



FINANCIAL
TIMES



Developing a multimedia newsroom

Lisa MacLeod, Head of Operations: FT.Com

Looking back over 10 years: the challenges

- Decline in advertising + advent of web = dual pressures for newsrooms
- Extra requirements of video, audio, interactive graphics and visuals, data, online only verticals = more resources to the web
- Time constraints: continuous deadlines and reorganising newsrooms
- Key concept: channel neutral / agnostic
- Monetise content and focus on content sales
- Diversify away from declining print advertising revenue
- Have a strategy for technology, and legacy systems
- Challenge to cut costs - and divert resources online
- Deal with cultural shifts in newsrooms – particularly impression that web was inferior to print

The way it was...



The business changed ...

- Built a paywall and pioneering payment model that worked
- Employed aggressive pricing
- Trimmed unprofitable distribution channels
- Diversified, and focused on content sales, like subscriptions, licences
- Tackled legacy systems and integrated technology / editorial needs
- Made a brave departure from Apple / iTunes
- Developed strategic products: html 5 Web App
- Bought Assanka, now FT Labs to do cutting edge development work
- Paid a lot of attention to data analytics

And the newsroom changed too...

- Reduced complexity of print editions
- Invested in video, special investigations, interactives and specialist online teams like Alphaville, Trading Room, and Beyondbrics
- Took community building seriously: social media and blogs
- Moved to web-first and multiskilled production operations
- Changed rhythms of the newsroom to match readers' movements more closely
- Continuous digital training – data journalism, analytics, SEO etc

