

Div-A Mentoring Programme 1st TRAINING ENCOUNTER

10-11 November 2016

Startup Lisboa
Rua Da Prata N 80, 1100-420 – Lisboa (Portugal)

Meeting report

1. Introduction

The purpose of the first training encounter was: to facilitate a meeting between the key expert team and the representatives of the ten selected new media projects; to create working teams; to define the objectives and goals of each project and set individual milestones for the upcoming six months. The participants were the project manager, the key expert team, the representatives of the selected projects and the TV team; a complete list of participants can be found in Annex II.

2. Presentations and key note speeches by the core team

Ms Anna Frenyo, the coordinator and author of the Div-A project, opened the meeting by welcoming all participants and explaining how the footsteps of MARS and MEDIANE were followed by Div-A. The work the Council of Europe through the joint EU/CoE project MARS and MEDIANE focussed on defining diversity inclusiveness and creating awareness in the media landscape. Diversity Accelerator – Div-A follows this path by looking for journalists who are already committed to diversity inclusiveness and helps them set up their own new media start-ups. In order to achieve this goal Ms Frenyo has selected a group of mentors who have already set up their own businesses by alternative means of financing – e.g. crowdfunding, membership model, sponsors, product branding. The mentors' role is to work with the ten selected upcoming new media start-ups in an individualised way and provide them with advice and guidance through the path of making an idea into a business.

Ms Ivana D'Alessandro, the Council of Europe's ICC project manager, explained the background of the Div-A project by highlighting the values and activities of the Council of Europe and especially the Building Inclusive Societies Action Plan. Ms D'Alessandro gave an overview of the mandate of the Directorate General of Democracy (DG II), which is to promote democratic governance, participation, diversity, democratic innovation, gender equality, safeguarding individuals against threats to their dignity and integrity (trafficking, violence, etc.) and the protection of children's

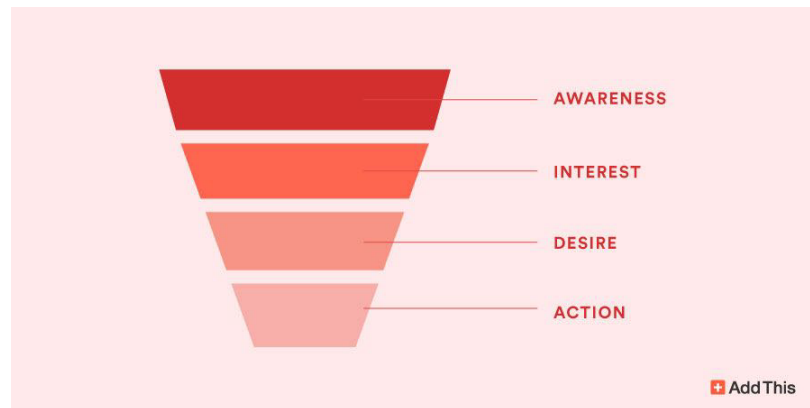
rights. DGII has the task of preparing and implementing targeted programmes, policies and standard-setting mechanisms, and to co-operate in its field of competence with key outside partners including civil society organisations and other international institutions. DGII implements, together with other CoE Directorates and the Parliamentary Assembly, the Building Inclusive Societies Action Plan. It is in this frame that the Div-A project was launched with the aim to contribute to changing the media landscape making the media actors of change to promote the diversity advantage. This change begins on an individual level, by continuously working on one's own assumptions and stepping out of the comfort zone. Diversity Accelerator has become a part of Building Inclusive Societies/ Intercultural Cities' activities to stir up and facilitate change agents – a small step that might lead to a giant leap in the long run.

Mr Sebastian Esser, mentor, journalist, founder, editor, product manager and CEO of Krautreporter in Berlin introduced his media outlet as an independent, ad-free, member funded digital magazine. "We work closely with our readers to better understand the bigger context of the news". In his view the problem in digital media is that revenue depends on users' clicks. This business model may lead to bad journalism, as a consequence of which users do not trust journalists and are overwhelmed and confused by the speed and volume of news content. The solution Krautreporter suggests is to work without ads and with only one revenue stream: members' contributions.

