

Organization and Strategy at Millennium (B)

Thecasesolutions.com

Organization and Strategy at Millennium (B)

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

Thecasesolutions.com

THE BRIEF HISTORY OF THE GUARDIAN

The Guardian is a British national daily newspaper, known until 1959 as the Manchester Guardian.

The Observer **The Guardian Weekly**

Covered by The Great Trust Limited.

Thecasesolutions.com

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

The diagram shows five forces: Suppliers, Buyers, Substitutes, Rivalry, and New Entrants, all pointing towards the central 'Industry'.

RED OCEAN OR BLUE OCEAN?

Thecasesolutions.com

Transition to the Online World

The graph shows a significant decline in revenue over the period, with a sharp drop around 2008.

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.

Thecasesolutions.com

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

The Guardian's 100th

Core Values **the guardian**

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)

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?

Trust and loyalty is changing, leading to a 'democratization of news content'. Journalists' skills are changing and their role is being redefined. News is becoming more fragmented and personalized.

Envisioned Future

BHAG A 10-20 year stretch goal + **YWT** 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



Organization and Strategy at Millennium (B)

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

Thecasesolutions.com

THE BRIEF HISTORY OF THE GUARDIAN

- The Guardian is a British national daily newspaper, known until 1959 as the Manchester Guardian.



TheObserver



TheGuardianWeekly

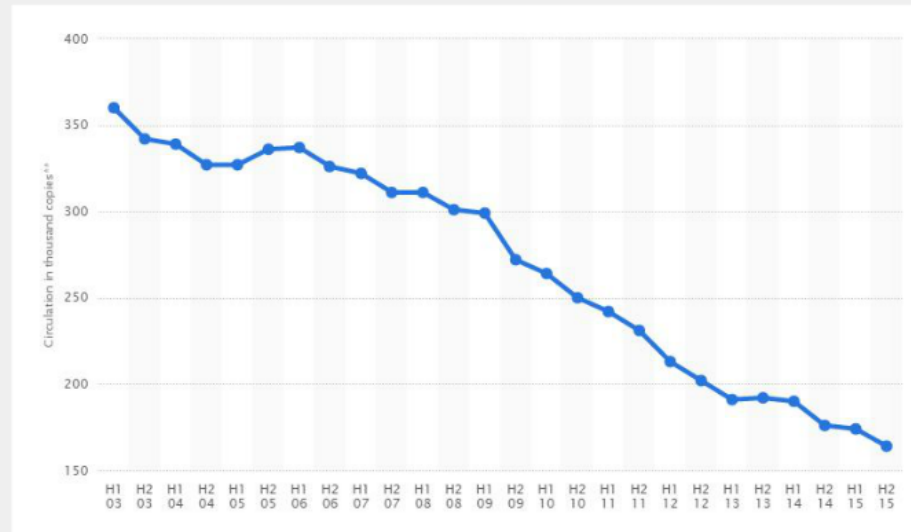
- Owned by The Scott Trust Limited.

