

2001 – International Symposium on Online Journalism

Panel 2: Looking At the Present

The current status of journalism on the Internet

Moderator:

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Panelists:

Scott Clark, Assistant Managing Editor, Houston Chronicle

Jeordan Legon, Managing Editor, KnightRidder.com/
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John Granatino, Vice President of News and Operations, Belo
Interactive

Meredith Artley, Associate Editor, New York Times Online

GRIFF SINGER: Well, good morning. Since we've found out about all the horrible pitfalls from the early group No, it's been a very interesting discussion and we appreciate the comments and participation. It's great to be here with you. My name is Griff Singer. I'm with the School of Journalism - we've recently had a name change so forgive me if I slip and call it a department. I don't think much has changed, except instead of a chairman now we're going to have a director and Steve Reese whom you met earlier is our Director.

We have a distinguished panel and we're going to try to now bring us into present time, real time, into what's going on with online in our various publications. And we have a great group here to visit, meet with. Meredith Artley, to my immediate left, has worked at various posts in the editorial department at Nytimes.com. She's been there since 1996. She's an associate editor and manages the team of producers who put up the website and she also organizes plans for upcoming projects. This past year she was the lead web editor for a series, "How race is lived in America," and she is also working with continued efforts to redesign and improve Nytimes.com. Before her job at New York, she was a freelancer for Microsoft and worked as a reporter at KOMU TV in Columbia, Missouri. So Meredith, welcome.

The second to my right over here is Scott Clark who actually wears two hats at the Houston Chronicle. He's an assistant managing editor and his first duty was as assistant managing editor of the business news, and Scott's done such a good job that houstonchronicle.com or chron.com figured they needed his services and he's

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also in charge of that operation. He's been a ... business center, he's been a financial writer, and earlier before the Chronicle, he worked at the St. Louis Post-Dispatch and taught graphics at the University of Missouri. He's been a very active person continuing his education going to Law School at the University of Houston and he earned degrees in Economics and Journalism at the University of Missouri.

To my immediate right is John Granatino. He's Vice President of News and Operations at Belo Interactive and he's got more than 25 years of experience in newsrooms and in news media management experience. He's a graduate of Tufts University and he joined the Providence Journal in 1980, serving in a variety of positions. Four years as a City Editor and I still think that's a good grounding for anybody in any business, is to have to live through the role of the city editor. It's like herding cats as the great TV commercials show. A very challenging job. But he was a project editor for of two series that were finalists for Pulitzers in 1992. He founded the Electronic Publishing Department at the Providence Journal, which Belo acquired just a few years ago. And he's created a number of new products for the newspaper. In 1995, he launched Rhode Island Horizons, an online community on the Prodigy service. In 1996, launched Projo.com which now serves nearly 5 million pages a month to hundreds of thousands of customers. In his current position, Granatino is responsible for news and operations at the 20 television and newspaper Web sites owned by Dallas-based Belo. Of course those of us from Texas certainly realize that Belo is the oldest, continuously operating business institution in the Republic of Texas and the State of Texas, which was founded in Galveston that long ago.

JOHN GRANATINO: Which would make it a startup anywhere in New England.

GRIFF SINGER: Of course Belo's presence transferred from Galveston. By the way, talk about innovative, Belo was the first company to have its own telephone system in this part of the world. Many years ago in its infancy, all while operating out of Galveston.

JOHN GRANATINO: It's still using that same system.

GRIFF SINGER: Now, we're delighted to have also Jeordan Legon who is managing editor of Miami.com, producer of the Miami Herald Online and El Nuevo Herald Digital. He's held reporting duties at the Orange County Register, the Los Angeles Times, and the San Jose Mercury News and was the San Francisco Bureau Chief for Knight Ridder before he moved to online journalism in 1994. In his role at Miami.com, he's responsible for determining editorial direction and managing a staff of editors. The sites includes Miami.com, Broward.com and ElHerald.com. So all of these operations draw more than 21 million page views a month. So that you can see that we indeed have a very strong group here to tell us about what it is they're doing and what it is that's going on.

I thought we'd - in the earlier panel, the consistent theme going through, of course, on advertising is not that. That it's the value of the content that's the issue in dealing with quality online products. As the Wall Street Journal can do, can it charge for content and not worry about advertising as a key thing? Who are the winners in the field really going to be? Are these going to be mostly the metropolitan newspapers,

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the very large audience websites, the national newspapers in very strongly regional newspapers? I'd like to hear some discussion also about what's the look ahead for the smaller market newspapers. Those with dedicated reading audiences, but yet who feel they want to have, indeed, an online presence. So, why don't we kick it off and, Scott, let's take a look at what's happening in the several transitions that some of us are aware of the Chron.com has gone through.

SCOTT CLARK: We're one of those evil papers that was mentioned earlier that is making reporters file for both the web and the newspaper. At one time, Houstonchronicle.com has a long history. It goes back to 1995. We're one of the first newspapers up on the web, but it was an operation that was separate from the newsroom and we really didn't even talk to each other. They were up on the 10th floor. They had indirect lighting. They had more room. If they were stressed, they could write on the walls. Things like that.

But the paper made the decision last year to completely integrate the web operation into the newspaper in all respects. On the technology side, on the marketing and advertising side, and finally on the editorial side, which is where I came in. I think I was originally scheduled to be on the earlier panel about looking back. And the problem was, I can only look back to August because that's when I first became involved in it.

I think the decision to integrate certainly has financial and marketing advantages. But I think it has a lot of journalism advantages too, and I hope you'll start to believe that as I start to describe a little bit about what we're doing. When people talk about separating the web operation, they use a lot of the type of adjectives that Steve used earlier about newspaper people: bullheaded, conservative, stodgy. I can't disagree with a lot of that, but I think that we're going about it a little bit the wrong way. Instead of saying, well we're just going to create this separate operation here and bring in people with different characteristics, I think what we need to do is change newspapers. I think that the web can be an agent for that change, an agent for change in the newsroom. That has been our goal.

Now, that process is not necessarily a smooth one. I'll just talk a little bit about some of the adjustments that our newsroom has had to make as we've gone to covering news on the web. I think the biggest transition, of course, is the news cycle. When we originally thought about doing news on the web, all our editors were talking about doing online editions. We'd have a morning edition and an afternoon edition, trying to transport the metaphor of the paper over online. That lasted about 5 minutes. Because it became very obvious quickly we were in a continuous news cycle and had characteristics very similar to radio or to a wire service.

So what happens today, we get news on the web in three or four different ways. We do have reporters calling in if there's a big decision at the courthouse or by City Council. They will call into their editor and give some basic information. The editor or somebody else will act as a rewrite person and send us a tape on the story. If it's something that with a little less urgency, they'll come in, they'll write maybe a take or two of the story, file it for the web, and then continue writing for the newspaper. In addition, we do have some big stories where we sent two reporters out on it.

