

PROFILE OF MEPA MEMBER

MIXED MEDIA PUBLISHING

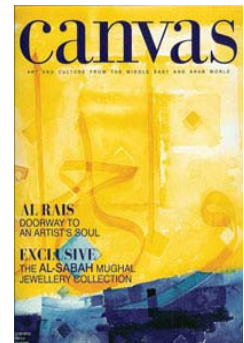
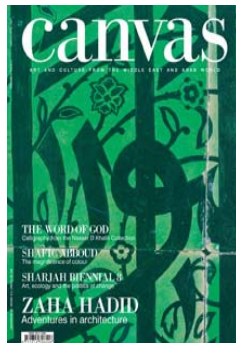
Mixed Media Publishing (MMP) is a boutique publishing house and cultural events agency. It undertakes the following activities:

- ◆ In-house title publishing
- ◆ Contract publishing
- ◆ Event management
- ◆ Arts consultancy services
- ◆ Art education
- ◆ Below the line services



ABOUT CANVAS MAGAZINE

Canvas magazine is the leading in-house title of Mixed media Publishing.



Since its launch in 2004, Canvas has been exploring one of the most exciting emerging art markets in the world. As the premier art and culture magazine from the Middle East and Arab world, its readership has rocketed alongside an expanding international distribution network which now encompasses hundreds of galleries, bookshops and boutiques across 15 countries. Intelligent and accessible, Canvas prides itself on high quality visuals and strong editorial content supported by guest contributors including world renowned curators, scholars and arts journalists. With an ever growing subscriber base made up of dignitaries, diplomats and royalty, Canvas is the definitive publication for the Middle Eastern art scene.

Canvas was the first and only publication from the Middle East to be present at the 2007 editions of the leading international fairs Art Basel and Art Basel Miami Beach. In 2008, the magazine has its hopes set

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on gaining greater awareness among the international art community by attending a record number of fairs and exhibitions around the world.

- ◆ First published in 2004
- ◆ As the premier magazine for arts and culture from the Middle East and Arab world, Canvas has set a new quality benchmark for regional publications.
- ◆ Canvas is now available in hundreds of galleries, bookshops and boutiques spanning 15 countries with a circulation of over 20,000.
- ◆ Intelligent and accessible, the magazine's editorial strength is further enhanced by exclusive contributions from renowned experts. Its subscribers consist of leading figures in the art world including artists, royalty, diplomats and dignitaries.
- ◆ Canvas was the first magazine from the region to be present at prestigious art fairs such as Art Basel and Art Basel Miami Beach.

CANVAS READERSHIP

A well-travelled and cultured readership of High Net Worth Individuals (HNWIs) who share a strong affinity with all that is intellectual, refined, exclusive, stylish, creative and artistic.

- ◆ Art Collectors and patrons
- ◆ Diplomats
- ◆ Senior Business Executives
- ◆ Designers and Architects
- ◆ Tourists with high spending power
- ◆ Art lovers
- ◆ Curators of Galleries and Museums
- ◆ Artists

CANVAS DISTRIBUTION

Language: English; Frequency: Bi-monthly; Circulation: 20,000

CANVAS INFORMATION

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NEWS UPDATE

ARAB NEWSPAPERS WIN AWARDS IN INTERNATIONAL DESIGN CONTEST

The Dubai-based *Gulf News* and *Emirates Business 24/7* newspapers were recently granted prizes in an international contest for newspaper design. A close collaboration between the editorial and the design team is fundamental for the high visual standard, designers from both papers said in an interview with APN.

Veteran-competitor *Gulf News* won eight awards for excellence in newspaper design, including 'News and Features Design', while newbie *Emirates Business 24/7* was recognized for 'Graphics in Non-Breaking News Stories' in the 29th Annual Creative Design Contest, organized by the media design group Society for News Design (SND).



The winners were crowned by votes from nearly 400 daily and weekly newspapers around the world. The publication that bagged the majority of the awards in all 19 categories was the *Los Angeles Times* who earned 109 awards. A total of 193 newspapers from 33 countries were granted prizes for their design, of which the mere part went to publications in the United States, Canada, and Mexico. Newspapers from Sweden, Turkey, Brazil, and Singapore could also be found among the winners.

"It is a great honor for us to receive this award and for *Emirates Business 24/7* to be recognized in this way. We are looking forward to bringing our readers more informative and interesting graphics in the months and years to come," **Luis Chumpitaz**, Infographic Director at the Arab Media Group and Designer at *Emirates Business 24/7* told APN.

