

28 - 29 April 2014

M Hotel Singapore

# Print to Digital—Catching Up With the Curve

Joshua Wilwohl

Online editor



All the News Without Fear or Favor | The Daily Newspaper of Record Since 1993





### **Rooted in Print**

- Founded August 1993
- Website launched October 2012
  - Money, readership and maintaining brand
- We are not early adopters

Note: Some screenshots presented in this slideshow are taken from the Wayback Machine and may not reflect exact changes. The screenshots taken from Wayback have a recent date at top left.

Valume 57 Issue 9E

1,800 riel/45 cen

### South Sudan Talks Delayed As Rebels Deny Massacre

NABOR - South Sudan peace talks were delayed again on Tuesday as U.N. peacekeepers battle to protect some 22,000 civilians at a base in Bentiu, where dead bodies lined the dusty streets after an ethnic massacre during rebels' seizure of the oil town.

The U.N. base, guarded by 500 peacekeepers, has come unde neket fee and the number of civil ians seeking refuge there has quadrupled since the start of April, U.N. spokesman Stephane Dujumo told reporters in New York.

The U.N. accused the rebels of hunting down men, women and children a week ago in a hospital, church and mosque in the capital of the oil-producing Unity state and then killing them based on ethnicity and nationality.

A U.N. official told reporters on Tuesday that dozens of rotting bodies are strewn throughout

"In] the marketplace, we saw large piles of bodies, dozens and dozens of bodies, piled up on top of each other," said Amanda

### **About Cambodia**

- UN Critical of Pending Asylum Seeker Deal With Australia

- Page 1:

  ADB Loans \$75M for Flood
  Recovery Efforts

  Post New Year Protests in Svey
  Riang Decline
  With Bundith at Large, New
  Bavet Governor Named

- Say Illegal Loggers Are Back Punish Khmer Rouge Sex
- Customs Reform Key to Aseas Integration

  Cambodia Asks for Help in Oil and Gas Industry

human rights abuses.



A supporter lights incense yesterday in front of Prey Sar prison in Phnom Penh, where 21 garme workers and labor activists were transferred ahoud of their trials on Friday.

### As Protesters Prepare for Court, No Justice for Dead BY MECH DARA

AND ALEX WILLEMYNS

SAMBO MEAS VILLAGE, Kompong Speu province - As military police with AK-47s descended on protesting garment workers during their nationwide strike on Jan-uary 3, Sam Ravy, a manager at one of the many factories along Phnom Penh's Veng Sreng Street, was on the phone with his mother-in-law.

Sam Ravy, who spoke Chinese and English as well as Khmer,

monthly salary being demanded by the strikers, but he attended the protest in Pur Senchey district to show solidarity with his

"He had called and said Hello mother, is my wife on the way to Phnom Penh with our child? I heard the sound of shooting, and I asked him where he was," his mother-in-law, Long Saran, recalled yesterday. She said Sam

in their morning phone call.
"He told me he was with the earned double the \$160 basic other protesters. Then his phone

went quiet. At 2 n.m. someon called us and told us to pick up the body," she said.

Sam Ravy, 25, was one of at least five protesters killed by the military police's AK-47 fire during the successful effort to put down the nationwide strike, which had dovetailed with mass protests by

the political opposition. On Friday, 13 of the strikers who were beaten and arrested during the protest on Veng Sreng will appear alongside 12 others before the Phnom Penh Municipal Court

### Concern Over Migration Chief's Family Connections

By MATT BLOMBERG AND AUN PHEAP THE CAMBODIA DAILY

The appointment of General Sok Phal to head the Interior Ministry's newly formed department to monitor migrant workers has raised concerns over his close familial connection to a labor recruitment industry fraught with

Gen. Phal's sister. Ung Seang Rithy, is the owner of one of the biggest labor recruitment agen cies sending Cambodian workers Sak Setha, a secretary of state at the Interior Ministry, confirmed Tuesday that the department of immigration would deal with migrants entering and leav-

ing the country.
Ouk Savouth, prosecutor-general of the Phnom Penh Appeal Court, confirmed that Gen, Phalwas the brother of Ms. Seang Rithy, owner of the Ung Rithy Group, which has been named by rights groups as a serial abuser of

Cambodian migrant workers, Ms.

the Association of Cambodian Recruitment Agencies.