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Where we feel like it would be too much a distraction for the newspaper reporter to try to cover both aspects of the story.

We've had some difficulty early on communicating the kind of sense of urgency that we have because we're in a different news cycle to the reporting staff. We found that we're really good at covering stories in the late afternoon because our work cycle is typically - you start reporting in the morning and kind of build up as the day goes on. You know, you climax at 6 or 7 o'clock in the evening when you file your story. So those stories are working well. Now the stories that happened before reporters have had their coffee is another issue that we've been working through.

There was a lot of concern on the front end about scooping ourselves. You know, do we put things on the web before we put them in the paper? We pretty much decided to address that on a case-by-case basis. We're doing it more and more online than we were, say, 6 months ago. The reason that is, is as we've started breaking more stories on the web, we're getting credit from radio and TV stations. We're getting credit from Associated Press for it, and so the reporters are hearing back from people about their stories online and so they feel like there's somebody out there. It's just not this black box that they're sending their stories into.

I think there's a real upside for the newspaper in covering breaking news online because it enables us to cover things we simply can't cover in the newspaper. The biggest example is the Olympics last year. Where the events that matter to us were at 3 or 4:00 in the morning, so by the time our newspaper readers got that, it was over 24 hours later. And the web enabled us to cover that effectively. Our reporters filed 8 to 10 stories to us by 7 o'clock in the morning, the photographers sent us 20 or 30 photos and we were able to package the stuff up for readers and really supplement what the paper was doing.

City Council goes until 2:30 P.M. on a story. We can't make the edition with it. The newspaper says, it's still debating the property tax cut. But the web can report the decision that was made at 2 A.M., and so when the morning TV stations come on, we can be competitive with them. Right now we're doing somewhere around 10 or 11 stories, local news stories, per day, that have not appeared in the newspaper. That's an average over the last 8 months, so it's pretty consistent. We're also updating about 2 dozen wire stories.

The second biggest adjustment, besides the news cycle we have, I think, was a new judgment that we've discovered, some interesting characteristics about web news. The first is there's a category called transient news that doesn't really exist for the newspaper. That is something that's a big deal for maybe a couple of hours in the middle of the day that by the time your paper hits the porch the next morning, it really doesn't matter. There may be a wreck and it shuts down one of the freeways. It may be the only thing people are talking about around lunchtime. But again, by the next morning, it's old news. If anything, it may be a brief in the paper. But that may be our top story on our website for a short period of time.

The other thing is I think we have more of a local focus on the web than we have in the newspaper. I think, even though there is CNN and MSNBC and a lot of other

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sources for people, most of our readers of the newspaper do not get the New York Times or the Washington Post, and so we're still the primary source for in-depth news for many of our readers. You move into the online environment and suddenly they have many, many, many different choices. For national, international news, people have a lot more resources than we have. So while we cover those issues, we don't put a lot of our emphasis on it and so what amounts to our front page online will have a lot more local news than the newspaper will. We also do a little bit because we feel like our audience is a little bit different, we have a different mix of news. You're more likely to find, for example, sports or entertainment story on our front page.

The inverted pyramid has gained a new life online, especially covering daily news, anecdotal leads don't work particularly well. We found people going online want to get the facts. They want very targeted information and so we're making some adjustments there. Label heads and pun headlines don't work very well online. We had an event a few weeks ago called "Wrestlemania" about 40 or 50,000 people go out and watch these guys in tights. It was a big event for a segment of our audience. We always have a debate, is wrestling entertainment or is it sports? We've pretty much decided neither want to cover it, but the headline in the paper said, "Houston goes to the matt." Well, the paper that worked. You had the story there, you had the headline there, you had a photo next to it of the wrestlers. Online who knows what that story meant, when you're looking at that link. So we find ourselves having to rewrite a lot of the headlines.

While I emphasize the inverted pyramid in the coverage of our daily news, I think the web opens up tremendous opportunities for story-telling that go beyond what you can do in the newspaper. So I think particularly when you're looking at our features and our projects, that there's just a tremendous amount of things that we can be doing and that some papers are doing with that already and I guess we could talk about that a little bit later.

But just to sum up, I really think that while we talk about how the web, how things are changing on the web, I think we need to look at how things are changing the newsroom as a result of that. Because our reporters are writing stories throughout the day, in some cases, if it's a major story that's being updated. When they sit down to write, to finish the story for the newspaper they're taking a second day lead approach to stories that they would have maybe taken a first day lead approach to otherwise. They're focusing less on the event and more on the impact of meaning (inaudible) and that is a good thing for the newsroom. One thing I've found over the years, the last few years, take the newspaper and front page and start "x"ing out the stories that you already know about by the time you get the paper. When I did that, I had a lot of red "x"es on our front page.

The other thing, last thing is that the Houston Chronicle used to have another paper in town, the Houston Post, as most other papers did at one time. And that brought a certain edge to the way we reported stories and the way we approached them. The Houston Post closed in 1995 and we lost, I think, some of that edge. We certainly have a lot of competition and everybody says our biggest competition is peoples' time. But we had a budget meeting I think about a month after the Post had closed,

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and people were arguing about what should this editor and this one editor, didn't get his story on page one and he pounded his fist on the desk and he said, "Look, this is an exclusive." The editor next to him leaned over and he said "Hey Bill, they're all exclusives now." But I think the web has brought back some of that competition for us. We're now competing during the day with radio and TV locally and I think, depending on how some of the national websites fall out, we might face some additional competition there.

But our reporters are having to get to stories earlier and I think it's benefiting the newsroom. We're finding out about something at 9 o'clock that maybe in the past we might find out at 11 o'clock. When it was in the newspaper, that was no big deal, but it there's a lot of difference on the web and it gives us more time to report it in the paper.

GRIFF SINGER: Clearly Miami has a different market situation from many other parts of the country and an awful lot of competition. So, Jeordan, tell us what's going on in your part of the world.

JEORDAN LEGON: Well, when I hit my head on the TV, it brought up what I think a lot of us are facing in this industry is that we're bumping into things and trying to find our way around the barriers and trying to make our sites successful.

JEORDAN LEGON: Well, I don't know. I survived so, there's still hope. We really, we have a unique situation in Miami, which is that we have a very multi-cultural town and as such, we try to provide information to all of those communities, we have sites in Spanish and in English. We have Miami.com, we have Miamipunto.com, we have the Herald, the Herald news site and we have the El Herald news site. And as a result of that, our traffic tends to come not just from the U.S. but also from Latin America. We have quite a substantial number of users; I would say about 30-40% of our users in Spanish come from outside the U.S. Some of our studies show that. Also about anywhere from about 50 to 80% of our traffic comes from outside the South Florida area. So it mirrors the Washington Post experience that adds a lot of different readers to our sites, not just the traditional news readers.

