

13-15
OCT
2026

Riu Plaza
España

MADRID

FIPP WORLD
MEDIA
CONGRESS
2026
MADRID
BROUGHT TO YOU BY WAN-IFRA

Your guide
to what's on

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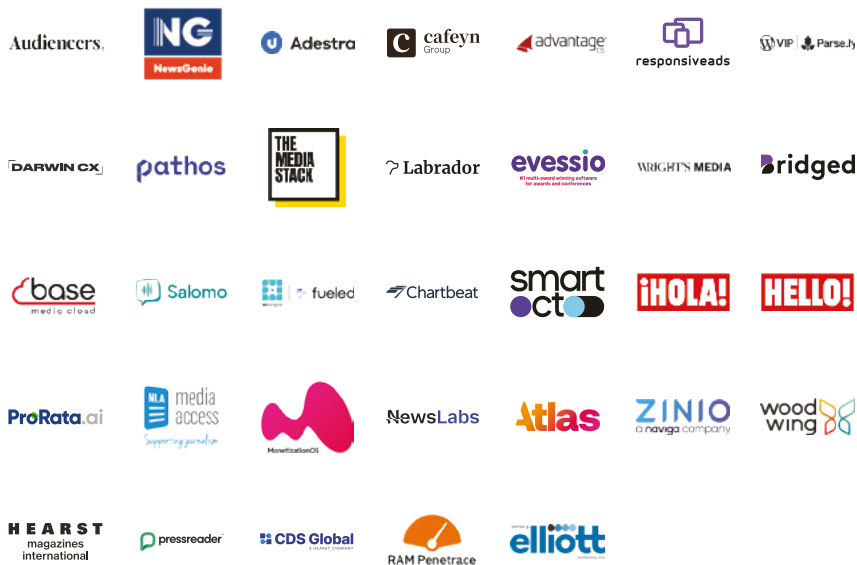
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Welcome to

FIPP

WORLD
MEDIA
CONGRESS
2026

MADRID

BROUGHT TO YOU BY WAN-IFRA

Over the next two days, we'll bring together ideas, perspectives and people from across the global media community. **We're delighted you're joining us.**

Alongside the sessions on **Wednesday 14** and **Thursday 15 October**, there's plenty of opportunity to catch up with colleagues, make new connections and enjoy Madrid.

From conversations between sessions to tapas in the city and our Friday's excursion to **El Escorial**, we hope you leave with fresh ideas and lasting connections.

This programme is your guide to Congress, with the session schedule, social activities and practical information to help you make the most of your time here.

GOOD TO KNOW

If you need anything, visit the registration desk or speak to a member of the FIPP team.

DAY 1

WEDNESDAY

14 OCT



Host: **Natasha Christie-Miller**

08:00 – 08:45 Networking and Meetings

08:45 – 08:55 Welcome to Spain and the Region of Madrid
Natasha Christie-Miller, FIPP Stage Host

08:55 – 09:10 Welcome to Spain and the Region of Madrid

09:10 ARI & FIPP Official Welcome
Andrés Rodríguez, SPAINMEDIA and ARI
09:20 Alastair Lewis, FIPP / WAN-IFRA

09:20 Getting Paid in the Age of Answer Engines:
09:40 People Inc.'s AI Model
Jonathan Roberts, People Inc.
Stig Ørskov, WAN-IFRA

09:40 Building a Robust Media Ecosystem: Thriving
10:00 Through Technological, Geopolitical, and Market
Shocks - Christian van Thillo, DPG Media
Colin Morrison CBE, Flashes & Flames

10:00-10:05 Greetings from Madrid: Welcome to Our City

10:05 Launch of the 2026/7 Innovation in Specialist
10:30 Media World Report - Juan Señor & Lucio
Mesquita, INNOVATION Media Consulting

10:30-10:55 Coffee and meetings

10:55 From the BBC to Specialist Media:
11:15 The Next Evolution of the User Needs Model
Dmitry Shishkin, World Editors Forum / WAN-IFRA

11:15 Stop Selling Magazines, Start Building Audiences:
11:35 Kids Trusted Media Initiative
Yulia Boyle, YPB Global
FIPP and Lulu Skantze, Storytime

11:35 Super-Serving the C-Suite:
11:55 How HBR Is Turning Audience Focus into Growth
Erika Heilman, Harvard Business Review

