13ᵗʰ Annual International Symposium on Online Journalism

Day 1, April 20, 2012: Morning Session - 9:30-11:00 a.m.
From desk(lap)top computers to tablets and smartphones: How are journalists responding to the mobile revolution?

Chair: Joshua Benton, Director, Nieman Journalism Lab, Harvard University

Panelists:
- **Pedro Doria,** Digital Platforms Editor, O Globo Newspaper, Rio de Janeiro, Brazil
- **Harry Dugmore,** Professor, Rhodes University, Grahamstown, South Africa
- **Blake Eskin,** Former Web Editor, New Yorker Magazine
- **Louis Gump,** Vice President, CNN Mobile
- **JV Rufino,** Head of Inquirer Mobile and Books, Inquirer Group, Philippines
- **Whurley (William Hurley),** Co-Founder Chaotic Moon, GM Chaotic Moon Lab

Q & A: Joshua Benton and the Panelists

Josh Benton: Yeah, my name's Josh Benton. I'm with the Nieman Lab at Harvard. I'm hear to talk, to introduce our 9:30 panel, which is now a 9:40-or-so panel. *From desk(lap)top computers to tablets and smartphones: How are journalists responding to the mobile revolution?* It's a source of frustration for me that there's no good way to put desktops and laptops in a beautiful way.

I think it's very important that we're talking about this issue, because I think it's paradoxically easy for journalists to underestimate the scale of the importance of what's happening in mobile. You get the impression when you see Facebook spending a billion dollars on an iPhone app that doesn't even have a significant web component. You get the idea that other folks in the technology world really are understanding that mobile is completely transforming the way that we get information.

And in the news world, this is true. And from a content generation point of view, reporters are using these tools to do things they couldn't have done before. From a consumption point of view, different kinds of stories are the kinds of things you'll read on your phone or your tablet as opposed to at a desktop computer or desk(lap)top computer.

Rosental Calmon Alves: I think this one is working. [points at his wireless lapel mike]

Josh Benton: This one is working.

Rosental Calmon Alves: You can walk there, yeah. You just can walk a little bit.

Josh Benton: [walks away from podium] Um, yes. So, we're just going to have some very quick representations of different experiences from different parts of the world. And let's just get started. Our first speaker is Pedro Doria. He is a long-standing person connecting digital technology and journalism in Brazil. He is currently…. He's also worked in a number of Brazilian publications. Currently, Executive Editor of O Globo, the national newspaper based in Rio de Janeiro, the beautiful city that I will riff on for a few more seconds while he gets his mike on. You know, they're having the World Cup there soon and also the Olympics.

Pedro Doria: Yes, we are!

[Laughter.]

Josh Benton: Yes! Even though they beat Chicago in their effort, we'll still give them some love. So…Pedro, have at it.

Pedro Doria: Fantastic. And you will just see the most beautiful city in the world. [audience cheers] So, hi. Although, I don't have as much white hair, I guess I'm the dinosaur just as Richard Gingras, who's always brilliant. How does this work? Does this work? [referring to the presentation controller; someone shows him how to use it] OK. [Screen: Pardon my French] That's not right, of course. I hope my accent doesn't get in the way. [Screen: Pardon my English] And by the way, last year, we just surpassed the UK in GDP, and you know the French is just $100-billion away. We'll get there, to be the fifth economy in the world. Brazil is growing a lot as one of the great countries.

Just to introduce you guys to global organizations, I work in the newspaper, of course, O Globo, but it's a pretty large organization. It's the 4th television network in the world. If we are talking about reach, that's 80 million people every weeknight. It's actually, in reach, the largest TV network in the world. We are in Brazil the first Internet portal for news. The paper, O Globo, it's one of the three quality papers in Brazil, the only one from Rio. We reach around 250,000 people on a weekday. 330,000 on Sunday. And in Brazil, that's quite a lot.

Anyway, what we are talking about here, I'm talking about the PM Edition we do every weekday, Monday through Friday, on the iPad. How this came to be. In April 2010 when the iPad can to Suarez for the first time, we had

immediately a website with an enhanced version of the PDF of the paper. You could read the paper every morning. In October '10, we had our first app, which was basically a newsfeed from the website and also the downloadable, enhanced version of the newspaper to read. Although that's sort of the standard in Brazil, most news organizations have this, a web, an app on the iPad in which you can download the paper. We weren't really happy. And we just started, you know, looking at things and trying to get a grasp [on] what we should really be doing with this platform.

One of the first signals, of course, was Steve Jobs. Whenever Steve Jobs was introducing any gadget, he would be standing. For the iPad, for some reason, it was different. When he introduced the iPad, he sat on this big, comfortable couch, and of course that had some meaning.

Another thing we were looking at all the time was this sort of graph. And, I mean, they're showing everywhere. And what it basically says is, for some reason, readership on the iPad, readership on a tablet works differently than it does on the web. Most people who work with websites for news, they would know that people start reading at around 7:00, 8:00, 9:00 in the morning, and they'll stop reading at 5:00, 6:00 in the afternoon. Then it's gone. For the tablets, it's different. It really starts at 6:00, 7:00 at night and goes, you know, up to 11:00. What does it mean? People are reading when they are commuting back home. People sit in their big Papa chairs like Steve Jobs and, you know, just go on reading.

Another thing, part of my job is, you know, to go around the world and talk to people and try to get what they're thinking about stuff. And earlier last year, I talked to Jessie Angelo, the Editor in Chief for The Daily. And although we were never thinking about doing anything like The Daily—it's too *tabloidish* for the sort of newspaper we are—I was just interested to hear his thoughts. And he mentioned this moment in which he was at Rupert Murdoch's ranch in Carmel, California and Steve Jobs came over. They were planning what The Daily would be. And Jobs said this, "You know, on the iPad, we know pictures are quite cheap to make, but on the iPad, they just look expensive. They are stunning to look at." So, we had this idea from the beginning ... well, it should have pictures. It should look nice.

Another thing is, you know, this is amazing. I mean, I read about technology. I'm a longtime reader of Wired. Condé Nast invests a huge amount of money and a huge amount of time to work on the Wired app, but for some reason, the New Yorker app is so more popular. Why? For the same reason Steve Jobs was, you know, sitting on the couch. People just like to read this device a lot more than they do on computer screens.

So, what is our product. This is our product. This is The Book. When you open our app, our new app, this came online February this year, anytime before 6:00 in the afternoon, you'll be able to download the day's edition. You'll be able to launch the website. Wow! And after 6:00, you'll be able to

download O Globo a Mais. This is the cover for our Monday edition. Afterwards, you have this News in Brief Section. Whatever happened today. If you click on the characters, the main characters of the day, this is why Hillary Clinton was news, afterwards you have some numbers. If you'll click on it, sort of why that number is important, important quotes. After the News in Brief Section, you'll get to this main gallery of stories. These should all have pictures. These should be all news worthy. But they also should be stunning to look at. Afterwards, stories. Something like three to four stories every day. Long format stories, so you go on. You have once in a while graphs like that. If you click on the red dots, you'll see what that means for this particular story. Afterwards, articles. As you can see, they let anyone write columns. [laughter] They let anyone write about American politics. And in the end of The Book, you have tips, cultural tips. It could be a wine to drink. It could be, you know, really anything, a movie to watch. For instance in this story, this piece about Wrecking Ball, [Bruce Springsteen], you are able to listen to two of his songs.

Anyway, once in a while we'll do more interesting stuff. In early March, Rio was 447 years old. We brought some pictures, some paintings from early in their history, 1700's, around that. We got one of our photographers to take pictures of where that painting is now, so people could scroll their fingers and review the images. Another thing we are asking interesting filmmakers to do [is] very short shorts. And once every two weeks, we'll have those. This is a three-minute film. Anyway, just before Carnival, we had this samba teacher do the moves so people could get how it's done, so you could just move around the screen and do the moves and freeze whenever you wish to.

