

Newsroom 2029

Why your newsroom a decade from now will be nothing like 2019

AABP Conference – June 28, 2019

Newsroom 2029

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 - William S. Morris Chair in News Strategy and Management
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 - 35-year industry career in journalism and media
 - Media and technology consultant for 12+ years
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 - VP – Planning and Product Development (Internet division)
 - AME, content editor, reporter (Atlanta Journal-Constitution)



**James M. Cox Jr. Institute for Journalism
Innovation, Management & Leadership**

Grady College of Journalism and Mass Communication

UNIVERSITY OF GEORGIA

Agenda

Digital Dollars

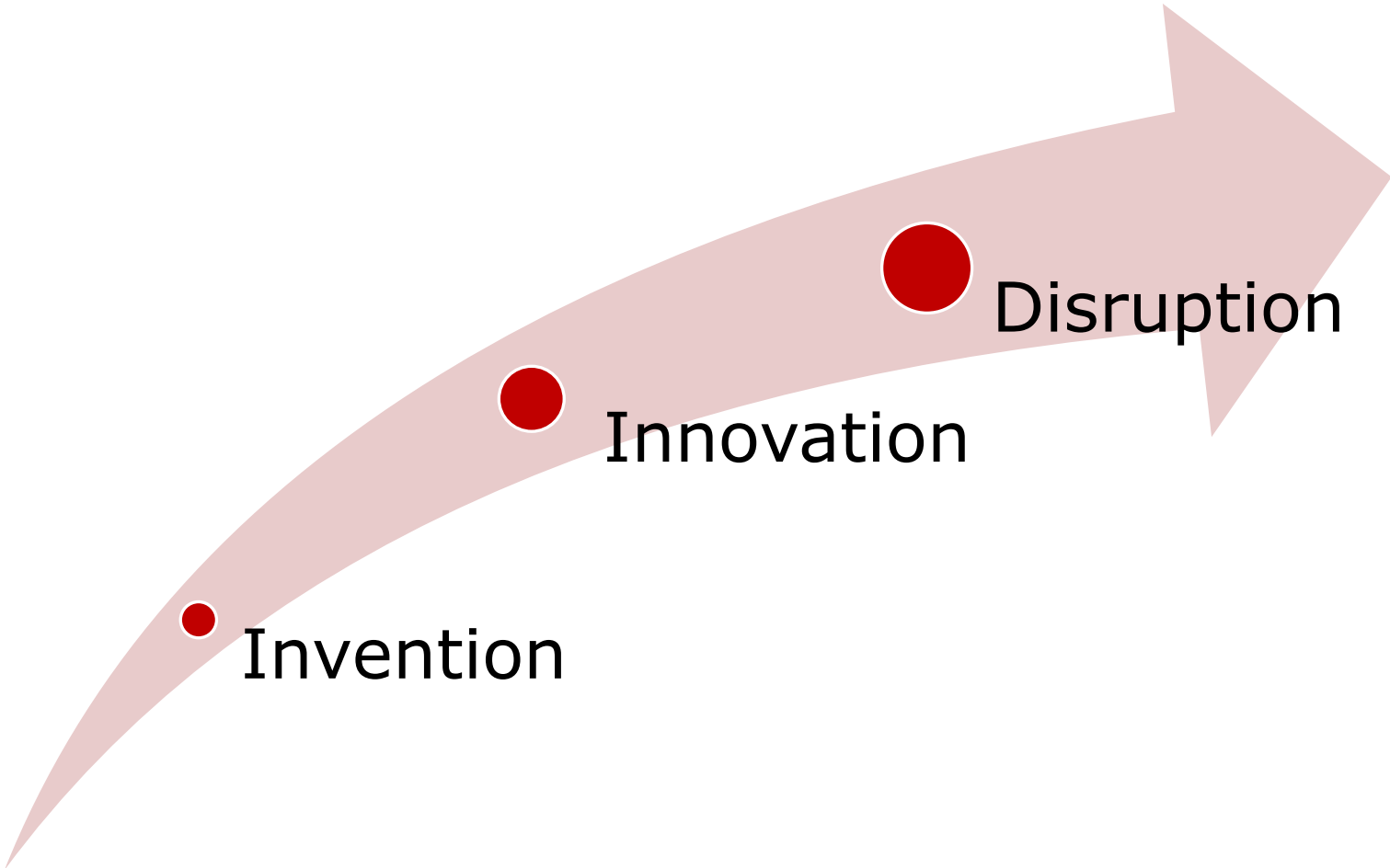
Key Labor Trends

Three Best Practices



The world produces more transistors, the building blocks of computing, than grains of rice – the world's most prevalent food.

