SEO in the journalistic company: perceptions and key elements for its adoption in writing

El SEO en la empresa periodística: percepciones y elementos clave para su adopción en las redacciones

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ABSTRACT
Introduction. The importance that media professionals give to search engine positioning in journalistic writing and its different dimensions is analyzed. Specifically, the perception of journalism professionals is studied after the recent application of *Search Engine Optimization* (SEO) strategies in the *Diario de Sevilla*, a Joly Group cybermedia, with a tradition on paper and that, as of May 2018, created a specific web positioning department that would be its pilot project for the gradual transformation of the rest of its headers. **Methodology**. For the development of this research, participant observation, semi-structured interviews, and frequency analysis of terms from the company's internal manual on search engine positioning strategies have been applied. **Conclusions**. All this has made it possible to know the perception that professionals in this sector have of SEO, identify the possibilities of its application in news production, and propose a framework for the location of SEO in a digital newspaper.

RESUMEN
Introducción. Se analiza la importancia que dan los profesionales de los medios de comunicación al posicionamiento en buscadores en una redacción periodística y sus diferentes dimensiones. En concreto, se estudia la percepción de los profesionales del sector periodístico tras la reciente aplicación de estrategias de *Search Engine Optimization* (SEO) en el *Diario de Sevilla*, cibermedio del Grupo Joly, con tradición en papel y que, a partir de mayo de 2018, creó un departamento específico de posicionamiento web que sería su proyecto piloto para la paulatina transformación del resto de sus cabeceras. **Metodología**. Para el desarrollo de esta investigación se ha aplicado la observación participante, las entrevistas semiestructuradas y el análisis de frecuencia de términos del manual interno de la empresa sobre estrategias de posicionamiento en buscadores. **Conclusiones y discusión.** Todo ello ha permitido conocer la percepción que tienen del SEO los profesionales de este sector, identificar las posibilidades de su aplicación en la producción de noticia y proponer un marco para la ubicación del SEO en un diario digital.

PALABRAS CLAVES: Cibermedios; SEO; posicionamiento en buscadores; periodismo online; visibilidad web.

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1. Introduction

Most of the media have digital versions. This has encouraged digital news media to be considered systems with specific qualities and needs, both within the world of journalism and within the digital ecosystem (Díaz-Noci and Salaverría, 2003¸ Rodríguez-Martínez et al, 2010).

These qualities are compounded by the intrinsic characteristics of each journalistic company, both due to its technical and economic resources (Iglesias-García, 2012), as well as other circumstances, such as the influence of its printed edition or the need for adequate technological training of its journalists (Salaverría et al., 2018¸ Rodríguez-Martínez et al, 2010; Suárez-Sucre, 2017).

In this sense, despite the logical differences between each company, the editors of digital news media need to add to their competence an adequate understanding of the characteristics of the digital ecosystem, in order to be able to apply them to the production of the news (López-García et al. al., 2017; Muerza, 2017).

One of the determining factors of digital media is that search engine positioning or *Search Engine Optimization* (SEO) is increasingly important in writing work. The reason is that SEO improves the visibility of the news and, therefore, increases the chances of appearing in the preferred places of the search results of Google and Bing, among others (Richmond, 2008; Dick, 2011).

This translates into more traffic, which in turn leads to the acquisition of new readers, an objective that is at the core of any media business model. Therefore, the digital ecosystem has decisively implemented the economic and strategic importance of SEO for the viability of digital news media.

As if that were not enough, besides economic reasons, it can be argued that the union of SEO with good journalism helps the existence of active and informed citizens, which affects the democratic health of a nation. The reason for this relationship is that SEO can help position high-quality and professional journalistic information and thus contribute to press freedom and democracy.

It is in the face of all these circumstances that the motivation for this study was born, focused on the relatively recent implementation process (May 2018) of SEO in the newspaper *Diario de Sevilla*.

Specifically, for the authors, the opportunity to study this digital news media is justified because it is a headline of printed tradition that, as has been pointed out, has carried out the recent implementation of search engine optimization in its writing. Furthermore, this initial experience has been carried out with the aim of transferring it to the rest of the newspapers that make up the Joly Group. It can therefore be pointed out that in the selection of this case, criteria of opportunity and maximum significance have been applied (Yin, 2014).