Timing. How this works in the newsroom. We have our 10:30 a.m. meeting. That's when we plan whatever is in the newspaper and the website. An editor of the iPad edition will be there, and she'll be asking for particular stories that day. Afterwards, these special stories that we plan one week ahead, they should come to the editors, I don't know, some days in advance. The Tip Section in the back of The Book, they come two days in advance. Columns, one day in advance. The stories of today, we get them at 3:00 p.m. The pictures, it's over by 5:00 p.m. The News in Brief Section, it's over also by 5:00 p.m. We go live at 6:00. And readers can download it easily.

Initial Results. So before, our app had, you know, people spent around 26 minutes on it every day, which is not bad. I mean, people would spend like 8-10 minutes on the website, so 26 minutes every day, that's pretty good. It's not as good as the newspaper. People spend up to 40-45 minutes there. But, you know, not bad. After we released this PM edition, 1 hour, 17 minutes interacting with the app every single day. And that's average, but, you know, there's not one day in which the average is less than 1 hour, 10 [minutes]. So, we have also had three times more downloads, three times more subscribers. This is a paid product. We are quite, quite happy with it.

This is the team. Three of those are the main editors. They have each more than 20 years experience, so it's really a quality product. And we think we have something interesting here. At least it's an interesting early experience with the tablet. So, thank you.

[Applause.]

Harry Dugmore: Thanks. Hi, everybody. And thanks very much for the opportunity to be here, Rosental. It's wonderful to be here again. Just going to get this right. [referring to the presentation] So, it is a revolution as the topic says. Very much in Africa we're talking about the story of mobile. [gets directions how to use the presentation controller; it doesn't work, so he goes to the podium to use the laptop] OK. I'll just do it from the computer. OK, great.

So, it is a revolution very much. We're talking about 450 million phones happening in Africa. Sorry, I'm going to have to turn this around a little bit. OK, there we go. And if you think about the fact that most people in Africa…. And it really is most people in Africa under the age of 22. We have a median age in many countries of 16 or 17. it means that of the billion people in Africa, pretty much every adult, every adult over the age of 21 has access to or has a computer.

But we're also looking at something really, really interesting in terms of the number of democracies that have happened. After the fall of the Berlin Wall, the demise of Apartheid, we had a massive rise from just five democracies to 35 democracies in a very short period of time. And we really thought, wow, this overlays and correlates and is intimately related to the mobile revolution. It was the dawn of the Internet age. It was the dawn of mobile phones. And yet at the same time, you had this exponential growth of democracy. Surely, this was a deeply intertwined relationship, very strong connected, with Nelson Mandela coming in in South Africa and becoming our President, and we thought, this digital platform is going to revolutionize, literally, social and other relations in Africa. We are hitting the new era, an epoch of African democracy. We were wrong.

African democracy is in some kind of stasis, and in many countries, in some kind of free fall, despite the proliferation of 450 million cell phones—on target for half-a-billion cell phones. Vast majority of adults have been able to access this, the whole of the continent, certainly in the last three or four years. Very different experiences in different countries. But of the sevenfold democracies that we had just four or five years ago, six have been downgraded by our own Mo Ibrahim [Foundation] from the African Association. This is our own stuff. This is not outsiders looking in together with the economists into flawed democracies.

So, what is going on? What's the relationship between good journalism, mobile tablets? What is that infrastructure and that ecosystem all about? And

it's precisely because the ecosystem is more than just a technological ecosystem. It's a political and social enabling environment that is very often absent in many African countries. Very diverse continent. 54 countries. Dangerous to over-generalize or to even try and speak about them as one might speak of [the] continental United States with their similarities. These countries are as different as France is from Germany and vastly different economies, trajectories, and histories. But nonetheless, I'll be making some of those generalizations.

So, what's going on? It is because — it is because we have this enabling environment. And it's both a social, political, and technological one. I'll focus mostly today on the technological one. What we're looking at very much here is three great eras and epochs. And I'm just going to give you [in] a very light-hearted way, some of the key characteristics about mobile in Africa and how the technological environment intersects with the social and political environment to create the context for different kinds of challenges for journalism. Yes, we've got to catch up and we've got to think through that journalism, but it's a different kind of context.

Now, there are three great eras, just borrowing from all sorts of people: Mobile 1, Mobile 2, Mobile 3. And they're all overlapping. We're still very much — the vast majority of us Africans are very much in the era of Mobile 1 that started round about '92, '93, '94, characterized very much by the six S's of small screens, slow speeds, and sky-high subscriptions. You're talking about really basic [phone], the AK-47 Nokia phone, as everybody calls it, the triple 100 phone that everybody has. In the context of coming here to the USA and just seeing everybody with the Apple iPhone 4s, one out of every 100 phones in Africa is an Apple. 99 are not is probably a better way of putting it. So, the capacities are the small screens, the slow speeds, the sky-high subscriptions are quite astonishing.

This is just a quick graph—you can't see it so clearly—about the amount of minutes that you can buy, airtime expressed as an amount of cooking oil that you need to feed your family. So, you'll see that in many, many countries, just to talk for—right at the top there—two or three minutes, that's the equivalent. Two-three minutes of talking time is a kilogram, one liter of cooking oil for that week. Now, are you going to feed the family, buy the cooking oil—it's an essential staple—or are you going to talk for three minutes? Right the way back down to, really interesting, right at the bottom, Egypt. This is a year ago—18 months ago figures, where you can talk for 48 minutes for the equivalent of one liter of cooking oil. And that's a very interesting way of representing what it means to ordinary Africans. And yet in this context, ordinary Africans have been amazingly innovative.

And what we've done with mobile is really, really powerful, but we had to concentrate so much on the core and basic capacities around SMS's. Short Message Services and MMS's. And people have built the most intricate, innovative, wonderful applications getting particularly just headlines out.

These are very early Mobile 1 things, but they work really well. You can see the Daily Nation's SMS service. 100,000 people every day getting those headlines, getting breaking news. It's putting people in touch. It's keeping people informed. It is a revolutionary tool. But when you've got an iPhone 4s and you're thinking SMS, instant messaging, there's so much more you can do. Well, yes, there is so much more you can do, but you've got to both enable the technological environment and the social and political environment.

News 24, breaking news, even our own little experiments with this. This also changes when one's talking. This is USSD talking about the formats that one is looking at how you get fresh water, who you understand is selling water in your area, close by, the water is pure. These kind of issues, ordinary, informational issues are very, very critical to African journalists. Putting email alerts out.

So, we move to 3T. We have much transformed transmission. Touch screens and a greater tariff transparency. You go from one service provider in many African countries to two. Kenya there's eight. Other countries there's nine. You still have dual ability. You still have crazy prices. We still have weird correlations in terms of how much things cost. And we're starting to get these increasing speeds. The average world bandwidth is about 8.4 megabits per second. We're sitting down at roughly about 2 megabits per second. In many countries, it's much slower.

So again, if you're trying to think of the technological platforms for journalism, it's kind of changing very rapidly. The price is still high. You look at Latin America. You look at the Middle East and Africa. This is just the price over there. Just compare those green bars to everyone else. Price has got to fall. It's got to come down before a lot of the stuff can happen. African Internet has the has the highest packet loss. This estimate from last year is that we're 18 years behind the rest of the world, and everybody is moving faster than we are. So, we really have to look at readdressing and rethinking that digital divide.

The 4C's are connected platforms, cloud centric, community driven, [and] consumption device. It's starting to happen. One in 100 phones. Tablets are happening. Kindles are getting out there. You're seeing them, but again you're talking about an Africa where in many countries a predatory elite have appropriated and accumulated political power, and they are the ones that are getting these powerful tools in their hands and ordinary people are having to deal with much less sophisticated technology.

So, Africans are needing to think through and we *are* thinking through innovative ways of bridging these three great ages of mobile, all of which are overlapping, to do more interesting journalism. And obviously, the social media landscape is where all the major innovations are happening.

And I'm going to end just by telling you about a few things that are really changing. Game changers that are transforming what is happening in journalism in Africa. Facebook 0 is just the biggest game changer. You've got no air time. You want to buy that cooking oil. And in dozens of African countries, you can get onto Facebook with no money at all. It's 0 rated. This was introduced in 2010, and Erik Hersman says, "The most significant technological story in Africa..." Being able to go on your phone even though you have no air time. And then media have got really clever about social media. So you 'like' your favorite paper. You've got no air time, but you can still pick up the leads on this very stripped down and paired down version of Facebook.