Digital Era



The background features several sets of concentric, curved lines in shades of gray, some solid and some dashed, creating a sense of motion and depth. A large red speech bubble is positioned on the left side of the slide.

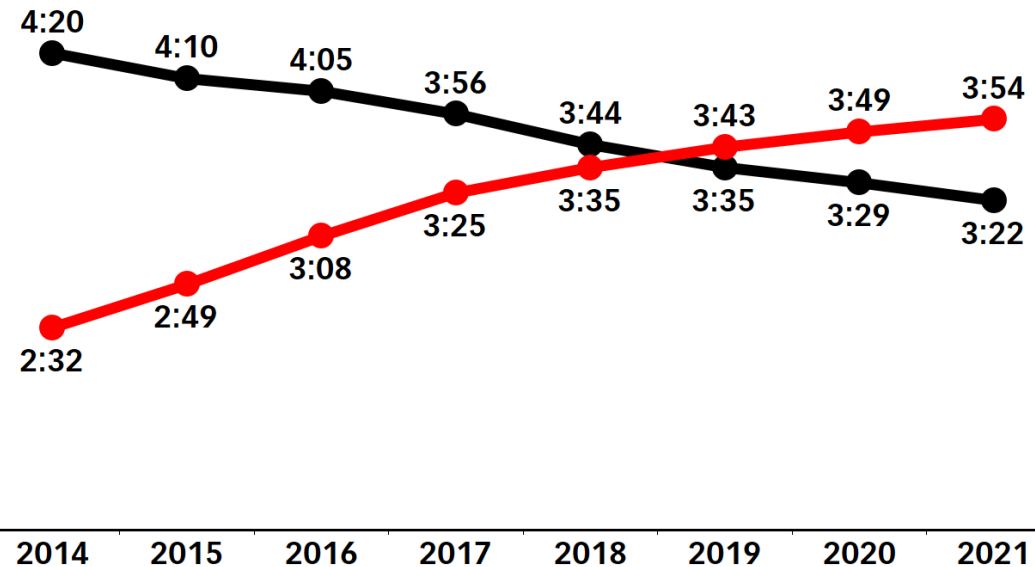
Digital Era

- 2019 is a tipping point year

A Mobile Market

TV and Mobile Devices: Average Time Spent in the US, 2014-2021

hrs:mins per day among population



■ TV* ■ Mobile devices

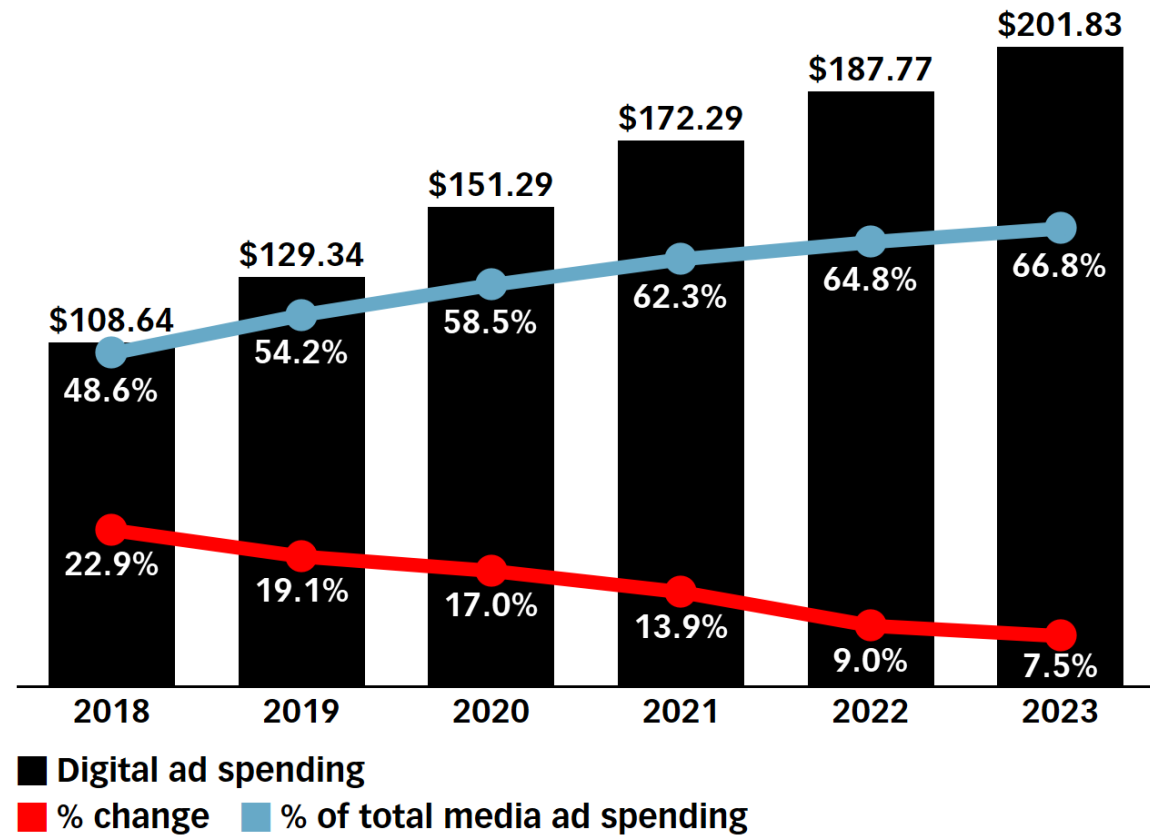
Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; for example, 1 hour of multitasking on desktop/laptop while watching TV is counted as 1 hour for TV and 1 hour for desktop/laptop; *excludes digital

Source: eMarketer, April 2019

Digital Dollars

Digital Ad Spending in the US, 2018-2023

billions, % change and % of total media ad spending



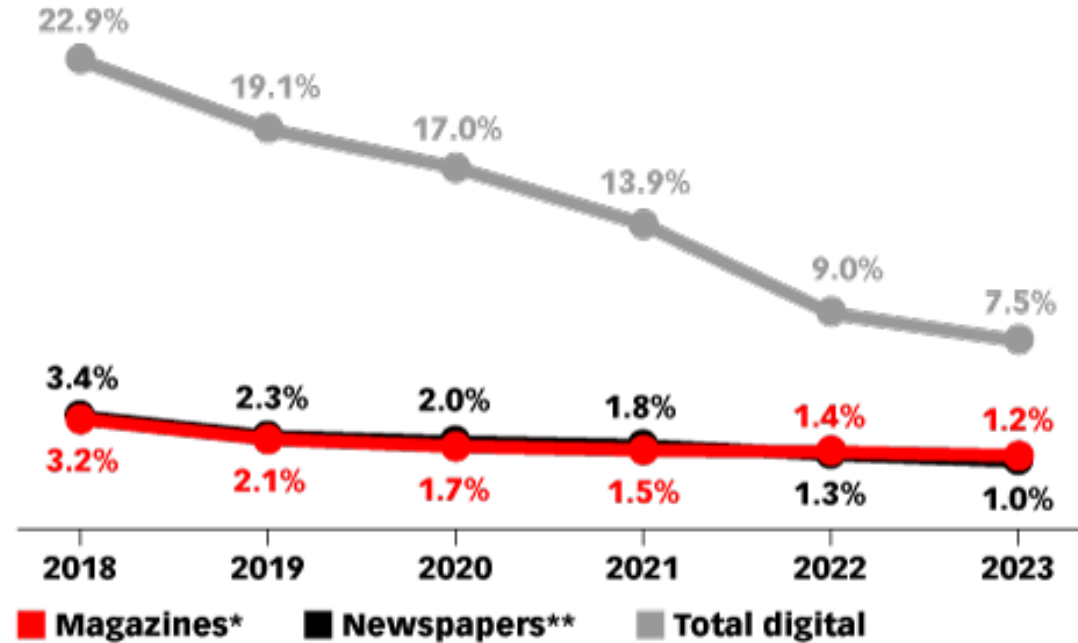
Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; includes SMS, MMS and P2P messaging-based advertising

