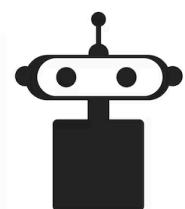


El impacto de la IA en los modelos de negocio

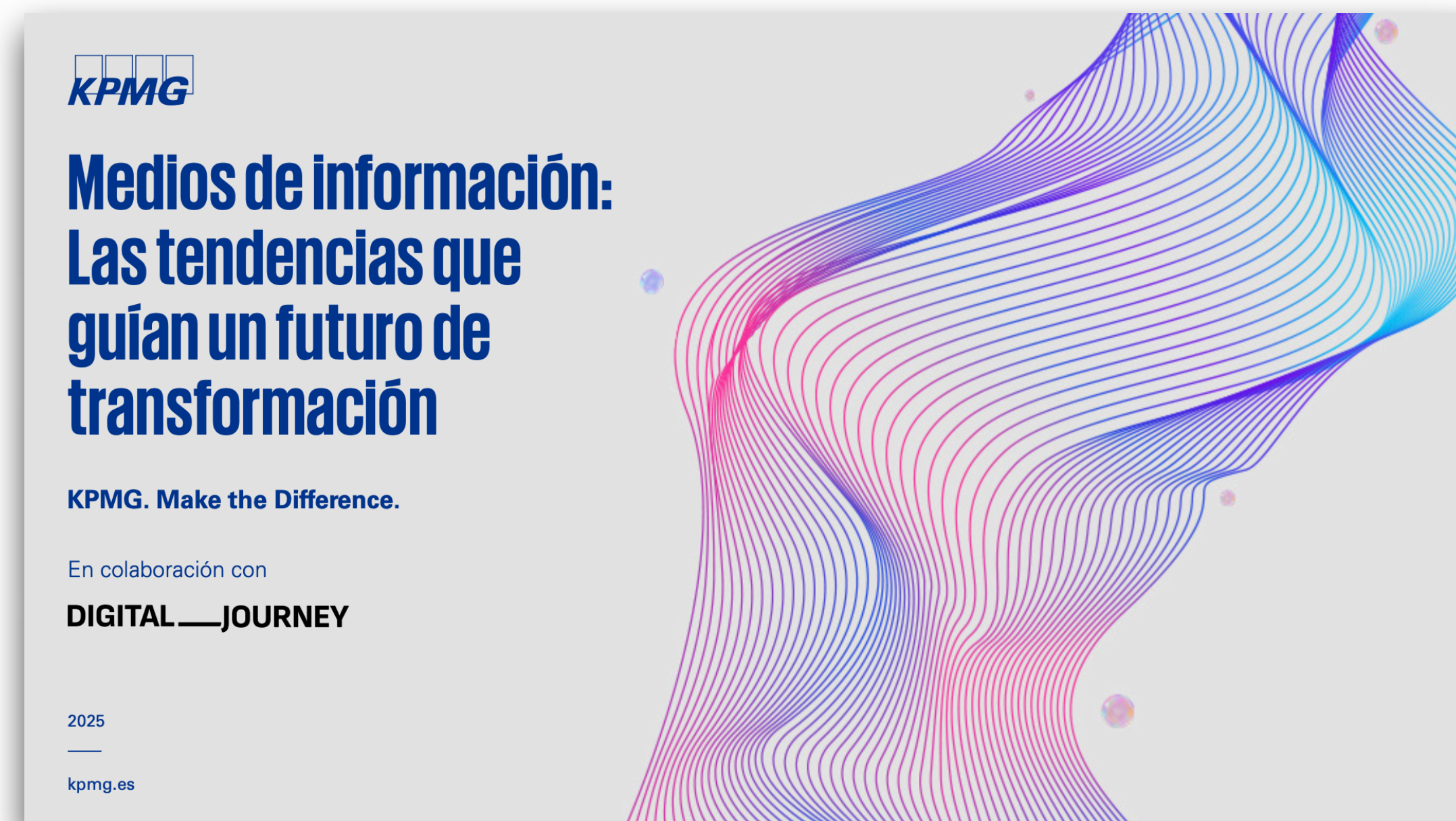
Abril 2024



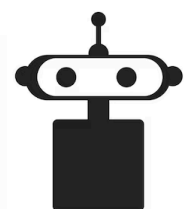
Documentación



[DESCARGAR](#)



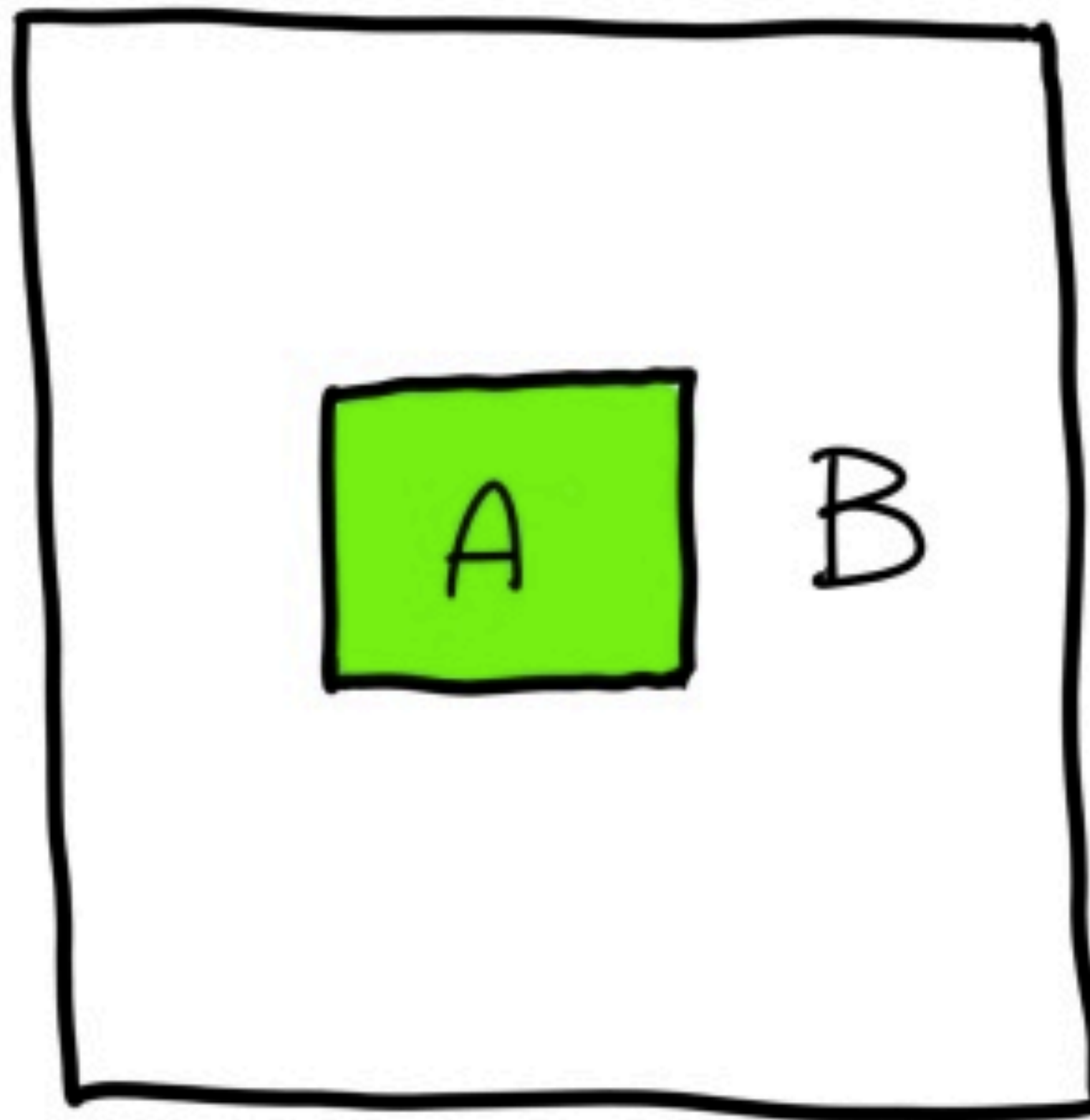
[DESCARGAR](#)



Comunidades de Interés



Walled Gardens Explained:

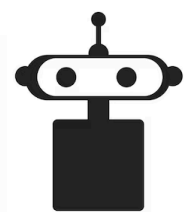


A: Everyone here makes money.

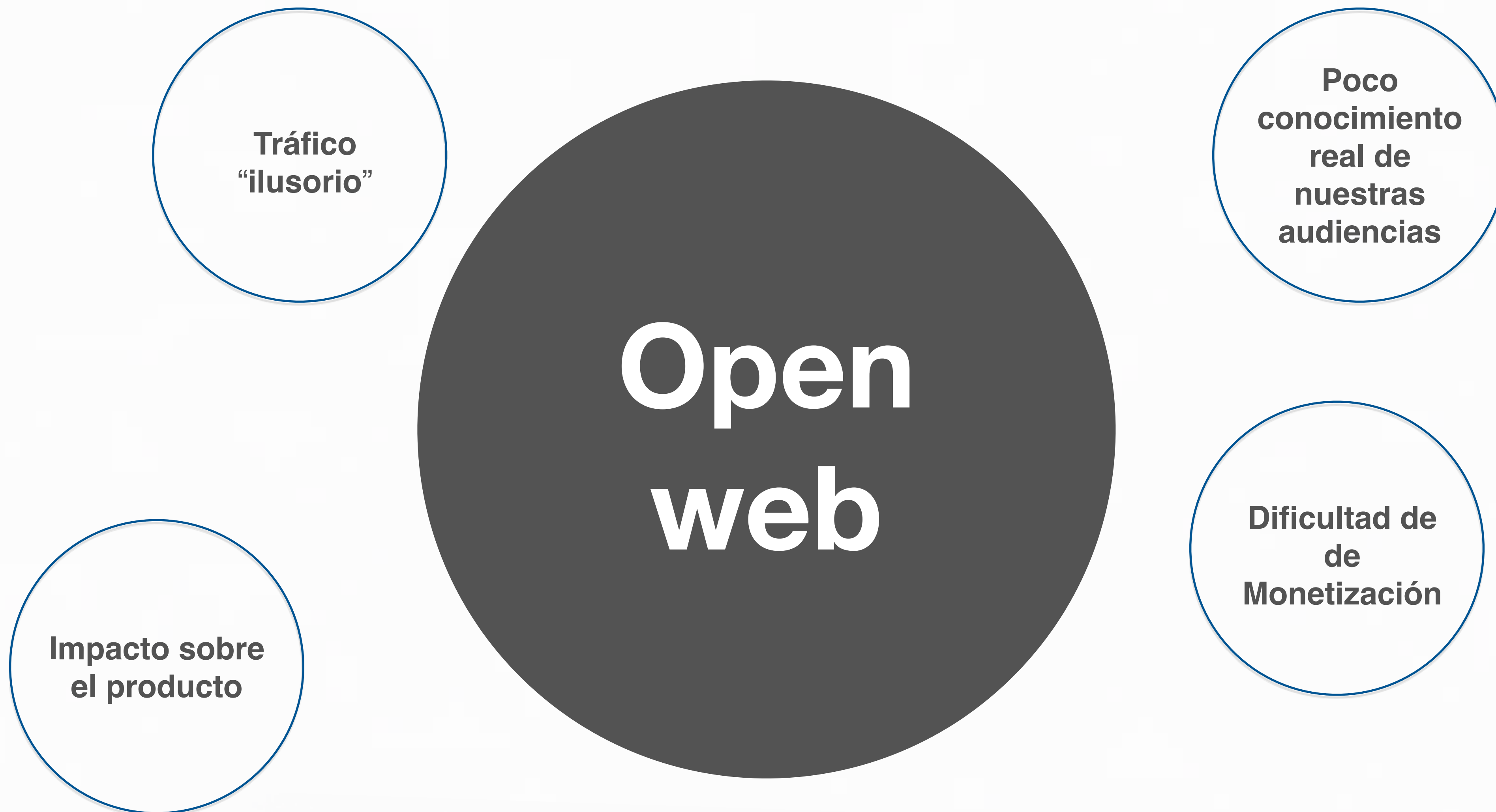
B: Everyone here can go fuck themselves.

