

16th Annual International Symposium on Online Journalism

Day 1, April 17, 2015: Morning Session – 11:30a.m.-1:00p.m.

Reformatting the News:

How Journalism is Responding to the Mobile Revolution and Changes in Consumers' Viewing and Reading Habits

Chair: Ann Marie Lipinski, Curator, Nieman Foundation at Harvard University

Panelists:

- **Trei Brundrett**, Chief Product Officer, **Vox Media**
 - **Stacy-Marie Ishmael**, Editor for News Apps, **BuzzFeed News**
 - **Drake Martinet**, Global Head of Platform, **Vice Media**
 - **Adam Symson**, Senior Vice President and Chief Digital Officer, **E. W. Scripps Co.**
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Trei Brundrett: Howdy, everybody. I'm Trei Brundrett with Vox Media. Chief Product Officer there. I'm also a resident of Austin, Texas. So, welcome to Austin, everybody, who came from somewhere else. I hope you enjoy our breakfast tacos and our barbecue.

I'm going to talk today about something that, when we talk about mobile, I think it's really important to talk about. There's going to be, I think, a lot of conversations today about cool features and the way that we do mobile journalism. But I want to talk about something that I think we all know is important, but that we don't talk enough about in terms of how we design mobile experiences. I think the title of this panel is something about reformatting the news for mobile and thinking about journalism. I think I'm going to say today that speed is the most important feature on mobile. And I want to talk to you about why.

So, I think this is something that I noticed recently when you watch Apple keynotes, they talk about speed quite a bit. I just took one example. You can look at the watch. You can look at any of these that happened recently, but this one is about the iPhone 6. There were at least 11 mentions. I actually didn't sit down and watch the whole thing and count them all. Actually, what I did is I went and just looked at coverage of it, and looked at all the different mentions of it, and even looked at their own press about it. Faster. Faster. Faster. Faster, faster.

They talked a lot about speed on a phone, because what they know that people care about is how fast their phone is. Because on mobile, what you're usually doing, your experience is that you're picking up your phone and you really quickly want to find something. You want to really quickly read the news. You want to really quickly enjoy something. You may be standing in line somewhere. You may be waiting for something. But you are doing these

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little—as Google put it—these *quick moments* on mobile that are really important. You want it to be fast!

So, what does this mean for us when we are thinking about this in journalism? When we’re putting together mobile experiences and we’re building mobile products for news? Here’s something that’s really interesting. This is old in Internet terms. This is Jakob Nielsen talking about how much time you have when you’re building a web experience. You’ve got about 10 seconds before you lose them basically. But this is actually old kind of data, because it’s actually not talking about mobile.

On mobile, you actually only have one second. Now, this is Google research. Page load times above one second interrupt that flow of thought. They move onto something else. Now, if you go back to the previous one, you can think about it. You’ve got, on desktop.... I don’t know, you’re probably familiar with this. You open something up in a tab. You’re waiting for it to load. If it takes too much time, you probably just open another tab, go on to something else. You lose that person. You lose their attention. On mobile, they just close out. They don’t put it in a tab. They’re not coming back. They just leave it. So, you’ve got this one second.

But it’s actually this whole issue of you’ve got to put something on the screen in one second. And what are you going to put on that screen? Right? This term doesn’t mean a whole lot in mobile these days, but what’s above the fold? What are you actually going to put up there that people are going to look at [and] get the information that they need. How are you going to serve them? How are you going to think about what that user experience is and do that fast? You’ve got one second to put something up there.

But it’s actually much worse than that, because on mobile, 3G is still a dominant network. If you take in the network latency, that’s 200 milliseconds. 200 milliseconds for a domain name look-up. Another 200 milliseconds for, you know, HGTV round-robin request. You’ve got 400 milliseconds for the server and the client to render something on there. You have 400 milliseconds. That’s how fast you’ve got to be.

So, speed more than ever is super, super important when you’re thinking about the product, when you’re thinking about how you’re going to tell stories, [and] when you’re thinking about how you’re going to serve the user. And everybody should be thinking about how we do that. That’s user-centric design of our products.

But here’s the deal. This is the reality right here. This is average site load time on mobile today: 7 seconds across the board. And so, if we’ve got one second, that means that’s 6 seconds difference there. We’re not doing a very good job across the board. We need to be super, super fast. And we’ve got a lot of work to do.

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Why is this though? I think in news, we're like, you know, everybody is sitting here, like, "Well, I know why. It's because, first of all, we've got some texts we're going to deliver. Maybe we've got some images, some video." You have all these different pieces that load into that experience, right? And all of these potentially are all important.

You know, I mentioned ads here, by the way. There's been a lot of conversation about native advertising. So, if you do native advertising, that's like you're main business, you know, that's still actually delivered through an ad server. It still takes all that latency and all that time to load that stuff. So, you know, there's a lot of things you're going to have to figure out to make this stuff work, but you've got a lot going on here.

I'm talking about the article page here, by the way, because we all know the article is the new homepage, right? Easy. Just build a native app. That's what we'll all do. It's actually interesting. I didn't have this data that, you know, was discussed this morning from Google that, you know, there's lots of people spending time in native apps probably playing games. And then when they're on the news, they are -- actually a lot of that is on the mobile web, right?

Why is that? You know, these people are building great native apps. They are going to build even better ones for news. But I think the issue is, you know, they're fast, but they are hard to find. What do I mean by, "They are hard to find?" You can go into the store. You can find them. People put on their homepages or whatever when you go visit their site, "Go download our app." It's a discovery issue, right? Or, if it's not a discovery issue, it's a marketing issue. How do you go and get people to download your app? There's a lot of lift in that, right, no matter how good your app is.

And there's actually really easy ways for people to find your mobile experience, and that's called *search* and *social*, and native apps don't do very well at that. No matter what deep linking we're talking about here. I'll talk a little bit more about that in a second.

Search. 20% of Google searches are on mobile. But here's the deal. Google tracks page load time quite a bit. For every website, they are looking at it all the time. They are actually also looking at how mobile friendly your site is. And now, they are labeling it that it's mobile friendly. They know how fast everything is loading, and they are using it as a signal into whether or not they rank your results, your news, all these different things that way. Right? So, speed is even more important for being discovered, not just for delivering a great experience.

But that's not the only way that people find us these days. In fact, there is something big and new. It's called social. And I think that if any of y'all look at your Google analytics or any of the other measurement tools of your choice, you will know that social, all this social traffic that we're getting to

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news is coming quite a bit through mobile and that social mobile is actually in a social app in these in-app browsers, right? Which, you know, this recently just changed in IOS, but they didn't even give them the fastest native browser for that experience, so it would load even slower than if you were to open it up in Safari, if you're opening it in Twitter or in Facebook. Right? You're loading it within their experience and having to deal with the speed of that.

