

FROM TRANSACTIONS TO RELATIONSHIPS



Optimizing trust and revenue
through **engagement**



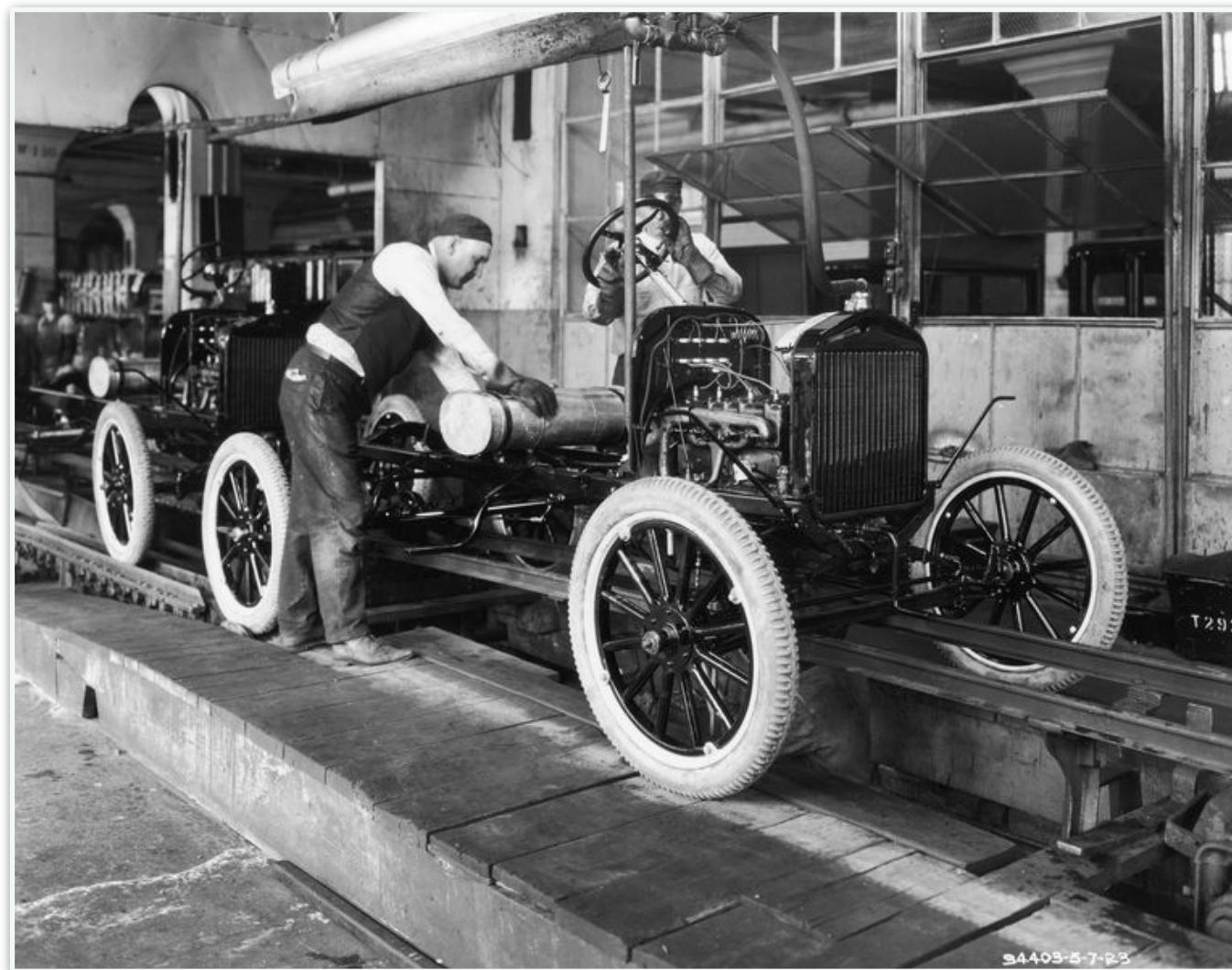
@JenniferBrandel

@weareharken

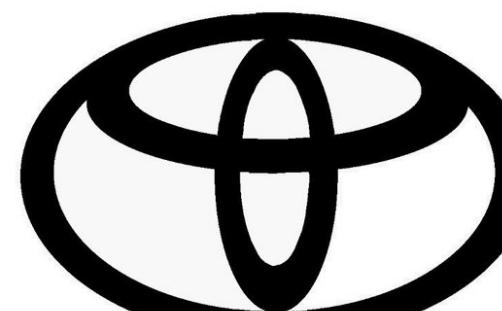
Evolution of an industry: auto



PRODUCTION LINE



PROCESS ADVANCEMENT



TOYOTA

LEAN MANUFACTURING



PROCESS ADVANCEMENT



Mercedes-Benz

DRIVERLESS CARS



TECHNOLOGY ADVANCEMENT



Both making products to help
people get from point A to point B



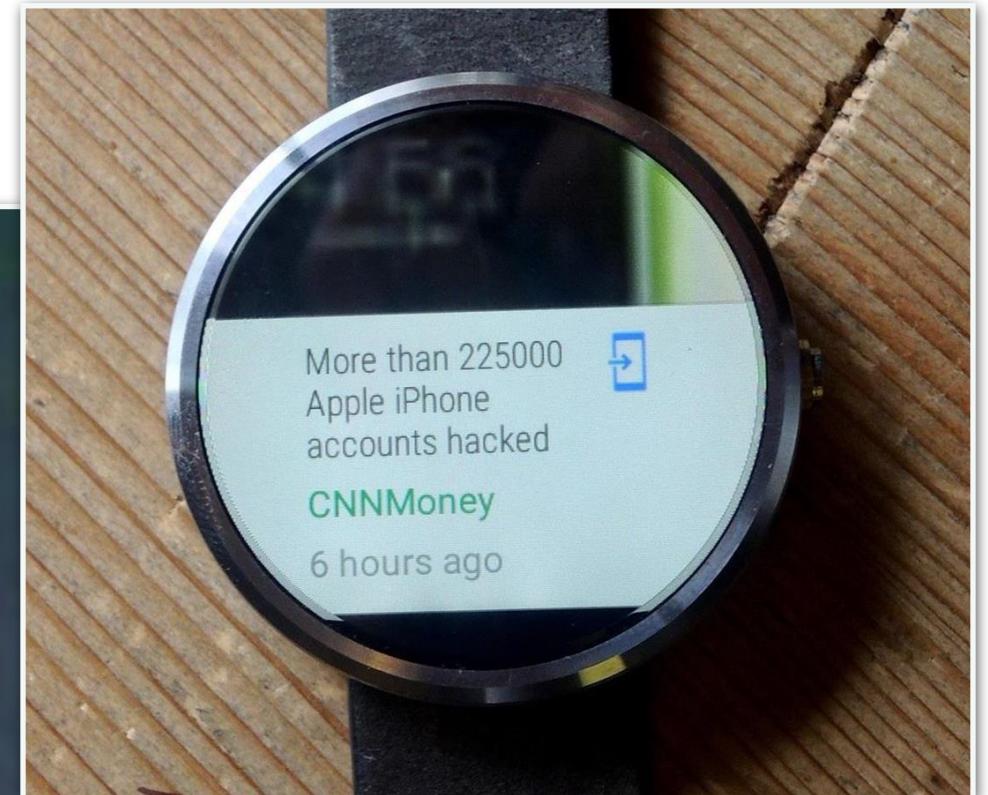
GEOGRAPHICAL



PSYCHOLOGICAL



Evolution of an industry: news



TECHNOLOGY & DISTRIBUTION ADVANCEMENTS, BUT WITHOUT REAL *PROCESS* ADVANCEMENT

Artificial Intelligence,
Big Data, Bots,
Machine Learning,
Natural Language
Processing,
Blockchain



News is using tech for a strategy about:

**MORE
FASTER
EVERYWHERE**



Questions for you:

Do **you** feel like you don't have enough news to consume?

Do **you** wish news came at you on every medium, all the time?



More, faster, everywhere isn't working

The New York Times

THE SHIFT

Do Not Disturb: How I Ditched My Phone and Unbroke My Brain

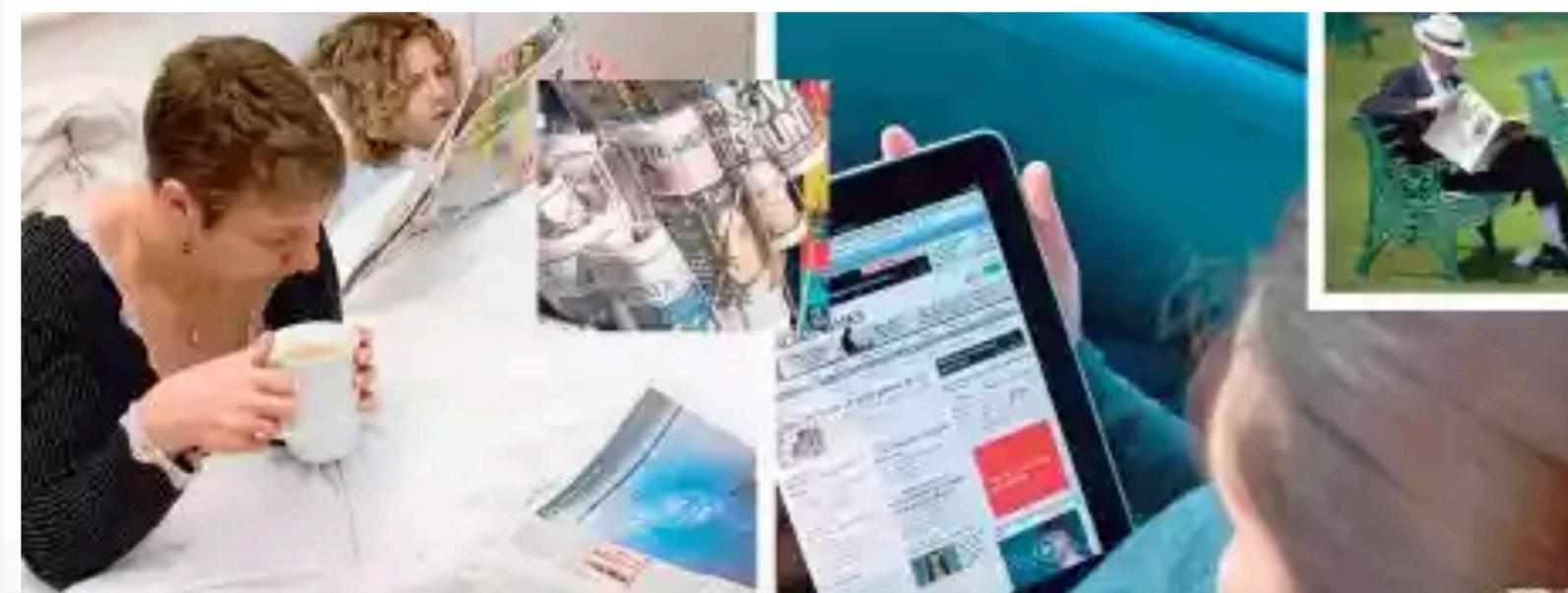


Sign in **The
Guardian**

Media

News is bad for you - and giving up reading it will make you happier

News is bad for your health. It leads to fear and aggression, and hinders your creativity and ability to think deeply. The solution? Stop consuming it altogether



U.S. News CIVIC

More U.S. Teens, Kids Seeking Mental Health Care in ERs

March 18, 2019

By Alan Mozes
HealthDay Reporter

MONDAY, March 18, 2019 (HealthDay News) -- U.S. emergency departments are seeing a surge in the number of kids and teens seeking help for mental health problems, new research warns.

Between 2011 and 2015 alone, there was a 28 percent jump in psychiatric visits among Americans between the ages of 6 and 24.