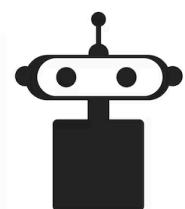
@hugh

<http://tecnovortex.com/los-jardines-vallados/>



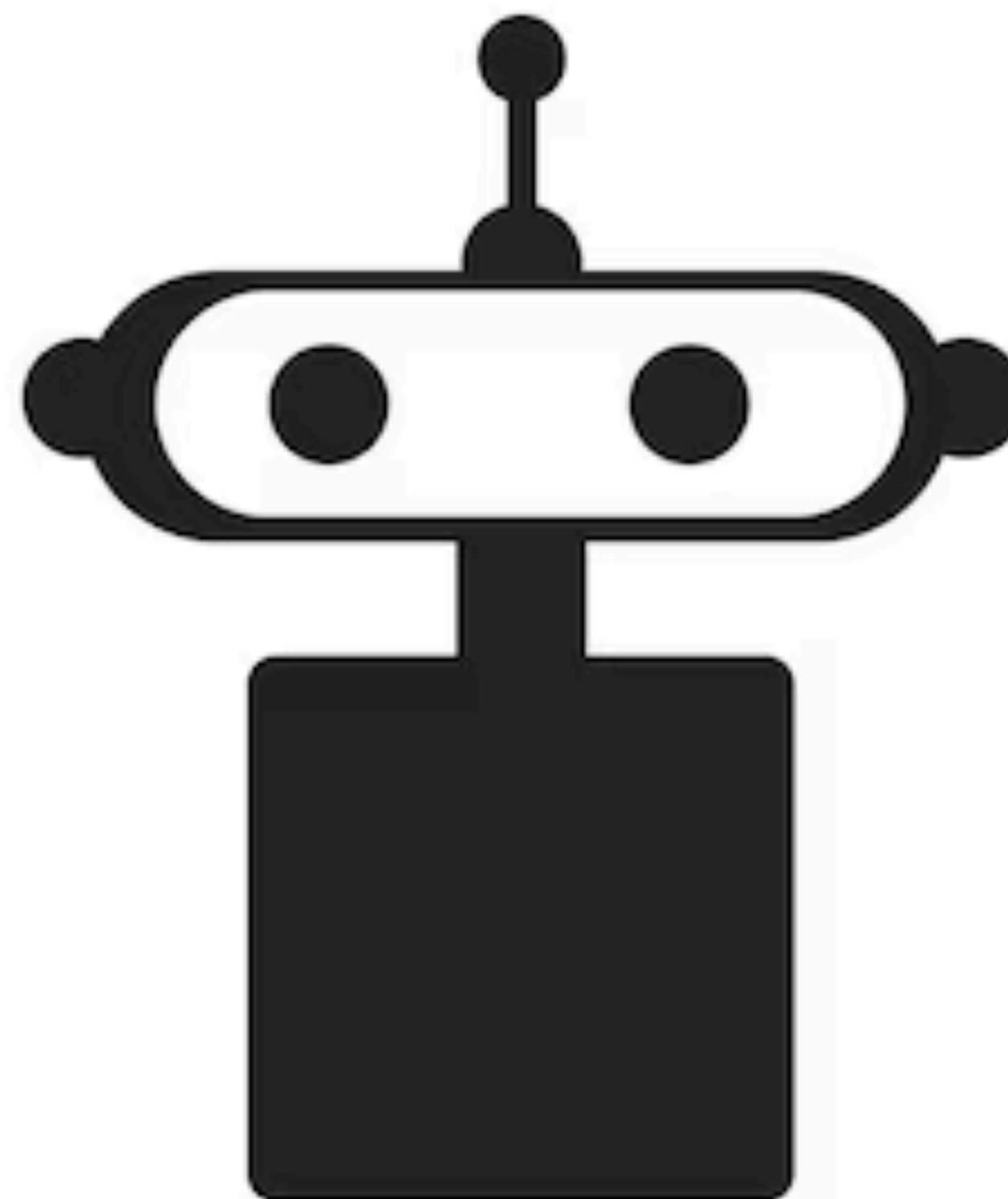
Final de la web abierta





IA: agente transformador

para los medios?



#IA:
¿Amenaza u Oportunidad
para los medios?

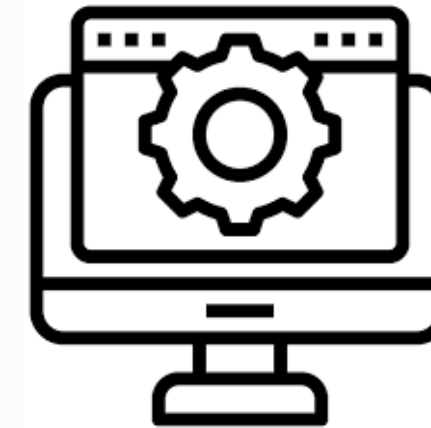
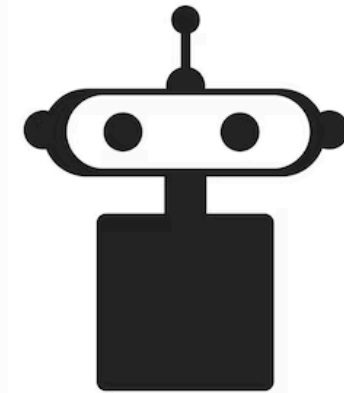


Predictiva



Generativa

Cadena de Valor



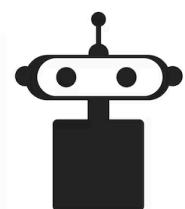
CREACIÓN

AGREGACIÓN

DISTRIBUCIÓN

MONETIZACIÓN

¡NUEVA INDUSTRIA!



Tres planos estratégicos

INDUSTRIA

Estrategias a medio/largo

*Como se relacionan los medios
a nivel corporativo
y estratégico con
las plataformas de IA en cuanto al
entrenamiento de los modelos de IA
y licenciamiento de
contenidos*

ORGANIZACIONES

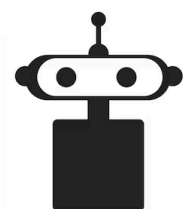
Estrategias a corto y medio plazo

Cómo utilizar la IA en el día a día
Estrategias
Guías de uso
Configuración de equipos
Identificación herramientas
Itinerarios formativos
Supervisión
Aspectos legales
Planes de contingencia

PROFESIONALES

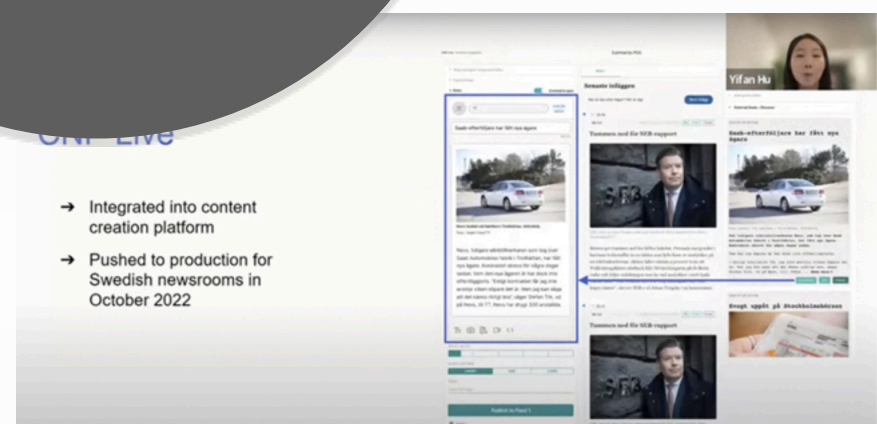
Ya!

Habilidades
Formación
Uso
Reconocimiento contractual



Ejes de acción

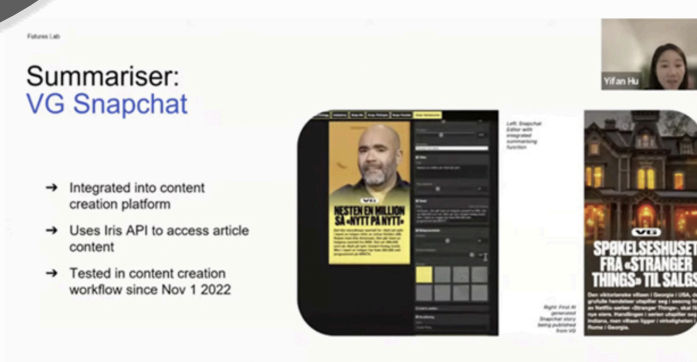
Creación de Contenidos



- Integrated into content creation platform
- Pushed to production for Swedish newsrooms in October 2022

- Resúmenes
- Transcripciones
- Traducciones
- Visualizaciones
- Etc, etc., etc.

Distribución



Summariser:
VG Snapchat

- Integrated into content creation platform
- Uses Iris API to access article content
- Tested in content creation workflow since Nov 1 2022

Asistentes Virtuales

- Búsqueda y navegación
- Noticias y actualización
- Producción de contenido
- Atención al cliente

#IA

MODELOS DE NEGOCIO

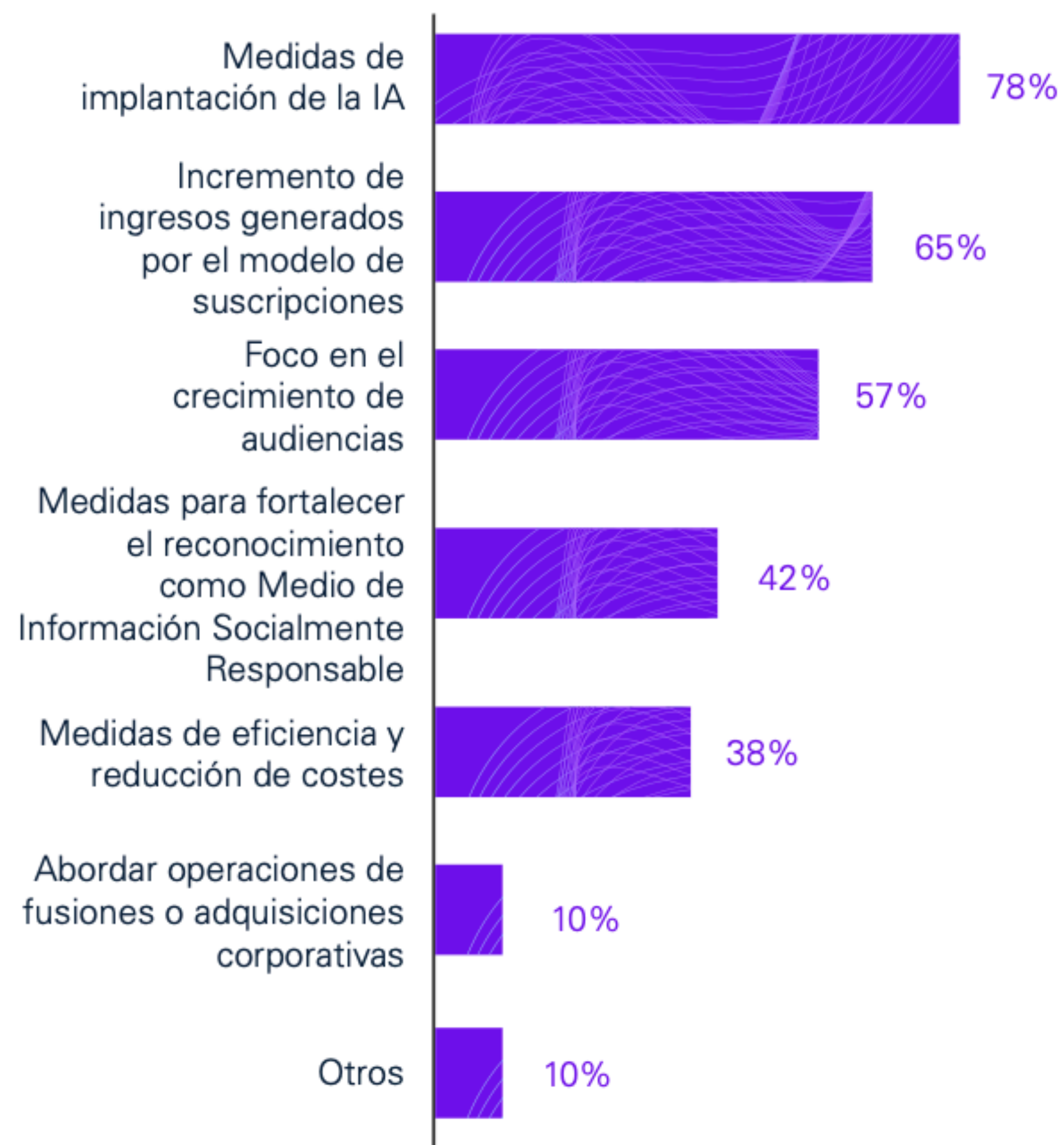
- Modelos predictivos
- Precios basados en el mercado
- Paywall algorítmicos
- Chatbots atención al cliente
- Segmentación public.
- Crecimiento de audiencias...
- Etc, etc

