Managing Conflicting Objectives

Katharine Bailey, Senior Vice President, Global Head of Product & Design
Condé Nast
Agenda

01 The Journey
02 The Framework
03 The Lessons Learned
The Journey
We started our journey by migrating all brands onto a single Platform (Front End Stack & Content Management System)
Unlocking the power of reusability: Toolkits

Experience
- Discoverability
  - Directory
  - Mega Menu
- Engagement
  - Saved Collections
  - Payments
  - Android Subscriptions
- Subscription
  - Shopping Channels
  - Article & Gallery
  - Product Embeds
  - Product Listing Pages
  - Native Checkout
  - Product Schema

Initiative

Experience

Initiative
- Video
- Live Stories
- Syndication
  - Publishing Platform
  - Translations
  - Performance
Developed 5 Main Goals tied to the Mission

Unlock our potential by getting closer to the customer and reimagining our brands in digital.

Understand our audience and deepen our relationship with them

Amplify our influence in digital through best-in-class experiences that delight our audiences and differentiate Condé Nast

Grow revenue by developing new ways of monetizing our content and audience, while maintaining existing ones

Globalize our brands by innovating and unifying our products and technologies

Attract, develop, engage and retain extraordinary talent
Defined the OKR Planning Framework

**GPTD**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Key Results</th>
</tr>
</thead>
</table>
| Amplify our influence in digital through best-in-class experiences that delight our audiences and differentiate Condé Nast | ➔ Up time spent by 10%  
➔ 2+ visits 10%  
➔ Watch time 10% |

**Moments & Events:** realize our brands’ power through creating unforgettable storytelling moments and driving conversation around them

**Video Team OKR**

**Objective**
Maximize engagement with our tentpole livestreams

**Key Results**
- Up watch time 10% on O&O
- Total views up 10% across all platforms

**Platform Team OKR**

**Objective**
Provide richer storytelling tools to allow editors to "own the moment" during live event coverage

**Key Results**
- Increase time spent on site before, during, and after live event coverage by 100% from a baseline of 7 minutes

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**THE WORK**

Initiative/Epic: Enable distribution to China

- Project/User Story: Grabyo contract and workflow creation
  - Task: Grabyo training and testing in China

Initiative: Upgrade O&O hero players

- Project: Full-bleed teaser experience for key players
  - Task: Full-bleed teaser at top of Live Story

Initiative: Live Stories

- Project: Build live updating capability in Verso application
  - Task: Add support for social embed types in Live Story
# Defined a Common Language

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
<th>Time horizon</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Why</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goals</td>
<td>Our standing goals as a GPTD team that will help us drive the company mission and deliver against company KPIs. KPIs should be set for the year and tweaked every 6 months. These will come from Finance, Aud Dev and GPT.</td>
<td>Multi-Year</td>
</tr>
<tr>
<td>Global OKR</td>
<td>Objectives used to partner with the broader business and editorial teams to drive company goals for that year. These are multi-brand, cross team by definition and should focus on building out our reusable capabilities.</td>
<td>Year, and assessed every 6 Months</td>
</tr>
<tr>
<td>Team OKR</td>
<td>A Product, Data, Design and Engineering team’s interpretation of what they need to take on to move the needle for the year on the Big OKRs</td>
<td>Set every 3-6 months</td>
</tr>
<tr>
<td>The What and How</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative</td>
<td>A large project defined as multi-quarter, but not necessarily cross-brand, meant to deliver on team OKR(s.)</td>
<td>Quarter</td>
</tr>
<tr>
<td>Project</td>
<td>A set of work larger than 2 sprints meant to deliver on a team OKR.</td>
<td>2-6 2 week sprints</td>
</tr>
<tr>
<td>Task</td>
<td>A set of work achievable in a given sprint, also tied to a team OKR.</td>
<td>1 week sprint</td>
</tr>
</tbody>
</table>
Defined a Common Language

<table>
<thead>
<tr>
<th>Experiences</th>
<th>Journeys</th>
<th>Templates</th>
<th>Components</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>End to end ux, weaving together multiple journeys, templates and features</td>
<td>User journeys, leveraging multiple templates and components in order to</td>
<td>Pages which bring together components.</td>
<td>Functionality that creates value (for the user or business).</td>
<td>The building blocks of all we do.</td>
</tr>
<tr>
<td>across a funnel or moment.</td>
<td>to achieve a specific outcome.</td>
<td></td>
<td>For example:</td>
<td>We need capabilities for:</td>
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<tr>
<td></td>
<td>For example:</td>
<td></td>
<td>➔ Channel page</td>
<td>➔ Authoring and publishing</td>
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<tr>
<td></td>
<td>➔ Commerce – from discovering products through to purchase and</td>
<td></td>
<td>➔ Bundle page</td>
<td>➔ Design and presentation</td>
</tr>
<tr>
<td></td>
<td>after sales</td>
<td></td>
<td>➔ Tag page</td>
<td>➔ Advertising</td>
</tr>
<tr>
<td></td>
<td>➔ Moments – from the build up, to the wrap up in the days after</td>
<td></td>
<td>➔ Article page</td>
<td>➔ Commerce</td>
</tr>
<tr>
<td></td>
<td>➔ Event – from promotion, to buying tickets, to attending</td>
<td></td>
<td>➔ Live story</td>
<td>➔ Subscriptions</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>➔ Gallery page</td>
<td>➔ Identity &amp; single customer view</td>
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<td></td>
<td>➔ PLP</td>
<td>➔ Personalization</td>
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<td></td>
<td></td>
<td></td>
<td>➔ PDP</td>
<td>➔ Testing and measuring our experiences</td>
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<td></td>
<td>➔ Governance &amp; Compliance</td>
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<td></td>
<td>➔ Taxonomy / IA</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>➔ Distribution</td>
</tr>
</tbody>
</table>
For example...

<table>
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<th>Components</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Met Gala</td>
<td>Moment</td>
<td>Log-in flow Reg flow Subscribe flow</td>
<td>Live story template Article template Gallery template Tag page</td>
<td>Full width video player Sticky video player Voting Promo banner Email sign-up</td>
<td>Content tools Design system Taxonomy / IA Identity Single-sign-on AdTech MarTech Payment Cart MarTech Identity Design System</td>
</tr>
<tr>
<td>The Get</td>
<td>Commerce</td>
<td>Payment flow Log-in flow Reg flow</td>
<td>Channel pages Article pages PLP PDP Payment page</td>
<td>Mega Menu Product embed</td>
<td></td>
</tr>
<tr>
<td>Epi paid product</td>
<td>Subscription</td>
<td>Subscribe flow Onboarding Cancellation</td>
<td>Order form Confirmation emails Renewal emails</td>
<td>Subs gate</td>
<td>Bundling entitlements Paypal payments Conde ID Sailthru integration</td>
</tr>
</tbody>
</table>
Planning Framework

Align Corporate KPIs with Goals

Baseline and set targets

Work through Global OKRs by business pillars

Define Initiatives and Capabilities needed by pillar

Work Though Team Dependencies

Mitigate any blockers and dependencies

Drill into Team OKRs

Publish Initiatives and Capabilities timeline

Publish Team Timelines

Present Team Plans in Lookback and Forward

Oct

Nov

Dec

Jan
7 Lessons Learned
Tie OKRs to executive level KPIs
Develop a simple to understand prioritization framework that translates at a macro and micro level
Define OKR and roadmap cadence that is realistic
Lessons Learned

Capitalize on the value of product by cross-functional team
Lessons Learned

The right framework surfaces reusability
Use dates selectively to galvanize teams
Lessons Learned

Testing is fundamental and will remove the emotion