Thecasesolutions.com



Thecasesolutions.com

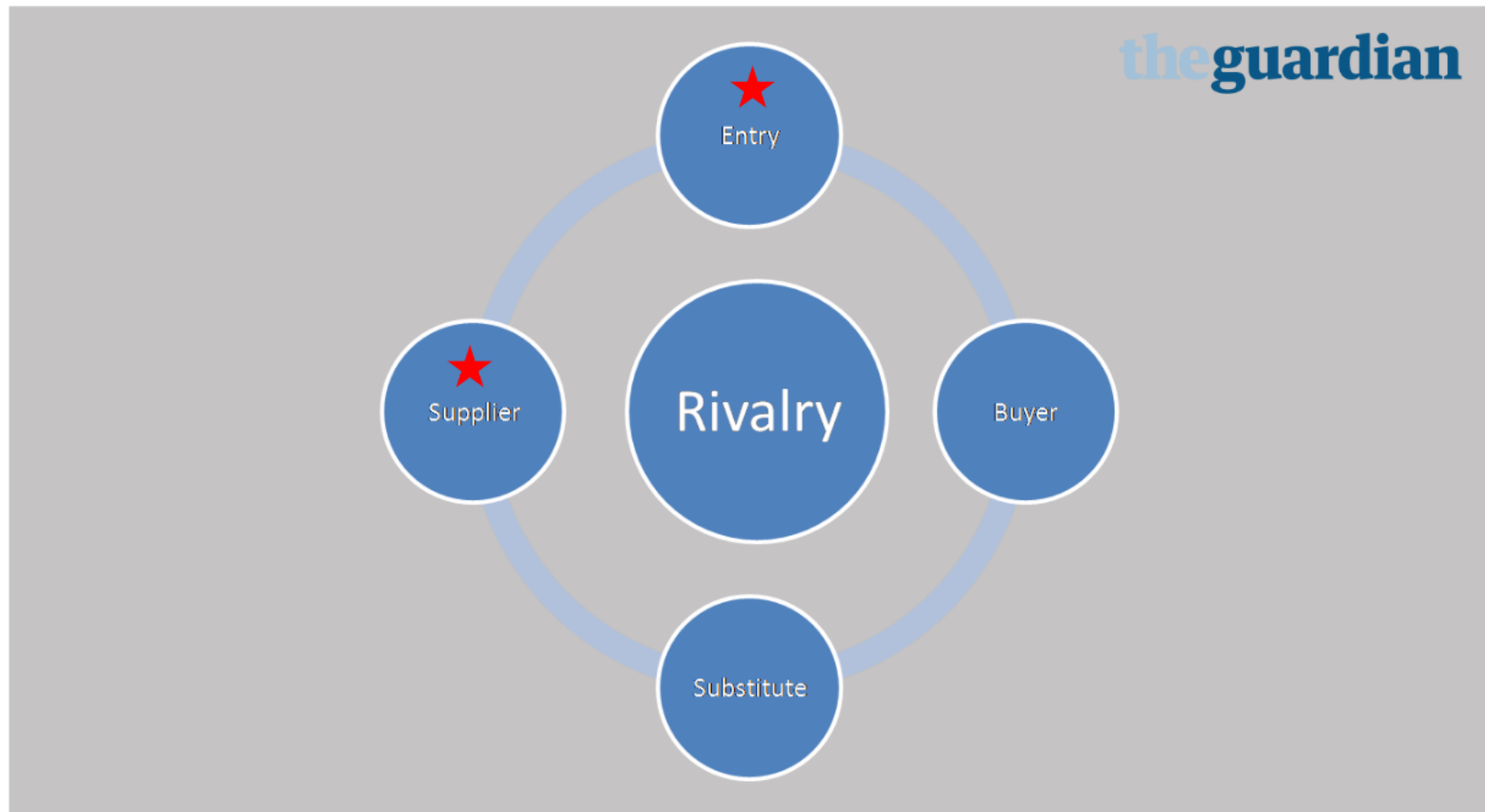
The circulation of the Guardian newspaper



- 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?