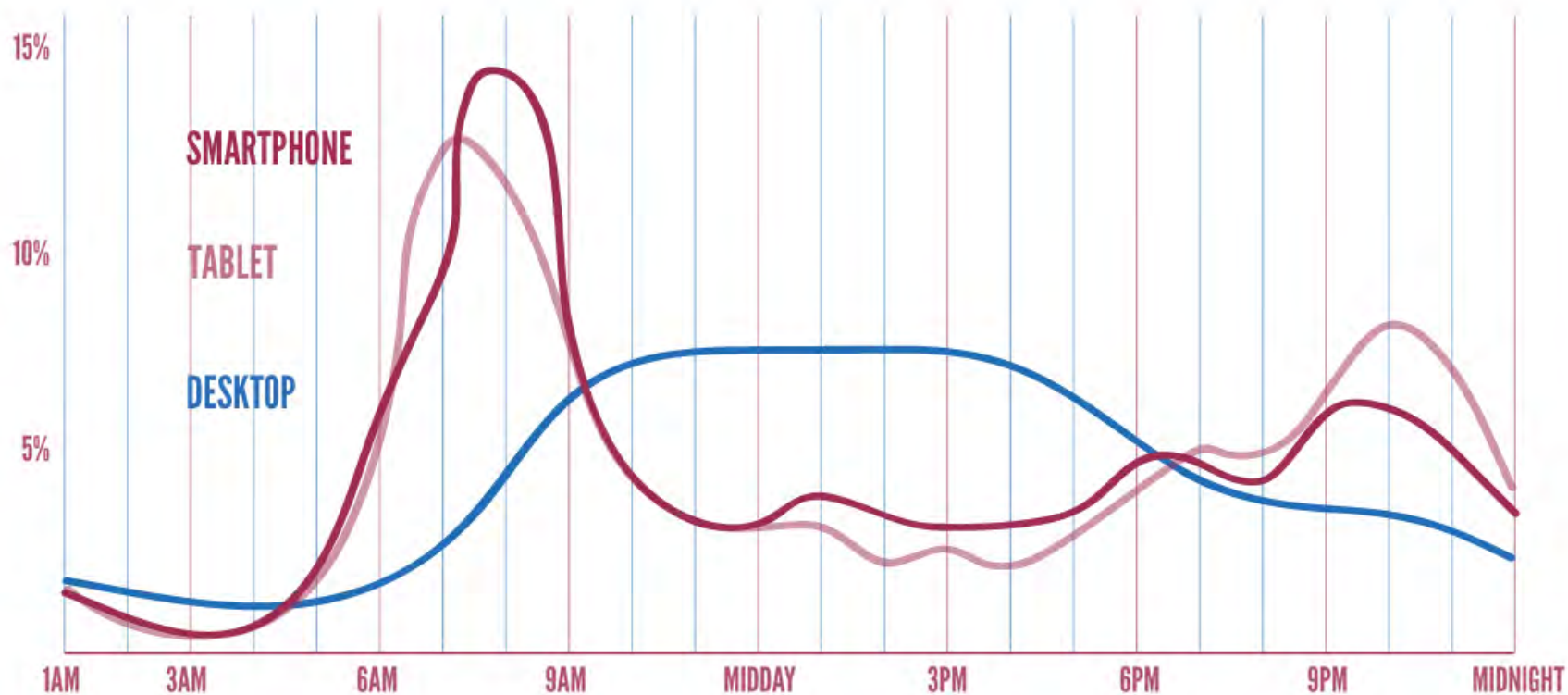
The way it is



Readers change their habits



BREAKFAST BROWSING BOOSTING ONLINE READERSHIP



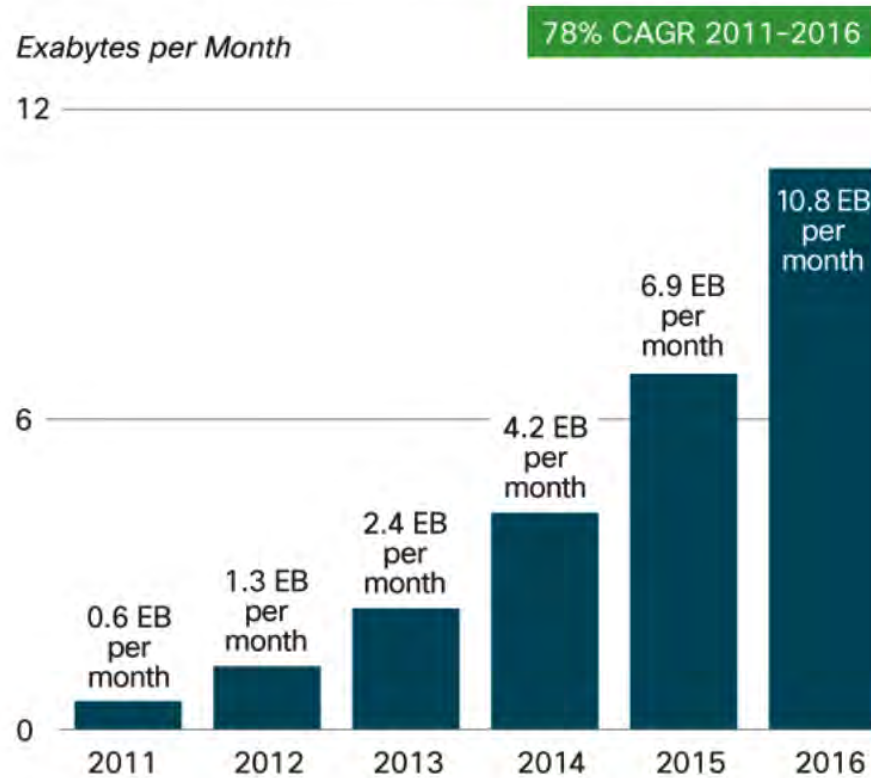
The rise and rise of mobile

Threat, or opportunity?

Paper - to desktop - to mobile



Mobile: a huge opportunity for publishers?



Source: Cisco VNI Mobile, 2012

Putting customers at the centre



The Big Themes



Responsive design and separation of form and content

Responsive design



The Big Themes



Responsive design and separation of form and content



The use of data in journalism, and in the business

Data journalism

What is your data worth?

DEMOGRAPHICS FAMILY & HEALTH PROPERTY ACTIVITIES CONSUMER

Data brokers scour public documents, such as birth records and motor vehicle reports, to compile basic data about individuals. It is likely they already know your:

- ☒ Age
- ☒ Gender
- ☒ ZIP code
- ☒ Ethnicity
- ☒ Education level

Are you a millionaire?

☐ No ☐ Yes

What is your job?

Not selected

Are you engaged to be married?

☐ Yes ☐ No

Are you?

