GLOBAL MEDIA CONGRESS

الكونغرس العالمي للإعلام

Exhibition & Conference معـرض ومـؤتـمـر

白皮书 ：
在虚假信息时代建立有弹性的媒体组织

2023年2月

目录

图片来源：ADNEC集团旗下的资本活动

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات-وام
EMIRATES
NEWS AGENCY-WAM

概述

2022年11月的三天时间里，近14000名媒体专业人士、专家和参观者聚集在阿布扎比的，参加了由阿联酋通讯社（WAM）和ADNEC集团主办的首届全球媒体大会。193个媒体品牌和超过140多个不同国家的代表参与了该大会，这是一次罕见的、真正的全球媒体行业聚会。

在几十个小组活动、主题演讲、互动研讨会、未来实验室和辩论中，与会者讨论了他们如何能够共同塑造媒体行业的未来。出现了一些关键的主题，尤其是人工智能的兴起、颠覆性新技术的影响、Z世代消费者的需求，以及蓬勃发展的元宇宙的作用。本白皮书的不同部分对这些主题进行了分析。

但是，本白皮书真正要解决的是两个让媒体从业人员持续关注的话题，无论他们在这个行业工作了三年还是五十三年。第一个是内部问题，涉及到他们所在组织的可持续性问题。近几十年来，媒体行业发生了翻天覆地的变化，而受众的期望也在快速改变。传统的机构和传统的行业巨头如何适应和生存？一个成功的新闻公司在21世纪的具体情况是怎样的，它的长期复原力的载体是什么？

第一个是外部问题，涉及到正在迅速成为我们这个时代的决定性趋势之一：错误和虚假信息（两者的区别在于意图）。当然，在很早开始，这两种情况都以不同的形式存在。但是，通过实时在线通信渠道放大并在许多情况下武器化虚假信息已经改变了游戏规则，使媒体行业迎头赶上。

新闻机构如何提高其团队的技能并部署新技术来对抗这种快速发展的威胁？对新闻媒体信任度的下降——几乎在全球范围内显而易见——是否会对行业造成致命影响。

本白皮书围绕新闻机构在虚假信息时代的应变能力，对这些基本问题提出了八个不同的观点。这些观点是基于去年全球媒体大会上几十位与会者的匿名意见和见解。其中许多与会者（包括新闻编辑、资深记者、全球新闻机构的首席执行官、专门研究新闻媒体领域的学者、未来学家等等）都慷慨地通过书面材料对他们的口头意见进行了扩展。经作者同意，本白皮书全文刊登了其中四位专家的见解。

我希望您仔细阅读这份白皮书，并希望它能成为继续讨论我们如何共同塑造媒体行业未来的激励性基础。此外，我还欢迎您在今年11月参加在阿布扎比举行的下一届全球媒体大会。

2023年2月

Mohammed Jalal Al Rayssi先生
阁下

阿联酋新闻社（WAM）总干事

1.

关于可持续地
改革传统媒体

传统媒体组织面临着来自纯在线媒体的兴起、来自社交媒体平台的竞争、错误和虚假信息以及受众脱节等重大挑战。全球媒体专家认为，可持续改革需要加大数字产品投资力度，开发独特内容，并采用创造性的方法进行分析和报道。媒体高管强调的一个关键观点是，别被创新左右，还得专注于内容质量和组织的长期目标。

当今许多主流的媒体机构在数字时代到来之前就已经成立并蓬勃发展。几十年来，这些机构主宰着媒体领域，获益于垄断地位和公共资金。多年来，BBC、CNN和Le Monde等机构成为家喻户晓的名字，也成为可靠和可信信息的参考点。然而，在当今的全球媒体行业，他们的权威地位正在面临威胁。

这些传统媒体机构面临的最大和最明显的挑战之一是数字或在线媒体的崛起。随着互联网的普及和智能手机的广泛使用，愈来愈多的人开始
在网上寻找和收看新闻。在许多地区，社交媒体已经成为新闻的主要来源。根据汤森路透研究所2022年数字新闻报告，75%的全球人口现在不时从诸如Twitter、YouTube和Meta（Facebook、Instagram和WhatsApp的所有者）等社交媒体网络寻找新闻。

这些社交平台通常更加灵活，通过从用户那里收集的大量数据进行超速增长，并能够迅速适应市场的变化。它们不断为受众提供全新、创新的方式，让他们消费媒体和讲述自己的故事。一些传统的媒体机构一直在努力跟上并适应正在发生改变的格局。

这一切都表明，存在着改革的需要，这是2022年11月在阿布扎比举行的首届全球媒体大会上辩论和对话中反复出现的一个主题。正如论坛上的主要专家所指出的，
转变效率低下的全球组织是一个真正的挑战。然而，进行内部改革并更具创新性，同时保持固有的文化和优势的方法不计其数。

大多数传统品牌成功采用了一种前进方式，即投资于数字领域，并发展强大的网路业务。也就是说，仅仅在网上或社交媒体亮相是不够的。这些组织还必须优先考虑创建数字优先的内容，并为这些平台进行优化。这可以包括短篇视频、播客和人文关怀故事。

传统新闻机构的可持续改革还取决于加强与他们所服务的社区的参与度，倾听并回应他们的关切和需求。对于本地报刊，这种情况可能是显而易见的，国际大报亦是如此。社区参与包括一系列工作，包括通过社交媒体管理与读者的关系，以及雇用当地记者。

在数字社区管理方面，这被日益视为是收集读者实时反馈的最佳途径。
通过将这种反馈与其他数据进行三角分析，新闻机构可以找出经验教训，并提高其新闻报道的吸引力。这就是数据分析日益成为新闻机构中不可或缺技能的原因。

然而，其他媒体高管强调，别被"创新左右"，而应首先关注内容的质量。这是一个微妙但也许是关键的妥协，以吸引更广泛的受众，更好地与年轻消费者接触，同时又不因痴迷于追逐点击率和按赞而损害完整性或身份。在全球媒体大会上引用的一个示例中，某些媒体对 2021 年喀布尔沦陷的现场报道

明显比其他媒体更成功。一家新闻机**构**能够确保其在线追随者与塔利班的代表进行问答，并对内容进行实时审核。由此可见，有了正**确**的工具和方法，媒体组织可以将速度和访问的双重挑战从风险转化为机会。

投资于地方或调查性报道**涉**及昂贵成本，但整个媒体行业的代表仍然坚信，这样做是**确**保新闻机**构**未来恢**复**能力的基石。否则，则可能面临逐渐降低新闻标准的风险，新闻的传播也缺乏**适**当的地方背景。一个突出的示例是美国2022年发生的大火。当地新闻机**构**发现自己不仅扮演着重要的报道角色，还扮演着公共利益的角色，即
为危机期间的最佳行为提供建议。这种作用只能由具备适当地方知识的记者来履行。

实践者们提出的对传统新闻机**构**进行可持续改革的**另**一个案例是，也许是反直觉的，坚持他们

最了解的东西：新闻业的基本原理。是的，新闻机**构**的商业模式必须保持可持续性。像其他企业一样，他们必须
应对市场的变化和新的机遇。这可能**涉**及到实施**灵**活的工作方法，培**养**创新文化，**减**少所谓的虚**荣**成本（黄金地段办公室）。它也可能意味着在传统的广告和订阅之外，实现收入来源的多样化，如寻找新的**赞**助商或合作**伙**伴，销售商品，或提供有偿服务，如咨询。但是，创新不是为了创新而创新。

总之，许多媒体从业者认为，改革媒体机**构**的计划可能过于**复**杂，而实际的首要任务很简单：建立一个使**您**的商业模式可持续发展的结构，并提供普通公**众**所要求的严格事实和分析。通过牢记这一点，传统的新闻机**构**可以变得更加可持续，并更好地在数字或虚假信息时代茁壮成长，而不论其规模、资源或位置如何。

IPSOS对**27个**国家进行了研究，研究结果发现，在2014-2019年的五年间，公**众**对报纸和杂志的信任度平均下降了**16%**。

研究还发现，各市场对新闻的兴趣急剧下降，从2017年的**63%**降至2022年的**51%**。

根据IPSOS的数据，在大多数国家，新闻消费者表示经常或有时避开新闻的比例

在巴西（**54%**）和英国（**46%**），这类选择性回避在过去五年里增加了一倍，许多受访者表示新闻对他们的情绪产生负面影响

专家见解　　　　　：

通过人工智能加速高价值新闻报道

作者：维拉斯·达尔（Vilas Dhar）是帕特里克·J·麦戈文基金会（Patrick J. McGovern Foundation）的主席，该基金会是一个21世纪的慈善机构，致力于在人工智能、数据科学和社会影响的前沿领域架起桥梁。约兰达·博蒂-洛多维科（Yolanda Botti-Lodovico——是帕特里克·J·麦戈文基金会（Patrick J. McGovern Foundation）的政策和宣传负责人。

媒体领域的经济可持续性危机是有据可查的，机构和记者面临着大规模的裁员、倒闭、减薪和强制休假。媒体领导人必须考虑新数字能力的应用如何产生提高效率的机会-降低成本，同时通过以人为中心创造新价值。在使用人工智能方面出现的三个趋势呈现出显著前景：

有了人工智能，媒体机构可以重新利用新闻调查，建立为细分受众设计的内容

人工智能使记者能够根据目标人群的兴趣来制作动态的、响应式的内容。虽然记者继续推动调查过程，并制作一个引人注目的叙述，但生成的算法可以帮助重新利用这些叙述，以接触更广泛的受众。使用相同的核心报道，人工智能可以帮助记者合成新的散文，将将一篇报道转化为突发新闻文章，为有声望的期刊提供长篇报道，以及在社交媒体平台上提供短篇的、可访问的内容。

人工智能为新形式的数据驱动的新闻和突破性的故事提供条件

凭借建立在巨大数据集之上的数据分析和预测模型的能力，记者得以讲述以前未被提及的故事。他们可以利用人工智能技术来揭示令人惊讶的模式，发现大规模的不公正现象，做出

可信的预测，并帮助影响未来的政策。从揭示驱逐模式中的种族偏见，到揭露大公司的侵犯人权行为，大数据和人工智能的结合使调查能力得以补充并加速了公共利益的叙事。

人工智能可以实现低干预任务的自动化，在削减成本的同时，为高价值的新闻报道腾出时间和资源

媒体内容的创作集合了不同的任务，从低技能、繁琐的劳动到同理心驱动、批判性思维和创造性的发展。- 通常被称为独特的人类工作。人工智能有可能成为记者的一个增强装置。通过将干预程度较低或耗时的任务自动化，记者可以将他们的时间、资源和注意力转移到不仅是事实和数字上，还转向到它们背后的人际关系和故事上。

媒体行业正在进行的数字化转型往往被视为对传统媒体机构构成威胁。当记者们展望未来时，创新和广泛采用数字工具是维持为公众服务的基于事实的报道能力所必需的。通过大规模应用这三种人工智能驱动的干预措施，实现一个新的灵活、低成本、高价值的组织模式指日可待。开发一条既能利用今天的人工智能又能与之并肩作战的途径，将为明天的人工智能驱动的新闻业提供依据。

2

娱乐性、盈利性和信息性之间
不断发展的平衡。

媒体机构一方面要取悦投资者，另一方面要取悦受众，这两者之间存在着矛盾。对于媒体机构来说，重要的是不仅要提供吸引人的娱乐性内容，而且要找到使这些内容商业化的方法，并在向消费者提供准确和可靠的信息的同时创造收入。这可能是一个很难达成的平衡，不同的媒体机构以不同的方式处理这个问题。一些媒体优先考虑娱乐和盈利能力，而另一些则更注重提供信息和新闻。

随着技术和消费者偏好的变化，媒体机构在娱乐性、盈利性和信息之间的平衡也在不断发展。近年来，对"信息娱乐"的需求显著增加，导致转向更加以受众为中心和引人入胜的形式。同时，对高质量、准确和可靠的信息的需求也在不断增加，特别是在冲突期间，在诸如新冠疫情等大规模事件发生后，以及虚假信息的兴起。媒体机构必须驾驭这一复杂的局面，以确保他们满足受众的需求，同时也为其股东创造利润。

棘手问题在于大多数媒体机构依赖投资者来继续运营，尤其是在全球公共广播机构面临更大幅度的资金削减时。投资者更喜欢关注指标：读者和观众的数量，点击量，

或在网站上花费的时间、进而决定了他们的利润。这将媒体领域推向了娱乐式新闻，实际上是为了追求更多的受众。记者们越来越多地评论需求，使头条或标题尽可能地具有争议性、特别是当他们的管理者能够准确地获得谁在阅读或浏览他们员工的工作数据时。

新技术使媒体有能力对世界各地发生的事情进行准即时的报道。媒体组织面临着真正的压力，除了电视、广播或书面媒体之外，Instagram、Twitter、TikTok和YouTube还发表了意见。这也有一些弊端，因为记者们现在被敦促要把故事讲出来，不管是什么形式，也不管信息是否经过核实。去年英国女王伊丽莎白二世的去世，在正式向公众宣布之前，全世界有几十名记者在Twitter上拼命报道这一突发新闻。

媒体机构需要建立一个使其商业模式可持续发展的结构，这意味着要平衡他们与主要投资者的利益和广告商的期望。

新技术的出现也改变了受众所要求的媒体类型。如果说长篇大论和纪录片曾因其提供的细节和洞察力而受到赞誉，那么如今TikTok或Instagram上的简短而耸人听闻的视频似乎是最受欢迎的形式。这一趋势将重点从内容转移到了以引人注目的方式讲述故事的能力上，

也就是说以尽可能简短的方式报道。

尽管在娱乐、盈利和信息之间这种不断变化的平衡中存在着挑战，但也存在着机遇。行业领导者已经看到，他们的受众希望参与故事的方式发生了明显的转变，即从单纯的旁观者变成了内容的积极参与者。因此，媒体机构正越来越多地转向能够让受众更多参与和互动的形式。这包括互动内容-考虑到现场投票和民意调查、用户产生的内容，以及参与式新闻-受众提供他们自己的故事、意见和观点。

用户产生的内容和社交媒体的兴起，使个人有能力直接创造和解释事件。这导致了一个更加民主化的媒体环境，在该环境下，个人对他们所消费和创造的内容有更大的控制和代理权。与此同时，这也引出了一个更广泛的问题，即新闻和意见之间的区别。

媒体机构需要谨慎行事，了解哪些来源可以被视为新闻，哪些来源必须视为意见。特别是Z世代已经证明，他们非常容易接受以观点为基础的新闻，并经常从反映他们对世界的看法的媒体机构

寻求新闻。这给整体媒体素养以及如何与不赞同他们观点的人互动带来了重大问题。在全球媒体大会上，一位主要从业者说："社交媒体是发表意见的地方，而媒体是客观报道的地方。"然而，这一界限越来越模糊。

一些媒体公司为其内容和服务选择了订阅模式，这意味着用户必须支付费用才能获得某些内容和功能。示例包括著名的《金融时报》、Buzzfeed或法国的BrutX，他们在社交媒体上提供付费的长篇视频和免费的短篇视频。这种模式使媒体机构能够从其内容和服务中赚取收入，同时也为用户提供了更多的定制体验。该平台的订阅者可以获得独家内容，以及基于他们的兴趣和偏好的个性化推荐和提醒。

然而，这并不一定与更好的新闻相一致，也没有消除商业压力的影响。虽然订阅模式适用于《金融时报》，但Brut.已经再次转向了"免费增值"模式。"免费增值"背后的原理是，内容可以在一个单一的平台上以有限的方式免费访问，然后用户可以支付订阅费来访问全部内容。Brut.认为它现在已经找到了完美的公式，但

□个案例向我□展示了在□□、盈利和信息之□□求平衡的复□性。

□一切是否意味着媒体作□公共□□会更好？可以□，政府□助的媒体可以提供公正的独立□道，□得高□量的新□□道，并在不同的社区之□□得更多的理解或共□。然而，也有潜在的挑□和弊端，包括□客性的担□。媒体行□的从□人□□媒体的两极化感到担□。他□中的□多人建□□刊不要□某个政治候□人提供政治支持。

一位来自欧洲的□家强□，新□机构从一个政党那里□得□金，可能会造成可信度□□，并使其客□性受到□疑。

最□，媒体机构在□个不断□化的□境中能否成功，将取决于他□能否在□□、盈利和信息之□取得平衡，以及能否适□不断□化的消□者偏好和市□条件。

GENERATION Z

8 秒

z世代的注意力持□□□通常只有8秒；比千禧一代短几秒，后者□□12秒。

3-5个屏幕

平均而言，千禧一代每次在3个屏幕之□跳□，而z世代□□向于同□看5个屏幕

新冠疫情

由于新冠疫情的出□，73%的用□表示在智能手机上花□了更多□□，最大增□□生在Z世代和千禧一代中。

TikTok

在新冠疫情期□，TikTok的用□大幅激增。在2020年3月期□，□平台增加了超□1200万用□，平均用□□□上升了48%。

来源：《福布斯》，2017年；Statista 2022年

3.

