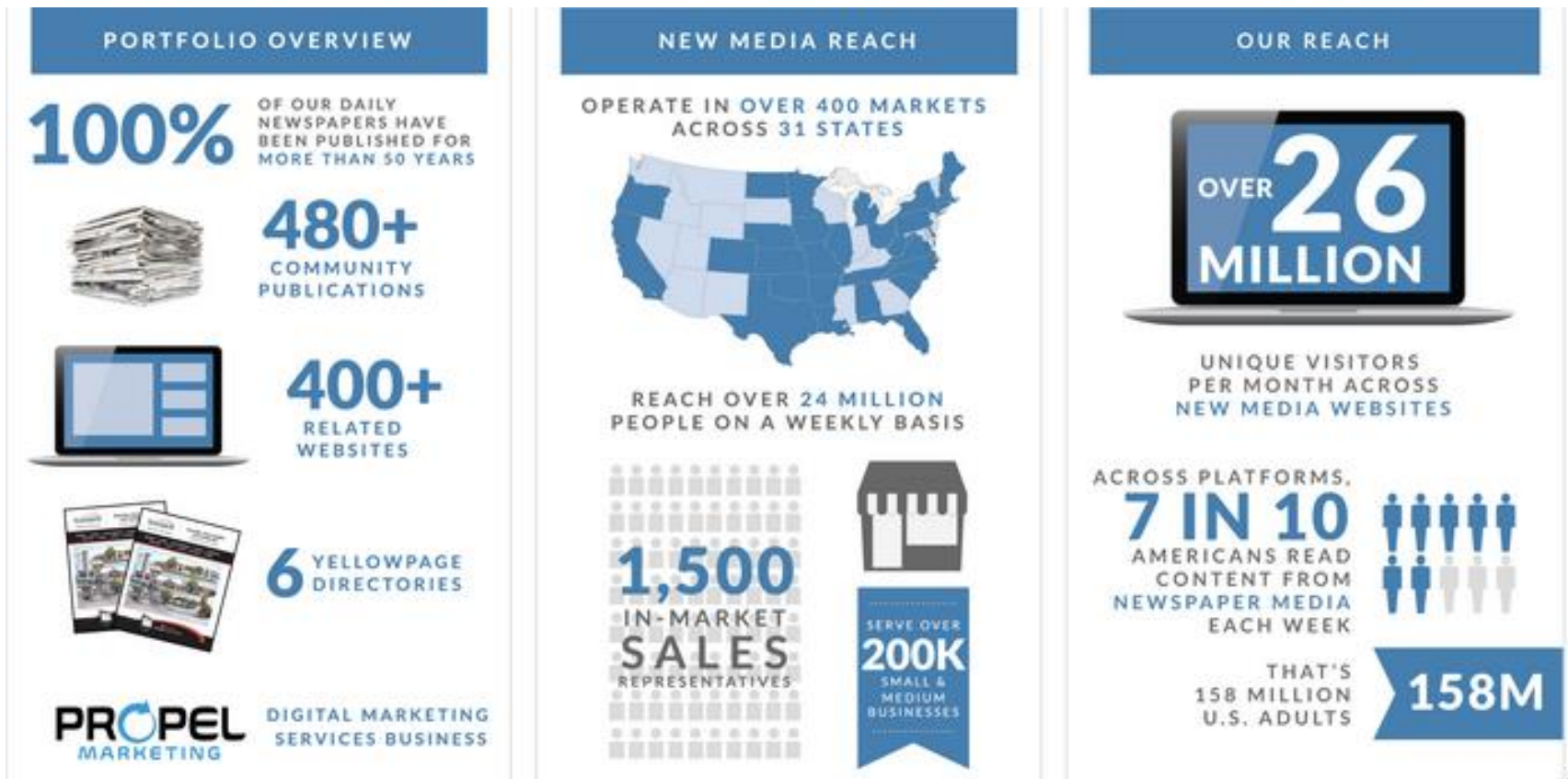




DIGITAL NEWSROOM TRANSFORMATION

ABOUT GATEHOUSE

- One of the largest newspaper publishers in the United States
- Reaching 22 million readers | 126 daily newspapers



Our corporate responsibilities

- Advocate for newsroom interests
- Drive company's content strategy in our newsrooms
- Drive new innovative products for both print and online
- Provide central content services that help with quality, costs
- Provide digital development support for 480 websites
- Provide variety of training services: Webinars, in-field, CMS
- Company contract negotiations and management
- Navigation of new technologies, emerging consumer trends
- Support for legal/ethical issues
- Representation in news industry

Content services we oversee

- Field content performance
- Editing and design
- Digital development
- More Content Now
- Community content
- Training
- Budget management

OVERVIEW & GOALS

Learn about readers to better serve them

- **Data** Newsrooms need to do more than look at analytics. Use them to connect.
- **Digital focus** Move digital ahead of print, but still serve print well, efficiently
- **2015** Year of newsroom digital transformation
- **Results** Drive engagement, page views.