Gen. Phal is scheduled to as sume his responsibility as director-general of the general depart ment of immigration in a cerem

ny today at the Interior Ministry. "When I heard this news, I was concerned shout the close rela tionships between high-ranking people in the government and it ecruitment agencies," said Moeun Tola, head of the labor Continued on page 17





### Welcome to the Web

- No initial design
  - Template
- Readership beyond Cambodia
- Competition begins
- Free
- Idea to get online fast, but be selective
  - o Archives
  - o Editor-selected stories
- Initial high user response







## **Death of the King Father**

- Users skyrocket
- International recognition via NBC, The Huffington Post and The New York Times
- Audience grows internationally by 20,000+



Message From The Publisher

**ABOUT US** 

The Cambodia Daily is an independent non-profit newspaper published six days a week in Phnom Penh. It was established to provide a foundation for a free press in Cambodia and to train a new generation of journalists.

Search in site...

Its founder and publisher is a veteran American journalist who covered Cambodia in the 1960s for Newsweek and saw an opportunity to help the fledgling democracy by launching a newspaper here after the U.N.-supervised elections of 1993.

Cambodia, which suffered intolerable pain and misery through the genocide by the Pol Pot regime of 1975 to 1978 that cost the lives of more than 1 million of its people, remains one of the poorest nations in the region. It is afflicted by a multitude of problems including HIV/AIDS, millions of buried land mines, a high level of malaria infection in the rural areas, and general medical shortcomings. Crime, corruption and the illegal logging of Cambodia's forests have further hampered its

On the brighter side, a new generation of dedicated young Cambodians is eager to leapfrog the "lost years" of neglect and strife. These ambitious Cambodians are flocking to learn medicine, law, business administration, along with English and computer skills. They are filling the classrooms at universities, technical and cram schools, seeking an education that will help them create a happier





## **Small Changes and Mobile**

- Following an increase in users from October 2012, we clean up the design
- Readership continues to go up, but this time mobile users increase







### **Introduction of Mobile**

- We launch a mobile edition of The Cambodia Daily and an accompanying web-app for iOS devices
- Mobile users increase 10-fold following the introduction of the mobile edition
- As with the website, we offer select articles only

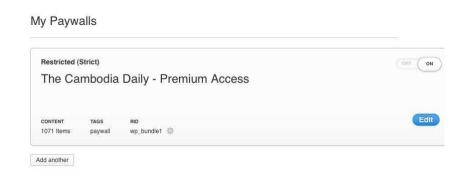






## **Paywall**

- We begin to research a paywall for The Daily's site
- After discussion, we opt for Tinypass
- We settle on a price of \$1/day, \$15/month and \$150/year
- Mobile is free

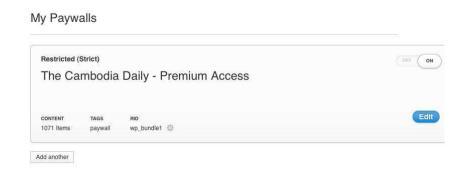






## **Paywall**

- We launch the paywall in March 2013 and offer a solid paywall with no free articles
- Following backlash, within a month, we change this to offering some articles free and others paid with a (\$) before the content
- Each paid article offers only the first paragraph for free
- Users stay steady, and there is no drop off
- This lasts several months.







## Mobile Redesign

- Mobile users skyrocket
- The number of mobile phone users soars past the Cambodian population
- The number of smartphones sold in retail shops continues to grow as prices drop
- We take a simple approach to mobile redesign and strip away everything but text
- Overall users hits 1 million



**NEWS** 

BUSINESS

SELECTED FEATURES

**ABOUT US** 

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មន្ទបស្បូររស់ចំជបាង១លបានឧបាក់ចំនោច៖ គឺបឹនៅតរឹបស្ថថិតនៅភូចុង