(HEALTHDAY)



(It's been trending long enough for academia to document it)

The screenshot shows a dark blue header with the logos of the Reuters Institute for the Study of Journalism and the University of Oxford. Below the header, the text "Digital News Report" is displayed next to navigation links for "Home" and "2017 Report". The main content area features a large heading "News Avoidance". Below the heading is a portrait of Antonis Kalogeropoulos, a Research Fellow at the Reuters Institute. A descriptive text block follows, explaining the definition of news avoidance based on survey responses. At the bottom left of the page is a small logo consisting of four squares forming a larger square shape.

REUTERS INSTITUTE
FOR THE STUDY OF JOURNALISM

UNIVERSITY OF OXFORD

Digital News Report

Home 2017 Report ▾

News Avoidance

Antonis Kalogeropoulos
Research Fellow, Reuters Institute

In this section we explore the extent to which people find themselves actively avoiding the news. We define this not as *total* avoidance of news, since our base sample is made up of those who say they use news at least once a month, but rather as those who say they avoid news *often or sometimes*. The issue of news avoidance is a matter of concern if it means that citizens are not sufficiently equipped to take decisions in elections or referendums. There are also concerns that the abundance of other types of media (e.g. entertainment) may be squeezing exposure to news for less interested news consumers.

The mega trends

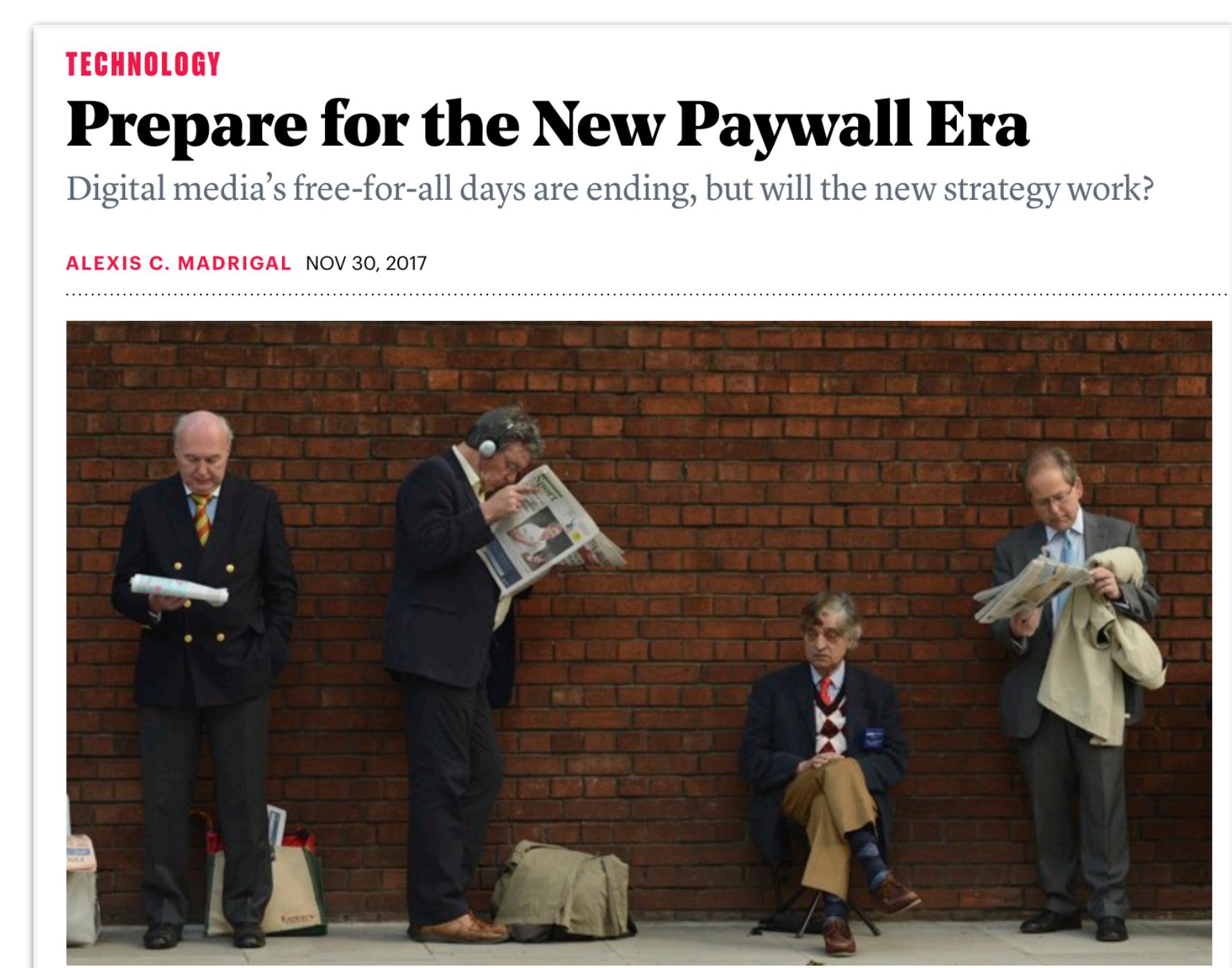
TRUST ISSUES



ECONOMIC MODEL COLLAPSE



LIMITED ACCESS TO NEWS



And unlike cars: everyone has become a content creator, everyone is a brand

How to make millions as a YouTube star



MyLifeAsEva has 5 million subscribers. YouTube

**NOW:
8 MILLION +
SUBSCRIBERS**



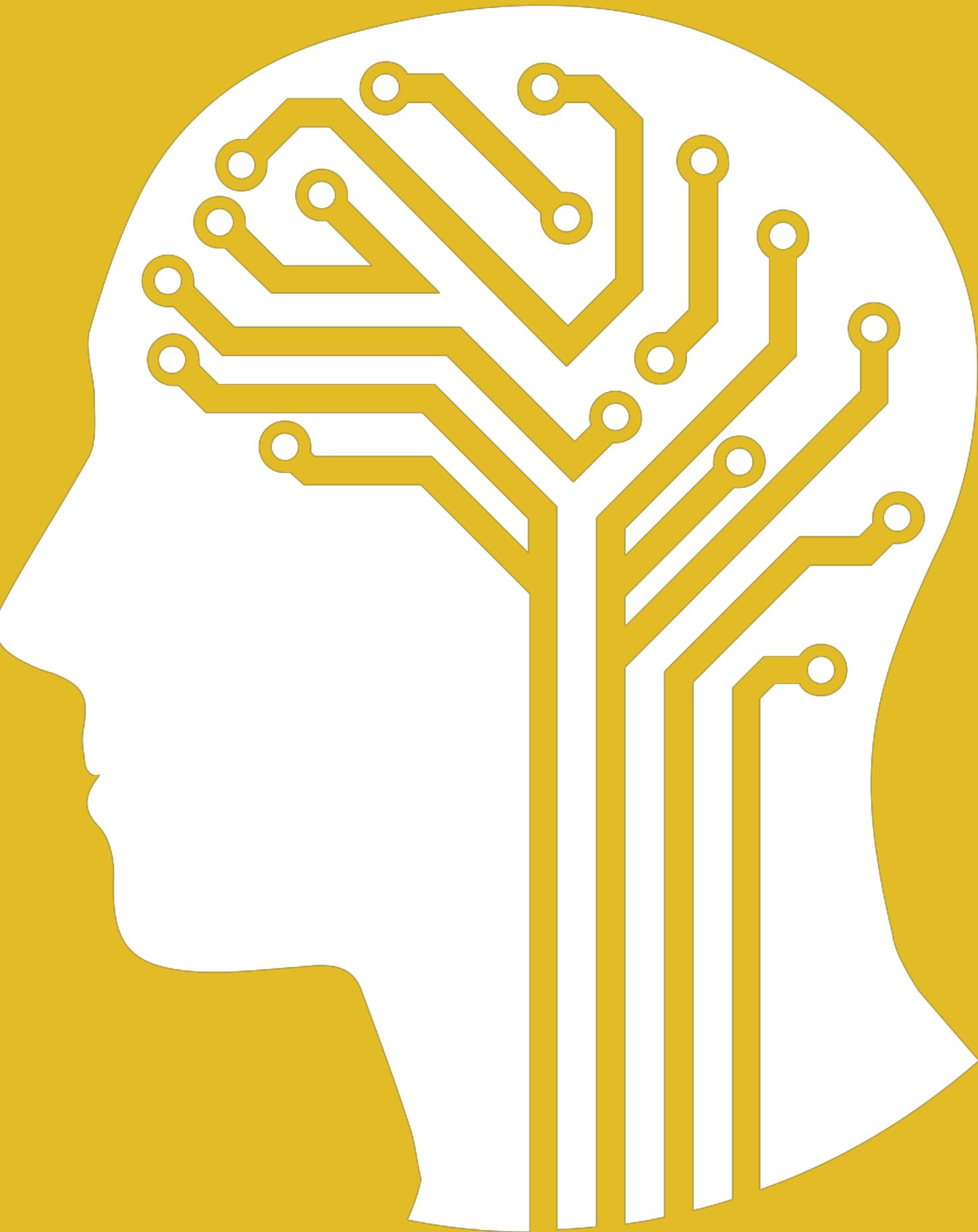
News strategy needs to be about:

**BETTER
THE MOST RELEVANT
WHEN WE WANT
HOW WE WANT
REPRESENTATIVE**



The **ultimate** engagement technology for **process** change

7 MILLION YEARS IN THE MAKING!

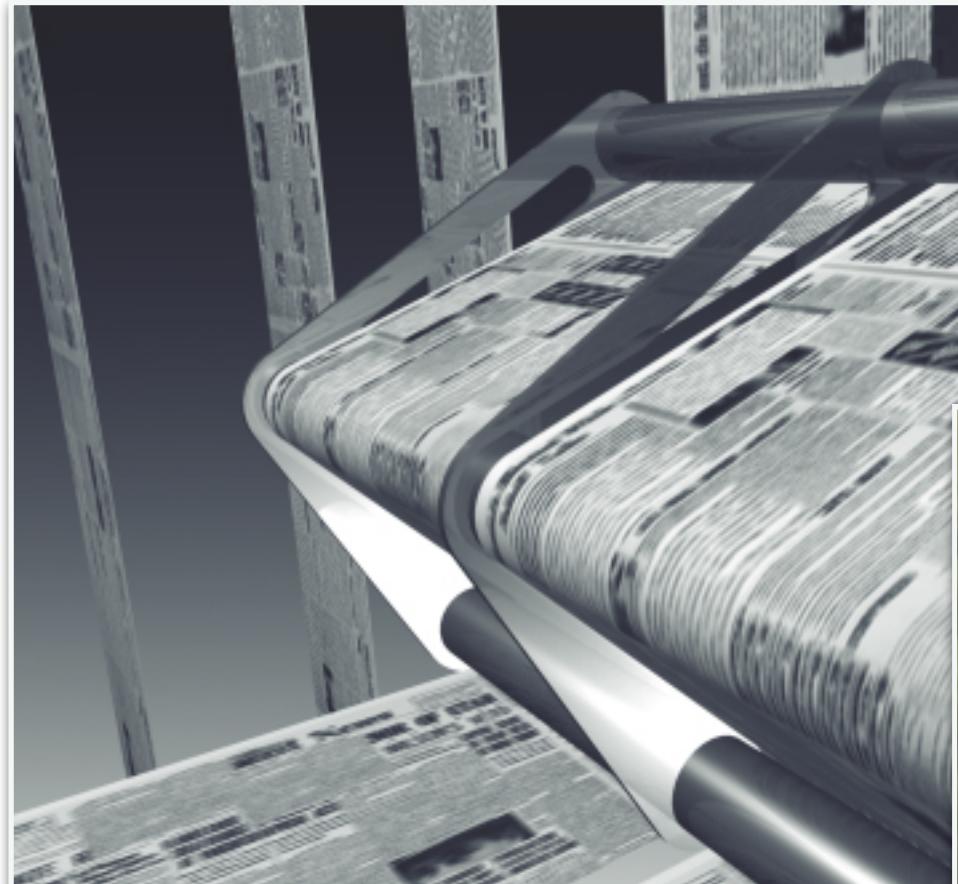


THE BRAIN CAN:
- THINK NEW THOUGHTS
- SHIFT MINDSET



The newsroom **process** was built for the **machine age**, not the information age

OPTIMIZED FOR SPEED, EFFICIENCY AND DISTRIBUTION



Format and platform-centric

“WE HAVE ALL THESE BEASTS TO FEED!”

