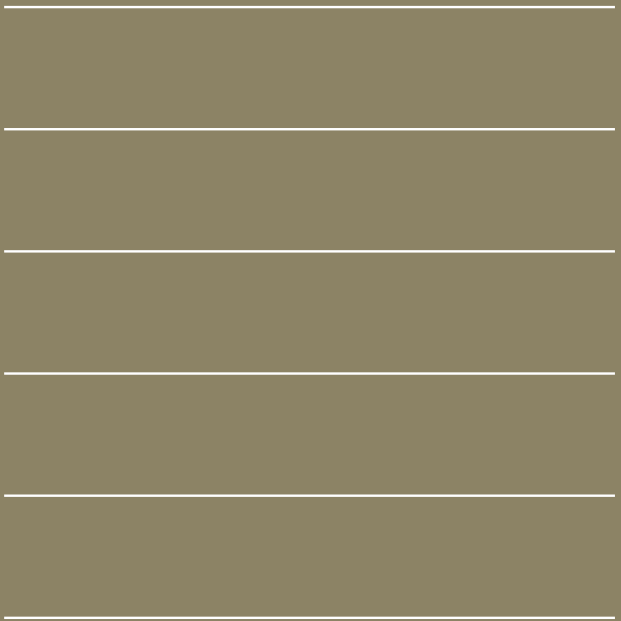
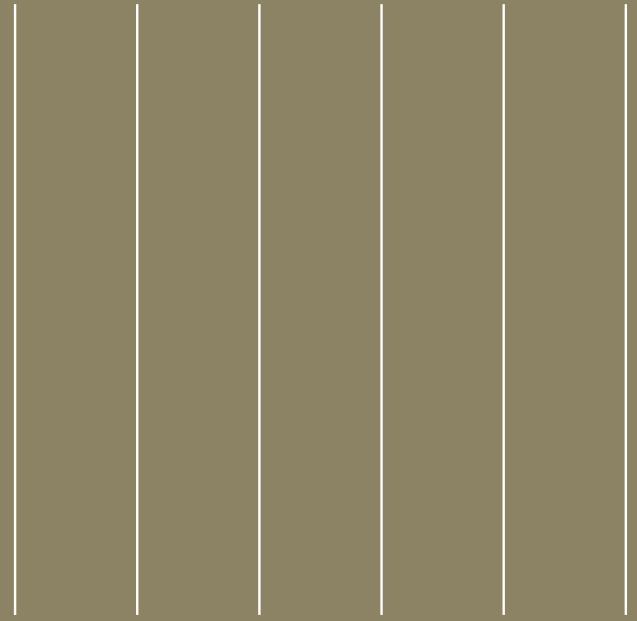


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رواد الإعلام

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Media Pioneers

Media Pioneers

A new generation of media entrepreneurs
from the Middle East and North Africa

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With financial support from the



BMW Foundation
Herbert Quandt

m'CT

Interview

with Idriss Nor

Programme Manager Culture and Media
International / DOEN Foundation

Q1: What major developments did you observe in the Arab media landscape in the past year?

IN: The Arab Media Landscape is vast and very diverse of course, but a general trend is the consolidation of new media outlets that emerged after the political transformations after 2011. Since the overall economic situation is very challenging, even a sound business model is not enough for them to survive.

Q2: Did the developments in North Africa and the Middle East change the initiatives supported by the DOEN Foundation?

IN: As you can imagine, all have been influenced by these developments. Independent media are facing a hard struggle. I am convinced that the hunger for independence that you can feel in the societies will contribute to the survival of the media outlets. But it is not easy.

Q3: Why does the DOEN Foundation support media houses in this region and what outcomes do you expect?

IN: DOEN is not directly involved in supporting media houses in the region. We work through organisations like MICT to transfer tailor-made knowledge to the media sector. One important outcome is that local media initiatives get more stable, while economic stability is a key condition for maintaining editorial independence. In the end the aim is for a diverse media sector which informs citizens and contributes to a pluralistic society.

Q4: What do you consider the biggest challenges for media outlets to ensure editorial independence and to advance their businesses?

IN: Besides the business part of a media-outlet which I already described, there is also the political situation a media-outlet is working in. Unfortunately, this is sometimes beyond the influence. The challenge is, that you keep your editorial standards and freedom in these circumstances.

Q5: Since 2004, the DOEN Foundation has been supporting entrepreneurial approaches to establish an independent and sustainable media. Can you tell us what focus your programmes will have in 2017?

IN: So far we will not change our policy, but we will closely follow the countries' developments.

The DOEN Foundation supports people and organisations that take the lead in the field of sustainable, cultural and social innovation, making our societies greener, more socially-inclusive and more creative. The Foundation's work in the Netherlands and abroad is funded by three private Dutch lotteries. It works with subsidies, loans and guarantees and invests in suitable businesses.

www.doen.nl

The Rise of Media Pioneers

in the Middle-East and North Africa

The new pluralism and the media's new openness can be considered positive factors serving the long term goal of democratic inclusiveness in the Middle East and in North Africa. All parties, political bodies, minorities and even those on society's margins can now be heard, loud and clear. In contrast with the past, when authoritarian forces controlled the media's message, this represents a push toward democratization.

The media scenes in Morocco, Algeria, Jordan, Iraq, Tunisia and Egypt differ in some respects. But there are common threads, not least, how media production is increasingly under the control of the state, political parties and interest groups. In some cases this control is direct: For example, political parties launching a new television station and using it as an instrument for political communiqués. But more common is a more indirect relationship between the media organisation and the political party, whereby political parties support the media organisation financially and senior political party members assume senior managerial roles within it.

In the Middle East and North Africa, media for the common good seems to be largely fulfilled by more commercially oriented broadcasters and newspapers, those making a living through their cover price or by selling advertising space. They are the media most interested in increasing distribution, which is why they are more focussed on non-partisan and general-interest material. On one hand, this focus may encourage a host of products aimed at entertainment and leisure. But on the other, it could also be an opportunity to counter historical enmities between different groups in society with balanced, accurate information and critical analysis.

