

banhchi

banhchi.com

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Note

For this project, I designed and developed a prototype of banhchi at banhchi.com. At the time of submission of this report, the site is live, but some of the links to banhchi.com and its posts or pages mentioned in this report may not be active.

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Entrepreneurial Idea

There is too much news online for us to consume all of it in one day.

We need to be able to separate the news we should know from the news we want to know and from the rest of the Internet. The ability for Internet users to start a website and begin writing and posting for free has allowed anyone to become a journalist. News agencies are struggling to keep up and have turned to alternative methods of reporting such as listicles.

But the content churned out by some agencies every day clog our brains with nonsense.

Banhchi, or “list” in the Khmer language, plans to clear the clutter by providing users with the one news item they should know every hour, building up a daily list of news users should know every day.

Registered as a media entity, banhchi will operate in Phnom Penh, Cambodia, as an online-only, independent news agency controlled by editors with support from freelance writers as well as local reporters/translators. It will update on the hour from 8 a.m. to 6 p.m. Indochina Time, Monday to Friday, when most news in Cambodia is consumed. There will be an editor each day whose job will be to find the most newsworthy story that hour by either (1) obtaining from local news outlets, (2) finding through own sources or (3) retrieving from freelance support. Once found, that editor will write a summary of that story, which is referred to on banhchi as an item, and post it to the day’s list. These items will then expire from the list at 12:01 a.m. the next day, but will be available via search or a drop-down archive, which categorizes each list by date. Each item will be short and will link to the full-length article if a user wishes to click through. If not, the item will provide enough information for the user.

For example, if a story is found through local news outlets, a summary of the story and a link to the original article will suffice. If a story is found through own sources or freelance support, these articles will be hosted on banhchi and the summary will link to that article. Below are example items on banhchi.

Aggregated: Cambodian Foreign Minister Hor Namhong denies he played a role in the issuance of an arrest warrant last week for opposition leader Sam Rainsy (*The Cambodia Daily*)

Original: Chinese-American high school student’s four-week intensive course KhodeUp aims to teach underprivileged Cambodian children website design and programming

Banhchi is not a breaking news service, but it does use a color-coded system that highlights some items a specific color to emphasize to users a vital item, an ongoing item, an

original article or a sponsored item. Vital stories will be highlighted red; ongoing stories will be yellow; original articles will be blue; and sponsored items will be green.¹ At right of the day's list will be the day's editor and his/her contact information. Below the editor will be a key, which will be temporary, to let users know why stories are color coded.

Design

Banhchi's design will be very simple, stripping away any unnecessary content but the day's list and the editor's information with a (temporary) list key.² On desktops, the homepage will be displayed in two separate columns. On smartphones, the site will retract to a single vertical column. The goal is to have users focus solely on the list. For the original articles, they will be featured centered with share buttons prominent after the lede.³ For individual categories, pages and search results, they also will be featured center and displayed in one single column on both desktops and smartphones. Banhchi's colors are part of the Natural Color System (blue #0087BD; green #009F6B; red #C40233; yellow #FFD300). The light gray (#EEEEEE) background with nearly black (#111111) text on white (#FFFFFF) block allows the eyes to focus on the content.

Model and Delivery

As mentioned earlier, there is too much news online for us to consume all of it in one day. News agencies constantly are pushing out content in an effort to gain eyeballs and translate that into revenue. Banhchi will take the opposite approach—less is more—and will use a traditional news model of selecting stories by people—not algorithms—to offer users the news they should know. Similar models already exist and were the premise for this model.

For example, The Browser is a website that offers users five to six of the web's best stories each day.⁴ The website is coupled with an email newsletter. Vox's email newsletter, Sentences, offers users "only a handful of top stories with a collection of the best links from

¹ See Appendix A for a screenshot of each color-coded item.

² See Appendix B for a screenshot of banhchi's homepage.

³ See Appendix C for a screenshot of an original article.

⁴ Wang, Shang. Show Me The Next strips down online reading and discovery to their most basic components. Nieman Lab. September 4, 2015. <http://www.niemanlab.org/2015/09/show-me-the-next-strips-down-online-reading-and-discovery-to-their-most-basic-components/> and <https://thebrowser.com/about-us>.

around the web.”⁵ Read This Thing is a free daily email newsletter “featuring one fantastic piece of journalism each weekday.”⁶

What should be noted is that each of these, which appear to be doing well, are delivered to the user. At the initial stages, banhchi will be only a website with the ability to add a bookmark to a smartphone’s homescreen.⁷ This is because (1) Asia tends to prefer the mobile web over a mobile application⁸ and (2) costs associated with creating an application, particularly in a market where users tend not to prefer this method of delivery. That said, delivery is crucial. Most users now want the news to come to them, i.e. Facebook’s news feed. With banhchi, an email will be sent at the same time as the last posted item (6 p.m.) with a roundup of all 11 items. Another model could be developing a smartphone widget, where users will receive the items in the same list fashion as the website. This provides users with instant access, not having to open any application or browser.

