

# 저널리즘 시장 변화와 시장 전략

강정수

# 순서

**01. 디지털 뉴스 시장**

**02. 혁신 저널리즘과 저널리즘 변동**

# Clay Shirky



**“Revolution doesn’t happen when society adopts new technologies - it happens when society adopts new behaviors”**

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# 디지털 뉴스 시장

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# 질문

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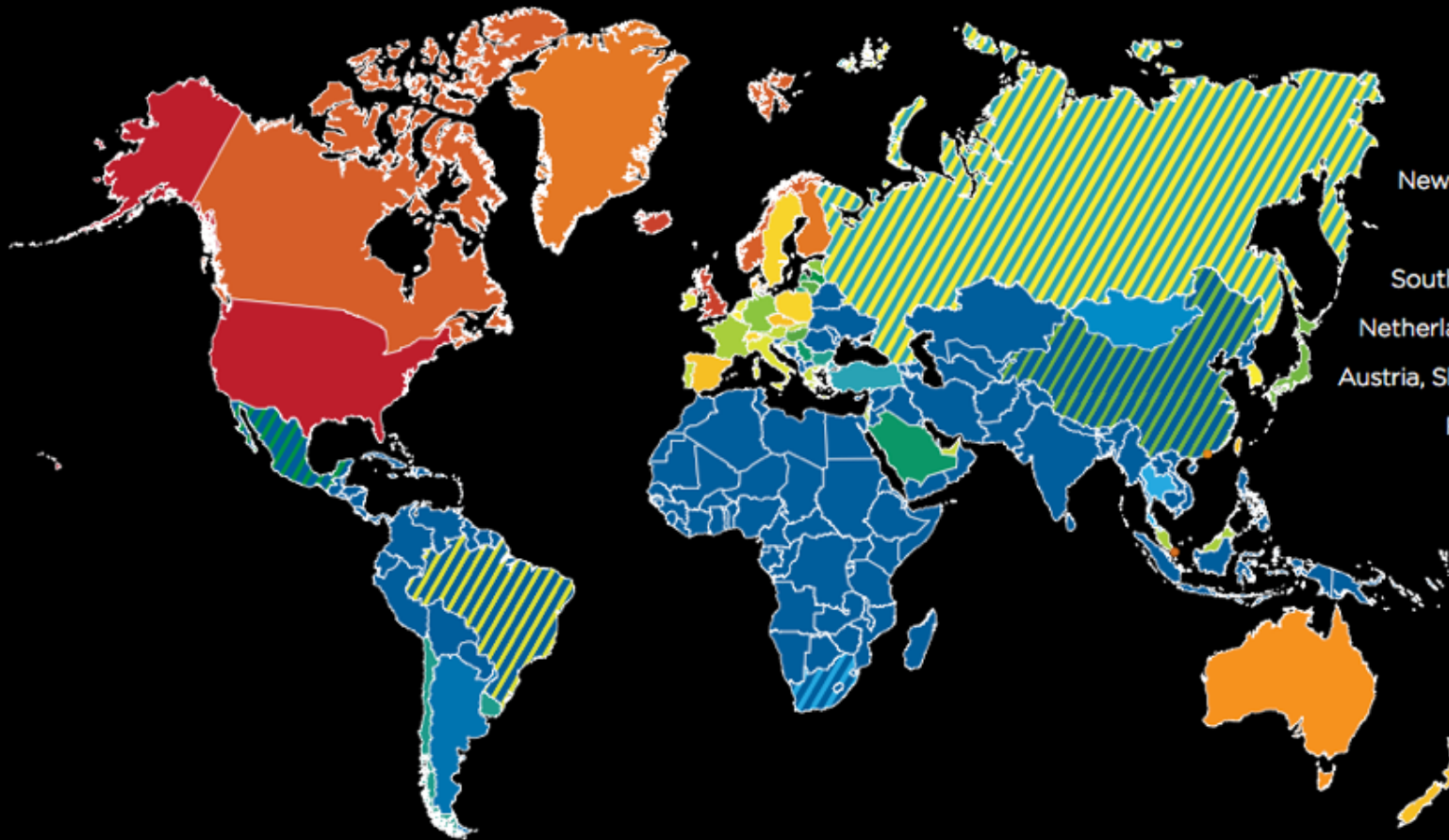
**종이신문과 디지털 뉴스는 같은 성질의 상품인가?**

**종이신문 시장과 디지털 뉴스시장은 같은 시장인가?**


**상품과 시장이 다르다면 시장전략도 달라져야?**

# Newspaper extinction timeline

When newspapers in their current form will become insignificant\*



- USA **2017**
- UK, Iceland **2019**
- Canada, Norway **2020**
- Finland, Singapore, Greenland **2021**
- Australia, Hong Kong **2022**
- Denmark **2023**
- New Zealand, Spain, Czech, Taiwan **2024**
- Poland, Sweden, Switzerland **2025**
- South Korea, Metro Russia, Belgium **2026**
- Netherlands, Ireland, Metro Brazil, Italy **2027**
- Austria, Slovakia, Greece, Portugal, U.A.E. **2028**
- France, Israel, Malaysia, Croatia **2029**
- Germany, Estonia **2030**
- Japan, Metro China **2031**
- Hungary, Lithuania **2032**
- Latvia, Metro Mexico **2033**
- Serbia, Saudi Arabia **2034**
- Bulgaria, Chile, Uruguay **2035**
- Russia, Turkey **2036**
- Metro South Africa, Thailand **2037**
- Mongolia **2038**
- Argentina **2039**
- Rest of the world **2040+**

 — stripes indicate that newspapers will be extinct in metropolitan areas before regional areas



- Media strategy
- Thought leadership content
- Scenario planning

[www.futureexploration.net](http://www.futureexploration.net)

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# 전통 종이신문 시장 매커니즘

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도달거리에 기초한 매체 영향력

도달거리에 기초한 판매수익

도달거리에 기초한 광고수익

1990년대까지 높은 수익율

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# 생산함수로서의 종이신문 1

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**Positive Returns to Scale → 생산자 대형화**

**높은 고정 비용 → 시장 진입 장벽**

**경쟁 활성화 = 생산자 수 증가 = (간접) 여론 다양성 증가**



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# 생산함수로서의 종이신문 2

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판매량 감소 → 높은 고정비용으로 생산함수 문제 발생

일정 생산량 유지 못할 경우 → 생산함수 작동하지 못함

판단 사항: 일시적 위기인가? 구조적 위기인가?

|                               | 신문   | 온라인 뉴스  |
|-------------------------------|--|---|
| 제품                            | <p>결합 상품(Bundling):<br/> 뉴스/기사, 칼럼, 소비자 정보, 퀴즈,<br/> 운세, 광고 등이 하나의 상품으로 결<br/> 합, 임의적 분할 불가능</p> | <p>탈결합 상품(Unbundling):<br/> 개별 뉴스/기사는 독자적 주소(URL)<br/> 를 가진 독립된 상품임</p>             |
| 접근성                           | <p>패키지 가격(package price)에<br/> 기초한 일괄접근:<br/> ‘walled garden’</p>                                | <p>새롭고 개인적인 ‘조합 가능성’이 무<br/> 한대로 증가:<br/> 각각의 조합/묶음(Bundle)에서<br/> 개별 뉴스에 접근 가능</p> |
| 이동비용 및<br>교체비용<br>(Hotelling) | <p>상대적으로 높음:<br/> 정기구독 해지비용,<br/> 가판 판매대 사이의 물리적 거리</p>  | <p>매우 낮음:<br/> ‘클릭’ 한 번 거리</p>  |
| 생산비용 및<br>물류비용                | <p>두 개 모두 매우 높음</p>  | <p>생산비용 중<br/> 노동비용은 변동없으나,<br/> 자본비용 크게 감소 +<br/> 물류비용 크게 감소</p>                   |