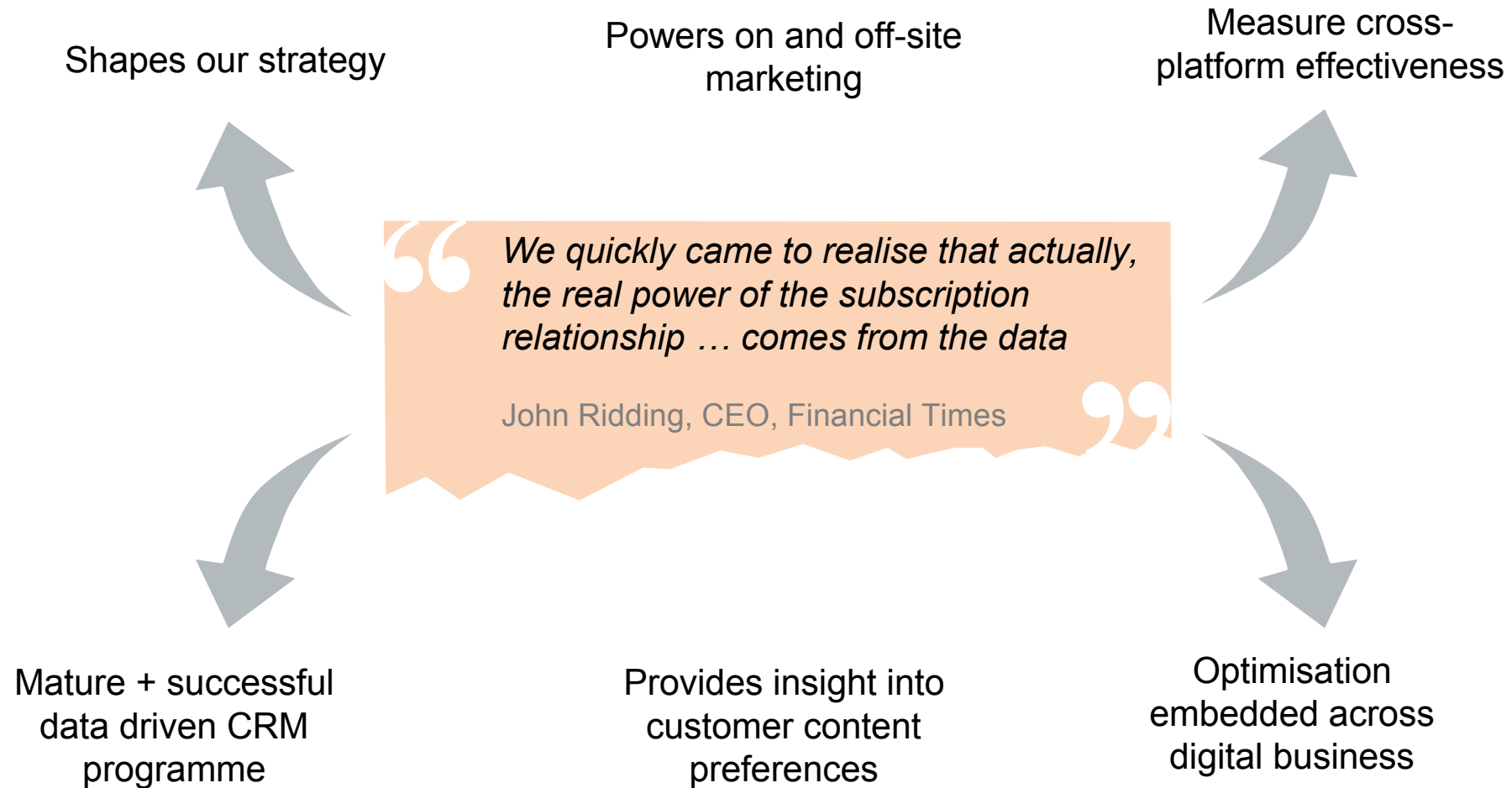
☐ Recently married
☐ Recently divorced
☐ Empty nester

\$0.007
Current value of my data

NEXT ►

**Multichannel analytics has helped
accelerate the growth of our digital
business – allowing us to iterate
quickly and focus on growth**

