



2014腾讯网媒体高峰论坛  
TENCENT MEDIA SUMMIT

引爆新  
注意力  
媒体产业的数字颠覆

# THE HUFFINGTON POST

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THE HUFFINGTON POST



@maymann

# Agenda

## Overview of innovation and disruption

Why its important to understand and adapt to change

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## Five key media disruptions

How HuffPost has grown in a changing media landscape

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## The next wave of innovation

The potential new battlegrounds for the media industry

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## Key takeaways

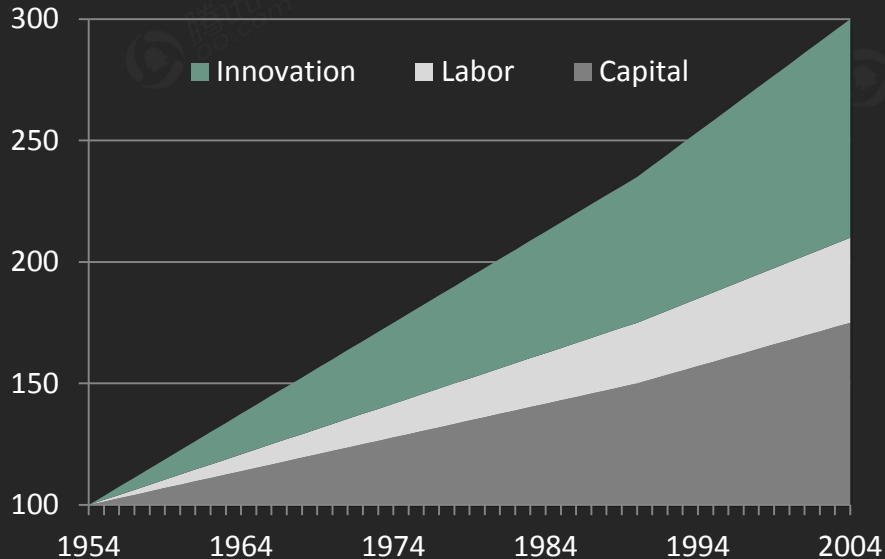
The evolution of HuffPost within the media industry

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# Innovation is a critical driver of economic growth and prosperity

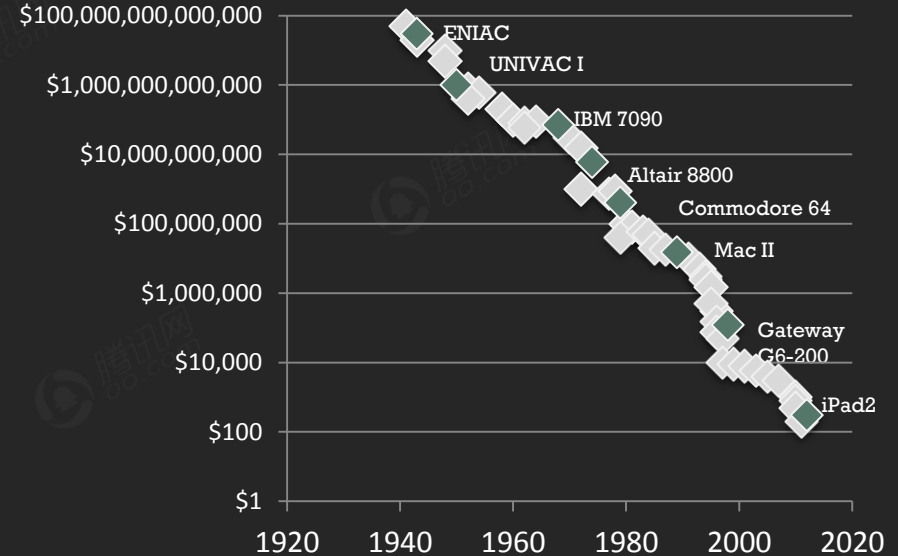
INNOVATION HAS BEEN THE PRIMARY ECONOMIC GROWTH DRIVER  
FOR THE PAST 50 YEARS...

US Productivity growth  
(Output per hour, 1950 = 100)



... WHILE ALSO SIGNIFICANTLY LOWERING THE COST OF LIVING  
THROUGH LOWER PRODUCTION COSTS

Cost of computing power equal to an iPad 2  
(2010 dollars – log scale)



# Disruption is a constant, and the pace of change is increasing

## HARDWARE

TV



Televisions have evolved from bulky boxes to flatscreens with high-definition displays



