • [Embed](#)



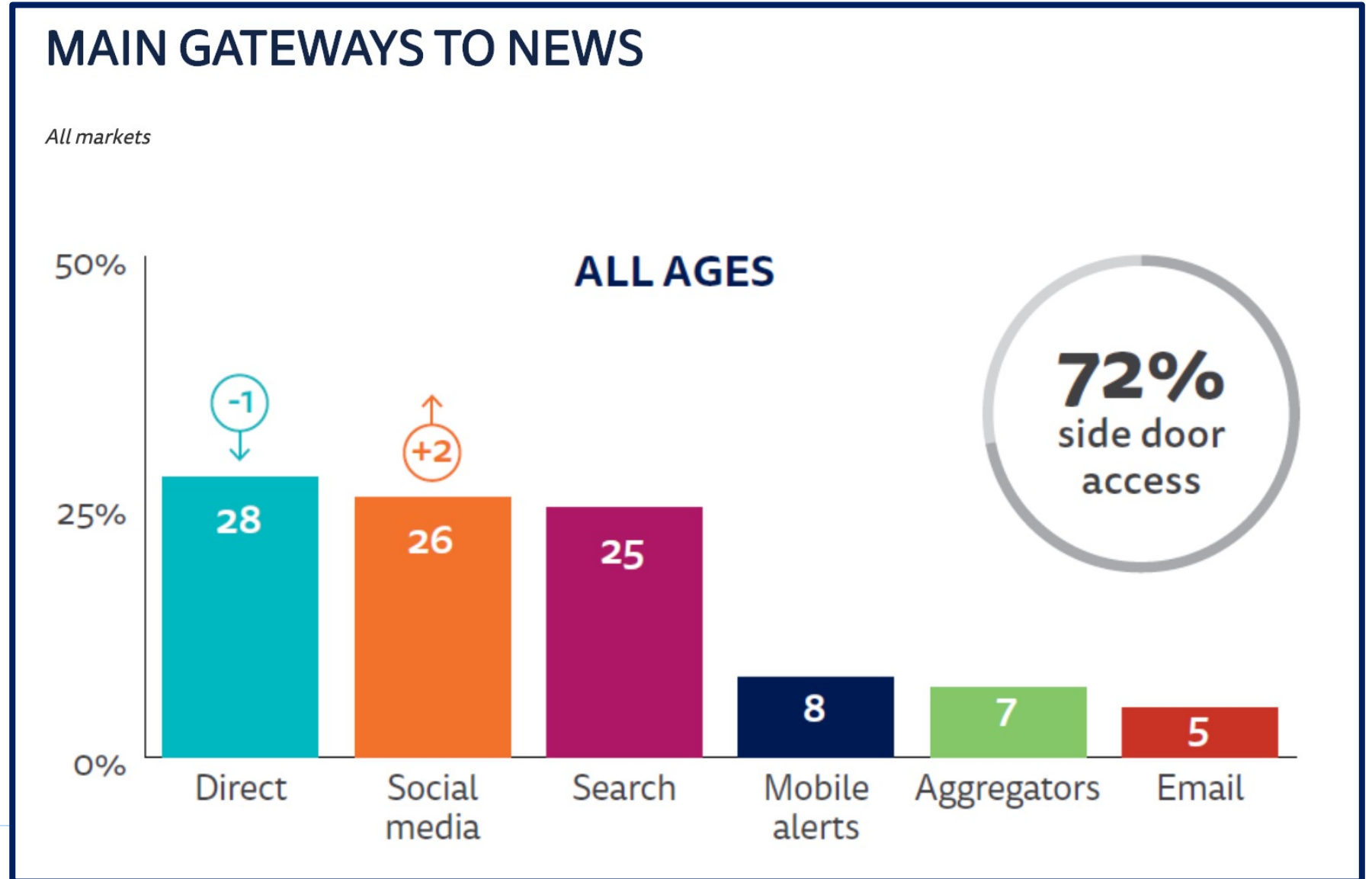
Social Media

Use of social media for news in **SWITZERLAND**



Social Media

Use of social media for news

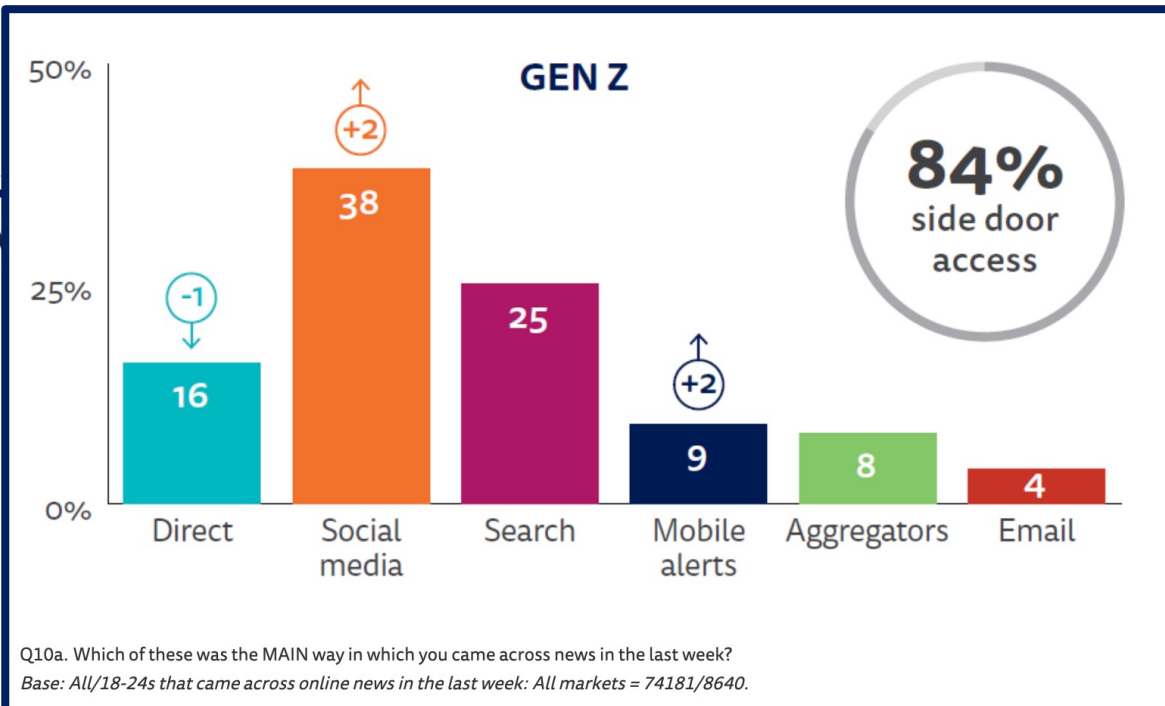
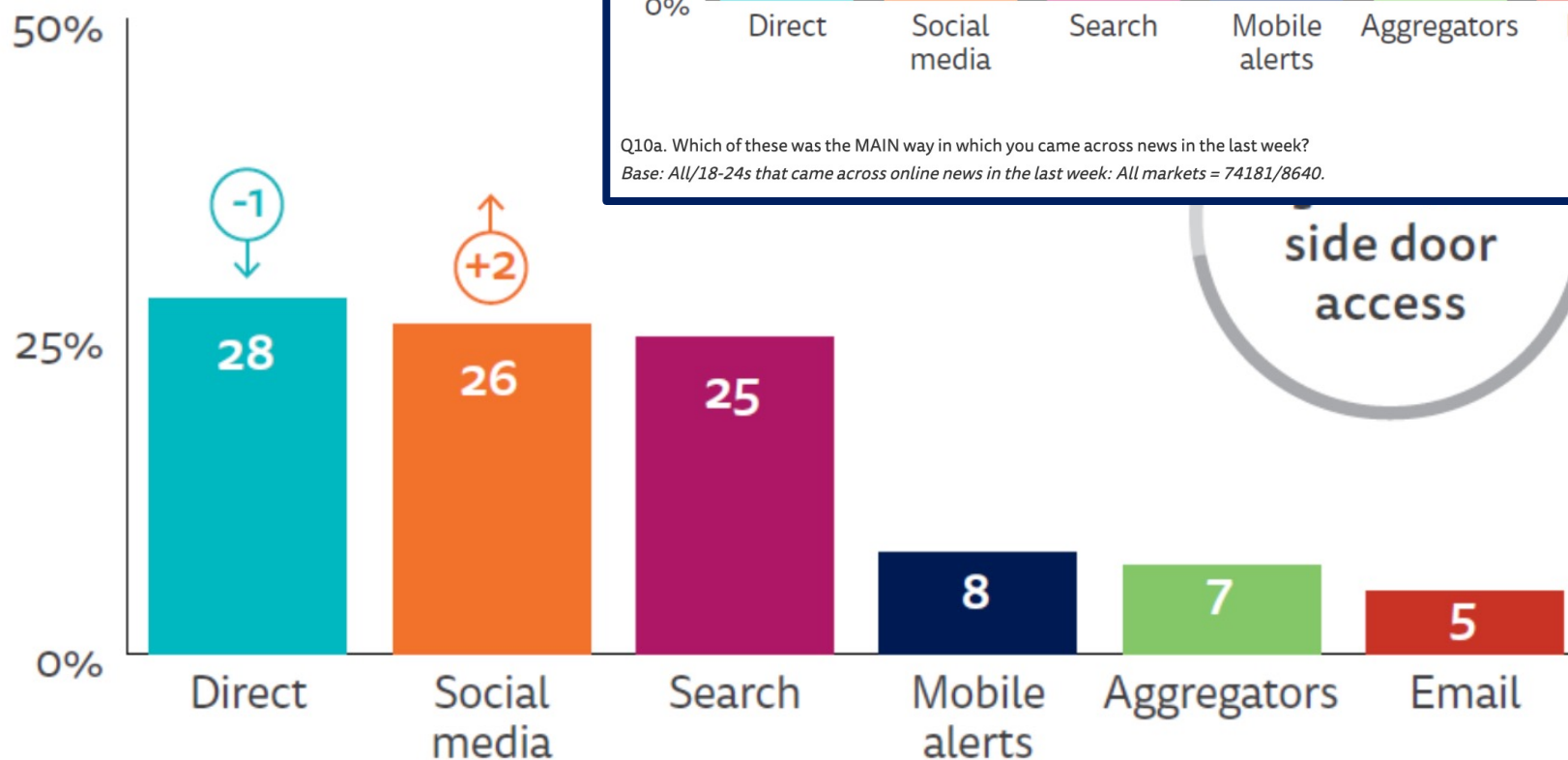


