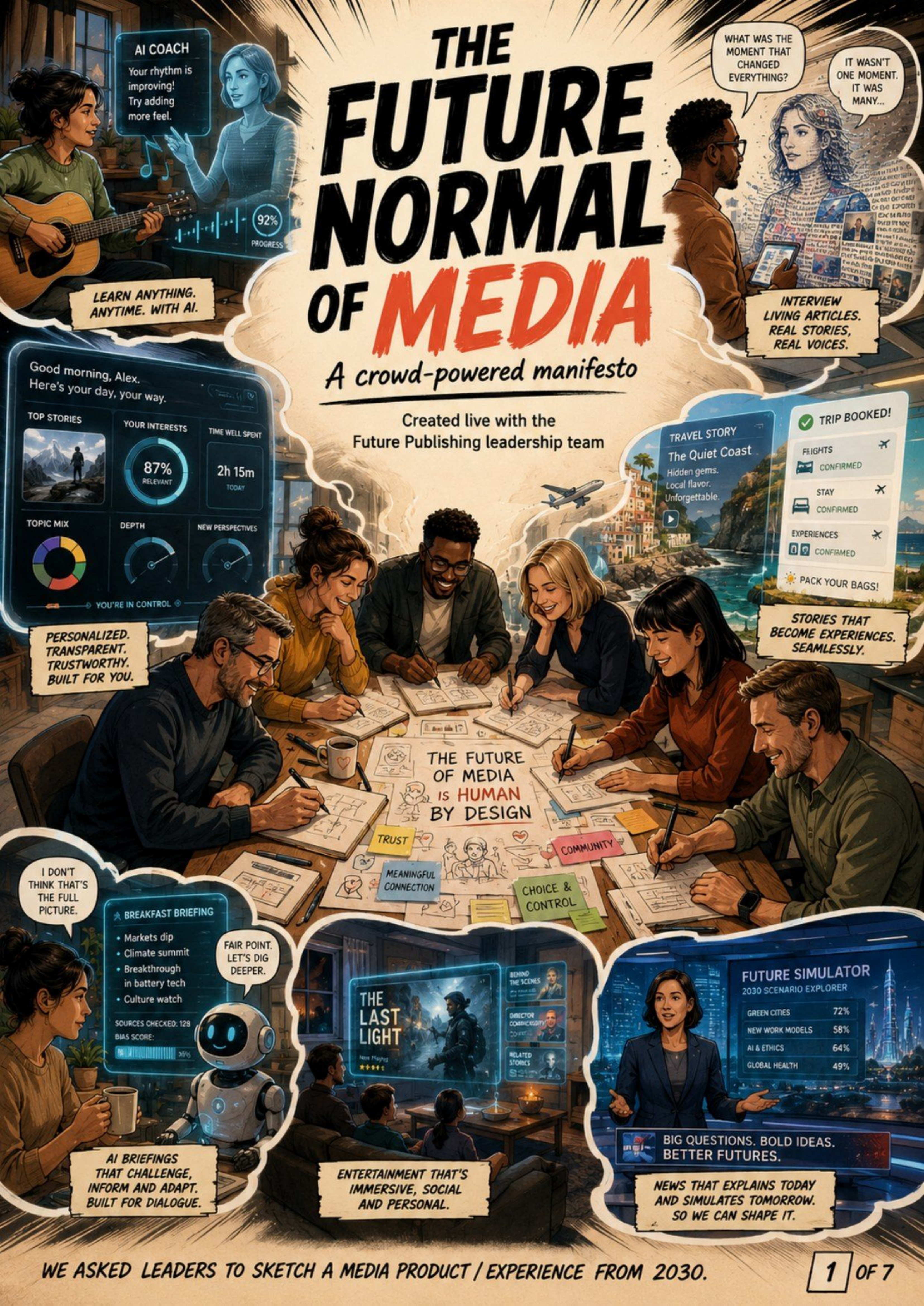


THE FUTURE NORMAL OF MEDIA

A crowd-powered manifesto

Created live with the
Future Publishing leadership team



LEARN ANYTHING.
ANYTIME. WITH AI.

Good morning, Alex.
Here's your day, your way.



PERSONALIZED.
TRANSPARENT.
TRUSTWORTHY.
BUILT FOR YOU.

INTERVIEW
LIVING ARTICLES.
REAL STORIES,
REAL VOICES.