We had an amazing year this year. It's a journalist's dream, I would say, in Miami. We had a little boy that was found in the Atlantic. His name is Elian, as many of you know. In fact, I went for a haircut late last night in Austin and the woman said, "What was that little boy's name again, you know that little boy, Elian, was it?" So it's a story that brought a lot of new people to our site, (inaudible) who normally who have not seen the Miami Herald. In fact, in some instances during the peak of that crisis, our traffic tripled on that day. We triple the number of people online and we had to ask our service provider to allow us more bandwidth because were just (inaudible) we needed to handle it. The good news is that a lot of those people stuck around. About 20-30% of those people became regular visitors to our sites. Then we had another wonderful, well, maybe not so wonderful, but from my standpoint, from the number of people that came to our site, a wonderful thing happened which was the controversy over Florida voters not being able to fill out their little ballots. We had a wonderful response to that, in the sense that people wanted to know what the Miami Herald was doing. We had unique coverage and we just recently released the

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results of our own count, which we did with USA Today, which showed that Bush would have won anyway. So really, we had a banner year. We had a wonderful year.

All of that growth allowed us to hire our first online reporter - someone who is dedicated to writing for the news site, writing unique stories for the site, giving us a lot of unique concepts. It also permitted us to expand and grow our staff into, and create a 4 P.M. update, create a photo gallery where people could see extra pictures that they couldn't see in the newspaper. We did, we expanded into Miamipunto.com. We created the Spanish language version of Miami.com. As the year came to a close, we realized that all of that expansion couldn't be supported with the money that we were bringing in. So the panelists in the last panel, who talked about the importance of making this business work, brought up for me the idea that I can't do good journalism, none of us could do good journalism on the web without making money. That's the way that the media business has been structured in this country and we need to be able to make a profit in order to continue doing good journalism. There are a few exceptions to that, of course, St. Pete being one of them, nonprofit, etc. but still we have to make money and we have to meet stock market expectations if we are going to continue doing good journalism. And that's a reality. We just have to accept that.

Now that doesn't mean that we give up our responsibility to democracy, our responsibility to ethics, our responsibility to serve our community, in fact more than ever. The pressures on journalists to produce good journalism in a climate that is also requiring you to look at the bottom line. I'm constantly getting, "Can we move this content around, maybe lower it on the page, put 6 more banner ads on top?" and you have to constantly be saying, "No that is not acceptable." We have to keep our eye on the fact that we need to keep providing great info, good solid journalism to our users and sometimes that's at the expense of making money. But we do need to have a firm handle on the bottom line, which is why we need to find a way to make us profitable. The reason why I chose this is because some of those successes are a result of us not being able to turn a profit yet. We had to cut back and so our online journalist, the reporter that I was so happy to hire, who was going to write for us, disappeared. I had to let her go. That's the kind of thing that has been happening to a lot of our online operations. The Tribune Company, Freedom, and us, a Knight Ridder, we've all scaled back in our online operations. It doesn't mean that we're giving up on online, it simply means that it's going to take longer for us to grow the online product and to create the kind of unique journalism and unique online journalism that I was so hoping to do right now.

We're still doing unique things. We're still putting added value to the content that appears in the paper. For example, during the recount project, the ballot count that the Herald did, we added a database online that allows you to look up every single county in the state and find out what the results were for that county. How many more ballots would Bush have gotten, and how many more votes would Gore have gotten as a result of our recount. That kind of information is really valuable to voters, to people who are interested in that. We saw our numbers again rise because people were able to get their information. So we're really being careful now, given our cutting back in resources, about where we put our money, where we put our time and energy, remain very committed and I personally believe that this is the

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future of media. I wouldn't have left traditional print journalism if I didn't. I think that it's very exciting that we can reach minority communities in particular. People that we wouldn't have reached before. We have, for example, a site that is for teens that Herald the newspaper doesn't have, very limited teen audience our online site is much broader. We have a site for gays and lesbians which the Herald doesn't have a site or any product for gays and lesbians. We do, our site jewishstartimes, it just launched a newspaper. We're putting that online as well. So we're trying to reach a lot of various communities and niche publishing that we wouldn't have been able to reach as the Miami Herald. So it's exciting to me. I think we have a bright future. But I think we're going to have to bang our heads a few more times and continue to do so and if we didn't do it, then we wouldn't be taking risks that we need to take in order to find success.

And the last thing is that I brought tchokes with me because a good presentation is not done without the Miami.com tchokes, so come up and get them afterwards. Magnets and such.

GRIFF SINGER: From Florida to New York, Meredith, tell us what's going on with New York.

MEREDITH ARTLEY: I wanted to start off the discussion about the present with a brief story from the past. I started with the Times in 96 at the website as a producer and it was during my first month there, I was calling over to the news desk at the newspaper. We were in separate buildings then. We're in separate buildings now. I called over to the paper and I was asking if we could get a story early because we wanted to put it up on the site. The site has been online for 6, 7 months, something like that, and the guy on the other end of the phone said, "We don't have a website." I said, well, yeah, we do. I'm calling from it and we just wanted to see if we can get an early version of the story and post it up." He didn't think we had a website and he wasn't quite sure what one was. Well after about 5 or 10 minutes on the phone explaining to him that, yes indeed, we do have a website, this is the url, this is how you get to it, this is how you turn your computer on, we eventually got the story and we were able to put it up. But I just wanted to use that story as an example of how far things have come. There's obviously improvements that still need to be made, but it gets to Mark's comments earlier about to synergize or to separate. I feel like it's a consensus in this room. I think that we're all for integrating and synergizing and all those good things.

There's a few ways that we are currently doing that now at the Times. One of the things that has been around for over a year now is the continuous news desk. We call it CND for short. CND is a group of reporters and editors that work at the newspaper and their main job is to get breaking news stories to us throughout the day. This has been a good thing. The idea is to basically, the audience of nytimes.com sees that Times quality that you can't find anywhere else, that comes out of the Times newsroom and that uses the expertise that we have there and the solid reporting. So that's been a good success and that's been something that presently is using one of the most powerful aspects of the medium to do good breaking news. That's something that I feel like this medium was meant to do and a lot of us are doing it well and a lot of us have a long way to go in my opinion.