Based on the above, the statement of the main objective of this work is as follows:
- Knowing the perception of journalism professionals concerning the implementation of a new search engine positioning strategy to optimize the visibility of their news.

Besides this objective, the following derived objective was proposed:
- To determine the dimensions of application of SEO strategies in the journalistic writing of a daily media of one of the main Spanish communication groups.

The following sections are organized in this way: first, the theoretical framework that has been used is presented, then the methodology, followed by the results, to finish with the discussion and conclusions.

2. Theoretical framework

The presence of the press in the digital ecosystem is on the rise, to the point where, at present, it is very difficult to find paper newspapers that do not have an online version (Salaverría et al., 2018). The current digital news media, with two decades of history both in the Spanish case (Salaverría et al., 2018) and internationally, have had to organize themselves following a communicative situation different from those that affected traditional media in the past, mainly due to the interactivity processes (Cebrián-Herreros, 2009; Rodríguez-Martínez et al., 2012; Caminero and Sánchez-García, 2018) and the constant technological changes that occur on the Internet.

These changes are forcing digital news media to reorient their content and strategies (Rodríguez-Martínez et al. 2010; Díaz-Noci, 2018; García-Avilés et al., 2018) very quickly (Suárez-Sucre, 2017). In turn, this speed is causing some uncertainty for journalists, who feel that they must preserve the fundamental elements and values of journalism, at the same time that they must adequately know the technologies that affect their news on the web (López-García, 2017). Obviously, the integration of writing into the online world has become one of the most important strategies for the media (Muerza, 2017), to this must be added the growing importance of social networks as a new context for improving web visibility, the dynamization of news (Trillo-Domínguez and Ollero, 2018).

In summary, the need for web visibility has made the media have to obtain a good search engine positioning (Carlson, 2007; Norris, 2007; Smyrnaios and Rebillard, 2009; Smyrnaios, 2015) since part of the traffic that digital news media receives comes from users' searches on platforms such as Google (Norris, 2007; Machill et al., 2008; Giomelakis and Veglis, 2015).

For this reason, it is essential to carry out SEO strategies in writing (Smyrnaios and Sire, 2014;), understanding SEO as the techniques or procedures applied to websites that help increase the chances of appearing in the main search results (Gonzalo-Penela et al., 2015) and thus have greater visibility and, therefore, more readers.

As is logical, in their *fine* detail, SEO techniques or strategies may differ from one media to another (Dick, 2011; Giomelakis and Veglis, 2015a; García-Carretero et al. 2016), mainly because each media has a series of differentiated time, financial, technical, and managerial support resources (Dick, 2011). However, there is no doubt, and this is expressed by various studies, that the convergence between journalistic principles and SEO principles have favored the headlines (Asser, 2012; Lopezosa, Codina, and Pérez-Montoro, 2019). One of the first success stories to support this statement is found on the BBC News web portal, which managed to reach the top positions in search results with an SEO strategy from the second half of 2009. This caused that, from that date until the first half of 2011, visits to the news section of BBC News increased by 57%, and visits as a whole of the entire web increased by 34% (Asser, 2012; Newman and Levy, 2014).

Given the confirmation of the fundamental role of the application of SEO in cybermedia as a part of the media's commitment to its readers (Richmond, 2008; Iglesias-García and Codina, 2016), some recommendations by researchers have been assimilated. Next, the main SEO strategies that experts in this field consider as appropriate within the writing of digital news media are highlighted, taking into account the greater consensus of techniques identified by said authors and which are collected in our bibliographic review.

