THINKING STRATEGICALLY

Towards an integrated journalistic model

Gabriel Sama
“Journalism is the art of collecting varying kinds of information (commonly called ‘news’) which a few people possess and of transmitting it to a much larger number of people who are supposed to desire to share it.”

Henry R. Luce, founder Time and Life magazines
WHAT IS A PUBLICATION?

publication: \ˌpə-ˈblə-ˈkā-ʃən\  
1 : the act or process of publishing  
2 : a published work

Source: Merriam-Webster Dictionary

A publishing platform to disseminate packaged content under an editorial brand and voice and a certain notion of “quality.”
WHAT IS A PUBLICATION?

The best publications become **adjectives**:

- Wired-like
- Salonesque
- Life-magazine-like pictures
- National Geographic-quality
A BRIEF HISTORY

NY Times, founded in 1851
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... with an online presence since 1996
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Salon was first published in 1995
and Slate was created in 1996

A NEW EDITORIAL MODEL

In **2010**, isn’t it time to rethink what a publication is?

Maybe the editorial model is as broken as the business model.
A NEW EDITORIAL MODEL

Some 46% of Americans say they get news from four to six media platforms a day.

Six in ten Americans get news from a combination of online and offline sources on a typical day.

THE PROBLEM

There’s an **strategic dissonance** when news organizations have trouble answering a simple question:

**WHAT ARE WE?**
WHAT ARE WE?

FROM:

Monomedia > Multimedia
Monoplatform > Multiplatform
Analogue > Digital
One-way-streets > Multidimensional
DEFINE

What we do
Who we serve
How we do it
When we do it
Balance between what audience wants and needs, adding what it doesn’t know.
In this **new** news ecosystem content must take the shape required by the **audience**, **frequency**, **platform** and **circumstance**.

Foto: quas(CC)
GOAL

Give readers content wherever and whenever they want it, all the time, in any format and any platform.

Everywhere/ All the time
STRATEGIC FORMULA

1. Define Priorities.
2. Identify Resources.
3. Decide Coverage.

PRIORITIES / RESOURCES X DECISIONS

= COVERAGE
STRATEGIC FORMULA

1. Define Priorities.

   What we are and what we do.

   What do we need to cover?

   What’s our editorial mission?
2. Identify Resources.

People, Time and Money.
3. Decide Coverage.

Make an editorial decision based on standards, goals and mission, on a per-project basis.
Niches

Hiper-local

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STRATEGIC FORMULA

4. Layers and Depth of Coverage.

- Premium and exclusive coverage
- Investigative reporting
- Hiper local and niche coverage
- Explanimations
- Data and searchable archives
- Social Gaming
- Location-based tools
Data driven

T.T. data bases get 2.5 more traffic than its stories.
Data bases

DocuCloud

Urban forest map

DocumentCloud is an index of primary source documents and a tool for annotating, organizing and publishing them on the web.

Documents are contributed by journalists, researchers and archivists. If your organization does document-driven investigations, we’d love to have you join us. Using the DocumentCloud workspace, you can upload documents, share them with your team, and conduct structured searches and analyses based on extracted entities — the people, places, and organizations mentioned in the text. As a contributor, you will soon be able to download a lightweight document viewer to embed documents right on your own website.

Creating a map of our urban forest one tree at a time...

You can: Find a tree, add a tree, edit a tree

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5. Create Multidisciplinary Teams.

Define a project and divide work among team members to combine different skills.

Including journo/programmer, MoJos, Social Media Editor, Visual Journalists, etc.
6. Time and Place.

Bring out the editorial voice through sharing, selecting and aggregating and pushing location-based information.

PRINT-FIRST / INTERNET-FIRST / MOBILE-FIRST
7. Planning and Execution.

Planning is the key of “necessary journalism”. Exclusive and unique coverage depends on well planned execution.

How? Fully integrated newsroom, Universal Coverage Calendar, Multiplatform CMS and Continuous Deadlines, among others.
Location-based

Serve readers wherever they are.
8. Packaging.

Visual journalism, online presentation, multiplatform presentation and design making use of each platforms’ qualities.
Google Living Stories

Verticals and topic-pages

Adding pieces of information.

Adding Context.

The Politics of Global Warming

Summary: The international climate conference in Copenhagen ended with a watered-down agreement that some observers believe will be ineffective in slowing global warming. During the meeting, the U.S. agreed to contribute funds to help poorer countries deal with climate change. The European Union pledged $3 billion in such aid starting next year.

Prior to the conference, a report found that an overall global warming trend is continuing and another study suggested that the steps needed to slow, or reverse, it will cost trillions of dollars.

Separately, three lawmakers in this country have unveiled new climate change legislation in an effort to break a Congressional roadblock.

Read more...

Distribution through social media and getting the reader involved.

Each month, 25 billion pieces of content are shared through Facebook.
Social Media
Our readers don’t come through the door anymore:

From a **single** destination

(daily, magazine, portal)

to **social** dissemination.

Foto: purplemattfish (CC)
Social media
Our audience as creators, filters and distributors of our content.
Crowdsourcing

Invite the audience to participate.
STRATEGIC FORMULA

10. Curate, Select and Spread.

Bring out the editorial voice through sharing, selecting and aggregating.

Spread information on the Web through Open APIs and gadget-agnostic publishing.
Aggregation

Curating the News

STRESS-TESTS MESS

Treasury, Financial Regulators Clashing Over How To Disclose Results Of Stress Tests — No Plan For How Much Information To Release, How To

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Open APIs
Everywhere, all the time
Gadget agnostic
Everywhere, all the time

Kindle
iPhone
iPad
THE DNA OF A PUBLICATION (I)

• Digital – Seamless distribution
• Viable – Self-sustaining
• Scalable – Able to grow
• Necessary – People find it useful
• Platform agnostic – published anywhere, anytime
• Flexible – Adapts to all platforms -- new and old
• Organic – Grows with its audience
• News-oriented – distributes relevant information
• Service-oriented – Serves its audience
• Aggregated – Acknowledges information from other sources
THE DNA OF A PUBLICATION (II)

- **Networked** – Connected with its surroundings
- **Curated** – Has a strong editorial voice
- **Social** – Allows interactions
- **Participatory** – Invites contributions
- **Contextual** – Puts information in context
- **Disseminated** – Exploits all distribution channels
- **Sharable** – Encourages redistribution
- **Original-reporting** – Finds new information
- **Topic-based** – Packages news according to interests
- **Customizable** – Gives readers what they want
- **Collaborative** – It’s a multidisciplinary effort

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¡GRACIAS!