

WBEZ global

Chicago's Passport to the World

THE Prospectus

Medill School of Journalism, Media,
Integrated Marketing Communications

Northwestern University
Innovation Project
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MISSION STATEMENT

To develop an engaging, content-rich product that sparks conversation around global topics important to Chicago natives and immigrants.

That's our mantra. When our Medill team came away from a visit to WBEZ's studio in March, we knew that sustaining and deepening a multimedia dialogue with journalists and listeners was our chief concern.

With programs such as "Worldview," WBEZ appeals to educated car-radio listeners who care about the world. But younger consumers, Chicago Public Media's desired target, are taking public transportation and listening to podcasts or live streaming on mobile devices.

To help WBEZ attract a younger audience and to expand its content — particularly "Worldview" — into other media and social platforms, we developed three products that we believe will reach WBEZ's desired listeners and allow "Worldview" to thrive in a technological world.

Envision a digital product that could make complex global issues, such as the Greek financial crisis, seem understandable and relevant to Chicago residents with time to read just a single paragraph — on a smartphone, on the 'L'.

Now, consider the WBEZ Global Activism Expo and extend it into a digital space where listeners can exchange ideas and volunteer to help any of the 85 nonprofit groups at the annual event. Instead of disappearing after its April date, the expo — and the global activism it inspires — could last throughout the year through this product and an elegant, service-oriented magazine.

And that's not all. Let the conversation begin.

PART I: PRODUCT DEVELOPMENT

Thought Process

To help WBEZ reach its desired audience, we created target personas — fictional people based on WBEZ's previous audience analysis and on our own research. We established four archetypes: Adam, a 25-year-old in advertising; Ana, a 31-year-old teacher; Barbara, a 45-year-old mother; and John, a 55-year-old lawyer.

Persona Spending Habits

- Adam makes \$40,000 a year. He rents his apartment, pays his school loans and doesn't spend much.
- Barbara earns \$95,000 a year. She owns her home and spends on quality items.
- Ana makes \$47,000 a year as a teacher. She owns her apartment and will spend if she thinks the purchase is worth her money or will help her in the classroom.
- John earns \$300,000 a year, owns his home and donates to his alma mater.

Our Medill class brainstormed product ideas based on the personas and tested them on people who closely matched the archetypes. After several iterations, we decided on three primary products: The Breakdown, an adaptable news website; a digital expo product; and a print expo magazine to give out for free at the April event.

Observations from the WBEZ Global Activism Expo

About 3,000 visitors browse tables from 85 organizations during the annual event at the UIC Forum, passing for-profit sponsors on their way to a room filled with nonprofit organizations.

Unless they've planned ahead, visitors don't know where to begin. With both a digital and print roadmap, we will guide them toward a deeper connection with WBEZ before, during and after the one-day event.

"If I had not done my homework, I would have just wandered around," says Anne Barrett, 54, a medical professional looking for volunteer opportunities. She did research online, digging through organizations' websites and finding only three with needs matching her skill set.

We will give attendees a digital expansion of the experience, helping them communicate online, in person and through social media. Visitors will have both a print magazine, available when they walk in the door, and a digital expo site they can visit at any time. It will work on any cellphone, tablet or computer.

"Taking the expo and turning it into a digital experience seems like a helpful way to continue the hopes people form while they're here," says Glenna Sullivan, a 24-year-old teacher.

Both the digital and the print magazine, which are detailed in Part II, would serve all expo attendees. But their primary target is the 30- to 40-year-old expo visitor who wants to volunteer for at least one of the nonprofits.

PART II: PRODUCTS

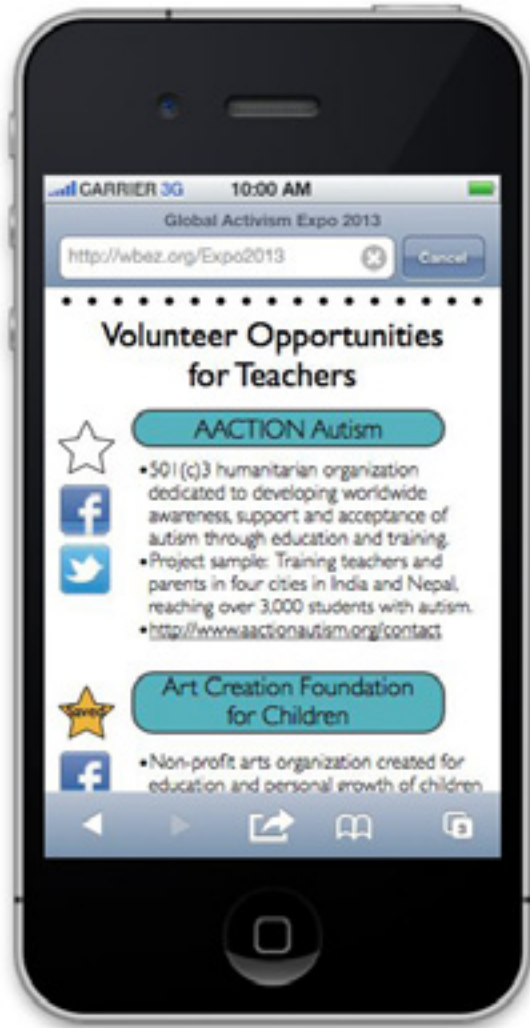
Product 1: ExpoDigi



Enter the ExpoDigi site, a one-stop digital resource for learning about volunteer opportunities, planning ahead for the event and sharing the experience with others on social networks. Although the expo's attendance has been flat the past several years, we intend to counteract this trend.

If listeners are looking for information about this event online, they'll only see a single post on WBEZ.org. Before the expo, potential attendees find a list of the global activism organizations, events and entertainment planned for the day. During and after the event, this page remains static; the only people who benefit from the expo's rich resources are those who can make it to the UIC Forum in a window of six hours on a Saturday afternoon once a year.

To learn how to improve the expo experience, we interviewed attendees and found that people wanted tools to plan which booths to visit. After talking with people and organizations at the expo, we decided visitors and vendors should also be able to share their experiences across social networks during the event. The ExpoDigi provides these elements.



The homepage of ExpoDigi, an offshoot of the WBEZ website, provides links to pages where visitors can browse and save vendors, nonprofit groups and performers to their “favorites” section. They log in with social media as they plan their trip. The homepage will be updated for each of the eight weeks before the event.

Each week ExpoDigi will feature either the food vendors, world music or one of the six categories of organizations: those looking for volunteers in Chicago, volunteers to go abroad, teachers, medical professionals, student volunteers and groups of volunteers. During the expo, the homepage will display Facebook posts related to the event and tweets with the hashtag #WBEZexpo. A WBEZ staff member will curate these streams and homepage weekly updates.

With ExpoDigi, WBEZ can improve visitors’ experiences by providing information about the booths at the event. Each vendor should work with WBEZ to produce a page that explains its mission, needs and contact information. The vendor will provide photos of the people sitting at the booth so attendees know in advance whom they will meet. WBEZ would sort the organizations into categories

based on their volunteering needs, which is viewable within the ExpoDigi “Browse” section.

Smartphone owners can find the website through the WBEZ or “Worldview” homepages. Its four major components:

- **Vendor information.** This feature provides a quick summary of each organization’s mission, goals, needs and contact information.
- **An interactive map.** This floor plan of the expo allows attendees to plan their visit by highlighting the vendors they are most interested in.

- **Easy donation and membership.** WBEZ could give each vendor a text-to-donate phone number that would be posted for five minutes on the big screens at the expo and permanently in the expo website and magazine.
- **Social media participation.** This takes place before, during and after the event. We will create a Foursquare account so that expo visitors and others who are interested can connect with similar people. The content in the ExpoDigi is split into small bits so that it can be easily shared. We could run a contest with a prize, such as lunch with “Worldview” host Jerome McDonnell, for the vendor who signs up the most visitors.

“I’m a teacher, so I’m planning on sharing this with my students,” Glenna Sullivan, 24, said at the 2012 expo. “Anything that could help me quickly post things to my social media page to revisit would be awesome.”

Each ExpoDigi page features two consistent buttons:

- “Sign In,” which allows access via social media. Using Facebook, for example, prevents the need for user authentication in the website coding. It also provides information about participants’ online habits.
- “Support WBEZ,” which allows users to donate with a simple SMS message or with a PayPal account.

Use Case: Ana Before, During and After the Expo

We’re going to take a look at hypothetical listener Ana. Today, she flips to 91.5 for the traffic on her 30-minute commute. But after the forecast of April showers, she hears a promotion for WBEZ’s annual Global Activism Expo – which invites her to visit the website to learn more.

On her lunch break from teaching, she pulls out her smartphone and navigates to ExpoDigi. That week the homepage features organizations looking for volunteers willing to travel abroad, and Ana shares the information about one of them on her Facebook. In the post, she tags her friend who would like to go abroad. Because Ana also wants to find opportunities to volunteer and use her teaching skills, she selects the “Browse” button on the homepage. She then navigates to the “Looking for Teachers” category. When Ana realizes she wants to save a few of the organizations to her “Favorites,” she signs in to the ExpoDigi with her Facebook account.