Social Media

Use of social media for news

MAIN GATEWAYS TO NEWS

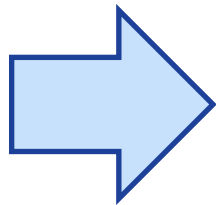
All markets



side door access

New opportunities for **CORPORATIONS**

- Going beyond corporate publishing, disclosing branded content on their platforms or on third party channels
- Creating and sharing their digital content on corporate WebTV, YouTube channels, Facebook Fan pages, Twitter or branded blogs
- They **bypass traditional media**, directly competing with them for audience attention



Corporate brands become media themselves

New opportunities for Corporations

Coca Cola 2011

HOW THE Coca-Cola COMPANY HAS EVOLVED ITS APPROACH TO THE CHALLENGE OF AGING ON ITS BRANDS

CONTENT 2020



Video: One Day at the Special Olympics
Um die Magie der Special Olympics zu verstehen, muss man sie selbst erlebt haben. Deshalb haben wir unseren VJ Angelo Co...

Special Olympics: Unsere Herzen für Team Switzerland
Die Herzen aus aller Welt fliegen den mehr als 3'000 Athletinnen und Athleten aus 107 Ländern zu, die derzeit an den Spe...

World Water Day: Wir sind auf 1,53-Kurs!
Coca-Cola senkt in der Schweiz systematisch die Wasserratio – oder einfacher ausgedrückt: Wir brauchen Jahr für Jahr wen...

Neuheit in Japan: die Coca-Cola mit einem Plus
Coca-Cola Japan ergänzt mit dem neuen Coca-Cola Plus sein Portfolio der funktionellen Getränke (engl. Foo...

Coke City Guide: Da trifft man Alexandra Maurer in

Kochen mit Coca-Cola life

Special Olympics: Sie bringt uns in Stimmung

5by20: Jeder Tag ist Weltfrauentag

New opportunities for Corporations

Red Bull Media House



OUR PORTFOLIO PARTNERSHIPS

Red Bull Media House is an award-winning, globally distributed multi-platform media company on a mission to inspire with the ordinary' stories - both direct-to-consumer and through partnerships.

With a focus on sports, culture and lifestyle content, Red Bull Media House offers a wide range of premium media products across TV, mobile, digital, audio and print. Red Bull Media House produces and licenses a broad selection of broadcast events, compelling and inspirational local storytelling with original and long-form programming as well as feature films from around the world.

Red Bull MEDIA HOUSE

PRODUCTS CONTENT COMMERCIAL JOBS COMPANY

NEWS

Filter by categories

12.12.16 - Films, Content
THE IVORY GAME SHORTLISTED FOR THE BEST FEATURE DOCUMENTARY OSCAR 2017

"The Ivory Game" is among the 15 finalists for the best feature documentary Oscar.

The investigative ivory-trade doc produced by Terra Mater Film Studios, and executive produced by Leonardo DiCaprio was shortlisted from a total of 145 submissions. The five final nominees will be announced January 24, along with the rest of this year's Oscar nominees. The 89th Academy Awards will take place on February 26, 2017, at the Dolby Theatre in Los Angeles.

The Ivory Game is an undercover feature-documentary which exposes the dark world of ivory trafficking. Award-winning director Richard Ladkani and Academy Award nominated director Kief Davison filmed undercover for 16 months, moving across the continents of Africa and Asia, documenting the deep-rooted corruption at the heart of the global ivory trafficking crisis.

FURTHER ARTICLES

12.12.16 - Films, Content
The Ivory Game shortlisted for the best feature documentary Oscar 2017

19.10.16 - Content, Films, TV
TAG Heuer countdown success at Red Bull Rampage 2016 on Red Bull TV

17.10.16 - Films, Content
The Ivory Game wins top international award at 'Oscars' of wildlife film and TV ceremony

31.08.16 - Content, Films, TV
Original perspectives that inspire can now be found on the GoPro Channel on Red Bull TV

