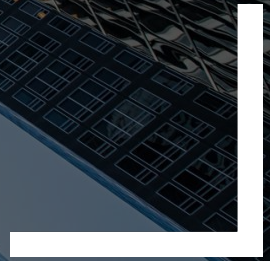


# Project Overview

## Newsroom Transformation

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# The news ecosystem is undergoing a new significant shift driven by the emergence of new technology and diversification of available news sources

An increase in **platforms that offer news** from traditional news websites, social media, to audio and video platforms

**Sources of news** are diversifying, with now 8 distinct categories of news sources ranging from established media to news influencers

**News is provided in more formats** catered to consumers' individual needs, ranging from text and video to more dynamic AI-enabled formats

*We see a growing pressure to adapt the newsroom to cater to these changes more fluidly:*

## 1 *Strategic shift*

- Re-identifying what content and value to offer
- Who the emerging audiences are, and who to serve
- Where to redirect resources

## 2 *Newsroom structure*

- Structural changes to incorporate new technology
- Enabling the newsroom to become more nimble and pushing the boundaries of storytelling

## 3 *Operational changes*

- Creating further transparency on audience needs
- A stronger editorial focus on distributing and engaging audiences post-production

# The FT itself has tackled similar challenges, overhauling legacy structures, workflows and embracing technology in the newsroom:

**Change the News Desk**  
to become a digital  
commissioning, editing  
and production hub

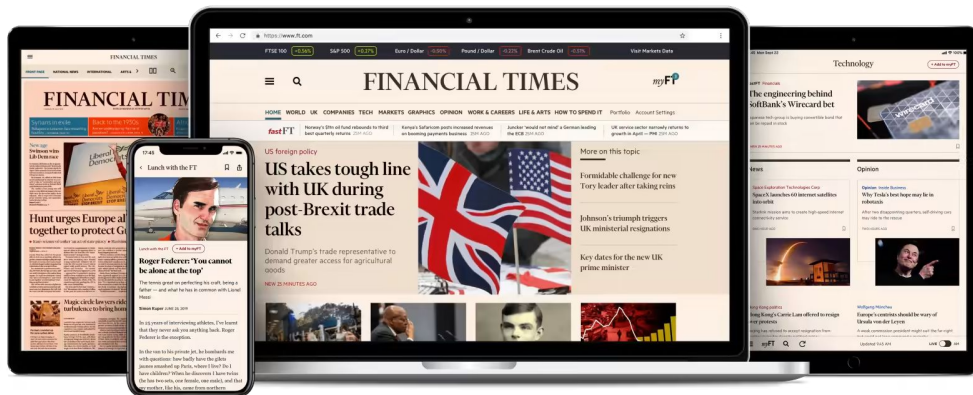
**Separate the editing and  
production** of the  
newspaper from the  
news desks under a new  
editor and team

**Create a specialist  
Digital Production  
operation** to support the  
Digital News Desks

**Reshape the nightside  
operation** and reverse  
the timing of digital  
publication

**Introduced data in the  
newsroom** with a new  
audience-focused team,  
tech & tools

*Our digital transformation took years but the results were worth the investment. By 2020:*



- ✓ 20 sub editors working during the day on web-first, and one small print-only team at night
- ✓ Audience engagement team established
- ✓ News desks mainly focused on digital output
- ✓ Planning 5am homepage the day before
- ✓ Visuals commissioned before online story written
- ✓ Digital skills integrated throughout the newsroom and costs diverted to "new" skills
- ✓ Reduced amount of content FT published by 20%



# This experienced team brings proprietary thinking, deep understanding of newsrooms and a down-to-earth approach to working with clients

## WHAT WE DO

- **Put structure in a high-paced, ever-changing environment:** we have proprietary frameworks, outputs and project steps to make sense of the complex newsroom processes and often highly political culture
- **Understand in depth the activities in the newsroom:** we go beyond using learnt frameworks to decipher a newsroom. We shadow your editorial staff, speak to newsroom experts, learn from FT editors and bring a strong leader, the ex FT Managing Editor Lisa MacLeod, to truly understand what is going on with our clients.
- **Bring an external voice to assess the environment:** we go beyond what we've learnt in newsrooms and bring performance management, strategic thinking and cost optimisation lessons to enrich our newsroom work.
- **Unite your teams behind a Mission and editorial North Star:** in a place where the day-to-day is most important, we facilitate discussions about the long-term strategy and future of the newsroom, galvanising editorial members behind a sustainable North Star goal.