Political transformations and conflicts in some MENA countries have weighed on their economies, which in turn, has had a negative impact on commercial media. Consumer purchasing power has diminished, as has any willingness to invest. The new complexity of the media market also repels potential advertisers. Many of those working in the newly founded media have no experience dealing with the advertising industry.

Statistics on readership and circulation are sorely lacking as is, in many cases, any form of audience research. These are all facts which potential advertisers use to inform decisions on how to spend money. This means commercial media lack room to manoeuvre when it comes to development and their financial margins for survival are tight. That is why our Media Pioneer Program challenges two serious misconceptions.

Firstly, how privately-owned, non-partisan media products are seen as unimportant to the democratic process. Secondly, the economic plight of those media producers.

Klaas Glenewinkel

Managing Director of Plural Media Services and Media in Cooperation and Transition (MiCT) is an expert in international media development.

He has been an Ashoka Fellow since 2011 and a BMW Young Leader since 2012.

Media Pioneers – The Programme

M

edia Pioneers is an advanced course designed for a new generation of media entrepreneurs from the Middle East and North Africa.

The programme is all about understanding your position, your audience, your brand and your media sales opportunities. It is the first of its kind connecting managers and outlets' media sellers with high ranking professionals from the world of media planning, audience research, advertising and business. Courses are in Arabic and focus on media sales for local and international advertisers as well as media agencies. Innovative media initiatives often struggle to professionalise their business model to attract advertising revenue.

The Media Pioneers programme was especially designed to equip media houses in North Africa and the Middle East with media sales skills. It builds upon MiCT's handbook "The Media Business for Pioneers", which is available in English, Arabic, Dari and Pashto.

By the end of the course, our participants will have learned how to:

- 1 Conduct and analyse audience research
- 2 Define, target and enlarge their audience
- 3 Position themselves in their competitive media environment
- 4 Develop a sales presentation, sales pitch and a rate card
- 5 Approach and talk to media agencies and advertisers

Media Pioneers 2015/16

A total of 20 media houses from Algeria, Egypt, Iraq, Jordan, Morocco and Tunisia took part in the six-week training scheme. The first workshops were conducted in Tunis in October 2015 focusing on media planning and audience research. Our trainers, from leading media and research institutions, stressed the importance of knowing the audience and provided guidance in developing questionnaires for audience research.

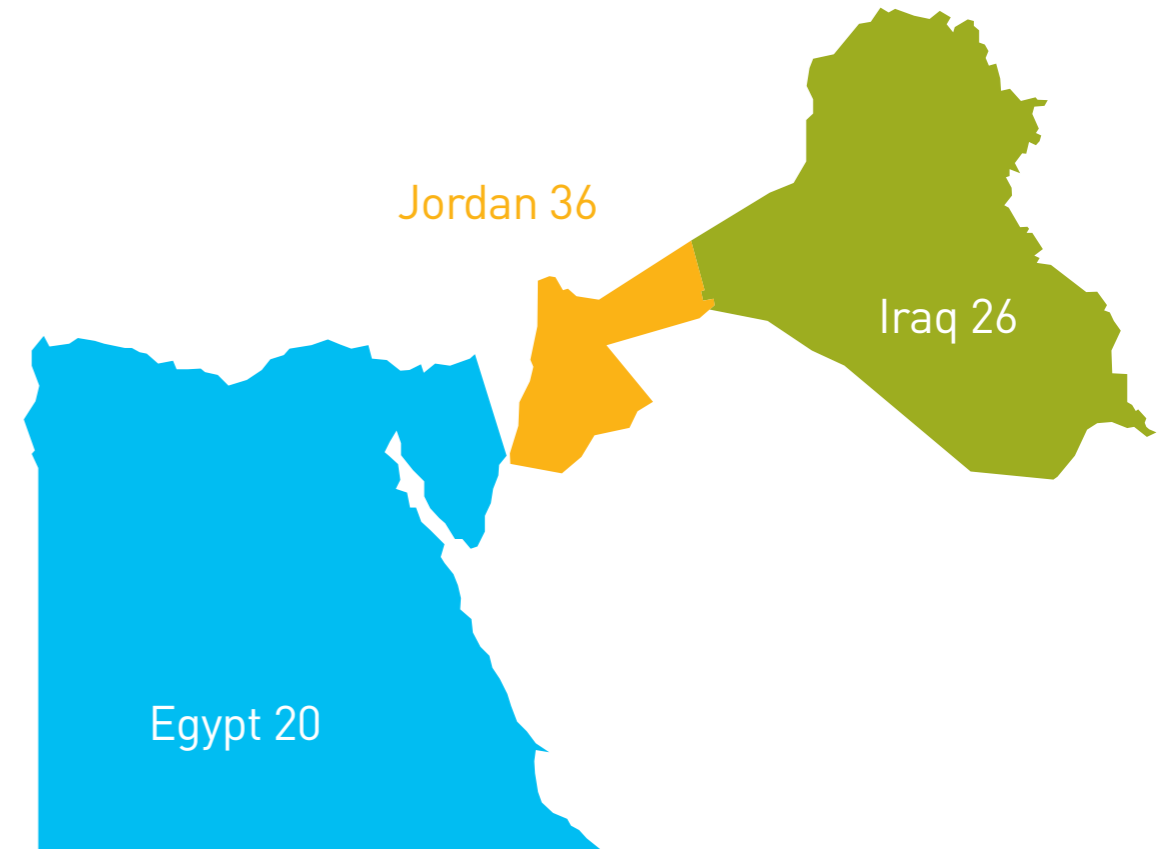
In a next step, the participants returned to their countries of origin to carry out the research for their media house. A researcher assisted them throughout this process.

