

# Options for the Future of Jewish Media

## Introduction to JInsider and 4Wall

JINSIDER

The screenshot shows the JInsider website interface. At the top, there are navigation tabs: Home, Israel, Entertainment, Top Jews, JI Learn, 61, and Films. Below the navigation is a 'Filter By:' section with a list of categories including 'Must See Videos', 'Buzzworthy', 'Iran Diary', 'Latest Mideast', 'Prayer', 'Poptastic', 'Obama Watch', 'Traveler's Guide', 'Joseph Telushkin', 'Food Lovers', 'Examined life', 'Top 50 Rabbis', 'Elie Wiesel', 'Kabbalah', 'The Kotel', 'Rational Paranoia', and 'Parsha'. The main content area features a grid of video thumbnails with titles such as 'Iran Blides Time (Al Jez)', 'Clinton Moderates Settlement', 'Clinton Re-launches Peace Talks (In ...)', '150k Pray at Rachel's Tomb', 'Rabbi Shlomo Riskin on Vayera', 'Rabbi Simon Jacobson on Vayera', 'G-dcast on Vayera', and 'Coen Brothers Anti-Semitic?'.

JInsider is a Jewish media initiative encompassing the video aggregation website JInsider, several documentary film projects, and a weekly column in the New York Jewish Week (see page 6). JInsider has also completed three metric studies on the Jewish community: “The Jewish GDP,” “The Jewish Internet Metric Study” and “The Jewish Day School Study.”

**4Wall** JInsider.com is supported by 4Wall LLC, a media strategy company that specializes in analyzing and implementing online and engagement practices using innovative, business-oriented techniques to provide enduring solutions.

## Starting Point: Where will Judaism be 100 years from now?

Relevant, sustaining and thriving...

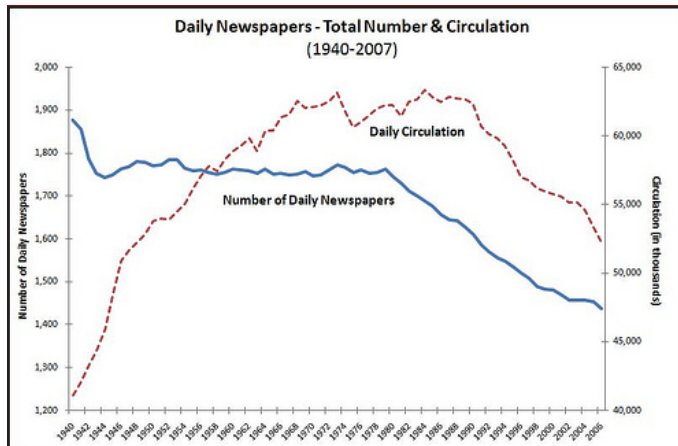


Or limited and nearly extinct?



## Media Turmoil: Nowhere to Hide

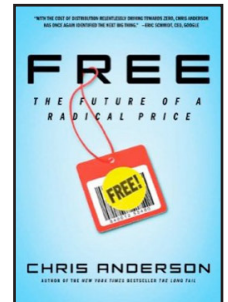
Print Free Fall:



YTD Magazine closures: 380+  
YTD Newspaper layoffs: 14,000+

No Salvation Online:

- Financial havoc on traditional media brands leaves little opportunity for digital properties (e.g. Conde Nast and those pesky McKinsey consultants...)
- “Free” is the current content paradigm
- Content holders are grumbling about pay walls. The final outcome is unclear.
- Ad support is limited by declining CPMs
- Aggregation diverts traffic from original content
- Sophisticated aggregation sites (such as Huff Post or Daily Beast) are moving into niche markets
- Video will be increasingly important, but there’s no source for quality Jewish video on a regular basis



## Consolidation Inertia: Traditional Rationale

- Independence/Control
- Autonomy
- Dependency
- Sustainability
- Service offering
- Editorial voice and credibility
- Incremental benefits to media properties
- Usage rights
- Financial incentives
- Short & long term value and exposure
- “My Jews” – use of e-mails, visitors
- Ownership/Benefits of new assets (terms of trade)

**KEY POINT:** Organizations focus on individual sustainability and not their community mission.

## The Critical Need for Consolidation

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### Monthly Website Engagement April-June '09