The Need for Online News

Studies by the Open Institute and We Are Social about Cambodia’s media landscape and Internet usage show more Cambodians turning to the Internet for news. Open Institute’s study says that of the 2,064 participants aged 15 to 65, “the most important source of news about Cambodia was TV (31.8%), followed by Facebook/Internet (24.9%).”⁹ The Cambodia Daily quoted one of the report’s authors as saying, “The Internet ‘will soon—maybe next year—be as important as television.’”¹⁰ We Are Social’s report says the number of mobile devices outnumbers Cambodia’s population and that the number of Internet users has grown to 32 percent.¹¹ In 2014, the number of Internet users was 9 percent, according to the World Bank.¹² These figures support a need to focus on online news consumers and develop digital initiatives to (1) stay ahead of any competition and (2) capture the future market.

⁵ Ellis, Justin. The new Vox daily email, explained. Nieman Lab. October 14, 2015.

<http://www.niemanlab.org/2014/10/the-new-vox-daily-email-explained/>.

⁶ Read This Thing. <http://readthisthing.com/>.

⁷ See Appendix D of a screenshot of banhchi’s bookmark on a smartphone.

⁸ State of mobile advertising - 2015 Q2. Opera Mediaworks. <http://operamediaworks.com/innovation-and-insights/state-of-mobile-advertising-2015-q2>.

⁹ Phong, Kimchhoy and Javier Sola. Mobile Phones and Internet in Cambodia 2015. The Open Institute. http://open.org.kh/research/phones_2015.pdf.

¹⁰ Jensen, Anthony. Cambodians Like Their News From Facebook. The Cambodia Daily. <https://www.cambodiadaily.com/news/cambodians-like-their-news-from-facebook-100812/>.

¹¹ Kemp, Simon. Digital, Social and Mobile in Southeast Asia 2015. We Are Social. <http://www.slideshare.net/wearesocialsg/digital-social-mobile-in-southeast-asia-in-2015>.

¹² World Development Indicator. The World Bank. October 2015. <https://goo.gl/dy4QCc>.

The Team

To start, the banhchi team will be four people, including me. There will be two editors, one that is me, on rotating shifts, finding aggregated content, creating original articles and managing social networking platforms. There will also be one local reporter for translation purposes and to find news in local-language publications. There also will be one sales person to focus on sponsorships, sponsored items and advertisements. This position, though, could be a later hire, as the company builds up its reputation and audience. As a trained journalist, I at first will be one of the two editors, but I likely will transition to a managerial role as the publication gained traction and sought investors. This model is loosely structured on a typical online-only publication startup. It is easy for anyone to start a website and begin writing content, but the content is what is most important. This is why the second editor and local reporter will be hires that are well-trained in journalism and have a solid understanding of news. The sales person will be well-trained in digital advertising.

Value Proposition

In Cambodia, there appears to be a growing middle class who want to (1) learn English and (2) become more worldly.¹³ Currently, this class as well as the Cambodian population as a whole, rely heavily on their Facebook news feed for information as well as on local news agencies whose content is simply gossip, nonsense and, at times, untrue.¹⁴ While there are media outlets who produce solid journalism, there at times is too much to consume. As a result, there is a need for an entity that can wade through the information flow—in this case on an hourly basis so as not to overwhelm users or consume their time—to select the news items that will help better inform the population. This in turn will help improve English skills and keep users abreast about world events.

¹³ This became more apparent following the opening of Cambodia's first megamall in 2014, as noted by international and local media: <http://asia.nikkei.com/Politics-Economy/Economy/Cambodia-s-rising-middle-class-meets-at-country-s-first-mega-mall>, though the early signs of this middle class occurred as early as 2007: <http://asiafoundation.org/in-asia/2007/05/23/in-cambodia-early-signs-of-an-emerging-middle-class/> and www.adb.org/sites/default/files/publication/27726/ki2010-special-chapter.pdf. Also, as a U.S. citizen living in Cambodia for four years and teaching university students for two, I've observed this middle class' two wants, particularly among the younger population.

¹⁴ With the growth of Internet penetration in Cambodia also comes the growth of Facebook, but Facebook's popularity in the country is tremendous—rivaling all news organizations. As mentioned earlier in this report, a study by the Open Institute showed Facebook/Internet was second to television. Phong, Kimchhoy and Javier Sola. Mobile Phones and Internet in Cambodia 2015. The Open Institute. http://open.org.kh/research/phones_2015.pdf.

Key Activity

Banhchi is about creating bite-size pieces of essential content for consumers to digest hourly. Those pieces of content are what build up its audience in an effort to appeal to sponsors and advertisers. The goal is to ensure quality content is pushed out on the hour. To do so, the editor(s) will be responsible for using their trained skills to identify and pare down the news items readers should know. As part of this process, the editor(s) will (1) collaborate with other news agencies to identify possible stories worth pushing to users, (2) talk with sources for an original article, (3) constantly peruse local, regional and international news sites with the help of a local reporter/translator and (4) work with freelancers on any submissions.

Target Customers and Marketing

Cambodia's growing middle class as well as its expatriate community is banhchi's target market. This includes university students, men and women aged 25 to 35 and working professionals. They mostly are located in Phnom Penh, the country's capital, and Siem Reap—both cities where a majority of inhabitants are online. These groups mostly are people interested in international and local news. They fall into one of three categories: (1) native English-language speakers, (2) those with basic English-language skills or (3) those who are learning/eager to learn English. They also seek information about the world outside of Cambodia. The ideal banhchi reader is an English-language speaking Cambodian, part of the middle class, is around 27 years old, male or female, interested in Cambodian news as well as international news, is a university graduate and is currently working.