The reporters of Krautreporter communicate intensively with their community to make their specific journalism better for their members. This is reflected in the amount of pieces Krautreporter produces: one well reported piece per day. Their strategy consists of explaining, personalising and collaborating with their 5.000 paying members, who are willing to support independent journalism and an intelligent alternative, being 60% male, 40% female, mid 30s, highly educated and politically engaged. Mr Esser advised participants that they talk to their potential users, find out their needs first.

Their competitors are weekly newspapers, magazines, digital subscription media and social media. Krautreporter's business model is 'Freemium', meaning that some content is provided free of charge. Their marketing takes place through mails and Facebook to drive traffic to their site and finally convert regular visitors into paying members. Facebook adverts, well used, can be a very handy tool in digital projects, as the example of the Div-A project's Facebook campaign also reflects – a user friendly questionnaire, an easy name: div-a.org and catchy Facebook videos. The team produced videos to attract audience and communicated with single visitors to encourage them to apply for the programme. By boosting the 'call for action' video, which led viewers to the application form, with a small amount of money, the outreach resulted in more than 70 000 individual views, reaching almost 400 000 people and resulting in over 170 actual applications.

Mr Esser highlighted how they use the funnel model for user acquisition.



Div-A, as Mr Esser hopes, will also serve as a great opportunity to swap stories and collaborate internationally, to learn more on e-mail marketing, crowdfunding or setting up a subscription business such as SteadyHQ.com. He advised mentees to find the main issue their start-up is going to focus on, to define their mission and strategies to create a roadmap for their goals during and after the Div-A mentoring.

In a presentation titled “10 Things to Watch When Building a Journalism Business”, Mr Esser listed a top ten of to dos for future journalist entrepreneurs, such as:

1. Ask yourself: What is the problem I am solving for my users?
2. Ask yourself: Who are my customers and are there enough of them?
3. Then ask your users if that’s really a problem they have.
4. Build a team.
5. Build a great team culture.
6. Build a great product.
7. Build a repeatable customer acquisition process.
8. Invest at least as much money in marketing and sales as in the journalism itself.
9. Keep talking to your users.
10. Iterate. Turn your product into something better.

Mr **Gergő** Sáling, mentor, founder and manager of the Hungarian investigative news agency Direkt36, former editor-in-chief of a leading Hungarian digital media outlet, Origo, has been relying on this experience when he launched his own business, Direkt 36, with some of his colleagues. Apart from problems with publishing companies, this experience included how journalism outlets often have shortcomings of business models. Thus Mr Sáling wanted to do something different: bring back journalism to the audience and find funding. What was missing in Hungary, he realised, was a series of detailed investigative stories to understand the background of corruption. With the help of Krautreporter and Hungarian colleagues, he decided to create a hard-core investigative journalism centre in Budapest. As Krautreporter, Direct36 is also somewhat slow in production, bringing out one story every second week and making much noise by this.

Direkt36's business model is mixed: leaning on crowdfunding, institutional donors, mid-sized donors, businessmen committed against corruption. They also provide business services to foreign outlets which come to Hungary – and do research work for them. January 2017 will be the second anniversary of Direkt36 – in the past two years Mr Sáling has come much closer to the future of journalism, which is communicating with the audience. He summarised his experience in a keynote about how to make a successful business plan.

Just as Mr Esser, Mr Sáling was not a businessman before launching his start-up, so he expressed his wish to help mentees avoid beginners' mistakes that only experience can cure and adopting a business mentality before launching their start-ups. A business needs human and technical resources and money. The need of the latter may divert a journalist's attention from focussing on content production. Hence, a diversified business plan at the beginning will be vital for the start-up, whereas a flat business plan can be lethal once the only source of income stops paying for some reason. The business plan should ensure several different sources of income and not rely on just one type of donors in order to avoid surprises. E.g. relying only on institutional donors that aid start-ups would not be advisable, because the moment the enterprise is not considered a start-up anymore by the given institutional donor (after the first year of launching) serious financial problems are bound to come. A business plan should be prescient. Big donors are slow and unpredictable, their interests might change – start-ups might have a chance to be supported by them, but well established businesses will take away the big money. As for crowdfunding, Mr Sáling warned that this needed careful planning and analysis.