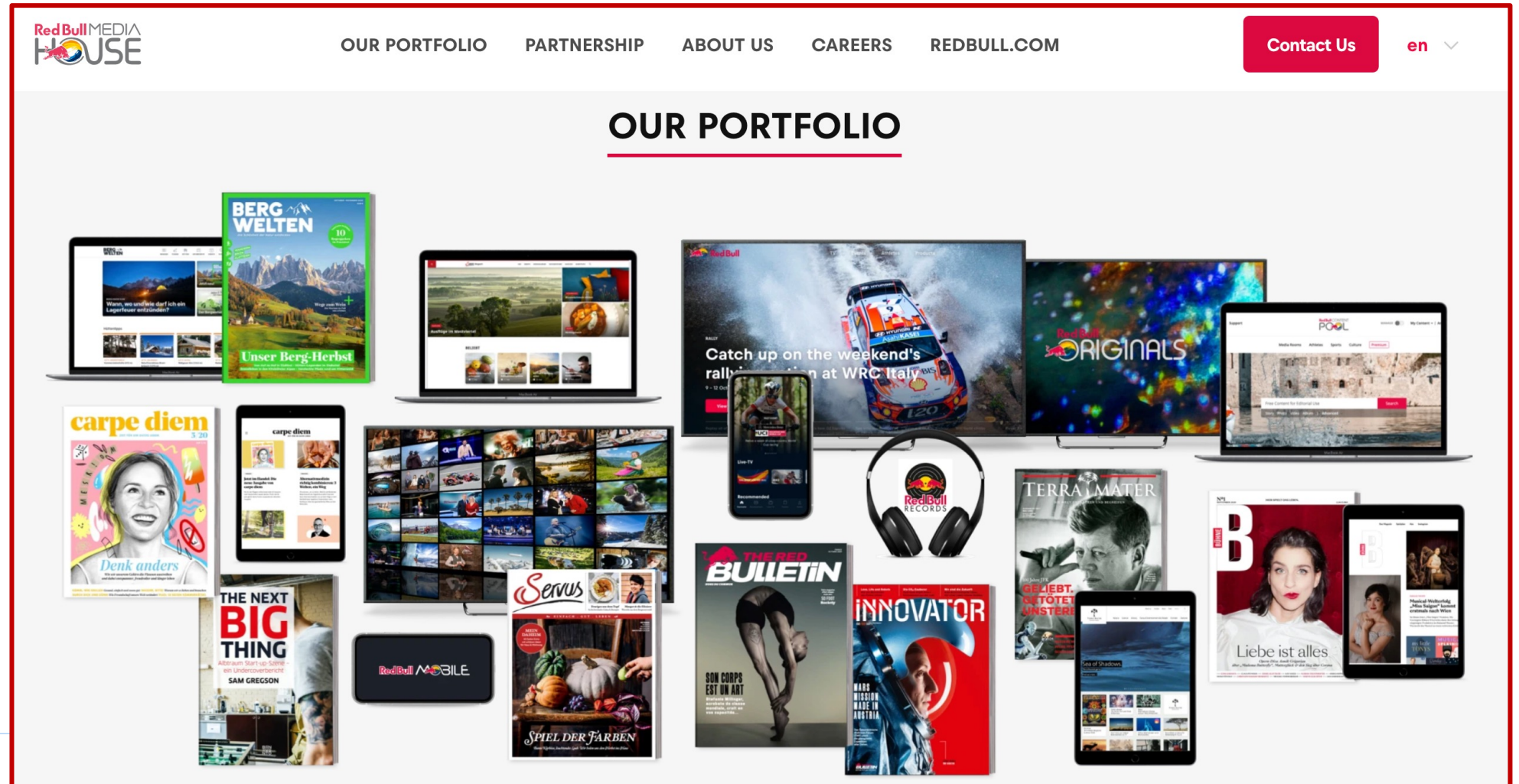
05.01.16 - Films
FreeTV premiere of "STREIF - One Hell of a Ride" on ServusTV

19.11.15 - Films
"Chasing Niagara" has won Best Film in the category Mountain Sports at the 2015 Banff Mountain Film and Book Festival

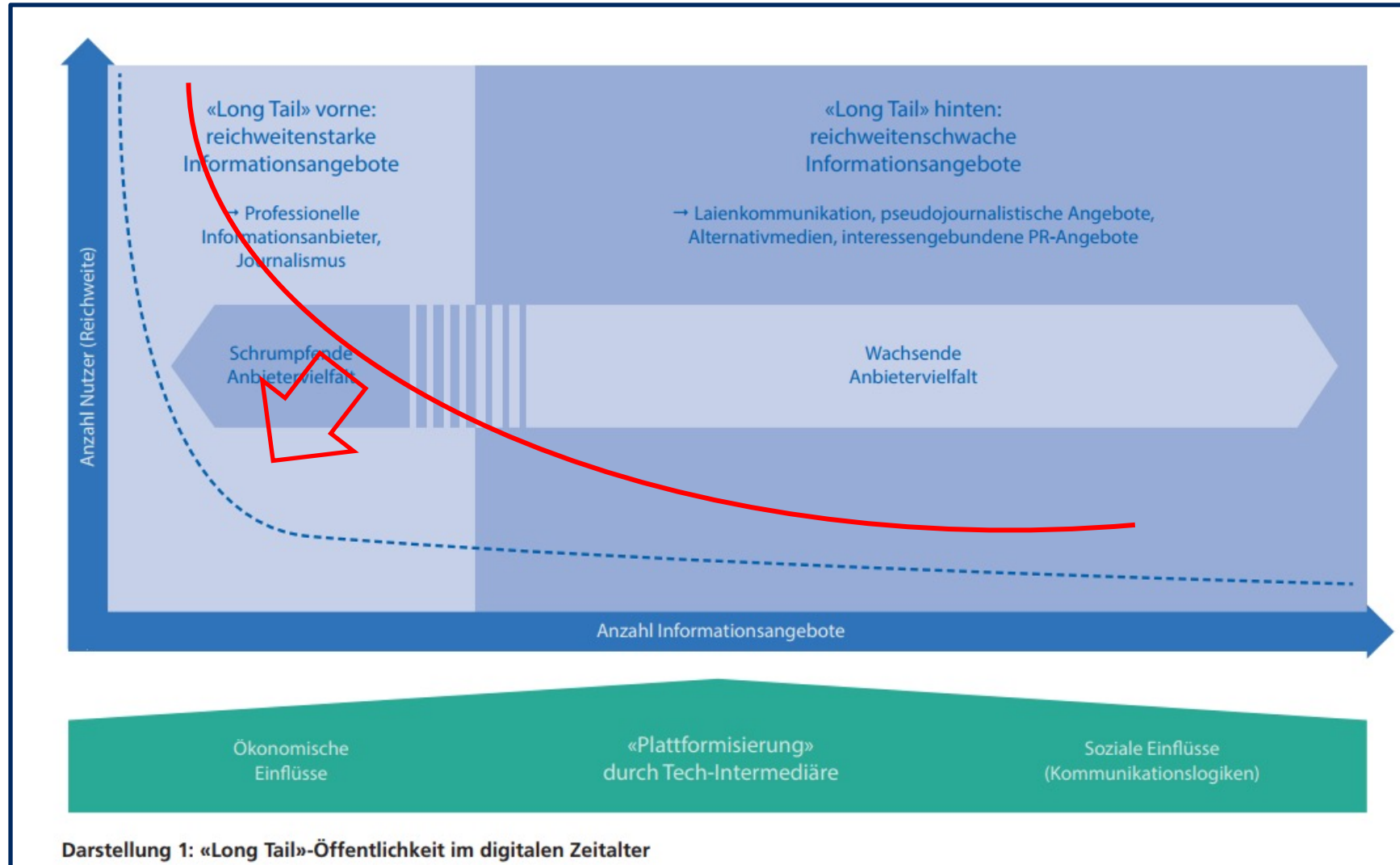
18.11.15 - Films
Creators of "The Art of FLIGHT," Red Bull Media House with Brain Farm, drop teaser for "The Fourth Phase" set to release in fall of 2016