Data analytics – the DNA of your business



The Big Themes

 **Responsive design and separation of form and content**

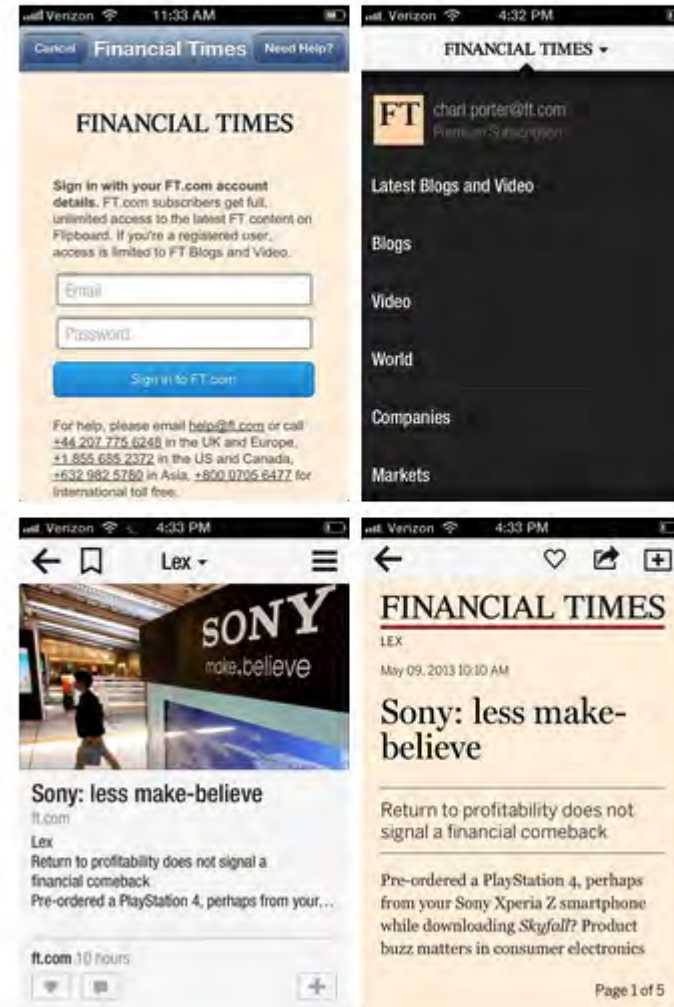
 **The use of data in journalism, and in the business**

 **Addressing the needs of mobile customers : engagement**

Webapp redesign (iPad)



FT on Flipboard



The Big Themes

-  **Responsive design and separation of form and content**
-  **The use of data in journalism, and in the business**
-  **Addressing the needs of mobile customers : engagement**
-  **Providing faster, continuous news and commentary**

Fast FT

fastFT Market-moving news and views, 24 hours a day

Share back to FT.com

ALL ABENOMICS FED TAPERING SEARCH

MARKETS Investors dump Treasuries on blitz of strong data
11 minutes ago

The S&P 500 and the Dow Jones Industrial Average each jumped this morning, but it's in the US government bond market where the price action is most eye-catching.

Open

ECONOMY US consumers are rather enjoying the housing recovery
36 minutes ago

An hour after S&P/Case-Shiller revealed a 10.6 per cent jump in house prices over the last year, we learn that US consumers are rather enjoying it all.

Open

COMMENT Europe's Tobin tax could wreck its financial markets
An hour ago

Told you so. France's central bank governor Christian Noyer says the European Union's planned financial transaction – or Tobin – tax will not raise anything at all. After all, Tobin taxes are designed to discourage speculation, not generate revenue.

Open

MARKETS Dollar bulls ready to run on surging US confidence
An hour ago

A positive sign for dollar bulls, says the FT's currencies correspondent Alice Ross.

Open

MARKETS DATA Indices Commodities Currencies Bonds

FTSE 100	6,765.51	+1.67%	5,850
S&P 500	1,670.09	+1.24%	6,800
Eurofirst 300	1,247.39	+1.35%	6,700
Nikkei 225	14,311.98	+1.20%	6,600
Shanghai	2,321.32	+1.23%	

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ALL EARNINGS ABENOMICS MARKET SELL-OFF SEARCH

ECONOMY There's concern beneath manufacturing's headline beat
An hour ago

If the drop in weekly jobless claims figures offered some early cheer, the latest snapshot of US manufacturing just released has failed to build on it.

Open

ECONOMY You won't read Bernanke's mind simply watching jobless claims
An hour ago

Ben Bernanke's refrain that the Federal Reserve's next move will depend on the economic data is one of the oldest in the central banker's playbook.

Open

ECONOMY Drop in weekly jobless claims takes centre stage - for now
An hour ago

They may be weekly and erratic, but all eyes were on jobless claims benefits this morning.

Fed chairman Ben Bernanke reminded us yesterday that, above all else, he is watching the labour market.