- At a general level, it is recommended to write news with the highest possible quality (Wordtracker, 2018), enrich them with external links that point to sources of reference information (Graham Charlton, 2016), group them thematically through taxonomies so that search engines can identify them semantically with greater precision (Smyrnaios and Sire, 2014; Lopezosa, Codina, and Pérez-Montoro, 2019), and give access to readers so that they can comment on them and generate debate about them (Minos-Athanasios et al. 2019).
- Regarding the headline, it is advisable to apply the principle of the double headline. It is a headline designed for the reader (journalistic headline) and another for the search engine (SEO headline) (Asser, 2012). Additionally, that at least the SEO headline contains keywords at the beginning of it (García-Orosa and López, 2014).
- Regarding the body of the news, it is recommended that it contain at least 300 words (Pérez-Montoro and Codina, 2017), multimedia content such as photographs and videos (Giomelakis and Veglis, 2015; 2015ª), and a first paragraph that includes keywords and synonyms of them (Codina et al. 2016).
- Regarding the optimization of the visibility of video formats, its SEO is prioritized for the YouTube channel of the digital newspaper, attending mainly to the strategic use of hashtags and keywords within the video description fields (Lopezosa, Orduna-Malea, Pérez-Montoro, 2019).
- Likewise, to check the effectiveness of the published news in terms of its web visibility, it is advisable to use SEO audit tools and apply corrective measures to improve its positioning if necessary.

- Finally, it is recommended to train future journalists in the different facets of SEO and web analytics so that they have the necessary tools to face the fight for audiences (Lopezosa et al. 2020).

As has been seen, there are several more or less established recommendations on possible SEO techniques in digital news media. However, to date, no work has been done on the importance journalists give to search engine positioning after the recent application of SEO strategies and taking into account the possible problems that may arise, either due to the lack of knowledge on the part of journalists about search engine optimization, or the journalistic routines of a traditionally paper-based digital news media, etc.

Furthermore, none of the aforementioned studies includes the triangulation of techniques that include, at the same time, participant observation, interviews with professionals involved, and the qualitative analysis of the writing SEO manual as part of their methodology. Under this important premise, the enormous convenience of being able to carry out a study on SEO applied to *Diario de Sevilla*, which recently began a process of total implementation of SEO strategies in its writing, has been considered.

3. Methodology

To carry out this study, the case study (Yin, 2014) was used first, specifically of the editorial team of the *Diario de Sevilla*. For an adequate triangulation, a participant observation, a series of semi-structured interviews, and a qualitative analysis of the content of the internal manual on SEO of the Joly Group, a media group to which *Diario de Sevilla* belongs, have been carried out.

Regarding the case study, it should be noted that the Joly Group has nine newspapers: *Diario de Cádiz, Diario de Jerez, Europa Sur, Diario de Sevilla, El Día de Córdoba, Huelva Información, Granada Hoy, Málaga Hoy,* and *Diario de Almería*. Also, as a whole, it has 500,000 readers and a daily sale of 100,000 copies on average. For its part, *Diario de Sevilla* is the first newspaper of this media group with an average of 70,000 daily readers. Once the case is presented, the work process followed is detailed below.

Next, the design of the participant observation is explained in greater detail, for which Angrosino (2012) and Pons and Monistrol (2017) have been followed; the configuration of the semi-structured interviews, and the steps taken for the content analysis of the Joly Group's internal SEO manual.

Specifically, to present the participant observation scheme in Table 1, the proposal Pons and Monistrol (2017) has been followed.

Table 1: *Strategic elements for the development of participant observation in Diario de Sevilla*

Facets of participant observation in Diario de Sevilla	
What to research?	Objective: How is the SEO work of journalists within digital news media and their level of knowledge of its techniques. Observation focus: Triple. Work of the SEO department of a digital news media (1). SEO work of the journalists of the digital edition (2). SEO work of a printed section that is being adapted to digital edition (3).

	The scenario of the observation: the editorial office of *Diario de Sevilla*.
How to observe?	Participant observation was carried out, that is, the observer was integrated as part of the reality they intend to observe. In this case, the editorial office of *Diario de Sevilla*. All the participants knew they were being watched. The participants had full information about the object of observation.
Where to observe?	The writing of the digital edition, the News section (events) that work both the digital version and the printed edition of the newspaper, and the SEO department.
What to describe?	The observation was carried out based on the study objectives indicated in the introduction.
When and how much to observe?	In September 2018. For a week, occupying working hours from 9:00 a.m. to 2:00 p.m. and 4:00 p.m. to 6:00 p.m.
How to register?	The registration was carried out on paper by one person. The product of the analysis allowed visualizing the areas and contexts observed and their interpretation.

Source: Self-made.

