

# Who's in Charge of Whom?



## *Emerging Organizational Structures for Supporting and Managing Your Portfolio*

By Janine Warner

### WHAT IS IT?

Building the best organizational structure is key to developing the more audience-focused, team-based business model needed to compete in today's rapidly shifting media landscape.

### WHY SHOULD I CARE?

In the midst of the most draconian cutbacks in staff that newspapers have ever faced, building the best organizational structure is more important than ever, especially if you want to maintain the brand, credibility, and profitability of your traditional newspaper while developing the new products and services that will be successful in the future.

### HOW CAN I USE IT?

Discovering what has worked and what hasn't in other organizations can help you find the best model for your newspaper.

In today's increasingly diversified world of specialty magazines, hundreds of cable TV channels, and millions of niche Web sites, media companies need to put a higher priority on understanding and serving their audiences, as well as marketing new products to ever-more-segmented audiences.

To achieve these new goals, newspaper companies are being forced to reexamine the basic structure of their organizations and reconsider how they allocate resources and divide staff into separate departments.

There are no perfect models, but in this chapter, we'll explore how four different media companies are experimenting with changes to the traditional publishing model and highlight a few ideas that seem to be working.

In years past, many newspapers conducted reader surveys every year or so, and only occasionally did special market research for new sections and special



projects. But today's market segmentation and increasingly fickle audiences require news organizations to create and launch new products faster than ever before.

Some of the most successful media companies in the world have adopted a more team-oriented, innovative business structure, including Schibsted Media, whose success in niche Web sites has helped the Scandinavian company expand into new markets in Europe, South America, and elsewhere, and made it a model for media companies all over the world. Schibsted's success in empowering employee-driven innovation is covered in the NAA case study, [Schibsted Media: A Model for Global Innovation](#).

Another company that is responding to the trend of developing greater audience focus is the Sacramento Bee. Since late 2007, the Bee's Publisher Cheryl Dell has made understanding customers and creating new niche products a top priority.

She started by transforming the circulation department into Audience Development and Membership Services and turning subscribers into 'members.' She's also made the newsroom and advertising departments responsible for all their content, no matter how the products are delivered, and launched four new niche Web sites in the process.

We'll explore in this chapter some of the changes Dell has made at the Bee and why the resulting organizational structure has attracted the attention of other newspaper executives around the country.

One of the biggest challenges many media companies face as they develop new organizational structures is how to manage writers and editors for the print and online versions of the paper. When newspapers first

started launching Web sites in the mid-90s, most created new online departments that were almost exclusively focused on putting the news online, but had little, if any, role in creating content in the first place.

Some companies, including Knight Ridder, even spun their online departments off into separate businesses, offering stock options to online employees and planning what executives at the time hoped would lead to a separate IPO. Knight Ridder abandoned those plans even before selling off its newspaper chain, reflecting a trend that continues today, as more and more papers merge their online business back into the core newspapers. (Full disclosure: this writer served as the Online Managing Editor of The Miami Herald, and later director of online operations during the time that the online departments of all of Knight Ridder's 33 papers were spun off into a separate business unit.)

We'll also explore the relative advantages and disadvantages of having an integrated editorial staff versus a separate online department through the eyes of an online manager who has served her time in the trenches, experiencing both models first hand. During her years at the Times Picayune, Cory Haik worked in a separate online department (and earned credibility as part of the team that won a Pulitzer for its coverage of Hurricane Katrina). Today, she's at the Seattle Times, where her online team is 'embedded' in the newsroom, a change that has made it possible for her to get more involved in the creation of news, not just how it's displayed on the newspaper's Web site.

Before we delve deeper into these three newspaper models, we'll take a look at Demand Media to discover how a small team of entrepreneurs created an intentionally disruptive publishing model that has grown to a company of content-driven Web sites with



an estimated valuation of \$1.5 billion in the past 3 years.