## HOW WE WORK

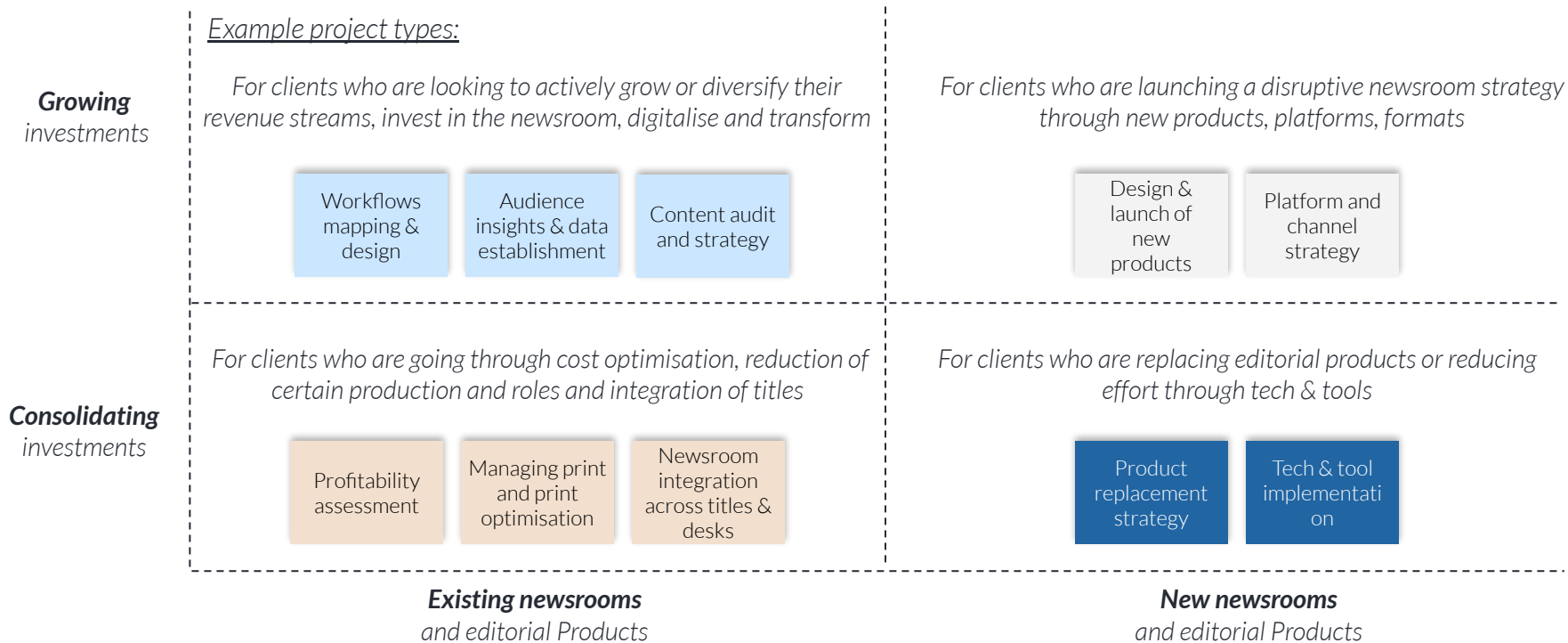
- **We encourage experimentation:** large projects can be risky investments without prior information; we work with clients on short experiments to encourage innovative thinking, trying, learning and adjusting before making large investments.
- **We work side-by-side with clients:** our work is truly collaborative: we visit your newsroom, share our outputs for feedback, have time and coffees with stakeholders and make sure that the client is involved in the final result, rather than simply coming along to a presentation.
- **We bring people from the newsroom:** we bring FT experts who work on the line of work that you are doing. For example, while working on Nation Media Group's newsroom integration in Kenya, we worked with John Aglionby, the East Africa Editor of the FT who lived in Nairobi for many years to bring practical advice.
- **We look beyond the newsroom for diverse perspective:** while our project team members have worked as reporters, editors or producers, they work together with strategy consultants and our talent & performance management team

**We speak to people who work in or oversee editorial activities on a regular basis. The questions they are contemplating fall in one of these three areas:**

1. **Disruption:** How do we build a **new newsroom, new editorial product or innovate** fully? How do we embrace new business models & adopt digital fully?
2. **Growth:** How do we **increase the social & financial impact** of our journalism and **make our operations more efficient**?
3. **Challenge:** How do we **merge, restructure or divest** our operations to weather external headwinds?