应对虚假信息时代的
公共媒体文盲

在被广泛描述为虚假信息的时代，
个人和媒体组织在应对污染的信息环境方面面临着前所未有的挑战。与虚假信息的互动已经成为日常生活中不可避免的一部分。它对国际安全和人类健康的
有害影响的痕迹已经显现。如果新冠疫情表明社会可以通过不准确的信息迅速变得**两极**分化，那**么**它也表明了公共空间中媒体素养的重要性。

虚假信息可以追溯到印刷术的发明，甚至可以追溯到自有记载的历史曙光，尽管历史上的使用
往往是为了特定的目的。今天，随着生产成本的大幅降低和社交媒体使用的急剧增加，错误信息的兴起和虚假信息的传播从未如此势不可挡。为明**确**起见，这**两**者之间的区别涉及到意图，即
虚假信息是指在没有欺骗意图的情况下传播误导性、虚假或断章取义的内容。

这两种趋势所带来的毒性已经对媒体行业产生了损害性影**响**，从长远来看可以说是威胁到了它的生存。在这样一个被污染的信息环境中，记者们不断遭到人们的诋毁，他们被描述为破坏者，而不是

真相的守门人，对公**众**的信任产生了长期影**响**。针对记者的暴力事件正在成倍增长，今天在战区外被杀害的记者比过往任何时候都多，这也许就不足为奇了。

世界各国领导人将媒体视为"敌人"的攻击和诋毁记者的企图证明，虚假信息的盛行符合北方世界和南方世界许多政府的政治议程。如果任由其发展，Web 3.0 可能会使其更难
识别、监测和追踪错误信息和假新闻的范围和流通。

媒体行业的最新发展——例如欧盟出台《数字服务法》，英国对《在线安全法案》的审查，
甚至埃隆·马斯克（Elon Musk）收购Twitter——都说明了人们对公**众**信任的日益担忧。

媒体行业的核心人士表示需要改变公**众**的心态。**关于**公**众**如何理解客观的新闻报道，这个问题从未像现在这样突出。然而，如果不大幅增加对媒体素**养**的投资，加**强**年轻一代的批判性思考和评估主要信息流的能力，这就不可能发生。

大规模和可持续的媒体素**养**培训将有助于在新的信息、数字和通信环境中最大限度地发挥优势和**减**少伤害。它是对人的投资、

，特别是对年轻人的心理、信息、甚至身体健康的投资。

它使人们能够负责任地、有效地接触信息、内容、机构和数字技术。

出于这个原因，媒体行业的从业人员坚持认为，在学校、大学和所有的专业环境中提供媒体素养培训是有长期好处的，无论是定期培训还是临时性培训。从小学习了解偏见、批判性思维和事实核查的重要性，可以改变信息的使用和传播方式。

在分享内容之前检查其真实性，尤其是在Twitter等社交媒体平台放松对内容审核的相关政策的情况下，仍然是一个全行业的挑战。

社交媒体的算法当然会使错误信息的循环永久化。鉴于社交媒体日益成为年轻一代的首选通讯方式，必须让他们参与进来以赢得对数字空间中虚假信息的斗争。政府应与社交媒体平台合作，通过制定适用于不同文化和语言的标准，更好地进行自我监管。

同样，如果不向政治家和政策制定者提供媒体素养培训，帮助他们了解数字化的原则，以及这些原则如何为解决虚假

信息的法规提供依据，就不可能实现这一点。这种方法应该有助解决对采用现有建议的兴趣不足，这些建议可以提高政策制定者、教育者和青年组织在这一领域的能力。联合国教育、科学及文化组织（UNESCO）制定的媒体和信息素养政策和战略指南就是最好的示例。

在政界缺乏对公共媒体素养方面提供支持的情况下，

媒体组织可以亲自处理问题。大型新闻编辑室可以通过招聘专家为记者提供专门的培训来解决虚假信息的问题。规模较小的新闻编辑室可以利用人工智能（AI）等技术进步，不仅以事实核查的形式为公民进一**步**制定保障措施，还可以作为培训工具，让更多受**众**了解。此外，媒体从业者建议媒体机**构**承诺至少20%的报道直接来自当地，并附有视觉和真实内容。

最终，通过提高公**众**的媒体素**养**，以横向的方式解读媒体数据，可以在打击虚假信息方面产生有效而持久的效果，并有利于行业的**复**原力。

24个国家已经采取措施，制定**关**于媒体和信息素**养**的国家政策和战略。

2020年9月至11月，Instagram采集的错误信息中有**57.7%**包含有**关**新冠疫情的内容，**21.2%**的错误信息帖子包含有**关**疫苗的内容

在2022年2月、全球**45 and 55%**的新闻消费者目睹了有**关**新冠疫情的虚假或误导性报道，其次是政治事务（34-51%）、名人（20-48%）、气候变化（15-32%）和移民（9-27%）。

2021年初，超过**35%**的受访Z世代和千禧一代坦言，他们通常会忽略他人在社交媒体或信息平台上分享的新冠疫情信息，因为他们知道这些信息是虚假的。

以上所有信息来自Statista进行的一项调查

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنبـــاء الإمــارات-وام
EMIRATES
NEWS AGENCY-WAM

专家见解 ：
无尽内容的**开**始

作者：Sofie Hvitved是哥本哈根未来学研究所的未来学家和媒体主管，她目前正在研究元宇宙的未来以及它将如何影响我们的生活和业务。

想象一下十年后的情景，人工智能像过去几年一样继续发展。在这样的未来，我们将很难消费到没有以某**种**方式被人工智能塑造的内容，而我们消费的内容中高**达99%**将是由计算机生成的。

我们看到人工智能软件的民主化，如ChatGPT和Midjourney等产品 -
类似于WordPress在网页制作方面所取得的成就。随着人工智能技术在普及、效率和能力方面的增长，媒体专业人士**开**始考虑这些新技术如何影响他们的行业，以及它将如何塑造未来媒体和创造力的作用。生成式人工智能工具可用于制作故事、图像、电影、声音和**沉浸**式3D内容，而且质量不断提高。这无疑会提高对创意人才的门槛，给媒体公司内部的一些任务和职位带来压力。

冰山一角

在媒体行业使用人工智能和自动化方面，我们只看到了冰山一角。无论它的发展速度有多快或朝什**么**方向发展，我们都在使用人工智能寻找更用户友好的版本和面向消费者的产品。

而且这并不像听起来那**么**遥远。我们已经在《Vogue》、《Cosmopolitan》和《The Economist》等杂志上看到了第一批AI封面。Boomy公司创造的人工智能计算机生成的音乐已经达到1100多万首，根据他们自己的数字，相当于全球录制音乐的近**11%**。

人工智能工具可以提供的不仅仅是内容创建。它可以用来识别重要故事，自动执行日常任务，并

通过创造更个性化的**沟**通方式来增加读者群。这样的示例不胜枚举。但是，使用人工智能也可能导致与受**众**的负面互动，
例如创造出无意中带有偏见的文章，甚至是传播错误信息。

媒体市场可能会迅速充斥着合成内容和深伪技术，它们传播迅速且难以检测。通过自动翻译，它可以在**每种**可以想象的语言中乘以一千万，无需任何人工干预。最糟**糕**的情况是，互联网——最终是元宇宙——可能会充斥着虚假内容。观众是否能辨别出这种合成生成的内容和人类编辑创造的新闻内容之间有何区别？

炒作还是长期的影响？

成为一名未来学家意味着要从长期角度处理许多不**确**定性。
显然，媒体业务必须避免将战略重点放在新兴技术和基于假设和证据甚少的叙述上。然而，我们不应该让数据的稀缺性掩盖一个事实，即媒体行业正在经历翻天覆地的改变，迫切需要激进的、以未来为导向的创新。

人工智能不会一夕之间彻底改变媒体行业。监管有助于实现这一目标。但人工智能
是一个来自未来的警钟，可以**帮**助我们理解内容创作的未来。而这个未来有可能是一个由人工智能创造的无尽内容。媒体行业必须为此做好准备。

4.

Z世代的（不）忠：
重新想象媒体报道和报导的机会

媒体行业从业者对传统媒体机构与年轻一代的接触情况表示关注。不同年龄段的媒体消费习惯不同，Z世代主要对视觉、短篇内容感兴趣。业界希望通过使用技术、新的叙事方法和更多的实地报道来弥合这一差距。大力应用新闻业的基本原则
——诚信、透明、问责——也可以提高年轻一代的可信度。

作为出生在数字时代的第一代人，Z世代使用社交媒体作为首选媒介来寻找有关本地、国家和世界新闻的信息。这一代人的关注点从主流媒体转向社交媒体，这说明
他们对主流媒体的报道缺乏信任，尤其是对传统媒体机构的报道。

在Z世代的眼中，传统的新闻品牌未必能反映现代世界的现实。他们往往对其报道的真实性和有效性持怀疑态度。同时，基于意见的新闻报道模糊了意见和事实之间的界限，使人们更难真正了解手头的信息。因此，至少似乎能解决年轻一代关切的其他网站和报道方法被认为更真实，因此更值得他们信任。

媒体和技术专家们都在探讨，这是否是传统媒体报道的终结，并且由此延伸到

传统的新闻机构。没有年轻一代的支持和忠诚，他们的未来将岌岌可危。同时，他们也可以借此机会重新评估和想象他们报道新闻故事的方法。虽然Z世代没有特别忠诚于媒体和新闻机构，也没有长时间消费传统新闻报道，但他们仍然很想了解
世界不同地区面临的不同挑战。他们积极参与对不公正的呼唤，并倡导他们所相信的事物。

正如阿联酋青年事务国务部长沙玛·马兹鲁伊（HE Shamma Al Mazrui）先生在2022年全球媒体大会的主题演讲中所说："内容至上。是的，他们希望新闻内容具有娱乐性，但他们希望以不同的方式接收新闻。他们希望在智力上接受挑战。他们希望所接收的新闻发人深省。他们希望能够通过媒体学习新的技能，获得新的见解。他们希望能够解决生活中最紧迫的问题。他们希望能够通过寻找解决他们的社会和他们这一代人的问题的办法来追寻意义"。

这无疑是一份新闻机构需要完成的苛刻清单。简而言之，挑战在于如何让Z世代以他们所要求的简洁和视觉上有吸引力的方式尽可能快地获得新闻。针对资深记者和政策制定者的担忧，许多媒体从业者都认为，按照Z世代的思路进入内容创作的空间，不应视为对媒体机构的威胁，而应视为加速回归新闻报道的核心要素：提供即准确又可靠的信息。

在这种情况下，一些记者和媒体行业的专业人士坚持认为，
新闻机构需要变得更加灵活和反应迅速。他们认为，实现这一目标的方法之一是加强直接报道，
即引进一批受过培训的新记者，对事件作出实时反应，并以快速、直观和简洁的方式进行报道。无论是雇用具有区域专业知识的本地记者还是国际记者，
这些记者在与消息来源打交道时都必须遵循尊重和诚实的关键原则，以保证可信度。

媒体机构能够激发忠诚度并确保其未来复原力的另一种方式是，通过加大对事实核查和内容审核的投资，改善其媒体素养实践。媒体专家们认识到，即使有越来越多的高质量开源技术，媒体机构需要进行大量投资，以处理公共领域的大量数据。提供额外资金以增强媒体组织（尤其是公共广播公司）的能力，可以帮助他们建立诚信和可信度，腾出时间从事批判性新闻，并对他们与Z世代的互动产生积极影响。

同时，社交媒体平台在弥合这一差距方面也可以发挥核心作用。这是
因为与其他媒体相比，他们提供了铺设变革之路的更大力量。TikTok上的Z世代创作者就是良好例证。
无论是通过为社会正义事业站台，为他们的价值观发声，还是提出改善世界的想法，创作者们都以简短、易消化、但有趣和有冲击力的形式将一切内容放在网上，因为无论他们的粉丝规模如何，他们可以通过"病毒式传播"来快速吸引大量受众。这种能力满足了这一代人充分表达自己的想法和倡导自己的信念的总体需要。

"内容至上。是的，他们希望新闻内容具有娱乐性，但他们希望以不同的方式接收新闻。他们希望在智力上接受挑战。他们希望所接收的新闻发人深省。他们希望能够通过媒体学习新的技能，获得新的见解。他们希望能够解决生活中最紧迫的问题。他们
希望能够通过寻找解决他们的社会和他们这一代人的问题的办法来追寻意义"。

阿联酋青年事务国务部长**沙玛·马兹鲁伊（HE Shamma Al Mazrui）阁下**在2022年全球媒体大会上。

认识到这一点，一些传统新闻机构已经采取了措施来吸引年轻受众、
例如，通过在推特上直播新闻，在Tik Tok上发布信息，以及主持以青年领袖、活动家和艺术家为主角的播客。

为了塑造一个可持续的行业未来，媒体从业者们正在呼吁
报道新闻的方式要多样化。社交媒体使人们能够实时了解各地正在发生的事情。这意味着与世界各个角落的记者合作，建立或扩大区域办事处，以促成周边地区的直接报道，并增加与中立国家广播公司的合作。利用西方的散居社区，也可以作为南方世界和北方世界之间的桥梁。

尽管取得了一些进展，但要获得Z世代的信任和忠诚，仍有很长的路要走。主流媒体机构和组织有责任与当前和未来几代人保持同步，
否则就会面临着落伍的危险。

94%
大约94%的Z世代**每**天都使用社交媒体。

79%
79%的Z世代通过社交媒体
接收新闻。

10.6
Z世代平均**每**天在网上花费超过10.6小时。

2022 年
2022年Z世代使用最多的社交媒体平台：Snapchat（96%）、TikTok（91%）、YouTube（87%）、Instagram(83%)。

来源：Morningconsult；Adobe；AP-NORC

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات·وام
EMIRATES
NEWS AGENCY·WAM

5.

