

The background of the image is a light gray. It is decorated with several thick, wavy, curved lines in shades of pink and magenta. These lines are layered and overlap, creating a sense of movement and depth. They are scattered across the frame, with some forming larger loops and others being more straight and sweeping.

**HELLO**

# Hello

Innovating journalism structures and processes is investigating how journalists and journalism is innovating in Latin America and Europe. To do this, it is mapping innovation practices and processes within the news industry. We're a collaboration between the Media Innovation Studio at the University of Central Lancashire, UK, Pontifical Catholic University of Rio Grande do Sul (PUCRS) in Brazil and University of Beira Interior (UBI) in Portugal.

This card pack is part of our research.

We'd like you to build your perfect innovation process.

Choose any Goals, Methods, Structures, Technologies and People cards to create an ideal innovation ecosystem. Also - we know we've missed things, so use the blank cards to tell us what we don't know.

Once complete, we'll have a more informed understanding of how you see innovation, and how you can make it happen.



The background features a series of concentric circles in various shades of red and pink, creating a target-like effect. A thick, solid red diagonal line runs from the top right towards the bottom left, crossing through the circles. The word "GOALS" is centered in the middle of the image, overlaid on the circles and the diagonal line.

**GOALS**



# **Audience Growth**

Increasing the number of regular users of  
a digital platform.

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**GOALS**



# Understanding Users

Developing more nuanced analytics or other data collection methods to return deeper audience insights

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**GOALS**



# **Increasing Revenue**

Driving income from digital and non-digital platforms.

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**GOALS**

# **Increasing Efficiently**

Enabling newsrooms and/or journalists to increase efficiency within their daily routines

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**GOALS**

# Improving Creativity

Embedding creativity and/or creative problem solving within the daily routine of an editorial team.

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**GOALS**

# **Fostering Interdisciplinary Work**

Encouraging those with different skills (either within an organisation or beyond it) to work together to create new ideas, products and processes.

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**GOALS**

# **Developing an Innovation Culture**

Encouraging innovation – or perhaps more accurately – an ‘innovation mindset’ that permeates an entire organisation.

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**GOALS**

# **Improving Engagement with Audiences**

Fostering a deeper relationship between a publisher and their users. This could manifest itself through digital consumption or a broader and deeper interaction between publishes and individuals.

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**GOALS**

# **Diversifying Revenue Streams**

Creating new products, services or events that offer new revenue streams. This could be building on core activities and exploring new monetization methods or leveraging existing assets to break out into new businesses and sectors.

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**GOALS**



# **Social Impact**

Ensuring journalistic activity has impact on society on either a local, regional or national level.

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**GOALS**

# **Increasing Media Literacy**

Rather than concentrating of commercial outputs, this goal is a social one – to improve the public's understanding of media content they engage with.

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**GOALS**



# Building Trust

Rebalancing the relationship between publishers and their audience to ensure the media publisher is a trusted source of information.

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**GOALS**



**Insert goal here!**

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**GOALS**



**Insert goal here!**

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# **METHODS**

# Empathy Maps

An empathy map is a collaborative tool to visualize and articulate what a team know about a particular customer segment. It is used to gain a deeper insight into customers' feelings and attitudes. The data usually comes from interviews and other interactions with the public.

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# **METHODS**

# User-Centred Approaches

It means the strategy is driven by user's understanding, focusing on their needs, context/ environment, tasks and goals. It is mostly done through an extensive, continuous and qualitative contact and relations with users. When adopted, it guides new projects and innovations. Users can be audiences, but also journalists and other roles within the business

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**METHODS**



# **Crowdsourcing Innovation**

Crowdsourcing is a method that outsources an activity to a large group of people. It means involving actors beyond your organisation to help fuel innovation.



**METHODS**



# Sprint

Sprints allow a core team to come together to share research, identify a key area for innovation, brainstorm ideas, rapid prototype concepts, test with users. It requires key people to dedicate a week to this process.

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# **METHODS**

# Hackathons

Hackathons are events where interdisciplinary teams come together to collaboratively create alternative ways to solve a particular and (most of the times) broad and impactful challenge. A hackathon (hack + marathon) can last a weekend, two days or almost a week. Google, Facebook, LinkedIn and also media companies as NYTimes and Guardian have already used this as an innovation practice. Vox's hackathons, called Vax (Vox + Hack = Vax) are also a good example: the company do a yearly innovation marathon focused a challenge of the year. In 2018, the theme was "Loyalty and Engagement".

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# **METHODS**



# **Innovation Champion**

Some editorial teams have key individuals who engage with innovative practices and tools and champion them within a newsroom text. They have explicit resources to test and explore, and then share best practice with the rest of the organisation.

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**METHODS**



# Training

A classic approach to transformation: ensuring staff have the right skills to enable the organisation as a whole to function in line with an innovation strategy/goal/vision.