TRIP STORY
The Quiet Coast
Hidden gems.
Local flavor.
Unforgettable.

TRIP BOOKED!

FLIGHTS
CONFIRMED

STAY
CONFIRMED

EXPERIENCES
CONFIRMED

PACK YOUR BAGS!

STORIES THAT
BECOME EXPERIENCES.
SEAMLESSLY.

THE FUTURE
OF MEDIA
IS HUMAN
BY DESIGN

TRUST

MEANINGFUL
CONNECTION

COMMUNITY

CHOICE &
CONTROL

I DON'T
THINK THAT'S
THE FULL
PICTURE.

BREAKFAST BRIEFING

- Markets dip
- Climate summit
- Breakthrough in battery tech
- Culture watch

SOURCES CHECKED: 128

BIAS SCORE:

FAIR POINT.
LET'S DIG
DEEPER.

AI BRIEFINGS
THAT CHALLENGE,
INFORM AND ADAPT.
BUILT FOR DIALOGUE.

ENTERTAINMENT THAT'S
IMMERSIVE, SOCIAL
AND PERSONAL.

BIG QUESTIONS. BOLD IDEAS.
BETTER FUTURES.

NEWS THAT EXPLAINS TODAY
AND SIMULATES TOMORROW.
SO WE CAN SHAPE IT.

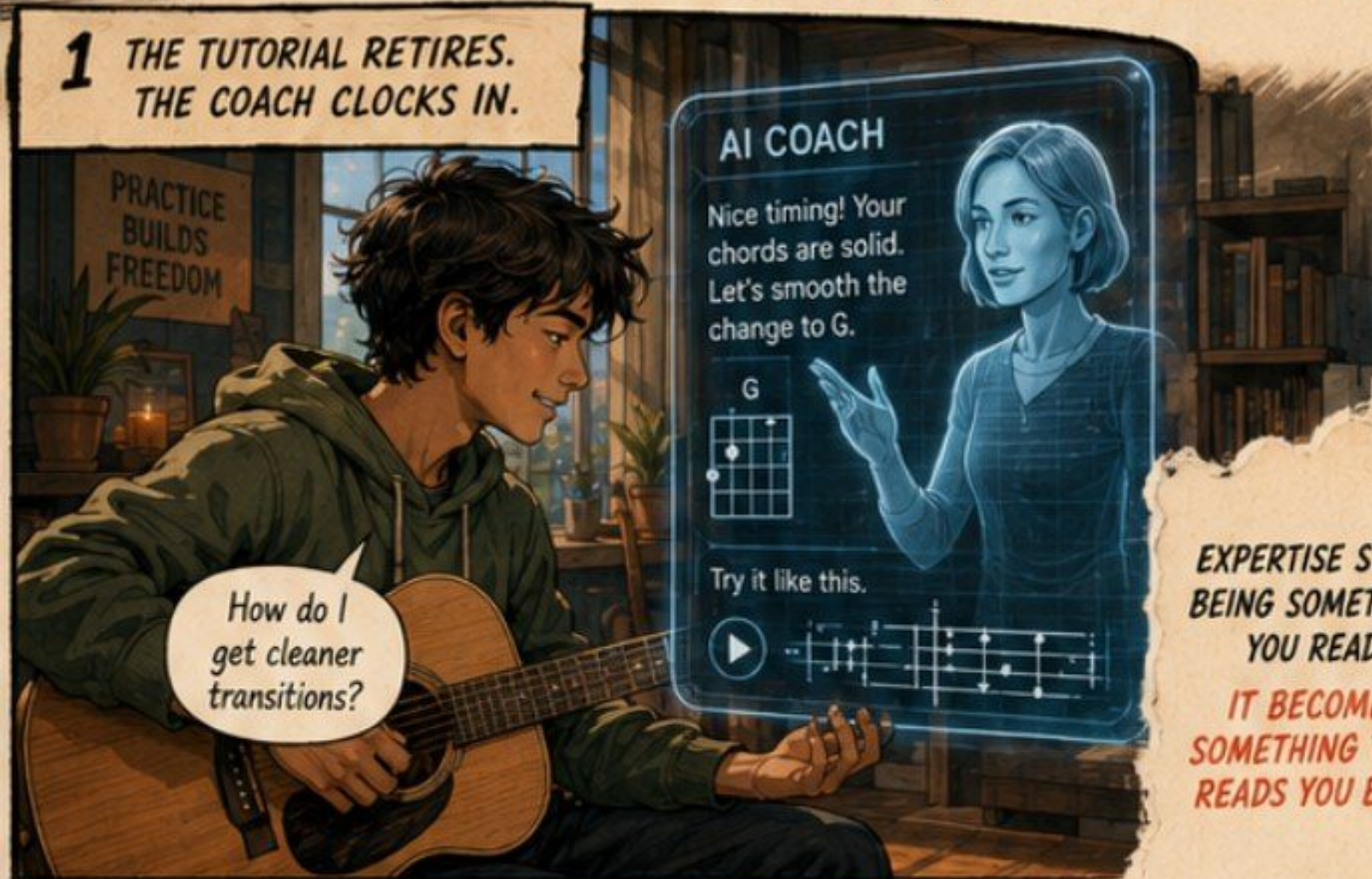
WE ASKED LEADERS TO SKETCH A MEDIA PRODUCT / EXPERIENCE FROM 2030.