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### **Khmer Edition**

ស្នងកបារខគរមហលខលត្ត ដលែល

មហនជឿងអហស្រ**ូវត្រ**ូវបហន

ដោលលើបង

- Following demand, we introduce the Khmer edition in June ahead of the country's election in July
- It is a mirror design of the English site
- It is offered free
- All content, except for briefs, is now offered online in English and Khmer



កបាលពីបីសម្ភបាហ៍មី១៩ នៅពេលលោកឧបាយករដ្ឋមន្ត្រី ហិប៊ី១៩ សវែ០៩ មហ៊ុនចោទប្រកបានចំពុប្

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### **Khmer Edition Mobile**

- Mobile users grow and, in the same month, we launch the mobile edition in Khmer
- It also is a mirror design of the English one



ព័ត៌មាន

សេដ្ឋកិច្ច

សារតារ

កាសែតជាភាសាអង់គ្លេស

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## **Elections and More Space for News**

- First to break election results
- Mobile users skyrocket again
- A thirst now for mobile, breaking news among readers
- We drop the publisher's message and add space for news
- Also add buttons and move the date



Reiterating his claim of winning last month's disputed national election, opposition leader Sam Rainsy told thousands of supporters in Phnom Penh on Tuesday to prepare for a mass demonstration against the ruling CPP unless its leaders stepped down

August 7, 2013

newspapers. But both events made the front page of almost all of Cambodia's five Chinese-language daily newspapers.

August 7, 2013

#### NEC Stands Firm, Will Not Hold Independent Election Inquiry

The National Election Committee on Tuesday stood firmly behind its refusal to consider a proposal by the opposition CNRP for an independent investigation into the July 28 national ballot.

August 7, 2013





## **Mobile First Responsive Design**

- The idea is planted to move toward a mobile first responsive design
  - Easier maintenance
  - Cleaner look
  - Consolidate
- Social media campaign with Facebook and Twitter

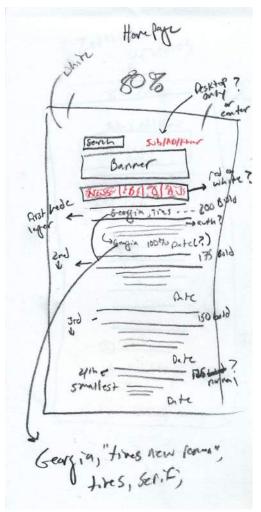






## The Move to Responsive

- In September 2013, we begin to see a large move to mobile, where more than one-third of our readers were on mobile devices
- Because of the increase in mobile, we wanted to focus on mobile devices and took a mobile-first approach to the redesign
- After consulting with several designers and posting on forums, I began to sketch ideas for the homepage (at right)

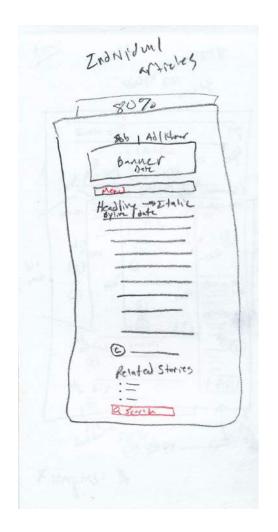






### **Readers Continue to Grow**

- In November 2013, readership grows exponentially—just less than half of our readers are on mobile devices
- We follow the idea of stripping all unnecessary content and designing for the smallest screen first
- We look at the story pages (right) being just as vital as the homepage
  - With social media, links, etc., homepage becoming less relevant

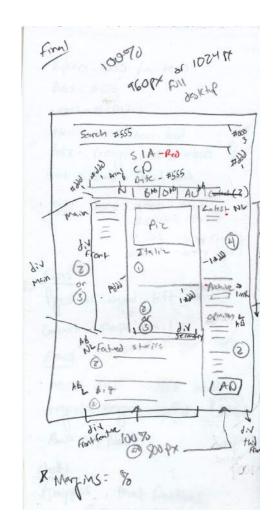






## **Finalizing Responsive**

- Following months of ideas and sketches, in January 2014, we finalized two responsive designs
- One design is with the day's biggest news at left followed by a smaller column of additional news and a column of briefs and less-updated sections
- The second design (right) focuses on a multimedia center (mostly a large photograph) surrounded by text
- Both designs are interchangeable depending on the day's news
- These designs also offer specific advertising slots