11:55 -12:00 Partner Spotlight: Labrador CMS

Jan Thoresen and Jon Reidar Hammerfeld, Labrador CMS

12:00 Verticals Pay the Bills: Lessons from Spain's
12:20 Biggest Sports and Business Media Brands
Laura Múgica Codina, Unidad Editorial
Yolanda Ausín, ARI

12:20 Think Local, Publish Global: The MANERA Story
12:40 Enric Pastor, MANERA Ediciones
Carolina Freire Vales, MANERA
Evelien Reich, MANERA Benelux

12:40 Premium Print Reinvention and Revenue
13:00 Diversification: The Newsweek Journey
Kylie McCoy and Roy Lee, Newsweek

13:00-14:20 Networking Lunch & Meetings

14:20 Advertising in the Age of Everything
Veebha Mehta, Crain Communications
14:40 Käthe Lemon, RedPoint Media Group

14:40 The Enduring Effectiveness of Premium Print
15:00 Advertising: What the Data Shows
Amanda Wigginton, Amanda Wigginton
Consulting Limited
Kati Murto, UPM Communication Papers
Peter Houston, Flashes & Flames / Media Voices

15:00 -15:05 Partner Spotlight: Bridged Media

Maanas Mediratta and Rishabh Lohia, Bridged Media

15:05 Beyond Efficiency: Turning AI Content Operations
15:25 Into Revenue
Martin de Hues, WoodWing Software

15:25 The Art and Science of the Idea: TED's Formula for
15:45 Storytelling to Global Communities
Cyndi Stivers, TED Conferences

15:45 - 16:10 Coffee and meetings

16:10 The Autonomous Publisher: How Agentic AI
16:30 Changes the Economics of Special-Interest Media
Guy Tasaka, Tasaka Digital
Paul Hood, House of Commons

16:30 Rebuilding the Operating Model Behind Inc. and
16:50 Fast Company
Anne Marie O'Keefe, Mansueto Ventures

16:50 The Magnificent Turnaround of DIE ZEIT
17:10 Rainer Esser, DIE ZEIT
Käthe Lemon, RedPoint Media Group

17:10 -17:15 Pause & Process

17:15 The Prosumer Play:
17:35 Every Sports Story Is a Business Story
Adam White, Front Office Sports
Colin Morrison, Flashes & Flames

17:35 From One Show To Around The World: What It
17:55 Takes to Build a Global Media Brand at Speed
Georgie Holt, FlightStory
Yulia Boyle, YPB Global and FIPP

17:55 Day 1 Wrap
Natasha Christie-Miller

For full session and speaker details,
please visit fippcongress.com/agenda

10:30-10:55	Coffee and meetings	14:20	Beyond Publishing: Building Agricultural Communities
10:55	Beyond the Article: Turning Publisher Content into Incremental Licensing Revenue	-	Jean-Paul Reparon, AgriMedia
11:15	Michelle Myers, Wright's Media	14:40	Small Worlds, Strong Bonds: Why News Brands Are Betting on Special Interest Verticals
	Alastair Lewis, FIPP / WAN-IFRA	-	Stefanie Maier, Süddeutsche Zeitung
11:15	Creating a Sustainable GenAI Ecosystem: Licensing, Attribution and Fair Publisher Compensation	15:00	
-	Annelies Jansen, ProRata.ai	15:00 -15:05 Pause & process	
11:55	Kevin Anderson, WAN-IFRA	15:05	Community-led Insights as a Revenue Growth Engine
	Mark Howard, TIME	-	Nina Wagner, Alive Publishing Group
	Jez Clifford, Chrysalis Leadership	15:25	
11:55 -12:00	Pause & Process	15:25	From Creative Production to Creative Intelligence: How Condé Nast Makes Bespoke Ad Creative Scale
12:00	Subscription 3.0: Why Value Is the New North Star	-	Sharon Carter, Condé Nast
-	Kerin O'Connor, Atlas	15:45	Matthew Snyder, Responsive Ads
12:20			
12:20	Break the Machine: Why Sustainable Growth Requires the Courage to Disrupt What's Working	15:45 - 16:10 Coffee and meetings	
-	Louise Ioannou, NatGeo Kids and NatGeo Little Kids Magazine	16:10	Why Media Is Still Worth Backing: A Model for Development
12:40	Michael Smith, Darwin CX	-	Isık Şimşek, Heepimiz
		16:30	Ahu Serter, Heepimiz
12:40	How Free Content Helps Kyiv Independent Build Paid Membership	16:30	The New Front Door: Where You'll Find Your Users Next
-	Yana Zhuryk, Kyiv Independent	-	Michael Brunt, HBM Advisory
13:00		16:50	
13:00-14:20	Networking Lunch & Meetings	16:50	The Future of Access: Destination or Data
		-	Mads Holmen, Monetization OS
		17:10	