1 OF 7

MEDIA BECOMES A COACH – AND A CONVERSATION

The tutorial retires. The coach clocks in.
And trusted journalism becomes something you can talk to.

1 THE TUTORIAL RETIRES. THE COACH CLOCKS IN.



2 COACHING GUIDES YOU IN THE MOMENTS THAT MATTER.



EXPERTISE STOPS
BEING SOMETHING
YOU READ.
IT BECOMES
SOMETHING THAT
READS YOU BACK.

3 PERSONALIZED. PRACTICAL. IN THE FLOW OF YOUR REAL LIFE.



COACHES
DON'T JUST
TEACH.
THEY HELP
YOU GROW.

4 YOU STOP READING THE ARTICLE. YOU START INTERVIEWING IT.



THE BYLINE BECOMES
A DIALOGUE.

5 DECADES OF TRUSTED JOURNALISM WAKE UP AS SOMETHING YOU CAN QUESTION.



THE BRAND'S
ARCHIVE
JOINS THE
CONVERSATION.

6 THIS ISN'T THE FUTURE. IT'S THE NEXT NORMAL.

MEDIA THAT COACHES,
CONVERSES, AND
EMPOWERS —
ANYTIME, ANYWHERE.



THE FUTURE
OF MEDIA IS
HUMAN
BY DESIGN.

EVERY READER BECOMES AN EDITOR-IN-CHIEF

One masthead. A million editions.

1 STUFF YOU LIKE.
WHAT TO DO WITH IT.
HOW YOU LIKE IT.

READERS ASSEMBLE
THEIR OWN MEDIA
PRODUCT FROM
THREE DIALS.

2 THE FEED, THE NEWSLETTER
AND THE NIGHTLY SHOW
REBUILD THEMSELVES
AROUND EACH PERSON.

YOUR NEWSLETTER
Morning Brief
Made for You

THE
FUTURE
NORMAL
OF MEDIA

YOUR NIGHTLY SHOW

Tonight for You

SAME BRAND.
YOUR VERSION.
EVERY TIME.

3 DIFFERENT PEOPLE.
DIFFERENT VERSIONS.
ALL BUILT BY THEM.

THE EXECUTIVE
Needs signal. Not noise.

FEED
Strategic moves.
Market shifts.
What's next.

NEWSLETTER
7 Minute Brief
Top 5 insights.
No fluff.

NIGHTLY SHOW
The Big Picture
Market. Tech.
Geopolitics.
2 Stories.

THE PARENT
Practical. Safe. Helpful.

FEED
Family health.
Smart savings.
Local events.

NEWSLETTER
Family First
Tips, Checklists.
Things to do.

NIGHTLY SHOW
Good Night, Fam
Stories. Science.
Feel-good.
5 Minutes.

THE FAN
Deep dives. No spoilers.

★ FEED
Breaking news.
Rumors analyzed.
Creator updates.

✉ NEWSLETTER
Insider Drop
Easter eggs.
Behind the scenes.

▶ NIGHTLY SHOW
Deep Cut
Lore. Interviews.
Fan theories.
20 Minutes.

4 MEDIA STOPS BEING
ONE-SIZE-FITS-ALL...

MARKET
MOVES

WEEKEND
IDEAS

DEEP DIVE

...AND BECOMES
ASSEMBLED AROUND
EACH PERSON.