## **Change of Paywall**

- While finalizing the responsive design, we worked with Tinypass to implement a JavaScript paywall offering 10 views per month and a curtain
- This is for all platforms: desktop and mobile

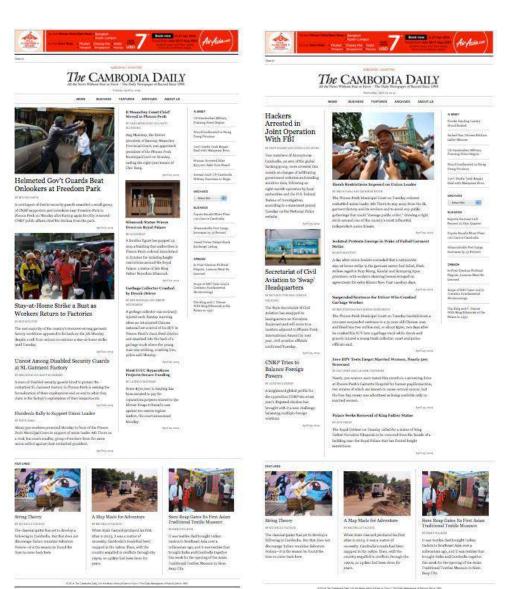
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bscribe to The Cambodia Daily online	
u have exhausted your 10 free views this r ily. To subscribe, choose an option below	
For 1 day	\$1

# The CAMBODIA DAILY All the News Without Fear or Favor | The Daily Newspaper of Record Since 1993



## **Rolling Out Responsive**

- In February 2014, we rolled out the responsive design for the English site
- Support IE9+







## **Rolling Out Responsive**

- In March 2014, we rolled out the redesign for the Khmer edition
- With the Khmer edition, however, we kept one single column in both desktop and mobile versions
- This was done because we see the Khmer edition being read mostly on mobiles
- Free





### សន្តិសុខខណ្ឌវាយអ្នកគាំទ្របក្សប្រឆាំងនិងអ្នកឈរមើលនៅទីលាន ប្រជាធិបតេយ្យ

BY KHUON NAREM

សន្តិសុខឧណ្ឌមួយក្រុមបានវាយអ្នកគាំទ្រគយបេក្សសង្គ្រាះជាពិមួយក្រុមតុប និងអ្នកយោមិមានដីជាទីលានប្រជាធិបាតយ្យឯកទីក្រុង ភ្នំពេញការបើឡើយទីញ បន្ទាប់ពីបានបណ្តេញយកគ្រើ មុរ សុខបក្រ ប្រធានផ្នែកកិច្ចការសាជានយោរបស់គណបក្សសង្គ្រោះជាតិទាំងបង្ បញ្ជាតិទីសាខាន្តរាជិបានបញ្ជាពីមុខទៀត។

April 22, 2014

### រូបសំណាកសម្ដេចឪព្រូវបានសាងសង់លើអគារមួយដែលខ្ពស់ជាងព្រះបរមរាជ វាំង

BY AUN PHEAP AND JOSHUA WILWOH,

ួយសំណាកម្មបាត្រូវបានរបស់គេសំដែលដែលគេប្រជាជ្ជាបន្តដែលជាធ្វើបញ្ចុំជាមេប្រជាជនបញ្ជបទបញ្ជាឲ្យកាត់បន្ថយកម្ពស់ កាលពីខែ តុលាដោយសារអគារខ្ពស់ខេត្តព្រីបានសាធិសេធវិយីសាកម្ពស់កំណត់នៅតំបន់ជុំវិញព្រះបាមរាជាតែ។ ម្ចាស់អគារខ្ពស់នេះបានសាធិសន់ព្រះ បាមរូបសម្តេបនី នេះត្រុម សីហនុ នៅលើអាការបស់ខ្លួន។