For a second round of training, the media managers gathered once again in the Tunisian capital in November 2016. This time the focus was on advertising, public relations and programme development. Media houses with the best programme content will fail to attract advertising revenue if their sales pitch is not compelling. Hence, on the last day of the training, MiCT organised a Pitch Day, where participants got the chance to present their media outlets in front of a professional jury.

All Media Pioneers training workshops were carried out at the Mediterranean School of Business (MSB) in Tunis. MSB is the leading Tunisian university in the fields of Business, Economics and Entrepreneurship. The Pitch Day was held at the Start Up Haus Tunis by the German organisation enpact.

This programme was developed by MiCT in collaboration with renowned media planner Thomas Koch (tk media, Starcom, Crossmedia) and Tarek M'Rad. Financial support was given by the Dutch DOEN Foundation and the German Federal Ministry for Economic Cooperation and Development. Additional support was granted from the BMW Foundation, the Mediterranean School of Business, ASHOKA, the Berlin School of Creative Leadership and PLURAL Media Services.

Presentation of Media Houses



Algeria



12

13

LaabStore



Algeria

Type of medium:
magazine for video
games, comics/
mangas, film

Year established:
2007

🌐 laabstore.com
📌 /laabstore16000

Name of company:
Z-Link

Representative:
Kamal Bahloul, Responsible
for Communication & Marketing
✉ freezingpoint16000@yahoo.fr

'Laab' in both French and Arabic means 'to play' but also refers to the English connotation of a "laboratory," a place which is open for experiments and new developments. We would like to share our passion for video games with our users and interact with them, which has led us to organise cultural and role play festivals in Algeri

Circulation: Our comics magazine is distributed for free all across Algeria, in all the big cities. Every month we reach 2,000 to 6,000 people based on advertisements and popularity.

Target group: Our product is dedicated to young people, mainly from 12 - 32 years old. We have found that as well as students, their parents also like to read us.

Our USP: We are the first and only magazine in the Algerian market that is 100 percent Algerian and dedicated to video games, mangas, japanimation, (animated) film and new technologies.
We create Algerian heroes for Algerian readers.

Our clients: Since the launch of Laabstore, we could sealed advertising contracts with the following companies: Ooredoo, Mobilis, Rouiba, Samsung, Nissan, Algerie Telecom, Air Algérie, ONDA and the Ministry of Culture.
We have created visuals and video productions for Sonelgaz, the company in charge of electricity and natural gas distribution in Algeria.

Our team: We have eight people working for us on a full-time basis and 30 freelancers with whom we collaborate.

Ex.Fest



Algeria

Type of medium:
Radio.web.zine

Year established:
2010

www.kiosque.com
[/exfest-141271895989514](https://www.facebook.com/exfest-141271895989514)

Representative:
Mefoued Abdallah, Founder & Director
ex.fest.algeria@gmail.com

Ex.Fest is an organisation dedicated to reviving the metal scene in Algeria, which has been on the wane over the past years. We set up a web radio and host many events with local Algerians Metal bands. But we are also up for something new like KIOSQUE – our radio.web.zine!

It is a brand new online platform, bringing together Algerian youth who are into gaming and consider themselves movie and series junkies. They can exchange views, set up gaming groups online and of course find all the relevant information according to their interests.



Target group: We target young people (aged 17-36) who are interested in metal, gaming, movies and series. Our webmagazine shall be their daily meeting point. We want them to build a community of like-minded people, first in a francophone world and later with more offers in several languages, all over the world.

Our USP: EX.Fest Radio is the ultimate metal music based radio station to be found in Algeria. The new platform KIOSQUE is unique as it is the only website that combines the three communities of gamers, movie and series junkies. We are the only ones representing the metal community in Algeria.

Our clients: Since there are no other websites that target the same communities as we do, we approach all brands that are of interest to our target group. This includes beverage giant Red Bull, companies offering new mobile game consoles and computing technologies or clothing brands purchased by the metal community.

Our team: Currently, our team consists of four people who work on KIOSQUE:
Mefoued Abdullah – better known under the name 'Dragan'. A graphic designer, director of Ex.Fest and also the creative mind behind the content and radio material on the KIOSQUE.
Ramzy Abbas – manager of the metal band Jugulator as well as one of the radio hosts.
Ramzy Laoufi – in charge of all marketing related things, an expert in gaming and also one of the radio hosts.
Aidi Nour El Islem – an engineer in robotics, responsible for covering technology and all things new, also one of the radio hosts.

The whole team is very passionate and ready to meet the expectations of the young people interested in following the KIOSQUE.

Anvi Tour

Note: The participant entered with another media outlet but we would like to present her venture here.



Algeria

Type of medium: Online Newspaper
Year established: 2016
Country: ?

Representative:
Naima Allouche, Founder
✉ naima.allouche@gmail.com



Anvi Tour focuses on tourism and environmental news from the Arabic and international world. It provides news updates in French 24/7 and aims to boost tourism in Algeria and the Arab world and promote Algeria as distinguished destination.

The site links tourism with environment issues as these are inseparable; tourism thrives in beautiful environments as well as mild and moderate climates. It aims to publish important news and cover issues related to tourism, the environment and sustainable development in order to impact governments, citizens and institutions (NGOs/CSOs) alike to rethink their policies, behaviour and approach. Through tackling many key environmental issues, Anvi Tour aspires to become a platform for discussion and dialogue among politicians, economic experts and business people on tourism, environment and sustainable development.

Anvi Tour is a multimedia site presenting its content – shows, reports and news – in an appealing manner. We encourage our users to share their adventures by publishing photos of the most beautiful tourist attractions, natural landscapes and archaeological and historical sites they have visited.