Site	Circulation	Unique Monthly Visitors
jta.org	n/a	265,359
jewishjournal.com	60,000	237,223
forward.com	28,000	173,314
thejewishweek.com	70,000	57,305
jewishexponent.com	45,500	45,049
jewishpress.com	67,000	30,266
<b>U.S. Average</b>		<b>134,753</b>
<b>Total U.S.</b>		<b>808,516</b>
jpost.com		1,454,649
haaretz.com		691,467

- No dominant or economically (with advertising) sustainable U.S.-based website
- Combined or coordinated U.S. assets would approach a more viable level
- Israeli sites benefit from depth and timeliness of content offering

## Advantages of Consolidation

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- Maximization of limited resources
- Greater ability to attract the best talent
- Stronger ad sales
- Economies of scale
- Powerful cross-promotional platform
- Engagement multiplied exponentially
- Lower entry costs for new segmented offerings

## No "One Size Fits All" Judaism

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The disparate interests and affiliations in the Jewish community won't allow one website to appeal to everyone.

Denomination	Views on Israel	Politics	Generation	Geography
Reform	AIPAC	Republican	Boomer	Lifestyle
Conservative	JStreet	Democrat	Gen X	Other
Orthodox		Green	Gen Y	
Humanist				



Source: "The Tribe" documentary (www.thetribefilm.com)

## Vision and Goals for a Jewish Utility (JU) and Media Fund

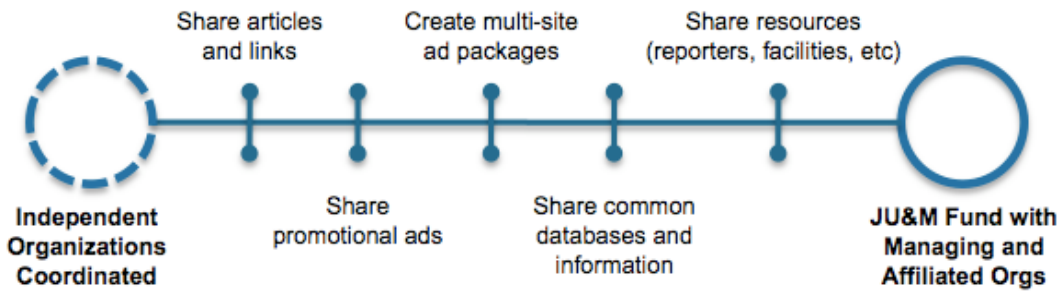
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The JU and Media Fund will serve as a central facilitator for the Jewish Web and offer early stage co-investing and support for targeted initiatives. Services offered include (but are not limited to):

- Central news source and commentary with back-end for simple and efficient resource sharing
- Templated front-end for streamlined Web engagement along targeted and affinity markets
- Aggregated sales platform
- Development, communication and dissemination of "best practices"
- Repackaged and widgetized export of news, educational material and community information
- Coordinated search optimization
- Targeted landpages for branding and promotion
- Community tools: Centralized calendar and event listing and database of non-profit organizations
- Other ideas

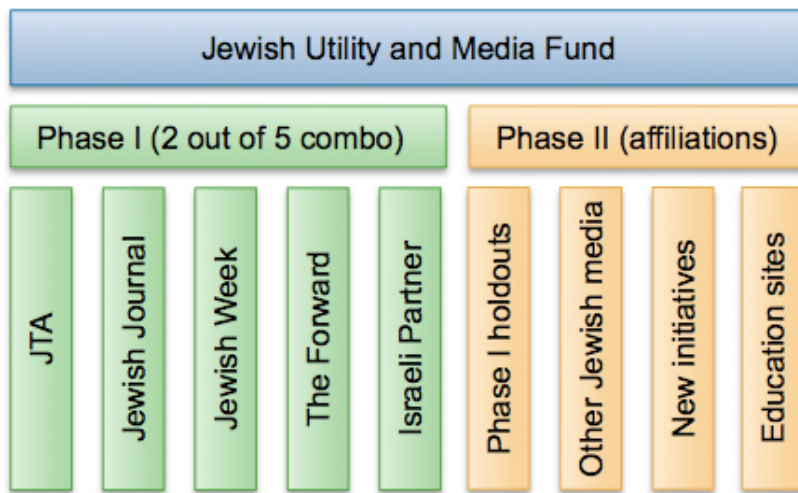
A communal inflow and outflow will enrich everyone's sites and the Jewish Web experience as a whole.