And equally, Wikipedia (going with orange) in 70 countries. To say, "OK, you come to a Wikipedia page and you're not going to be charged any data. We know where you're coming from, and as long as you subscribe to our services…" And you can see all over the chart, Africans are starting to edit Wikipedia pages. It was mentioned in the opening introduction. It is such a big game changer—this free Facebook and this free Wikipedia. It's transforming and revolutionizing the access of information and the types of journalism we do.

Twitter is also becoming huge. Africans are relying on Twitter as sources of health information. And you'll see at the bottom the international news has just become…. These are Kenyan stats, but this can be generalized way over in terms of other areas in Africa [where] Twitter's becoming big. And finally, a lot of Africans are going on to Twitter, and you can see the Pulitzer Prize for Investigative Tweeting, and you can see in the back there—[laughter]—Facebooking and blogging and texting are also going.

But YouTube as a final set is also becoming absolutely gigantic, because we're talking. And we saw it in Tunisia. We've seen it in Egypt. The revolution is being televised! But not by professional camera people, by ordinary people. We're going out there and we're getting that content uplinked and up-streamed. It's playing a critical role, as it is in Syria and many other African countries. African elites had better beware, because basically you have to understand that there's a high correlation between what people see and the emotion and the power.

We're moving to the age of visuality and visual storytelling, and it's coming in a big way in Africa. What country had the highest YouTube viewership? By far, in Africa, in 2010, it was Egypt. And they tried to shut it down and they tried to remove it. Sorry. It's going backwards. They tried to shut it down and they tried to remove it — the Egyptians. And yeah, sorry, that slide is missing. And the thing that came out from Egypt [is] if your government tries to shut down the Internet, shut down your government. And that's what people are ultimately trying and starting to do with mobile in Africa. Thank you very much.

[Applause.]

Blake Eskin: OK. Hi. Thanks for — thanks for coming. I'm just going to talk a little bit about, so I was the first web editor at The New Yorker and we talked about, uh, I just want to talk about that I started in 2006. It's no longer a strange concept that there is a web editor at the New Yorker. But in 2006, it was a strange concept. And I just want to talk a little bit about The New Yorker was founded in 1925 by Harold Ross. You may recognize this cover. We used to run it once a year.

Man: Press here.

Blake Eskin: Oh, this is not working?

Man: This button on the bottom.

Blake Eskin: OK. And then….

Man: [Inaudible.]

Man: Back and forward.

Blake Eskin: Oh, that's back. Ah, OK. So, I went back. So, here we go. So, The New Yorker was founded in 1925. You probably recognize Eustace Tilley, The New Yorker's unofficial mascot, I guess is the best way to put it. The World Wide Web was founded by Tim Berners-Lee in 1989. They are very different. [some laughter] And I talk about some of the ways they are different. So, The New Yorker is authoritative. The Web is democratic. The New Yorker is focused. You spent time with it. We don't have the statistics that Pedro talked about, but that's the goal, is to get people spending, you know, 15 minutes, half an hour, an hour reading an article/articles and losing themselves in it. The Web is a distracted medium and has become evermore so since 2006. The New Yorker's emphasis is on quality. The Web is really good at quantity. The New Yorker is about polish. The Web is or can be about speed. The New Yorker is a weekly magazine on paper…or was until the end of 2010. The Web is constant. It's a constant source of information. The New Yorker is for the most part a one-way form of communication. The New Yorker has had user-generated content in the form of the news breaks — those sort of funny typos from your local newspaper and now increasingly from The New York Times and Washington Post. And those were always submitted by readers who would get, I think, $10 and would not get their name in the magazine. The Web is a two-way medium. The New Yorker is also a finished document, and Web pages can change constantly. And most importantly, for the most part, The New Yorker cost money and the Web is free.

So, I just want to talk a little bit about reading The New Yorker in the digital age. This is what the website looked like when I started. And when you're

interested in some sort of "read it later" service, this is what you did in 2006. [laughter] You printed out an article on a piece of paper. Now, this is what the website looks like. And this is a page probably a lot of you recognize. This is the Instapaper save screen, the latest version of it. This is what time-shifted reading looks like in 2012. You can read within Instapaper on your large tablet or small phone. We launched a mobile optimized site in, I think, early 2011. And one of the really interesting things is that stories like Larry Wright's piece on Scientology, which was, I believe, 27,000 words, something like 1 in 6 or 1 in 7 of readers accessed it through the mobile site. Does that mean they all read it on the mobile site? Probably not. Does that mean that they read it on the web? Also, as Richard was saying earlier, probably not. Most of them probably didn't. You know, some of them would come and save it and read it later. Some of them might print it out. Some of them blog about it without reading it or pass it along without reading it.

I mean, it's interesting being at a news conference, because The New Yorker is not just a news magazine and it's also—and this isn't a word that we use a lot at The New Yorker—but it's also an experience. It is information. It's an information package and it's experience. And I think when people pass along a story like this, when they look at it on their mobile phones, although I have read many 6,000-word pieces on my…. I actually read, you know, before I got an iPhone, I had a Nokia E-62, and I read, you know, 4,000-word stories on The New York Times website on that phone. You know, for the most part when you're hitting a story at your desk on your phone, you're doing something with it. It's carrying information. It's a signifier of information. It's not necessarily something you curl up with.

For that, there is the tablet edition, which launched in the end of 2010. Pedro talked about how popular it is, so I won't dwell on that, but it has been one of the most successful. And I think one of the reasons it's most successful is that, what do people want from The New Yorker Magazine? They want to read it. And so, the formatting for other magazines, especially for so many visually driven magazines, is much more complicated and a much more foreign experience when you read it on a table device or when you lay it out for a tablet device.

If you are used to reading The New Yorker in, you know, this format or in your Instapaper or Readability or I guess it's called Pocket Now account, this is great. This is like typeset. This is easier to read. Yes, it takes a long time to download. Yes, some of you probably had trouble subscribing or integrating it with your subscription at first, but this is like a step up. This is wonderful. I can read it. It looks nice. It's clean. There isn't a lot of stuff in the way. And you can also provide, you know, additional commentary in the way that you do on the web but in a much more controlled way. So now, we are in the era of tablet editions.

And I just want to go back to this, these dichotomies. And I am not a master of PowerPoint. We don't use PowerPoint at The New Yorker, and so I'm

relatively new to this format. But again, so, The New Yorker is, you know, in the era of the tablet, you know, The New Yorker is still authoritative, and it's still focused, and it still, you know, puts quality first, and it still puts polish first. But does that mean it's a weekly or not? There are feeds. They're from our website. An events feed that's pulled in through Twitter. It could go a lot more in that direction, like, you know, magazines like The Economist and The Atlantic, what their apps have done. And also, if I'm an advertiser, I want people to open it more than once a week. So, that means it may not be finished. It may be more of a mutable object. It's probably still a one-way conversation; although, there is this two-way conversation happening all around The New Yorker and it needs to think about how to harness it. And, you know, then of course it costs money.

And, you know, the one other thing I would just say is that the web and these apps are on a collision course. And, you know, you mentioned the Facebook app that's essentially for the iPad. I believe that's built in HTML5, so it's not like it's built in, you know, it's basically a container for, you know, web code, not proprietary code for the iPad. And I guess, you know, in magazines you have the paid apps, which bring the print metaphor, and really what they bring is the print CPM metaphor. And then you have the web, and because energies have been put into, you know, partnerships with Apple and Amazon, instead of their own original development, the web is still seen as free and cheap and too much supply and too distracted. And these things are all going to collide, and the mobile phone helps them do that. The tablet helps them do that and I think will, I hope, make reading better for people in the future. And that's one of the things I'm hoping to work on now that I've moved on. So, anyway, thank you.

[Applause.]

