
Forbes

REINVENTING BUSINESS JOURNALISM

(OR HOW WE'RE DISRUPTING TRADITIONAL MEDIA)



**OUR
STORY**

▶ FAST FORWARDED

UNIQUE VISITORS:

**55
MILLION**

**OUR
STORY**

**OUR
STORY**

+240%

SINCE SEPTEMBER 2010

**OUR
STORY**

1300

CONTRIBUTORS

8000

POSTS/MONTH

100,000

POSTS/YEAR

ICONIC BRAND POWER

...WITH A NEW COVER STRATEGY



SUCCESS

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...WITH A NEW COVER STRATEGY



FREE ENTERPRISE

ICONIC BRAND POWER

...WITH A NEW COVER STRATEGY



ENTREPRENEURIAL CAPITALISM

ICONIC BRAND POWER

...WITH A NEW COVER STRATEGY



SMART INVESTING

+PLUS:

CHANGE THE WORLD



THE RICHEST PEOPLE IN AMERICA

Forbes

SPECIAL 30TH ANNIVERSARY ISSUE

400 THE FORBES

MAKING IT BIG, GIVING IT BIG
THE TITANS OF PHILANTHROPY

WARREN BUFFETT
Committed 90% of his wealth to charity, the Omaha Pledge cofounder sets the standard (p. 42)

OPRAH WINFREY
Insulted by critics, her school is changing lives (p. 38)

BILL GATES
His ambitious "charity game" (p. 32)

MELINDA GATES
Clayco Foundation leadership makes her one of the world's most powerful women (p. 42)

JON BOW JOVI
Rock star makes first on Forbes' Most Charitable Celebrity list (p. 20)

LEON BLACK
How he became the world's 100th richest (p. 22)

PETE PETERSON
Worth \$1 billion, says America's food isn't safe (p. 36)

MARC BENOFF
Tennis, education and more: a corporate charity engine (p. 24)

DAVID RUBENSTEIN
Lambic chief emerging as a giving Pledge champion (p. 42)

STEVE CASE
With wife Joan, Rockwell Case Foundation into a force for good (p. 42)

LAURA ARRILLAGA-ANDRESEN
Daughter of a billionaire, wife of an internet millionaire, founder of philanthropy giant (p. 28)

MARC ANDRESEN
His company, first domain sold, the world's top force for good (p. 26)

INSIDE THE GREATEST-EVER GATHERING OF PHILANTHROPISTS

A NEW THEORY OF GIVING
BY BILL GATES

PAUL ALLEN REVERSE ENGINEERS THE BRAIN

THE EDUCATION OF OPRAH WINFREY

CAN ENTREPRENEURS SAVE THE WORLD?

LOUIS BACON: BUYING THE WEST TO SAVE IT

THE BILLIONAIRE WHO GAVE UNTIL HE WAS BROKE

THE FORBES 400 MEMBER WHO BANKROLLS THE EVANGELICAL MOVEMENT

EXCLUSIVE: GORDON MOORE, DAN GILBERT AND THE NEW GIVING PLEDGE CLASS

WARREN BUFFETT'S SECRET HERO

AND OF COURSE, THE RANKINGS, NET WORTHS, AND STORIES OF THE 400 RICHEST PEOPLE IN AMERICA

The \$126 Billion Cover: Photographed on June 26, 2012 in the Trustees Room of the New York Public Library