Identificación Fraude

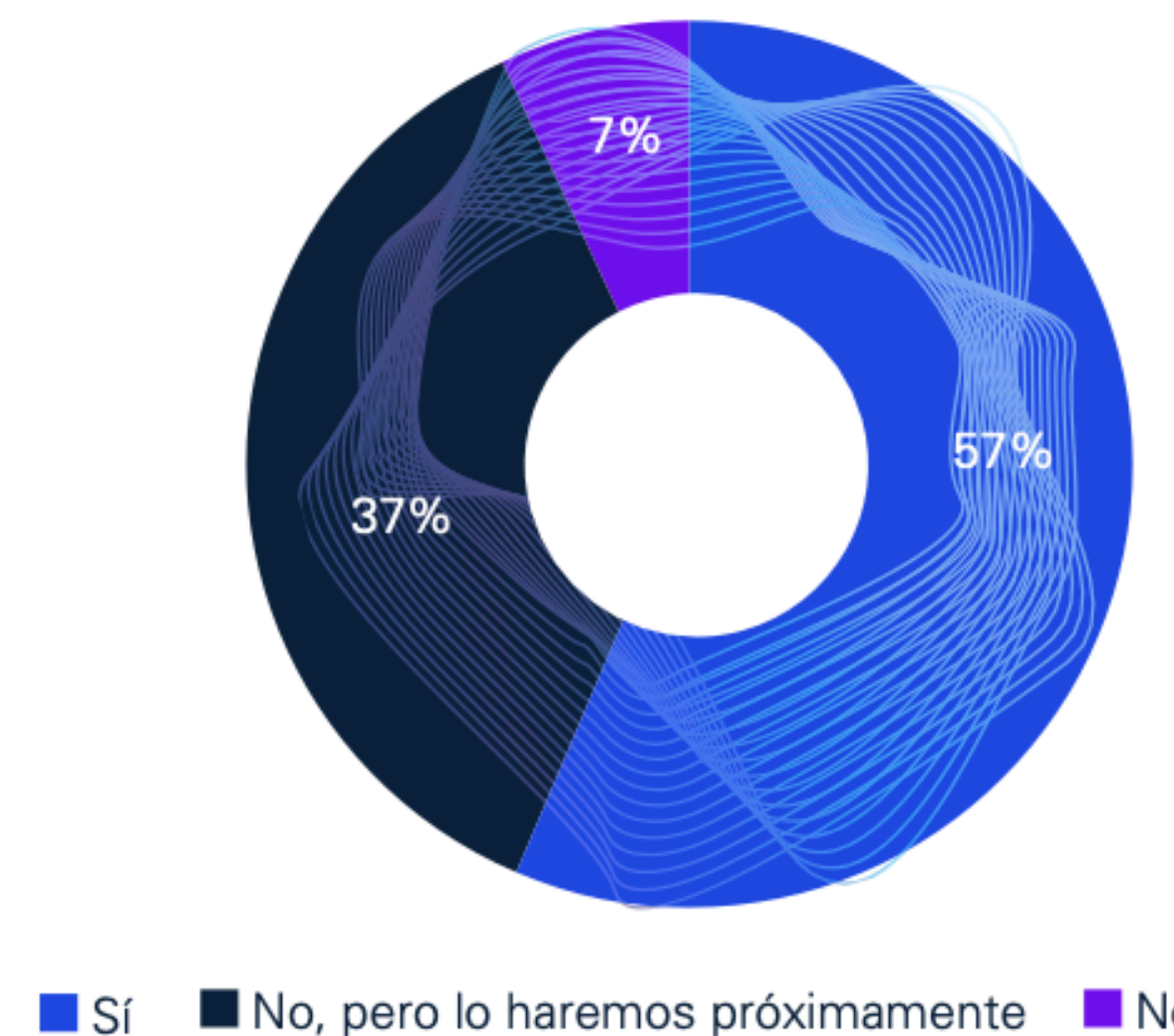
Estructurar datos

Aut. Procesos

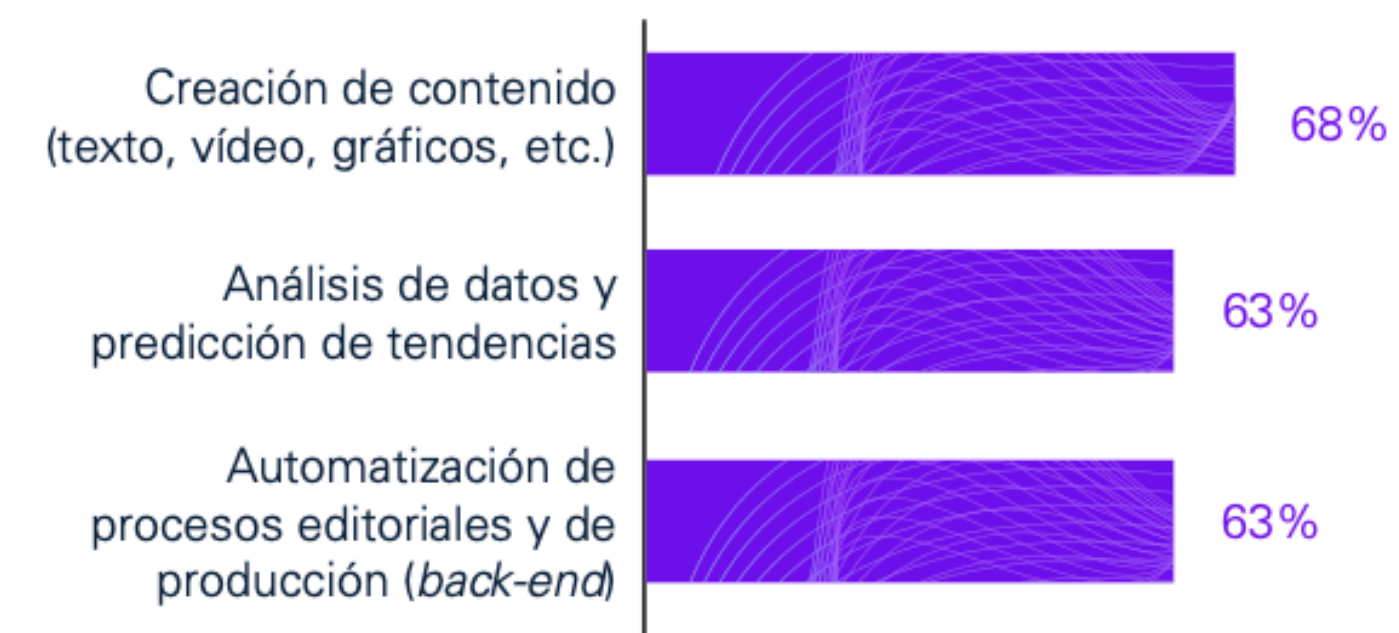
¿De cara a los próximos tres años, qué retos considera prioritario abordar en su organización?



¿Ha incorporado herramientas de Inteligencia Artificial Generativa en su organización?



¿En qué áreas de su organización ha implementado o tiene previsto implementar herramientas de la IA?

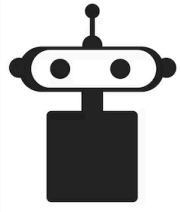




Claves

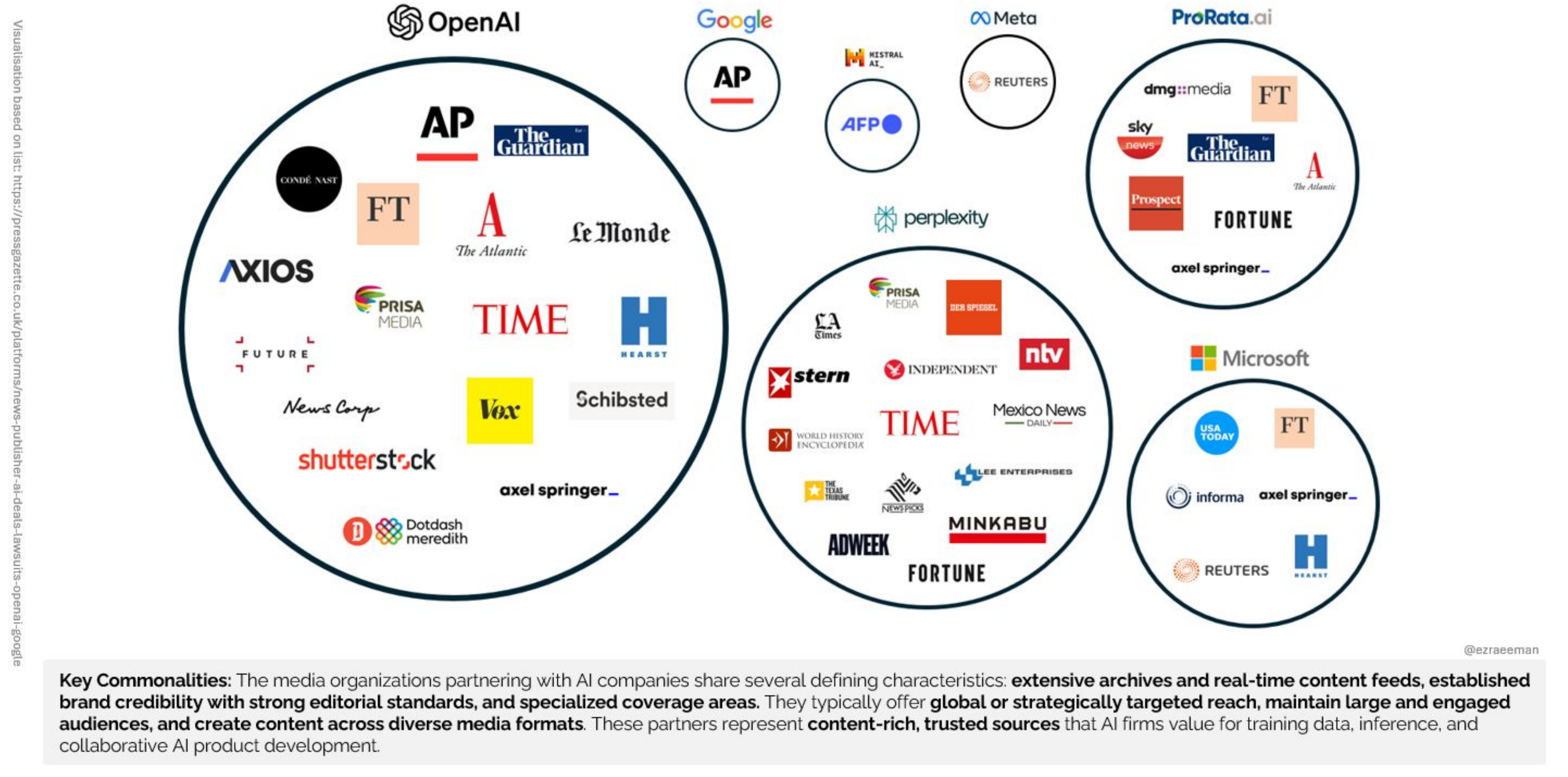


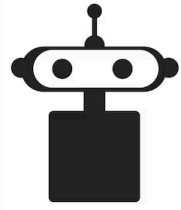
1. Alianzas VS Pleitos



Alianzas rentables?

THE EXPANDING AI-MEDIA PARTNERSHIP LANDSCAPE – FEB 2025





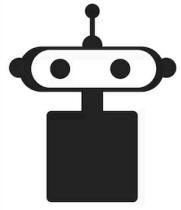
Aliados vs competidores

La alianza permitirá a los usuarios de ChatGPT interactuar en torno a la actualidad con los contenidos de alta calidad de **PRISA Media** en español y de **Le Monde** en francés.

“Contenidos que también contribuirán, a la vez, a la **formación y mejora continua** de los modelos de inteligencia artificial”.



<https://www.prisa.com/es/noticias/noticias-1/openai-anuncia-un-acuerdo-con-prisa-media-y-le-monde>



Aliados vs competidores

The New York Times demanda a OpenAI y Microsoft por el uso de obras con derechos de autor en la IA

Millones de artículos del diario fueron empleados para entrenar chatbots que ahora representan una competencia para el medio de comunicación, según la demanda.



Una demanda presentada por The New York Times podría poner a prueba los límites legales que surgen en torno a las tecnologías de inteligencia artificial generativa. Sasha Maslov para The New York Times

The New York Times Co [+ Add to myFT](#)

New York Times agrees first AI deal with Amazon

Paper will license its editorial content to ecommerce giant to train its artificial intelligence models



The deal allows for summaries and short excerpts of NYT stories and cooking recipes to be used by Amazon products, such as Alexa speakers © AP

Anna Nicolaou in New York and Rafe Uddin in San Francisco

Published MAY 29 2025



Unlock the Editor's Digest for free

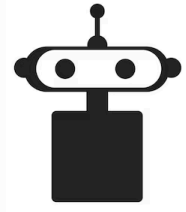
Roula Khalaf, Editor of the FT, selects her favourite stories in this weekly newsletter.

[Sign up](#)

The New York Times has agreed to license its editorial content to Amazon, marking the first time the news giant will allow its stories to train a tech company's artificial intelligence models.

The deal allows for summaries and short excerpts of NYT stories and cooking recipes to be used by Amazon products, such as Alexa speakers, and to train its proprietary [AI](#) models.

The companies did not give financial terms of the deal.



Aliados vs competidores

Modelos alternativos: The Washington Post argumenta dos razones para explorara los LLM de código abierto:

1. No estar técnicamente atados a un modelo concreto

2 Poder disponer de una versión propia y bajo control para procesos confidenciales”

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GENERATIVE AI
The Washington Post Is Experimenting With Generative AI, But Setting Clear Boundaries

 By Hana Yoo

TUESDAY, JULY 18TH, 2023 – 1:00 AM

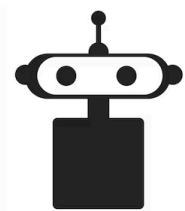
SHARE :

Playing around with generative AI is serious business for The Washington Post.

It knows there’s an inherent tension in what it’s trying to achieve with its gen AI projects.