进入元宇宙　　　　:
媒体行业的一场革命？

Facebook更名为Meta，将曾经小众的元宇宙概念推入主流。这个沉浸式世界为新闻机构提供了广泛的机会，无论是提高参与度、访问量、广告收入还是社会影响。但犹豫不决的情况比比皆然，许多媒体行业尚未
放手一搏，理由是对成本、监管和受众兴趣的担忧。面对猖獗的虚假信息，提供可信报道的挑战对于许多媒体从业者来说仍然是一个比信息传播媒介更关键的问题。
当然，这两者并行不悖。

"元宇宙可能是虚拟的，但影响将是真实的。"至少，这是这家前身为Facebook的公司希望我们所相信的内容。当马克-扎克伯格宣布在2021年10月将Facebook更名为Meta时，
公司发布了意向声明，表示其希望有效地"拥有"正在兴起的元宇宙。理论上，互联网的下一次迭代将看到物理世界和数字世界的融合，创造一种所谓的"物理数字化"体验，简单来说就是物理世界与数字世界的无缝衔接。这种物质数字化的存在将充满着可以使用数字化身访问的沉浸式虚拟体验，以及改变我们对现实的感知的增强体验。

新兴技术，包括人工智能，尤其是近几个月风靡互联网的ChatGPT这样的生成式人工智能、

将定义这种4D互联网。而这些技术可能会改变媒体行业未来的复原力，为记者提供身临其境且引人入胜的方式，既可以收集经过验证的故事，打击假新闻，也可以准确地向受众报道。

毋庸置疑，新闻业一直在根据最新的技术创新进行调整和
发展。那么，我们是否正处在新闻媒体的另一场真正革命边缘，就像印刷术或万维网的发明一样？乍一看似乎是这样的。

视频，尤其是以TikTok或卷轴为例的短视频，已经巩固了其作为现在即将成年的一代的核心叙事机制的地位。同时，出版工具的便利性意味着内容制作已经大规模民主化。每个有意愿的人，只要有互联网连接，都可以成为公民记者。从理论上看，利用这些趋势的最佳媒介莫过于元宇宙，在这个环境中，每个视频和故事都可以在每个用户身边活灵活现，并与他们互动。

这种由公民主导的或沉浸式的新闻报道已在发生，新闻机构部署了360°视频，让消费者亲身体验所报道的情况。正如虚拟现实先驱Nonny de la Peña通过《洛杉矶的饥饿》等纪录片所展示的那样，沉浸式新闻报道可以引起受众前所未有的共鸣和参与。对于在棘手的经济环境中航行并

寻求建立弹性的新闻机构来说，不可小觑任何可以加强与读者或观众关系的创新。

重大新闻采访已经在元宇宙中进行了。2021年12月，《金融时报》的首席特约撰稿人亨利-曼斯（Henry Mance）与英国前副首相尼克-克莱格（Nick Clegg）在元宇宙中
进行了一次关于沉浸式数字世界的未来和监管挑战的谈话。去年11月在阿布扎比举行的首届全球媒体大会上，阿联酋国家通讯社负责人穆罕默德·贾拉勒·阿尔·雷西（Mohamed Jalal Al Rayssi）出现在旁观者面前，走下舞台，直接进入人造世界，与虚拟主持人进行现场采访。

有了正确的应用，这项技术可以在几毫秒内缩小采访者和被采访者之间的巨大差距——而不是20小时的飞行——并提高日常消费者的可及性。它也可以缩小新闻机构内部的差距，正如Vice Media Group去年在去中心化元宇宙中推出虚拟总部
以作为同事的全球聚会点所做的那样。

元宇宙为大规模实时部署区块链驱动的事实检查和内容验证等技术提供了有利的环境，
如果应用正确，这对媒体行业来说可能具有革命性意义。而对于广告商来说，元宇宙提供了无与伦比的潜力，可以用新的方式和即时访问来定位受众，尽管这必须谨慎行事，以避免让消费者感到不安。

问题和担忧自然多了起来。人工智能技术的开发和采用成本很高，使得资金紧张的新闻机构对是否采取这种做法犹豫不决。许多记者、编辑和媒体高管们无法花时间去理解——更不用说实施——这些创新了。而且，几乎没有人可以对以下问题给出很好的答案，即如何监管元宇宙，或订阅普遍接受的道德证书，或保护未成年人或弱势用户。

还有一个问题是，元宇宙是否真的代表了一场革命，或者它是否只是另一个让记者和媒体主管们头疼的社交媒体平台。有相当一部分人倾向于后一种立场。在阿布扎比举行的全球媒体大会上，即使是最具创新精神的新闻机构的代表，也对他们的受众是否有兴趣通过元宇宙参与其中表示怀疑。而且，关键的是，他们称媒体行业所面临的挑战将保持不变，即使是向虚拟世界的重大转变。无论是通过目前的主流媒体、社交媒体，还是虚拟媒体，
消费者仍然需要准确性、可信度和相关性。消费者说，在面对错误或虚假信息时，提供这些信息仍然是一个比信息传播的媒介更显著的问题。

除了少数拥有必要的财政和人力资源的大胆先驱者（更不用说愿意接受失败的大胆先驱者）之外，元宇宙似乎只能停留在媒体行业的边沿。

然而，对媒体行业来说，忽视元宇宙及其相关技术（从增**强**现实到区块链驱动的内容验证）的潜力
是目光短浅的。过去与颠覆性技术相关的兴奋往往伴随着失望和怀疑——可以说是我们现在所处的位置——然后随着它进入主流并变得普通人所能负担，最终出现繁**荣**。新闻机**构**将会明智地与这块充满机遇的虚拟土地保持联系，并向未来学家请教如何进入到这一空间并在这一空间内工作。

最重要的是，他们应该将重点放在区块链技术上能够在当前增加最大价值的地方。这未必是深度**沉**浸在虚拟世界中，但很可能是将人工智能应用于整个新闻编辑室，让记者们有更多时间
处理虚假信息。

这绝非易事，未来几年的元宇宙增长也不会呈现线性趋势。但它作为一个——尽管不一定是——人类互动的主导平台的出现似乎已成定局。因此，认真对待元空间是媒体行业的生存问题。

4亿

每月有4亿独立的活跃用户访问元宇宙平台（截止到2022年中期）。
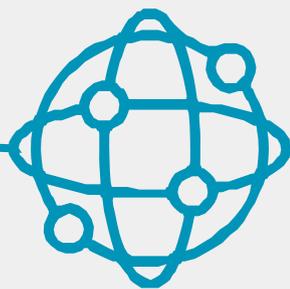
51%

整个元宇宙虚拟世界市场中，超过一半（51%）的活跃用户年龄未超过13岁以上（由Metaversed咨询公司提供的统计数据，2022年3月）。

5万亿美元

元宇宙的潜在经济价值
= 到2030年**达**到5万亿美元（根据麦肯锡的数据，2022 年 10 月）

专家见解　　　　：

元宇宙将如何彻底改变媒体

作者：马克·冯·里吉门纳姆（Mark Van Rijmenam）博士，又称"数字演说家"，是一位战略未来学家、主题演讲者和作家（五本著作）。他的最新著作《未来愿景》（Future Visions）是由人工智能在短短一周内完成写作、编辑和设计的。

元宇宙似乎是马克·扎克伯格（Mark Zuckerberg）的一个过于昂贵的业余项目，但它将在未来几年重新定义我们所知的媒体。互联网（或沉浸式互联网）的下一次迭代，将显著改变媒体行业，即提供了全新机会，创造独特的沉浸式体验，创造收入，并改变媒体的传播和消费方式。

元宇宙是物理世界和数字世界的融合，即数字世界与物理世界无缝衔接。
虽然认为元宇宙等同于Web3、虚拟现实（VR）或游戏是一个神话，但它可以是上述所有内容。

当元宇宙到来时，在未来
5-7年内，访问互联网的最重要设备将从笔记本电脑、平板电脑或智能手机转移到VR和AR头盔。事实上，在未来十年，许多智能手机制造商将停止
生产智能手机，因为时尚的AR眼镜将提供比智能手机更好的互联网访问体验。这种范式转换将彻底改变媒体消费，要求媒体公司立即采取行动，为明天做好准备。

元宇宙将使媒体公司能够创造独特和沉浸式的体验，
如AR音乐会和戏剧表演，这些体验
以一种前所未有的方式将物理世界和数字世界相融合。进入元宇宙的最令人兴奋品牌之一是华特·迪士尼，它在2021年12月申请了一项"虚拟世界模拟器"的专利。这项技术将使用户能够

体验高度沉浸的、个性化的3D虚拟体验，而不需要AR观看设备。华特·迪士尼还在Disney+上发布了其第一部AR短片，展示了AR对讲故事的人的潜力，
因为这种体验确实进入了人们的客厅。

更重要的是，元宇宙将开启巨大的新收入机会。非虚拟代币（NFTs）允许艺术家和媒体公司出售数字资产，并以新颖的方式与他们的粉丝直接互动，推动忠诚度和收入，而沉浸式广告将为广告商提供与观众或读者互动的独特方式。

想象一下，在电视节目中的增强现实体验，将节目带入客厅，
并允许用户直接从该体验中购买广告商提供（作为NFT出售）的增强资产。如果运作得当，这种沉浸式体验无疑会引起轰动。

元宇宙将使数以百万计的此类独特体验成为可能，任何人现在都可以成为媒体创造者，并接触到数以百万计的受众。特别是随着生成式人工智能和合成媒体的发展，创意人员在几周甚至几天内创建独特的媒体内容变得越来越容易，
而无需媒体制作目前所需的大量预算。第一部使用合成媒体制作的人工智能电影《盐》已经成为事实。
而这是在ChatGPT和2022年底上市的所有其他生成性人工智能工具的炒作之前创作的。

当然，随着生成性人工智能和合成媒体进入游戏，元宇宙将引发伦理问题。深度伪造技术的迅速崛起威胁着个人、企业、社会和民主的福祉，甚至可能使本已减弱的对媒体的信任度不断下降。因此，媒体公司应该实施正确的措施，以避免被吸入深度伪造技术的兔子洞，或者随着人们在自己的虚拟世界中花费更多的时间而导致两极分化的加剧。

无论我们喜欢与否，元宇宙都是互联网的未来，
因此，任何不想被甩在后面的媒体公司今天都应该探索这种新的模式。从小处着手，进行探讨，这样您就会明白，当元宇宙最终到来时，该如何在这个数字世界里运作。

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء
الإمارات-وام
EMIRATES
NEWS AGENCY-WAM

6.

对"大减员"宣战

新冠疫情之后，媒体行业和世界上其他行业一样，正在经历许多人所描述的"大减员"，以及在留住员工方面创纪录的挣扎感。然而，新闻机构在留住、提高技能和激励记者方面所面临的许多挑战在新冠疫情之前就已存在。在培训员工和为媒体领域配备处理大量信息（和虚假信息）流动的工具方面的投资，对于建立有弹性的组织来说比以往任何时候都更加重要。颠覆性的智能技术可以发挥作用，使记者重新专注于其角色的核心原则和有益要素。

由新冠疫情引起的全球混乱和悲哀，随之而来的是一系列的社会余震。咨询公司麦肯锡去年将其中一项描述为"大减员"，指的是许多行业自愿辞职的员工人数创下历史新高。悲伤、失落和倦怠是为抗击新冠疫情而连续封锁期间的共同经历，这并不是新闻报道。这段经历鼓励
许多人重新考虑他们在职业生活中的重要性，这也不是什么新闻。

媒体行业，像其他许多行业一样，正在经历一个拐点，因为它**涉**及到我们在新冠疫情后重新塑造的生活。一方面，一代记者和媒体高管要求更好地平衡工作与生活，而**另**一方面，而

另一方面，受**众**要求更多的实时、准确的新闻。

新闻机**构**在留住、提高技能和激励优秀员工方面所面临的许多挑战在新冠疫情爆发之前就已存在，但在新冠疫情之后却变得更为严重。与媒体行业的几乎所有人交谈，他们普遍承认，该行业需要全面调整，以**适应**
并投资于记者和新闻编辑室现在和未来所需的技能。是时候对"大减员"宣战了。

对许多从事新闻工作的人来说，新闻工作是一**种**生活方式。民主国家和非民主国家普遍认为新闻工作对当代社会至**关**重要。而且，过去很少有一个时期出现更多的突发新闻，更多的不**确**定性，以及更多报道未被报道的可能性。
这些因素相结合，意味着年轻人对新闻工作的热情，
至少在原则上，仍然像以往一样强烈。但业内人士认为，现实中的角色会迅速熄灭这种激情，导致年轻员工**另**谋出路，或完全**离开**这个行业。

紧张的经济环境限制了新闻机**构**的财政资源。政府资助的广播公司必须大幅削**减**其业务，英国广播公司国际频道的不断解体就是这一趋势的明显示例。这使得记者的工作更艰难，高管们施加压力，要求记者在**每**一篇报道、**每**一次与消息来源的会面、**每**一个小时的研究中都要显示出资金效益。这不是一个优质或深入的新闻报道
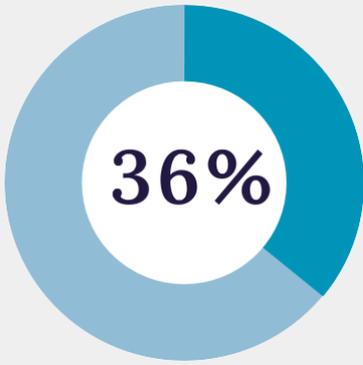
36%

36% of news leaders said flexible and hybrid working had weakened staff's sense of belonging to the organisation (Reuters Institute for the Study of Journalism, 2022)

41%

41% of white-collar employees are at least somewhat likely to leave their current job within six months (McKinsey, 2021)

94%
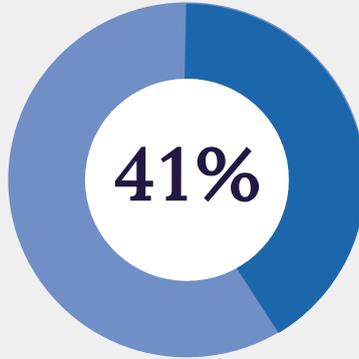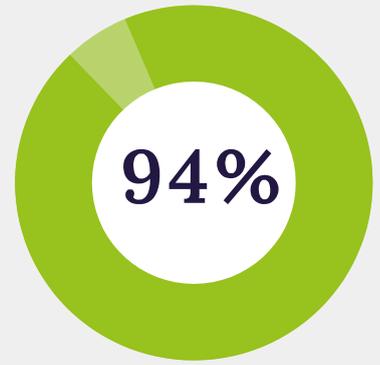
94% of employees say they would stay at a company longer if it invested in helping them learn (LinkedIn, 2019)