Hey, guess what? Facebook thinks your pages load too slow. I don't know if y'all saw *The New York Times* story, but they said, "You know what? We've got this idea. We'll host your content, because it's too slow." They think it was 8 seconds is what they're seeing on average, right? They're like, "8 seconds is too long, so we've got a solution for you. We'll host your content." Right? That's what they said. That's the reason why. I think there may be some other reasons why, but we're going to ignore that part for a second.

Here's the deal. They're right. It is too slow. We haven't been thinking enough about speed. So, here's the deal. I listed all those different things that go into it, all the different things that are on the page. What we have to be doing is using the data and thinking about this and making all the decisions. What are the tradeoffs that we need to make to have a great experience? Right? We're trying to tell a story. We've got business reasons. We've got all these different things that are part of it. And that's really just about building a product, right?

When you're building this experience, you're having to make tradeoffs. You're having to use data to help you understand, what's the best way to serve the user? What's the best way to meet your business goals? What's the best way to tell the story? What's the best way to affect change? And let's put all that into the hopper and figure out the best way to do it. And that's what you've got to do to build great products.

So, how fast if Vox Media on mobile? We're never, ever, ever, every gonna be fast enough to make me happy—ever. But we obsess over it. We think about it all the time, right? And everybody else should be thinking about this. You know, when you're thinking about what you're building on mobile and what that experience is and what matters, right, you've got to be fast. And everybody in the whole company needs to be thinking about the speed.

You know, my role is the Chief Product Officer, but, you know, the CEO has the same fascination with this. So do the editors. So does everybody else. Because they understand this is what's going to actually change things. If we can get more people to read our sites, we're going to make more money the faster and faster we go.

I don't have a slide for this, but one of the things that really taught me about speed early on is, way back when we were just SB Nation, we did a partnership with Yahoo. And they had a process where they worked with

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partners, and they said, "How fast is your site?" I hadn't thought about it once at that point. I was just lucky to get a website on the Internet and try to get something going for a little startup. But what they showed me was they actually had a list of how fast their support site was compared to all the other support sites. And they're like, "You know what our goal is? Always to be number one." Because we know if we are number one in this category, it's going to give us a big advantage, an unfair advantage, at being the largest sports site on the internet as well.

So, I'm going to give you a couple of examples here. This is The Verge, which is our technology site, kind of at the intersection of arts and science and culture. And we did a review of the new Apple watch. Eli Patel did a really great write-up. We did really incredible video. Great experience around this. And we built this....

What we wanted to do was, this was a special situation where we had, you know, we had one of the watches. We could do a review. We were going to kind of tell the story a unique way. Help people understand, is this a thing that is going to be useful in their lives? We had this idea, "A day in the life with an Apple watch." And we kind of used all these different aspects and did this big, beautiful, art-directed piece. Jason Santa Maria, our Design Director, led the process, and Lauren Rabaino, our Product Manager, built a thing with our editorial team and our video team. It's a design we made. We made a lot of tradeoffs on it. One of them was speed.

Look at these numbers. This is mobile. 15 seconds for first load. I'm not sure this other number really matters. 9 seconds if you were to load it again. But that's a tradeoff we made. We wanted to be fast. Now in this case, people wanted to read it, and they were sharing it, and it worked. Just 15 seconds.

Now here's another thing that's interesting about this. Keep going. This is our live blog of the event, where they unveiled the watch or talked about releasing it. That's five seconds to first load on our live blog, where we're constantly covering it, right? This is a case where we said, "You know what? We're going to be the fastest live blog." We designed this for mobile first. We knew that people were going to be on their phone and tracking what's going on and having these live updates flowing through. And so, what we wanted is to be super, super fast.

Well, we did pretty good. 5 seconds isn't bad for flowing content and lots of big images and photos. We compressed the photos down. We do everything to make that experience really good. Second load, again, I'm not sure it matters, but one second. So, we got down to the number that we want to be at. Now, this is just an example of like a topic and, like, what I mean by the tradeoffs you make and the products you're designing and how you think about this stuff, all right? That's how fast we are.

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So, what are we doing? Performance dashboard is the first thing. What we have to do is make speed a company-wide metric that everybody looks at like they do unique visitors or any other thing. How many people are reading it? How much are they sharing it? There's lot of metrics that companies use to think about how successful they are being. But speed, make that a major metric of the company.

How do you do that? We built a tool. It's called Tempo. We have a platform called Chorus. So, we have really clever naming schemes. So, this one is Tempo. And what we did is, this is showing Vox.com, Second Load, Quarter. The reason I brought it up is because it shows.... You can kind of see this. Not really, but when we do good, it's green and there's a medal over there. But when we do bad, that's a skull, which means that we're not doing good. And against our goals, how are we tracking? Green, good. Red, bad. Get a medal. Get a skull. And this is what we're doing to kind of get some visibility. Put it up on a screen and talk about our load times, so it's accessible by anybody to go and take a look at this. And we can bring it up and talk about it for all of our sites for everything that we're building. And that's just visibility and building a culture around making speed a metric.

The other thing we did is build some tools for inline performance measurement, because our process is to measure, optimize, and then test, and go through that cycle over and over and over again, and make mobile great. We created an open-source tool called justice.js. The naming scheme had nothing to do with Chorus or Tempo. But what it does, you can kind of see this down at the bottom. There's a little thing down there that tells you how fast the page loaded. And then it has a real time, frames-per-second meter that's showing you what the interaction is, so that we can also measure performance of like kind of what they call the *jank* on the screen, which is when you scroll and it kind of, you know, jitters up and down. And we're always making that faster as well, so these are tools. We open-sourced it. You can see the URL right there. Jason Ormand, on our team, built this.

Then, here's the deal. This is how serious it is for us. This is what's speed means to us. We have a dedicated team that all they work on is performance. That's it. Nothing else. Performance. Make things load faster, specifically on mobile. We've got three engineers that are constantly thinking about and building our tools, because tools are important to give the other developers. They build dashboards, because dashboards are important to let the rest of your company know how fast you are. And then they actually do the work to make things faster and build it, because we're never going to be fast enough for my own taste.

But I'm going to end on this part. [I've] been talking about building a fast car or a fast website, but you need good drivers, right, and drivers that know how to drive that fast. What's the whole point of it being fast on mobile? People are looking for news. They're looking for information quickly. The other processes, your editorial process has to be fast [and] your ability to

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kind of create to hit breaking news. We started in sports, which I think was a great place to start, because it's real time. Every night is election night in the Sports Department. And so, we've been building for that kind of mentality for a long time. So, you also have to have speed in this. It doesn't matter how fast your website is if you put the story up three hours later.