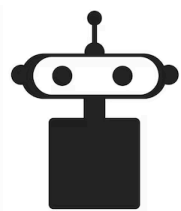
<https://www.programmatically.com/portada/the-washington-post-experimenta-ia-limites>



De acuerdos a licenciamiento

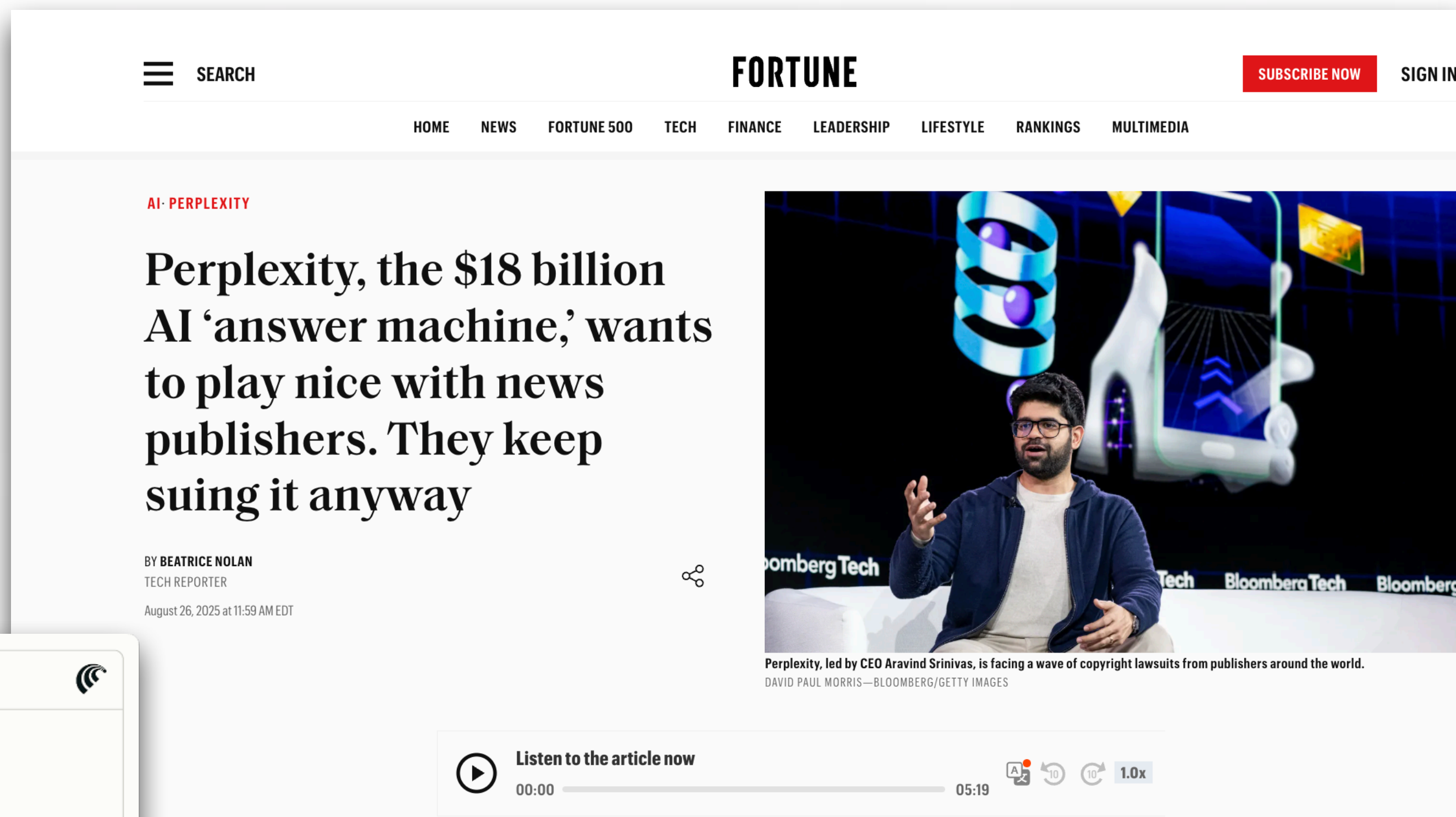
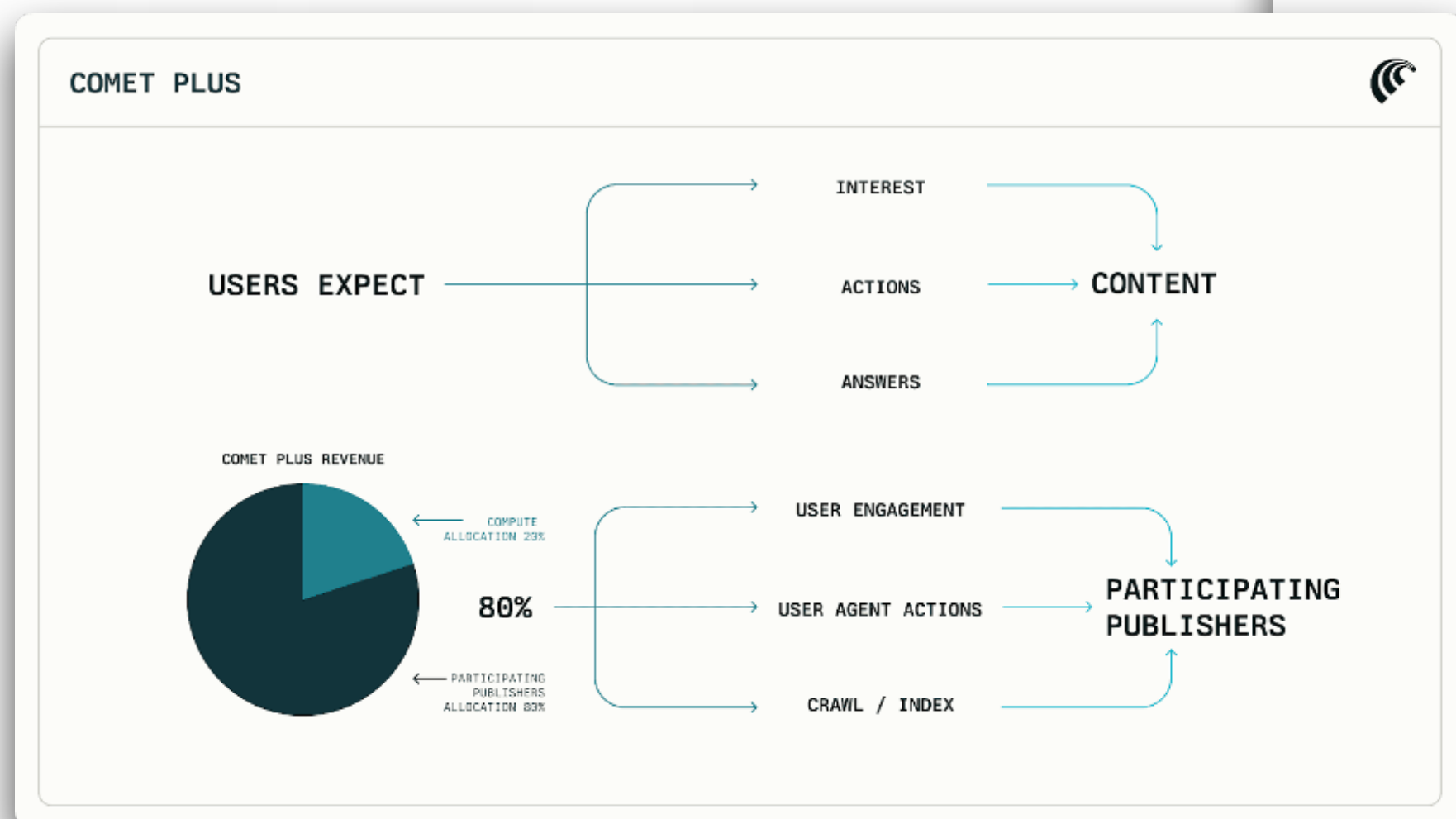
Entrenamiento
(Training deals)

Grounding
(Grounding licensing)

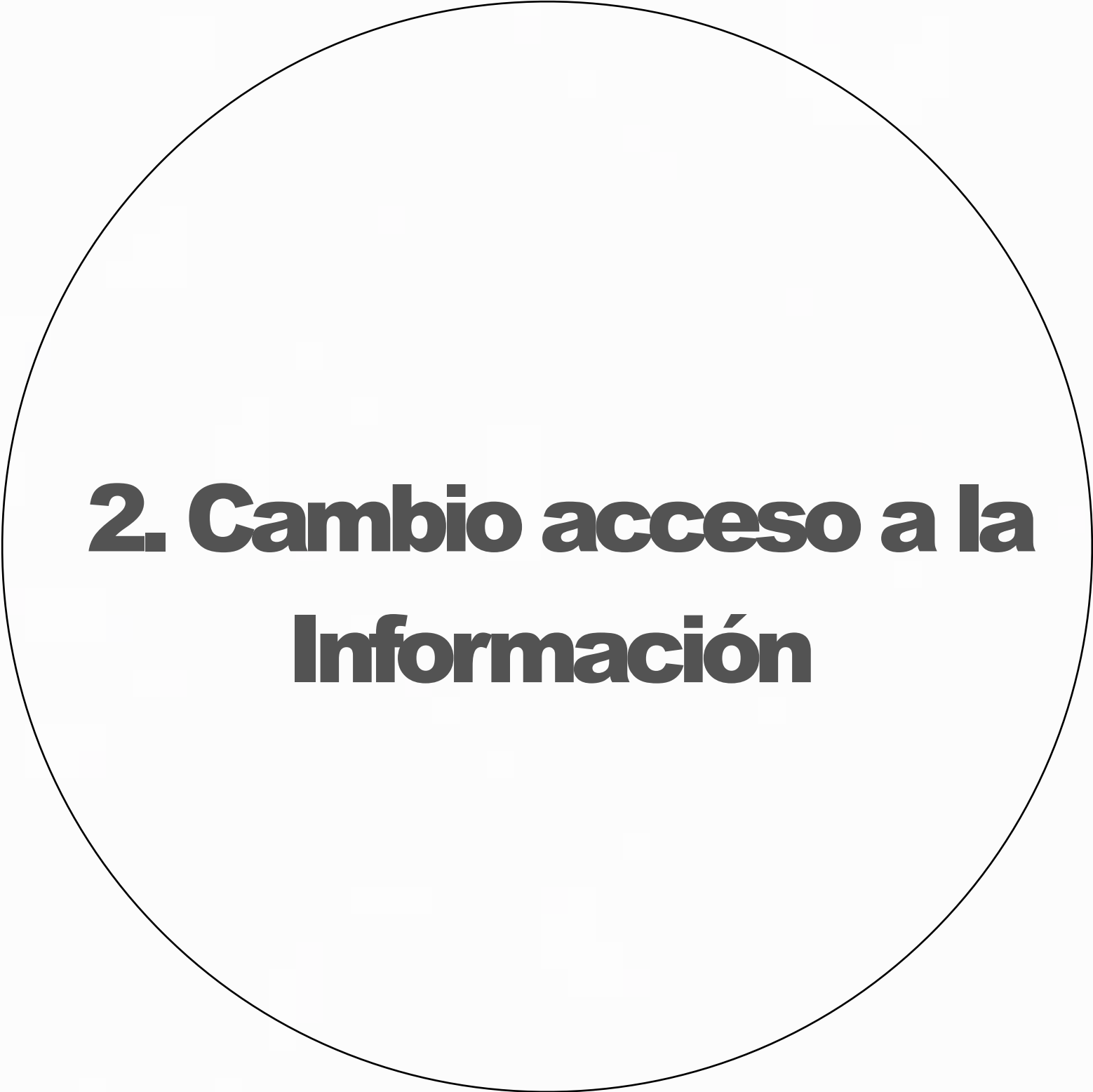


Licenciamiento

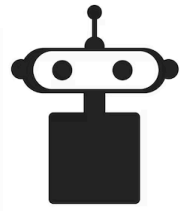
Perplexity AI ha lanzado **Comet Plus** un programa par compartir sus ingresos con los editores por \$42,5 millones



<https://fortune.com/2025/08/26/perplexity-lawsuits-publishers-ai-search-nikkei-news-corp/>

