

Capturing the Modern News Consumer



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2. Engagement and Storytelling Across Platforms



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CNN programs across more than 60 different platforms, almost all of them digital

“...how you make that work is putting the right content on the right platform at the right moment.”

Alex Wellen

CNN Chief Product Officer



2. Engagement and Storytelling Across Platforms

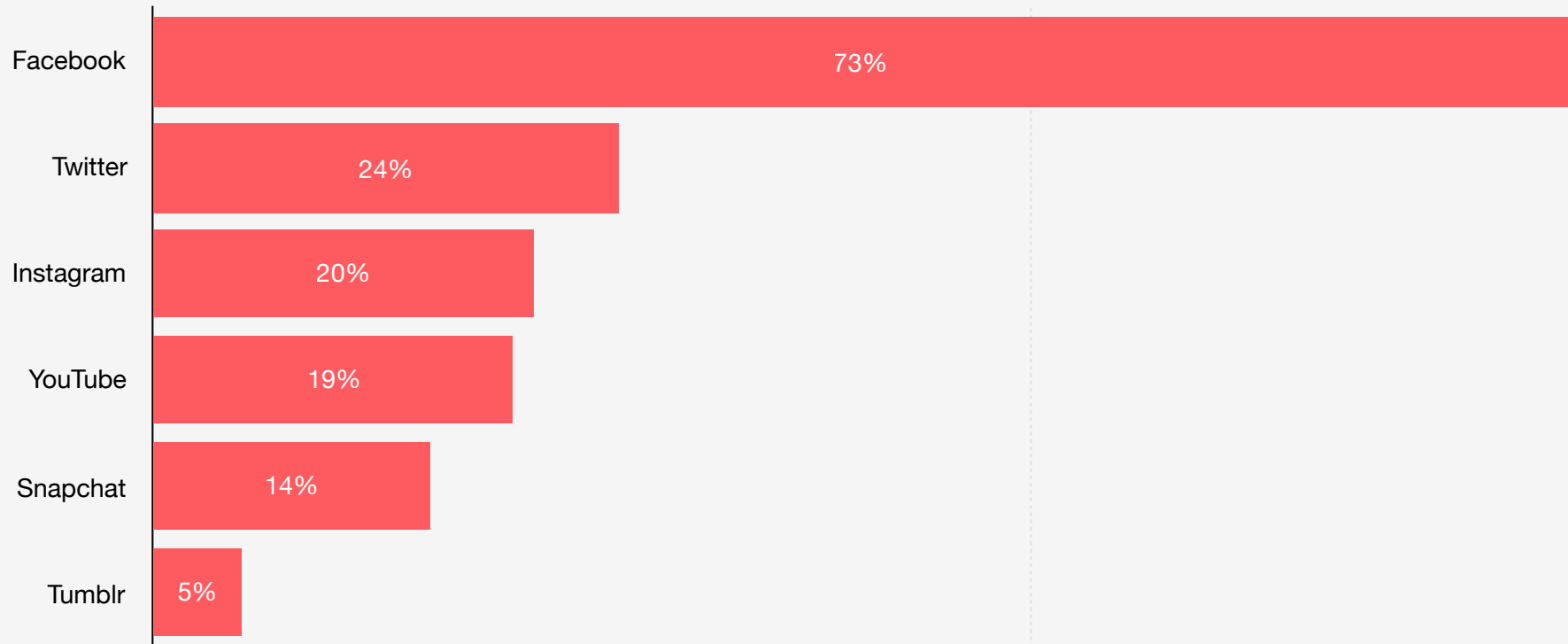
Let's look at some of these platforms and how they're being used to tell stories and capture and audience.

2. Engagement and Storytelling Across Platforms

Social Media

Social Users Talk TV

43 million US internet users interact around TV using social media



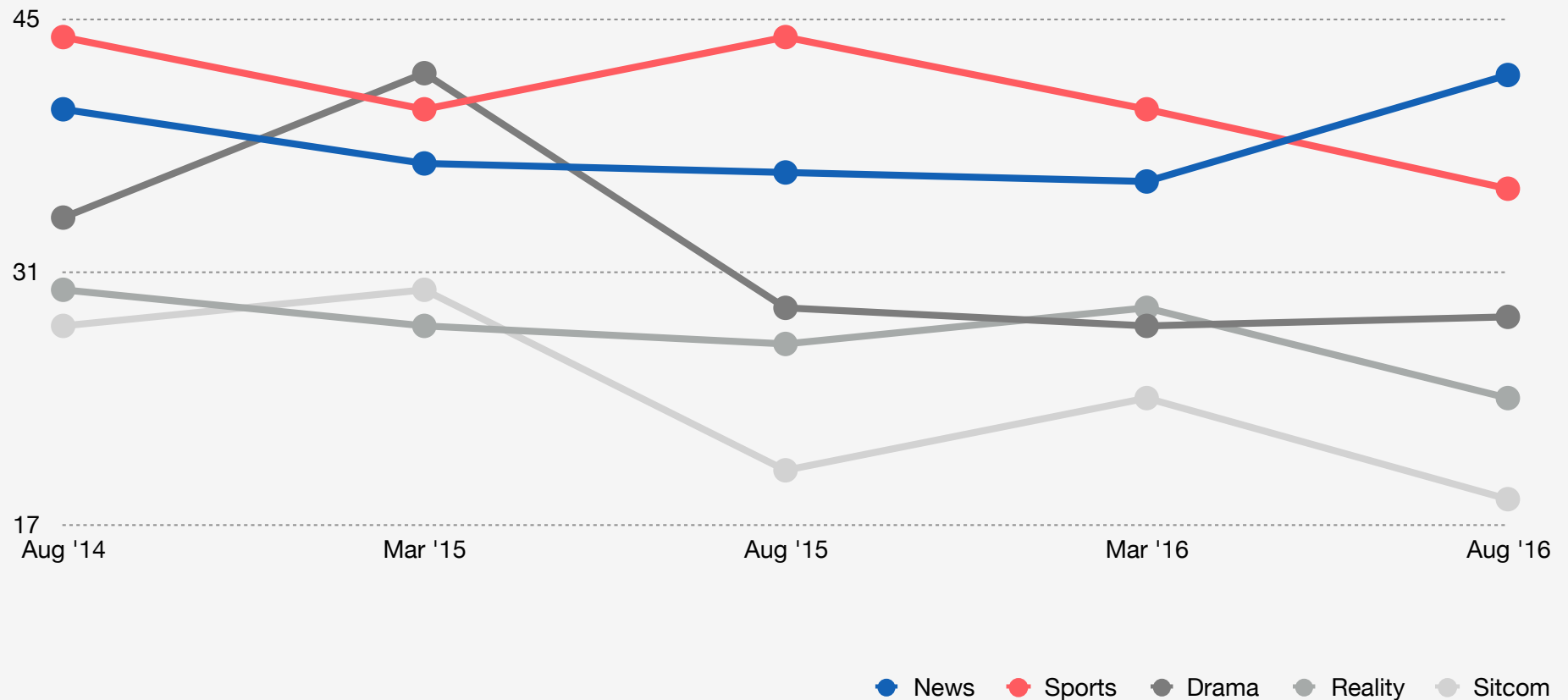
About a third cited discovery of new content as their reason for engaging on social, and one in seven says it makes them watch more TV

% of total US internet audience using platform

Source: Ring Digital, "The Social TV Index, 5th Edition", Sept. 2016

News drives much conversation

News and sports consistently dominate what people discuss

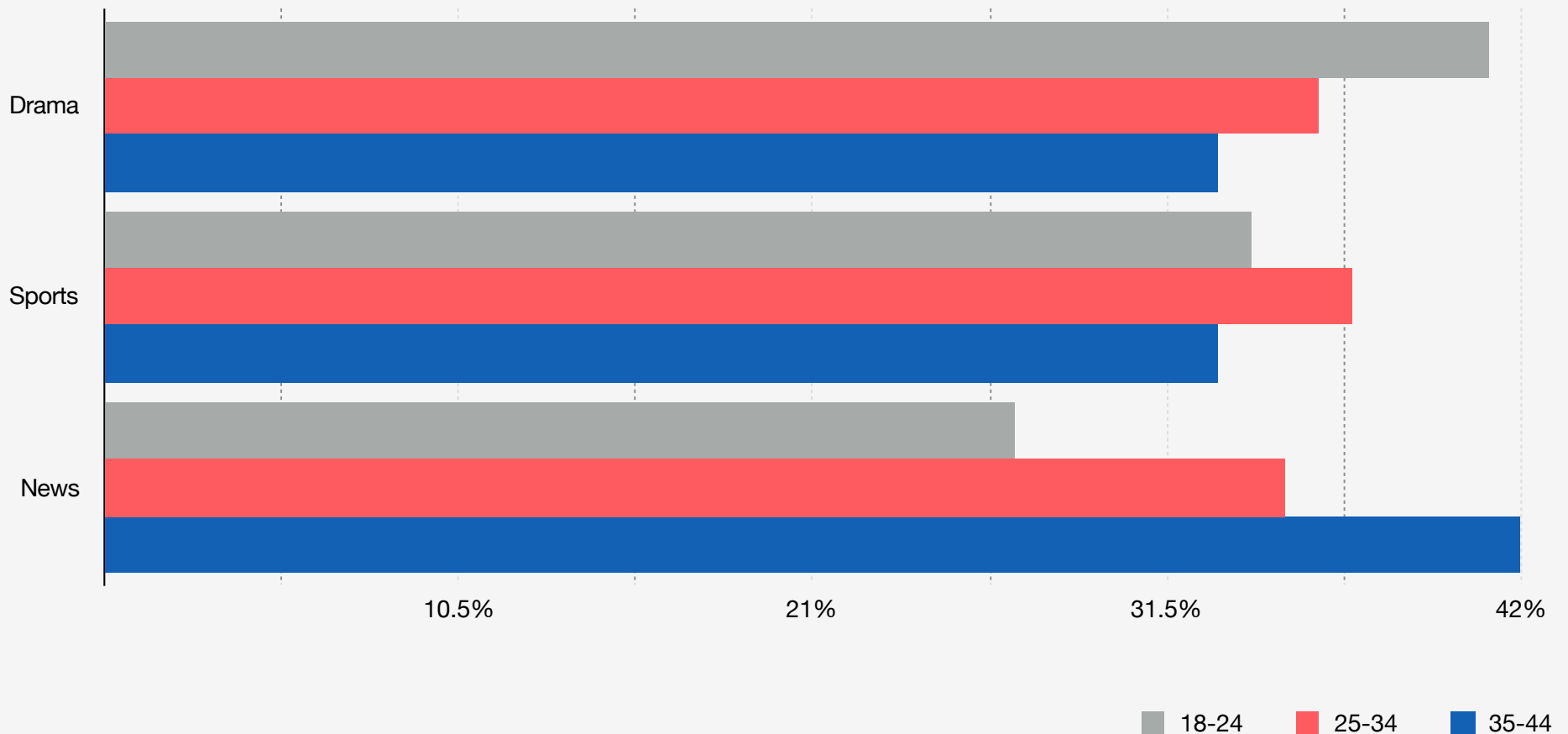


Which genres of TV content have you used social media to engage with?

Source: Ring Digital, "The Social TV Index, 5th Edition", Sept. 2016

Younger viewers post less about news

But still are engaged, creating an opportunity to make a direct appeal

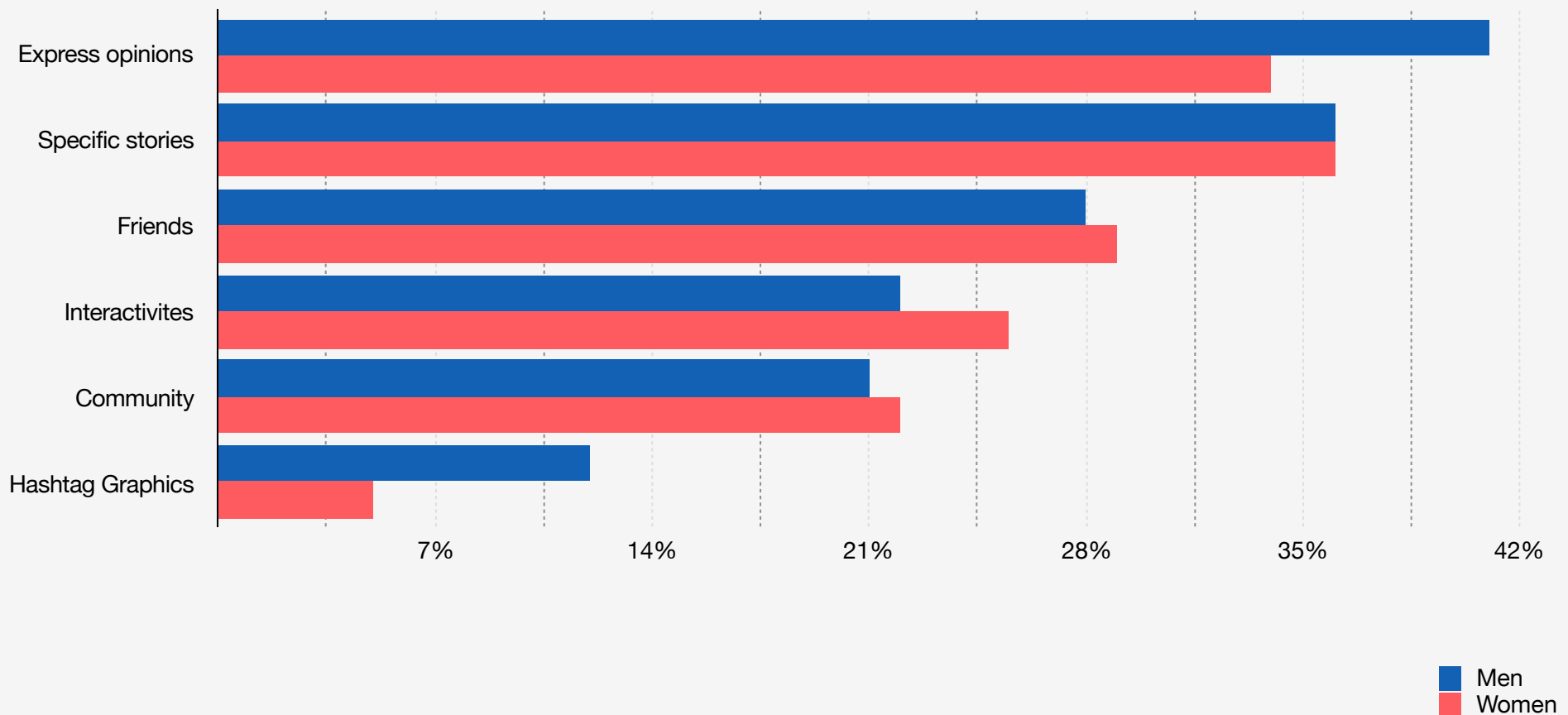


Which genres of TV content have you used social media to engage with?

Source: Ring Digital, "The Social TV Index, 5th Edition", Sept. 2016

Expressing opinion is important

News content geared at generating and soliciting opinions could serve to spur more engagement and posting

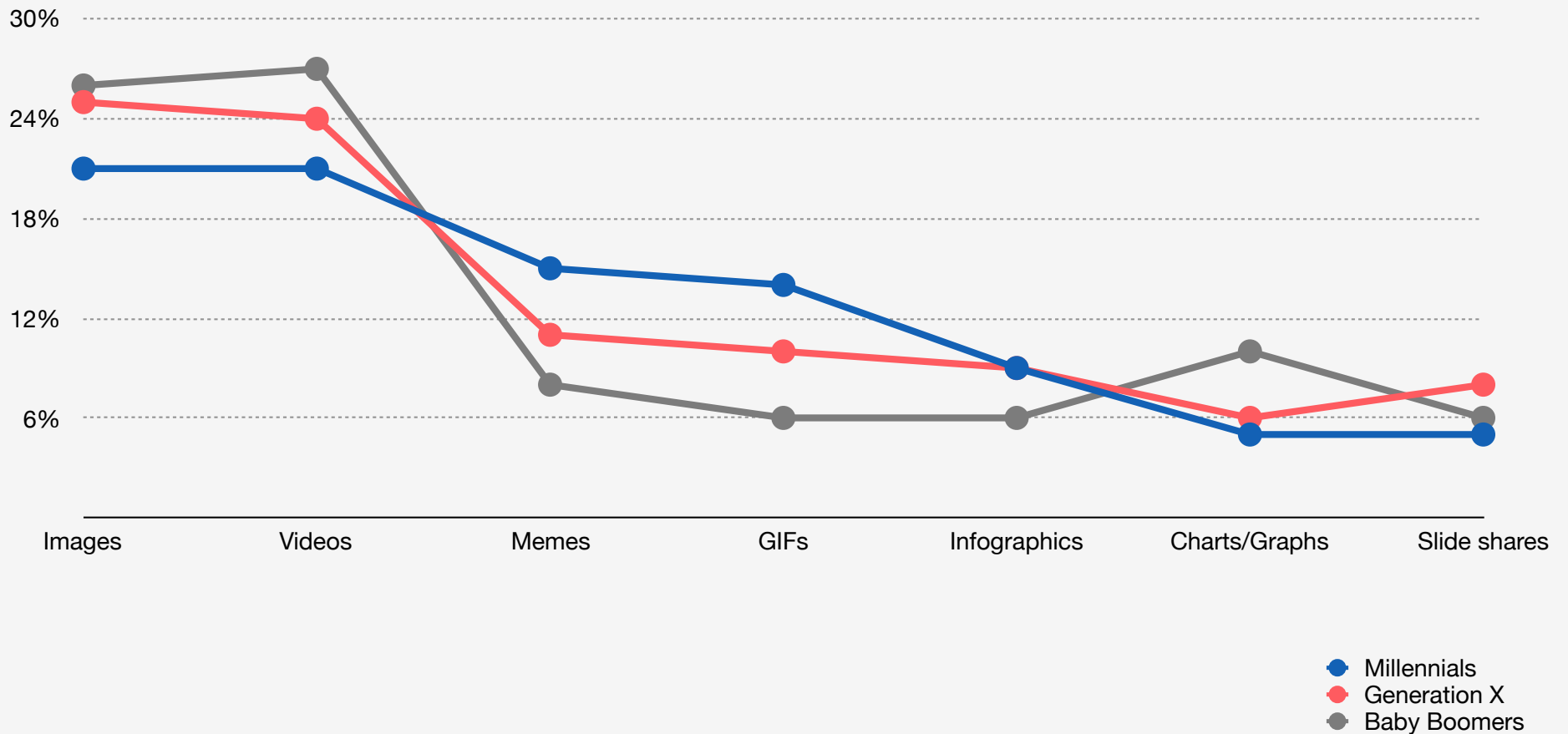


Most important reason(s) you engage on social media about TV while watching TV

Source: Ring Digital, "The Social TV Index, 5th Edition", Sept. 2016

Sharing is caring

And millennials love to share images, videos, memes and other visual means to communicate thoughts and feelings



Most shared visual content

Source: BuzzStream/Fractal,

“It’s about creating a CNN habit no matter what platform they are on.”

