

Spectrum of development of audience-based mini-publisher teams

| | Current newsroom | Starting audience team | Well-developed audience team | Audience-based mini-publisher team |
|--------------------------------------|--|---|---|--|
| Organization unit/staff | <ul style="list-style-type: none"> - Conventional beat, desk or vertical structure | <ul style="list-style-type: none"> - Core newsroom team with audience-first focus supported by platform and other newsroom specialists | <ul style="list-style-type: none"> - Core team as described with working relationships with business-side | <ul style="list-style-type: none"> - Cross-functional core team with full P&L responsibility for target audience |
| Charter, Work, Accountability | <ul style="list-style-type: none"> - Story focused - Cover institutions, organizations related to beats - Deliver on assignments | <ul style="list-style-type: none"> - Audience-first focus - Serve targeted content to targeted audience - Accountable for audience growth and engagement across platforms | <ul style="list-style-type: none"> - Convert/funnel occasional users into habitual, monetized loyalists - Wide distribution in concert with platform specialists - Content partnership development - Audience revenue experiments | <ul style="list-style-type: none"> - Audience growth (all dimensions) - Revenue growth - Cost management, including average content cost through blending hi and lower cost approaches (e.g. aggregation) - Net financial contribution (attributable revenue – expenses) |
| Success metrics | <ul style="list-style-type: none"> - Meeting deadlines - Some overall traffic numbers | <ul style="list-style-type: none"> - Traffic, local vs non-local uniques by platform - Reporter- and story-level traffic performance | <ul style="list-style-type: none"> - Local audience engagement and loyalty measures - Attributable revenues from funneling | <ul style="list-style-type: none"> - P&L performance - Performance of partnerships |
| Knowledge, skills and tools | <ul style="list-style-type: none"> - Beat reporting editing | <ul style="list-style-type: none"> - Understanding audience needs and interest - Audience focused story telling - Audience engagement skills - Access to basic data and analytics | <ul style="list-style-type: none"> - Understanding of specific problems being solved for audiences - Story form and platform experimentation and learning - Content partnership development - Customized data and analytics | <ul style="list-style-type: none"> - Partnership development and management - ROI thinking; contribution management - Project management |
| Key relationships | <ul style="list-style-type: none"> - Other folks on the desk and/or in the vertical - Sources within institutions, organizations being covered | <ul style="list-style-type: none"> - Platform, audience, social and other specialists - Tech/tool providers | <ul style="list-style-type: none"> - Platform teams - Business side colleagues - External partners | <ul style="list-style-type: none"> - Senior enterprise leaders |

Note: all dimensions are cumulative; each level builds on the foundation of the prior level