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# **METHODS**



# **Adobe Kickbox**

A dedicated innovation pack that includes pens, post-its and creative tools kits to help people and teams problem solve. Most importantly, it includes a pre-paid credit card with \$1000 to allow individuals to get their idea off the ground.

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**METHODS**



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**METHODS**



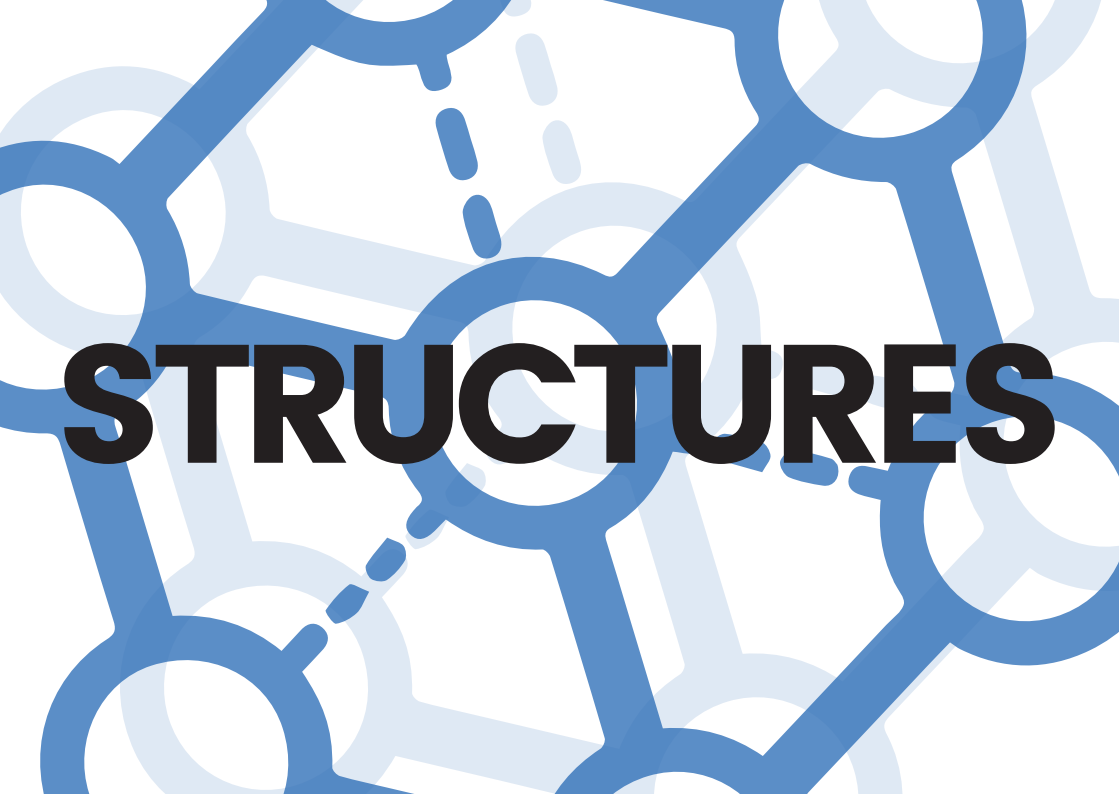
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**METHODS**



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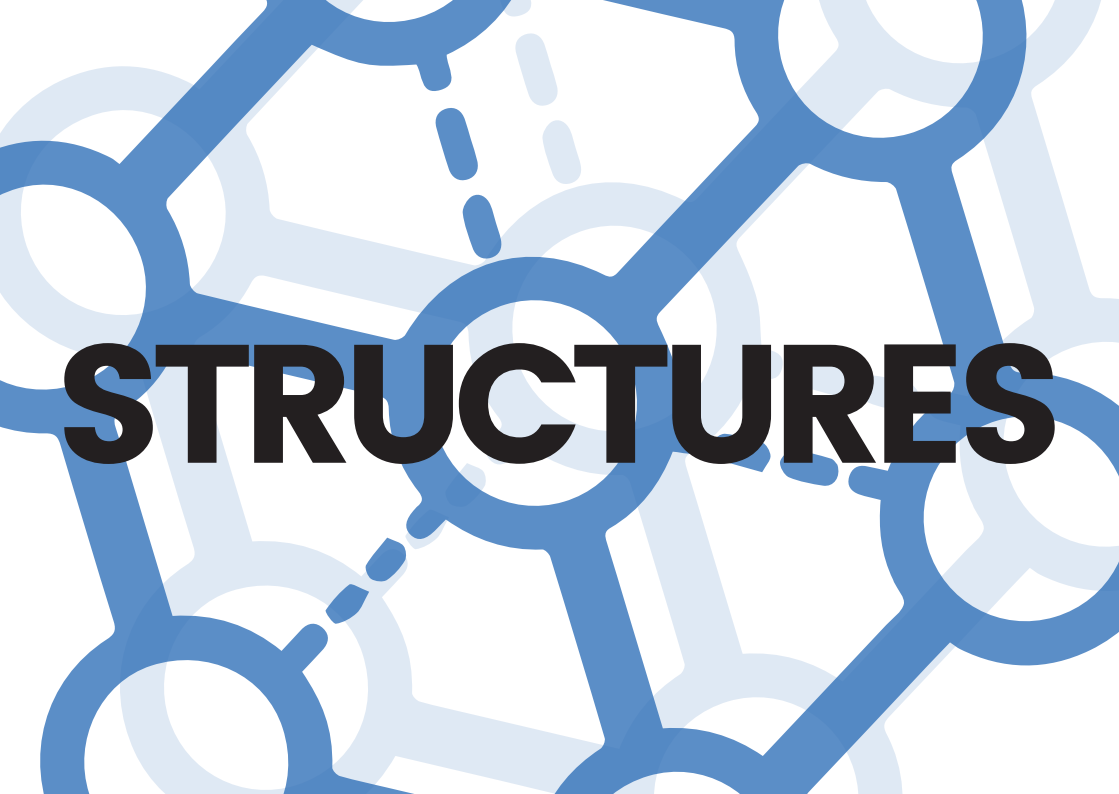


