

Transforming the FT newsroom



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Streamlining steps

Simplified print production.
Took phased approach

Introduced global
'broadcast schedule'

Both took 2 years to embed

Reduced the amount of
content FT published by 20%

All steps supported by senior
management



In 2013: **100**
sub editors in
3 teams

Only 6 worked
online

Paper focused

Incremental
story updates



Senior leadership
brought into change

Launched single
print edition

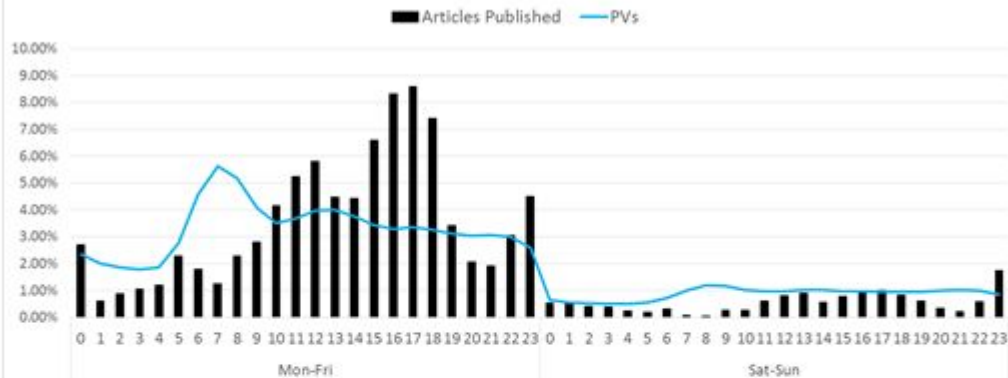
Brought forward copy
deadlines with digital focus

Phased approach

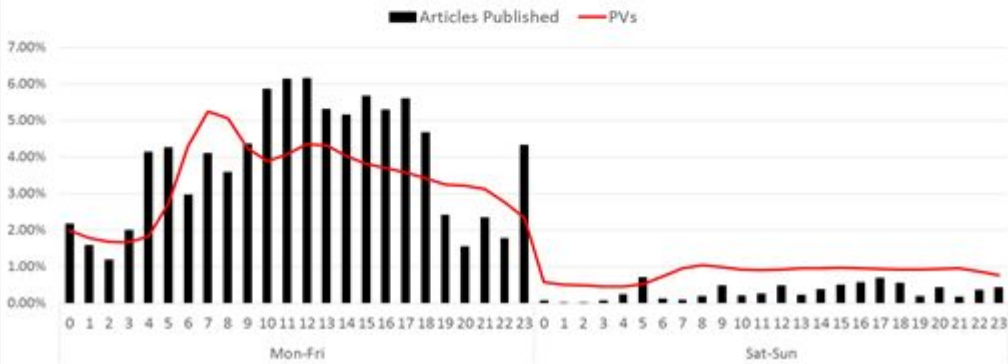
Planned more



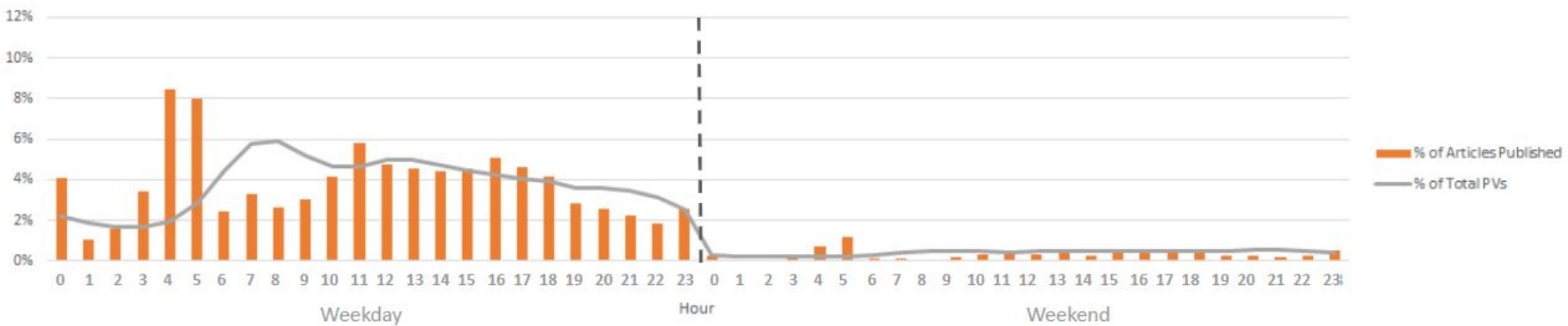
Q4 2015



Q4 2016



Q4 - 2018



Cutting the file

Stories with less than 3,000 page views had the following patterns:

Published **after 4pm. Incremental** and **not** on the homepage

Did not engage with readers

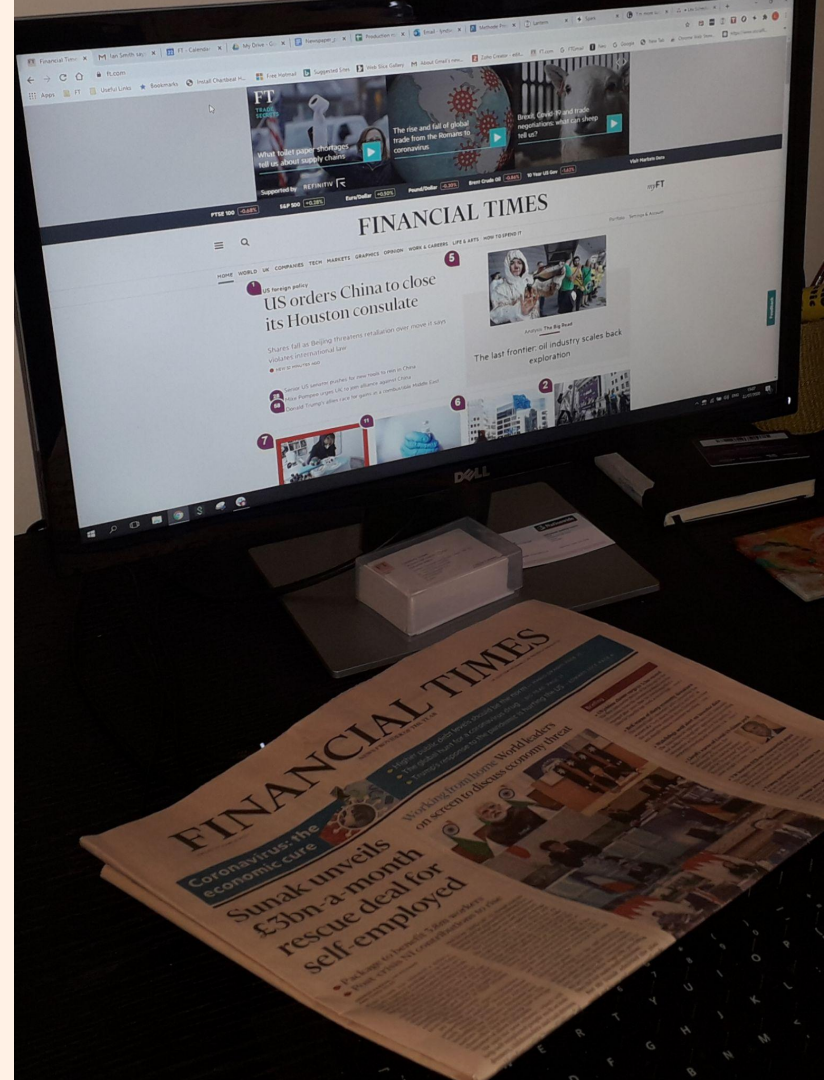
Cannibalisation: Too many stories published on the same topic