## Creating Demand for a New Kind of Media

Just two blocks from the Pacific Ocean and the Santa Monica Pier, the headquarters of Demand Media welcomes visitors past the palm-trees that line the street into its modern offices. An expansive reception desk and a stylish waiting room keep visitors comfortable as they watch staff come and go from a well-stocked kitchen and lounge area.

Framed articles about Demand Media and its executives adorn the walls. An article in the Los Angeles Times described the company this way:

With blinding speed and little notice, [Richard] Rosenblatt's two-year-old Demand Media Inc. has become one of the largest buyers of articles and video clips for the Web. It expects revenue of nearly \$200 million this year and, more surprisingly, a healthy profit.

When you delve into the organizational structure of Demand Media, what's most likely to surprise executives from other media companies is not that the company exceeded \$225 million in revenue a year after the Los Angeles Times article was published, but that they do it with such a small advertising and editorial team.

Demand Media's official policy is not to release a detailed organizational chart, but during a series of interviews, executives confirmed the numbers and percentages of staffing included in this chapter.

Demand Media was founded by Richard Rosenblatt, a 39-year old USC law school graduate, who is credited with selling MySpace to Rupert Murdoch for \$580 million when he was chairman of InterMix.



Quinn Daly, SVP of corporate communications for Demand Media, said she was sold on the company's user-generated content business model for the same reasons Murdoch was sold on MySpace. Describing Rosenblatt's meeting with Murdoch, Daly said, "When Rich finally got to sit down with Murdoch to sell MySpace, he said: 'Think of it this way, you have people creating content for you for free. All you need to do is sell the ads.'"

Using what he'd learned at MySpace, Rosenblatt set out to create a new business model that was completely disruptive to traditional publishing. The result is a company that runs a network of more than 60 niche Web sites with a full-time editorial staff of 10.

"We call it pushing to the edge," said Daly, describing an organizational structure that relies heavily on freelance content producers and consumer-generated content.

**Shawn Colo**, founder and head of M&A for Demand

Media, credits much of the company's success with developing a highly efficient technical platform that makes it easy to launch new sites and new applications. More than 40 percent of the company's 450 employees are programmers or other tech developers.

Along the way, Demand Media has acquired a number of smaller companies, including Pluck, a brand familiar to many newspaper executives who use their social media software.

Pluck's client list includes: USA Today, Conde Naste, Gannett, Belo, and Hearst Newspapers, as well as Whole Foods, Kraft and the Dallas Cowboys.

On the Pluck Web site, the company describes its signature product this way: "As the leading enterprise-class social media platform, SiteLife's integrated tools power more than 2.5 billion interactions per month on 300+ leading digital destinations."

That impressive client list continues to grow, Daly said. "We just announced on Monday we're doing a deal with Trinity Mirror to power a bunch of their newspaper sites in the UK and Ireland."

Demand Media, which started with about \$300 million in venture capital, also acquired many of its niche Web sites, including Livestrong.com, a health and fitness site built on the celebrity of cyclist Lance Armstrong. Other successful niche sites include GolfLink.com and Trials.

com. With each acquisition, they've built the business by upgrading the social media technology, and then pouring on their 'secret sauce' to drive to new levels of traffic and revenue, often improving traffic by a factor of 10 in less than a year.

Today they report a total audience of nearly 80 million unique visitors across all of their sites, according to Google Analytics. Comscore (known for much lower

traffic counts than Analytics) confirmed 24 million unique visitors and ranked Demand Media as the 38th largest network of sites on the Web by the end of 2008.

Another part of the organizational structure that is likely to surprise most newspaper executives is that less than a dozen people work in advertising. For the first few years, the company relied exclusively on

advertising from partners, negotiating special rates with Google and Yahoo to deliver ads across their network of sites. They also run advertising from Right Media and Intellitext. After three years of profitability with that model, they are finally starting to build their own advertising team to sell advertising directly.