Public is shut out of the process & decision-making.

Public treated as a consumer from which to extract value.



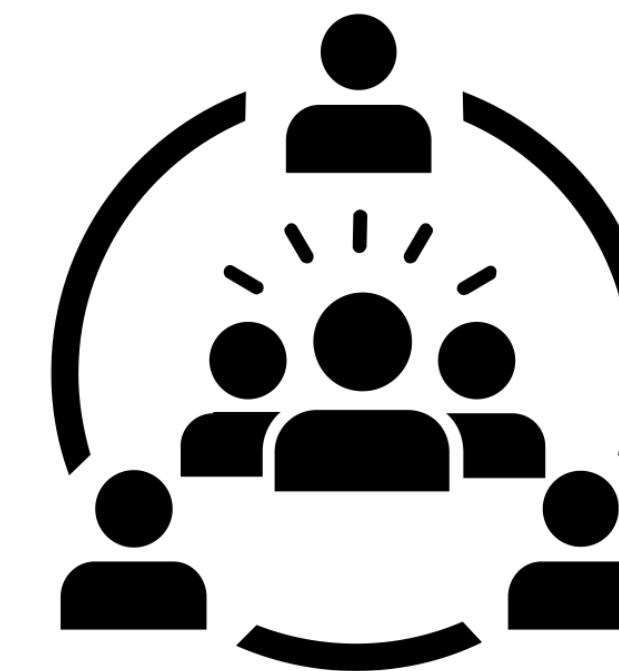
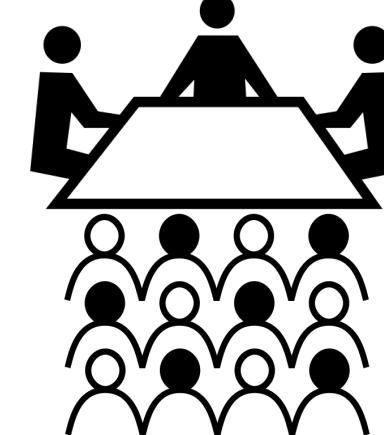
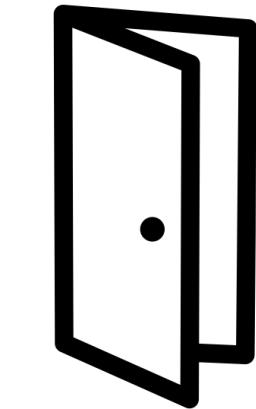
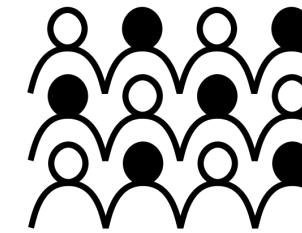
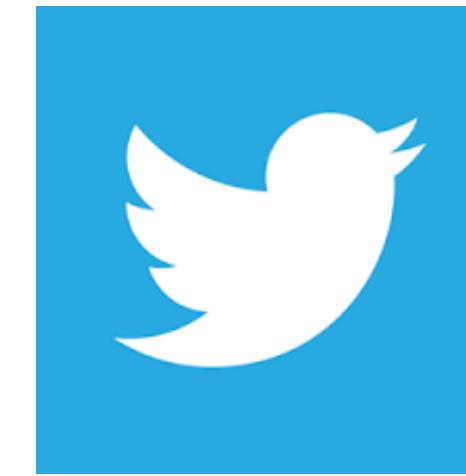
Emerging process is built for **the information age**



**OPTIMIZED FOR LISTENING,
RELEVANCE AND TRUST**

Public service-centric

“WHAT CAN WE HELP THE PUBLIC UNDERSTAND OR DO?”



Public is engaged in the process & decision-making.

Public treated as a partner for which to create value.

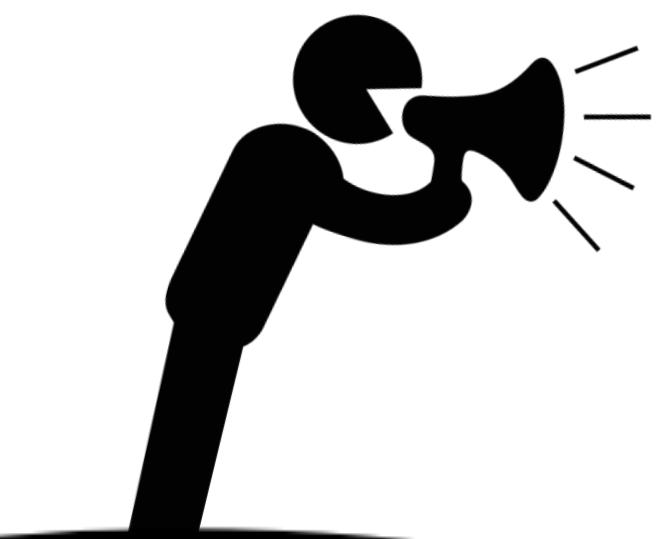


In other words ...

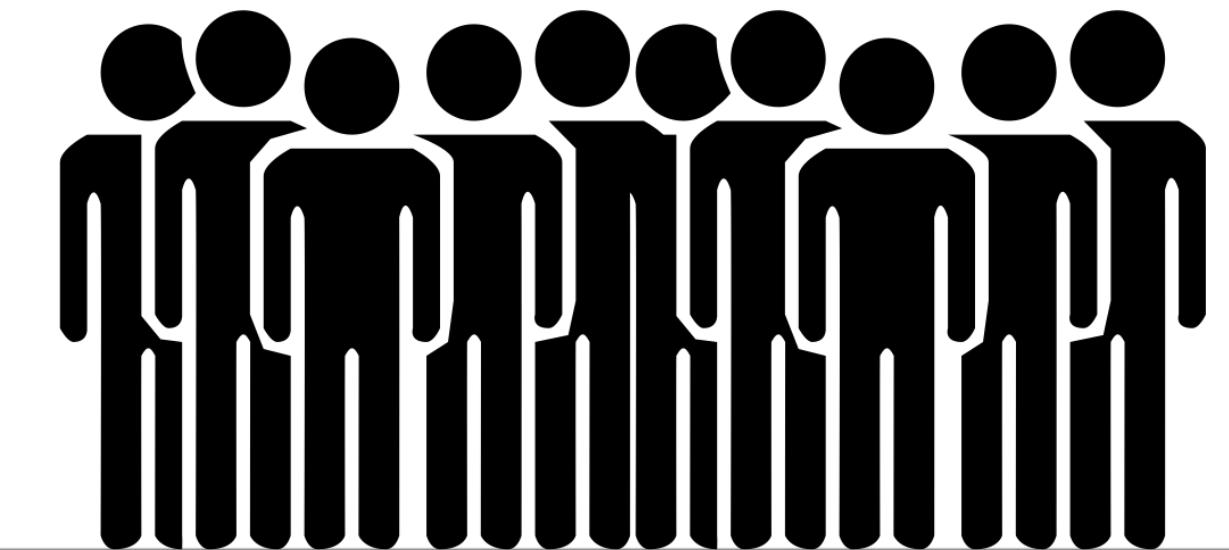
**WE MUST RETURN TO
PROCESS ADVANCEMENT**
BEFORE TECH BECOMES
USEFUL IN THE RIGHT WAYS



Traditional Journalism Mindset



THIS IS WHAT WE THINK YOU NEED TO KNOW!

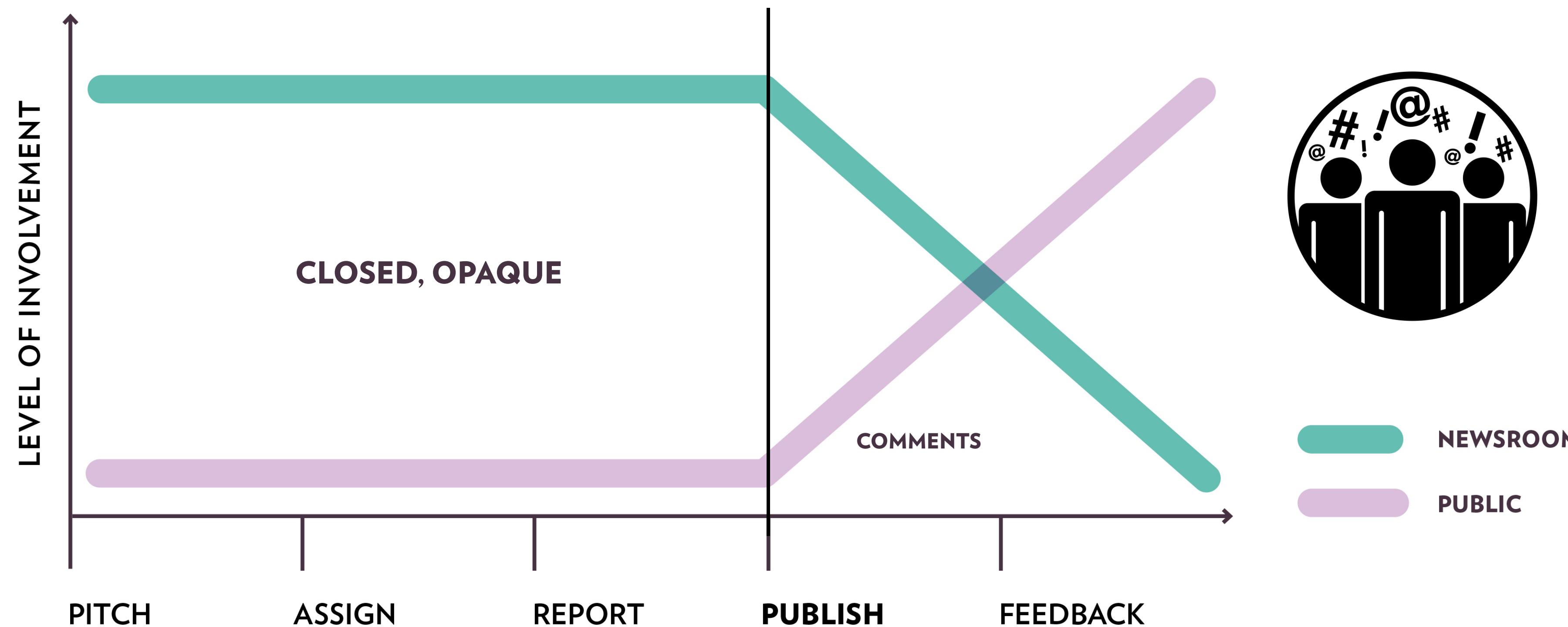


Public-Powered Mindset

WHAT DO YOU NOT KNOW THAT WE COULD FIND OUT FOR YOU?