New opportunities for Corporations

Red Bull Media House



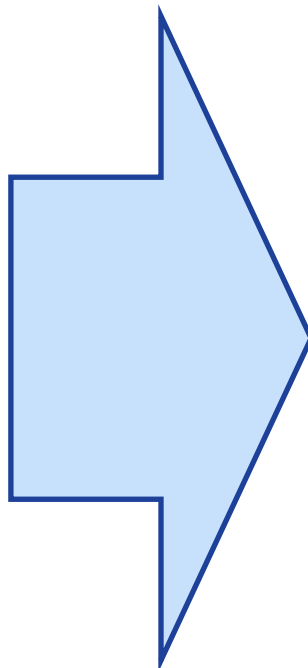
2. New threats for traditional media



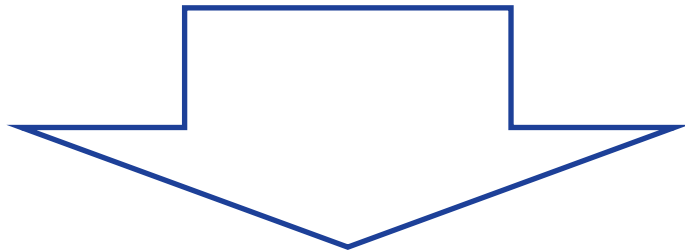
2. New threats for traditional media

THREATS

- **Fragmentation of audiences,** disruption of business models
- **New competitors:**
 - New pure players
 - Technology companies
 - Multinational corporations
- **Fake news sites**
- **Ad-Blockers**



EFFECTS

- Cost cutting measures
 - Sponsored content, native advertising
 - Collaboration with social media networks
- 
- **Decrease in quality content**
 - **Loss of credibility / trust**

2. New threats for traditional media

Mercredi 25 mars 2020 | Dernière mise à jour 08:45

REPORTER MOBILE

lematin.ch

SUISSE SPORTS FAITS DIVERS MONDE PEOPLE LOISIRS **ÉCONOMIE** SOCIÉTÉ NEWS PI

BOURSE IMAGES

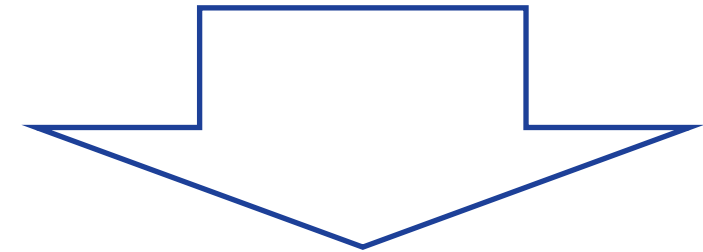
MÉDIAS TAMEDIA INTRODUIT LE CHÔMAGE PARTIEL, LA PUBLICITÉ CHUTE

Tous les collaborateurs verront leur temps de travail réduit d'au moins 10%. Cette baisse entraînera par conséquent une diminution du salaire.



EFFECTS

- Cost cutting measures
- Sponsored content, native advertising
- Collaboration with social media networks



- **Decrease in quality content**
- **Loss of credibility / trust**

2. New threats for traditional media

2020

PROPORTION THAT SAY THEY TRUST NEWS FROM EACH SOURCE

All markets

Trust news overall



Q6_2018_1/2/3/4. Please indicate your level of agreement with the following statements: I think I consume news from the following sources most of the time.

I consume news from the following sources most of the time.

Base: Total sample in all markets = 74194.

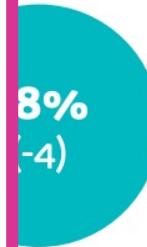
SWITZERLAND

DIFFERENT TYPES OF TRUST

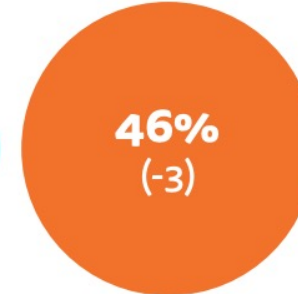
News overall	News I use
44% (-2) =14th/40 French 37% German 46%	52% French 47% German 55%
News in search	News in social
29% French 26% German 30%	19% French 15% German 20%

PROPORTION THAT TRUST EACH MOST OF THE TIME - ALL MARKETS

Trust news overall



Trust news I use



Trust news in search



Trust news in social



...this is about trust in mainstream news and in the sources that people use

Uncertainty in distributed environments, information unchecked, hard to distinguish news from rumour...

Q6_2018_1/2/3/4. Please indicate your level of agreement with the following statements: I think I trust most news/the news I use/news in search/news in social media most of the time.

Base: Total sample in all markets = 80155.

2. New threats for traditional media

Willingness to pay

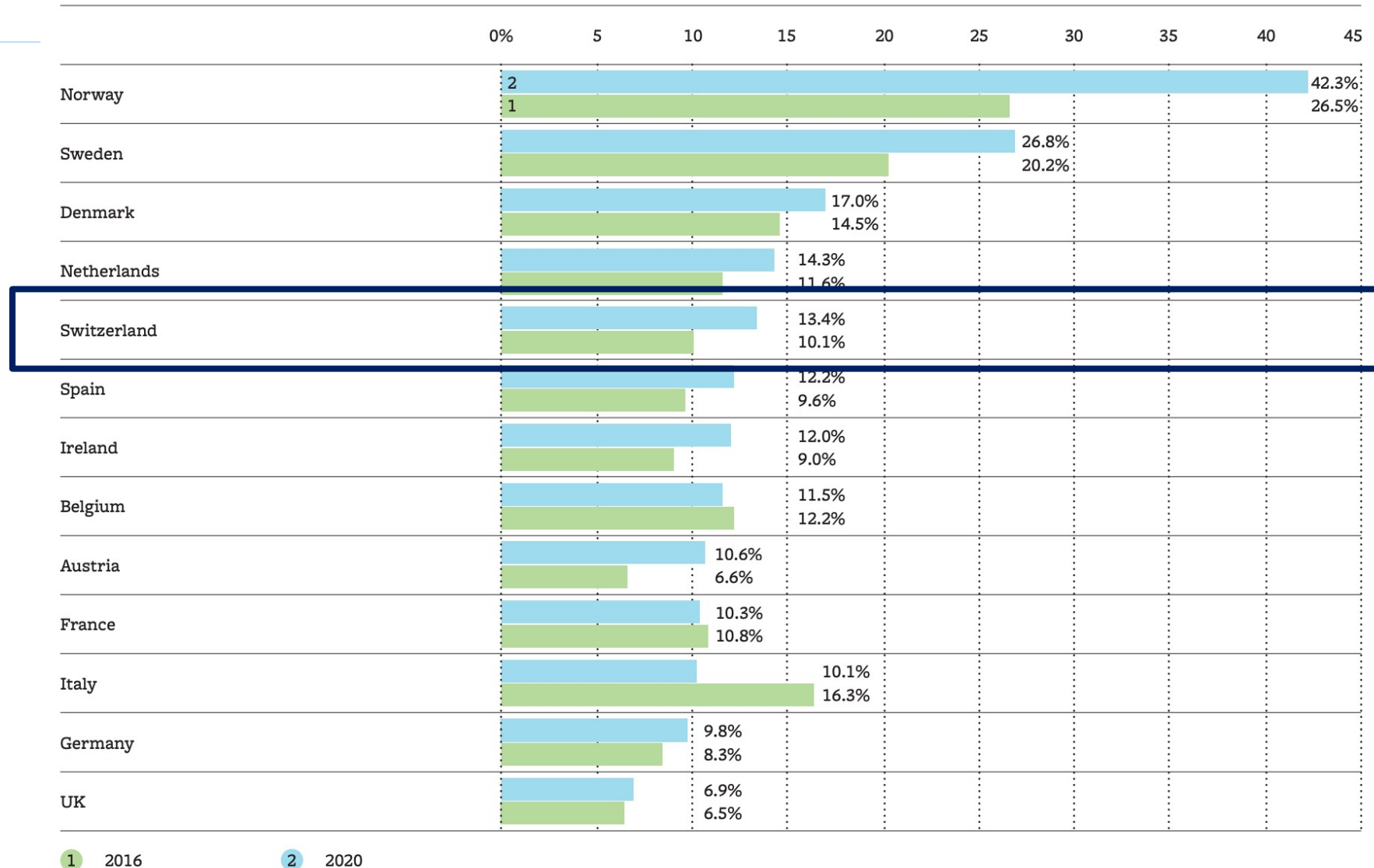


Figure 11: Development of willingness to pay for online news in the international comparison