On the day of the expo, Ana walks in with a printed list of the organizations and events she saved using the ExpoDigi. She uses the map provided at the event by WBEZ, and she finds the tables where she chats with people she recognizes from the ExpoDigi descriptions. She already knows the mission of these organizations and what they are looking for, so she is able to have a deeper conversation about ongoing volunteer opportunities rather than needing to learn the basics.

While she’s at the expo, Ana enjoys a musical performance so much that she pulls out her smartphone and navigates to ExpoDigi, where she selects the band as a “favorite.” Later that week, Ana is telling her students about the event. She revisits ExpoDigi because she can’t remember the name of the band that inspired her last Saturday with its performance on the world music stage.

While she's on the site, she selects the "Support WBEZ" button because she feels she has received lasting value from the event. She donates \$5 and enters her email address to become a new member. She receives an email from WBEZ thanking her for the donation and welcoming her as a supporter of public media.

Sched.org, ExpoDigi Alternative

Creating a website is not the only option for transforming the Global Activism Expo into an online experience that expands conversation far beyond a single day's events.

Sched.org is a website-based business that provides a scheduling service for events with login by social media. Designed for multiple days with concurrent sessions such as South by Southwest, the site allows users to plan their trip in advance, see which of their friends will be attending, and connect directly with exhibitors, sponsors and other attendees.

The price varies from \$99 to \$5,000, with a basic package that allows only for session scheduling at the low price point and full design and data entry by Sched.org employees for the full professional package. The minimal package required for WBEZ Global Activism Expo would be \$600, with the basic package plus a \$250 add-on for including sponsors and exhibitors and a \$250 add-on for customizing the CSS and Web design of the service.

Sched.org is a viable alternative if WBEZ would rather not design a custom digital product.

Branding: The Logo Design



We kept the blood-red color of the WBEZ brand, leading to a subconscious connection to the radio signal "91.5." By removing the station number, we also show that WBEZ is more than just a radio station. It also creates content for multiple platforms. This philosophy led to our use of the thought bubble leading out of WBEZ, which exemplifies the company's desire to spark conversations with listeners.

Our tagline, "Chicago's Passport to the World," connects the local area with the international community and encourages

interchange with other cultures. A competitor's "window to the world" is passive; it doesn't imply the same engagement.

We chose a color palette to show diversity that worked in tandem with the base of the white, red, and black design the WBEZ uses. By using more muted colors, such as mustard yellow and deep aqua, the design looks professional without being dated. We carried these colors and basic design principles throughout our project to create a consistent brand image.

Product 2: The Breakdown



Based on surveys and class research, we found that people care about international news but don't follow it closely unless they see a direct link to their lives. Listeners also found abundant coverage overwhelming and difficult to absorb.

Enter The Breakdown: a website that gives the user quick, digestible, daily tidbits of international news stories. It features one global piece each day, describing what it is about and providing context. Each story also offers closely curated links to other sources (e.g., WBEZ stories, NPR, AP, The New York Times). Readers take in nuggets of information and may click links to see more WBEZ and aggregated stories.

The Breakdown is a responsive design website, which means that it adapts to all digital devices such as cellphones, tablets and laptops, while retaining all of its content. We settled on a responsive design website as opposed to an app, so users can access The Breakdown anywhere on any device. Forget pinching and zooming tiny text on your iPhone or adjusting the screen on your iPad or laptop — The Breakdown fits to particular devices. News organizations such as The Boston Globe uses responsive design and organize its site in reverse chronological order (similar to a blog format), with the current day's story at the top of the page.

The Breakdown is not the place to go for breaking news. If a listener pays no attention to Russian politics, he may not know why protesters are outraged with Vladimir Putin's clutch on the country. But on The Breakdown, the story comes with context: Putin seems poised to become leader for life. (After serving the maximum two terms as president from 2000 to 2008, Putin officially left office. But his successor, Dmitry Medvedev, appointed him prime minister. Now Putin is president again with Medvedev as his prime minister.)

User Tests of The Breakdown

Eight weeks into our project, we had a class of 20 students between the ages of 22 and 30 try The Breakdown to see whether they could easily navigate through the site and recognize its purpose, even at its raw stages.

The focus group spent five minutes navigating the site. Then we handed out a survey requesting names and email addresses, asking the following questions:

- Are you interested in a site that gives you quick explanations to ongoing and current news?
- Did anything about the site confuse you?
- How could the site meet your needs better?

Feedback

- "Is there original content in this site or it simply links to other sites?"
- "[It should be] better labeled."
- "Would there be some sort of menu to go to?"
- "Is it searchable?"

- "Something moving would make it feel dynamic and current."
- "I would like to see the date the articles/post was posted on."
- "Also maybe include a tagline that's a brief mission statement?"
- "Are the headline bars that appear at the bottom of the page related?"

Takeaway

Users need to quickly understand the purpose of the site — simple quantifiers such as dates and taglines help. Based on the feedback, our Medill class made sure article post dates were clearer and that the website featured a tagline explaining The Breakdown's purpose.

Product 3: WBEZ Global Spotlight, the expo magazine

Our service magazine, called WBEZ Global Spotlight, is a visitor companion during the expo and a souvenir afterward. It will enrich the global activism coverage of "Worldview" and provide a way for WBEZ to expand beyond the radio and connect local residents with world issues.

The magazine design and reinvented logo showcase the name of the station and its red-and-black color scheme. The expo magazine will spark a visual connection to WBEZ, and updated typefaces and additional accent colors will appeal to a younger audience.

Global Spotlight looks artistic enough to live on the coffee tables of the attendees for months after the event. It incorporates strong photography and alternative story forms to keep the service pieces visually appealing. The cover dismisses normal style conventions because the magazine exists outside the newsstand, allowing images of fabric to take precedence over heavy text headlines.

The magazine's departments center on a call to action. The first, "Be a savvy volunteer," includes stories for people who want to help either locally or abroad. The second section, "Grow your organization," highlights service stories for nonprofits or other groups that want to expand their global influence. The third and final department, "Check out the global scene," houses stories with an even broader scope — where to buy fair-trade items in Chicago or how to internationalize your kitchen.

WBEZ global
SPOTLIGHT
Chicago's Passport to the World

2013

fair-trade fashion

Summer styles that show you care

By Amanda Koellner

You may be able to run to the mall and whip together an entire outfit for the price of one of the items below, but many cheaper chain stores use sweatshops and don't pay their workers adequately. Why put your conscience through the wringer? Buy fair-trade outfits, sewn by workers who receive livable wages. Support the cause with the styles below:



Oblong Butterfly Wing Earrings

Cost: \$53.95

Where: The Greenheart Shop
1911 W. Division St.

Phone: 312-264-1625

Back Story: Silversmith artisans in Lima, Peru, create earrings from naturally deceased butterflies in the Amazon rain forest. This purchase helps prevent deforestation because it gives workers a way to earn money without clear-cutting trees.

New Wave Mosquito Net Purse

Cost: \$60

Where: Five Accessories
Andersonville Galleria
5247 N. Clark St.

Phone: 312-504-3483

Back Story: This Chicago-based handbag and jewelry store, which now has more than 100 locations nationwide, employs people in Cambodia, Bali and India. They make eco-friendly and recycled handbags and sustainable jewelry in safe conditions.



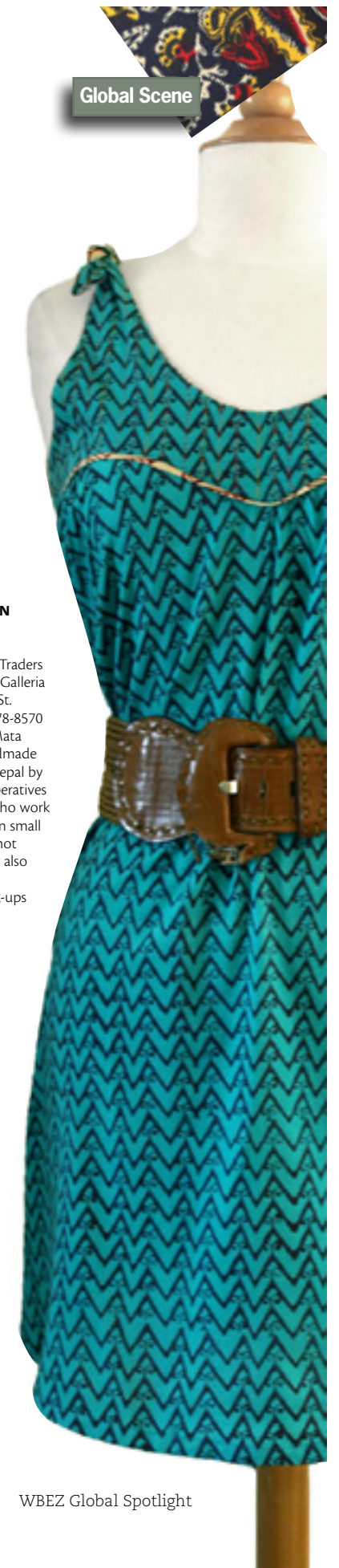
Isabel Burlap Ballet Flat Shoes

Cost: \$79

Where: Stores across Chicago and at toms.com

Back Story: For each pair of TOMS purchased, a child in a developing country (TOMS currently gives to more than 20 nations such as Niger, Malawi and Mongolia) receives a pair. The company, which manufactures shoes in Argentina, China and Ethiopia, pays workers with fair wages and gives a clean, safe place to work. TOMS never uses underage labor.

