

Day 1, Panel 4: The transformation of journalism on a flat world – International perspectives on online journalism

Moderator:

Martha Stone, Director of Shaping the Future Project, World Association of Newspapers, Paris, France

Panelists:

Jean-François Fogel, Le Monde Interactif, Paris, France

Juan León, Online Editor, Semana Magazine, Bogotá, Columbia

Ismael Nafria, Content Deputy Director, Prisacom/EIPais.com, Madrid, Spain

Rodrigo Flores, Editor, UOL, Brazil

[prerecorded audio/video audible in background]

Martha Stone: So, what you just saw was the very beginning of a converged operation. What you saw this morning were very evolved converged operations, The New York Times, the Wall Street Journal, Washington Post. But what's happening in the rest of the world tends to be a bit more like this where they're really starting to get it. They've learned from the United States. They've learned from Scandinavia. And now they're implementing the best practices from those places that have learned the hard way on how to do convergence. So that's just one example.

What I'd like to show you is just sort of an overview of what some of these companies around the world are doing in some key areas that are innovations in newsrooms around the world. I've identified 6 areas, 6 key areas of best practices with newsrooms around the world, including here in the United States, and those include co-location. That means just putting your teams together, be it just print and online or any other multiple media you happen to own. Put them physically together. It's too often the medias are widely distributed, sometimes across town like in the case of the *New York Times* where they are across Manhattan from one another.

Storytelling, of course we all know, has changed in multimedia format. And there's lots of great examples of what's happening around the world and in some cases truly a departure from what's happening here because, particularly because of 2 key elements and that is the issue of language and culture, which differentiate the places where these folks represent and that really has sometimes a very powerful impact, a positive impact but it also a negative impact. The positive impact might be for example that a place like Norway has a very good chance of deflecting the Googles and the Yahoos of the world from taking over their market because of language and culture. Google and Yahoo wouldn't be very quick to move into a marketplace where

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they have to really dig in with language. And they also, because of the culture, the Norwegians don't want to have a product that is not Norwegian. Just a cultural issue and this happens in many places of the world. And that gives a real advantage to smaller countries.

Also training is so very important and there have been a lot of really great training programs, not the least of which was here at *The Telegraph*. *Telegraph* is doing a lot of skills training for their journalists so they can learn how to stand in front of a camera and do video, so they can learn to do podcasting, so that they can learn to tell stories in new ways.

Audience focus has been a huge issue, as well, everywhere in the world. And I'm going to show you some examples of some research that media companies are doing about their intended audience so they can do a better job at delivering news that is targeted to the people who are consuming the information. You've heard a lot today about web 2.0 and I'm going to give you some examples of media companies employing techniques of web 2.0 to draw two-way conversation with their users, viewers and readers.

And then, lastly, the idea of newsroom reorganization. And the *Telegraph* is a perfect example of this because they really physically reorganized their newsroom to accommodate a new kind of approach to journalism. So instead of focusing on monomedia journalism, that is just print journalism over here and online journalism over there, they've created the hub and spoke system where they have a central unit where print and web editors sit and make decisions about what's going to go into the paper and what is going online and when and then the spokes that shoot out from that hub are each a channel but not a channel as we think of in terms of a media channel but rather a content channel. So you have 1 spoke that is for business, 1 spoke for features or culture, 1 spoke for sports, 1 spoke for news, etc.

And why is this important? Well this is a huge trend that is going on worldwide and the reason it's important is because it enables true multimedia journalism. You actually have teams of people on each of those spokes from multiple media backgrounds who are working on 1 subject and 1 subject only and that is business, that is sports. And they are using their skills as journalists, regardless of media, to tell stories in new ways in this multimedia world.

So let me give you examples, a little bit of this newsroom organization. What you see here are 4 different pictures of 4 different newsrooms on 3 different continents. I've already talked to you about the *Telegraph*, the black and white photograph. On the left you see the *Asahi Shinbun* in Tokyo and they have adopted the same, it's not a hub and spoke system exactly but it is the same idea where they've changed to turn away from the individual media system of 1 silo of print, 1 silo of online, 1 silo of mobile, in their case, too instead have teams for each channel. Sports, for example. And to be able to provide the users with content across the different channels of mobile, print and web using that multimedia skilled team.

Then up above we have one from North America and that's *Lawrence Journal World* in Lawrence, Kansas. Same idea but they have different media. In case they have cable TV, print, online, and radio. And then the *Telegraph* only has print and web right now, although they do have partnership with video and they put video online is all. They don't have a TV station per se.

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And over to the right you see the famous case of the Noruski, which is in the north of Denmark and they have multiple media. They have several radio stations, a couple of TV stations, couple dozen newspapers, several web sites. And basic, and a host of other, and mobile. Mobile services as well. And they integrate their system completely, in the same ways the *Telegraph* has but they've been doing it for a long time. And their very successful case. If you haven't heard about them already, you really should. They have this center hub and then around the hub they have their separate sections for business, for culture, for politics and so on.

And then we have the notion of, if I can make this guy work, there we go. I'm showing you another version of the Noruski, which is the idea of co-location. Once again the idea behind the co-location is to get people to work together across channels on these teams. And that's exactly what is their claim to fame at the Noruski.

As far as story telling is concerned, these are just a handful of some of the interesting story telling approaches, not unlike what is happening with the representatives you saw this morning. Math shops are happening all over the world, this one in the upper right hand corner comes from Melbourne, Australia, and this is just a Google map mash up that is done with some breaking news that happened with a high speed chase in Melbourne. If this could move, which is does normally if you're interacting with it online, you can basically see at each point of the map that you see here, you can see what incident took place with this high speed chase.

And then in the upper left and lower left, you see a couple of interesting examples from *El Mundo* in Spain. And they do so many interactive graphics and they've won many awards for this. But basically the idea of telling stories in news ways, like the *New York Times* graphics for example, which includes in this case getting clued video and audio and text and flash.

And in the right, lower right hand corner you see Knockin' Nathaniel who travels the world with his backpack and he works for the New York Times but he was just in Paris until recently. He's now moved to LA but it doesn't really matter where he lives because he is on the move all the time, telling stories in the Middle East, in the southeast Asia, et cetera. And basically he pairs up with New York Times reporters who are writing the print version and then he teams up to create this sort of multimedia element and the graphics that Neil Chase showed you this morning.

[audience voice inaudible]

Martha Stone: He did, indeed. That's right. So go, [laughing] go, Texas! That's right. Exactly. But as I mentioned, 1 thing that differentiates the converged operations outside the United States is that there's a very strong element of mobile that you don't find as much here. Of course you're hearing examples of it but in many cases it's being monetized, not at the BBC, but other, in other places in a big way and it's really poised. Mobile is really poised to surpass the internet in terms of money making. If you believe the big research houses like PWC and Jupiter and so on that are projecting huge revenue making for mobile telephony.

But in this case, the BBC is all about content and not only do they put their content on all of their TV channels and all of their radio channels and all of the internet channels, but also on mobile. And in this case it's video.

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Training has become a huge element as these companies, media companies outside the United States, are changing the way they do journalism. And so they're doing lots of skills training in audio for use not only in radio stations, of course, but on other digital devices. Learning how to operate cameras and learning how to, you know, for print journalists to stand up in front of a camera to learn how to present their stories in front of a camera or even on audio takes a lot of skills training. And this has been a huge issue.