Douglas Okasaki, Designer at *Gulf News*, said in an interview with APN that newspaper design remains an important aspect at his publication. "Design is extremely important in our newsroom. Our editorial team has this in mind and they always try to work together with the design team. That is the best combination," said **Okasaki** in an interview with APN.

Chumpitaz emphasized that graphics and photography are 'structural parts of today's newspapers' and should count as 'equally communicative as the text itself'.

"Our editorial team is very optimistic about the role of design at the paper. They consider the design a first line element in regards to contact with the readers and therefore put in efforts on that front," continued **Chumpitaz**.

Moreover, at business publications such as *Emirates Business 24/7*, which sometimes feature technical information that might be tough for some readers to grasp, visual aids such as infographics are necessary, reiterates **Chumpitaz**.

When asked how *Gulf News* built up its award-winning visual approach, **Okasaki** stipulated that the first 'big development' was to invite a professional design company who created a design profile of the paper. The most important aspect, however, is that the manager of the publication possesses an interest in news design and realizes the importance of it, highlighted **Okasaki**.

Though a fairly new venture, *Emirates Business 24/7* has always paid attention to its visual look, argues **Chumpitaz**, adding that the publication went through a redesign and re-launched its visual identity last year.

The designers both agree that visuals and design play critical roles in the image of a publication. "Design is important because it is the way you present the news for your readers. You do it in a professional way and it shows that you respect your reader," said **Okasaki**.

In addition, **Okasaki** and **Chumpitaz** are convinced that good newspaper design increases readership. Today's readers have a strong visual orientation that needs to be taken seriously, they mean. "Of course the content brings the most important value to a newspaper but the results obviously become more effective when the information is presented in a good way. In essence, design is a good tool for journalists to attract the attention of the readers to their articles," stated **Okasaki**.

Chumpitaz echoed **Okasaki's** claim maintaining that 'images communicate in an immediate way and helps create a continuous narrative throughout the paper'.

While Arab papers constituted some of the winners in SND's contest, no Arabic- language publication was granted an award. Both *Gulf News* and *Emirates Business 24/7* are published in English. In answer to that, **Okasaki**, who also serves as SND's Regional Director for Middle East and North Africa, asserted that the group needs to spread more awareness of the competition among Arabic language publications. "They simply might not have enough information about the contest', he added.

On that note, both **Chumpitaz** and **Okasaki** still believe the future for newspaper design in the Arab world is a very bright one, though yet unexplored. "The way the Arabic language is written is very graphic and beautiful, but not looked into sufficiently in regards to design," said **Okasaki** while **Chumpitaz** stressed that the issue is simply a 'matter of diffusion,' emphasizing better interaction with design counterparts around the world.

"Interest in the aesthetic value of the Arabic language is increasing around the world. We can arrive at great results if we manage to find teams that can assimilate international design know-how with Arabic culture and its particular sense of graphics," concluded **Chumpitaz**.

Below is an example of a graphic from *Emirates Business 24/7*:

Al Fahidi Fort: The heart of Dubai

One of Dubai's historical gems, originally built to protect the city against invasion and now a must-see on any visitor's itinerary

Inspired the production of weapons - something for which the emirate had become famous for by the end of the 18th century

History
Built around 1792, Al Fahidi Fort is said to be the oldest building in Dubai. It was originally used as a military base and later as a government building. The fort was built by the ruler of Dubai, Sheikh Maktoum bin Butta, to protect the city against invasion. It was built on a hill overlooking the city and was surrounded by a moat. The fort was built with mud-brick and was one of the most important buildings in the city at the time. It was used as a residence for the ruler and his family and as a place to store weapons and other supplies. The fort was destroyed in 1833 and was replaced by the current building. The fort is now a museum and is open to the public.

Historical defenses around the Creek
The fort was built on a hill overlooking the Creek. It was surrounded by a moat and had a high wall. The fort was built with mud-brick and was one of the most important buildings in the city at the time. It was used as a residence for the ruler and his family and as a place to store weapons and other supplies. The fort was destroyed in 1833 and was replaced by the current building. The fort is now a museum and is open to the public.

Al Fahidi Fort is part of the current Dubai Museum
The fort is now a museum and is open to the public. It is part of the Dubai Museum and is one of the most important buildings in the city. The fort is a must-see on any visitor's itinerary and is a great place to learn about the history of Dubai.