BOTTOM LINE: Give readers more of what they want



OVERVIEW & GOALS

Overarching goals

- **Use data** Increase use of data/analytics to inform news coverage.
- **Newsroom structure** Fully integrate digital leadership into assignments. Shake up reporter teams to include digital leads.
- **Change the flow** Instead of a focus on A1 and print, adjust so start times, end times, meeting times focus on getting news to readers when it makes sense for the readers. Meetings change from A1 to conversations about digital based on analytics.



WHERE WE ARE

Background

- Need more digital voice in newsroom decisions
- Digital editors lack control over assignments, newsroom direction
- Not enough digital budgeting
- Still traditional paper-first mentality
- Not experimenting enough
- Data is not informing digital strategy



ACTIONABLE ANALYTICS

What data should drive strategy?

- **Traditional** Page views, uniques, time on site, bounce rate ...
- **Additional** Social shares, likes, retweets, platform ...
- **Action** We don't use this data – we just watch it

DESKTOP

Social Network		Sessions	% Sessions
1. Facebook		1,029,055	91.93%
2. Twitter		57,696	5.15%
3. reddit		10,451	0.93%
4. tinyURL		4,766	0.43%

MOBILE

Social Network		Sessions	% Sessions
1. Facebook		783,761	84.92%
2. Twitter		125,932	13.64%
3. tinyURL		6,912	0.75%
4. reddit		2,439	0.26%
5. Pinterest		930	0.10%
6. Blogger		903	0.10%
7. LinkedIn		849	0.09%
8. WordPress		285	0.03%
9. Google+		203	0.02%
10. Scoop.it		109	0.01%

[view full report](#)

ACTIONABLE ANALYTICS

New tools

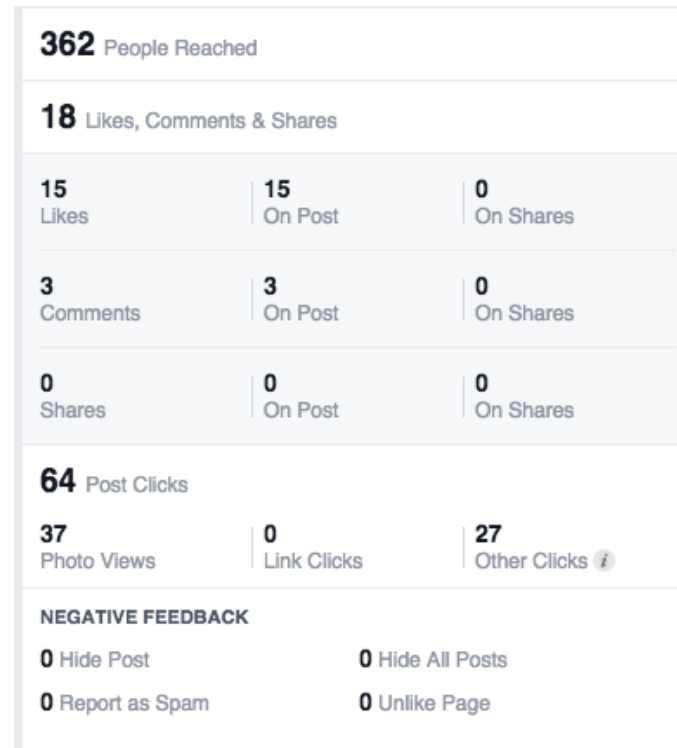
- **Goal** Provide real-time tool to digital editors to help make decisions on coverage, packaging, social media distribution
- **Rockford test** Newsroom worked for one month with both Chartbeat and Parse.ly to compare.
- **Benefits to both** Dashboard shows at a glance what readers are looking at in near-real time
- **Parse.ly** Offers more perspective, reports over time, in addition to real time