- Target group: The website has two target groups:
- 1 those interested in tourism including tourists as well as people working in the tourism sector (airlines, hotels, restaurants, trip organisers, travel agencies, the Ministry of Tourism etc.)
 - 2 and those interested in the environment either for personal or professional reasons (e.g. government institutions, specialised national and international companies, university students and consumers)
- Our USP: The media landscape in Algeria lacks a platform that specialises in tourism & the environment as the country's current economic policy focuses solely on the oil business. We will be the first Algerian tourism website to feature news on environmental issues and sustainable developments in Algeria. The site will be a pioneer in offering this focus, spreading cultural awareness and having an impact on policies and best practices established in this field.
- Our team: Anvi Tour has a team of five people. Besides founder Naima Allouche, two journalists and three IT-experts work on the site.

Egypt

20

21



Welad ElBalad



Egypt

Type of medium:
Newspaper /
Online News

Year established:
2007

@WeladElBaladN
/WeladElBaladNews

Representative:
Fatemah Farag, Founder & Director
fatemah.farag@gmail.com

Welad ElBalad is Egypt's only network of community news outlets with ten multi-platform newsrooms across the country. Established in 2012, Welad ElBalad publishes and distributes local print newspapers, runs 11 micro-sites and one news aggregator, is an official YouTube Partner running 7 local video channels and runs 3 specialised sections in the areas of Sports, Environment, Heritage Conservation and Refugee Affairs.

The Welad ElBalad brand has not only achieved local influence and credibility, it is an international awards winner in the areas of community service, mobile platform development, reader engagement and business model development from organisations such as the World Association of Newspapers (WAN IFRA), the Global Editors Network (GEN) and One World.

The company provides consultancy and capacity development services to CSR clients as well as extends outreach services into communities including work with regional universities.

- Circulation:** The company distributes local newspapers in Luxor, Qena City, Qous, Dishna, Nagaa Hamadi, Assuit, Beni Suef, Fayoum, Mansoura and Marsa Matruh. The company has developed and runs its own unique distribution system in each and every location and also takes local advertising. The company website (launched 5 months ago) – www.weladelbalad.com - is currently averaging close to 1 million page views per month. We run 15 Facebook pages with an audience of over half a million and high levels of local reader engagement in addition to WB YouTube channels and Twitter accounts.
- Target group:** Our target groups for print are predominantly male local audiences between 25 to 60 year olds and the accepted reading ratio to copy sales in Egypt is 5:1. Online our analytics show we are hitting a target group between 17 to 40, 90 per cent coming through mobile with more equal female representation with the highest concentration in local communities within which we work followed by Gulf Countries where a high concentration of Egyptians from community backgrounds work.
- Our USP:** Welad ElBalad is about excellence and credibility. In the communities that we work in, we stand for highly professional media products, community events organization and ethical business standards. Over the past few years we have developed a proven high standard track record, developed the institutional structures that hold a business in place, have achieved local and international recognition and legitimacy and a solid presence within our markets.
- Our clients:** For our print products Welad ElBalad has a diverse client base of local business within the communities within which we work. On the national level our client base has included Masrawy.com, Ten TV and Ahram. We also work with diverse international partners including the WAN IFRA, International Budgetary Partnership, ARIJ, IMS, OSF and others.
- Our team:** The Welad ElBalad team includes 110 young, talented and innovative employees from across the country.

Za2ed18



Egypt

Type of medium:
Online News

Year established:
?

za2ed18.com
[@za2ed18](https://www.facebook.com/za2ed18)
[/za2ed18.website](http://za2ed18.website)

Representative:
Doaa Sultan Mohammed Mekky,
Editor-in-Chief
za2ed18@gmail.com

Za2ed18 takes a brave, critical look at the topics interesting to the young generation in Egypt and other Arab countries.

We mainly publish opinion pieces and we encourage freedom of expression without censorship.



Circulation:

We have around 1,000 unique visitors per day on our website. Most of our readers come through Facebook, where we have over 48,000 Likes (September 2016).

Target group:

With our material, we target the young generation, between 16–30 years of age. Like us, they are interested in a free society where people can voice their opinion without any consequences.

Our USP:

We offer a unique mix of political and society news to the young generation of Egypt. In 2016, we received the Deutsche Welle BOBS – User Award Arabic People’s Choice Winner.

Our clients:

Based on our convictions, we believe in independent financing in order to stay editorially independent.

Our team:

Our team includes two full time employees and a range of contributors.

Iraq

26

27

Al Alam Al Jadid



Iraq

Type of medium:
Online News

Year established:
2013

al-aalem.com
 /alaalem.newspaper

Representative:
Ahmed Hasan Flayyih,
Marketing/PR Manager
 ahm_198950@yahoo.com

Al Alam Al Jadid is an independent news website based in Baghdad, Iraq focusing on political and legal issues. After the closure of the newspaper 'The World' during Nuri al-Maliki's reign as Prime Minister, Al Alam Al Jadid was established by the same founders. They continued to adhere to the journalistic ethics of independence, impartiality, accuracy and transparency along with a deep faith in the moral conduct of the profession. Since January 2016, the media house also offers a women's magazine called MODA covering lifestyle and fashion for females in Iraq. The revenues of the magazine help to support the production of the news website.



- Circulation:** In 2016, the website attracted 2,000–3,000 unique visitors per day. Most of our readers access our news via their mobile phones (63percent). Meanwhile, 56percent get their news via our social media accounts – mainly Facebook.
- Target group:** More men (76percent) than women (24percent) access our website on a regular basis. 65percent of our users read Al Alam Al Jadid every day, 31percent of them every week. 78percent of them are employed and married. The most popular section is politics, which attracts 39percent of our readership. The remaining interests are distributed as follows: legal issues (22percent), local news (21percent) and arts & culture (19percent).
- Our USP:** We are the only independent electronic newspaper in Baghdad. Our readers like the political character of our newspaper and we like to focus on investigative reporting. Our Editor-in-Chief, Montather Naser, was part of the The International Consortium of Investigative Journalists (ICIJ) – the only member from Iraq – that published the Panama Papers. After publishing revelations on Al Alam Al Jadid, the Iraqi Government opened an investigation into corruption of Iraqi citizens listed in the Panama Papers.
- Our clients:** Currently, we have around 4-5 advertising clients. The telecommunication company Zain is one of them as well as AGSL and Baghdad's largest soft drinks company.
- Our team:** As of today, we have five people in our team. They are all journalists and some of whom work on production, like marketing and PR.