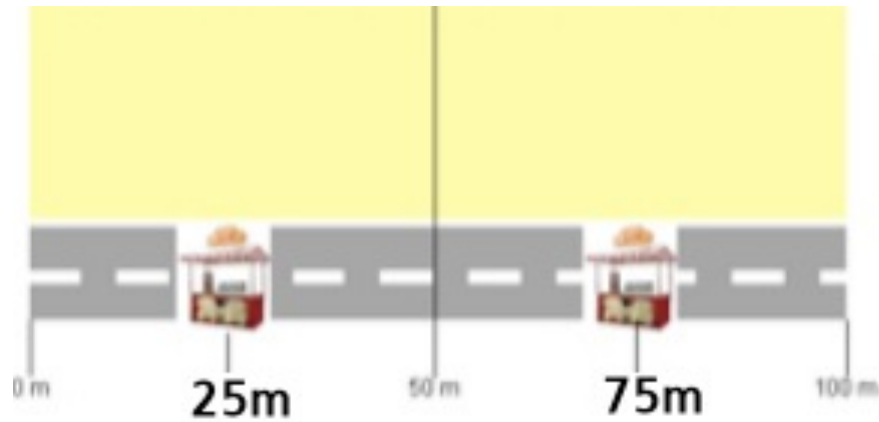


그림1

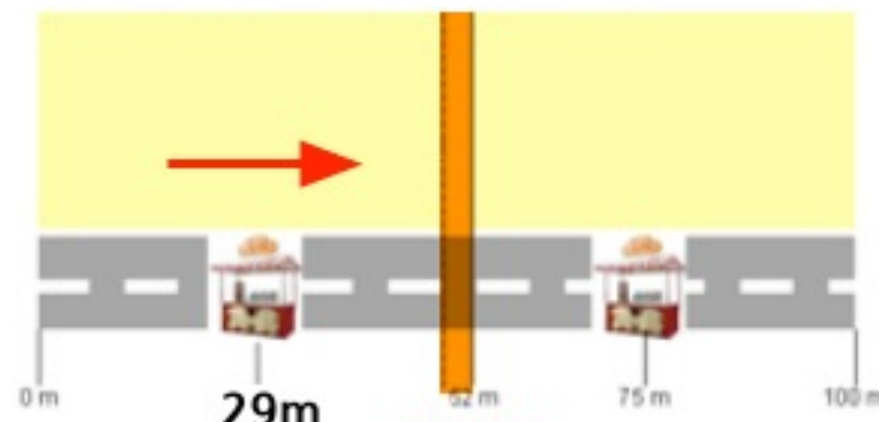


그림2

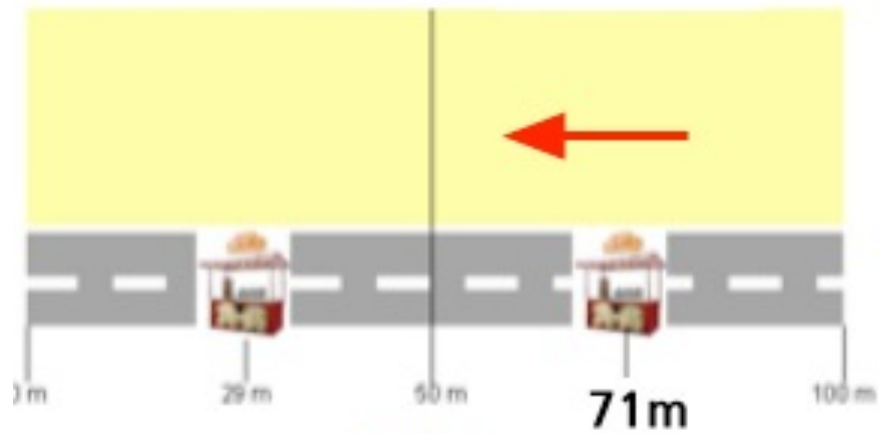


그림3

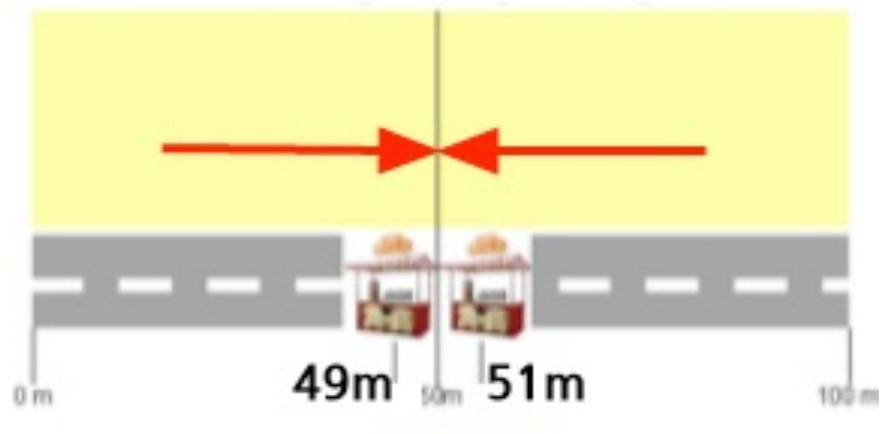


그림4

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# 종이신문 vs. 디지털 뉴스

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종이신문과 다른 비용 구조 및 다른 기술

종이신문과 다른 생산함수

종이신문과 다른 상품 특성

종이신문과 다른 시장경쟁

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# 디지털 뉴스시장: 공급과잉 및 단일시장

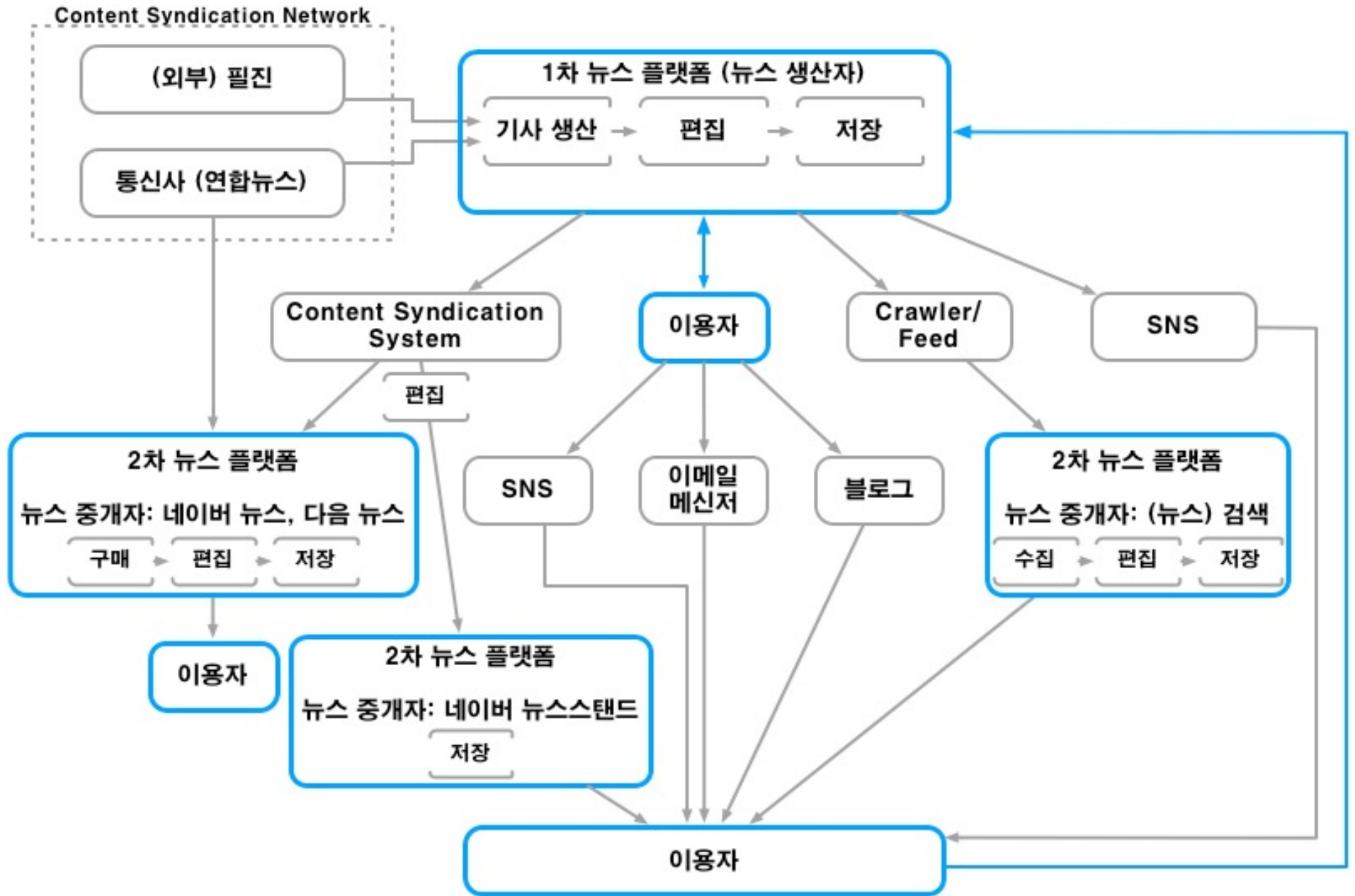
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공급과잉은 디지털 뉴스시장의 구조적 특징