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There's a couple of other things I wanted to mention on integrating. I think it will only continue to get closer, we'll only continue to work closer with the newsroom at the newspaper and I think that's a very good thing. There are some parts, to be honest, that scare me about it. I kind of look forward and worry if there will be some day when Joe Lellivell, the executive editor of the Times and other masthead editors would be standing over the desk of a producer trying to rewrite a certain headline and that kind of thing. You know, nobody wants that to happen, clearly. It wouldn't be efficient, it wouldn't be effective, it wouldn't be using the medium in the best way.

But I think those things have to happen to some degree. They are two different mediums. There are different ways of doing things and there's a lot of experimenting that needs to happen and there's a lot of discussion and trial and error that needs to go on with that experimenting as the product of that.

So I really would like to see, even though the idea of a scenario like that is frightening, I would like to go ahead and take the risk and keep on having us work more closely together? Because that's now where we're going to learn and that's how we're going to continue to put up good news, do a good job and get understanding from the web newsroom and from the newspaper newsroom, and have us work together and kind of understand where the other one is coming from. It basically all boils down to good communication in my mind. Obviously, the phone call over to the newspaper in '96, there wasn't a lot of knowledge out there, but now there clearly is.

One of the other things as far as synergy is concerned, on the advertising side, it's not my area of expertise, but it can also benefit there with doing joint sales and having - you know, I'm not a complete expert on this at all, but the idea of having joining staffs from the web and the newspaper work together as they've begun to do, to make us money is not a bad thing. That's another thing to look forward to.

One thing that I want to add about experimenting - what we're doing now. What we're doing on Nytimes.com that have proven to be successful experiments and there's obviously a few that have not. The design - continuing to look at design users and how they navigate the site. I think is always a prepping board for just the websites in general. Also, not only for the web, but looking at other platforms, other ways to visit the site. Another success story of ours has been the enewsletters that we've been doing for our readers. It's been a big hit. Readers seem to really enjoy being able to say, you know, in lines from the national section or the international section to be able to pick and chose what they can get in their inbox. Or to get a weekly newsletter by one of our business reporters, Stuart Elliot, on what's going on in the advertising world. That's something that's original and we think people are already flocking to it and I think we'll probably see a lot of growth in that area.

One thing that Steve said was adequate is the enemy of better. I think that's a really good point and while we're going through tough times right now, that's the one upside that I really like about that. That since things are so tough right now, it's really being making us come up to the plate and say, what aren't we doing right? You can't rest on your laurels right now at all. No one can. The desire to rally and say, this is what is not working or this is working but it could be better. The thing

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that I think the smart people are going to do is, in this period right now. It's clearly helping a lot of us. You've seen, everyone's seen layoffs or known someone or whatever. It's all over the place clearly. But I think if you stay focused on the work, if you stay focused on what the job is, and if you stay focused on the journalism, that is really going to make the shakeout - what did Rich say? I wrote it down because I want to keep it with me. "Short term shakeout does not diminish the power of the medium." That what's going to happen is the people who can focus on the work and the people who can keep on doing the work. Those are going to be the company websites that will prevail and will succeed. I'm completely and utterly convinced of that. And sure, people are going to get nervous and there's going to be skepticism, but again, I think you've got to make it all about the (inaudible).

I can't believe I'm going to say this but I wanted to quote the movie, Steel Magnolias. Some said it before but in the movie someone says it in a southern accent, so I'll do it for effect, "That which doesn't kill us makes us stronger." It's true and that's kind of what I think is going on right now. If we can survive, if we can focus on the work, if we can make it all about good journalism, if we can really listen to what the readers are saying and really take a good look at what we're doing, things and keep experimenting, then it's going to make us stronger and that's what this shakeout is about. I think it's healthy. That's pretty much it for me.

GRIFF SINGER: Thank you Meredith. Well, how in the world do you deal with trying to herd around people putting out online products for 20 television and newspaper operations, John? Tell us what's going on with all those properties.

JOHN GRANATINO: OK, I will. I'll have to resort to technology if I can avoid the TV... It is Friday the 13th. ... The Monty Python fans in the audience, thank you very much. I'm not good yet. I'm feeling a bit better. I think you'll sense that there's a theme that's already evolved here in the first two sessions here when it comes to journalism on the Internet and it's important to distinguish between the economic failure of some speculative companies and the enduring power of journalism, no matter what the medium it expresses itself on. So that's part of the theme of what I'm going to talk about today.

I'll start with a little introduction - a bit on what is happening. A bit of what is not happening. Screen shots of things I like about journalism and the web these days. A couple modest conclusions. Quickly, Belo Interactive is the Internet subsidiary of the Belo Corporation, which is the 9th largest media company in the country. Dallas Morning News and the Providence Journal and the Riverside are its 3 major newspapers and it owns about 15 different TV stations in markets ranging from Seattle to Dallas, Houston, Austin, San Antonio and so on.

Myself, I think Griff introduced me greatly. So I will skip to the bottom line there. For a good time, check out www.natino.com. SD resource - that's the Steely Dan resource. A great site if you like Steely Dan. So what is happening and anecdotally that's a great example of the power of the web to push vertical kinds of ways, introduce people of common interest who may not happen to live in the same community. I can't tell you the number of friends, including now Walter Becker, I

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had that I never would have wander out into the web in 1995 and say, "Gee, I like Steely Dan. Does anybody else?"

What is happening? While we're so familiar now with the precipitous decline in stock valuations and market caps of a variety of companies and the NASDAQ line that looks like this. All the things we look at look like this. Online audience doubles in the last 36 months just in the U.S. alone from 40 million to 80 million people. AOL member minutes per day up from 40 minutes two years ago to almost 80 minutes a day. Although AOL is the enemy when it comes to content, it's a great help for content companies because it's also the way people get on the Internet to a large segment, probably close to a majority of people in this country, AOL is how you get on the Internet.

Belo Interactive page views are tripled in the last 18 months although this only shows 12 months and March we are at 83 million page views including 1 million of those are Dallas Morning News, but there is still just unbelievable growth across all of our properties. So this, not that. That means that's what customers are. There are all different ways to express what a customer is thinking about, what a customer is doing. So clearly something is happening from a customer perspective, and while nearly every other medium that is having troubles this year due to the soft advertising climate right now and certainly the fall of the dotcoms hurt our biggest TV stations because we got a lot of advertising from IPOs. The online use continues to skyrocket. In retrospect, maybe it's not the best use of money.