Awene

Iraq

Type of medium: weekly newspaper, website Awene News (Kurdish/ Arabic), magazine Awenakan

Year established: 2006

awene.com
[@AweneNews](https://www.instagram.com/AweneNews)
[/aweneneews](https://www.facebook.com/aweneneews)

Representative:
Kurdistan Abdalkarim Saeed,
Marketing Manager
kurdakurdistan@yahoo.com



???

30

kürzen



Circulation:

The newspaper has a weekly circulation of 4,500 copies. It is issued in Kurdish and distributed to all the governorates of the Kurdistan Region in Iraq, including Kirkuk. Its circulation can reach 6,000 copies due to exclusive news coverage of important events. The newspaper's website is available in Kurdish and Arabic and its daily viewing rate exceeds 500,000 according to the statistics of specialised international websites. According to International Media Support (IMS), Awene is one of the best independent media outlets in Kurdistan Region. The Blav Pic company, a major newspapers distributor in Kurdistan Region, says that Awene "has the highest sales rate in the Kurdistan Region and sells the largest number of copies."

Target group:

The IMS has published statistics about Awene's readers in terms of income and social status, saying that the readers are "middle and high income people (earning \$750 and above) and most of them are married," making the number of its readers, based on these statistics and other governmental ones in terms of monthly income and social status, 25,000 readers for a single issue.

Our USP:

What characterises the newspaper is its diversity. It covers politics, economy, art, health, education and advertisements. The newspaper targets a wide range of interests and a wide age group (18-70 year-old Kurds). However, the website targets the same age group but includes Kurds and Arabs. There are a lot of newspapers and magazines in Kurdistan Region but Awene has the most selling points and is the only newspaper to deliver to people's homes.

What sets Awene apart from other newspapers is that:

- 1 All the selling points have copies of the newspaper
- 2 Awene comes first in terms of copies circulated, sales and services, e.g. delivering the newspaper to readers' homes (based on statistics from IMS and Blav Pic)
- 3 Awene offers additional services with a respective pricing scheme. Middle and high income households get their newspapers delivered to their doorsteps and are willing to pay a higher price for this.

Our clients:

Since its establishment in 2006, the newspaper has signed contracts with a number of companies to advertise their products for various periods including Qaiwan Group, Asia Company, Asi Company, Sinoma Company, the Directorate of Public Health as well as the Beit Oil Company.

Our team:

Awene currently employs 20 people.

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Radio Al-Mirbad




Iraq

Type of medium:
Radio (also Web)

Year established:
2005

 almirbad.com
 /almirbad

Partners:
Al Mirbad Organi-
zation for Media
Development

Representative:
Bader Al-Tameemi, Marketing Officer
 alshgrdi@gmail.com

Radio Al-Mirbad is a public service broadcaster in southern Iraq. Set up in 2005 by BBC Media Action in the aftermath of the war, it is now a locally-owned radio station and a credible news source for Iraq's new civil society. Al-Mirbad started broadcasting in the southern region of Iraq – mainly in and around Basra - before extending its reach and frequencies (in total six frequencies) to the central part of the country.



Circulation: 60 percent of the communities living in central and southern Iraq tune in to Radio Al-Mirbad; 5 – 6 million people listen to the radio at least twice a week, with 41 percent starting their day with the radio's programmes. Al-Mirbad also has an online presence, which attracts ca. 2,000 visitors per day. Its Facebook Page engages ever-growing numbers, listing more than 440,000 in September 2016.

Target group: Al-Mirbad focuses on all ages and demographic groups including professionals, students and even children. In general, more men (74 percent) than women (26 percent) make up Radio Al-Mirbad's listenership.

Our USP: Radio Al-Mirbad is the most important radio station for central and southern Iraq, holding authorities to account and giving its community a voice. Over the past ten years, we have built an extensive network of correspondents who contribute stories from their local communities or conduct exclusive interviews with actors from the political scene.

Our clients: Our advertising clients come from a wide range of sectors: Large companies and institutions in Iraq, like Almoosawi Hospital, big international companies like Toyota or small businesses in and around Basra.

Our team: Radio Al-Mirbad employs close to 70 people.

Jordan

34

35

Aramram

Jordan



Type of medium:
Web TV

Year established:
2008

🌐 aramram.com
📧 [@aramram](mailto:sales@aramram.com)
📺 [/aramramtv](https://www.facebook.com/aramramtv)

Representative:
Abdel-Salam Akkad, Managing Partner
✉ sales@aramram.com



Aramram is a Web TV channel producing videos on economic, political, cultural, environmental and artistic topics. The following programmes went on air in 2016: Discover what makes Jordanian cities breathe through their Urban spaces, Art & Culture (aramramiat).

Places, activities and food, off the beaten track. Challenge and reward your senses (kazdoora, Lifestyle)

From olive oil, woodwork and preserves to 3d technology and solar panels: Jordanian Produce at its best (ain ala, Society)

Technology is moving forward at breakneck speed and disruptive innovations appear every few years. 8-bit keeps you on the cutting edge, and tells you how to keep from falling off.

Our TV-Flagship navigates you through the highs and lows of Jordanian Politics (209 king hussein st.)

maram: A social issues programme based on individuals working on improving their Communities & Society at large.

As the Kingdom transitions to a Market Economy, there are many challenges to face in order to stay competitive. Malna explores the issues and provides solutions to debate.