공급과잉을 인정한 상태에서 시장전략 도출해야

**“Content is King?” ▶ YES! BUT ...**

**“There are hundreds, hundreds of Kings!”**



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# 이용자

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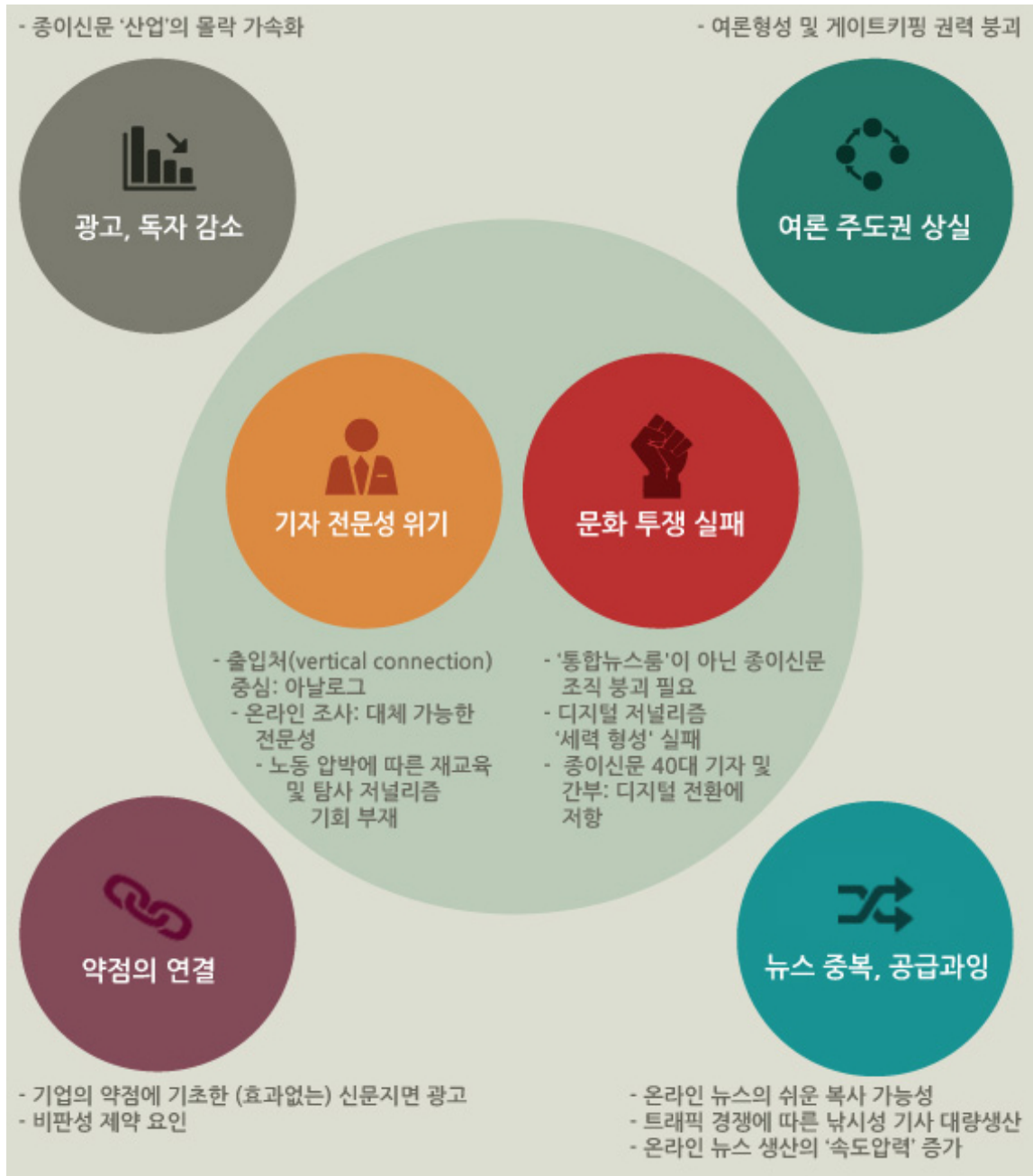
Albert O. Hirschman(1970), “Exit, Voice and Loyalty”

소극적 역할 → 뉴스 발굴, 뉴스 재해석, 뉴스 확산

“They(Twitter users) will be ferreting out and aggregating information on the issues that concern them **long after the caravan of professional journalists has moved on**” (by Alan Rusbridger 2010)

**“If the news is important, it will find me!”**

# 한국 저널리즘의 위기





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# 혁신 저널리즘과 저널리즘 변동

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# Native Advertising

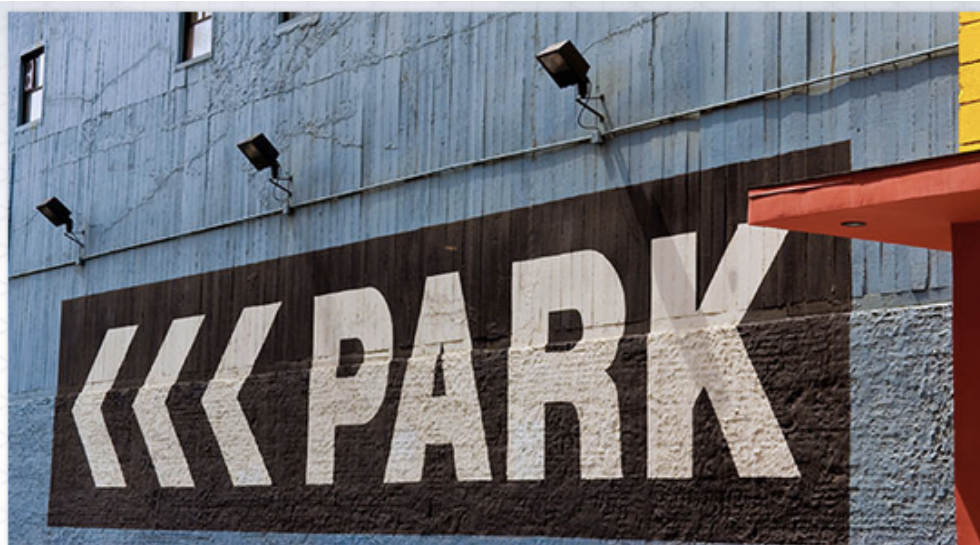
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**buzzword 2013**

**북미 및 유럽 광고업계, 언론계 관심**

**정확한 정의 부재**

# 광고일까 기사일까?



## 13 QUIRKY, GAME-CHANGING INNOVATIONS FOR 2013

By Kevin Joseph | 09.20.2013 | Business Model Innovation

in 0 Shares f 12 Likes t 9 Tweets

1. [Staples](#), the office supplies giant, has partnered with [Mcor Technologies](#) to offer 3D printing for pickup in their stores. The service, called "[Staples Easy 3D](#)," will start by offering paper models only. Before you turn that sheet of 8 1/2 X 11" into a tidy and efficient miniature Notre Dame (or whatever it is you're into), you'll need to upload CAM or CAD files. Next up, architects and engineers for hire in aisle 3.

2. You know that drawer of obsolete cell phones hiding somewhere in your house? [Sprint](#) knows your dirty little secret, and they've got a solution. Their trade-in program for mobile clunkers has outpaced those of competitors Verizon, AT&T, T-Mobile, and US Cellular. [Sprint Buyback](#) offers a good chunk of change for those old, obsolete devices and finds responsible ways to dispose of or upcycle them.


3. Say hello to [SupperKing](#), the newest iPhone app that allows you to sell seats at your dinner table to complete strangers. The innovative app gives would-be guests a peek at what's cooking and even lets them rate meals for future attendees. Aside from the extra cash and the opportunity to show off their culinary expertise, joining the program as hosts is the perfect solution for couples who no longer have anything to say to one another.