Louis Gump: So, it seems fitting that we're here in Austin to talk about milestones in journalism when about this time there's a plaza being dedicated to Walter Cronkite. Many of you may have read about that. Walter Cronkite had a number of connections to Austin, and here we are talking about another generation of journalism and journalistic evolution. It occurs to me, however, that this is not new. That in fact Richard this morning was talking about the personal printing press. I got curious, I couldn't help myself, and I had to Google Guttenberg. Turns out that he invented the printing press with mechanical type in around 1440. So if my calculations are pretty close to on—I don't have the algorithm written—that means for about 570 years there have been various stages of journalistic evolution, including the ones we're seeing now. And of course, we have things like the telegraph, the telephone, radio, television, the Internet, desktop computers in various forms, and now mobile devices. I'm going to see if I can work this one, by the way.

OK. Before I get started, by the way, I'm doing a little bit of an experiment. [Rosental shows him something about the presentation controller.] OK,

great. Thanks. Doing a little bit of an experiment. Typically, I'll put an email address in a slide like this one, but I put two Twitter handles. The first…. And this was kind of Rosental's request. He said, "Hey, you know, let's Tweet during the event." So, the first is experimental. We just launched it last week, @CNNMobile, because we realized—to the point about thinking differently—is that a lot of the other places within CNN were mentioning great information, but we didn't have a place for the millions of people who are particularly interested in what we're doing on mobile devices. The second is my own. [@louisgump] I use that for CNN and other things as well. OK. So, let's give it a go. [Rosental helps him with the controller.] Lock and unlock. Going to have to take the training course. OK. [Goes to the computer for the presentation.]

All right. So, I'm going to talk a little bit about CNN just for context. But a lot of this is about what all of us together are working on as we kind of look at the future of journalism, news-related things, and, you know, a lot of it is a collective effort, actually, as we learn from each other. At CNN over the last three years, we've been building out a portfolio of products that meet needs on various major platforms. Mobile web, from my perspective, is the hub of our business. That is the one where we build once, reach many. Actually, we have a few different flavors of it, but for practical purposes, if you put CNN.com in a phone browser, you will get something that we have provisioned. Then, of course, a portfolio of apps. We don't reach every device. I haven't listed every product we have, but this is a pretty representative sample.

OK. So, in the U.S., the CNN mobile digital network reaches about 19.5 million users. We reach a large number of people outside the U.S. It's much harder to measure, so my research team hasn't officially approved a number to release. But this was in February of 2012. We've had over 17 million apps downloaded. This is a little bit of a dated number, but it gives a bit of a flavor. And frankly, we started a little bit later with apps, because we were focused on some of our other platforms, with our first iPhone app launching in 2009. And then the CNN iPad app was named in December as one of the ten most downloaded free iPad apps of all time. And so, you know, the point has come up about the differences between phone and tablets. We looked at both. Our primary guiding principle is, what do consumers, what do users want? How can we interact with them the best? And then we go from there.

I'd probably be remiss if I didn't mention that CNN reaches about 100 million people each month across our platforms. We're heavily dedicated to reaching people wherever they are, but this is the slice that's focused for this conference.

OK. So, we don't believe that every piece of content should be deployed in the same way on every platform. That theme has already come up this morning. When the news about Whitney Houston broke, we realized that although we had any number of stories, people on the smallest screen for us

are particularly interested in photos, and they're interested in small bites of information. So, we built a photo blog just for this, a photo gallery, so that users could go engage with it.

Here's another example. Our journalists, a few of them, have just done an extraordinary piece of work about slavery in Mauritania. It's really spine-chilling sort of stuff that you read that many of us in this room often have a chance to work on. It's a long piece. And so, we decided rather than put, you know, a number of articles that are extremely long and in depth, we wanted to give small bites, headlines, photos, factoids, and so we provisioned this specifically for a mobile device.

Next, on the iPad, our iPad app is something that frankly we put a lot of work into. We started looking at it in 2010. We intentionally did not try to be on the iPad at launch. We really thought that this was a different experience, and we wanted to take some time to imagine what a representation of CNN could be and kind of a benchmark for how to think about the tablet differently—the rich imagery, the lean-back experience, and that sort of thing. And we came up with a design along these lines and then we created different sections. In one, with our standard content, we have stories that kind of stack on the left, but we also have a featured section, and so, over here on the left-hand side, you can see an example of our coverage of South By Southwest here in Austin last month. On the right-hand side, you can see a piece on Anderson Cooper and his coverage of various things, including the RidicuList for people who really want a deep dose of this.

And so, I frankly would describe certain parts of our mobile apps as sand boxes—very productive sand boxes. And what we're doing is trying things to see how they work and how they resonate with consumers. And I can tell you that we and a lot of others have been very pleased.

So next, a few factoids. These are from various sources. These are intended to be directional. 6 billion wireless subscriptions worldwide. I saw a number that we're expecting to have about 6.7 billion. By the way, this is subscriptions, not subscribers. Subscribers is a lot closer to 5.6 billion. China, India, the two largest markets. Mobile devices [are] now about 8.5% of global web traffic. And we refer to this kind of as digital overall. 8 trillion SMS messages sent in 2011. 25 billion downloads. $3.3-billion in mobile advertising getting to the business equation of this. I won't address that too much today.

Also, the aggregation of content. We bought a company called Zite last year. There are also others including Editions, Flipboard, Google Currents. Lots of ways for people to consume the news, and those are growing.

So, companies are doing some interesting things to deploy on mobile platforms differently. Here, you can see Engadget and a look at a camera and how to think about that. Here, you see Entertainment Weekly and their

Must List and how they are stacking things up for mobile users. HTML5 and responsive design. I try to stay away from acronyms for the most part. HTML5 is one that's hard to avoid. And from my perspective, it's the next generation of technology that helps us to deploy in a browsing experience and much further.

OK. So, this slide is an overview of an oscillation between apps and mobile web. I'm getting the sign on time, so I'm going to gloss through this pretty quickly. But if you look, there's been a switch about every three years between apps and mobile web. Not that the other one has gone away, but rather what people are talking about. '96, you had Palm OS. 1999, WAP browsing. 2002, Java, BREW, RIM. Some of this changed in different areas around the world. 2005, you had WML, just the next browsing technology. 2008, Apple and Android come along, a sea-change for many of us in journalism and digital deliver. 2011, HTML5 gets a lot of airtime. You have the ad expansion. People are starting to monetize. 2014, what's next? If this oscillation is accurate, then most likely apps are not going away. We're actually going to see a continuing growth in apps even as browsing continues. And it raises an interesting question about what comes in 2017. I would hypothesize that probably there will be a lot of attention on the browsing experience on mobile devices.

So, we generally hear three basic predictions today about mobile web and apps. This is something that is almost hard to ignore. You go to just about any conference, it comes up. And there are three basic points of view. Here, let me see if I can go back and catch that. Mobile web will eclipse apps. Apps will end browsing forever. Let's see … and then web apps, a hybrid will emerge. Our position is that at this point we can't choose. And therefore, if we're asked which is more important, mobile web or apps, you can't really choose. It's like asking which wheel you want on a bicycle. You need to have mobile web and you need to have apps.

So as we wrap here, I've got two slides: one on mobile generally and one on journalism specifically. From my perspective, and these are just five that I kind of came up with for a blog not long ago. I edited them on the plane yesterday for this group.

First, I think we must nurture a great mobile website. For most of us, apps aren't going to get the job done completely, but it depends on the group.

Next, position core apps strategically. Think a lot about apps. Apps are not going away. We just saw the example of Globo, for example.

Select and align dedicated mobile professionals. I don't know how to be great at mobile unless we have people who live and breathe mobile every day. And anybody here who doesn't have an organization with some mobile specialists, I think it's time to think about that.

Harmonize experiences across platforms. Mobile is not the only thing out there. It's a great thing out there. And we'll see lots of opportunity, whether it's TV, print, web, or other.

And then assume—this is so critical—assume first that mobile is different, and then tap into platform similarities. We as an industry are not great at this right now. We're still trying to cram the stuff that we do on the web and in other places into our mobile products, and that is not the best for our consumers. And there are lots of examples of that. The prototypical one that I think of is when TV came along and we tried to take somebody who was on radio, put a camera in front of them, and then say that was great TV.

And lastly, for mobile, first, for us in journalism, we need to empower internal mobile editorial champions, the people who will lead us in thought, lead us in advocacy, work with various groups to make this happen in a way that's great for our consumers.