Global Scene



SULA GREEN DRESS

Cost: \$79

Where: Mata Traders
Andersonville Galleria
5247 N. Clark St.

Phone: 773-878-8570

Back Story: Mata items are handmade in India and Nepal by women's cooperatives and artisans who work at home and in small workshops – not factories. They also receive on-site daycare, check-ups and overtime.

WBEZ Global Spotlight

The Spice is Right

How to internationalize your pantry

Seasonings to Sample

Black peppercorn, whole – global

Kosher sea salt – global

Nutmeg, ground and whole – India, Sweden, Greece, Netherlands, Japan, Indonesia

Paprika, ground – Hungary, Serbia, Spain, Netherlands, Morocco

Bay leaves, dried – Greece, India

Chili powder – Mexico, India, Thailand

Rosemary, dried – Greece, Italy

Cumin, ground – India, Nepal, Sri Lanka, Morocco, Cuba, Mexico, China, Netherlands, France

Oregano, dried – Italy, Turkey, Palestine, Lebanon, Egypt, Syria, Greece, Portugal, Spain

Ginger, ground – France, India, Nepal, Malaysia, Burma, Vietnam, Philippines

Cayenne pepper – global

Thyme, dried – Lebanon, Syria, Pakistan, Jordan, Israel, Libya, Armenia, India, France, Italy, Nigeria, Greece, Turkey

By Molly Fedick

Even if you can't afford a trip around the world, you can at least send your taste buds. Top chefs and foodies around the city spill the beans (and the cinnamon ... and the cardamom ...) on what spices it takes to create a global kitchen.

When it comes to stocking an internationally inspired cabinet, variety is the spice of life. "Spices can be very intimidating to amateur cooks, but the reality is that just a sprinkling or dash of something can transform the most basic dish, turning a Swedish meal into a Chinese one," says chef Ida Stalberg, who owns a small catering company in Edgewater.

Spice House in Old Town specializes in teaching this message. Before transforming your cabinet into an explosion of "round-the-world" flavors, you must buy a dozen staples, says saleswoman Adrienne Marshall. "Stocking a spice cabinet is kind of like building a house. You need a strong foundation. Once you get [the] basics out of the way, then you can start incorporating the more obscure flavors."

SAVORY SWEDEN

Take, for example, Scandinavian cuisine. If you're wondering what constitutes a traditional Swedish meal, think dairy, breads, gamey meats (ever had reindeer?), seafood, tart fruits and crisp vegetables. Stalberg suggests you supply your kitchen with a few key spices, "all of which should be of the highest quality you can afford."

Think beyond cinnamon, a Scandinavian staple. When baking, try licorice-like anise or fennel, lemon-flavored coriander seeds, cardamom pods, which, as opposed to seeds, "retain the most flavor" and powdered orange peel. For whipping up main dishes, consider purchasing Four Spices, a specialty blend of allspice, pepper, nutmeg, ginger and cloves. (The jury's out on why it's not called Five Spices!) It is commonly used to season meats and fish before cooking.

UBIQUITOUS UKRAINIAN

Unlike fans of Swedish cuisine, lovers of Eastern European fare will be happy to know that almost all spices used in Ukrainian, Russian and Polish cooking are available in most supermarkets. "People have to remember, Eastern Europeans have been through some tough times," says Ukrainian dance teacher Marta Kozyckyj. "There weren't always a lot of spices around to jazz things up." When she's not instructing, she and her neighbor cater many of the cultural events such as dance performances.

"When I'm teaching someone to make Ukrainian food, I always tell them dill is king," she says. "It's native to Eastern Europe, and we use it in a variety of dishes and to pickle vegetables. It's a very versatile herb." To season hearty meat dishes such as pelmeni, a common minced meat-and-dough entrée, try white and black pepper and kosher salt.

MOROCCAN MOUTH-SPLDSIONS

Mounds of spices fill the outdoor markets in Morocco, making the prospect of choosing among them a daunting one. "The thing most people don't realize is that Moroccan food is forgiving," says Ahmed Bouchtat, a Moroccan chef. "Half the time, I'm making it up."

Moroccan cooks are famous for their liberal use of turmeric, a bright orange spice known for its gingery, almost bitter taste, Bouchtat says, "like dirt, but in a good way!" Found mostly in savory appetizer and entrée dishes, turmeric adds an earthy flavor and glorious color to any plate. And, if you truly want to get authentic, Bouchtat suggests Ras El Hanout, a mixture that includes cinnamon, cardamom and anise.

"Just remember, Moroccan food — we like it to be spicy, we like to say something, and we want the person eating to react to the flavor," Bouchtat says. "So don't be afraid to use those spices!"



PART III: EDITORIAL STRATEGY

WBEZ Global Spotlight

Content and Architecture

- Book size: 112 pages
- Minimum editorial: 66 pages
- Departments: 7 pieces
- Features: 3 pieces

Our magazine goes beyond the expo by offering service stories that teach readers how to perform and expand upon the missions of the organizations that were at the event. Attendees could never have the time between noon and 6 p.m. to visit each vendor, so our products give them time outside the event.

We created a digital version of WBEZ Global Spotlight to keep conversations going. Before the expo, attendees can visit the magazine website to bookmark organizations and view related content. At the expo, visitors can use an interactive map on the website to locate vendors. Afterward, they can visit the site to view tweeted stories and see updates for next year's event.

Departments

Our three departments center on the goals of the WBEZ Global Activism Expo: to connect Chicago volunteers and nonprofits so they can inspire worldwide conversation.

Our service stories meet the needs of the expo's six types of attendees — teachers, students under 21 looking for internships, medical professionals, groups looking for volunteer opportunities, people looking to volunteer in Chicago and those hoping to volunteer abroad.

To divide our content into departments, our editorial team spoke with both WBEZ employees and expo attendees to get a behind-the-scenes look at people's motivations for attending the event. Responses came down to three categories. Attendees were either looking for volunteer opportunities, seeking information about starting a nonprofit or wanting to sample the featured world music and food. We arranged our content into the following three departments:

- Be a savvy volunteer — tips for using Chicago's nonprofit landscape to find the best volunteer opportunities.
- Grow your organization — advice from Chicago's nonprofits on how to merge a social conscience and business savvy to make improve the world.\
- Check out the global scene — coverage of world music, food and art in Chicago.

For the expo magazine and digital content, copy will include the same conversational but authoritative tone as *The Breakdown*.

A beautifully crafted expo magazine, similar to the one produced for the Sundance Film Festival, gives people a coffee table item to share with visitors.



Sample advertisement

The Breakdown

Content and Architecture

- Website: one section with four subsections
- Front-of-Books: five pieces
- Features: 20 pieces

Providing “snackable” content is the goal of this product. Each day the website will feature a top story on the homepage with a summary of the most important information covered in the more in-depth version of the lead piece, which is available in a link below the summary. For instance, coverage on Chinese activist Chen Guangcheng would outline not only his escape from house arrest but also his background in Asia. Below that anchoring story will be links to other in-depth pieces.

All content includes a Chicago connection, and the site showcases both original and aggregated stories. Like “Worldview,” The Breakdown is both conversational and authoritative.

“I expect any news website to have current up-to-date news and also be easy to use. There are some sites where I can't even figure out what they're trying to say or anything. I've never been to their website, but I would hope that I could find exactly what I'm looking for easily.”

— Emily Kaplowitz, 35, about WBEZ

PART IV: SOCIAL MEDIA STRATEGY

We recommend that “Worldview” implement a conversation strategy that encourages content promotion and increases audience engagement and employee involvement. Our products will allow for brand continuity across social media platforms for “Worldview.”

- The biggest reason for the increase in social networking is Facebook and its 700 million-plus users.
- Twitter now has more than 100 million active users who post an average of 250 million messages a day.

Our social media recommendations will attract a larger and more diverse audience and give hosts and staff a way to directly connect with listeners. Based on our research, we decided that Facebook, Twitter and Foursquare would be the most fitting social media platforms for “Worldview” to use; younger listeners like Ana naturally interact in these spaces.

