



Driving editorial innovation around the world: lessons from BBC World Service

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Oslo, Oct 2018

BBC NEWS

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தமிழ் ไทย TÜRKÇE УКРАЇНА اردو

O'ZBEK TIẾNG VIỆT

World 2020 Digital & Video investment

326 roles globally



BBC NEWS

AFAAN OROMOO ኣማርኛ ኣግርኛ ગુજરાતી

मराठी ਪੰਜਾਬੀ తెలుగు 코리아

PIDGIN ÌGBÒ YORÙBÁ NA SRPSKOM

Three components of successful digital change

- **Leadership** - right structures, singular message, trust in people
- **Content** - broadening the agenda, experimenting with formats
- **Workflows** – data-based culture, innovation capacity

Three investments that made a difference

1. “Bridge” roles

2. Visual journalism

3. Growth editors

(+ an important appendix)

Three components of successful digital change

1. “Bridge” roles



NiemanLab

PREDICTIONS FOR JOURNALISM 2018

THE RISE OF BRIDGE ROLES IN NEWS ORGANIZATIONS



Hire good people and leave them alone

William McKnight, 3M

BBC WORLD SERVICE


“Bridge roles” – Digital development

- **Generalists – 3 people**
- **Social media – 4 people**
- **Digital video – 3 people**
- **Editorial product – 2 people**
- **Plus me**
- **Serving 41 editorial teams**

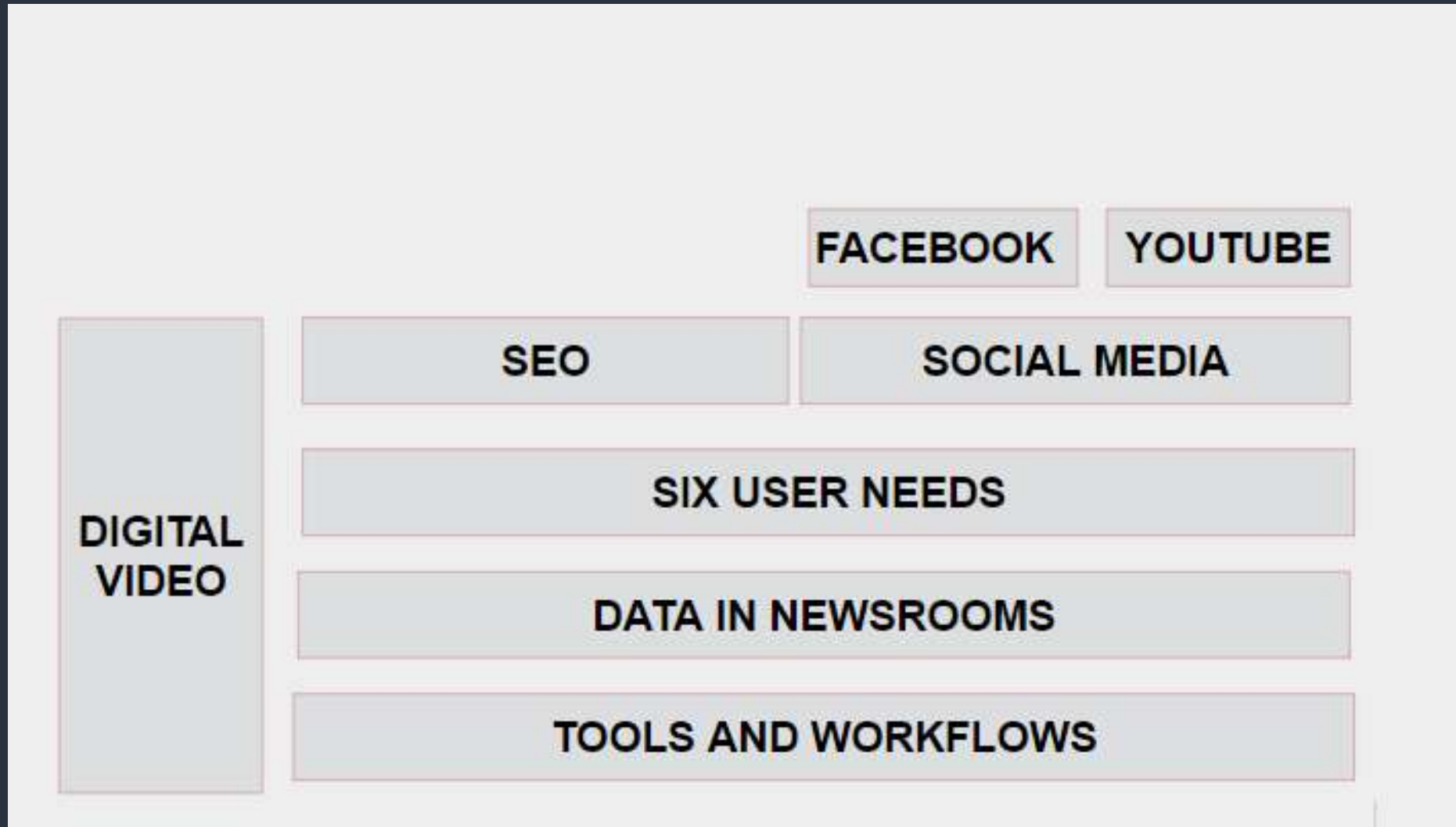
Three components of successful digital change

