# CONTENTS

About the author x Acknowledgements xi

#### Introduction: from ink to link 1

## 01 Communicating whatever we please 6

Messy, unethical and opinionated origins 9
Select and noteworthy happenings 11
An explosion of opinion 14
Playing with fire 16
'Bible, ax and newspapers' 21
A brief flowering 23
The world's great informer 25
Every species of intelligence 27

### 02 Furnishing the world with a new set of nerves 31

A great moral organ 32
The true Church of England 34
The Steam Intellect Society 36
We are all learning to move together 37
A vast agora 41
I order five virgins 43
The few dozen lines of drivel 45
A press typhoon 48
The waning power of the harlot 50

## 03 The gilded age 55

A fluid mass 56
The brute force of monopoly 57
Sorrow, sorrow, ever more 60
A well-conducted press 61
'So will it be goodbye to Fleet Street?' 64

I really loathe people with power 67
Deregulation 69
Boom and decline 73
Owners, news and celebrity 77

# **O4** The engine of opportunity 83

Chain reaction 85
Utopia or dystopia? 88
What the internet does to the business of news 91

### 05 Rethinking journalism again 106

Complexity 108
Frontiers fade and vanish 109
Ink marks on squashed trees 110
Comparison and choice 111
The downside risks of choice 113
Authority 115
Manipulation 117
Objectivity under strain 120
The advantages and drawbacks of institutions 122
The management of abundance 124
New media and change: a case study 128
Conclusion 131

#### **06** The business model crumbles 137

Over a cliff 138

Print is not dead 142

Palliative care for print 145

Flipping to digital 148

Making people pay: walls and meters 151

The demand for news 158

What we don't know about online news 160

## **07** Credibility crumbles 164

Newsroom culture 165 Operation Motorman 169 Phone hacking 171 'Quality' and 'seriousness' 172 Trust and authority 177 A spell is broken 179

# **08** The Leveson judgement 183

Diagnosis 184
Prescription 188
A third way 190
Regulation's future 193
Plurality 194

### 09 Throwing spaghetti at the wall 200

Four core tasks 201 We were having journalistic moments! 204 Error is useful 219

#### 10 Clues to the future 223

Business models 224
From the ashes of dead trees 229

Index 237