Native Ad., [slate.com](http://slate.com)

# 광고일까 기사일까?

BUSINESS | 2/08/2013 @ 9:36오전 | 34,086 views

## The World In 2033: Big Thinkers And Futurists Share Their Thoughts

 **Todd Wilms**, SAP


 15 comments, 9 called-out + [Comment Now](#) + [Follow Comments](#)



Photo credit: DonkeyHotey

Put yourself back in 1993. Could you have predicted the success of the web, tablets and smartphones, privatized space travel, the rise of terrorism, or the myriad of small changes that impact how you live today? To do that going forward and to predict our world in 2033, you need the voices of the smartest minds on the planet to spot trends in their areas of discipline and give us insight into where we are heading. Interviewed, and quoted directly for this piece are just such a group of visionaries, leaders, and big thinkers like:

- **Ray Kurzweil** on Technology
- **Robert Kaplan** on Global Conflict
- **Khan Academy** on Education
- **Virgin Galactic** on Space Travel
- **Oliver Bussmann** on The Global Workforce
- **John Allen** on Religion

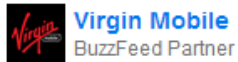
Native Ad., [forbes.com](http://forbes.com)

# 광고일까 기사일까?

## 15 Facebook Habits You Need To Break Right Now

Stop annoying everyone, and get gooder at social media and stuff. Much Love - Virgin Mobile

posted on January 17, 2013 at 8:35pm EST



Share < 4K | Tweet < 243 | Email | Pin it | 공유

Native Ad., [buzzfeed.com](http://buzzfeed.com)

### 1. Liking every single thing anyone says or does.

The screenshot shows a Facebook status post with a comment thread. A notification overlay is visible on the left side of the comment thread, listing several notifications from Kristopher Windsor. The comment thread includes a comment from Feross Aboukhadijeh and several replies from Kristopher Windsor.

**Notification Overlay:**

- Hannah Nehir Thompson commented on your status.
- Kristopher Windsor likes your comment: "Blurring the lines between chat and..."
- Kristopher Windsor likes your comment: "Feature request: In addition to pushing..."
- Kristopher Windsor commented on your status.
- Kristopher Windsor likes your comment: "Use SHIFT+ENTER."
- Kristopher Windsor likes your comment: "This is ridiculous."
- Kristopher Windsor likes your comment: "It's like a chat room. Except my leg is..."

**Comment Thread:**

- Kristopher Windsor** ;p about a minute ago · Like
- Feross Aboukhadijeh** This is ridiculous. about a minute ago · Like
- Kristopher Windsor** pretty much. like
- Kristopher Windsor** ) like
- Kristopher Windsor** It's like a chat room. Except my leg is minute. like
- Kristopher Windsor** \*numb-er like
- Kristopher Windsor** Number" is actually a word. :P like · 1 person
- Kristopher Windsor** ime to like everything now. ce
- Kristopher Windsor** Oh no. ce

# 광고일까 기사일까?

BuzzFeed



NEWS ENTERTAINMENT LIFE VIDEO MORE BuzzFeed Partner Like Follow

## 21 Magical Photos That Will Make You Fall In Love With France

La France est le plus beau pays au monde. From the elegance of the cities to the stunning landscapes of the countryside, there's a lot to love about France. After these photos melt your heart, go on a journey to 1577 France with *Reign*, premiering Thursday, October 17, 9/8c only on the CW.

posted on October 3, 2013 at 11:48am EDT



Share 3K Like 13k Tweet 209 Email Pin it 공유

### 1. The Mémorial Dormans in Marne



Native Ad.

BuzzFeed



NEWS ENTERTAINMENT LIFE VIDEO MORE NEW! GIF



## 18 Creepy Side Effects Of Having A Social Media Crush

Double-tap, favorite, retweet, like.

기사

posted on October 15, 2013 at 6:14pm EDT



Follow 122

Follow @regajha

Share 237 Like 855 Tweet 97 Email Pin it 공유

1. Your real-world interaction with this person is limited, but you stalk his or her profile on the regular.



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# 새로운 뉴스 사업자

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새로운 비즈니스 모델: 내이티브 광고

뉴스 유통 경로 및 디바이스: 소셜 & 모바일

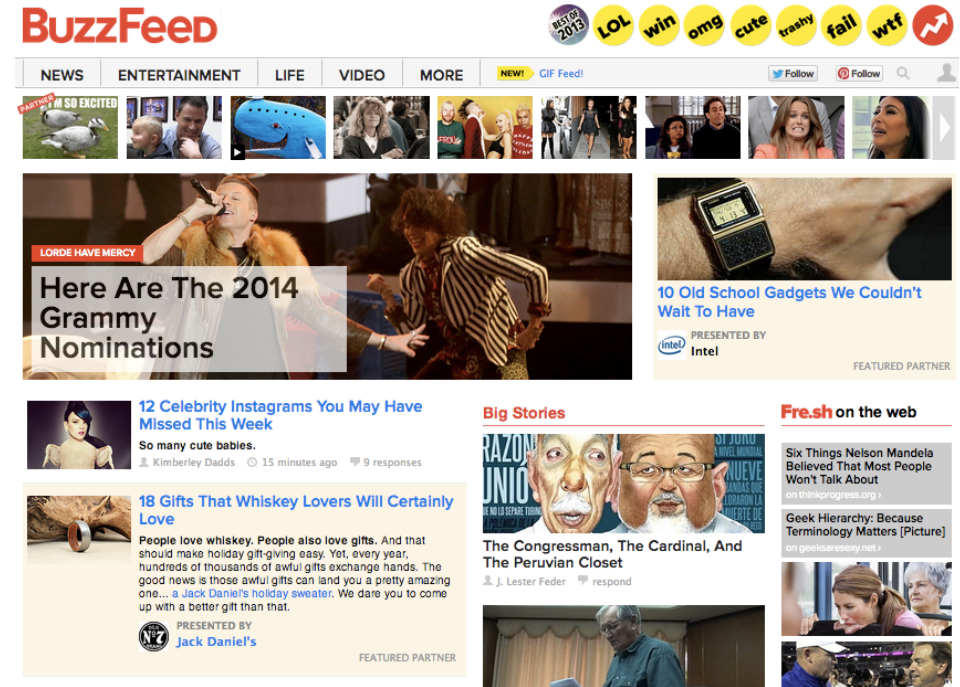
새로운 뉴스 스토리텔링

13년 8월, 8500만 UV

13년 11월, 1억3000만 UV

가디언, 13년 6월 4050만 UV (최고치)

NYT, 13년 월 평균 3000만 UV



“Listicles”

Native Ad.: “FEATURED PARTNER”

매출 100% ← Native Ad.

캠페인 평균 가격: 100,000 달러

40명: Native Ad. 제작 가이드라인‘만’ 생산 (정교분리?)



# 탐사저널리즘 확대

The New York Times **Business Day**  
**Media & Advertising**

WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH

Search International DealBook Markets Economic

## BuzzFeed Hires Pulitzer Winner to Head Investigative Unit

By LESLIE KAUFMAN  
Published: October 21, 2013

BuzzFeed, the media Web site focused on viral content, announced on Monday that it was again expanding its reporting staff, this time to introduce an investigative unit. A new team of about half a dozen reporters will be led by Mark Schoofs, who was hired away from the nonprofit investigative service ProPublica.

- FACEBOOK
- TWITTER
- GOOGLE+
- SAVE
- EMAIL
- SHARE

## BuzzFeed Politics

BEST OF 2013 LOL WIF

NEWS ENTERTAINMENT LIFE VIDEO MORE NEW! GIF

PARTNER KICKSTARTER.COM

## Exclusive: Glenn Greenwald Will Leave Guardian To Create New News Organization

The reporter who broke the NSA story promises "a momentous new venture." A "very substantial new media outlet" with serious backing, he says. *Updated.*

posted on October 15, 2013 at 5:15pm EDT

**Ben Smith**  
BuzzFeed Staff

**Rosie Gray**  
BuzzFeed Staff

Share Like 5.3k Tweet Email 공유



## Greenwald 독점 인터뷰

“The Fastest Growing Media Site of All Time” by [fastcompany.com](http://fastcompany.com)

Emotional Data used

13년 10월, 4670만 UV

13년 11월 8700만 UV

자체 제작 Content 없음!

인터넷 동영상 ‘재가공/curation’

제목 + Teaser 추가

공유강도 평가위해 동일내용에 80여개 제목!

UPWORTHY

Things that matter. Pass 'em on.

We're  
HIRING!

Featured



'How Old Are You' Is The Simplest Question Ever. So Why'd It Ruin An 11-Year-Old's Life?



Victoria Fine

Seeing her ruin everything by telling the truth was like a cold hard punch in the gut.



'How Old Are You' Is The Simplest Question Ever. So Why'd It Ruin An...



A 15-Year-Old Ad About Racism Is A Great Reminder Of The Power We All Have To...