Causes
The fort was built to protect the city against invasion. It was built on a hill overlooking the Creek and was surrounded by a moat. The fort was built with mud-brick and was one of the most important buildings in the city at the time. It was used as a residence for the ruler and his family and as a place to store weapons and other supplies. The fort was destroyed in 1833 and was replaced by the current building. The fort is now a museum and is open to the public.

Dubai Museum
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Historic accounts of the fort
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There are three towers making up the fort
The fort is made up of three towers. The tallest tower is the central tower and is the most important part of the fort. The other two towers are smaller and are located on either side of the central tower. The fort is built on a hill overlooking the Creek and is surrounded by a moat. The fort was built with mud-brick and was one of the most important buildings in the city at the time. It was used as a residence for the ruler and his family and as a place to store weapons and other supplies. The fort was destroyed in 1833 and was replaced by the current building. The fort is now a museum and is open to the public.

Behind the walls
The fort was built with mud-brick and was one of the most important buildings in the city at the time. It was used as a residence for the ruler and his family and as a place to store weapons and other supplies. The fort was destroyed in 1833 and was replaced by the current building. The fort is now a museum and is open to the public.

Al Fahidi Fort timeline
1792: Built by Sheikh Maktoum bin Butta.
1833: Destroyed.
1971: Rebuilt as a museum.
2000: Open to the public.

Arms production
The fort was used as a place to store weapons and other supplies. It was one of the most important buildings in the city at the time. The fort was destroyed in 1833 and was replaced by the current building. The fort is now a museum and is open to the public.

The original contingent among the fort
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Source: ARAB PRESS NETWORK

ACTIVITIES AND OTHER UPDATES

DIGITAL TREND DAY



Effective Mobile Business

Date: 20 May 2008

Location: NH Barbizon Palace, Amsterdam

Language(s): English

This year's Digital Trend Day focuses exclusively on mobile business and revenue models for newspapers. During this one day conference, our speakers will explore effective opportunities for boosting your mobile business:

- Trends in the mobile market
- Mobile innovation and improved business practice
- Strategies and campaigns for successful mobile advertising
- How to profit from the mobile channel

More details are available at:

<http://www.inma.org/2008-dtd.cfm>

FELLOWSHIP FOR ARAB MEDIA MANAGERS

Media Managers from the Arab World are invited to apply for a six-week US-based fellowship program next October and November. Fifteen selected fellows will attend this program exclusively for media managers from the Arab World.

MENA MEDIA 2008 EMERGING LEADERS FELLOWSHIP

A program administered by the International Research & Exchanges Board (IREX) and Community Media Network

To apply please visit the following link: <http://www.ammannet.net/fellowship>

Fifteen selected fellows to attend a six-week US-based fellowship program this fall exclusively for media managers from the Arab World

Applicants are:

- current media managers and supervisors with at least five years of media experience
- motivated and focused to develop their home outlet
- interested in improving business and management skills as they pertain to media
- proficient in English
- citizens and residents of: Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, the United Arab Emirates, Yemen, West Bank and Gaza

Fellowship Dates: October 8 – November 18, 2008

RESEARCH ARTICLE

NEW HORIZONS: A GUIDE TO NEWSPAPERS' ONLINE ADVERTISING OPPORTUNITIES

The International Newspaper Marketing Association (INMA) has released, on 4 March a new report, "New Horizons: A Guide to Newspaper's Online Advertising"

How newspapers are transferring their advertising revenue-generating capabilities to an online landscape is the topic of this new INMA report.

The report explores the four internet advertising formats with the most promise for newspaper companies in 2008:

- ◆ **Banner Advertising:** Is banner advertising old-school display advertising transferred to an internet format, or can advertising principles make this a revenue-generator?
- ◆ **Classified Advertising:** Can newspapers win the battle for market share in the online classified advertising space? What transfers from print to online, or is it a new battle on a new battleground?
- ◆ **Search Advertising:** How do newspaper companies capitalise on the dramatic rise of contextual search advertising and a format that promises to deliver relevant advertising based on users' unique interests? What do newspapers have to learn (and "unlearn")?
- ◆ **Video Advertising:** Pre- and post-roll online video advertising has proved a short-term boon to content-rich companies like newspapers. What is real and what is hype in this new advertising space? Where are the opportunities?