In addition to smart technology and easy access to advertising, Daly and Colo credit their success with their extraordinary efforts to develop community, as well as recruit and train an army of freelance contributors.





Freelancers must apply and are carefully screened to ensure a certain level of quality, Daly said. All of the articles on the site are put through a rigorous review process, and the company has developed extensive training materials for writers and producers. They're even starting a mentoring program so that more experienced freelancers can help teach new contributors.

For example, once approved, a freelance video producer can check out assignments for specific stories, such as a gardening story on planting spring flowers. It's the freelancer's job to find a local gardening expert and shoot an

"We're trying to push as much of the production as possible out to the community itself," said Colo. "What we're doing is creating technology and tools to enable efficient creation of content from all of this excess skilled capacity that exists in the market."

Colo talks about humans the way he talks about technology. When he says 'excess skilled capacity,' he means the seemingly endless supply of talented writers, editors, and video producers the company has recruited to work on their sites.

Using a gardening site as an example, Colo described how Demand Media works differently from more traditional media companies. "If the Los Angeles Times creates a gardening supplement," he said, they'll probably have staff writers produce the content and they might produce videos or they might not, but the production costs are going to be fairly significant."

In contrast, Demand Media uses freelancers to create content at very low rates. In addition to writers and video producers, they also use freelance transcriptionists to generate the meta data that makes their content more Search Engine (SEO) friendly.

interview. Most videos are short, and although they don't pay much for each video, some freelancers are making as much as \$60,000 a year by creating hundreds of videos for their sites each month. An ever-changing list of topic assignments provides steady work.

"Instead of relying on one or two editors sitting down and saying 'This year I think people are going to want to talk about roses,'" Colo said, Demand Media carefully monitors traffic to their sites, comments in discussion forums, and search data, to determine what content is likely to be most attractive to each niche audience. Using a complex algorithm — which they protect the way Coca Cola guards its secret recipe — they are able to predict what people are interested in and develop content to meet those needs.

"The beauty of the Internet is that you have real time, instant information about what people really want to read and what people are actually searching for, so you don't have to guess what people want," Colo said. "We've created a lot of science and technology to extract that information."

Once they identify a niche that they believe has a good

potential audience, they do an analysis of how competitive the market is for that topic, and then factor in the potential for advertising around the topic. If it looks like a good bet, they build a new niche site, or acquire an existing one and apply their magic touch.

Many of their niche sites are highly targeted, focusing not on big niche categories such as pets, but on micro-niches they perceive as underserved, such as the care and feeding of reptiles.

In addition to their team of freelancers, many more writers work in exchange for a small percentage of the advertising income earned by their stories. On eHow.com, one of the company's most popular sites, anyone can contribute how-to articles. The more traffic the article attracts, the more the writer gets paid. Daly describes it as a win-win that has inspired an army of freelancers who create 30,000 pieces of content every month for all of their sites.

Many contributors to eHow are Midwestern housewives, Daly said, adding one of their most successful contributors makes about \$1,500 month. A writer's income varies because it's based on a percentage of the advertising Demand Media makes across all of the articles she's written. Writers are paid as long as they continue to attract an audience, so evergreen content can bring commissions for years.

That kind of audience contribution – and reward – has built a highly loyal and engaged audience.

“What's really unique about eHow is that we built, from the bottom up, a very social-media centric site,” Daly said. eHow now reports 29.6 million unique visitors per month, based on Google Analytics.

Daly described her interaction with another contributor who is making about \$600 per month: “At first she was using it to splurge on the kids, but her husband runs a



construction company that's not doing too well, so now that money goes toward the mortgage.”

Compare that level of audience participation with the popular site About.com, run by the New York Times. At the top of every page on the eHow site is a prominent link that takes readers to detailed instructions for how to write for the site, how stories are edited and reviewed, and tips for promoting your own stories once they're published.