5 CHOICE AND CONTROL
BECOME PART OF
THE PRODUCT.

YOUR MEDIA. YOUR RULES.
ALWAYS YOU.

✓ You set the agenda.
We do the work.

✓ You set the tone.
We match it.

✓ You set the time.
We respect it.

★ You stay in control.
Always.

6 ONE MASTHEAD.
A MILLION EDITIONS.
YOURS IS THE ONE
THAT MATTERS MOST.

THE FUTURE OF
MEDIA IS
PERSONAL,
TRANSPARENT AND
PARTICIPATORY.

THE STORY FINISHES THE JOB

Inspiration and transaction collapse into a single motion.

1 YOU DON'T JUST READ THE TRAVEL FEATURE. YOU ACT ON IT.



2 THE FEATURE BECOMES INTERACTIVE AND PRACTICAL.



3 IT HELPS YOU CHOOSE FLIGHTS, HOTELS, AND BUILD A BUDGET.



4 STEP INSIDE BEFORE YOU PAY.



5 THE ARTICLE TURNS INTO A READY-TO-BOOK ITINERARY.



6 THE STORY BOOKS THE HOLIDAY IT JUST SOLD YOU.



MEDIA THAT TURNS INSPIRATION INTO ACTION.

WHAT IF YOUR MORNING BRIEFING ARGUED BACK?

Media's job flips from confirming what you think to sharpening it.

1 HERE'S YOUR TAKE.
HERE'S THE STRONGEST
CASE AGAINST IT.

AI BRIEFING

YOUR VIEW

We should double down
on expansion this year.
Strong demand.
First-mover advantage.
Our brand is strong.

STRONGEST CASE AGAINST IT

- Demand may be peaking.
- Overexpansion risk.
- Rising costs, tight capital.
- Competitors moving differently.



Bottom line: Risk of overreach > upside.
Confidence: Medium

BEFORE YOU'VE
FINISHED YOUR
COFFEE, THE NEWS
HAS CHALLENGED YOU.

2 COUNTERPOINT:
WHAT IF THE
OPPOSITE IS TRUE?

COUNTERPOINT

What if the opposite is true?

- Competitors hesitate
— window opens.
- New markets compound
fast.
- Brand strength can
outpace cost pressure.

Evidence & angles
to explore →



GOOD POINT.
I WAS
ASSUMING A
SLOWDOWN.

3 THE BRIEFING PLAYS
DEVIL'S ADVOCATE.
YOU STAY IN CONTROL.

WHAT'S THE
EVIDENCE BEHIND
THAT RISK?

EVIDENCE

- Demand indicators
flattening in 3 regions
- Inventory build-up rising
- Capital costs up 1.4x
vs last year
- Analyst revisions
trending down

Sources (6):



4 IT SURFACES SOURCES,
EVIDENCE AND ANGLES
TO EXPLORE FURTHER.

ANGLES TO EXPLORE



Customer
sentiment



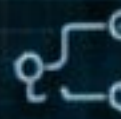
Unit economics
stress test



Competitor
moves



Regulatory
& policy



Scenario
planning

RELATED READS

Why this cycle
feels different
— McKinsey

Signals we're
watching
— WSJ

Capital
disciplines
that win
— HBR

More sources →

MEDIA STOPS
ECHOING YOUR
VIEWS.

IT SHARPENS
THEM.

5 YOU END THE BRIEFING
MORE INFORMED.
LESS CERTAIN.
MORE READY.

I'M NOT AS
CONFIDENT AS
BEFORE...
BUT I HAVE A
BETTER PLAN.

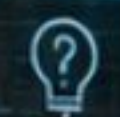
TODAY'S TAKEAWAYS

- ✓ Validate demand signals
before scaling.
- ✓ Run 2 scenarios:
aggressive vs disciplined.
- ✓ Test unit economics
under stress.
- ✓ Reassess in 30 days.

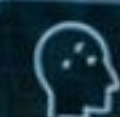
Decision quality: ↑↑

6 BETTER BRIEFINGS
CREATE BETTER
DECISIONS.

SHARPER THINKING.
STRONGER OUTCOMES.



Better
questions



Richer
perspectives



Smarter
decisions

That's the future
of media.