We need executive support; otherwise, this turns into a project and, you know, people keep doing what they've been doing for a while. We can never underestimate the power of inertia, but it's big in a lot of our organizations, but we can see lots of progress against that.

Next, strengthening the content delivery systems. This is a very practical point, but I can tell you that a lot of us are hamstrung by the systems that were developed for another time or another platform. We need to think long and hard about that. Technologists need to be at the table when we're thinking about our future. They aren't just implementers.

Next, we need to use mobile devices in the field. This was so powerful in Libya. So powerful in Egypt. So powerful in Fukushima. And we can continue to do that.

And last, driving other platform success with mobile. When we have breaking news and we send out millions of alerts to people, they tune in to TV. This is not about mobile. This is about the success and future of journalism. Thank you.

[Applause.]

JV Rufino: OK. Well, thank you for having me. It's been a…. It's great to be here. This is only my second time in Austin. Oh, OK, you're using my slide share thing. Great. All right. OK. Just a bit of background on the Inquirer Group. We are one of the biggest newspaper groups in the Philippines. We have about 30 public — over 30 publications overall. We have a big newspaper, a tabloid, a regional newspaper, over 20 special-interest magazines, and just recently a new line of books, which I'll be getting into.

And we've been in mobile for a long time. I was on the website. We started along with SMS alerts and…. Is that OK?

Amy Schmitz Weiss: Uh-huh.

JV Rufino: All right. Do I click this? Are you moving? You're not.

Joshua Benton: Probably here on the computer.

JV Rufino: Yeah. OK. So, I'm just going to move very quickly on this. Just wanted to give you an idea of what the market is like in the Philippines. The Philippine market is a TV market. It is…. We just recently had our first census results after over a decade. And we are 92.3 million people on 7,100-plus islands. And of that 92.3 million, the Inquirer, which is the top paper in the Philippines, has 866,000 readers. So, compared to TV, we're a small, sort of small, minimal things. But the one thing that we do have as a group is that we are very strong influencer. We are one of the agenda-setting news groups in the Philippines. Whenever we break a story, what happens is that the television networks are all — they just sort of act like an echo chamber. So, you know, we're sort of like a rudder of the media ship, which is similar to what some bloggers blog. A blogger may only have 10,000 followers, but if those 10,000 followers are the movers and shakers, you have a disproportionate effect on the media cycle.

OK. Our situation in mobile is we like to say we're the taxing capital of the world, and it's certainly true. Everyone in Manila has — I think most people have two or three mobile phones, I think. I'm unusual. Because of the nature of my job, I have four, you know, so I only brought two. I don't want my roaming charges to go completely off the scale. The running joke we have in media in the Philippines is that when you first meet a government official, there's this sort of Western gunfight thing that happens whenever you meet someone in the Philippines. You meet on a table and out come the mobile gadgets. And it's like a contest, like who has more gadgets on them. And a government official normally has four. [laughter] OK? And I asked an official once why. He says, "Well, one is for the office, the internal office communications. One is the public phone. You can't be a government official in the Philippines and not be expected to give out your text number to radio stations and televisions stations. So citizens can send you SMS messages. Of course, you personally don't read it. You have a staff to go through that, but you need to have a public line. Then, one line is for family and personal, for the wife and all. And the other line is for the number two." [laughter] And if you really, you really want to mess up his life, when he's not looking, exchange the SIMs…[laughter]…and see. If it's a slow news cycle, then there you go. [laughter]

OK. So, like Africa, a lot of our phone usage is what we call feature phones in the market. They are basically text and call phones. Smartphones are growing. A lot of the Telco's are pushing smartphones. We have a lot of these

China-made Android phones going in the market. And they are exceptionally well-designed phones. In that, I had one. I got one just to test. They're pretty spiffy phones actually. They are China phones with built-in TV antenna, so you can watch TV on your mobile phone and all. But they're really well engineered. Mine failed three days after the warranty expired. [laughter] That's great engineering, I think, you know.

OK. Tablets are where mobile phones were a decade ago. They're very pricey status objects in the Philippines. And in fact, I'll get to it later, but we're talking about providing a tablet, print, digital combo in the Inquirer Group. And one of the we ask, like, what are the criteria? Obviously, we can't provide iPads, because the cost equation is crazy, and Apple doesn't do that sort of thing. So, we we're talking some Android tablet. And the criteria of one of the people in the group was…. This was just one criteria: "The Android tablet has to look nice enough so I'm not embarrassed to pull it out in Starbucks." OK? Because in a Starbucks…. Starbucks in the Philippines is not like it is here where it's your regular run-of-the-mill thing. Starbucks in the Philippines is a bit…. It's a place to go where you want to be kind of seen. [laughter] Because the drinks are expensive. If you're drinking coffee in Starbucks, you're obviously a call center agent pulling down a pretty big salary. So, you go there and whip out your iPad, you're fine. You go there and whip out maybe your Samsung Galaxy tablet, yeah, you're fine, too. But if you whip out some ZTE Android tablet, then people are like, "OK." So, there's that status. Again, there's this status consciousness thing that's going on, even though ZTE and the Huawei and all these China [devices] actually provide the guts for a lot of mobile phones. And Huawei, in particular, is huge. OK?

So, I just wanted to show you this to give you an idea of how ubiquitous mobiles are in the Philippines. Can anyone in this room guess where this photo was taken? Anyone? No. It's always mentioned in…. This is in the island of Basilan, the stronghold of that group you may have heard of called the Abu Sayyaf. And the reason why the phones are all strong out there on that branch is because that's the only place in Basilan with cell phone signal. [laughter] So, those are the soldiers cell phones. That's how they contact their friends and family. And they're all strung up there. There's a guy guarding it, so those cell phones don't get stolen. They have their own version of cyber warfare, by the way, there. The military commanders know the mobile numbers of the Abu Sayyaf bandits they're chasing. So while they're exchanging gunfire, they're also sending nasty text messages to each other. [laughter] That's cyber warfare in the mobile version. OK.

Our internal situation. In a certain sense, we're okay. The print business in the Philippines is chugging along. Our revenues are good. We haven't fallen off the cliff so far. We have digital revenues. We are getting there but we're not there yet. Our digital revenues are only a single-digit percentage of our overall revenue pie. And that worries us, because we know that sooner or later things are going to change. And we're beginning to see it. First of all,

we were never…. We don't have much to fall from. We were never really considered a big player in the media landscape. And we're already seeing people moving to other channels.

So, what we're trying to do in the group is we went into magazines, because in the theory that magazines would provide more [revenue]. I mean, in Manila, magazines are high-priced status objects in a sense. Like if you can…. If you're carrying a copy of U.S. Vogue in Manila, you're pretty [wealthy], because that has to be shipped and imported into the Philippines. And that's why Zinio is actually super popular in the Philippines, because you can get all the U.S. magazines you want on your iPad and not have to wait a month or two for them to be delivered. By the way, for the newspaper and magazine subscription people here, just to give you and idea, magazines in the Philippines are not delivered by subscription. You have to…. Well, the newspapers are, but magazines you have to pick up at the mall, because no one will trust their precious U.S. Vogue to the postal system. It gets lost all too often.

So, more mobile comes in, we add new revenue streams. I only have a few minutes, so I'm going to skip straight to my examples. OK. One of the things we do is we have free…. We're an SMS country, so we've got free scheduled alerts with ads. This is from Inquirer Libré, which means free. It's our free sheet commuter tabloid, and if you sign up, we'll send you a free alert once a day—scheduled, scheduled alert. What we charge a premium for are our real time SMS alerts. I handle those myself. And like the African experience, we really focus on practical news. Like the news alert that I do on a regular weekly basis is when gas prices are going up or down. Because we don't produce our own oil. We're dependent on international prices. So there.

We also have mobile apps. The app on the left is our iPhone app which is in transition right now. And the app on the right is our Nokia app, because Nokia phone are still some of the biggest phones in [the Philippines]. They still have a huge market share in the Philippines. In fact, our most popular smartphone is the Nokia N-70, a very, very old model. So, we need to have Nokia apps. OK.

That didn't come right. [referring to a slide] OK.