# FT Strategies supports transformation across different types of aims & projects; all can include an assessment, design and/or implementing [\(more on p.10\)](#)

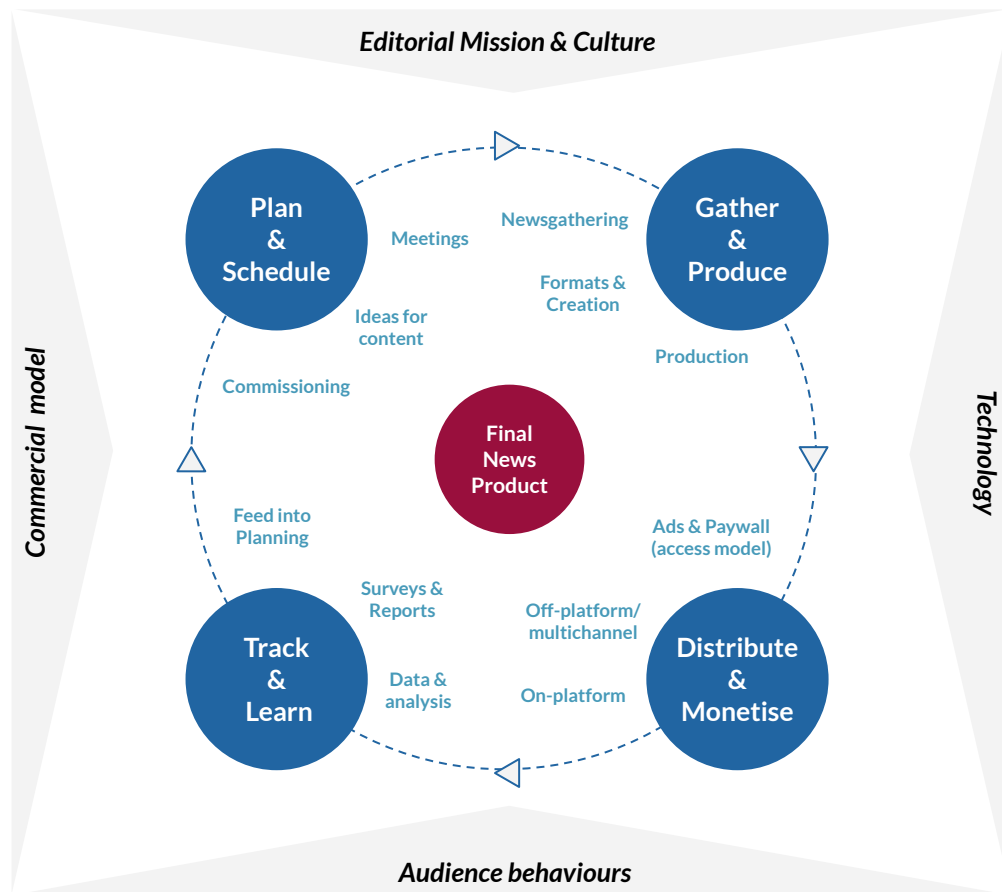
STRATEGIC AIM



NEWSROOM MATURITY

Our work is guided by a proprietary editorial framework built from FT's own experience and our work transforming client newsrooms

-  *Influencing factors*
-  *Operational areas*
-  *Editorial activities*



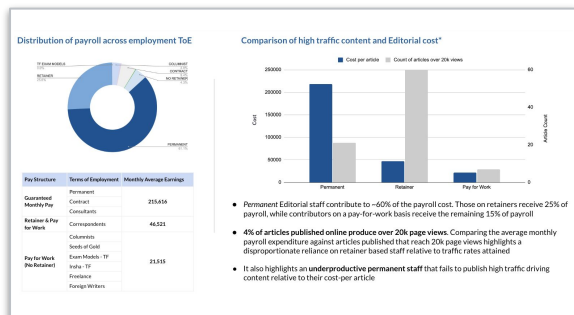
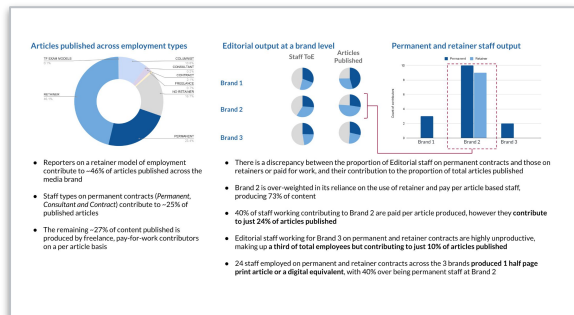
# A typical project takes the following form