## JU and Media Fund Structure: Range of Coordinated Activity



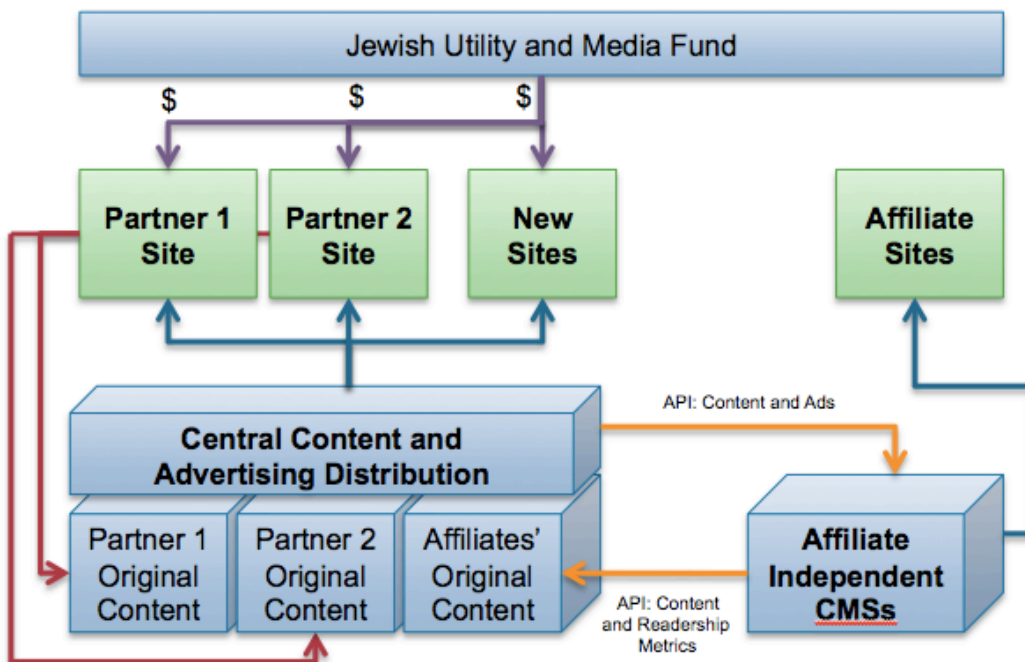
## JU and Media Fund Structure: Phased Approach

A practical business approach requires initially coordinating only two entities and securing stabilizing funds. A structured roll-out with clear milestones will manage operational and funder risk.



- Solicit multi-year commitments from funders
- The Media Fund supports first year development and transition costs with clearly defined milestones
- No disbursements until first phase collaboration complete between the initial two organizations
- Next phase of funding will support subsequent operating expenses and new initiatives (e.g. Jewish Al-Jazeera, Jewish Huffington Post, Daily Alert clone, college-targeted site)

## JU and Media Fund Structure: Funding and Back-end



**Infrastructure and management (editorial, etc.) provides the foundation for:**

- Jewish “supersite” with content from major Jewish online sources
- A Yahoo-type portal in many languages (Maybe?)
- New technical and editorial efforts to share content among major Jewish websites
- A new organization funded by investors or philanthropists to promote Jewish media to Jewish – and non-Jewish – audiences in the Diaspora and Israel
- A “Huffington Post” type aggregator and blog network driven by personalities
- Improved advertising networks and sales

## Profiles of Selected Key Media Entities

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### Mission Statement Overview

	<i>Journalistic Mission</i>	<i>Community Mission</i>
JTA	"[A] definitive, trusted global source of breaking news, investigative reporting, in-depth analysis, opinion and features on current events and issues of interest to the Jewish people."	"Knowledge is power, and only by being better informed can the Jewish community be better connected."
Jewish Journal	"Raise awareness about local and international Jewish issues and culture."	"An open forum and virtual meeting place for a Jewish population of 600,000."
Forward	"A trusted guide to the varieties of Jewish experience"	"Serving together as the voice of the American Jew and the conscience of the community."
The Jewish Week	"In seeking to build and strengthen Jewish community while championing an aggressive and independent press, we are supportive of, but not beholden to, the organized Jewish community. Our first loyalty is to the truth."	
Tablet	"Offering up-to-the-minute reactions to the day's news, sophisticated cultural coverage, and in-depth explorations of broad trends in Jewish life, Tablet magazine is the first fully-integrated multimedia Jewish journalistic enterprise in history."	"Curious, committed and caring readers who engage with our content and speak their minds in return."