Facebook “Likes”

- Worldview — 144
- WBEZ — 26,000
- WGN-TV — 33,000
- Chicago Tribune — 48,000

Twitter Followers

- Worldview — 1,219
- WBEZ — 25,000
- WGN-TV — 14,000
- Chicago Tribune — 83,000

The Pew Project for Excellence in Journalism State of the Media 2012 report shows that news sites now get 9 percent of their traffic from social media, up about 57 percent in two years. That is almost half of what comes from search engines. Some news organizations, such as the Huffington Post, have moved aggressively with social media and have generated as much traffic as they do from search.

Pew also reports that for smartphones and tablets, 27 percent of people follow recommendations from Facebook at least some of the time. Among those who use a smartphone and tablet for their news consumption, 67 percent follow news recommendation on Facebook, while 39 percent follow on Twitter.

- MediaBistro conducts \$200 online workshops called Social Media 101 for groups. This registration fee, along with other company training costs, could be covered by grants

- related to digital media. The Knight Foundation recently provided funding to NPR for new media ventures. The foundation's Knight Enterprise Fund and Technology for Engagement Initiative are focused on funding innovative media strategy.

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Use Cases

- Adam, a young professional who uses social media, is likely to find out about the expo through the Twitter hashtag because it is "trending" or because one of the accounts he follows is tweeting about the expo.
- Ana, our target persona and a teacher, checks Facebook and Twitter as she considers whether or not to attend the event. She will benefit from social media by sharing organizations that inspire her with her students and Facebook friends, networking for potential volunteer activities.
- Barbara, a busy mom, uses social media to stay informed on expo events and vendors because she searches for interesting activities for her children.

The Breakdown

We recommend #TheBreakdown for disseminating "Worldview" content on social media. Updates come from all WBEZ pages, including Vocolo and "This American Life."

ExpoDigi

If the visitor chooses to sync the ExpoDigi website with a social media account, the "Sign In" button changes to "Favorites," and attendees may save particular vendors. Each organization and event has separate share buttons for Twitter, Facebook, LinkedIn and Foursquare. The large screens at the expo will prompt attendees to use the #WBEZexpo hashtag.

PART V: RESEARCH

Research Overview

By analyzing existing research and conducting in-depth interviews, the market research team identified a loyal, well-educated, well-off car radio listener. We also saw untapped potential in a younger, more ethnically diverse listener who would use her cellphone, tablet and computer to get WBEZ's content. In fact, based on Pew's State of the News Media report from 2012, 77 percent of U.S. adults own a laptop/desktop computer, 44 percent own a smartphone and 18 percent have a tablet.

According to a 2012 Illinois PIRG Education Fund report, Americans have been driving less since the mid-2000s. And the report, "Transportation and the New Generation: Why Young People are Driving Less and What it Means for Transportation Policy," shows that people age 16 to 34 are driving less and increasing their use of public transportation or carpooling.

In a survey from the Project for Excellence in Journalism conducted in 2011, tablet news users are more likely to be older, more educated and wealthier. This description fits the audience that WBEZ has and wants. Eighteen to 29-year-olds make up a greater portion of tablet news consumers, but they remain largely in the high-income, high-education brackets. Americans in the Northeast and Midwest are more likely to use tablets.

The PIRG Education Fund demonstrates that by 2011, the average American was driving 6 percent fewer miles per year than in 2004. In Chicago, the rail system saw an increase in ridership from the current year, almost 725,000, and last year, about 691,000, according to a CTA report from March 2012. This means that users of digital devices are more likely to use their smartphone or tablet for news consumption. WBEZ needs to reach beyond traditional radio listeners because fewer people are driving cars.

If WBEZ wants to reach a younger audience, it needs to view social media and mobile devices as primary news platform.

According to 2010 research, WBEZ members are 89 percent white and 64 percent female. Its listeners are also highly educated, wealthy, live on the city's North Side and in the north and west suburbs, and are interested in international news. However, WBEZ would like to reach younger listeners, including people under 35, who tend to use cellphones for multiple purposes, and who are more likely to use social networking sites.

According to the 2012 State of the News Media report from Pew, 75 percent of U.S. adults own laptop or desktop computers, 44 percent of adults own a smartphone, and since last year, the number of tablet owners grew from 9 percent to 18 percent of Americans over 18 years old.

According to another Pew Research report from 2011, 65 percent of Web users frequent a social networking site, up from 61 percent in 2010.

Social networking sites are most popular with women, young adults under 30 and parents. As of May 2011, all races and ethnicities use social media equally. And according to estimates by Cisco, by 2016 there will be 10 billion mobile Internet devices in use globally. The Pew 2012 report also states that 40 percent of Americans listen to audio on digital devices, and that is projected to double by 2015.

Methodology

In order to understand WBEZ's current and potential audiences, our 18 project members each interviewed two Chicago radio listeners. We gathered basic demographic information from each subject and then asked 10 questions related to their media habits and their thoughts on WBEZ and its website. We also created a second list of questions meant to paint a better picture of data collected from the U.S. Census Bureau and Pew Research Center about news habits and consumption.

We aimed to learn more about WBEZ's current and potential listeners. In the second round of interviews, we talked to 50 people. Fewer than 10 of those respondents overlapped with people interviewed in the first round of interviews. Each interview lasted 40 to 60 minutes. We spoke with people from a wide range of ages, ethnicities and occupations in order to get a well-represented view of WBEZ's potential audience. In addition to demographic information, we also asked each person questions about her media habits, general interests and activities. The results of the in-depth interviews helped us to form our personas and decide on our final products.

Survey Base

We randomly chose 26 men and 24 women. Twenty respondents were between the ages of 23 and 35, 30 were Caucasian and 48 had earned a college degree (19 people had master's degrees or other professional degrees).

Level of schooling

- High school/GED: 2
- Bachelor's degree: 29
- Master's degree: 13
- Ph.D. or other professional degree: 6

Own or lease a car

- Yes: 35
- No: 14

Sample Questions

- Describe how you used your phone in the past 24 hours.
- If you were stranded on a desert island and you could use only one type of media (i.e. cellphone, TV, laptop, eReader, etc.), what would it be?
- What was the last international news story you read or listened to? Where was it from? What was your level of interest in the story?
- Do you want to know about events going on in your community that have an international focus? Are you more interested in foreign news than in U.S. news?
- Tell me about the last time you shared a piece of international news with a friend that she/he didn't know about. How did you share that information?

Sample Findings

- About three-fourths of our respondents own smartphones, but only about one-fifth of people have tablets.
- More than half of our respondents are active Facebook users, but less than half of those share news via Facebook. They tend to share entertainment news more than hard news. Only one-third are active Twitter users, but they tend to share breaking news more than Facebook users. About three-fourths of those follow news organizations on Twitter.
- Respondents were most likely to share stories about entertainment and politics.
- Interviewees subscribe to magazines and newspapers mainly because they love the content and like to feel well-informed. They also subscribe to print products for work (to stay current on the industry) and for convenience (getting copies in the mail).
- Most people say they multitask while consuming news — driving/taking public transportation, eating, working in the kitchen and checking emails.
- All respondents who say they listen to the radio tune into NPR/WBEZ, and most of them referenced the Syrian uprising as the most recent international story they had heard.
- Our participants who are interested in international news also care about local events centered on international communities, such as the Global Activism Expo.
- The people we interviewed prefer quick, hard news stories, but many seek out features, depending on their interest level and amount of spare time. Most interviewees who visited the site said hard news clips on the radio lead them to the Web for more details.

“I like stories that help me to understand the inside view of a country or a culture and gain a better understanding of how people in that culture think.”

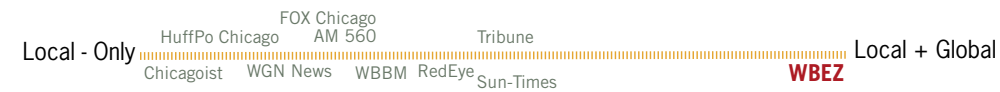
— Beth Rivelli, 43, Evanston

Market Opportunity

“Worldview” already occupies a unique space in Chicago’s media by approaching global issues from a local perspective. We suggest aiming for the center of this graph, as it’s shown, to reach out toward the growing audience of non-traditional news consumers.

Competitor Analysis: News Coverage

WBEZ TODAY



WBEZ is uniquely placed already by offering global content from a relevant Chicago perspective - no one else competes.

Competitor Analysis: Multimedia

WBEZ TODAY



WBEZ has the opportunity to grow and become the source, regardless of platform, for Chicagoans seeking to understand the world.

Competitor Analysis: Multimedia

WBEZ global TOMORROW



Our analysis and recommendations would push WBEZ into the forefront of multi-platform news and content delivery for Chicago.

PART VI: BUSINESS STRATEGY

Executive Summary

Our product goals are to provide relevant, timely and informative content with The Breakdown, to give the WBEZ audience different media (online and in print) and devices (personal computer, tablet and smartphone) to learn about global issues, and to help WBEZ connect listeners and organizations at the Global Activism Expo through ExpoDigi.