We also have our Kindle edition. We're the only Philippine newspaper on Kindle. If you do a search for Philippines in the Kindle store, you'll see us. We're doing this not because there are a lot of Kindle e-readers in Manila, but because we have a large overseas population that keeps our economy afloat, so this is sort of for them.

My premium product is the Digital Newsstand. This is the only place where you can get all 30 of our newspapers. It's a replica thing, as a Phase 1 effort. It's available on a variety of platforms, including the Blackberry Playbook. I'm probably the only person who kind of has stuff on that. [laughter] OK.

Really, when they [brought] out the Blackberry Playbook, it's like, "What's that object?" [laughter] OK.

So, and the Newsstand on the iPad. They have interactivity, comments, sharing. We have pricing things there. This is a premium subscription product. I was very nervous about launching it, but evidently there are people in Manila who are willing — there are people all over the world who are willing to pay for our content, even though we have a great website. And I asked them about that and they say — and ironically what they may say, "I like the print edition because I get to see all these print ads." And I like say, "Like what?" "I like seeing the pencil ads in the paper." We have this pencil guy who's been advertising for 25 years. And he feels…. He's in the U.S. and he feels nostalgic when he sees those pencil ads. And of course, we're never gonna get this guy to put up banner ads. I mean, banner ads for pencils. [laughter]

So, this is what I was talking about before. We're thinking about this one combining. We're going to maybe work on getting a tablet combining with our print. We're viewing digital editions as a way of preserving our print base in terms of because they bring in most of the revenue. So if we give them a tablet, hopefully they won't unsubscribe and will maintain their print subscribe which is powering all our interactive efforts.

We've gone into e-books majorly. I have sort of recompiled 25 years of content. I've come up with collections of columns here. These are both print and e-books based on the Kindle and so on. OK.

One of the things we've done is, it's very hard to get transcripts in the Philippines. Our Chief Justice is being impeached at the moment, so we're publishing the transcripts as e-books. It will not be practical to do this as print and books. And these are very hard to find. And just for the journalists here who are interested, we don't have a Freedom of Information Act in the Philippines. So, if you want info, the government official can laugh in your face and say, "No, you're not getting any." So, you have to be very nice and very persistent. I actually have a reporter who's only job is to get this transcript out of the Senate offices. And they give it to you in hard copy. You have to…. I have to hire people to encode it. They won't give you soft PDF copies. Because there's no law about that, so they make life difficult for you.

And we have cookbooks. Well, this is in Filipino. We are also doing romance novels, because our Bandera, our tabloid, has a romance serialization. So I compile her columns into romance books. I'm trying to see if I can make money on romance e-books for newspapers. Hey, anything that goes, right? [laughter]

All right. Thanks, guys.

[Applause.]

Wurley (William Hurley): You can hear me okay? All right. This is…. [whistles] I am like nervous. Where is Beth? She was tweeting about my nervousness. [laughter] I don't like lights. I don't like lights and I don't like crowds. Here, give me that mike right there. This isn't…. And I don't like this mike. [switches microphones] Can you bring this one up? Apparently I don't know how to use mikes either.

So, there were a couple of things I wanted to point out before I started. First of all, it says, "From desk(lap)top computers…" There is a term for that we're trying to get going. It's called stationary computing. So, I think we should use that. The other thing is, "How are journalists responding to the mobile revolution?" Apparently, none of you have any free time, because all of you have been…. Like, I see the tops of your heads and not the front of your faces. And for this next 5 to 10 minutes, I'm going to need to see the front of your faces. Because I only brought three slides. That's it. [laughter] This is not one of them. [laughter] [Slide: Double-click to edit] I brought this slide…[slides his feet on the floor]…which is not--not great. Ladies, it's okay. Right? And then I brought one like this…[slides the opposite direction]. And then I had one that was backwards, and I realized most of you would confuse that with the moonwalk, which is by definition a walk and not a slide. So really, my three went to two. Now I'm screwed. [laughter]

But I don't like coming out and I don't like talking about my company or myself or anything. These guys at Google can solve all of that for you. You can Google Chaotic Moon. I'm Wurley. You can find out more than I ever would care to tell you … some probably embarrassing things. But I did have an epiphany a moment ago. I thought, *How can I solve this problem?* Because she's gonna get to five minutes in a minute, and that's actually where we're going to start. And I thought, *I can come up with the greatest slide ever.* Do you guys want to see it? Are you sure? That's not excited. Do you guys want to see the greatest slide ever?

Audience: Yes!

Wurley: Much better. Much better. All right. [Slide: enter text here] Bam! [laughter] Hang on. Wait. Not yet. Bam! [goes to full screen] [laughter] It's fantastic. The reason I use this slide is because I don't do slides ever! I do hundreds of presentations a year, and I find slides boring and mundane, and usually they all have a similar format that no one here really followed today, which I was really impressed by. Usually it's like, "I'm great. The last project I did was great. Here's all of this stuff." And then there's like a few minutes at the end about what you actually want to know.

So, you guys are all in journalism, right? I'm assuming. Who's not in journalism? We should get to lunch later. [laughter] But I assume if you're in journalism, you have questions. And I assume you like research and read. And I'm hoping very desperately that you thought about what you wanted to

know from our speakers here on the panel today and also from me when you read this. So, what I'm going to do is I'm going to crowdsource the slides. We're going to do slides until you say there's five minutes left. All right? And then I'm going to use the last five minutes and I'm going to run through those in rapid fire. That's my presentation. So, who's going to ask the first question? You're all shy journalists. You have a question. What is your question?

Josh Benton: What is your experience working at The Daily?

Wurley: Oh, god! One second. I won't answer any questions about The Daily. [laughter] Did you have another question, Josh? [laughter]

Josh Benton: What was your experience working "The Daily app" named something else?

Wurley: All right. [types: the daily] Great. Who's go the next question? Come on!

Man: [Inaudible.]

Wurley: [types response not shown on video] Hang on. Good. All right. Who is next? [laughter] Come on. Who's got the next question?

Woman: [Inaudible.]

Wurley: Wait! [types response not shown on video] Perfect. Who's next? Three journalists have questions in this entire room?

Josh Benton: What are the biggest user interface problems with news apps?

Wurley: OK. [types: uiux & news] And I saw you up there, sir. Go ahead and say your question.

Man: Do they pay you to do this?

[laughter]

Wurley: No. [types: no] [laughter] Wait. Hang on. We're going to modify that one. [whispers…] And I need the money. [types: and I need the money] [laughter] OK. Much better. All right.

Woman: What are the biggest mistakes apps have made when it comes to computers?

Wurley: [types: ux app mistakes; facebook] Bam! Got it. [laughter] I have a great example for that one. That's it? There we go. Right here.

Man: [Inaudible.]

Wurley: [typing: in or out (devs)] Perfect. [typing: do pe] Hang on. Wait a second. [puts microphone down so he can type with both hands]

Man: [Inaudible.]

Wurley: No, hang on. [typing: do people read (can people read)]

Rosental Calmon Alves: This microphone. [points out microphone on podium]

Wurley: Got it. Sorry. I had to think about that one for a second. I know. [chuckles] All right. What's the next one?

Josh Benton: Your five minute sign is up.

Wurley: It is. So, this is the last one.

Man: [Inaudible.]

Wurley: [typing: why does omar hate me?] [laughter] [typing: I love him sooo very much] [laughter] All right. Let's do this. [types: the daily] So, The Daily. So, technically, I shouldn't talk about The Daily. I haven't worked on The Daily in like a year. And things have changed dramatically there in what they do in their operations, in what Greg and Jessie have done with it, and it's achieved a lot. It was the third highest grossing iPad app in 2011. It got beat by Smurfs Village and Angry Birds. [laughter] So, that was pretty impressive actually. But, you know, The Daily was a unique experience. There's ton of stuff you can read out there about it. You ask, what is my experience? My experience boils down to this: Which is, what they did is fantastic for one reason, and the reason that we participated was one reason—nobody wants to be the first. And the problem that I see in journalism, in general, in the news is that you have all of these technologies. Your keynote put out so many great things that most of you will never use, because the rest of you aren't using them. Because people have a herd-like mentality when it comes to doing new things, because new things are risky, and you mitigate risk by waiting to see someone else do it. Technology pioneers get arrows in the back.