PCs



PCs computing power has increased as size has decreased



Mobil  
e  
Phone



Smartphones allow advanced functionality



## SOFTWARE & SERVICES

Movies



VCR enabled first movies on demand



CD format improved data storage and quality



Portabl  
e music



< 1950s

1960s

1970s

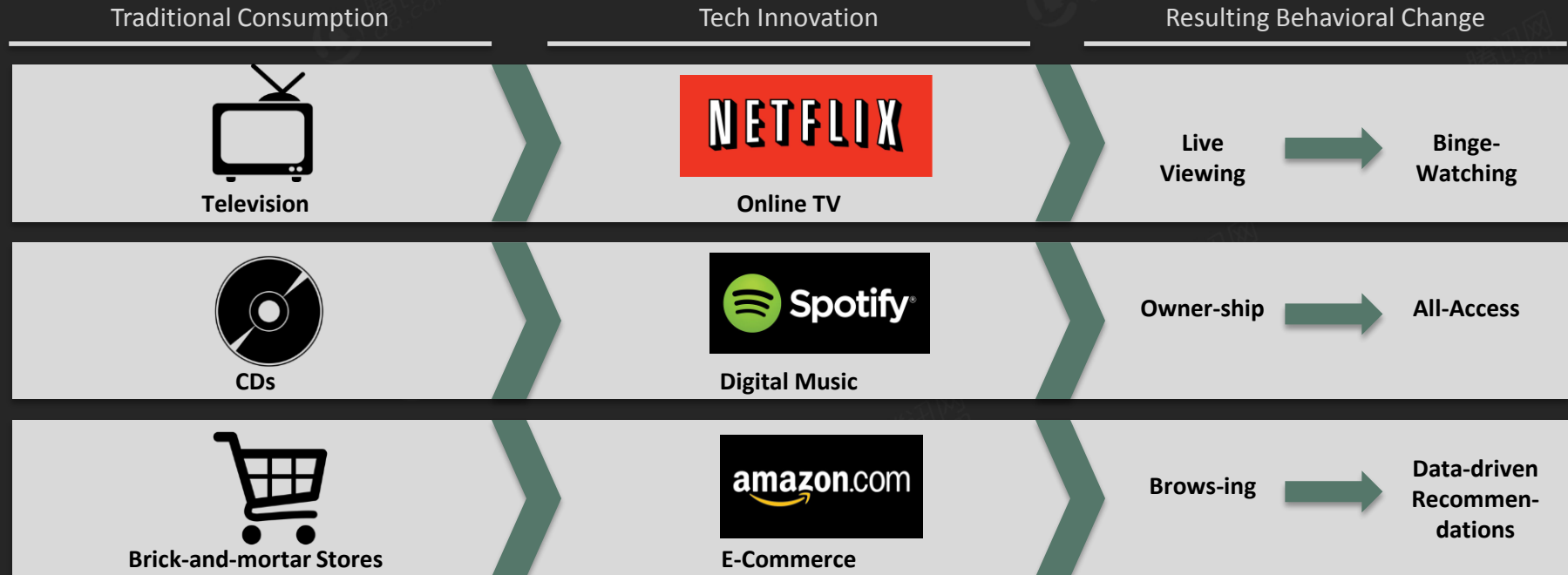
1980s

1990s

2000s

2010s >

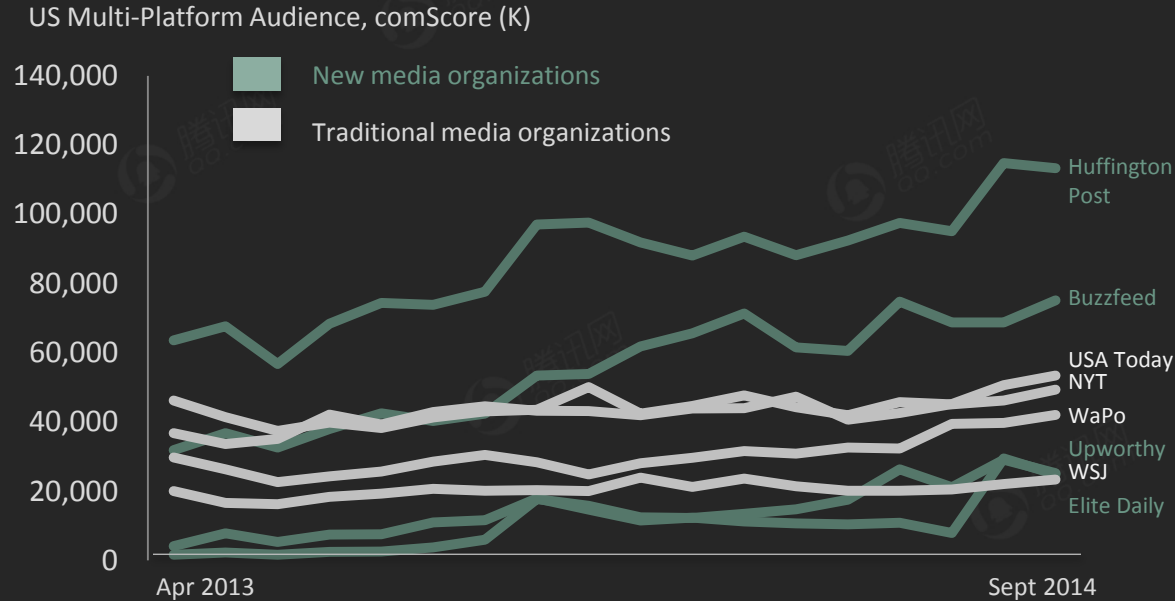
# Disruption occurs when technological innovations meet a behavioral desire



# The media industry is facing innovation and disruption from three different sources



# Traditional organizations not prepared for change have largely struggled to adapt



Monthly cumulative growth rate (%)

Huffington Post	3.5%
Buzzfeed	5.2%
Upworthy	11.2%
Elite Daily	17.5%
USAToday.com	2.2%
NYTimes.com	0.4%
WashingtonPost.com	2.1%
WSJ.com	0.9%

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# There have been five key disruptions in online media industry since 2004



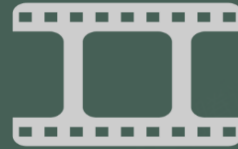
Bloggging



SEO



Social



Video



Mobile

# The rise of blogging reflects the increasing democratization of information online

1



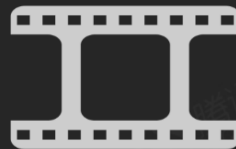
Blogging



SEO



Social

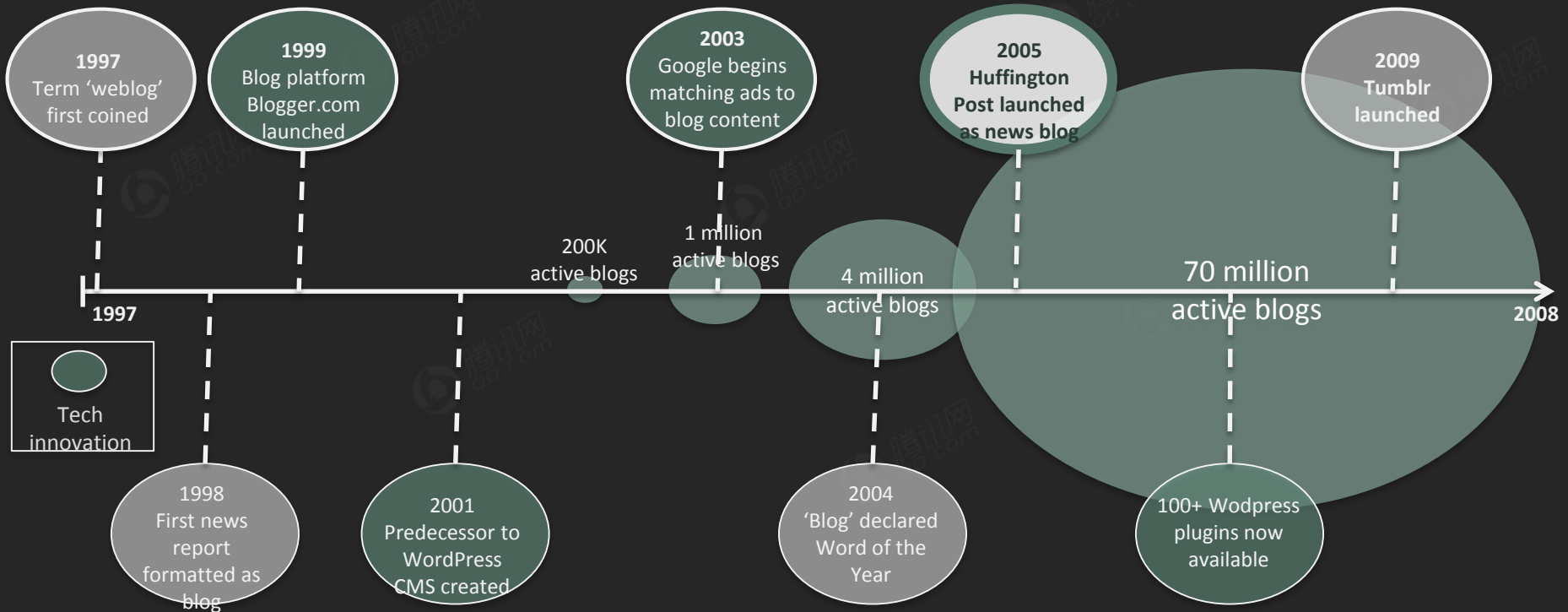


Video



Mobile

# Development of easy-to-use CMS and platform technology led to the rapid rise of 'blogging'



# As blogs grow to become mainstream they disrupt the role of traditional news media

## BLOGS PROLIFERATE BEYOND NICHE COMMUNITIES TO NEWS AND OPINION



## BLOGS BEGIN TO HAVE SIGNIFICANT IMPACTS ON MAINSTREAM REPORTING



- In 1998, Drudge Report first broke details the **Monica Lewinsky** scandal
- Newsweek had chosen not to report it



- In 2002, **Leader of Senate** forced to resign after controversial comments at private event were reported on several blogs, but not traditional media

# HuffPost launch capitalized on trend, giving users a platform to start a conversation online

OVER 50K HIGHLY CURATED BLOGGERS THAT DRIVE  
THE CONVERSATION...