And then it's the whole issue, very hot issue that feeds right into what we've been talking about all day and that's meeting the needs of our audience and that is first we've got to find out what our audience wants. So one example of a huge study that was done by Scripps, one of the results of that study, is in the upper right hand corner. And what you see there and all those bubbles, if I could just break it down for you, is that they did a poll of all of their newspaper readers and they asked what do you want from us basically. And they said, the different quadrants point out what they're doing really well and what they're not doing well but they want. And the weakest spot of what their not delivering on but what they want is in the lower left hand corner. They want religion information, they want financial information, they want personal growth and maintenance information. They want home types of information. They're not getting enough of that.

The reason I'm telling you about that from a print perspective is because the online survey isn't done yet and they're in the midst of that right now. But it's basically the same idea. They've asked the same kinds of questions; what do you want from us? And it's so very important for these media companies to ask through any variety of being, to find out what it is that their customers want so they can then start creating products; print, online, any digital from that data. But here this Swedish newspaper in Gothenburg, Sweden, took it from a different perspective and they basically identified a couple of key groups which they were not reaching very well and they wanted to. And then they went right into find out what those specific groups wanted from them.

So this was one of those groups and that is young people, teenagers, what do these teenagers want from a media group, like the Stampen Group, which is a multimedia company. They did sort of a profile of what an 18 year old girl might want and if you can't read from the back, I'll give you some ideas of what she wants. She basically really wants to interact with her information. Most of the stuff here is all about interacting with the information. I want my own tip of the, whatever the best disco is. I want to vote for the best song at the concert. I want to download music to my iPod. I want the latest news. I want the best ski resort. I want the last bus time. I want a schedule for the last bus from the ski resort. I want to know what the best movies are. The best restaurant, the cheapest beer. I want to have pictures of my friends on the web site, on the newspaper web site. I want to be able to SMS my opinions about whatever. And so on and so on.

But you get the idea of what these people want and it's not the same as what the typical maybe newspaper reader wants. And that really begs the question, if we did that perhaps we would be more relevant to this group and that's exactly what this company was banking on. And they've reckoned that if they don't provide this kind of stuff to Sarah, the 18 year old, that someone else in their competitive landscape will and that's the same way we operate in all the countries that we come from. Just to give you an example of what the Swedish landscape looks like online. And all of these companies, even though it's a tiny country of maybe 5 million people, their,

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most of these companies that are the top internet sites in Sweden are owned by newspapers. Unlike in the United States where the top web sites are Google, Yahoo, MSN. MSN rates very high with that but not Google and Yahoo. So just to give you an example of what kind of competition they have to reach anybody, including Sarah.

Then there's web 2.0 and all the applications that are available now for us to have a two-way communication with our readers. Now I know this is a little confusing. There's a lot of stuff on this slide. On the upper right hand corner, it's a picture of the fellow who published the Islamic cartoons, if you remember in Denmark. This was the Danish editor who did this for the *Elands Posten* in Copenhagen. And they have a picture of one of the protestors with his mobile phone at one of the protests taking pictures. And what this basically shows you is that now there is a two-way communication between himself and with the media company. He can tell the editor that he will not put up with these Islamic cartoons and in the past, of course, we all know that we didn't have that ability to do that. Now I can test the editor with my mobile phone. I can write to them via email or what have you.

Lower right hand corner for the VG in Norway, this picture of a crash. There were some exclusive pictures. They were all taken by citizen journalists. At the VG, which is the most popular news website in Norway, they strongly invite anyone who wants to contribute any content and they get thousands of submissions every day on various kinds of things, either by text or by pictures or by video. And they welcome it, especially on big news days they get floods of information. And then blogs are a huge thing as well and one of the biggest traffic grabbers for VG is this blog by this young woman.

In the Philippines, they do the same thing. They go, they are very aggressive in putting ads into their newspaper to get, to solicit information about everything from potholes to transgressions by the government or what have you and they're very aggressive in trying to seek out information from their citizens through SMS or MNS.

Thor Petersen, who is the editor, kind of a rather famous editor of the VG in Norway, has his philosophy on what news is all about these days. Publishing is not what it used to be; to inform, to entertain, to reveal and create debate. It's also about providing your audience with tools and that's exactly what they do to solicit all this information from their audience in so many different ways. A couple of weeks ago they launched Snutter. I don't know if I'm pronouncing that correctly but it is basically the Norwegian version of YouTube and it's already getting advertising. It's already popular. I saw the CEO of [inaudible], which is the major company that owns the VG, give a presentation on it a few weeks ago and basically he said that Norwegians don't want English YouTube. They want a Norwegian YouTube and that's what this company is providing them. Giving them the tools in order to create their own videos.

BBC is doing the same thing. They are giving tools to bloggers to do use their video from their websites and put them on their blogs. So they're giving this API or this technology to enable video sharing. In this case, this was just an article in the BBC News about mental health profiling this young woman who is mentally ill. And then that video could be uploaded onto a blog about mental health issues called Psych Central.

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So basically those are the 6 areas that we've identified that are just really key to the future of newsrooms around the world and I thank you for your attention. And now we are going to

[audience applause]

Thank you. We are going to segway right into our speakers. So I would like to introduce Rodrigo Flores. He is from the UOL in Brazil. And I have to mention that he is replacing his colleague and please come and join us up here and put on your microphone and, is this the one? Yeah. That one is probably better. There you go. Thank you.

[pause in audio]

Rodrigo Flores: Can you hear me back there?

Audience Member: Yeah.

Rodrigo Flores: Okay, my name is Rodrigo Flores and I'm editor of UOL Brazil and I'm here first of all I'd like to apologize to, because I'm replaying Marion Strecker. She was originally invited. She's our editor, my boss. I hope she is watching me. Just like the millions [laughing] others. And but due to the bureaucracy of getting and renewing a visa she could not be here. So I hope I replace her in a good level.

I'm going to talk about UOL. Some of you may know this company. Most of you, I believe, don't. It's a complete different way of making business. We are much more like Google or Yahoo than *Washington Post* or *New York Times*. We are a [portal].

First of all I'd like to introduce you to the Brazilian market. We are talking about globalization. We are talking about the flat world. So where is Brazil? Brazil is #8 in the top 20 countries with highest number of internet users. We have currently a little more than 32 million internet users, which is a lot. But we must remember that it's only 17.2% of penetration. Very different from the 70% penetration that you have in the United States. You must take this in account when you think about Brazil. Despite the 17%, we are #8, which means we are ahead of important countries such as France, Italy, Russia, Canada, Mexico and so on.

As you can probably imagine, there's difference, significant difference between the profile of the Brazilian internet user than the Brazilian non-internet user. The internet user is younger, 28.1 years old on average, studies more, has more time of formal education and earns 3 times more. These internet user accesses the web at least once a week, some of them or most of them every day. We are talking about globalization. We are talking about global markets, specifically now about the Brazilian market but with global competitors.

Here we have a list of, top 10 list of the highest, of the most important web sites in Brazil. In yellow you can see are the Brazilian web sites. It's a little different than the Swedish example that Martha showed us. Here we have a very strong competition and global players are there. So the #1 Google, MSN, and AOL comes 3rd in unique visitors. In page views, we're 2nd in pages per person and 2nd in time per person. Most of you may not know but Orchid, does anyone know what Orchid here? Those of you back there, okay. It's just like MySpace. It's a network of social web site.