EVENING: TASTE OF MADRID

The Congress day may be over, but there's more of Madrid to enjoy. Remember to head to the experience you selected via email for an evening together:

8.00–10.30PM:
Kitchen Club – Gastronomy Night

8.15–9.45PM:
Emociones – An Evening of Flamenco

Beer Station: Real Madrid vs Roma (UEFA)

You'll find details of your chosen experience and how to get there in your inbox. You can also stop by the FIPP stand for help.

17:10 -17:15	Pause & Process
17:15	The Quality Advantage: The power of Brand, IP and Editorial Authority in the AI age
-	Charlotte Cijffers, ITP Media Group
17:35	Beyond the Feed: What Publishers Can Learn from TikTok, Creators and LIVE
-	Yenan Wang, Next Wave
17:55	Day 1 Wrap
	Jacqueline Loch, Betakit

DAY 2

THURSDAY

15 OCT



Host: **Natasha Christie-Miller**

08:30 – 09:30 Networking and Meetings		12:35 - 13:35 Networking Lunch & Meetings	
09:30 - 09:35	Welcome to Day 2 Natasha Christie-Miller	13:35 - 14:15	The Next Billion Readers: Media Growth and Reinvention in the Global South Hami Tran, Marie Claire Minette Ferreira, Media24 Mariam M Mathew, Manorama Online Mark Howard, TIME Suprio Guha Thakurta
09:35 - 09:55	The Big Picture: Organisational Design and Culture for the AI era Reeva Misra, Walking on Earth	14:15 - 14:35	Follow the Money: Where Does Media Value Go Next? Reed Phillips, Oaklins DeSilva+Phillips James Hewes, Atlas
09:55 - 10:15	Organisational Design in Practice: Lessons for Media from NYT, Bayer, and Palantir Selma Stern	14:35 - 14:55	From Content to Companion: How Paper Wins the Fight for Attention Irene Smit, Roularta Media Nederland
10:15-10:20 Pause & Process		14:55 - 15:15	Building Trust in an AI Agent-First World Jessica Sibley, TIME Minette Ferreira, Media24
10:20 - 10:40	The Trust Economy Linda Thomas Brooks	15:15	Announcement of the FIPP World Media Congress 2027 and new chair of the FIPP Management Board, and Congress 2026 Wrap
10:40 - 11:05	Making the Rules Stick: Aligning Publishers, Platforms and Politics Paul Fletcher Ricky Sutton, Future Media	15:30	Spanish wine in the networking area
11:05-1130 Coffee and meetings			
11:30 - 11:50	Depth Wins: Subscription Sports Journalism at International Scale Laura Williamson, The Athletic		
11:50 - 12:10	Pivot to Premium: Taking Subscriptions Upmarket Daisy Donald, The Economist Group		
12:10 -12:15 Partner Spotlight: Base Media Cloud Alisdair Jones, Base Media Cloud			
12:15 - 12:35	Systems Thinking in the Newsroom: The Guardian's Approach to Technology Pooja Bagga, The Guardian Ranj Begley		



Host: **Jacqueline Loch**

08:30 – 09:30 Networking and Meetings

09:30 Welcome to Day 2
- Jacqueline Loch, Betakit
09:35

09:35 The Great Luxury Reset: 10 Trends Redefining
- What's Next and Marie Claire's Vision for This
09:55 Future
Nicia Rodwell, Marie Claire International

09:55 Talent and Technology: How RBA Grows Reach
- and Impact to Lead in Print and Digital
10:15 Alex Poderoso, RBA Revistas

10:15-10:20 Pause & Process

10:20 From Barista to Media Founder: Building An
- Aussie Success Story Now Cracking the UK
10:40 Nick Shelton, Broadsheet interviewed by Colin
Morrison CBE, Flashes & Flames, The Media
Business Weekly

10:40 Programmatic Is Dead;
- Long Live the Sales Person
11:05 Jim Elliott, James G. Elliott Co.
James Hewes, Atlas

11:05-1130 Coffee and meetings

11:30 The Creator Economy as a Revenue Opportunity
- for Publishers: How Collaboration with Creators
11:50 can Grow Audiences and Unlock New Advertising
Revenue
Christian Toksvig, Cocoa Media
Franka Keiter, Motor Presse Stuttgart