可以蓬勃发展的环境。它可能导致匆忙的报道、不准确的报道和诱骗点击的新闻报道，毫无职业满足感可言。

媒体从业者们几乎普遍呼吁，**适**当的新闻报道应该获得充足资金，并提供充足的培训和发展支持。他们表示："我们无法击败实地报道"。过度依赖社交媒体用户、谣言或道听途说是一个危险的做--尽管他们急忙补充说，公民记者和用户生成的内容在新闻业中绝对有一席之地。

颠覆性技术的部署空间很大，让记者们有更多时间能够正**确**地完成他们的工作，并**确**保该角色令人愉快且专业回报丰厚。人工智能可以实现角色的自动化，从实时抄写和翻译采访内容，
到标记虚假信息，以及为一篇文章智能汇编事实背景，以便作者能够专注于新的内容。新技术也是创造有吸引力的新闻的基础，可以与消费者的**众**多娱乐选择竞争（正如本白皮书其他章节所探讨那样）。

去年**11**月在阿布扎比举行的全球媒体大会上，几位发言者强调，

与几十年前相比，记者们将活跃于更多的平台上。有些人把它称为当今新闻事业取得成功所需的首要技能：不仅能够撰写优质的报纸文章，或者提供可靠
的广播报道，而且在Twitter上发布独家新闻、出现在电视小组中，以及定期参加播客的同时，还能同样出色地完成这两项工作。对于培训学院和大学来说，一个重要教训是，许多学院和大学已经从根本上调整了他们的课程，以应对席卷整个行业的新形式，尤其是位于钦奈的亚洲新闻学院。

联合国教科文组织最近表态，世界比以往更需要独立的事实信息。在很大程度上，这意味着严格的、资源充足的新闻工作。然而，尽管全球媒体行业不断发展，但许多从业者认为新闻业本身已经萎缩。一些主要的新闻机**构**通过寻求同时出现在各个地方，或者率先报道突发事件，
使自己分身乏术。一位领先的媒体CEO在全球媒体大会上说，某些媒体机**构**已经
被"创新左右"，未能**确**保其核心业务模式的可持续性。

重新**关**注新闻业的核心原则可以说是势在必行。消费者对准**确**性和可信度仍有相同的基本期望。优质的报道并不意味着最快的报道，叙事的质量应该是任何自尊自重新闻机**构**的首要条件。这些都是媒体界前线人士
屡次发出的呼吁，既是为了行业的生存，也是为了他们自己的职业乐趣和对自己角色的投资。

为记者和新闻编辑室配备工具和技能，以处理大量传入的内容，核实他们的消息来源，事实核查他们的信息，并以多**种**可访问的格式发布，这对这个行业是一个巨大的挑战。但从根本上说，这也是新闻机**构**如何留住高素质人才，维持员工对行业的投资。投资于提高技能和培训，以及多样化进入该行业的途径，是为了获得长期收益的短期支出。

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء
الإمارات-وام
EMIRATES
NEWS AGENCY-WAM

7.

倡导灵活的
媒体规则和准则

为媒体提供指导是一项具有挑战性的任务，它需要一个一致的、动态的、灵活的方法。在这方面，社会媒体平台可能是这个行业所需要的先锋，然而，即使是科技巨头也在为手头的任务而挣扎，证明了这个问题的复杂性。即使没良方，也有一些创新的选择，这些选择的结合可以帮助在媒体在我们社会中的传统角色与确保所传播的信息准确且无害的需求之间取得平衡。

为媒体行业制定全面的规则和准则通常存在着多种挑战。没有适用于所有市场和文化的全球标准，一些媒体正在倡导非常具体的主题，其他媒体对内容没有完全的编辑控制权，总的来说，并非所有媒体都采取相同的手段，而每天推动新闻的主题和专题的超快速发展使得这一切更趋复杂。

那么，社交媒体平台能否树立榜样？欧盟最近推出了《数字市场法》和《数字服务法》，规定了社交媒体技术巨头在"非法内容"方面的增大责任。即使在这些举措出台之前，社交媒体上错误信息的增多已经促使了对主要数字平台上内容审核大幅增加的需求。根据Morningconsult的一项调查，80%的受访者希望看到仇恨言论从这些平台上移除。为了应对用户日益增长的挫败感，Meta承诺在2019年将公

司收入的 5% 用于解决这项挑战，总额约为 37 亿美元。

这种观点认为，媒体行业负责制定和执行自己的规则和标准的自我监管可能由于多种原因
而无效。首先，它可能会受到利益冲突的影响。媒体机构可能更注重保护自己的经济利益，而不是确保其报道的准确性和公正性。第二，自我监管可能不足以解决虚假或误导性信息的传播等问题，因为媒体机构可能没有动力或能力有效地进行事实核查和自我监管。第三，自我监管可能不足以确保弱势群体的代表权或保护权，例如少数群体或边缘化社区的代表权或保护权。

因此可以推断，媒体（无论是传统媒体还是数字媒体）的自我监管可能不足以确保所传播信息的准确性、公正性和多样性，也可能无法有效保护公众免受有害或误导性内容的影响。

然而，公众对媒体的监督可能同样易于受到偏见的影响。它可能会逐渐将媒体的重点转移到对监管机构重要的话题上。此外、
公共监管可能难以以公平和透明的方式实施和执行，并可能对媒体的传统角色构成挑战。监管机构可能会带来挑战和担忧，必须仔细考虑。
在过去的十年中，该对话已被反复使用。

媒体行业普遍认为，即到目前为止，还没有可用于**确**保行业复原力的普遍规则和准则。

但一些建议可能会赋予媒体权力，为新闻机**构**带来进一**步**的可信度，同时确保信息流的公平和平衡。这样的建议之一是

是促进公**众**的媒体素**养**，如本白皮书其他部分所探讨的那样。

另一个途径是就媒体组织资助制定明**确**的规则和标准。一位学者在全球媒体大会上指出，英国广播公司收入模式的透明度在很大程度上保证了其可信度。这种方法不仅有可能扩展到私营媒体组织，而且还有可能以公**开**声明的形式扩展到媒体专业人员和**关键**舆论人物个人。

对于行业和监管机**构**来说，**关键**的下一**步**是在

言论自由和对可靠信息的需求之间的平衡**达**成共识——在传统
和数字媒体中都是如此。

为了说明这一点，一位媒体专家指出，在新闻辩论中代表双方的做法已经过时。他们以气候变化为例。在这场对话中，否认气候的人不再是辩论的合法部分，但限制他们对故事的贡献会被恶意指责为审查制度。这是一个自我监管更有潜力的领域，例如通过道德准则。

如果就这一**关键**问题达成共识，便可推出一些框架，使媒体组织有能力保护言论自由，保持信息流通，同时也**确**保所传播的信息准**确**且具有代表性，最重要的是，不会对社会造成危害。

一个明显的额外**步**骤是利用技术来跟上当今媒体格局日益**复**杂的**步**伐。

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء
الإمارات-وام
EMIRATES
NEWS AGENCY-WAM

80%

根据Morningconsult的一项调查，
80%的受访者希望看到社交媒体移除仇恨言论。

3.7亿美元

宾夕法尼亚大学沃顿商学院表示，2019年，
Meta承诺将公司收入的5%（即约37亿美元），分配
用于改善监管。

6%的全球收入

《数字服务法》使欧盟能够对Facebook、谷歌
和推特等平台进行罚款，最高可达其全球收入
的6%。

本文件的其他章节阐述了这些先进工具的潜在好处，但重要的是也要理解需要一套全面的规则来指导它们的使用。

一个相关见解是将联合国等机构认可的一些标准做法转化为具有约束力和非自由裁量的建议。联合国教科文组织提供的宝贵建议未被实施，因为它们并非强制性。为使任何技术或监管举措获得动力，由上而下需要团结-这可以通过与媒体行业

以及公众的协商加以实现这些选择可以帮助平衡媒体在我们社会中的传统作用与确保所传播的信息准确且对社会无害的需要。一个明智的媒体发展方向有助创造一个公平、多样化和可信赖的媒体环境，并满足社会所有成员的需求。

专家见解 ：
以人为本的新闻的公正方法

作者：Suha Mohamed是Aapti研究所的高级经理，该研究所是一个全球性的公共研究机构，专注于技术和社会之间的交叉问题。

我们社会中日益严重的**两极**分化正在改变我们相互联系、倾听和学习的方式。由于媒体格局已经充满了信任赤字，情况进一**步复**杂化。在这个时代，媒体作为民主的第四个支柱也面临着挑战-我们期望它能代表不同的观点，提高透明度，并作为加强问责制的途径。虽然社交媒体平台为多**种**观点的分享提供了一个去中心化舞台，但现实情况是，大多数内容都是根据根深蒂固的权力结构放大的，让小的内容创作者/用户受到不透明的算法的摆布。

媒体领域也因数字化而迅速转变。在大量信息的压迫下，个人和社区的发言空间有限，而且往往没有足够的能力或工具来摆脱精心**构**建的回声泡沫。虚假信息、错误信息和出于政治目的的叙事借用，只是在为媒体定义一个更公正的未来时必须解决的几个危害。

我们有机会研究如何解决这些差**异**，并探索更积极的方法，从根本上消除虚假信息。这就要求我们更深入地思考如何建立一个系统，让社区的声音得到放大，并通过更有影**响**力的媒体形式重建信任。该解决方案的一个方面是共同建立生态系统，使人们能够安全地获得负责任地收集和管理的数据，这可以作为基于证据的新闻、事实核查和调查性报道的基础。这也将需要

重新认识数据，将其视为一**种关**系性的公共产品- 一个社区可以贡献、管理和利用数据来重新获得对其叙述的权力。

通过集体的努力塑造可信的数据生态系统，在有组织犯罪和腐败报告项目（OCCRP）的工作和巴拿马文件的发布中已经显示出巨大的成功。在**另**一个示例中，像Tattle的"WhatsApp存档器"这样的组织已经提出了符合道德的方法，从封闭的信息应用中汇集或刮取信息，以支持致力于解决错误信息的研究人员和公民社会组织。与数据的收集和管理有**关**，**确**保新闻以人为本，需要探索自下而上的报告方法、创新和对促成这项工作的中介机**构**或管理人的支持。

在这个领域出现的示例包括101Reporters，它建立了一个平台，鼓励并使当地的基层记者为国际媒体机**构**/出版物的网络做出贡献并与之联系。为了**响**应为我们的数字社区塑造更多样化的多媒体内容的呼吁，视频志愿者正在为印度农村地区的公民进行能力建设，使其成为社区生产者并成为非政府组织媒体单位的一部分。这种模式代表了一种因地制宜叙事的方法，并展示了公民新闻如何能够转化为一**种**更可持续和有意义的做法。

像这样的倡议是为了最大限度地参与数据收集、**丰**富（通过将故事建立在生活现实和经验的基础上）和传播的过程——在叙事**构**建练习中应优先考虑公民参与这些阶段。无论是直接还是通过最后一公里的中介机**构**，我们必须继续确定社区如何能够被赋予权力，成为他们自己的数据和叙述的管理者-这是一个**强**有力的方法，必须成为向公正、有行动力和有代表性的未来媒体转变的一部分

8.

本地人做本地新闻的案例

长期以来，西方媒体机构在全球新闻界拥有不成比例的影响力。由当地人进行的本地报道可以为与他们的环境有关的事件、问题和故事提供更好的视角，并有助于促进居民的归属感和联系。地方新闻在追究地方官员和组织的责任方面也发挥了关键作用，为社区成员提供了一个表达他们的关切和意见的平台。这促进了透明度和可信度，并在新闻机构中嵌入了长期的复原力。

"南方世界"实际上高度多样化，各个地区的文化、观点和经验不尽相同，它在世界人口中的比例快速增长。长期以来，"北方世界"的媒体（往往是西方媒体）一直在国际上报道了南方世界的新闻，近年来人们对这种情况的可持续性提出了质疑。

多年来，多样性一直是媒体行业的一个挑战。当一个社区团体没有代表时，他们的故事也将消失。西方媒体有时会对来自南方世界的新闻持有偏见，**强**化了陈规定型观念，歪曲了这些地区的**复**杂性和多样性。一些国家因某些故事成为塑造全球对其看法的决定性因素而受到影**响**。

一个典型的示例是西方媒体对中东地区重大事件的报道方式。从2022年世界杯到COP28，默认立场是悲观主义，而不是积极寻求平衡-更不用说积极因素。就阿联酋而言，西方媒体几乎没有报道该国面对气候变化而出台的大胆和雄心勃勃的政策，而是选择仅仅关注于其石油和天然气的历史，进而在COP28**开**始前整整一年就对其提出了歪曲观点。

统计数据通常显示，南方世界的公民比北方世界的公民更担心错误信息。路透社研究所2021年的数字新闻报告显示，74%的非洲人（相比于54%的欧洲人）对错误信息和虚假信息表示**关**切。

全球不平等现象在媒体内部发挥作用并得到**巩**固，例如，当外国新闻报道优先于当地记者的真实报道时。在报道冲突或战区的情况下，这历来是由于西方护照提供了不成比例的保护。

"懒惰报道"常常被允许泛滥成**灾**。如今，记者不一定会去到事发现场，而是求助于从不太可靠的第三方收集的二手信息。尽管如此，这种用户生成的内容-如果可以核实的话-可以成为为全球受**众**收集当地情报和报道故事的绝佳方式，而无需"空降"缺乏必要背景的记者。

媒体机**构**可以更好地利用已经存在于西方的散居社区，作为北方世界和南方世界之间的桥梁。作为自己所在地区的专家，

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات-وام
EMIRATES
NEWS AGENCY-WAM

他们可以提供宝贵的见解、观点和联系，**帮**助媒体机**构**更好地理解和报道全球各地的新闻。通过与散居社区的公民和记者接触，并将他们的声音和观点纳入报道，媒体机**构**最终可以对更广泛的世界提供更细致和准**确**的看法。最终，这可以挑战定型观念和偏见。

几十年来，世界各地的媒体机**构**都将BBC视为可效**仿**的终极新闻模式。在持续发展、培训和提高技能方面，BBC学院同样
被看作是一个值得效**仿**的模式。然而，BBC的报道也显示出类似的倾向，即诉诸偏见，并传达一**种**根植于刻板印象的世界观。在英国，仅有5%的记者是有色人**种**，这并非偶然。一些学者甚至认为，目前的新闻业状况是被迫进行殖民主义和后殖民主义国家建设的结果。

创客经济为南方世界的记者**揭开**了许多机会，让他们的声音能够超越国界，并反击对世界事件的歪曲观点。
近年来，一些平台为记者推出了建立产品的项目，这些产品可以在培**养**全球新闻社区的同时

实现货币化。谷歌新闻计划（GNI）就是这样的示例，它为使用YouTube的独立记者提供了高**达**5万美元的资助。几乎一半的GNI赠款接受者都来自北美和欧洲以外的地区。这些项目使媒体行业能够培**养**出一个多样化、创新和包容的记者群体，无论是从国际新闻台还是地方新闻编辑室。

如果南方世界的记者力争为其平台增加更多的全球受**众**而青睐于这样的计划，那**么**除西方和中国之外更广泛地使用新技术也将有助于新闻编辑室的信息来源采购、组织和故事传播。路透社2020年年度报告**强**调了对具备能力纳入机器学习和自动化的新闻机**构**与那些资源有限的机**构**之间的差距表示**关**切。为南方世界媒体行业未来领导人的教育提供更多资金，并进行能力建设，可以为这个行业提供一条前进的道路，因为其未来将取决于其使声音多样化和重新平衡历史不平等的能力。

FAKE

《2021年数字新闻报告》
显示，**74%**的人对非洲的
错误信息和虚假信息感到
担忧，
而只有**54%**的欧洲人感到忧虑。

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنبــاء
الإمـــارات-وام
EMIRATES
NEWS AGENCY-WAM

鸣谢

阿联酋新闻社感谢亨利·杰克逊协会在制定和出版本白皮书方面提供的支持。

我们特别感谢在2022年11月首届全球媒体大会上主持辩论、讨论、研讨会和小组讨论的许多专家贡献者。他们深刻的观点对本白皮书至关重要，并将他们置于塑造媒体行业未来的最前沿。

如果**您**想进一**步**了解本白皮书中讨论的任何观点、问题或建议，我们很乐意为您提供相关资料。

🌐 wam.ae   🐦 @wamnews_eng   f @wamnewsen   📷 @wamnewsen

GLOBAL MEDIA
CONGRESS

الكونغرس العالمي للإعلام

Exhibition & Conference   مـــعـــرض ومـــؤتـــمـــر

GLOBAL MEDIA CONGRESS

الكونغرس العالمي للإعلام

Exhibition & Conference   معــرض ومـؤتـمــر

White Paper:
Building resilient media organisations in the age of disinformation

March 2023

Contents

Photography Credit: Capital Events part of ADNEC Group

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات-وام
EMIRATES
NEWS AGENCY-WAM

Executive Summary

Over three days in November 2022, nearly 14,000 media professionals, experts, specialists, and visitors came together at the inaugural Global Media Congress in Abu Dhabi, hosted by the Emirates News Agency (WAM) and ADNEC Group. With 193 media brands involved and more than 140 different countries represented, it was a rare and truly global gathering of the media industry.

