Managing Toward Digital Opportunity

Public Radio Super-Regional Meeting
Pittsburgh  October 2016
Managing Toward Digital Opportunity

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Managing Toward Digital Opportunity

**Investments**
- Web pages
- Streaming audio and video
- On-demand
- Social media
- Mobile interactions and giving

**Objectives**
- Wider use
- Richer content
- Greater diversity
- Deeper engagement
- Audience insights
- Increased support
Managing Toward Digital Opportunity

Confronting Disruption?
Managing a Portfolio?
The Disruptive Innovation Model

FROM “WHAT IS DISRUPTIVE INNOVATION?” BY CLAYTON M. CHRISTENSEN, MICHAEL RAYNOR, AND RORY MCDONALD, DECEMBER 2015

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On demand chart is illustrative and not based on current data.
NPR’s Portfolio

Fall '15 Weekly Audience (millions)

<table>
<thead>
<tr>
<th>Platform</th>
<th>Audience (millions)</th>
<th>Change v. F'14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadcast</td>
<td>26.3</td>
<td>1%</td>
</tr>
<tr>
<td>NPR.org UVs</td>
<td>8.3</td>
<td>-3%</td>
</tr>
<tr>
<td>Twitter FOLLOWERS</td>
<td>4.1</td>
<td>69%</td>
</tr>
<tr>
<td>Station Site UVs</td>
<td>2.9</td>
<td>-2%</td>
</tr>
<tr>
<td>Facebook Weekly Users</td>
<td>2.9</td>
<td>-7%</td>
</tr>
<tr>
<td>NPR podcasts UVs</td>
<td>2.7</td>
<td>27%</td>
</tr>
<tr>
<td>Live streamers (any NPR or station)</td>
<td>1.2</td>
<td>7%</td>
</tr>
<tr>
<td>NPR apps</td>
<td>0.9</td>
<td>30%</td>
</tr>
</tbody>
</table>

Sources: Nielsen Audio, Google Analytics, Twitter, Facebook, Splunk logs, Triton, Google Analytics. Please note that “users” are measured differently on each platform so exact comparisons are not possible. Contact Audience Insights with questions. Data is shown for September 10 – December 2, 2015, or close to it.
Increasing return and growing loyalty is a critical challenge for station websites

- Most of our visitors are new.
- Only 4% of new users return in the month following their first visit.
- Only 1.3% of users had 10+ visits between May 2014 and Dec 2015.
Local content drives reach and engagement

• Reach: For station websites in Q1 2016 local content drove the vast majority of pageviews

• Engagement: For NPR One the presence of a local newscast is the single biggest indicator that a user will return to NPR One
Managing Toward Digital Opportunity

How do we get better?

Create, copy, improve.
Please Contribute Today

Thanks for your support.

More than half of the funds required to bring you public radio come from listeners like you. Thanks!

Please tell us in the comment section what show you’d like to support with your donation.

If you would rather telephone your pledge, call 1-800-723-4657 during business hours (8am - 5pm, M-F).

These items are required

Information About You.

- Salutation
- First Name
- Last Name
- Street Address
- City
- State
- Zip Code
- Home Phone (use format 602-452-4546)
- Email Address

Have you recently changed your address or phone number?

- No
- Yes

Are you a New or Renewing Member?

- New
- Renewal
- Add "I'm already a member, and this is an additional gift!"

How much would you like to pledge?

Our members contribute to Radio Kansas with either a one-time Gift Pledge or as monthly Sustaining members.

A Sustainer is a member that makes an on-going monthly commitment of $10 or more using automatic bank withdrawals or a credit card.

Sustaining memberships do not need renewal and may always be canceled on request.

I want to make a one-time pledge in the. I want to become a monthly Sustainer in following amount.

- $1,600 Leadership Circle
- $650 Personal Underwriter
- $500 Day Sponsor
- $400 Golden Listener
- $300 Producer
- $250 Family
- $50 Individual

Other Amount

Sustainers are eligible for a special thank you, a 2013 mug.

Would you like one?

- Yes
- No

How would you like to make your payment?

- Automatic Bank Withdrawal
- Bill-by-Mail
- Credit Card

Comments: Please use my contribution for these favorite programs.
July 2016

ONLY A FEW HOURS LEFT UNTIL THE DEADLINE

We’ve set a goal to raise $10,000,000 by MIDNIGHT to show Crooked Hillary that we’re a threat.

Choose donation amount:

- $10
- $25
- $50
- $100
- $250
- $1000
- $2700
- Other

Make this a monthly recurring donation.

Continue
Mobile Website Testing Idea:
Add Donate Button to Top Menu

While your donate button is prominent on your desktop site, it is not visible on a mobile device until you click the menu button.

Test putting the donate button in as prominent location on mobile as you do on desktop.
What is holding us back?

From SRG’s Mobile Giving Project

• No “culture of testing.”
• Development staff are stretched. Web staff are otherwise occupied.
• Management does not give “permission.”
• Lack of full coordination with NPR Digital.
• A lack of CPB investment.

