



Weaving a Common Vision

A dialogue on how to strengthen media's bargaining power over Generative AI and safeguard democracy



Acknowledgements

This report documents the process and outcomes of the 'Strengthening Media in the age of Generative AI' action-research and dialogue convened by The Data Tank. The process has been designed and facilitated by Anna Colom, Marta Poblet and Elena Murray with support from the rest of the team. We are grateful to the Adessium Foundation for the funding and to the over 120 individuals and represented organisations who engaged with this process. Their engagement made it possible to identify the steps to push a common vision for strengthening public interest media in Europe and beyond, including the bargaining power of small and local media organisations. We call on both policymakers and funders to consider their recommendations for next steps of funding, investment and regulation.

Weaving a Common Vision: A dialogue on how to strengthen media's bargaining power over Generative AI and safeguard democracy

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1. Background and objectives

The developments in generative and General Purpose AI (GPAI) systems have raised concerns about extractive data practices, market concentration by a small number of big tech providers, and pervasive weaknesses in data governance. These have implications for how public interest media, a key cornerstone of our democracies, sustain their content production and protect their integrity. The Data Tank facilitated an action research project and ecosystem dialogue to convene key stakeholders in the media sector and identify strategies that can leverage the power of small and medium media organisations in Europe vis a vis large Generative AI providers. The goal was to ensure that the media not only serve the public better across contexts and languages but also derive fair value from their public interest work.

The aims were:

- Mobilising power through convening and tapping into collective intelligence from the current media ecosystem in Europe
- Strengthening the media community by providing knowledge on potential tools and solutions and pathways forward
- Helping media organisations to agree on a roadmap and actions

The expected outcome by June 2026 was to have brought together an engaged community and potential coalition, with surfaced needs, and defined potential pathways for public-interest media to protect and leverage their power and data in the AI era. The target participants for this phase were small and regional media organisations and networks in Europe in particular, although the process convened a range of actors to understand the different views and potential leverages across sectors and geographies on the way forward.

This report documents the convening process and the resulting areas of common ground and recommendations for the next steps.



2. Summary of activities

To achieve the aims outlined above, the process encompassed the following activities: (i) an ecosystem mapping, (ii) a comprehensive literature review, (iii) a two-part online dialogue, (iv) an asynchronous wiki-poll.

2.1 Ecosystem mapping

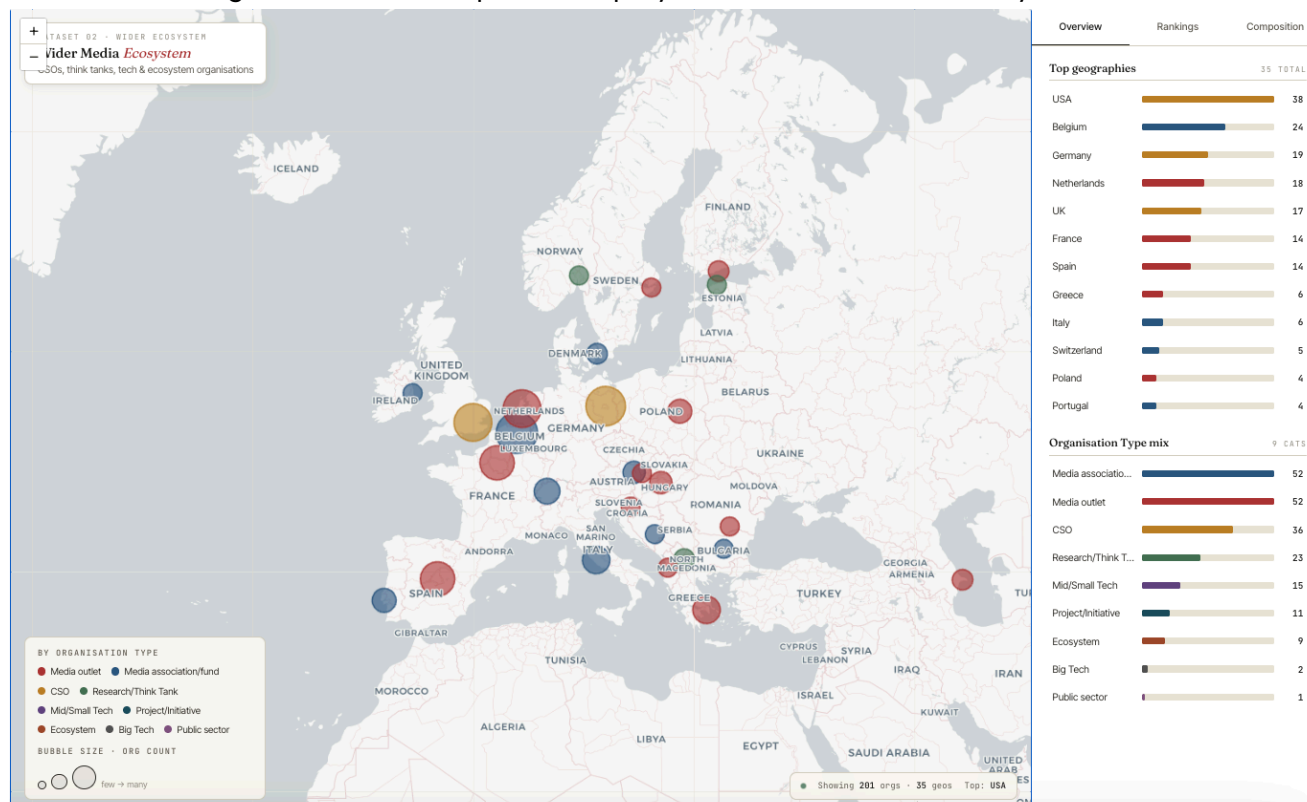
To establish the foundations of the dialogue and engage key stakeholders from the media ecosystem, including small and local news organisations, the process started with a comprehensive mapping of public-interest media organisations and civic information providers; public-interest media supporting organisations, such as funders, non-profit organisations and policy actors; and other high quality information providers and knowledge-based organisations in the sector, including academia, research institutes and fact-checking organisations. The aim was to ensure that the convening of the dialogue was built on a thorough process based on trust and relevance. The mapping was done by:

- Identifying and contacting seed membership organisations from where the project could be snowballed and made known to their networks.
- Publishing an 'Expression of interest form' to identify engaged stakeholders. The form asked for the participant to recommend other stakeholders that should be involved.
- Contacting stakeholders encountered through our literature review search or personal networks of The Data Tank's team, which include the fields of media and journalism, law and innovation, data and AI governance, public digital infrastructure, and democracy.