Circulation:

In 2016, we had 2.2 – 2.8 million viewers per month and 1 million clicks per month on the posts we published. 700,000 users engage in what we publish online. Our TV productions get on average 40,000 – 60,000 plays per month. Among the most successful productions are the political programme 209 king hussein st. (1.4 million reach, 400k views, 80k full plays) and the Lifestyle show kazdoora (500k reach, 225k views, 80k full plays)

Target group:

Most of our users tune in from Jordan, North America and Arab states of the Gulf Cooperation Council (GCC) including Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.

Our USP:

Aramram's productions are diverse and fresh, hitting the nerve of today's news scene and fulfilling the demands of our viewers to discover economic, political and social developments in Jordan and beyond.

Our clients:

We have a very diverse client's base consisting of brands of international renown like Lavazza or local companies.

Our team:

Currently, 12 people work at Aramram.

Radio Al-Balad



Jordan

Type of medium: Community Media Network (Radio Al-Balad), 92.4
Year established: 2000

🌐 ar.ammannet.net
📍 @AmmanNet
📍 /AmmanNet

Representative:
Saba Jamaledin Al-Najjar,
Marketing Manager
✉ saba@ammannet.net

Radio Al-Balad is an independent radio station which has been presenting its public service to the Jordanian people for over 10 years. It was the first radio station to broadcast on the internet in the Arab World (established in 2000), at that time under the name of Amman Net Radio. After the end of the government's monopoly on radio stations, Radio Al-Balad was launched on the frequency 92.4

The radio station is known for its awareness programmes including the morning show Tallet Subh, the Rainbow programme, Kolna Zai Ba'ed and, most importantly, the women's show Huna Zarqa. Some 97 percent of users expressed their appreciation of reports produced by listeners (Citizen Journalism) which add new perspectives and develop new forms of interaction. It also disseminates live broadcasts of parliamentary discussions in order to inform people of decisions and discussions affecting their daily lives.

Circulation: With our broadcasts, we reach the cities of Amman, Zarqa, Mafraq, and Al-Karak. Every day, more than 7,000 listeners tune in to Radio Al-Balad. Besides the show, Huna Zarga is produced as a bi-monthly newspaper with a circulation of 5,000 copies.

Target group: As a community radio, we aim to attract a special kind of audience that is interested in high-quality, awareness-rising news. Intellectuals, scientists, politicians belong to our listeners as well as young people (aged 18-22) interested in politics and eager to make a difference in their communities. Slightly more men than women (53 percent to 47 percent) tune in on a regular basis. The majority of our listeners come to us via social media.

Our USP: As a community-based non-profit radio in Amman, Radio Al-Balad represents the voice of Jordan and its people. We offer high-quality news programmes with distinguished guests such as members of parliament, ministers, senior government officials, experts and people relevant to public affairs. The radio's Investigative Reports Department has brought about real changes in the Jordanian society and has won many local and regional prizes.

Our clients: We have a diverse client base including international organisations like Oxfam or the Dutch Radio RNW but also national clients like the Descartes Optical Center. Over the last four years and especially last year, our Marketing department has increased its campaigns efforts. This way, we helped to promote many institutions and programmes on various topics such as workers' rights, legislation and religion (Ramadan programme).

Our team: Radio Al-Balad employs 45 people at its office in Amman.

Morocco

40

41




Welovebuzz


Morocco



Type of medium:
Online Newsfeed
Aggregator

Year established:
2010

 welovebuzz.com
 [@welovebuzz](https://twitter.com/welovebuzz)
 [/welovebuzz](https://www.facebook.com/welovebuzz)

Representative:
Driss Slaoui, Founder & Director
 driss@welovebuzz.com

Welovebuzz (WLB) was created in 2010 by Driss Slaoui and is today the leading source of viral news in Morocco. Built with a team of 30, the ambition is to become the BuzzFeed for the Arab world. Welovebuzz's business model is based on native advertising (branded articles and videos). Welovebuzz works in pairs with brands to create viral and engaging content. Being the first to creatively introduce native advertising in Morocco in 2014, WLB has worked with many local and international brands, like Uber, Microsoft, P&G or even Nike.



Circulation: Welovebuzz today has about 3.8 M views and 1.3M unique visitors each month. On Facebook, Twitter and Snapchat, Welovebuzz reaches on average 6M people per week, in which 1M are engaged and counts more than 5M video views each month.

Target group: WLB was established with the main goal to target young Arab adults aged 18-30. The majority of our users (89 percent) are Moroccans. The website attracts slightly more female (59 percent) than male users (41 percent).

Our USP: We know what causes the buzz. We are the leading source of viral news in Morocco and we can also create viral content for your brand.

Our clients: International brands like Peugeot, P&G, Pantene, Nike and Nokia have made use of this as well as many of our local clients including meditel, medi1TV or Al Akhawayn University.

Our team: We are a team of seven full-time staff. In total, we have 23 contributors in Morocco and abroad that generate stories for us that will create a buzz.

NssNss



Morocco

Type of medium:
Online Magazine/
News, NssNss.Tv

Year established:
2013

nssnss.ma
 @nssnss_ma
 /Nssnssma

Representative:
Hakim Sebti, Founder
 hakim.sebti@gmail.com

When we order a nssnss in Morocco, we get a cup with half coffee, half milk. We take mainstream news articles and add our own NssNss flavour to them. The latter is made of satire and humour that we apply to the topics we cover: Economics and politics.

Besides news, our users can find information on culture, society and lifestyle. Users get updated on the latest trends by signing up to our newsletter.

Circulation: Our website has 6-7 million page views. Our article on Charlie Hebdo alone generated 1 million page views. It was also featured in international news outlets like Le Monde, New York Daily Magazine or the Huffington Post. 200,000 people have subscribed to our newsletter. 60 percent access our site via mobile or tablet.