...AND OVER 70M ANNUAL COMMENTS THAT  
CONTINUE IT



# Optimizing search engine performance critical as information becomes organized

2



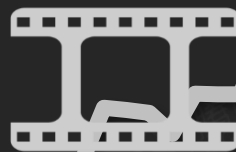
Blogging



SEO



Social



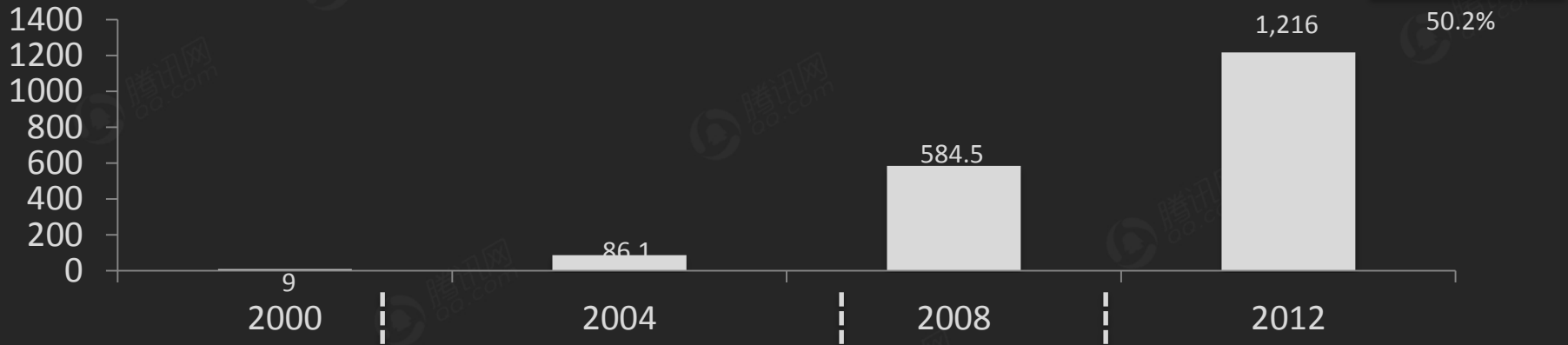
Video



Mobile

# Google's algorithm redefined the power of search, with queries growing 50% y-o-y

Number of Google search queries (Billions, annually)



GOOGLE SEARCH  
INNOVATIONS

2001



**PageRank**

*Algorithm that ranks sites based on importance levels*

2007



**Universal**

*Blends results like Images and News*

2009



**Real-Time**

*Latest from social media, blogs etc*

# As the power of search grows, the importance of being 'discoverable' on Google is critical

SEARCH BECOMES THE DEFAULT PLACE PEOPLE GO TO LOOK FOR INFORMATION ONLINE

48%

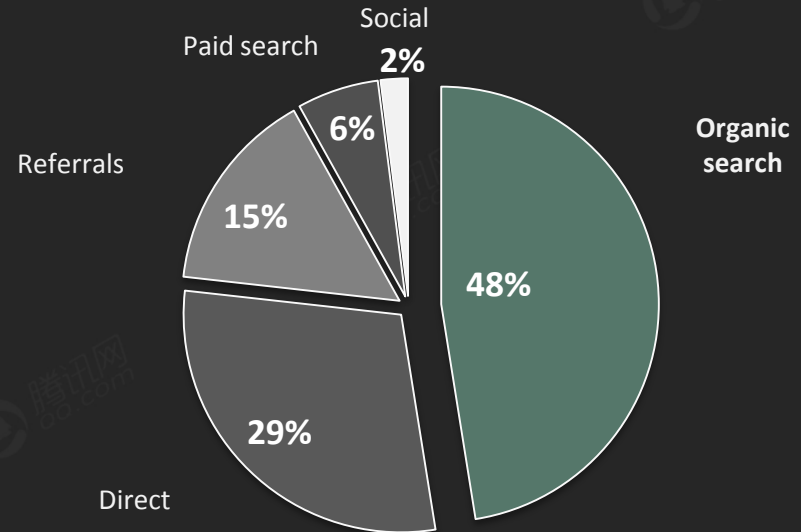
Start on **search engines** when looking for specific information

VS.

33%

Start on **specific brand websites** when looking for specific information

AS A RESULT, ORGANIC SEARCH BECOMES A CRITICAL SOURCE OF ONLINE TRAFFIC





# We recognized SEO as critical to 'get eyes on' our stories and invested in proprietary tech

Google

huffington post



1

## TECHNOLOGY

*Our in-house CMS contains multiple tools to assist editors to maximize the search performance of their stories*

SEO headline tool

Related term tagging tool

'Around the web' linking tool

## TESTING

*Continual testing of different strategies and formulation of best practices*

3

## TRAINING

*SEO education is core part of editor training; SEO proficiency is key capability*

Social media became a key source of news,  
providing access to a large new audience

3



Blogging



SEO



Social



Video

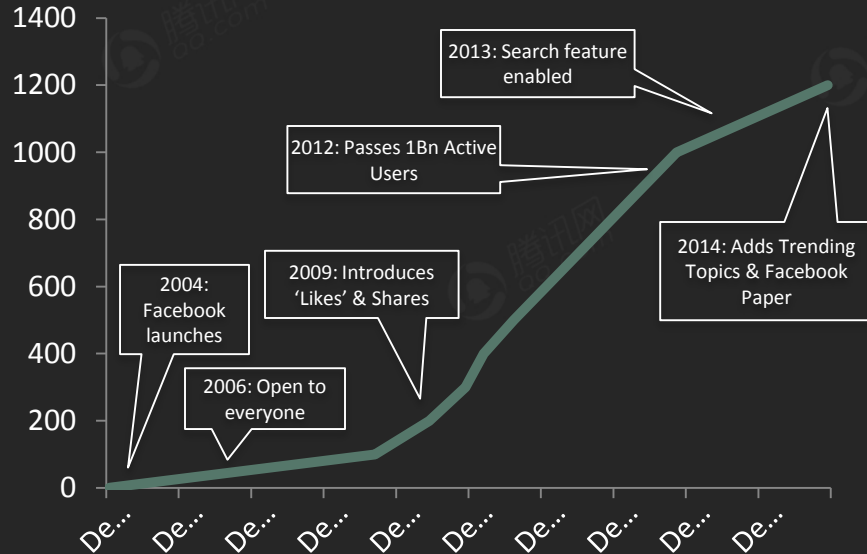


Mobile

# Social media becomes most popular online activity after Facebook launch in 2004

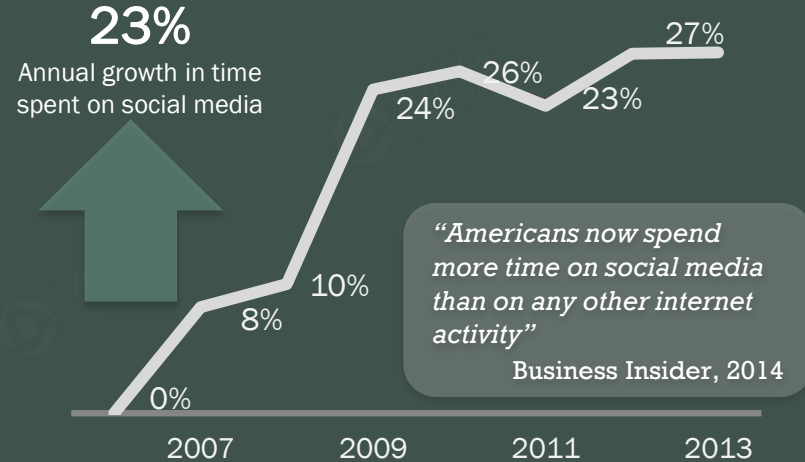
FACEBOOK LAUNCHES IN 2004,  
RAPIDLY GROWING TO OVER 1B USERS