ACTIONABLE ANALYTICS

Facebook Insights

- Can give you a sense of how content is performing
- Can track likes, shares and more
- Helps see most engagement
- Free and still gets job done

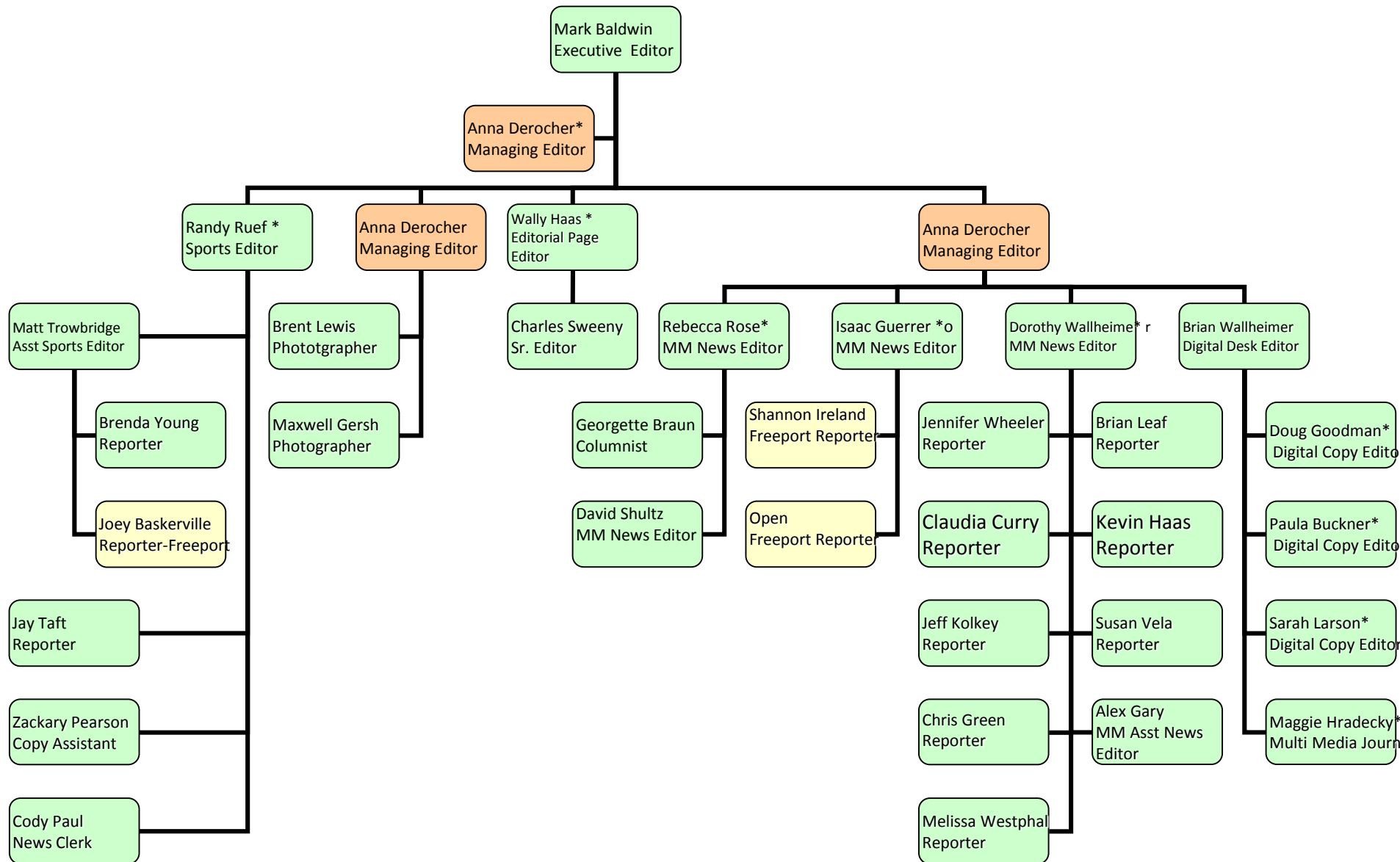


Published ▾	Post	Type	Targeting	Reach	Engagement	Promote
09/30/2015 5:30 pm	 CND designer Lindsay Berghuis put together this very compelling front page for The Ledger of Lakela			362 	64 18  	Boost Post
09/28/2015 4:26 pm	 Lists draw in readers, both online and in print. And give the Wilmington StarNews credit, in recent editi			230 	22 6  	Boost Post
09/24/2015 10:47 am	 You already know the great quotes ("it's deja vu all over again!"), but have you seen the amazing yearl			334 	40 12  	Boost Post