Think You Know What 'Fat' Means? You Should Listen To This Dude's Definition.

Recently Shared



Rafael Casal  
Dec 7, 2013



One Singer's Response To A Huge Promise Being Broken



Carly Gillis  
Dec 6, 2013



Ever Fall In Love With The 'Wrong' Person? He Has A Few Stunning Things To Say About That.



Victoria Fine  
Dec 6, 2013



'How Old Are You' Is The Simplest Question Ever. So Why'd It Ruin An 11-Year-Old's Life?

Explore Categories

Load More Stories

Search Stories

Search

“left-liberal”, 창업자: Eli Pariser  
“sponsored section: global health”

# 포장 저널리즘 creation + curation

**UPWORTHY**

## Watch The First 54 Seconds. That's All I Ask. You'll Be Hooked After That, I Swear.



Adam Albright-Hanna



36k



팔로우

984

Who cares what it smells like? It's what it sounds like that matters.

Share On Facebook

Twitter



Share on Facebook

Share on Twitter

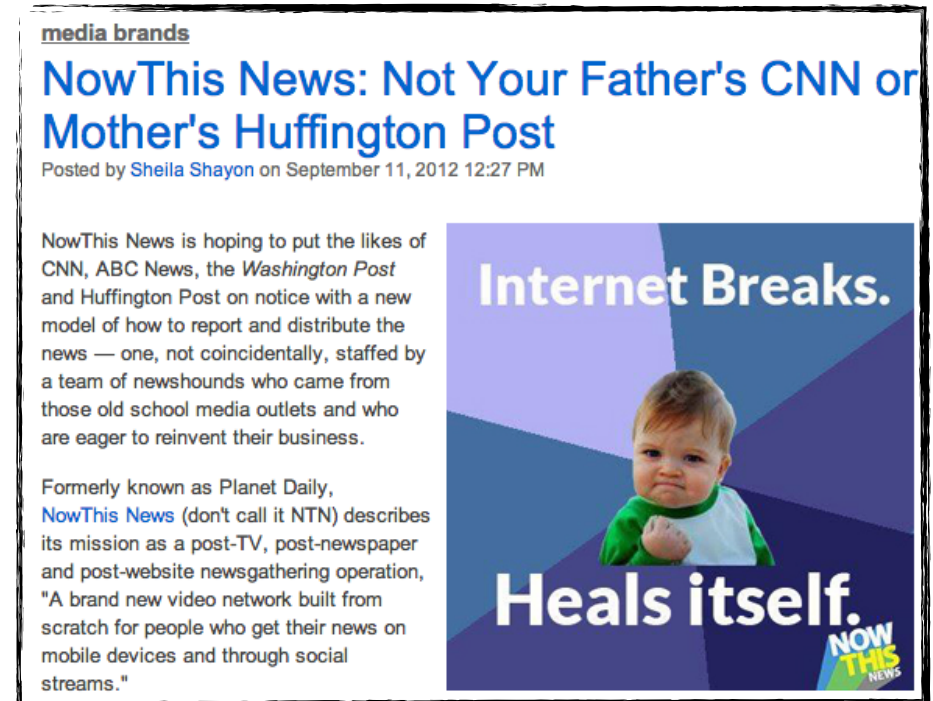
# Now This News

Mobile + Social

6초 뉴스: Vine  
13초 뉴스: Instagram

새로운 뉴스 포맷, Narrative

전통 방송뉴스, PC 뉴스사이트: 지속가능?



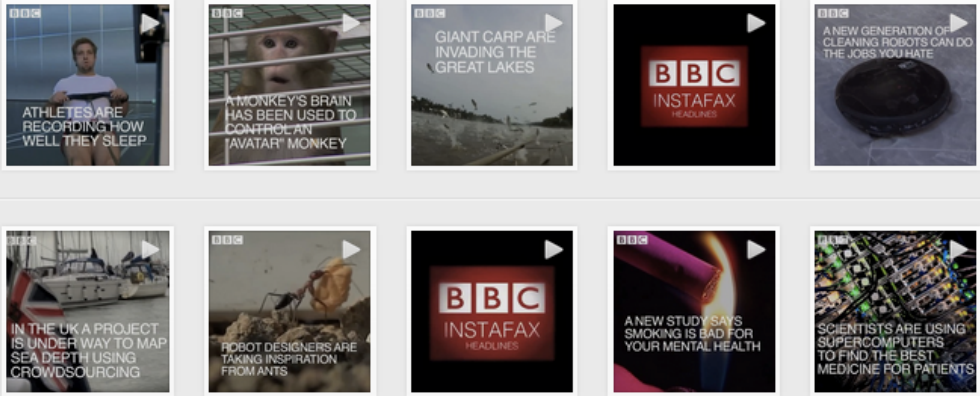
PC 및 지상파 뉴스소비 방식이 모바일에서도 지속될 수 있을까?



**bbcnews** -  
 BBC News The world's newsroom. <http://BBC.com/news>

281 posts   17,646 followers   24 following

2월 2014



[ INSIDE ]

GET THE APP   BLOG   ABOUT  



**JUST THE FACTS**

WE RESPECT YOUR TIME

Our curators select the most important and fascinating stories as they happen. Their 300-character, fact-filled updates give you what you need to know while on the go.

**JUST THE BEST**

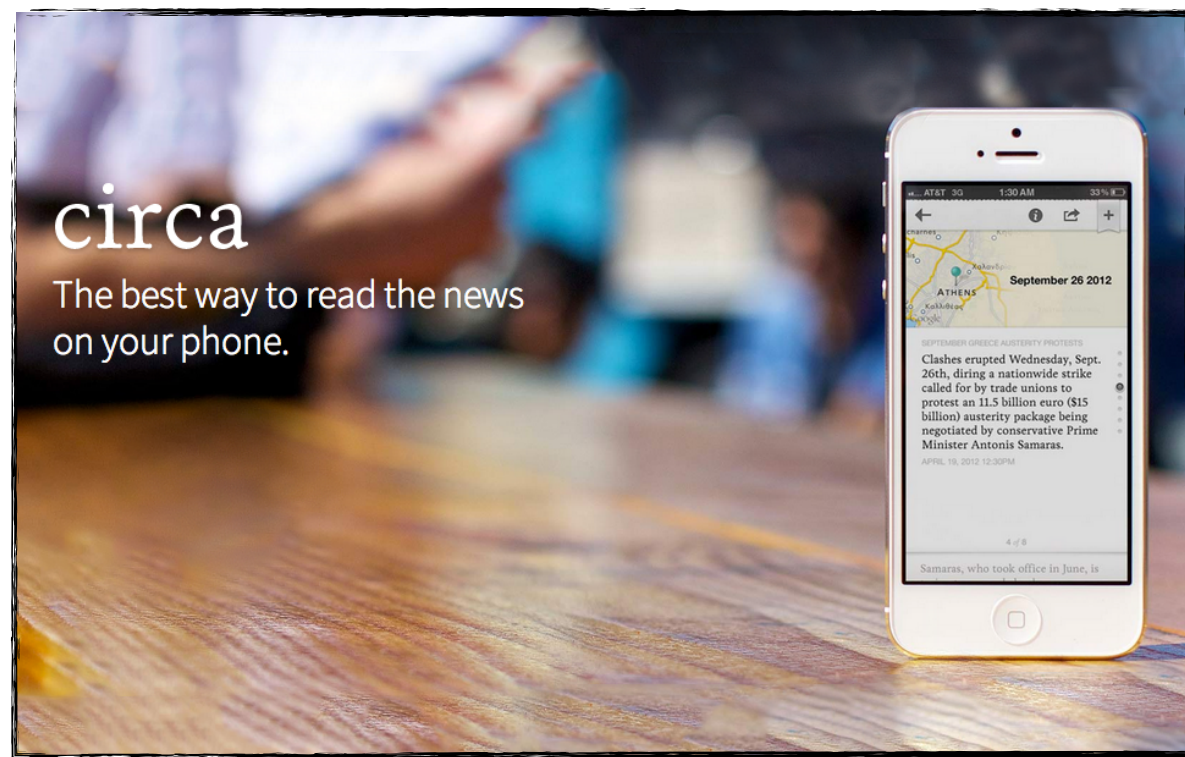
WE RESPECT YOUR INTELLIGENCE

We only link to the most relevant and original sources with the best reporting, and weed out the overwhelming noise in the news space. We seek out the true experts on every story.

