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Newsroom reorganisation – Case study of the Telegraph Media Group

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The need for change at the Telegraph, UK

Media usage Levels UK
ABC1s 15+ (%)

Advertising Revenue
(£m)

Year	Nationals	Internet
2000	70%	46%
2001	68%	53%
2002	69%	55%
2003	68%	60%
2004	67%	63%
2005	65%	67%

Year	Nationals	Internet
2000	~1800	~100
2001	~1600	~100
2002	~1600	~100
2003	~1600	~200
2004	~1600	~500
2005	~1600	~1000
2006	~1600	~1500
2007	~1600	~2000

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The Daily Telegraph at Canary Wharf

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Define Strategy

One brand, all media

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Integrated communication across media

The diagram illustrates the flow of content and references between different media channels and the audience. At the top is the 'Audience / Target group'. Below it are three media channels: 'Mobile/SMS', 'Online/Audio/Video', and 'Printed Edition'. At the bottom is 'Editorial operation' with the subtext 'The brand of the media house'. A 'Event' (represented by a sun icon) feeds into the editorial operation. Arrows show 'Audience content' being shared between Mobile/SMS and Online/Audio/Video, and 'Title Story' being shared between Online/Audio/Video and Printed Edition. Red arrows labeled 'Reference' connect the Audience/Target group to each media channel. Other arrows show 'Brief info on Mobile' from Mobile/SMS to Audience/Target group, 'Teaser on Webpage' from Online/Audio/Video to Audience/Target group, and 'Background-information, Opinions' from Printed Edition to Audience/Target group.

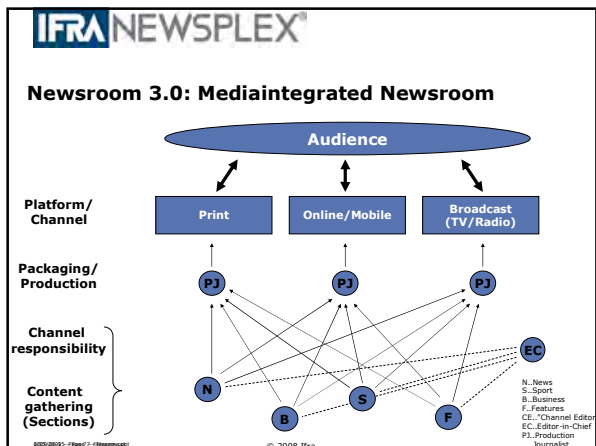
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New workflows

- Decision for multimedia at commissioning stage
- Each head of section responsible for content across print and online
- Each reporter capable of understanding/producing/commissioning content in all formats
- Subbing/checking process reduced- production journalists given page ownership. Produce quality, not check quality!

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Pilot newsroom

- Need to test out new workflows and principles
- Highlighted gaps in basic skills
- Pilot project lasted 15 weeks



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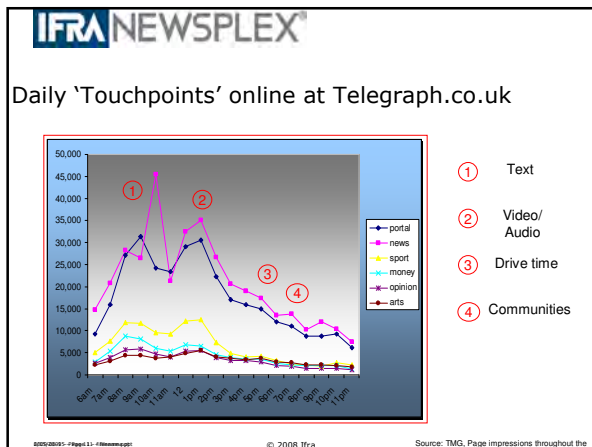
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Comprehensive awareness programme

byte

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09:00 - 9:30	Wakezone				
09:30 - 10:00					
10:00 - 10:30					
10:30 - 11:00	Course: Introduction to Media Convergence Journalism	Course: Internet for Journalists	Course: Off for Reporter and Editors	Course: Multi-media Story telling	
11:00 - 11:30					
11:30 - 12:00					
12:00 - 12:30	Tour				Practise Multi-media Story telling
12:30 - 13:00	Marketing	New Work Equipment	Guest Speaker	Q&A With Lewis	
13:00 - 13:30					
13:30 - 14:00					
14:00 - 14:30					
14:30 - 15:00					
15:00 - 15:30	Course: The New Newscroom	Course: Writing for the Web I	Course A: Audio for the Web I	Course: Multi-media Story telling	
15:30 - 16:00					
16:00 - 16:30					
16:30 - 17:00			Course B: Video for the Web I		
17:00 - 17:30					
17:30 - 18:00					
18:00 - 18:30				Review exercise	Summary
18:30 - 19:00				Social event	
19:00 - 19:30					
19:30 - 20:00					

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June 2006

June 2007

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Top national newspaper website in the UK

guardian.co.uk
News | Sport | Comment | Culture | Business | Money | Life & style
News | Media | ABCe

1.75pm update

ABCe: Telegraph website overtakes Guardian

Jessica Kins
guardian.co.uk, Thursday May 22 2008
Article history



- 18,646,112 unique visitors in April 2008
- 153% year-on-year increase
- strong editorial content, expert opinion, and a new digital strategy
- combining text with video delivering excellent results
- Successful in connecting with consumers throughout the day

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Newsroom at the Daily Telegraph



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Tips for reorganisation

- Workflow analysis – status quo
- Clear vision & strategy
- Communication and more communication
- Tailored training for staff based on new workflows
- Continuous focus on the change process

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