Reaction to new threats to traditional media

Social media ad spend to surpass print for first time

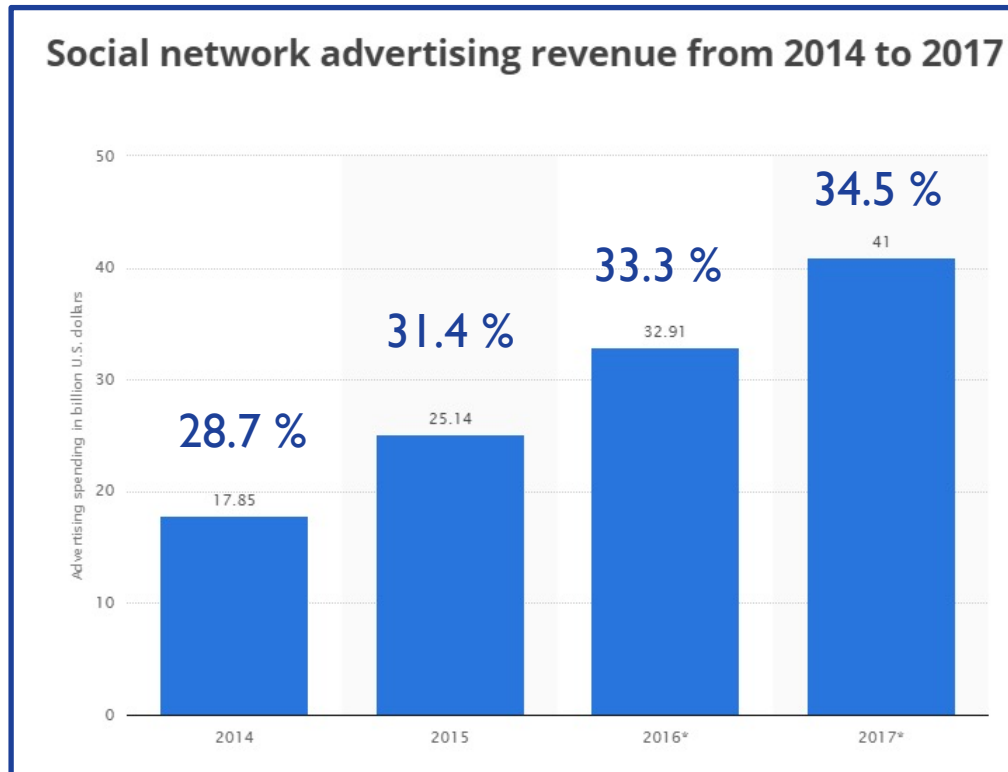
Social media will own 13% of global ad spend in 2019, according to a Zenith forecast.

Amy Gesenhues on October 14, 2019 at 2:27 pm

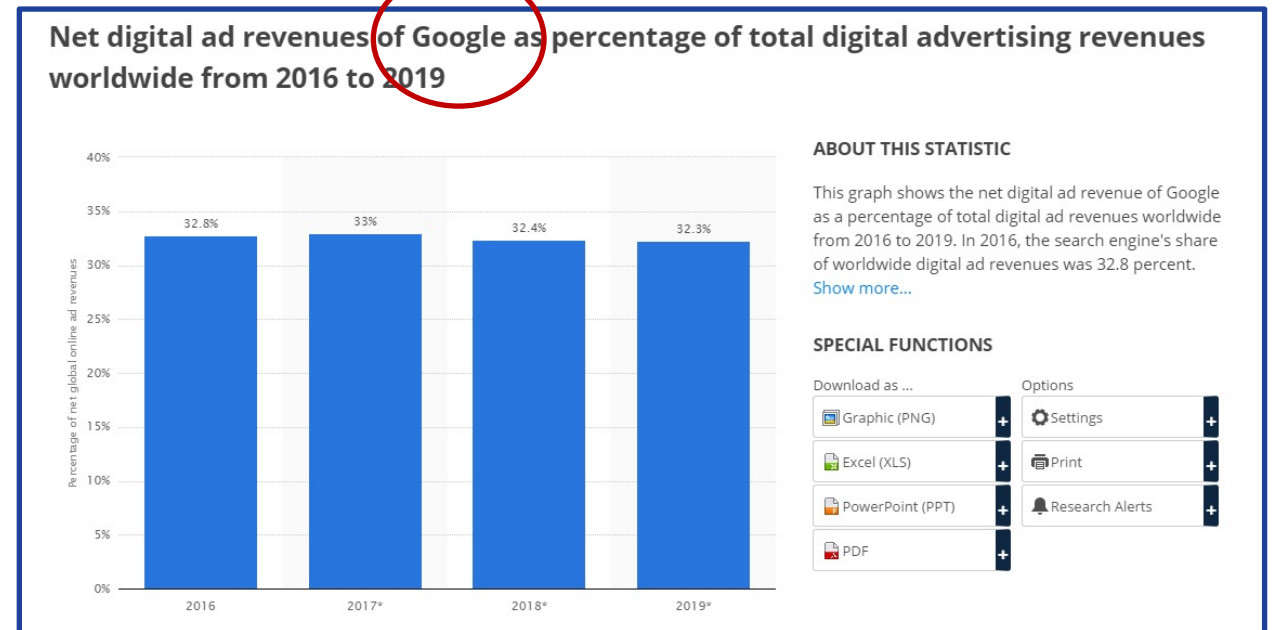
Zenith, a media agency owned by Publicis Media, [predicts](#) global social media ad spend will grow 20% this year, reaching \$84 billion. According to Zenith's data, social media advertising will account for 13% of total global ad spend and rank as the third-largest advertising channel, behind TV and paid search.

2019 will be the first year that social media ad spend outperforms print ad spend, says Zenith, with newspaper and magazine ads generating less than \$69 billion this year.

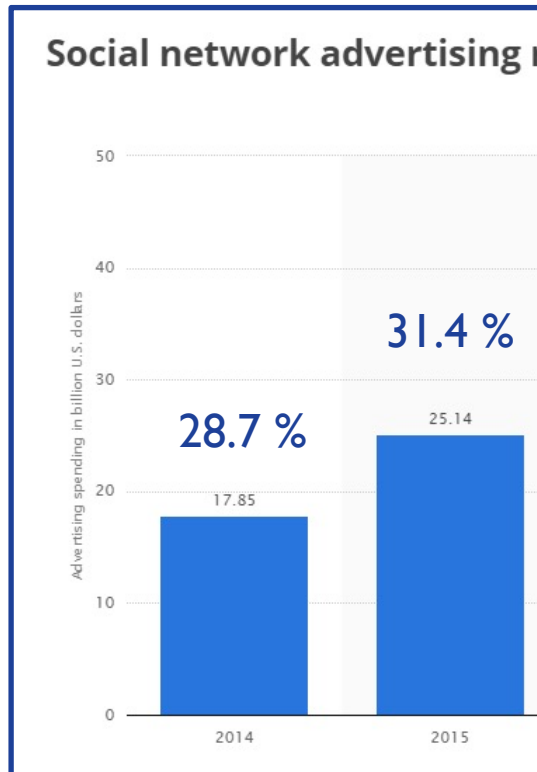
Reaction to new threats to traditional media