Direkt36 has had some institutional donors, 50% of their initial budget came from them – a huge hole that needed to be refilled in the second year of its existence. They were obliged to find other ways to fund their project and learned that midsized donors were a good way to finance a business. Crowdfunding people usually give 10-20€ a month/or a year - institutional donors 20 000€ or more. Mr Sáling learned that between the two groups there is a huge amount of people, such as young and wealthy businessmen, fed up with corruption and Direkt36 reached out to them. They have been making a reasonable amount of money through these so called midsize donors, each of which can pay up to 10 000€ a year. Midsize donors allow for more variety, more flexibility, one can change them more easily. It takes a lot of footwork to harvest them though. According to Mr Sáling, 5-6 institutional donors and 50 midsize donors are a good way to finance a business. Mr Sáling warned that one should be careful with business partners too who could pick one's stories.

A media start-up should highlight its strengths and use it as a tool to convince people to support them. When launching a media start-up, one should ask oneself: what is unique about my project and what expertise can others learn from me? Mr Sáling emphasised that one should not only pinpoint what one is good at, but also be aware that "there are things only you can do!" The entrepreneur has to find creative ways of how to make money out of it. For Direkt36 this means providing additional services, such as providing Excel workshops. Inspired by Mr Sáling's keynote, the Armenian media start-up Urbanista decided they would provide city tours in Yerevan as a service to generate income with.

Mr Sáling underlined the importance of a clear idea about one's audience and the environment one works and lives in, so as to know what product to propose on a given market: "Who are you, what are you doing, why are you important? Prove that you have an impact and make a change in people's lives!" This does not imply hiding one's shortcomings or overblowing one's performance. Instead, it means that one has a strong say about the following:

FIND YOUR PLACE – what and why are you doing?
DEFINE YOUR IMPORTANCE – why is that indispensable?
PROVE YOUR IMPACT – really any kind of impact

Donors will want to know that they contribute to a good cause.

To sum up, a good business plan helps the entrepreneur turn his idea into an OPPORTUNITY.

Mr Francesco Conte, Div-A mentor, TV journalist and the founder of Termini TV in Rome, explained that his main work is to make and produce videos at train stations, connecting with people through the grassroots marketing of filming every day, randomly stopping people. By his media he is practicing diversity inclusiveness, considering train stations the best symbol of diversity. He acknowledged the importance of MARS and MEDIANE programmes and, being inspired by these, he decided to launch Termini TV in 2015. Termini TV explores news by an anthropological approach, by meeting individuals. Through his personal experience of filming at train stations, he highlighted how legal issues does matter when one creates a media start-up. Later on, Mr Conte analysed the available websites of each of the selected Div-A projects, pointing out their advantages and disadvantages and recommending examples of well-built multimedia sites.

Mr Tassos Morfis, mentor, founder of Athens Live held a key note speech on "Innovative Storytelling and Innovative Business Plans Go Together". A good team is key to a successful start-up – "Start with your friends and people you trust!" he suggested. He also cited Bill Gates: "Content is king." He illustrated how content and community building are in correlation with storytelling and essential to a venture's success. A good story should be image-based and have the potential to go viral – it should affect emotions, be concrete and credible. He suggested that mentees think about their innovation from their target audience's perspective, engage audience not only online, but also in real life and articulate what the potential investors would gain by investing in their very project, and communicate in a language that investors can understand.

