



When one of Australia's most respected newspapers was seeking to transform its business

We helped develop a new operating model and detailed future state processes to fully integrate their newsroom and editorial practices

The Challenge

A national business newspaper used a serial production process where print and online editions of the publication were produced independently and subsequently re-used for other media or publications. This operational mode and supporting ways of working had served the newspaper well, but were becoming a constraint to growth as methods of news planning, creation and production are increasingly multi-platform, multi-title and multi-format—consisting of web, mobile content and often photos, blogs and video, - rather than just the traditional published paper.

As part of this transformation agenda, the organisation identified a new publishing platform which could support its objectives to streamline editorial processes to meet critical print deadlines, whilst retaining focus on delivering unique, differentiated content across platforms and channels, to provide news content which would 'follow the sun' across multiple integrated formats. It was critical that the future operating model and ways of working be designed and documented in detail to be able to successfully configure and implement the new technology platform and be flexible enough to support future growth and product innovation.

How we helped

Using the Deloitte Business Transformation framework, the project team facilitated the design of a future state operating model to provide multi-platform publishing for the newspaper and its associated magazine and web content assets. Deloitte designed detailed editorial processes for all critical end to end publishing guidelines. This was done in a collaborative way, using workshops to develop process blueprints to be tested, refined and agreed. Business rules and operating guidelines were developed which not only outlined the step by step activities for dealing with specific challenges such as breaking news or cross-platform planning, but importantly, brought to life what the new operating environment would look and feel like – and what would be required of the people and teams working within it.

Value delivered

The operating model and processes developed by Deloitte provided the newspaper with a critical input into the configuration and delivery of their technology platform. Deloitte engaged with the editors, journalists and production teams on the ground to ensure the proposed processes were practical, had sufficient buy-in and were 'owned' by the business. Our client was the first Australian news operation to be fully integrated for multimedia (newspapers, magazines and websites) and one of only a handful in the world with fully integrated newspaper, magazine and web operations.



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