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Okay, let me give you an overview of UOL. It's a Brazilian internet media company. It was founded in '96 and to provide not only content but also internet access and it was founded by the same group that controls Follett Sao Paolo. It is let's say top 3 Brazilian newspapers. Some may say it's the most important Brazilian newspaper. And how do we make money? Our business model is based on content, service, and access subscription. We sell ads, as most of you, and we sell products, such as MP3. Just like YouTube, oh pardon me, like iTunes or games or firewalls or antivirus.

And what is our content? Well we have our own content, of course, that we produce in our headquarters. But we also have like 400 partners, which means 28 local newspapers, 150 magazines, TV stations, radio stations, celebrity web sites, publishing houses. If you, there is any volunteer who wants to be our partner, okay.

Alright, we divided in 45 main channels that are subdivided in a thousand channels. That's translate that to numbers that you understand better. It's on average last year we had 7.6 billion page views and 48.5 million returning browsers. In Brazil we use this technology of net ratings most of you are familiar with. So we do not take in account office, audience, or cyber cafes or libraries, only home access, and we reach 65% of this home access which can be translated to 9 million.

And who pays the bills? The paying subscribers, they are actually 1.6 million. Half of them still dial up connection. Half of them broadband connection and you can imagine. We are poor country, unfortunately, so we have that large number of dial up connections. Again, how do you make money? We don't have, well we have little fear of those global enemies, let's say, but we face them and we try to compete with them in what they do better. For example, we compete directly with Google for the market of search engines, ads, print ads, price comparisons, sponsored links. We want their market. Actually they want ours. We compete with MSN when we talk about Instant Messengers. When we are talking about antivirus, firewalls, we compete against Tara. Tara is a site controlled by Telefonica for internet access, wifi, cable and we compete against Yahoo for search, chat, blog, photo blog, video log. That's a sample of our home page.

So it's about journalism, right? And what is importance of the journalistic content in our whole content, it's very important. We sorted the top 10 channels by unique visitors and page views here and in yellow we have all the channels where news play an important hold. So here we have 7 of them. News have important hold in 7 of those channels.

Well, now it's time that I run away. [laughing] Because it's a kind of, I'm teasing you but it's important for you to understand that Brazil has different reality from the United States, a different culture and a different internet environment. In 1996 when AOL was created, our discussion was will the newspapers disappear. I guess that we haven't yet answered that question but we, it does not scare us so much as it used to do. And in 2006 we asked in Brazil, "Will the journalism disappear?"

And now we're talking about the user generated content. We are very worried about user generated content. We are not afraid of it but we want to propose you and a little step on the brake. We have to pay attention about this user generated content. Of course we cannot ignore them and we must not ignore it because it's important. And obviously the audience wants to participate and we want their participation. But we are thinking about the whole of the journalist. And here's a metaphor would be

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the user generated content that seems kind of gong show with the journalist turning to judges of that audience talent.

Well, we must see the opportunities of this user generated content. We can know better the audience. We don't have anymore to look to page views. And to understand their navigation habits. They simply write to us and they tell us what they want. So we can understand their feelings, we can understand their thoughts. We can receive suggestions and I, how many times I have corrected some of our articles and some of our stories because an internet user found some mistake, countless times. We can receive relevant testimonies. We can receive video. We can receive photographs. We can multiply by a thousand by a million the number of photographers, the cameramen we have around the country, maybe around the world and we certainly fortified the relationship with our internet user.

What are the risks? The risks are the same risks that we have in journalism and that's why we have the toolbox that we discussed so much here. We have the such a strong way to control mistakes and every day we publish several of them. This problem is much bigger when we talk about internet user generated content. So we may give voice to lies, to inaccurate statements, to racism, to prejudice, to crimes and according to the Brazilian legislation, we are the responsible. So it means we can lose time, we can lose money. Worse than that, we can lose prestige, which can be translated to losing money.

So what we learned from this internet user? We learned that this internet user does not want to become finite, doesn't want to have their messages ignored, cut or censored. I'm sorry, sometimes they are. They don't want to see any delay in seeing their content published. We try to be quick but we revise most of the comments in our let's say official blog, not in our blogosphere. And they want to remain anonymous. They don't like identification.

So what's the solutions that we find for this problems? Let's call problems. We permit anonymousness when it's possible in posts and chat rooms, for example. We regulate and promote the public participation so we give great status to the participation of the public. We want them to participate. We want to hear their voice. We have discussion groups on every topic and we give the, after a headline we always have some link where people can comment the news. We try to be transparent about the regulation, which means terms of use. We can create a public system of report abuse which means that we share the responsibility to control that content. We can't do it all by ourselves. We act immediately in case of abuse. Of course the punishment depends on the crime and answer the questions as quick as possible. That's our policy. In the journalistic era.

Well here are some examples of our professional, let's call professional journalist blogs. We have blog about science, about sports. Our correspondent here in Washington D.C. and a blog dedicated to children. They are huge success. But we have also the let's call ordinary people blog and for example this first one is from a girl that follows a reality show called Big Brother. I don't know if you still have this but in Brazil it's still great success. And each post this, it may have 3 or 4 lines, doesn't matter. I have never seen less than 1,000 comments for each post that she writes. It's a huge success.

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And I have surprise for you. I was prepared to be the last of the day so I decided to bring you some video to entertain you. I just hope we can play it. You know how to play it?

[audience laughter]

[prerecorded UOL commercial audible in background]

Rodrigo Flores: Well, that's not enough. I still have, we still have time for 2 more minutes? I just want to explain that all this content or most of this content is done by our team. We are not a television so we experiment with, we try new things because we don't have a TV channel on our own. So most of the solutions are exclusively broadcasted on internet so we are trying. We have 2 more videos. I promise they are quicker.

[prerecorded audio/video audible in background]

Rodrigo Flores: There is only one left and, believe me, it's funny.

[prerecorded audio/video audible in background]

Rodrigo Flores: That's it.

[audience applause]

Martha Stone: Thank you very much. And while Rodrigo is being seated, our next speaker will come up. And I, Rodrigo, I wanted to ask you a question while you were being seated and that is what do you see as the most promising revenue stream to pay for all of this content?

Rodrigo Flores: Ask me again, please.

Martha Stone: What do you see as the most promising revenue steam to pay for all of this great content?

Rodrigo Flores: Okay, well we have different models of business, as I told you. Of course the tendency to provide internet access is to decline and, obviously, offering premium content tends to be our most promising area. And, of course, ads. The problem is that in Brazil the advertisement market is not so developed as it is here so we can't count on this revenue right now. So we have to develop different ways to get our money and pay our bills. But the tendency, yes. Advertisements and premium content.

Martha Stone: Great. Thank you very much. Now I'd like to introduce our next speaker. Just wanted to make sure you were ready. And that is Jean-François Fogel and he is a consultant for Le Monde Interactif in Paris and I'll let you tell us exactly what you're doing for Le Monde.

Jean-François Fogel: Okay. Can you hear me? Yeah. So, so we move from Brazil to France. I work for the web site of Le Monde. I am a consultant, half of my time is working for Le Monde and asking to keep part of my time in order to be consultant in some of the basis in most of Europe and America.