"New Horizons: A Guide to Newspapers' Online Advertising Opportunities" features extensive original interviews with industry thought leaders as well as trends and research from newspaper industry sources and the INMA network.

There are amazing revenue opportunities available to newspapers willing to commercialise their online strategies. This report shows how newspapers are tackling this challenge and the successful and innovative tactics and practices they employ.

MEPA will be publishing the chapters of this report successively and respectively in the future issues of the Monthly Bulletins; starting with the Introduction of the report below.

INTRODUCTION:

In 2009, the internet will have been open to commercial interests for 20 years. Today, more than 1.3 billion people are online, or roughly 20 percent of the world's population. Internet penetration stands at 71 percent in North America and 43 percent in Europe.

As newspapers compete for audience share in this new digital world, they simultaneously are in a frantic search for ways to make their digital investments pay off. As eyeballs shift from print to online, publishers worry how to transfer the moneymaking capabilities of print advertising to the internet.

This report aims to provide a strategic overview of the online advertising landscape for newspaper companies, followed by profiles of the four most popular genres of online advertising that hold both threat and opportunity:

- ◆ **Banner Advertising:** Most straightforward for newspapers is the banner advertisement. In effect, this is a print display advertisement transferred to the computer screen, both in appearance and the way it is sold. Advertising sales staffs talk now of page views, click-throughs, and impressions. The banner advertisement's long-term efficiency is in question. Internet-savvy advertisers are aware of the accountability level well-run online advertising can deliver, and they are placing increasing demands on the banner advertisement's performance.
- ◆ **Classified Advertising:** Newspaper classified advertising has to compete not only with other print publications, but a number of highly effective and low-cost players native to the internet. Newspapers are capitalising on their established brands in their markets, advantageous pairings.

Source: INMA

THE LONDON BOOK FAIR AIMS TO STRENGTHEN TIES WITH THE ARAB WORLD

The organisers of the 2008 edition of the London Book Fair, a global publishing community's leading spring forum for booksellers, publishers and librarians worldwide, which will be held from 14 to 16 April, have announced of its Arab World Market Focus initiative. The new initiative, which was devised three years ago with the help of the British Council, will specifically focus on the growing Middle Eastern market. Some of the highlights of this initiative include an Iraqi stand, exhibiting books from Iraqi publishers, an Islamic art exhibition, and a mezze bar selling traditional Arabic food, including a display of 160 books in English by Arab authors.



London-Book-Fair

Also, large stands have been taken by some major Arabic translation projects such as Kalima and Al Makhtoum for the fair. In addition, an Arab authors evening at Foyles Bookshop on Charing Cross Road will be open for the general public. The panel will be chaired by Dedi Feldman from Words Without Borders, and will include dignitaries such as Alaa Al Aswany with Khaled Mattawa and Hisham Matar. The organisers also said that the fair is ideally timed to provide a concentrated three day trading and educational platform, thus giving all visitors and exhibitors access to the world's books, real business contacts and shared knowledge.

The Arab World is defined as the 20 countries and 2 states which have Arabic as their registered official language. For the fair, new pavilions have also been reserved by Abu Dhabi, Lebanon, Egypt, Qatar, Syria and the United Arab Emirates. Individual publishers from Egypt, Lebanon and the UAE have also been swift on the uptake to book their stands. The organisers believe that this huge boost in Arab exhibitor space will be complemented by the annual visitors from the region from the export trade. When international publishers meet the new Arab exhibitors at this year's fair, they will be able to do business confident in the knowledge that trade between publishers in the West and the Arab World is increasing rapidly.

According to the UK Publishing Industry Statistics Yearbook, UK exports to the Middle East and North Africa were up in 2006 from 2005 by 13.3 percent and totalled £91 million: the largest increase from any region of the world. The organizers claim that the market focus on the Arab World in 2008 will be a timely opportunity for the publishers around the globe to gain a foothold in this expanding market. Emma House, the Exhibition Manager for International Development at The London Book Fair said, "The enthusiastic response we've seen from the Arab world is very encouraging, and shows what a big impact Market Focus is having already. The buzz is growing, and we are developing a number of exciting ideas for our seminar programme focusing on the region. There is clearly great interest from Arab publishers in coming to The London Book Fair and grasping potential business opportunities. We look forward to welcoming them to the Fair."