# STRUCTURES



# **Internal Innovation Team**

A dedicated team that pulls in new ideas, technologies and practices into an organisation, tests them and integrates useful elements into the wider organisation.

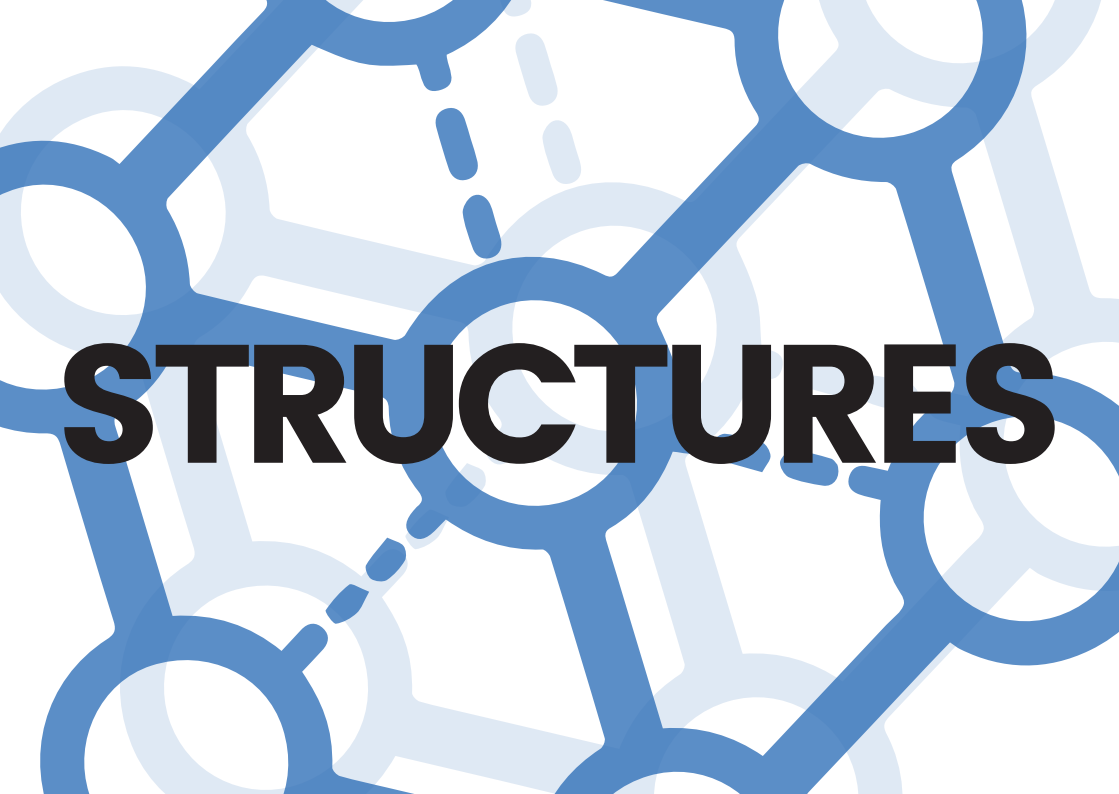


# STRUCTURES



# Media Labs

A multidisciplinary team that creates or facilitates new products, services and or skills. The lab generally has a unique identify within the organisation.