Facebook Active Users (millions)



SOCIAL MEDIA HAS RISEN TO BECOME THE NUMBER ONE  
ONLINE ACTIVITY

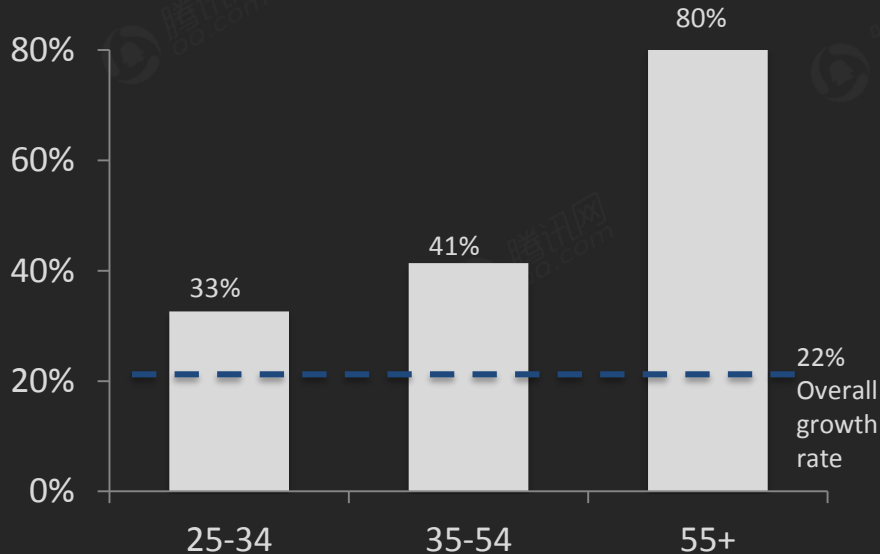
Proportion of total online time spent on social media has  
risen dramatically



# As social media grows, broader demographic uses and increasingly for activities like news

## FACEBOOK HAS SUCCESSFULLY GROWN AN AUDIENCE ACROSS ALL DEMOGRAPHICS

% growth in users (2011-2014)



## ... WITH LARGE NUMBERS USING IT AS A NEWS SOURCE

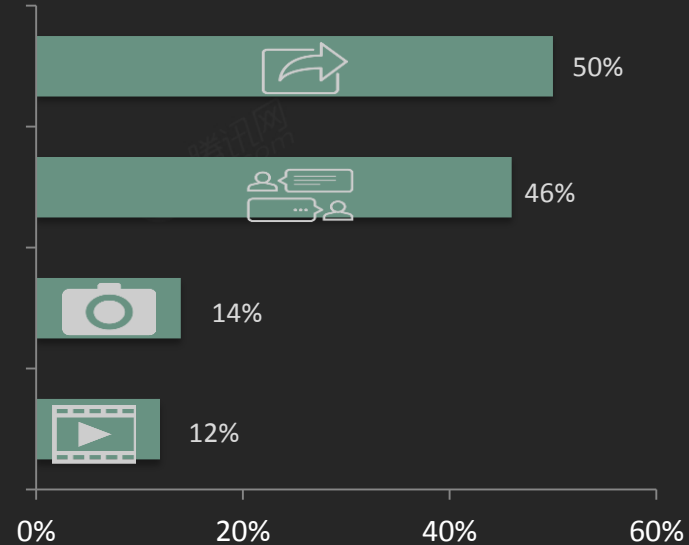
% social media users who have

Shared or reposted news stories, images or videos

Discussed a news issue or event

Posted photos they took of a news event

Posted videos they took of a news event

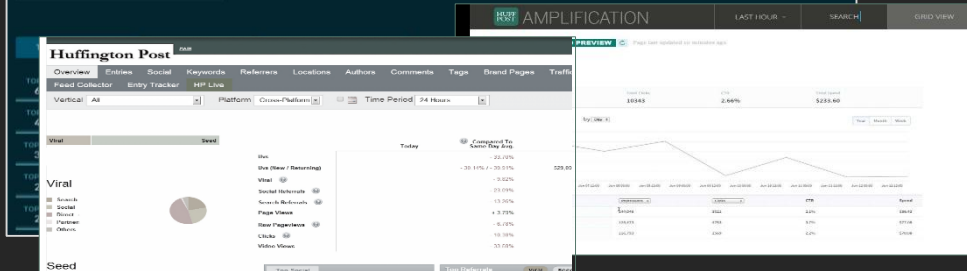


# HuffPost made social an early focus, using data to optimize performance in real-time

HuffPost editors monitor post performance data in real-time



**2,600,000**  
social actions in 24 hours



**5pm**

Story posted at 5pm  
with text and link to  
further information

**9am**

Headline revised and  
additional pictures  
added in listicle format

5:00 PM 7:00 PM 9:00 PM 11:00 PM 1:00 AM 3:00 AM 5:00 AM 7:00 AM 9:00 AM 11:00 AM 1:00 PM 3:00 PM 5:00 PM 7:00 PM 9:00 PM 11:00 PM