So, you know, the other part of it is thinking about that part of the process. And that's the other thing I'd say about speed in mobile is that we have to think about that as well.

That's it. Thanks.

[Applause.]

Stacie-Marie Ishmael: Hi. So, I didn't collaborate with Trei on his presentation, but I feel like I could have, because I agree with pretty much absolutely everything that he said. And a lot of what I want to talk to you about is, once you've nailed speed, which is, I do really believe, the most important thing that you can deliver to your audiences, what are you doing about context? Which I would argue is the second most important metric in mobile. And I will give you a couple of examples. I don't have any slides. So, don't worry about that.

When I talk about context, I mean a couple of things. One is the context in which your mobile audience is operating. The other is the context in which you are operating to deliver that mobile experience to them. So, echoing Trei's point, you can have the fastest website in the world, but if your journalists are slow and you have nothing to update on your super-fast website, then what is the actual point? And then the third is the infrastructure in which we are all operating, whether that's a device infrastructure or an operating system infrastructure or even just a network latency infrastructure.

I'm going to talk a little bit first about the context in which your audiences are operating. And I'm going to use the example of push notifications, because this is something that my team is currently obsessed with—to the extent that we've written, I think, two blog posts this week alone about push notifications.

Push notifications one of my team described as the most fragile relationship that news organizations have with their audiences on mobile. And the reason for that is something that I call the phenomenon of like rage deleting apps—when you've got gotten to the end of your rope with, like, why are you sending this to me at two o'clock in the morning about some car chase that I don't care about? Or, telling me that there's a storm in a part of the world that I've never been to and have no interest in ever visiting, or just like some obscure headline that I don't understand, and I'm like waiting in the line for my coffee. A lot of this stems from the fact that news organizations are used

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to delivering updates to their audiences that might be important from the perspective of the journalist or the editor, but not necessarily important in that moment to the person on the other end of whatever size of screen we're talking about.

And one of the things about mobile that I'm not convinced the news industry, specifically, has begun to understand and which is hinted at in the idea of the word 'push,' is that it's a much more intimate relationship than anything that we've had before. Right? Because I have my phone in my hand as I am talking to you. People are wedded to their devices. They invite them into their lives in a way that they didn't with television, right? The extreme used to be like, "Oh, you have a television in your bedroom. That's so bad for your relationship." Yeah, but what if you have a phone in your bed? [laughter] Right? We've leveled up in the closeness that our devices have to us. Soon there will be a watch and I'll be wearing that in the shower, which is not an image that you need this morning. [laughter]

So now that mobile devices have gotten closer and closer and closer to the people using them to access news and media, people have gotten rightly less and less tolerant of things they don't care about being delivered to them in their most intimate spaces. If the mobile moment is really something that is happening, then we can't just be sticking to a very broadcast, impersonal, "You need to know this right now, because it happened right now, and we can report it right now" paradigm, which is what most news organizations are set up for and [are] really comfortable with. So, that's one of the first things in terms of context that I think about a lot.

And the second is the notion, which used to be largely true, that mobile actually meant mobile. You know, the idea was that somebody had a phone and they were using it because they weren't at home or they were using it because they didn't currently have access to a bigger screen and a better experience. Whereas, the rise of things like you are watching television on your much larger screen and simultaneously tweeting about the show that you're watching on your much smaller screen suggests that the notion of mobility in the context of mobile is less and less true. And in some cases, the assumptions that we make based on mobility are starting to hurt us.

What do I mean by that? So, when we thought that people used their phones because they were trying to solve a problem on the go, we might optimize for a particular context, right? So if you were building a news app, you might say, "OK, I'm assuming that somebody is only going to be looking at this because they don't have access to their desktop; therefore, I'm going to deliver certain kinds of updates." But if that person is using their phones or their tablets as their primary means of interacting with you, but you've made assumptions based on that this is their secondary means of interacting with us, you're not actually serving your audiences where they are and for what they are trying to get from that relationship that they have with you.

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The third context that I think about, which is related to speed, is something that I see very often in media organizations that are based in Europe and the U.S., which is that everybody has a fast and unlimited data connection and that we are building these mobile experiences that work best when somebody has either LTE or reasonable WIFI. And some of my favorite mobile apps stop being my favorite mobile apps the second I leave New York and my WIFI situation and I land in a country where I'm paying for mobile data by the megabyte or I'm roaming, God forbid. Never roam with mobile data. And I realize that now.... How many of you have heard of Slack? They just raised more money. You've probably heard of them. Try using Slack on an Edge connection. Like, I dare you! [laughs] Right? It's not going to work. Try even using Instagram when you are not currently connected to at least 4G. And these are apps that are held up as the absolute exemplars of fantastic mobile experiences. And that completely falls down when you change the context that people might be using them in.

And why is this important? Because most of the people in the world are not in the U.S. and in Western Europe. Right? They are in countries that have different kinds of infrastructure for whom mobile is and has always been and probably will continue to be their primary means of interacting with you or experiencing you or accessing whatever it is that you're trying to deliver. They are not necessarily on the go. And their version of 'on the go' is probably different from yours. And so, we've become so wedded to these assumptions, which, yes, they probably were true for a moment, in some countries, for a while, but they are just not true anymore.

And that, I think, is one of the things that is holding us back from the other discussion about what mobile means in a news context, which is our CMS's. Because let's be real. Who loves their CMS other than the people who work for Vox Media? [laughter] Who loves their CMS? Can any of you create a post or a story or an article in your CMS from your phone? There is not a single hand that has been raised. Can any of you edit a story from your phone in your existing CMS? Can any of you go out and report and shoot video or record an interview and send that back to your CMS without it being intermediated by email? Still not a single hand.

And here is the major challenge, right? We're suddenly.... I was going to say that we're obsessed with creating great mobile experiences for audiences, but clearly that is not true. [laughs] We should be obsessed, but most of us aren't. But even when we say that we are, even when we say we've got to hit Goggle's deadline of April 21st, which if you don't know about, on April 21st is when Google is going to start penalizing those websites that are insufficiently fast and mobile friendly.

But we say we're working towards those goals, but our reporters and our editors are still functionally tied to a desktop experience. Our reporters and our editors are accessing our sites, our videos, our live blogs, not on their phones, not even on tablet devices, but they are spending most of their day

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on much bigger screens, on much better data connections, with much more advanced tools than your audiences and your potential audiences would be interacting with what they are building.