**THE
MEDIA'S
STORY**

***CHANGING
ECONOMICS***

THE **DISRUPTION** OF ADVERTISING DOLLARS



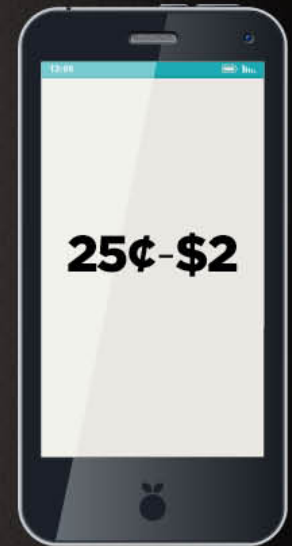
\$30-\$50
CPM

PRINT



\$2-\$15 DISPLAY
\$30 VIDEO

DESKTOP



25¢-\$2

MOBILE

**OUR
STORY**

***DISRUPTING THE
NEWS MODEL***

UNIQUE, SCALABLE, EFFICIENT CONTENT MODEL

▶ DISTRIBUTED AUTHORSHIP

▶ AUTHENTIC VOICE

▶ SELF-PUBLISHING

▶ EASY-TO-USE TOOLS



AN **OLD NEWSROOM** FOR THE DIGITAL ERA

AN OLD WORK FLOW AND DATA ANALYSIS

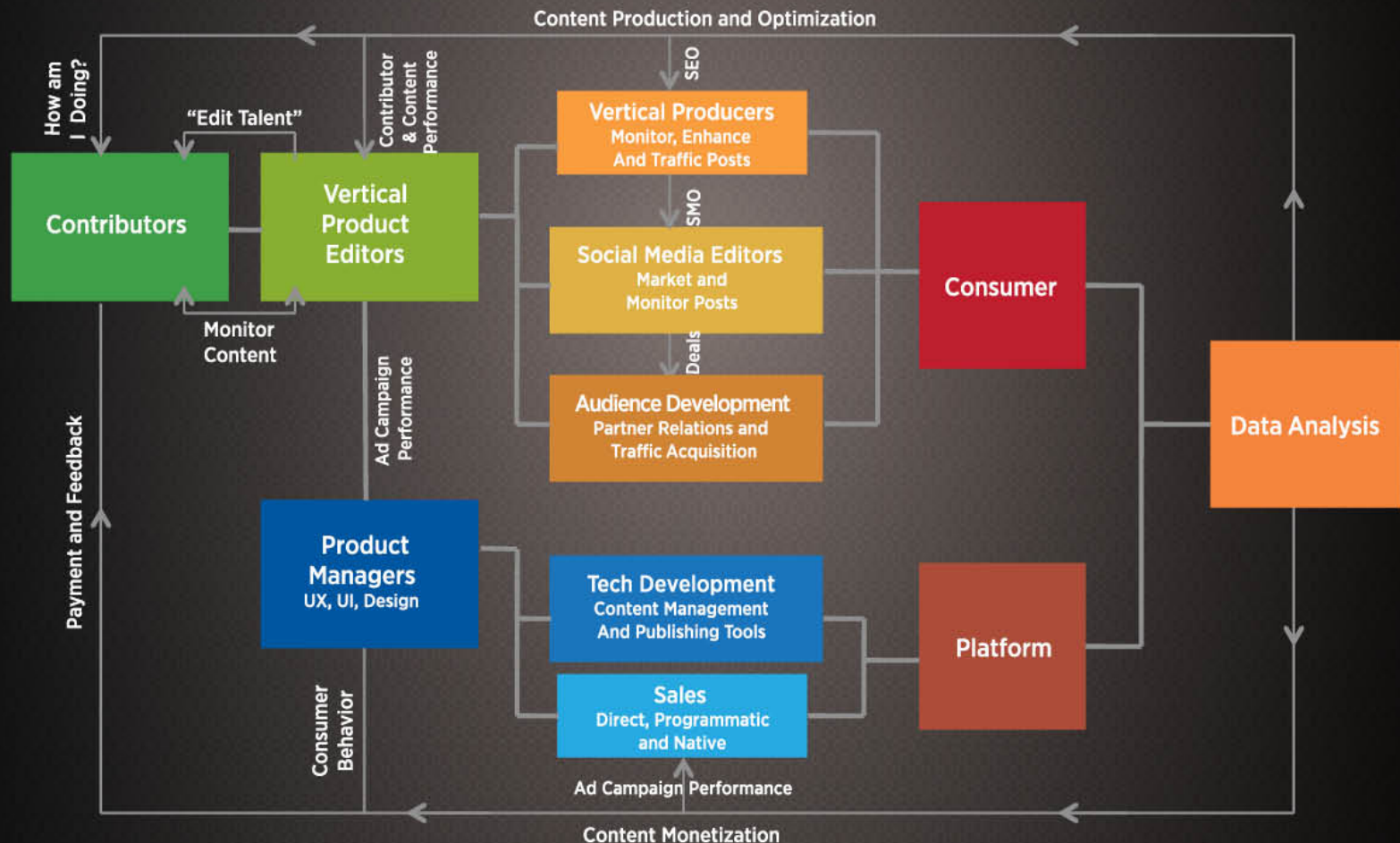


“Old-style journalism is a priesthood business. The folks who dwell inside the temple privately pick their own methods and doctrine — and then thunder forth in ways that assume passive acceptance and paying participation from the masses. Nice act if you can pull it off, but clearly old-line journalism has not been pulling it off for the past 15 years.”

