



Managing Conflicting Objectives

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

Condé Nast

Agenda



01 The Journey

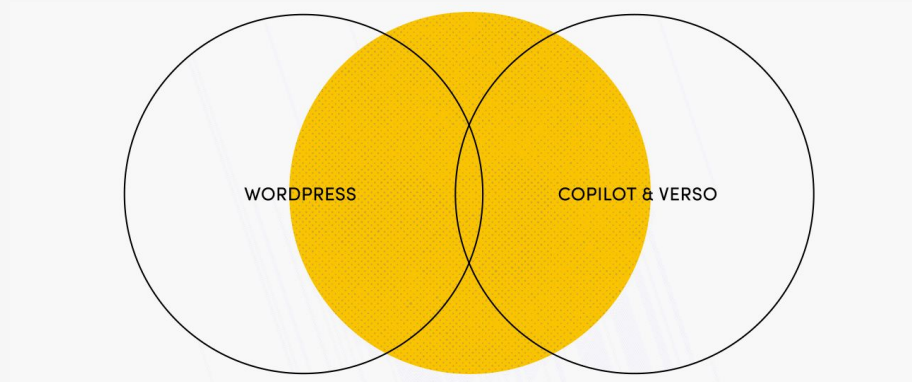
02 The Framework

03 The Lessons Learned



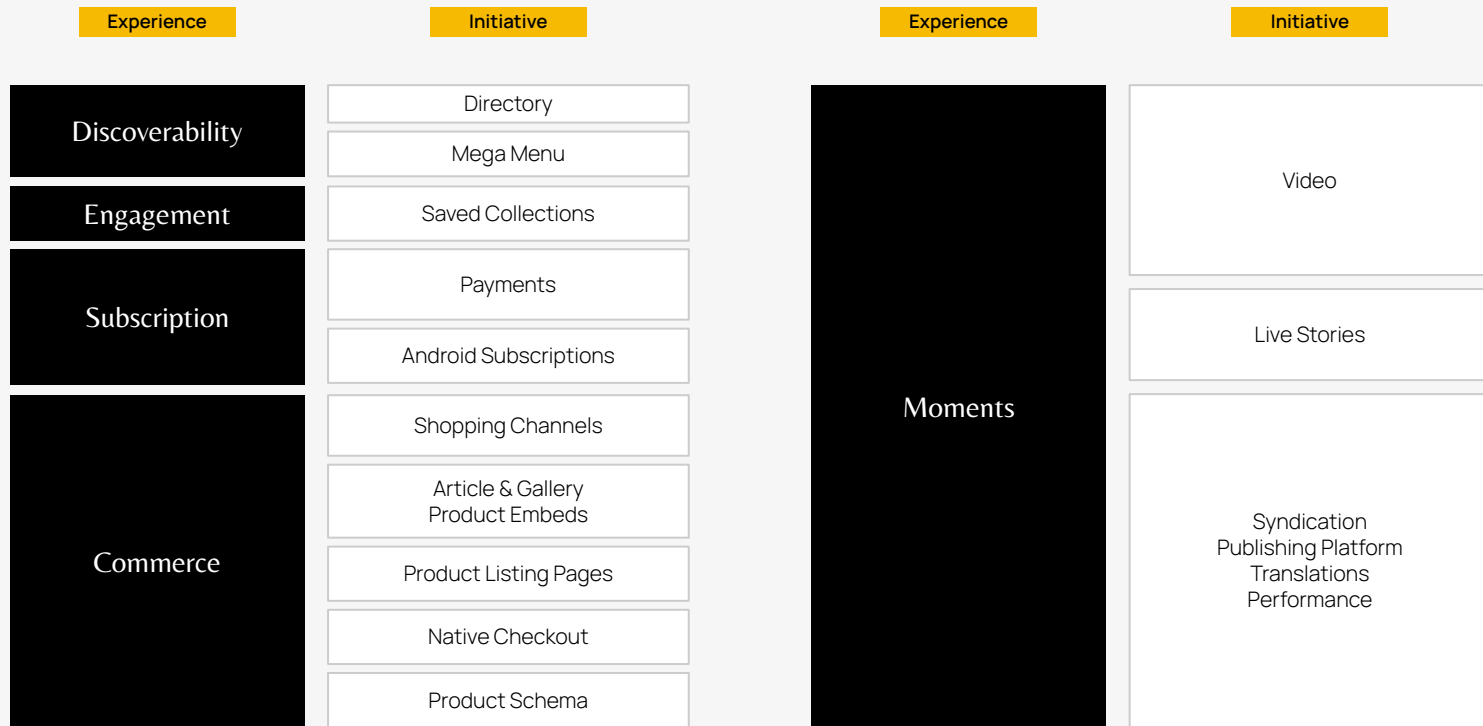
The Journey

We started our journey by migrating all brands onto a single Platform (Front End Stack & Content Management System)