April 22, 201

### កូដកម្មស្នាក់នៅផ្ទះក្លាយជាឥតន័យពេលកម្មករចូលធ្វើការពេញ

KHY SUVUTHY

កម្មករភាពច្រើនក្នុងចំណោមកម្មការអាងបុក្រពាត់ផែរ៦០០,០០០នាក់នៅក្នុងប្រទេសកម្ពុជា បានវិបក្រឡប់បុណ្យីការវិញកាលពីម្សិលមិញ ទោះបីជាសហជីពអំពាវនាវទ្យានុក្ខជកម្មស្នាក់នៅផ្ទះរបរុគនល់ថ្ងៃនេះក្តី។

April 22, 2014

### កម្មកក្រុងបារិតធ្វើកូដកម្មទាមទារប្រាក់ឈ្នួលសម្រាប់ថ្ងៃឈប់សម្រាកក្រោយថ្ងៃចូលឆ្នាំ

MECH DARA

កម្មករជាង២.០០០នាក់នៅមានចក្របំនួនបីក្នុងក្រុងបារី។ ខេត្តស្វាយរៀង បានធ្វើក្នុងកម្មកាលពីថ្ងៃសៅរ៍ ដោយអះអាងថា យើករបស់ពួកគេ មិនឃឹកប្រាក់សម្រាប់ផ្លែឈប់សម្រាកឲ្យពួកគេ។

April 21, 2014

### The CAMBODIA DAILY

The Phnom Penh Municipal Court on Tuesday ordered

garment factory and its workers and to avoid any public

circle around one of the country's most influential. independent union bosses

A day after union leaders conceded that a nationwide stay-at-home strike in the garment sector had failed, fresh strikes raged in Svay Rieng, Kandal and Kompong Speu

provinces, with workers claiming bosses reneged on

agreements for extra Khmer New Year vacation days

Suspended Sentence for Driver Who Crushed

one-year suspended sentence to a 31-year-old Chinese man

embattled union leader Ath Thorn to stay away from the SL

gatherings that could "damage public order," drawing a tight

Isolated Protests Emerge in Wake of Failed Garment

Trucks Hanling Lawery

Racked Buy Drivery Petition

Wood Confiscated in Stung

Gov't Brafts Tank Remai Deal with Malaystan Firm

Select Mearth (4)

Percent in First Quarter

Shanoukville Port Carp

The King and I: Dinner With King Siloneok at the

Hackers Arnstod in Joint Operation With FIII

The Cambodia Daily







INTERACTIVE DIGITAL I NEWS DESIGN

### **Responsive Example** Multimedia center

- (1) Desktop and tablet horizontal (1024 pixels)
- (2) Tablet vertical (800 pixels)
- (3) Smartphones vertical (480 pixels)

### Hackers Arrested in Joint Operation With FBI

Two members of Anousmous Cambodia, an arm of the global

hacking group, were arrested this month on charges of infiltrating sensitive data, following an authorities and the U.S. Federal Barean of Investigation, according to a statement posted Tuesday on the National Police



#### Secretariat of Civil Aviation to 'Swap' Headquarters

The State Secretarist of Civil Aviation has swapped its The Phnom Penh Municipal Court on Tuesday handed down a Boulevard and will move to a and fined him two million riel, or about \$500, two days after location adjacent to Plmom Peni he crashed his SUV into a garbage truck while drunk and International Airport by next gravely injured a young trash collector, court and police war, civil aviation officials confirmed Tuesday.

#### CNRP Tries to Balance Foreign Powers

A heightened global profile for the opposition CNRP since last year's disputed election has brought with it a new challenge halancing multiple foreign

### Free HPV Tests Target Married Women, Nearly 500

Garbage Worker

Nearly 500 women were tested this month in a screening drive at Phnom Penh's Calmette Hospital for human papillomavirus, two strains of which are known to eause crayical cancer, but the free Pap smear was advertised as being available only to

### Palace Seeks Removal of King Father Statue

The Royal Cabinet on Tuesday called for a statue of King Father Norodom Silianouk to be removed from the facade of a building near the Royal Palace that has flouted height



The classical guitar has yet to develop a following in Cambodia. But that does not discourage Italian musician Salvators time to come back here



A Map Made for Adventure

When Alain Gascuel produced his first atlas in 2003, it was a matter of necessity. Cambodia's roads had been mapped in the 1980s. Then, with the country engulied in conflicts through the 1990s, no update had been done for