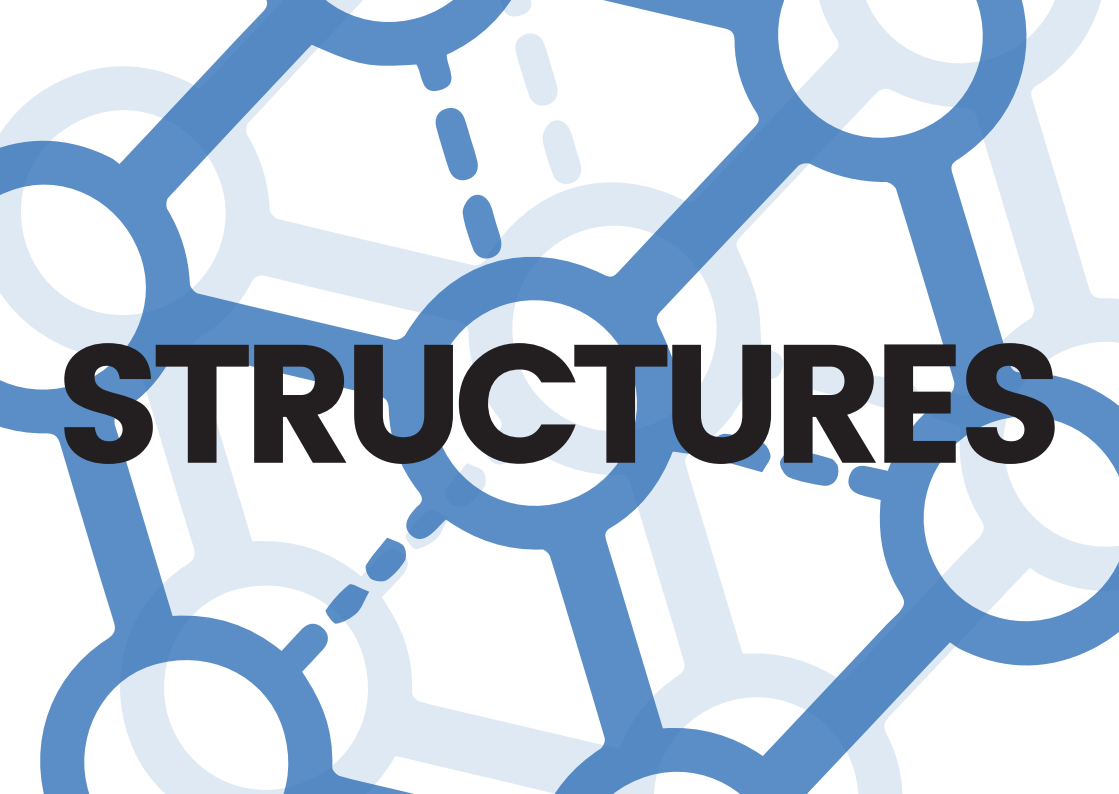


# STRUCTURES



# **Outsourced R&D Teams**

External labs or start-ups that inject knowledge or products into a publishing organisation.

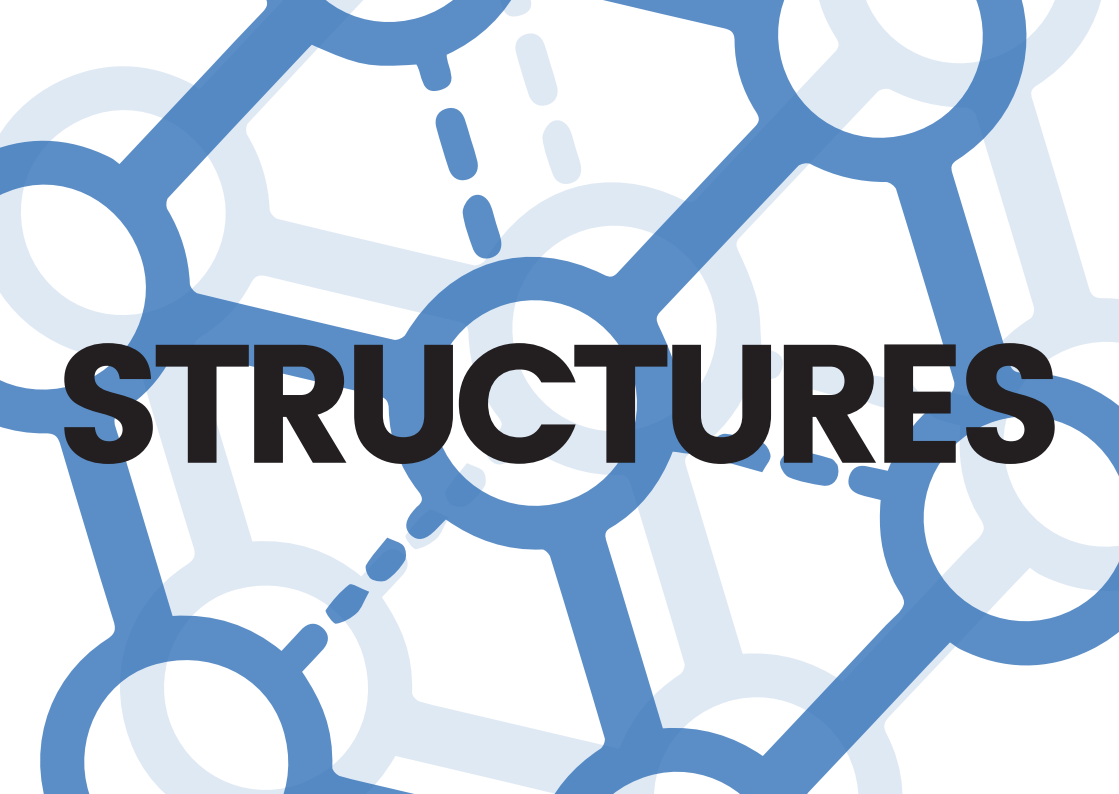


**STRUCTURES**



# Temporary Teams

Handpicked teams that come together to solve a specific problem, or deliver a specific aim. They can be multi-skilled and from around the organisation, or fixed within one part of the business.