# Technology improvements are changing consumption preferences towards video



Blogging



SEO



Social

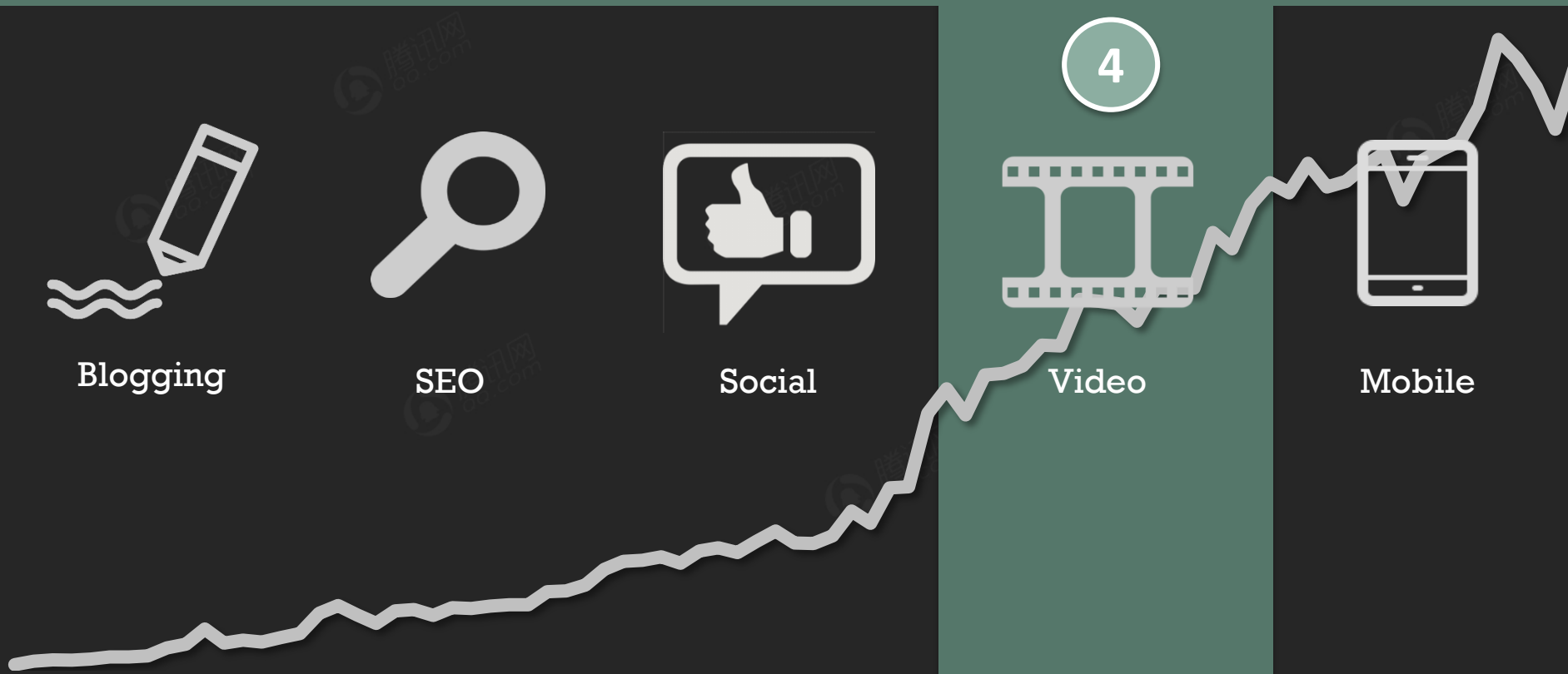


Video



Mobile

4



# Technology and platform advancements mean that more people are watching video



**Video views doubled in first six months of 2014**

**100 hours of video uploaded every minute**



**Mobile video to increase 14x in next 5 years**

# Time spent watching video shifting predominantly online, driven by millennials

Time spent watching TV or movies, by device



Total

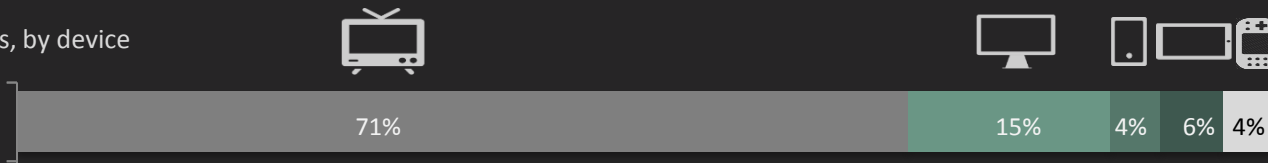
71%

15%

4%

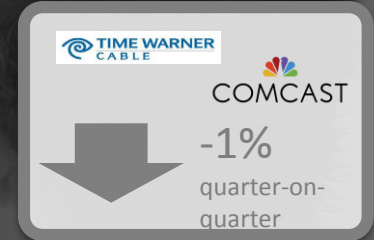
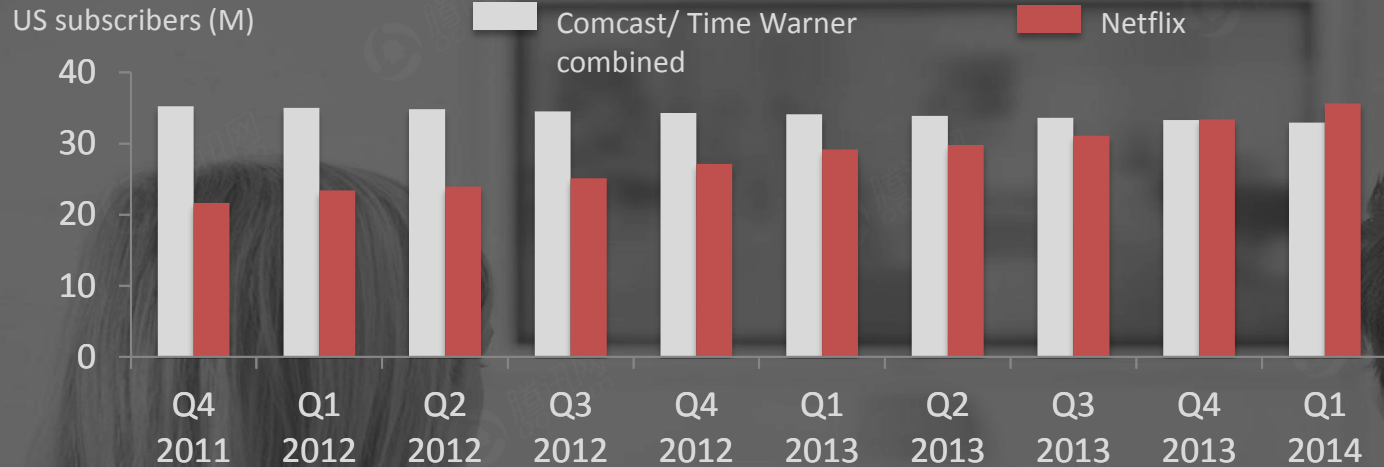
6%

4%





# For example, Netflix has capitalized on this trend by meeting consumer desires



**HIGH QUALITY CONTENT**



**VIDEO ON DEMAND**



**'BINGE' RELEASES**





# Technology improvements have expanded opportunities to deliver content



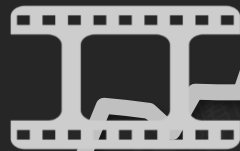
Blogging



SEO



Social



Video



Mobile

5

# As functionality has improved, mobiles have become our most important device

MOBILE TECHNOLOGY INNOVATIONS HAVE TRANSFORMED  
PHONE FUNCTIONALITY...