To generate more revenue and increase membership, we are focusing our strategy in four areas:

- Magazine: WBEZ Global Spotlight
- Responsive design website: The Breakdown
- Digital experience: Global Activism Expo
- Membership benefits: Global Membership Package

Our Audience

We recognize the diversity of international listeners in Chicago. We want to:

- Provide relevant information about their cultures and issues important to them
- Relay information in a relatable way
- Provide the best content in a variety of media while still being a credible local source

Credibility is crucial to brand and business success. WBEZ is known, trusted, stable and credible, and we aim to strengthen it and capture additional revenue by furthering its connection to the people.

Expo Strategy

In the months leading up to the expo, we believe WBEZ should air Global Minute advertising spots during “Worldview.” The Global Minute can be sponsored by a company — which gets a 13-second open and close — with a 34-second sound byte from an organization that will be attending the Expo and has been featured on the program. Here, we see multiple benefits: exposure for the organization, promotion for the expo event and recognition for the underwriter.

Expo Attendees

- Educated
- Engaged
- Curious
- Conscious of social issues

Global Activism Expo Sponsor Package

The sponsor package can provide exposure on air, on site at the event, online and in the magazine.

Total package cost: \$8,000

Estimated sponsors: 10
Expo revenue: \$80,000

On-air

“Global Minute,” broadcast live on WBEZ 91.5 FM’s “Worldview”; name of sponsor included on a minimum of five 30-second promos to run the week before the expo; Jerome McDonnell could lend his voice to these promos

On-site

10-foot by 4-foot table in “Global Agora” vendor space, first-come first-served on location; signs on both main and music stages; logo included on DVD welcome video and education slide rotation; playing on all venue monitors noon to 6 p.m.; material giveaway to attendees

Online

Logo with url link on events listing: wbez.org/expo; logo on ExpoDigi event site; ad spot on The Breakdown page, dailybreakdown.org, the week before event

Print

Logo on floor map (3,000 copies); logo on 2” by 3” postcard (minimum 1,000 copies); full-page color ad in expo magazine (6,000 copies)

WBEZ Global Spotlight Strategy

Spotlight is a service-oriented magazine with value to the sponsors and attendees.

When securing underwriters for Global Spotlight, WBEZ should cite these statistics to show the value of the magazine to potential underwriters:

- According to the 2011-12 Association of Magazine Media study, magazine advertisements are valuable. Forty-nine percent of readers older than 18 said that these advertisements provide useful information.
- Magazine advertising gets readers to act: In a Hearst by Russell Research survey published in 2010, 77 percent of respondents said they purchased a product after seeing or reading something in a magazine.
- Magazines rank No. 1 in driving purchase intent: Magazines increased purchase intent five times as much as television or the Internet when looking at how each medium alone affected purchase intent.
- Readers respond to magazine advertisements regardless of how they acquired the product: 52 percent of respondents who received a free magazine responded to an advertisement in ways such as visiting a website.
- Magazines drive consumer online: Forty-eight percent of magazine readers go online to find out more information about the advertising in a printed product.

Distribution

We recommend that WBEZ print 6,000 copies of Global Spotlight with expo attendees receiving the annual publication upon arriving. According to WBEZ’s Breeze Richardson, more than 3,000 people attended the 2012 expo. If those numbers hold true for 2013, at least 3,000 people will leave with a copy of our magazine, with 3,000 copies left for WBEZ to distribute. We recommend dividing the remaining copies up between the organizations, sponsors and food vendors.

On average, public-place readership generates an average of 19 readers per copy, according to the Association of Magazine Media. The same study also found 80 percent of all adults have read magazines in a public place in the past month. We would rely on the organizations, sponsors and vendors to display the magazine in their places of business, increasing the reach of Global Spotlight beyond the expo.

Magazine Specs

- Print: 6,000 copies, 8.5” x 11”
- Total pages: 112
- Cover paper finish: matte
- Inside pages paper finish: matte

We anticipate reaching 21,000 people, with three viewing each printed copy of Spotlight. The conservative estimate demonstrates that it doesn’t take much to reach a great deal of people and proves the magazine’s value.

WBEZ Global Spotlight Revenue

	RATE	NUMBER OF ADS	REVENUE FROM ADS
Back Cover/Color	\$5,000	1	\$5,000
Inside Front Cover/Color	\$4,000	1	\$4,000
Inside Back Cover/Color	\$4,000	1	\$4,000
Full Page/Color	\$3,000	18	\$54,000
1/2 Page/Color	\$2,250	20	\$45,000
1/3 Page/Color	\$1,750	18	\$31,500
1/3 Spread/Color - Expo Map	\$4,000	1	\$4,000
		Total Ad Revenue	\$147,500

After viewing the rates of other magazines with similar topics and similar scope, such as Permaculture Activist, E-The Environmental Magazine, Newsweek, The Economist, Aspen Magazine and American Forest, we present these suggested rates. We also consulted with Medill professor and business strategist Owen Youngman.

Responsive Design Website: The Breakdown

With exposure through Worldview, WBEZ.org and social media, we are projecting 5,000 regular visitors to the site, at least two times per week within the first six months. This would account for at least 40,000 new page views per month. Beyond regular visitors, we expect to attract 30,000 unique visits from social media referrals. This would mean an increase of 35,000 unique visits per month and a minimum of 70,000 page views.

Based on recent WBEZ metrics, streaming requests are around 25 percent, 500,000 unique visits a month, or 125,000 listens per month. The Breakdown should generate streaming audio requests at roughly the same ratio. This would result in around 17,500 additional streaming requests at an increase of 14 percent per month.

The Breakdown Revenue

After viewing the current advertising rates for WBEZ.org, we recommend a new strategy below, which is substantially less expensive than WBEZ's present model. We also consulted with Medill professor and business strategist Owen Youngman.

	RATE	TOTAL WEEKS TO SELL	REVENUE FROM ADS
Exclusive The Breakdown Weekly Static Image	\$1,200	52	\$62,400
Exclusive The Breakdown Weekly 13-second Online Radio Message	\$1,000	52	\$52,000
		Total Ad Revenue	\$114,400

Membership Initiatives: Exclusive Global Membership Package

About 42 percent of WBEZ's \$20,000,000-plus revenue comes from its 60,000 members. 650,000 listen to WBEZ each week, and one-third of these give more than \$300 per year.

Based on our research, it's clear that younger Chicago residents are looking for community involvement opportunities, especially at the expo. With membership options that fit their needs, they could active members.

Various packages are outlined below, ranging from a \$75 yearly bundle to small increases for existing \$10-per-month members. In addition to email updates and WBEZ member cards, global class members can be invited to lunch with Jerome McDonnell, get an exclusive VIP pass for reserved seating at the expo's speaking forums, a global expo T-shirt and a \$10 food voucher the day of the event.

Global class members can also receive a reduced-rate one-year subscription to a globally focused publication such as Time Out Chicago, an expo sponsor that we want to reward. Another possible partnership is with The Economist, which may suit WBEZ's audience better than Time Out Chicago.

Global Membership Plan

- Exclusive Global Class Member
- Member update
- WBEZ member card
- VIP global expo pass - Free T-shirt, front row VIP seating for speakers
- Lunch with Jerome McDonnell, host of WBEZ's "Worldview"
- PDF Version of Spotlight Magazine
- One-year subscription to Time Out Chicago Magazine for \$9.95 - 44 issues + iPad version; 22 cents per issue
- Global events update
- \$10 food voucher at expo

Below is estimated revenue for this new membership plan. More than 10 percent of WBEZ listeners are members. If 4,000 people attend the 2013 expo, and we reach 10 percent of those attendees with this plan, then we would bring in 400 new members for WBEZ. The potential donations of those members are reflected below as well as an estimation of the upgrading members. Medill professor and business strategist Owen Youngman vetted all projections:

SIGN UP — TIERS	New Members/ Upgraders	Donation Revenue
One-time \$75 payment for the year w/rollover	400	\$30,000
Monthly plan - \$9 per month (\$108 for year)	400	\$43,200
GLOBAL + Member (for existing \$10 per month members) \$2 per month	1800	\$43,200
	EST. DONATION REVENUE	\$79,800

Note: Donations on the day of the expo are to be expected, but are not factored into P&L. We are estimating \$1,000 to \$1,350 on the day of the event. Formula for Est. Donations: (\$30,000 + \$43,200)/2 + \$43,200

Expo Magazine Expenses

We consulted with Medill adjunct professor and editor of Chicago Home + Garden, Jan Parr, to determine the staffing and cost requirements of Global Spotlight.

POSITION	COST	
Editor (3 months)	\$20,000	
Art Director (2 months)	\$20,000	
Copy Editor/Proofreader (3 months)	\$0	(Intern - College Credit)
Editorial Intern	\$0	(Intern - College Credit)
Design Intern	\$0	(Intern - College Credit)
Freelance Photographer (2 months)	\$10,000	
Freelance Writers	\$20,000	
Cost of Printing Magazine	\$11,300	

Note: Estimated magazine production quote is from InnerWorkings, a global print management company in Chicago.

