

## How to use this document

*The Big Thaw* is a “box set” with three volumes that can be used separately.



### Vol. 1: Dissonance & Opportunity

This volume summarizes journalism’s old paradigm and outlines a strategic framework for independent media to build a shared vision for the future.



### Vol. 2: New & Emerging Realities

This volume analyzes in-depth the media industry’s current realities and compares them to journalism’s old paradigm. It also examines how independent media organizations can adapt to the changes around them.



### Vol. 3: The Future?

This volume surfaces key uncertainties to consider and future possibilities that may further change the game in coming years.

Quotes in *The Big Thaw* are from original interviews listed in Appendix A or TMC member surveys unless otherwise noted.

While much of the analysis in *The Big Thaw* focuses on journalism, the implications encompass all types of content and forms of media.

### You could use *The Big Thaw* in the following ways:

- **Tool for internal planning and strategy**  
The New Competencies chapter in Vol. 2 and its summary of shifting roles on page 21 can be used to assess your organizational structure and the human resources needed to succeed in the new competitive landscape. The New Sources of Value chapter can help you prioritize the products and services you provide and the New Business Models chapter to structure your organization financially.
- **Conversation starter among staff, board or other key stakeholders**  
Appendix B includes a worksheet for facilitating group discussions. The worksheet includes four provocative statements, based on our research, to spark debate—feel free to add others. Use this process to identify the implications of the new industry dynamic on your organization’s future strategies.
- **Tool for innovation**  
Use Vol. 3, Future Possibilities to help create new business models, product strategies and operating tactics. This volume only begins to identify potential game changers, but it can be used as a starting point for you to identify others.
- **Knowledge development**  
Share selections of *The Big Thaw* with staff members who want to learn more about the changing media industry. You could also conduct further research on areas of particular interest to your organization.
- **Partnership development**  
Use the Competitive Landscape chapter in Vol. 2 to explore the types of partnerships you could build to succeed.
- **Funder conversations**  
Share *The Big Thaw* with funders that are interested in learning about new media’s emerging realities and may want to explore your organization’s role in the new media environment.
- **Online discussion**  
Share portions of *The Big Thaw* with your users to engage them with shifting industry dynamics and solicit comments and discussion to further your strategic thinking.

For online discussion or to download a copy of *The Big Thaw*: [www.themediaconsortium.org/thebigthaw](http://www.themediaconsortium.org/thebigthaw)