

Oticon: Building A Flexible World-Class Organization (B)

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PQE: Management of Suppliers

- Brief History of The Guardian
- The Structure of Newspaper Industry
- Online Business Model
- The Mission
- Core Ideology
- Elements of Strategy
- Envisioned Future
- Operational Propositions

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THE BRIEF HISTORY OF THE GUARDIAN

The Guardian is a British national daily newspaper, known until 1958 as the Manchester Guardian.

The Observer The Guardian Weekly

Owned by The Scott Trust Limited.

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Porter's Five Forces - UK Newspaper Industry

RED OCEAN OR BLUE OCEAN?

The Guardian's transition to the digital world

The Guardian's online business model undergoes 'seismic shift'

Alternatives to subsidize the costs of gathering and publishing the news:

- Digital and digital subscriptions
- Events
- Native advertising and digital agency work
- Philanthropy
- Crowdfunding
- Other possibilities include micropayments for articles, e-commerce (selling things online), and subsidy by a related business.

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Core ideologies of journalists of the Guardian

The core ideology defines the enduring character of an organization. The core ideology provides the glue that holds the organization together through time.

The Guardian says: "Our most important currency is trust of the readers."

The core ideology of any organization consist of 1. Core values, 2. Core purpose.

Online and digital advertising

Declining trends

How this mission is shaken by the development of online newspapers?

Core Values

Core values are essential and enduring tenets of an organization. A set of guiding principles. They have intrinsic value and importance to those inside organization.

The core values of the journalists of the Guardian are:

- Integrity
- Clearness and fairness (No hidden influences)
- Integrity
- Courage and fearless journalism
- Independent and impartial (Free from commercial or political interferences)

Revenue

Revenue of various platform

The Mission Statement of The Guardian

To operate quality newspapers news sources free from party affiliation and remaining faithful to the liberal tradition

How this mission is shaken by the development of online newspapers?

Envisioned Future

BHAG A 10-20 year market-led goal + VWF Focus on how to achieve the goal = Envisioned Future

Operational Propositions

- 1) Understand languages and cultures
- 2) Reduction of costs
- 3) Use more technology

the guardian



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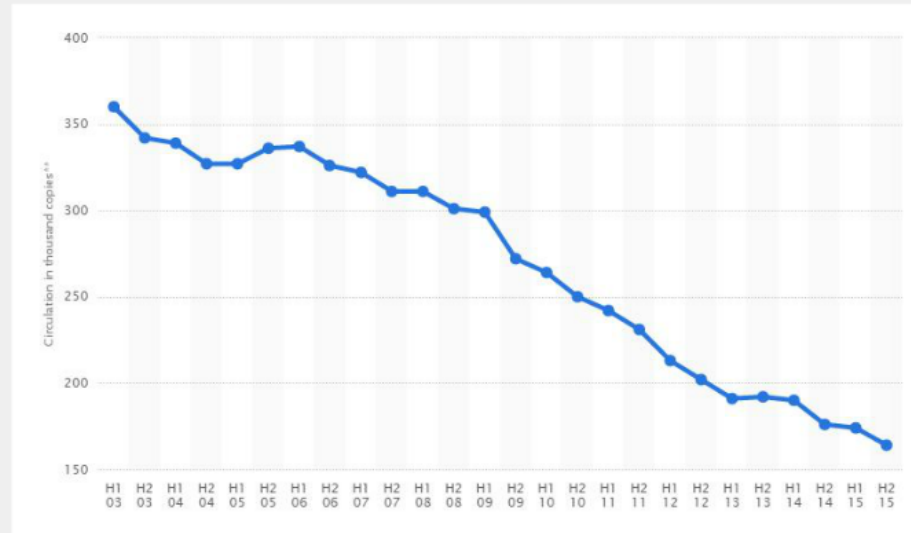
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Transition to the Online World