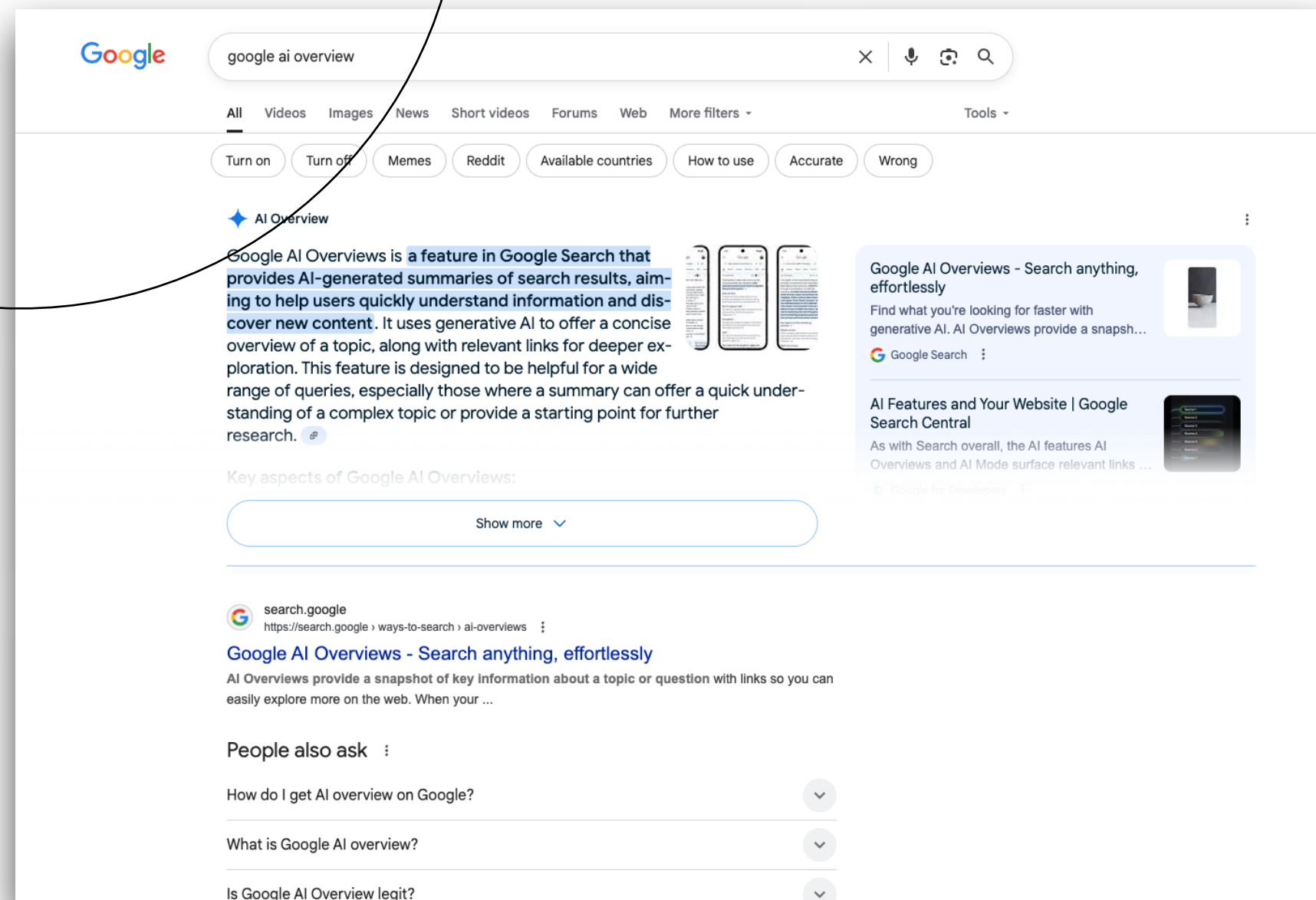


2. Cambio acceso a la Información

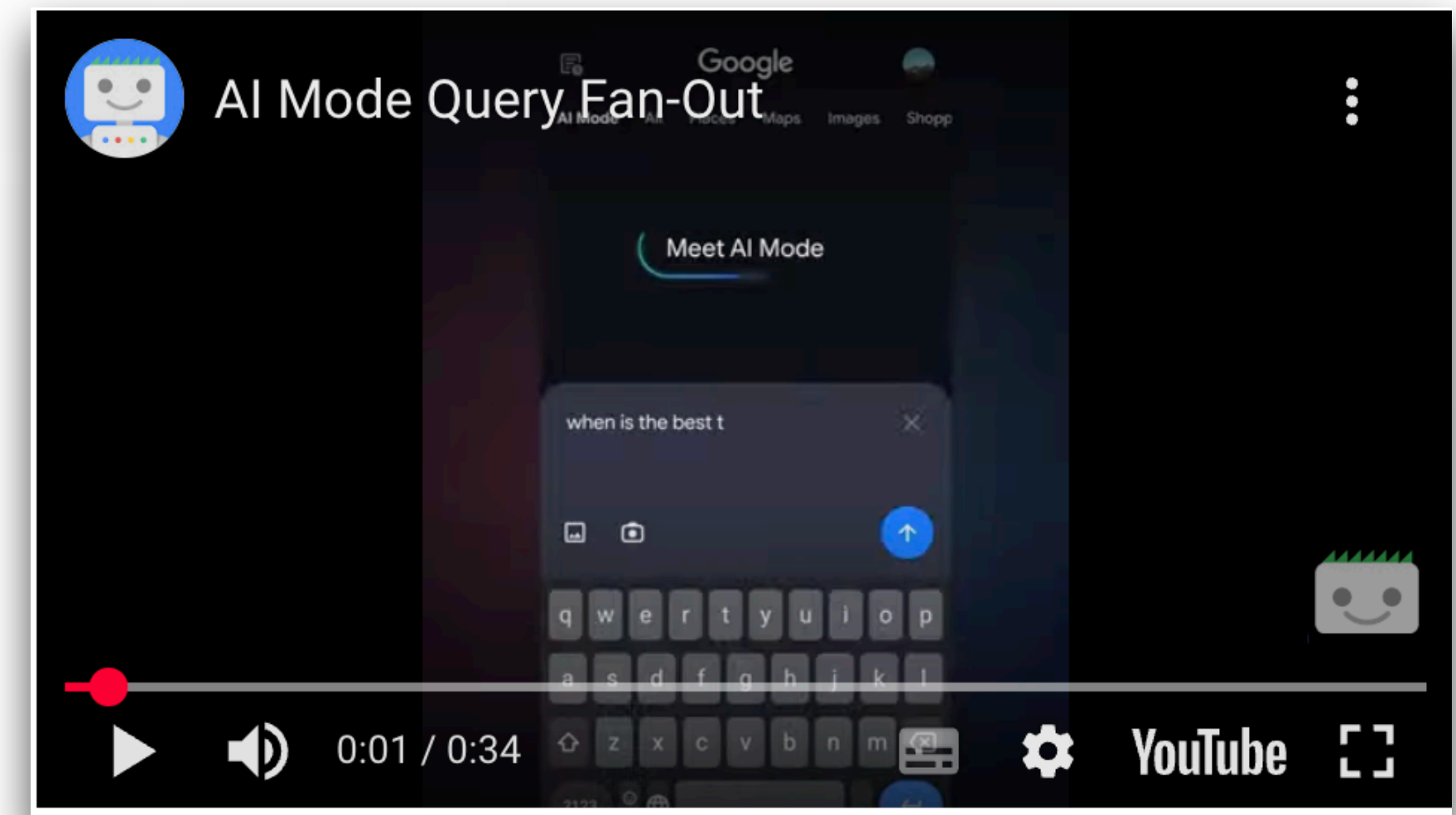


Nuevos hábitos de búsqueda

AI Overviews



AI mode

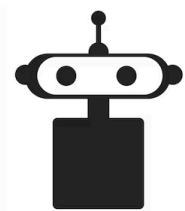


https://developers.google.com/search/docs/appearance/ai-features?hl=es-419&utm_source=chatgpt.com



SEO

AEO/GEO



Aliados vs competidores

- El "Modo IA" de Google en acción. En la medida en que más se use, será un duro golpe de tráfico para las noticias:
- Se requieren dos clics para visitar un sitio y debe hacer clic en el ícono de enlace para que la barra lateral se actualice con las fuentes, por lo que también limita las señales de credibilidad de la fuente.

Tell me about "Inside Elite Law Firms, Protests and Quitting After Trump Deals"

AI Mode is experimental and can make mistakes. [Learn more](#)

It appears you're asking about the reported events surrounding elite law firms, potential protests, and lawyers leaving firms, specifically in the context of dealing with the Trump administration and its policies.

Here's a summary of what's suggested in the search results:

1. Executive Orders and Pressure on Law Firms:

- President Trump's administration has reportedly been targeting law firms, potentially with executive orders or pressure tactics, for actions or affiliations perceived as unfavorable by the administration.
- These actions could include threats to security clearances of lawyers at targeted firms, termination of federal contracts, and restricting access to federal buildings.

2. Firms Making Deals with the Trump Administration:

- Some elite law firms, like Paul Weiss and Skadden, have reportedly made deals with the Trump administration to avert potential sanctions or negative repercussions from executive orders.
- These deals involve the firms agreeing to provide substantial amounts of pro bono legal services for causes supported by the administration, potentially including those aligned with conservative ideals.

3. Internal Discontent and Protests:

- These deals have reportedly caused discontent among lawyers at these firms, with

Ask AI Mode



13 sites



Inside Elite Law Firms, Protests and Quitting After Trump Deals

Apr 2, 2025 — Some of the most vocal protests are coming from former Paul Weiss lawyers. Elizabeth J....

[www.reddit.com](#)

The New York Times - Breaking News, US News, World News and ...

The party's position remains dire. But a judicial victory in Wisconsin and closer...

The New York Times



Major international law firm reaches deal with White House, ...

Apr 1, 2025 — The Trump executive orders have threatened the security...

AP News



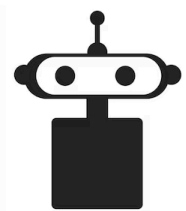
r/law - Reddit

Apr 2, 2025 — Feed. ... Inside Elite Law Firms, Protests and Quitting After Trum...

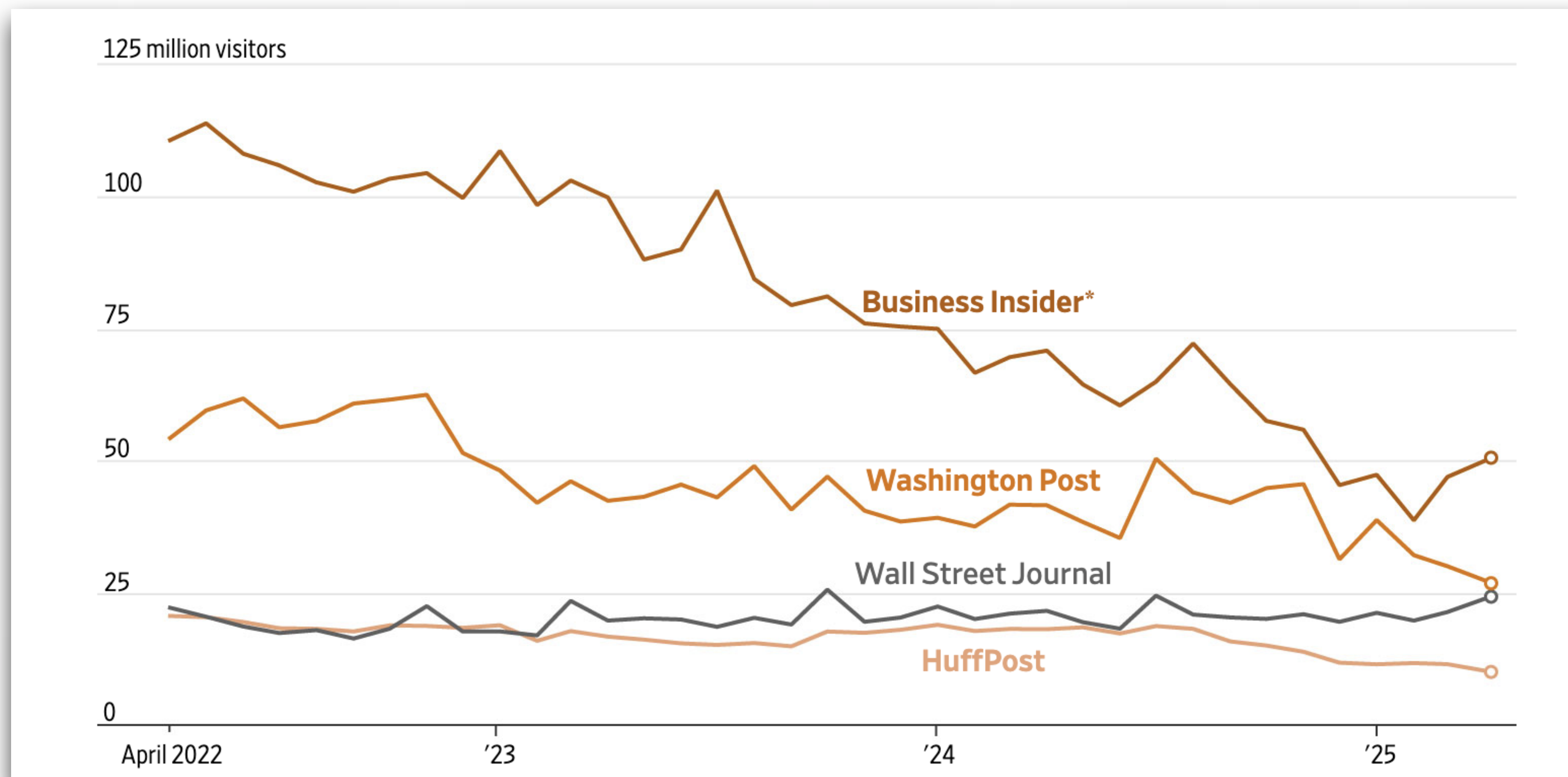
Reddit



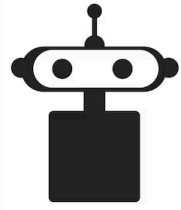
Paul, Weiss Said It Felt 'Called Upon' to Launch a Center to ...



¿Cómo afecta a las audiencias?



https://www.wsj.com/tech/ai/google-ai-news-publishers-7e687141?st=B7pF8C&reflink=desktopwebshare_permalink



Google Zero

PODCASTS / DECODER

Google Zero is here – now what?



Illustration: The Verge

/ Search is an invisible platform that shaped the entire web. And it's changing.