On the front page of About.com are the words; “750 experts here to help you,” but if you want to contribute to the New York Times-run site, you'll first have to click on a small text link at the bottom of the front page labelled: “Work at About.” At the time of this writing, a second click on “Freelance at about,” found the message: “We currently do not have any freelance positions available, please check again for updates.”

Daly said Demand Media's practice of constantly recruiting new writers and assigning them stories based on search and traffic data has made the company very nimble. “Just yesterday we put together a new announcement because we found that over the last

six months, our traffic around articles related to the economy have increased significantly.”

The model is to create a trusted brand like eHow, seed the discussion with freelance articles that are vetted and edited for accuracy, and then carefully manage the community to create comments and discussion.

Colo readily admits that their business model and tech-heavy organizational structure may not work for covering city council meetings or doing investigative news reports, but it’s a winning model for niche sites, such as their highly successful humor and video site Cracked.com, and their science fiction fan site, Mania.com.

Cracks.com has a kind of an edgy voice, Colo said, “so we don’t filter out the profanity, but if we were running a parenting site on the Miami Herald, we might do something different. You want to filter by topic.”

Managing community involvement requires a tailored approach to each site. “Good community management is not a skill that’s been around for that long,” Colo said, noting many of their community managers started out in casual gaming and got good at managing community “because people were playing online and just kind of started chatting.”

One of the keys to building community involvement, Colo said, is authenticity. “That’s another word we use around here a lot. Is it authentic? Does it resonate? Because anyone can put technology on a site and call yourself a social network, but it doesn’t mean it’s real, it doesn’t mean it’s authentic.”

Colo and Daly are both quick to point out that Demand Media doesn’t run any news sites and that they don’t see newspaper companies as competition.

“We consider newspapers our partners,” Colo said.

Although newspaper executives would almost certainly be making a mistake if they completely changed to Demand Media’s user-generated model and laid off their entire news and advertising teams, there are clearly many good lessons to learn from their success.

Not only can these strategies be applied to the growing list of parenting, pet, and other niche Web sites being launched by newspaper companies, it’s also possible to imagine that newspapers could use a similar approach to acquiring or partnering with local community sites and bloggers.

*“In years past we could have gotten away without really serving the needs of our consumers and advertisers. In today’s environment, we can’t.”*

Successful local news sites, such as the West Seattle Blog, by Tracy Record and Patrick Sand, and LA’s Blog Downtown, are already attracting the attention of newspaper executives. Perhaps one way to add local news content in the midst of layoffs, is to acquire, or at least partner, with local bloggers and apply a model similar to the one used by Demand Media.

### The Path to Customer Focus at the Sacramento Bee

Since the end of 2007, the Sacramento Bee’s publisher Cheryl Dell has transformed the company’s organizational structure, making the newsroom and advertising departments responsible for all of the company’s products, no matter how they are distributed, and making everyone more aware of the needs of the audience. She started by transforming the circulation department into Audience Development and Membership Services.

“It’s a long name,” admits Daniel Schaub, the former VP of circulation, who now heads the new department. Schaub, who has been with the Bee for more than six years, notes that a key part of Dell’s strategy is to put customers first and make market research an ongoing part of the business.

The organizational charts shown here illustrate the changes to the management structure of the circulation department at the Sacramento Bee.

The Bee's new model has gotten some buzz in the world of newspaper publishers. "We've had dozens of newspapers come and look at our model," he said.

As part of the transformation, the Sacramento Bee purchased a wide variety of consumer data and began doing regular audience surveys and focus groups, building up a database of more than 800,000 households in the Sacramento market.

"We know who plays golf, who has a pet, who takes a vacation. We talk to customers every month," he said.

Schaub's department routinely surveys 200 to 1,000 people for each product. "Online is easy because we use online polling," he said. "In print it's tougher, and we're talking to more like 200 people per month. Our folks are not experts at content," he added. "We're experts at telling you what consumers feel when they arrive, and did they get what they want."