A new leaf

TRENDS IN TOTAL UK ANNUAL NEWSPAPER CIRCULATION, 2009-19

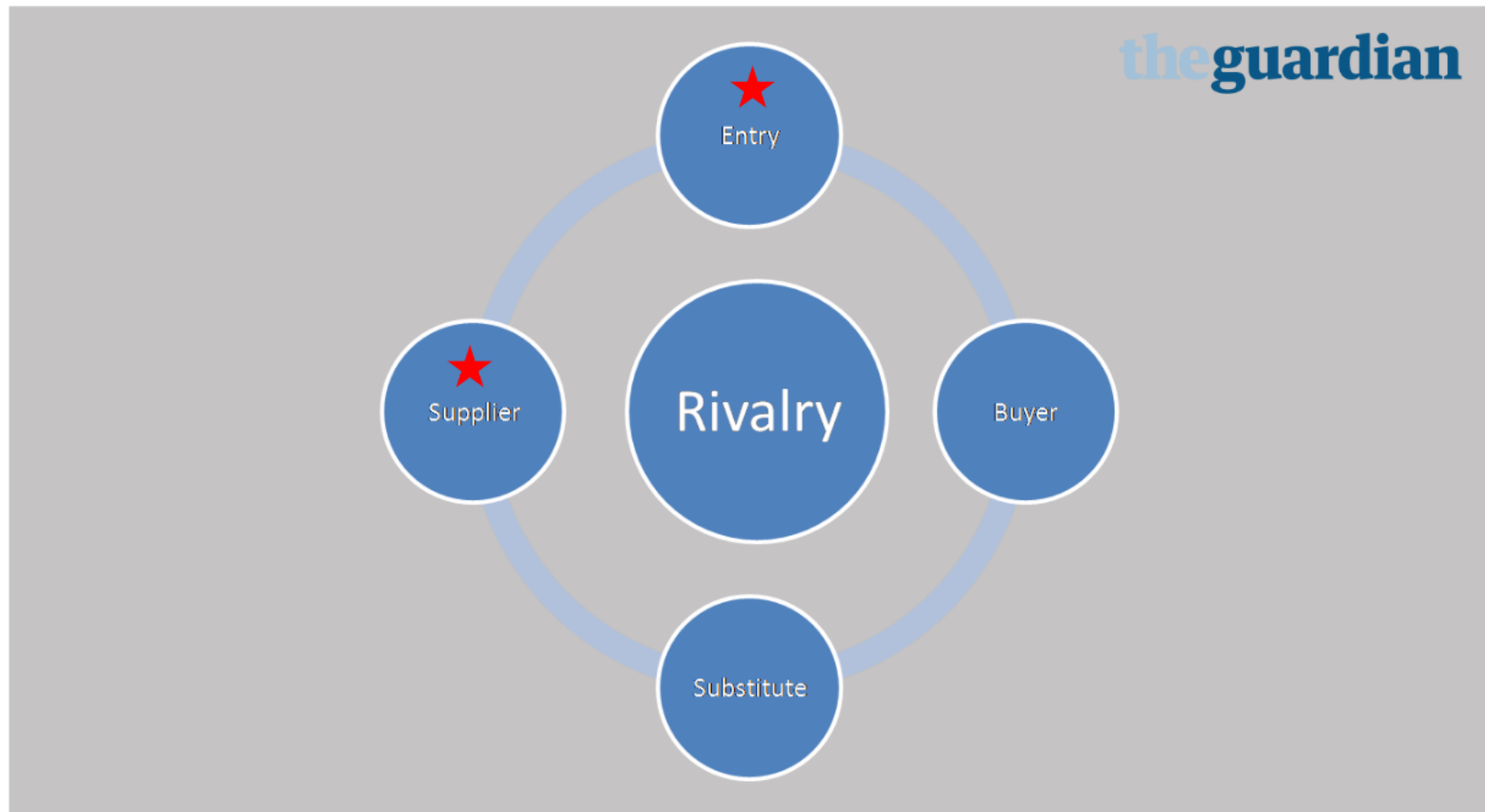
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The circulation of the Guardian newspaper



- As of the second half of 2015, The Guardian had a circulation rate of 164 thousand copies.
- The newspaper's online edition was the fifth most widely read in the world as of October 2014, with over 42.6 million readers.
- The newspaper has a UK online edition:
 - Guardian Australia
 - Guardian US

Thecasesolutions.com Porter's Five Forces – UK Newspaper Industry





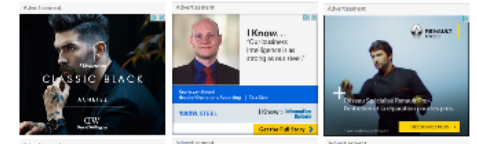
RED OCEAN OR BLUE OCEAN?