Across dozens of panel events, keynote speeches, interactive workshops, future labs, and debates, participants discussed how they can work together to shape the future of the media industry. A number of key themes emerged, not least the rise of artificial intelligence, the impact of disruptive new technologies, the demands of Gen Z consumers, and the role of the burgeoning metaverse. These are analysed at various points in this White Paper.

But what this Paper really seeks to tackle are two topics that continually concern media professionals, whether they have been in the industry for three years or fifty-three years. The first is internal, and concerns the sustainability of the very organisations they are part of. The media industry has transformed radically in recent decades, and audience expectations are altering even faster. How can legacy organisations and the traditional behemoths of the industry adapt and survive? What does a successful news company look like in the 21st century, and what are the vectors of its long-term resilience?

The second is external, and concerns what is fast becoming one of the defining trends of our era: mis-and dis-information (the difference between the two coming down to intent). Both have of course been around since time immemorial in various

guises. But the amplification, and in many cases weaponisation, of false information through real-time online communication channels has changed the game, leaving the media industry playing catch-up. How can news organisations upskill their teams and deploy new technologies to fight against this fast-moving threat? Could the decline in trust in news media – evident almost globally – prove fatal to the industry?

This White Paper presents eight different perspectives on these fundamental questions around news organisations' resilience in the age of disinformation. These perspectives are based on the anonymised contributions and insights of dozens of participants at last year's Global Media Congress. Many of these individuals – who include newsroom editors, veteran correspondents, CEOs of global news organisations, academics specialising in the field of news media, futurists, and many more – have been generous enough to expand on their verbal contributions through written submissions. Four of these expert insights are published with the authors' permission in full in this White Paper.

I hope that you enjoy reading this White Paper, and that it proves to be a stimulating basis for continuing the discussion on how we can come together to shape the future of the media industry. I furthermore hope to welcome you this November to the next edition of the Global Media Congress in Abu Dhabi.

February 2023

His Excellency Mohammed
Jalal Al Rayssi
**Director-General of the Emirates
News Agency (WAM)**

1.

On Reforming Legacy Media Sustainably

Legacy media organisations face significant challenges from the rise of online-only media, competition from social media platforms, mis- and dis-information, and a disconnected audience. Sustainable reform, according to global media experts, requires increased investment in digital offers, developing unique content, and adopting a creative approach to analysis and reporting. A key insight stressed by media executives is the importance of not getting carried away with innovation, but keeping focused on the quality of content and the organisation's long-term objectives.

Many of today's leading media organisations were established and thriving before the advent of the digital age. For decades these organisations dominated the media landscape, benefitting from monopolistic positions and public funding. Over the years, outlets such as the BBC, CNN, and Le Monde became household names and points of reference for reliable and credible information. However, in today's global media industry, their position of authority is under threat.

One of the biggest and most obvious challenges facing these legacy media organisations is the rise of digital or online-only media. With the proliferation of the Internet and the widespread adoption of smartphones, more and more people are finding and consuming their news online. Social media has become in many geographies the main source of news. According to the Thomson Reuters Institute 2022 Digital News Report, 75% of the global population now regularly seek their news from social media networks such as Twitter, YouTube, and Meta (owners of Facebook, Instagram, and WhatsApp).

These social platforms are often more agile, turbocharged by the extensive data collected from their users, and able to quickly adapt to changes in the market. They constantly offer new and innovative ways for people to consume media and to tell their own stories too. Some legacy media organisations have struggled to keep up and adapt to the changing landscape.

What this all points to is an existential need for reform, a theme which recurred across the debates and conversations at the inaugural Global Media Congress in Abu Dhabi in November 2022. As pointed out by leading experts at the forum, it is a real challenge to turn around unwieldy global organisations. However, there are many ways to reform from within and become more innovative, while at the same time maintaining an embedded culture and strengths.

One way forward, successfully adopted by most legacy brands, is to invest in the digital sphere and develop a strong online presence. That said, simply being present online or on social media is not enough. These organisations must also prioritise the creation of digital-first content, optimised for these platforms. This can include short-form videos, podcasts, and human-interest stories.

Sustainable reform for legacy news organisations also depends on increased engagement with the communities they serve, listening and responding to their concerns and needs. This may be obvious for a local newspaper, but it is just as relevant for an international broadsheet. Community engagement involves a range of efforts, including managing relations with readers on social media and hiring local correspondents.

On the point of digital community management, this is increasingly understood as the best avenue for gathering real-time feedback from readers. By triangulating this feedback with other data, news organisations can tease out lessons and strengthen the appeal of their offer. This is where data analysis has increasingly become an indispensable skillset within news organisations.

Other media executives however stress the importance of not "getting carried away with innovation", but rather focusing first and foremost on the quality of the content. It is a delicate but perhaps crucial compromise to reach a wider audience and better engage with young consumers, while at the same time not undermining integrity or identity by obsessively chasing clicks and likes. In an example cited at the Global Media Congress, certain outlets' live reporting on the fall of Kabul in 2021 was markedly more successful than others. One news organisation

was able to secure a Q&A for its online followers with representatives of the Taliban, with real-time content moderation and verification. Here we see that, with the right tools and approach, media organisations can convert the dual challenges of speed and access from a risk to an opportunity.

Investing in local or investigative reporting is expensive, but representatives across the media industry remain convinced it is a cornerstone of ensuring news organisations' future resilience. Anything less risks a gradual reduction in journalistic standards, and the dissemination of news devoid of proper local context. A salient example concerns the 2022 wildfires in the United States. Local news organisations found themselves playing not just a critical reporting role, but a public interest role by advising on best practice behaviour during the crisis. This role could only be performed to the degree that it was by reporters with proper local knowledge.

Another case for the sustainable reform of legacy news organisations put forward by practitioners is, perhaps counterintuitively, sticking to what they know best: the fundamentals of journalism. Yes, the business model of

a news organisation must remain sustainable. Like any other enterprise, they have to respond to changes in the market and to new opportunities. This may involve implementing agile working practices, fostering a culture of innovation, and cutting down on so-called vanity costs (e.g. an office in a prime location). It can also mean diversification of revenue streams beyond traditional advertising and subscriptions, such as finding new sponsors or partners, selling merchandise, or offering paid services such as consulting. But innovation should not take place for the sake of innovation.

In summary, many media practitioners believe that plans for reforming media organisations can be overcomplicated, when the actual priority is simple: building a structure that makes your business model sustainable and providing the rigorous facts and analysis that the general public demand. By keeping this in mind, legacy news organisations can become more sustainable and better positioned to thrive in the digital or disinformation age, irrespective of size, resources, or location.

An IPSOS study of **27** countries found that over a five-year period from 2014-2019, public trust in newspapers and magazines dropped by an average of **16%**.

The study also found that interest in news has fallen sharply across markets, from **63%** in 2017 to **51%** in 2022.

According to IPSOS, the proportion of news consumers who say they avoid news often or sometimes has increased sharply across most countries.

This type of selective avoidance has doubled in Brazil **(54%)** and the UK **(46%)** over the last five years, with many respondents saying news has a negative effect on their mood.

Expert Insight:
Accelerating high-value journalism through AI

Authors: Vilas Dhar is the President of the Patrick J. McGovern Foundation, a 21st century philanthropy committed to bridging the frontiers of artificial intelligence, data science, and social impact. **Yolanda Botti-Lodovico** is the Policy and Advocacy Lead of the Patrick J. McGovern Foundation.

The crisis of economic sustainability in the media sector is well documented, with organisations and journalists facing mass layoffs, closures, salary cuts, and furloughs. Media leaders must consider how the application of new digital capacity generates opportunities for increased efficiency – reducing costs, while creating new value by centering human work. Three trends emerging in the use of AI present notable promise:

With AI, media outlets can repurpose journalistic investigations to build content designed for segmented audiences

AI empowers reporters to produce dynamic and responsive content based on the interests of the target population. While the reporter continues to drive the investigative process and craft a compelling narrative, generative algorithms can help repurpose those narratives to reach a broader audience. Using the same core reporting, AI can help a reporter synthesize new prose to transform one body of reporting into breaking news articles, long-form reports for respected journals, and short-form, accessible content on social media platforms.

AI paves the path for new forms of data-driven journalism and ground-breaking stories

The capacity of data analytics and predictive modelling built on top of immense datasets equips reporters to tell stories previously left untold. They can harness AI technologies to reveal surprising patterns, uncover mass-scale injustices, make credible predictions, and help influence future policy. From revealing racial biases in eviction patterns, to uncovering human rights abuses by major corporations, the combination of big data and AI enables an investigative capacity that supplements and accelerates public interest storytelling.

AI can automate low-intervention tasks, cutting costs while freeing up time and resources for high-value journalism

Creation of media content aggregates different tasks, ranging from low-skill, tedious labour to empathy-driven, critical thinking and creative development – generally referred to as uniquely human work. AI has the potential to become an augmentation device for reporters. By automating lower-intervention or time-consuming tasks, reporters can redirect their time, resources, and attention to not just the facts and figures, but the human connections and stories behind them.

The ongoing digital transformation of the media industry is often viewed as a threat to traditional media institutions. As journalists look ahead, innovation and widespread adoption of digital tools are necessary to sustain the capacity for fact-based reporting that serves the public. By applying these three AI-driven interventions at scale, a newly agile, cost-efficient, and high-value organisational model is well within reach. Developing a pathway to both leverage and work alongside the AI of today will provide a compass for the AI-driven journalism of tomorrow.

2.

The evolving balance between entertainment, profitability, and information

Media organisations are pulled between the necessity to please their investors on the one hand, and audiences on the other. It is important for media organisations to not only provide engaging and entertaining content, but to find ways to monetise that content and generate revenue all while providing accurate and reliable information to their consumers. This can be a difficult balance to strike, and different media organisations approach it in different ways. Some prioritise entertainment and profitability, while others focus more on providing information and news.

The balance between entertainment, profitability, and information for media organisations is constantly evolving as technology and consumer preferences change. In recent years, there has been a significant increase in the demand for 'infotainment', resulting in a shift towards more audience-focused and engaging formats. At the same time, there is a growing demand for high-quality, accurate, and reliable information, particularly during conflicts, in the wake of mass events such as the COVID-19 pandemic, and the rise of disinformation. Media organisations must navigate this complex landscape to ensure that they meet the demands of their audience, while also generating profits for their shareholders.

The elephant in the room is the reliance of most media organisations on investors to continue operating, particularly as public broadcasters worldwide face deeper cuts to their funding. Investors prefer to focus on the metrics: the number of readers and viewers,

the number of clicks, or the time spent on websites, which in turn determine their profit. This has pushed the media sector towards entertainment-style journalism, theoretically in the pursuit of larger audiences. Journalists increasingly comment on demands to make headlines or ledes as controversial as possible, especially as their managers have precise access to data on who reads or views their employees' work.

New technologies have equipped the media with the ability to report quasi-instantaneously on what is happening around the world. There is a real pressure for media organisations to have a voice everywhere, including Instagram, Twitter, TikTok, and YouTube, besides TV, radio, or the written press. This has some downsides as journalists are now urged to get the story out, whatever the form and however verified (or not) the information is. Twitter saw dozens of journalists around the world desperate to report on Her Majesty Queen Elizabeth II's passing last year as breaking news before it was formally announced to the wider public.

Media organisations need to build a structure that makes their business model sustainable, and that means balancing their interests with those of their main investors and the expectations of advertisers.

The emergence of new technologies has also changed the type of media that is requested by audiences. If lengthy pieces and documentaries were once praised for the level of detail and insight they could provide, nowadays short and sensational videos on TikTok or Instagram appear to be the most popular format. This trend has moved the emphasis away from the content and drawn the spotlight back onto the ability to tell a story in a compelling way – often a synonym for the

shortest way possible.

As much as there are challenges in this evolving balance between entertainment, profitability, and information, there are also opportunities. Industry leaders have seen a clear shift in how their audiences want to engage in the stories, going from mere spectator to active participant in the content. As a result, media organisations are increasingly turning to formats that allow for greater audience participation and engagement. This can include interactive content – think live voting and polls, user-generated content, and participatory journalism – where audiences contribute their own stories, opinions, and perspectives.

The rise of user-generated content and social media has given individuals the ability to directly create and interpret events. This has led to a more democratised media landscape where individuals have greater control and agency over the content they consume and create. At the same time, it begs a broader question around the distinction between news and opinion.

Media organisations need to be cautious about what can be qualified as news and what constitutes opinion. Gen Z in particular has proven highly receptive to opinion-based journalism and often seeks out news from media outlets that reflect their own views on the world. This poses significant issues for overall media literacy and how to engage with someone who does not share their opinions. "Social media is a place for opinions; media for objective reporting", said one leading practitioner at the Global Media Congress. Yet this line is increasingly blurred.

Some media companies have opted for a subscription model for their content and services, meaning that users must pay a fee to access certain content and features. Example cases include the famous Financial Times, Buzzfeed, or France's BrutX which offers paid-for long-form videos alongside its free snappy videos on social media. This model enables media organisations to generate revenue from their content and services, while also providing users with a more tailored experience. Subscribers to the platform have access to exclusive content, as well as personalised recommendations and alerts based on their interests and preferences.