And my team is building a news app, which is.... And I'm going to slightly disagree with Google. I don't know if I'm allowed to, but I will even though they're our sponsor. I don't think that having a news app and having an excellent mobile experience on mobile web are mutually exclusive. I think at a minimum you should have an excellent experience on mobile web, and if you have the resources, and I work for a company that has the resources, you should also figure out how can you deliver even better experiences for people who want apps. So, we're doing that.

What I asked my developers to do, and I think this was the third day that I was on the job, is I said, "I need to be able to create stories for the app from my phone." I need to be operating in the same context from the production perspective as I expect my audiences to be receiving what it is I'm giving to them. I need to fundamentally understand how that shift in mindset is going to change, like, my relationship with my app, my team's relationship, the editorial workflow, and how that means my assumption is, my hunch is that we will deliver better mobile experiences. Because of every single part of that process we are also thinking about mobile as the primary means of interaction. And so, I can. I can edit on my phone. I can add stories. I can remove stories. I can't do everything, but I can do most of the things that I would need to do without needing to login to my computer.

A couple of years ago when I worked at *The Financial Times*, the big initiative that we had was to buy iPads for people in the newsroom, in an attempt to help people empathize with how an increasing percentage of *The Financial Times* audience was interacting with FT.com. And it worked to a degree, except for the fact that most reporters and editors live in what, if you're a gamer, you might consider to be God mode, right? You've got all the admin privileges. You can do everything. The site will remember you. You're not usually logging in and logging out regularly. And this is another thing that we don't often think about in our general mobile development process, which is that we assume people are coming to the site or the video or the live blog or whatever it is that we're delivering—sometimes even the app—able to do all the things that we take for granted. Whereas, if you spend -- and you can do this today, whoever you work for, if you have a site to which you can log in or if there's certain types of actions that you can take, imagine that you are a new user and you are encountering your site or your app for the first time and go through the on-boarding process, and I promise you that it will be terrible. There will be some things that you're just like, "I had no idea that this is what that experience was like."

Because, again, similar to having your reporters and your editors at their desktops on their large screens all day, you are mostly not a first-time user of whatever it is that you are working on. You know all the shortcuts. You

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know where everything is. You know how to find that [link that is] buried for no clear reason, other than newsroom politics, on your site and how to get to that thing that you're looking for.

And so, going back to this idea of the mobile mindset, it's not only about the end-user experience. It's about the creator experience and how newsrooms, in general, because we still haven't figured out the end-user experience in most cases, we're not even ready to start tackling those creator experiences and to really understand what it is to be a mobile journalist.

A couple of years ago, I remember there were all of these stories about backpack journalists, who would roam around the world with a backpack and cameras and audio equipment, and they could do absolutely everything that they needed to do. And over time, the amount of stuff that you have needed to pack has generally shrunk in size, except for flak jackets, which still need to be really heavy. But in some cases, the capabilities have also grown smaller, like what you can do with a real camera versus what you can do with an iPhone 6. The advertising aside, there are still things that don't compare, like the audio fidelity you can get just by having an external mike versus holding your phone up to someone is still not quite as effective.

And there's a very similar challenge that we have in newsrooms, where we are not increasingly cognizant of the fact that so much more of our traffic, so much more of our audience is coming to us on mobile, but our systems of production, the way that we are creating, are still optimized for really a desktop experience. And I'm not sure that we're paying enough attention to that.

The final point that I wrote down, Ann Marie beat me to it. She quoted R.B. talking about, is this just going to be the International Symposium on Mobile Journalism? I got into various Twitter fights with people about what mobile means outside of this on-the-go and whether it really correlates with screen sizes. And there's a school of thought that says, it's not really mobile if it's a tablet. And again, I'm like, have you been to Asia recently? Have you seen the size of the phones that people are using as phones? Like in this room, we might consider those tablets, and it's this horrible, weird tablet, but the things are massive, right? [laughs] And people are walking around with them, which is partly because I think not enough women are designing mobiles. [laughter] I'm just saying, my pockets cannot fit those phones.

But I'm not sure that it's really true that thinking about the screen size is the best way of determining how your site should perform. And that flies in the face of the increasing attention that we're paying to things like adaptive design and responsive design, and thinking that, well, if we just resize these images, we're sorted, and we have a mobile experience, and it's really good. That works for certain very specific contexts, but there are just other things that we are not thinking about.

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So, let's talk about auto-play video for a second. There's auto-play video on a lot of sites, and it's becoming, you know, videos have great CPMS, or so people tell us. And you auto-play on a phone and suddenly you're that asshole whose phone is making noise on the subway or wherever you are. You're like, why are you doing this to me? So, there are all these kind of elements that aren't just determined by what kind of device somebody has that we're not really thinking through. We're not thinking through the whole what product designers might call the life cycle or we're not thinking through all of the user journeys that can be associated with having these different kinds of devices, because we've become and we continue to be so fixated on certain concepts that we understand.

Because yes, mobile is really, really hard. And if you have to think about all the things that I think about every day, you probably wouldn't get a lot of sleep, which I don't. And so, we tell ourselves, we buy into these stories, because they are the stories that our executive editors can understand and that we can then translate so we can get buy-in to hire that developer. Because who has three performance engineers other than Vox? [laughs] If you have one, you're in a great position. Have you tried hiring an Android developer recently? It's a nightmare.

And so, we in general in newsrooms are thinking, "OK, well, what are the things that we can do?" And I'm not saying that you shouldn't think about what are the things that you can do, but you should also think about, who are you trying to reach? Where are they? What are they doing? What are *they* trying to do? And just making sure that when we talk about mobile, we're not talking about mobile in a very specific idiom that we understand in our newsrooms, but have very specific connotations and lots of assumptions embedded in it. But that when we talk about mobile, we're using the word and we're using the technology in ways that will also get us in front of the people that we want to get in front of. That it's fast. That it's excellent. And that you're not going to fall off of Google's front page because your site is too slow and is terrible. Thank you.

[Applause.]

Drake Martinet: I brought a video, because that's what we do. So, I'm just going to have them play that and then I'm going to try and talk as little as possible, because I'm actually super excited with the conversation that's about to happen after this. So, I don't know, why don't we get that going? And if there's any way to turn down the lights a little bit on this, it's like a really good video. People worked a long time on it.

Video:

"Ghosts of Aleppo"

Soldier: Just got to go right over.

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Local Man: [foreign language; closed captioning on screen] I beat the presidents of Arab countries with God's sword, those who have let Syria and the Muslims down.