Furthermore, to complement the participant observation study, 10 semi-structured interviews (Coller, 2000; Valles, 2002) were carried out with workers from *Diario de Sevilla*.

Next, Table 2 shows the interview questions and the specific objectives that were to be solved with each one of them.

Table 2: *Construction of the questions for the semi-structured interviews with Diario de Sevilla workers.*

Metadata table of the interview	
Objective	**Question**
Know the perception of the professionals who work in the media about what SEO is.	How would you define SEO?
Find out what importance journalism professionals attach to SEO within the writing.	Do you think it is important to use SEO strategies within the writing of a digital newspaper? Could you justify your answer?

Confirm if journalists have SEO training and know how to apply it to the news.	Do you think journalists have enough information and guidelines to be able to create SEO optimized news?
Specify the SEO techniques they know and which ones they apply when they write their news.	What SEO strategies do you apply every day within your productive routines as a journalist?
Find out if media professionals view SEO as an intrinsic part of their work or as a marginal part of it.	Do you think that journalists should be able to carry out SEO strategies or, on the contrary, these strategies should depend on the web positioning department? Could you justify your answer?
Know if professionals in the journalistic sector identify SEO as an element of good or bad journalistic quality.	Do you think that having to carry out SEO strategies affects the quality of the news and their social service? Do you want to justify your answer?
Uncover the perception of these professionals about the future of digital news media in the context of web visibility.	How do you see the future of journalism and its relationship with SEO?

Source: Self-made.

On the other hand, to select the participants of the interviews, the criteria questions (Valles, 2002) were taken into account, where it is asked who has the relevant information, who is more socially and physically accessible, who is willing to inform and cooperate more, and who has a greater communicative fluency to report accurately. In this sense, the following shows the different participants of the semi-structured interviews and their positions within *Diario de Sevilla*.

Table 3: *Interviewed workers from Diario De Sevilla.*

INTERVIEWED WORKERS FROM *DIARIO DE SEVILLA*	
Participant	**Section/department**
Cristina Valdivieso	Journalist of the digital edition
Manuel Rodríguez	Journalist of the digital edition
Tamara Velázquez	Journalist of the digital edition
Francisco Barquilla	Responsible for SEO of the newspaper
María Maldonado	Head of Digital Marketing of the newspaper
Javier Salcedo	Product Manager
Fernando Pérez Ávila	News section journalist (events)
Juan Manuel Marqués	Deputy director and head of the Politics section
Alberto Grimaldi	Head and journalist of the Economy section
Rocío Mesa	Systems Director

Source: Self-made.

To analyze the information obtained from the interviews, the Nvivo analysis tool is used. It is software that allows you to structure and categorize ideas, analyze the frequency of words in documents, create word trees, etc. At present, it is considered one of the most used tools to know and correctly analyze the content of interviews and content in general.

Next, the main components and elements of Nvivo are described and it concludes with its adaptation to the interviews carried out.

Table 4: *Descriptive table of the main data that can be used for qualitative analysis with Nvivo.*

Nvivo data types	
Data type	**Description**
Resources	Editable text file in another format.
Memos	Annotations.
Nodes or codes	They can be themes, topics, concepts, it allows linking the materials and being able to find them. To encode there are free nodes (without prior organization), tree nodes (categories or subcategories), and case nodes (to differentiate cases and ask questions).
Attributes	They are the properties that documents and nodes have. Word, pdf, spreadsheets, audio and video materials, web pages, and online articles can be used.

Source: Self-made.

For the interpretation of the interview data, the following nodes or codes were generated, which are shown below:
- News quality and SEO
- SEO definition
- SEO training for journalists
- Future of SEO in relation to journalism
- Importance of SEO in journalistic writing

Thanks to these nodes it was possible to unify the statements of the ten interviewees and give reliable and comprehensive answers to the questions asked.

Once our participant observation and interviews concluded, we went on to analyze the content of the SEO manual that all journalists of this media have to apply to their news. To do this, we carry out a semantic network analysis by the repetition of terms, using the NVivo tool. The analyzed manual is created by the SEO of the Joly Group, it explains what SEO is, its importance for news visibility, and includes the main elements that a journalist must optimize and how to optimize. Once this manual was incorporated into NVivo, we performed a word frequency query. This shows us the frequency of use of words within the internal SEO document highlighting the most important strategies described in it.