**Stations** are filling some of this gap.
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The sad story that taught Judge Judith Hightower a humbling lesson

The woman had been booked into King County Jail for driving with a suspended license. When she appeared between Judge Judith Hightower, she asked her to be released because she had to get home in time for her 10-year-old boy.

Barney Frank wants Brady Walkinshaw to be next openly gay member of Congress

By AMY RADIUS • OCT 22, 2016

Pramila Jayapal got Bernie.
New Brady Walkinshaw meets Barney
Subscribe To Our Podcasts!

On a mobile device? Search "KUOW" in your podcast app to find all of our podcasts. Or scroll below to find our shows in iTunes.

KUOW News | Launch in iTunes

How to be a Girl | Find in iTunes

Nancy Pearl Book Reviews | Launch in iTunes

RadioActive | Launch in iTunes

The Record | Airs: Monday - Thursday, noon - 1:00 p.m. | Launch in iTunes
How To Be A Girl

How to be a Girl is an audio podcast about the challenges a mother faces as she raises her transgender daughter. It stars the two of them – a single mom and an eight-year-old “girl with a penis” – as they work together to sort out just what it means to be a girl. You can find more information at the show’s website or by watching the short intro video below.

Subscribe: RSS | iTunes
Slideshow: Lactation Rooms Around Seattle (And Beyond)

By SOLDE LAFERTY  •  JUN 3, 2014

The designated room for pumping at KUOW. Click through the slideshow to see other photos of lactation rooms submitted by listeners. Some are not by Juniperis, Amazon and Gates Foundation-funded, some are not.
Why are there so many rats living in Seattle?

Asked by Susan

How did they build the Fremont troll? Why and when was it built?

Asked by Lisa Coleman

I wonder why Seattle's so racially segregated.

Asked by David Newman

While in the Himalaya, I never saw any blackberry bushes. Where did our invasive variety originate? When and how did they get here?

Asked by Eric Soshea

Which way are walkers and cyclists really supposed to go around Green Lake?

Asked by Isaac

What could happen to Seattle and surrounding areas when Mt. Rainier erupts?
This is KING Online

Streams (Wide Orbit)

- **KING FM** – Middle of the bell curve, core product.
- **Evergreen** – All relaxing, all the time.
- **KING FM Seattle Symphony Channel** – promotional partnership and long form classical that doesn’t always work on middle of the bell curve.
- **KING FM Seattle Opera Channel** – promotional partnership, and a donation friendly audience. (wm player)
- **KING FM Classical Christmas Channel** – VERY popular.
- **KING FM 31 Days of Mozart Channel**
- **KING FM Second Inversion** – Rethink Classical. 20 and 30 something classical music experiment without hangups about busting format.
This is KING Online

App (JacApps)

• 5 channels
• Fantasy Concert Podcast Experiment – Take content we “own” and create a concert. (Don’t just do radio)
• On-demand performances and programs.

YouTube

• 116 Videos
This is KING Online

On-Demand

• Website at KING.org
• Apps
• Social Media – Facebook, Twitter, Instagram, Pinterest.
• Partner Platforms – SSO/Seattle Pro Music/Etc.
• SoundCloud
• Itunes (limited) – explore music
• Next step is expanded placement and promotion, not expanded product.
Current Content Staff

- Station manager/fill in announcer
- Assistant SM (SI PD/host)
- Music Director (SI host)
- Assistant Music Director (SI Host)
- Operations/Engineering (SI Host)
- Arts Liaison/Arts Content
- Webmaster/Internet

- 3 FT Announcers
  - Morning show – from news background. Does music interviews.
  - Middays – heavily involved in arts community. Does work with SSO and SCMS.
  - Evenings – NW Focus LIVE host and VERY interested in making videos.

- 3 PT announcers
  - Host/writer of Explore Music – 14 hrs/week
  - Non-music arts interviews – 20 hrs/ week
  - Former GM/PD/announcer – broadcast concerts – 7 hrs/week

- Production/PT announcer
- Producer/Host in training
- 3 board ops
  - One rips music for automation
  - One does overflow production
  - One is our recording engineer/assists with video on NW Focus LIVE
How?

• Collaborate differently – digitally (Teamwork, Trello, Basecamp)
  – Brainstorm there
  – Ask for ideas/favorite ideas
  – Let/encourage/reward people for trying
  – Shared documents/info
  – Feedback – encourage, and grow. (Ira Glass/Jad Abumrad)
    internal/external

• Plan... AND... Experiment, build the plane as you fly... and adjust.

• Pick at least ONE THING to do.

• Identify ratings/revenue/relevance benchmarks and pathways early, but as targets for the future.
How?

• Hire people who can also do... X.
  – Look in new places for employees.
  – Hire Writers, who happen to know classical music, as hosts.
    Webmaster who has done video, etc.

• Don’t be afraid to do things differently. Pragmatically.
  – WM Player when you run out of automation instances.
  – Program 30 hours a week and rotate content, not 24 hours a day.
  – Reuse content from overnights.
  – Use music you “own”.
    • Podsnack SYSO Channel
    • On-demand
    • Push through email
    • Social Media
How?

• Have a process for fully integrating new content into station – my pain point.

