

Newsroom 2020

The future holds no guarantees

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These are the good old days

Where we're coming from: A factory for making newspapers

Specialization

Standardization

Writing, editing, photography, layout

Daily deadline cycle

Focus on print medium



Ford assembly line, early 20th century

**We've
scaled and
automated
the same
processes**



The Telegraph / NiemanLab

**Or we've
downscaled
... in a
declining
business**



Athens (GA) Banner-Herald, August 2011

**To survive, we need
substantive change**

It's not about mobile journalists as a one-man band

Yes, reporters need multiple skills.

Writing. Photography. Video. Data journalism.
Or better yet, the ability to collaborate with
others.



The reporter-writer in 2020

Mobile, not office-bound

Basic photography (all posts need photos)

Basic videography and editing

Basic audio and editing

Basic social media monitoring and marketing

Works with specialists on a project basis

Works with specialists on a daily basis

**Any
customer
can have a
car painted
any color
that he
wants so
long as it is
black.**

-- Henry Ford



A car for every purse and purpose

-- Alfred P. Sloan, General Motors



**To survive, we need a
portfolio of specialized
products**

And the newsroom has to participate

**Production
efficiency**

vs.

**Creative
capability**

**Accuracy,
accuracy,
accuracy**

vs.

**Fail fast,
Fail often,
innovate**

Print production outsourced to a design center



Gatehouse Media design center, Austin TX

Centralization advantages ... and disadvantages

Economies of scale

Lower cost per page

Quality of design work

Flexibility in scheduling

Loss of local knowledge

Loss of local control

Loss of flexibility in scheduling

**When print is out of sight,
digital products can
become the primary focus**

The new newsroom is a creative studio

With a collection of diverse skills

- **Product development**
- **Product management**
- **Project management**
- **Collaboration within the news organization**
- **Collaboration with the business side**
- **Experimentation and measurement**

But don't imagine that specialization is gone

- **User interface and user experience design**
- **Data journalism**
- **Data analysis for business, audience management**
- **Graphic design**
- **High-end photography, especially sports**
- **Social media marketing and promotion**
- **Video production optimized for social distribution**

**Social optimization:
Square video for Facebook
Audio is totally optional**



<< Branding

Identification >>

Carmen Yulín Cruz Soto

MAYOR OF SAN JUAN

*What kind of a person gives
themselves a grade*

<< Captioning

Appropriate training for each role

Reporters

Photographers

Editors

Web/digital producers

Social media managers

Product managers

Product developers and programmers

Data journalists

User interface designers

User experience designers

Usability testers

...

Innovation culture and organizational structure

Create a culture of continuous change and reinvention

Drive change with clarity of strategic vision and strategic planning

Foster a willingness to experiment and take risks

Impose measurement discipline -- and be careful what you measure

Insulate creative projects from the pressures of news deadlines

Continuous creation

Continuous measurement

Continuous destruction

**The breakthrough innovations
come when the tension is greatest
and the resources are most limited.**

**That's when people are actually a
lot more open to rethinking the
fundamental way they do business.**

Clayton M. Christensen

NEWS ROOM

A photograph of a newsroom door. The door is made of glass with the words "NEWS ROOM" printed in large, bold, black letters. The door is slightly ajar, showing a wooden door frame and a window with horizontal blinds inside. The interior appears cluttered with various items, including what looks like a wooden board leaning against the door. The lighting is bright, coming from the window and the glass door.