4. Results

Throughout this research, the main dimensions involved in the implementation of a search engine optimization model in digital news media have been addressed. This has been done from the point of view of both the writer/journalist and the search engine optimization expert.

For this, it has been necessary to first research these elements separately, in order to understand each of the needs of SEO and journalism and then unite them harmoniously so that they act appropriately within a journalistic company.

In this way, the participant observation allowed us to confirm that, to fully implement writing SEO it is necessary to clearly separate the work of the journalist (editor) and the work of the expert in search engine positioning (in charge of the SEO Department) since their functions and skills are very different.

As a result, two very significant SEO levels were identified: (1) the strategic level and dependent on the SEO department that globally affects the online media, and (2) the tactical level that falls directly on the writers and that affects the news and journalistic production of the digital news media.

In the following, the two levels of SEO are shown in an enlarged way in the form of a summary table.

Table 5: *Table with the SEO levels in digital news media and its functions.*

	LEVELS OF SEO IN DIGITAL NEWS MEDIA AND ITS FUNCTIONS
	Level 1: SEO Department - Strategic level - Media set
ID	**SEO department functions**
1	Implement and follow the metadata language schemes, such as those of the Schema.org standard promoted by the main search engines in the source code of the news, which requires configurations at the media's CMS level.
2	Implement and follow AMP technology and others that may appear in the field of digital publishing
3	Analyze and promote measures to optimize the search results of published news
4	Improve web loading speed
5	Optimize accessibility for all types of readers
6	Optimize the operation of the cybermedia's internal search engines, as well as the information architecture of the website
7	Optimize the videos uploaded to the YouTube channel (if the digital news media has one)
8	Track the competition at the level of positioned keywords
9	Track the competition at the level of obtained external links
10	Track the competitor's publications to identify unpublished news on the cyber-media and propose them to journalists to create new news
11	Provide support and advice in the management of the sale of links to third parties from the point of view of coherence and the transmission of web authority (in the case of media that have this service transparently implemented).
12	Analyze and identify search trends to help copywriters find news topics
13	Monitor social networks to identify trends and topics for new news (hashtags)
14	Monitor and solve technical problems on the web that affect SEO: tracking errors, loading errors, eliminating broken links, etc.
15	Develop internal SEO training programs for writing journalists (with updates on changes to search engines)
	Level 2: Writers - Tactical level - For each news item or journalistic production
ID	**Writer's functions at the content SEO level**
1	Produce content optimized for web visibility that maintains a high standard of journalistic quality
2	Write news that incorporates terms related to the phrase or keyword to be positioned, always in a way that is consistent with good writing.
3	Check the presence of the phrase or keyword in the news headline
4	Check the presence of the phrase or keyword in the SEO headline
5	Check and ensure the density of the phrase or keyword in the news as a whole, as well as its distribution in its sections, as in points 1, 2, 3, and 4, always in a way that is consistent with good journalistic writing.
6	Ensure the use of writing rich in synonyms and concepts related to the phrase or keyword
7	Include justifiably related external sources of information in the body of the news item (if applicable)
8	Include related news links from the same media (if applicable) if the thematic proximity of the news justifies it.
9	Include images that accompany the news in a justified way
10	Include audiovisual content that helps to better understand or that completes the news
11	Properly use internal and external links as long as they add value to the reader
12	Tag the news thematically, so that they are grouped using taxonomy in a consistent way
13	Use specific metadata (title and description) for the main social networks, at least for Facebook and Twitter without prejudice to others according to the profile of the media or the news
14	Spread the news through the social networks of the media. With the proper use of hashtags
15	Create audiovisual news pieces and upload them to the YouTube channel (if they have one)
16	Publish content recommended by the SEO department (promoted by the analysis of search

trends)	

Source: Self-made.

Regarding the list of the 16 checkpoints of content SEO by the editors, two things should be noted. First, it is clear that the list could be 14 or 20 points, depending on the way the same components are presented. Second, therefore, it is not that they are 16 or that they are 20, but rather that they are well defined and supported by the maximum available evidence, as it has been attempted to do in this work.