	PHASE 1: Assess	PHASE 2: Design	PHASE 3: Implement
<b>Indicative time</b>	<b><i>Between 4-10 weeks, depending on level of depth, data complexity and focus</i></b>	<b><i>Between 4-8 weeks, depending on stakeholders involved, scope of work and team size</i></b>	<b><i>Between 6-9 months or can be an ongoing piece as part-time or retainer</i></b>
<b>Objective</b>	Understand your current newsroom state by assessing the fit, efficiency and productivity of your existing structure, processes and technological capabilities against your strategic vision.	Assessing and prioritising the gaps and opportunities in the newsroom operating model. Designing the future state of processes and capabilities, alongside an implementation roadmap.	Co-implementing the agreed upon future operational model with a clear communication plan and governance structure as the start of a longer-term journey.
<b>Key activities</b>	<b>People</b> <ul style="list-style-type: none"> <li>✓ Onboard key stakeholders</li> <li>✓ Conduct interviews to understand organisational needs</li> </ul> <b>Process</b> <ul style="list-style-type: none"> <li>✓ Examine key workflows and map processes</li> <li>✓ Identify bottlenecks related to production &amp; resourcing</li> <li>✓ Analyse operations (productivity and cost)</li> <li>✓ Benchmark/best practice</li> </ul> <b>Tech</b> <ul style="list-style-type: none"> <li>✓ Complete a high level assessment of relevant technology tools and platforms for task automation</li> </ul>	<b>People</b> <ul style="list-style-type: none"> <li>✓ Establish key roles and liaisons for new structure</li> </ul> <b>Process</b> <ul style="list-style-type: none"> <li>✓ Establish the new workflows and roles where synergies / optimisation opportunities are identified</li> <li>✓ Define metrics for the new workflows</li> <li>✓ Operation model alignment across titles</li> <li>✓ Prioritisation of recommendations for implementation</li> </ul> <b>Tech</b> <ul style="list-style-type: none"> <li>✓ Identify areas where AI and other technologies could optimise or automate tasks</li> <li>✓ Recommend future technology</li> </ul>	<b>People</b> <ul style="list-style-type: none"> <li>✓ Establish governance structure for new operating models</li> <li>✓ Set up “Mission” teams to execute on recommendations</li> </ul> <b>Process</b> <ul style="list-style-type: none"> <li>✓ Project management office to implement recommendations</li> <li>✓ Communications and change experiments to sustain momentum</li> <li>✓ Ad-hoc support on tools &amp; documents for new workflows</li> </ul> <b>Tech</b> <ul style="list-style-type: none"> <li>✓ Support the implementation of AI tools for automated content creation and data-based insights in daily editorial output</li> </ul>

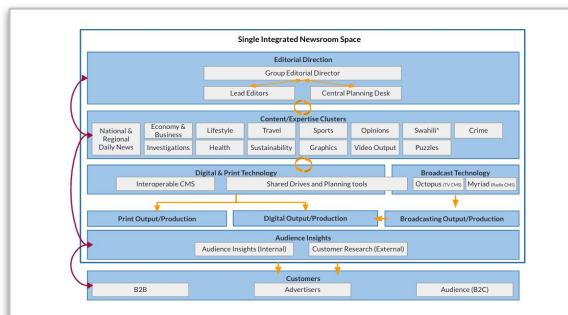
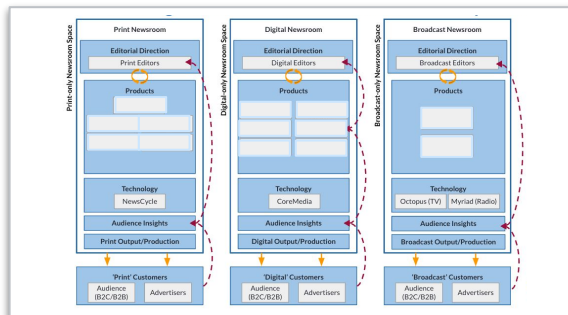


# To bring this to life, we have selected past work and deliverables from clients with similar challenges:

## Productivity analysis



## Newsroom integration

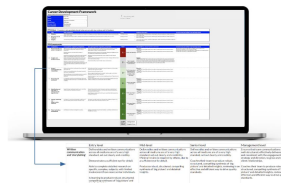


## Change management

### Competency-based Models

FT Strategies have worked with publishers to develop **competency behavioral models to drive excellence for organisations and the individuals working within them**. This elevates overall performance and success to produce the following benefits for the organisation:

- Alignment** of skills and behaviours with strategic goals
- Performance** by improving the talent management lifecycle from recruiting to learning delivery and design
- Engagement** from employees through clear career development paths



Example competency behavior model developed by FT Strategies, a Career Development Framework

## Talent Lifecycle

Competency framework:

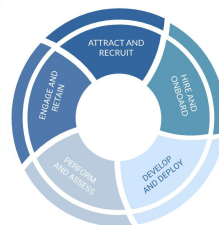
Identify skills and competencies that align with strategy

Confirm that we have these within the team and which are missing

Define a plan to future-proof and measure these competencies

Key success factors

- The competency framework is integrated into talent management processes INCLUDING recruiting, internal mobility, performance evaluation, talent assessment and promotion, culture transformation, employee development, goal setting, career pathing, learning design and delivery.
- Managers and employees use the competency model consistently.
- Generic or outdated competencies don't align with enterprise strategy.





Partner with FT Strategies to transform your newsroom and build a more efficient, resilient and profitable organisation

Book a Strategy call



[FTStrategies.com](https://FTStrategies.com)