This process resulted in 201 organisations or initiatives mapped and 189 individual stakeholders identified, of which 106 responded to the messages from The Data Tank's team. This stage helped to establish key connections, which proved invaluable to build legitimacy and reception at the time of sending invites for the convening.



Figure 1: A visualisation of the European part of the ecosystem mapping. The visualisation has been done through a collaborative partnership by students at RMIT University.



2.2 Literature review

The Data Tank conducted a comprehensive literature review, which has been published in the report titled: [‘Media, Democracy and Generative AI: A Critical Juncture. A literature review of the current context and ways forward’](#) (Colom, Murray and Poblet, 2026).

The report offers a comprehensive synthesis of the current context and ways forward for media to gain bargaining power and protect the knowledge commons with respect to big Generative AI, based on thematic analysis of 221 academic and grey literature sources. The methodology, analysis and conclusions can be read in the [report](#) and in this [article](#). The insights from this review were presented in-time for the first dialogue with participants, and served as a knowledge baseline and learning opportunity, as further developed in the next section.



2.3 Dialogue and Consensus

This core activity consisted of a two-part online dialogue on Zoom, including in-call polls and small group discussions, as well as an asynchronous wiki-poll in between both workshops. The aim was to identify areas of consensus across the ecosystem involved, as well as the resulting recommendations included in this report.

A standout feature of the process was the quality and calibre of speakers who took part, as well as the range of participants, representing over 24 countries in Europe, and 11 countries from around the globe, including South and East Asia, West and East Africa, and South America. While the focus of the process was Europe, global representation was sought for cross-pollination and similarities between small and local outlets from Europe with those from the Global Majority, despite the different regulatory and political contexts. A total of 137 participants registered, of which 118 were invited to attend, including both small independent outlets as well as large membership organisations and publishers. Appendix 1 offers a list of the organisations who registered to the online dialogue.

The first session took place on the 19th March, with over 64 participants joining, whereas the second session took place on the 20th April, with a total of 55 participants engaged. The wiki-poll engaged 70 individuals, who voted on 29 statements each on average, resulting in a total of 2,044 votes, as detailed in the relevant activity section below.

We expand on the detail of the design, the areas of common ground and the recommendations made by participants in the section: 'Design and discussion content'.

2.4 Ongoing dissemination

A key step in this process is dissemination and engagement among policy-makers, funders and the wider media ecosystem. As detailed in the next section and captured in the conclusions, a clear outcome of this dialogue is the need for the media ecosystem to write a common vision for the sector that serves at the same time as a call for action to policymakers. Dissemination and engagement are therefore key.



3. Dialogue: design and discussion content

The dialogue was designed with the following criteria in mind:

- Including a learning component to ensure a knowledge baseline across participants;
- Maintaining a focus on Europe without excluding important experiences from across the globe and opportunities for cross-pollination;
- Maintaining a focus on small and medium sized media organisations from multiple languages without excluding bigger players in order to enable a common ground and decisions that support the bargaining power of the ecosystem as a whole;
- Enabling a diversity of voices to be heard, including independent journalists or representatives from very small outlets;
- Acknowledging that media professionals have limited resources and time, and that the dialogue should, as a result, allow for enough depth and dialogue while keeping the length of the process short enough to ensure and sustain attendance;
- Resulting in concrete actions.

3.1 Learning component

The learning component was incorporated by: (i) presenting the literature review conducted by The Data Tank at the start of the first session and sharing the slidedeck with any new participant who joined the second session; (ii) including up to seventeen lightning talks (five minutes each) across both sessions from a diverse range of speakers.

Expert lightning talks

The first session of the dialogue included representatives from European-wide or global media and country-level publisher membership organisations, unions and associations to set the scene and visibilise the positioning of these key stakeholders on the topic. The second session included representatives that discussed potential approaches and ways forward for the media ecosystem to gain leveraging power.



Table 1. Lightning talk speakers

Name	Organisation	Title
Session 1		
Renate Schroeder	European Federation of Journalists	Director
Mira Milosevic	Global Forum for Media Development (GFMD)	Executive Director
Raphaëlle Logerot	AFP and European Media Data Space (TEMS)	Project manager for European medias
Nadine Santos	Portuguese Press Association	Project Associate
Alexandru Ion Giboi	The European Alliance of News Agencies (EANA)	Secretary General
Marius Dragomir	Media and Journalism Exchange Network	Director
Irene Jay Liu	International Fund for Public Interest Media (IFPIM)	Director of AI, Emerging Technology and Regulation
Session 2		
Vicent Partal	MIDAS (European Association of Daily Newspapers in Minority and Regional Languages)	Chair of the AI and Minority Languages Group
Paul Keller	Open Future	Director of Policy
Ryan Powell	International Press Institute (IPI)	Head of Innovation and Media Business
Michele Failla	Wikimedia Europe	Lead EU Law & Policy Advisor
Mehemed Bougsea / Lisa Neddham	Think-it	Co-Founder & CEO / Project Manager
Matt Prewitt	RadicalXChange	President
Irina Bejan	Openmined	Technical Product Manager
Hildegarde Van den Bulck	Drexel University	Professor of Communication Studies
Michelle Kulig	Université de Fribourg	PhD Researcher in Communication and Media Studies