The Breakdown Expenses

POSITION		
Technical Site Maintenance Assistant	\$6,000	
Online Specialist (40 hours per week)	\$35,000	
Online Producer (5 hours per week)	\$0	(Already on staff)

ExpoDigi Expenses

SERVICES		
Web Developer (2 weeks)	\$3,000	
Social Media Manager Events Intern	\$0	(Intern - College Credit)
Text to Donate Service (mgive.com) Year Round Service	\$4,700	
	Total Expenses (Expo and Digital Products)	\$130,000

P&L

Revenue

Underwriting

WBEZ Global Spotlight Magazine	\$147,500
The Breakdown	\$114,400
Expo Global Sponsor Package	\$80,000
Advertising Commission	-\$68,380
Net Revenue	\$273,520

Membership

Global Membership Plan	\$79,800
Total Revenue	\$353,320

Expenses

WBEZ Global Spotlight magazine	\$81,300
The Breakdown	\$41,000
ExpoDigi	\$7,700
Total Expenses	\$130,000
Cashflow to WBEZ	\$223,320

Based on our projections, our products (WBEZ Global Spotlight magazine, The Breakdown, ExpoDigi and the Global Membership Package) can be expected to generate total revenue of \$353,320. With expenses of \$130,000, and cashflow to WBEZ would be \$223,320. Even if our revenue projections end up being off by one-third, WBEZ would still see a positive cash flow of \$105,546.67.

Potential Advertisers, Sponsors, Underwriters and Foundations

- Block Museum of Art
- Brinson Foundation
- The Chicago Council on Global Affairs
- Chicago Fair Trade
- Chicago History Museum
- Chicago Public Library
- Chicago Symphony Orchestra
- City Club of Chicago

Discover Card
 Endless Acts
 Illinois Arts Council
 Intelligentsia Coffee
 Julius N. Frankel Foundation
 Terra Foundation for American Art
 UIC Social Justice Initiative
 United Airlines
 United Mileage Plus Visa
 World Chicago

Intern Base

American Academy of Art
 College of Arts and Sciences, National-Louis University
 College of Arts and Sciences (computer science), Northeastern Illinois University
 College of Arts and Sciences (computer science), Saint Xavier University
 College of Computing and Digital Media, DePaul University
 College of Liberal Arts and Sciences, University of Illinois at Chicago
 Computer and Information Science department, East-West University
 Computer Science department, Lake Forest College
 Evelyn T. Stone College of Professional Studies, Roosevelt University
 Humanities division, University of Chicago
 Institute of Design, Illinois Institute of Technology
 Medill School of Journalism, Northwestern University
 The School of the Art Institute of Chicago
 School of Business and Nonprofit Management, North Park University
 School of Communication, Loyola University Chicago
 School of Media Arts, Columbia College Chicago

Job Descriptions

Editor (3 months)

- Manages staff
- Leads all editorial meetings
- Manages magazine vision, tone and feel
- Manages editorial schedule and content
- Works with art director to create magazine's vision
- Involved in layout & design process
- Works with writers to develop stories and art packages

Art director (2 months)

- Leads design staff
- Manages photos, spreads, features
- Creates concepts for pages
- Handles placement of advertising
- Works closely with editor
- Delegates task to interns

Copy editor (3 months)

- Edits all copy
- Fact checks
- Researches

Editorial intern (3 months)

- Assists copy editor and editor with all editorial tasks
- Edits stories
- Proofreads
- Fact checks
- Creates content

Design intern (2 months)

- Assists art director with design, page layout
- Uses Adobe InDesign, Photoshop
- Photographs, assist with developing art for stories

Freelance writer (2-3 months)

- Writes content

Freelance photographer (2 months)

- Shoots art for magazine
- Works 20 hours per week for two months
- Works with design team

Online specialist (40 hours per week/full time)

- Produces audio clips, news stories, integrate for radio
- Curates content
- Selects daily story
- Posts content

Online producer (5 hours per week/integrated)

- Works with aggregation
- Creates ideas

Technical site maintenance assistant

- Updates website
- Troubleshoots
- Manages bandwidth

Social media manager event intern (3 months/20 hours per week)

- Manages ExpoDigi website
- Aggregates content
- Manages social media
- Day of expo social media manager

Underwriter sales assistant (Full time)

- Sells ads for magazine, website and on-air spots
- Salary is fully contingent on commission (would make 20 percent on all underwriting and sponsorship sales)

APPENDIX: Other Product Ideas

WBEZ GlobalReads

WBEZ GlobalReads is a bimonthly book club designed to spark conversation among Chicago immigrants and natives. Every other month WBEZ picks a globally focused novel or nonfiction work.

For example, the chosen novel might explore the immigrant experience, as in Jhumpa Lahiri's "The Namesake," about an Indian-American family; or a bygone era, as in Orhan Pamuk's "My Name Is Red," a murder mystery set in 16th century Istanbul. Ideally the books will have a Chicago and global tie.

WBEZ's Twitter posts and nods to the book club on "Worldview" will inform listeners. Email newsletters are available to club members who have opted in on the WBEZ website.

WBEZ global READS
July 2012 Pick: *In the Garden of Beasts*

Submit your questions for author Erik Larson for July 28 online interview!

Discuss
Our digital book club -- share your thoughts, ask your questions

Explore
GlobalREADS' top book-related cultural events -- Chicago's top Jewish deli, historical neighborhoods and an event at the Holocaust Museum

Learn
Modern-day genocide, Top WWII novels, a Holocaust survivor responds

List of local bookstores selling next month's GlobalREAD

Sample flier

The primary goal for GlobalReads is to engage listeners with quality global literature that they can't wait to share with friends. WBEZ would help create conversation with a digital platform, part of the WBEZ.org website, that features a Facebook sign-in. Jerome McDonnell could engage in a Q&A session with a Holocaust survivor, for instance. Chapter, theme and topics such as politics and family would divide these forums.

The product would also use the handle #globalreads on Twitter. This way book club members don't have to wait around for a meeting; they can begin the conversation at any time.

Readers can also compete in monthly "book trailer" competitions. By mid-month, they can submit homemade videos on YouTube tagged as "GlobalReads" and share these videos on Twitter, Facebook and the GlobalReads site.

The page will also aggregate and create related content that offers context to readers. During a month that features a book about Mexican-American immigrants, for example, a page might include:

- A tour of Pilsen
- Lists of the best Mexican food in the city
- "Worldview" content on Mexico
- Top headlines from the country
- Other novel recommendations
- A digital tour of the Museum of Mexican Art
- Event listings

Around Chicago, GlobalReads can partner with local bookstores, museums, schools and cultural organizations to provide this same type of context with special events. The American Library Association and Chicago Public Library are two options, as are myriad local book stores. The Bookstall in Winnetka also expressed interest in promoting the book club.

WBEZ Global Spotlight Folder

In the preliminary stages of developing the expo magazine, we considered a folder pocket in the front or back cover of the magazine as a place for visitors to put pamphlets and literature picked up at the expo. While expo attendees said this small feature might improve their experiences, the folder was not included because of the high cost — more than \$21,000 for 6,000 folders, according to discussions with Jim Sharkey, a printing consultant and former adjunct lecturer at Medill.

Trivia/Quiz

WBEZ GlobalQuiz is a weekly or daily multiple-choice roundup of the week's global news in the form of an online game. Each question in the quiz links back to a past "Worldview" story, so the person playing can get more details about a story she doesn't know much about. Users can sign in through Facebook or Twitter, post their scores online and challenge their players, in a process akin to "Words with Friends." Users can also browse the archive of news quizzes and see how they stack up against their own past performances. The quiz could be a responsive design website or added as a page to a pre-existing WBEZ website.

WBEZ Global Tumblr

Once WBEZ Global has a more developed social media strategy, staff should create a "Worldview"/WBEZ Global Tumblr page a year later to engage the online community built in the past 12 months. The Tumblr would be a place to create links to stories and spark conversation. The Fresh Air Tumblr account is an example of a model that works — quick behind-the-scenes snippets, including teaser quotes and images for stories that will air later that day or week, or from old pieces made relevant by breaking news. It's a way for listeners to connect with WBEZ

on a more personal level.

Unlike Facebook or Twitter, Tumblr is an archive of highlights — a place where readers can take their time, rather than briefly passing through it. The class did not build out Tumblr because we believe it's best to begin with the large communities on Facebook and Twitter. However, WBEZ should consider this option because young people engage with Tumblr, and even non-users can also access the page.

WBEZ GlobalEats

Chicago lacks a dedicated resource for lovers of ethnic foods, and given the plethora of options — from hole-in-the-wall mom and pop cafes to high-end restaurants — it's often difficult to know what the best option is. We suggest GlobalEats be a highly curated app, with a weekly restaurant recommendation and content related to the region. For younger “Adam” personas, this could easily also include a game aspect, where users receive points for visiting every restaurant on the list.