Note: See page 5 for requirements for a successful media company.

### Financial Overview

	<b>The Forward</b>	<b>Jewish Journal</b>	<b>JTA</b>
Total Revenue	\$8,805,667	\$4,164,385	\$2,304,746
Program Expenses	\$6,103,433	\$3,703,347	\$1,698,860
Admin Expenses	\$1,952,959	\$661,529	\$681,709
Total Expenses	\$8,056,392	\$4,364,876	\$2,380,569
<b>Profit</b>	<b>\$749,275</b>	<b>\$(200,491)</b>	<b>\$(75,823)</b>
Net Assets	\$79,511,154	\$373,434	\$1,170,741
Direct Operating Income*	\$2,342,680	\$4,149,965	\$2,304,746
<b>Operating Profit</b>	<b>\$(5,713,712)</b>	<b>\$(214,911)</b>	<b>\$(75,823)</b>
Print Circulation	28,000	60,000	N/A
Monthly Unique Visitors	173,314	237,223	265,359

\* Includes annual support and operating revenue. Does not include endowment/asset revenue.

Note: All numbers are from 2007 filings, except MJL, which is from 2008.

### Next Steps

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- Finalize vision and framework
- Formalize organizational approach and business plan
- Scope out venture opportunities and issues
- Secure lead partnership agreement
- Create joint business plan with sequenced roll-out
- Secure core multi-year funding
- Implement Phase I of consortium

# What Will a Successful Media Company Look Like in the Future?

## Here Are Six Ideas as to What Your Partners Will Look Like

by Jonah Bloom

Published in Ad Age: November 2, 2009

How many meetings have you been in lately where someone has alluded to the time “when the economy comes back,” as if it’s a cure-all for today’s woes? It’s a phrase I’ve heard a lot in media circles, where some people seem to be waiting for the return of yesteryear instead of using these turbulent times to make the changes necessary for their media businesses to thrive in the future.

We will at some point see some sort of significant and sustained uptick in consumer spending and confidence. But everyone in media needs to be aware that what’s shaking out right now is not just cyclical economics but a systemic change in the way marketers do business driven by technology. Today brands are creating their own media and engaging in their own dialogues with their consumers and potential customers.

That hasn’t rendered media companies obsolete. In fact, the largest media companies are still chalking up double-digit operating margins (the top 22 have average margins of 12.8% in the past 12 months, according to the Ad Age Datacenter), TV sellers are doing a very brisk trade, and marketers still look to media-based advertising to bring scale to their efforts, even if those efforts increasingly revolve around direct-to-consumer platforms.

But almost every consumer marketer I’ve spoken to -- and I’ve been researching the idea of “the media company of the future” for several months now -- is moving toward the goal of making marketing more outcome-specific, targeted, useful and conversational, and less about blasting of what we’ve generally called “brand” messages via specific platforms. They see some of today’s media companies as shaping into useful potential partners in those efforts, and others as increasingly redundant -- and they’re spending less and less with the latter.

So what will make a useful media partner in the future?

1. It will act more like a marketing company than a media company. A media company believes its job is to create compelling content that pulls in an audience, the assumption being that ad dollars automatically follow audience. In the new marketing era, that equation is flawed, because supply of audience outstrips demand.

That’s why good partners will be marketing companies, operations set up and focused on solving brand marketers’ problems by means of the connection they can create with an audience and results that connection can deliver.

2. It will be organized around an audience and not a platform. Sure, everyone’s been acknowledging for years that it’s not about platforms, but most media companies are still structured as if that’s exactly what it’s about in terms of both how they create and sell the content. Marketers don’t want that. They want to reach and surround an audience, often moving them seamlessly and measurably between media.

3. It will work directly with marketers. Almost every successful media-based marketing program I’ve been able to identify involved some direct contact between marketer and media owner.

4. It won’t just create spaces for ads next to content, it’ll create whole media channels and platforms for brands. Again, this is hardly revolutionary -- lots of media companies already have branded content or custom publishing units -- but these units need to be properly staffed and have real access to content-creating talent. Brands want to be at the center of content and communities and they’re going to create these channels with or without media companies. Either media companies can bring their talent to that party, or they can cross their fingers and hope marketers keep making Bud.tv’s and not J&J Babycenters.

5. It will employ technologists who can build device-agnostic platforms for marketers.

6. It will know how to deliver instantaneous gratification when it comes to measurement, and it’ll be measuring outcomes not outputs. A rating or circ stat is not going to be enough in the future, and certainly not when it’s presented weeks after the fact.