"Russian Roulette"

Journalist: The amount of destruction here in Piski is absolutely insane. It almost resembles somewhere in Syria, but this is a village in Europe that's been devastated by a conflict that's dangerously spiraling out of control.

"Young and Gay: Jamaica's Gully Queens"

Man: We Jamaicans, if we see a gay guy, it's [gunfire]. Whoop! Whoop! Gay guy! Gay guy! Then see a batty boy, and he's dead. They use their umbrella of the gay community to commit crimes.

Man: Nobody is going to try and go to war with us because we're dangerous.

Man: Homosexuality in Jamaica doesn't have any hope.

"Europe or Die"

Policeman: They are carrying out 24/7 surveillance of the border.

Man: Only the fastest make it. The strongest and the fastest.

Woman: Are you happy?

Man: I am. How could I not be? I'm heading towards a new life.

"Bahrain: An Inconvenient Uprising"

Man: People have been killed. Thousand people lift their gun to me. Thousand people are behind bars. But the revolution did not stop.

Man: The protesters are telling me that at least 90 people have died. And this is happening every night, and has happened every night for the last three years.

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"The Islamic State"

Man: I say to America that the Islamic Caliphate has been established, and God willing, it will not stop until we raise the flag of the prophet Muhammed in the White House.

-- Vice News

[End of video.]

Drake Martinet: I get a logo, too. Awesome. So, that was our first year there in that highlight reel. And I want to say, first of all, thanks to all the ISOJ folks for having me here today to talk with all of you. And second, maybe the thing I'm most thankful for, especially in my professional life, is working with the incredible journalists [and] producers, some of whom you saw on stage -- or excuse me, in the reel, and some of whom were holding the cameras in those places to produce that work. They are incredible and they deserve all the accolades for it. All I have to think about is how to get it to people. And when it's that good, the job is, frankly, pretty easy.

I don't have a lot to say. I agree with 95% of what was said here. Mobile is about speed. Mobile is about context. We're hearing a lot about moments right now as a major zeitgeist of how we think about mobile and people's lives.

And I wanted to zoom out just a little bit and say a couple of words about how we connect. Sorry, there's a picture of me down here, and it's super distracting. [laughter] How we connect our storytelling to our -- and think about the sort of value device news can bring into the world and how that affects the user at various times of day on different devices. You know, I'm a big believer—I've said it on stage as well as Stacy-Marie did now—that I think our smartphones are probably our most intimate relationships, probably second only to our spouses, if we have restraint and they are lucky. [laughter] Right? And that's something we all face.

The other thing we've all faced for the last five years if not more—ten if you really start counting back in some of the earlier days of web—is a speed of change and a puck that's moving a lot faster than a lot of organizations can keep up with, especially if you're trying to get ahead of it. And mobile is just another one. And they're going to keep coming. And that is what's awesome about what we do. It's why I stay in it.

A couple of quick words about Vice News. Again, we're a little over a year old. We launched in March. For those of you who aren't familiar, Vice News is a big J journalism arm of Vice Media. Vice Media is a company of 2,500 in 36 offices and 18 languages around the world. We produce a great many things at Vice Media, starting all the way back with the magazine 20 years ago, moving all the way forward to Vice News and some additional verticals we'll

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be launching later this year. But news was something that came out of Vice sort of very organically. We've been doing things for a long time that I — I think the British term is *factual programming*. Well, you wouldn't call it news necessarily but it's documentary like. It's based around something that happens. It's non-scripted. In Vice, that had been a lot of the bread and butter—the video work at Vice. It's, "Hey, let's go to this place where this amazing thing has happened. Let's turn the camera on and let's, you know, participate."

That led into Vice on HBO, which I think we're heading into Season 3 and thinking about 4 and everything. Vice on HBO, I think, was watching Vice pick up the journalistic ball and run with it. And, you know, we've had an incredible partnership with HBO that's actually going to continue to extend through, actually, with a Vice News on HBO, a specific show coming relatively soon. And I'm super excited to help work on that.

But something really interesting happened when we started doing Vice on HBO. And it gets to sort of how web and mobile and sort of these consumptive habits that have emerged in the last five years, you know, even affected the decision to go into news for Vice. We started producing Vice on HBO and we -- which is a little like what you saw there, but it's a wider breadth of topics. And we started putting some of the newsiest stuff, clips, and shorts, and extras, on YouTube. We have a great partnership with Google and YouTube. And something very strange happened. Overnight, these very newsy clips, the things [that] represented the most newsy things that Vice had ever done as a company became our most watched videos ever.

And that's a company that's, you know, getting millions upon millions of video views for all manner of video things that range from music to entertainment to, you know, all kinds of different lifestyles and subcultures. And I think that a light sort of turned on or one of the lights turned on. It was, wait a minute. Our audience which trends massively towards the big M word *millennials*—18-to-35 folks—were just thirsty for this news coverage, this news content that we were putting up there. And there's no other way to describe it. And we said, "OK, well, like, we should think about this. Does this mean that there's actually a commercial demand for news in millennials, which is exactly the opposite of everything everyone was saying? [Like,] "Oh, they don't pay attention. Oh, they don't care." And as it turns out, like, no one was meeting these news interested millennials on a platform at a time, on a device, at a moment that they could even consume. We've all talked about this.

I think that was the.... Is there some water up here? There is. Someone was thinking. Thank you, whoever that was. I think...that's not gonna work. [Looking for a place to put his water bottle.] I'm really bad at this, you can tell. [laughter] It's not flat, so....

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So, you know, that's a real exciting thing to realize that a whole generation of people is crying out for something that no one is offering them, or not in that way anyway, especially not sort of in that way. So, we launched Vice News. That's a year ago. We were ready to go. We were almost ready to go. And I think Trei would appreciate this, because he's a man who like to ship. We were far from ready to launch Vice News, and then Ukraine happened, or it was about to happen. We all knew it was about to happen. Everyone in the news media knew it was about to happen, but it wasn't on CNN yet or it wasn't on wherever else.

And, you know, Shane, our founder, just said, "Go. Just go. Just put it up on a camera, because this is one of those moments." We just passed 100 episodes of dispatches—"Russian Roulette" is the name of the series—but dispatches from the Ukraine with Simon Ostrovsky, who's done some amazing, incredible, courageous journalism out of Ukraine. And I encourage you all to have a look at that stuff. It's just mind boggling. And we're still there.

So, what does that mean? Well, we're doing news. There's a clear demand for it, both in the audience and in the larger journalism community. We're doing it in a way that we knew we could actually contribute something new to the conversation, to bring something that we were good at and do news through that lens.