Target group: Our readers are music and art lovers, techies and news junkies. The kind of young (25-35 years old), engaged and motivated people that want to change things (35.6 percent of our readers are employed, 21-2 percent are founders or managers). We are an equal-opportunity reading site keeping a balance between the sexes of 50 : 50. Almost half (40 percent) of our readers are based abroad, mainly in France and other francophone countries.

Our USP: NssNss presents the news of today without taboos and with an opinion. We use Provocation – Irony – Satire – Humour. We were awarded the Webzine Award at the Maroc Web Awards 2015.

Our clients: In 2015, we had seven clients including international ones like Microsoft, BMW and Renault as well as national ones such as telephone company inwi.

Our team: NssNss is made possible by three full time staff who cover different sections of the website. We have one web developer working for us and many freelancers from all around the world who write for us on a regular basis.

Lioumness



Morocco

Type of medium:
Online Magazine

Year established:
2012



@Lioumness

/lioumness

Representative:

Rime El Khalidy, Founder & Director

rime@lioumness.ma

Lioumness means Now and Today in Arabic and this is exactly what we try to capture, the 'Nowness' and the Spirit of the new Arab world. We have a rich culture in Morocco and we would like to put a contemporary spin on it. The topics of our online magazine include Arts and Culture.

Circulation: In 2016, we had 250,000 views per month and roughly 1,000 visitors per day. The average time users spent on our pages stood at 3.7 minutes.

Target group: We want our target group to be active. They should be interested in making a contribution to the contemporary art and culture scene in Morocco and the whole Arab world. Hence, our users are mainly urban youth aged 15 – 35.

Our USP: We are the first Arab online magazine dedicated to the creation of a contemporary arts & culture scene in Morocco and in the Arab world.

Our clients: Creative and cultural industry brands invest in us as well as festivals, TV and radio channels.

Our team: At the time of production of this brochure, Lioumness employed two full-time staff and three freelancers that contribute on a regular basis.




Rue20


Morocco



Type of medium:
Online News

Year established:
2011

 rue20.com
 @zanka20
 /rue20zanka20

Representative:
Khalid Ourabai, Marketing Manager
 ?

Rue20 = saying go through this road in order to get somewhere=make change
Rue20 is an independent news website from Morocco. Our name combines two important occasions in francophone history: Rue from Rue98, a popular place in France; 20 the date of the February revolution which stands for great political and media changes. We aim to go down the 'rue20' to get somewhere and make a change.

We publish around 45 articles per day. Our focus lies on politics as well as economic and cultural topics.



Circulation: Our total of regular visitors stands at 60,000 – 65,000 per day. We have around 2 million page views per month. On average, each user visits 3 pages per visit, remaining three minutes on rue20.com. The majority of our users come to our site through social media (Facebook). 70 percent of our users are returning visitors.

Target group: Our contents are aimed at people in the age group from 18 – 30 years. More men (65 percent) than women (35 percent) read us, as well as a lot of students who want to stay up-to-date on political news. We are most read by users living in Rabat, Casablanca and Tangier, but also by people living overseas in France and Canada.

Our USP: Rue20 is the only Moroccan online platform reporting on the issues faced by the Amazigh and other Moroccan communities. We get the information first-hand from the people and their communities.

Our clients: Rue20 currently has three advertising clients including two providers of telecommunication services and a public train transport company.

Our team: As of July 2016, Rue20 employs five journalists and nine contributors located in six different cities.

Siyassi

Morocco




Type of medium:
Online News

Year established:
2013

 siyassi.com
 [/siyassicom](https://www.facebook.com/siyassicom)

Name of company:
L.Media Sarl

Representative:
Rachid Lamsalem, Founder & Director
 rachidlamsalem@gmail.com

Siyassi.com is one of the top 5 Moroccan websites reporting on political news. We provide daily reports on current affairs in the fields of politics, business, finance, business, sports and society. The website has a strong focus on Morocco, either local news or news generated in the Moroccan communities around the world. Reports also cover events from the MENA region, the Gulf as well as from the rest of the world.



Circulation: In August 2016, the site had 750,000 page views per month and more than 200,000 unique visitors. Users view on average 5.3 pages when visiting siyassi.com and remain 3:19 minutes on the site.

Target group: The website has a presence in the Moroccan media landscape, where it is read by political institutions and parties as well as associations and businesses. The website targets politicians, those interested in current affairs, members of parliament and the government, thus people influencing the public sphere. Our readers are mainly situated in the North and West of Morocco. An estimated 30 percent have a university degree and 72 percent are employed.

Our USP: Siyassi has a reputation for high credibility among its readers, meaning it is a highly trusted source. Siyassi has achieved influence on current affairs and events in Morocco by creating alternative viewpoints leading to a change to traditional and prevalent patterns.

Our clients: Since its establishment in 2013, the website has signed contracts with the following advertising clients: the Ministry of Tourism of Morocco and MGPAP (A la Mutuelle Générale, la Solidarité est Universelle), a foundation working in the public sector.

Our team: Siyassi is based in Rabat and currently employs a Manager/Director, an Editor-in-Chief, two journalists as well as IT- and commercial experts. In total, six people make Siyassi happen every day.

Tunisia

52

53

Entreprises Magazine



Tunisia

Type of medium:
Print & Web
Magazine

Year established:
2011

🌐 entreprises-magazine.com
📍 @entreprisesmag
📌 /entreprisesmagazine

Representative:
Mohamed-Jamel Jouda,
Marketing & Sales Manager
✉ dj@entreprises-magazine.com

Entreprises Magazine is a monthly magazine dedicated to the world of business and finance. The printed version contains a variety of sections including: In Focus (topic of the month), Hommes & Affaires (news from the world of business), Social Business and Management.

Each November, we publish an edition which compiles the Top 100 Managers in Tunisia.

Our readers can also read all of our articles online and our website offers additional categories such as Success Stories (profiles of successful entrepreneurs and managers from various sectors), Innovation (latest developments) as well as Market & Companies (news from the world of finance and industry).