Maybe you don’t agree with the picture this starts to paint for media companies. Sitting and waiting for the economy to come back isn’t a strategy. As the CMO of one major brand said to me, marketing “will never look the same again.”

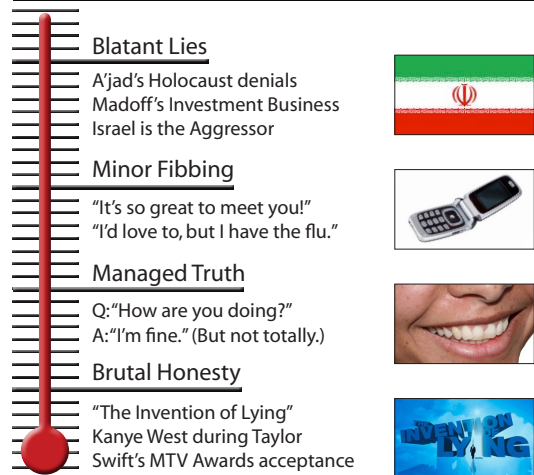
**The Emet Factor: Blatant Lies and Brutal Honesty**

There is something especially disturbing about pathological lying. To look someone in the eye and know they are telling a blatant falsehood breaks the social structures that make our society work. So when Iranian President Mahmoud Ahmadinejad sat down with Larry King recently, looked him in the eye, and said he had “academic questions” about the existence of the Holocaust, it was very difficult not to get angry.

Yet while Ahmadinejad may represent absolute un-truth, absolute truth isn't always the perfect answer. Ricky Gervais' new film, “The Invention of Lying” – about a world where lying doesn't exist – investigates that point. Brutal honesty can be brutal, and not all lies are toxic. Some can even be civil and altruistic.

Deception is all around us – from government spin to advertising to social relationships based on little white lies. How can we best sort the acceptable from the unacceptable? To put this in perspective, JInsider's own “Truthers” created the Emet-ometer (see below) to better understand the black, white and gray of truth in our world.

**Degrees of Emet (Truth)**



**Rabbi Telushkin: Insights from Jewish Wisdom**



There are many acts prohibited in the Torah: for example, we are forbidden to steal or cheat (Leviticus 19:11), commit adultery (Exodus 20:13), or take advantage of the blind (Leviticus 19:14). But falsehood is the only sin that the Torah commands people to avoid actively: “Stay far away from falsehood” (Exodus 23:7).

Having said that, Jewish law is not absolutist on this issue, and if you look at the Bible and the Talmud, you can find a number of instances in which Jewish laws permit one to be untruthful. Here are a few examples:

Most obviously, you are permitted to lie to save a life, your own or somebody else's. The midwives in Exodus who saved the Israelite babies from Pharaoh's murderous decree lie to Pharaoh, and make him think they wanted to carry out his order; only the Israelite women gave birth too quickly. The Bible makes it clear God regarded them as righteous, heroic and deserving of reward (Exodus 1:15-22). It is also permitted to lie to robbers. The Mishnah rules that a farmer may vow to robbers that the material or produce they are demanding from him “belongs to the royal house, even if it does not” in order to make them afraid to take it (Nedarim 3:4).

It is permitted to speak untruthfully to avoid gratuitously hurting a person's feelings. The Talmud records a debate between the Schools of Hillel and Shammai over the words to be sung at a wedding. The School of Hillel rules that all brides are to be described as beautiful and graceful, while the School of Shammai forbids doing so, except if the bride truly is beautiful (Ketubot 16b-17a). The Shulchan Aruch rules in accordance with the House of Hillel—every bride is to be described as beautiful, “even if she is not...” (Even Ha-Ezer 65:1). In English, as noted earlier, we have the expression “to be brutally honest.” If being honest means that you have to be “brutal,” then you should reconsider your words.

Rabbi Joseph Telushkin is the author of “A Code of Jewish Ethics: Vol. 1: You Shall be Holy” from which the above material is drawn.

Send honest reactions to connect@jinsider.com

**5769 Adieu: The Year in Review**

5769 is almost over, but not soon enough. It wasn't a stellar year for the Jewish Community. To put it all in perspective, JInsider reviews current events and charts their impact on the Jews. Though we use a graph, this is not a science. Let us know what you think of our placements. Contact us at connect@jinsider.com.