Reaching this middle class and expatriate market in Cambodia can be difficult. A mix of traditional, online and guerilla marketing will be needed. Traditional methods of marketing will include advertisements on the back of tuk-tuks and message boards at universities. Online advertisements will include creatives posted on the websites of already-existing content providers, such as local media. Facebook advertising through promotion or post boosts will also be done because of the social network's high penetration in Cambodia. The latter likely will be the most effective in brand recognition, but engagement could be difficult. Guerilla marketing will be a unique and effective way of advertising banhchi. Posting banhchi logos in specific places could begin to draw brand recognition, particularly among the expatriate community in such cities as Phnom Penh and Siem Reap.

Revenue

Banhchi's revenue will be through (1) advertisements, (2) sponsored content, (3) sponsorships and (4) subscriptions.¹⁵

The advertisements can be placed between items on the list.¹⁶ The advertisements will be (1) display, which will link to whatever the advertiser chooses, or (2) video. Prices could be daily, weekly or monthly, but they will be set prices, not cost per click or cost per mille. However, this model is archaic and likely will not produce the most revenue. Most advertisers in Cambodia are turning more toward Facebook to reach a much larger segment of the population, and until banhchi can gain enough users, this model will not be sustainable alone.

Sponsored content could bring in a lot of revenue, as businesses in Cambodia (and elsewhere) are looking for promotion and online media agencies can offer them a unique platform. Banhchi's sponsored content could be constructed in two ways: (1) a traditional public relations outline where the prepared content is posted online for the business or (2) a multimedia feature that provides more interactivity for the user. For example: A Cambodian bank wants to promote its services on banhchi. Banhchi works with the bank to narrow down a topic, such as digital banking. The two then work together to develop a banhchi-hosted sub-site that shows Cambodians how they can use the bank's digital banking services and how it works. This may include step-by-step instructions using video, audio, text and photographs of how to setup and manage a bank account from a computer or phone.

Sponsorships also have the potential to bring in large amounts of money. For example, a company could sponsor the list for a day, week or month at a price.¹⁷ This option could be coupled with sponsored content.

The last is subscriptions. This model will include one free view per month or a one-time fee of \$5.¹⁸ To entice users, banhchi will donate \$100 of every \$1,000 earned through subscriptions to the education of a Cambodian studying media and/or communications at one of Cambodia's universities. This pledge could potentially drive more users to pay for content, seeing that a portion of the money is being donated to a cause. Banhchi's paywall also will offer the ability for users to pay any amount more than \$5. At first, banhchi will work with the paywall company Tinypass (Piano), which takes a 2 percent to 10 percent cut of all revenue, depending on total amount collected.¹⁹

¹⁵ See Appendix E for a breakdown of projected revenue over a three-year period.

¹⁶ See Appendix F for a screenshot of a sample advertisement on banhchi's homepage.

¹⁷ See Appendix G for a screenshot of a sample sponsorship placement on banhchi's homepage.

¹⁸ See Appendix H for a screenshot of banhchi's paywall, asking users to subscribe.

¹⁹ Tinypass/Piano. <http://www.tinypass.com>.

Operating Costs

As an online-only publication, banhchi's initial yearly startup costs are at less than \$500. This covers the domain name and privacy listing (\$15/year)²⁰, hosting (\$100/year)²¹ and developmental/miscellaneous costs (around \$300/year). The developmental costs will vary depending on services, but initially, banhchi's development will be done by me. As it expands, it will need more advanced services, which will cost \$1,000+.²²

At a minimum, banhchi in its first year needs \$8,300 per month to operate with a four-person staff. This staff could stay at four people for at least three years. The \$8,300 per month covers mostly salaries (\$2,000/month per editor, \$1,800/month for a sales/marketing person + 10 percent commission, \$1,000/month for a local reporter/translator, a freelance budget of \$1,000 and miscellaneous costs of \$500). There also will be one-off equipment purchases of around \$2,500+ (computers and smartphones). Technically, banhchi could operate with a single editor and a local reporter/translator, but this is not ideal, particularly to keep the site at the level of professionalism that makes it valuable. At first, banhchi will not need an office. It will be set up to allow staff to operate remotely or work together in co-working spaces or coffee shops (miscellaneous costs). This allows the costs to stay low. Eventually, office rental may become necessary, but it will not be needed for at least the first six months to a year.

Venture Capital

Banhchi may at first seek venture capital to cover costs. An estimated \$30,000 to \$50,000 will be enough for initial costs, including web services, such as hosting and development, salaries and equipment.²³

²⁰ Dynadot, <https://www.dynadot.com/domain/search.html>.

²¹ Dynadot, <https://www.dynadot.com/hosting/vps.html>. Other hosting options such as GoDaddy offer more packages with extra benefits, including an SSL certificate, at a cheaper price, <https://www.godaddy.com/hosting/web-hosting>.

²² See Appendix I for a breakdown of operating costs over a three-year period.

²³ See an initial pitch deck attached.