Anuška Delić	Ôstro	Founder and Editor-in-Chief
Karen Rønde	Danish Press Publications Collective Management Organisation (DPCMO)	CEO
Diyana Noory	Creative Commons	Copyright and AI Counsel

Figure 2: A banner shared in our dissemination of the event with all confirmed speakers

Bringing media together to thrive in a changing AI ecosystem
Lightning-talk speakers announced

 Renate Schroeder European Federation of Journalists (EFJ)	 Marius Dragomir Media and Journalism Research Center	 Nadine Santos Portuguese Press Association	 Irene Jay Liu International Fund for Public Interest Media (IFPIM)	 Michele Failla Wikimedia Europe	 Prof. Hilde Van den Bulck Drexel University	 Diyana Noory Creative Commons
 Alexandru Ion Giboi European Alliance of News Agencies (EANA)	 Mira Milosevic Global Forum for Media Development (GFMD)	 Vicent Partal European Association of Daily Newspapers in Minority & Regional Languages	 Ryan Powell International Press Institute	 Raphaelle Logerot AFP and Trusted European Media Data Space	 Irina Bejan Openmined	 Matt Prewitt Radical x Change
 Karen Rønde Danish Press Publications' CMO (DPCMO)	 Paul Keller Open Future	 Anuška Delić Ôstro and OCCRP	 Mehemed Bougsea Think-it (German Media Data Space)	 Michelle Kulig University of Fribourg	Part 1: 19th March Part 2: 20th April 14:30 to 17:00 CET ONLINE	

 The Data Tank

3.2 Finding common ground

Speaker sessions were grouped in blocks so that there was space for plenary discussion within each block. To encapsulate the discussions and capture unheard views, we conducted polls within the sessions, an asynchronous wiki-poll between both sessions which was open for a month, and break-out groups organised during the second session to consolidate the areas of common ground and recommended actions. We analysed all of these components to distill what the next steps should look like following this dialogue.



3.2.1 Polls during workshop

Poll 1 - session 1 (slido)

The first poll was conducted during the part one of dialogue using Slido. Participants were asked what word(s) come to mind when thinking of the future of the media ecosystem in Europe, asked to rank the actions that they considered more important as a next step to protect public interest and independent media in Europe and, finally, asked to write in an open field what they thought the group needed to agree on during the dialogue.

Across these questions, the following stands out:

- Participants desire a future for a media ecosystem that is united and works collaboratively, free from concentrated power -political and economic-, in a regulated ecosystem in ways that mitigate precarious work and dependent journalism.
- Participants tend to refer to collaboration and innovation as a way to get to this desired future.
- In terms of specific actions enabling this, they prioritise the following steps in order of most to least ranked: update regulation, build coalitions, develop technical solutions, work together in media content data collaboratives / cooperatives, and investment.
- Participants expected to finalise this dialogue with outcomes that related to working collaboratively and building a coalition, especially to work on a shared agenda and recommendations for action and to maintain the dialogue space with more conversations and space to share resources.



Figure 3. 'What word(s) come to mind when you think of the future of the media ecosystem in Europe?' Slido poll first question during part 1 of the dialogue (March 19th, 2026) - 39 responses by 24 participants



Figure 4. Analysis of the word cloud shown in Figure 1.

POTENTIAL FUTURE	HOW DO WE GET THERE	DESIRED FUTURE?
'Precarious'		'Decentralised'
'Dependency' (<i>'failure unless decoupled from US tech'</i>)	'Collaboration'	'United'
	'Union'	'Independence' / 'Sovereign'
'Russia'	'Cooperation'	'Local'
'Struggle'	'Innovation'	'Fair compensation'
'Complex'	'Reinvention' / 'New business models'	'Enforceable access arbitration'
'Challenging'	'Emancipation'	'Community'
'Customer-oriented'		'Trust' / 'Trustbuilding'



Figure 5. 'Which of these are more important as a next step to protect public interest and independent media in Europe? Slido second question during part 1 of the dialogue (March 19th, 2026) - 21 votes by 21 participants

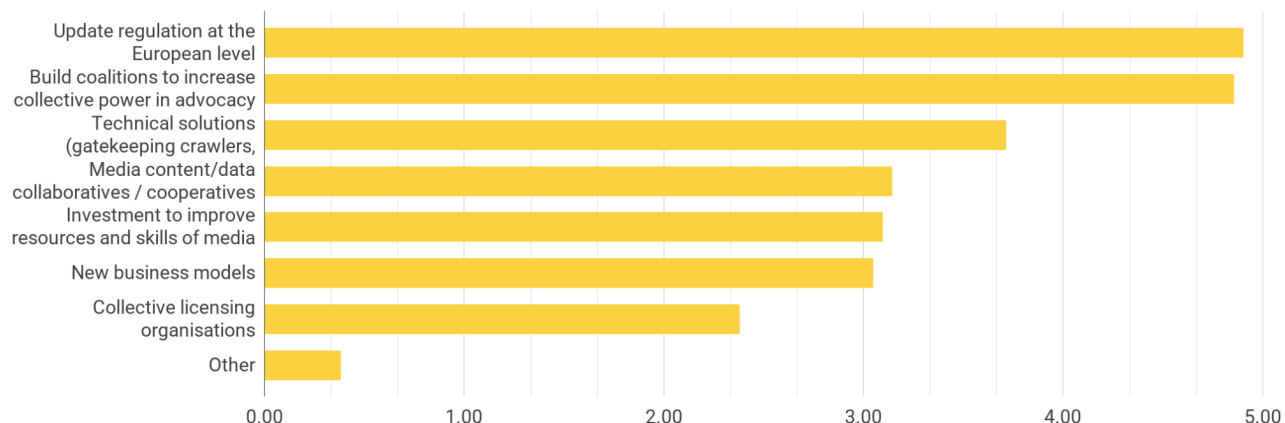


Table 2. 'What do we need to collectively agree on at the end of this process?' Slido poll third question during part 1 of the dialogue (March 19th, 2026) - 24 responses by 22 participants