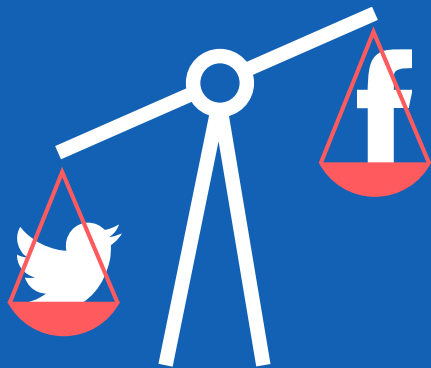
Samantha Barry

CNN executive producer in charge of social and emerging media



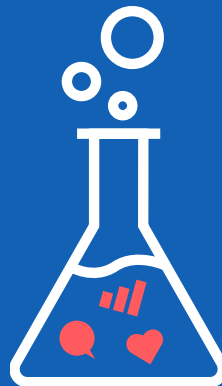
CNN: Not just about driving traffic

Too many news organizations use social media to drive users to web sites, but that's not a complete approach



Differentiate

Don't treat all platforms the same, says Barry. A one-size-fits-all approach definitely does not work for social.



Experiment

That means you should experiment with what kind of content, voice and engagement works on each social offering you produce.



Review

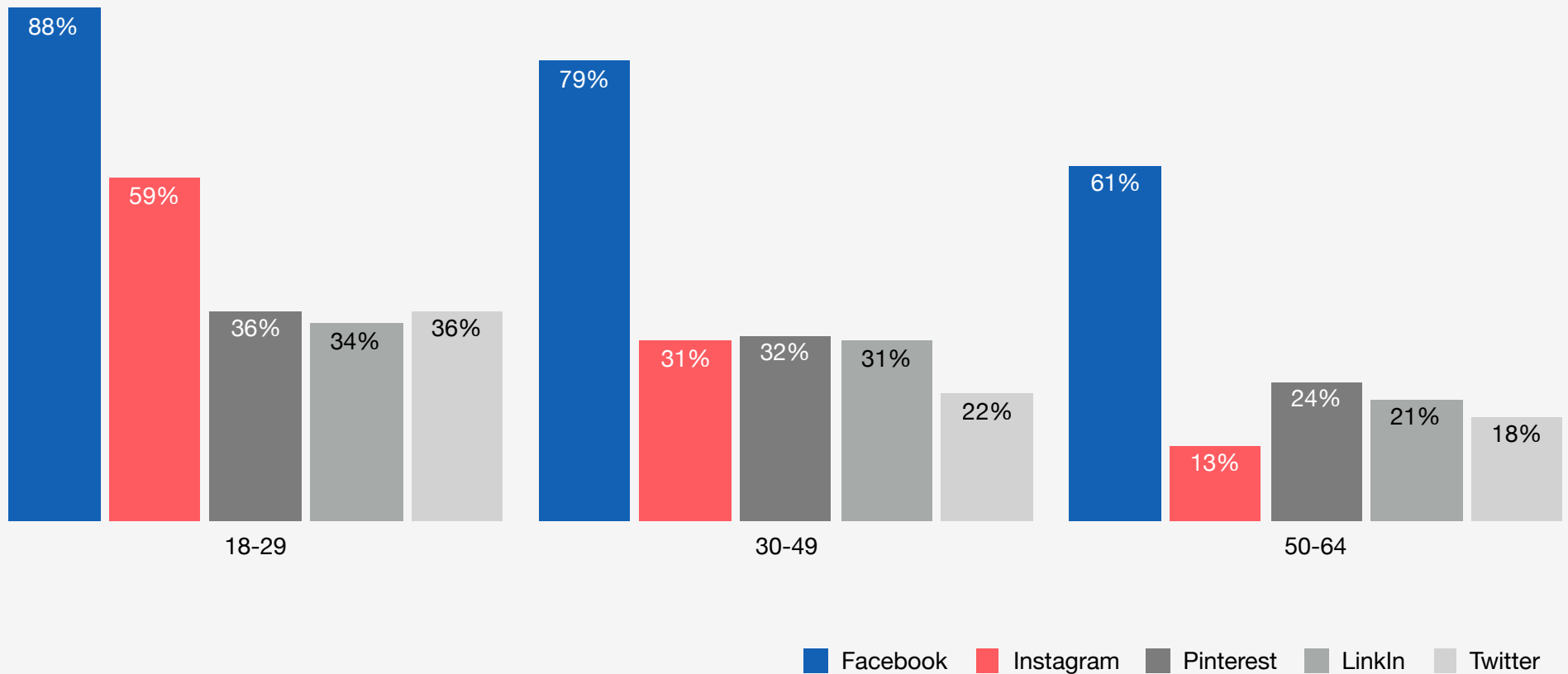
Don't stop reviewing and assessing what's working so you can make changes to get the results you want.

Social media = engagement. It's that simple. What follows are the social platforms that millennials are using to consume news and interact with their peers.



Facebook still a strong habit

88% use Facebook, the highest among any age group

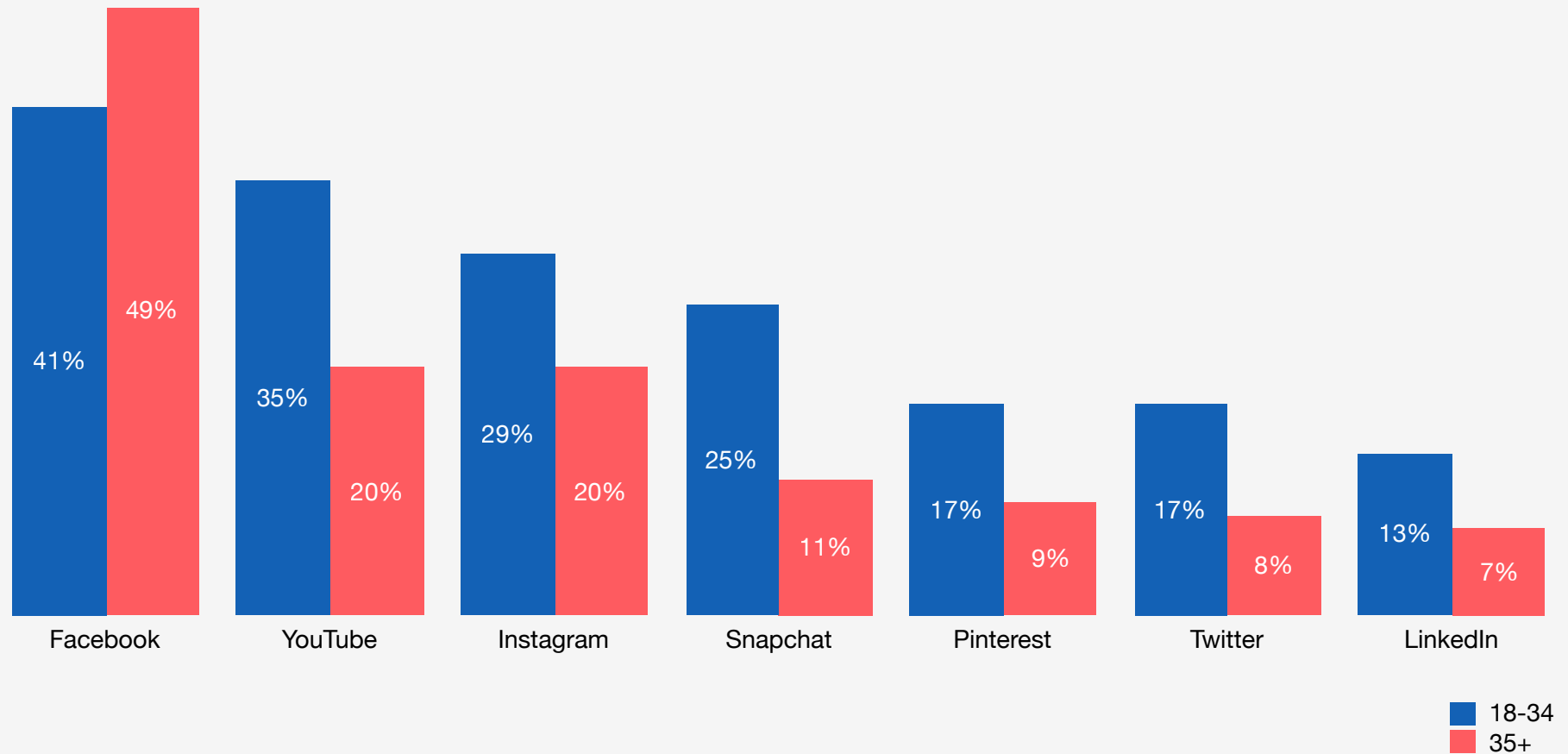


% of US adults who use each social media platform, by age

Source: Pew Research Center, Jan. 2017

But millennials are multi-platform

While 41% use Facebook daily, they use it slightly less than non-millennials, and spread their time to many other social platforms

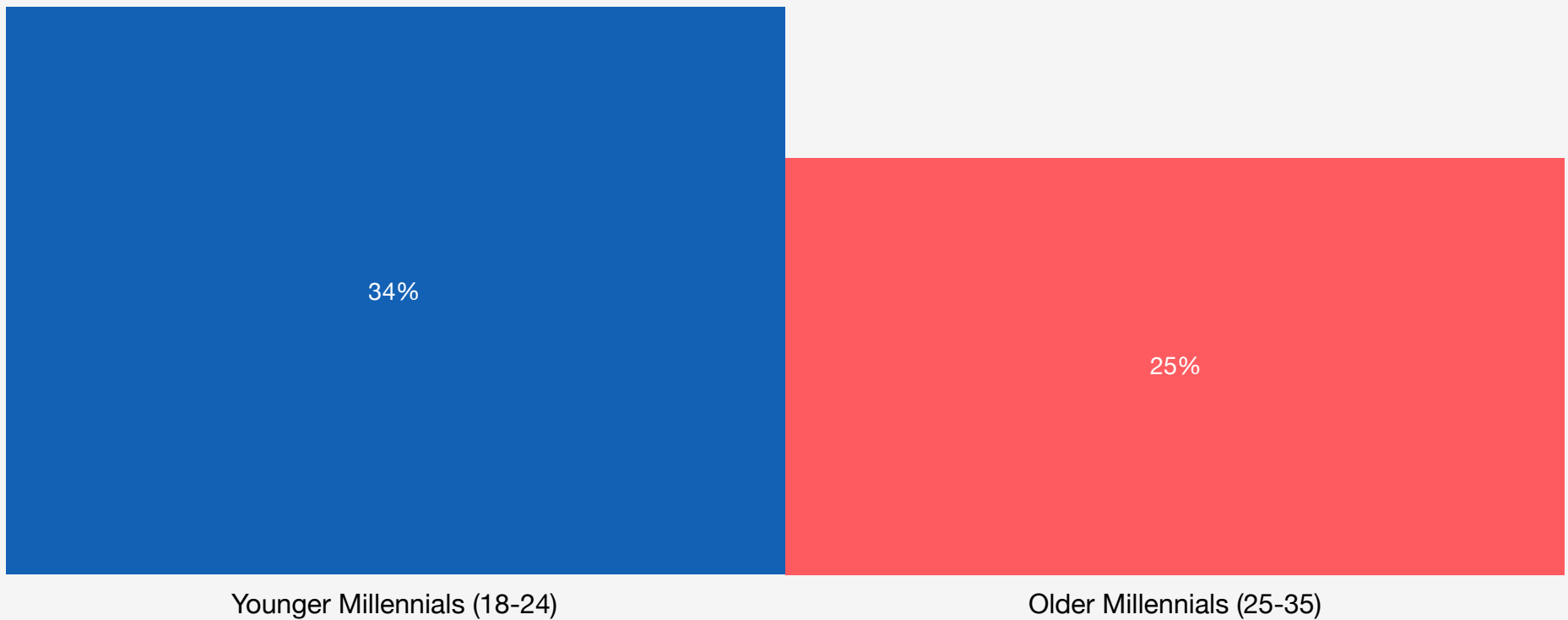


Daily users by platform

Source: Pew Research Center, Jan. 2017

Millennials love Instagram

59% use it, with younger millennials using it more, and more often

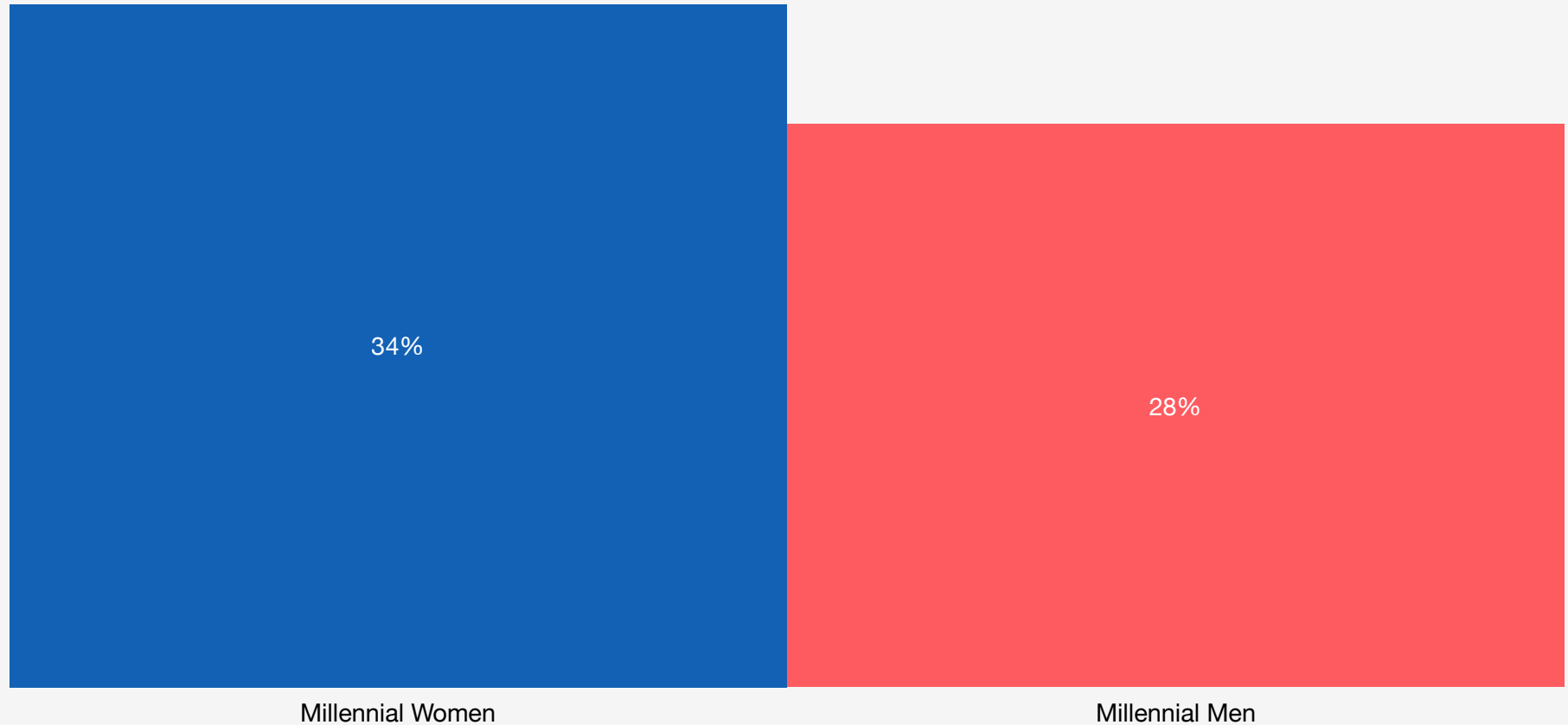


Younger v. older millennials who use Instagram

Source: *Fluent*, Aug. 2016

Millennial women favor Instagram

Daily usage is more than 20% higher among young women

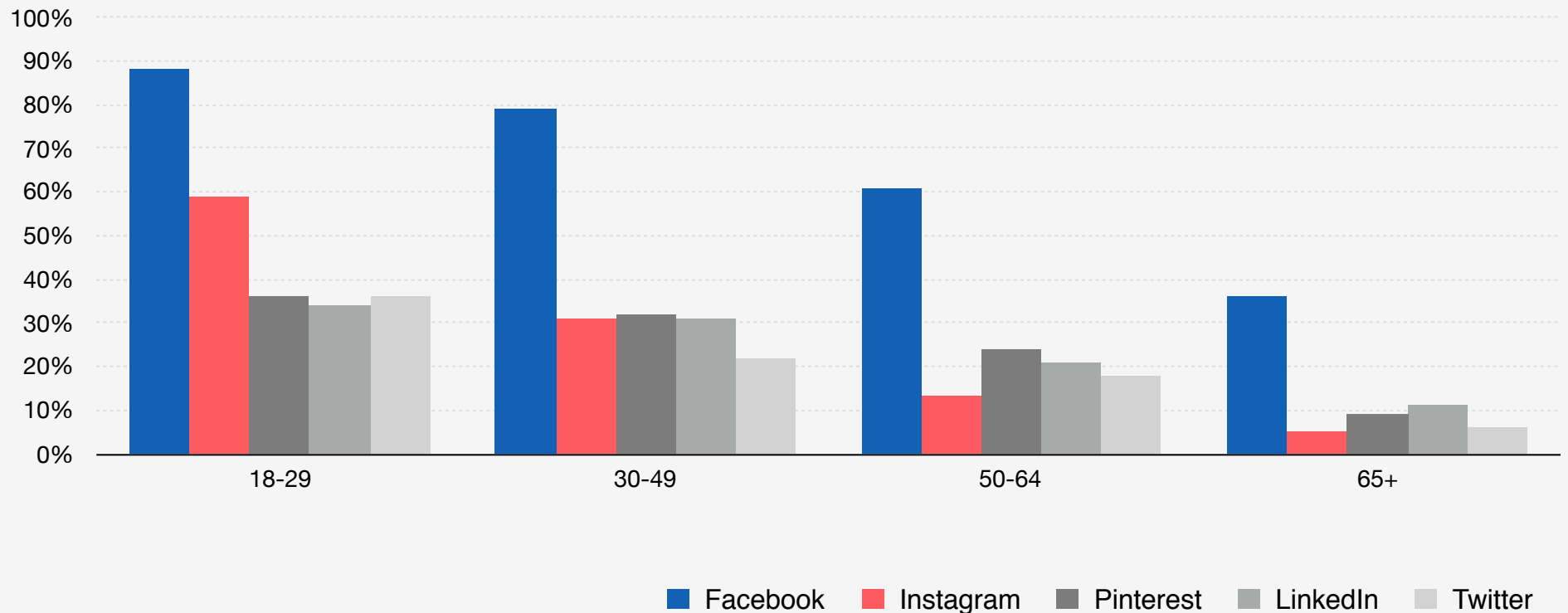


Percentage who use Instagram everyday

Source: *Fluent*, Aug. 2016

Twitter not nearly as popular

Only about one-third of millennials use Twitter, but they are the largest age group for the platform



But Twitter serves a role

Millennial users turn to Twitter for very specific reasons



Stay Current

Learn about current trends and what people have to say about them.