What is not happening. The Internet did not die, although equity market interest has died. Traditional media companies did not disappear. Having paying customers and real live advertising relationships actually counts for something for the business plan. Technology companies that have been masquerading as content companies have not won, not yet. I see, I just read the other day where Microsoft is going to take another shot, even though MSN I think may have been the largest site on the web, isn't that what Media Metrix showed that they were the largest on the web, they're going to take another stab at recombining features that they have not in news but some of their other research and background kinds of sites that they have. It's not the medium has failed just to hit this horse one more time. It's that there was an artificial over supply of product out there funded by the equity markets rather than funded by any of our consumers. Just as a sideline, Salomon Smith Barney put out a report about a week ago that provided a great (inaudible) of laboriously listing every single one of the dotcoms that in the last year had its problems 20 media companies were sold or merged since June alone. 37 gone out of business. This has put 5,000 sales people on the streets. Not selling, but on the streets. I'm not sure where they've all gone. We're in the process of hiring. We're hiring about 50, 60 people this year across our properties and we're having a hard time finding people. I think part of the damage that was done was the people who might have been willing to take risk in an employment situation may not be willing now.

Online journalism. I went to the dictionary which provided some amusing moments. "Journalism is writing characterized by a direct presentation of facts or descriptions of events without an attempt at interpretation," says Webster's. First definition. "Writing designs for publication in a newspaper, magazine." So, we're in the wrong

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dictionaries here. I would add a couple of elements. It's communications characterized by a direct presentation of fact through a variety of media, through whatever filter a customer chooses, and preferably while the facts are still news, is what I try to motivate the folks that work for me at the various TV stations and newspapers today.

The Internet changes journalism just as it changes everything else. Communications, shopping, and some other things as well. It's an interactive medium which means that customers can influence the content that they see on the screens. The interactive element and the personal element that's later on the screen here. There's no more personal touch with a medium than what you can do with the Internet. Because you're physically touching the keyboard, you're interacting with it, and that's not just powerful on a personal basis, but it's empowering on an informational basis.

Several people have identified immediacy of the Internet may have, in my mind, has the largest impact on this relevance to a news and information company right now. The ability to get online within seconds of a big event is just a door that we can't stop pushing on because (inaudible) Big news events cause big spikes in traffic and when people come to visit you, some of them stay behind afterwards. So we try to be first off the mark anytime there's a big story in one of our markets. Just like my colleague from Miami mentioned before. You hate to see bad stories but boy; you love to see bad news.

Finally, the Internet is addressable unlike broadcast TV, you don't really know who's watching. Unlike newspaper single copy sales, you don't really know who's picking them up. You can know who is looking at you on the Internet and you can understand what their needs are, and what their interests are, and you can create a better product as a result. There's also sales applications, but we won't go into that topic right now.

So the Internet tips the balance towards organizations with fast response orientation and this has been a real surprise for me coming as I did from a traditional print background. In markets where we had TV stations, they are much faster at getting onto the website than going on. In Dallas, we have a great newspaper and we have a great TV station. Anytime there's a big news event that goes on, the WFAA.com just kills the newspaper website. That's with strong support from the news management for getting stories up fast. Newspapers are very single-cycle oriented. It's changing fast, but it's still there as sort of this lingering value. TV, broadcast television stations have cycles too but those cycles are all during the day. They have a morning report, they have a noon report, they have several evening reports.

The Internet tips the balance towards organizations with a strong customer, consumer bias. This has hurt newspapers because most newsrooms don't really want to know what their customers think, has been my experience. I'd be happy to be proven wrong if that's not the case, but this hurts in interactive medium like the Internet, because if you don't allow people to (inaudible) you're going to lose a lot of customers to companies that are happy to do so.

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The Internet, of course, tips the balance towards companies with deep, rich databases of information. This might be commercial information like classifieds or it might be sports stats, or restaurant reviews, or any kind of reviews.

So let's look at a few samples from the field. I've broken them down into a couple groups here. Breaking news first and foremost. What I call Balkanized Journalism. Database Journalism. Other than the Web journalism.

On the breaking news side of things -getting it right is always important. Getting it first is very, very, very important in the Internet because again, if you can gain the reputation in your market for being the first that has the news, you're going to get that spike every time there's a big event. It doesn't have to be a whole lot. It doesn't have to be these 30 or 40 inch columns that we are so commonly printing in our newspapers. It can be just the news. It can be a paragraph. It can be a little bit more than a headline as long as you keep updating it during the day.

This is a piece of a page from kingfive.com which is our TV station in Seattle where they're practicing some journalism that doesn't look like TV journalism. This is the local story of the navy crew that was supposed to land on the Chinese island, is a local story for them because that plane is based outside of Seattle. This was updated at 3:15 pm and it includes 3 different video segments that were prepared to go earlier. Intended for use on the 5 pm news that night, but which we got up on the website first. These include interviews with the family members of the crew. Immediacy counts.

This is projo.com where there are two reporters who report directly to projo.com and report to an editor who is a projo.com editor, Andrea Pensara. They sit on the city desk and when there is news happening, they're all over it.

This is a business bulletin that they've started in conjunction with the print business department and, in fact, as you probably see, these TVs are not very good, but the story was written by the projo.com staff reporter, edited by the business editor of the paper, and that kind of thing goes on constantly. When a big local company like Stanley buys another company, that may not be major league news for the whole world, but it's big news in Rhode Island as it's happening.

This is not a newspaper, this is not a TV station. It's the bottom half of my stock portfolio page on Yahoo where about 30 - and I don't own all of these - but there's about 30 or 40 stories a day on the companies that I try to follow. This is immediate news and this is to me journalism, even though it's not in a journalistic context. A lot of it are press releases but some of it is reports from the AP or from Reuters or various other kinds of things. This makes Yahoo Finance an irreplaceable resource for me even though it's not a traditional media company. It's become a very strong media company. It's stock market promise, notwithstanding. The reason is it so thoroughly involves its consumers. It has very loyal customers.

Balkanized journalism is must my phrase for vertical core niches. The web is ideal, as I mentioned in my Steely Dan reference earlier, for communities of interest worldwide. Where you can have very deep information that appeals to a very small

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number of people in any one community. You see a lot of action here in the financial, sports and tech worlds online. This is just indicative of the general trend of media from mass media to specific media. From one general trusted source to multiple expert specific sources. Even slashdot.

So, Wall Street Journal is where I read about AOL buying Time Warner. That was an immediate breaking news story. You can only read about it here. I guess you could hear it on CNBC a few minutes later, but ... A great example of that kind of vertical. I'm a big sports fan and ESPN is one of the sites that I visit multiple times a day. When there's a big news story going on, when there's a big even going on, they do play by play coverage as the plays are happening. During the basketball tournament that we just had, you could follow multiple games if you were stuck in an airport like I was. They have replaced my need for relying on a sports sections of the traditional media company. Our sports section have to compare themselves against this, not against some other newspaper or some other TV station. Our business sections of local websites have to compare themselves against the resources of the Wall Street Journal or CNBC or any of the other kinds of companies like that.