Target group:

Our readers are business-savvy professionals aged 25–40. Asked which sections they always read, 60 percent named the Special Dossier, 52 percent preferred the category Hommes & Affaires and 44 percent liked reading the editorial. The magazine's strong points as listed by our readers are content (25 percent), variety of categories (20 percent) and design (20 percent).

Our USP:

Our print & online magazine is focused on the world of business and finance. We can provide our readers with the complete picture of the latest news from the business, management and finance sector in Tunisia. Some 60 percent of our readers said that they do not read other business magazines as Entreprises Magazines covers it all for them!

Our clients:

Among our clients are local businesses ranging from transport companies to insurance to telecommunication providers. In addition, our magazine has attracted international clients such as Volkswagen and Tissot.

FFDesigner

Tunisia



Type of medium:
Bi-monthly print
magazine & online
magazine

Year established:
2012

🌐 ffdesignermag.com
📍 @FFDesignerMag
📱 /FFDesignerMag

Representative:
Fakhta Hachicha, Marketing Manager
✉ ffdcommercial@gmail.com

FFDesigner transports you to the magical world of fashion envisioned by its founder Seyf Dean Laouiti. Through our magazine you will discover fashion news and trends of the moment, while making a detour through the world of Art and Beauty. Our editorial line is creative and original. We feature exclusive interviews, fashion icons and luxurious items from Culture and Cuisine. This is supported by our avant-garde photography choosing unique locations. The online magazine is not just a copy of the printed version. The site also offers a platform dedicated exclusively to young designers: FFCommunity



Circulation: The printed version of the magazine can be purchased at all kiosks selling magazines as well as on business-class flights of Tunisair. It is also distributed on all flights of Novelaire and at the AVS stands (salon) at Tunis Carthage International Airport. Some 300 hotels and hip residences have subscribed to our magazine. Every second month, the magazine is published with a circulation of 5,000 copies.

Target group: FFDesigner attracts women – young and old – who are interested in fashion and beauty and who like luxurious things. Our readers and users are interested in finding out the latest trends in fashion, beauty, art, food and interior design.

Our USP: FFDesigner is the first magazine only covering fashion in Tunisia. We are all about fashion and promoting young aspiring artists – from Tunisia and abroad – through our FFCommunity. We are known for our originality and we are the 'place to be' for advertisers who want to target an exceptional and exclusive crowd.

Our clients: Our clients are at the high-end of the market. The magazine features advertising from Porsche, Chanel, Versace and Jimmy Choo, to name but a few.

Shinyemen




Tunisia

Type of medium:
Web Magazine

Year established:
2013

 shinyemen.com
 @Shinyemen_Mag
 /shinyemen.magazine

Representative:
Toumi Slimen, Founder
 slimen.toumi@gmail.com

Target group: Covering male issues, treating them from a male angle, shinyemen.com attracts young, French-speaking men between 18 – 35 years of age.

Our USP: We are the first web magazine for men in Tunisia. We set trends and we are trend spotters. We are part of the male fashion scene in Tunisia covering the action on and behind the stage, for example at the Tunisia Music Awards, or Tunisia for Employment to name but a few.

Our clients: We have a wide ranging network in the fashion and festival scene in Tunisia including clients such as Edmod International Fashion University Group, Arabic Fashion Night, Festival de la Mode and Tunsisia Sunset.

Shinyemen is a web magazine for men. For each edition, we stick to the following three principles:

- 1 Lifestyle: offering our readers a good mix of news, sports, high-tech and auto-mobile topics
- 2 People: male person of the month is picked, in-depth interview
- 3 Success Stories from one of our lifestyle section in the right format like articles, dossiers, photo reportage, video and interviews

All of our stories are viewed from a male perspective.

Our website has a responsive design and can be viewed on desktop, mobile and tablet. At the end of 2015, shinyemen.com had 195,000 page views per month.

Outcomes

The programme was a great success, enabling participating media houses to close over 80 advertising contracts.

The generated revenue allowed them to sustain their media activities and act as true pioneers by developing their business further.

By reviewing and assessing their results of the audience research conducted during the first phase, media houses had – in some cases for the first time - information at their disposal on their users, their expectations, their consumption patterns and their willingness to purchase media products.

A true success story was that of Al Alam Al Jadid from Iraq. Its audience research revealed that they have a lot of female readers who are interested in fashion and lifestyle topics. This market has not yet been tapped into. In response to this identified need, MODA magazine (modamagz.com) was created in January 2016 offering articles on the latest fashion and beauty trends in Iraq as well as celebrity news. Within a short time, the monthly magazine managed to generate revenue that has helped to sustain the financially struggling news website.

The political, satirical website NssNss from Morocco is another example of medial entrepreneurship. Based on research, the young team has started the music platform Ledisk.net, a new portal for music in Morocco where, through partnerships, playlists are curated and published.

Besides the professional advancements, all participants agreed that the programme helped them to develop on a personal level. The exchange between 20 media houses from six different countries fuelled understanding of business practices in other Arab-speaking countries and fostered discussions of common challenges and problems. Moreover, new friendships were sealed and potential future collaborations were discussed.

This is what participants said about the course:

“We learned to transform our media products into revenue-generating businesses.”

(Islam Atef, Weled el Belad, Egypt)

“It is important for us as independent media houses to properly target advertisers and to have targeted advertising on our website.”

(Hakim Sebti, NssNss, Morocco)

“I now have a global vision. I know that I have taken a wrong approach but now I can adapt the strategy of our radio station in order to improve our future.”

(Mefoued Abdallah, ExFest Radio, Algeria)

“I am happy to meet colleagues from the Arab world. I hope that this project will continue its support to media houses.”

(Kurdistan Saeed, Awene, Iraq)

“The training was important, it improved our personal as well as technical skills.”

(Rachid Lamsalem, Siyassi, Morocco)

Thank yous

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