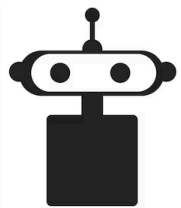
by **Nilay Patel**

May 30, 2024, 5:55 PM GMT+2

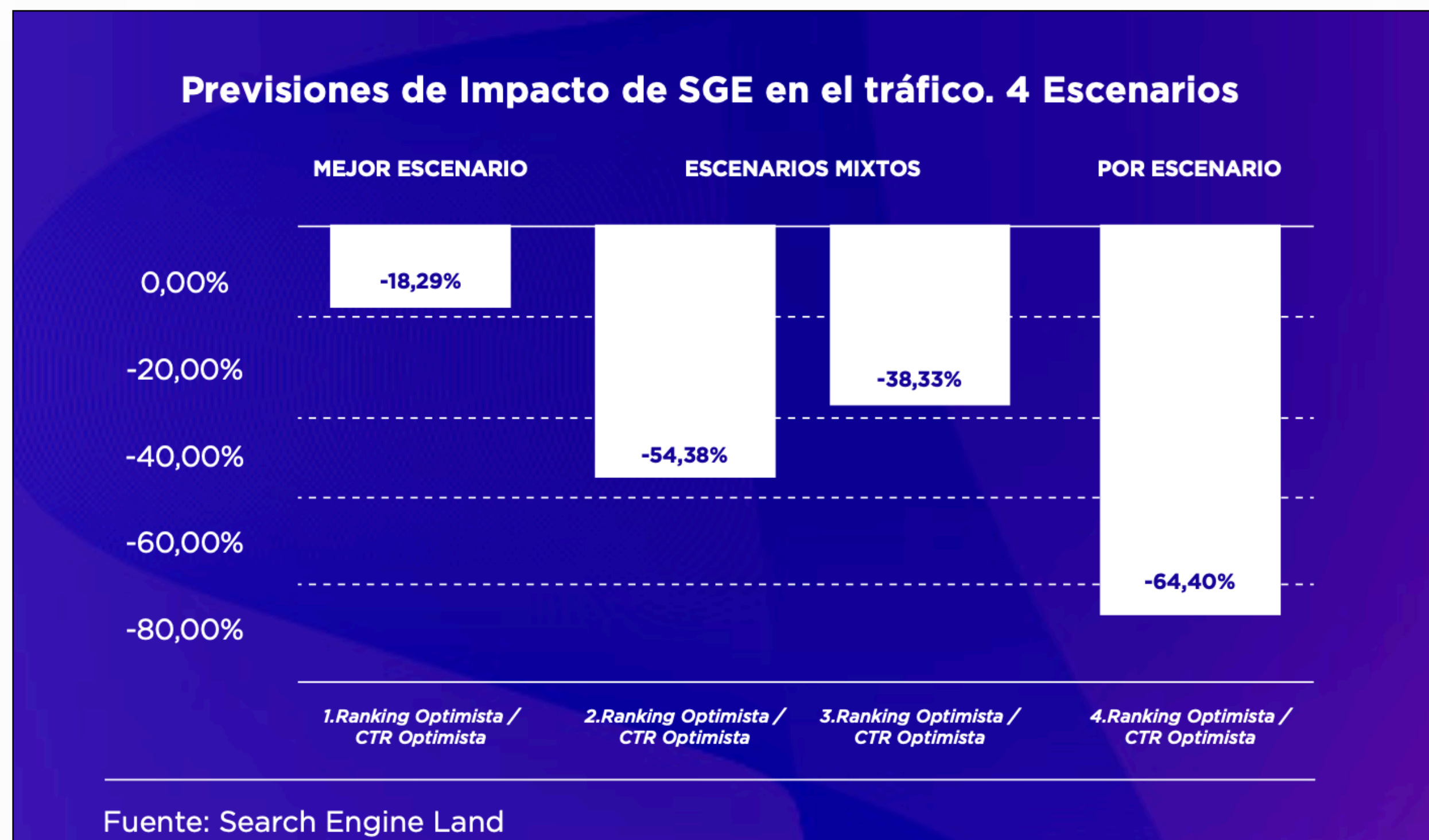


93 Comments (93 New)

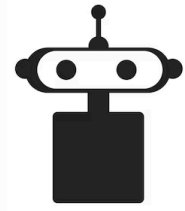
<https://www.theverge.com/24167865/google-zero-search-crash-housefresh-ai-overviews-traffic-data-audience>



¿Cómo afecta al negocio?



Impacto publicitario



Google Zero

Reforzar las estrategias de **first-party data**: los datos propios son oro.

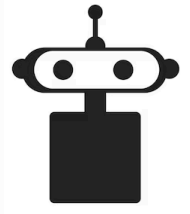
- Potenciar las **suscripciones y modelos de membresía**: los muros de pago flexibles, dinámicos o algorítmicos permiten capturar valor directo sin depender del volumen.
- Crear **productos editoriales pensados para audiencias específicas**: boletines, podcasts, eventos y verticales temáticos generan engagement real.
- **Invertir en comunidad** y no solo en contenido: las comunidades bien gestionadas aportan insights, fidelización y oportunidades de monetización estables.
- **Distanciarse estratégicamente de Google**: no como ruptura total, sino como paso progresivo hacia en lo posible una autonomía editorial, tecnológica y comercial.



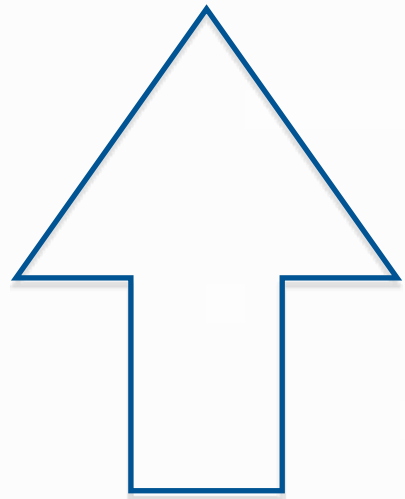
<https://digitaljourney.es/la-disociacion-del-funnel-de-conversion-de-discover-a-las-comunidades-de-interes/>



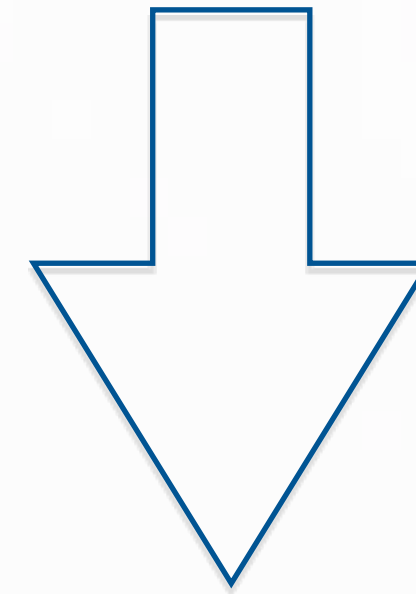
3. Modelos Suscripción #AI-nteligentes



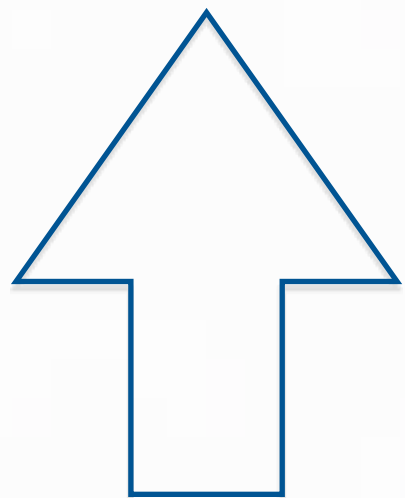
Suscripciones



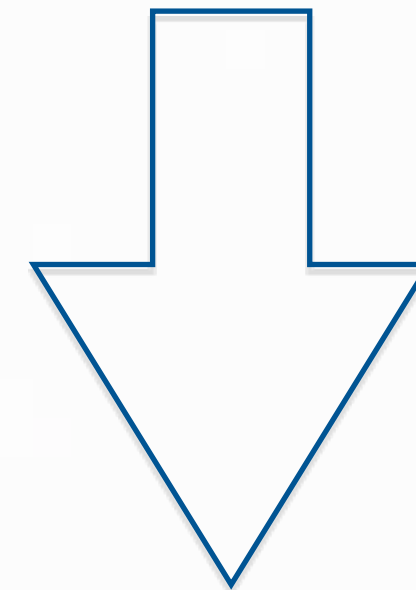
CAC



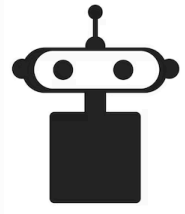
ARPU



Churn



LTV



Suscripciones

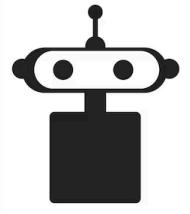
Replantearse
estrategia

Optimizar
operación (IA)