**JUST FOR YOU**

WE RESPECT YOUR INTERESTS

You can customize your news feed to select only the topics you love, whether it's sports, movies or parenting. Never miss a thing on the subjects you care most about.

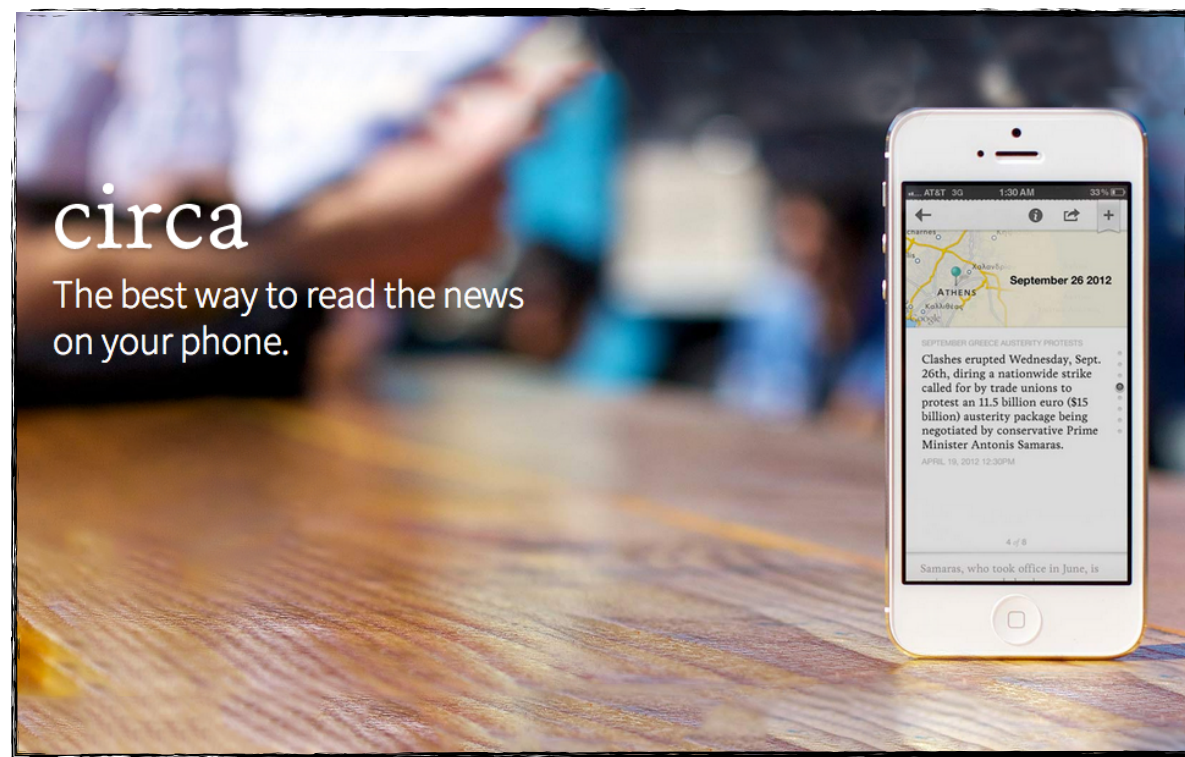


## News, Only for “Mobile”

속보로 시작, 뉴스 업데이트 모델  
Point, Follow, Notification

point: 문단, 링크, 동영상 등 최소 단위 뉴스

지하철, 버스를 기다리며 소비하는 뉴스



## News, Only for “Mobile”

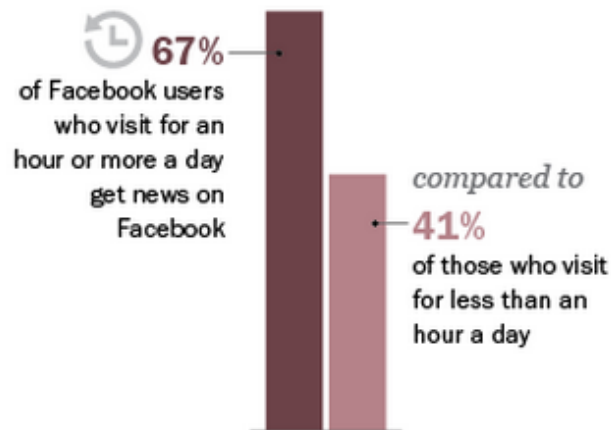
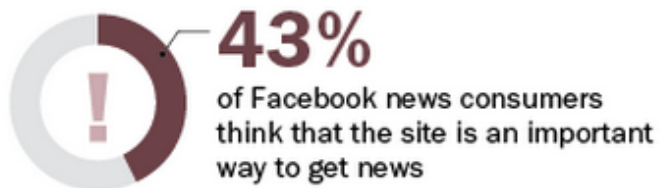
속보로 시작, 뉴스 업데이트 모델  
Point, Follow, Notification