Thecasesolutions.com



Core ideologies of journalists of the Guardian

Online and digital advertising



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

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

- Paywalls 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



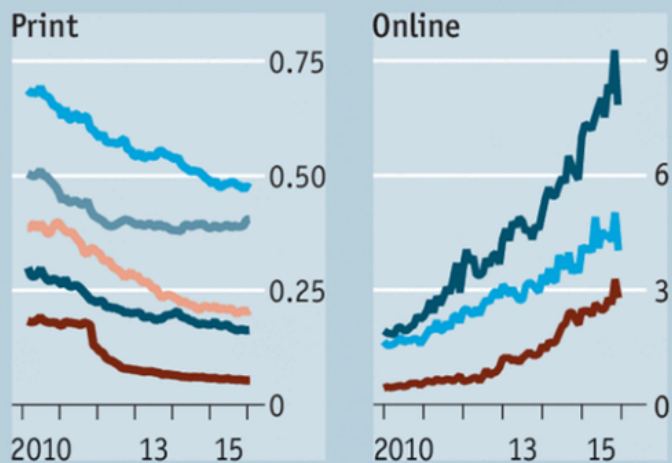
Thecasesolutions.com

Transition to the Online World

A new leaf

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

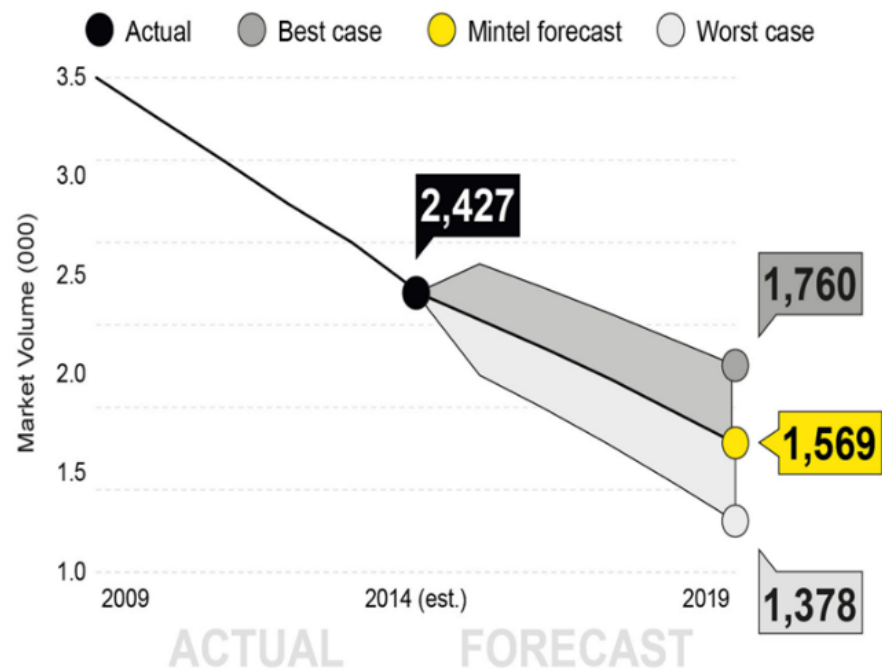
— Independent — Guardian — Telegraph
— FT — Times



Source: Audit Bureau of Circulation

*Online page views not available for Times or FT

TRENDS IN TOTAL UK ANNUAL NEWSPAPER CIRCULATION, 2009-19



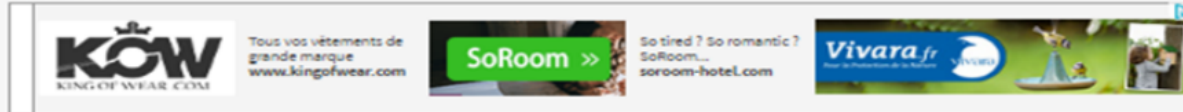
SOURCE: MINTEL

The Guardian's Website

TheCaseSolutions.com

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

Advertisement



KOW KING OF WEAR.COM
Tous vos vêtements de grande marque
www.kingofwear.com

SoRoom >>
So tired? So romantic?
SoRoom...
soroom-hotel.com

Vivara.fr
VIVARA
Hotel de Prestige de la Vallée de la Vézère

sign in become a supporter subscribe search jobs dating more International

theguardian

UK world sport football opinion culture business lifestyle fashion environment tech travel

home > UK > media society law scotland wales northern ireland education

browse all sections

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

This article is 1 year old

Shares 71 Comments 4

Save for later



Advertisement



Join the conversation on innovation

INTRAPRENEURSHIP CONFERENCE

The Guardian's voice is needed now more than ever. Support our journalism for just \$49/€49 per year.

Declining trends