—**GEORGE ANDERS**, ex *Wall Street Journal*, *Bloomberg*, veteran freelancer and now a FORBES contributor

A **NEW** NEWSROOM FOR THE DIGITAL ERA

A NEW WORK FLOW AND DATA ANALYSIS



BRANDVOICE: A NEW KIND OF AD PRODUCT

NON-DISRUPTIVE ADVERTISING FOR SOCIAL ERA

London for a business development expedition to India (happy to no longer be looking over his shoulder on Moscow street corners). As he explained in a speech last year, one morning he turned on the TV to catch up on news, only to find footage of the Deepwater Horizon inferno. Within days he was in Houston leading the cleanup and recovery efforts. By October he was CEO.

"He was a safe pair of hands," says analyst Oswald Clint of Bernstein Research. "He was perceived as that before, and that's still the case today."

Dudley spent much of his early childhood in Hattiesburg, Miss., playing and fishing in the Gulf of Mexico. In 1979 he went to work for Amoco, which BP took over in a \$48 billion deal in 1998. It's on the strength of that deal and the later acquisition of Arco that BP remains the number two producer of oil and gas in the U.S. after Exxon Mobil.

"Our American roots go considerably deeper than our British ones in some ways," Dudley has said. His Arco division was founded in 1866, while the original Anglo-Persian Oil Co. started in 1909. Yet, he said, "That American heritage and investment was tested to its core."

Among its \$23 billion in divestitures since the spill BP has ditched some mature U.S. oilfields to Apache Corp. and is still looking a bayer for two refineries, including one in Texas City, Tex., the site of the 2005 explosion that killed 15 workers. Yet there was never a question of BP pulling out of the Gulf of Mexico, one of its biggest operating areas, where it remains the leading producer, sucking in 261,000 barrels per day. And the company has promised growth here from finds like Faskids, Gila and especially Tibet, which was discovered in 2009 at a depth of 26,000 feet and is thought to hold more than 3 billion barrels. As BP brings 15 big new projects online by 2015 it predicts a 50% increase in free cash flow (assuming \$100 oil).

And far from shying away from exploration, BP has gone all-in to find

FORBES
BrandVoice BY OPPENHEIMERFUND



The New 60/40: Investment Allocation for Today's Financial Landscape

ART STEINMETZ
CHIEF INVESTMENT OFFICER
OPPENHEIMERFUNDS

Art Steinmetz, chief investment officer for OppenheimerFunds, believes in looking ahead. While that may seem obvious, he finds that many people are riveted in the past. "Many investors' portfolios are perfectly positioned for the outcomes of the past when the future will surely be different," he says. "Current asset allocations represent a portfolio that may have been justified decades ago, when U.S. stocks made up over 70% of world market cap and Treasury yields after inflation were actually outpacing the rate of inflation. Today, U.S. companies represent less than half of the world's market cap, and Treasury yields after inflation are negative and are pushing up against the limitations of zero yields."

Compounding the problem, in Steinmetz's view, is a misallocation of wealth—people have too many sailors on the fixed-income side of the boat. He thinks that fixed-income investments will almost certainly lose money once rates begin to rise again and bond prices decline. In fleeing higher-risk assets, he explains, these investors are trading in the possibility of loss for the certainty of eventual real-wealth losses in traditional fixed-income securities.

"The old model—60% domestic equities and 40% high-grade bonds—does not address the opportunities and risks investors face today," says Steinmetz. "We need a new 60/40 investment model that is more globalized, diversified and nimble."

"We need a new 60/40 investment model that is more globalized, diversified and nimble."

His vision for the refocused 60% is a globalized equity allocation that combines shares of large companies in developed markets, including the U.S., that can tap global growth through diversified revenue streams, with positions in emerging markets and global small-cap stocks, which offer important potential diversification and growth benefits.

The new 40% goes beyond traditional fixed-income allocations and includes increased exposure to high-yield investments, like high-yield bonds and senior loans, whose yields currently outpace inflation and may keep pace with rising prices in the future. This can be tempered with a buffer of U.S. government bonds that can offer a higher yield than a traditional core bond portfolio while potentially keeping aggregate default risk moderate. This new 40% also includes exposure to international bonds in an attempt to maximize real yield potential and to diversify currency exposure, as well as a range of alternative assets like currencies, commodities, gold, and specialized investments such as REITs and MLPs, to help address inflation and other risks.