DRIVING MOBILES TO INCREASINGLY BECOME 'THE FIRST  
SCREEN' FOR ONLINE ACTIVITIES

1999



- No touch screen
- No internet connectivity
- No app functionality

2003



- Limited touch screen
- Email-centric
- Some app functionality

2007



- Multi-touch screen
- Web browsing-centric
- Apps for enhanced functionality

2010



167 min per day  
on other media

2014

175 min

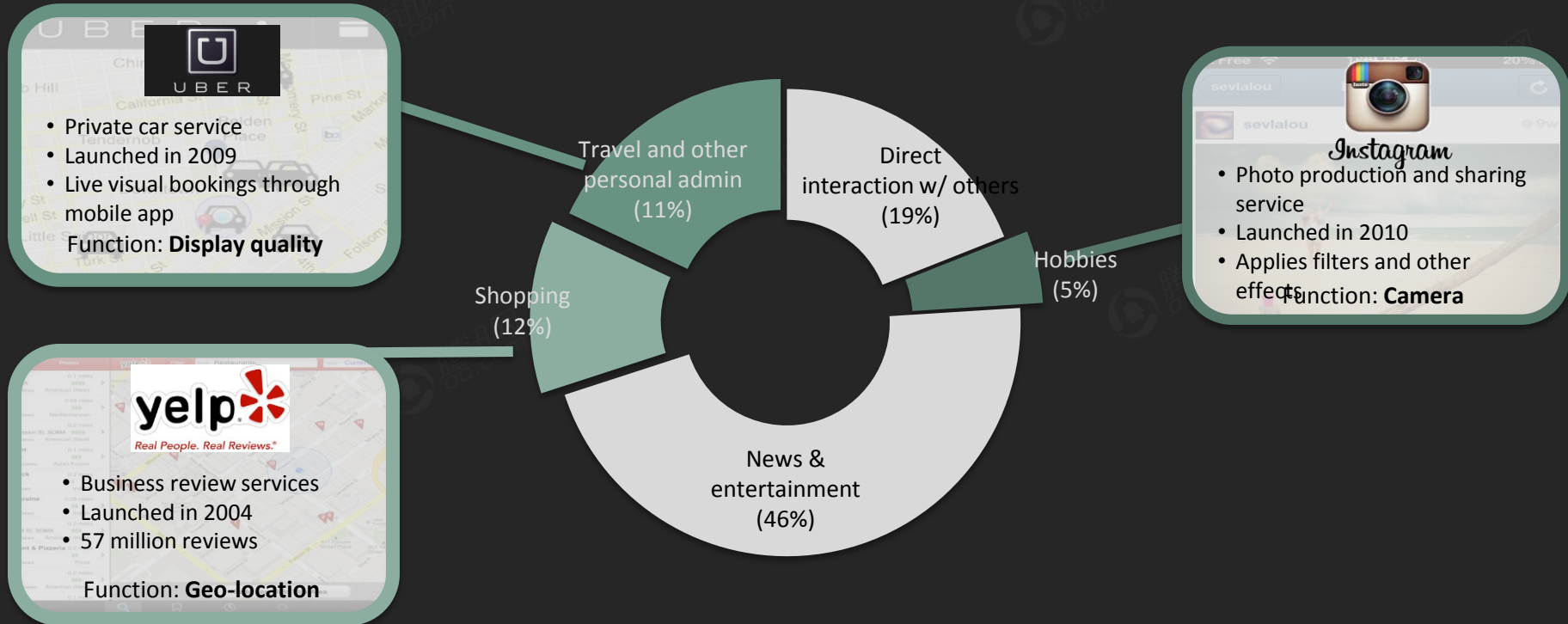
171 min

24 min per day  
online on mobile

46%

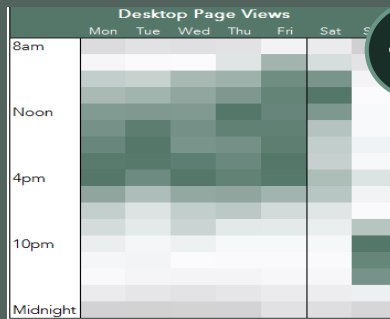
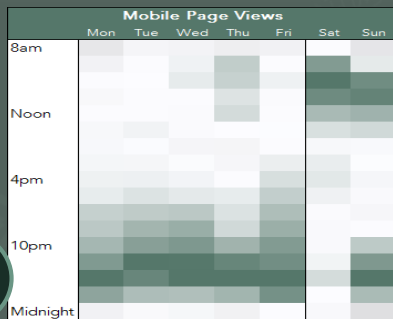
13-34 year olds  
say mobile is their 'first  
screen'

# Mobile functionality has led to numerous disruptions based on improved functionality



# For HuffPost, this means we tailor our content and formats specific to our audience's usage

... and more mobile at night



Desktop during the day...

Time of day usage helps us to optimize our content by device

TIME OF DAY

MOBILE CHANNELS

... and we are continually expanding our coverage of mobile-first social platforms...



68% mobile

Desktop

98% mobile



86% mobile

99% mobile



92% mobile

100% mobile



These adaptations have enabled us to grow the largest online news audience in the world



Blogging



SEO



Social



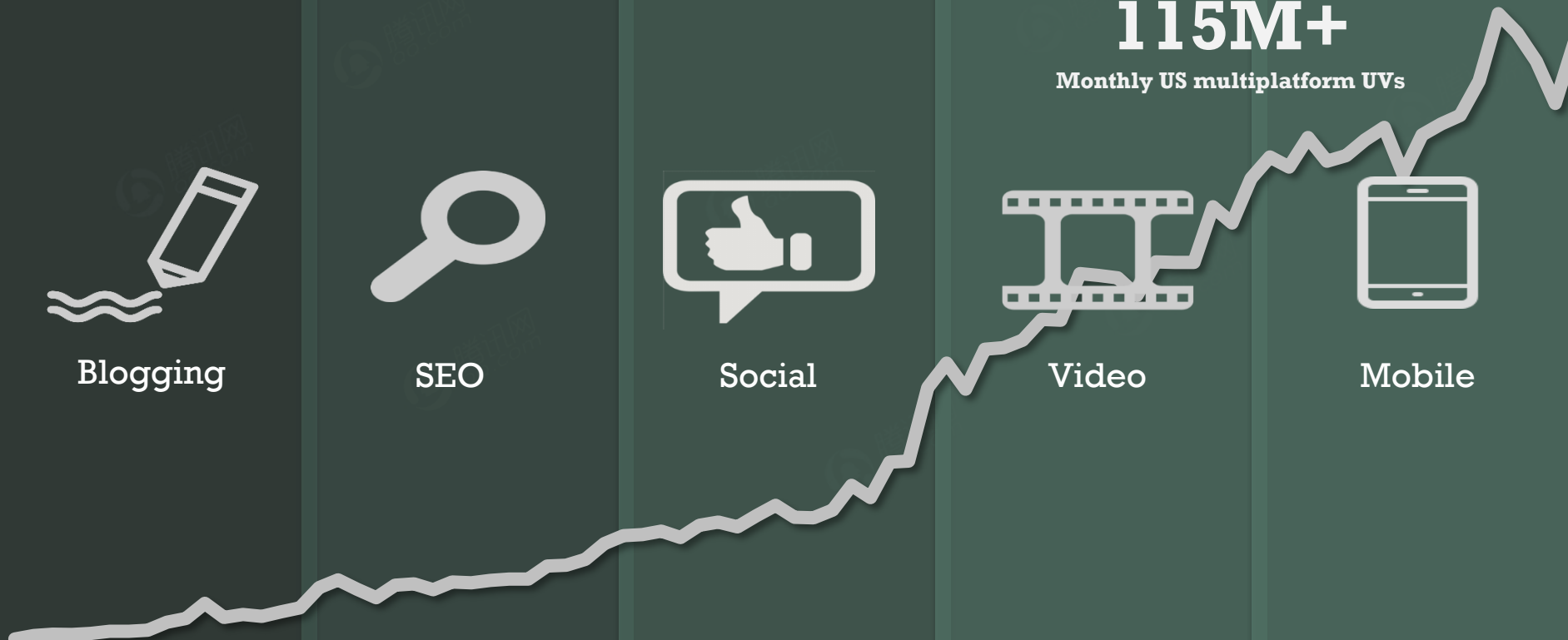
Video



Mobile

**115M+**

Monthly US multiplatform UVs



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# Four emerging opportunities that will shape the next wave of media disruptions