Siem Reap Gains Its First Asian Traditional Textile Museum

It was textiles that brought Indian traders to Southeast Asia over a millennium ago, and it was textiles that brought India and Carabodia together this week for the opening of the Asian Traditional Textiles Museum in Siem

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### The CAMBODIA DAILY

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### Harsh Restrictions Imposed on Union Leader

BY MECH DARA AND 250MBOS PETER

The Phnom Penh Municipal Court on Tuesday ordered embattled union leader Ath Thorn to stay away from the SL garment factory and its workers and to avoid any public gatherings that could "damage public order," drawing a tight circle around one of the country's most influential independent union bosses.

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A heightened global profile for the opposition CNRP since last year's disputed election has brought with it a new challenge: halancing multiple foreign relations

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Garbage Worker

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The State Secretariat of Civil Aviation has swapped its headquarters on Norodom Boulevard and will move to a location adjacent to Phnom Penh International Airport by next year, civil aviation officials

### Strike

Labor Minster US Cambodian Military Training Event Reging Wood Confiscated in Strong Gov't Drafts Tank Repair

#### Select Month BUSINESS

Toyota Recalls More Than 100 Cars in Cambodia Sihanoukviile Port Cargo Increases by 13 Percent

Percent in First Quarte

IN BRIEF

Wood Busted

Trucks Hauling Luxury

Sadad Bus Drivers Petition

In Post-Election Political Dispute, Lessons Must Bo

Stope of KRT Case onz/g Contains Fundamental

The King and I: Dinner With King Shanouk at the Palace in 1950

### to 'Swap' Headquarters

confirmed Tuesday.



### String Theory

The classical guitar has yet to develop a following in Cambodia. But that does not discourage Italian musician Salvatore Fodera-it is the reason he found the time to come back here.



A Map Made for Adventure

When Alain Gascuel produced his first atlas in 2003, it was a matter of necessity. Cambodia's roads had been mapped in the 1980s. Then, with the country engulfed in conflicts through the 1990s, no update had been done for

8 2014 The Carridatio Daily I At the News Without Featur Fovor I The Daily Newscaper of Record Since 1993



Siem Reap Gains Its First Asian Traditional Textile Museum

It was testiles that brought Indian traders to Southeast Asia over a millennium ago, and it was textiles that brought India and Cambodia together this week for the opening of the Asian Traditional Testiles Museum in Siem Reap City.

The CAMBODIA DAILY Hackers Arrested in Joint Operation With FB1













INTERACTIVE DIGITAL

**Responsive Example** 

(1) Desktop and tablet

horizontal (1024 pixels)

(2) Tablet vertical (800

(3) Smartphones vertical

Main news left

pixels)

(480 pixels)

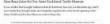
NEWS DESIGN













### The CAMBODIA DAILY

#### Harsh Restrictions Imposed on Union Leader

from the SL garment factory and its workers and to avoid our public gatherings that could "damage public order," drawing a tight circle around one of the country's most influential independent union

was charged in Marsh with horling violence at a September 20 yrotest at the SL factory that turned violent, learing at least 11 injured. An SL staff member who was list in the eye by a make draining the ole between demanstrators and senurity guards filed the laveauit against Mr. Thom.



month or he placed in pre-trial detection

On Tuesday, investigating Judge Cless Sek Heung effectively added an injunction to the court sedem

reads. "Do not yield the SL factory. In order to avoid any incidents. Do not flamage public order arrens the Planus Peah Musicipal Coast. Do not meet with SL workers in order to avoid violence, and do not

If Mr. Them breaches any of the conditions, the letter adds, the court can again order him to be placed

Court deputy prosecutor Stong Soli and clerk Sun Sakuy, who also algued the letter, both declined to nament on the new arders and referred questions to the judge, who could not be reached. The SL factory's general manager, Kols Chong Hu, also declined to comment.

manicipal court against his scheduled quantiering that the in a repersto may in which the union leader used of embending about \$55,000 from members. The evert postpound the questioning in the face

They don't allow me to meet in public, so have our we do, because I am the union hoder. It's not fain

"It's very strong pressure to us, became we try to challenge the factory to reise [the] salary to \$160," he.