Mr Morfis encouraged mentees to explore non-linear and cross-media or trans-media storytelling forms across online and social media platforms and claimed that innovative storytelling is the way to find distribution channels and to create a business model. He also mentioned the importance of finding the gaps in the market, which in Athen's Live's case was English language reporting from Greece in an outstandingly interesting way. Mr Morfis believes mentees have a great opportunity by entering the domain of independent journalism with alternative methods of financing and relied on Athen's Live's experience: "Our independent business model enables us to preserve the

international journalism standards and ethics that make our reporting credible in the eyes of the Greek people and the global community." At a time when many established news organisations are retrenching, Athen's Live has been harnessing the digital transformation to tell the real story from Greece. Mr Morfis believes that being successful is a matter of collective will and community support, rather than corporate will and political support.

Mr Morfis suggested the following reading list:

- "Financing Quality Journalism" by Pieter Oostlander, Teun Gautier, Sam Van Dyck
<http://gjjc2015.org/wp-content/uploads/sites/4/2013/10/Report-Financing-Quality-Journalism-Summary.pdf>
- Paul Lewis, the award-winning reporter who became the Guardian's head of team using multimedia and crowdsourcing and talked about a golden age in journalism:
<https://www.theguardian.com/media/2010/aug/24/paul-lewis-the-guardian>
<http://www.cafebabel.co.uk/politics/article/paul-lewis-call-him-special-projects-editor.html>
- "How Technology disrupted the Truth"
by Katharine Viner <https://www.acast.com/longread/how-technology-disrupted-the-truth-by-katharine-viner>

3. The Ten Selected Projects

The team leaders of ten selected projects presented their pitches, following which they worked with the assigned mentors on specifying their goals and objectives for the following six months, as well as on developing a long-term vision of the shape that their start-ups will take. Peer feedback was an important element of developing these strategies; during the initial presentations, peers took notes on advantages and disadvantages of each project, including potential risks and possibilities. Mentors used this feedback for a profound and individualised evaluation of each of the projects (each mentor having been appointed to coach two projects).

Mr Frank Joung from Berlin presented his radio podcast project called "Halbe Katoffl", half potato, a nickname of people with non-German roots living in Germany. After a pilot episode launched on SoundCloud that received 1000 clicks in a month, he would like to involve audience and invite listeners to a monthly financial engagement. The migration community as a whole seems to experience a market gap in the podcast and community fields, whereas many individual communities (African, Asian, etc.) already exist. His audience so far has come from communities through circles of friends, social media, newsletters, media coverage as well as institutions. Mr Joung is considering running a crowdfunding campaign, looking for sponsors and media partnerships. His long-term vision is to make enough money to create a multimedia website. His immediate steps will be creating a logo and music for his podcast, as well as a website to host his products, and to register on iTunes. He will carry out more interviews to create further content and he will launch a campaign to finance his podcast. He needs advice on creating a business strategy and a long-term financial plan, as well as PR help.

On the second day of the training, each mentee worked with their mentors on identifying the milestones for the subsequent six months.

Ms Felicia Mutterer and Ms Carina Matzky presented STRAIGHT, a magazine about female homosexuality, showing a different perspective and deconstructing stereotypes. Their topics are about same-sex relationships, travel, fashion, lifestyle; they are considered both as lifestyle and mainstream. Their launch video with an Angela Merkel Doppelgänger received 15 million clicks simply on Twitter. There is a market in Germany for STRAIGHT, as 4 million women do not identify as heterosexual and same-sex marriage is still not legally foreseen (only registered life partnerships is available), according to the presenters' research. The immediate step for STRAIGHT is to launch a promotional campaign for Christmas.

Ms Natasha Bowler represented SyriaWire, the first-ever English-language news site covering the Syrian conflict by Syrian refugee journalists working in partnership with European reporters. This project will produce breaking news reports and ground-breaking investigations created by journalists who come from Syria. Ms Bowler's plan is to have the news channel entirely sponsored through government and NGO grants. Currently she is working in her project as a journalist, together with a Syrian national/European asylum seeker, Mr Mohammad Mansour. The two of them founded the news site and work with 15 Syrian journalists, all asylum seekers, living across Europe. Their plan is to have 5 key correspondents, covering the Damascus region, the Kurdish region, Homs/ Aleppo, the Lattakia region, NE Syria (Daesh region) and to engage freelancers to cover other stories. Ms Bowler has been inspired by her experience with working with IranWire.