I GOT 99 PROBLEMS



BUT TWITTER AIN'T ONE

Entertain

Cure boredom or get a laugh.



Announce

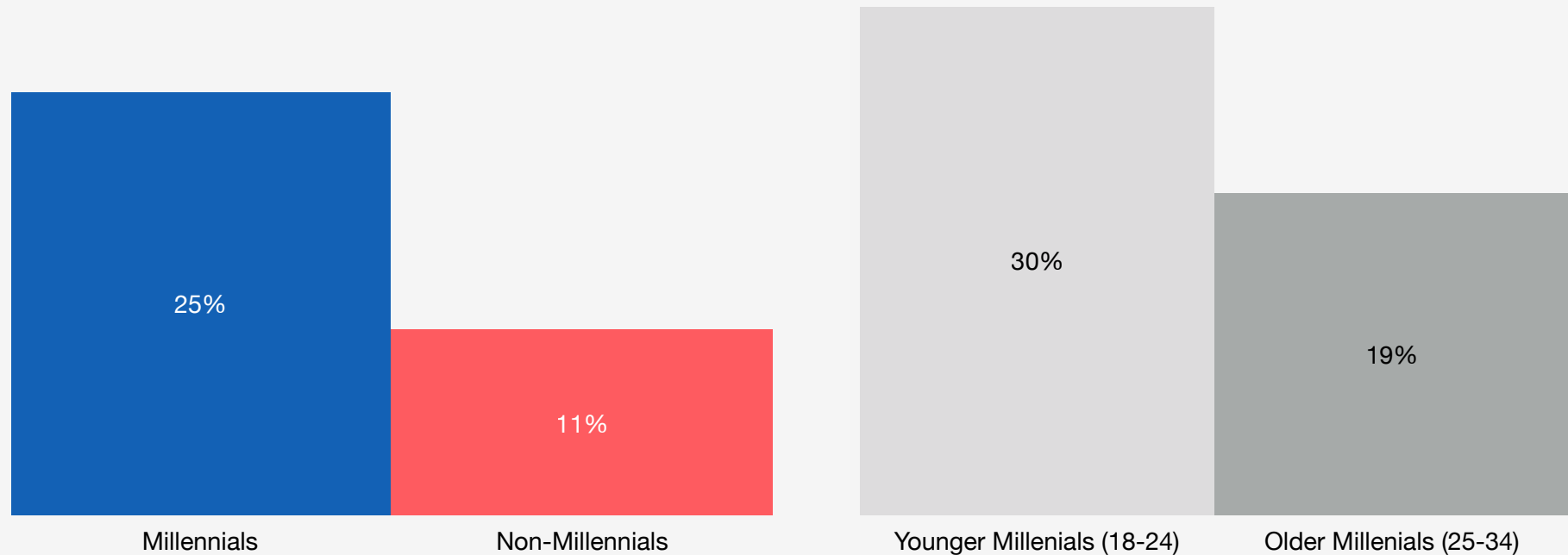
Use hashtag at events to document their participation.

While Facebook, Instagram and Twitter rule the social media roost with millennials, when pursuing the modern news consumer there are other platforms to consider as well.



Snapchat usage is similar to Instagram

One of the appeals of it is that the posts are not permanent and go away quickly

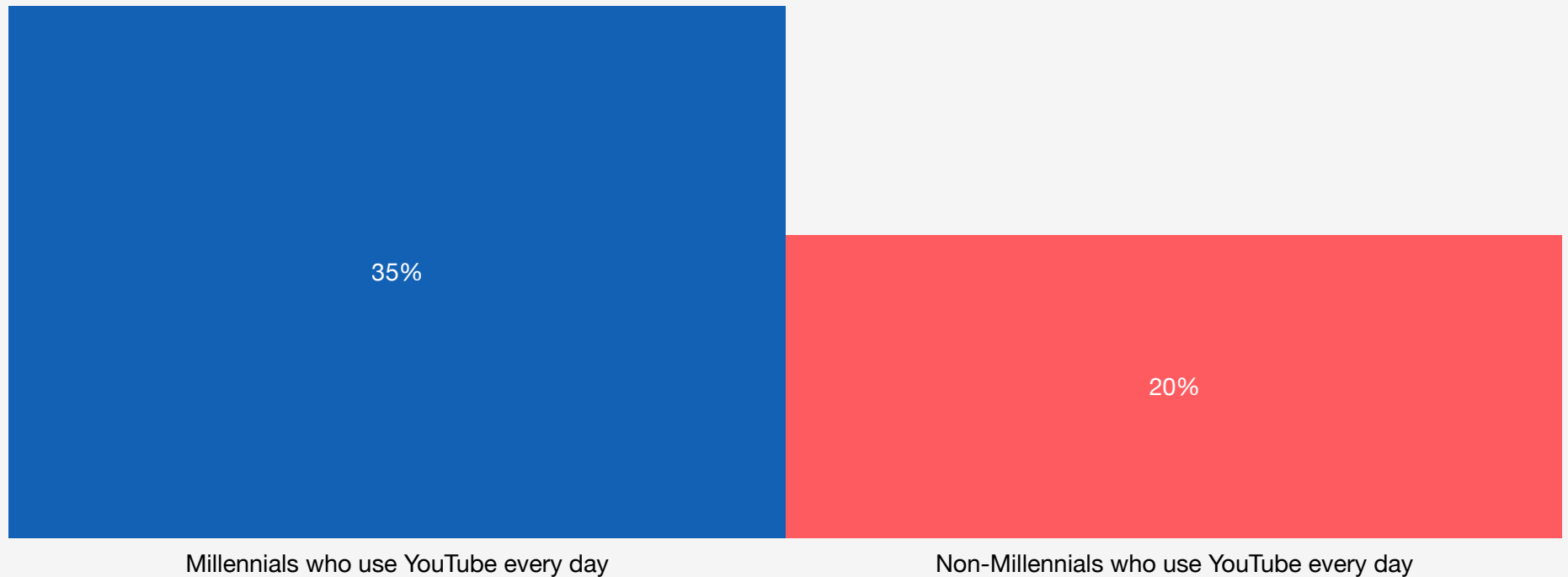


Percentage who use Snapchat everyday

Source: Fluent, Aug. 2016

YouTube is social too

While the primary purpose is to watch videos, the social sharing and commenting functions are used often by millennials



Don't forget messaging

Millennials often use messaging through social platforms or standalone apps to the exclusion of texts and email



WhatsApp

A free smartphone app that allows users to send instant messages over the internet, bypassing mobile carriers. Users can send almost any kind of file with the message including images and video.



Kik Messenger

Similar to WhatsApp but allows some degree of anonymity since it does not require users to disclose a name or mobile number. Mostly used by younger teens 13 to 17. CNN programs a bot for Kik delivering stories from short queries.



Line

Another instant message app for smartphones, its users often communicate using emojis and stickers.

2. Engagement and Storytelling Across Platforms

Mobile

“So, what do millennials want? It is simple: we want information and we want good stories, just like everyone else. As long as we can find them on our phones.”

Julia Greenburg

Business writer, Wired

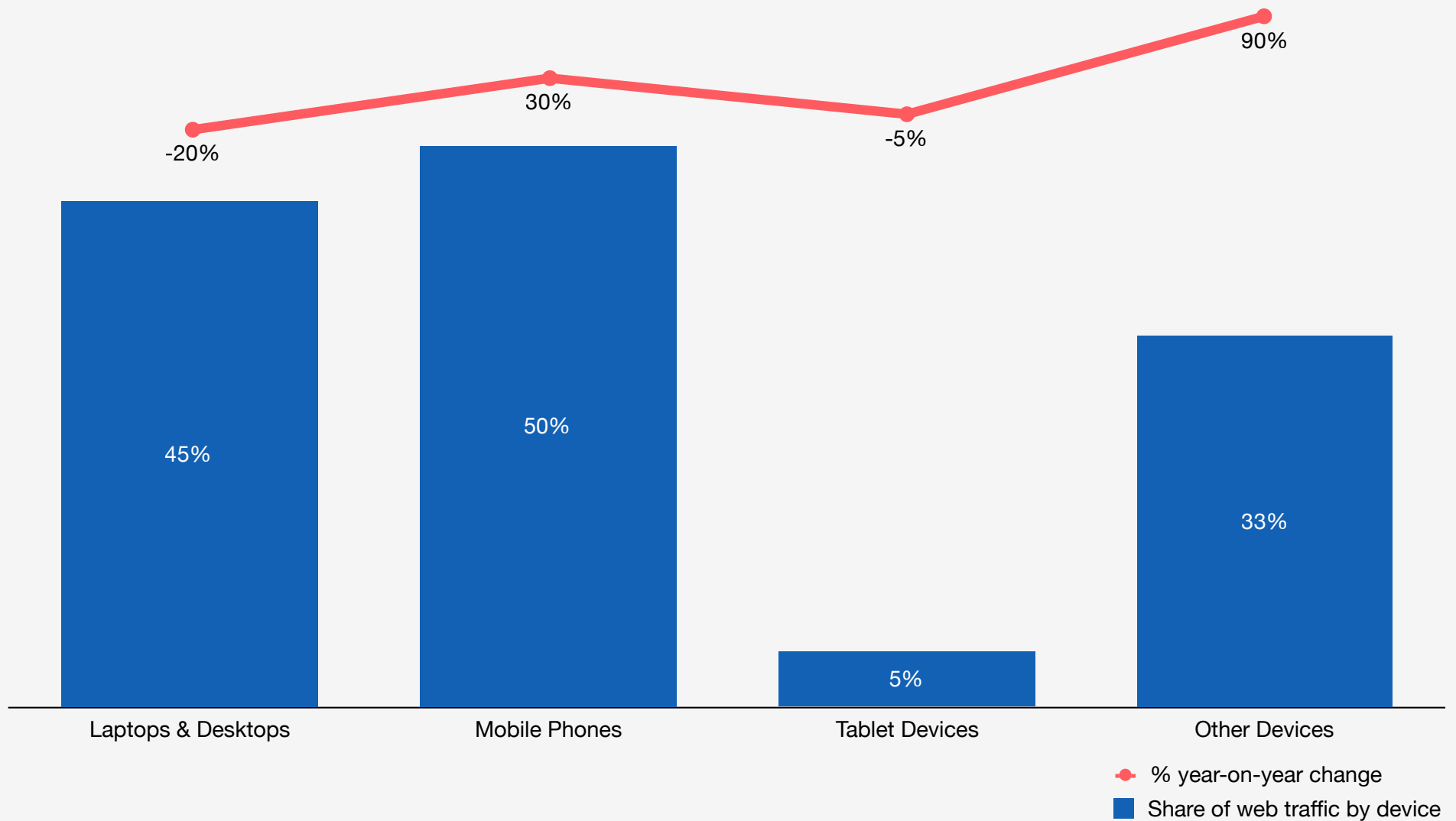
WIRED

We've been operating under the “mobile first” principle of online information and design for some time. The latest stats throw even more support to this approach.