Singularity of purpose*

(*you are not scattering your energies doing unconnected and uncoordinated things – unattributed quote)



Three investments that made a difference

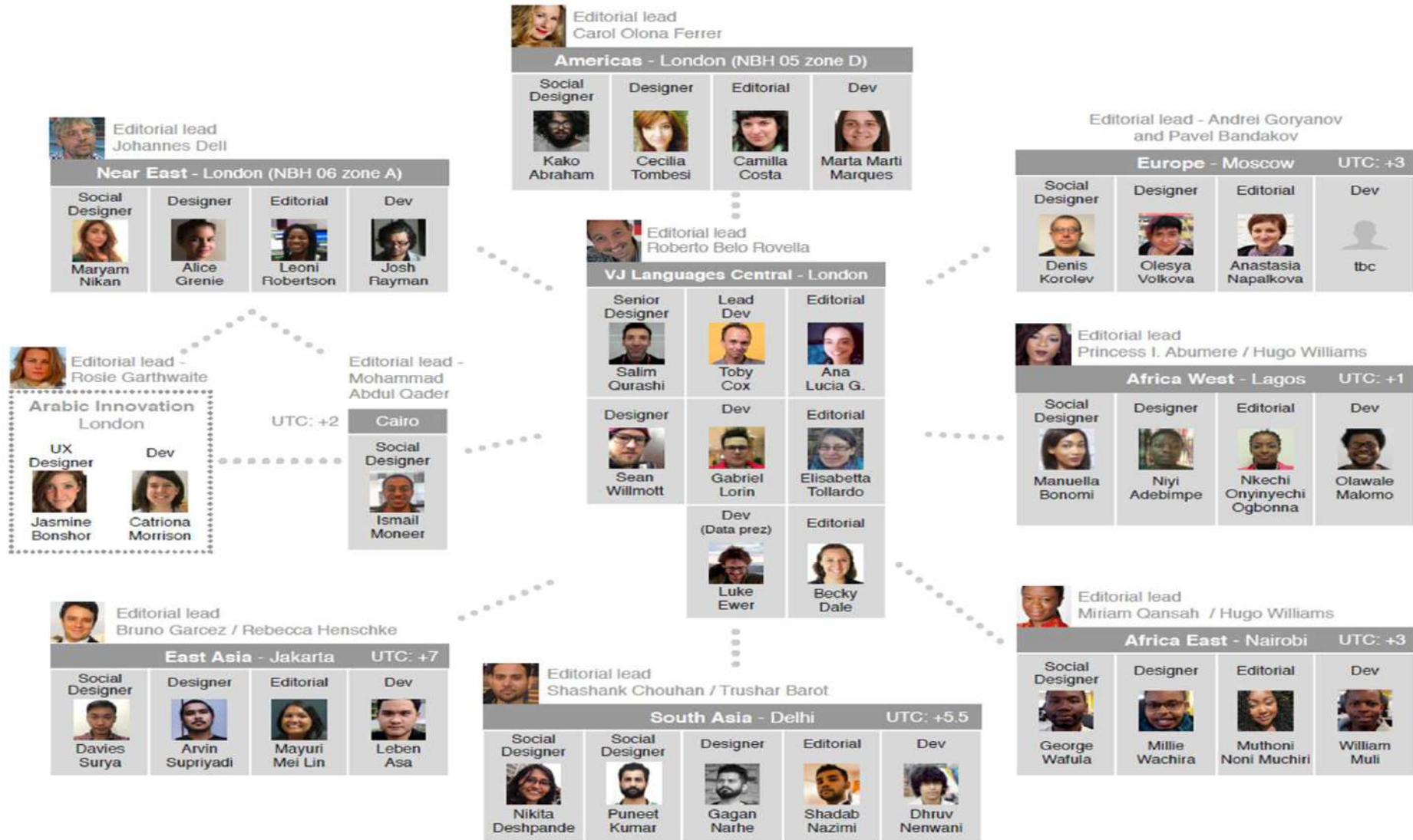


Three components of successful digital change

2. Visual journalism



Seven global hubs serving 41 teams





*We might not have the right type of bricks, but
we still need to build the wall*

Chris Hadfield, Canadian astronaut

BBC WORLD SERVICE

How long are you going to live?