11:50 Scaling Sifted: Growing Startups and Scaleups
- with Media and Intelligence Across Europe
12:10 Florencia Schiavon, Sifted
Paul Hood, House of Commons

12:10 When Premium Isn't Enough: Reaching the
- Audience the Paywall Leaves Behind.
12:35 Gary Rathbone, Sportscape Media



10:55 - 11:55

Beyond the Website:
Building for Humans and AI
Deep Dive / Round Table

This interactive workshop led by WordPress VIP and News Corp explores how AI is reshaping the role of the website and what publishers need to prepare for an increasingly agent-driven web.

The session will open with insights from WordPress VIP's Future of the Web 2026 research alongside News Corp's global perspective on how publishers are adapting to AI-driven discovery and consumption.

Attendees will then move into facilitated peer-to-peer discussions exploring how publishers can evolve their content, technology, and owned experiences to serve both human audiences and AI agents, followed by a group share-back.

Sophie Furnival, WordPress VIP
Umer Ehsan, News UK

12:00 - 13:00

Understanding GEO:
How to Optimise Content in the New AI Era
and Compete Across Google and LLMs
Workshop

This workshop will examine the evolution of SEO towards Generative Engine Optimisation (GEO), exploring the new principles, signals and content strategies that media organisations need to consider in order to maintain and strengthen their visibility across an increasingly AI-driven search ecosystem.

The session will focus not only on generating traffic and clicks, but also on building authority, strengthening editorial brands and ensuring that the expertise, experience and specialist knowledge of journalists and media organisations are effectively recognised and surfaced by search engines and AI systems.

Clara Soterias, SEO for Publishers and Audience Growth Consultant

For full session and speaker details,
please visit fippcongress.com/agenda

14:20 - 15:45

Most newsrooms have now tested AI.
Far fewer have published with it
Workshop

This NewsLabs workshop skips the demos and slide decks. Over 90 minutes, Ivan Šarić, CEO of NewsLabs, works through four production tasks with the room, and everyone present publishes real content before the session ends. Bring a laptop, a story idea and something from your own archive or feed. You will leave with published work and a clear view of where the technology holds up and where an editor still has to step in.

Your feed as a newsroom. We explore real social posts from attendees and watch them become publishable articles, then edit them down together. The finished pieces go live during the session, with review, attribution and disclosure handled as they would be in a real newsroom. Every attendee will be able to leave with a free NewsLabs trial to test this workflow in their own newsroom.

Ivan Šarić, NewsLabs

16:10 - 17:10

Everybody Wants Innovation. Nobody Wants
Change. The Psychology of Buy-in When the
Future is Unclear

Everybody wants innovation. New products. New revenue streams. New technology. New ways of working. The challenge is that innovation requires change. And change is where people get stuck.

Drawing on performance psychology and behavioural science, this interactive workshop looks at the human side of transformation – how to turn organisational ambition into human action.

Charlotte Ricca, Kinda Brilliant Psychology

17:15 - 17:55

Generate more revenue. Control access to
content. Win the war on IP theft.
Deep Dive / Round Table

Beyond publishers' own platforms, their IP is both monetised by legitimate third parties and stolen by bad actors. The text aggregator, media intelligence, risk, scraping and B2B2B markets are all being disrupted by AI. Advancement in technology now makes stealing content even easier. Monetising high quality, high-value journalism for secondary use and protecting it from misuse has never been more important. Explore how NLA – a publisher partner owned by the UK national news media – manages all these challenges for its c900 publisher customers.

Matt Aspinall, Commercial Services Director,
NLA Media Access

MADRID AFTER HOURS

Make the most of your evening, without going far

The final session may be over, but Madrid is only just getting started. From Plaza de España, some of the city's best views, neighbourhoods and nightlife are within easy walking distance.



Temple of Debod, Madrid

View from the top

– Just an elevator ride

Without even stepping outside, head up to the 27th floor of the **Hotel RIU Plaza España**. Walk across its glass skywalk and enjoy a complete panoramic view of the city while sipping a cocktail (or two).

Catch the sunset

– Around 10 minutes on foot

Walk to the **Temple of Debod**, an ancient Egyptian temple surrounded by gardens and one of Madrid's favourite sunset viewpoints. From here, you can look across **Casa de Campo** towards the mountains beyond the city.