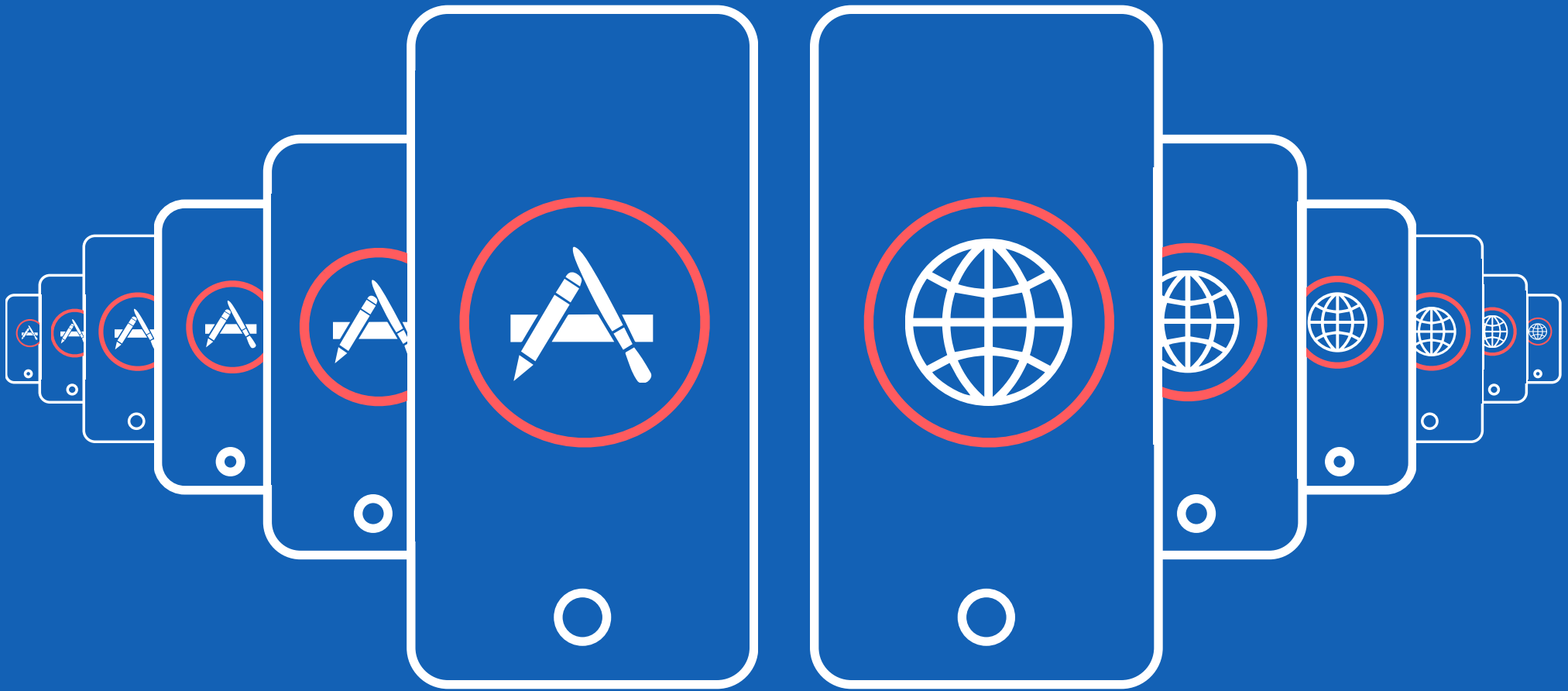
Mobile web traffic grows

Driven by social media links and convenience



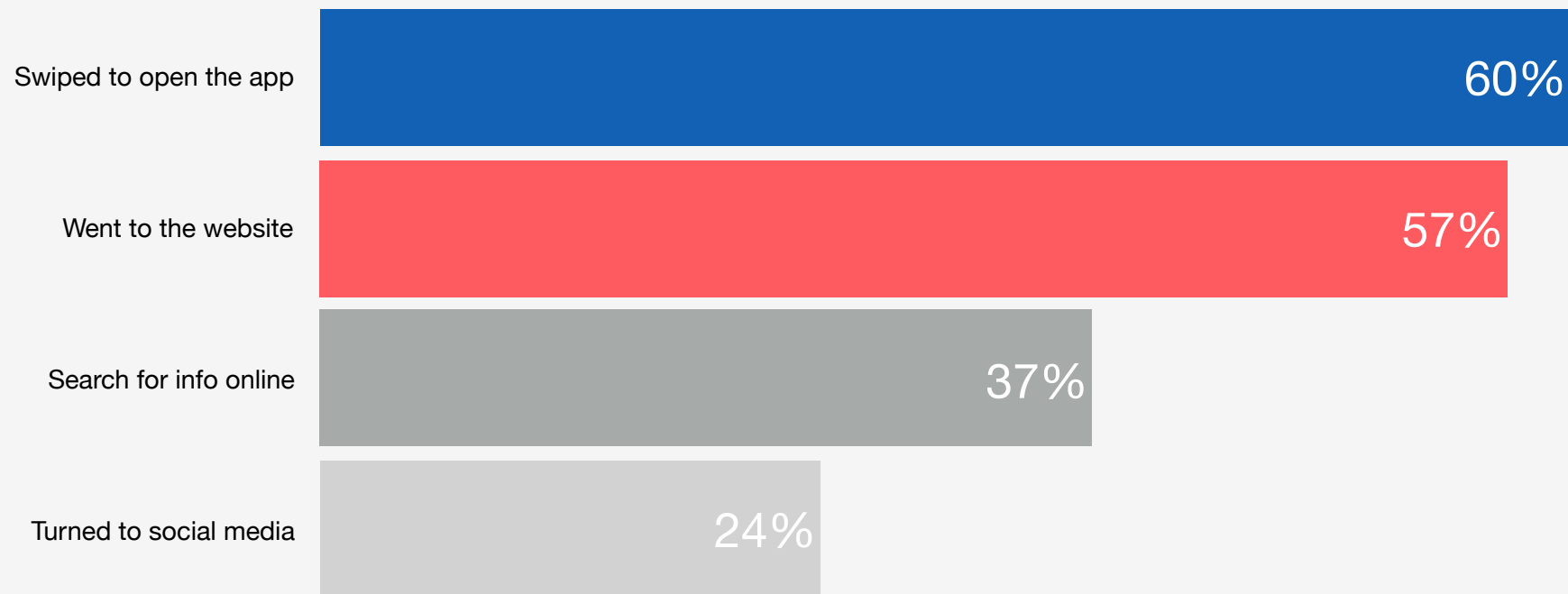
Mobile app vs. mobile web

Each serves its own purpose and often they engage separate audiences



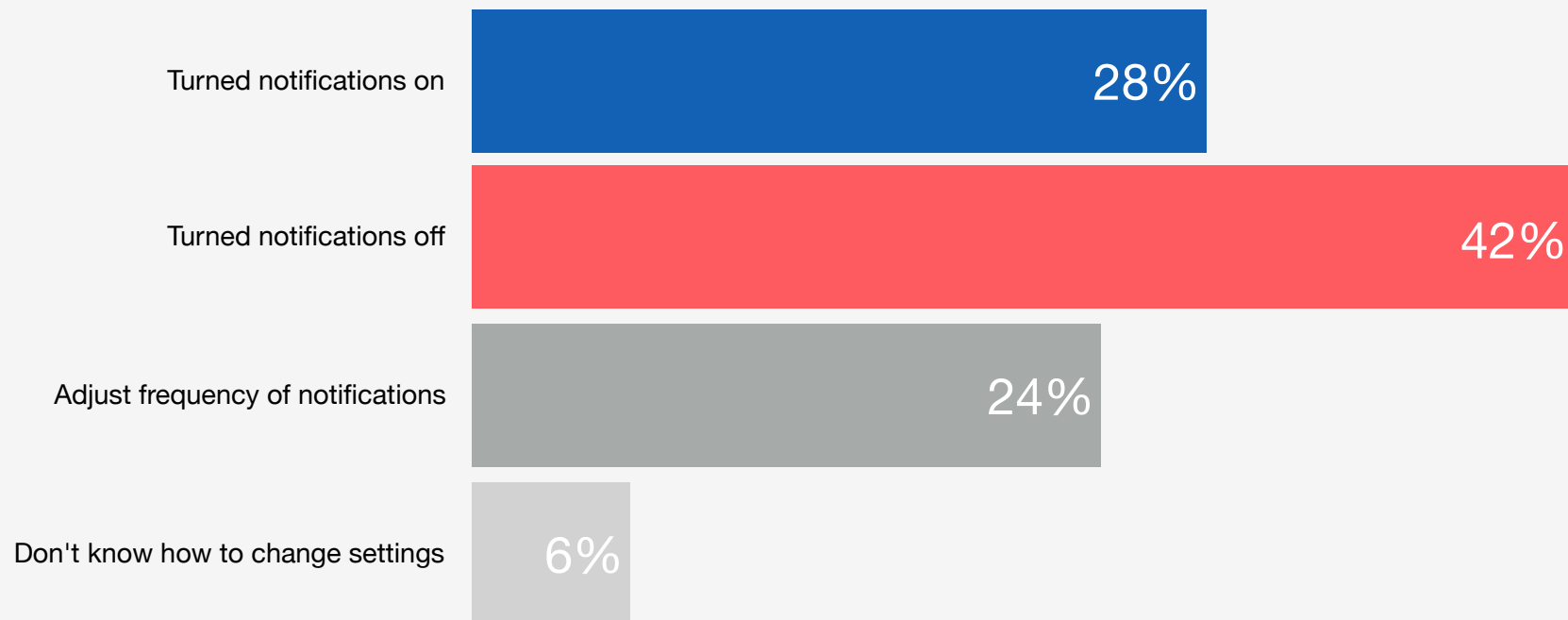
The Power of Alerts

One advantage of apps is the ability to use the phone's operating system to send alerts to a consumer, driving a specific behavior



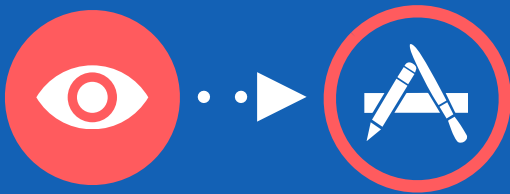
But with a downside

Tech-savvy millennials are more likely to turn alerts off than activate them



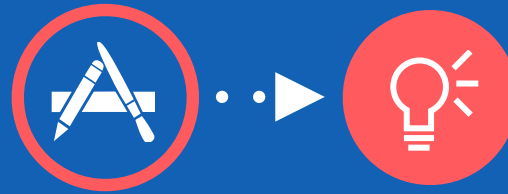
CNN: Know your audience

Experts at CNN Digital say there are clear reasons why someone would choose an app over the web



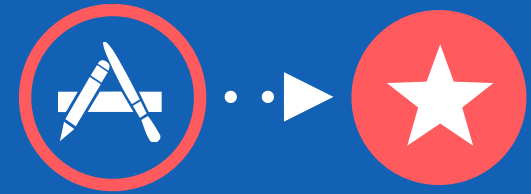
Absorbing

The number of app users are smaller but they are more engaged.



Simplicity

An app needs to do a few things really well and make that promise clear to the user.



Exceptional

The experience you are offering through an app should be a premium experience, with emphasis on emerging the user using video or other visual storytelling techniques.

2. Engagement and Storytelling Across Platforms

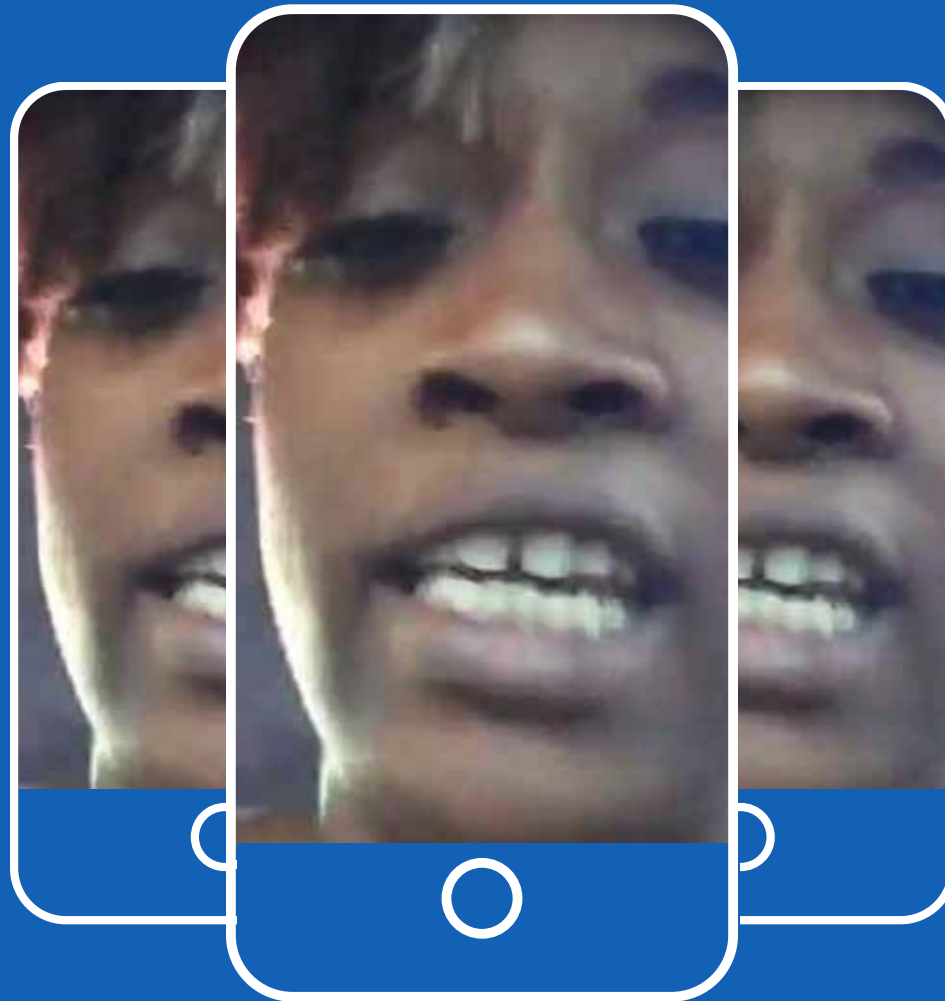
Live Video

Long the sole territory of TV stations, live video now is everywhere, prompted by the ubiquity of internet-connected devices with high-quality cameras and an increasing number of outlets through which to share.



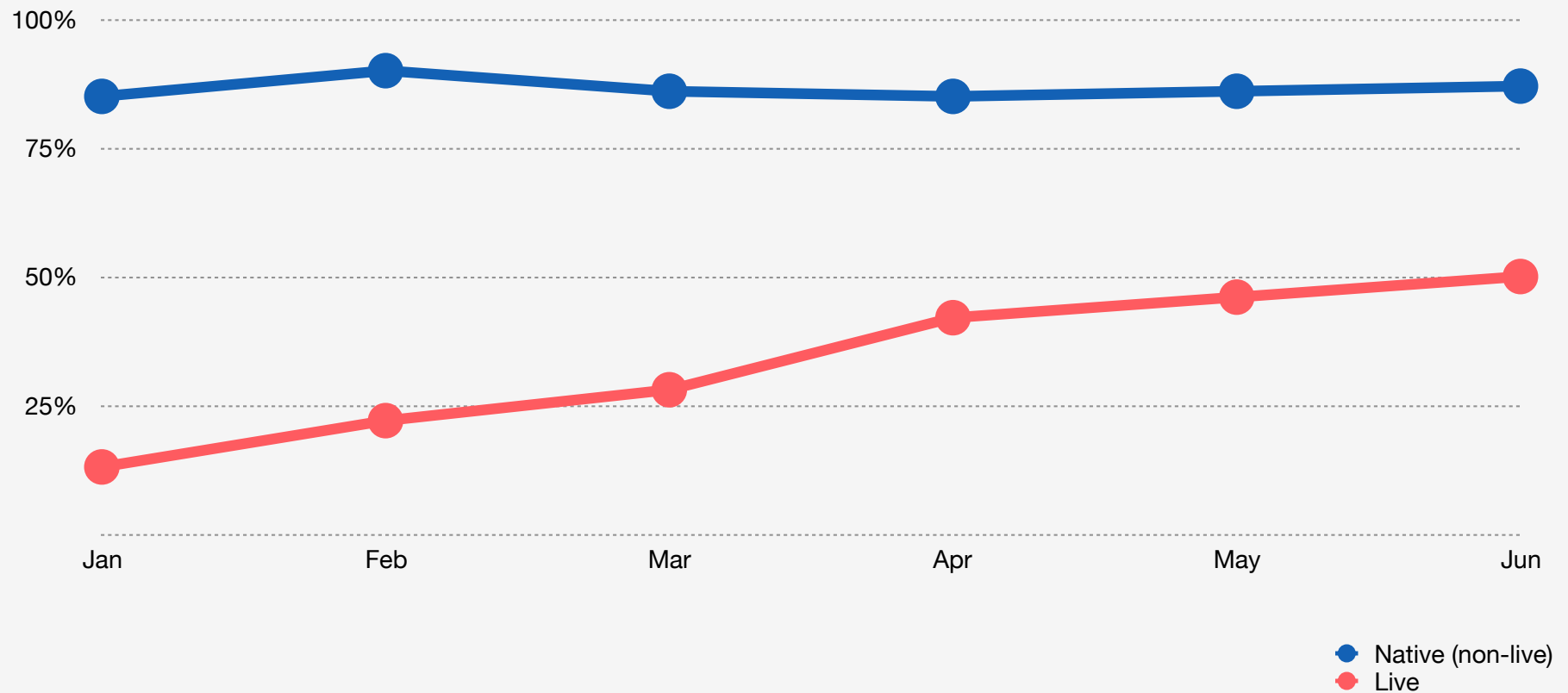
Facebook Live

Shot to national prominence after user streamed live the fatal shooting of her boyfriend by a Minnesota police officer



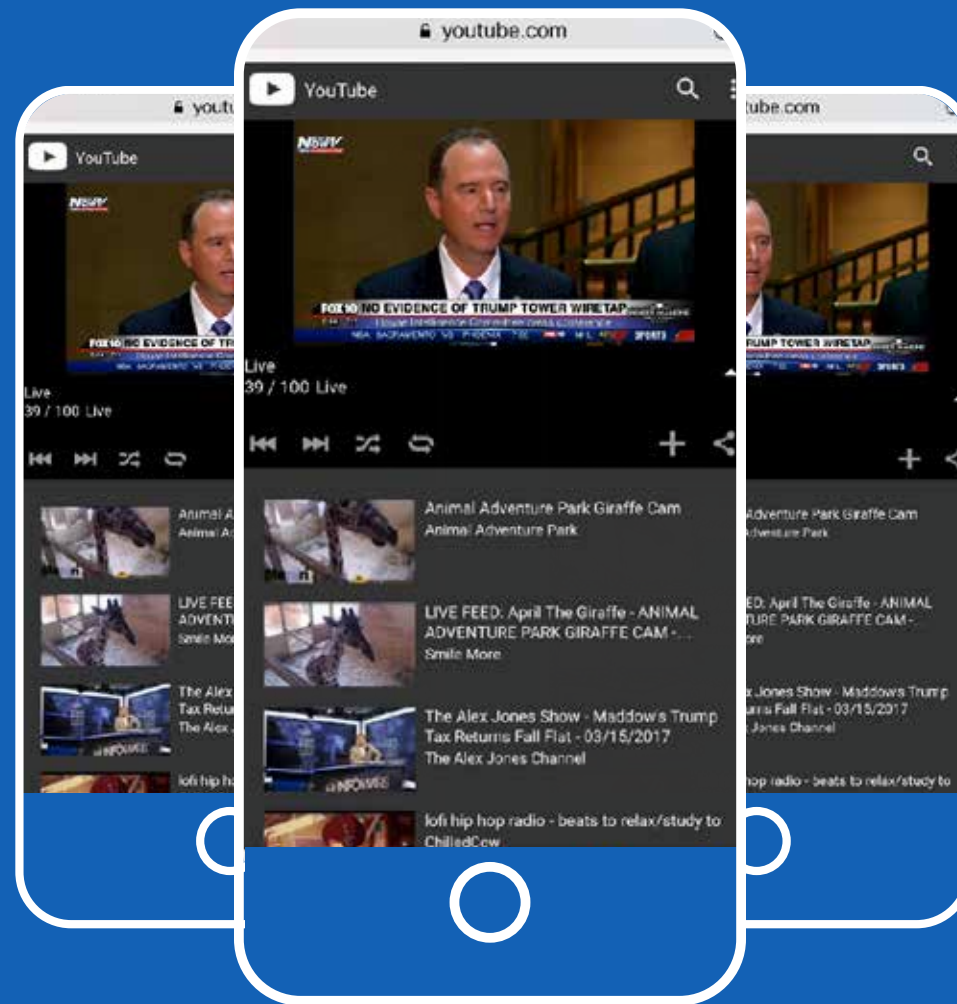
Media companies jump on FB Live

While almost all produce non-live videos for Facebook, the number choosing to stream live has hit 50% and is climbing



YouTube Live

The video search giant is courting media companies to provide live feeds through its streaming service. CNN, local stations and other news organizations are supplying content



Other Live Streamers

While Facebook Live and YouTube Live get most of the attention and audience there are other players to watch



Periscope

An early entrant into the live video market. Trying to set up channels around topics such as news that can be promoted through social media. But currently traffic is much smaller than Facebook's.



UStream

Professional services company (owned by IBM) providing live streaming capability to its clients, including many media companies. While it has its own app, it is more of a provider of technology to allow clients to stream on their own sites and services and not a platform itself.



Snapchat

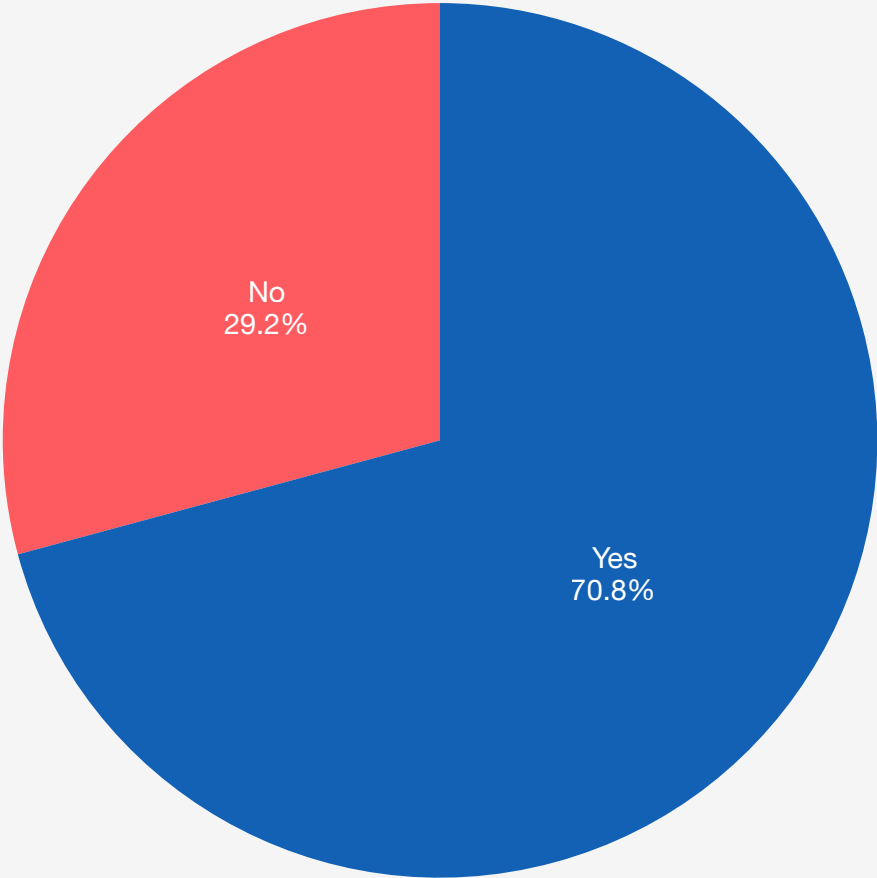
Doesn't allow full live streaming to a mass audience yet, but is predicted to move in that direction soon. Given its popularity with younger users, deploying live video on Snapchat could be an excellent way to reach a news audience.

There is something immediate and real about live video. It lends authenticity to events and gives consumers a chance to feel like they are part of the larger community of what is happening now. News organizations need to take their long history of producing live video and use that expertise on these social platforms.