The London Book Fair is already involved in initiatives to open up the Arab World to the benefits of international trade with publishers. The team have been working closely with the British Council, which has been instrumental in building relationships with the region. In January, the British Council and The London Book Fair organized a delegation of British publishers to attend the Cairo Book Fair, to learn more about doing business in the Arab world, and to facilitate contacts between British and Arab publishers. In September, the LBF team participated in a three day training course hosted by the British Council in Syria. They spent time teaching the twenty publishers from seven different nations about the business of buying and selling rights internationally, and discussing and debating with them issues of particular concern, such as piracy, lack of government support for copyright issues, and state censorship. They also gave tips on how to prepare effectively for The London Book Fair.

According to House, the Arab world can expect to see a number of benefits from having been chosen as the market focus. "Not only will the region receive media and industry exposure, entailing numerous benefits to publishers and authors, it will also bask in a cultural spotlight, evidenced already by Beirut's appointment as World Book Capital for 2009," explains House. "A rich and varied seminar programme, run in partnership with the British Council, will reflect the diversity of Arabic literature and demystify the nature of trading with this vast geographical bloc, as well as giving insights into this burgeoning market." House further adds that the Fair itself will act as a physical meeting place for people from the Arab world to interact with their UK and global counterparts.

Source: MEPRINTER.COM

TECHNOLOGY-MEDIA INTERFACE THE MAIN THEME

OF ARAB MEDIA FORUM 2008

The Forum will see the participation of media leaders and experts from around the world

Under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the Dubai Press Club will hold the Arab Media Forum 2008 during April 23-24 on the theme of "Bridging Arab Media Through Technology" at Hotel Monarch, Dubai.

The Forum this year will discuss the whole gamut of issues that accompany the introduction of new technologies in the media sphere. The Forum, the largest media event in the region, will see the participation of a cream of practitioners and decision makers from the media industry and renowned academics and thinkers from the Arab world and beyond.

The discussion at the Forum will shed ample light not only on the impact of new technologies on the Arab Media, but also on the new forms of media occasioned by the technological revolution, such as User Generated Content (UGC) and on-line newspapers. It also promises to chart a new course for the activities of the Dubai Press Club, which is making consistent efforts to keep pace with developments in the industry.

Announcing the dates for this year's Arab Media Forum, Mona Al Marri, Chairperson, the Dubai Press Club, has said that in light of the crucial role that technology plays in all aspects of life, particularly in the media, it is vitally important to look at the various dimensions of the technology – media interface.

"The advent of a number of internet-based forms of media such as blogs, on-line newspapers and discussion forums and the recent advancements that transformed the visual media and radio have made us feel there is a dire need to analyze how the Arab media is responding to these mind-boggling developments. We hope the Forum will result in the crystallization of a new and comprehensive vision for the Arab Media in the face of technological developments," she explained.



Describing Dubai as the ideal place for a discussion on these issues on account of its pioneering role as a regional media hub with more than half of the Arab satellite channels being headquartered here, Al Marri has pointed out that the Arab Media Forum has come of age and gained a distinctive identity of its own.

"It is time for the Forum to delve deeper into the Arab Media Industry in all its diversity and complexity, addressing the main challenges and finding ways of surmounting them in order to facilitate the emergence of an Arab Media Industry on par with or even better than the best anywhere in the world," she added.

Al Marri asserted that the Arab Media Forum will become more focused and specialized in the days to come as the choicest platform for creative initiatives to enhance the quality of Arab Media. "It will also remain the most sought after forum for the exchange of all shades of opinions and positions on issues pertaining to the media, thereby serving the cause of a healthy media culture in the region and beyond," she said.

The attendees for the Forum will comprise a host of important media personalities from the region and outside, who will contribute during the discussions to the emergence of fresh ideas on the interface between the media and technology.

The discussions will also touch up on the various challenges and opportunities that the era of new technologies present before the media in various Arab countries. In addition to the numerous sessions devoted to diverse aspects of the central theme, the Forum will also include the Arab Journalism Awards distribution ceremony, which will honor excellence in various categories of journalism.

Since its first round in 2001, the Arab Media Forum has grown over the years to become the most important media event in the entire Middle East, attracting the attention of media circles all over the world.

ia organizations from around the world has covered the proceedings of the Forum every year, in recognition of its crucial significance as a platform for in-depth deliberations on the media industry.

Source: DUBAI PRESS CLUB

IMEDIA ADVISORY SERVICES

So people in Western markets are beginning to think that newspapers are a bad business. They're wrong. We work in one of the most exciting and important businesses on earth.