"People need to rethink investment allocations," says Steinmetz. "The traditional 60/40 no longer accurately reflects the opportunities in the world, nor will it provide the benefits that it once did."

ART STEINMETZ
CHIEF INVESTMENT OFFICER
OPPENHEIMERFUNDS

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10 Leadership Lessons I Wish I Learned In My 20's

All of us would do well with a second bite at the apple, another chance to go back and do it all over again. Our mistakes, as much as our successes, define us and can help steer us forward today. With this in mind, here are 10 lessons learned over the last 20 years of doing business that are now part of my thinking. Or [...]

Todd Wilms @ SAP

Post 2 days ago

Sports And Analytics: A Holistic Approach

By Kaan Turnali, Global Senior Director, Business Intelligence, SAP

Last week, in the first installment of my Sports and Analytics series, I detailed how sports and entertainment organizations are similar to industries such as retail or consumer products. In this second installment, I want to expand on this point and discuss key [...]

SAP Guest @ SAP

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JANUARY 2013 – SEPTEMBER 2013

LICENSE PARTNERS YTD: **27**

POSTS: **1,100**

PAGE VIEWS: **8 MILLION**

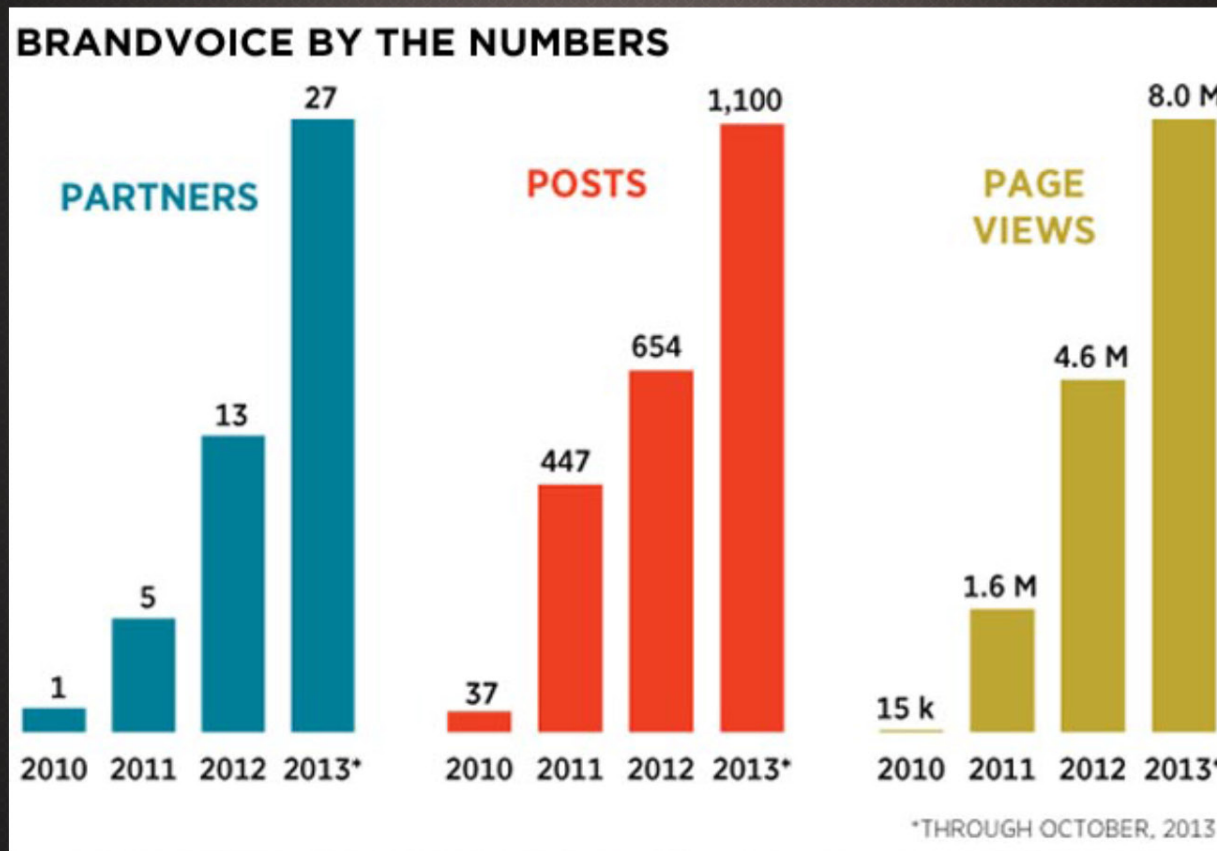
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SOCIAL REFERRALS: **550K**