Great for content, can help revenue too

Marketers pushing ad spending towards social video

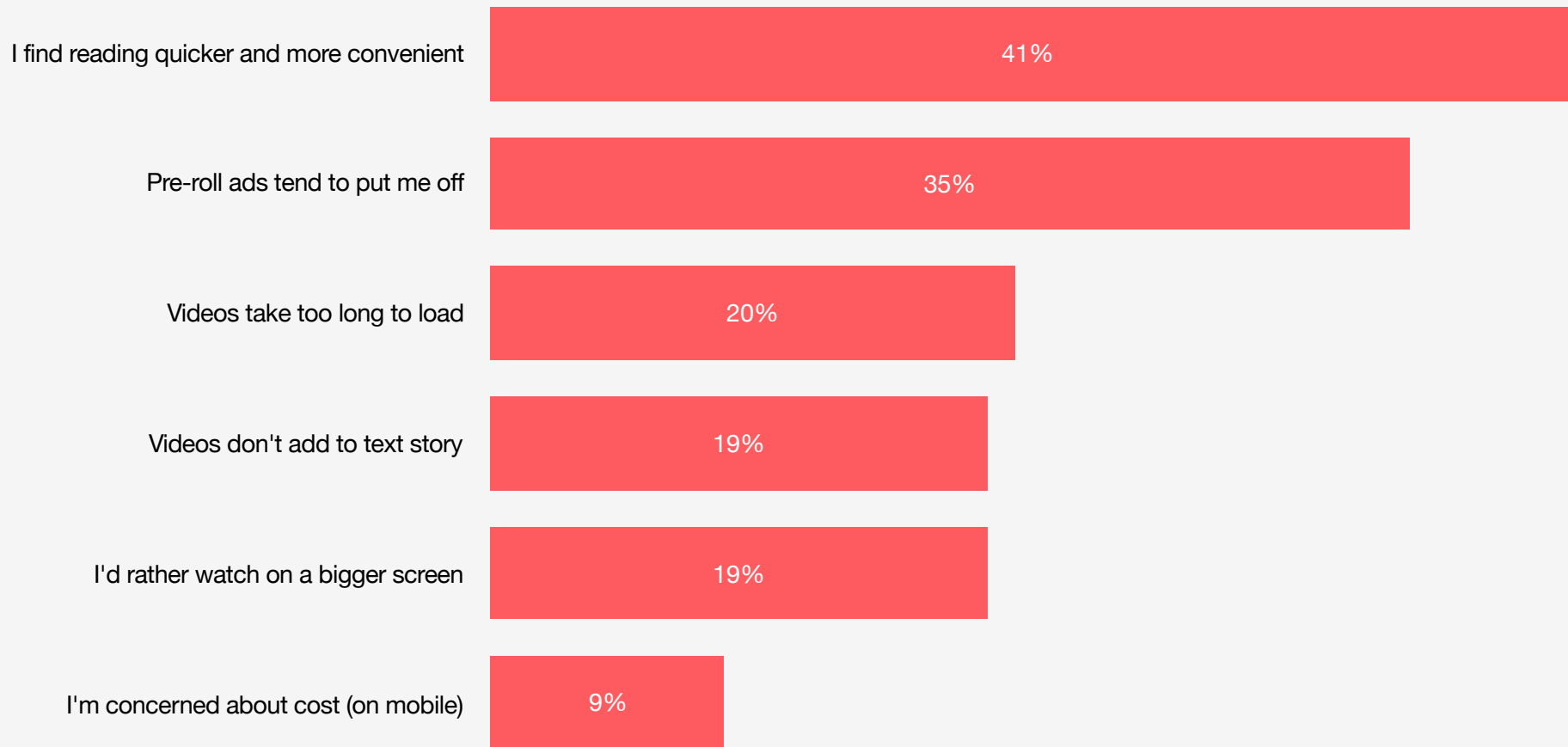


Plan to spend money to advertise/boost content

Source: Animoto, June 2016

But don't push everything to video

Many finding reading more convenient, or have other reasons to avoid video



2. Engagement and Storytelling Across Platforms

Over-the-Top (OTT)

Over-the-Top, or OTT services utilize internet transmission to deliver video and other content to set-top devices and increasingly, smartphones.



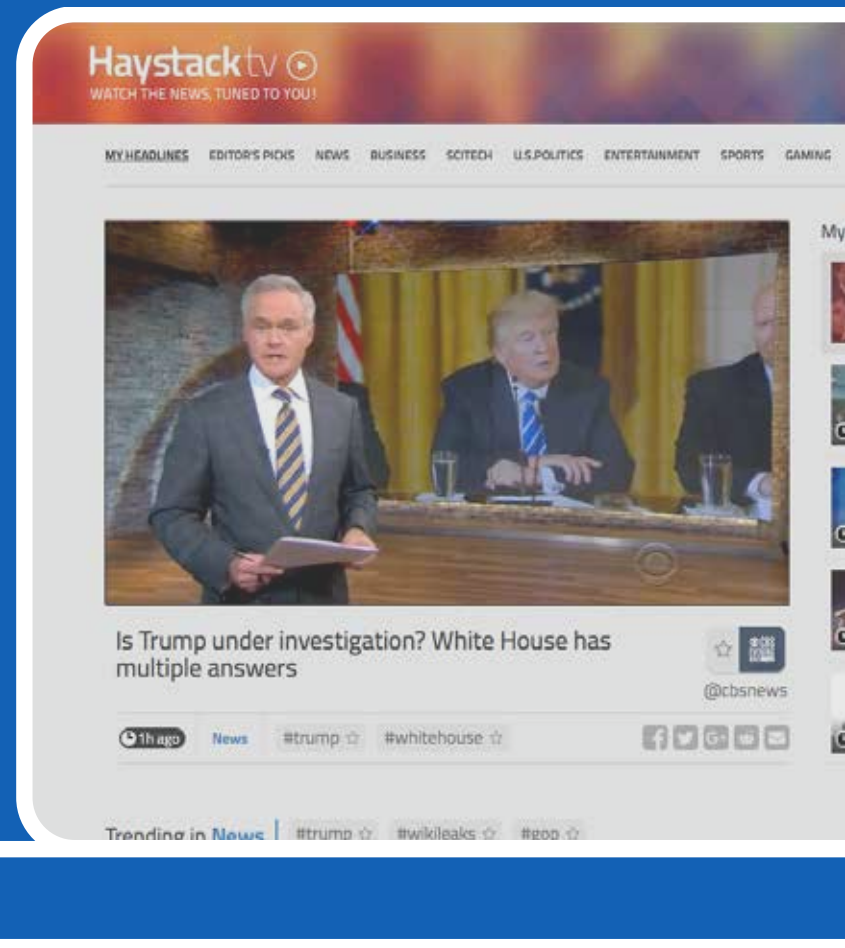
Targeting millennials through OTT news

Local station group is sending local news video through OTT app to target millennials viewers they're not capturing through broadcast television

Gray Television partnered with Haystack TV to program local news video and other content to millennials through both set-top boxes and mobile apps.

Gray chose Haystack because it felt it had the greatest reach among potential younger viewers.

Gray is also aggressive in programming to other OTT platforms such as Roku, and through the CBS All Access platform for its affiliates of that network.



2. Engagement and Storytelling Across Platforms

Areas of Growth

We've talked social media, mobile and live video.
What else do we need to pay attention to when it comes to reaching younger viewers?



Things to Come

1. Artificial Intelligence

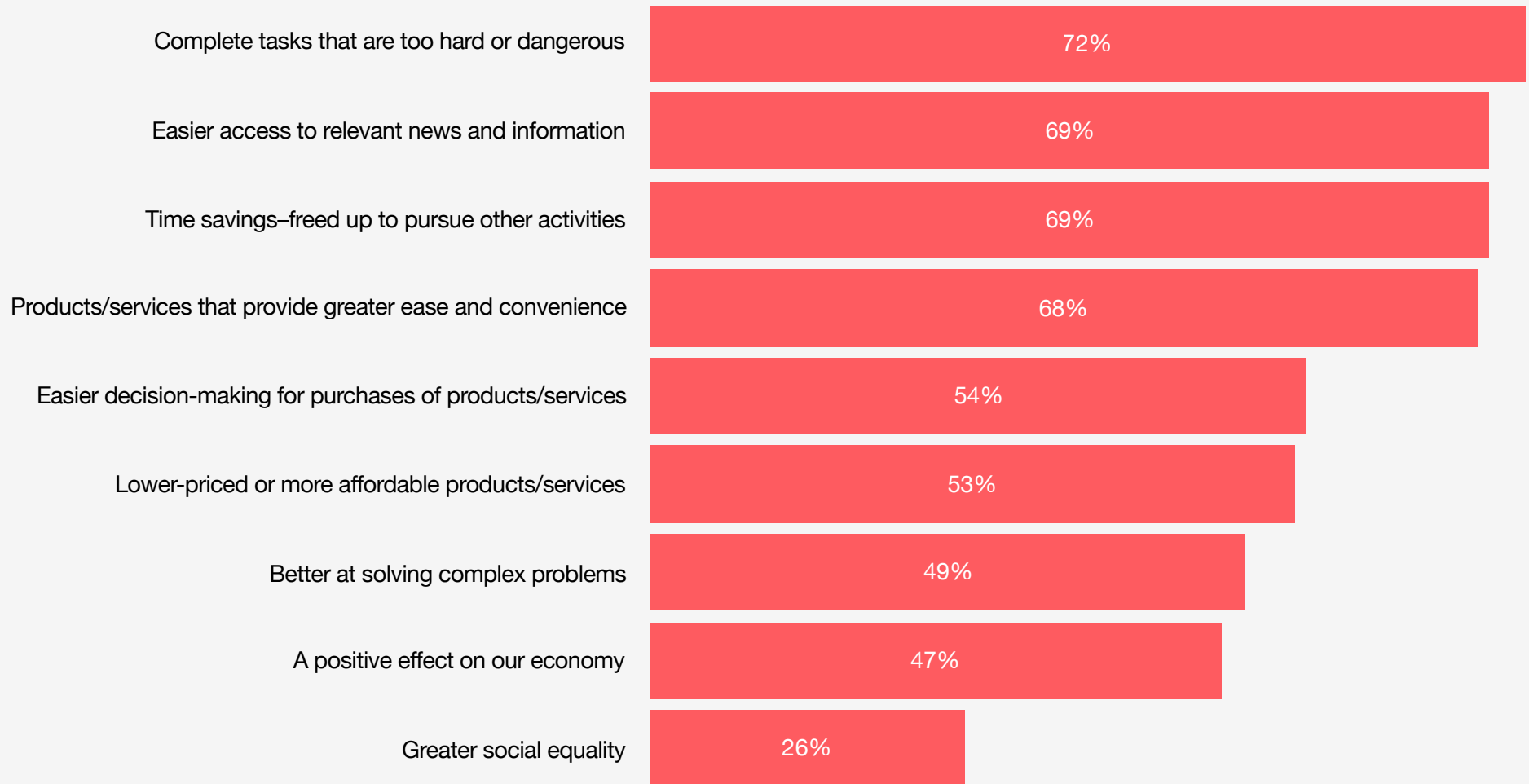


Artificial intelligence (AI) is being used by many news consumers to get content delivered to them rather than having to search for it.



AI can make simple tasks easier

Most people put finding relevant news at the top of the list of benefits



Perceived benefits of AI

Source: Weber Shandwick and KRC Research, Oct. 2016

AI News Alerts and Feeds

Most news alerts and feeds are a form of artificial intelligence used to identify specific content of interest to the subscriber

1

Google Alerts

Lets you create a search on a specific terms, such as a name or brand

2

NewsTab

Web-based filtered feed providing relevant topics at a glance. Links through to primary sources such as CNN

3

Feedly

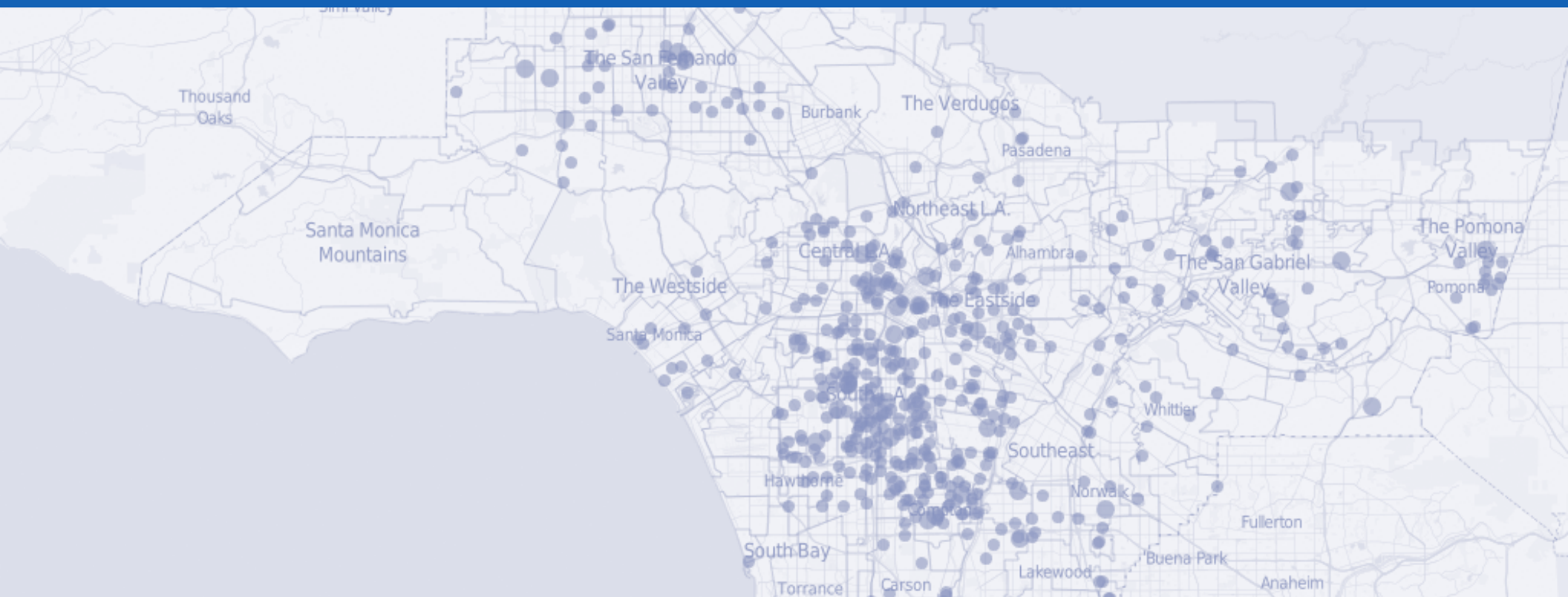
Paid service that allows you to track keywords and topics from major news feed. Works on both web and mobile app

4

MyTweetAlerts

Scans Twitter based on keywords and emails results

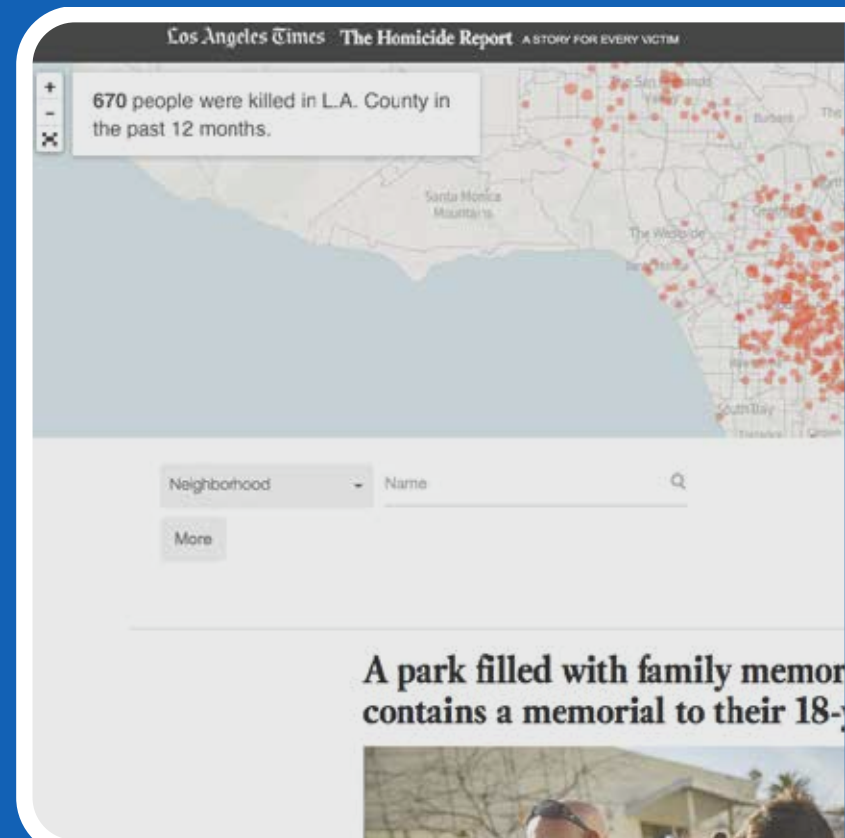
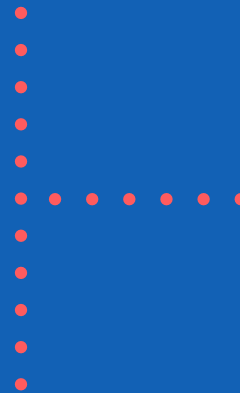
AI also can be used by news organizations to publish content faster, cheaper, and more customized for the user.



LA Times “The Homicide Report”

AI-produced feature that reports on every homicide victim in LA County

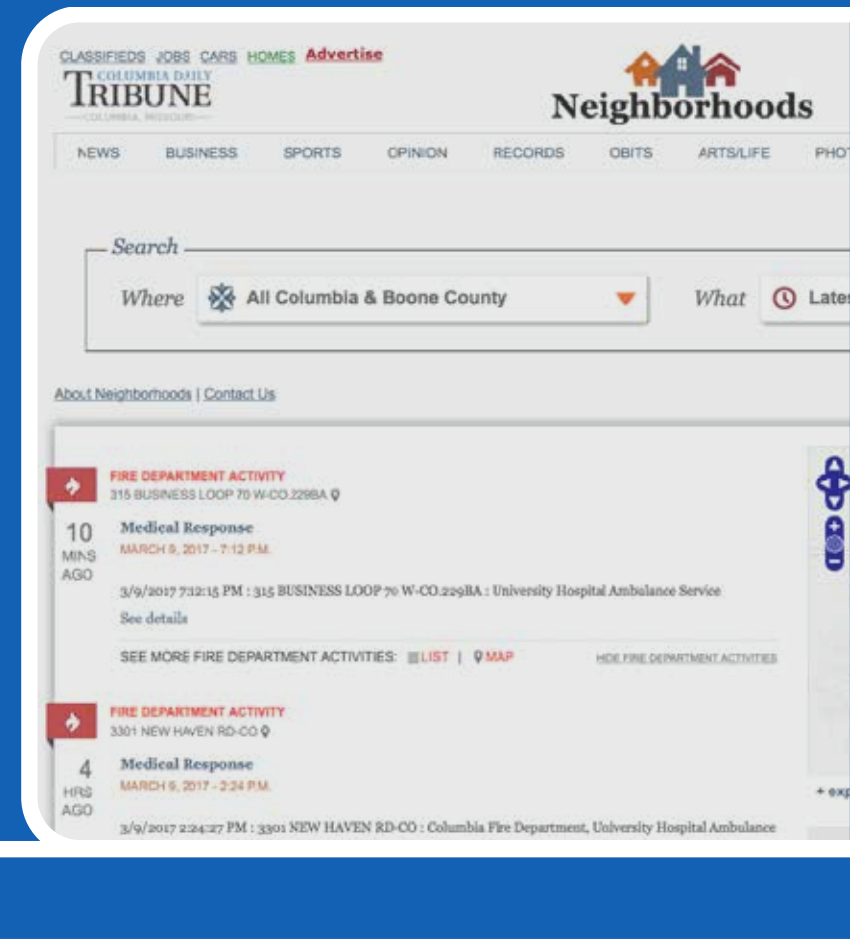
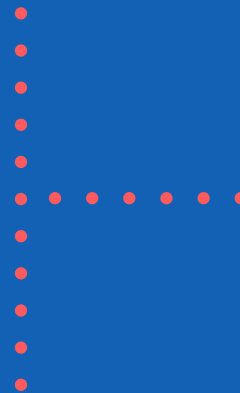
Using the tagline, “A Story for Every Victim,” the LA Times employs AI to create a searchable map of every killing in the county, tying each to a story about the victim. While the story is written by a person, all other information about the crime is generated and published automatically from data on hand.