We took the job at The Daily because there weren't a lot of people that were going to bite that off. We were a young company. It was probably one of the most sensationalized projects on apps anywhere. It's the only app to have a Super Bowl ad. It's the only app to ever be on the homepage of Apple. But we took it because no one else would be the first either. And everything that came out people were like, "Oh, did you see this new app? It's much better." Or, "This happened…" That's great. But all of those things stood on the

shoulders of a whole bunch of very complex problems that were solved by The Daily. So, you know, I think it's probably one of my better experiences out of my entire career. It was amazing working with their team. They were great.

Next question. Money from mobile. So, you have a small dilemma. These guys know how to make money from advertising. [points at someone in the audience] The rest of you kind of do. How will you make money from mobile? Well, it really depends. There's all these questions. Do you have a subscription app? Do you charge for an app? Do you do advertising? Do you do all of them? I think your best shot is to find out what your users want. In most of the cases where I've went, and I've actually worked with large groups of users, they will pay to not see ads. So, don't charge them a subscription and give them an ad. Give them a choice. Right? Choice is your solution to making money on mobile.

Do you need a mobile app? [chuckles] No. And I build them. You know, most people want a mobile app because it's trendy, because everybody has a mobile app. Your executives, everybody looks at it. You may not need one. Here's the way I would determine if you need a mobile app. I would go into your log files and I would look at how many people visit your publications website that use a mobile device. And then I would use that to determine what mobile device you should invest in developing on first. I would use simple logic. You already have the answers to all of the questions you're going to ask us. But we're authority figures in a way, so I guess that'll help out and convince you that you should do it.

UIUX and the news. It's horrible for the most part. Most publications look like you took a paper and put them on an iPad. They don't use any of the features. Now, a lot of them early on—The Daily, some of the, you know, the Richard Branson one, Holly Branson's project, all of these—these things couldn't do a lot more because of the fact that not only were there limitations in the amount of memory on the devices and things, but also it was just too much of a risk. Just getting it over there was such a risk in the work flow and publication, how they gathered news, how they distributed it, right? So, you know, UIUX has a tremendous way to go. And I could talk about that for hours, so we'll get to the next question, because we have two minutes.

I actually don't need the money. [laughter] Thankfully. We've done all right for ourselves. It's pretty good.

UX app mistakes. Facebook. Here's a great example. Number one mistake, especially made by apps that are news publications or magazines, is that you do one of two things. You make a giant PDF in WoodWing or something and then you cram it over the Internet down onto the iPad. That takes forever. Let me tell you what that looks like as a user. [looks at the palm of his hand] Now, this is annoying you. But guess what? As a user when I read your magazine, I have to wait this long and it annoys me too. This is horrible!

When we first did a test, Project took 15 minutes to download on a 4G network. Huh! I lost interest in the first minute. I was like, "Well, I heard it was cool. I'll go look at screenshots on the Internet." Facebook. I pick on them for a reason. They do one of the other common mistakes. How many of you use the Facebook mobile app? Really? All right. How many of you like the Facebook mobile app? Oh, ho, there's no…. One guy was like, ehh, sort of. It depends on if all those spammer ladies have added you as friends, doesn't it, sir? [laughter] Busted! So, the problem with the Facebook app is this: Know what you're building for. Know what you are working with. You cannot have an app that the first thing it does is say, "Oh, you want to see everything? Let me just download that all off the Internet. Hang on. Just wait for it. One second. No, it's coming. Hang on. Facebook logo. Just another minute. Whoa. We'll get right to this." By the way, you can't jump through other features and sections because they're all trying to cache as well. That's horrible. Give the users not only some local cache. Give them something they can see immediately and do that's useful.

What we had done with The Daily was we took all of the architecture of the publication and all of the content, except for photos and videos and everything, that was the first thing that was downloaded and unpacked. By the time you saw the cover flow, you had everything. You may not have had some images, might have been missing some videos, but you could do something with it as quickly as humanly possible. It's incredibly important.

Should you outsource or have your own development team? The Daily outsourced to us. We helped them build their own development team. They've been running it for a year. They have some amazing guys. Matt Lim and Eugene Yee are fantastic, and they're doing a lot of the work, and they've hired a bunch of other people as well. Here's the deal: always, you should bring things in when you can. And tools and technology are the great commoditizer. They will make things cheaper to where you will be able to do more. Apple—rumored…. Article I was in, in Inc, says—that I didn't even know they were interviewing me for that—says that Apple is going to come out with some tools for you to build your own apps. Plenty of other people have. Google, big app inventor, right? There's tons of these things. Eventually, you'll be able to bring it in. It'll be the same as every other technology you have seen.

How many of you are younger than 20 years old? Then you know the answer to all of these questions. Because when the Internet came along, you're like, "Oh, my god! We need a web developer … fast!" And that was a graphic artist who was like, "I have, you know, Laura's Guide to HTML." And that was the truth. And then it became a thing. And then it was every…. And now it's like my 15-year-old son is like — I mean, he couldn't get paid to build a website if he wanted to. Right? And there's people who've turned that into careers, and it's changed, and it's modified. And everybody is screaming about HTML5, and it's gonna make all of you do great apps and stuff. And it's not. Are there going to be hybrid apps? There already are hybrid apps. OK?

But should you use in-sourcing or outsourcing? What can you afford? And please, think about the developers when you hire them. Don't hire a developer and then be like, "Whew!" Six months in, "It kinda didn't work out. Like, I have to lay you off there." Maybe you should do that. I now it says, "Please stop." I'm not, because I only have two more.

Do people read? Sadly, yes. If I had a dollar for every time I was at a conference and somebody was like, "You know, I read an article you were quoted in. I don't agree with you at all." And all I have to is — I run. But my question is, can people read? Because the thing that also bugs me about journalism is the words are getting shorter and smaller and simpler. And we're losing words that have significant meaning in replacement for something that will reach a mass audience. Maybe you should do tiered journalism. Maybe you should have that. I mean, we kind of have that by the economics of it, right? The New Yorker, The Economist, these kind of publications.

Now, Omar, why do you hate me? No, I do not have my mind control skateboard with me. The only thing that I get asked about more than The Daily. When are you going to do a story on it? [No audible response.] Today? We'll do it today.

But anyway, thank you for your time. We've got to get everybody out here and do our panel now, but I really appreciate you participating in making these slides.

[Applause.]

Question & Answer Session:

Josh Benton: So, I'm going to start off with a couple of questions, and then we can do the drill of getting you guys at these two microphones. I want to ask sort of an open question that I think applies to just about everybody at some level from what they were talking about. One of the key issues for smartphone and for tablet development is the idea of constraints. I think the web over time for many news organizations became this place where everything could be dumped, that could be this sort of endless sprawl. And whether you're talking about creating a limited afternoon edition that has less content, different kinds of content, or whether you're talking about something like The New Yorker, where the issue metaphor carries over into the way that is delivered in Newsstand, or you're just thinking about the different kinds of content that make sense in those context, that may not make sense in stationery computing. I guess, from any of you, what are the kinds of things that you've learned make sense in a mobile context that don't make as much sense on the web or visa versa? What is privileged and what is the opposite of privileged? Anybody.

Pedro Doria: I think the first lesson we had just last month with our experience on the iPad is edition actually makes sense. You know, to have one closed edition. You're not updating those news. You are just giving something that was packed. It took time to pack it. You know, just like we did on paper. Of course, it's less time for something that is news today. It's more time for a story that you've been preparing for a week. People stop. People pay for it. People read it. I don't really think that would make sense on the web, because the nature of the web is too dynamic. But one of the mistakes we've been making, because frankly the web has been around since what, '94, '95? We got so used to it that we started somehow, somewhere thinking that the web was digital. And that's not necessarily true. The web is part of the digital thing. There are other things that you can do with it.

Josh Benton: Right.