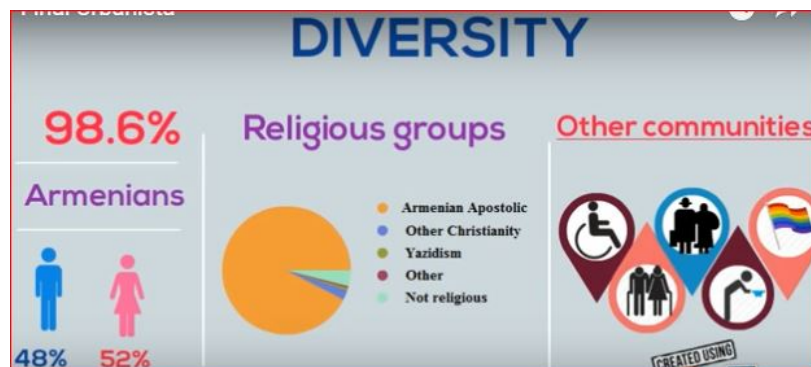
Ms Bowler's immediate goals are creating content on www.syriawire.com, bringing audience to SyriaWire's social media channels, finding out who their audience is and learning more about it, as well as looking for investors. Later she will organise a crowdfunding campaign and look for donations. By the end of the mentoring, SyriaWire should be operational. Ms Bowler's vision for SyriaWire in three years is that of a news site producing quality content and raising awareness, covering events as objectively as possible.

Ms Carole Edrich's start-up Dance Gr.ist is planned to be a weekly magazine for dancers produced by dancers with the involvement of professional journalists who train dancers in writing, photography and pitching. The idea behind is to also help dancers make a living when they are not performing, reengage disenfranchised people with their communities and provide greater knowledge of other perspectives and cultures. She has created a team of 9 international dance experts. Ms Edrich wishes her magazine to be freely downloadable and is looking for alternative ways to enable regular production. In the next three months Ms Edrich will work on understanding funding strategies, completing a resilient business plan, outlining a strategic and tactical communication plan. By the end of the mentoring she will have created a content plan and finished the presentation of her start-up for the first round of funders; she will also have established the supporting site. In three years Ms Edrich's vision for Dance Gr.ist is to break even financially, have a first year of full training for dancers and to refine her business model.

Ms Beatrice Kabutakupua Ngalula and Mr Gianpaolo Bucci, both journalists and filmmakers, started their multimedia documentary project, 'Invisible Cities', in 2012, treating Sub-Saharan migrants living in multicultural cities all around the world. Their model is that of immersive journalism – going to the neighbourhoods, meeting people, getting to know them first and starting interviews only after having established a real relationship and thus challenging stereotypes about African migrants. Their goal is to create a platform for interaction within the migrant groups of different communities all around the world. The local administrations of these cities are part of Invisible Cities' target groups, as they often lack knowledge about the diversity of their own communities. Ms Ngalula and Mr Bucci work with NGOs and universities and also hope getting funds through sponsorship and crowdfunding. They hope to enjoy the support of airlines, since their work involves a lot of travelling. Through Div-A they wish to receive help with fundraising, crowdfunding and ideas on promotion with international bodies and they offer their expertise on migrants' communities.