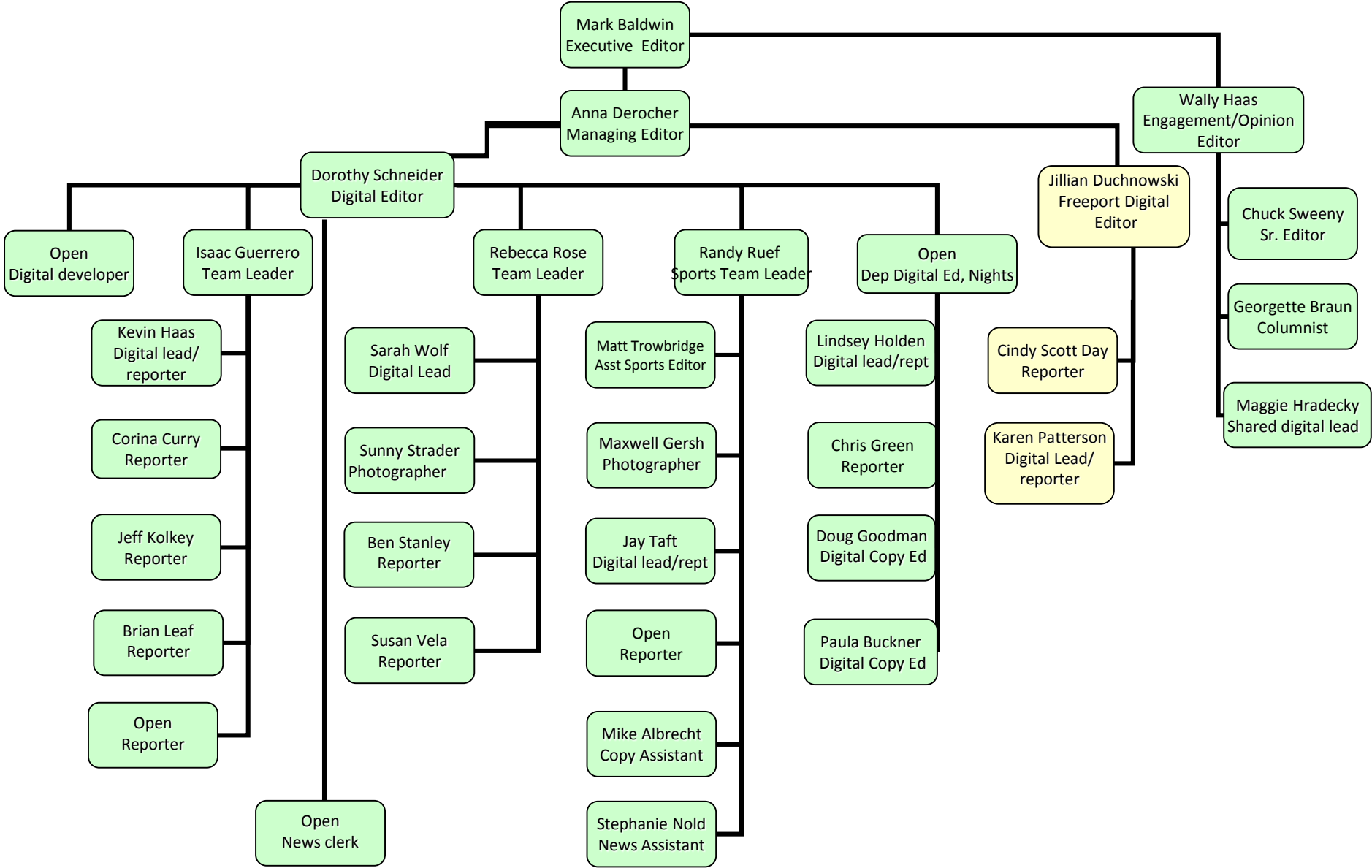
Rockford as a beta

- **New newsroom org** Rockford elevated its metro editor – someone with digital DNA – to digital assigning editor. Teams of reporters include digital leads.
- **Flow of the day** The workday starts an hour earlier and ends an hour later. The morning meeting focuses on analytics, with the digital assigning editor leading the meeting. Planning for digital and print is key to ensure quality content.
- **Using Parse.ly** Editors consider how to use real-time analytics to jump on a hot story, either by assigning reporters and photographers, or developing a Storify or adding a video.