Competition

Cambodia's English-language media market is becoming overcrowded. The market is comprised mostly of legacy newspapers, monthly magazines and niche publications. These include The Cambodia Daily, The Phnom Penh Post, The Khmer Times, The Weekly, Southeast Asia Globe and Asia Life. But instead of viewing these as competition, banhchi will see them as partners—mostly in the area of aggregation. Of course, from a business perspective, they still remain competition—particularly when it comes to original articles—but as media advances in Cambodia and users turn more toward digital and mobile, these publications will need help in bridging the gap between traditional and digital.

That said, Banhchi's biggest competitor(s) is likely (1) another startup online-only publication that offers the same or similar content via algorithms and (2) bloggers. A similar startup that relies on algorithms would be a realistic competition, offering users the news they want to know based off of the options they select. This is best displayed in Google News, which offers users personalized news. It appeals to users by asking, "No one can read all the news that's published every day, so why not set up your page to show you the stories that best represent your interests?"²⁴ This is similar to banhchi, but instead offers users the news they want to know. The customization options available are vast and include a suggestion of news articles based off of a user's location and interests. Google News would be a competitor, but a startup that adapts this technology to better localize the news is certainly more likely a possibility.

Also, the idea behind banhchi is relatively simple that a blogger could begin a free WordPress website and offer what they consider the best news item every hour, building an audience and eventually turning profit. Cambodia already has a number of local bloggers, including the Blue Lady Blog and Khmer Bird, both of which have garnered a following.²⁵ There's nothing stopping these bloggers from beginning to offer more frequent updates about more relevant and recent events.

However, what differentiates banhchi from the algorithms and the bloggers is the professionalism—serving up edited news users should know by professional journalists.

²⁴ About Google News. Google. http://www.google.com/intl/en_us/about_google_news.html.

²⁵ Carruthers, Marissa. Bloggers of Cambodia. Asia Life. August 8, 2015. <http://www.asialifemagazine.com/cambodia/bloggers-of-cambodia/>.

Critical Reflection and Evaluation

While I see a need for a publication such as banhchi, I also see several possible problems.

Testing the Site

For three days, November 18 to November 20, (Wednesday to Friday) 2015, I operated banhchi.com as though it was a live website. I updated the site with a news item every hour from 8 a.m. to 6 p.m. Indochina Time. These items were aggregated content from various international and local news agencies. Each item provided the source name and was clickable, linking back to the original source. There were 33 items total, with two vital items and two ongoing items. There was no sponsored content, no sponsorships, no advertisements and no original articles. I found several processes quite difficult:

1. It was hard to decide what exactly should be the news that hour users should know. At the time of testing, there was an abundance of terrorist-related news and other large-scale news events. Not overlapping and selecting “the best one” proved to be more of a challenge than expected. That said, I managed to narrow down each hour’s item by (1) selecting what appeared to be the most vital topic, (2) thinking about whether its impact was important to the targeted end user, (3) finding the best source about that topic, (4) thinking about whether that end user would actually click the link to the original source or only read the summary and (5) write a summary and schedule it to post on the hour. Of the 59 minutes each hour to decide on a news item, this process at times took as long as 40 minutes. Sometimes it was longer, depending if something occurred in the lasting 19 minutes, or a few minutes before publication. For example, there was one instance where I had prepared an item but had to swap it out for a vital item a few minutes before it was set to post.
2. Engagement may be a significant issue unless a lot of original articles are produced. I predict engagement to be very low if mostly aggregated content is used, as users would spend a majority of their time only on the homepage, which provides the day’s list of news items. Original articles would keep users inside the site, while aggregated content would force them to leave the site. That said, if a widget was created or the user was somehow convinced to keep the site open all the time, this could change behavior. However, this is only likely to occur if the user believes the product to be essential, which is likely at first to be a very small percentage of people. The ultimate goal will be to increase that percentage. If even 25 percent of users see banhchi as essential and

always keep it open, that is enough to overcome the main issue with engagement, which is: If there is none, or it is low, how do you charge advertisers and sponsors enough to cover costs?

3. Using online social networks was an issue. In the experiment, I used none because I could not see the relevance in what was being posted on the list and then re-posting it on Facebook or Twitter. It would simply be an even shorter version of the summary with a link to the original source—defeating the entire purpose of the product. Original articles would not be an issue, as posts would link back to them, but posting aggregated content on one of the social networking platforms would not be beneficial. However, posting links to the day's list once in the morning (at the first item), afternoon (at the fifth item) and evening (at the eleventh item) could bring traffic.

From a consumer's perspective, I at times found it hard to see the benefit of banhchi. What is the difference between it and, say, a journalist who starts a Twitter feed offering the best stories of the web that hour? Content is what will need to set banhchi apart from others. For example, in its current format and when it was tested, banhchi's items are summaries and links, very similar to how Twitter operates. Now, Twitter is not popular in Cambodia and very few Cambodians use the platform because they do not understand how it works, particularly compared to Facebook.²⁶ However, the way banhchi is constructed, it allows the items to be easily manipulated by the editor. For example, an editor could bold keywords within the item's summary, or link keywords to descriptions or relevant content, offering more background details. From a design standpoint, though, this could be too much for the user. Also, if a majority of content is aggregated, the constant new page opened when a source link is clicked would become annoying to the user and force them to abandon the site.