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So we will talk about Le Monde. They love the newspaper so much that they makes the building look like the front page.

[audience laughter]

It's the building of Le Monde in Paris. Actually the company is owning Le Monde, daily Le Monde which is an enormous institution in France. They have magazines and books. Some of the magazines are using the brand Le Monde. Le Monde [word in French not transcribed]. And some of them are not. Have some original dailies. So far they are 3 original dailies and Le Monde is in the process of buying 6 more. So they will get the, all the dailies on the seaside in the south, in the Mediterranean. And then they have the company for the web. The company for the web is apart from the company from the newspaper, for the newspaper.

If we look at the newspaper, itself Le Monde, it's a classical story we can hear about in any kind of prestigious newspaper. And Le Monde is very much a still respected, very much respected. I can say that it's the most reading in France and Le Monde is able to create a panic in an industry or company just with the front page article. It's still very powerful. I do believe it's one of the leading newspaper in Europe. Maybe sharing that position with the Financial Times and the [inaudible]. But it's a very respected newspaper.

It's a week newspaper now just because of the continuous loss of advertising revenue and money. It's losing in a classical way, like many newspapers in Europe, it's losing it's share of the market. They made a successful new from online in 2006 so they slowed down a little bit of process of the full but we can say it's an institution of journalism facing a very difficult future. And it's a classical case. And if we look at the figures, first you have to see that the French market is quite small. Le Monde is selling 350,000 copies a day, which is about 20,000 more per piece than [word(s) in French not transcribed]. Then you have Liberacion, the leftist newspaper and a huge crisis now. Selling only 32,000 copies a day. [word(s) in French not transcribed] a little bit smaller is French daily business newspaper.

Although all, you can see that the, they year 2002 is a huge turn. Everyone is going down since 2002. If we look at the 3 leading newspapers, I mean I'm talking about national newspaper, the free national quality newspaper in France, they have lost 10% in the last 4 years. Actually in the case of Le Monde it's 14% so it's for any company it's tremendous challenge. If we look at the figures of the website, you know we have Le Monde, again, and La Figaro in blue and Liberacion on yellow, the picture is quite different. We are starting here, in 2001 you can see 11 of September and the process is quite different. You see that the website of Le Monde is doing well with more than 32 million visit a month at the beginning of the year. It's 36 millions now. And is making obviously better performance than La Figaro or Liberacion. The blue one, [word(s) in French not transcribed] is different competitor on the web. It's a weekly magazine. La Figaro and Liberacion tried to merge to a newsroom. La Figaro put them quite close and we can see that there is, despite the fact that they're trying to use what is now a classical recipe, they have no positive result.

If we look at the history of Le Monde, why the newspaper of Le Monde got good result. It's a quite simple story. It started in '95 with a .pdf of the front page. Classical story on providing a few things. The key move was '98 they moved to another building. Staying in an old institution it's impossible to create something new just because of the burden of the past. So we have to go to another place. And

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they try to build up a kind of portal to Le Monde. It's everything, everybody and it was a complete failure. That's when I went to Le Monde with many of the people in order to try to turn it in another way. And we decided to go back to the news.

We decided to, excuse me, we decided to go back to the news business, to do journalism online. The website of Le Monde was among the quality journalisms, the very first one to try to build up a subscription path and that time everyone said that it was impossible to be done. And obviously we had the model of the airline transport. I mean whenever you are flying from one place to another place, everyone is getting to the final destination. Everyone is making the travel, the trip of information but obviously don't travel in same way if you are in coach or you are in the business class. So we decided to build up a business class inside of the website. And

Rosental Calmon Alves: I need you to put the mic here.

Jean-François Fogel: Why, because it's not strong enough? Okay, and we tried to be the first to improve the website. I mean if you think about video, if you think about opening to come and find from the audience, if you think about any new kind of technology, we have been first or quite first in France. And so far it's an outside story, obviously. It's not an inside story of Le Monde. And it was successful I do believe just because we have been able to be more innovative and to change faster than the competitors. The business is a business of creativity and to do things, to do new things, and Le Monde, the website of Le Monde was very effective in that.

What is the website today? So we have a promise. We tell every journalist from the team that we get all the news at the time of your connection that the promise we are making to the audience. We are trying to change a lot and when I'm saying we are trying to change a lot, we have algorithm inside of the website changing everything actually every 20 minutes, actually every 19 minutes, 52 seconds, even if nothing is happening. The algorithm is taking all the parameters of the website and turning it completely. We have a multimedia treatment of the news. We are producing multimedia content and actually if you look at the pages downloaded by the audience, less than 10% is coming from the newspaper. So it's another media we have been able to build up.

There is a real interactivity because we receive more than 5,000 contributions, 5,000 comments post for blogs and so on from subscribers every day. And only subscribers are able to provide content to the website, which is we did it at the beginning because we have that model to have subscription. And I think we have been very lucky because everyone is talking about having a user generated content but the quality of the content is something quite worrying, to say the least. I mean if you look at it and most website, the quality is very low. In the case of Le Monde, maybe because it's only for subscribers, because they pay for it, because it's supposed to be different, everyone is telling us you have a better quality content coming from your audience. Maybe because it's Le Monde but inside of Le Monde there are different people.

So if you look at the website of Le Monde, you have part of it with a blue header is free. If you connect to Le Monde from here, it's free access. You get all the content from the newspaper, which is put online. If you have a subscription, your header is golden and you will receive, I can't say what you receive. You receive a package of many, many different things. You have your personal firing line, you are able to

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have your private blog and to have access to [inaudible]. We provide you with sophisticated stories made in Flash. You have access to, continuous access to 75 news wires of text, of videos, of pictures. You have access to a private fact book to service. You have specific newsletters at different times of the day. And we have what we call an information desk which is just like a huge machine in order to receive everything whenever you want to receive it.

Actually, the package of content and services, we've higher the value is what permit us to have a core of good people providing good content and to have inside of our model business something which is a part of people paying for content. It's interesting to understand what is the final channel. I'm talking about marketing there of Le Monde. We try to get as many people as possible in the website. Actually the audience of Le Monde is almost 3 million people and the audience of the newspaper, of the daily newspaper is 1.7 million so the size is quite different. And we try to convince as many as possible, among them to try, if they have a good experience for free, to try to cross the border and to pay in order to go to the other side. It's very easy to use as a business model because you don't pay in order to get subscribers. You just say hi to the guy passing on the website and say, "Why don't you try?" Part of the business now is B2B because obviously some companies are interested in having subscribers and we just built the 2 months ago a premium subscription providing you with an access to super, kind of a super .pdf of the daily newspaper on paper.

So actually we have part of the business which is driven by the sale of ads and a part which is a classical model of you pay for content. Now for 1 brand we have actually 2 incomes plus a list of online subscribers. We listened this morning how important it could be. How many subscribers do we have? Remember that Le Monde is selling 350,000 copies a day. So now we have 89,000 subscribers. It's just getting higher and higher. 35,000 subscribers have a subscription only to the website. So they pay \$7.80 a month, which is 6 Euro, which is more than \$90 a year. The news premium site we started 2 months ago, we have now 6,400 subscribers. They pay almost \$20 a month, which is \$240 a year. It's starting to be a real business. We have companies that can't put a price because there are many deals with them or they doing or they're buying advertising space and so on. It's quite complicated. Plus we have the subscribers from the newspaper. If you're a subscriber from the newspaper you can get a free subscription to the website. Actually the newspaper is paying a fee to us because in order to get that you must pay a subscription with a credit card and it's much easier to get, to keep a subscriber with a credit card than someone sending a check and using a calling center. And obviously the main source of subscribers to the daily newspaper, to Le Monde, is a website and it's very cheap because they don't have to send mailing and so on.