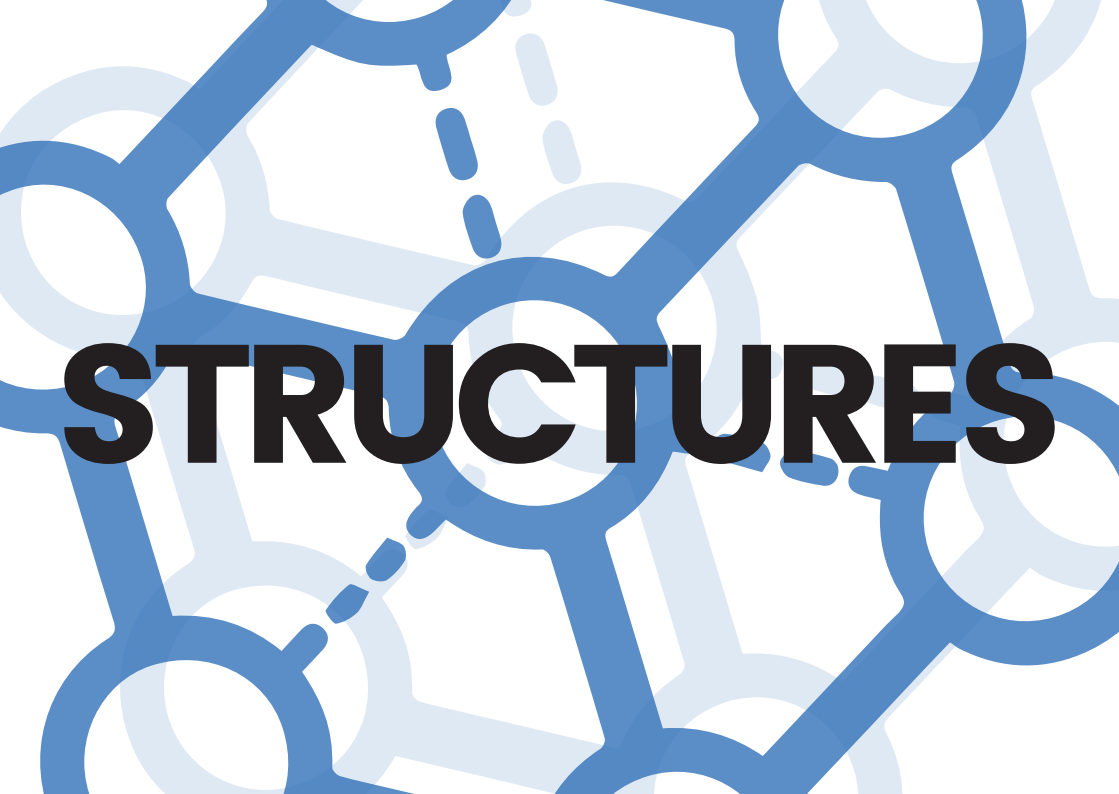


**STRUCTURES**



# Incubators

Either hosted within a publisher, or with close ties to it, incubators help create new start-up businesses. Providing a range of support to get concepts off the ground.