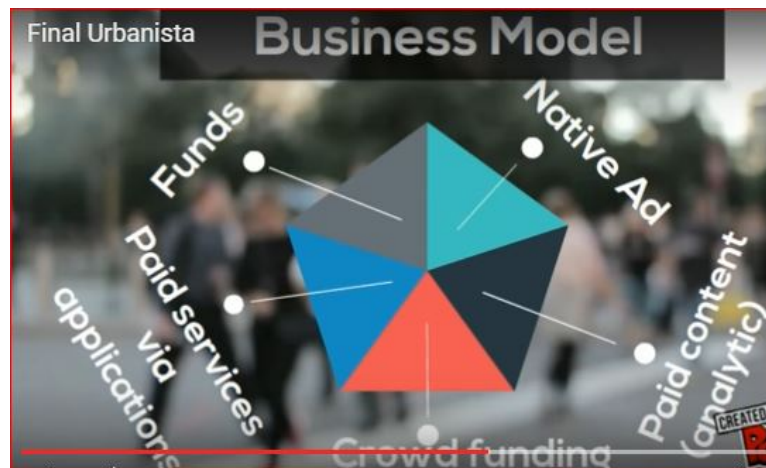
Their immediate goal is to identify and build an audience to engage, as well as to entertain it. Within one month they will redefine their product to make it entertaining and adapted to wider audiences, and they plan to expand their team. By the end of January they will try to reach people with different views (biased, racist, etc.) on social media through posting videos and short stories on food and football. By the end of the mentoring they will start working on a new website. In three years their vision is to have filmed three other cities, having appropriate funding for that and having a worldwide reputation.

Ms Gayane Mirzoyan and Ms Nvard Hovhannisyan created Urbanista, a multimedia outlet about urban development in Armenian cities told through human stories. Their vision in three years is to grow into a regional project and cover urban news of the South Caucasus cities. Ms Mirzoyan has carefully analysed the Armenian market and its needs, having experience with Taghinfo, a hyperlocal media about Yerevan communities that she created in 2012. Problems in media coverage are three-folded: lack of attention towards rural cities, lack of understanding of urban development issues and apathy towards urban changes. Her present start-up Urbanista leans on her existing know-how. Urbanista's goal is to introduce the concept of diversity inclusiveness into a society that lacks diversity. Not only will she create a sustainable media, but also found a media education lab to train citizen journalists to report on urban issues to create a system of comprehensive reporting on rural cities' issues.



Urbanista's target audience is that of 18-38 year-old urban citizens who care about community life and are eager to make a change.

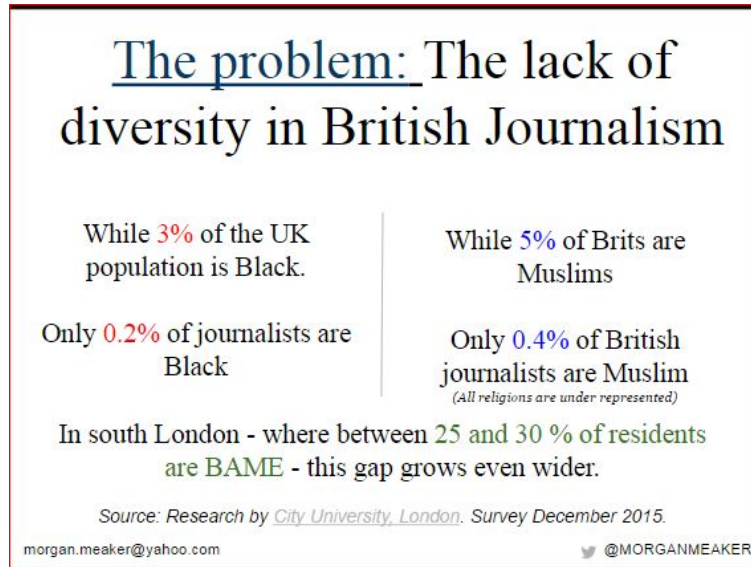
In December Ms Mirzoyan, the project leader, will create a list of potential grants Urbanista can apply for, create content for the Urbanista website and produce 10 articles /month. She will also work on the website's logo and design and search for volunteer English language translators/editors/ and guides for the city tours, a paid service she would like to introduce by June 2017, offering special tours to tourists around Yerevan. She will therefore meet US Corps and contact foreign language departments. Ms Mirzoyan will have Urbanista's best pieces translated into English to cater for the potential audience of the city tours. Urbanista has a business model that stands on several pillars, as explained in the picture below:



In January 2017 Ms Mirzoyan and her colleague will identify potential sponsors and schedule a first meeting with Telecom companies, contact B&Bs and taxis for potential business agreements. In February Urbanista is planning to become an NGO and launch a website. By the end of the mentoring, Urbanista will have built audience and launched a crowdfunding campaign.