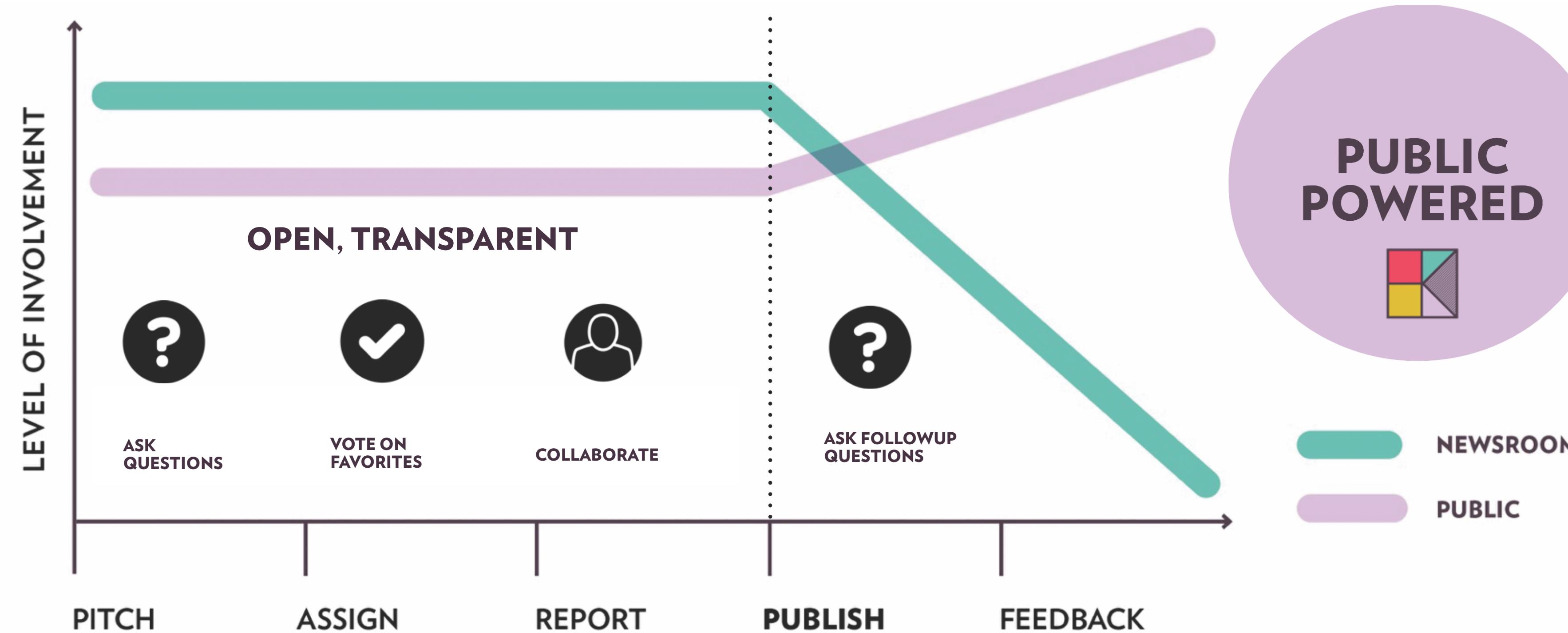
The **closed system production process** of journalism



- Closed process omits new perspectives and information
- Newsrooms don't know value, relevance until after time and money is spent
- Increased chances of public being upset, breaking trust



The **open system process** of journalism production



- Public feedback & involvement throughout process
- Newsrooms know value, relevance before spending time, money
- Decreased chances of public being upset, increased chance of appreciation and building trust



An open process repositions Journalism as a Service (JaaS)

THIS KIND OF JOURNALISM ASKS, LISTENS & RESPONDS

What can you contribute to the story we're working on?

What's on your mind? How do you feel about _____ topic?

What can newsrooms better cover?

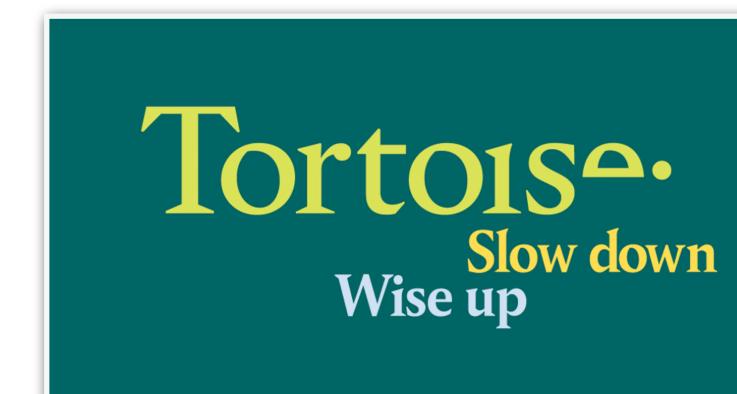
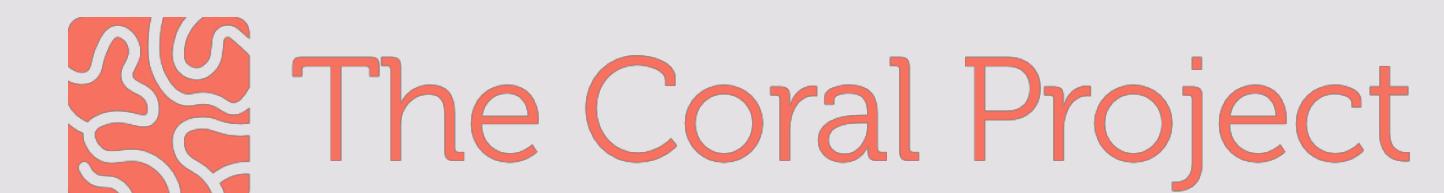
What do you want to learn from this reporter, this interviewee?

How did we do? How can we do better?

What do you wonder about _____ that you'd like a reporter to cover?

How can we help you get better access to information?

SERVICES STARTED BY JOURNALISTS TO HELP THIS SHIFT



**LISTENING POST
COLLECTIVE**



Zetland_



MUCKROCK

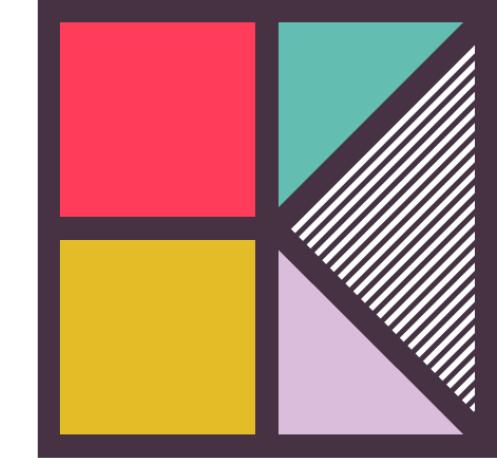
WHEN YOU OPTIMIZE
FOR RELATIONSHIPS
AND TRUST

THE VALUE
FOLLOWS



IT'S POSITIVE FEEDBACK LOOP





HEARKEN

We strengthen news organizations by helping them better **listen** to and serve the public.

Results & Case Studies



THIRD PARTY STUDY

Stories become **more relevant & perform better**

Building Community Through Innovation- Pt. 2

KQED and the power of public media as network



Scott Burg

Aug 16, 2016 · 7 min read



Rockman et al

RESEARCH, EVALUATION, AND CONSULTING

“Hearken-powered Bay Curious has proven to be extremely popular and widely viewed, generating **11 to 15 times more page views** than the newsroom’s other stories. These stories are responsible for more engagement with audiences than KQED typically sees in their other blog posts. Certain Bay Curious stories have reached close to **one million people.**”



Public-powered journalism converts newsletter signups

ASK
Ask us your questions about West Virginia



What do you wonder about your community, the history of West Virginia, or the people who live here?

0/140

Your contact info
We'll be in touch if we look into your question.

Name Email address Zip Code

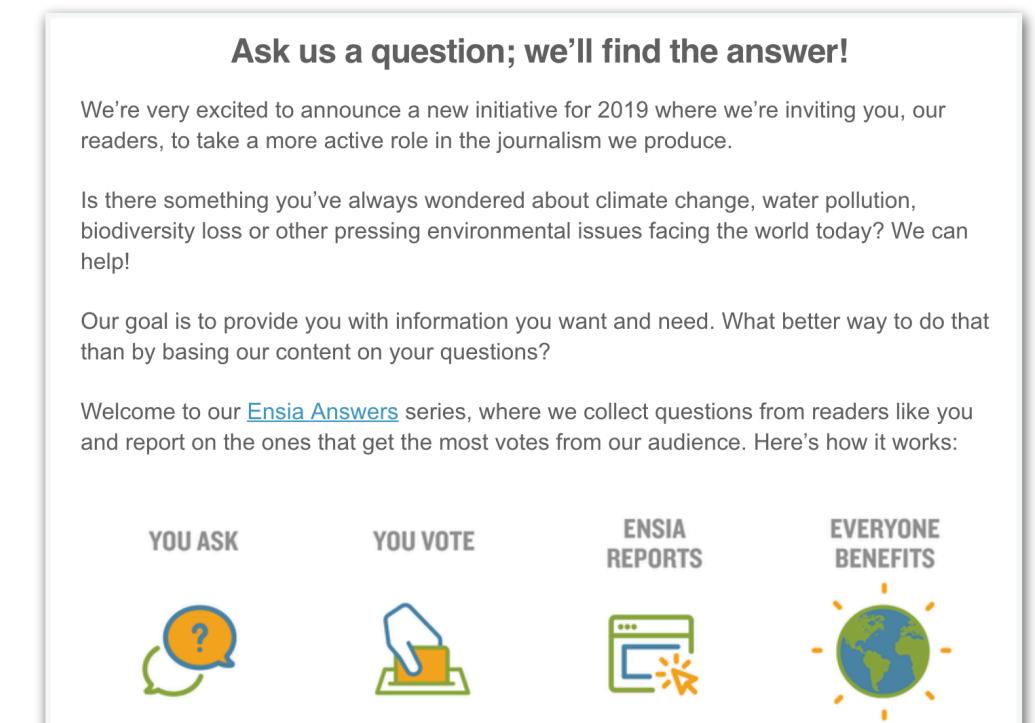
Sign me up for your newsletter!
 Please don't publish my name

Submit

powered by [Hearken](#)

56% of people sign up for a newsletter

AND NEWSROOMS EVEN START NEWSLETTERS FOR THEIR PUBLIC-POWERED WORK!



THIRD PARTY STUDY

Public-powered journalism converts paying subscribers



Round 1 Round 2 Round 3 Round 4 INNovation Success

INNOVATION SUCCESS

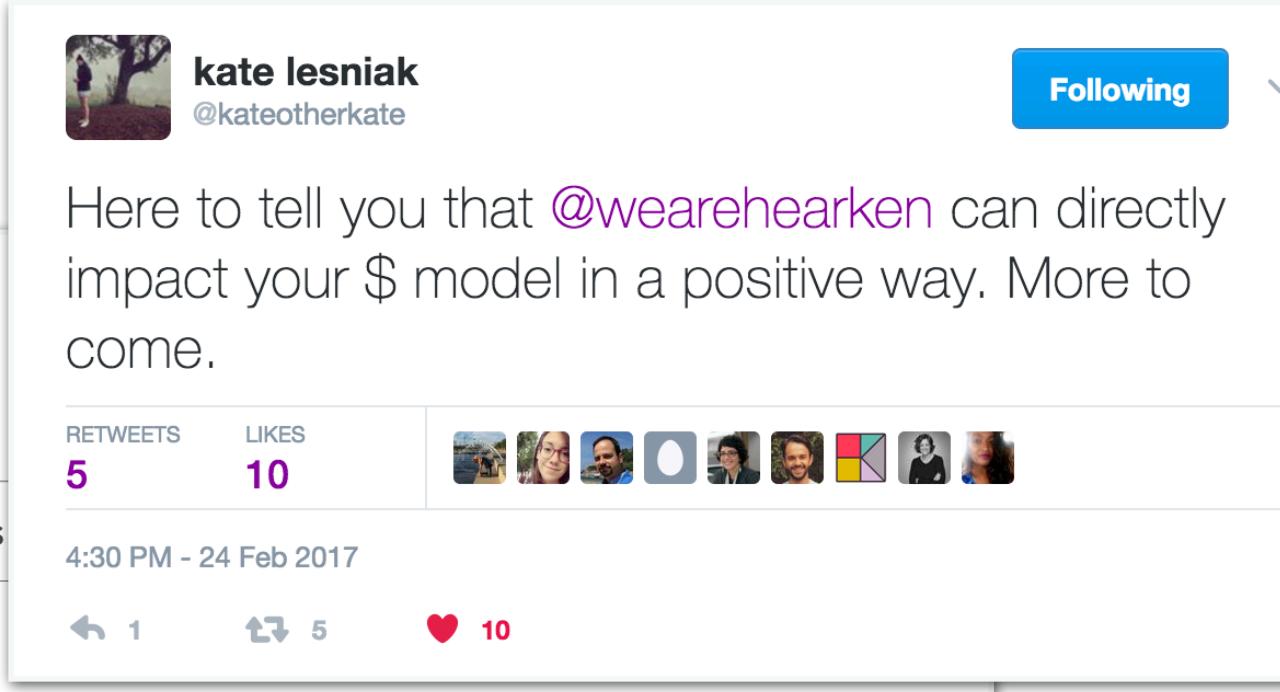
Bitch Media: Turning Readers Into Funders

By Kate Lesniak, Publisher (Bitch Media) | May 16, 2017

Could a digital platform designed to deepen the relationship between readers and reporters help nonprofit news outlets solve their funding challenges? Bitch Media put Harken to the test.