Once the results of the participant observation have been obtained, the main contributions obtained from the semi-structured interviews are described below, all of them focused on knowing the strategic assimilation of both the SEO department and the strategic application of positioning techniques from the different departments of *Diario de Sevilla*, and the opinion of those involved.

Table 6: *Synthesis of results of the 10 semi-structured interviews carried out*

Topics	Results
News quality and SEO	In general, SEO is seen as very important in writing as it helps to attract more readers. The interviewees consider that SEO does not affect the quality of the news. A low percentage considers that SEO adds value to content. Finally, they believe that applying over-optimized SEO strategies to the news (which is not the case in Diario de Sevilla) would cause its quality to be diminished.
SEO definition	They have a good knowledge of what SEO is. The statements show two areas on the definition of SEO. The first refers to SEO as techniques or practices for the news to appear in the top positions of Google. The second meaning of SEO has to do with the professional who is responsible for the news to be positioned in Google.
SEO training for journalists	They have sufficient training on SEO, however, being a newspaper with a tradition on paper, sometimes it is difficult to understand the change towards digital support. The interviewees consider that a great effort is being made to train journalists in SEO. It is a primary SEO training based mainly on news optimization and not complex technical strategies. They consider that the more training on SEO, the better the writing will do. Lastly, they advocate for continuous training.
Future of SEO in relation to journalism	They consider that well-applied SEO does not affect the quality of the news. In fact, they have the belief that the future of journalism passes through digital platforms and specifically through Google, therefore, journalistic writing will tend to increasingly seek convergence between journalism and visibility through search engines.
Importance of SEO in journalistic writing	The interviewees recognize that the SEO department in a newsroom is essential and that a symbiosis must be created between the newsroom and this department. Therefore, they must go together.

	The interviewed professionals understand that there must be an external vision, led by the SEO department in the newsroom. This department would be in charge of the strategies and the journalists of writing the news. The SEO manager would give journalists basic guidelines on web visibility and would also be in charge of reviewing possible SEO errors.

Source: Self-made.

Finally, it is confirmed that the internal SEO manual for Joly Group workers is a document that addresses the basic strategies that all news published in the digital edition must comply with. This manual focuses on content SEO, that is, on strategies that refer to the text of the news, with special emphasis on the use of keywords (those for which the digital news media applies so that readers find it on Google) in the headline, the body of the news, the cutline, and in the description of the news images. Bold and italic are also recommended for these keywords. Likewise, it is recommended to use tags and links in the body of the news that point to other related information. Additionally, it is confirmed that the SEO manual must be alive, because the rules and characteristics of search engine positioning change very often and what Google rewards today may not do so soon, however, as it is the first manual of the recent implementation from the SEO department, it is still unknown how often they will review and update it.

5. Discussion and conclusions

As the study carried out in the editorial office of the *Diario de Sevilla* shows, supported by methodological triangulation that includes participant observation, semi-structured interviews, as well as the content analysis of Joly Group's internal SEO manual, there are optimal possibilities of effectively integrating search engines positioning in a journalistic newsroom with a long tradition on paper. The discussion and conclusions are shown below, and the main and secondary objectives are reviewed for this.

In the first place, the results confirm that to comprehensively implement SEO in writing, it is necessary to clearly separate the work of journalists/editors and that of SEO experts or managers at the level of the entire media. This division has materialized in the SEO Department, the application of SEO by the editors of the media.

The SEO Department has a strategic function of analysis and generation of guidelines for editors. While it is up to the newsroom to apply SEO optimization recommendations without affecting the journalistic quality of the news.

Another way to understand this distribution is the following:

The SEO department: is in charge of the general SEO strategies of the media, analyzes the impact on search engines after applying these strategies, trains the editors, gives them support and is in charge of applying the technical SEO that the portal needs to maintain.

Editors: They must know how search results affect their news and obtain more users, understand the basic operation of search engines, and apply the visibility recommendations prepared by the SEO Department to their news.