• Plan for staff turnover... or plan to pay much more up front.
  – Everyone has a backup person.
  – Create some way to keep a “manual”, and keep the job listing as a changing and frequently updated document.
Measuring success

• Obvious: Ratings

• Programming
  – Builds excitement and retention
  – Trains next generation staff
  – Maximizes use of existing product, at lower cost than new content.

• Mission – window dressing and reality.
  – Local Arts
  – Kids and Families
  – Minority Audiences

• Development
  – Donor benefits – push content
  – Major Donor/Donor Club
    • Explore Music.
    • NW Focus.
  – Grants
  – Increase donation pathways

• Underwriting
Pain Points?

• Not enough staff/staff time
• Not the right staff
  – Staff that see themselves as “Announcers”.
  – Staff that are announcers, not writers.
  – Lack of “creativity”.
  – (Hire for the future, as those announcers can hang around a long time!)
• Too many shiny objects, and “why aren’t you doing....”
• If You Build It They Won’t Come – getting the word out.
• Not enough budget for technology. IE: Cameras/lighting (You do have smartphones)
• Facilities not right.
  – Cameras
  – Lighting
  – Editing stations
Takeaways

• Do something. Now.
• Support staff experimentation.
• Make it work. Creatively.
• Create a safe feedback loop.
• Hire beyond your current needs.
• RRR – sometimes success is measured in ways outside the norm.
• Plan for staff turnover, especially in tech.
Digital Resilience
resilience
/reˈzɪlɪəns/
noun
1. the ability of a substance or object to spring back into shape; elasticity.
   "nylon is excellent in wearability and resilience"
2. the capacity to recover quickly from difficulties; toughness.
   "the often remarkable resilience of so many British institutions"
**Sun Sounds Links**

- Leave a Legacy
- Support Sun Sounds
- Apply to Volunteer
- Apply for Service
- Jobs
- Archive

**Having Trouble Hearing Sun Sounds?**

We are replacing our broadcast tower and are broadcasting at lower power. You may have trouble receiving us for the next couple of months until our new tower is up.

**Election Specials**

With the elections just around the corner you can stay informed on elections information. Join Lloyd Rain every Wednesday night at 8pm for profiles on the candidates running in Yuma.

Alberto Olivas will be talking about the races to watch in AZ, the ballot propositions, The Arizona Corporation Commission, and the Maricopa Community College System Governing Board races, and all those judges up for reelection. You can hear it: Saturday Oct 22 at 11am
Nick Offerman On Having 'Good, Clean Fun' In Print, On Screen And In The Woodshop

Nick Offerman, in addition to acting, is a woodworker and owns a woodshop in LA. He’s also an author. His new book is called “Good Clean Fun – Misadventures in Sawdust at Offerman Woodshop.”

Mark Brodie  
Oct. 21, 2016

- Cyberattack Disrupts Twitter, Other Major US Websites
- Arizona Saw Lots Of Presidential Politics This Week - Will It Impact The Election?
- Free Food Offered At 7 Saturday Early-Voting Sites In Arizona

Is This Election Stressing You Out? You’re Not Alone

The American Psychological Association released a survey this week that shows more
Could Phoenix Soon Have A Latino Cultural Center?

Phoenix city leaders are taking their first step towards creating a Latino Cultural Center. On Wednesday, council members approved spending $70,000 for a consultant to conduct a capital needs assessment and feasibility study for a center that would “promote knowledge and appreciation of the cultures of Latinos.”

Christina Estes

October 20, 2016
Jupiter Spacecraft Captures Image Of Towering Polar Storms

A spacecraft taking pictures of Jupiter with a camera that a Tucson-based scientist manages has sent back pictures of a storm that would dwarf any earthbound hurricane.

Sara Hammond
Oct. 20, 2016
Central American Families Arriving At Southern Border In Record Numbers

Newly released data shows the number of families from Central America arriving at the southern border this year nearly reached the unexpected levels that threatened the U.S.'s immigration resources in 2014.

Michel Marizco

October 19, 2016
Crossing the Line: Orphans No More

September 26, 2016

The story of one man’s 20 year mission to build a home for 200 orphans near the Mexican border town of Guadalupe.

Download audio (18.38 MB)
More content with limited resources...

Empower Radio
Familiar: Could use HD channels and/or internet streaming
Empower Radio

Familiar: Could use HD channels and/or internet streaming

Different: A station that eliminates appointment based listening
Empower Radio

Familiar: Could use HD channels and/or internet streaming

Different: A station that eliminates appointment based listening

Doesn't have a schedule
Empower Radio

Familiar: Could use HD channels and/or internet streaming

Different: A station that eliminates appointment based listening

Doesn't have a schedule

Starts with PODCASTS
✓ Variable length
✓ Variable duration
✓ Content: produced in cooperation with NGO's
✓ A new take on community radio
Empower Radio

- Recognize: majority of listeners will use an app
- App Technology that will allow for self-curation
- “Radio Station” plays in rotation or at random
- Funding model: grants and sponsorship
Empower Radio
What are we missing?

- Can anyone play?
- Major markets vs medium/small markets
- Partnerships
- Resilience