Share of social media advertising expenditure as % of digital advertising WW



Reaction to new threats to traditional media



MARKETING DIVE Deep Dive Library Events Topics

BRIEF

Amazon ad revenue jumps 51% to \$5.4B as marketers eye online shoppers

Courtesy of Amazon

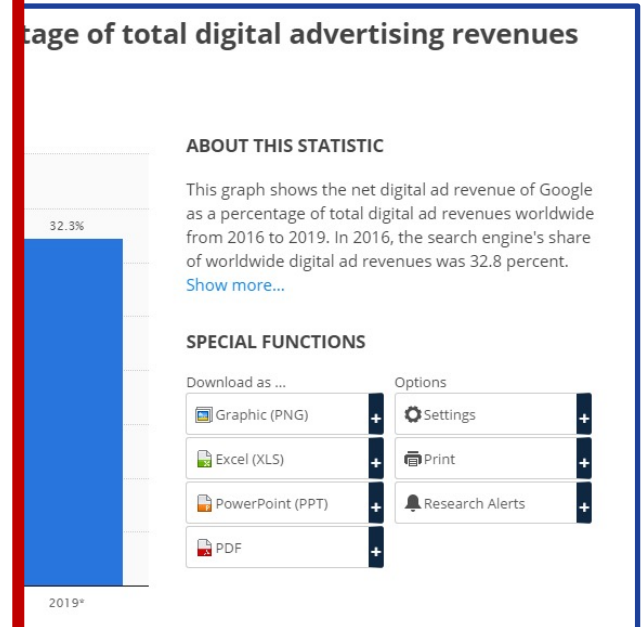
AUTHOR
Robert Williams

PUBLISHED
Oct. 30, 2020

Dive Brief:

- Amazon's advertising revenue rose 51% to \$5.4 billion in Q3 from a year earlier as marketers sought to reach the e-commerce giant's customers while they shopped online. The growth in ad sales was greater than Amazon's total revenue gain of 37% to a record \$96.1 billion, a sign that the upcoming holiday shopping season could be the biggest ever for the

g expenditure as % of



Reaction to new threats to traditional media

▶ Newspapers collaborate with social media: **FB Instant Articles Program**

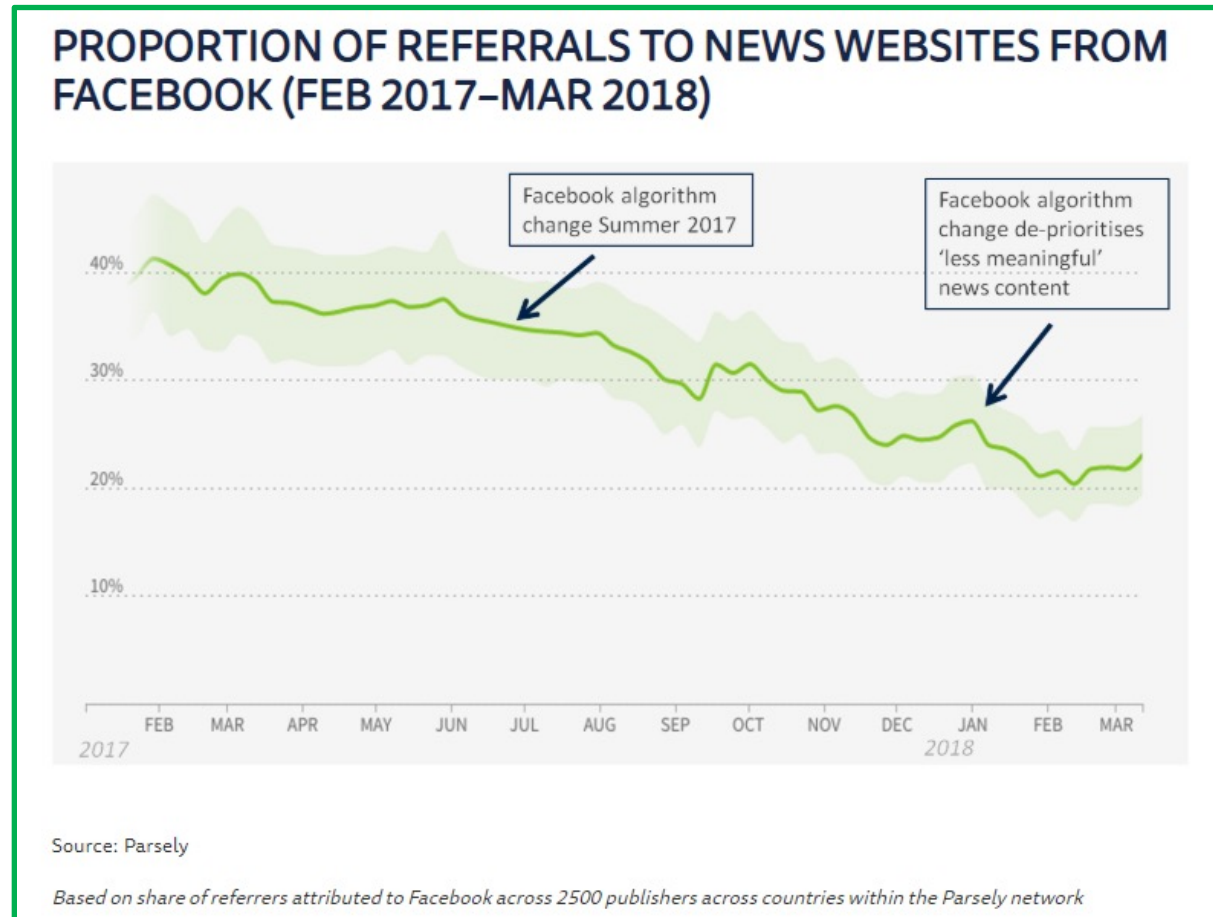
The screenshot shows the top of a news article on the Independent website. The navigation bar includes the Independent logo and links for News, Politics, Voices, Culture, Business, Lifestyle, Tech, Sport, and Daily Edition. The article title is "Newspapers scale back Facebook and Snapchat content as meagre advertising returns disappoint". Below the title is a sub-headline: "The traditional press has a problem – it needs social media but isn't making enough money". The author is Gerry Smith, dated Wednesday 25 January 2017 12:15 GMT, with 0 comments. There are 16 shares shown for Facebook, Twitter, and Email. A "Like" button is also visible. At the bottom of the screenshot, a portion of a smartphone screen is shown, displaying a blue screen.

- Pathways to news: Branded 45%, social 30% (Digital News Report 2016, RIS)

The graphic features a background of blue Facebook thumbs-up icons. At the top, it says "What the world needs now." followed by the tagline "Join CJR and help journalism be at its best". Below this is a large white text box containing the headline: "More than half of Facebook Instant Articles partners may have abandoned it". The TOW CENTER logo is visible in the bottom left corner of the graphic.

Reaction to new threats to traditional media

- ▶ Newspapers collaborate with social media: **FB Instant Articles Program**



FB controls algorithm

Reaction to new threats to traditional media

- ▶ Newspapers collaborate with social media: **Facebook goes LOCAL**
- ▶ Local news, training readers to avoid hoaxes, let news firms post their own branded content
- ▶ Still, risk of cannibalization