🕒 14 May 2018



🔗 Share

Life expectancy is rising globally - people born in 2016 will on average live seven years longer than those born 25 years ago.

Enter your information below to find the life expectancy for people of your age, country and gender, as well as the proportion of your life you can on average expect to be healthy.



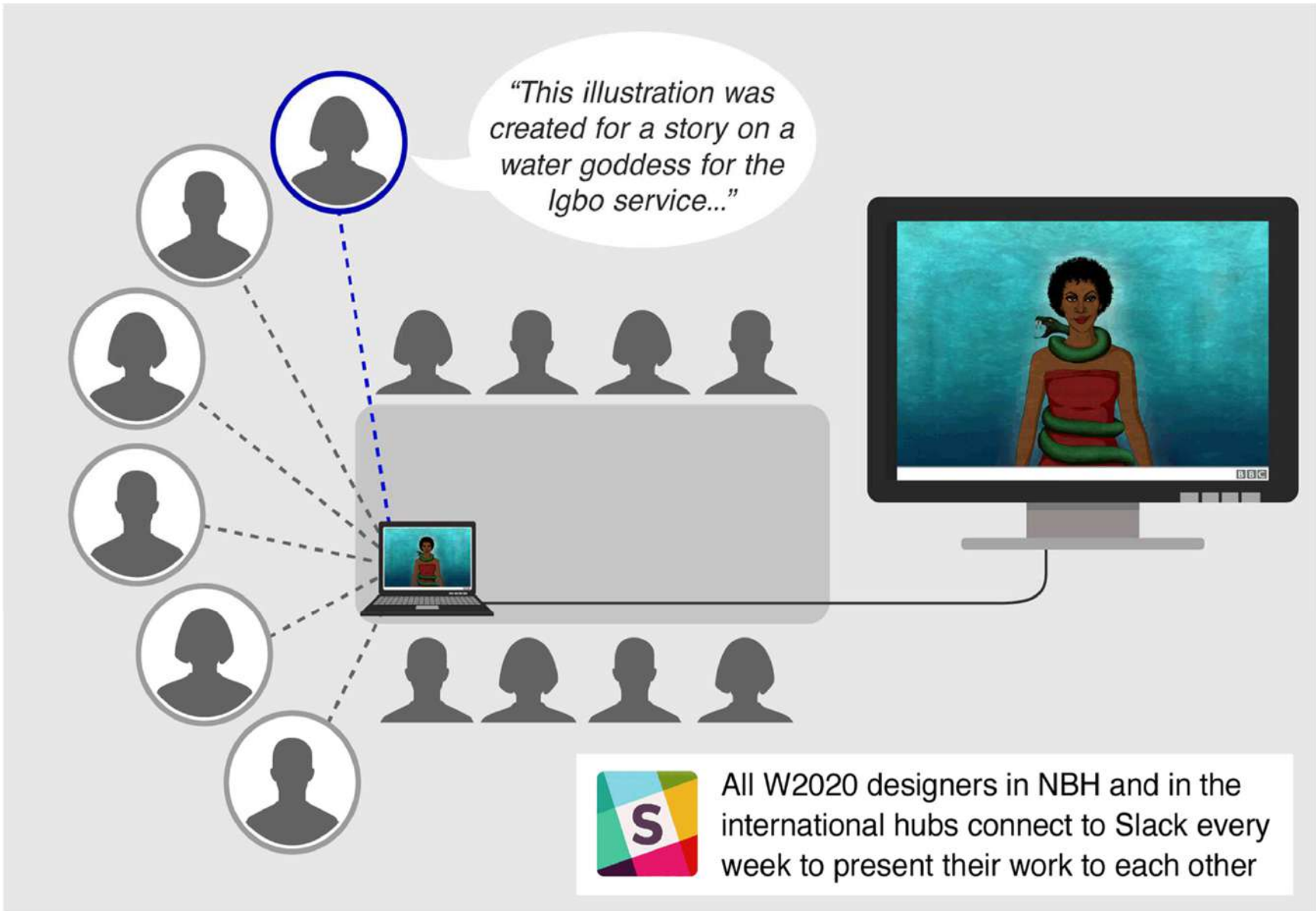
From: Visual Journalism Online - WS Central
To: Visual Journalism Online - WS Hubs
Cc:
Subject: VJ weekly 29/08/2018

Sent: Wed 29/08/2018

Highlights

The **West Africa VJ Hub** created illustrations for a BBC Igbo piece on the [different crowns worn by royalty in southern Nigeria](#).