This study confirms a clear interest in the optimization of news in search engines by journalists and a clear practical exercise of SEO applied to news, in terms of planning and productive routines. This research also obtains results capable of identifying the most common SEO strategies that can be distributed depending on whether they are for writers or the SEO department. In fact, the functioning of the implementation of SEO strategies stands out in two areas, in the writing of news by journalists and global strategic optimization by the SEO expert. In fact, from the writing and optimization of news, the use of keywords is carried out in the headline, the lead, the text box, the bold words, the cutline, and in the captions, etc., while from the SEO department, there is a more strategic role focused on advising on search engine positioning to all journalists of the newspaper and identifying the search for news trends to obtain more readers.

This research corroborates that, regarding SEO implementation of a newspaper with a great tradition in the print edition, there are possibilities of being able to carry it out effectively. Proof of this is the consistency in the production routines of the main actors involved in this implementation process in this case study: SEO department, the digital edition of *Diario de Sevilla*, and paper/digital sections.

Although, indeed, the SEO department and the digital publishing team (native digital journalists) have greater knowledge about the Internet and search engine positioning, the more traditional sections, still with a view more conditioned by the paper format, are being able to adapt adequately to the optimization of the news to appear in search engines.

Besides, from the collected data that emerge, the participant observation, the interviews, and the analysis of the SEO manual of Joly Group, it is possible to perfectly know the functioning of the newsroom of the digital news media in the context of web visibility.

This operation is articulated between the SEO department as head of the search engine positioning strategies, the professionals of the digital edition as news editors and main supports for the journalists of the other sections, and the journalists of the different sections that work on the digital version/ printed version as the main news creators of this media.

On the other hand, it has sometimes been pointed out that, although they admit forms of conciliation and, in fact, this is the case in a systematic way, the principles that govern good SEO do not always deviate or do not always coincide with those of journalistic writing. This is something that, prematurely in the BBC (Asser, 2012), was detected and was more or less well solved with the principle of the double headline: the journalistic one, in charge of the h1 tag (in the HTML code) and the SEO one, in charge of the *title* metadata (also in the HTML code).

The experience of this research confirms that, indeed, the principles of quality of the best journalism can be reconciled with mutual advantage, with the optimization of journalistic production to improve its visibility in the digital ecosystem.

Likewise, it is found that journalists consider that SEO strategies are essential in the writing of a digital news media such as *Diario de Sevilla*, mainly because many readers search for information through Google and appearing in the first results in search engines allows, not only to compete for the best positions in the search results but to get more web traffic in the form of new users.

According to the previous contributions, the good knowledge of the SEO mission in a newsroom and its relationship with the visibility function of journalistic production is confirmed. Despite what various authors point out (Suárez-Sucre, 2017; López-García, 2017; Muerza-Ferrer, 2017; Trillo-Domínguez and Ollero, 2018), there is the case of writing where journalistic interests can be unified

with the objectives of SEO, at least from the important point of perception of professionals in the journalistic sector.

Finally, it is confirmed that it is feasible to generate a series of SEO recommendations with high transferability to other cases. Specifically, the case reveals that some of the best SEO strategies are framed in the following dimensions:

- Continuous training for journalists on SEO, as it will help them understand and internalize the new productive routines that a media with a great tradition in the printed version must face. The emphasis is placed on the continuing education aspect because SEO strategies undergo frequent changes and modifications.
- Importance of internal linking to reinforce the visibility and authority of the news among them.
- Use of keywords and tags in well-defined sections of the news: headline, cutline, body, and metadata of the images (where appropriate), among others.
- Strategic use of YouTube (considered the second most important search engine after Google) not only as a tool to publish videos and then add them to the news but also to carry out additional web visibility actions, since, being the second search engine with higher web traffic, allows increasing audiences.

We would like to conclude this research by remembering that every year new entrepreneurial actions appear in the world of digital news media. These are generally small businesses that need guidance on how to best fit their new media into the digital ecosystem.

Both digital news media professionals and journalism scholars and academics need input based on real case studies. When a specific case like this is analyzed, it cannot be claimed that its generalization is guaranteed, but by presenting it with the level of detail that has been tried to contribute, its full transferability is ensured, that is, both other professionals and other researchers now have elements to decide on its application to similar cases, with specific contributions that have never before been given in the specialized bibliography.

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