Source: eMarketer, February 2019

Digital Dollars

US Digital Ad Spending Growth on Select Channels, 2018-2023

% change

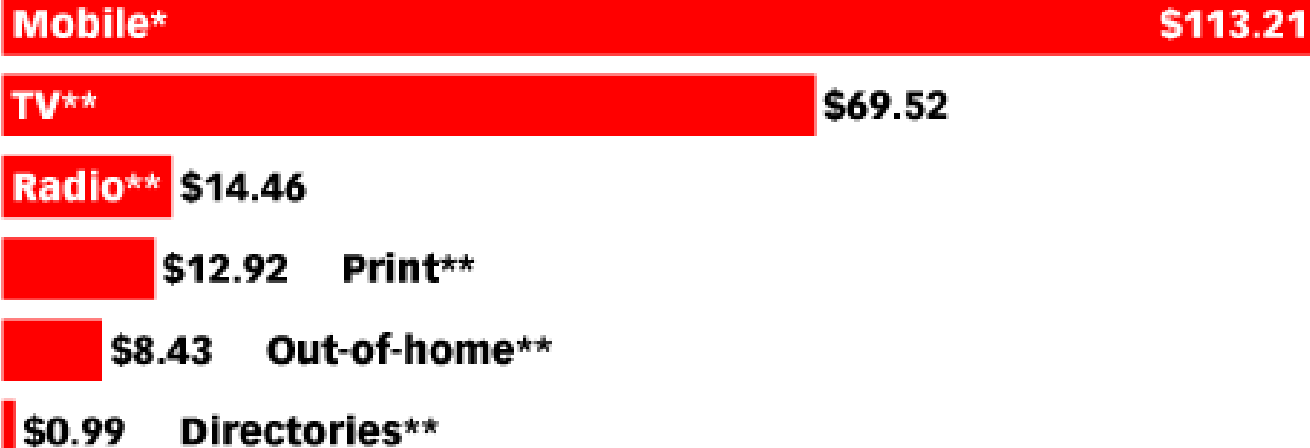


Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; excludes mobile messaging (SMS, MMS and P2P messaging); *includes B2B, consumer, local and Sunday; **includes classified, national and retail
Source: eMarketer, Feb 2019