2026

Apuesta por la
retención

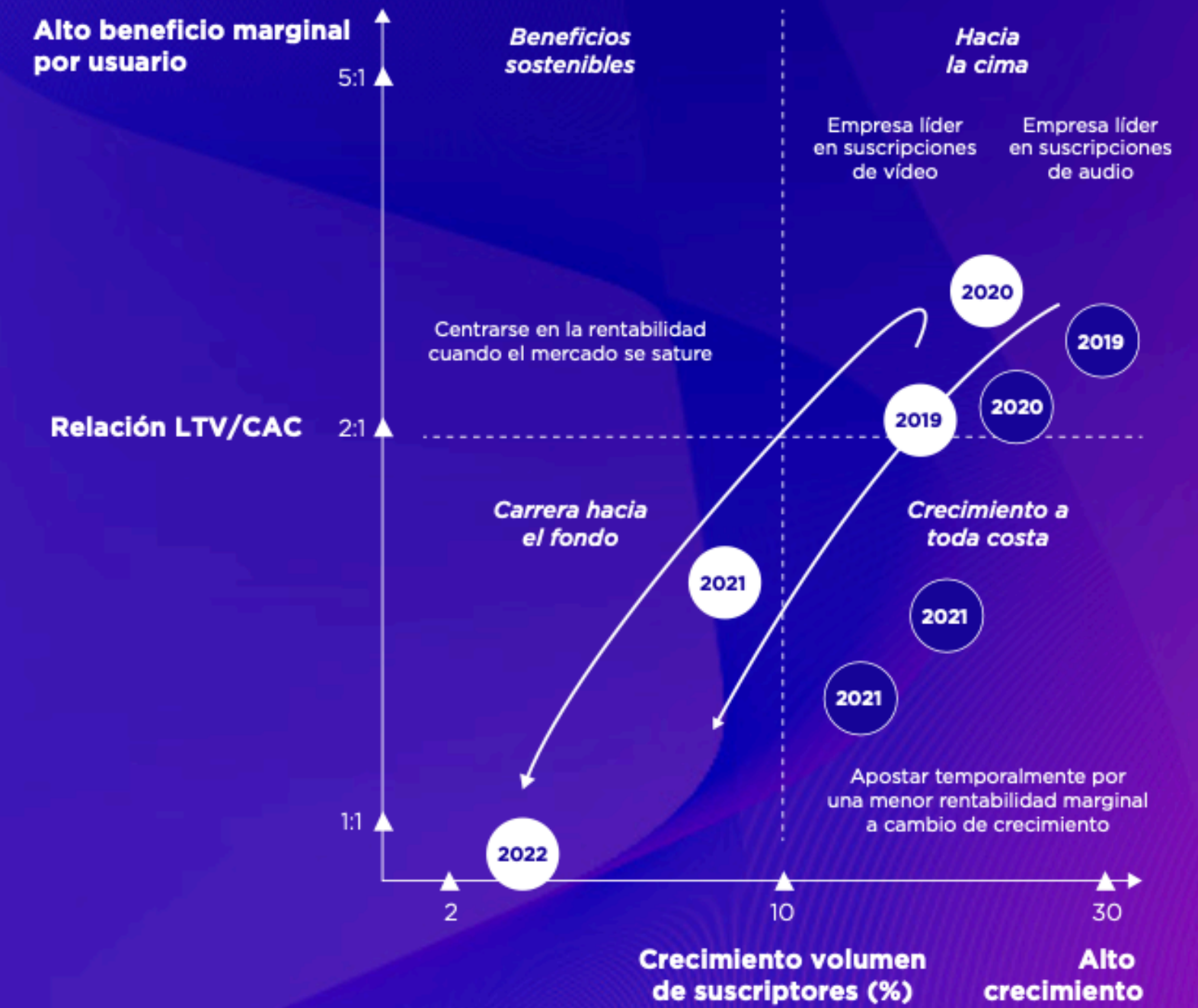
Mejorar
procesos de
cancelación



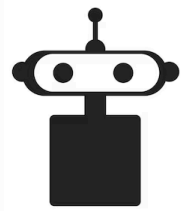
Suscripciones

LTV
CAC

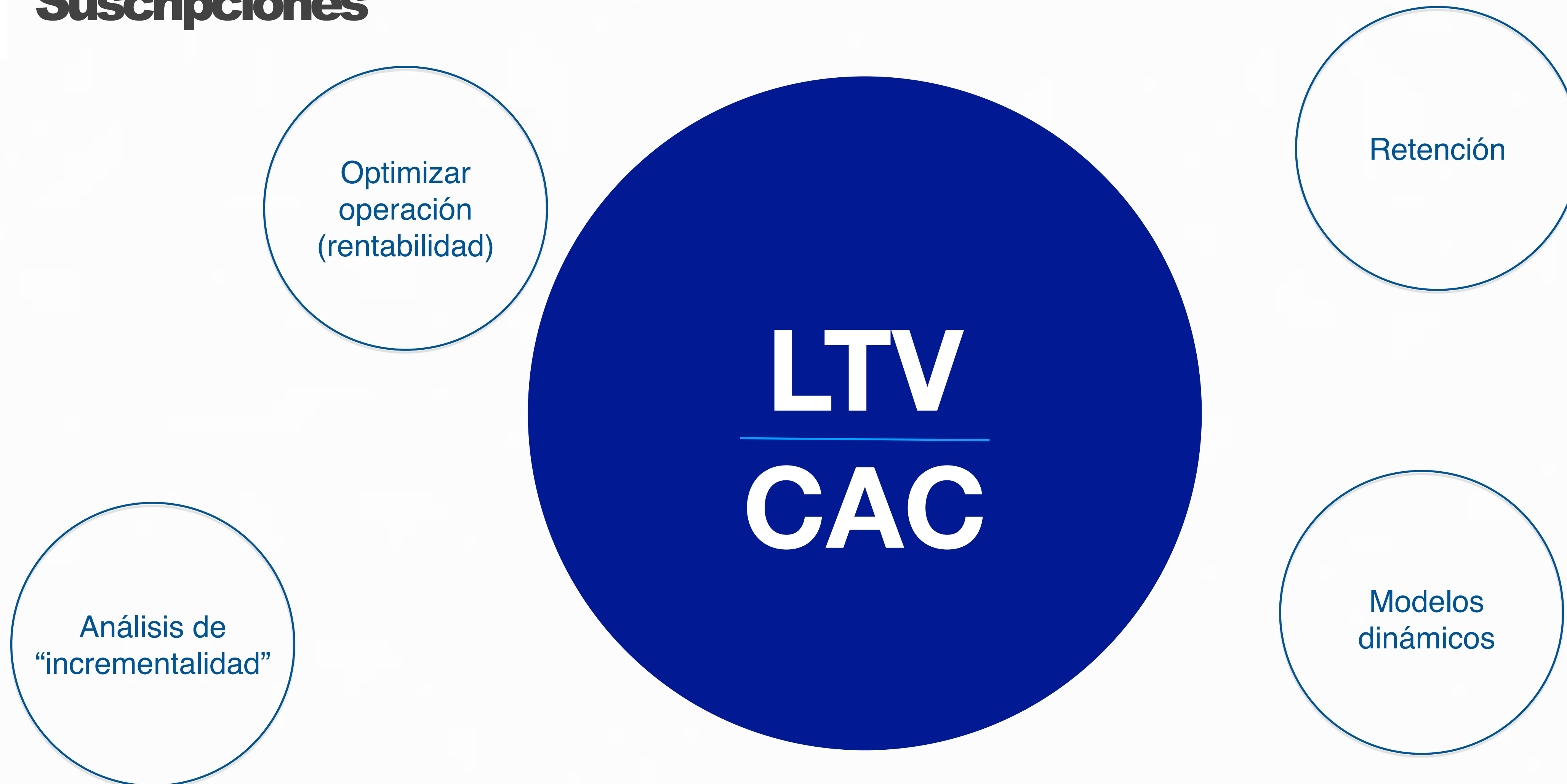
Evolución de las estrategias en empresas de suscripción

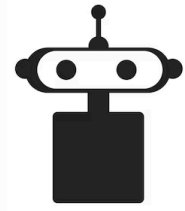


Fuente: BCG a partir de informes anuales de compañías: Antenna; Lazard; Yahoo finance, 2023



Suscripciones





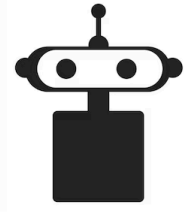
IA en suscripciones

Segmentación de audiencia

- Por dispositivo (móvil, escritorio, app).
- Por ubicación geográfica.
- Por nivel de engagement (visitantes nuevos, frecuentes, suscriptores pasivos).
- Por tipo de contenido (política, deportes, entretenimiento).

Elementos Personalizables

- Cantidad de artículos gratuitos antes del bloqueo.
- Mensajes del paywall adaptados al perfil del lector.
- Precios y promociones ajustados por geolocalización o comportamiento.
- Diseño visual segmentado (formularios, botones, tono del mensaje).



Paywalls Dinámicos inteligentes

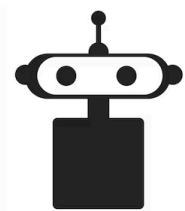
Un paywall inteligente dinámico es un sistema tecnológico que ajusta el acceso a contenidos digitales según el comportamiento del usuario, su ubicación, dispositivo, historial de lectura, o nivel de compromiso.

Objetivo

Maximizar **conversiones** sin afectar la experiencia del lector

Solución

Equilibrar los **ingresos por publicidad y los ingresos por suscripción** comparando los ingresos probables y la segmentación basada en datos.



Paywall inteligentes

- 30% de las páginas con mayor **valor publicitario** y menor potencial de suscripción permanecieron abiertas.
- **30% se protegieron con un signwall** tras 700 píxeles de scroll.
- 40% con alta probabilidad de conversión se potenciaron con un paywall dinámico tras el mismo scroll.

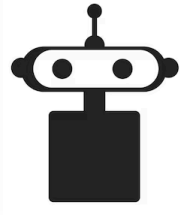


- **Las exposiciones** al registro se duplicaron y los registros aumentaron **cinco veces** respecto al mismo período del año anterior.
- Las exposiciones al paywall crecieron un **13%**, **sin afectar significativamente a las páginas vistas**.
- Las conversiones y los ingresos por **suscripción** **crecieron de forma notable**.

<https://digitaljourney.es/wp-admin/post.php?post=1611&action=edit>

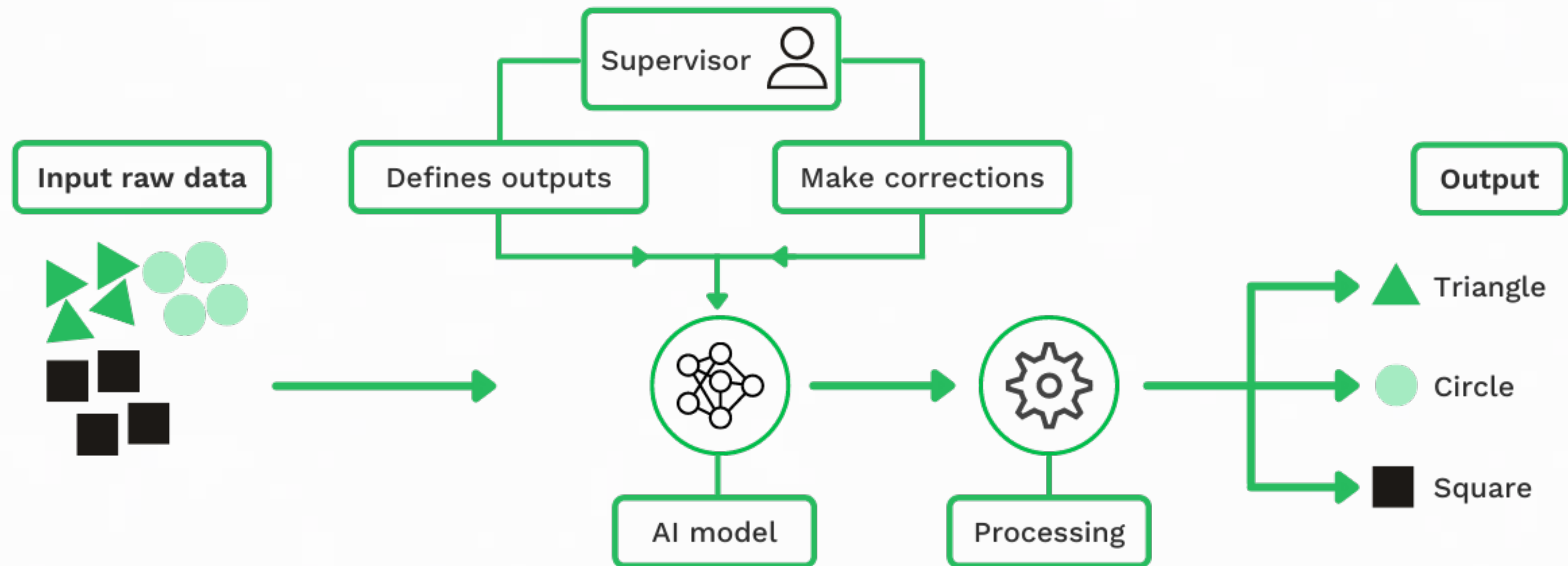


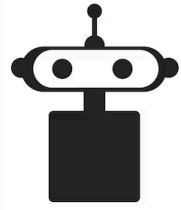
4. Human In The Loop (HITL)



Human In The Loop

Human-In-The-Loop





Human In The Loop

Fortune Intelligence



Fortune Intelligence uses generative AI to help with an initial draft, thereby bringing you breaking business news faster while maintaining our high standards of accuracy and quality. These stories are edited by *Fortune's* senior business editors to verify the accuracy of the information before publishing.



Se ha retirado el anuncio. [Detalles](#)



POLITICS

Sam Altman slams Democratic Party, declares himself 'politically homeless' in another sign of Silicon Valley shifting right

BY ASHLEY LUTZ AND FORTUNE INTELLIGENCE
July 8, 2025



POLITICS

How the Big Beautiful Bill is rewriting the rules for small business success

BY ASHLEY LUTZ AND FORTUNE INTELLIGENCE
July 8, 2025



HEALTH

America faces worst measles outbreak since 1992 with low-vaccinated Texas at the epicenter

BY ASHLEY LUTZ AND FORTUNE INTELLIGENCE
July 8, 2025



SUCCESS

Meet the ex-Amazon exec who pitched Prime Day to Jeff Bezos—and turned the slowest shopping season into a \$14.2 billion sales empire

BY DAVE SMITH AND FORTUNE INTELLIGENCE
July 8, 2025



ENVIRONMENT

Richard 'Dick' Eastland, Camp Mystic's 74-year-old owner, died while leading campers to safety during the devastating floods

BY DAVE SMITH AND FORTUNE INTELLIGENCE
July 8, 2025

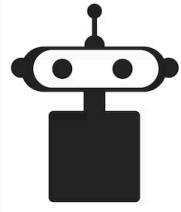


POLITICS

Trump donor scammed out of \$250k in crypto after someone pretending to be Steve Witkoff allegedly sent an eerily convincing email

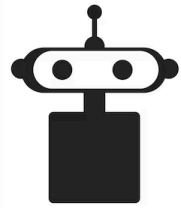
BY ASHLEY LUTZ AND FORTUNE INTELLIGENCE
July 7, 2025

<https://www.semafor.com/article/07/06/2025/fortune-and-axios-warm-to-ai>

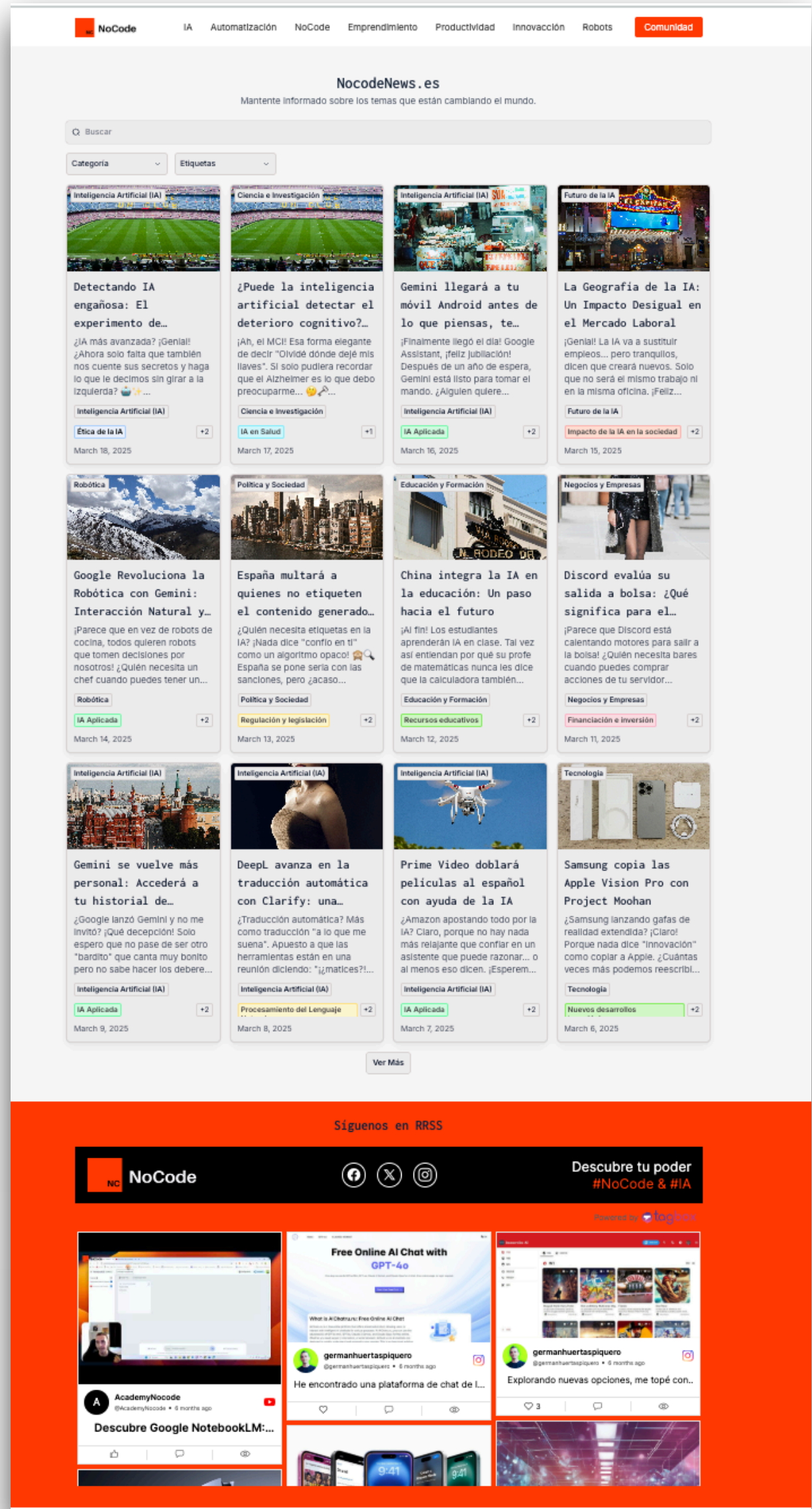


IA Agéntica

**¿Human Out The
Loop?
(HOTL)**

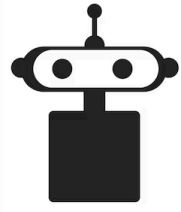


Auto-optimización



<https://www.nocodenews.es/>

5.
Publicidad



Creatividad publicitaria

Para 2032, la IA afectará en el **90% de todos los ingresos publicitarios**: más de 1,3 trillones (billones europeos) de dólares.