The data was better than expected with first time unemployment claims dropping to 340,000 last week from 363,000 a week earlier.

Open



MARKETS Fast New York open: US data will be in even sharper focus
27 minutes ago

Given Japan's Nikkei 225 has set the pace this year, it is hard to see US stock markets heading anywhere but south at the open in New York.

Open

MARKETS Japan still aiming to shoot third arrow

“Like Twitter, with context”

	fastFT @fastFT #fastFT Greece receives €7.2bn from Europe to recap banks, bringing total received within whisker of €50bn committed on.ft.com/12IKlu3 Expand	1h
	fastFT @fastFT #fastFT Canadian economy expands by 2.5% in Q1: the US is not the only developed country where growth tops 2 per cent on.ft.com/ZiDumF Expand	1h
	fastFT @fastFT #fastFT US personal spending down 0.2 pct and income flat: underwhelming economic data have been released for April on.ft.com/137QD2m Expand	1h
	fastFT @fastFT #fastFT Opec side steps fears about US shale revolution and slower Chinese growth to keep its output target unchanged on.ft.com/137L0kO Expand	2h
	fastFT @fastFT #fastFT M&A goes global as India's Sun Pharma reportedly eyes Sweden's Meda - deal could be valued at up to \$5bn on.ft.com/ZiwyFX Expand	3h

Lots of love from the Twitterati....



Tom Gara @tomgara

1h

Big fan of Fast FT - very timely refresh of the news blog concept. Would like a little more color/fun, but hey... ft.com/intl/fastft

Retweeted by Chris Adams and 2 others

Expand



Richard Adams @RichardA

3h

With @fastFT, the Financial Times is basically liveblogging 24 hours a day. We'll all be doing it soon: ft.com/fastft

Expand



Murad Ahmed @muradahmed

29 May

The relentless pace of #fastft is pretty impressive and more than a bit scary

Expand



Teodora Hristova @THristova

2h

Loving the #FastFT feature, makes it so easy to browse headlines chronologically and make sure you are not missing on important events

Expand



felix salmon @felixsalmon

29 May

I really like ft.com/intl/fastft

Expand

The Big Themes

- ➔ Responsive design and separation of form and content
- ➔ The use of data in journalism, and in the business
- ➔ Addressing the needs of mobile customers : engagement
- ➔ Providing faster news and commentary
- ➔ **Security**

FT blog and official Twitter feeds hacked after phishing attack



Stating the obvious



SyrianElectronicArmy @Official_SEA7

6 May

Syrian Electronic Army Have Been Busy Boys! #SEA
seczine.com/article/hackin...

Expand

Hacking experience – how it happened

- Syrian Syrian Electronic Army (SEA) carried out a very targeted cyberattack against the FT
- Some emails containing a phishing link entered the FT from external email accounts, some from FT staff
- Redirect users to an identical corporate login screen – we use Google Mail
- Filling in login details redirected user to Gmail account, details captured by hackers
- Secured a corporate email account, global address list – expanded phishing exercise
- Alert from IT department then compromised – used text of message to invoke passwords
- Google blacklisted the URL and then phishing stopped but hackers had already done password reset on Wordpress

A tiny chink in the armour

“

Large organisations, especially media companies, will always be vulnerable to cyber attack – the attack surface is huge, and the attacker needs only a tiny chink in the armour. We reluctantly join an illustrious list of organisations that have suffered similar attacks in recent weeks – Associated Press, the Onion, Sky News, the BBC, the Guardian, and just a few days after us, the Telegraph.

Andrew Betts, FT Labs

”

The steps we took

- Fortunately had a hacking procedure in place: foresight
- We invoked IP restrictions, limiting access to many systems to those within an FT network
- The compromised Google accounts were all deactivated by Google
- Twitter locked all our Twitter accounts and changed the credentials
- We activated more aggressive measures to alert us to suspicious login attempts
- Activated two-step authentication on Google accounts and consolidated Twitter usage through Social Flow
- Two-step authentication on Twitter too

No hard feelings...

“

Yes, we did hack the FT today to publish some information that all of the major news organisations have been ignoring... The FT ... is the less bias(ed) of the western media establishments so our attack was very light ... We had no choice but to take matters into our own hands. We have no further plans to hack the FT and we hope there are no hard feelings.

Our voice is small: we hope you can lend us yours.

Syrian Electronic Army

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