Digital Dollars =
Mobile Dollars

US Ad Spending on Select Media, 2020

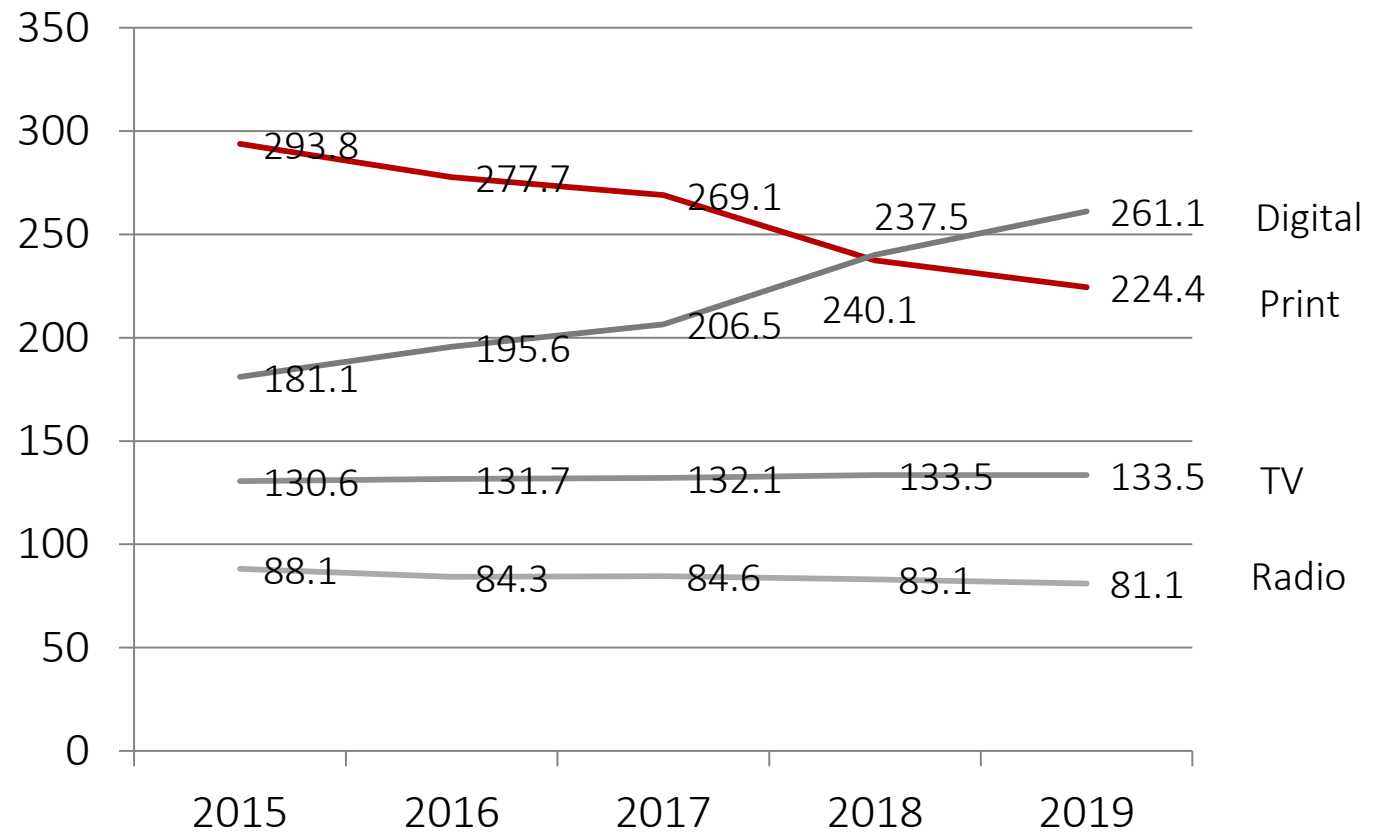
billions



Note: *includes classified, display (banners, rich media, video and other), email, lead generation, messaging-based advertising and search advertising; includes ad spending on tablets; **excludes digital
Source: eMarketer, Sep 2018