1

## USER GENERATED CONTENT

How to harness increasing volume to contribute to news



2

## PASSIVE PERSONALIZATION

How to design and power the most relevant content experience



3

## NEXT-GENERATION DEVICES

What content and format changes to match device innovation



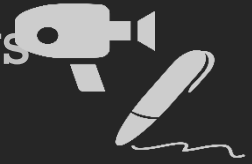
4

## EVOLVING MONETIZATION






What content and format changes to match device innovation



# 1 Harness user generated content to enhance news coverage



SOCIAL MEDIA HAS LED TO EXPLOSION OF CONTENT POSTED ONLINE...

	4.75B	items shared daily on Facebook
	550M	tweets daily
	72M	posts daily
	55M	photo uploads daily
	5M	article pins daily

...WITH POTENTIAL TO PROVIDE NEWS SERVICES WITH ABUNDANT LOCALIZED INFORMATION



The image shows the guardianwitness website and a smartphone displaying the app. The website has a blue header with the guardianwitness logo and navigation links. The main content area features a large blue banner with the text 'Share your view of the world' and 'Your chance to have videos, photos and stories featured on the Guardian'. Below this, there are sections for 'Current assignments' and 'Assignments of the week'. The smartphone screen shows the app interface with a red header, a list of assignments, and a 'Send us a story' button.

*Expanding capacity to incorporate public submissions into traditional news*

## KEY FEATURES

- Editors post **'assignments'** based on specific themes – for example, extreme weather events
- Users to upload **videos, pictures and text**, via the Web and through an app to be featured on the site

## 2 Improve personalization to respond to increasing competition for attention

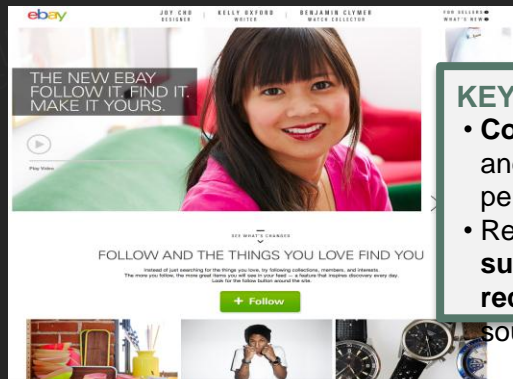
INCREASES IN ONLINE CONTENT VOLUME LEADING TO DECLINING AUDIENCE ENGAGEMENT

...EBAY PROVIDES A COMPELLING EXAMPLE OF ACTIVE AND PASSIVE PERSONALIZATION

-20% decline  
in average minutes per  
page



-24% decline  
in average minutes per  
visitor



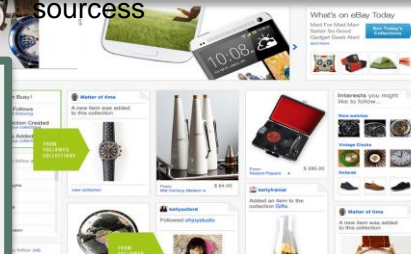
### KEY FEATURES

- **Combination** of curation, and active and passive personalization
- Redesigned landing page to **surface content recommendations** from all

sourcess

### INITIAL RESULTS

- Higher **traffic**, more **engagement**, and increased **purchase behavior**



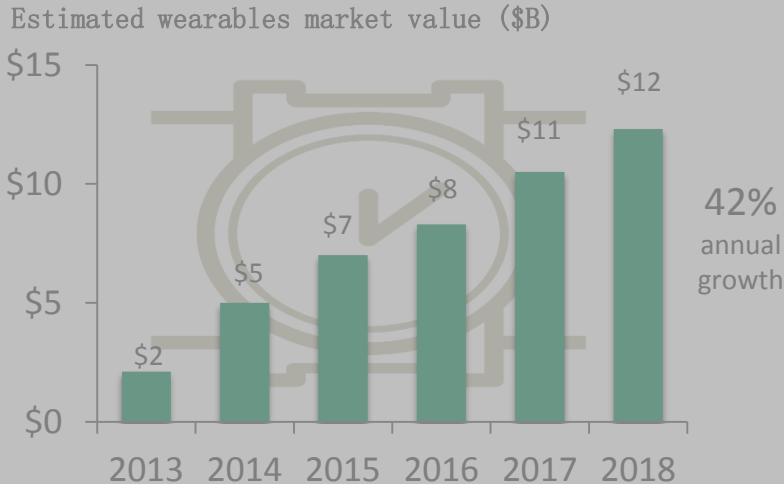
# 3

## Adjust content, format and distribution to reach new devices



DEVICE INNOVATION IS CONTINUING, WITH WEARABLES PROJECTED TO BE GROWTH FOCUS

EFFECTIVE CONTENT DELIVERY WILL REQUIRE CONTENT AND FORMAT INNOVATION



**KEY FEATURES**

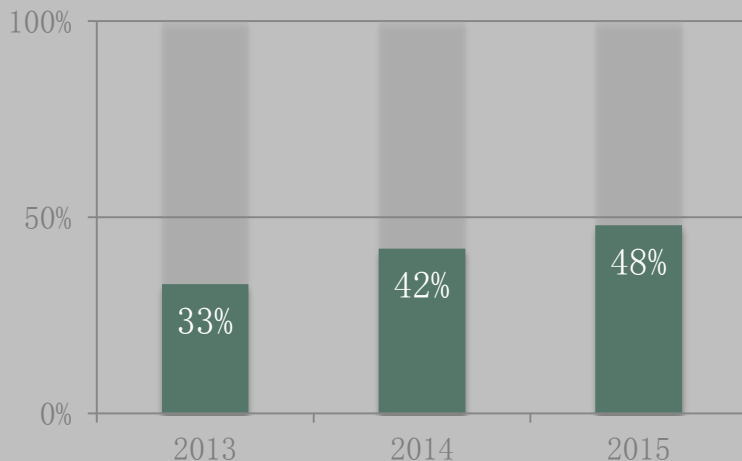
- Currently just FT's existing mobile-first product re-purposed
- App will provide feed of news articles pulled from app
- App will not come pre-installed but will be a featured app in the Samsung App store