WBEZ Global E-Newsletter

WBEZ's own research shows that listeners would appreciate an e-update about what's coming up on the show. For core listeners, this would be a daily or weekly heads-up, as well as a way to receive targeted content. Our research also shows people love personalization. When signing up, users would pick the type of content that speaks to them — whether regional, political or by topic — and it would be emailed to them as frequently as they'd like. The newsletter would link to book group and The Breakdown content.

Facebook Optimization Strategy

Optimize WBEZ's "About" Section

- Add the general email address, questions@wbez.org, for users.
- List hosts' names and other relevant social media pages with hyperlinks to websites, pages and handles.
- Provide hyperlinks to live streaming and apps because Facebook users are likely on digital devices.

Deepen Facebook Presence

- Show closers and commercial breaks should call listeners to action with, “Tell us who you want to hear from on next week's show by visiting WBEZ 91.5 on Facebook,” or “Like us on Facebook at WBEZ 91.5 if you enjoyed the guest on our show today,” or “What did you think about the debate on 'Worldview' today? Share your opinion on our Facebook page.”
- Increase post frequency from one update to three to five updates per day to reach listeners' newsfeeds at various times. For example, in the morning, post statuses that are teasers for the day's content, such as “Tune in at wbez.org or on FM 91.5 at noon to hear 'Worldview' host Jerome McDonnell talk to a special guest about NATO.”
- In the afternoon, tease recent content on social media. For example, “Melba Laura found

- out about interesting changes in global education laws. Tell us what she should investigate in the second part of her series!” [hyperlink to article or podcast]
- Because of breaking news throughout the day, evening updates should present the top story or comment of the day. For example, “Nearly 100 listeners tuned in for our show on international independent films today. Would you like to hear more on this?”

Utilize Geolocation with Facebook on Smartphones

- Download the Facebook app on a company mobile device, so that you may use postal addresses and GPS coordinates to identify your current location.
- “Check in” on Facebook when radio show hosts speak at engagements in the city and when WBEZ sponsors panels and activities. To “check in” on Facebook, click on the status update box. When the box expands, click the icon on the bottom left of the box that looks like a Google map pin.
- Tag Facebook friends in a “check in” update. This connects listeners with the radio station online and on location.

Create a Facebook Event for Every WBEZ Activity

- Send out invites to people who have liked or mentioned the page as well as to companies or activists that may be interested.
- Post pictures from the past events.
- Send all updates for the event to those who have RSVP'd to the invite. This can be done by posting to the wall of the event.

Use Social Media for Live Feedback

- During shows, send updates about the show such as, “Comment on this status about what you just heard in our interview with Nari Safavi on 'Worldview!'”
- At events such as the expo, staff members assigned to the mobile Facebook account should check in at the location and attach photos to updates about the event. Staff members can also respond to mentions and posts on WBEZ's Facebook page.
- “Liking” and sharing status updates of other Facebook users is integral to live interaction on social media.

Twitter Optimization Strategy

Tweet at Least Three Times a Day

- Write most tweets in advance to ensure that content is consistent with the editorial voice.
- If scheduling tweets in advance would be helpful, Hootsuite could function as a social media management dashboard.

- No more than six tweets should go out per day to avoid “annoying” Twitter followers.

Engage Directly with Listeners

- Create WBEZ Twitter pages for listeners who prefer to interact with an actual person.
- Host Jerome McDonnell would be @JeromeWBEZ.
- A tweet from Jerome would be “Spend your lunch with me by tuning into @WBEZWorldview!”
- Always respond to Tweets. The response can be as simple as, “Thanks for supporting!”
- Follow “influencers,” who might be vendors featured at the expo for Worldview, experts interviewed for “This American Life” or artists whose music is played during features for the Vocolo handle.

Geolocation

- Twitter applications should be used to control WBEZ Twitter accounts on mobile devices, such as smartphones and tablets.
- When hosts speak at events and when WBEZ conducts panels and activities, there should be check-ins on Foursquare via Twitter. This way others there who have checked in can be drawn into the Twitter page.

Real-time Engagement

- Send tweets during shows and at WBEZ events. For example, “Retweet and share your thoughts if you just heard Nari Safavi on @WBEZWorldview!”
- At events, such as the expo, staff members assigned to the mobile Twitter account should “check in” at the location and attach photos to tweets of the event. They should also respond to mentions on WBEZ Twitter handles. This live interaction can be featured as a side bar on wbez.org or on the site designed for the expo experience.
- At the expo and other events where screens are available, a live-stream of the hosting WBEZ program’s Twitter feed should be shown. Ask attendees to interact in real time to spread excitement and conversation about the events. Then, show the tweets they send out on the projector screens.

Foursquare

- Establish at least one Foursquare account. This account does not have to be maintained regularly with updates. However, there should be a location of the main WBEZ corporate office established in Foursquare, as well as all of the bureau locations.
- WBEZ staff can check-in on Foursquare at events, such as the Global Activism Expo, where vendors can also be encouraged to use Foursquare.

ABOUT THE TEAM

Our class site: <http://spring2012.medillinnovation.org/>

Master’s Degree Candidates

Zack Aldrich, Prospectus Co-Editor

Zack received a bachelor’s degree in journalism from the University of Missouri before coming to study magazine production at Medill. He just signed on with the Omaha World-Herald as a copy editor and page designer. Zack’s ancestors were chiefly German and Irish. He is also a big fan of walruses, and the key to his heart (attack?) is extra-greasy, dark meat Boston Market rotisserie chicken.



Alma Bahman, Lead Digital Product Developer

An Iranian-American and Southern California native, Alma earned her bachelor’s degree from CSU Long Beach in print journalism. To keep up with the rapid changes in the industry, she came to Medill to study interactive publishing and take her storytelling skills to the next level. During her time, she has discovered a love for politics, food photography and radio. She hopes to make a career out of all three.



Antonietta Colasanto, Research Co-Editor

Antonietta (Anto) received a bachelor’s degree in foreign languages. While at Medill, her interests expanded to marketing and public relations. After graduation, She hopes to work at a public relations agency. Antonietta is married to an Italian and has a 2-year-old Italian boy. They all love the international feel of Chicago and the city’s variety of ethnic cuisine. Antonietta is a big fan of the Lincoln Park Zoo (free!), the Mediterranean coast and vanilla-chocolate chip gelato (called Stracciatella in Italy).



Mike DiFerdinando, Production Manager

Mike received a bachelor’s degree in journalism from the University of Florida before coming to Medill to study interactive publishing. He has worked as a correspondent for the Tampa Tribune covering college sports and interned at SKI Magazine. Mike is of Italian ancestry. He loves to travel and is fascinated by the different cultures of the world. After graduation, Mike plans to pursue a career in online media and digital journalism.



Emma Dutton, ExpoDigi Production Manager

Emma received a bachelor’s degree in materials science and engineering at Northwestern University before joining Medill’s graduate program. She enjoys living in Chicago and balancing school and work for Consulting-Specifying Engineer magazine. When she “grows up,” she wants to save the world, or at least help society move forward toward energy efficiency and cleaner water. With an engineer’s curiosity, a journalist’s drive to find answers and respect for all living things, Emma spreads smiles and determination everywhere she goes.



Molly Fedick, Social Media Editor

Molly received a bachelor's degree in journalism from Boston University before coming to study magazine journalism at Medill. She has held internships at the White House, CosmoGirl!, Time Out New York Kids and CS Magazine. After graduation, she will begin her job as social media and Web manager for Chicago's tween fashion mecca, Frankie's on the Park. Molly is a true American mutt — she is Ukrainian, Irish, German, Italian and English. Ironically, she speaks fluent French — the one nationality she doesn't share. When she isn't writing, Molly loves all things "girly," such as shopping, talking and rainbow sprinkles.



Kathryn Ferrara, Research Co-Editor

Kathryn officially joined the ranks of storytellers in third grade when she wrote 54 pages about a family summer vacation. As a Medill undergrad, her interests expanded into broadcast and marketing communications through her internships. She currently studies interactive publishing as a Medill grad student and hopes to meld all of her skills together in a way that covers her two favorite topics: food and cars. She attended the Cannes Film Festival in May. She is part German, part Italian and part Irish.



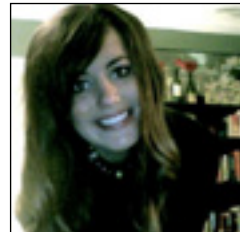
Lauren Gold, Lead Digital Strategist

Lauren is a Florida native and a bit of a social butterfly. After studying journalism at the University of Florida, she came to Medill to learn more about interactive media and digital strategy. Her ancestors hail from eastern Europe, but now her family resides in sunny South Florida. Lauren loves learning about other cultures and is always up on the latest social media trends. She is excited to start the next chapter of her media career here in Chicago.



Amanda Koellner, Senior Editor

Amanda received her bachelor's degree in magazine writing and editing from the University of Missouri in 2011 before coming to Medill after a summer filled with music festivals and traveling. She reported at the Columbia Missourian, where she wrote a bi-weekly column on music and pop culture. She also worked as a music department editor for Vox Magazine in Columbia (being a music journalist is her dream job). Amanda's grandmother emigrated here from Latvia, and the rest of her ancestry is German and Irish. Amanda is a huge fan of Mexican food, live music and her cat, Penny Lane.