AD allure arstechnica bon appétit j. CONDE NAST johanSENS Traveler THE WORLD OF INTERIORS them.
epicurious GLAMOUR GQ GQStyle HOUSE & GARDEN LA CUCINA ITALIANA VANITY FAIR LOVE
Pitchfork SELF EATER teenVOGUE THE NEW YORKER VOGUE VOGUE BUSINESS WIRED

Unlocking the power of reusability: Toolkits



The Framework

Developed 5 Main Goals tied to the Mission

CONDÉ NAST

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

PLANNING

Multi-
Year

Yearly

GPTD	
Goal	Amplify our influence in digital through best-in-class experiences that delight our audiences and differentiate Condé Nast
Global Objective	Key Results
Moments & Events: realize our brands' power through creating unforgettable storytelling moments and driving conversation around them	→ Up time spent by 10% → 2+ visits 10% → Watch time 10%

● Video Team OKR

● Platform Team OKR

3-6
months

Objective	Key Results	Objective	Key Results
Maximize engagement with our tentpole livestreams	- Up watch time 10% on O&O - Total views up 10% across all platforms	Provide richer storytelling tools to allow editors to "own the moment" during live event coverage	- Increase time spent on site before, during, and after live event coverage by 100% from a baseline of 7 minutes

THE WORK

Quarter

2-6
2 week
sprints

2 week
sprint

Initiative/Epic: Enable distribution to China	Initiative: Upgrade O&O hero players	Initiative: Live Stories	Initiative: Live Stories
Project/User Story: Grabyo contract and workflow creation	Project: Full-bleed teaser experience for key players	Project: Build live content type in Copilot	Project: Build live updating capability in Verso application
Task: Grabyo training and testing in China	Task: Full-bleed teaser at top of Live Story	Task: Add SEO Live Indicator on Homepage	Task: Add support for social embed types in Live Story

Defined a Common Language

	Term	Definition	Time horizon
The Why	Goals	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.	Multi-Year
	Global OKR	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.	Year, and assessed every 6 Months
	Team OKR	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	Set every 3-6 months
The What and How	Initiative	A large project defined as multi-quarter, but not necessarily cross-brand, meant to deliver on team OKR(s.)	Quarter
	Project	A set of work larger than 2 sprints meant to deliver on a team OKR.	2-6 2 week sprints
	Task	A set of work achievable in a given sprint, also tied to a team OKR.	1 week sprint