Blake Eskin: Yeah. I would just add that audio works better on mobile than on the web. And Apple figured that out by creating a podcasting store. And, you know, you can see that in the comparison with video, why so many people do video on the web, because it has high CPMs and because it's 'snackable.' I think audio…. I mean, you look at what NPR [did]. They were hiring a product manager for their connected car initiative. And I'm hoping for a connected subway initiative to follow that, because I live in New York City. [someone hands him a mike] Oh, am I not on mike? I'm sorry.

Man: Yes, you are.

Blake Eskin: And so, I'm hoping for a connected subway initiative. But seriously, I think audio is…. I think the web…. I'm sorry. I think mobile, particularly phones, allow you to concentrate on one thing better. That may just be a limitation of the power of the mobile phone at this point, but that is an advantage for people who want to do one thing at a time. And unlike reading or texting or watching video, audio is also something you can do while you drive.

Whurley: And I think when you're surfing the web, for the most part, you know, it's a different experience from many ways. You're not doing this— [looks down at his hands as if he's using a smartphone]—so you're less likely to get hit by a car or run into somebody. But what we learned with some of the different publications that we've done is that the constraints of a tablet or an iPhone actually become advantages in creating a rich user experience, because it takes a lot of variables out—screen size, resolutions, things like that. So, I would say that, you know, that's probably the biggest different from our point of view.

Louis Gump: I would raise two—one related to alerts and one related to video. In the case of art, we have no platform that's more powerful than mobile, both on phones and tablets, to deliver alerts with a short bit of

information and engage people with our content. That can be true for breaking news. That also can be true for some of our opinion pieces that just happen to be topical. So, there's incredible power there. I think most of us overall have only begun to explore that in ways that are going to be really meaningful to our business. The other one is video. And we find, for example, that in our iPad app, the engagement is much higher than our browsing experience on the same device. And so, there's something about the app experience even when we start to dig deeper than the device itself. And then last, but not least, I would call out what I think is increasingly obvious to all of us, but still something many of us are working through, and that is, there's a very big distinction between usage on phones and tablets. And understanding that is critical to our ability to grow the business.

Josh Benton: Yeah. Go ahead.

JV Rufino: Well, riffing on that, one fellow I follow a lot is a fellow by the name of Steve Norquist. He provided me the theoretical framework that allowed me…. Because when I got into the mobile thing, I was like, phones and tablets are different, but how are they different? And he had a set of slides that I don't know if he still has them up, but what he did was [ask], how do phones, tablets, and desktop computers stack up against each other. And his slide basically said, "There are two kinds of experiences people look for. There's the look forward experience and the lean back experience." Now, the look forward experience is intuitive. You know, when you're hunched over your mobile phone and you are inviting — you know, you are inviting…. How many YouTube videos have you seen of people walking into fountains, walking into trees, because they are so…?

Whurley: Running into bears.

JV Rufino: Running into bears. Oh, no, well, that's not — in the Philippines, that's not going to happen, but…[laughter]…you know, if I saw a bear in Manila, it'd be like, where are you? But the thing was that that's true. The mobile phone and desktop computer are lean forward, meaning that you're there primarily to engage. You want to comment. You want to…. You're reading text messages. You're communicating back. The tablets are a classic lean back experience. And by lean back, meaning like, for example, when people are on the Kindle, the Kindle exemplifies that. The Kindle is a very limited device for most anything except as an e-reader. But that's actually an advantage, because the way I promote the Kindle Edition on Twitter, like now, like it's summer in the Philippines, so everyone is heading off to the beach, so one of my tweets was…. We have a very long Easter break. We're a Catholic country and our Easter break is a five-day weekend. So I tweeted like, "No ads, no distractions, just the Inquirer on the Kindle on the beach." And that got a lot of retweets and interest, because basically I'm making a virtue of the Kindle's limitations. When you're on the beach on Easter break, you want to be reading nice articles. We don't even publish. On Good Friday and Black Saturday, there are no editions, there are no newspaper issues.

So, we want to…. So, we prepare a really good edition for the weekend and leave it at that.

Josh Benton: Sure. Great. Well, let's get to the questions. We have about five minutes left. So if you want to get a question in, if we can get the questions and the answers quickly. Ma'am.

Beth Elderkin: Hello. Oh, I'm kind of short for this thing. Hi. I'm Beth Elderkin. I'm a journalism student at San Diego State. About to graduate in May. So the question I had was, there seems to be a wide variety of countries represented in this panel, and each one seemed to have different user expectations and experiences. So, the question I had is, do you think that's because of the different technological availabilities for the different countries? And if so, if technological advances seem to become more widespread in terms of smartphones and tablets, do you think that would converge and users would want similar experiences based on different countries or would they stay different based on different cultures?

Pedro Doria: Well, in my case, it has nothing to do with what's popular or not in Brazil, but it has to do with what's popular or not with the audience of my newspaper, O Globo. Meaning, it's a quality paper. We are talking to the high middle classes in a very large urban city. People are buying iPads. If it were, you know, just in the upper floor where they are doing our tabloid, someone would be here talking about mobile phones, you know. So, but yeah, and then I think that anyone will have this thing—[holds up his iPad]—in six or seven years, even the low middle classes.

Blake Eskin: But still different habits get established because of what you do with the iPad.

Pedro Doria: Oh, most certainly. And the moment that everyone has one of these, usage will be completely different.

Harry Dugmore: And I mean, are you guys seeing this as well? Just a couple of observations. I mean, these things coming out in Africa, they are shared devices in a way that mobile phone[s] aren't. People are buying one for a family and four or five people are using the tablets, and that creates a different user habit. Bluetooth is absolutely huge right across Africa. So, one person uses a little bit of that precious data download that you could be using to buy cooking oil or something else and then everybody else shares that video. You've got to be in proximity. And literally hundreds and sometimes thousands of people will share one device to another, Blue-toothing, because that's free. You're not using any of your bandwidth. So, those kind of habits, who knows as the devices converge and get better, you've got used to the sharing environment, to sharing on Bluetooth, probably people would still do that, because it's a long way away before a three-minute YouTube clip is going to be cheap for everyone to download.

Rather, one person download it and you just spread it one person to another. It's kind of interestingly communal in that way.

Man: They all want to get social media.

Harry Dugmore: Yeah.

Josh Benton: OK. Brian. Last question.

Brian: Thank you. So, these things are like the first usable un-computers, right?

Harry Dugmore: Yeah.

Brian: What's your Roku strategy? What's your Goggle strategy? What's your Internet-connected refrigerator strategy?

[some laughter]

Man: [Inaudible.]

Whurley: So, we actually…. Did you?

Man: Yeah.

Whurley: So, I don't know about these guys, but I can tell you that right now not enough people—that's an excellent question—are paying attention to those type of devices. We started on television apps at the same time we started doing mobile apps. And the reason is, is there is no such thing as mobile computing. Like, it's great and we used it for our marketing when we started our company, because everybody wanted to buy mobile, but the reality is there's not mobile computing. Computing has just gone mobile. And by that, what we really mean to say is computing has become pervasive. So, it is everywhere. You will get newsfeeds. We're using the Samsung transparent displays as mirrors. We're using them as information windows in everything from cubicles to desktops to a variety of things. The same thing with TV apps, Roku apps everywhere. So, it becomes a question—back to the person who asked about in-sourcing or outsourcing—of, what can you afford to do? And what does your user do? Because all of us will have different user experiences and our users will have different requirements and different devices available to them. So, it really starts with focusing on the user and building your strategy for those things out from there.

Blake Eskin: I agree with that. And also it depends on the use case, right? So, if we're talking about refrigerators, then maybe video is an excellent experience. Maybe it just ties into the other places that you watch video in your house. On the other hand, if you're going to watch a Rangers game, then maybe you're at the ballpark and you want something else that's pretty

data heavy and comes in bits and bytes. So, that's the sort of thinking we're doing, regardless of the platform. I agree with your examples and I think there are many more.

Harry Dugmore: I'm suddenly worried, because I don't have a refrigerator strategy.

[Laughter.]

Josh Benton: You are not alone in the world.

Whurley: Good news.

Harry Dugmore: I hope so!

Whurley: Good news. I do, and it's for sale.

[Laughter.]

Josh Benton: Can be taken to a new level. All right. Well, please join me in thanking our panel.

[Applause.]