# Build upstream creative advertising capability as programmatic takes over



## INCREASING PROPORTION OF DISPLAY AD MARKET SHIFTING TO PROGRAMMATIC

Forecast programmatic share of ad market



## ... REQUIRING ENHANCED 'VALUE-ADD' THROUGH NATIVE AND CONTENT MARKETING



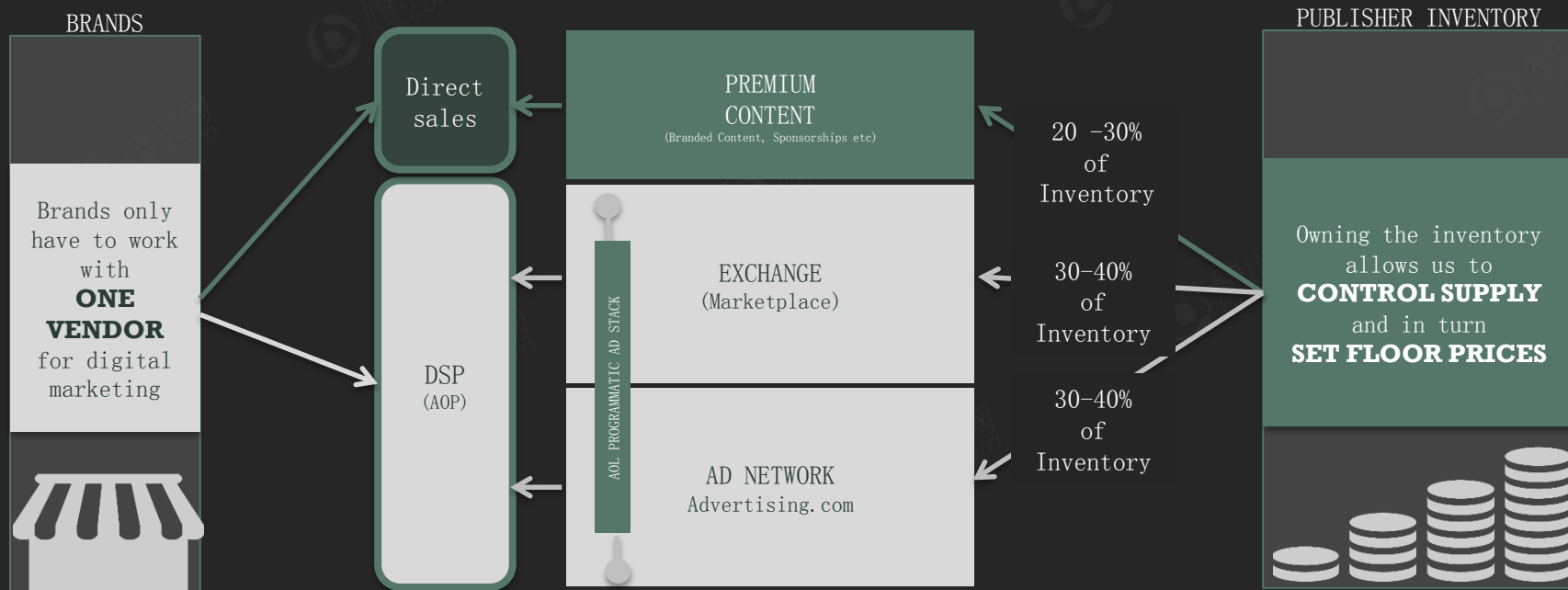
### KEY FEATURES

- Red Bull content marketing includes *Stratos* space jump, Formula 1 team, and Red Bull studios
- Vice uses sponsorship model for 50%+ of revenue



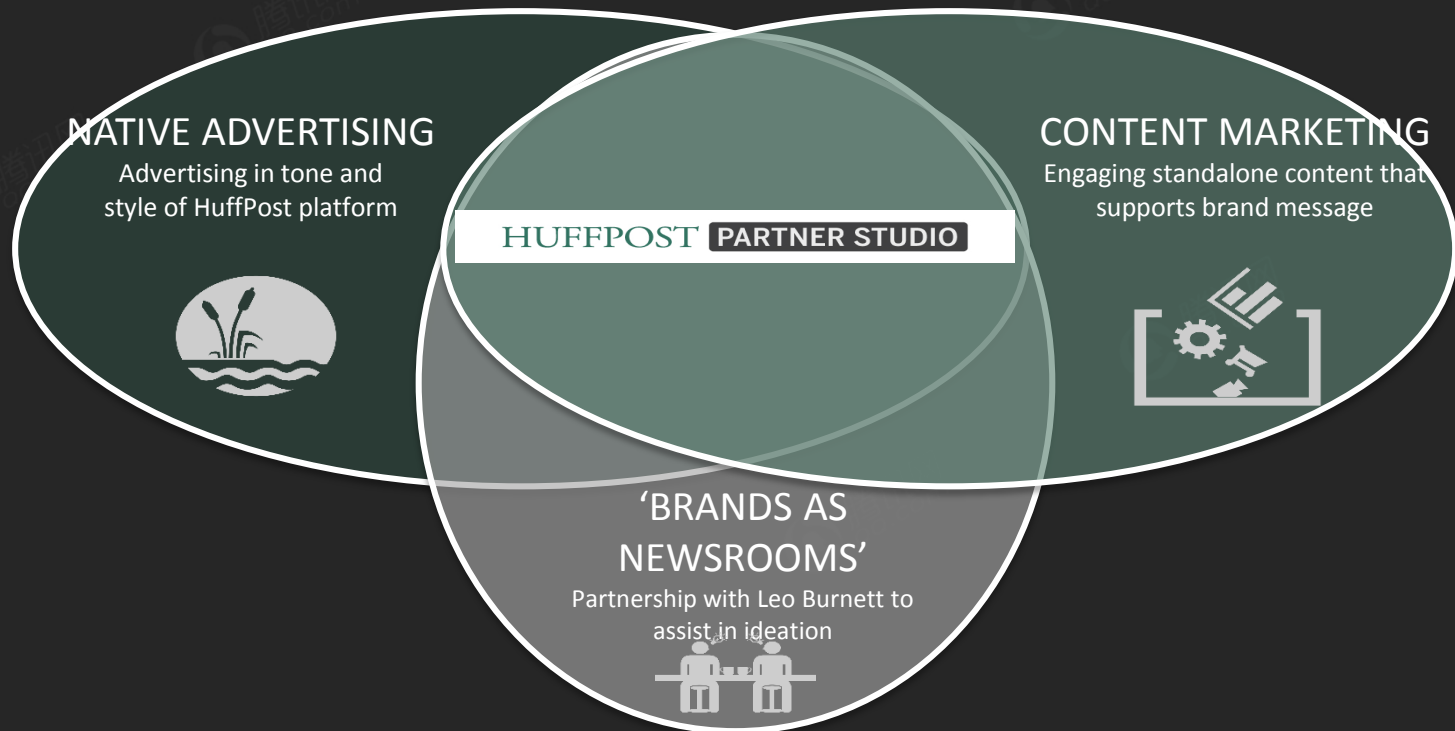
# VICE NEWS

# Publishers are ideally placed to combine content and platform advantages



4

# We are able to bring HuffPost DNA directly to brands' content marketing



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# The HuffPost approach to industry change and disruption

1

## **Embrace change in order to drive it**

Disruption is inevitable, and the pace of change will increase as technological continues to advance

2

## **Look to the market 'macro trends' to guide your strategic priorities**

Industry disruption occurs when technological advancement aligns with market desires

3

## **Keep an entrepreneurial mindset**

Prioritize innovation, 'scrappiness', and calculated risk-taking

# THE HUFFINGTON POST

Any questions?