Una gran parte de la transformación creativa de la publicidad se basará en la capacidad de desarrollar **imágenes y vídeos únicos** utilizando indicaciones para describir lo que se necesita, en lugar de limitarse a filtrar bibliotecas de valores.

Las herramientas de IA generativa también permitirán a los creativos probar **infinitas iteraciones** de anuncios para ver cuál es el más atractivo.

Esas oportunidades requerirán que trabajadores creativos desarrollen nuevas habilidades. Las agencias que deseen volver a capacitar a su fuerza laboral se beneficiarán.

May 30, 2023 - Economy

Generative AI comes for advertising



Sara Fischer, author of [Axios Media Trends](#)



Illustration: Natalie Peeples/Axios

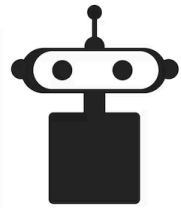
The marketing industry has long relied on artificial intelligence to optimize ad campaigns with things like better analytics and targeting, but it has yet to fully reckon with how the recent explosion of [generative AI](#) is transforming the creative side of advertising.

Why it matters: Advertising agencies have a history of growing in response to technological shifts, not shrinking.

- As Brian Wieser, a top advertising analyst, recently [noted](#), the head count at the major advertising holding groups grew by around 80% between 2012 and 2022 — per his estimates — despite the rise of automated marketing meant to make the process more efficient.

Driving the news: WPP, the largest advertising holding group in the world by revenue, [announced](#) a deal Monday with leading AI company NVIDIA.

<https://www.axios.com/2023/05/30/generative-ai-comes-for-advertising>

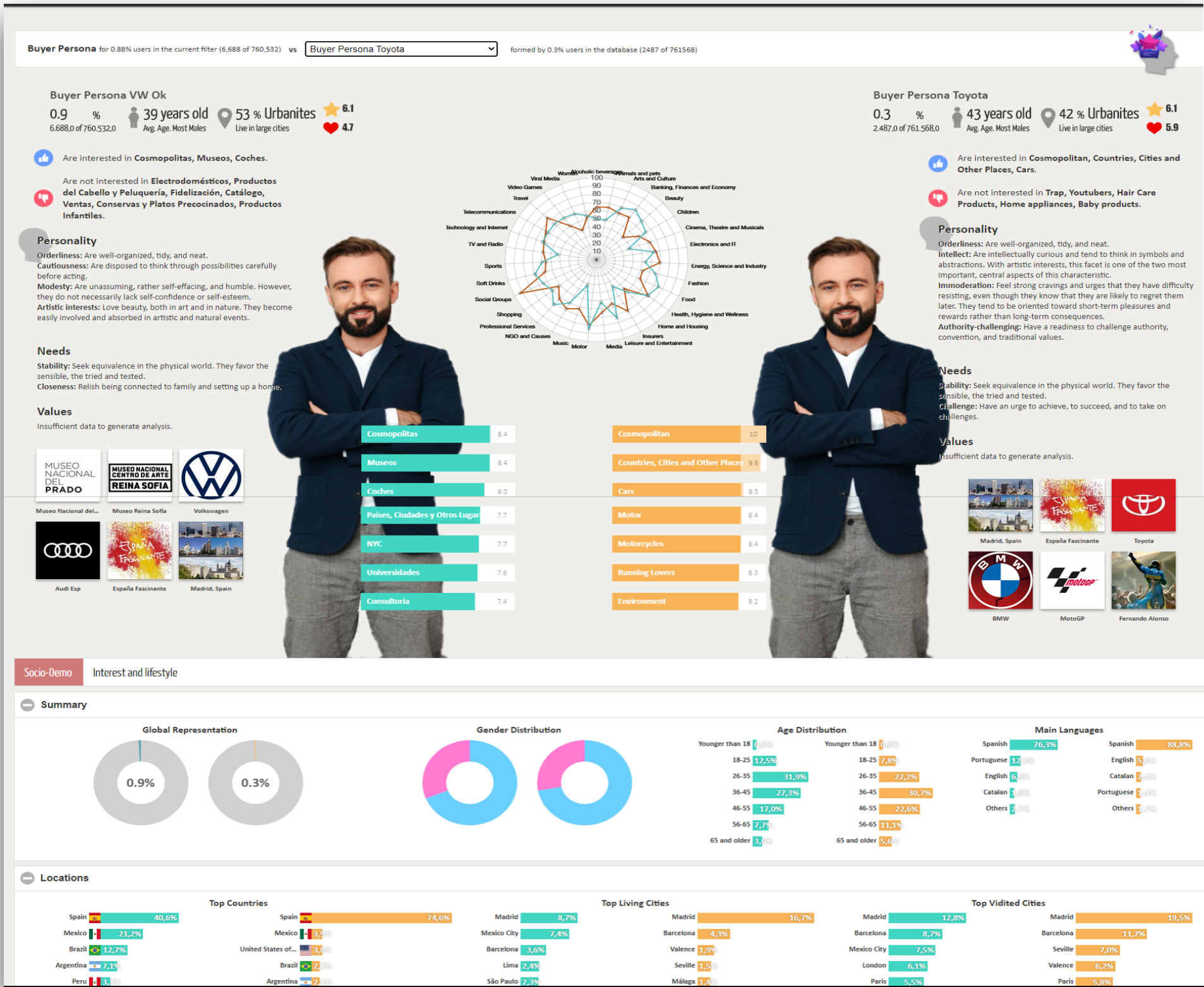


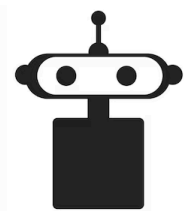
Perfilado

Volkswagen Fan vs Volkswagen campaign clickers



Volkswagen Fan vs TOYOTA Fans

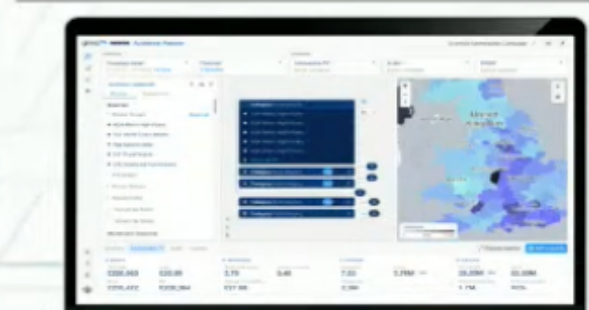




Agencias

HOW ARE WE USING AI IN GROUPM NEXUS PRODUCTS?

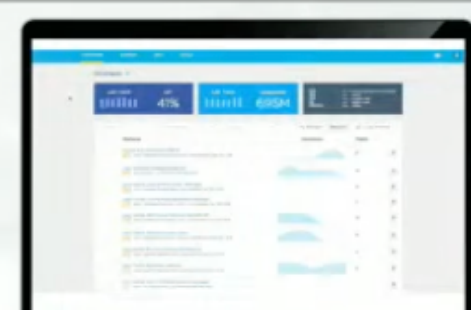
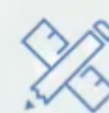
PERFORMANCE PLANNING



- Cross channel forecasting
- Performance models
- Supply / demand contention
- Reach / frequency models

Nexus Growth Platform

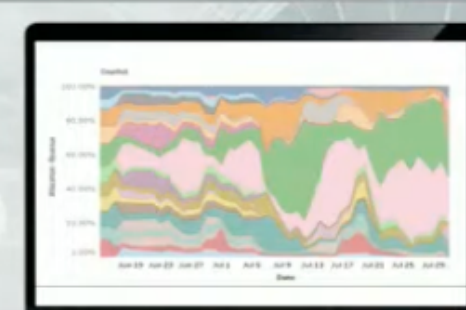
PERFORMANCE OPTIMISATION



- Cross channel optimization
- Intelligent line items
- Custom algorithms
- Connect your own data

Copilot

ADVANCED ANALYTICS



- MMM
- Cookieless attribution
- Lift analyses

Cross channel attribution

GROUPM INNOVATION DAY

ALGORITMOS PARA LA TOMA DE DECISIONES METODOLOGÍA

RECOLECTAR

Audience Origin
By CHOREOGRAPH



ANY TRAINING DATA SOURCE

ANALIZAR



MACHINE LEARNING

Feature Selection
Model learning
Evaluation

GENERAR



ALGORITHM CODE BID MULTIPLIERS

ACTIVAR

xandr



Display & Video 360



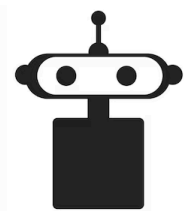
Google Ads



theTradeDesk

PLATFORM DEPLOYMENT

GROUPM INNOVATION DAY



Publicidad

The New York Times
ADVERTISING

ADVERTISE ▾

AUDIENCE & INSIGHTS

CUSTOM CONTENT

ABOUT

CONTACT

NEW YORK TIMES ADVERTISING

PRODUCT COUNCIL

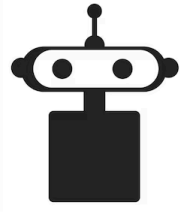
Building the future of advertising together.



<https://advertising.nytimes.com/nyta-ad-product-council/>



6. Ética y Gobernanza



Principios de uso

1. Como herramienta al servicio de la misión del periódico.
2. Bajo revisión y supervisión humana.
3. Uso transparente y ético.

Principles for Using Generative A.I. in The Times's Newsroom

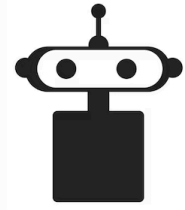
Read more in this guidance from Deputy Managing Editor Sam Dolnick and Editorial Director for A.I. Initiatives Zach Seward, originally adopted March 14, 2024.

As we embark on experiments that make use of generative A.I. in the newsroom and Opinion, these principles will guide our work and clarify why and how we plan to use the technology:

- **As a tool in service of our mission.** Generative A.I. can assist our journalists in uncovering the truth and helping more people understand the world. Machine learning already helps us report stories we couldn't otherwise, and generative A.I. has the potential to bolster our journalistic capabilities even more. Likewise, The Times will become more accessible to more people through features like digitally voiced articles, translations into other languages and uses of generative A.I. we have yet to discover. We view the technology not as some magical solution but as a powerful tool that, like many technological advances before it, may be used in service of our mission.
- **With human guidance and review.** The expertise and judgment of our journalists are competitive advantages that machines simply can't match, and we expect that will become even more important in the age of A.I. Our talent is what makes The Times the world's best resource for curious people. Generative A.I. can sometimes help with parts of our process, but the work should always be managed by and accountable to journalists. We are always responsible for what we report, however the report is created. Any use of generative A.I. in the newsroom must begin with factual information vetted by our journalists and, as with everything else we produce, must be reviewed by editors.
- **Transparently and ethically.** The first principles of journalism should apply just as forcefully when machines are involved. Readers must be able to trust that any information presented to them is factually accurate, meets the high standards of The Times and follows our [Handbook for Ethical Journalism](#). We should tell readers how our work was created and, if we make substantial use of generative A.I., explain how we mitigate risks, such as bias or inaccuracy, with human oversight.



<https://www.nytc.com/press/principles-for-using-generative-a%e2%80%a4i%e2%80%a4-in-the-timess-newsroom/>

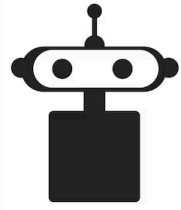


Conclusión

***“Las empresas de noticias se encuentran sobre una “mina de oro”
ante la gran escasez de contenido
y el posible colapso de los modelos de IA”***

WSJ

<https://www.wsj.com/tech/ai/ai-training-data-synthetic-openai-anthropic-9230f8d8>



pepecerezo@digitaljourney.es