Golf web. Last Sunday when I was (inaudible) the fact that I was going to be on a plane and miss the final round of the masters, I was so happy to find my plane was cancelled which meant I got to sit in the lounge and watch on a TV which I couldn't hear and at the same time, follow the play by play of PGA.com. This is journalism. This is sports coverage and it's something that traditional media companies can't touch and it's transforming our expectations on the web.

Silicon Valley is the Silicon Valley based tech report from Knight Ridder. Same things apply.

Database journalism is something you just can't do directly on TV and newspapers, and it's a powerful part of what the web offers. Because you, yourself can create the information that's important. Where do I live? Who are my representatives? What do I like? Can be the basis for, the filter for what information comes to you. In database journalism as well, what I like about it, is its news capability that waits for your interest to develop. You may not want to know today some of the things that you can find out on the web, but there will come a time that you will, and when you do, it's there waiting for you.

Dallas Morning News presented an outstanding series on toxic traps. The preponderance of federally sponsored public housing for poor people that are located within yards of hazardous waste sites, unbeknownst to the people that they've put into public housing. When we were talking with the reporters and editors from the Dallas Morning News about how best to present this concept on the web, they mentioned in passing, "Gee, we got a database from the UPA," or from somebody and when we realized that we could show every address in America, how far away they were from a hazardous waste dump, that was just something powerful that we were able to put up here. If you want to be really scared, go put your address on here after the session. You'd be surprised what counts. I didn't know that you were going to talk about this page in the Miami Herald, but here it is. The elections page. You can't quite see it on the top hand right there but you can identify your

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preferences and see the information through your filter about what's important to you. I could have done without the two tile ads advertising the same section while I was there, but that's alright. It's a great example.

This is part of projo.com, a memorial site to the roughly 300 men who died in the Vietnam War era. We could have listed their names and said, rest in peace, but what we were able to do was to, first of all, create a searchable database so you could search through the various "Show me people from the Army," or I'm from the Marines, show me from the Marines who died. There are clippings from the newspapers from 30 years ago when the person was reported dying. Then we created a bulletin board essentially where loved ones could leave a memory of that person. This goes to my earlier point about the personal nature of the web. Not only can you touch it physically and interface with it, but you can get close to the emotions that say, broadcast television can get to in a moving picture. You almost see this kind of emotion in a newspaper. But in this thing, your heart will break when you read these memories.

Journalism takes many forms and when I watched *Almost Famous*, the movie, the other night I wanted to know about all about it and I went to another one of my favorite sites. The Internet movie database. This is more database journalism. You find out everything you could possibly want about every actor that was in it, every person who has any credit in it. I spent about, after watching the movie for 2 hours, I spent another 2 hours learning about Cameron Crow. I really wanted to know who the band was, but it turned out it was sort of modeled after many bands. But on one site, and it turns out there were many sites devoted to that exact question. Which just goes to show that there's no topic too insignificant to be over covered on the web.

The JFK site at Dallasnews.com is an attempt to take resources data that we had already. We had all kinds of footage including the original footage of Jack Ruby being shot and hidden away in our libraries at wfaa.com, so we brought all that out so that you could search on it. It's a real primary research tool for people who are interested in this. There are a lot of people interested in this.

Off the web journalism. As big as the web is, email is bigger. Way bigger. It's what everybody does on the Internet. Traditional journalism companies had been way behind on this, but they are catching up fast. This is really a place where the whole realm of personal journalism, personalized information can take place. Whether it's show me where the traffic jams are as I get ready to leave work, or show me how my stock tanked out today and so on. So here's my email box. There's our email on insidevalleyranch which is a Dallas Cowboys email. But we've managed to put 3 tiles that look the same so...

This is Steely Dan fan digest. It's journalism for me. There's no better way to find out what's going on with not just the band but anybody who ever had anything to do with the band is followed with religious certainty in this. If somebody played one song five albums ago and is performing tonight in Boston. It's all here.

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This is another email alert. When Aquin was going to announce his retirement we didn't have time to do a full html newsletter, but we had the list of the 5,000 people who get that newsletter so we sent them a one paragraph quickly saying, he's about to announce he's retiring and get ready. We'll have a full report for you shortly, but you should be the first to know. They were the first to know.

Another. I visit the web manage the station of it, but this is our traffic product where you can find out where the traffic jams are before you fall into them.

So, in conclusion, not dead yet. Journalism is alive and well and doing increasingly better as it stumbles through, experiments with, gets better at, at using the interactive platform it has a its availability. The biggest impact and I agree, is in the are of breaking news where media companies are learning new tricks and stunts every single day. But also in in-depth news for communities of interest. Vertical niches. Traditional media does not have a monopoly here. Niche publications are only going to get bigger and better and they're the ones that traditional companies are going to have to measure themselves against.

Thank you for your time. Here's my information.

GRIFF SINGER: We have a few minutes for some questions and if it kind of overlaps with what came up in the first session, that's alright. We can talk about it further. To draw from an old Turner Classic movie style, you know the old sloppily dressed and cigarette-smoking reporter would call, "Hey sweetheart. Let me have a rewrite." Are rewrite desks now going to be permanent fixtures in our newspaper newsroom because of this connection to the web? Are they going to be brought back as - just what you're doing at the New York Times with your constant upgrade desk?

MEREDITH ARTLEY: There's a fair amount of, there's different kinds of articles that we can get from the continuous news desk at the paper. Some of them are basically rewrite and some of them are strict, original reporting that breaks news during the day. Some of it is completely exclusive. That's the good stuff. I don't know. If the question is, is rewrite kind of going to continue on and be something that we use a lot on the web, I would answer yes, but I consider rewrite to be such a bad word. I like the term update. I think of updates that are timely and useful and keep people wanting to check back in and see what the developments are on the news.

JOHN GRANATINO: If you think rewrite is a bad phrase, at the other end of the phone is the leg man. That was a bad phrase. But absolutely that whole mentality has returned and it was born at a time when there were afternoon and morning papers and there were competitors and that was a legitimate way to gather news fast and then disappeared in monopoly markets with reporters who got more comfortable writing columns rather than short news items. Now you see it coming back big time on the web.

JEORDAN LEGON: In fact, the ability to write fast is more important than ever. When my former boss, a former director of online services is here, Janine Warner, gave me the go ahead to hire a reporter for online, I immediately thought of the Associated Press because AP reporters are used to writing fast, are used to writing

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with a gun on their heads, they can do it, and they can do many versions of the same story. That's the kind of journalism that's needed online. Someone who is fast and who can put out many versions. As soon as you write one, start writing the other version of the story.