Labor in Transition

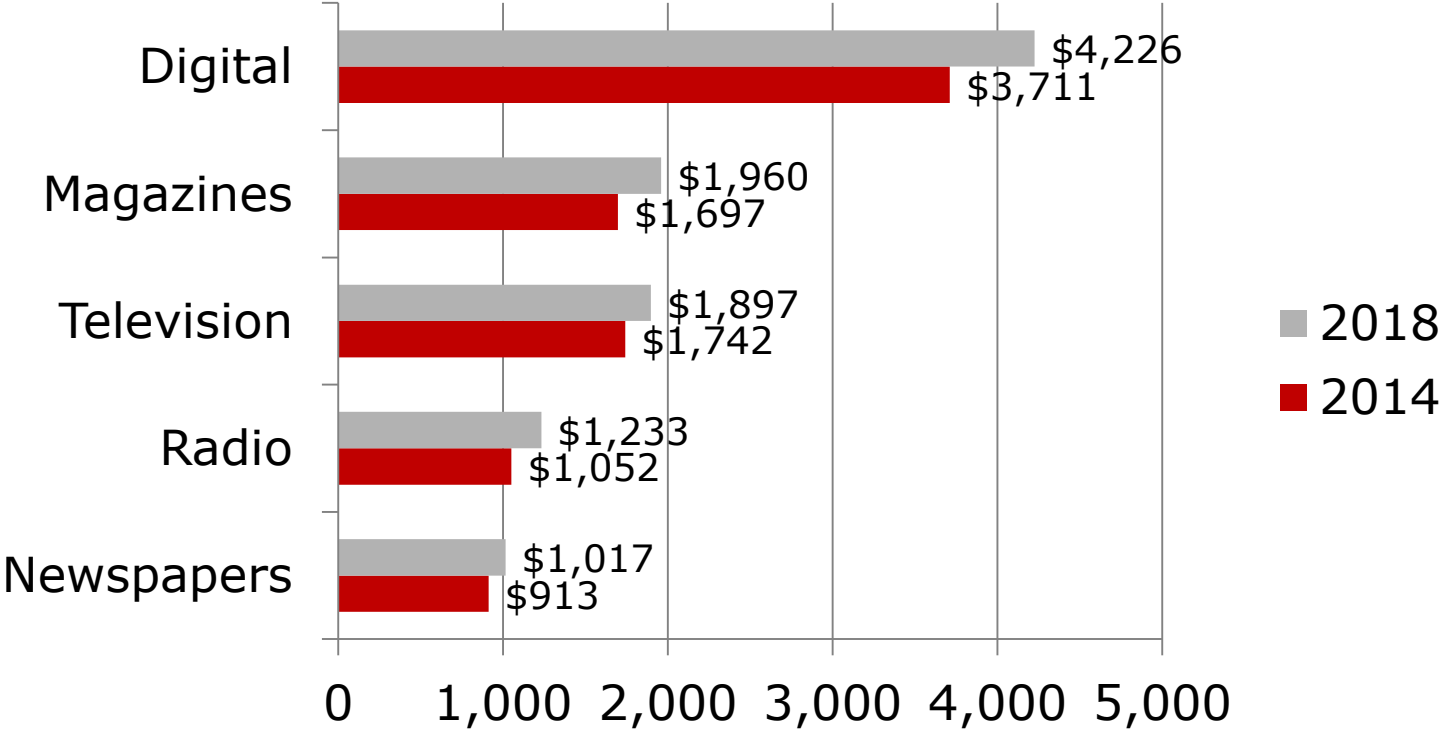
Print Labor Sinks; Digital Labor Soars



Source: extrapolated from U.S. Bureau of Labor Statistics data; expressed in thousands of jobs

Legacy Wages
Lag Digital

Average Weekly Wages



Source: extrapolated from U.S. Bureau of Labor Statistics data; averages through third quarter 2018

Digital Media Dominates Labor

Employment and Wages Summary 2014-2018

Media Type	Employment Change	Weekly Wage Growth
Digital	+44.2%	+27.3%
AD/PR Agencies	+3.5%	+3.4%
Broadcasting	-1.9%	+12.5%
Print	-23.6%	+14.0%

Digital media added 80,000 new jobs at increasingly higher wages; legacy media shed nearly 74,000 jobs with wages for those remaining barely keeping pace with inflation.

Source: extrapolated from U.S. Bureau of Labor Statistics data; averages through third quarter 2018

Labor Market Upheaval

- Over the coming decade, the demographic make up of the U.S. labor market will be completely remade.

Generational Shift

Generational Definitions

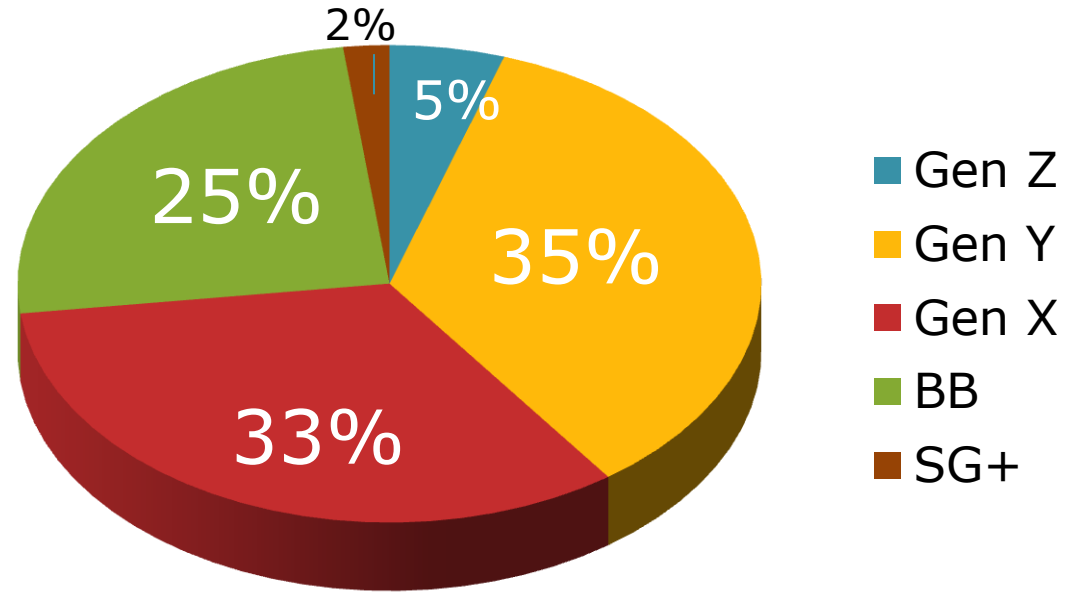
Birth Years*	Generation	Workforce Age in 2019
1997 and later	Gen Z (Zoomers)	17-22
1981-1996	Gen Y (Millennials)	23-38
1965-1980	Gen X	39-54
1946-1964	Baby Boomers	55-73
1945 and before	Silent and Greatest Generations	74+