Urbanista is outstanding among the selected projects of the Div-A project with regard to the careful market analysis and planning Ms Mirzoyan has carried out.

Ms Morgan Meaker, a journalist from London, presented her project SOUF, an online news site that will produce modern, multimedia local journalism for a young South London audience while using employment programmes to create journalism opportunities for teenagers from BAME backgrounds.



Ms Meaker's goal is to improve diversity in journalism to better serve a modern, intercultural Britain, to generate employment and create opportunities. Through a mixture of training programmes and entry level employment opportunities, the online magazine will offer BAME young people a way to gain experience in the industry that doesn't involve unpaid internships or expensive master's degrees. The platform's content will engage young people in local issues and politics and bring local journalism into the mobile, multimedia future. SOUF's target audience is that of 15-30 year-old South-Londoners eager to make a change. These people would be the receivers and the authors of SOUF's content, eventually turning SOUF into a platform that will also function as a creative agency offering branded multimedia content for South London based businesses.

Ms Džina **Donauskaitė** and Ms Neringa Jurciukonyte presented the team and work of Media4Change, a movement for high standards in journalism, which is a Lithuanian journalism and training centre that was launched in 2009. Media4Change started by training young journalists, later on professional journalists, until the launch of an investigative journalism fund in Lithuania. They believe investigation is key to provoke social change. Today Media4Change is aiming at developing into an International Investigative Journalism Centre, which offers a co-working space for Central-Eastern-European investigative journalists and runs an International Investigative Journalism Agency providing stories of public interest about pressing issues in Central and Eastern Europe for international media and audiences. Their network consists of international journalists, human rights activists and researchers and the focus of the content they produce is on denouncing human rights violation. The idea is to use their know-how to create successful stories and build a community with audience, customers and donors.

Media4Change's business model is based on various sources of funding: sponsoring, partnership, crowdfunding, selling the stories, in-kind contributions. The agency will sell the stories to various media channels and require membership fees for the use of the co-working space. Finally, they are considering launching a crowdfunding campaign and will be identifying stories that audience could

be highly interested in. They define themselves as “The business that brings social change, but also as a life changing experience to those who work for it.” They have a clear outline for the work of the next months:



They are already talking to the Soros Foundation, as potential sponsor. For Media4Change the greatest buy-in through Div-A is the network and the exchange of information for potential stories, a capital and a resource which should be investigated in the course of Div-A's development.

Ms Anna Mironova represented Solomon, an online magazine based in Athens with the goal of social inclusion through media. Solomon was launched in 2015 and its name is based on a book called Solomon about the elephant that travelled from Syria to Europe. The members of Solomon are a community of people from very different backgrounds who aim to promote an alternative perspective of the local society narrative about refugees, immigrants and locals. They have cooperators from 11 countries in Eastern and Western Europe and Arabic speaking countries, speaking 15 languages in total. They are journalists, NGO members, lawyers, and people who work with immigrants. The aim of Solomon is to give ideas and tools to newcomers who arrive in Greece – to give them the possibility to make their voice heard.

Solomon believes that the migration status should not be a label marking people. They produce first hand stories in Greek language. Their target audience consists of NGOs and media – their readers are interested in human rights, culture and arts.

Mr Steve Jackley presented Arkbound Regional Editors' Network and began by referring to Ms D'Alessandro's presentation and how the media has the potential to create a change in society and cited the United Nations: *'The media plays a key part in upholding good governance, human rights, accountability and the rule of law.'* - United Nations World Press Freedom Day 2016 Report upholding good governance – as well as Thomas Jefferson *'The press is the best instrument for enlightening the mind of man, and improving him as a rational, moral and social being.'*

The goal of Mr Jackley's project is to provide a means by which aspiring journalists from disadvantaged backgrounds can be equipped with the tools and resources to launch their own digital media outlets, including by featuring the stories of people in places of incarceration or with experience thereof. His vision of his media start-up in 3 years is the following: A network of connected publications involving the above people, who collaborate and co-exist to improve media accountability, diversity and reach. Following the training encounter Mr Jackley designed a 6-month work plan, starting January 2017.