point: 문단, 링크, 동영상 등 최소 단위 뉴스

지하철, 버스를 기다리며 소비하는 뉴스

# 시장 의미 1: 뉴스 유입/유통 변화

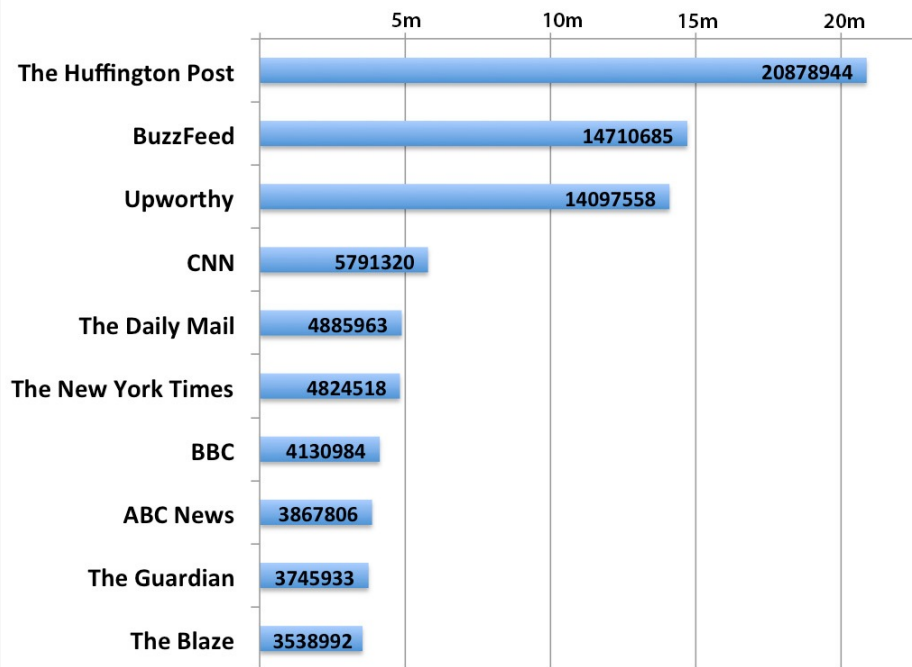
COMMON YET INCIDENTAL



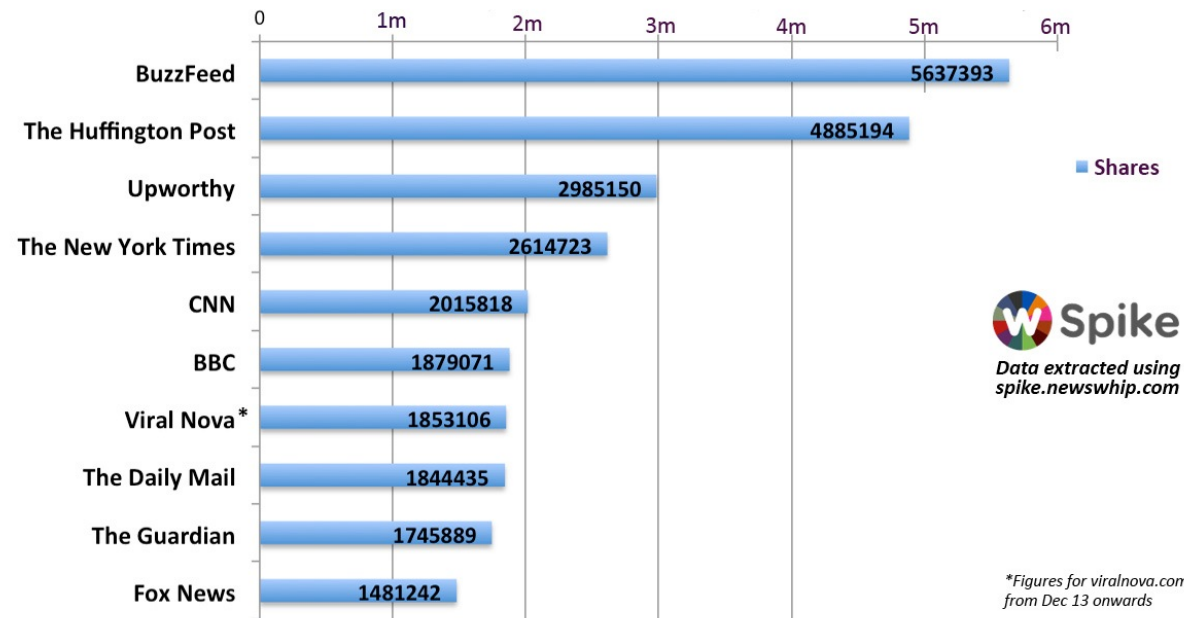
PewResearch Journalism Project



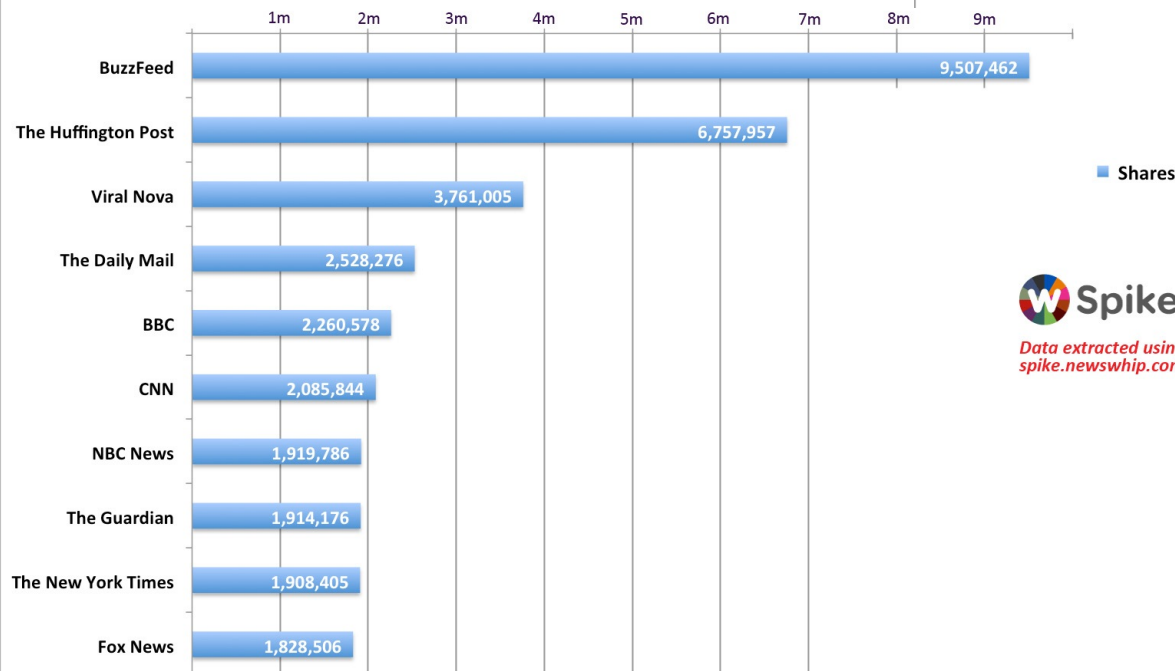
### Top Facebook Publishers, November 2013