Harken, the audience-engagement tool that invites readers to help shape the news by inviting them to interact with journalists as stories are reported, has developed a reputation for helping media outlets generate higher traffic to their sites and attract younger, more diverse readers.





kate lesniak
@kateotherkate

Following

Here to tell you that @weareharken can directly impact your \$ model in a positive way. More to come.

RETWEETS LIKES
5 10

4:30 PM - 24 Feb 2017

1 5 10

2-5X

More likely to **convert to paying subscribers** when interacting with Harken

Readers who signed up for the email list for the first time after reading a Harken-prompted story, **converted to membership at nearly double the rate** for users who signed up from the email list through another non-Harken path.



Public-powered journalism generates **paid sponsorship**

Cville Curious?
Ask us questions...
Public votes
Question answered!

Brought to you by Bank of The James

What local transportation issue have you always wondered about that you'd like us to investigate?

140 characters left

Your contact info
We'll be in touch if we find an answer.

Name
Email address
Zip code (optional)

Please don't publish my name
 Sign me up for weekly newsletters!

Submit

powered by [Hearken](#).

\$100k +

What questions do you have about the 86th legislative session?

Type your question here and it may be answered in our series, Texplainer.

Let's stay in touch
We'll only email you if we have a follow up question or if we answer your question.

Name Email address Zip code

Sign up for The Brief, our daily newsletter.
 Please don't publish my name.

Submit to Texplainer

PRESENTED BY

TEXAS A&M
UNIVERSITY

powered by [Hearken](#)

Public-powered journalism generates goodwill, and authentic, targeted marketing from the public



THIRD PARTY STUDY

Journalists feel **more fulfilled** by engaging



ANALYTICS CITIZEN AND COMMUNITY NEWS ENGAGEMENT REPORTING SOCIAL MEDIA

Audience engagement could be key to a more satisfied newsroom: 4 takeaways to consider

MATT DULIN | SEPTEMBER 11, 2018



“...journalists are **more satisfied** and find their work **more meaningful and significant** when they practiced audience engagement.”

“... engagement shouldn’t be delegated to a specific team or editor, but rather it should be a **core competency** of beat reporters and other frontline journalists.”



Monica Eng 
@monicaeng

“I’m so grateful for this format that lets a reporter learn & have so much fun!”



Journalists win prestigious honors for quality reporting

Vermont Public Radio Wins Two National Edward R. Murrow Awards

By MICHELLE OWENS • JUN 21, 2018

[Tweet](#) [Share](#) [Google+](#) [Email](#)



VPR won two national Edward R. Murrow Awards for its news coverage in 2017.

Sasha Khokha Retweeted

Olivia Allen-Price ⚡ @oallenprice · 25 Apr 2017

Thrilled to learn #BayCurious has won a regional Edward R. Murrow Award for Innovation! THIS TEAM! <3 rtDNA.org/content/2017_r...



2 12 47

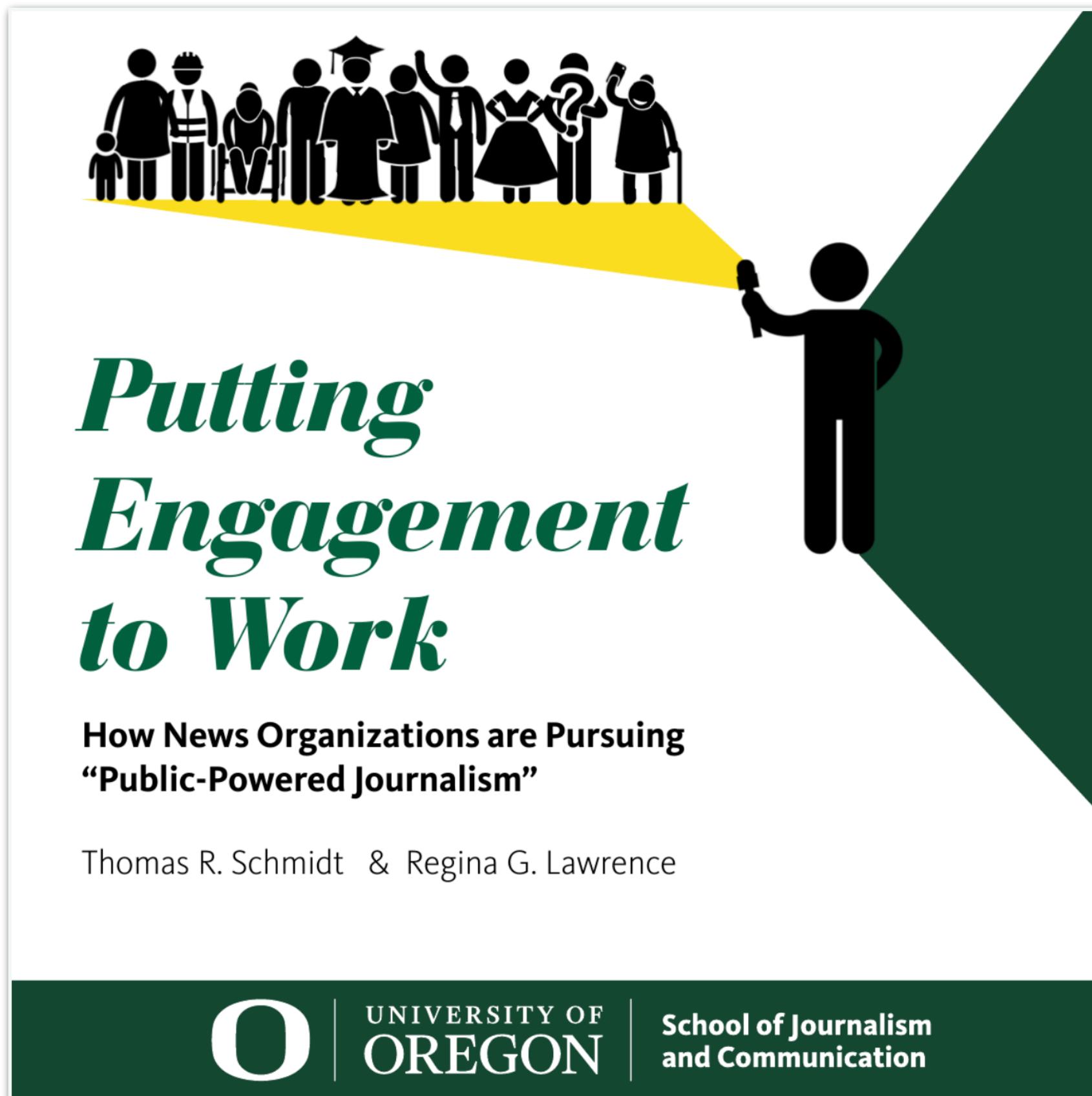


NATIONAL HEADLINER AWARDS



THIRD PARTY STUDY

Journalists **trust** the public more through engagement



“... after initial skepticism, their attitudes toward engagement with audience members had become more positive.”

“Hearken really forces us every day to make sure that we’re listening to what the audience wants and that we have content that’s a direct result of what the audience has asked for.”

- ELIZABETH KOEKENGA-WHITMIRE (AL.COM)

“We’ve moved a little bit from the idea that this is a special project to the idea this has to be a core part of our news priorities.”

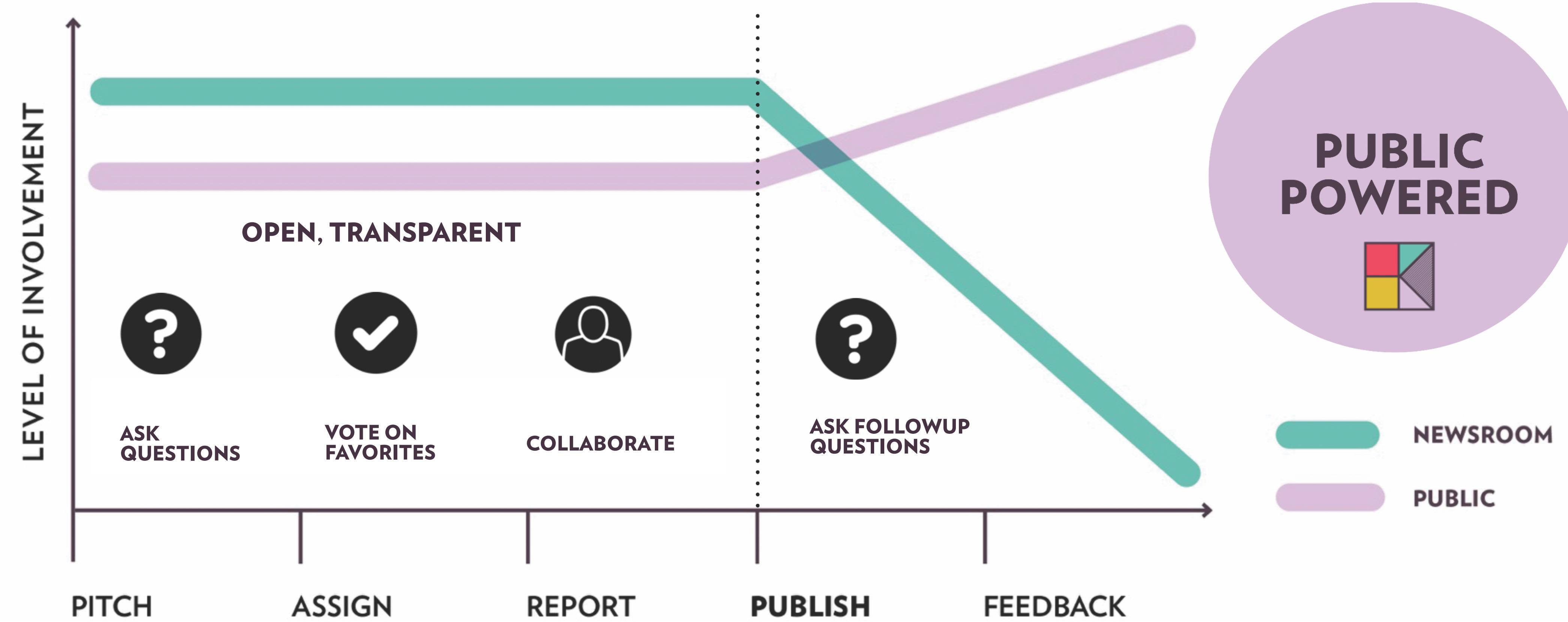
- BRENDAN SWEENEY (KUOW)