Some **regions** rated poorly

General news likely to be published on free sites elsewhere did not fare well

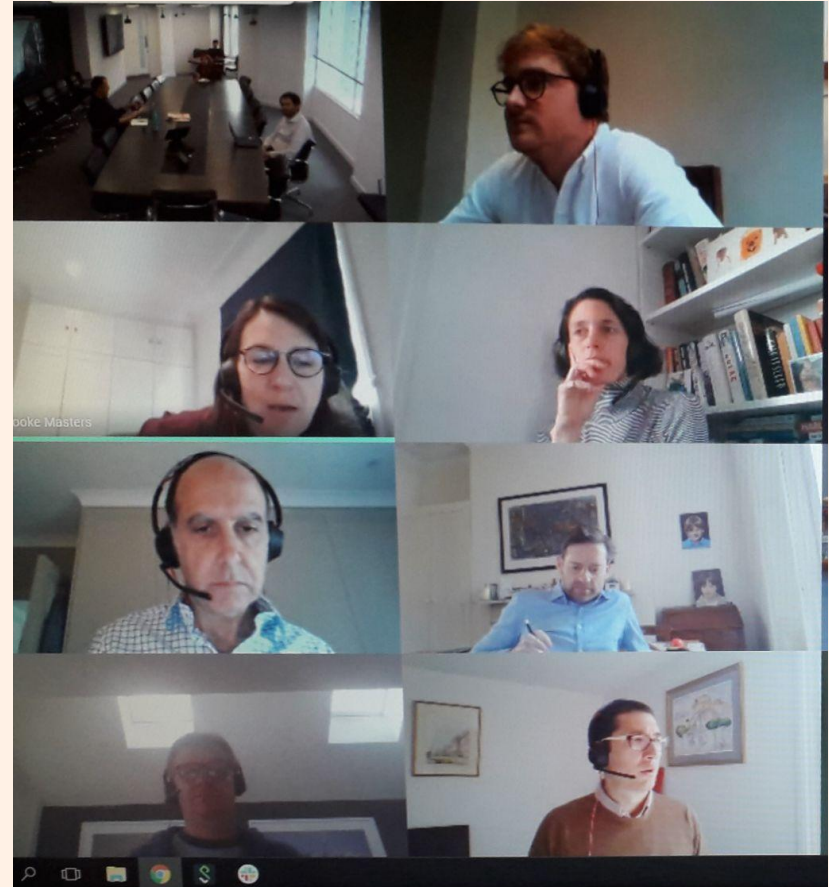
How to get buy-in

1. **Bridge** from strategic vision to reality
2. Plan to mitigate **risk of conflict**
3. **Clear communication**. You can never have too many meetings
4. **Listen** to colleagues and **address** their issues.
5. **Persuade and influence**: time-consuming but pays off



What it takes to make change happen

1. Identify change agents to **enforce and facilitate** transformation
2. Take an **iterative** approach. Get going. Take small steps.
3. **Review**, reassess, and pivot if necessary. Do you need to adapt your strategy?
4. **Well-being**: look after your change agents. It is exhausting!



Newspaper of the Year in 2018

Best news provider of the year in 2018 and 2019

Over 1m print and online subscribers

Sexual misconduct allegations [+ Add to myFT](#)

The Presidents Club investigation: one year on

What has changed since the FT's sexual harassment exposé?



Brexit [+ Add to myFT](#)

Theresa May poised to open the way for delaying Brexit

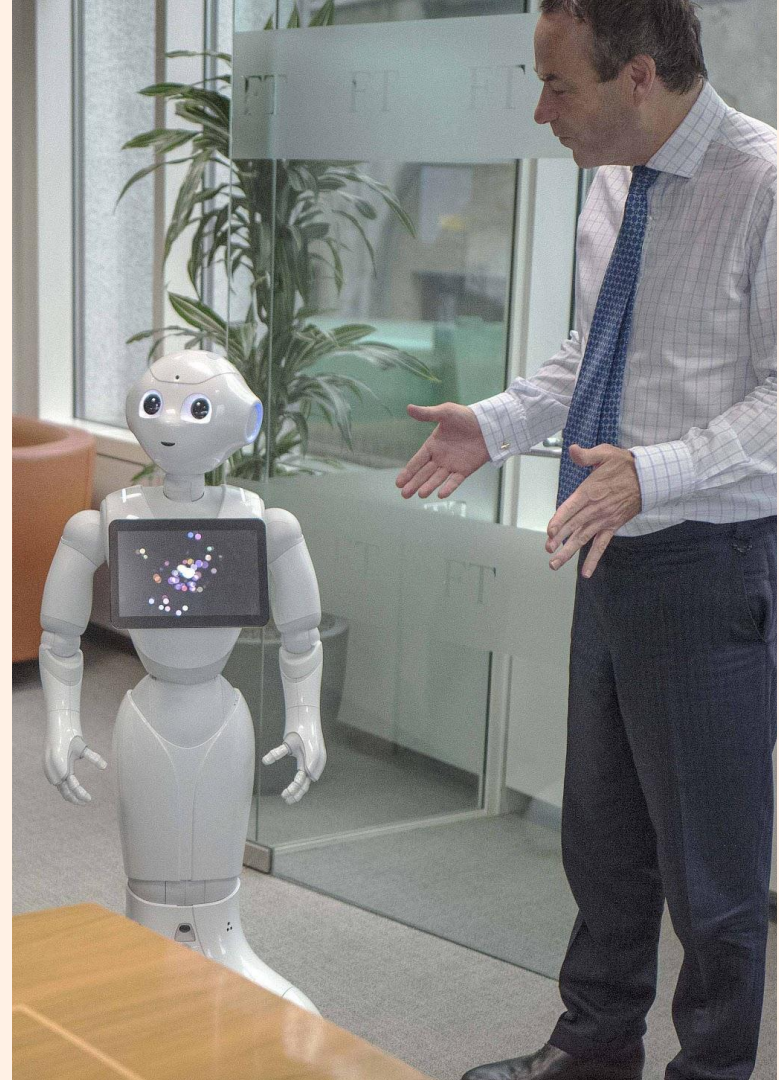
WPP PLC [+ Add to myFT](#)

Martin Sorrell's downfall: why the ad king left WPP

A tangled tale of whistleblowing and boardroom intrigue

Key takeaways:

- **Support for change** starts at the top
- **Identify** change agents. They will drive your transformation
- Plan to mitigate **risk of resistance**
- Use analytics to make **data-informed** decisions to drive news agenda



To discuss the challenges in your newsroom, or for further details on how I can help, please contact me on:

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