Collective action (#7 statements)	Cooperation (#7 statements)	Emancipation from tech oligarchy (#2 statements)
Shared agenda and recommendations for the industry	Create a space to exchange skills and ideas, support each other	That we cannot rely on mainstream platforms
Organising efforts into a collective action	Continuing conversations like today + collaborations between industry, policymakers and academia	The basic lessons of Marx...
Define a priority that we should all get behind and push at every moment	Share opportunities with international media	
Do we want to be a coalition	To listen and research carefully because there are many initiatives working in the same topics and duplicating efforts that could give space to collaboration.	
How do we move forward from the eternal talking/conferencing	Accept our differences but find a common ground	
Mapping of alternative tech	Create collaboration	
Low hanging fruit		



	To support each other	
Regulation (#2 statements)	Beyond technical fixes (#2 statements)	Data collectives (#1 statement)
To address the issue of fair compensation, introduce a new consumption tax on AI subscriptions Fair compensation to the human created content	We need to think outside technosolutionist narratives Humans matter	Create (or join) emergent data collective and negotiate access rights collectively

Poll 2 – session 2 (Zoom platform)

The second in-call poll was conducted at the start of the second session, on April 20th, 2026. This was one month after the first session. During that month in-between sessions, participants were asked to also engage with the asynchronous polis poll (see section 3.2.2) and some engaged in reflections through other conferences and events, such as the International Journalism Festival in Perugia in April 2026.

The poll at the start of the second session served to see whether the insights from the first session had consolidated or evolved, as well as to steer the session into achieving one of the aims of the dialogue, which was to end with a set of next steps shared by the group.

Across the questions asked, the following stands out:

- The need to draft a common vision that tackles policy and regulation as well as speaks to the media ecosystem
- The need for policy reform to prioritise platform regulation and copyright, and that considers a blanket levy to Generative AI, which was widely supported in the wiki-poll as we will see in section 3.2.2.
- The need for public and philanthropic investment to prioritise:
 - Building digital infrastructure [as an alternative an independent from Big Tech that would follow public interest media principles]
 - Support the development and sustainability of collective ecosystems (such as the Journalism Cloud Alliance, or media data collaboratives to pool content and resources, etc.)
 - Support local, small and independent media outlets from different contexts/languages



Figure 6. 'What should be the concrete goal of a collaborative effort or coalition?' (April 20th, 2026) - 33 responses from 33 participants

What should be the concrete goal of a collaborative effort or coalition?
(33 responses)

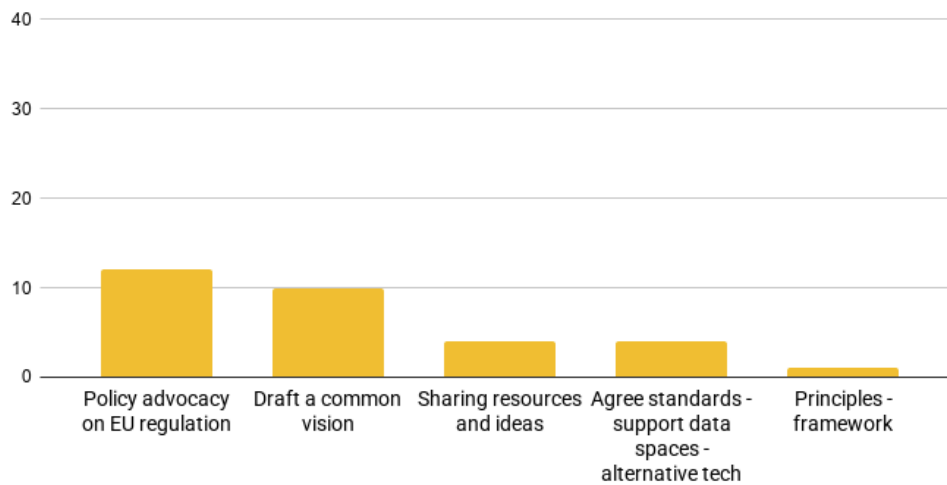


Figure 7. 'What should be the main priorities for advocating better regulation?' (April 20th, 2026) - 60 responses from 33 participants

What should be the main priorities for advocating on better regulation? (33 participants)