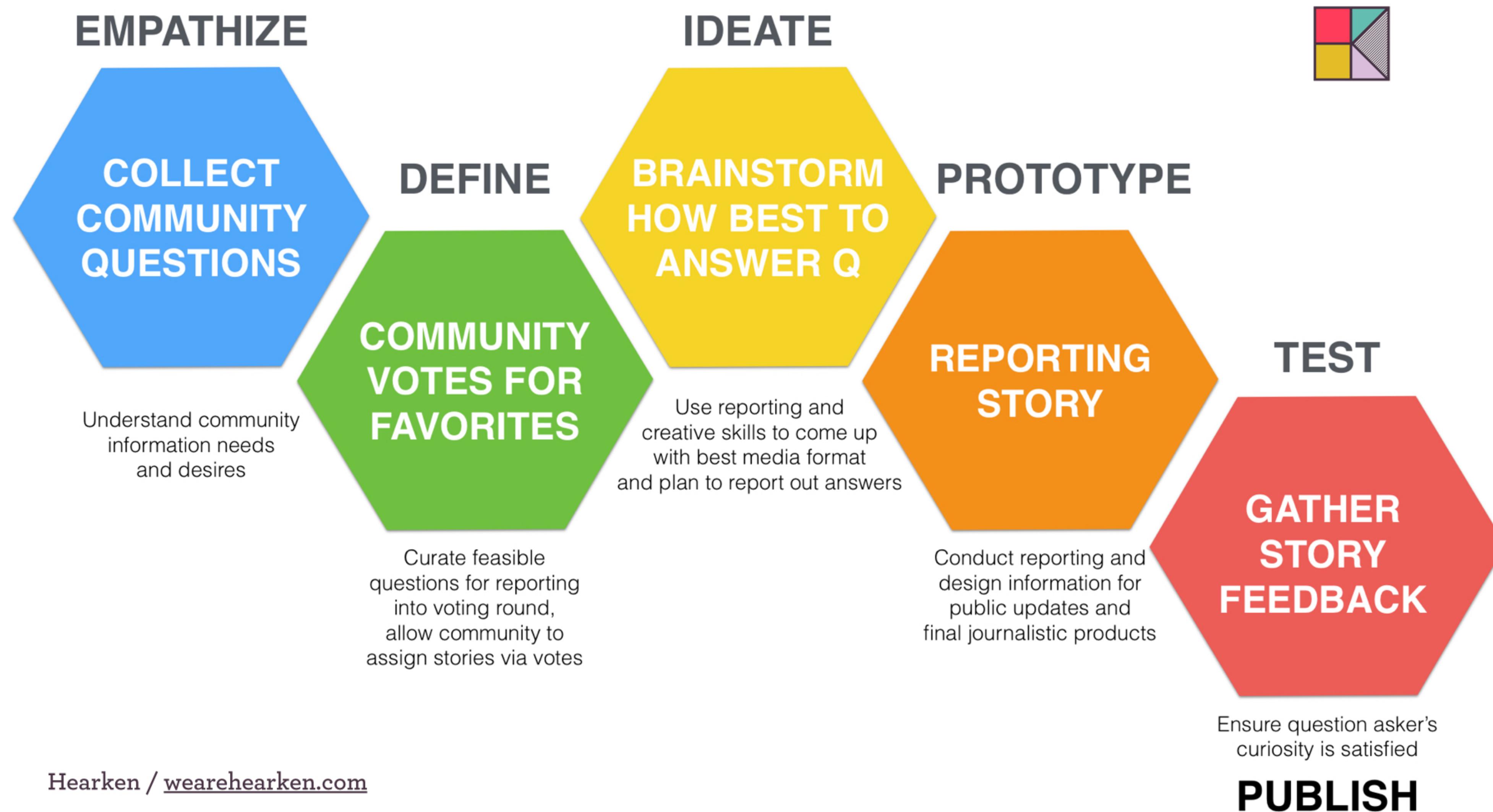
HOW DOES PUBLIC-POWERED JOURNALISM WORK?



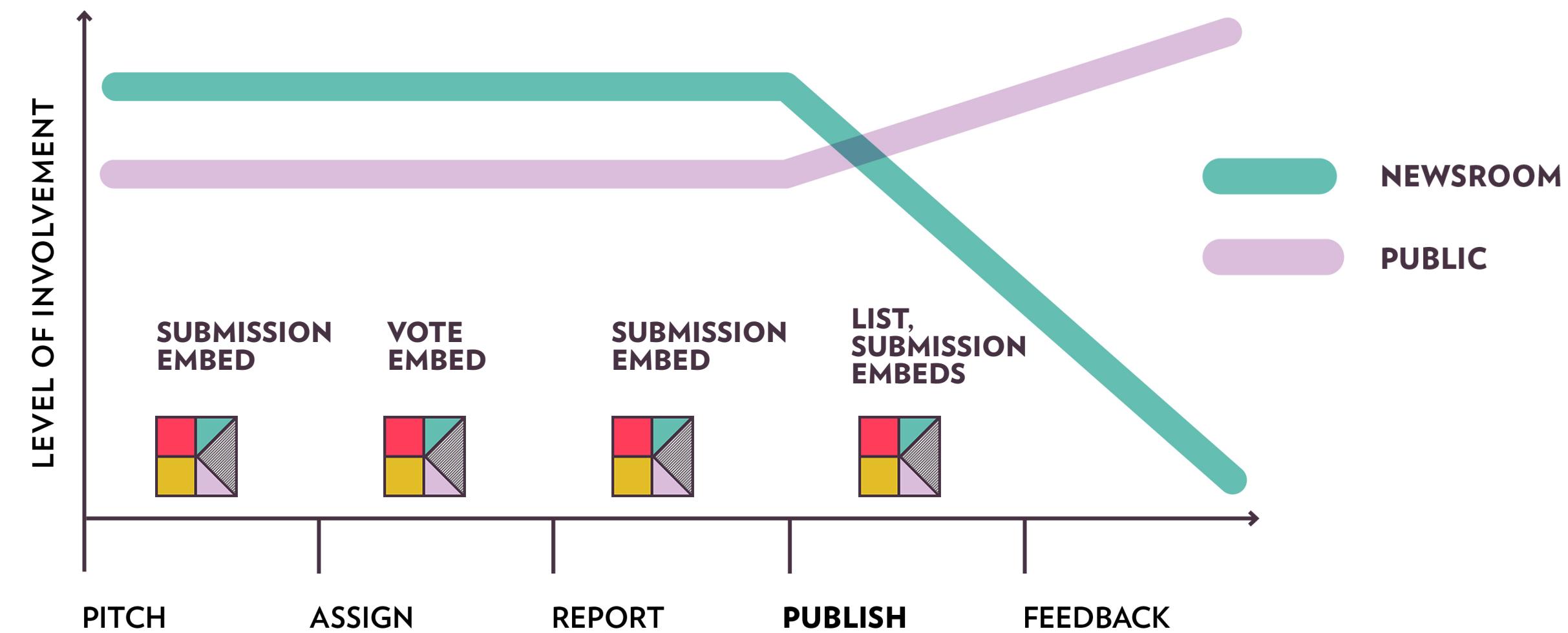
The public-powered process



Surprise! This is design thinking!



Hearken's technology



“Hearken has allowed WYSO to engage with our audience on a deeper level, making them feel involved in the reporting process in way that makes sense for all of us. The Hearken platform itself keeps the entire process organized, running smoothly and looking good - which is HUGE.”

— Juliet Fromholt, Deputy Operations Director, WYSO



TECH: ENGAGEMENT MANAGEMENT SYSTEM (EMS)

The screenshots demonstrate the functionality of the Hearken EMS. The dashboard shows current votes (535), suggestions (3587), and answers (363). The question submission form allows users to type their question, provide contact info, and select a category. The voting module displays a list of questions for investigation, such as "#TXDECIDES" and "Currently investigating".



The public can self-determine

Brexit court defeat for UK government

🕒 3 November 2016 | UK Politics



Brexit challenger Gina Miller: "This result is about all our futures"

Parliament must vote on whether the UK can start the process of leaving the EU, the High Court has ruled.

What about Brexit are you curious about that you would like BBC News to look into?

140 characters left

Your contact info
We'll be in touch if your question is selected.

Name

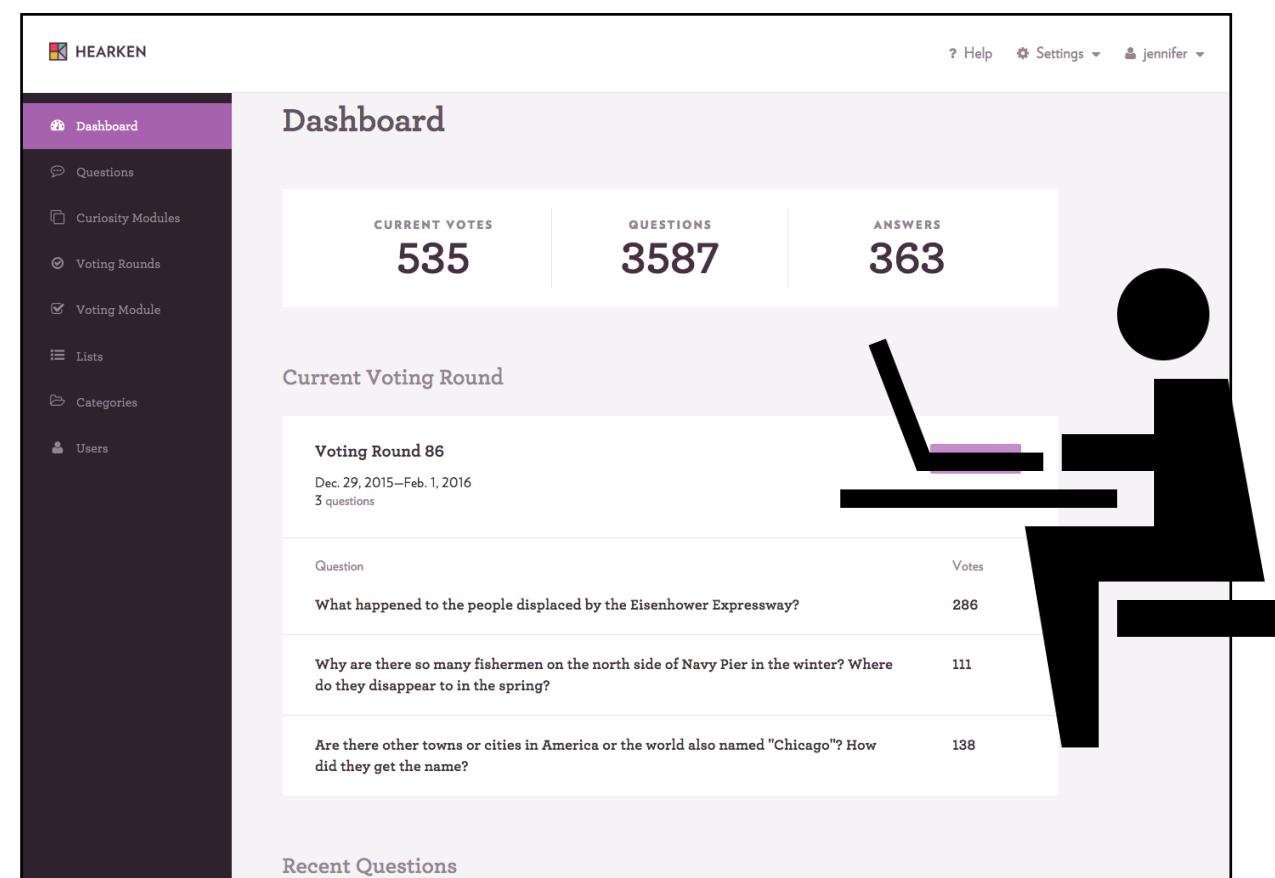
Email address

Please don't publish my name

Submit

The BBC retains the right to select from these contributions based on editorial requirements and subject to online terms and conditions and BBC editorial guidelines. This is an editorial trial.

THOUSANDS OF QUESTIONS COME IN



Brexit court ruling: Your questions answered

🕒 4 November 2016 | UK Politics



GETTY IMAGES

We asked for your questions and received more than 1,100 responses within five hours. Below are some answers to our most frequently asked questions.

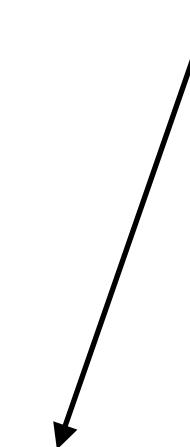


The public can **correct the record**



“Why is the street named after Nobel Prize winner Madam Curie misspelled as though she is a whore?”