Rockford Register Star & Journal Standard Old Structure



Rockford Register Star & The Journal-Standard New Structure



NEWSROOM STRUCTURE

New focus on digital

- Multimedia Managing Editor leads the way.
- Reporters report up to the digital assigning editor.
- Digital producers work side-by-side with reporters.
- Opinion editor becomes engagement editor.
- Create engagement/digital editor for sports.
- Features editor recast as “to-do” focused (from Magid)
- Night editor and digital copy editors liaise with CND, but still responsible for website during the night shift and setting up the next day.

NEWSROOM STRUCTURE

Mini-job descriptions

- **Multimedia Managing Editor** Sets the digital tone for the newsroom. Uses data in decision-making.
- **Digital assigning editor** Leads the morning meeting, presents metrics, leads news coverage based on data.
- **Digital producers** Add layers to news and feature stories, work with reporters on digital planning and execution.
- **Engagement editor** Writes local editorials, oversees newsroom social media, ensures IC compliance, UGC platform, engages in comments, polls, in-person engagement.
- **Digital Sports Editor** Ensures digital flow, adds digital layers.
- **Engagement SE** oversees sports from the viewpoint of the fan – social, tailgating, fans, cheer, band.

NEWSROOM STRUCTURE

Reporters in the digital newsroom

- **Reporters:** Post copy to the Web directly, unless it is sensitive. Then it goes through an edit first. You need to determine what your exceptions are.
- Reporters work closely on teams with **digital producers**, who will layer their stories for digital.
- **Beats:** Combo of Magid and digital allows newsrooms to prioritize: watchdog/trend reporters, “to-do” group, others based on the towns.

NEWSROOM STRUCTURE

Infusion of digital

“We blew up the digital desk as we know it. Now digital is a part of everything.”