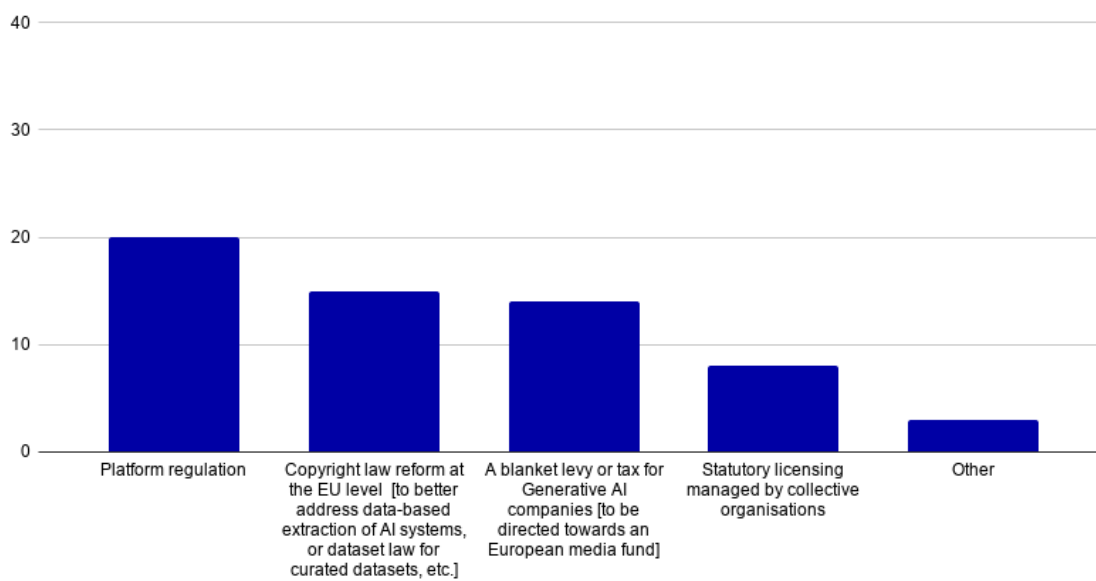
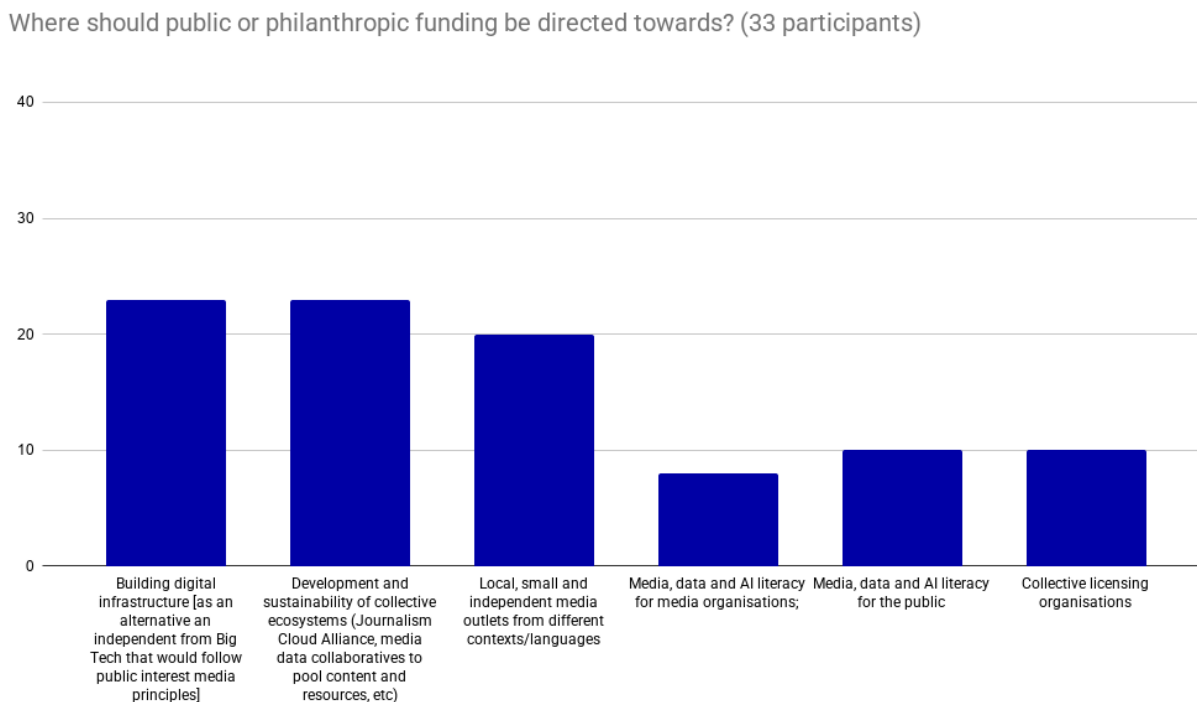




Figure 8. 'Where should public or philanthropic funding be directed towards?' (April 20th, 2026) - 94 responses from 33 participants



Poll 3 - session 2 (Slido platform)

Another poll on the platform *Slido* was conducted at the end of the second session, after participants had listened to all speakers, engaged in discussions during plenary debates and participated in the small break-out rooms to discuss what the three common goals of the dialogue should be. The Data Tank asked participants what the group should agree on at the end of the session and what form a shared agenda would take if this was an option that the group wanted to pursue.

Across the questions asked (figures 9 and 10), these are the main next steps:

- To put together a shared agenda and recommendations based on principles for the media industry but which speak to policy
- To write a policy brief to address the structural issues discussed
- Creating a space for exchanging knowledge and resources

We also asked what role The Data Tank should play to help with suggested answers that were largely supported such as providing research services and training for



media organisations related to data and AI and supporting the process of policy engagement related to the actions agreed in the dialogue (figure 11).

Figure 9. 'What should we agree on by the end of the session?' (April 20th, 2026) - 17 responses from 17 participants

What should we agree on by the end of the session? 17 responses from 17 participants