“Neighborhoods”

In a much smaller community, the Columbia (Mo.) Daily Tribune displays hyperlocal information on a map

From police and fire activity to civic services such as real estate open houses and local sporting events, the newspaper allows residents to map out information that is important to them while customizing only what they want to see.

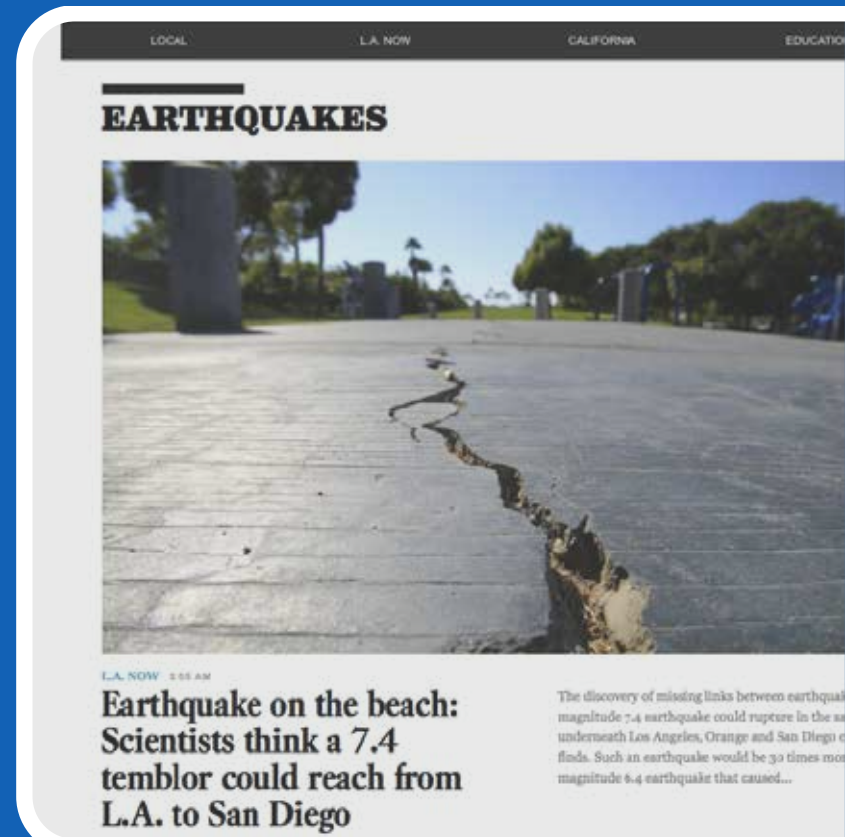


LA Times “Quakebot”

Another example from the Times tracks earthquakes as they happen

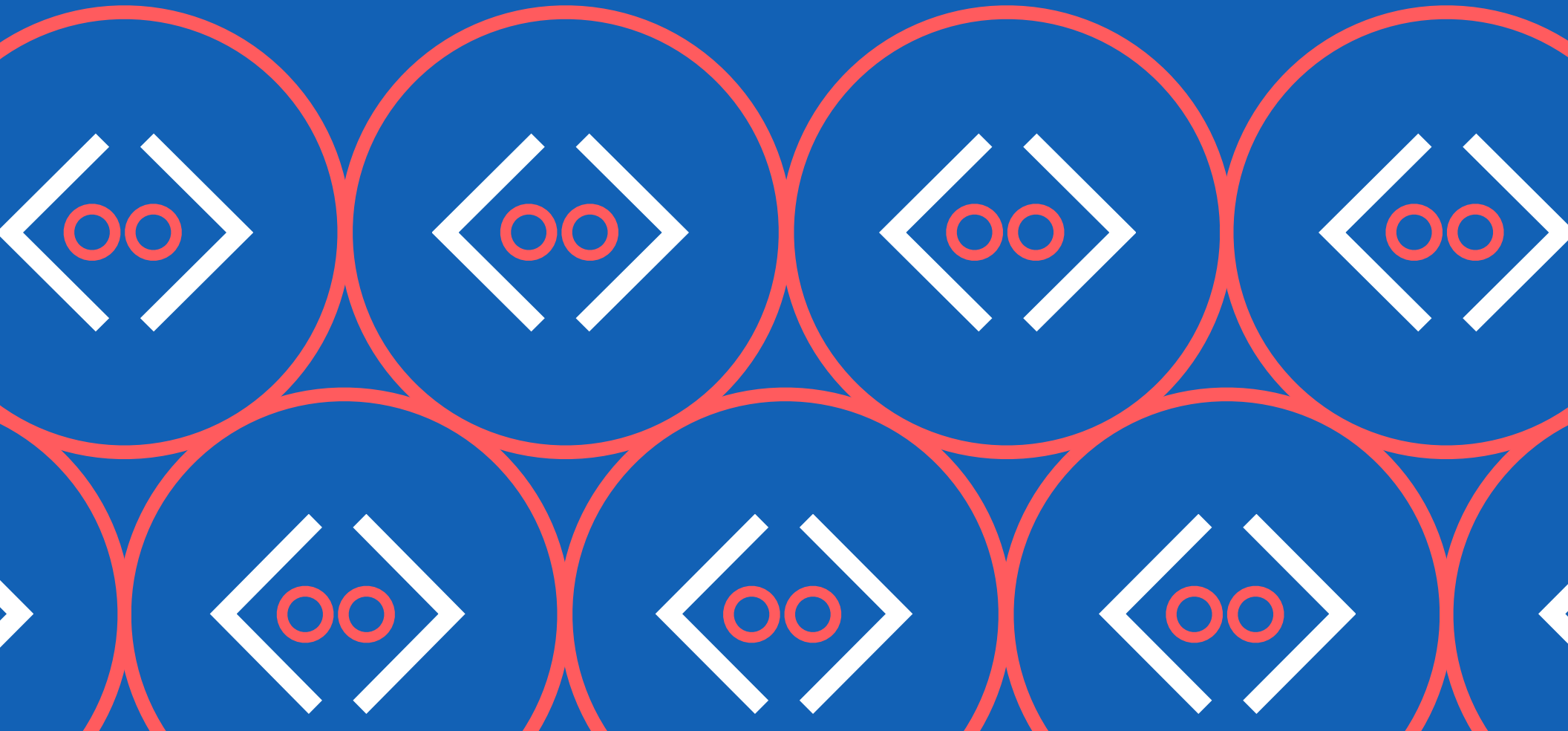
Similar to the Homicide Report, this algorithmic feature uses data generated by the US Geological Survey to plot earthquakes on a map of Southern California. Unlike the crime feature, this one contains no manual input from reporters and is completely generated from the data it receives.

With the need for minor or no human intervention, local news organizations could use a similar approach for other data-driven topics such as weather, sports, financial info and more.



Things to Come

2. Bots



An extension or subset of artificial intelligence, bots (short for robots) provide automated responses to simple queries from users.

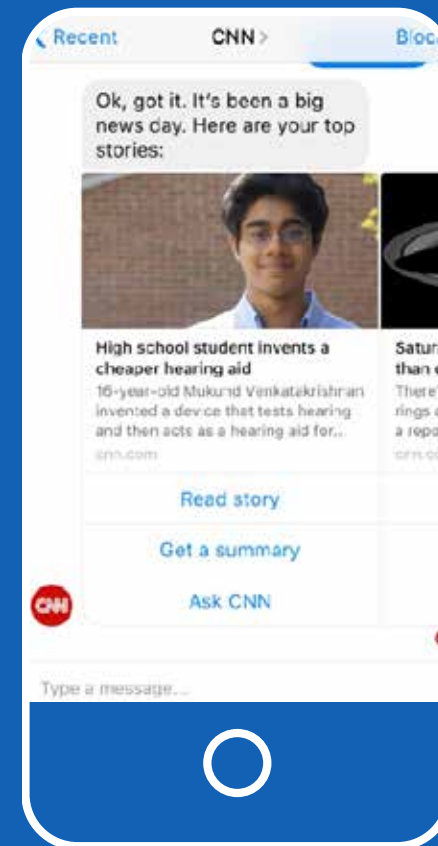


CNN on Facebook Messenger

CNN and other news organizations are using Facebook Messenger to provide quick, simple responses on a variety of topics.

CNN provides its news content through Facebook Messenger. Showing up as another friend in your app, you can ask simple questions or just name a topic. Queries return multiple story links with photos, captions and more info, providing a rich experience while ultimately pushing users through to CNN's site.

Users also can sign up for a daily news digest to be sent via Messenger.



Other News and Info on Messenger

While most bots are not major brands, some other news organizations have staked a claim to their topics on FB Messenger

The Weather Channel

The Weather Channel

Enter your home ZIP Code and get periodic alerts, or search for conditions anywhere with a simple query.

theScore

theScore

Bot to provide score alerts and news for teams you follow.

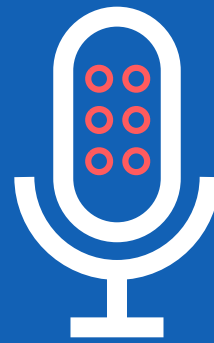
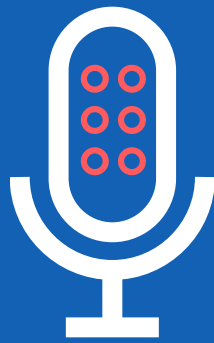
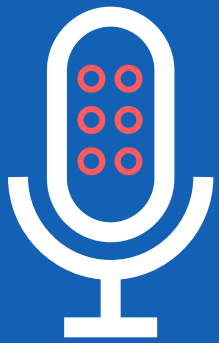
WSJ

Wall Street Journal

Get a morning briefing, stock quotes, follow a company and more.

Things to Come

3. Voice Control



Taking the bot idea further, and often giving it a physical presence, voice-controlled devices are starting to affect how people consume news and information.

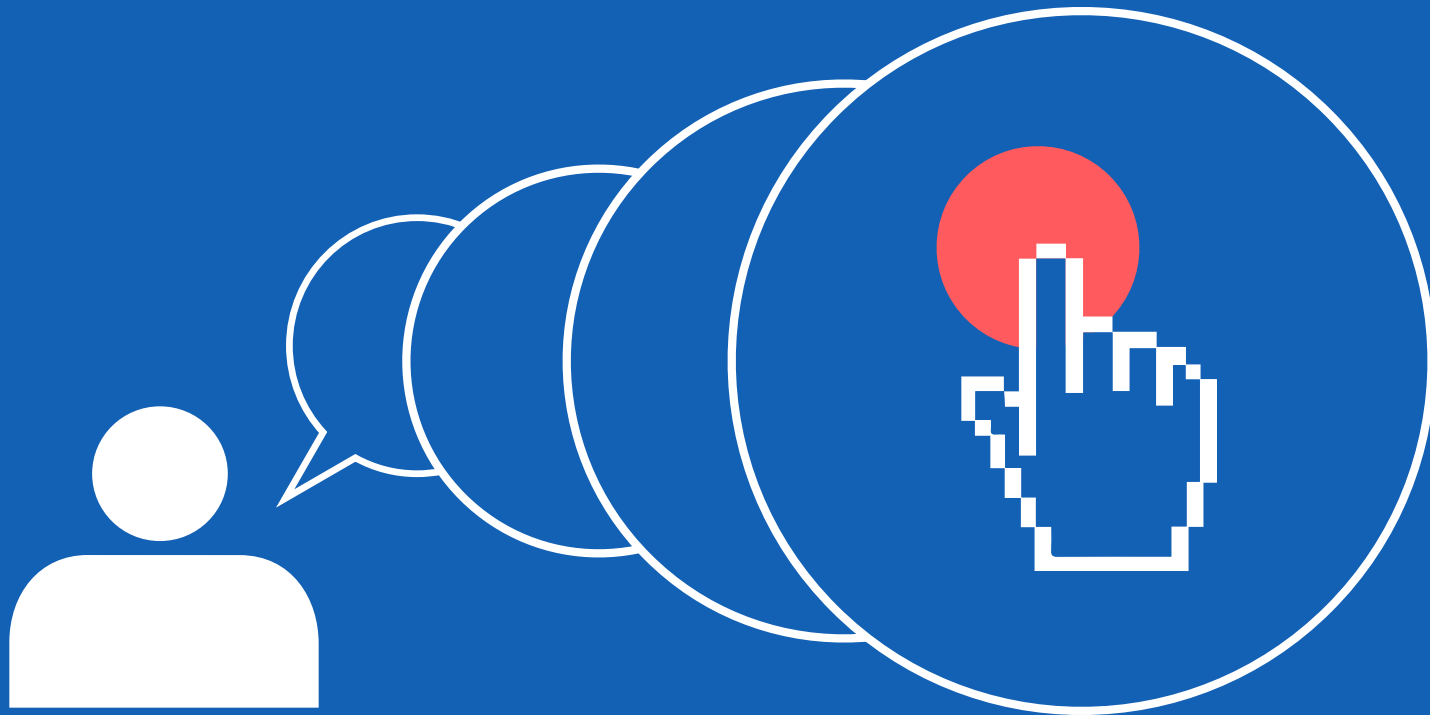
amazon alexa



Linear Compressor

Speak rather than click

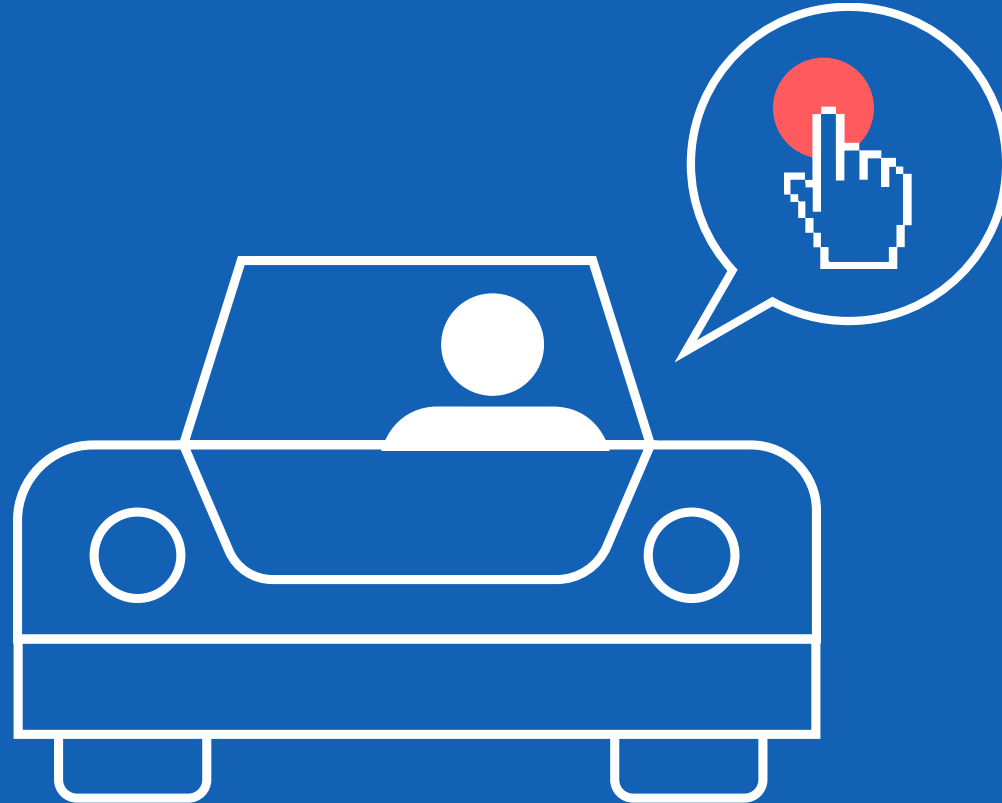
Voice control is not only changing how people ask for news, it's also changing how news needs to be published



Just as the internet moved from point-and-click on desktops to touch on mobile devices, we're now moving to the next phase where pointing or touching becomes asking.