Bethany Leggett, Design Chief

Bethany received two bachelor's degrees in English and communication studies from Furman University in Greenville, S.C., in 2010. She has held several editorial internships, including time with the Greenville Journal, the Montgomery Advertiser and Chicago Home + Garden. She will graduate with a master's degree in magazine editing and writing and hopes to work for a lifestyle publication in the South. Bethany's heritage includes a mix of Scots-Irish, Cherokee and German. An avid traveler, Bethany has set foot on 15 countries.



Gulnaz Saiyed, Production Researcher and Designer

Gulnaz received her bachelor's degree in English and women's studies from Tulane University in 2008. She taught eighth-grade English in La Joya, Texas, before coming to Medill, where she was a member of the News21 and the National Security Reporting Project teams. The daughter of Indian immigrants, Gulnaz is happy to recommend the best places on Devon Street to find samosas, wedding dresses and obscure vegetables. After graduating, she will teach gender studies at a Chicago high school while freelancing on the side.



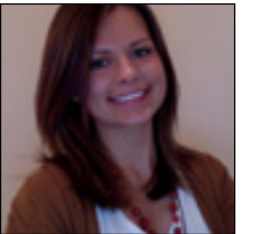
Alexia Severson, Prospectus Co-Editor

Originally from the Southwest, Alexia received her bachelor's degree in journalism at New Mexico State University. After graduating, she worked as an editorial assistant at the Las Cruces Sun-News, writing feature stories on local businesses and health features for Healthy U magazine. She later decided to expand her writing and multimedia skills by attending Medill and moved to Chicago in 2011. She hopes to stay in Chicago and work as a freelancer while pursuing a career in writing or design. Her great-grandparents are originally from Denmark.



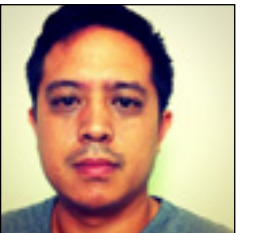
Magdalena Slapik, Senior Editor

Magdalena was born in Poland and moved to Chicago's Portage Park when she was 7. She studied journalism and Spanish at New York University as an undergraduate, and she later taught high school English in Houston as a Teach for America corps member. Magdalena is an avid runner, yogi and coffee drinker. She is moving to New York in June to intern at Esquire.



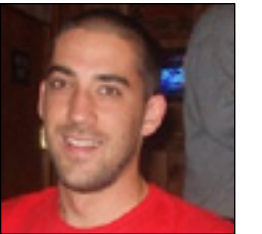
Arjuna Soriano, Technology Chief

Arjuna is a designer, a coder and a journalist. He was a freelance Web designer and taught youth art classes before coming to the Medill School of Journalism to study interactive publishing. He is a father of two and a husband of one. He is Japanese, German and Filipino.



Michael Tomko, Lead Business Strategist

Michael received a bachelor's degree with a focus in sports journalism from The Pennsylvania State University in 2008. He worked the previous three years for the Duke University Athletic Department as a staff writer and video assistant, producing content for GoDuke.com. Michael is part of the magazine concentration at Medill. He decided to leave Duke and attend Northwestern to hone his storytelling and broaden his experiences. Michael's great-grandparents came to America from Italy. His favorite movie is "The Godfather" because of his Sicilian blood.



JR Tungol, Managing Editor

Reynaldo Aquino Tungol Jr., who goes by JR, received his bachelor's degree in industrial engineering from Kettering University (formerly General Motors Institute) in 2009. Before coming to Medill, JR worked at Beaumont Health System in Detroit as a business analyst. JR's ultimate goal is to become editor-in-chief of a major magazine, marrying both his technical and creative backgrounds. He describes his time at Northwestern as being the best year of his life. As the son of Filipino immigrants, he is a first-generation American and embraces his roots.



Ashlei Williams, Social Media Editor

Ashlei's childhood passion for writing developed into a skill as a young adult. At Spelman College, where she received a bachelor's degree in English, she realized journalism was her dream. Beginning her print experience as the features editor for Morehouse College's weekly newspaper, The Maroon Tiger, she formed two publications at low-income schools — Herndon Express and The Rising Lion. Ashlei recently launched her own website, Between Margins, as a way to incorporate her life's experiences into her writing. Down the road, she would like to be a features writer for a publication catered to a minority audience. After graduation, she will be working for the McCormick Foundation.



Yu Le, Head Videographer

Yu Le received his bachelor's and master's degrees in international relations at Peking University. He worked with Reuters in Beijing for four years and was among the first ones in the world to report some breaking news. He concentrates in the magazine track at Medill and also interns with Nihao Media, a Chinese language media group in Chicago. Yu Le is a native Chinese with one eighth of Malay origin, though he has never met his relatives in Indonesia.



Faculty

Karen Springen, Project Co-Director

Karen Springen teaches at Northwestern University's Medill School of Journalism and writes for many magazines such as Publishers Weekly and websites such as NBC's LifeGoesStrong.com. Previously, she spent 24 years at Newsweek. She holds a bachelor's degree in international relations from Stanford University and a master's degree in journalism from Columbia University. She is half Norwegian but loves cooking and baking food from around the world.



Scott Anderson, Project Co-Director

Scott, an assistant professor, specializes in interactive publishing and leads interactive strategy for Medill's National Security Journalism Initiative. Scott has more than 30 years of experience in media, half of that in online and interactive. Prior to Medill, he was head of editorial at Chicago-based Tribune Interactive (TI), the umbrella organization for Tribune Company's award-winning national network of newspaper and broadcast station websites. He previously was a reporter, editor and founding executive producer at the South Florida Sun-Sentinel.



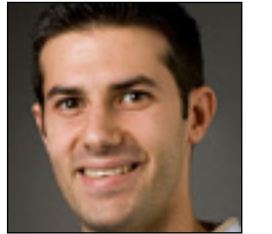
Susan Mango Curtis

Mango is a design educator and consultant at Northwestern University's Medill School of Journalism. After receiving a bachelor's degree in Design from Virginia Commonwealth University, she designed for the Washington Post, Journal Newspaper TMC Publications, NRA-American Marksman. At the Akron Beacon in 1994, she was awarded the Pulitzer Prize Gold Medal for the series "The Question of Color." She serves as the visual consultant to the project, helping students engineer the visual aesthetic and design. She believes students must understand that journalism does not end at the American border; the world is their frontier.



Jeremy Gilbert

Jeremy is an assistant professor at Medill, teaching and researching media product design and digital innovation. He has directed and built award-winning digital projects across platforms and helped revamp Medill's interactive curriculum. Before coming to Medill, he led redesigns at The Poynter Institute and several award-winning Florida newspapers. He received his bachelor's and master's degrees in the science of journalism from Medill. Jeremy helped the Innovation Project team with product ideation and human-centered design. He believes that a global outlook is part of what binds a local community together and to the wider world.



Rich Gordon

Rich is professor and director of digital innovation at Medill, where he launched the school's graduate program in interactive publishing. He is one of four Northwestern faculty members awarded a Knight Foundation grant to establish the Knight News Innovation Laboratory at

Northwestern. He was the first online director for the Miami Herald Publishing Co. Before that he worked as reporter, bureau chief and editor for newspapers in Virginia and Florida, where he was one of the early leaders in computer-assisted reporting. He earned a bachelor's degree in history at the University of Pennsylvania.



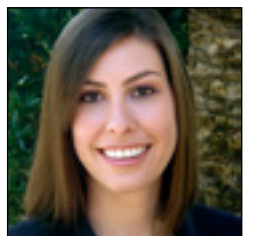
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- Tom Giratikanon, The Boston Globe

Rachel Davis Mersey

Rachel is an assistant professor at Medill and a member of the Innovation Projects Resource Board. She specializes in audience research and is the author of "Can Journalism Be Saved? Rediscovering America's Appetite for News." Her approach focuses on understanding people's identities to effectively communicate information, including international news, with them. Rachel is also the senior director of the Media Management Center and a fellow with the Institute for Policy Research at Northwestern.



Owen Youngman

Owen was appointed to the Knight Chair in Digital Media Strategy at Medill after a 37-year career at the Chicago Tribune. He created chicagotribune.com and metromix.com as the Tribune's first director of interactive media; directed the development and launch of RedEye; and, in nine years as a vice president and senior vice president, oversaw strategy and development. His responsibilities on the business side also included strategic marketing; community relations and the Tribune's philanthropy; direction of the company's developing businesses; events; research; readership growth; and cross-company project management. During a Tribune career that began in 1971 as a copy boy, Youngman held newsroom positions including deputy sports editor, associate metropolitan editor/suburban news, associate features editor, associate managing editor/financial news and managing editor/features.



THE Prospectus

Medill School of Journalism, Media, Integrated Marketing Communications

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