Recommendations and Future Development

Upon request, two people used the site during the three-day test period to provide feedback.²⁷ They included a Western professional journalist and a Cambodian marketing student. Both said they would use the site "sometimes" unless the product somehow delivered the items to them, then they would check it more often. But while each said they liked the overall idea as well as its presentation, they also said it was not a product they see as "essential." They recommended such changes as (1) longer summaries that do not require users to click on the

²⁶ This is part of my own observations after four years in the country, studying its media market.

²⁷ Google Analytics shows a total of 15 users during those three days, with a total of 336 pageviews. The average time spent was 11 minutes and 1 second with a bounce rate of 33.82 percent. <https://goo.gl/bxOYrB>. / See Appendix J for a graph detailing the mentioned analytics.

link to find out more, (2) more relevant topics to the area of focus (original articles) and (3) simple style/design changes. Another recommendation from an outside observer was to change banhchi's tag, "What to know today," to something more with a focus on "urgency and simplicity."²⁸ A suggestion was, "The one/two thing/s you need to know this hour."²⁹ Other ideas included: "News this hour," "One update, one hour," "Updates. Hourly," and "News to know this hour."

Two investors from the same firm operating in Cambodia said the country's digital (and online) media landscape is transforming rapidly, but still remains volatile because of the country's overall lack of understanding about technology.³⁰ They said the current model for digital (and online) media is building a large audience that grabs enough attention of investors, advertisers and sponsors who are willing to support the entity. Then, selling it off to make a profit. At first, banhchi is likely to take on this model—building up an audience base (eyeballs) in an effort to charge advertisers and sponsors the appropriate rates to support the product. However, this is not the forward-thinking approach to banhchi or any digital media product. Obtaining users is easy, but retaining them is what becomes difficult. This retainment, I believe, must be done through quality content. Doing so will produce a solid user base that can be used to target advertisers and sponsors.

Development Stages

When I first had the idea for banhchi, I plotted a PEST analysis and SWOT analysis in an effort to better define the publication's overall goals.³¹ During this process, I first developed banhchi as an edition-based product that would release the news users should know that morning (at 8 a.m.) and that afternoon (at 2 p.m.). The editions would serve up the top three stories (either aggregated or original content) and color code (red, yellow or green) them in order of importance.³² The delivery of content in the form of editions I thought was a relatively different idea from most online-only publications. But after completing the analyses, it was immediately apparent that one of the largest weaknesses was the content. If original content could be produced for every edition, this would be more beneficial than aggregated content. Also, the idea of editions with a list of items seemed a bit awkward. After discussions with

²⁸ Bradshaw, Paul. Google Hangout. November 20, 2015.

²⁹ Ibid.

³⁰ The investors and their firm wished to remain anonymous for this report. However, their contact information for verification purposes is available upon request.

³¹ See Appendix K for the PEST Analysis and Appendix L for the SWOT Analysis.

³² See Appendix M for a screenshot of banhchi's first design.

industry professionals, evaluating the business model and having a better understanding of local consumers' news habits, I transformed banhchi into a straightforward list. However, I believe an edition-based publication may still be a viable product if enough original content can be produced to fill the editions.

During the development stage, I constantly kept questioning if there was a real need for a product such as banhchi. There's Twitter, Facebook's news feed, Google News, a lot of local and international news websites and personal blogs—who needs one more thing? I even thought about stripping banhchi down completely to “the one thing to know today.” I thought about whether I would even use banhchi. And the more I thought and researched other news outlets' strategies, the more I discovered that there needs to be a good filter for the overload of information that is online—even if it is that one thing I should know that day, or in this case, that hour.

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Appendix A

Vital

6:00 pm | Gunmen have taken at least 170 people hostage at a Radisson Blu hotel in Bamako, Mali; unconfirmed reports say there are 10 gunmen (*NBC News*)

Ongoing

6:00 pm | The fate of Abdelhamid Abaaoud, the suspected leader of the Paris terrorist attacks, remains unknown after a raid in Paris suburb leaves 2 dead and eight in custody (*CNN*)

Original

10:00 am | Chinese-American high school student's four-week intensive course KhodeUp aims to teach underprivileged Cambodian children website design and programming

Sponsored

11:00 am | John Doe Bank says new CEO will lead efforts to reshape institution's digital banking

No Designation

8:00 am | Cambodian Foreign Minister Hor Namhong denies he played a role in the issuance of an arrest warrant last week for opposition leader Sam Rainsy (*The Cambodia Daily*)

Appendix B

banhchi

What to know today

Friday, November 20, 2015

6:00 pm | Gunmen have taken at least 170 people hostage at a Radisson Blu hotel in Bamako, Mali; unconfirmed reports say there are 10 gunmen *(NBC News)*

5:00 pm | North and South Korea agree to hold talks Thursday, November 26, at a truce village on the militarized border; the talks are the first government-level meeting on easing tensions since the two countries pledged in August to improve ties *(Reuters)*

4:00 pm | Scientists are mapping your brain's social networks, finding that "the connections between the people who show up in our dreams are surprisingly orderly"; the evidence refutes previous claims that dreams are a result of random activity *(Quartz)*