I think that gets into the one overarching thing I want to say about how we think about mobile, because that's, I guess, what we're talking about. And it's mobile aside, yeah, you've got to be fast, and you have to be on topic. And increasingly, you have to be sort of omnipresent and have multiple points of contact with every member of your audience so that you can remind them here, and notify them over here, and make sure you sort of page up in here. And if you're lucky, these people like you enough that they will [be] onboard with you a couple of place, and you have that relationship, and that's great. Some of those relationships you're going to own. You build an app. And some of those relationships you're going to do through third parties if you're on Facebook or Twitter or anywhere else, and that's all good and okay.

I think the key thing that we think about is about how we do our journalism. It's about how we do our product. It's about how we think about audience and users. And it's not complicated. It's understand what value you bring to the world. Be honest about that. What are you good at? Your organizations. Many organizations are huge so they are good at many things. But is comprehensiveness what you're great at and no one can touch you on it? Is it speed? Is it connecting with people emotionally? Is it doing amazing video storytelling? What's the thing you are great at? Think about [it] and understand [it].

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Now, look at the same thing through the eyes of your user. Why do the people who do love what you do love it? Where are those people? Where can you go to them and meet them? If you're thinking about mobile optimization and onboarding and all this stuff, where are the fire hoses of those people? Where do they live? What do they consume? What else do they like? Go meet them.

You know, I guess I think about it in a much bigger context, which is, it's not super different from when my grandfather sold newspapers in Chicago in the 20's. If that's where the people are, then you fight for the good street corner. And if you have something good to sell, people will buy it.

And for us, it's much the same thing. It's we made these great stories, and we do in-depth storytelling. I like to call it full-stack storytelling, because it spans all the way from the 40-minute documentary and the story that goes deep, all the way to a Facebook video that's 30 seconds long and draws you into a much bigger experience with us.

But go to those people. Offer them a value. Delight them both short term and long term. Tell them things that are true so that they come back and build a long-term relationship with you, and then do that again. And if you're lucky, and you're smart, and you have people on the business side, you can think about how important content is, and you have people on the content side who understand that they are also trying to bring people back over and over and deepen a relationship with them.

You can have those sort of business and content side walls that are there in practice, but, you know, you want people who can think across the entire organization. And that helps you connect with people the way that we have. It helps you connect with people the way that Vox and BuzzFeed and everybody else has. You know, that's the governing philosophy, I guess, for me, as I think about how to connect with people. Because it's going to be, you know, Periscope today, and it's going to be something else tomorrow, and we're going to have to have a strategy for all of these things.

But you have to look at them all for, what do you actually do well? What value do you add to real people who actually want to consume things you make? So, you're not trying to shoehorn what it is you do into every single package. And then, double down and triple down. Get really good at that. You know, we've found that even people on the Internet respond. So, thanks very much.

[Applause.]

Adam Symson: So, I'm not that old, but after following the great journalists and product folks I just heard from, and I'm wearing a sport coat, but I really do feel like the old guy. But I think some of the lessons that I'm going to try to share with you, things that we've learned at Scripps apply

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both to some of the digital media startups and pure plays, as well as traditional media. I feel a little bit like Jim. I'm not sure we are here. I'm not going to sound like you are, because I'm incredibly enthusiastic about the opportunity and the future we have in digital media. I think we have brands that are the strongest brands still in all of our local markets.

In case you're not aware, the E.W. Scripps Company is about 135-year-old media company, one of America's first newspaper chains. Today, we own 30 television stations and more than 30 radio stations in markets across the country. Until very recently, we also included newspapers there. About three weeks ago, we spun out our newspapers and merged them in with a company called *The Milwaukee Journal Sentinel* up in Milwaukee. So today, we're a broadcasting and a digital company.

So, I've got two slides with six very sort of important points to make. The first one is -- the first slide is really about context. And I'd say the thing to recognize, and I really think this even carries through with digital media startups is, media today is still acting very over broad. And by over broad, I mean, we heard this morning from Google the promise of mobile, the idea that if we knew about what our audience was doing, if we understood context, as Stacie-Marie talked a little bit about, then we have the promise of being able to deliver something that's very relevant.

But reality today, broadcasting, newspapers, and in fact, digital media acts very over broad. And it's even most prevalent when I think about utilities we deliver on. So, I'm driving down the freeway on the 71 in Cincinnati, Ohio, on my way to work, and I often get that push notification about what's going on in the 75. It's of no use to me, but I still get it. And I open up the app for most any of my favorite either traditional or digital pure play media companies, digital media companies, and I'm still delivered content that's not relevant to me, because it's content that I'm not interested in.

We're getting closer. Today, we're starting to begin to track what people are reading, so it's a little bit like Amazon. If you like this, you might like that, with the help of a lot of companies that focus on context and content recommendation. But we've not yet put in place any of the hooks to truly understand who our audience is. And we've not been taking and built the infrastructure to turn that into real personalization. And that's part of the problem.

The next sort of lesson, I think, is that mobile ubiquity brings the consumer into the journalism. So today, go to any newsroom across the country. The reality is that most newsrooms start with an editorial meeting where a bunch of tastemakers sit down at a table and decide what's important for that market or even for the nation. When I was in school at UCLA 20 years ago, we called that setting the agenda. So the journalists.... The newsroom set the agenda.

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And I'm a recovering journalist myself. And so, you know, I still think there's an incredible important function for us in America to set the agenda. I think if we don't set the agenda and we allow the consumer purely to make decisions based on what interests them, in this very on-demand world, I think we will end up with an uneducated citizenry.

But at the same time, those tastemakers are sitting down at the table and making a decision based on almost nothing about what's going on in real time. They certainly haven't done any market segmentation about their own consumers that allows them a real-time view of what their most loyal audiences are interested in and then sort of what's going on in the world.

And mobile really promises that—the customer proposition. And really what pure play digital, not digital media, but what pure play businesses like Google are doing, is they are delivering on that customer proposition, so the consumer is changing their expectation. The consumer expects us to be that hyper-relevant organization.

Then that last point, I think, is really the major takeaway. And that is, what we are seeing is that if you're not hyper-relevant, if you're not going to spend the time to put in place the connections with the consumer to actually understand who your consumer is, if you're not going to even get down to their personally identifiable information and do market segmentation, then I'm really not sure how you're going to remain relevant when the consumer is expecting an experience that is hyper-relevant.

So, if you're still acting in the newsroom as a broadcaster, and I say that in its most broad terms. I don't just mean television. I mean any digital media or print newsroom that is still sitting around and making decisions about what's important in their market without a real-time analysis tool that helps them understand what folks in their market are thinking about, and then takes it even a step further and delivers on, "What are my most loyal news consumers thinking about?" I'm just not sure that you're going to be able to deliver on that relevant proposition.