This, however, isn't necessarily aligned with better news and does not remove the weight of commercial pressures. While the subscription model works well for the Financial Times, Brut. have shifted course again to a "freemium" model. The rationale behind "freemium" is that content can be accessed on a single platform for free in a limited way, then users can pay for a subscription to access content in full. Brut. thinks it has now found the perfect formula, but this case shows us the complexity of finding a balance between entertainment, profitability, and information.

Does all of this mean the media would be better off as a public asset? Publicly funded media can arguably provide unbiased and independent reporting, access to quality journalism, and greater understanding or empathy among different communities. However, there are also potential challenges and drawbacks, including concerns about objectivity. Media industry practitioners are concerned about polarisation of the media. Many of them recommend that newspapers do not endorse one political candidate over another. One expert from Europe highlighted that for news outlets to receive money from a political party might pose credibility issues, as well as put their objectivity in question.

Ultimately, the success of media organisations in this evolving landscape will depend on their ability to strike a balance between entertainment, profitability, and information, and adapt to changing consumer preferences and market conditions.

GENERATION Z

8 seconds

Gen Z typically have an attention span of just 8 seconds; a few seconds shorter than millennials, who come in at approximately 12 seconds.

3-5 screens

On average, millennials bounce between 3 screens at a time while Gen Z tends to juggle 5 screens at once

Covid 19

Due to COVID-19, 73% of users reported spending more time on their smartphones, with the biggest increases occurring among Gen Z and millennials.

TikTok

TikTok experienced a significant surge in users during the COVID-19 pandemic. During March 2020, the platform added over 12 million users, and the average user time went up 48%.

Sources: Forbes, 2017; Statista 2022

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنبـــاء
الإمـــارات-وام
EMIRATES
NEWS AGENCY-WAM

3.

Tackling public media illiteracy in the age of disinformation

In what is widely being described as the age of disinformation, individuals and media organisations face unprecedented challenges in navigating a polluted information environment. Interaction with false information has become an inevitable part of daily life. Traces of its harmful effects on international security and human health are already visible. If the COVID-19 pandemic is any indication of how fast societies can become polarised through inaccurate information, it also serves as a sign of the importance of media literacy in the public space.

Disinformation can be traced back to the invention of the printing press, and indeed to the dawn of recorded history, though historical uses tended to be for a specific purpose. Today, as the cost of production has significantly decreased and the use of social media has drastically increased, the rise of misinformation and the spread of disinformation have never been so overwhelming. For clarity, the distinction between the two concerns intent, with misinformation classed as the spread of misleading, false, or out-of-context content without the intent to deceive.

The toxicity introduced as a result of both trends has generated damaging effects on the media industry, arguably threatening its survival in the long run. In such a polluted information environment, journalists are increasingly maligned as disruptors rather than

gatekeepers of the truth, with a long-term impact on public trust. It is perhaps no surprise that violence against journalists is growing exponentially, with more reporters being killed outside war zones today than at any other time in history.

Attacks from world leaders targeting the media as 'the enemy' and attempts to discredit journalists are evidence that the prevalence of disinformation suits the political agenda of many governments across the Global North and the Global South. Left to its own devices, Web 3.0 could make it even harder to identify, monitor and track the extent and circulation of misinformation and fake news.

Recent developments within the media industry – such as the introduction of a Digital Services Act in the EU, the review of the Online Safety Bill in the UK, or even the acquisition of Twitter by Elon Musk – speak to these growing concerns around public trust.

Those at the heart of the media industry speak of a need to shift the public mindset. The question of how the general public understands objective journalism has never been more salient. This cannot happen, however, without a significant uptick in investment in media literacy, strengthening young generations' ability to think critically and assess major information flows.

Wide-scale and sustainable media literacy training would help maximise advantages and minimise harm in the new information, digital, and communication landscapes. It represents an investment in people,

and particularly young people's psychological, informational, and even physical wellbeing. It enables people to engage with information, content, institutions, and digital technologies responsibly and effectively.

For this reason, media industry practitioners insist on the long-term benefits of offering media literacy training at schools, universities, and in all professional environments – either on a regular or ad hoc basis. Learning the importance of understanding biases, thinking critically, and fact checking from a young age could transform the way information is used and distributed.

Checking the veracity of content before it is shared, particularly with social media platforms such as Twitter loosening their policies related to content moderation, remains an industry-wide challenge. Social media algorithms of course perpetuate the recycling of misinformation. Given that social media is increasingly the preferred method of communication for the younger generations, they must be engaged in order to win the battle over disinformation in the digital space. Governments should work with social media platforms to better self-regulate by generating standards applicable across cultures and languages.

Again, this cannot happen without providing media literacy education to politicians and policymakers to help them understand the tenets of digitalisation and how these can inform regulations addressing disinformation. This approach should help overcome any lack of interest in adopting existing recommendations that enhance the capacities of policymakers, educators, and youth organizations in this area. A prime example is the Policy and Strategy Guidelines for media and information literacy developed by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

In the absence of political support for public media

literacy, media organisations can take matters into their own hands. Big newsrooms can address the issue of disinformation by recruiting experts that offer specialised trainings to journalists. Smaller newsrooms could take advantage of technological advancements such as artificial intelligence (AI), not only to further develop safeguards for citizens in the form of fact checking, but also as a training tool to reach a wider audience. In addition, media practitioners suggest that media organisations commit to delivering at least 20% of their reporting straight from the ground, accompanied by visual and authentic content.

Ultimately, by boosting public media literacy, the interpretation of media data in a transversal manner could yield effective and long-lasting results in the fight against misinformation and benefit the resilience of the industry.

24 countries have taken steps to develop national policy and strategy on media and information literacy.

From September to November 2020, **57.7%** of misinformation captured by Instagram contained content about COVID-19 and **21.2%** of misinformation posts contained content about vaccines

In February 2022, between **45 and 55%** of news consumers worldwide had witnessed false or misleading reporting on COVID-19, followed by political affairs (34-51%), celebrities (20-48%), climate change (15-32%), and immigration (9-27%).

At the beginning of 2021, over **35%** of surveyed Generation Z and Millennials confessed they would usually ignore COVID-19 information shared by others on social media or messaging platforms that they knew was false.

All according to a survey conducted by Statista

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنبـاء
الإمـارات-وام
EMIRATES
NEWS AGENCY·WAM

Expert Insight:
The beginning of endless content

Author: Sofie Hvitved is a Futurist and Head of Media at the Copenhagen Institute for Futures Studies, where she is currently working on the future of the Metaverse and how it will affect our lives and businesses.

Imagine a scenario ten years from now in which artificial intelligence has continued to develop as it has over the past few years. A future where it will be difficult to consume content that hasn't somehow been shaped by AI, and up to 99% of the content we consume will be computer-generated.

We are seeing a democratisation of AI software with products like ChatGPT and Midjourney – similar to what WordPress accomplished for web page production. As AI technology grows in popularity, efficiency, and capacity, media professionals are starting to consider how these new technologies may affect their industry and how it will shape the role of future media and creativity. Generative AI tools can be used to produce stories, images, movies, voices, and immersive 3D content, and the quality continues to improve. This will undoubtedly raise the bar for creative talent and put pressure on some tasks and positions within media companies.

The tip of the iceberg

We have only seen the tip of the iceberg when it comes to the use of AI and automation in the media industry. No matter how fast or in what direction it develops, we are looking into more user-friendly versions and consumer-orientated products using AI.

And it's not as far-out as it might sound. We have already seen the first AI covers on magazines like Vogue, Cosmopolitan, and The Economist. AI computer-generated music created by Boomy has reached over 11 million songs, equivalent to almost 11% of the world's recorded music according to their own numbers.

AI tools can help with much more than content creation. It can help identifying important stories, automate routine tasks, and increase readership through new kinds of audience engagement by creating more personalised communication. The list goes on. But using AI can also result in negative interactions with audiences, for example creating articles that are unintentionally biased or even spread misinformation.

The media market may rapidly be flooded with synthetic content and deep fakes that spread fast and are hard to detect. Via automatic translation, it can be multiplied by ten million in every language imaginable, without any human intervention. The worst-case scenario is that the Internet – and eventually the metaverses – could be flooded with content that is not telling the truth. Will the audience be able to tell the difference between that kind of synthetic generated content and journalistic content created by a human editorial?

Hype or long term impact?

Working as a futurist means dealing with a lot of uncertainties for the long-term perspective. Obviously, the media business must avoid focusing strategy on new emerging technologies and narratives that are based on assumptions and little evidence. However, we should not let the scarcity of data overshadow the fact that the media sector is undergoing massive tectonic shifts with an urgent need for radical, future-driven innovation.

AI is not going to revolutionise the media industry overnight. Regulation will help with that. But it is a wakeup call from the future that can help us understand the future of content creation. And that future is potentially one with endless content created by AI. The media industry has to be ready for that.

4.

Gen Z (dis)loyalty:
An opportunity to re-imagine media coverage and reporting

Media industry practitioners are concerned by traditional media organisations' engagement with younger generations. Media consumption habits differ between age groups, with Gen Z primarily interested in visual, short content. There is a desire in the industry to bridge this gap through the use of technology, fresh storytelling methods, and more on-the-ground reporting. Vocally applying the basic principles of journalism – integrity, transparency, accountability – can also strengthen credibility among the younger generations.

As the first generation to be born in the digital age, Gen Z uses social media as its preferred medium to seek out information about local, national, and world news. This generation's shift in focus away from mainstream media towards social media speaks to its lack of trust in mainstream media reporting, in particular that of legacy media organisations.

In the eyes of Gen Z, traditional news brands do not necessarily reflect the realities of the modern world. There is often scepticism as to the truthfulness and validity of their coverage. At the same time, opinion-based journalism has blurred the lines between opinion and fact, making it harder to get a real understanding of the situation at hand. As a result, alternative websites and methods of reporting which at least appear to address the concerns of younger generations are considered more authentic and thus more worthy of their trust.

Media and tech professionals are asking if this is the end of traditional media reporting, and by extension

of legacy news organisations. Without the support and loyalty of younger generations, their future is hanging in the balance. At the same time, this is an opportunity to re-evaluate and re-imagine the way that they cover news stories. While Gen Z might not have particular loyalties to media and news organisations, nor the longer attention span required to consume traditional news reporting, they remain curious to learn about the different challenges faced in different parts of the world. They are highly engaged in calling out injustices and advocating for what they believe in.

As HE Shamma Al Mazrui, UAE Minister of State for Youth Affairs, put it in her keynote address at the 2022 Global Media Congress: "Content is king. Yes, they want it to be enjoyable, but they want to be entertained differently. They want to be intellectually challenged. They want to be thoughtfully provoked. They want to be able to learn new skills and gain new insights from the media. They want to be able to answer life's most pressing questions. They want to be able to find meaning through finding solutions to their society and their generation's problems."

This is undoubtedly a demanding checklist for news organisations to complete. In short, the challenge is how to give Gen Z access to news as quickly as possible in the concise and visually attractive way they demand. Responding to concerns by veteran journalists and policymakers, many media practitioners agree that moving into the space of content creation along the lines of Gen Z's interests should not be seen as threatening to media organisations, but rather as an accelerated return to the core elements of news reporting: delivering accurate and reliable information. To this extent, some journalists and media industry

professionals insist on the need for news organisations to become more agile and responsive. One way to achieve this, they argue, is by boosting direct reporting, that is bringing in a new breed of journalists trained to respond to events in real time and report in a fast, visual, and concise manner. Whether that involves employing local or international journalists with regional expertise, it is imperative that these reporters apply the key principles of respect and honesty when dealing with their sources to guarantee credibility.

Another way that media organisations can inspire loyalty and ensure their future resilience is by improving their media literacy practices through greater investment in fact checking and content moderation. Media experts recognise that this requires significant investment from media houses to handle the wealth of data in the public domain – even with the increasing availability of quality open-source technologies. Channelling additional funding to enhance the capacity of media organisations – specifically of public broadcasters – could help them build up their integrity and credibility, free up time for critical journalism, and positively impact their interactions with Gen Z.

At the same time, social media platforms have a central role to play in bridging this gap. This is because they offer greater power to set the road for change than any other medium. The Gen Z creators on TikTok are the ideal illustration of this. Whether through standing up for social justice causes, speaking up about their values, or producing ideas to improve the world, creators are putting everything online in a short, digestible, but fun and punchy format, because they can quickly reach large audiences by 'going viral', regardless of the size of their following. This ability feeds into this generation's overarching need to amply their voice and advocate for their beliefs.
Recognising this, some legacy news organisations have already taken steps to engage younger audiences, for example by live tweeting news as they occur, by publishing feeds on Tik Tok, and by hosting podcasts

"Content is king. Yes, they want it to be enjoyable, but they want to be entertained differently. They want to be intellectually challenged. They want to be thoughtfully provoked. They want to be able to learn new skills and gain new insights from the media. They want to be able to answer life's most pressing questions. They want to be able to find meaning through finding solutions to their society and their generation's problems."

HE Shamma Al Mazrui, UAE Minister of State for Youth Affairs, at the 2022 Global Media Congress

featuring young leaders, activists, and artists.

Media practitioners are, in the interests of shaping a sustainable future for the industry, calling for a diversification of the ways by which news is reported. Social media enables people to remain aware of what is going on everywhere in real time. This means working with journalists in all corners of the world, creating or expanding regional offices to facilitate direct reporting from surrounding areas, and increasing collaborations with neutral, national broadcasters. Making use of diaspora communities in the West could also serve as a bridge between the Global South and Global North.

Despite some progress, there is still a long way to go to gain Gen Z's trust and loyalty. It is up to mainstream media outlets and organisations to get in sync with current and future generations or risk being left behind.

94%
Approximately 94% of Gen Z use social media every day.

10.6
The average Gen Z'er spends more than 10.6 hours online each day.

Sources: Morningconsult; Adobe; AP-NORC

79%
79% of Gen Z receive their news via social media.

2022
The top social media platforms used by Gen Z in 2022: Snapchat (96%), TikTok (91%), YouTube (87%), Instagram (83%).

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنبـــاء
الإمــارات-وام
EMIRATES
NEWS AGENCY-WAM

5.

Into the metaverse:
A revolution for the
media industry?

Facebook's rebrand to Meta thrust the once niche idea of the metaverse into the mainstream. The opportunities presented by this immersive world for news organisations appear extensive – whether it be boosting engagement, access, advertising revenue, or social impact. But hesitancy abounds, and much of the media industry is yet to take a leap of faith, citing concerns around cost, regulation, and audience interest. The challenge of delivering credible reporting in the face of rampant disinformation remains, for many media practitioners, a more critical issue than the medium by which information is transmitted. Of course, the two are not mutually exclusive.

"The metaverse may be virtual, but the impact will be real". At least, this is what the company formerly known as Facebook wants us to believe. When Mark Zuckerberg announced a rebrand to Meta in October 2021, it was a clear statement of intent by his company that it wanted to effectively 'own' the burgeoning metaverse. This next iteration of the Internet will in theory see the convergence of the physical and digital worlds, creating a so-called 'phygital' experience where the physical moves into the digital and the digital moves into the physical. This phygital existence will be filled with immersive virtual experiences that can be accessed using digital avatars, as well as augmented experiences that change our perception of reality.