MEREDITH ARTLEY: I would like to say, I think both, I'm kind of contradicting myself here, but I realize that breaking news is one of the most powerful things we can do in the medium and we have to take advantage of that. But I just want to point out that the analysis is obviously, as you showed with the database journalism, the analysis that can be done is also pretty darn powerful and that's important particularly for what I do since the Times is so good at that kind of analysis and introspective journalism. That's one of the reasons why we have the continuous news desk because breaking news is obviously something new for the newspaper staff. At least on that kind of cycle, on that kind of pace. But I do think there is a pretty bright future for that kind of in-depth analysis. The challenge right now for at least newspaper websites is how to not make it look like you're throwing up a bunch of text and that's about it. It's got to become more challenging than that by using multimedia and using email and that kind of thing.

AUDIENCE QUESTION: Hi. My name is Habib. I'm a UT student in journalism. I was wondering if any of you look at news websites outside the U.S. to see if you can learn from them and what they're doing.

JEORDAN LEGON: Well, for us the Communist Daily in Cuba is a source of information. Cuba is so closed to the outside world that (inaudible) the little information that they put out is still information that El Nuevo Herald reporters use and then dig and get to the bottom of the story or as close to the truth as we can get. So we do look at other sites outside the U.S. We also are noticing that people from outside the U.S., and particularly in Latin America, come to the Herald for information. They've made it their newspaper in Latin America. It's difficult to get the Herald, the print version, in many parts of Latin America so we are competing in many cases with the Chilean newspaper, El Tiempo or the Columbian newspaper. People look to us from outside the U.S. and we have to also keep up with them to make sure that we're competitive and that we're on top of the news.

MEREDITH ARTLEY: I probably don't do it as much as I should. I mean, the site that I look at the most outside of the U.S. is BBC. I like that site. Where's Fiona? Yeah, it's a good site. But right now on the day to day basis, I'll make my excuse. My excuse is really that I'm looking at our competition in the U.S. which is going to be CNN and MSNBC and the Wall Street Journal and the Washington Post and all those folks. So that's where I really spend my time picking apart the other sites. That kind of thing.

AUDIENCE QUESTION: Hi. Joe Strawbar, professor of Radio, TV, Film here. Something I've just found from my own habits, particularly with international news, is that one of the competitors that I find, and I use the New York Times site a lot, occasionally visit El Herald cause I'm interested in Latin America quite a bit. But one of the sources I find that pops in partially through your sites, partially I've now just started using it, are the news agencies themselves like Reuters. So I'm wondering

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what degree you find them as a potential competitor as well as a source in the way things are evolving for both domestic and international news.

JOHN GRANATINO: I wish they'd stop selling to Yahoo.

AUDIENCE QUESTION: I should have mentioned the Yahoo phenomenon. Sometimes you go first there - well, I guess, like with the Times, do you put up the Reuters things as quickly as Yahoo does? It seems like not as quickly.

MEREDITH ARTLEY: Yeah. On Nytimes.com we have AP and Reuters news depending on which area of the site you're in, coming in and updating. Whenever they send an update. Ten, fifteen minutes sometimes, it's as frequent as that. We look at the wires obvious a lot and we use them on a lot of the site and we publish them as is. There have been times where editorially the wires are saying something that the Times isn't really prepared to say, so we have to be real careful about stuff like that. But, it's an interesting question. Are they competition or not? We just recently, if you go to news.yahoo.com, you'll find New York Times headlines alongside headlines from ABC News.com and AP and Reuters, I believe. So I guess in that arena we are competitors.

SCOTT CLARK: I'd like broaden my question a little bit. I think our competitors can come from anywhere. I think one of the things about the web is that they're relatively low barriers to entry. And particularly if somebody else has another sustainable business as we do. I think they are very dangerous on the web and you don't know where they're going to come from. You know, major league baseball wouldn't have been thought of as a potential competitor for sports news 5 of 6 years ago, but now they're filing - I don't know if they file - but they're certainly negotiating copyright issues with a lot of publications, including our own. So I think the competitors can come from everywhere because anybody who has information and gathers information realizes the web may be a potential business for them. So whether it's a wire service, whether it's a non-journalism business, whether it's another journalism business that really didn't overlap with us, I think we're going to be facing more of those and we have to be offensive about that.

JEORDAN LEGON: What concerns me more, actually, if I could take it in a slightly different direction, is we've mentioned, a few of us have mentioned Yahoo and the customization that's available in Yahoo. The technology that Yahoo has at its disposal makes it a very formidable competitor because many newspaper companies are not quite there yet. We are struggling right now with putting all of our content in a database that is searchable and we can use the content in many different ways. And that is a huge project. When we do that, when you are able to customize our content so that you come to our site and you can get whatever company's you're investing in, those headlines on the business site of the Herald, that will make me a lot happier. I'm very concerned when I see, in fact, people in our office go to Yahoo and do My Yahoo and that way they can get the headlines that they want with the information that they want because it shows that in fact, Yahoo is providing a service that the Herald can't provide yet. And that's what really makes me more nervous than Reuters or FA or AFP doing their own thing.

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GRIFF SINGER: A slight bit of clarification when we're talking about competition is that fact that virtually every newspaper in the country is a member of the Associated Press. It's a cooperative. So all of the information from those respective newspapers are funneled into AP along with AP's own staff report. So in effect, it's just one big family. Now the Reuters is a separate issue. That's an independent company and those services are purchased by the respective newspapers rather than being a member of it.

ROSENTHAL CALMON ALVES: I think one of the online journalism in the United States understand importance of breaking news was exactly the efficiency of AP. I mean, all newspapers left to AP to do this automatically and didn't understand that the main advantage of the medium in the beginning was breaking news and you see other countries, like my country in Brazil, when we started. Because we don't have AP, we had to do ourselves the work of breaking news. Fortunately now, you know, all newspapers are understanding that here and doing that. But that's one thing. I want to raise an issue about registration. I mean we are not paying, we are not charging. But the New York Times has the model of at least to have to identify. I don't care if people say I have 24 ideas in the New York Times so their numbers don't have any importance for me. I think registration is an issue that is going to grow and I wonder how your companies are working with this. I wonder if the New York Times, if Meredith can explain to us, what do they do with our data, and how can they follow us and what issues of privacy, etc. this would imply.

MEREDITH ARTLEY: We take the information and we call advertisers at home and give them home address and ask them to come and [laughter]. No!. You know, registration has been kind of an interesting challenge for us. We are definitely experimenting a lot right now. We're looking at a lot of new things. We're considering paid content strategies on our site. We're looking at certainly ways to improve the registration process and ways to make it more effective and more seamless and more of an incentive. We certainly don't want to get to a point as - I've seen an email or two from readers saying that they'll come, they'll see registration, and then maybe they'll turn away. So we clearly don't want to do that. The benefit for registration is clearly to know who are readers are and we can say, we know now that the demographics, the audience for nytimes.com is definitely different than the newspaper audience. They tend to be a little bit younger. They tend to be a little bit more balanced as far as gender is concerned. That does help us in the advertising efforts. I am not completely aware or an expert on exactly what we give and what we do not give. I know that we do not give individual information. We do know, as I jokingly said. So basically, the idea is to help us know the audience and then to help the advertisers know who the audience is as well. The theory is, is that's what's most useful to our readers in general and that's helpful for everyone. Good for the business, good for the people.