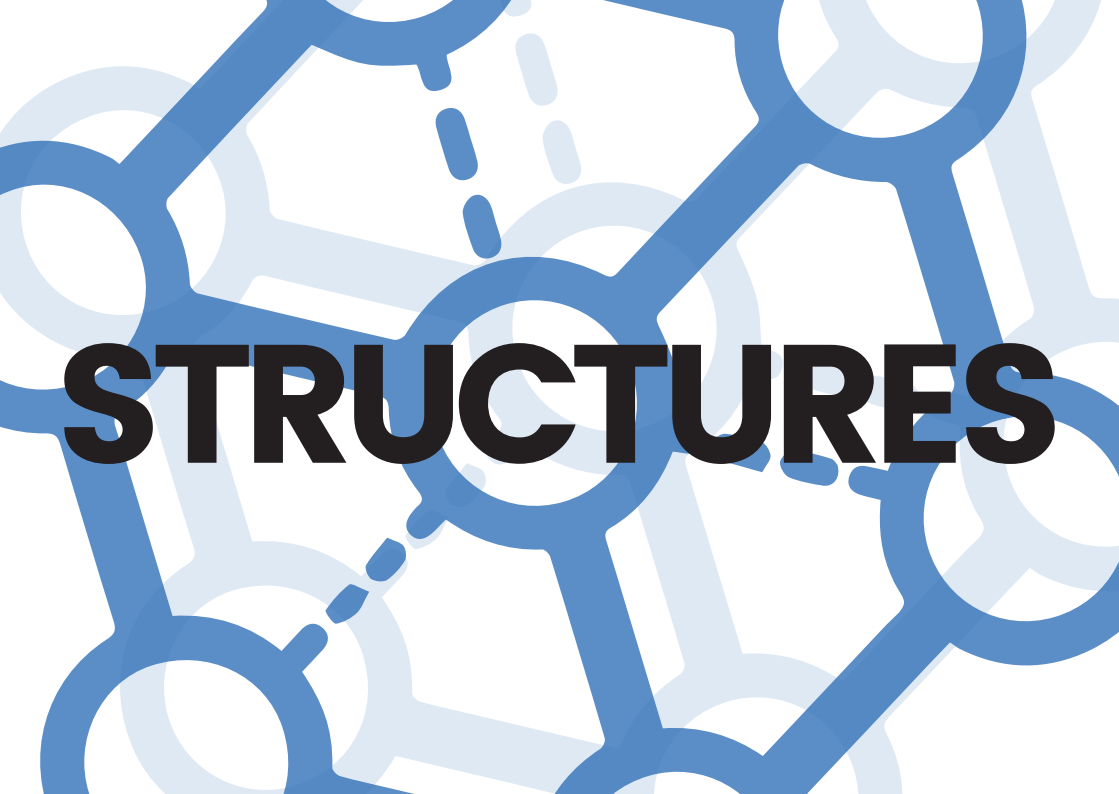


# STRUCTURES



# **Accelerators**

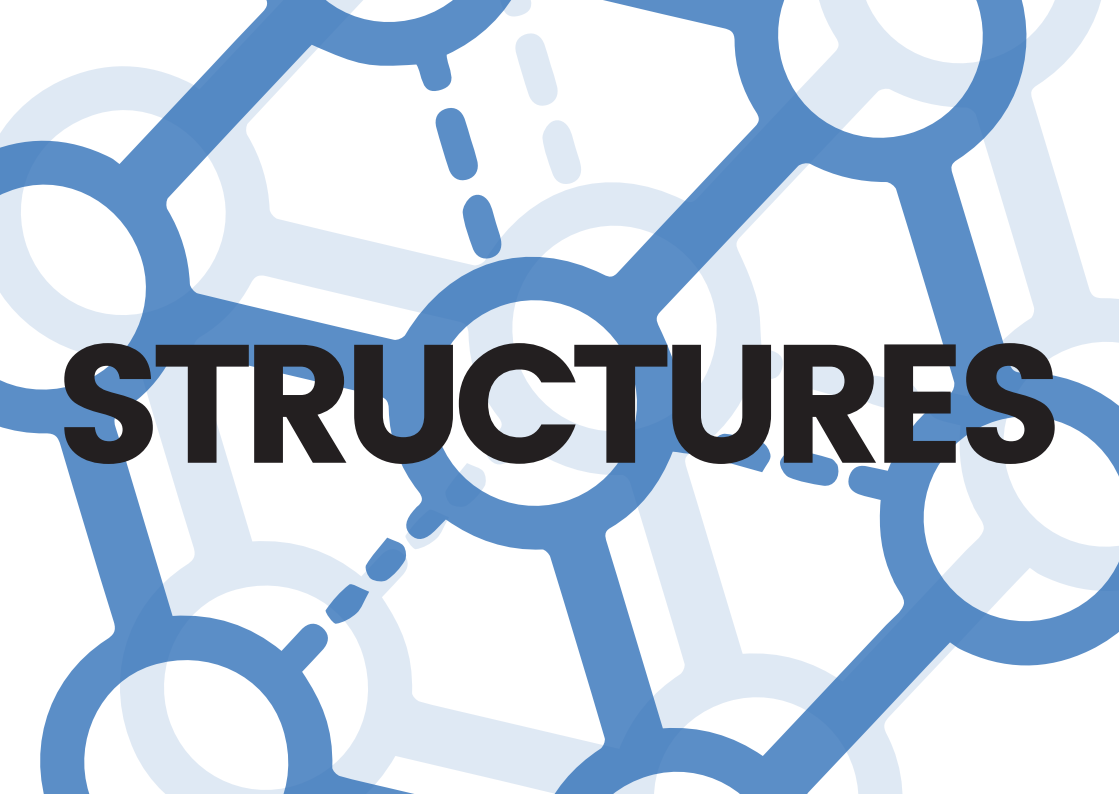
Either hosted within a publisher, or affiliated, accelerators work with start-ups that are operating businesses, but aim to drive profitability or spur growth.



# STRUCTURES

A light blue background featuring a network diagram. It consists of several circular nodes of varying sizes connected by solid lines. Two specific nodes are also connected by a dashed line, suggesting a specific relationship or flow within the network.