Walk through royal Madrid

– Around 15 – 25 minutes on foot

Head towards the **Royal Palace** and **Plaza de Oriente**, then continue through the atmospheric streets of **Madrid de los Austrias** to **Plaza Mayor**. Stop along the way for tapas, vermouth or a glass of Spanish wine, or continue to **La Latina** and the traditional taverns of **Cava Baja**.

Make a night of it

Step straight onto **Gran Vía** for theatres, musicals, restaurants and some of Madrid's most impressive architecture after dark. Alternatively, explore the independent bars and relaxed nightlife of **Malasaña**, just behind **Plaza de España**.

LOCAL TIP: Madrid eats late. Dinner at 21:00 or even 22:00 is completely normal, particularly at weekends.

ONE MORE DAY IN MADRID?

From masterpieces to neighbourhood life in 24 hours

If you are staying on after Congress, here is one way to experience several sides of the capital in a single day.



Royal Palace of Madrid

MORNING ————— Madrid's great art

Start on the **Paseo del Prado**, part of the UNESCO-listed Landscape of Light. Choose the **Prado Museum** to see Velázquez, Goya and the great European masters; the **Thyssen-Bornemisza National Museum** for a journey through centuries of art, from the Renaissance to the 20th century; or the **Reina Sofía Museum** to discover modern Spanish art, including Picasso's *Guernica*. *Allow time afterwards for a walk through El Retiro park.*

LUNCH ————— The Literary Quarter

Cross into the **Barrio de las Letras**, once home to some of Spain's greatest writers. Its pedestrian streets, small squares, bookshops, cafés and tapas bars make it an ideal place for a leisurely lunch.

AFTERNOON ————— Palaces and old Madrid

Head to the **Royal Palace** and explore either the palace itself or the **Gallery of the Royal Collections**. From there, continue on foot through **Plaza de Oriente**, **Calle Mayor** and **Plaza Mayor**, discovering the lanes and historic taverns of **Madrid de los Austrias**.

EVENING ————— Choose your Madrid

Finish with tapas in **La Latina**, cocktails in **Chueca**, independent restaurants and bars in **Malasaña**, or dinner beneath the lights of **Gran Vía**.



GOOD TO KNOW

Madrid rewards curiosity, but its major museums and royal sites reward planning. Book timed tickets in advance and choose one main attraction for each half of the day.

STAY FOR THE WEEKEND

Explore the Wider Madrid Region



If you weren't able to join the FIPP excursions, don't miss the opportunity to explore El Escorial, Aranjuez or Alcalá de Henares independently. All three are UNESCO World Heritage destinations within easy reach of Madrid, from magnificent royal palaces to the historic university and charming old town of Cervantes' birthplace.

SAN LORENZO DE EL ESCORIAL

Best for: Royal history and mountain scenery

Visit the monumental Royal Monastery of San Lorenzo de El Escorial, a UNESCO World Heritage Site and masterpiece of the Spanish Renaissance. Explore the historic town, enjoy traditional Castilian food and, walk through La Herrería forest to the viewpoint known as the Silla de Felipe II.

GETTING THERE

Take the C-8a Cercanías train from Nuevos Ministerios, Atocha or Chamartín to El Escorial station, followed by a short local bus or taxi ride uphill to San Lorenzo and the Monastery. *Journey time: Approx. 50–70 minutes.*

ARANJUEZ

Best for: Palaces, gardens and autumn colour

Discover another side of Spain's royal heritage at the Royal Palace of Aranjuez. Wander through the Prince's Garden, Island Garden and Parterre, explore the historic centre and enjoy produce inspired by the fertile landscapes surrounding the River Tagus. Aranjuez is especially beautiful in autumn.

GETTING THERE

Trains leave from Atocha, Nuevos Ministerios and Chamartín. From Aranjuez station, the Royal Palace is approximately 15–20 minutes away on foot, or a short taxi ride. *Journey time: Approx. 50 minutes*

ALCALÁ DE HENARES

Best for: Literary heritage and historic streets

Discover the birthplace of Miguel de Cervantes, author of Don Quixote. Explore the historic university, visit the Cervantes Birthplace Museum and stroll along the arcaded Calle Mayor. Stop in Plaza de Cervantes before enjoying tapas at one of the old town's many bars and restaurants.

GETTING THERE

Take a C-2 or C-7 Cercanías train from Atocha, Nuevos Ministerios or Chamartín to Alcalá de Henares station. The historic centre is approximately 15 minutes away on foot. *Journey time: Approx. 40–50 minutes.*

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