THE FUTURE OF MEDIA CHALLENGES YOU EARLY, NOT LATE.
SO YOU CAN LEAD BETTER, **BEFORE** IT'S TOO LATE.

WHAT IF THE FRONT ROOM WAS THE **FRONT ROW**?

The venue stops being somewhere you go and becomes something you switch on.

1 THE SHOW STARTS WHEN YOU DO.

DATE NIGHT.
FRIDAY NIGHT.
LET'S GO.



2 A LIFE-SIZED BAND BY THE SOFA.



HOLOGRAPHIC
KARAOKE ON
YOUR CARPET.

3 CHOOSE YOUR VIEW.
YOU'RE IN CONTROL.



LET'S GO
CLOSE-UP.



4 SING IT. REQUEST IT.
MAKE IT YOURS.



KARAOKE MODE

I WANNA DANCE
WITH SOMEBODY...

YOU
PICKED A
CLASSIC!

5 INVITE EVERYONE.
THE HOUSE GETS BIGGER.



THEY'RE
HERE TOO.

ENTERTAINMENT
BECOMES IMMERSIVE,
SOCIAL AND
PERSONAL.

6 LEGENDS PERFORMING
FOR THE PRICE OF
A PROJECTOR.



THE FRONT ROOM
BECOMES THE
FRONT ROW.



MEDIA STOPS REPORTING WHAT HAPPENED. IT STARTS **SIMULATING** WHAT'S NEXT.

And every audience of one gets its own broadcaster.

1 SNAPSHOT TODAY.
YOU, YOUR MONEY,
YOUR REAL STORY.



2 EXPLORE POSSIBLE FUTURES.
THE STORY BRANCHES.
YOU CHOOSE.

POSSIBLE FUTURES
Where do you want to go?

Career Change

Market Dip

Early Retirement

Ambitious Path

CAREER CHANGE

Meaning ↑ Income ↔
Learn. Pivot. Grow.

MARKET DIP

Short-term pain.
Long-term plan.
Stay the course.

-18%

EARLY RETIREMENT

Freedom by design.
Trade-offs
you accept.

AMBITIOUS PATH

More risk.
More impact.
Bigger future.

3 SEE CONSEQUENCES.
UNDERSTAND TRADE-OFFS.
MAKE BETTER CHOICES.

It's not
prediction.
It's rehearsal.

CHOSEN PATH
AMBITIOUS PATH
10-YEAR OUTLOOK



Net Worth ↑ 218%
Income Potential ↑ 162%
Time Freedom ↔ 20%
Risk Level High
Fulfillment ↑ Very High

You choose.
We help you navigate.

So I can act,
not react.

4 YOUR NIGHTLY BRIEFING.
MADE FOR YOU.
BY YOUR BROADCASTER.

Good evening, Alex!
Here's your nightly
Future Brief.

ALEX'S NIGHTLY BRIEF

- Career paths trending for your skills
- Market watch for your goals
- Opportunities tailored to your network
- One idea to act on tomorrow

Curated. Relevant. Human.

5 YOUR CHANNEL.
YOUR LANGUAGE.
YOUR INTERESTS.
YOUR WORLD.

NO NOISE.
JUST SIGNAL.

Built Different
Mindset & Hustle

Discipline.
Daily Wins.

LIVE

Planet Forward
Sustainability

Solutions.
Real Impact.

LIVE

Creative Pulse
Art & Culture

Inspiration.
Everywhere.

LIVE

Numbers That
Move
Investing

Clarity.
Confidence.

LIVE

Different channels. Same mission: Your better future.

6 WHEN EVERY FAN GETS
THEIR OWN BROADCASTER,
THE MEANING OF CHANNEL
CHANGES.

Made for me.
Keeps me
moving.

NOT JUST CONTENT.
CONNECTION.

Curated for
what I care
about.

It listens.
It teaches.
It's with me.

THIS IS THE
FUTURE NORMAL
OF MEDIA.
NOT LOUDER.
SMARTER.
NOT BROADER.
DEEPER.
NOT ABOUT US.
ABOUT YOU.

MEDIA THAT COACHES.
CONVERSES.
EMPOWERS.

ANYTIME.
ANYWHERE.

COACHING

DIALOGUE

PERSONALISATION

ACTION

THE FUTURE NORMAL OF MEDIA IS
INTERACTIVE, PARTICIPATORY AND **HUMAN** BY DESIGN.