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Core ideologies of journalists of the Guardian

Online and digital advertising



The Guardian's online business model undergoes 'seismic shift'

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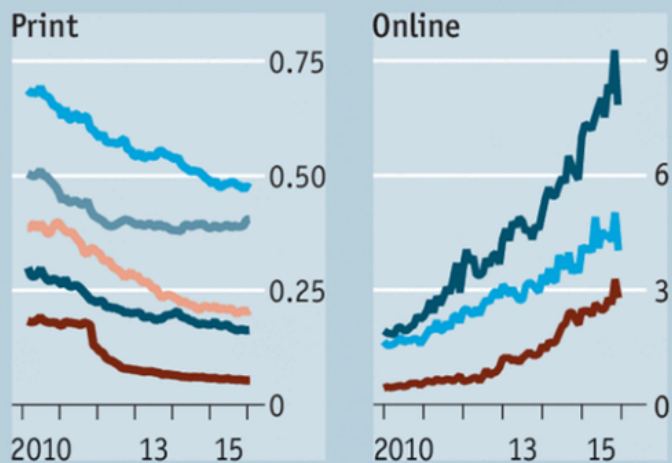
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Transition to the Online World

A new leaf

Worldwide daily average: print circulation and unique online page views*, m

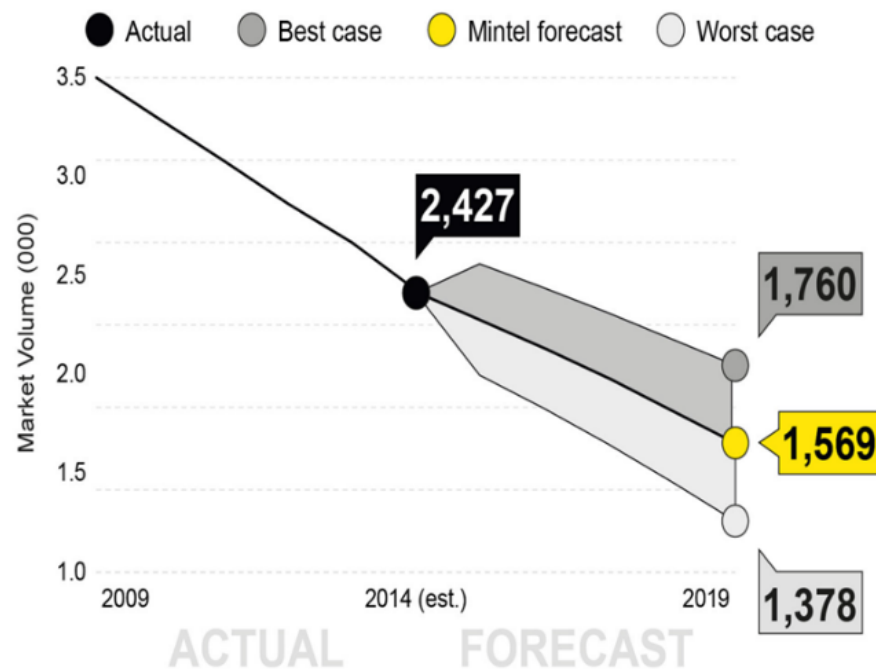
— Independent — Guardian — Telegraph
— FT — Times



Source: Audit Bureau of Circulation

*Online page views not available for Times or FT

TRENDS IN TOTAL UK ANNUAL NEWSPAPER CIRCULATION, 2009-19



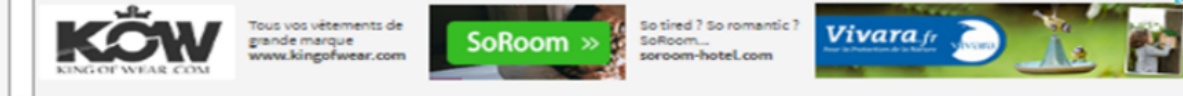
SOURCE: MINTEL

The Guardian's Website

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theguardian.com/media/greenslade/2015/jun/02/global-newspaper-industry-business-model-undergoes-seismic-shift

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Media
Greenslade

Global newspaper industry's business model undergoes 'seismic shift'

Newspaper circulation revenues greater than newspaper advertising revenues

Roy Greenslade
@GreensladeR
Tuesday 2 June 2015 09:47 BST

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Declining trends