3:00 pm | The African nation of Burundi said citizens of Belgium, its former colonial power, should leave the country as tensions worsen between the two nations; Burundi claims Belgium has links to opposition group it says are responsible for unrest and killings that began in April *(BBC)*

2:00 pm | Malaysian police increase security around the 27th Association of Southeast Asian Nations summit in Kuala Lumpur following a reported, but unconfirmed, terrorist threat; expected attendees include U.S. President Barack Obama and 17 other leaders *(VOA)*

1:00 pm | Fewer Mexicans are leaving their homeland for the U.S. as a result of the lasting effects of the Great Recession and tougher border enforcement *(LAT)*

12:00 pm | FBI director says no one in the U.S. has links to last week's Paris attacks and that there is no credible threat of a similar attack in the U.S. *(NYT)*

11:00 am | Surveillance video captures moment when terrorist's gun jams as he tries to shoot woman at restaurant during last week's attacks in Paris *(Daily Mail)*

10:00 am | To help ease the pain of a bad breakup, Facebook is providing a new tool that lets users block their ex's posts and pictures from appearing in their news feed; the tool first will be available on mobile devices in the U.S. *(ABC)*

9:00 am | Telegram, a secure messaging service whose Russian founder appears not to care that ISIS was using his product—once saying, "We shouldn't feel guilty about it"—closes 78 ISIS-related channels *(The Washington Post)*

8:00 am | Cambodian Foreign Minister Hor Namhong denies he played a role in the issuance of an arrest warrant last week for opposition leader Sam Rainsy *(The Cambodia Daily)*

The current editor is **Josh**.



josh@banhchi.com

vital items are **red**

ongoing items are **yellow**

original articles are **blue**

sponsored items are **green**

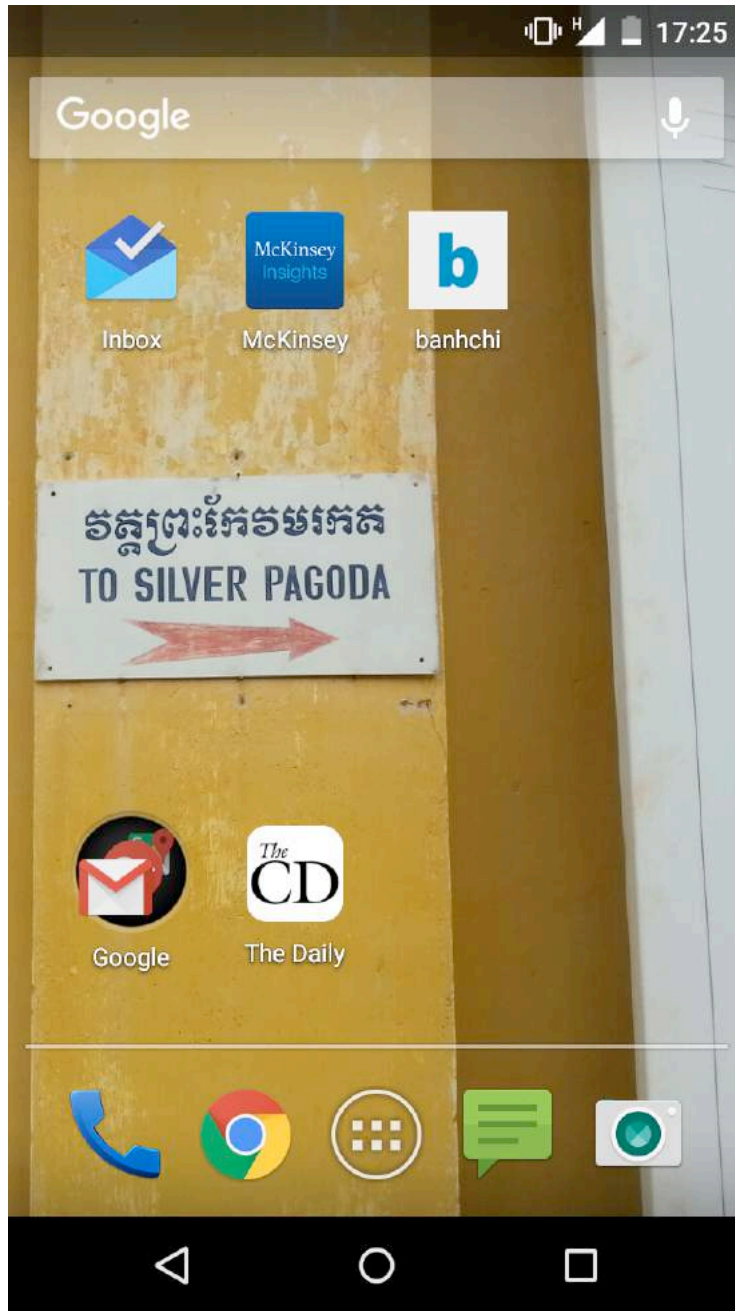
Search Term + Enter

Select day ▾

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Appendix D



Appendix E

Projected Revenue	Year 1	Year 2	Year 3
		Adjusted 3%	Adjusted 5%
Advertising			
Display ads	\$5,000	\$5,150	\$5,408
10% adjustment	\$4,500	\$4,635	\$4,867
Video ads	\$15,000	\$15,450	\$16,223
10% adjustment	\$13,500	\$13,905	\$14,607
Sponsored content	\$55,000	\$56,650	\$59,483
Sponsorships	\$100,000	\$103,000	\$108,150
Subscriptions (one-off)	\$10,000	\$10,300 (new)	\$10,815 (new)
Tinypass 2% to 10%	-\$1,000	-\$1,030	-\$1,082
<i>max percent set</i>	\$9,000	\$9,270	\$9,733
Scholarship \$100/\$1,000	-\$900	-\$900	-\$900
	\$8,100	\$8,370	\$8,833
Total	\$181,100	\$186,560	\$195,940