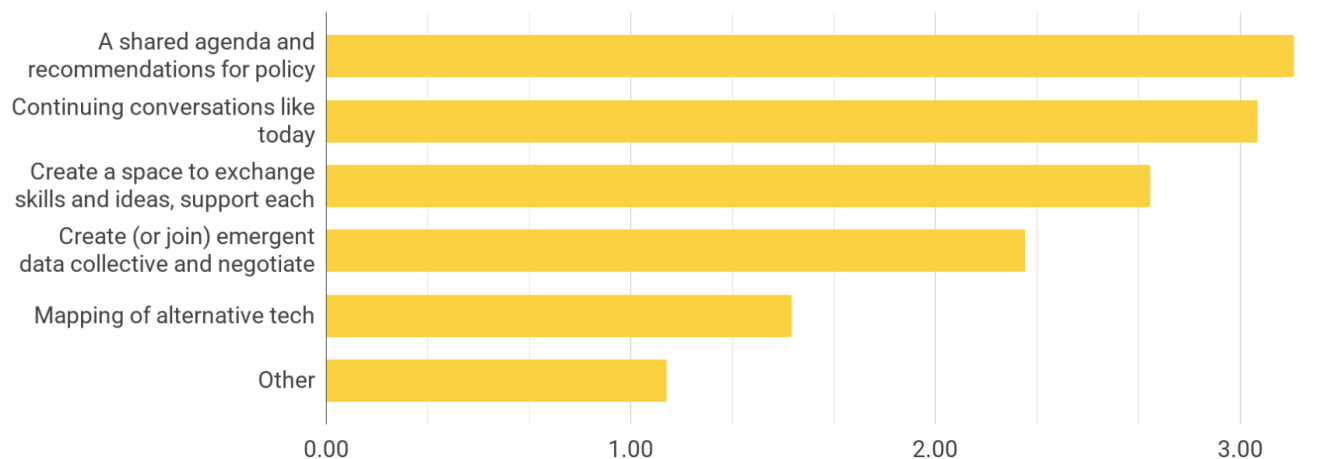
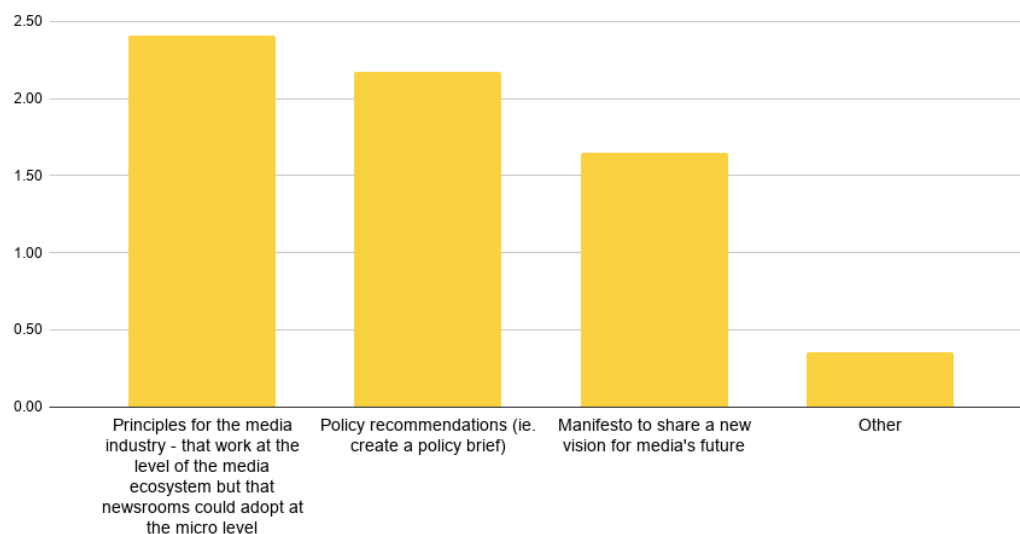


Figure 10. 'If we agreed to create a shared agenda that we could push together, what form would it take?' (April 20th, 2026) - 17 responses from 17 participants

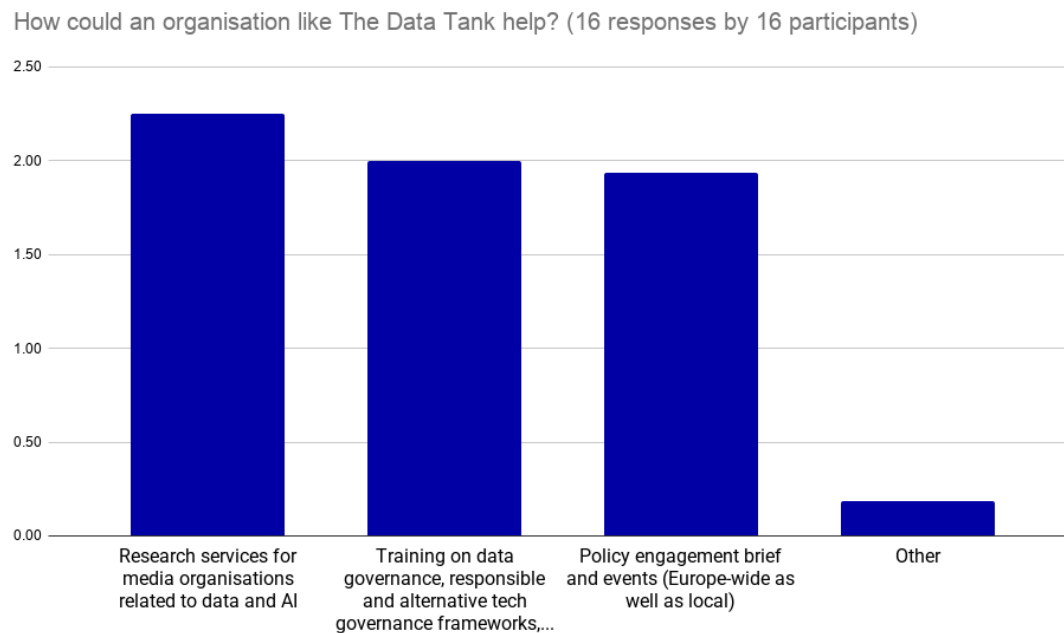
If we agreed to create a shared agenda that we could push together, what form would it take? (17 responses from 17 participants)



Other: 'Principles for the media ecosystem that apply to policy / use of data (so the macro level)'



Figure 11. 'How could an organisation like The Data Tank help?' (April 20th, 2026) - 16 responses from 16 participants



3.2.2 Asynchronous wiki-poll

At the end of the first session on the 19th March, The Data Tank introduced the participants to a Polis wiki-poll created to enable an asynchronous process of engagement. The wiki-poll invited participants to vote on statements related to the challenges and potential ways forward identified in the literature review and discussed during the first part of the dialogue. A list of seed statements were written by The Data Tank based on statements from the literature review. In addition, Polis also allows participants to write their own statements for anyone to vote. Statements in Polis are displayed randomly and a total of 55 statements were included by the end.