NiemanLab

ABC

BUSINESS MODELS MOBILE & APPS AUDIENCE & SOCIAL AGGREGATION & DISCOVERY REPORTING & PRODUCTION



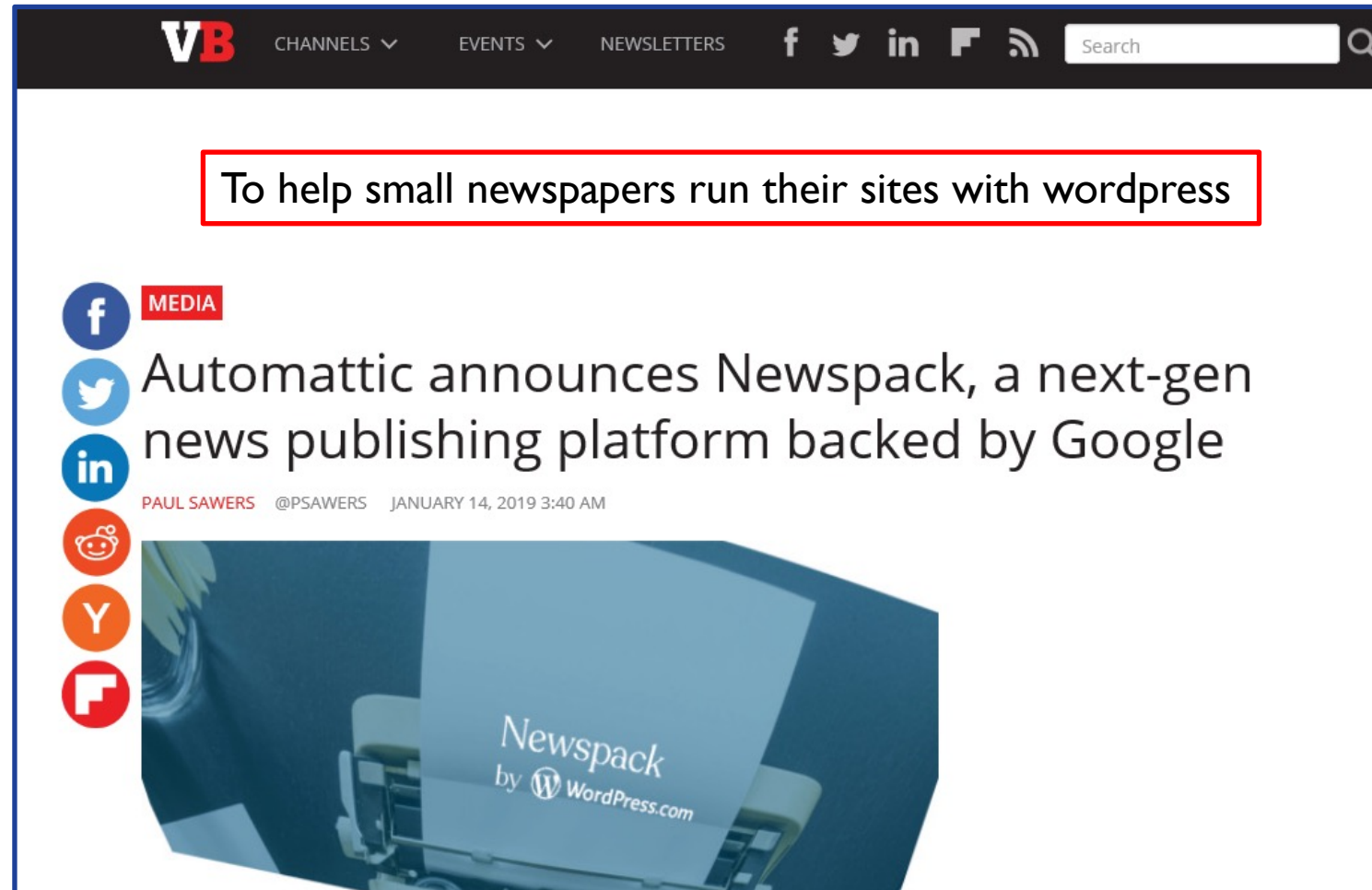
Facebook is committing \$300 million to support news, with an emphasis on local

Campbell Brown: "We are going to continue our work with head publishers. We're not backing away from that, but it is a shift to local and an emphasis on local that is new for us."

By **CHRISTINE SCHMIDT** @newsbyschmidt Jan. 15, 2019, 6 a.m.

Reaction to new threats to traditional media

- ▶ Newspapers collaborate with social media:
Google & Newspack
- ▶ 1.2 ML from Google & 2 partners
- ▶ 1 ML from other institutions



Reaction to new threats to traditional media

- ▶ Newspapers collaborate with social media
- ▶ Google supports **LOCAL newspapers, even in Switzerland**



The screenshot shows the top of a news article on the website 'LE TEMPS'. The navigation bar includes 'RUBRIQUES', 'EN CONTINU', 'BLOGS', 'VIDÉOS', 'CHAPPATTE', 'MULTIMÉDIA', and 'EPAPER/PDF'. The breadcrumb trail is 'Accueil > Economie > De Morges à la vallée de Joux, Google distribue ses dollars aux médias'. The article title is 'De Morges à la vallée de Joux, Google distribue ses dollars aux médias', with a 'MÉDIAS' tag above it. The first sentence of the article is 'La multinationale américaine a versé 4442 francs, soit 5000 dollars, à plusieurs journaux suisses pour les soutenir. Mais Google est aussi accusé de distribuer des cacahouètes pour éviter un débat de fond sur l'utilisation des contenus des médias'. The number '4442' is circled in orange.

LE TEMPS

RUBRIQUES ▾ EN CONTINU BLOGS VIDÉOS CHAPPATTE MULTIMÉDIA ▾ EPAPER/PDF

Accueil > Economie > De Morges à la vallée de Joux, Google distribue ses dollars aux médias

MÉDIAS

De Morges à la vallée de Joux, Google distribue ses dollars aux médias

La multinationale américaine a versé 4442 francs, soit 5000 dollars, à plusieurs journaux suisses pour les soutenir. Mais Google est aussi accusé de distribuer des cacahouètes pour éviter un débat de fond sur l'utilisation des contenus des médias

Reaction to new threats to traditional media


- ▶ Newspapers collaborate with social media ...
- ▶ Or maybe not?
- ▶ March 25, 2019
- ▶ Launch of Apple News, a new entertainment and paid digital news service (as response to video leader Netflix)

BUSINESS
New York Times CEO warns publishers ahead of Apple news launch

22 Mar 2019 07:01AM
(Updated: 22 Mar 2019 10:46AM)

Business

New York Times CEO warns publishers ahead of Apple news launch



FILE PHOTO: Mark Thompson, president and CEO of the New York Times Company, poses for a portrait in New York, November 26, 2013. REUTERS/Lucas Jackson/File Photo

NEW YORK: Apple is expected to launch an ambitious new entertainment and paid digital news service on Monday (Mar 25), as the iPhone maker pushes back against streaming video leader Netflix. But it likely will not feature the New York Times.

Reaction to new threats to traditional media

- ▶ Newspapers collaborate with social media ...
- ▶ Or maybe not?
- ▶ January 22, 2021
- ▶ **Google threatens government in Australia**

Google threatens to withdraw search engine from Australia

🕒 22 January | 💬 Comments



Google says the new law will lead to it disabling its search tool for Australians

Google has threatened to remove its search engine from Australia over the nation's attempt to make the tech giant share royalties with news publishers.

Role and responsibility of multinational technology companies

Role and responsibility of new multinational digital companies

PROFIT MARGINS OF MULTINATIONAL TECHNOLOGY COMPANIES

- **Facebook** Profit Margin (Quarterly): **40%** for Dec. 31, 2020 (34% last year)
- **Alphabet** Profit Margin (Quarterly): **27%** for Dec. 31, 2020 (23% last year)
- **Apple** Profit Margin (Quarterly): **26%** for Dec. 31, 2020 (24 % last year, I/- the average of past 5 years)



Apple ordered to pay €13bn after EU rules Ireland broke state aid laws

European commission says Apple got illegal help with tax breaks but CEO Tim Cook says ruling threatens investment in Europe



This article is 6 months old

19,156 4,136

Sean Farrell and Henry McDonald

Tuesday 30 August 2016 15.33 BST



Why Apple is facing a €13bn tax bill in Ireland

Apple has warned that future investment by multinationals in Europe could be hit after it was ordered to pay a record-breaking €13bn (£11bn) in back taxes to Ireland.