Faster and safer

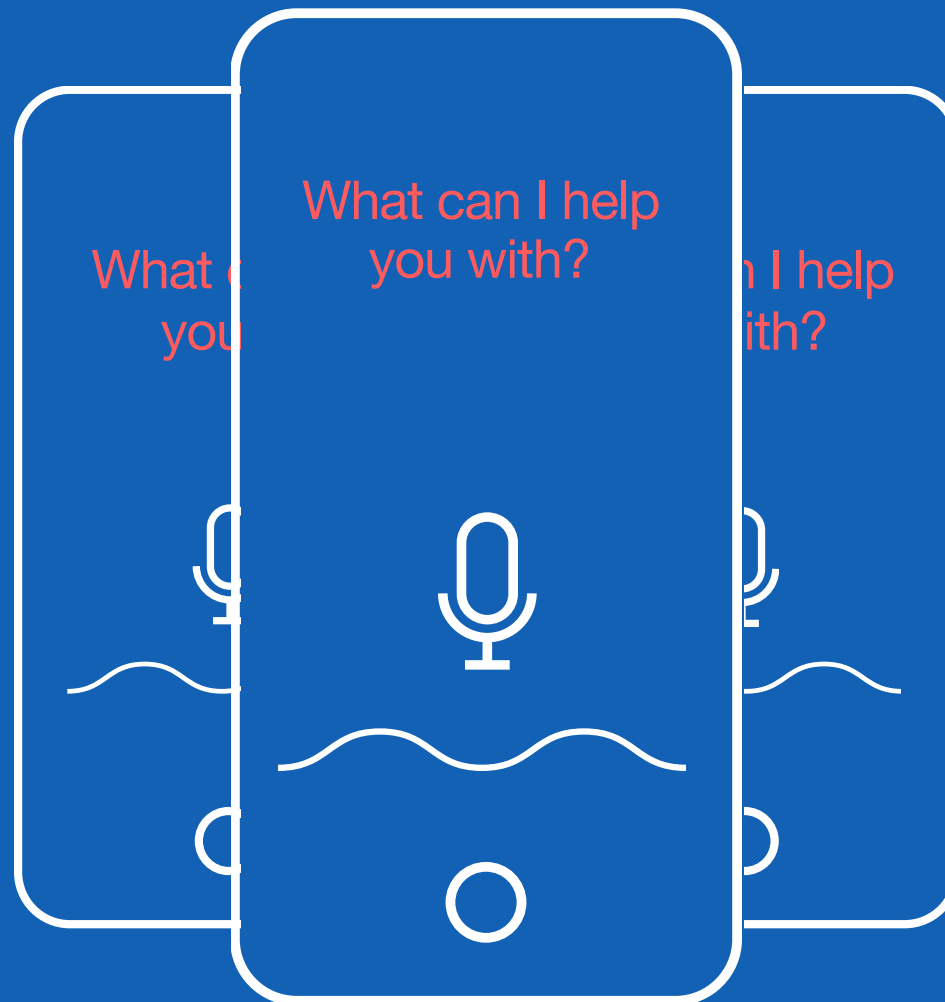
Freeing up hands and eyes allows info queries to happen at times and places where they weren't convenient or safe before



This can help to integrate the data returned more easily into our lives without disrupting our routines.

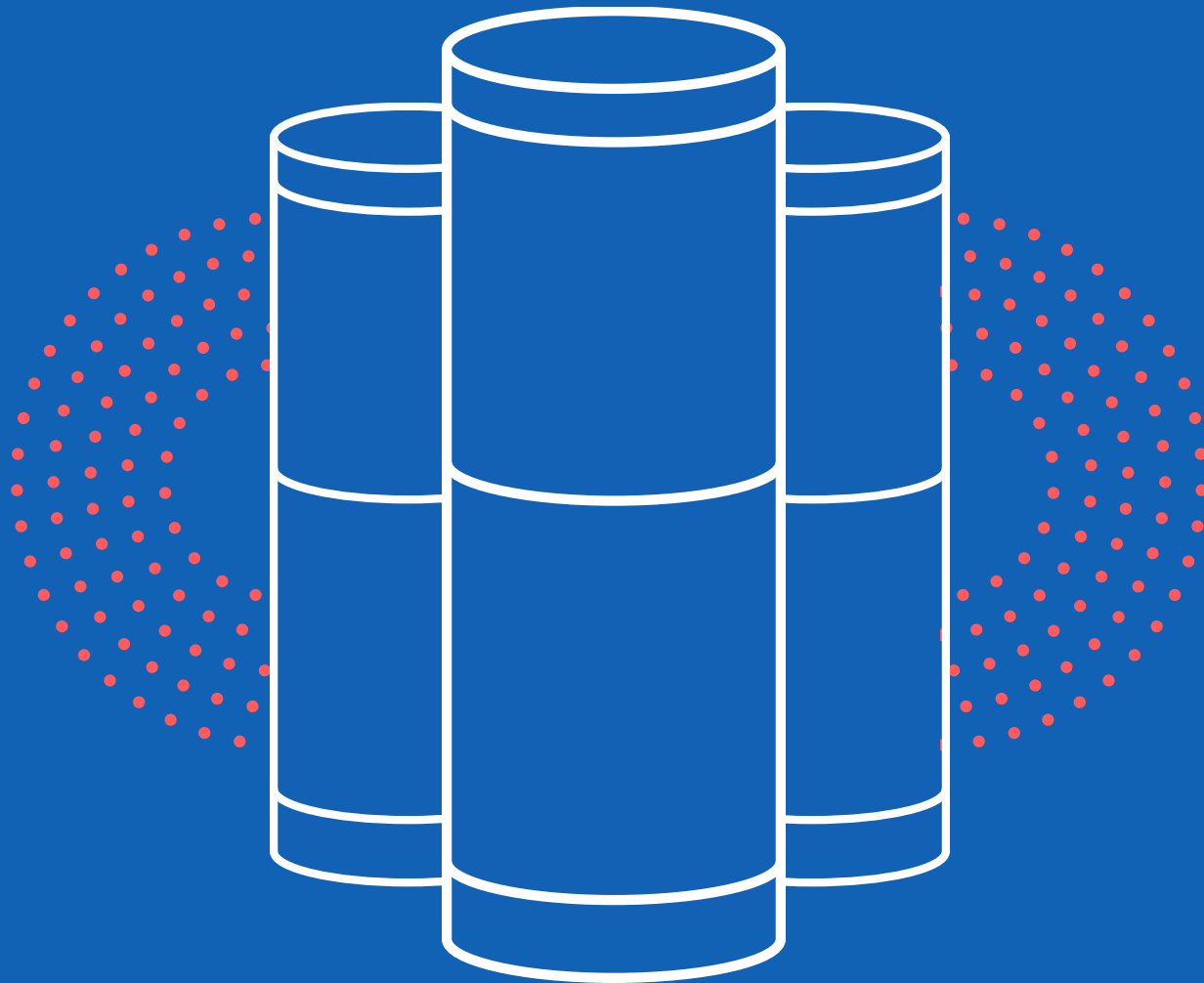
It started with Siri

Apple was the first major player to bring voice control to the mobile phone, and still is expanding with extensions such as Apple CarPlay



Amazon creates voice-control device

First to market with its Echo standalone device, Amazon provides info and entertainment in one device



Google moves into the Home

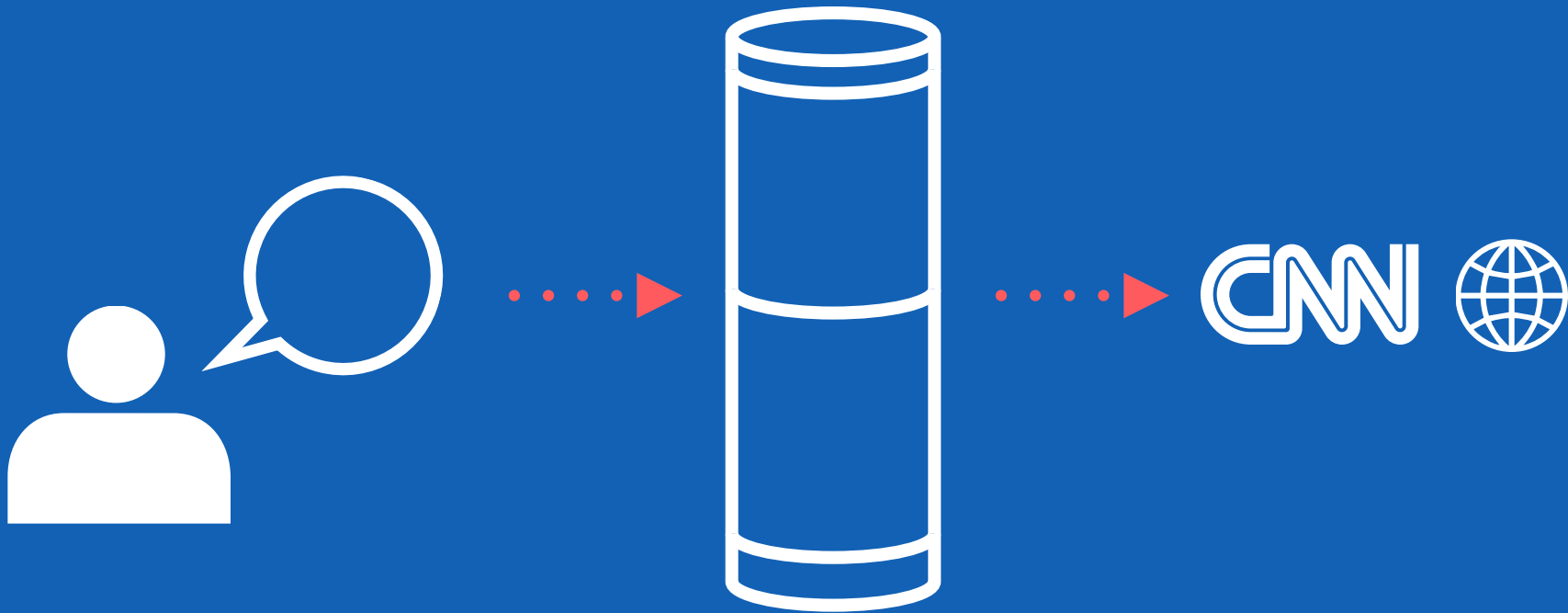
Google Home is cheaper than the original Echo, and promises better integration with your home audio and video systems



The benefits to the consumer are obvious. But what does this mean for the publisher?

CNN on Amazon Echo

CNN is programming for Amazon Echo, providing a new “skill”, Amazon’s name for its voice apps



Users can say “CNN” to access a variety of options including the latest headlines, specific topics suggested by the app, and more.

“We are aggressive in the voice service space because we believe that Amazon Echo and other services like it can be a powerful way to deliver real-time, personal news to our audience.”

Alex Wellen

CNN Chief Product Officer



Producing for Voice Control

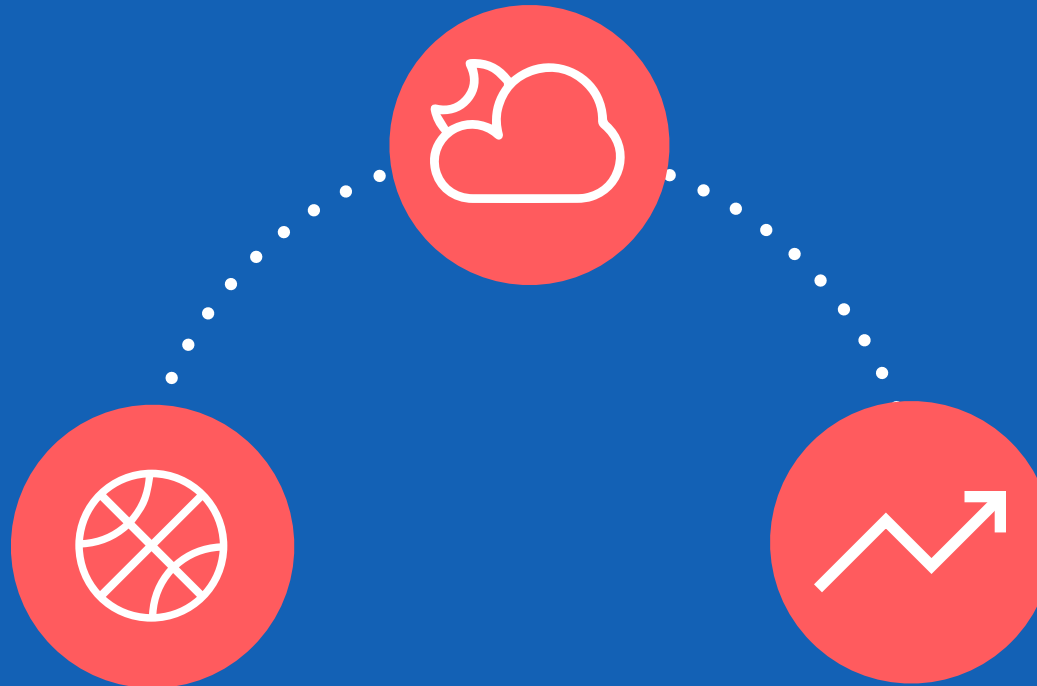
Publishers providing content for Amazon Echo have some tips



First, you have to produce the right content. That means audio. Providing audio from video segments can be part of your offering, but look for more. If you have podcasts you might start with those, but think about how else you can produce compelling short-form audio.

Producing for Voice Control

Publishers providing content for Amazon Echo have some tips



Rather than producing a lot of audio content you can also look for data that the device can present in its own voice. Local sports scores, stock of local interest, weather updates could all be forms of appropriate content enabled through your branded “skill”.

Producing for Voice Control

Publishers providing content for Amazon Echo have some tips

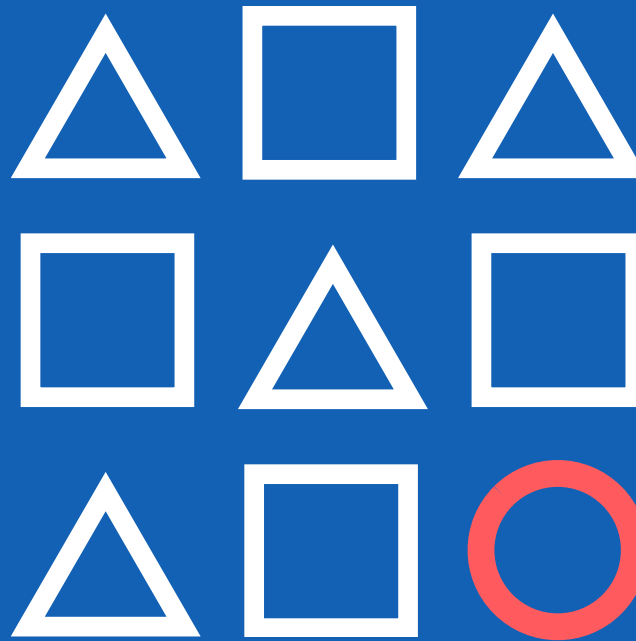


Figure out what it is that you can add that isn't already available through Echo or Now. Perhaps it's the voice of one of your anchors, or a local feature you are known for.

Producing for Voice Control

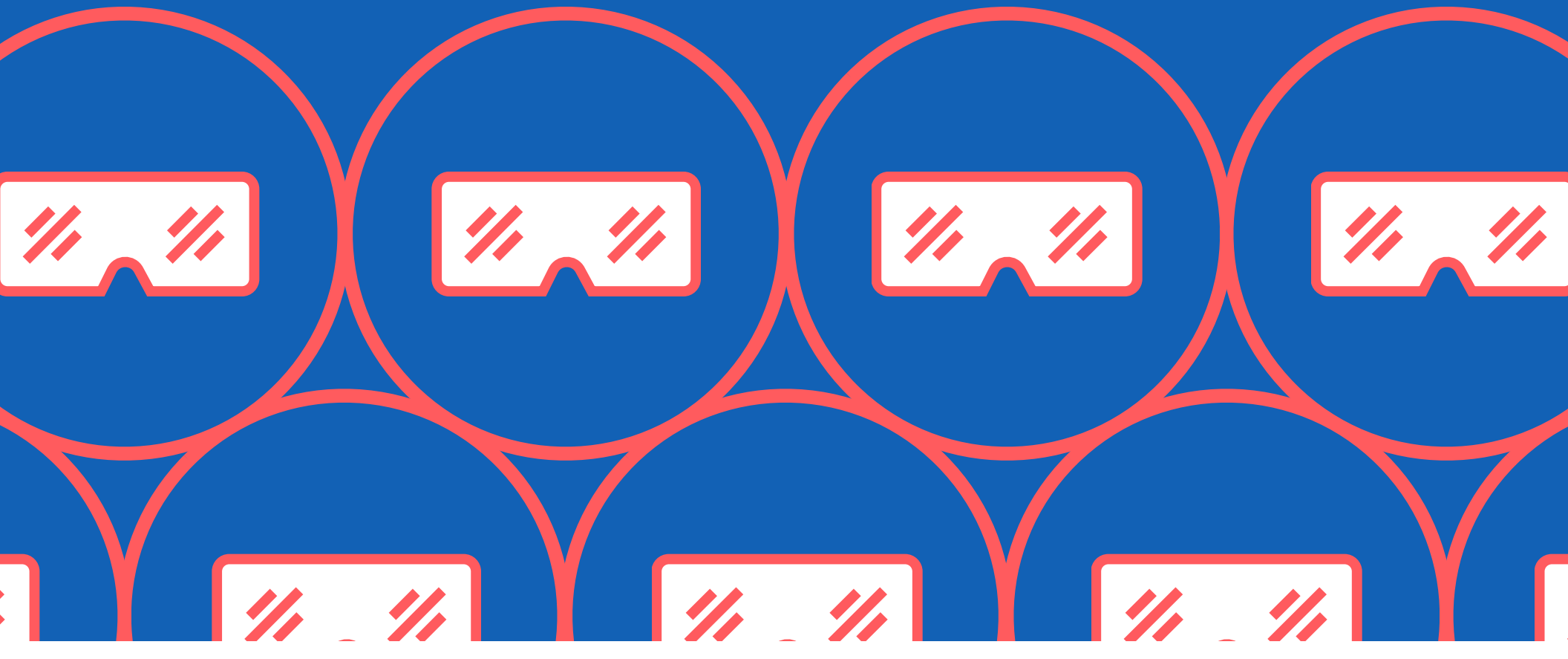
Publishers providing content for Amazon Echo have some tips



Finally, don't expect to make a lot of money at first, but most audio segments can host a short ad at the beginning. Experiment with these to help defray costs of the producing the content.

Things to Come

4. Virtual & Augmented Reality



Virtual reality and augmented reality (VR and AR) overlay more information on a picture or video, or provide an immersive level of interaction for the user.



Best VR still hardware dependent

Gamers and other immersive applications need high-powered devices to provide the optimal experience.

Oculus (owned by Facebook), Samsung and Sony all utilize external headsets that cost many hundreds of dollars, leaving their market limited to high-end gaming and commercial applications.



Google takes a softer approach

Looking to open up VR to the masses, Google Cardboard uses a simple box as the headset and a mobile phone to provide the content and computing power.

Google sells the inexpensive cardboard boxes (\$10-\$15), works with developers to create content, and helps marketers distribute the devices to promote brands and products.

But critics say it's not real VR and could sour consumer's tastes when it comes to the power of the technology long term.