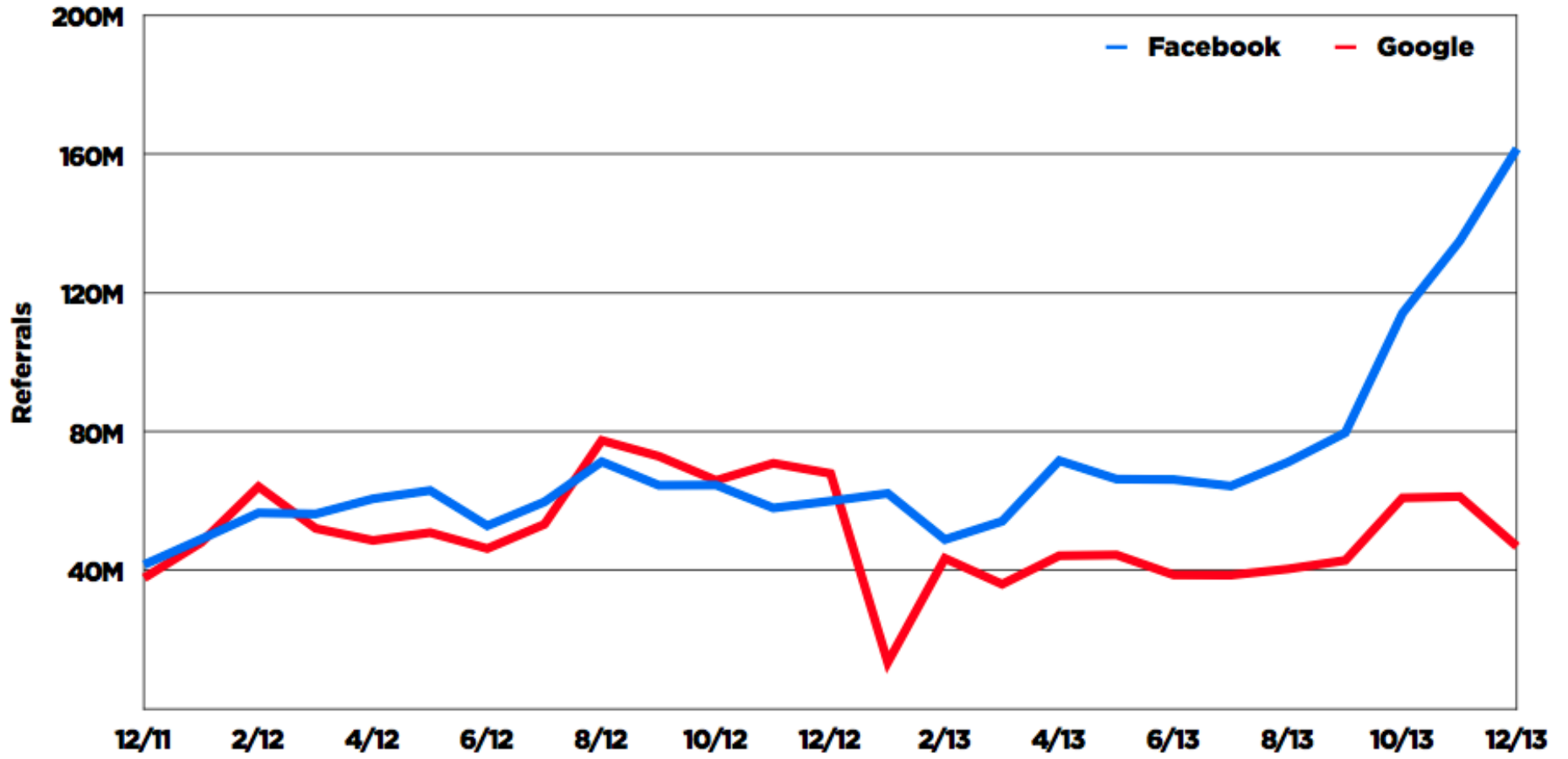


### Top Facebook Publishers, December 2013



### Top Facebook Publishers, January 2014





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# 시장 의미 2: 뉴스 소비 디바이스 변화

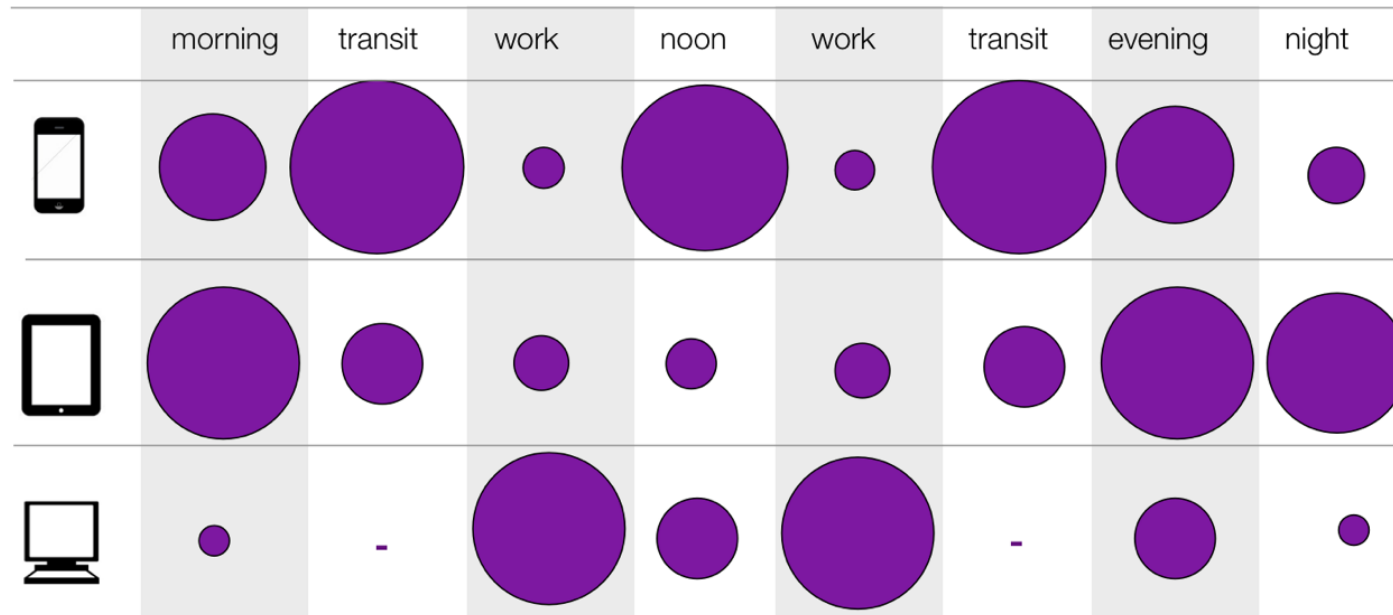
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**2013년 여름, CNN, BBC, ABC, NBC**

**모바일 트래픽이 PC 트래픽 추월**

**영미 방송사: Mobile First 전략 준비**

# Device Segmentation



**Types of news contents by devices** by order of importance

  
 features stories,  
 longforms  
 news stories  
 morning briefings  
 videos

  
 morning briefings  
 quick updates  
 news stories

  
 news stories  
 data  
 infographics  
 videos

← social interactions: facebook, google+, linkedin, twitter →



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# 시장 의미 3: Market Segmentation

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매스 미디어 전통: 정치성향 Seg.

새로운 흐름: 세대별 Seg.

Millennial Generation: SNS 친화성

**Bye Bye Traditional Media!**

**Hello Next Big Journalism Thing!**

**News for Generation Touch**

**News for Networked Users**

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# 저널리즘 의미 1

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뉴스 유입 및 유통 경로 변화

뉴스 제목 및 구성 변화?

검색, 포털 ▶ 자극적 ‘제목’ 경쟁

(dark) SNS ▶ 공유자의 가치 고려

모바일 ▶ reading: 7 min.?



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# 리스트icle 스토리텔링

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## List + Article 합성성

중간 이미지가 뉴스소비 호흡 조절

# News Format for Generation Touch

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# 저널리즘 의미 2

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## 클릭 저널리즘의 한계

### 새로운 뉴스 영향력 측정 방법

뉴욕타임즈, 가디언, 업월디, 미디엄

**Attention Minutes by Upworthy**

**Attention Analytics by Guardian**

**Total Time Reading by Medium**

**PAR**<sub>(Pageviews Above Replacement)</sub> **by New York Times**

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## 저널리즘 의미 3

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**영향력, 시의성, 저명성 등 '뉴스가치' 변화?**

**소비자 중심의 '뉴스 가치'?**

**공유를 가능케하는 뉴스는?**

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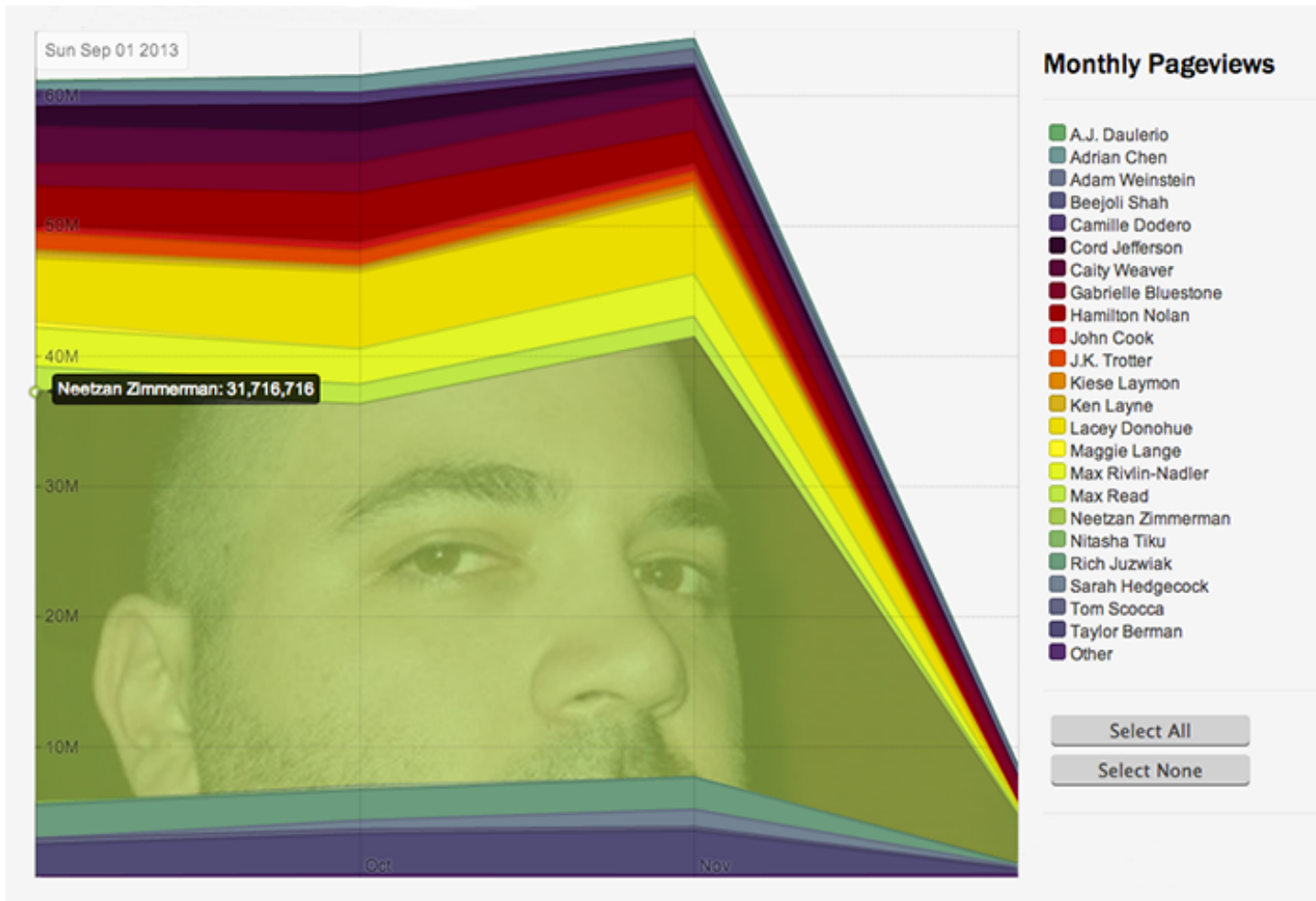
# 연구 결과

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**Jonah Berger, Katherine Milkman**

**Neetzen Zimmermann**

**머리를 흔들게 하기보단 감동을 주는 뉴스**



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# 연구 결과

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분노, 비판, 비난을 일으키는 뉴스

긍정적 감정, 용기를 주는, 모방하고픈 내용

자본과 정치의 굴절, 인간의 이중성... 그러나 소중한 인간의 선한 측면

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# 저널리즘 의미 4

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뉴스 길이가 중요한가?

**Yes & No**

**Mobile Reportage Renaissance**



## Why I Bought A House In Detroit For \$500

After college, as my friends left Michigan for better opportunities, I was determined to help fix this broken, chaotic city by building my own home in the middle of it. I was 23 years old.

posted on January 9, 2014 at 11:01pm EST



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6,000자

트래픽 50%:  
스마트폰!