SEARCH REFERRALS: **1.1 MILLION**



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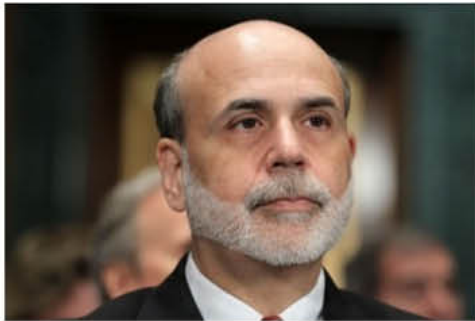
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Hello, QE3: Fed To Purchase More Bonds To Spur Economy


Ben Bernanke and company extend Operation Twist through December and launch an open-ended program to buy \$40 billion a month worth of mortgage-backed securities until the economy improves.

 **Agustino Fontevecchia**, Forbes Staff


Would Benjamin Graham Bite Into Apple Or Friend Facebook?

 **John Dobosz**, Forbes Staff


More Mortgage Trouble: Banks Face Another \$3.4B In Repurchase Claims

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 **Deborah L. Jacobs**, Forbes Staff

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 **Mark Bergen**, Contributor

Why Working More Than Eight Hours A Day Can Kill You

 **David DiSalvo**, Contributor

NFL's Top Paid Players For 2012 Forbes Sep 5, 2012



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Intuit: The Thirty-Year-Old Startup



Wale: The Forbes Interview



NFL's Top Earning Teams For 2012

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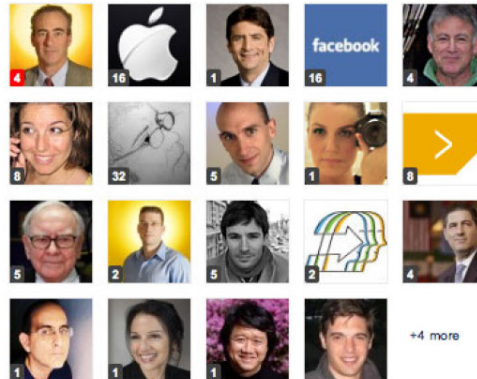
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Daniel Fisher, Forbes Staff