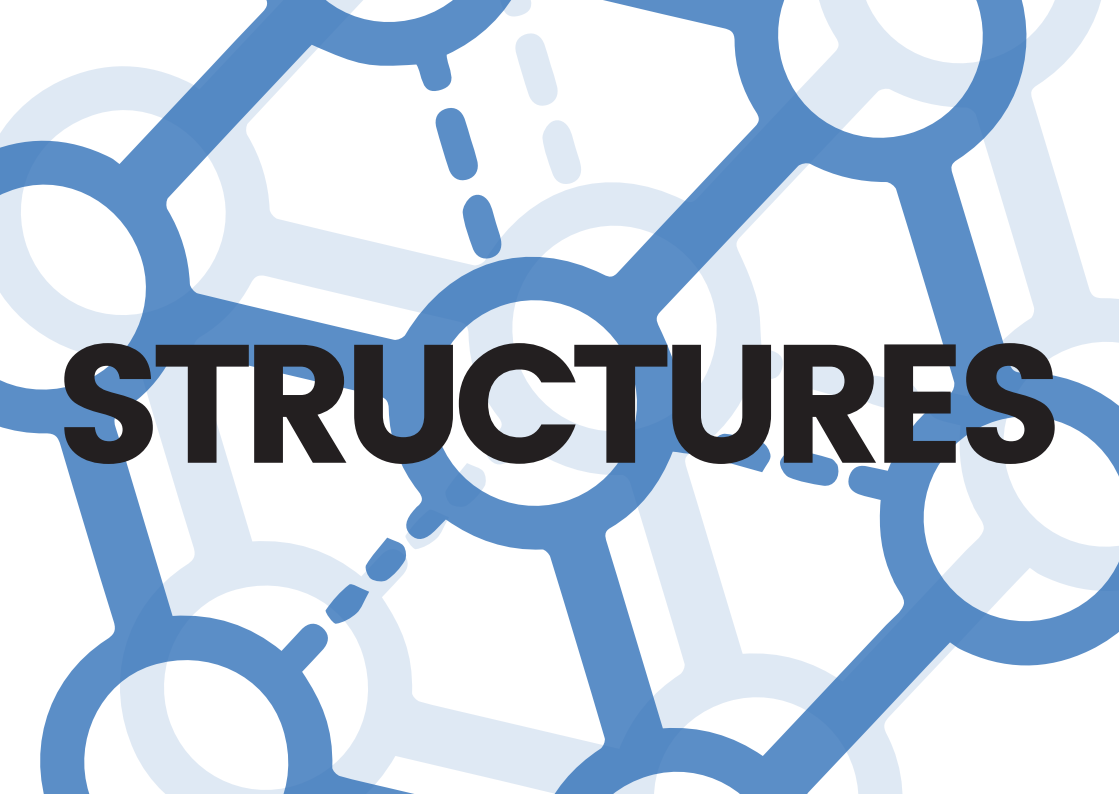
**Tell us your innovation  
structure here!**



**STRUCTURES**



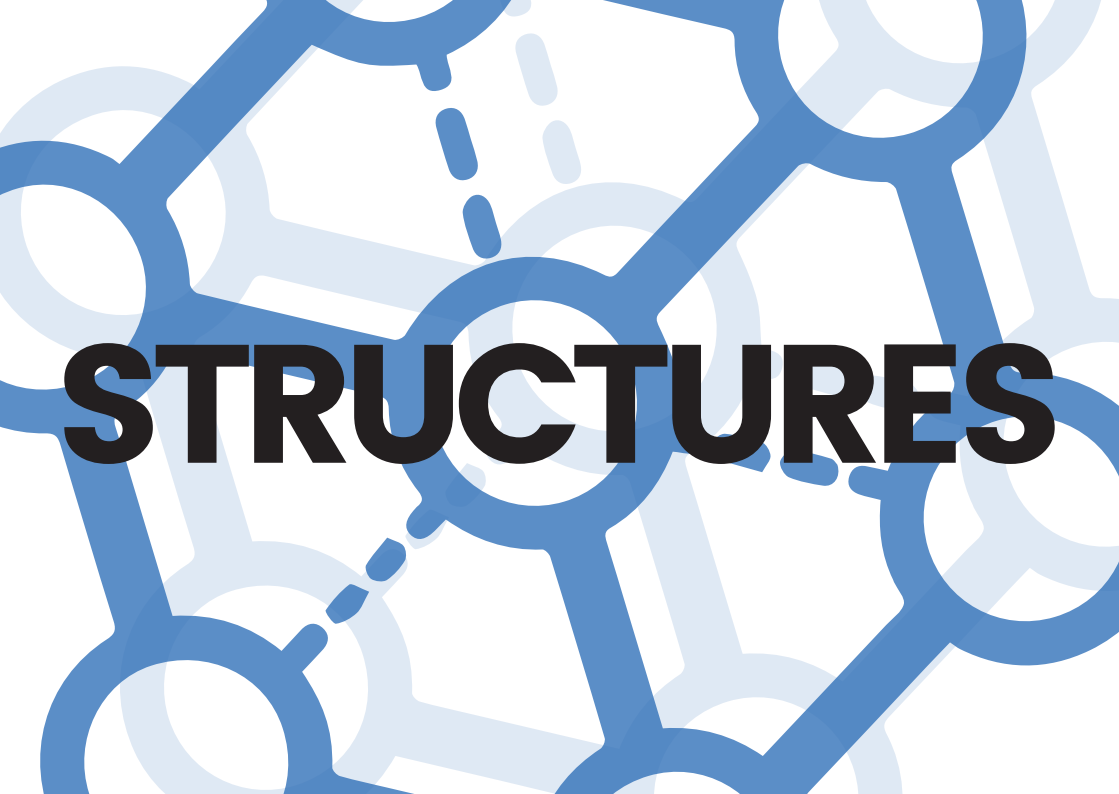
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**STRUCTURES**