So, what are we to do about it? Well, the first thing we ought to do about it is change our workflows. And again, I still believe that editorial policy and curation with confidence are important parts of the newsroom leadership structure and workflow, but I think we have to start by going beyond Chartbeat, right? We've got to start by going beyond this self-fulfilling prophecy that if we put something up on the homepage, it must make it important. You know? Because I can tell you that we can put all sorts of stuff on the homepage and drive eyeballs to it. It doesn't necessarily make it important. It doesn't necessarily even make it what your consumers are talking about or interested in.

So, the first thing we have to do in all of our newsrooms is make sure that we install those systems in place to allow our newsrooms, our journalists to

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understand really, what's important to the market? And then, what's important to their most loyal consumers? We, as an industry, because we follow that track of focusing purely on digital advertising, we tuned our business to page views. And in tuning our business to page views, we became sort of slaves to the idea that, if we put a story up and it gets lots of page views, it must be important. It must be a story that's driving engagement. And that's not necessarily so. It definitely doesn't mean that if you put a story on the homepage to drive page views, it's important.

The second thing I'd focus on would be that we have to put the consumer at the center of the information, the center of the discussion. It really starts with, first, reengineering our products and going back to the days when we used to have site registration, and we used to even try to create a deeper connection, and figuring out ways that we can exchange value to our consumer in order to better understand who they are.

So, I think third-party data is great. And I think it's good to be able to track who your most nascent consumers are and even to be able to do market segmentation. But I think you have to take it a step further. And I think you have to be willing to trade something to them for their identity. It might start with email. It might continue on with better understanding a little bit more about their habits and their offline experiences.

But if you've got this product in their pocket at all times, the amount of information you can be collecting about them to inform your strategy is really mind boggling. If you put in place the connections to allow you to determine not only their geography, sort of where they live and where they live their life, but also take it a step further to understand what they're transacting with outside. If you do partnerships with your local merchants and with your other sort of infrastructure plays to understand better how people are living their offline life, it really helps to inform a little bit more about sort of what's important to them. It really enables you to make better decisions.

By the way, I think it's also going to be really important to better monetize them. So, the more you know about your consumer, the more you're going to be able to actually serve them with a product that surprises and delights them, and delivers them value from a news perspective and from an advertising perspective, especially those younger audiences that assume that the more relevant the content, whether it's advertising or journalism, the more they're going to engage with it.

And then finally, the last thing I'd say is, you know, take that feed of information and make it, you know, about manifesting itself in the product from the perspective of the journalism. So, if you were over broad, dedicate some resource, dedicate some time and thought to thinking about how you can take all of that information about market segmentation and turn it into, you know, a more accurate feed to your consumers that is better than just, "If you read this, you might be interested in that."

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So at Scripps, you know, sort of following along with what Jim said, I'm not sure all of this can be done from within the organization. So, I think it's critically important that media companies out there also think about using investment to bring on companies that are able to actually develop these businesses, and not bring them in to kill them, but bring them in to understand that they may represent your best bet at developing future models for journalism for the future.

So at Scripps, we acquired about a year-and-a-half ago an OTT in mobile video play called Newsy. And last year, we acquired a company, a weather app maker, called WeatherSphere. Both of those plays about understanding the value proposition for those very different kinds of audiences and allowing them to come into our organization and sit sort of outside and develop a robust business for an audience that we weren't serving until then.

[Applause.]

Q&A Session:

Ann Marie Lipinski: One of the things I wanted to ask you about is, I mean, you know, we have some in here who will never be satisfied with the speed at which, you know, they are posting news and information. We have somebody who is saying journalism workflows need to change. One of my questions for you as you talk to a group like this, who include people who are hiring and include other people who are hoping to be hired—there are a lot of students here—can you talk about how you when you are hiring now, with all these things in mind that you discussed this morning, who are you looking for? What kinds of skills are ideal in each of your organizations?

Adam Symson: OK, I'll start. You know, I think that much can be taught. So, when we're looking for folks, we're really looking for people of mission, you know, all the way down to a software developer. And I agree, you know, it's very difficult to find great software developers or engineers. But we will have conversations with them and we'll sort of sit there and say, "Hey, if you'd be just as happy working at Zappos and developing a widget for an e-commerce company that sells shoes, you know, we're really not the right place." And I think the critical thing for a consumer coming to us.... Over my desk, I have a 60-inch canvas of the 1st Amendment. At Scripps, we're a company of mission, whether it's paper, radio, television, digital. The bottom line for us is it's about protecting the 1st Amendment and delivering news and information to the consumers of the United States. And so, I think that the critical thing for us is, we over-emphasize looking for folks with mission and mission-driven purpose.

Trei Brundrett: I actually think.... I'll answer your question, but I think the more interesting thing these days that we've been thinking about [is], you can hire really amazing people, and they can be in love with what you're

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doing, but I think the most interesting thing right now as you're thinking about [it], before you start hiring or thinking about that, if that's what your job is, is actually, what's the design of your organization? So that they can actually be empowered and be successful. Because I think the biggest issue.... And I go, you know, and talk to friends that are at other organizations, more traditional organizations. That's the frustration that I see the most. It's not that they're not surrounded by amazing people who know how to do great things. It's that, you know, you talk about workflow. I mean, part of workflow comes out of like how you have set things up. And so, collaboration between designers and developers and journalists is a function somewhat of how we arrange things. And so, I think like budgets, you know, are design documents. And we really need to be thinking about, you know, how that stuff holds us back no matter how awesome the people we are. I'll agree that from a hiring perspective, if they don't want to be changing media and evolving it and reaching people and telling important stories, then no matter what they do, even if they are an engineer, they probably shouldn't be -- they're probably not a great fit.

Stacy-Marie Ishmael: I'll add to that. The thing that's harder than hiring an Android developer is hiring a journalist who thinks about products. And when I was hiring my team--so I have five fantastic people who are working with me right now building the news up--they had to -- I gave them a test, and the test had two parts. The first part was they had to respond--Google canned responses are really good for these kinds of things--they had to respond within 15 minutes to questions about, what are the top three news events that are happening right now? Of the three news events that happened, how would you send this out to your audience? Whether as a push notification or a tweet or an email, how would you write this headline? So, there was a news judgment element. But then part of the application process was, what are your favorite apps, and why? And so, the people who were like, "I like Twitter. It's great!" I'm like, ugh, not useful. For somebody who said, "I've been using this weather app because it solves these problems, these problems, these problems, and this is how I think they could be better." And the five people that are on my team are the ones who showed superb news judgment and who really understood what I think is still core for our job, like protecting the 1st Amendment part, but also an appreciation of product design and product development even if they had never been trained in it. And that, for me, is really what I'm looking for as long as they are also, you know, as long as they really care about what we're trying to do and who we're trying to reach and how we're trying to get there.