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Katherine Ellison @NetApp

New iPhone 5 Reportedly Has 4G LTE For Globetrotting Apple BYOD-Fans

Richi Jennings @NetApp

Innovative Companies Are Only As Good As Their Bravest Customers

Cynthia Stoddard @NetApp

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DIFFERENTLY**

SCALABLE CONTENT MODEL



**PRODUCE IT
DIFFERENTLY**

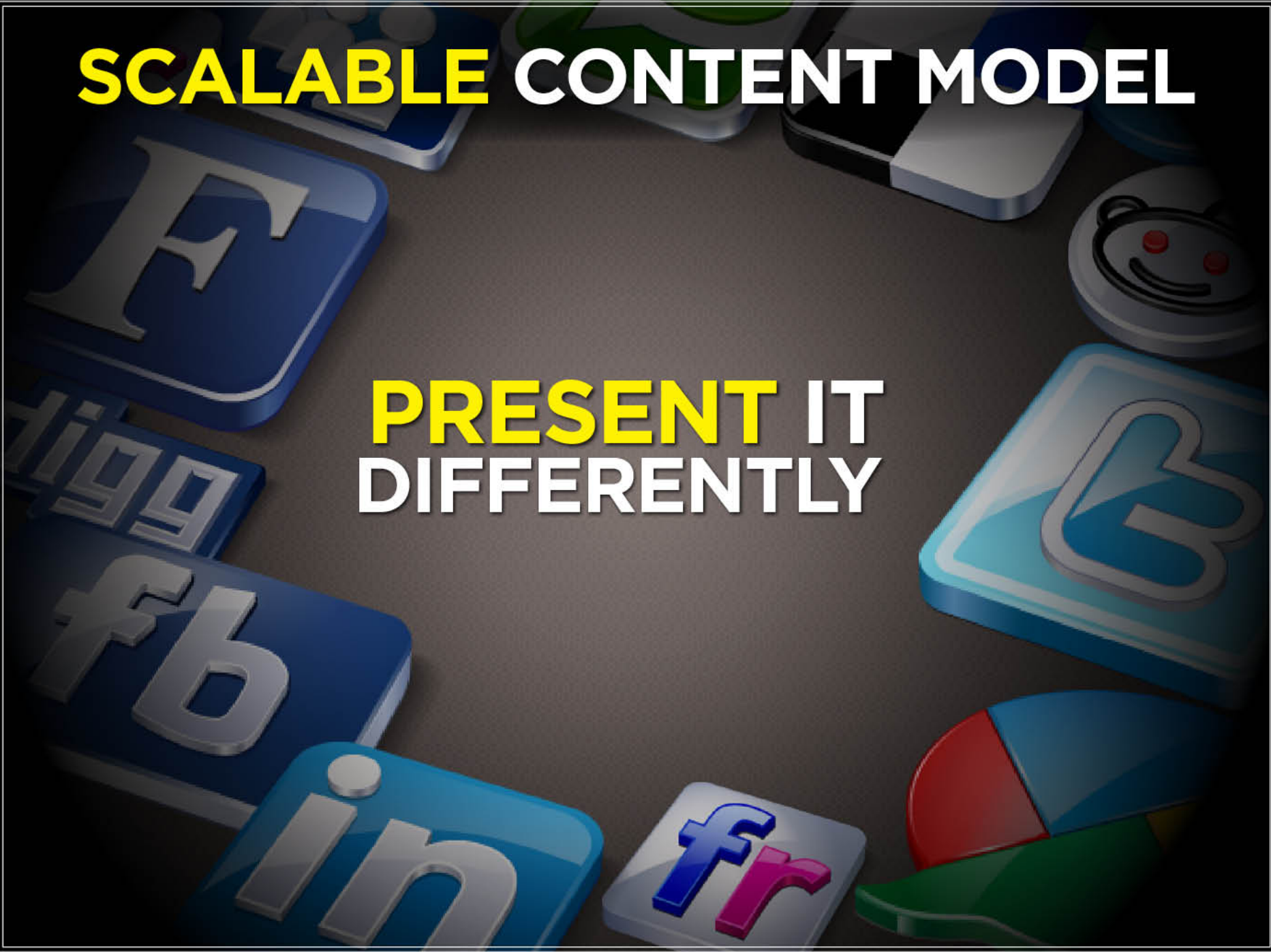
SCALABLE CONTENT MODEL



DISTRIBUTE IT
DIFFERENTLY

SCALABLE CONTENT MODEL

**PRESENT IT
DIFFERENTLY**



SCALABLE CONTENT MODEL

The background features a variety of 3D social media icons scattered across a dark, textured surface. Visible icons include the Facebook 'f' logo, the LinkedIn 'in' logo, a Twitter bird, a speech bubble, a smiley face, and a pie chart. The icons are rendered with soft shadows and highlights, giving them a three-dimensional appearance.

**STAFF IT
DIFFERENTLY**

SCALABLE CONTENT MODEL

The background features a variety of 3D social media icons. In the top left, there's a large blue Facebook 'F' icon. Below it is a blue icon with the letters 'fb'. In the bottom left, there's a blue LinkedIn 'in' icon. In the bottom center, there's a small icon with 'fr' in blue and pink. To the right, there's a blue icon with a white 'G' (Google+), a grey smiley face icon with red eyes, and a 3D pie chart with red, blue, and green segments.