Appendix F

10:00 am | To help ease the pain of a bad breakup, Facebook is providing a new tool that lets users block their ex's posts and pictures from appearing in their news feed; the tool first will be available on mobile devices in the U.S. *(ABC)*

AdRotate Plugin

The very best in advertisement management

For WordPress

9:00 am | Telegram, a secure messaging service whose Russian founder appears not to care that ISIS was using his product—once saying, “We shouldn’t feel guilty about it”—closes 78 ISIS-related channels *(The Washington Post)*

Appendix G

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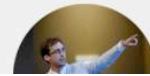
What to know today

Friday, November 27, 2015

Today's list is sponsored by the [John Doe Company](#).

8:00 am | Longtime fixer for Cambodia PM mediating resolution that could allow opposition leader to return to country (*The Cambodia Daily*)

The current editor is **Josh**.



Appendix H

✕

banhchi

What to know today

Access original articles

We charge only for access to original articles, and we offer one article free per month.

Forever

\$5

Already purchased? [Sign In](#) to access!

tinypass

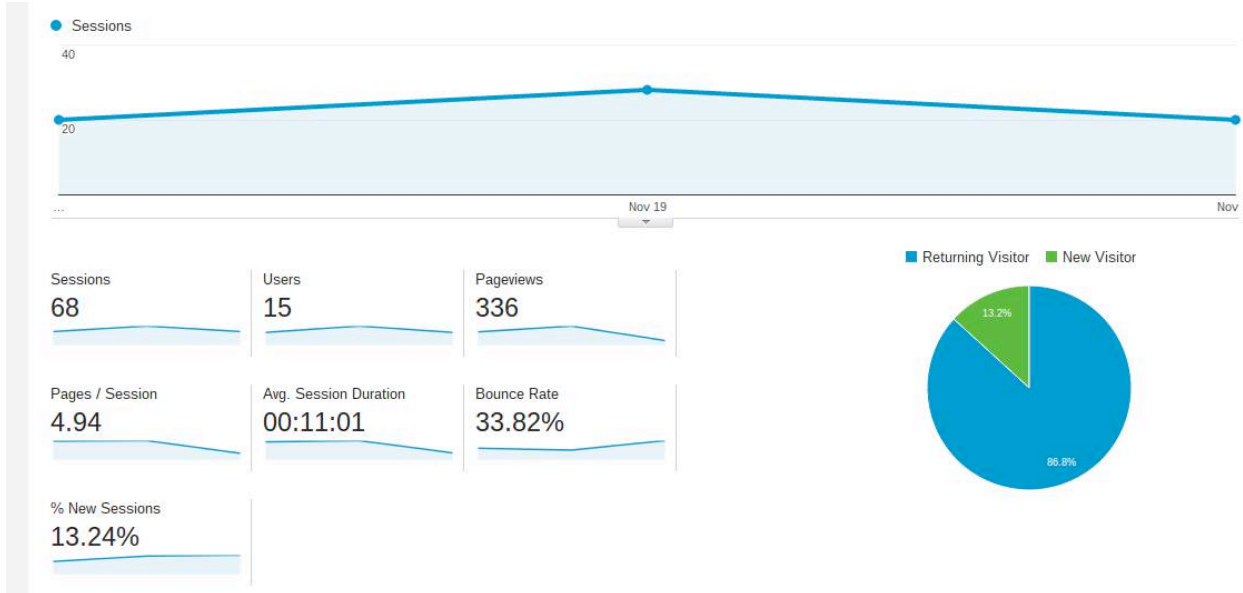
Appendix I

Operating Costs	Year 1	Year 2	Year 3				
		Adjusted 3%	Adjusted 5%				
Salaries		<i>Adjusted if possible to do so</i>	<i>Adjusted if possible to do so</i>				
Editor(s)	\$48,000	\$49,440	\$51,912				
Sales	\$21,600	\$22,248	\$23,360				
Local reporter	\$12,000	\$12,360	\$12,978				
Freelance	\$12,000	\$12,360	\$12,978				
Misc.	\$6,000	\$6,180	\$6,489				
Development		<i>Adjusted based on scale</i>	<i>Adjusted based on scale</i>				
Web hosting	\$100 to \$500*	\$3000**	\$3150**				
Domain name	\$15 w/ privacy	\$16 w/ privacy	\$18 w/ privacy				
Design/programming	\$300	\$1,000+	\$1,000+				
Equipment							
Computers (MacBook Air)	\$3,600	-	-				
Phones (Moto G)	\$720	-	\$760				
Total	\$104,335	\$106,604	\$112,645				

*Hosting is based off of simple web hosting by Dynadot.