Before the reorganization, the paper had a separate New Business Development Group, he said. The news team was responsible for some content, but not all of it, and advertising had specialized sales people. Now, as part of the reorganization, all content — for print and online—is created in the newsroom. And advertising is responsible for selling across every platform.



One of the results is that their ad team now takes a far more consultative approach.

"Advertisers need options," he said. "Our brand needs to be the one that can bring all of the options to them. When you start saying, 'I can't talk about that option, I'll have to have someone else get back to you,' that's Old School. We wanted to get the team here to recognize that although the print product is our staple today, we've got to embrace other products and go to market with the same priority, enthusiasm, and commitment. Some households are never going to see value in the

print paper," he said, "but they may see value in our wine site. We've shifted to a company that has a whole portfolio of products."

Today, Schaub said, the organization has three pillars: content, advertising (business to business) and audience development (business to consumer). "Everyone understands that we're now a portfolio of products and every product matters.

"The biggest challenge, he said, "starts with the reality that 80 percent of the revenue still comes from only one of our products. If we abandon the core too soon, we're not doing the right thing. You have to balance the short and long term. If you put 80 percent of the innovative folks on 20 percent of the revenue, you can hurt yourself."



Part of Dell's plan was to create a series of new niche Web sites. In 2007, the company launched two new Web sites: a mom's site called SacMom.com and a political site called Capitol Alert. In 2008, they followed up with a pet site, Sacpaws.com, and a wine site, SacWineRegion.com.

To identify the best niches in their market, Schaub said they drew on their in-depth knowledge of the market, including their many databases of information, traffic information, search statistics and many other resources.

It was the job of the Bee's Market Analysis Group to identify each niche. Then the other divisions of the company weighed in on whether there was enough content to support the site, how much of an advertising opportunity they could expect, and what kind of audience they might be able to build, he said. Once all of these groups agreed that a niche site showed promise, they moved forward.

"We looked at consumers in the market and affinity to different types of products," he said, noting it was easy to determine that moms represented a large potential audience that would be valued by advertisers.

When asked about their success, he said, "We're not walking on roses, the economy is tough, our housing market in California is a disaster. This is probably the most challenging time I've seen in this business, but last week our audience had increased by 100,000."

That's an increase of about 9 percent, he said, quickly noting that some of that audience may be duplicative across their five Web sites and multiple print products. But it speaks to another big change. They used to only report print circulation, now they look at their reach across all of their products.

On the Advertise page at SacBee.com, the company reports a weekly audience of 968,863 adults, 61.7 percent of the market, and a monthly audience of more than a million, or 71.4 percent of adults in the market. If you look at the combined reach of all of their products, including direct mail and a Hispanic publication, Schuab said, "We touch 99 percent of households."

Another big change is their online loyalty and member benefits program, he said. Subscribers to the print paper get free membership and anyone else can buy a membership for \$12 a year.



Member benefits include discounts from advertisers, tours of the newspaper (a popular choice), and a series of events where people from the community could come to hear from experts, including the paper's photographers, columnists, and IT staff, as well as community leaders, like the local NBA basketball coach.

"The basketball coach was the most popular session when the basketball team was hot," he said, "but now they're not playing so well, and more people want to know about how to run a cost-effective household."

A key part of the strategy, Schaub explained, is making sure the entire organization can react quickly when the needs of readers and advertisers change. That works best when everyone is focused on the audience and working on all of the company's products together.

Another big change is the way the Bee handles customer complaints. "It used to be that if you had a complaint about our Hispanic product, you went to one phone line, if you had a complaint about the Web site, you went to another phone line or to an email address."

Now all complaints go to the membership services group and the membership services manager has the authority to resolve issues quickly and decisively. "If a customer needs a credit, she gives them a credit. If a customer can't log in to the membership site, she can change their authorization and access. It used to be that stuff got buried," he said, "and we were messing around all day long with customers that had little issues."

There was some resistance at first to centralizing how the paper handles complaints, but now he says, most people are saying: "Why didn't we do this before? It frees them up."