**PAY FOR IT
DIFFERENTLY**

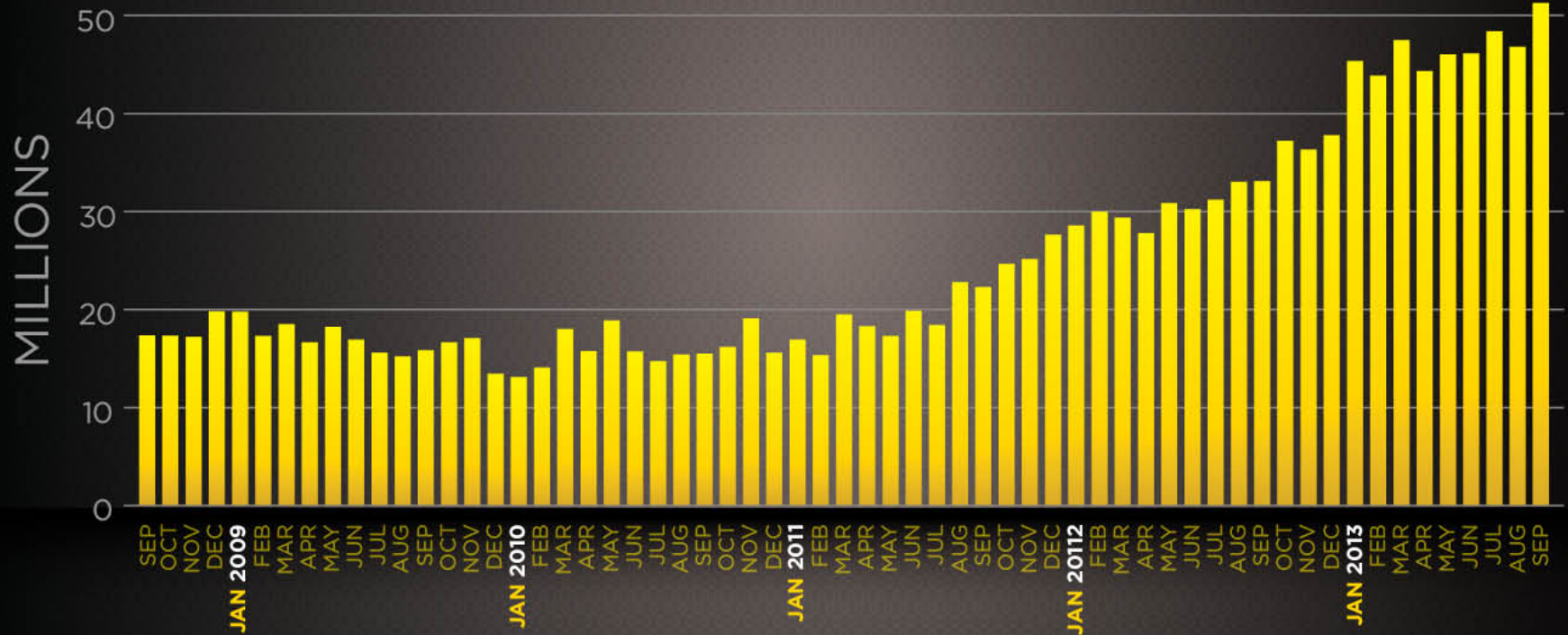
SCALABLE CONTENT MODEL

JOURNALISM GOES
SOCIAL



YEAR-OVER-YEAR GROWTH

MONTHLY UNIQUE VISITORS | SEPTEMBER 2008 — SEPTEMBER 2013



CREATING THE **NEW NEWSROOM**

MONTHLY UNIQUE VISITORS | MARCH 2010 – JANUARY 2014

FORBES REACHES
55M
UNIQUE VISITORS
PER MONTH



50M
45M
40M
35M
30M
25M
20M
15M

— 2011

— 2012

— 2013

— 2014

MAY 2010
Forbes acquires True/Slant

SEPT 2010
Launched profile platform for 6000 people, places and companies

JAN 2011
Launch of new homepage, channel & section pages

JUNE 2011
The 'New Newsroom' begins

OCT 2011
Introduced contributor tools for promoting related content

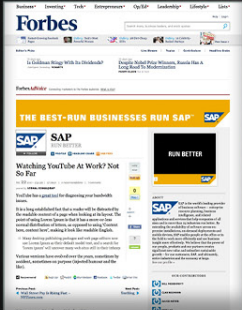
FEB 2012
Social login/ universal registration goes live

MARCH 2012
Real time contributor dashboard v2.0 launches; site traffic doubles from 15M to 30M uniques

JULY 2012
New navigation & sticky ad on phone

AUG 2012
New search pages & type-ahead search

MAY 2013
Passive Personalization (Pepe)



NOV 2010
AdVoice launches with initial partner, SAP



JULY 2011
Real-Time stats dashboard V1.0 launches. V2.0 follows.



NOV 2011
New mobile site goes live in HTML5, optimizing Forbes for 3 screens



JUNE 2012
Homepage v2.0, Follow Bar, 1000 Contributors, 8200 posts/month



JAN 2013
Forbes Magazine App launches



SEPT 2013
Intelligent Scrolling Streams

APR 2013
Lists optimized for mobile (People, Places & Companies)

JAN 2014
Forbes magazine launches social tablet app

Forbes