**Hosting is based off of projected scale of the site, requiring advanced hosting services by such companies as Media Temple: <https://mediatemple.net/webhosting/vps/>

Appendix J



Appendix K

PEST Analysis

Political

- Government policies and oversight
- Registration and approval once revenue begins
- Possible government blockage

Economic

- Revenue based on advertising may not be ideal, as online advertising market appears to focus on one network: Facebook
- Economy itself is strong, and digital advertising spending is expected to grow, but a startup is a tough sell, particularly when it's not in the native language

Social

- Societal classes in Cambodia vary widely, but there's an emerging middle class, which will be the target audience. This includes university students and their families. This middle class also appears to be wanting something new.
- Having the product only in the English language could be an issue, but the target audience is constantly learning English and English-language skills are growing.

Technological

- There is a tremendous lack in technological education, but Cambodians are quick to get the next best thing in technology, particularly when it is a mobile phone.
- As expansion occurs, automation may be possible, but is not the point of the product.
- Shift in technology tends occur often, and consumers in Cambodia can be very finicky when it comes to these changes.

Appendix L

SWOT Analysis

Strengths

- News curated and summarized by a professional journalist
- The one thing you should know that hour - uniqueness
- Online-only, English-language publication - one of (maybe) two in Cambodia

Weaknesses

- There is no real difference between this product and, say, a professional journalist starting a Twitter feed offering the day's news people should know
- Effectively reaching an audience - may need to be more than just a website
- Not in the local language

Opportunities

- Increase locals' knowledge of country, regional and international events/incidents
- Online-only publication
- Rival legacy publications when it comes to digital, but also seeing these publications as partners for content
- Focus on a mobile-only society

Threats

- Constant changes in technology and consumer interest
- Competition with more advanced algorithms
- Editorial interests

Appendix M

banhchi

What to know today
Saturday, November 7, 2015

select edition

8 a.m. | 2 p.m.

Khode in Cambodia

a banhchl original



same.

PHNOM PENH – Chinese-American Ming Horn says she developed her own website at age 11. "I started out using software to build websites but found coding to be easier," she said. Now, at 16, she's teaching Cambodians to do the

F T L E

Hun Sen's Warning

Prime Minister Hun Sen warned Cambodians that a future CNRP government would face a powerful backlash if it attempted to replace two CPP loyalists as commanders of the military and national police. (The Cambodia Daily)

F T L E

Conservatives Take Canada

Canada's Liberal Party declares victory as their leader, Justin Trudeau, is tapped as the country's next prime minister. The win ends the almost 10-year-rule of the Conservative Party of Canada. (Time)

F T L E

Pistorius Freed

Double-amputee Olympic runner Oscar Pistorius, who fatally shot his girlfriend in their South African home in 2013, has been released from prison and put under house arrest. (ESPN)

F T L E

This morning's editor is **Josh**.



josh@banhchi.com

@wilwohl

Also

• **John Doe** will host a **press conference** at **10 a.m.** at the Hotel

• Action-adventure hero **James Bond** will host a **book signing** at Best Books at **11:30 a.m.**

F T L E

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Select edition day ▾

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Declaration of Original Work

I, Joshua Wilwohl, hereby state that the report submitted to Birmingham School of Media at Birmingham City University, on January 9, 2016, is an original work.

Joshua Wilwohl

January 9, 2016

banhchi

What to know today

the opportunity

Disruption in media

- Nuggets of information in a mobile-only society
- Inability to penetrate young readers or busy consumers
- No digital-only, multimedia-focused publication

filling a void

News you should (not want to) know

- 8 a.m. to 6 p.m. ICT, M-F

6:09 pm | Gunmen have taken at least 170 people hostage at a Radisson Blu hotel in Bamako. Mail; unconfirmed reports say there are 10 gunmen. (ABC News)

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vital items are **red**
ongoing items are **yellow**
original articles are **blue**
sponsored items are **green**

by definition

Banhchi, or “list” in the Khmer language, provides users with the one news item they should know every hour, building up a daily list of news users should know every day.

how it works

Human beings, not algorithms

- Quality news articles
- Original articles
- Hourly

revenue

Sponsored editions and advertising

- Company/person sponsorship
- Ads possible and sponsored content

Article subscription (metered, 1 per month)

- \$5/forever
- Every \$1,000, \$100 to education of Cambodian media student

marketing

Locally

- Tuk-tuks (branding)
- Social networks (direct response)
- Word of mouth (direct response)

Regionally

- Social networks (direct response)

competition

Local English-language publications

- Not necessarily competitors, but partners
- Don't prioritize digital or multimedia
- Audience and advertisers want something different

Regional, world publications

- Not necessarily competitors, but partners

team

- Editor(s)
- Sales/marketing
- Local reporter/translator
- Freelance

financial projections

Revenue needed per month (minimum): \$8,300

- Editor(s): \$2,000 (x2)
- Sales: \$1,800 + commission
- Local reporter/translator: \$1,000
- Freelance: \$1,000
- Miscellaneous: \$500

contact

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- +855 (0)77-996-762