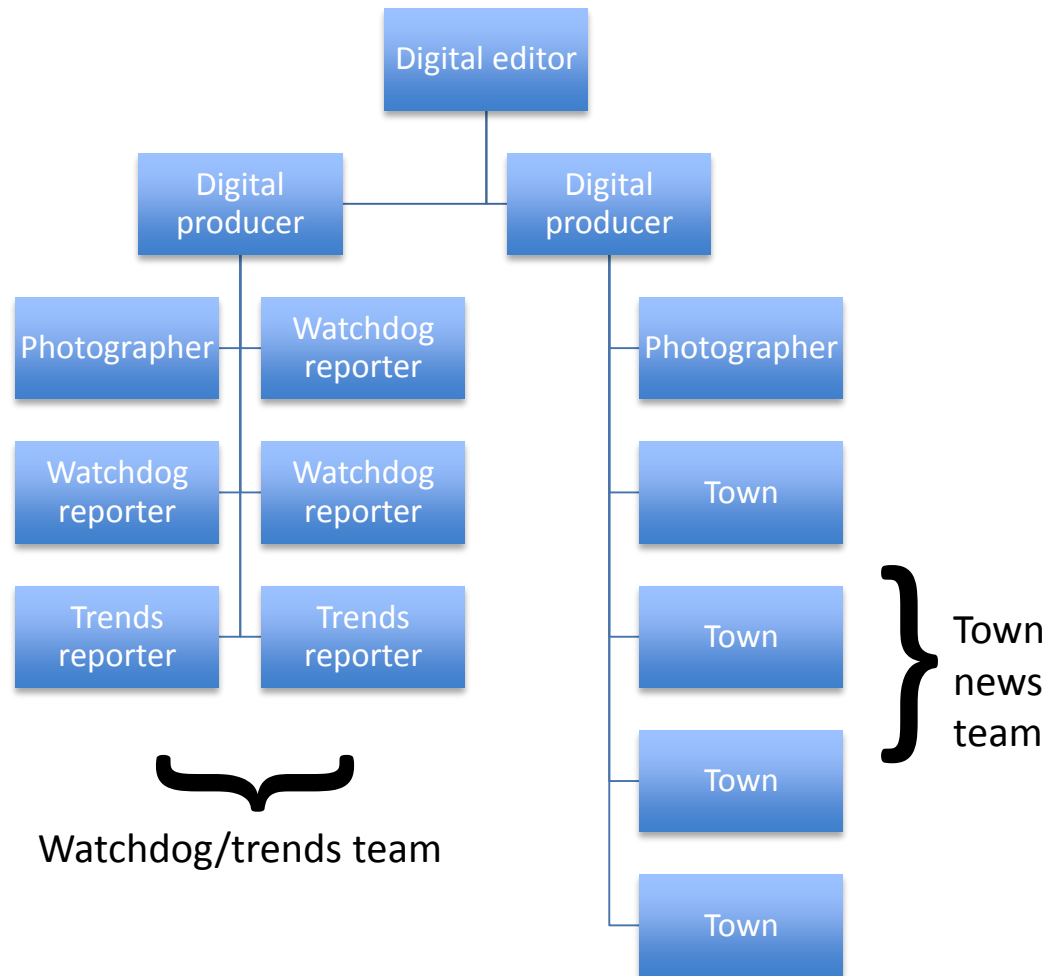
Mark Baldwin
Executive Editor
Rockford

“We are getting people cross-trained, and we are seeing more people stepping up and creating interactive timelines. ”

Anna Derocher
ME, Rockford

NEWSROOM STRUCTURE

Digital newsroom teams



A day in the newsroom

- **Planning starts the night before** A handoff of the latest analysis from Parse.ly, showing what is driving engagement, ideas to follow, new ideas
- **Morning meeting** Share data and plan digital: website and social media posts.
- **Communicating** throughout the day chat, IM, Skype ...
- **Print planning** Lead stories & centerpieces planned several days out, using Google docs to share info. Afternoon stand-up meeting in newsroom to discuss/confirm next-day A1 stories and touch base on digital for adjustments to plan.
- **Posting throughout the day** Reporters post most stories directly. Digital producers jazz up stories. Copy editors edit sensitive copy before posting.

Morning meeting agenda

Discuss what's working online this morning

- Review digital dashboard for past 24 hours & today
- On the website, pageviews & time on site
- On social, likes & comments
- How will you advance those stories now & future

Plan your digital day -- digital budget

- Digital editor would always be linked to Parse.ly dashboard, sharing data to drive decisions
- Video
- Crowdsourcing opportunities
- Event coverage: live-tweeting, live blogging, Storify
- Social media promotion

RRSTAR old budget example

ROSCOE RUSH SEASON PREVIEW (15"): Taft will do a season preview for the football team Roscoe Rush.

Writer: Taft

Topic: semi-pro football

Time element: season starts on Saturday

Deadline: Friday 3 p.m.

Digital publish day/time: Friday 3 p.m.

Print publish day: Saturday

Element(s): yes

Photos: yes

Photo gallery:

Video:

Multimedia: yes

Social media: yes

DATA CULTURE

New budget example – Rockford

	deadline time	Digital date	post to web	print pub	social time	length	writer	topic	time element	Photo	photo gallery	video	other MM	layer
MY LAST BITE: CLIFFBREAKERS	FILED	2/21/2015	Noon	2/13/2015	Noon	20	Rose	Features	N	Y	Y	Y	N	N
HITCHED W/RP REDIRECT	Filed	8 a.m.	2/14/2015	2/15/2015	8 a.m.	20	Wallheimer	Opinion	N	Mug	N	N	N	N
OUR VIEW	in	TBD	TBD	2/15/2015										
GUEST COLUMN1	IN	TBD	TBD	2/15/2015										
PROSTITUTION DEMAND	5 P.M. 2/9			2/15/2015		20	KOLKEY	quality of life	N	Yes	No	No	No	Y
OUR VIEW	IN	2/15/2015	TBD	2/16/2015										
OLIVER EMERSON	6:00:00 PM	2/16/2015	Noon	2/17/2015	12:30 p.m.	15	Susan	Quality of Life	N	Yes	N	N	N	N
GASPARINI FUNERAL	2:00:00 PM	2/16/2015	1:00 PM	2/17/2015	1 p.m.	10/15/2015	Leaf	Community/ public safety	live	yes	yes	yes	no	no
SLOT ADVANCE	5:00 PM	2/16/2015	6:00 PM	2/17/2015	6:00 PM	15	K. Haas	civic life	yes	no	no	no	no	no
PECATONICA BKB SECTIONAL	9 P.M.	2/16/2015	9:30 p.m.	2/17/2015	9 p.m.	14	Kradle	SPORTS	yES	yes	yes			
ROCKTON TEACHERS	9 p.m.	2/16/2015	10 p.m.	2/17/2015	10 p.m.	10"	Holden	Learning	live meeting	no	no	no	no	no
HOUSELOG JOB	1 p.m.	2/17/2015	1 p.m.	2/18/2015	1 p.m.	10	Stanley	Education	Live	File photo	No	No	tweeting details	n
MIKOSZ SENTENCING	5 P.M.	2/17/2015	4 P.M.	2/18/2015		12-15"	KOLKEY	Quality of Life	Live	mug	no	no	Tweet after hearing	n
HONO GBB REG	10:30 p.m.	2/17/2015	10:30 p.m.	2/18/2015		16	Trowbridge	sports	live	Yes	Yes	potential	Twitter	
ICEHOGS DAHLBECK	10 am.	2/16/2015	NOON	2/19/2015		18	Schreck	sports	no	yes	no			
1A STATE WRESTLE PRE	3 p.m.	2/17/2015	3 p.m.	2/19/2015	Noon	18"	Taft	Sports	preview	yes	no	no	no	no