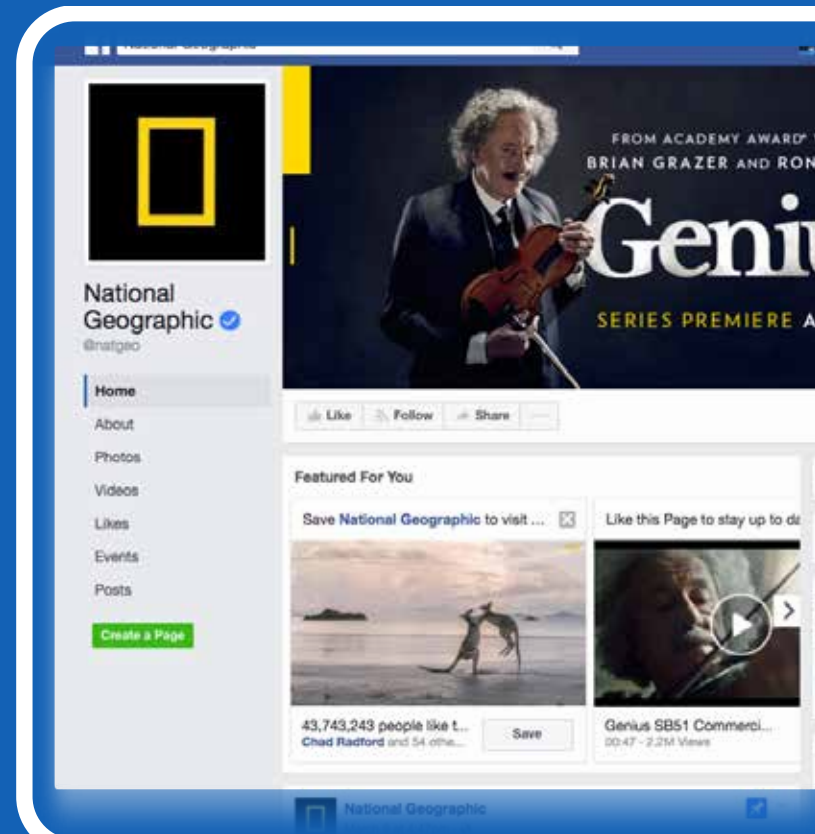
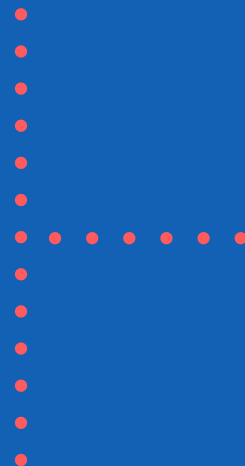


360 video without devices

Also criticized as not being true VR, but many publishers are using so-called 360 video to add more interactivity to stories

National Geographic

NatGeo has embedded its high-quality nature and science videos on its Facebook page, prompting even more interaction and sharing.

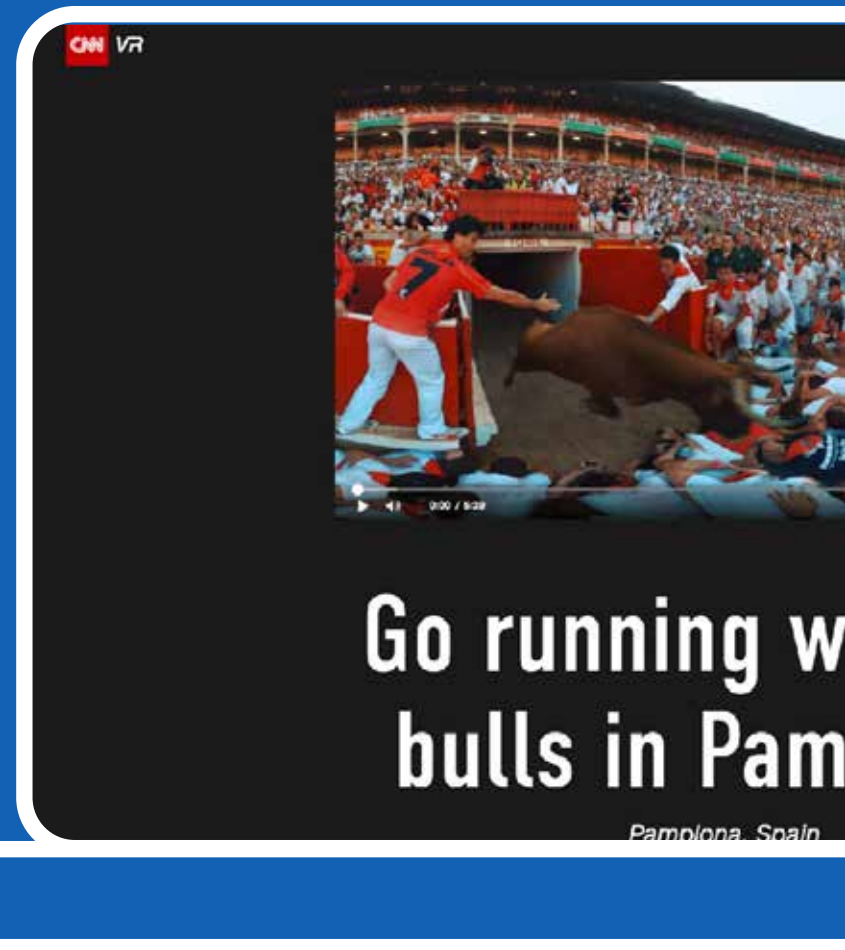


CNN launches immersive VR site

Trained journalists producing VR content throughout the world

In March, CNN began producing 360 video for major news events and weekly features such as a look at Pamplona's running of the bulls as seen through a street-side seat.

CNN is making its 360 video available on mobile devices through the CNN app, in browsers on the desktop, and for all the major VR headset manufacturers.



Washington Post uses AR in Gray case

App uses phone camera to portray events in fatal arrest

The Washington Post chose AR to help explain the series of events that lead to the death of a suspect in custody in Baltimore.

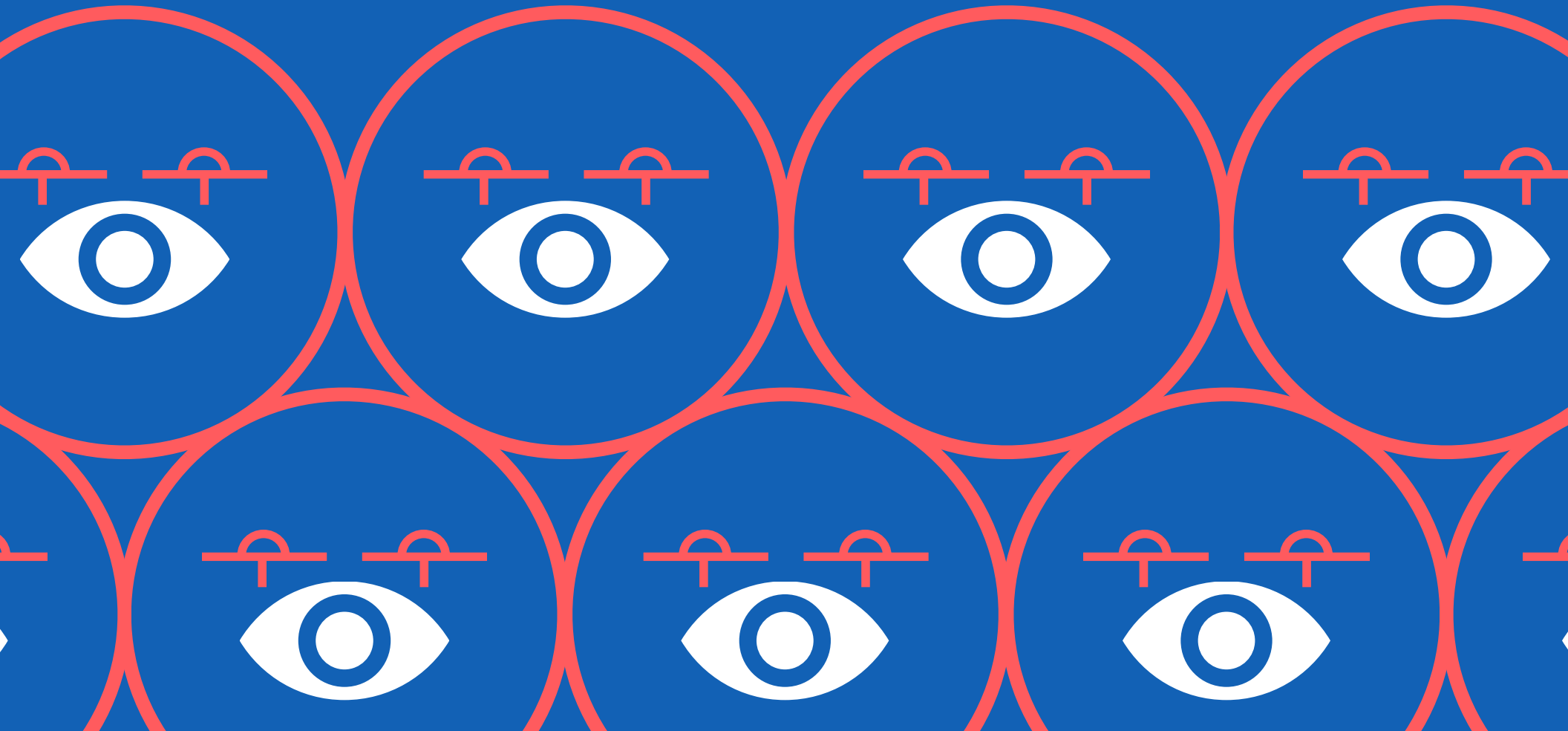
The Freddy Gray case drew national attention after his death triggered riots in Baltimore.

Working through the ARc app users can hear a narration of the case by a reporter as they rotate around depictions of the scene and view maps of key locations to get a better idea off what happened.



Things to Come

5. Drones



Seen as a new, and often cheaper way, to gather news video and other content, drones are becoming a common reporting tool.



CNN “AIR”

Effort to integrate aerial imagery and reporting into all CNN platforms

CNN has created a new division of Aerial Imagery and Reporting (AIR) to generate video and other news material using drones, or “unmanned aerial systems,” as they have been termed.

Utilizing two full-time drone operators, the network has integrated aerial coverage into major stories ranging from floods and other natural disasters to large-scale events like political conventions.

Aerial coverage will be a major component in live video programming in the future, including on non-television platforms such as Facebook Live.



“CNN’s cutting-edge development of technology to enhance the way we tell stories is a part of our DNA.”

Terence Burke

SVP of National News



Things to Come

6. Long-form Journalism



Maybe it doesn't seem like it belongs with all this technology, but long-form journalism is thriving and millennials are one of the biggest audiences.

osis of a cerebral artery. Johnson was with him when he came.

word reached the Capitol passing of the oldest member of the Senate in point of service Senator Kenneth McKel- President pro tempore, the was deep. With great affection colleagues paid tribute to his integrity of er, his liberalism and his- ness to his ideals and con- They joined in declaring a country had lost a great an.

or Johnson, who was serv- fourth year of his fifth the Senate, would have years old on Sept. 2. Al- his health had been failing the last two years and the thundering voice ad conveyed his eloquence innumerable stirring de- come little more than per, friends believed he to seek a sixth term in

ent to the hospital July 18. ys before that he had cast- vote in the Foreign Rela- mittee, of which he was icking minority member, reporting the new World to the Senate without. He did not participate in debate on this document. on Senate approval by a t 82-2. However, he apiritedly with colleagues e hearings were in prog-

wood reported that he saw some- thing fall out of the plane's tail.

MORRIS IS ACCUSED OF 'TAKING A WALK'

Fusion Official 'Sad to Part Company'—McGoldrick Sees Only Tammany Aided

The No Deal ticket, headed by Council President Newbold Morris, "can only serve the interests of Tammany Hall," Controller Joseph D. McGoldrick, candidate for reelection on the Republican-Liberal-Fusion party slate, declared yesterday in a fresh attack on the third-party ticket injected over the week-end into the city Mayorality campaign.

A short while later Gabriel A. Wechsler, general secretary of the City Fusion party, which supported Mayor La Guardia and Mr. Morris in previous city campaigns, accused Mr. Morris of "taking a walk away from the good government forces."

To both charges Mr. Morris declared he would stand on his statement of Sunday that he was not interested in "just taking votes" away from Judge Jonah J. Gold-

ward Boulevards and barely out- thing fall out of the plane's tail.

Continued on page 15, Column 2

CHINESE WIN MORE OF 'INVASION COAST'

Smash Into Port 121 Miles Southwest of Canton—Big Area Open for Landing

By The Associated Press. CHUNGKING, China, Aug. 6.—Chinese troops have broken into the South China port of Yeungkong and cleared a fifty-mile stretch of the Chinese "invasion coast" west of Hong Kong, Generalissimo Chiang Kai-shek's headquarters said today.

Swaying block-by-block street fighting is raging in the strategic coastal highway town, 121 miles southwest of Canton, a communi-qué said.

By breaking into Yeungkong Chinese forces won control of a fifty-mile coastal stretch leading west to Tinpak, which lies east of Luichow Peninsula on the South China Sea. The coastal area now is open to a virtually unopposed landing should American forces choose it for a staging point for supplies

were pestered by waves of B-29 invaders, B-25 Mitchells and Mustangs and Thunderbolts of the Fifth and Seventh Air Forces from Okinawa, supported by a few B-24 Liberators carrying big bombs.

[Tarumizu, about 350 miles from Okinawa, appeared to be a site at which the Japanese might be preparing a rocket campaign against the American base, said a United Press dispatch. FEAF pilots reported seeing in the area, which has extensive cave construction, what seemed to be Japanese robot planes and also a huge catapult-like machine, extending over the water, that might be a rocket launcher.

[About 125 B-29's hit the Tokyo-awa naval arsenal of Japan in a demolition bombing Tuesday noon, Strategic Air Forces headquarters at Guam reported.]

The planes over Tarumizu met scant resistance, as our fliers took their time to assure the highest

Continued on Page 11, Column 2

tonight after it had been disclosed that the first atomic bomb had been dropped on Japan.

"By God's mercy British and American science outpaced all German efforts," said a statement by former Prime Minister Churchill written before he left office and issued from 10 Downing Street by his successor, Clement R. Attlee.

"The possession of these powers by the Germans at any time might have altered the result of the war," Mr. Churchill said, "and profound anxiety was felt by those who were informed."

The British Isles, which endured the terrors of flying bombs and rockets, did hear repeated rumors that Adolf Hitler's V-3 weapon was to be an atomic bomb, but they never knew until tonight how close they came to being the first victims of its destructive power. Much less did they suspect what

Continued on Page 9, Column 1

War News Summarized

TUESDAY, AUGUST 7, 1945

One bomb hit Japan on Sunday night, but it struck with the force of 20,000 tons of TNT. Where it landed had been the city of Hiroshima; what is there now has not yet been learned.

The attack, dramatically announced by President Truman

All production was in the United States at two plants at Oak Ridge, near Knoxville, Tenn., and one at Richland, Wash. A scientific laboratory was maintained in Santa Fe, N. M. [1:6.]

knocked down two men outside the control tower (10,000 yards, or more than five miles, away.)"

ATOM BOMBS MADE IN 3 HIDDEN 'CITIES'

Secrecy on Weapon So Great That Not Even Workers Knew of Their Product

By JAY WALZ Special to The New York Times.

WASHINGTON, Aug. 6.—The War Department revealed today how three "hidden cities" with a total population of 100,000 inhabitants sprang into being as a result of the \$2,000,000,000 atomic bomb project, how they did their work without knowing what it was all about, and how they kept the biggest secret of the war.

One of these, Oak Ridge, situated where only oak and pine trees had dotted small farms before, is today the fifth largest city in Tennessee. Its population of 75,000 persons has thirteen supermarkets, nine drug stores and seven theaters.

A second town of 7,000 was built for reasons of isolation and security on a New Mexico mesa. The

Graphic word pictures of the bomb, had been dropped.

Continued on Page 5, Column 1

TRAINS CANCELED IN STRICKEN AREA

Traffic Around Hiroshima Is Disrupted — Japanese Still Sift Havoc by Split Atoms

By The United Press.

WASHINGTON, Aug. 6.—The Osaka radio, without referring to the atomic bomb dropped on Hiroshima, hinted tonight at the terrific damage it must have caused by announcing that train service in the Hiroshima and other areas had been canceled.

First mention of the bomb came in a Japanese Domei agency dispatch announcing that President Truman and Prime Minister Attlee had disclosed that the new missile had been dropped on Hiroshima.

The Office of War Information began telling the Japanese today what hit them. OWI branch transmitters in San Francisco, Hawaii and Saipan beamed President Truman's statement on the atomic bomb to Japan.

Edward Barrett, director of the OWI's overseas branch, said that

bomb, had been dropped.

The announcement, to the world in utmost haste by President Truman, plain that one of the landmarks of the century passed, and that the atomic energy," which tremendous force for the ment of civilization as destruction, was at hand.

At 10:45 o'clock this statement by the President at the White House ten hours earlier—about that citizens on the E board were sitting down Sunday suppers—an plane had dropped atomic bomb on the J of Hiroshima, an impact center.

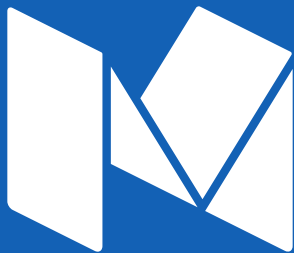
Japanese Solemnly

What happened at Hiroshima is not yet known. The Government said it "as yet was unable to make an accurate report." "an impenetrable cloud of smoke" masked the truth from reconnaissance planes. Secretary of War William D. Stoen said "as soon as accurate reports of the results of the bombing become available."

But in a statement describing the results of the test of the atomic bomb in Mexico, the War Department how an immense steel bomb "vaporized" by the double explosion, how a

Low on interactivity, high on interest

Publishers have found that long-form fits digital media quite well due to lack of space limits, easy connection to social media, and low-tech requirements



Medium

Essentially a blog platform, Medium has evolved into a digital soapbox for serious opinion on all sorts of topics, garnering millions of visits each month. Primarily comprised of individual voices, media companies are making inroads with content that fits the mix.



Narratively

An acknowledged attempt to “slow down the news cycle”, the site organizes stories around themes and encourages collaboration between writers, photographers and video producers.

theSkimm

The Skimm

A simple, daily email newsletter, compiled and written as a morning introduction to what’s happening. It’s fully leveraged for social media users to share again and again.

Not so fast

Two newspapers are urging its reporters to write SHORTER stories

Wall Street Journal Editor in Chief Gerard Baker says long stories don't engage readers and that the paper needs to be more creative in how it reports.

The admonition is part of a great overhaul of the paper's newsroom and processes aimed at better anticipation of reader behavior and expectations.

The Washington Post wants shorter stories as well and even called out blogs for being verbose.

Editors cite their readers valuable time as the reason, pointing out that while space may be unlimited online, the audience's time is not.



“We must be vigilant in keeping story lengths appropriate. Bluntly, every story should be as short as it needs to be.”

Gerard Baker

Editor in Chief, Wall Street Journal

WSJ



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Thank You