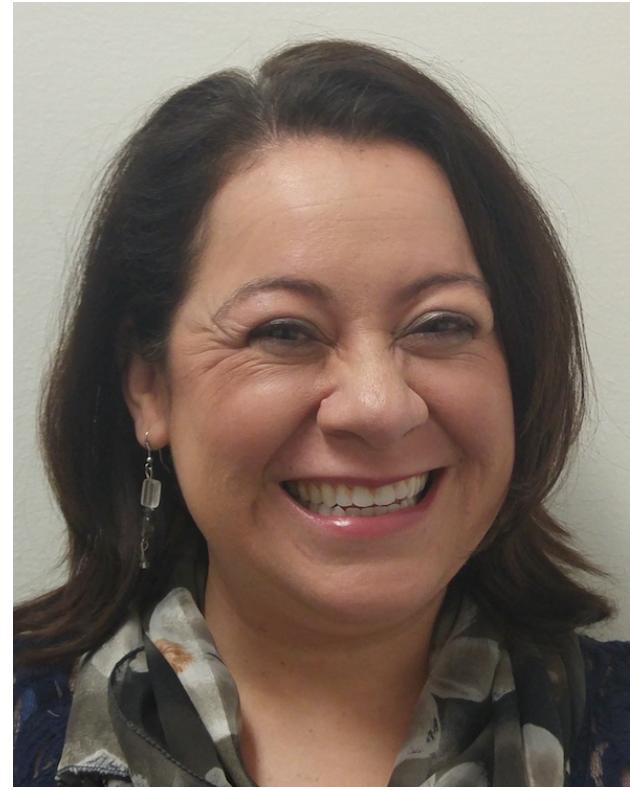
QUESTION ASKER



The question-asker had already contacted the township in Rijswijk in the Netherlands regarding the mistake (just the absence of one letter completely altered the meaning of the word), but she never received an answer so she reached out to Omroep West for help.



The public can **break news**



Why are the water fountains on constantly? Every single water fountain that I've seen in the city this spring, they don't stop.

**Curious City**

Many Chicago Park District Are So Contaminated With Lead That They Can't Be Turned Off

Monica Eng
July 26, 2017**▶ PLAY 3 MIN** **+ ADD TO QUEUE**

More than 100 Chicago water fountains have lead levels when put back into service.

Curious City

Chicago Park District Shutting Off Almost Half Of Its Outdoor Drinking Fountains Due To Lead

Monica Eng
May 11, 2018

The Chicago Park District plans to shut off half of outdoor drinking fountains due to lead concerns

Chicago Tribune**Curious City**

What Officials Are(n't) Doing About Chicago's Lead Pipes

Monica Eng
July 21, 2018**▶ PLAY 13 MIN** **+ ADD TO QUEUE**

inking fountains
hreat



intains Due To Lead

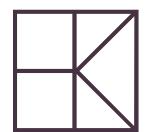
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 Email address**Subscribe Now!****MOST VIEWED**

- 1 Cicero Good Samaritan: 'I Didn't Think Twice'
- 2 Wilmette Junior High Student Caught With Loaded Firearms

**IF THIS IS SO GREAT,
WHY DON'T
NEWSROOMS
DO THIS ALL
THE TIME?**



*Old Habits
Die Hard*



Making this shift is HARD

The journalism industry knows engagement is necessary to survive. But this study shows formidable barriers stand in the way. Namely, themselves.