The world's largest company was presented with the huge bill after the [European commission](#) ruled that a sweetheart tax deal between Apple and the Irish tax authorities amounted to illegal state aid.

The commission said the deal allowed [Apple](#) to pay a maximum tax rate of just 1%. In 2014, the tech firm paid tax at just 0.005%. The usual rate of corporation tax in Ireland is 12.5%.

A critical perspective



Google / Alphabet

- EU regulation says that in order to be taxed you need to have a stable organization
- Even with 3000 employees present in the country, Google managed to prove that true value creation happens in Ireland and California, not in the UK
- Settlement with the government for a payment of Euro 170'000.- for the period 2005-2015
- **Already paid 7 Billion in fines, will be fined again next week by the EU**

F.T.C. Approves Facebook Fine of About \$5 Billion



The size of the penalty against Facebook underscored the rising frustration among Washington officials with how Silicon Valley giants collect, store and use people's information.
Justin Sullivan/Agence France-Presse — Getty Images

By Cecilia Kang

July 12, 2019



The Federal Trade Commission has approved a fine of roughly \$5 billion against Facebook for mishandling users' personal information, according to three people briefed on the vote, in what would be a landmark settlement that signals a newly aggressive stance by regulators toward the country's most powerful technology companies.

A critical perspective

Facebook

\$5 Billion fine approved by FTC

"The F.T.C. just gave Facebook a Christmas present five months early," Representative David Cicilline, Democrat from Rhode Island, said in a statement. "It's very disappointing that such an enormously powerful company that engaged in such serious misconduct is getting a slap on the wrist."

Senator Richard Blumenthal, Democrat of Connecticut, said in an interview that meaningful enforcement of Facebook would have included deep structural reforms. Without that, he said, "the message to the world is that, sadly, American consumer privacy protection is a hollow paper tiger, which is deeply disappointing."

Despite all the criticism of the company, it has continued to do well financially. The social network reaped more than \$55 billion in revenue in 2018 — 10 times the amount of the fine approved by the commission — as the digital advertising industry has consolidated to increasingly drive dollars to a handful of tech companies.

In April, Facebook reported a [record first quarter of revenue](#) of nearly \$15 billion. And the company is sitting on more than \$40 billion in cash reserves.

Facebook, Fake News and data privacy

The New York Times

Search

Police Respond to Sixth Explosion in Texas as Serial Bomber's Terror Continues

Ex-Playboy Model Karen McDougal Sues to Speak on Alleged Trump Affair


Maryland School Gunman Dies After Confrontation With Officer

Ben Carson Drops Bid for Presidency, Buying \$31.00 to Congress: 'I Wife'

U.S.

Facebook's Role in Data Misuse Sets Off Storms on Two Continents

By MATTHEW ROSENBERG and SHEERA FRENKEL MARCH 18, 2018



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R.S. Lee 19 hours ago
Who could not have seen your job would lead??? Come ON

Eduardo Gonzalez 21 hours ago
I'm currently in Sri Lanka. E

Maura Healey, the attorney general of Massachusetts, has announced an investigation into Facebook and the data firm Cambridge Analytica. Brian Snyder/Reuters

facebook Graphique interactif des cotations de Facebook, Inc.

Bourse : NASDAQ
Secteur : Technologie
Évaluation par la communauté :

Afficher : Hors séance après la clôture pour FB

TRADE NOW
Risk of capital loss

\$168.15 * 4.41 ↓ 2.56%

*Différé - En date du Mar. 20, 2018

Modifier la liste de symboles
Recherche de symboles

FB

Enregistrer les valeurs

Conseil : Accédez aux données sous-jacentes et à l'impression d'un clic droit sur le graphique.

Compare Events Style Technical Indicators 1 Min Data Table

Select Tool

O: 165.6058 H: 165.6058 V: 139.7k
C: 165.6058 L: 165.6058 D: 03-20 14:44

FACEBOOK INC Last \$168.15 ↓ 4.41 (-2.56%) Volume 128.894.408



1D 5D 1m 3m 6m 1y 2y 5y YTD Max 01/01/2013 - 12/31/2013

A critical perspective

Facebook

ANALYSE

Coronavirus: Facebook, Amazon et Google sont des pompiers pyromanes

ANALYSE. Les géants de la technologie affirment multiplier les actions contre les «fake news» et les arnaques en tout genre concernant le coronavirus. Problème: leur modèle d'affaires est en grande partie basé sur la diffusion de telles inepties



Mark Zuckerberg. — © Amy Osborne / AFP

Anouch Seydtaghia

Publié mardi 17 mars 2020 à 09:07
Modifié mardi 17 mars 2020 à 10:20



Merci. Bravo pour les efforts consentis. Vous faites un travail admirable en ces temps de crise et vous contribuez à la lutte contre cette pandémie.

PUBLICITÉ

Interactif des cotations de Facebook, Inc.

5 * 4.41 ↓ 2.56%

Bourse : NASDAQ
Secteur : Technologie
Évaluation par la communauté :

TRADE NOW

Afficher : Hors séance après la clôture pour FB

registrar les valeurs

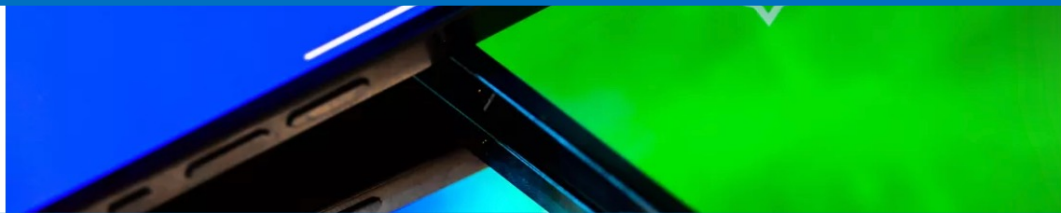
eil : Accédez aux données sous-jacentes et à l'impression d'un clic droit sur le graphique.



Signal Users

Date	Users
December 2019	0.5 million
July 2020	3.5 million
December 2020	20 million
January 2021	40 million

Endorsements by Edward Snowden & Elon Musk



ustration/File Photo



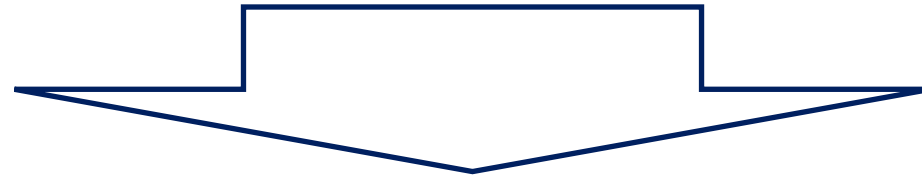
Takeaways and outlook

- Globalization is being strongly impacted by digitalization
- Digitalization and globalization have an **enormous impact on the media industry**
- **New competitors**, digital transition difficult for traditional media
- **Social media and** multinational **technology firms** in general are **dominating** the scene
- Their role can **mine the pluralistic media system** as we know it, and are hardly taking responsibility.
- On the contrary **they threaten governments** that are trying to take measures that limit their power (see the Australian case)

Takeaways and outlook

Some steps

- Amazon invested and acquired the Washington Post (now profitable and hiring journalists)
- Bill and Melinda Gates Foundation is investing in Le Monde Afrique and other media projects
- Google is funding journalism and research scholarships
- Google is further financing a media innovation fund in France
- Facebook launched the Internet.org initiative + is helping news media diffuse their content



Outlook

- Media scholars point out that content taxes have also potential pitfalls
- (a) Easily passed on to consumers, and (b) if introduced only in Europe we end up subsidizing non-European users
- Regulation might be in contrast with freedom of speech and expression
- Research is needed in the field

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