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

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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
“Hire good people and leave them alone”

William McKnight, 3M
“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
How long are you going to live?

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.
Highlights

The West Africa VJ Hub created illustrations for a BBC Igbo piece on the different crowns worn by royalty in southern Nigeria.
"This illustration was created for a story on a water goddess for the Igbo service..."

All W2020 designers in NBH and in the international hubs connect to Slack every week to present their work to each other.
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

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

**Story Pages**

<table>
<thead>
<tr>
<th>Title</th>
<th>Published</th>
<th>Engagement</th>
<th>Recirculation</th>
<th>Page Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>#WeWontBeErased: трансгендеры против Трампа</td>
<td>Yesterday 19:08</td>
<td>0:38</td>
<td>10%</td>
<td>3,812</td>
</tr>
<tr>
<td>Подробности</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Шляпье из волос покойной матери за 15 тысяч фунтов. Бр...</td>
<td>Yesterday 17:14</td>
<td>0:27</td>
<td>18%</td>
<td>3,950</td>
</tr>
<tr>
<td>А также</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SEO best practice
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
Thank you and good luck!

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