GRIFF SINGER: How does Belo deal with that?

JOHN GRANATINO: We're in the middle...it is instantly accepted at any number of other sites - ecommerce sites, sex sites, all kinds of sites you are required to register and there's very little public or consumer interest. Our theory, and we're doing research to see if it bears out, is to see that the web audience is not as different as

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the general public as it was 5 years ago when people who were different, who were not pirates, but just who are independent, fiercely so, who were first adopters, who were going to resist registration no matter what. Now today our audience on the web look just like our newspaper or TV audience in most of our markets. So, we're going to try it and we're going to see what happens.

AUDIENCE QUESTION: Hi. Tina Abraham, doctoral student here in journalism. I was just wondering about promotion between your traditional medium and the web medium. Is there enough of it at the moment? Will we see more of it? Is it a good example or not, the inundation of AOL commercials on CNN, for example. So I'm wondering are we going to be seeing more promotion of Internet services on your traditional medium and should we?

MEREDITH ARTLEY: I think we should. I mean I definitely would love a big old visit www.nytimes.com on the front time of the New York Times newspaper, but I guess I have to be realistic about that. The way that I think it's most effective, although I'm not sure if they're done or what they show if they exist, is reading a story in the newspaper and saying something very targeted, saying, for to find out how near your home is to a toxic waste dump, go here. That kind of thing which is very clearly compelling. Some spots in the paper right now do that for breaking news and updates, visit nytimes.com. To me it's just not as compelling. It's not as strong don't get me wrong, I'd love the fact that it's there, but there needs to be something that's a little bit more helpful and informative.

JOHN GRANATINO: We negotiate it with all of our - well, we went to their bosses - so I guess it wasn't really negotiating, but we went to all our TV stations and newspapers they mention us x number of times in their newscast. I personally find it more valuable when meteorologist says, " for later updates, go to this website". Than if we ran a 15 second spot that looked like it would be a commercial. The more it's mentioned the better.

SCOTT CLARK: Part of our philosophy of being completely integrated between the newspaper and the website is that we use each as a promotional tool for the other. If we have additional content on the web then the paper there's a little standard bug that runs with the story that explains what additional content if available. I think starting Monday or sometime early next week all of our page headers in our newspaper will have the url of that respective area on the website. So it will be business and then www.houstonchronicle.com for other areas, where we have standing content in the newspaper that has some analogy on the website to tie this more closely together. Comics, for example. For reasons I can't fathom, the Chronicle has the most comprehensive comics of any site that I'm aware of in the country. We get about 10% of our traffic from comics as a result of that. And you can set up to just look at your comics. Probably shortly you'll be able to set up and your comics emailed to you. So we'll set up a standard refer in our comics area in the website that says, look you can go online, you can go back, we have comics archived so you can go back on some of them a couple years, on others 30 days. So we're going to do that more and more and Dallas Morning News does that even more than we do in terms of their cue cat relationship which I think has other problems,

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but I think the benefit, one of the benefits is it does create a high visibility for the web in the paper. You know, ever more than what we're doing.

JEORDAN LEGON: It hasn't been an easy road, though, getting to where a lot of us are. At least in my opinion, because the newspaper has been concerned about losing readers to the online site and so it's been a process of teaching, of showing the studies that show that our audience is in fact different from the newspaper audience. So it's been tough going to get where we are that we do get a lot of promotion in the paper.

MEREDITH ARTLEY: One thing that's worked well for us is cross promotion the other way around. We've been putting subscription ads, 50% off subscription to the newspaper on the website. It's probably on the page now if you check it out. That's been good and it's also been very good for the relationship between the two of us. It's nice to see that it can be back and forth as well.

AUDIENCE QUESTION: Both here and in the earlier panel, your other panel I think spoke about the famous separation between church and state, and now you're talking about essentially self promotion that I think comes up and I'd appreciate comment on it, is that in a postmodern world, we see this blurring content and advertising. You can go to a site, a travel site go look at Des Moines or Johannesburg and what you really have is nothing but an ad. Every time a facility is mentioned it will be hot linked and I think that this general transition - and by the way, one of the best examples that I think you'll see now is from Nike who has a slew of commercials that they're running on MTV and it's a whole interesting process. So the issue is that given this blurring between content and advertising is the famous victim really going to stay up as the Internet develops?

MEREDITH ARTLEY: Go ahead.

SCOTT CLARK: I think, the way I approach that line online is really being approached in the newspaper is, do people know what they're getting? The juxtapositions and the adjacencies and (inaudible) because it's a different environment, but as long as the reader or user knows that they're dealing with advertising here and knows that they're dealing with content matter here. The fact that it may be packaged in a little different way online doesn't bother me as much.

MEREDITH ARTLEY: Scott is absolutely right and I think one of the things that's an interesting example is, I think the confusion exists, in part, because it is a new medium. You know in a newspaper. You open it up and you can see the layout is a little bit different. Sometimes, in the New York Times for example, there's always a Tiffany ad in the upper right hand corner. It's always there. You know sometimes the advertising is interesting. That's what good advertising should be, in my opinion, should be interesting for the reader. I think the web hasn't, there's not a lot of places that are effectively doing that. Saying both, this is an advertisement and it's content. And television can do that. I agree that Nike may be blurring the lines a little bit. And magazines do it. They can do it. You get into the special advertising sections, but as long as it's labeled and as long as it's clear, then I think it's great. I think the tricky part right now is the experimenting that's going on. I think that's healthy but I think

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we have to be really, really careful about what's acceptable and what's now. What is clear and what's compelling. Those banner ads that are running around the web right now just aren't compelling in my opinion at this point.

JOHN GRANATINO: It's insidious and it's something to be resisted because they can't trust what they're reading on our sites. Or if there's any confusion whatsoever, then we cease to have that one advantage over the many informational sites whose credibility is suspect or whose information could have any number of motivations that (inaudible). I think that we have to distinguish ourselves in that way. Having said that, the online business is something that we're a part of and there are sales goals and there are marketing goals and there are news goals for that business. It's important that we all be aware of what they are. I don't think we each have to adopt each other's roles, but it's important to be aware of the business.

GRIFF SINGER: Well, thanks to our panelists for a very informative and very exciting period. Jeordan, Meredith, Scott, John, we thank you very much. We appreciate it.