## Should you 'embed' online journalists in the newsroom or cast them out on their own?

**Cory Tolbert Haik** is the director of content for SeattleTimes.com, her latest "made up title" and her first experience as an embedded journalist in a newsroom. Haik seems to enjoy making up names in a profession where, she says, "It's really important to deconstruct people's titles and ask them exactly what they do."

The screenshot shows the 'Specialty Products' section of The Sacramento Bee website. At the top, there are navigation links for Sacramento Market, See Print, See Online, Specialty Products, Rates, Specs & Guidelines, Classified, and Contact Us. Below these is a banner for 'specialty products' featuring a photo of three people. The main heading is 'Specialty Products with Impact'. The text describes the variety of products available, from polybags to inserts. Two featured products are highlighted: 'DIRECT MARKETING' (Market Value Place (MVP)) and 'VIDA EN EL VALLE'. The MVP product is described as a non-subscriber direct mail product delivered to more than 600,000 households each week. The VIDA EN EL VALLE product is described as the Central Valley's leading Spanish/English newspaper, distributed to more than 40,000 Latino households in the Sacramento area.

One of her favorite tasks is "Weberprising," a term she coined to describe the process of working with reporters, photographers, and editors to find the best way to present a story online.

Being able to participate in the development of a story is one of the greatest advantages of being an embedded reporter, she said, contrasting her experience in Seattle with what her life was like when she worked as the managing editor at NOLA.com in New Orleans. Haik was part of the Pulitzer prize-winning team who worked at the Times-Picayune in New Orleans during Hurricane Katrina.

Speaking at a seminar at the Maynard Institute in Oakland, Haik, who also serves as a board member for the Online News Association, spoke candidly about the

differences between working in an online department that was in a separate building from the newspaper in New Orleans with working in the middle of the newsroom in Seattle.

“You have more editorial control if you’re separate,” she said. “You don’t have the ME walking over and saying ‘I don’t like the treatment you’re giving that story.’”



You can run stories as you please, work more efficiently, and be more nimble and savvy about Web development, she added. But working independently from the news organization can create a huge disconnect.

“The newsroom staff can get frustrated because they don’t have any input,” she said, adding reporters and editors often don’t understand the decisions made by online staff.

As an example, she recalled a day at the Times Picayune when a reporter was upset because a special report that was important in the paper didn’t get much play

online, but a promo for a New Kids On the Block photo slideshow was at the top of the page.

“There’s a double standard,” she said, one that can make people on the Web team frustrated. “Print folks want online staff to come to their meetings and get sign off on how things should be presented online, but the second you turn the tables on a print person and tell

them they have to have someone from the Web help them decide what they’re going to do with the new Living section...”

“People on the Web are still considered ‘the crazy idea people.’ Most of our control over content comes after the fact.”

Working in the newsroom in Seattle, Haik said she’s had more success changing that double standard and helping shape how news is covered from the start, because her team sits in the same room as the paper’s reporters and editors. Her best days, she said, are when she gets to help tell a story in a different way, “when a reporter comes to me and says, ‘I have a story...’ and we can work together from the beginning before the story is even fully conceived.”

The hardest thing to teach about online journalism isn’t the technical skills, she said, it’s what she calls ‘online sensibility.’

When Haik gets to work on a project from the beginning, she gets to help determine if the story would be best covered with video or audio or a simple online slide show. “I want to further the medium,” she said, adding you have to constantly ask questions, such as “Does this Flash graphic really help tell the story?”

When online staff are in the newsroom, they find more opportunities to share that sensibility, but it’s not a skill set that can be developed quickly. In the meantime, she said, “I want to work for someone who doesn’t understand what I do and lets me do it anyway.”

## In the end, it's about building the best team

Although most media executives now agree that a more audience-focused, team-based approach is the best model, one should never forget that no organizational structure will work if you don't have the right people working together.