It's a funny thing but ask the man in the street about Television and he will tell you the TV industry is in great shape. Ask about newspapers and the impression is they're outdated and failing.

Why the difference?

Us.

Who is spreading the bad news? Our own employees.

Everyday some media reporter or another is rejoicing in our decline, in the pages of the newspaper that pays his, or her, wages. Actually most of them are male, because from my observation most of them are elderly failed senior journalists put out to pasture. Some with chips on their shoulders. Some on diets to reduce their stress related cholesterol count. Some of them may feel qualified to write about the role of modern journalism –as if this role doesn't need to come under scrutiny - but few are qualified to write about the business of newspapers.

Imagine the scene. You're watching the TV news, and after the commercial break (which is full of house advertising because they can't sell enough airtime), the anchor comes back with a story about how his own TV company is in big trouble, audiences are plummeting, ad revenues are down, squillions of employees are being fired, blah, blah. It's inconceivable.

Why doesn't it happen? Because TV news editors are limited in what they can cover, and one thing they know is that no sensible person outside our industry is the least bit interested in the travails of the newspaper industry. It never ceases to astonish me how media journalists, and their editors, completely misplace their own obsession with their own importance, with the complete non-interest of their readers.

I can hear the squeals of indignation. YOU'RE TRYING TO CENSOR THE PRESS!!!!!!

That's not my point.

Not only are all these stories bad for our industry, they are bad journalism. The epitomy of irrelevant self indulgence. Why are we allowing stories to appear in our newspapers in which a trivial percentage of our audience is interested.

At the recent newspaper Association of America marketing conference, Brian Tierney, Publisher of the Philadelphia Enquirer, and a relative newcomer to our industry, having acquired the company after a career in advertising said: *"No other industry kicks itself in the rear end more than newspapers. Nobody else even comes close. TV and Radio would never do that. Newspapers magnify their own problems to their audience. We don't talk about the good things. The conversion from print to online at newspapers is the envy of radio and TV."*

The Telegraph in London has undergone an enormous transformation from yesterday's newspaper to tomorrow's visionary newspaper group. It has been a brilliant project journalistically and commercially. Inevitably there have been cuts, new recruits, changing working practices, and enormous investment, including new offices, with an extraordinary, world-class new newsroom. But what particularly sticks with me was the "story" published widely in the Telegraph's competitors' media pages that 90 journalists had been fired. There was not a single story that covered the fact that the company had made 250 people redundant of whom a third were journalists. To media reporters, all that matters is their own. While the role of journalism is surely to report on all aspects of a situation – and few do it better than The Telegraph - media journalists are only interested in journalists. They fail to understand what media is actually about, and until they do they are not qualified to be reporting it.

It would be easy for you to see this column as a rant against a few reporters whose views I disagree with. Well there ain't many perks in this job. Journalism is under pressure culturally, commercially and technologically, and no one is a stronger supporter of the need for investment in better journalism and journalists than me. But this issue of how we regard and report our selves lies at the heart of our future and the barriers to future success. Our industry, globally – from the USA to Australia, Denmark to South Africa – has witnessed enormous change.

As I've written before a newsroom of 50 reporters is manageable. A news medium of 5,000 blogging participants requires a far higher level of journalistic skill and direction. And many newsrooms are rising to this challenge superbly

The most talented media journalist I know is the media correspondent of The Economist – arguably the most successful newspaper in the world with circulation having grown by 44% over the last four years. The Economist famously has no bylines, so no-one ever knows who writes those words (isn't that an interesting counterpoint to my comments above?). She is worthy of such an accolade because not only is she a journalist but she has been a banker, qualified to write about the business of newspapers. You can count her peers on one hand. We need more of them, for the good of journalism and the good of our industry.

But the fact is that our own people seem hell bent on doing us down, and in the reporting of the UK Telegraph's case, and others, either specifically ignoring the facts, or not being qualified to report on them.

Perhaps this is why Dean Singleton, CEO of Media News Group, and one of our industry's most compelling revolutionaries, commented at the same NAA event: "*Giving ourselves a bad image is a problem. Readers don't care what is going on in the newsroom. We over-report it. If we need to downsize newsrooms, we maybe should start with the media reporters.*"

Source: IMEDIA ADVISORY SERVICES LTD

Middle East Publishers' Association (MEPA).

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