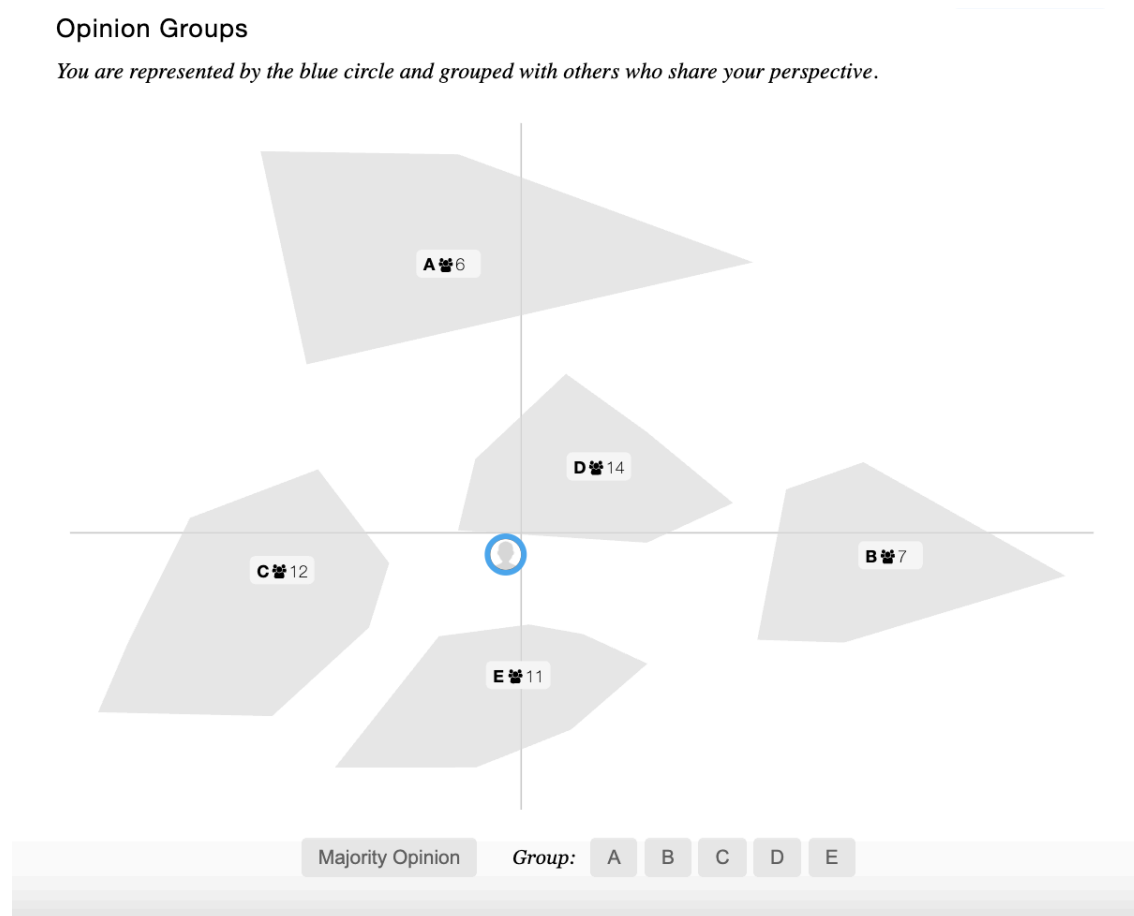
The aim was to identify the areas of consensus in the group. Polis is considered a civic technology that visibilises the areas of consensus across opinion groups to facilitate decision-making as opposed to polarisation. In a nutshell, participants can see what the areas of agreement between them are, and how users think differently in other aspects. The tool is not designed to serve as traditional or representative polling as the emphasis is put on the collective (visibilising opinion groups and areas of consensus



across them). More information on how opinion groups are allocated can be found [here](#).

In total, 70 participants voted, with each voting (on average) 29 statements, resulting in 2044 votes. The number of opinion groups changed over time as more people voted but the areas of consensus remained consistent. Polis grouped voters into five distinct opinion groups.

Figure 12. Opinion groups resulting from the Polis wiki-poll as illustrated by Polis.



Yet, across them, a majority consensus was found on the following statements, which is coherent with the priority identified across the dialogue and other polls that relates to collective action ('leading a common front').



Table 3. List of consensus statements

Statement	% of voters grouped who agreed or disagreed
Statements in the 'Majority' group	
I am skeptical of cooperation between media organisations because ultimately we have to compete for the same and limited resources	63% disagreed (38 respondents)
Existing regional media associations and unions should lead a common front to help us put ideas for solutions into action.	90% agreed (41 respondents)
We need more transparency on which and why sources are favoured by AI assistants and the impact this has on smaller outlets	90% agreed (42 respondents)
Licensing agreements with AI companies are only a partial solution to ongoing media sustainability in the digital age	95% agreed (44 respondents)
There is a place for fact-checking as a model but journalism should not be reduced to a service for AI.	90% agreed (40 respondents)
Trusted, verifiable local information sources should be a key priority for public and philanthropic funding	89% agreed (28 respondents)
Additional consensus statements - collective action	
Collaboration + dialogue with journalists + their rep. orgs is key for future success, esp when dealing with AI tools in the newsrooms	84% agreed (32 respondents)
We need a common media industry front to help us put ideas for solutions into action.	76% agreed (42 respondents)
Additional consensus statements - regulation	
We urgently need regulation to address the power of BigTech over the media ecosystem	78% agreed (42 respondents)
Copyright as we know is outdated. We need new more creative forms of regulation and licensing to balance the need to protect business models with the need to serve the public with access to quality information.	76% agreed (42 respondents)
A blanket levy or tax on Big Tech as 'polluters' of the information environment would be a good way to increase public funds for independent public interest media and public digital infrastructure	68% agreed (41 respondents)



The EU should implement regulation to enforce compulsory licensing schemes with established fees and royalties	65% agreed (41 respondents)
Additional consensus statements - local funding	
Local journalism and small outlets should be a key priority for public and philanthropic funding	80% agreed (45 respondents)
Additional consensus statements - alternative digital infrastructure	
A media commons or data collaborative for journalism is an interesting idea to empower media by helping them pool and share resources and decide in their own terms how and with whom to share their data.	69% agreed (46 respondents)
AI tools can have a very positive impact on the media ecosystem if they are built and used as public interest alternatives to giant tech companies	67% agreed (40 respondents)

3.2.3 Break-out groups

To enable for more meaningful and action-oriented discussion, the second session of the dialogue included five break-out groups, which took place after all the blocks of lightning talk expert speakers had concluded. Each group was tasked with discussing the following two questions and writing down the group answer in bullet points in a shared live document.