"It's not about where they sit, it's about how you structure the newsroom to empower innovators," said **Ken Riddick**, vice president of digital media at Hearst Newspapers. "At the end of the day, it's about your team."

"As a manager, when I go to structure my business, the first thing I consider is the dynamics of the personalities in the room. You want the people who complement each other to drive your business," he said. "It's about where the greatest ideas are going to come from and where the challenges to those ideas are going to come from."

"I'm committed to learning how consumers want to consume our products," said Riddick, who also serves as president of NAA's Digital Media Council. "We need to recognize that people have choices today and that is a fundamental market difference. We need to develop a way of constantly responding to our audience and innovating on an ongoing basis, because the environment is constantly changing, the rules are constantly changing. By the time we get a new technology in place and get everyone trained on it, the early adopters have probably already moved on to something else."

"Our job is to bring the fragments together. Newspapers have always thought of this monolithic audience, that everyone is all the same, but that's all changed. The challenge is to get the right ideas and the right people in the right mix."



## Best Practices

### Develop an ongoing process of identifying opportunities based on audience-focused data

Good ways to gather audience-focused data include:

- Reviewing traffic trends on your current Web sites
- Buying and/or building consumer databases
- Search engine reports from keyword services
- Conducting regular online surveys
- Gathering focus groups to review new products and make changes to old ones

### Provide training and editing for freelancers, contributors, and community managers

- Create how-to guides for contributors that are posted on your sites
- Provide clear guidelines about the editorial process and what contributors can expect
- Empower your best writers and editors to train and mentor newcomers

## Reward contributors and community managers with tangible benefits, such as:

- Prizes and awards
- Titles, increased responsibility, and other forms of recognition
- Cash (cash payments can be tied to traffic to ensure compensation is commiserate with what your business is earning from the content)

## Get reporters and editors thinking about the Web before they cover a story

- Pair print reporters with online staff to share ideas about how best to cover stories
- Make reporters more responsible for developing their stories online as well as in print
- Include online staff in decision-making about the print product, as well as vice versa

## Invest in technology to better manage niche products and user-generated content

You can supplement your own team by licensing technology from companies such as:

- Pluck.com – social media platform and tools
- nStein – known for its experience with the Symantec web, which can help newspapers automate the process of gathering niche content for new web sites, as well as optimize that content for better search engine results

## Additional Resources and Reports

NAA Horizon Watching Report: [Achieving Strategic Alignment](#)

NAA's Innovation in Action Cast Study: [Schibsted Media: A Model for Global Innovation](#)

NAA's Innovation in Action Case Study Series, Part II: [Gannett Going 24/7 With Local Information Centers](#)



**Janine Warner.** I often joke that I'm a journalist turned "geek." I'm a passionate supporter of newspapers and I especially enjoy consulting with media companies.

I started out as a reporter and editor and still love the smell of newsprint, but I got interested in the Internet in the mid 1990s and have focused more on digital data ever since. In 1998, I was hired by The Miami Herald, first as their online managing editor and a year later, as Director of New Media. That changed to Director of Operations for KnightRidder.com when the company spun off the online department. I left that position to run CNET's Latin American operations in Miami.

Since 2001, I've run my own consulting and writing business. I've authored more than a dozen books about the Internet, including "Web Sites Do-It-Yourself For Dummies," and "Dreamweaver For Dummies," now in its 8th edition, and I've created several training videos on Web design for TotalTraining.com.

I've had the honor of speaking at conferences, events, and universities in places as diverse as India, Russia, and El Salvador. Because I speak fluent Spanish, I regularly travel to Latin America and Spain. I've also taught online journalism at the University of Southern California and the University of Miami.

I have three web site: my profile site at [www.JCWarner.com](http://www.JCWarner.com), my web design and consulting firm at [www.ArtesianMedia.com](http://www.ArtesianMedia.com), and a web design training site I created at [www.DigitalFamily.com](http://www.DigitalFamily.com).