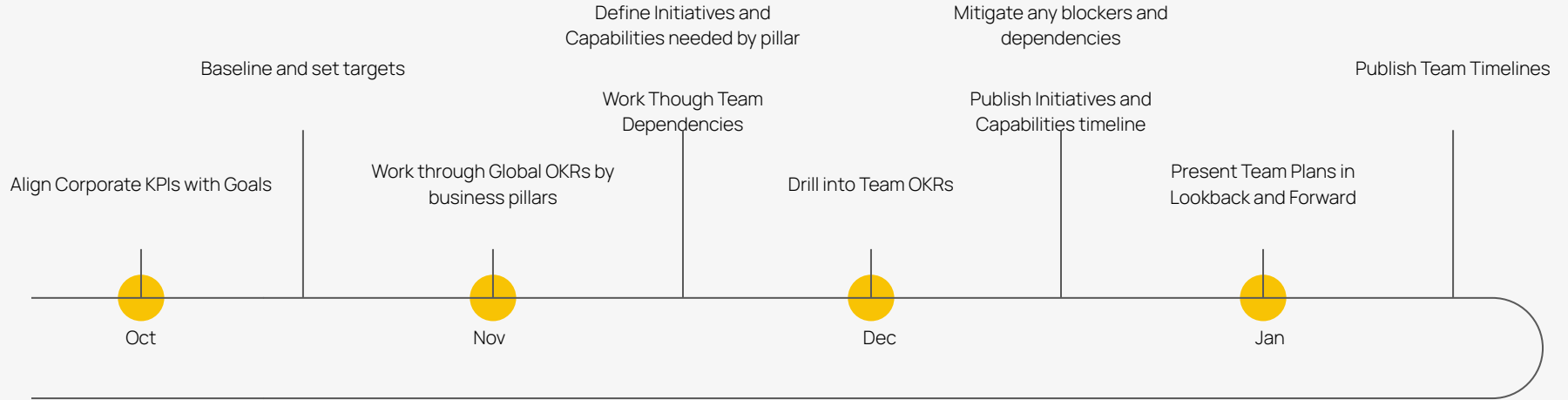
Defined a Common Language

Experiences	Journeys	Templates	Components	Capabilities
<p>End to end ux, weaving together multiple journeys, templates and features across a funnel or moment.</p> <p>For example:</p> <ul style="list-style-type: none">→ Commerce – from discovering products through to purchase and aftersales→ Moments – from the build up, to the wrap up in the days after→ Event – from promotion, to buying tickets, to attending	<p>User journeys, leveraging multiple templates and components in order to achieve a specific outcome.</p> <p>For example:</p> <ul style="list-style-type: none">→ Log-in→ Register→ Update payment details→ Buy event ticket	<p>Pages which bring together components.</p> <p>For example:</p> <ul style="list-style-type: none">→ Channel page→ Bundle page→ Tag page→ Article page→ Live story→ Gallery page→ PLP→ PDP	<p>Functionality that creates value (for the user or business).</p> <p>For example:</p> <ul style="list-style-type: none">→ Subscription wall→ Re-circ unit→ Commenting→ Social sharing	<p>The building blocks of all we do.</p> <p>We need capabilities for:</p> <ul style="list-style-type: none">→ Authoring and publishing→ Design and presentation→ Advertising→ Commerce→ Subscriptions→ Identity & single customer view→ Personalization→ Testing and measuring our experiences→ Governance & Compliance→ Taxonomy / IA→ Distribution

For example...

Example	Experiences	Journeys	Templates	Components	Capabilities
Met Gala	Moment	Log-in flow Reg flow Subscribe flow	Live story template Article template Gallery template Tag page	Full width video player Sticky video player Voting Promo banner Email sign-up	Content tools Design system Taxonomy / IA Identity Single-sign-on AdTech MarTech Payment Cart MarTech Identity Design System
The Get	Commerce	Payment flow Log-in flow Reg flow	Channel pages Article pages PLP PDP Payment page	Mega Menu Product embed	
Epi paid product	Subscription	Subscribe flow Onboarding Cancellation	Order form Confirmation emails Renewal emails	Subs gate	

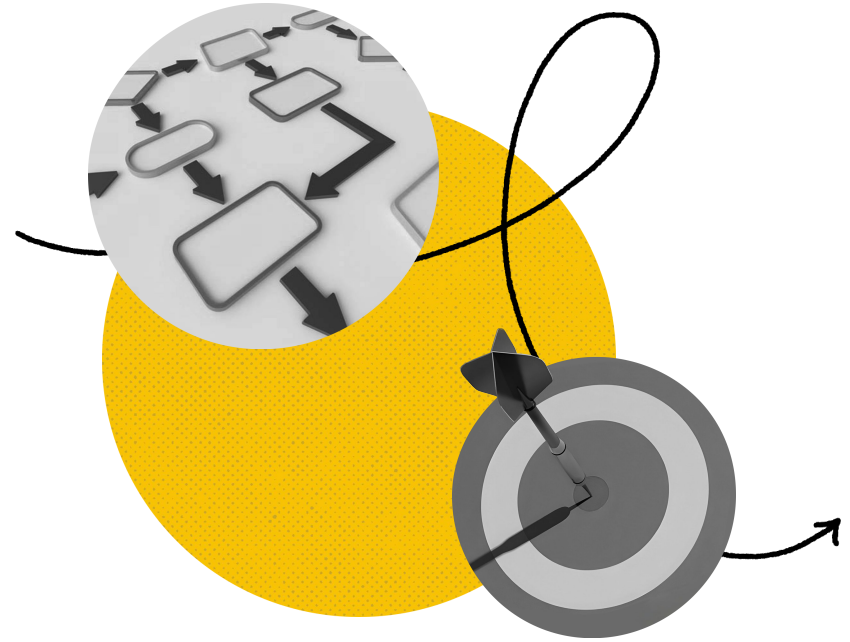
Planning Framework



7 Lessons Learned

Lessons Learned

Tie OKRs to executive level KPIs



Lessons Learned

Develop a simple to understand prioritization framework that translates at a macro and micro level



Lessons Learned

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



Lessons Learned

Use dates selectively
to galvanize teams



Lessons Learned

Testing is fundamental
and will remove the
emotion





Q&A

Appendix