So the weight of the newspaper already follows the audience move. If they want to leave the newspaper but they want, they don't want the paper to go to the newsstand but they want it, well we have the premium site and they can actually see very easily. If they just want to drop the newspaper and move to the web, we are ready for that, too. And we are trying to face the future with that.

So far the web site and the newspaper are 2 different businesses. So it's all inside data of Le Monde and LeMonde, the web site of the Le Monde, you can see there is a limited overlap in the audience and the overlap is getting smaller every day. Actually we are dealing with 2 media and 2 different audiences, 1 for each media and

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we have 1 brand which is the result of the story. We use 1 brand and so then we have 2 media and 2 audience.

So what can you do if you're in that position? You can try to manage as much as you can different audience, expecting different things. That graphic is quite significant. The blue line is the audience of the newspaper. The red one is the audience of the website and here we built up a generation section among the readership of the audience. From 15 to 24 years, from 25 to 34, from 34 to 49, and 50 years old or above and you can see that 1 line is 100 person audience. So you can see that more less the website is level. If it was perfectly balanced it would be a flat line and you can see that the newspaper has a lot of old people, 50 years or more, and they have a very low number of people between 25 and 34. So that's the classically major of that kind of institution.

But what is to be done? What could we, what can we do? Here is a plan of the management of the group. What do they ask from Le Monde, from the newspaper? They ask them to be important player in the free press, to be part of that. That's just started to be committed with a free daily newspaper in Paris. They want them to try to move to something different. Le Monde is an expensive afternoon newspaper. They ask the same newsroom to produce a low price morning newspaper. What we call in Europe a compact one, smaller in size, smaller in the number of pages and obviously dealing with a younger audience. Last but not least they ask them to create new products on paper or digital products for some kind of niche. Try to identify some niche of readers and try to produce a product for them.

What is the job of the website? First, so far it's so far so good. The website is doing well so they ask from the website to create its own competition, which is what we are doing. We are going next summer to launch a new news website in order to be our own competition, because the competition is not coming from other companies. They ask us to learn how to tell the story online. Our feeling is that if within 15 years we are looking to the website we have right now, everyone will be laughing just because it is very clumsy what we are doing. We have no real knowledge of how to tell a story using the different tools we have. So we must build up a quality journalism using those tools. And eventually maybe we can use or sell the know-how we have. We have been contacted, we have approached many time in order to sell the technology because all the technology of the website is from us. It's important technology and things we produce by our self. So far we say no but maybe, maybe we'll have to do it in the future.

Above all, what the management of the group is asking from both companies is to focus on niche media and try to do in the best way possible and it's at most profitable way what they have to do and don't try to mix up different things. So you see that all policy is quite different from what is done in other places. We try to, we do believe that it's not possible to reinvent the daily newspaper and use the same time to be able to produce a new website and the same time to invent a new business model with the same people. So I will finish with 4 views to show mine. I say they are not so wise but that's okay.

[audience laughing]

My feeling is that the be still an ongoing wall of innovations. I don't believe that what we are doing right now in the web is going to remain the same for the next 6 months. And actually if you look at what happened in journalism, it's a very poor

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result. What are you supposed to do on the web right now? You have to produce technology or you have to induce new behavior from the audience. Nothing is coming from journalism, from the press. Actually we can say that the press has lost every battle and just naming blogs came from outside, pictures Flickr, classified Craig List, video YouTube, social networks it comes from MySpace and Facebook. I mean just name it. It's a total failure.

[audience laughter]

So you have conventions of people saying, "Everything is fine and we're facing the future." It's not true. We are losing whenever we go to the digital land. We are losing part of the market to new companies. So that's a very first point I do believe it's necessary to try to innovate as much as possible.

Regarding convergence...

[audience laughter]

...on average whenever you have convergence in a company, the cut in the newsroom is between 10 and 15%. I have very precise number regarding that and you know that it's true. The problem is that it could be the right movement but after 12 or 18 months, you are listening to a new music. I mean as a consultant for example that I work for a company and so the president told me 18 months ago that they were going to merge a newsroom and so on so I speak with him a few weeks ago and he told me the numbers are absolutely the same. Tendencies are absolutely the same. So we did it in order to try to make the business more profitable and we have, we don't have any better result. We are [inaudible]circulation of the newspaper regarding the audience of the website. So what are we going to do now? If we can't merge again so that movement which was a financially dictated movement is a loss because eventually they started something which is not giving financial result.

So my belief is that if you haven't done so, it's still too early to close a laboratory. It's too early to say, "I'm going to close the website as a specific unit in charge of inventing the future, of drawing new audiences, of building new technology." And 1 part of the big mistakes is by doing so we are not facing the real big crisis which is the crisis of journalism. The way we tell a story. We have, all of us we have read studies regarding the audience. I mean those people who started with video games and when they were 12 years old already 12 years old internet was already there and so they have been reading on screen all their lives and so on.

It's very, very complicated the way we are speaking about the world for those people. I mean a huge audience is able to understand a Tarantino movie and the Tarantino movie is not something linear. It's something confused with different stories mixed up. And we said, we are saying to that audience, "We are going to provide you with a classical story with a nice lead and then everything is going to be put gently in order." And those people are using the net as a kit. I mean they take pieces in other to produce their stories and their vision of the world. So I do believe if our quietness is story to invent a new way of telling stories but the way which is, in which is contemporary news. A way which is a normal way to speak with people, young people today.

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The last thing is that's my feeling. No one has a concept, no one is asking me about that. I'm wishing that the president of the Board or CEO is asking me what can we do regarding the book? The technology of the book is changing, obviously very quickly. E-Book is improving. The time you need in order to produce a book is now very short. We see that journalist as private person of playing a big part in the book business. You name that event, that session the world is flat more or less using, or stealing the title of a book. I don't understand why communication companies with great knowledge of how to produce texts and they did texts are not trying to use that. And my belief if that, if we don't do anything it's going to be a lost opportunity because it's very obvious, it's very easy. Newspapers know how to do it. So I just remind you that those 4 views are very private and they are not official from Le Monde. That's it.

[audience applause]

Martha Stone: Thank you, Jean-François. In the interest of time, we're just going to move on to our next speaker. Thank you, Jean-François, and I would love to introduce our next speaker. Ismael Nafria is the Deputy Editor of Prisa.com, the internet company for Grupo Prisa in Madrid. This is the biggest media company in Spain. Prisa.com manages 8 websites, including El Pais, which Ismael is going to tell us a little bit more about.

Ismael Nafria: Thank you. Hello, good evening. It's okay?

Audience Member: Yes.

Ismael Nafria: Well first of all, thank you very much Rosental and all team to invite us to participate here. I'm going to talk about the digital book revolution and I know that's not true. [laughing] But I think it's really a very good idea from Jean-François. I'll off his presentation, I would say that probably I would like to use some of his slides because I almost completely agreed with everything you have said before. So I'm going to explain a little bit about this.