As one of the leading non-government oligated union leaders in the country, Mr. Them has been ruising Secretary of State Own Mean personally threatened him with a lawout for ignoring orders to stop organizing a public forum of union numbers in the heart of Pinnen Posh.

Beccarily, CCAWDO was aroung the inaling unions behind several wedes of onlypling strikes for a finite mentily minimum wage for the garment sector that ended absorptly when military police fixed into counts of protesties in Planta Peak on January 3, killing five and injuring more than 40.

Nr. Thorn said he will appeal Monday's court unless in the coming days but will due the nestriction

Along with the uther unions behind the latest strike, CCAWIII is again planning to rully supportunive Hmoon Peah's theodom Fark on May t—internetional Labor Day—to keep pressing their domaind for a higher minimum wage. Mr. Thorn researched that the new court reders could make it hunter for his m to join the planning but would not stop the others from Milesting through

Municipal government spokesmun Long Dissanche said the city received the union's request to boid the event Treoday but declined to comment on their charges of getting approach. The city currently have Infanction on public gatherings, which was breading retrieved on Morelay when Their Train Selects.

NGO, called the latest court orders against Mr. Thorn "ridiculous" and a breach of workers' right to

"The court needs to learn more about the freedom of association," he used, citing its gas international less, the country's Labor Law and Cambodia's own Constitution.

raceting their leader, it definitely violates their right to association," Mr. Tola said. "If the court was independent, it would not do this way."

He said Mr. Thora had gained a high portile over the your not only in Corobodia hut alread, thanks in part to the membership of OCAWHC and the Combodian Labor Cordioleuricas—which he also brods—in

"His reputation, his actions, are known not only in Cambodia but incompationally," he said. CCAWDU dains bolono members and branches in 96 of the country's 500-plus garment betories

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The CAMBODIA DAILY

sh Restrictions Imposed on Union Leader

noni Donb Municipal Court on Tausday ordered embattled union leader Ath Thorn to stay owny a SL garment factory and its workers and to avoid use public gatherings that could "durage

leaving at least it injured. An St. staff member who was bit in the eye by a rock during the rity yoursh that the locast analyst Mr. There



The not visit the St. factory. In order to avoid one incidence. To not discusse positio order avoids on Penis Municipal Court. Do not meet with St. workers in order to avoid violence, and do not

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kee't allow rac to meet in public, so how can we do, because I are the anion looker. If a not fair,

The first figures factor owners and postument officials for everal years. In zero, tabor y Secretory of Raise Gour Nous presently threatened him with a lowest first ignoring under to pasting a public foruse of subon monthers in the bour of Physon Posh.

y minimum wage for the garantest sector that mided along thy when military police fixed into of protesters in Phanas Pouls on January 3, falling five and injuring more than 40.

ea mid be will appeal Monday's court orders in the coming days but will obey the restrictive

with the other universited risk latest strike, CCANDU is again planning to cally supporters at Penk's Freedom Park on May 1—International Labor Day—to keep pressing their demand for a continues wage. Mr. There conceded that the new court orders could make it harder for the a join the planning but would not deptheraffers from hillwring through

duct allow us, our crosses members can juin with other upons to do this event," he said.

at Tucoday but declined to comment on their chances of guiling approval. The city currently has of harmaning blic methorizan, which was brutally enforced as Norsales when Date Deals the me conited a small group of syposition CNRP supporters gathered seus

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IMe. Them had gained a high profile over the years not only in Cambodia but shroad, thanks in the exemberation of CEAWIPU and the Cambodian Labor Contribution—which he also in several international labor organizations.

III dains 70,000 members and branches in 90 of the country's 500-pkn garment factorio-

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## **Responsive Example** Individual story page

- (1) Desktop and tablet horizontal (1024 pixels)
- (2) Tablet vertical (800 pixels)
- (3) Smartphones vertical (480 pixels)





## The Challenges

- Lack of local technical talent
- A mostly mobile society
- Digital transactions
- Online advertising still in its infancy





### **Future Ideas**

- Personalized homepages
  - Sections based off of searches
- Streamlined payments
  - Mobile operators
  - Scratchcards
- Multimedia