Jennifer Brandel

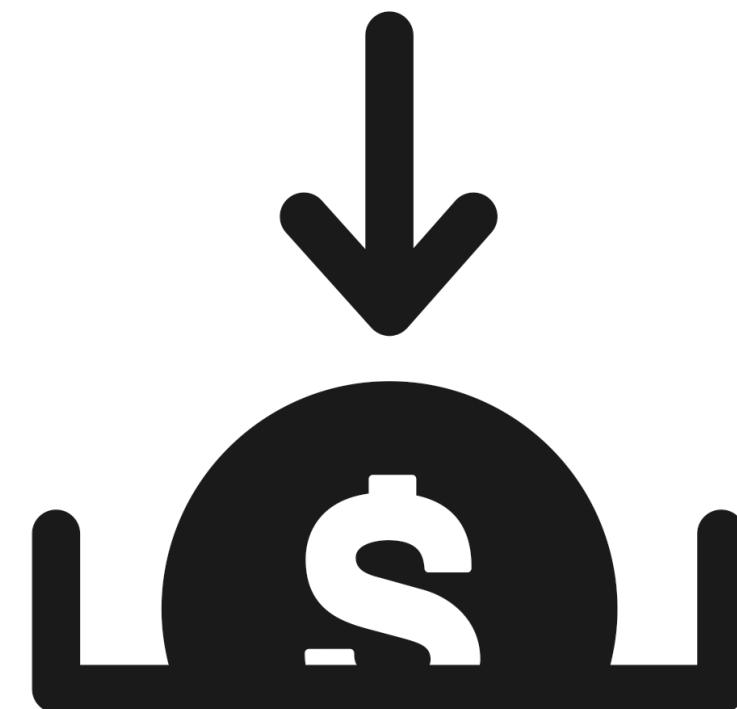
Nov 14, 2018 · 22 min read

Study of 100+ engagement practitioners

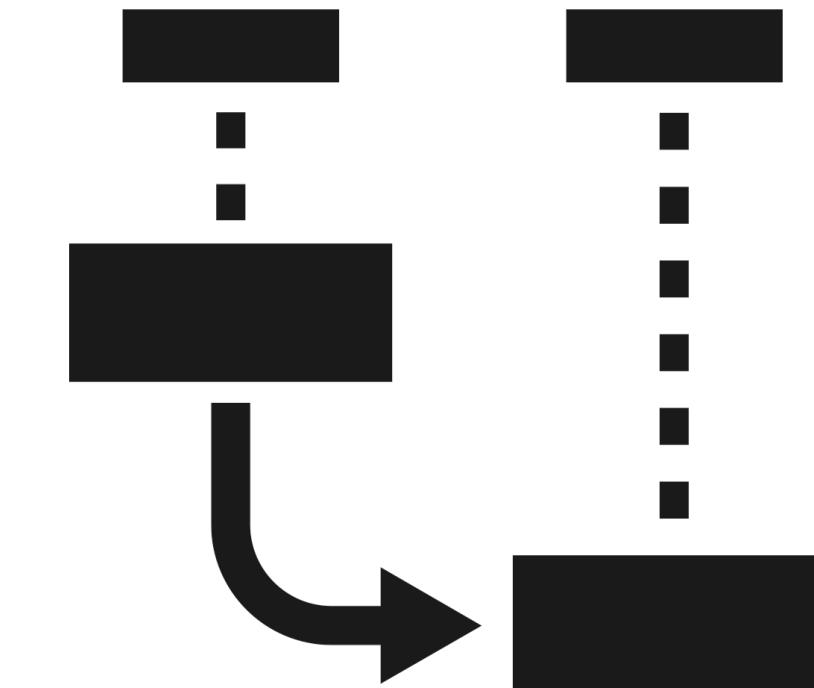


Top **barriers** to practicing engagement strategies in newsrooms

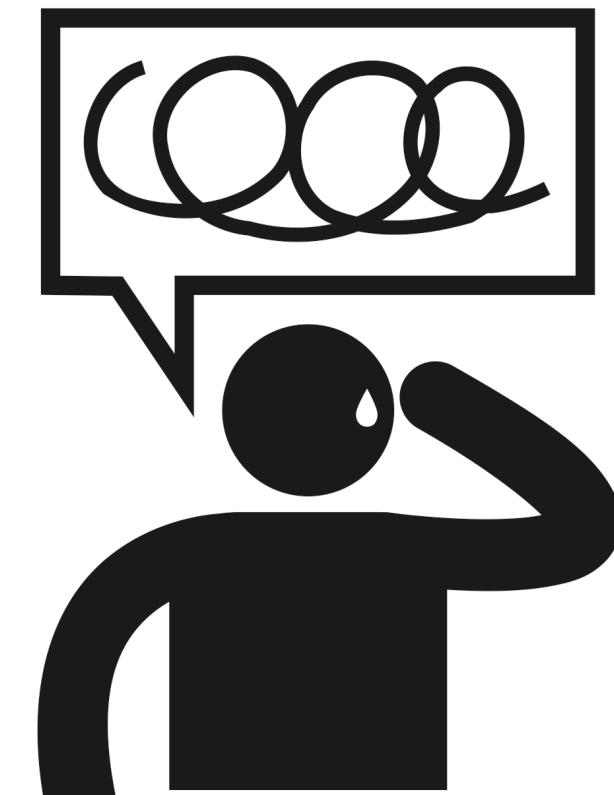
WE GO INTO EXCRUCIATING DETAIL ON EVERY ONE OF THESE BARRIERS IN OUR STUDY



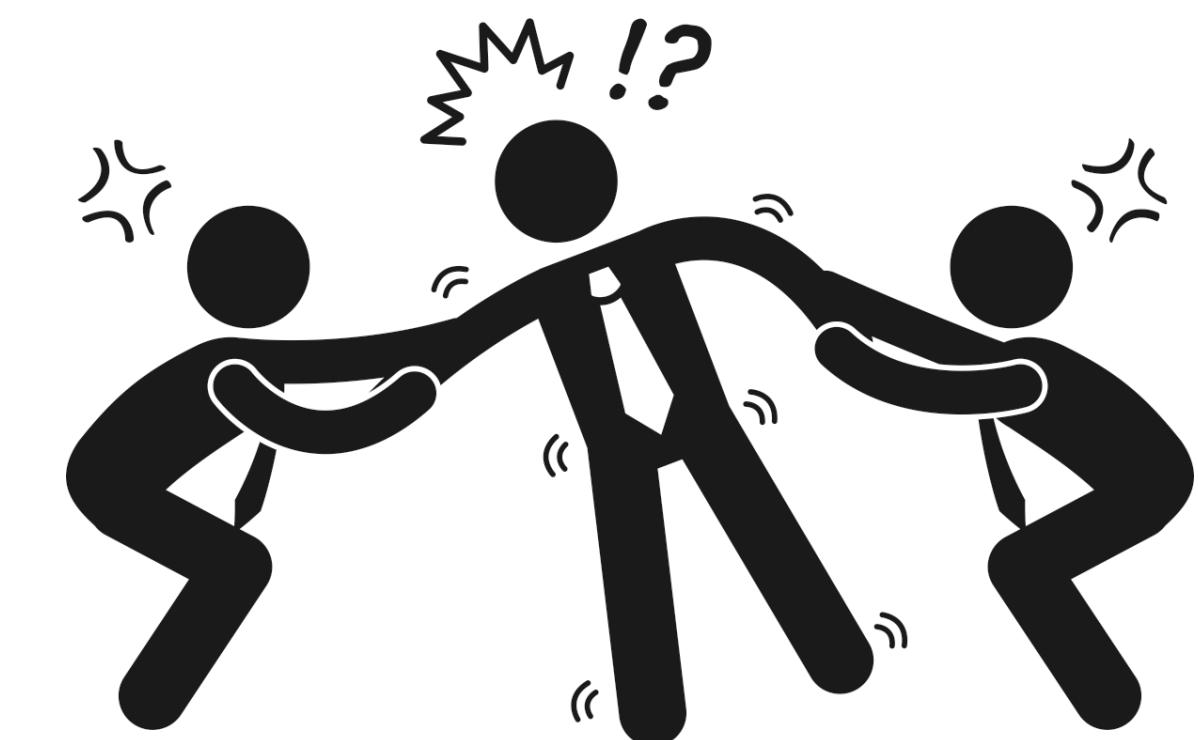
LIMITED RESOURCES



LOGISTICAL CHALLENGES
TO WORKFLOW



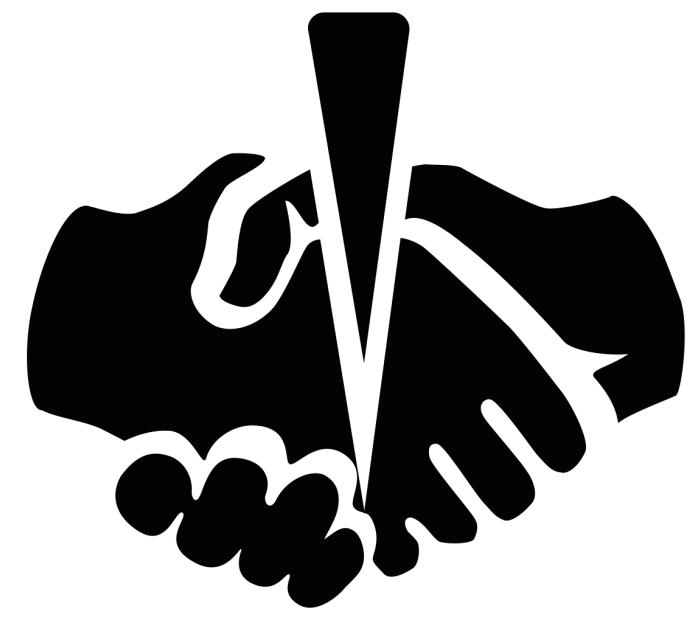
LEADERSHIP DOESN'T
UNDERSTAND VALUE



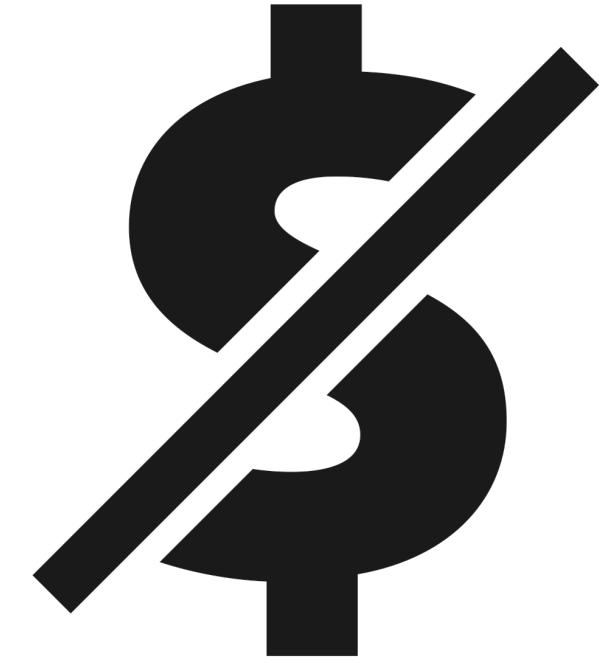
CULTURAL BARRIERS & POLITICS



What's at stake if we don't listen & engage



BREAK TRUST



LOSS OF
RELEVANCE
& SUPPORT



WASTE PRECIOUS
TIME AND MONEY



DISEMPWER &
DISENFRANCHISE
COMMUNITIES



RISE OF
AUTHORITARIANISM



What does “engagement” mean?

AND HOW DO YOU KNOW WHEN IT'S HAPPENED?



CONSUMER

Quantitative signals

Qualitative signals

CO-CREATOR



Clicks

Engaged time
Or depth

Return visits

Comments

Contributions:
Asking questions,
Voting

Participation
And shaping



Likes / hearts

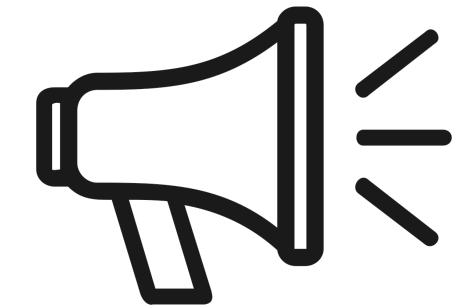
Shares / comments

Copycat coverage

Email or phone share,
Newsletter signup

Paying subscriber

Upsell (premium offers)



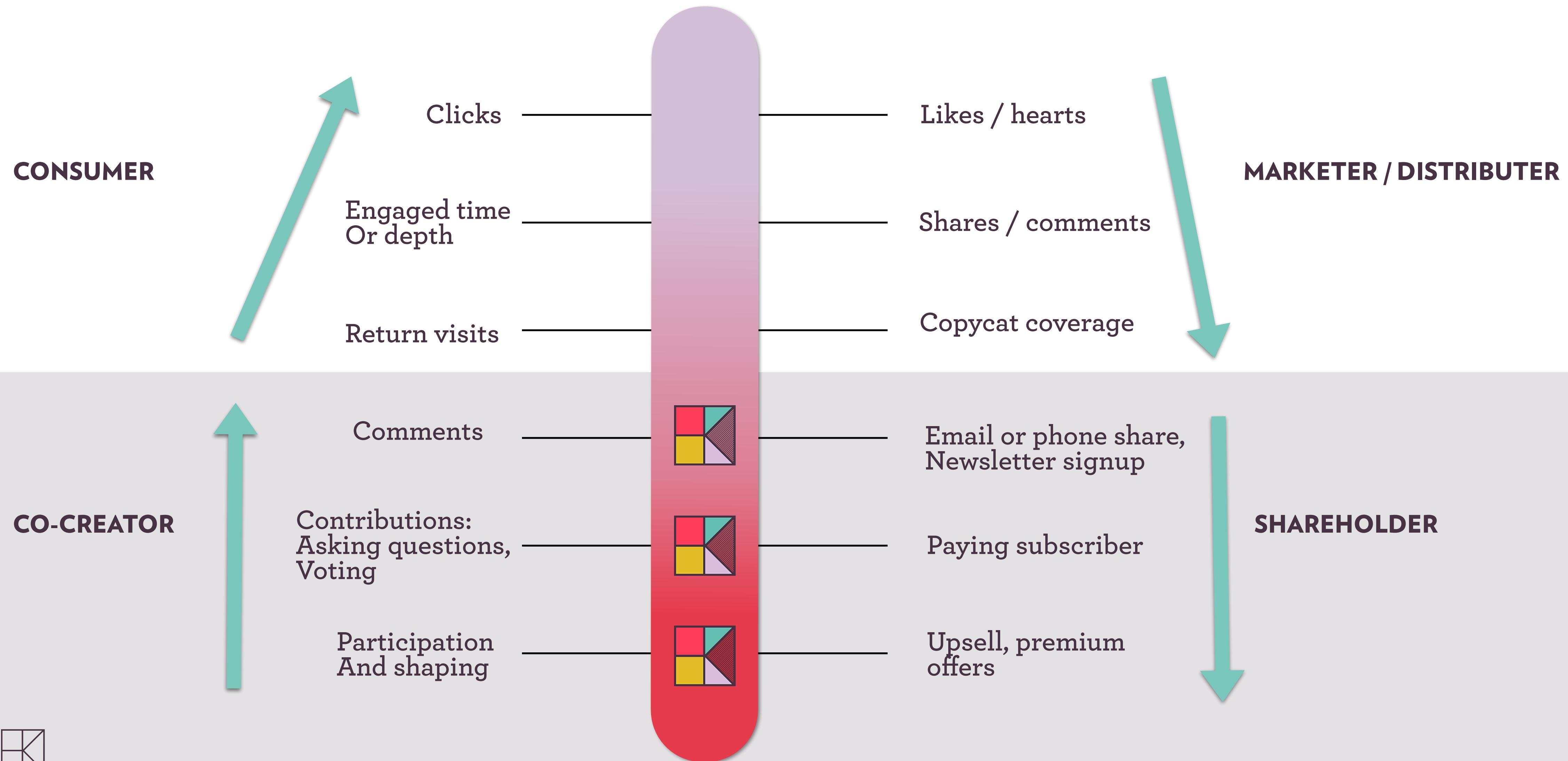
MARKETER / DISTRIBUTER



SHAREHOLDER

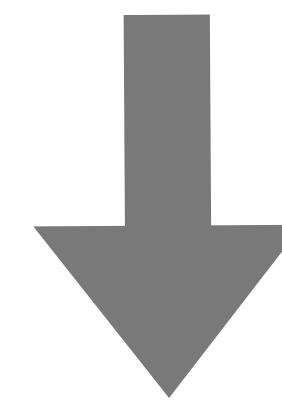
What does “engagement” mean?

AND HOW DO YOU KNOW WHEN IT'S HAPPENED?



Engagement as a:

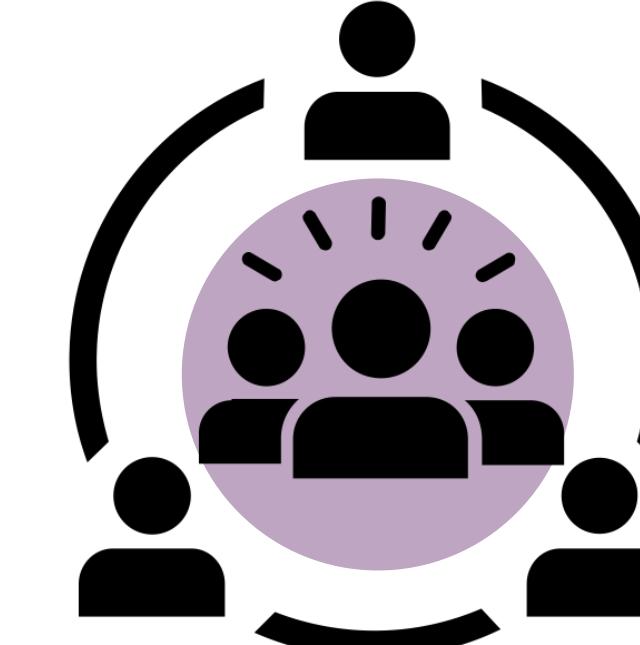
AS AN INDUSTRY,
WE ARE HERE



project > practice > competitive advantage



MARKETING / DISTRO



PUBLIC

EDITORIAL

EVENTS



THIS CHANGE WILL NOT HAPPEN OVERNIGHT, OR IN A YEAR. IT WILL TAKE TIME.

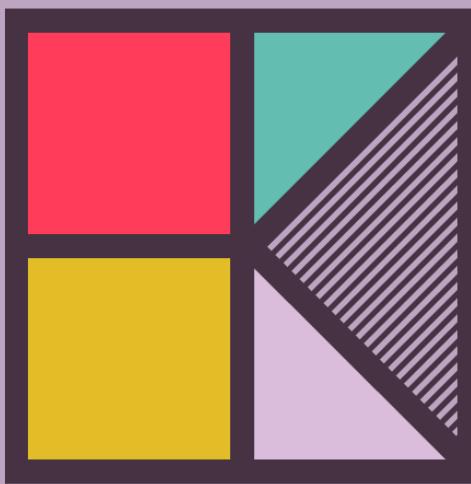
Change is happening

 HEARKEN



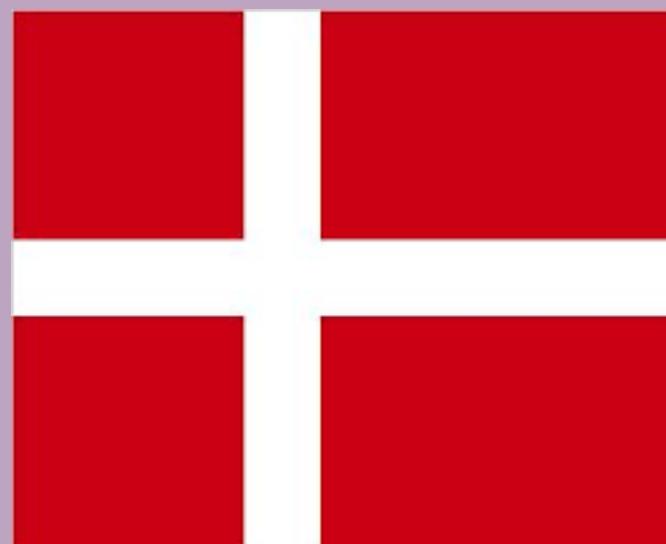
JULY 2015





HEARKEN

Strategies, services & technology to optimize
for relationships, relevance and revenue



NEW EUROPEAN HEADQUARTERS: DENMARK

europe@weareharken.com
info@weareharken.com



@JenniferBrandel

@weareharken

DANKE FÜRS
ZUHÖREN



@JenniferBrandel

@wearehearken