Drake Martinet: I look for dissatisfaction. [laughter] I mean, we're journalists, right? So, I guess when I talk to students.... And for those of you who are students, raise your hands. How many of you are students? That's a good amount. The only thing there's more hands up -- the only thing more than students in the audience are Apple logos staring at us. [laughter] The thing I remind students [of] is that, you know, we're all knowledge workers. We push pixels. We push code. We push text. And that means that 80% of

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your job is going to be writing email, which means find something that you're okay writing email about ... all day long, [laughter], and that's going to be a great job for you. [laughter] It just is. I think that that's.... You know, it's those rare moments where you really get to crescendo and push and make a product go live or publish a story and get that reaction, and the highs are short lived. I want people who are going to be so dedicated [that] they are going to slog through, you know, ten bullshit emails to get that story. To get that answer, they're going to dig through stack overflow, even when nothing is commented ever to solve that problem, because they are obsessed with it, because they can sit all day and write emails about it. So that's, you know, it's not maybe inspiring, but it's true for the students in the audience.

And then for other people who want to work at Vice, it really depends upon what the job is. You know, we have an amazing community, and social team, and we go through many of the same exercises that Stacey talked about. Sort of, "Respond to these things that are happening. Tell us how.... Tell us what you would do. Delight us with some of your responses." And it varies vertical by vertical. We think a lot about making sure that what they are saying is authentic to the thing they are talking about, because that authenticity is a real big -- it's a major importance for us. And then, like, I said, someone who's a little dissatisfied with the way things are—whatever that is—whether that's the way that videos [are] produced, man, they wish it was just better this way. And if they can come in with that complaint, you know, maybe they're not always the easiest to work with, but you've work with journalists before. You know, it means they are going to make great stuff. And I think that's the thing we want to dedicate ourselves to.

Ann Marie Lipinski: Just a reminder. If you do have a question, please cue up at one of the two mikes on the side. One of the things I asked this group before we got together today was to give me a question that they would be very disappointed if we didn't get to today. And I want to pose one of those to all of you. I think it came from Stacey-Marie. The question was, what's a mistake that you're making in mobile right now that you can't figure out how to fix? Now, of course, embedded in that question is that you actually know you're making a mistake. But I think it's an interesting query for all of you. And I'll ask Stacy-Marie to start since I have a feeling maybe she has one.

Stacy-Marie Ishmael: We.... When you work at BuzzFeed, you get a fancy Apple laptop, but we're not buying like phones for everyone, right? And this is incredibly expensive, and I've actually costed how much it would [cost]. We have 900-something employees. So, it was really, really expensive. But given that I'm obsessed with having people understand how everything that they're doing works on mobile, I think we and other organizations are going to have to get to a point where the tools that you equip your newsrooms with need to more accurately reflect the devices that our audiences are using. And I'm not talking about iPhones. I'm talking about like a Moto-G, which is a really underpowered Android and which the vast majority of people who can't afford Apple devices are using.

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Adam Symson: We give phones, so...[laughter]

Stacy-Marie Ishmael: Well done!

Adam Symson: If you're interested in a position. [laughter], I'll throw in a Moto-G.

Stacy-Marie Ishmael: I already have a Moto-G. [laughs]

Adam Symson: Yeah. I have an Asus tablet for you as well. [laughter]

Ann Marie Lipinski: Maybe Drake wants to ask if she's dissatisfied.

Adam Symson: Yeah, sounds like she is. I guess the mistakes we make as an industry, I'd say, especially on the traditional media side, we've not built up enough product-centered focus. So, we have a large development team, and I'm satisfied with that. But really as an industry, I think we've spent a lot of time outsourcing much of our product and infrastructure to other companies. And, you know, there's no scenario where you're able to actually move as fast as you need to. We're addressing some of that at Scripps, but I think it's difficult. I think you're talking about an industry that's really got a lot of downward pressure, especially if you're a publicly held company like ours. And so, it's all about figuring out where you're going to leverage that investment.

After listening to, you know, Trei, I think you really have to walk away thinking about not just the prettiness of the product, but the real effectiveness. And I'm lucky that we have some folks on our team that spend a lot of time thinking about that.

Trei Brundrett: I actually think, you know, Stacy-Marie brought up something. And while we are proud of the platform that we built for our editorial team, I think that the ability to, you know, craft stories and interact with your audience through our platform for mobile is not really where I would love for it to be. It is actually a lot harder to create a story on Chorus in mobile than it should be.

I think the other mistake is that because we are a company that has a technology site and we have an interest in always the latest and greatest things, including phones, this is actually an iPhone-4s, inexplicably running IOS-7. And this is how I torture the people who have to build our stories, is that I pull it up on this. But that Apple watch story, by the way, a beautifully designed one. The first thing in slack that I put for that team was, "It's not loading on my phone." [laughter] And they're like, "What is your phone?" They're like, "Actually the test suite doesn't even allow an IOS-7 to be on the iPhone-4 emulator." So, you know, we're not sure how we're going to test this.

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But I think this is really important that we understand, you know, this has got 3G. And the point that I made here, and that's the main reason that this is a really good way to understand how people are experiencing our sites, most people are still on 3G. And Stacy-Marie made a really good point [that] around the world, that network latency is in certain places even slower. So, although the United States does a good job of being behind on our internet broadband, thank you....

Drake Martinet: USA.

Trei Brundrett: USA.

Drake Martinet: Yeah. [laughter] I got him to do that. Yeah. I mean, there's a lot of things that I wish we could do better. I think one of the biggest presenting problems for us is, the places we send our journalists to. And I guess it echoes some of the stuff Stacy-Marie has talked about. One of the biggest problems is, we sent our journalists to places—like forget 3G. Like, if the government hasn't taken over and shut down the cell phone network or the rebels have not shut down the cell phone network, it's probably on fire. So, how can we -- how might we maintain contact with them? How might we get media from them? You know, in our world, sometimes in those situations, like the highest bandwidth that's available is DHL.

And so, I think one of the things that we're thinking a lot about is, how to put mobile tools in the hands of people who are ultimately the most extreme users—some of the people who work for us. And I don't know how to solve that problem yet, because it's a massive, massive problem. But, you know, I think we're all thankful for a bunch of the minds that are working on it in our organizations and places like Google, who have a lot more say over things like that.

[End of recording.]