Emerging technologies, including artificial intelligence, and in particular generative AI of the likes of ChatGPT that has taken the internet by storm in recent months,

will define this 4D internet. And these technologies could be game changing for the future resilience of the media industry, providing journalists with immersive and engaging ways of both gathering verified stories, countering fake news, and reporting accurately to their audience.

Undoubtedly, journalism has always adapted and evolved in line with the latest technological innovations. So, are we on the cusp of another genuine revolution for the news media, at the level of the printing press or the invention of the World Wide Web? It appears at first glance to be the case.

Video, particularly short-form video of the type exemplified by TikTok or reels, has cemented its position as a core storytelling mechanism for the generation now coming of age. Simultaneously, the ease of access to publishing tools means content production has been massively democratised. Every willing individual with an internet connection can be a citizen-reporter. On paper, there can be no better medium for exploiting these trends than the metaverse, an environment where every video and story can come to life around – and in interaction with – every user.

Such citizen-led or immersive journalism is already happening, with news outlets deploying 360° videos to give consumers a first-person experience of the situation being reported. As virtual reality pioneer Nonny de la Peña has demonstrated through documentaries such as Hunger in Los Angeles, immersive journalism can engender unprecedented levels of empathy and engagement from the audience. For news organisations navigating a tricky economic climate and seeking to

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء
الإمارات-وام
EMIRATES
NEWS AGENCY·WAM

build resilience, any innovation that can strengthen their relationship with readers or viewers is not to be overlooked.

Major news interviews are already taking place in the metaverse. In December 2021, the Financial Times' Chief Features Writer Henry Mance met the UK's former Deputy Prime Minister Nick Clegg in the metaverse for a chat about the future of immersive digital worlds and the challenges of regulation. At the inaugural Global Media Congress in Abu Dhabi last November, the head of the UAE's national news agency Mohamed Jalal Al Rayssi appeared to onlookers to walk off stage and straight into an artificial world for a live interview with a virtual host.

With the right application, this technology can close the often-vast gap between interviewer and interviewee in milliseconds – rather than, say, 20-hour flights – and boost accessibility for everyday consumers. It can close the gaps within news organisations too, as Vice Media Group has sought to do with the launch last year of a virtual HQ in the Decentraland Metaverse to serve as a global meeting point for colleagues.

The metaverse provides a favourable environment for the deployment of technologies such as blockchain-powered fact-checking and content verification on a massive real-time scale, which again with the right application could be revolutionary for the media industry. And for advertisers the metaverse provides unparalleled potential for targeting audiences in novel ways and with instant access, albeit this must be done with care to avoid unsettling consumers.

Questions and concerns naturally abound. AI technologies are costly to develop and adopt, leaving cash-strapped news organisations hesitant to take the plunge. Many journalists, editors, and media executives are unable to devote time to understanding – let alone implementing – such innovations. And almost no one has a good answer to how the metaverse can be regulated, or subscribe to universally acceptable ethical credentials, or protect underage or vulnerable users.

And then there's the question of whether the metaverse really represents a revolution, or whether it is just another social media platform for journalists and media execs to get their heads around. A notable proportion lean towards this latter position. At the Global Media Congress in Abu Dhabi, representatives of even the most innovative news organisations voiced scepticism as to their audiences' interest in engaging through the metaverse. And, critically, they said the challenges facing the media industry will remain exactly the same, even if there was a significant shift to the virtual world. Whether via current mainstream media, social media, or virtual media, consumers still demand accuracy, credibility, and relatability. Delivering this in the face of mis- or dis-information remains a more salient issue, they said, than the medium by which information is transmitted.

With the exception of a handful of bold pioneers with the requisite financial and human resources, not to mention a willingness to fail, the metaverse could seem stuck on the sidelines of the media industry.
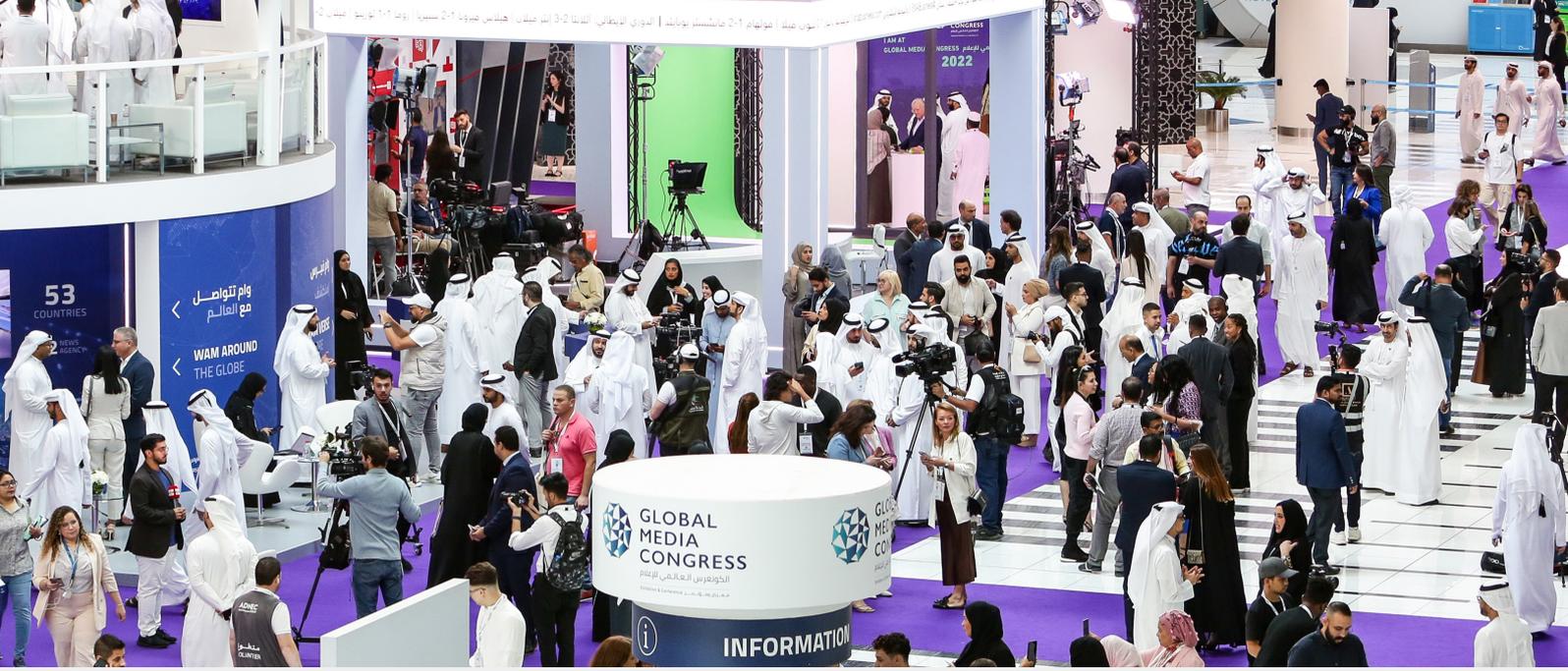
It would however be short-sighted to dismiss the potential of the metaverse and its associated technologies, from augmented reality through to blockchain-powered content verification, for the media industry. The excitement associated with disruptive technologies in the past has often been followed by disappointment and doubt – arguably where we are now – before an eventual boom as it hits the mainstream and becomes widely affordable. News organisations would be wise to stay connected to this virtual land of opportunity, and to engage futurists for advice on how to engage with and within this space. Above all, they should focus on where blockchain technology can add the most value in the immediate. That may not be deep immersion into a virtual world, but it could well be the application of AI across the newsroom to free up journalists' time and tackle disinformation.

It won't be simple, nor will the coming years of growth in the metaverse be linear. But its emergence as a – albeit not necessarily the – dominant platform for human interaction appears inevitable. Taking it seriously is therefore an existential matter for the media industry.

400m
400 million unique monthly active users accessing a metaverse platform (as of mid-2022).

51%
Over half (51%) of active users of the entire metaverse virtual worlds market are aged 13 and under (statistics provided by Metaversed consultancy, March 2022).

$5 trillion
Potential economic value of the metaverse = $5 trillion by 2030 (according to McKinsey, October 2022).

GLOBAL MEDIA CONGRESS
الكونفرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات-وام
EMIRATES NEWS AGENCY-WAM

Expert Insight:
How the metaverse will revolutionise media

Author: Dr Mark van Rijmenam, a.k.a. The Digital Speaker, is a strategic futurist, keynote speaker and five-times author. His latest book, Future Visions, was written, edited, and designed by AI in just one week.

The metaverse might seem like a too-expensive hobby project of Mark Zuckerberg, but it will redefine media as we know it in the coming years. The next iteration of the internet, or the immersive internet, will significantly change the media industry by offering new opportunities to create unique and immersive experiences, generate revenue, and change how media is distributed and consumed.

The metaverse is the convergence of the physical and digital worlds, where the physical moves into the digital world and the digital moves into the physical world. While it is a myth that the metaverse equals Web3, virtual reality (VR), or gaming, it can be all of the above.

When the metaverse has arrived, in the next 5-7 years, the most important devices to access the internet will shift from laptops, tablets, or smartphones to VR and AR headsets. In fact, in the next decade, many smartphone manufacturers will stop making smartphones because sleek AR glasses will offer a much better experience to access the internet than a smartphone. This paradigm shift will revolutionise media consumption, requiring media companies to act today to be ready tomorrow.

The metaverse will enable media companies to create unique and immersive experiences, such as AR concerts and theatre performances, which merge the physical and digital worlds in a way that has never been possible. One of the most exciting brands to enter the metaverse is Walt Disney, which filed a patent for a "virtual-world simulator" in December 2021. This technology would allow users to experience highly immersive,

individualised 3D virtual experiences without the need for AR viewing devices. Walt Disney has also released its first AR-enabled short film on Disney+, showcasing the potential of AR for storytellers as the experience literally enters a person's living room.

More importantly, the metaverse will open vast new revenue opportunities. Non-fungible tokens (NFTs) which allow artists and media companies to sell digital assets and interact directly with their fans in novel ways, drive both loyalty and revenue, while immersive advertising will offer advertisers unique ways to interact with your viewers or readers.

Imagine an augmented reality experience during a TV show, bringing a show into the living room and allowing users to purchase augmented assets provided by advertisers, sold as NFTs, directly from that experience. If done correctly, such immersive experiences will undoubtedly create a buzz.

The metaverse will enable millions of such unique experiences, and anyone can now become a media creator and reach an audience of millions. Especially with the developments around generative AI and synthetic media, it is rapidly becoming easier for creatives to create unique media content in weeks or even days without the large budgets currently required for media productions. The first AI-produced film, Salt, created using synthetic media is already a fact, and that was created before the hype of ChatGPT and all the other generative AI tools that came to market at the end of 2022.

Of course, with generative AI and synthetic media entering the game, the metaverse will raise ethical concerns. The rapid rise of deepfakes threatens the well-being of individuals, businesses, society, and democracy and may even worsen the already waning trust in the media. Hence, media companies should implement the right measures to avoid being sucked into a deepfake rabbit hole or contributing to increased polarisation as people spend more time in their own virtual worlds.

Whether we like it or not, the metaverse is the future of the internet, so any media company that does not want to be left behind should explore this new paradigm today. Start small and experiment so that you understand how to act in this digital world when the metaverse finally arrives.

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات-وام
EMIRATES NEWS AGENCY-WAM

6.

Taking the Fight to the 'Great Attrition'

Post-pandemic, the media industry like others worldwide is experiencing what many are describing as a 'great attrition', and a sense of record-breaking struggles with employee retention. Yet many of the challenges news organisations face with retaining, upskilling, and motivating journalists pre-date COVID-19. Investment in training staff and equipping the media sector with the tools to handle massive information (and disinformation) flows is more important than ever for building resilient organisations. Disruptive and intelligent technologies have a role to play in enabling journalists to refocus on the core principles and rewarding elements of their role.

The global disruption and sadness caused by the COVID-19 pandemic has been followed by a number of societal aftershocks. One of these was described last year by the consultancy McKinsey as the Great Attrition and refers to the record number of employees across numerous sectors who are voluntarily quitting their jobs. It is not news to report that grief, loss, and burnout were common experiences during successive lockdowns to fight the pandemic. Neither is it news to appreciate that this experience encouraged many individuals to reconsider what matters to them in their professional lives.

The media industry, like many others, is experiencing an inflection point as it comes to terms with our reshaped post-pandemic lives. On the one hand, a generation of journalists and media executives are demanding a better work-life balance, while on the other hand

audiences are demanding more and more real-time, accurate news.

Many of the challenges news organisations face in retaining, upskilling, and motivating talented employees pre-date the pandemic, but have been exacerbated since. Speak to almost anyone in the media industry, and there is widespread acknowledgement that the sector needs a comprehensive reset to come to terms with – and invest in – the skills required for journalists and newsrooms now and in the immediate future. It's time to take the fight to the Great Attrition.

Journalism is, for many of those who practise it, a way of life. It is widely accepted as being critical to contemporary society in democracies and non-democracies alike. And there has rarely been a period in history with more breaking news, more uncertainty, and more possibility to cover unreported stories. These factors combine to mean that the passion for journalism, at least in principle, among young adults remains as strong as ever. But those within the industry suggest that the reality of the role can quickly extinguish this passion and cause young employees to look elsewhere, or leave the profession altogether.

The tight economic climate has restricted news organisations' financial resources. Publicly-funded broadcasters have been asked to make significant cuts to their operations, with the steady dismantling of the BBC World Service serving as a clear example of this trend. This makes journalists' jobs harder to do, with pressure from executives to show value for money with every story, every meeting with a source, and every hour of research. This is not an environment in which quality or in-depth journalism can flourish. It can lead
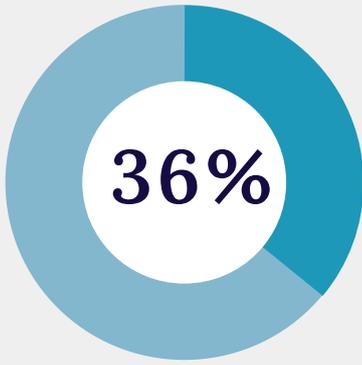
36%

36% of news leaders said flexible and hybrid working had weakened staff's sense of belonging to the organisation (Reuters Institute for the Study of Journalism, 2022)

41%

41% of white-collar employees are at least somewhat likely to leave their current job within six months (McKinsey, 2021)

94%
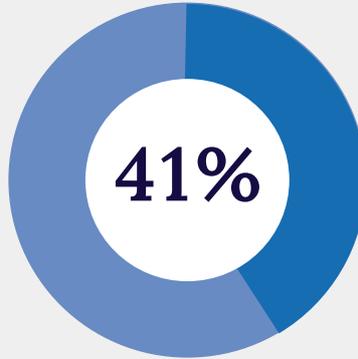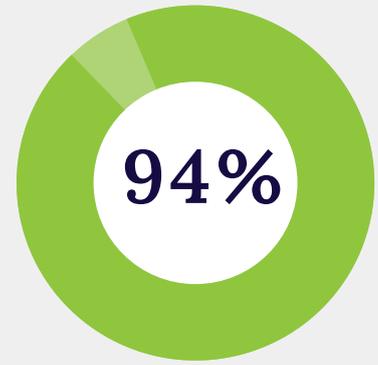
94% of employees say they would stay at a company longer if it invested in helping them learn (LinkedIn, 2019)

to hurried reporting, inaccurate stories, and click-bait journalism that provides little professional satisfaction.