4. Next steps

Mr Conte is the mentor of SOUF and Invisible Cities, Mr Daviré of SyriaWire and Urbanista, Mr Sáling of Media4Change and Dance Gr.lst, Mr Morfis of Solomon and Arkbound and Mr Esser is the mentor of STRAIGHT and Halbe Katoffel. They will be working together until April 2017 to help ideas turn into businesses. They will mainly use online communication channels, such as Slack, on which the group divamentoring has been created. Ms D'Alessandro encouraged mentees and mentors to organise visits between each other and suggested that some projects visit Mr Esser and Krautreporter in Berlin, while others Mr Morfis and Athens Live so to get a first-hand experience of how a successful independent media outlet works. The details of these trips are to be elaborated by the mentors, according to their and the mentees' needs.

In the weeks after the Lisbon encounter the mentors will work with their mentees on specifying the milestones for the subsequent six months of mentoring, identifying needs the Div-A mentoring programme can cater for (in terms of training and connections) and identifying potential clients and sponsors for each project, analysing whether they have needs that include multimedia toolmakers and crowdfunding organisations.

At the end of the six months mentoring, the team will meet in Perugia in April 2017 for a two-day workshop presenting results, as well as for participating in the International Journalism Festival and networking.

ANNEX I

Div-A Mentoring Programme 1st TRAINING ENCOUNTER

10-11 November 2016

Startup Lisboa
Rua Da Prata N 80, 1100-420 - Lisboa

AGENDA

Thursday 10 November 2016

09.00 – 09.30 *Arrival at Startup Lisboa*

09.30 – 10.45 Opening and Introduction to the meeting's objectives

- Ms Anna Frenyo, Coordinator of the Div-A mentoring programme
- Ms Ivana D'Alessandro, Council of Europe
- Presentation of the core-team

10.45 – 11.30 Pitches: 1st part

5-minute Power Point Presentations by all mentees

- Pitch 1
- Pitch 2
- Pitch 3
- Pitch 4
- Pitch 5

11.30 – 12.00 *Coffee break*

12.00 – 13.00 Pitches (cont.)

- Pitch 6

- Pitch 7
- Pitch 8
- Pitch 9
- Pitch 10

13.00 – 14.00 Lunch

14.00 – 15.00 Pitches 2nd part

3-minute presentations focussing on:

- 1. Shortcomings of mentees' projects;
- 2. Expected outcomes;
- 3. A step by step work plan.

15.00 – 16.00 Mentors' ignition talks

- Innovative storytelling and innovative business plans go together
- 10 things to watch when building a journalism business

16.00 – 16.30 Coffee break

16.30 -18.00 Mentors' ignition talks (cont.)

Media and diversity inclusiveness

- Building a community, non-profits – how they think
- Business plan

18.00 End of working day

Participants are invited to gather together for dinner.

Friday 11 November 2016

9.00 - 9.15 Warm-up game

9.15 - 10.45 Group work (Project 1)

Tandems mentors/mentees

10.45 - 11.15 Coffee break

11.15 - 12.45 Group work (Project 2)

Tandems mentors/mentees

13.00 - 14.00 Lunch

14.00 - 16.00 Setting goals

- Defining goals for the selected projects

16.00 - 16.30 Coffee break

16.30 - 18.00 Goal presentation

Presentations in the plenary on:

- Agreed goals
- Specific milestones and "to dos" for next steps
- Work-plan
- Dream session: my project in 6 months, 1 year and 2 years

After 18.00 Dinner

Annex II

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LIST OF PARTICIPANTS

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DIV-A

Diversity Accelerator

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