

World Association of Newspapers and News Publishers



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Your Guide to the Changing Media Landscape



# World News Publishing Focus

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## How publishers can accelerate digital transformation

Anita Zielina is just starting her new role as Director of Innovation and Leadership at the Craig Newmark Graduate School of Journalism at the City University of New York (CUNY), but she will be back in Europe in early April to talk about accelerating digital transformation in media organisations at the Digital Media Europe conference.



At **CUNY**, she is founding a leadership program together with **Jeff Jarvis** and Sarah Bartlett.

To that task she brings years of experience, most recently at Switzerland's NZZ Media Group, where she was chief product officer and a member of the executive management board. Before working at NZZ, **Zielina** worked at *Stern* magazine in Germany and *Der Standard* daily in Austria.

WAN-IFRA's Valérie Arnould interviewed her ahead of **Digital Media Europe**, which takes place 1-2 April in Vienna.

### WAN-IFRA: Digital transformation and leadership: how do you link those topics?

**Anita Zielina:** My previous jobs were all about that connection. I was confronted with this challenge: 'Make us all digital and help us change.' That was always the task, both at Stern as digital editor in chief and at NZZ as chief product officer.

News organisations need to re-invent themselves – both on the product side with new products, paywalls, and new forms of monetisation; and on the culture side, becoming more innovative, finding new ways to collaborate, finding new ways to experiment – creating a culture that allows that.

*"We can build hundreds of new products, we can develop new apps, we can do whatever, but ultimately all those new products are not going to help us if we don't get into a new mindset as organisations – if we don't tackle the core culture issues: the leadership style, the collaboration, how we engage with the readers, but also how we engage with one another in the organisation." – Anita Zielina*



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### DIGITAL MEDIA EVENT BLOG

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### EDITORIAL

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