Just for start off, I want to talk about 3 subjects; organization, how we work at Prisacom/EIPais.com, and then some comments on numbers about our experience with user participation and use of video in our sites.

Very quickly, Prisacom is an internet company of Grupo Prisa. Grupo Prisa is the biggest media group in Spain and we manage basically 8 media sites. Just quickly EIPais.com is the biggest 1 and Ask.com, it's a daily sports newspaper and we produce the website. Carena said it's the biggest radio network in Spain and we produce [inaudible].com. Think of it as the 2nd business newspaper in Spain. We produce that website. Then we have LosCuarenta.com. Los Cuarenta is the music radio station, the biggest one in Spain. Los Cuarenta Principales, it's like pop/rock music. MP3.es that it's out multimedia magazine for young people. It's free on Friday supplement to El Pais. And we were here last year talking about, specifically about this experience on the different site. And then we have our last 2 additions to our work. It's Cuatro.com and [Plus.es]. Cuatro, it's through 1 of the 3 TV stations in Spain. It's the younger, youngest 1. It's only 1 year and a ½ old. And then Plus.es is the website of the only digital paid TV, satellite TV in Spain. It's Digital Plus with 2 million subscribers on the TV.

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So to manage all of this and on Prisacom, it's a different company. The internet unit of Grupo Prisa and we work with all the other units so we work with the newspapers. We work with the radio stations, with TV and also in part with the publishing company [inaudible]. So at Prisacom we have around 200 people and we are, the number is increasing. Probably this year we'll finish with 250 or something like that. Half of that work, we work in the department. It means basically journalist, a team of designers. We have for each website we have a specific team with an editor and chief in each one of them and people working specifically for that website. And also we have central online newsroom that work for all the other sites. Probably specifically for EIPais.com but for all the sites. And the central newsroom is the one that manages among other things the participation area and the video area.

So last year we are really in a very good moment, let's say, because it was the first profitable year after many years of losing a lot of money. So it's really big news and good news for us and I think for the online marketing in Spain. We got that with 30 million Euros in revenues. It's 42% more than the previous year. And we also have been receiving some national and international awards like 3 [inaudible] publisher awards.

So about the newsrooms. And the debate about managing or not or [inaudible] or not. At Prisacom we are in a different building but the website, the people who work for EIPais.com are in the same building. El Pais in the same newsroom but it's same location, physical location, but they are really different teams with different managing people and working in coordination from the top level with the people are from EIPais.com participate at the meetings of the paper. But that, I mean after that it's team has its own work to do and that's what we do.

And why? This is well obviously a continued debate and we have been looking very carefully to what is happening everywhere and reading about the New York Times operation or the Washington Post or strategy are using today or Wall Street Journal or any of the others and at the end we always arrive at the same conclusion, that internet and the website and all the technology like [PVI] editions [inaudible]. It's a different media with different roles, with different language than yours, with different time, different schedule of publication, different ways of thinking about the information, with different users and the numbers that I mention are very clear. I don't have our specific numbers but I guess that are more or less the same. With completely different goals to cover. We use different, we have different profiles for professional profiles. Our sales teams sells different things, different approach to the advertisers.

So all of this is to say that for us it's a different media and that's why we were thinking about this a different think. So all the coordination and all the collaboration that is possible, it's more than okay. But we are not thinking so far about integrating or anything.

Let me show you very, very close summary screen shot from EIPais.com homepage. The 7 homepages you are going to see are from Monday to Wednesday. So we try to change these homepage very frequently and change not only the content but also the physical appearance. So what we are trying to do is to create an informative offer to offer the users what is important at that moment with different ways to think about the information and what is important, what is not, what kind of integration with the users we're having, etc. So this is for example from Monday morning. The same day, different things happen so we have to add more things and

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we have many different templates for our homepage so we change that. If you see after that I will mention that the first news in the center with 282 comments or the 2nd one with 16 comments so they were opening some news for comment. I will maybe open it a little bit later around all this.

So the same day also looks, Monday this is at 22 PM so we've got a videotape with interesting images to offer. So we look here. This is on Tuesday morning. Tuesday at 13:55. Again we've got our video and we think it's interesting to put it there. And again Tuesday but 17, almost 18 PM, also with another video. For example this is a show interview with, this is the speaker for the popular [words in Spanish not transcribed], the People's Party, and that is called and against our group lately with some, well a big fight.

And then this is on Wednesday morning. And Wednesday night Spain was playing against Iceland. [inaudible] So just a few numbers. In generally we have 7 million unique users for EIPais.com and usually from Monday to Friday we go around 600,000 or 700,000, depends on the day and the news that we got from.

Just to give you more or less the evolution of this, many, maybe some of you know that EIPais.com then worse name at EIPais.es was 8th service from November, 2002, 'til June, 2005. It was a decision made because it really, in 2002 the business environment, online business environment in Spain was really completely terrible and awful and it was a way to see if it was possible to get some revenue from subscription and it was possible but clearly not enough to maintain an operation like this. So in June, 2005, we opened again and we opened with 1.3 million unique users. So in year and a half it has gone to 7 million. And it's still growing so we are really very happy with these numbers.

Then the second part of the presentation, it's about user participation. We are really true believers on this. We have had participation team for 7 years so clearly, well we didn't know about all the user content and generated revolution but at least we were trying to do something with users from a long time ago. So far, well it means a lot of work and now we have 6 staff and 6 collaborators working specifically for participation area. I strive to, well this 18,000 inputs or things that users do in El Pais, obviously these numbers changes from one day to the other but I try to find more or less a real number and the kind of things that users do in our site.

So participation in parts, it's around, well you can see the numbers. I would say that with commencing news, for example, that it's something new from last November is going up. We are, well so far we have to manage it and to approve prior to publish well because if not it's going to be a problem for us. And then we have also a lot of comments in blogs.

Questions in digital interviews, that's something that has been very successful. Every day we try to have like 2, 3 or 4 we call digital interviews with interesting people or people that are in the news or famous people, actors, sports, etc. So we publish, we are going to interview and then users send their questions and one day at the specific time the interviewed answers the questions through internet during 1 hour usually. So it's very interesting way to be in touch with many people and having the users incorporated to our media.

And then also, we have other ways to be in relation with users. One of them is news corrections that we offer that partially in every piece, in every news that we publish

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on the web and we go usually every day we'll get like dozens of corrections. Sometimes very big, important corrections, sometimes just small things but it's, we really appreciate that kind of, well people are always looking at if you are doing your work properly or not.

And then the last initiative is called [Spanish words not transcribed] and we are just starting this area, trying to build a more formulated offer to let the users participate in the specific such as we want to create or we want to write or the idea of this is like the examples we have heard in the previous panels. So we work journalistically more together with our users. If we take, what does it mean when that user participation? We saw the 18,000 inputs daily but if we take the different areas of participation at the end and it means that it's around 10% of our total users that I think it's a pretty good number so far. So it's around 600,000 monthly unique users.