Media practitioners are almost universal in their plea that proper news reporting remain properly financed, with ample training and development support provided. "We cannot beat on-the-ground reporting", they say. Building in overreliance on social media users, rumour, or hearsay is a dangerous track to follow – although, they hasten to add, there is absolutely a place for citizen-reporters and user-generated content within journalism.

There is significant space for the deployment of disruptive technologies to help free up journalists' time, allow them to do their jobs properly, and ensure the role is enjoyable and professionally rewarding. AI can automate elements of the role, from transcribing and translating interviews in real-time, to flagging disinformation, and intelligently compiling the factual background for an article so the author can focus on what is new. New technologies are also fundamental for creating engaging journalism that can compete with the multitude of entertainment options available to consumers (as explored in other chapters within this White Paper).

Several speakers at the Global Media Congress in Abu Dhabi last November highlighted that journalists are expected to be active across many more platforms

than just a couple of decades ago. Some referred to it as the number one skill required to make a successful career in journalism now: the ability to not only write good newspaper articles, or deliver a solid radio report, but to do both equally well, at the same time as publishing scoops on Twitter, appearing on TV panels, and participating in a regular podcast. There is a key lesson here for training colleges and universities, many of which have already radically adapted their curriculum in response to the new formats sweeping the sector, not least the Asian College of Journalism in Chennai.

UNESCO recently said that the world needs independent factual information more than ever. To a significant extent, this means rigorous and well-resourced journalism. Yet, despite the growth of the global media industry, there is a sense among many practitioners that journalism itself has shrunk. By seeking to be everywhere at once or be the first to report a breaking story, some major news organisations have spread themselves too thin. One leading media CEO said at the Global Media Congress that certain media organisations have got "carried away with innovation" and failed to ensure their core business model is sustainable. Refocusing on the core principles of journalism is

necessary. Consumers still have the same basic expectations of accuracy and credibility. Good reporting does not mean the fastest reporting, and the quality of storytelling should be primordial at any self-respecting news organisation. These are the calls that those on the frontline of the media sector are repeatedly making, both for the survival of the industry but critically for their own professional enjoyment and investment in their roles.

skills to process the vast quantities of incoming content, to verify their sources, to fact-check their information, and to publish it in multiple accessible formats is an enormous challenge for the profession. But it is fundamentally how news organisations will retain quality people and sustain their workforces' investment in the industry. Investing in upskilling and training, as well as diversifying routes of entry into the profession, is a short-term outlay for a long-term gain.

Equipping journalists and newsrooms with the tools and

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء الإمارات-وام
EMIRATES NEWS AGENCY-WAM

7.

Advocating for agile media rules and guidelines

Providing direction to the media is a challenging task and it begs a consistent, yet dynamic and flexible approach. In that regard, social media platforms might be the pioneers the industry needs, however even the tech giants are struggling with the task at hand, attesting to the complexity of the issue. Even if there is no silver bullet, there are some innovative options, a combination of which can help strike the balance – between the traditional role of the media in our societies with the need to ensure that the information being disseminated is accurate and not harmful.

Systematically, there are multiple challenges associated with setting up comprehensive rules and guidelines for the media industry. There is no global standard applicable to all markets and cultures, some outlets are championing very specific topics, others do not have full editorial control over the content and, overall, not all outlets have the same means, all of which is compounded by the ultra-fast evolution of topics and themes that drive the news each day.

Can social media platforms, then, set the example? The European Union recently rolled out its Digital Markets Act and Digital Services Act, which provides for increased liability for social media tech giants with regards to "illegal content". Even before such initiatives, the increase in misinformation on social media had spurred demands for vast increases in content moderation on the leading digital platforms. According to a survey by Morningconsult, 80% of respondents want to see hate speech removed from these platforms. In response to increasing frustration from its users, Meta committed to allocating 5% of the

firm's revenue in 2019 to the challenge, which totals around $3.7 billion.

The argument goes that self-regulation, in which the media industry is responsible for setting and enforcing its own rules and standards, can be ineffective for a number of reasons. First, it can be susceptible to conflicts of interest. Media organisations may be more focused on protecting their own economic interests than on ensuring the accuracy and fairness of their reporting. Second, self-regulation can be insufficient to address issues such as the spread of false or misleading information, as media organisations may not have the incentive or ability to effectively fact-check and police themselves. Thirdly, self-regulation can be inadequate to ensure representation or protection of vulnerable groups – such as minorities or marginalised communities.

It could thus be inferred that self-regulation of the media – traditional and digital outlets alike – can be inadequate in ensuring the accuracy, fairness, and diversity of the information being disseminated, and may not be effective at protecting the public from harmful or misleading content.

However, public supervision of the media may be equally susceptible to bias. It might gradually shift the focus of outlets to topics that are important to the supervisory body. In addition, public regulation can be difficult to implement and enforce in a fair and transparent manner and can pose challenges with respect to the traditional role of the media. Supervisory bodies can create challenges and concerns that must be carefully considered – a conversation that has repeatedly been instrumentalised over the last decade.

There is broad consensus in the media industry that,

so far, there are no universal rules and guidelines available to ensure the resilience of the industry. But some recommendations have the potential to empower media and bring further credibility to news organisations, while ensuring a fair and balanced stream of information. One such recommendation is to promote media literacy among the public, as explored elsewhere in this White Paper.

Another avenue is to establish clear rules and standards regarding the funding of media organisations. One academic at the Global Media Congress pointed out that the credibility of the BBC is, to a significant degree, guaranteed by the transparency of its revenue model. Such an approach has the potential to not only be extended to private media organisations, but also to individual media professionals and key opinion-makers, in the form of public declarations of interest.

A critical next step for the industry and supervisory bodies is to reach a consensus on what constitutes a balance between freedom of expression and the need for credible information – across both traditional and digital media.

To put this into perspective, one media expert pointed to the outdated approach of representing both sides in a news debate. They used climate change as an example. This is a conversation in which climate deniers are no longer a legitimate part of the debate, but limiting their contribution to the story can be maligned as censorship. This is an area where self-regulation has more potential, for example through codes of ethics.

If consensus on this key issue was reached, it could enable a roll out of frameworks that would empower media organisations to protect free speech and maintain the flow of information, while also ensuring that the information being disseminated is accurate, representative and, above all, not harmful to society.

An obvious additional step is to employ technology to keep up with the increasing complexity of today's media landscape. The potential benefits of such advanced tools are laid out in other chapters in this

80%

According to a survey by Morningconsult, 80% of respondents want to see hate speech removed from social media.

$3.7 billion

In 2019, Meta committed to allocating 5% of the firm's revenue, i.e. around $3.7 billion, to better regulation, per the Wharton School of the University of Pennsylvania.

6% global revenue

The Digital Services Act enables the EU to fine platforms such as Facebook, Google and Twitter up to 6% of their global revenue.

Paper, but it is important to also understand the need for a comprehensive set of rules to guide their use.

A related insight is to transform some of the standard practices endorsed by the likes of the UN into binding and non-discretionary recommendations. Valuable recommendations provided by UNESCO are not implemented because they are not mandatory. For any technological or regulatory initiatives to gain momentum there is a need for wide-ranging solidarity – which could be achieved through consultations with the media industry as well as the general public. These options can help balance the traditional role

of the media in our societies with the need to ensure that the information being disseminated is accurate and not harmful to society. A smart direction for the media can help to create a media landscape that is fair, diverse, and trustworthy, and that serves the needs of all members of society.

Expert Insight:
A just approach to people-centric news

Author: Suha Mohamed is a Senior Manager at the Aapti Institute, a global public research institution focused on the intersection between technology and society.

Growing polarisation within our societies is changing how we connect, listen and learn from one another. This is complicated further by a media landscape already fraught by a trust deficit. In this time, it is also challenging for the media to function as the fourth pillar of democracy - one we expect to represent diverse perspectives, enhance transparency, and act as a pathway for greater accountability. While social media platforms offer a decentralised stage for multiple viewpoints to be shared, the reality is that most content is amplified based on entrenched power structures, leaving smaller content creators/users to the mercy of opaque algorithmic workings.

The terrain of media has also rapidly transformed through digitalisation. Overburdened by the vast volumes of information, individuals and communities have limited room to be heard and often are not equipped with the critical capacity or tools to escape carefully constructed echo bubbles. Disinformation, misinformation, and co-option of narratives for political ends are just a few of the harms that must be addressed in defining a more just future for media.

There is scope to examine how we can address these disparities and explore more proactive approaches to dispel disinformation at the root. This requires thinking more deeply about how to build systems where community voices are amplified, and trust is rebuilt through more agential media forms. One dimension of the solution is to co-build ecosystems that enable secure access to responsibly collected and governed data which can serve as a foundation for evidence-based journalism, fact-checking, and investigative reporting. This will also require reconceptualising data

as a relational and public good - one that communities can contribute to, govern, and leverage in reclaiming power over their narratives.

Shaping credible data ecosystems through collective efforts have already demonstrated immense success most evident in the work of the Organized Crime and Corruption Reporting Project (OCCRP) and the release of the Panama Papers. In another example, organisations like Tattle's 'WhatsApp archiver' have proposed ethical approaches to pool or scrape information from closed-messaging apps to support researchers and civil society organisations committed to tackling misinformation. Related to the collection and governance of data, ensuring news is people-centric requires the exploration of bottom-up reporting methodologies, innovations and support for the intermediaries or stewards that enable this work.

Examples emerging in this space include 101Reporters which has built a platform that encourages and enables local grassroots journalists to contribute to and connect to a network of international media houses/publications. Responding to calls for shaping more diverse multimedia content for our digital communities, Video Volunteers are building capacity among citizens located in rural parts of India to transform into community producers and be a part of NGO media units. This model represents one approach to contextualised storytelling and showcases how citizen journalism can be translated into a more sustainable and meaningful practice.

Initiatives like these are structured to maximise participation in the process of data gathering, enrichment (by grounding stories in lived realities and experiences) and dissemination - involvement of citizens in these phases should be prioritised in narrative building exercises. Whether directly or through last-mile intermediaries, we must continue to identify how communities' can be empowered as stewards of their own data and narratives - a powerful approach that must be part of the shift towards a just, agential, and representative future of media.

8.

The Case for Local News by Local People

Western media organisations have long held a disproportionate influence on the global news scene. Local reporting by local people can provide a better perspective on the events, issues, and stories that are relevant to their context, and can help to foster a sense of belonging and connection among residents. Local news also plays a critical role in holding local officials and organisations accountable, providing a platform for community members to voice their concerns and opinions. This promotes transparency and credibility, and embeds long-term resilience among news organisations.

The 'Global South' is in reality a highly diverse range of cultures, perspectives, and experiences, which represents a fast-growing proportion of the world's population. For a long time, its story has been told internationally by media based in the 'Global North', more often than not Western, and questions have rightly been raised in recent years about the sustainability of this situation.

Diversity has been a challenge in the media industry for years. When a community group isn't represented, their stories aren't either. Western media has at times presented a biased view of news from the Global South, reinforcing stereotypes and misrepresenting the complexity and diversity of these regions. Some countries have suffered from the way certain stories have become a defining factor in shaping the way they are perceived globally.

A topical example of this is the way Western media reports on the organisation of major events in the

Middle East. From the 2022 World Cup to COP28, the default position is pessimism, as opposed to any active search for balance – let alone positives. In the case of the UAE, Western media give little or no space to the country's bold and ambitious policies in the face of climate change, and choose to focus only on its oil and gas history, thereby presenting a skewed perspective of COP28 a full year before the event begins.

Statistics typically show that citizens in the Global South are more worried about misinformation than their counterparts in the Global North. The Reuters Institute's Digital News Report of 2021 revealed that 74% of people are worried about misinformation and disinformation in Africa, compared to 54% of Europeans having those same fears.

Global inequalities play out and are consolidated within the media, for example when foreign news reporting is prioritised over authentic reporting by local journalists. In the case of reporting on conflict or within war zones, this has historically been due to the disproportionate protection offered by Western passports.

"Lazy reporting" has all too often been allowed to proliferate. Nowadays, journalists do not necessarily travel to the places where the story is happening and instead resort to secondary information gathered from less-than-reliable third parties. That said, such user-generated content – if verifiable – can be an excellent way to gather local intelligence and reporting on stories for a global audience without "parachuting in journalists" who lack the necessary context.

Media organisations could make better use of the diaspora that already exists in the West to act as a bridge between the Global North and the Global South. As experts of their own regions, they can provide

valuable insight, perspectives, and connections that can help media organisations to better understand and report on news from around the globe. By engaging with citizens and journalists from the diaspora and incorporating their voices and perspectives into their reporting, media organisations can ultimately provide a more nuanced and accurate view of the wider world. This can in turn challenge stereotypes and biases.

For decades, media houses worldwide have looked up to the BBC as the ultimate news model to follow. The BBC Academy is similarly seen as a model to follow in terms of continuous development, training, and upskilling. However, BBC reporting can show similar tendencies to resort to bias and relay a perception of the world rooted in stereotypes. It is not an accident that a mere 5% of journalists in the UK are journalists of colour. Some scholars have even argued that the current picture of journalism is the result of a forced colonial and post-colonial nation-building exercise.

The creator economy has unveiled a number of opportunities for journalists in the Global South to have their voices heard beyond borders, and to counter skewed perspectives on world events. In recent years, several platforms have launched initiatives for journalists to build products that can then be monetised while cultivating a global news community. Such is the case of the Google News Initiative (GNI) that offers grants of up to $50,000 to independent journalists who use YouTube. Almost half of GNI grant recipients are based outside of North America and Europe. Such initiatives enable the media industry to cultivate a diverse, innovative, and inclusive community of journalists, from international news desks to local newsrooms.

If such programmes are appealing to journalists in the Global South as they bid to grow more global audiences for their platforms, a wider use of new technologies outside the West and China will also help newsrooms in their information sourcing, organisation, and story distribution. The Reuters' Institute 2020 Annual Report underlined concerns about the disparity between news organisations with the capacity to incorporate machine learning and automation, and those with limited means. More funding towards the education of future leaders in the Global South's media industry, as well as capacity-building, can offer a way forward to an industry whose future will depend on its ability to diversify voices and rebalance historic inequalities.

FAKE

The Digital News Report 2021 revealed that 74% of people are worried about misinformation and disinformation in Africa, while only 54% of Europeans have those fears.

GLOBAL MEDIA CONGRESS
الكونغرس العالمي للإعلام
Exhibition & Conference

وكالة أنباء
الإمارات-وام
EMIRATES
NEWS AGENCY·WAM

Acknowledgements

🌐 wam.ae   🐦 @wamnews_eng   f @wamnewsen   📷 @wamnewsen

GLOBAL MEDIA CONGRESS

الكونغرس العالمي للإعلام

Exhibition & Conference معـرض ومـؤتـمـر