- What are the priority actions to take forward that can support small and medium size media organisations from diverse languages? Aiming for 3 common goals!
- Who should lead on the next steps on the agreed ways forward?

The notes from these small-group discussions are consistent with the insights from the other activities and confirm the areas of common ground, although they also reveal the need for knowledge and literacy and for pooling funds and resources to develop and share technical tools that are non-profit and serve the public interest.

Specifically, the discussions were centered around:

- **Knowledge and literacy.** Views on this included the need to share knowledge among the media sector as well as improving literacy in society on data, AI and media, including in the curriculum of universities and the wider public. This also included the need for transparent AI policies across newsrooms.



- **Alternative public interest and shared technical solutions.** The view that technical solutions are still a part of the piece, especially those designed to serve public interest journalism that can foster the visibility of multiple languages. For example, there was a mention of making an open source multilingual toolkit based on multi-country cooperation that could lower access barriers and the price.
- **Regulation.** The need to update legislation and strengthen regulation for the media sector to gain leveraging power over big platforms was another key action mentioned across groups. On the one hand there were reflections on how to get to a collective management organisation like done in Denmark with the [DPCMO](#). On the other hand, there were also calls for regulation that serves the whole ecosystem – including smaller outlets– such as a levy tax which focuses not only on the models of compensation but also on the terms – how the generated value is redistributed across the media ecosystem.
- **Coalitions and collective processes.** The need for pooling resources and creating collaborative spaces was also mentioned. For example, some participants referred to the Journalism Cloud Alliance as an example or suggested a common lab to test and share alternative tools in a collective way. Participants also asked for more spaces like the one convened in this dialogue, where media organisations can continue sharing, learning and fostering collaboration.
- **Investment** (time and resources). It was clear that to implement the various priorities identified, there is a need for investment and shared revenue models.



Conclusions: dialogue outcomes

The insights across the various activities and discussions conducted throughout our dialogue are consistent. They provide a compass for funders, and policy and media organisations supporting the ecosystem. They can be summarised as follows:

COALITION BUILDING

Fund, convene and facilitate coalitions:

- For regulation advocacy (vertical influence) and horizontal influence with Collective Management Organisations (CMOs) and journalistic organisations with capacity and backing to engage in these advocacy processes.
- For pushing and further developing the common vision outlined in this document. This vision should propose a series of principles for the media ecosystem but also address the changes required at the macro-level on policy.

HORIZONTAL ADVOCACY

Engage and advocate:

- Working with well-positioned journalistic organisations, Collective Management Organisations and other key media actors to build alliances.
- Liaising with publishing conglomerates –which have their own strategies– so that they understand that solutions need to serve the whole ecosystem, including smaller outlets.

REGULATION (VERTICAL ADVOCACY)

Engage with policy:

- During the dialogue there were different approaches proposed to leveraging power and addressing asymmetries through regulation: some think that a priority for regulation at the EU-level is a levy on large AI corporations that goes to an ecosystem-wide fund, whereas others focus on regulation that stipulates backstop compulsory arbitration for negotiated licensing. Either way, the common ground resulting from this process is that the solution needs to benefit small players too,



including journalists.

- Collective representation of rights to change power balances, initiating processes such as the one in Denmark but at an EU-level, was another favoured approach. CMOs are seen with interest and as a role model but the question remains how this applies at the wider EU and cross-constituency-level.

SHARED ACCESS, LEARNING AND POOLED RESOURCES TO DEVELOP APPROPRIATE TOOLS

Share and build together:

- Finding mechanisms, such as a Common Lab, that enable organisations and journalists to experiment and test different approaches for both technologies and business models that foster the public interest principles of media - independent from Big Tech.
- Collective approaches to acquire tools (ie. an open source multilingual toolkit) based on multi-country cooperation.
- Using shared revenue models to find a solution and collect more funds for other AI tools (ie. building on or similar to the Journalism Cloud Alliance).

KNOWLEDGE AND LITERACY

The need for knowledge and literacy was mentioned in relation to both media professionals and decision-makers themselves and wider society:

- The approach to literacy needs to be narrowed down to specific actions, not just a general discussion
- Establish training and transparent governance and AI policies in the newsrooms
- Update university curriculums

FUNDING/INVESTMENT

- Time and resources are needed to implement these solutions
- Mobilising non-profit outlets and public service media to jointly develop and use AI tools that are relevant to public interest journalism and that enable shared revenues.



WHO SHOULD LEAD THESE ACTIONS

Some views pointed towards the need to involve a membership network or existing international convenors, whereas others asked for an overarching network actor at a European level to coordinate actions collectively that could then be implemented by network organisations at a national and local level, ensuring ties to both large legacy networks, and small regional actors – as well as ties to policy and an advocacy role. Some of the cross-cutting points raised to consider in relation to this question are:

- Has to be led by trusted organisations
- Consider the differences and potential outcomes depending on whether the process prioritises legacy outlets vs smaller, regional newsrooms and journalist driven digital start-ups
- The coordination problem is hard to overcome – a lot of attempts to address this in different national contexts – a neutral convenor could help in this process.
- Consider willingness to cooperate – also shaped by size and market position.

These are clear pointers for the media sector in Europe to push a common vision and strengthen public interest media in such a critical juncture. We are grateful to the approximately 120 individuals and represented organisations who engaged in this dialogue. We call on policymakers, funders and the wider media ecosystem to consider these recommendations for next steps of funding, investment, regulation and coalition-building.

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