And then specifically MP3.es, we have been working a lot with users, well in fact the essence of MP3 in part is user content generation so this last year we have had 2 very interesting experience. We have published 2 music CDs with, well obviously free CDs and music that users send and with a thread of common license and well user downloads it that really good numbers. And just this last week we published 1, the first comic, this is 1 of the CDs, the #2, and this is the idea that comics that it's fanzine. I don't know if it's called fanzine or not but it's a magazine of the comics that users have sent to our site. It's [inaudible] it's talented to it's our section for specifically for collect all this kind of participation. One of the pages of this comic book.

And finally video. I would say that this has been the really biggest change in for us in the last month and every month is changing and it's a little bit incredible what's happening with this. We have, at Prisacom we have a multimedia department we call multimedia but basically it's for video so far with 6 people. I probably will have to increase that number for sure and I don't put here in photographs that do multimedia and animated graphics. So we use videos from news agencies, CNN, that it's a news channel part of the group, Cuatro, and then our own videos. So we produce every day. Well it depends but at the end of the day it's like 40 videos, new videos added to the site and our own video is maybe, obviously it's a smaller quantity, maybe 4 or 5. It depends on the day and the stories we are covering. But when we have to produce our own videos, since they are different from the videos that, our competitors have. So they really make a difference in numbers at the end of the day because the news agencies, all the websites, at the end they have the same images.

We use videos in 2 different way. We have a specific section for video and, but what is more, the most successful formula it's to [embed] the video in the news page. And I put several million each month. Last month I was checking the numbers just before this session. Last month we got around 6 million videos be with in our site. Specifically at ElPais.com it was between 3 or 4 million. So that' for example, an example of video integrated in news. Well everybody is doing this. I mean then this is specifically the video arena.

And that's it. And if you come

[audience applause]

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If you come to Madrid, please feel free to send me an email and I will be really happy to show you what we are doing there. Okay.

Martha Stone: We'll all come. Thank you very much, Ismael, and I'm going to take this opportunity to introduce our next speaker. And that is, I'm sorry, I should turn this around. Juanita León is currently a Neiman Fellow at Harvard and was the editor and chief of, is it Semana.com?

Juanita León: Uh hum. Yeah.

Martha Stone: In Columbia. And she's on the website and it is a weekly magazine in Columbia that she's representing the website of.

Juanita León: Okay, hi, well someone has to be the last one so it's me. Lucky me! And so Semana.com was created in 1998. This is how the site looks now but in last, in January, 2006, we launched the news site [coughing] as a daily, as a daily news service. Is there water? Okay. Yeah. There's no water. [clearing throat] As a daily news site with news analysis... oh, that's great. Thank you.

Okay, in 2006 Semana is the largest news weekly in Columbia. We have the, like a great influence because in Columbia there is only 1 national newspaper and there are 2 national magazines but Semana is the one that has most influence. So we decided that we had a great opportunity if we launched a daily news site, which had the same analytical approach as the magazine and that covered only the most important news events of the day. Which, in Columbia, you know like bad news happen like every 3 hours so...

[audience laughing]

... we decided, "Okay, we're going to have a news site and we're just going to get the 3 main issues of the day and analyze them." And we actually created a site that in very short time has had like a great influence because we only have another source of news that is ElTiempo.com. So basically we have a, people can navigate the print magazine in this corner and the rest is content developed by us. We have had video columnists, a daily and we have a multimedia specials and we have a online columnists.

No, I didn't want to do that. Sorry. Okay.

We have a very small staff. It's 1 editor, 3 reporters, 1 designer and 1 intern. But we work like 20 hours a day [laughing]. We have an average of 350,000 users a month, 1 million visits and 5 million page views a month. Each visit accounts for 5 page views, which understand that is a lot. 40% of our audience is 35 years or younger, so we get a very different audience from the print magazine. That people are older. 65% live in Columbia and 15% in the U.S. At the beginning we thought that most of our audience was going to be among the 4 million Columbians that live outside. We have discovered that most of the people that read us are in Columbia. 56% come to our page directly while 20% come through Google and 10% come from El Tiempo. So what we have seen is that we are taking some audience from El Tiempo also but increasingly people are coming to our site through Google. So that's something also that we are aware of and that we have, whatever.

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Online revenues account only for 15% of the operation. And 20% of those revenues come from Google ads and the rest from advertising. We were kind of slow to develop like an advertising team and to really get revenues from that because Semana until last year it was, Semana.com was all the content was sold to Terra, that it was Spanish, this is Spanish aggregator.

And well that 3 main debates around Semana.com, which all of you know by now because are the same that most newspapers are facing everywhere. And when we created this daily news site, at first there was like a lot of indifference. Then a lot of here and now a lot of hope. The debates are over editorial control because in many ways Semana.com because is daily sets the idea that sometimes for the print magazine. Also because we come with breaking news or we try to experiment with angles. We have like a less politically correct approach to news so sometimes the owners and the directors get nervous and think maybe we're going too far. So there's a whole debate over if the director should oversee the online operation but we've come to the conclusion that it's impossible. This is too fast. We have a different audience. Our audience is more liberal, more to the left while the magazine audience is more to the right. And so we've decide that it's better to leave it like that.

There's also like a lot of discussion on who has the right to the scoops, like the breaking news, because Semana reporters are really great journalists and they get a lot of leaks and a lot of scoops and they, at first they tried to keep them until Friday to publish them during the weekend but we've realized that either Semana.com publishes them or El Tiempo will so there has been a while debate on that.

The 3rd debate over control is the circulation guide the magazine because the circulation in the magazine is starting to go down as all print media and at first the circulation person thought it was because of internet but the internet audience is really growing fast so we've decided that that's the way it's going to be. That's why there is hope now.

But our biggest fear is to sustainability. We really have to find a way of making money out of these because the operation costs a lot and we are not getting that much money yet.

The 2nd debate is about convergence. And we haven't found the incentives for print journalists to work on the online edition because they say, "Well, I get paid the same. Why should I do more work?" And I think that we need like some reeducation and a new way of thinking from the top down. To really understand that this not only about doing video or doing podcasts but it's completely like a different way of thinking, of telling stories.

And the 3rd discussion that in Columbia is quite important is how controlled should users' participation be, you know? And we let our users post comments. Until I was in charge, we filtered them before they were published. And now they decided that they will publish them and filter them afterwards, which I think in Columbia is big problem because there are lot of threats. People, we have so many because of the war, there are a lot of crimes committed. And people accuse other people of committing crimes and so I think in Columbia that decision is even more sensitive than in other places. We have bloggers, we have keep bloggers to readers and we are doing articles with our readers.

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It's basically the way I see Semana.com was like a laboratory for new ways of story telling. You know, we, because at first we were not so important. We decided that we could fail a lot and we could try a lot of things that didn't work and just go on. So we started a, some of the narratives or some of the story tellings that half worked for us. This one was before elections, we decided to do this test to tell people for which presidential candidate they should vote. Depending on what they thought were the main problems of the country. So we did first like a lot of reporting with the candidates asking them, "What is your position on extradition, on how to finish the war, on the free trade agreement with the U.S.?" And then we made a test and we asked people the same questions and based on their answers, we tried to match their answers with the answers from the candidates and so we told them, "Okay, this is your candidate." I mean, "This is the candidate that thinks more like you do." And funny enough, the results of the test matched exactly the results of the final election. So kind of worked.