<http://bit.ly/1EL3pol>

Using data to inform content decisions

- Real-time dashboard review
- What content this morning is driving the most views?
- What content is being shared and liked?
- What content are readers spending the most time on?
- These stories, videos, galleries demand more newsroom attention – updates, fresh takes, layers, more social promotion
- Nothing hot? Use data experience to make smarter decisions on which stories to push and where to cut your losses

Using data to inform content decisions

- Editors and reporters can access Parse.ly on their computers.
- Recurring reports can be set up daily and weekly. They arrive via email.
- Editors receive analytics reports before the morning meeting.
- Reporters receive weekly reports on Monday with info on how their stories performed the week before.
- Screens in newsrooms show real-time analytics.

DATA CULTURE



Building on a story

MEDFORD: JIM BELUSHI BUILDS HOME ON OLD PICNIC GROUNDS

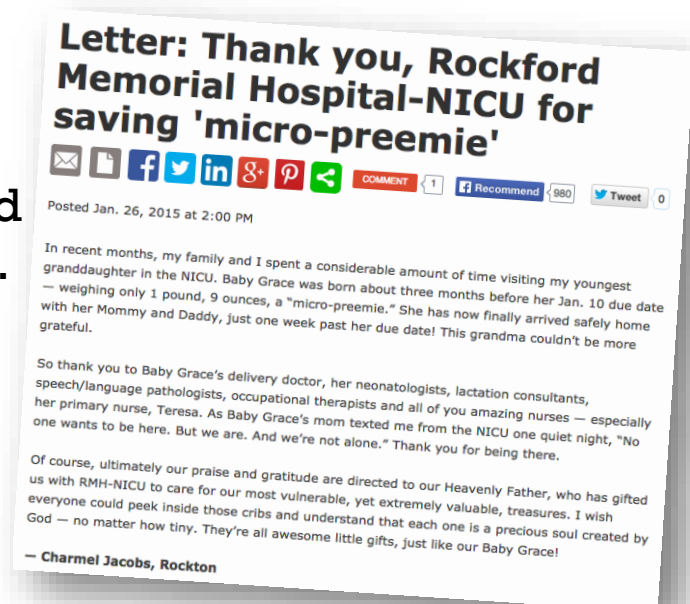
- The actor wouldn't allow local newsroom to take photos.
- Story was doing well online and on social media. To build on the story, the newsroom contacted the DIY network for photos.
- Added photos, created gallery and linked to it. Had great SEO. Generated thousands of PVs, shares and referrals.



Letter to the editor

ROCKFORD: LETTER THANKING HOSPITAL AFTER PREEMIE BIRTH

- Letter spiked on Facebook.
- Promoted letter on homepage, Facebook and Twitter. Wrote follow-up story about the NICU.
- Letter got thousands of views, and story was shared thousands of times on social.



Listicle

CAPE COD: LISTICLE BY INTERN OF BEST WATERFRONT DINING OPTIONS

- Asked for recommendations on Facebook.
- Pinned to the top of Facebook page several times for a few hours each time, both when requesting recommendations and when the listicle was complete.
- Listicle got more than 10,000 views, which is great for a non-news item.