Three components of successful digital change


3. Growth editors



9 growth editors serving 41 teams

- Data in meetings
- SEO best practice
- User needs based commissioning
- Cutting the long tail
-  Recirculation

Data in meetings

 Yesterday ▾ from 00:00 till 23:59 in All Sections ▾

✓ Reports

Filters

Top stories

Bottom stories

Top search

Top Social

Bottom Recirculation

These are the least popular stories published on the dates selected

- Look for common themes in topic or treatment
- Click into individual stories to understand whether they were sufficiently promoted
- Consider how similar stories could be better promoted in future, or whether a different angle should have been taken

[Hide description](#)

Story Pages

Download .csv  | 24 of 24

Title	Published	Engagement	Recirculation	Page Views
 #WeWontBeErased: трансгендеры против Трампа Подробнее	Yesterday 19:08	0:38	10%	3,812
 Платье из волос покойной матери за 15 тысяч фунтов. Бр... А также	Yesterday 17:14	0:27	18%	3,950

SEO best practice

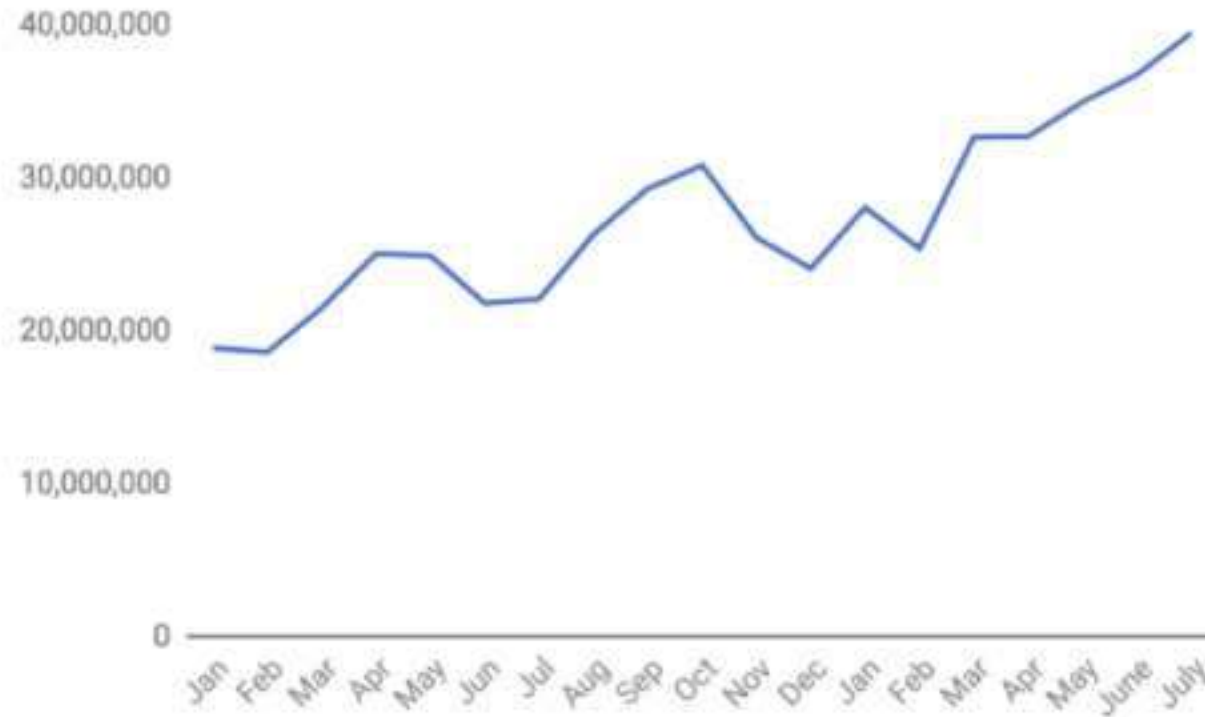
JULY 2018

+78%

YoY

+7%

MoM





*Without data you are just another person
with an opinion*

W. Edwards Deming, engineer, statistician

Three components of successful digital change

**And now... that
important appendix...**



Working with millennials

- **Open, collaborative, flexible**
- **Imaginative and free-thinking**
- **Less loyal – “Asset for money”**
- **“I make your company stronger, but I increase my market value”**




I disagree with everything you say, so go and do it

Fidel Cano, El Espectador publisher

BBC WORLD SERVICE



 culture trip



Find your inspiration



Explore your world

SEARCH





Thank you and good luck!

Dmitry Shishkin, Digital Development Editor,
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B B C

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