**Tell us your innovation  
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**STRUCTURES**



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structure here!**

The background features several overlapping circles and semi-circles in two shades of green: a vibrant medium green and a lighter, semi-transparent pale green. These shapes are arranged in a layered, organic pattern across the white background.

**PEOPLE**



**Journalists**

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**PEOPLE**



**Editors**

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**PEOPLE**



**Developers**

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**PEOPLE**



**Interaction Designer**

The background features several overlapping circles and semi-circles in two shades of green: a vibrant medium green and a lighter, semi-transparent pale green. These shapes are arranged in a layered, organic pattern across the white background.

**PEOPLE**



**Commercial**

The background features a collection of overlapping green shapes. In the upper half, there are two solid green circles, each partially covered by a larger, lighter green semi-circle. In the lower half, there are two solid green semi-circles, each partially covered by a larger, lighter green semi-circle. The word "PEOPLE" is centered horizontally across the middle of the image, overlapping the green shapes.

**PEOPLE**



# **Senior Management**

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**PEOPLE**

# External Person



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**PEOPLE**

# External Person



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**PEOPLE**



# **Who do you need?**

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**PEOPLE**



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**PEOPLE**



# **Who do you need?**

The background features a complex geometric pattern of intersecting lines and squares. The lines are in two shades of orange, creating a grid-like structure. Scattered throughout the design are small squares, some in a darker orange and others in a lighter, peach-like shade. The overall aesthetic is modern and tech-oriented.

# **TECHNOLOGIES**

# **Data Journalism**

Finding ways to collect data, understand it, use it as a prompt or source for content, and visualise it in a meaningful way.

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# **TECHNOLOGIES**



# **Virtual Reality**

Creating editorial experiences in VR environments. Disseminating content on VR platforms.

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# **TECHNOLOGIES**

# Internet of Things

Using connected objects – such as smart speakers and voice assistants – to connect with audiences and publish content directly. Harnessing connected sensors – such as city pollution sensors – to collect new data.

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# **TECHNOLOGIES**



# Smart Speakers

Creating new editorial experiences and data analytics  
for connected speakers.

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# TECHNOLOGIES



# **Sensor Journalism**

Understanding how sensor data could be captured, used and visualised to create compelling journalism.

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# TECHNOLOGIES

# Robot Journalism

Using computational methods to generate journalistic content automatically. Examples include sports content that is automatically generated based on key data (scores, players, weather data) from games or events.

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# **TECHNOLOGIES**

The background features a repeating pattern of thick, light-orange diagonal lines forming a grid of diamond shapes. Interspersed within this grid are smaller, solid orange diamonds.

# Chatbot Journalism

Automated chatbots that connect with audiences and convey journalism in a conversational style.

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# **TECHNOLOGIES**

# Artificial Intelligence

Broadly exploring how AI and machine learning can influence journalism. This includes: learning about audience preferences; collecting, processing and understanding data for stories; finding new ways to engage with audiences; automatically generating content from data sets and acting as a tool for journalists. For example, auto-transcription of audio recordings.

This is a purposefully broad category for understanding AI and journalism in multiple ways.

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# **TECHNOLOGIES**

# Blockchain

How can the ability to uniquely verify content or information in a digital world impact on journalism? Being able to track individual pieces of content, or parts of content, could create more verifiable information or create new ways to generate revenue.

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# **TECHNOLOGIES**

# **Apps and Platform Development**

Creating new digital products and services for niche demands, or areas that are currently unexploited.

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# TECHNOLOGIES

# **Wearables**

How can wearable devices – connected watches, augmented glasses or other sensors – influence content generation and publication?

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# TECHNOLOGIES

# 3D Printing

Exploring how journalism could explore the physical and digital through incorporating 3D objects into their innovation practices.

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# TECHNOLOGIES

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# User Generated Content

Understanding and maximising how user-generated content is used in newsrooms.

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# **TECHNOLOGIES**

# Augmented Reality

Using phones and other devices to project or overlay digital content in a physical environment.

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# TECHNOLOGIES

**Tell us your tech focus?**



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