DATA CULTURE

Tracking: Attention to analytics

- All newsrooms offer four or five examples monthly of ways analytics informed their news coverage. Editors have said this close attention to the analytics helps them to learn what works and what doesn't.

Parse.ly monthly tracking

File Edit View Insert Format Data Tools Add-ons Help All changes saved in Drive

Parse.ly monthly tracking

Date	Link to story	Brief story description	Action	Views	Shares	Referrals	Notes
August 1	Missing East Bridgewater teen found in Wareham	Earlier stories were over 16,000, clearly high reader interest.	Kept it at top of page, shared on Facebook and Twitter.	40,235	2,380	16	On one hand, I have serious misgivings about stories like this to the extent that I would have buried it, if I used it at all. On the other hand 40K, and another 10k on Ledger. (Devil on both shoulders.)
August 1	Bullets fly in Brockton	The story of the summer.	Kept it at top of page, shared on Facebook and Twitter. Enhanced with our rolling map and links.	2,650	11	7	Cumulative, setting up for a bigger story already in progress.
August 10	Three men overdose in car at Whitman convenience store	A story with more potential than it first seemed.	Kept it at or near top, shared to Facebook and Twitter, but this really was organic.	9,290 (in first 12 hours)	815	6	Drugs have replaced sex AND rock-n-roll in the trinity. We just can't get enough.
August 24	House explodes, burns in Brockton	Vacant home erupts into fire ball, rocking neighborhood	Story led site Sunday, kept in carousel through Tuesday with new pics each day	4,112 (over 2 days)	103	3	Even when flames are out and fire cooled, people seem to tune in to such stories, which can happen to anyone.
August 26	Funeral for 2nd brother to die from heroin overdose	Family loses second son to drug overdose, and invited newspaper to funeral	Topped site for two days - made it priority on carousel, freshened item and pinned to top of FB, and retweeted pics	17,500	3,863	67	Shows range of Facebook and importance of hitting story hard on social media. Also, way higher numbers on google (124,000)>
August 27	Ghostbusters comes to Easton	Filming for remake of Ghostbusters movie takes place at landmark Easton mansion	We hit this hard all day 8/26 and refreshed on 8/27 due to the interest. Even tho we only got exteriors of the building, people ate it up, and TV news picked up our story/pics.	5,576	5,014	3	Updated story and kept it on carousel for another day, and followed up with weekend piece about all the local filming of Hollywood movies in region.
August 29	Woman threw gun, hid drugs	After shooting, woman tried to hide gun, drugs	Added courtesy pic and moved to carousel; also followed story up with two other updates on	8,808	202	4	Showed that crime stories do well even on a weekend -- a Saturday in this instance.

Analytics Q1 vs Q2

- Parse.ly sites grew page views 9.3% in Q2 vs Q1
- Social referrals grew 22% for Parse.ly sites from Q1.
- During that same period, GateHouse grew social referrals 10.8%

SOURCE: GOOGLE ANALYTICS

Using data wisely

“Analytics focuses the mind and makes you more intentional about what you follow and why. That's a big cultural shift. Probably the most impressive improvement in the data goes to time on site.”

*Mark Baldwin
Executive Editor
Rockford*

NEXT STEPS

Takeaways

- **Newsroom org** Change structure to ensure a digital assigning editor is in charge of reporters, engagement editor replaces opinion editor, digital leads on teams. In short, digital infuses all parts of the newsroom.
- **Digital & print planning doc** Use integrated planning doc that maps out the day on web/social and keeps track of print.
- **Flow of the day**
 - Morning meetings focus on data as a basis for discussing coverage
 - Start and end times: Ensure you are meeting readers' needs.
 - Communication – Be sure editors and reporters are talking, IM'ing ...
- **Tracking** Ask your newsrooms to share examples of how they are using analytics to inform coverage. This will ensure your organization is putting readers first in coverage.

What's next

- Have to prepare to manage content on mobile
- Must plan for mobile
- Audience development and trends are critical
- Social media deserves its own position

NEXT STEPS

The old world is gone; bring on the new one

“There is no time to waste to recognize the **disruption** that is upon us, to question old assumptions, to cast off obsolete ways and their costs, to find and exploit new **opportunities** to better serve our public, and to find new sources of revenue. We also require patience so we have time to **experiment** and to fail.”

Jeff Jarvis, CUNY graduate school of journalism
“Geeks Bearing Gifts”



DIGITAL NEWSROOM TRANSFORMATION