*The boundary years between generations vary among sources

Source: Pew Research Center; Cox Institute

Labor Market Demographic - 2019

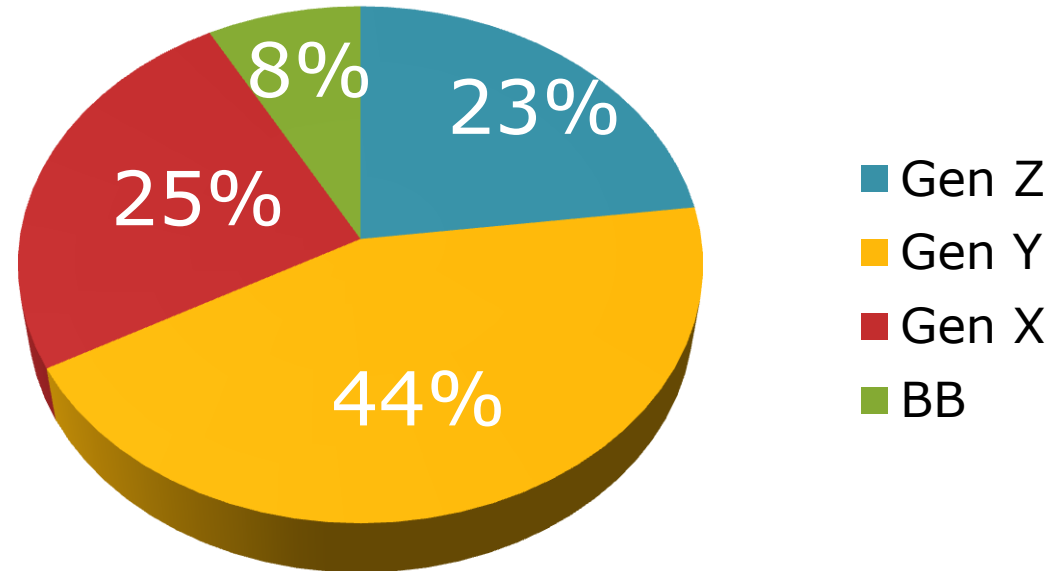
Gen Y largest;
BB Influential



Source: Pew Research Center; Cox Institute

Labor Market Demographic - 2029

Gen Y in charge;
here come the
Zoomers



Source: Pew Research Center; Cox Institute

Labor Dynamics

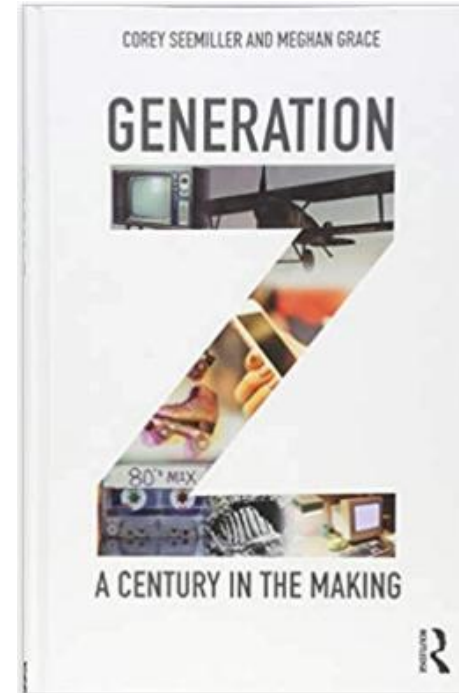
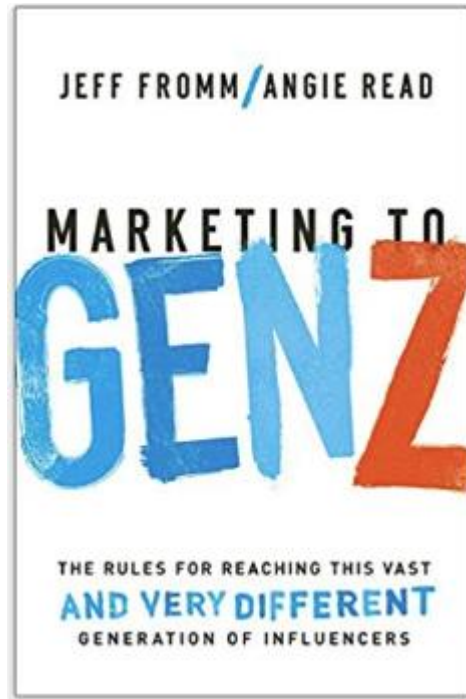
In 2029:

- Millennials are firmly in charge
- Zoomers exert influence as numbers approach one-quarter
- Baby Boomer influence wanes as numbers fall below 10%

Preparing for Gen Z, the Zoomers

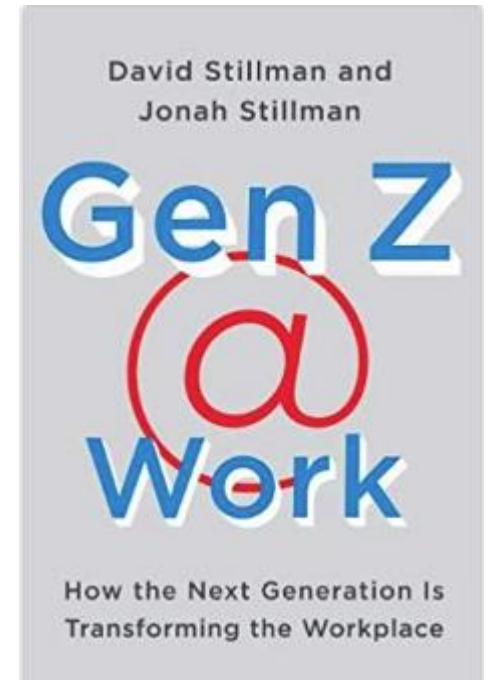
Labor Dynamics

Digital



Driven

D-I-Y



Labor Dynamics

Gen Z expects:

- To work for technology savvy employers
- To be rewarded for competence
- To be given clear expectations and be left alone to perform

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Leadership Model Changes

Control → Collaboration

Style → Substance

Ego → Empathy



Leadership
Model Changes

As networks and ecosystems
replace organizational hierarchies:

Who do you work for?



Who do you work with?

Leadership Model Changes

entering a collaboration revolution

- **2020**
Collaborative Revolution
- **2010**
Information Revolution
- **1990**
Internet Revolution
- **1980**
Computer Revolution
- **1880**
Industrial Revolution

"The information revolution will empower individuals and democratize everything..."

- Steve Jobs, Apple

Best Practice
Areas

Technology

Workplace

Culture

Best Practice Areas

Technology

Recruiting Gen Z talent in the coming decade will be extremely difficult if you are perceived as a technology laggard.

Best Practice Areas

Technology

Best Practices:

- Develop strategic plan for mobile media
- Articulate specific technology tactics
- Offer meaningful, ongoing training

Best Practice Areas

Workplace

This has little to do with a physical location and everything to do with attitude; the 2029 newsroom is transparent and communicative.

Best Practice Areas

Workplace

Best Practices:

- Develop real job descriptions tied to specific goals and objectives
- Implement “real-time” feedback
- Create peer review teams for collaboration and accountability

Best Practice Areas

Culture

The 2029 newsroom gets its culture from leaders who teach, mentor and coach; not bosses in a hierarchy who micromanage.

Best Practice Areas

Culture

Best Practice - Develop a generational shift plan that:

- Empowers the rise of Gens Y and Z
- Ensures Gen X they are not forgotten
- Provides respectful exits for Baby Boomers

Newsroom 2029

QUESTIONS?

Contact:
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THANK YOU!