Okay, we in Semana.com, we have tried to use more humor than in the magazine. When Bruce Willis said that the solution for, you know, for the failure on the war on drugs was to invade Columbia and to eradicate all the coca crops, one of the reporters in our team did these cartoon with, you know, trying to imagine how would Bruce Willis invade Columbia and destroy all the coca crops, which was a huge success. And we are trying to use more galleries, graphics, video and audio and these actually there is a story on the presence of paramilitary groups in a neighborhood in Bogotá. [Spanish words not transcribed] for multimedia stories.

And in Columbia they use a video is very tricky because a lot of people don't have broadband so they cannot actually see the videos but other people do and the people that do have broadband love the videos and actually journalists love to do the videos. And I think that's a way to go because Columbians don't like to read so much as they like to see new things and listen to radio or see videos.

Another way which we have used Semana.com and I think that's like something that we should use more is to see, to see it as a platform to bring people together. We did end a chat with Salvadore Mancuso, that is a paramilitary leader. Once they decided that they were going to enter negotiations with the government, I went to interview, to do a story about the mobilization of the paramilitaries and I asked him, "What do you think about doing a chat with our users?" and he was like, "Alright." And so we had some ground rules that people could only ask questions because, of course, we knew that these guys have like a big constituency and that they would be either clapping them and telling them, "You are our saviors," or people will be insulting him. So we decided and agreed with him that only questions were permitted but that he had to answer every single question. So he said yes. 103 people got in the chat at the same time. I moderated the chat and it was amazing the kind of questions that people asked him. They were much more daring than the questions journalists usually do. And well the guy answered them and then the magazine, the print magazine ran the interview with the user questions. So that was a very interesting experience.

We then, like 6 months later, we repeated the experience with a guerrilla leader of the ELN who also had said that they would enter negotiations with the government. They haven't really but we had a chat with him like 80 people participated in the chat and it was a very interesting experience because some victims, some relatives of kidnapped victims that the ELN had got on the chat and started discussing with him about the kidnapping. So it was kind of tragic but at the same time it was very

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interesting to see how you can go beyond the news as we had conceived them up to then.

Definitely in our case, the users won the debate. More people are going online. One of the interesting things we've seen is that comments are the 2nd most popular section of our site. Which can be that our news are so bad that people don't want to read them or that people are just interested in what others comment. And I think that's something that has given us a lot of food for thought to think about. You know, we have to think about it, right people? And what I think is that people really like to hear what other people are thinking and are saying and to discuss with them.

And the stories that we write with our users are the most popular, really the most popular in our site. So for example we do a lot of crowd sourcing. When the government said that the paramilitary groups had demobilized completely, we ran that story. We said, "Okay, the government said this. Is that your experience in your region?" And actually everyone sent us stories like, "No, in my town these guys are still threatening people or doing this and that." So we went with that information again to the government and we asked the peace commissioner, "Okay, these are the testimonies that we have. What do you have to say about it?" And they actually had to go on the record saying, "Well, actually they are still criminals. You know, they are now criminals. They are not paramilitary, they are just criminals." And that was a story that was on every like print news and on TV so that was a very successful story for us.

We also do this kind, I think internet at least in Columbia where all the stories are becoming shorter and shorter in print. Like the biggest story now, 800 words. I think the place where we can read long stories is internet. Contrary to what everybody says. You just have to do it like in a more fun way and when they mayor of Bogotá, that is this man, his popularity went from 60% to 20% we decided to do like a big report on what things were going wrong in the city and we showed people all the information on 6 issues; housing, on transit, on the staff that he worked with, on the environment and we made people, after reading that, elect what they thought was the main cause for the drop in his popularity. And then we showed the results. So that's our way of getting people to read long things. Because they actually have some input and on giving an opinion and also like I'm playing a little bit.

And this is my last slide. This is a story that I really like and that I just wanted to show you a little bit. When the National Arts Salon, salon or art festival, last year they decided to close the participation of the artists to just like a little elite. And there was like a big scandal in the arts community because they thought, "Well this is going really elitist and that's not fair." So we decided to do like our own virtual arts salon and we asked people to send, we asked artists to send us their best art and then we created this virtual museum and we let people elect which was the best painting and we did the contest. So I'm just, this is the last one. Just a little bit and got to show you.

[videotape audio audible, dialogue in Spanish not transcribed]

So we just image [inaudible]. We showed the art that people had sent. And people could elect, say these paintings and then like 3 weeks later we ran a story saying, "Well this was a painting that won," so that was like a big thing. And that made a lot of people debate about if it was a good idea to just choose these 10 good artists on those exhibitions or to have like a more democratic exhibition.

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So I finish here just with the saying that in my country like Columbia where there is such a big media concentration to have this side has opened up some opportunities for like to democratize information and a lot of our columnists have gone on to publish in El Tiempo columns so it's really become like a platform to open up a little bit the information in Columbia. Well thank you.

[audience applause]

Martha Stone: Thank you, Juanita. So we have time for just 1 or 2 questions before we close it up. Anybody have any questions? Yes?

[audience member comments inaudible]

Jean-François Fogel: The question is what is the structure of the newsroom? I mean if you, if you visit a lot of web newsroom you see that more is the structure is the same. I mean you have 1 group of people working as sub. I mean working in other to put whatever they are producing online as soon as possible. And you have another group of people dealing more with quality, producing cold content. And so more or less it's the all structure. We have a central part which is a kind of desk dealing with the homepage and doing things very quickly. And we have a more quality section and we have the classical things you see in every place. I mean people dealing with the audience and blogs, forums and so on. And people dealing with flash content because so far, as far as I know no website has a completely industrial as a tool in order to produce flash content. I mean apart from photo, from portfolio you need to actually to get into the [cord], you know to produce it.

Martha Stone: One more question. Okay.

Audience Member: My question is about UOL. It sounds to me, it looks like it's an older model that was tried here where you're trying to provide everything to everyone and to control all the content and I know AOL was trying to do that and they finally threw the towel in a year ago. Understanding that the Brazilian market isn't the U.S. market, I mean how long do you think you can sustain that sort of top down model?

Rodrigo Flores: Okay, do I have to repeat the question? Nope. Okay, yeah, there is this comparison with AOL. It's natural and happens all the time. And I don't want to transmit the wrong impression of UOL. As you could see in the video, we launched video log, for example, 9 months before YouTube. We are willing to enter these web 2.0 era and we are in there. And we are very adaptable to the Brazilian market so we know that from, well in some months or some years we'll have to change our way of making business but it also depends on how the market, the advertisement market reacts and our capability of keeping this premium content. I mentioned that we have 1,000 subchannels of content. Let me say, 1 of these 1,000 subchannels is the full content of the most prestigious newspaper in the country. Another channel is the full content of the most prestigious weekly magazine of the country. So we are talking about a lot of content and it costs us very, it's a very low price people pay to get all this information. So it works but we are willing to change if the reality changes.

Martha Stone: One more question.

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Audience Member: My name is Miguel, I'm a journalist from Portugal. It's not a question. I just want to congratulate Juanita because doing a job like that in a country like Columbia it's almost [inaudible] using internet.

[audience applause]

Martha Stone: Thank you, panel. And thank you, Rosental.

Rosental Calmon Alves: ... and tomorrow I think we start at 9:00, right? So be here because today I think was a long day but was very good. So thank you for staying here. Bye.