

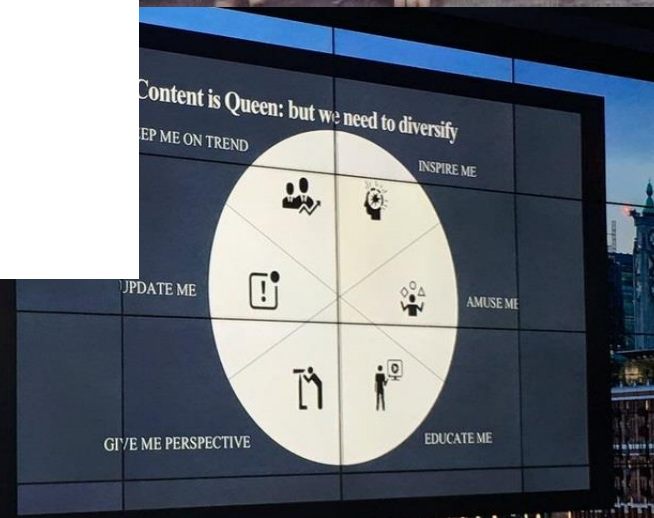


Changing the Subject

Quirks Brooklyn, March 3rd 2020



Kevin Cowan



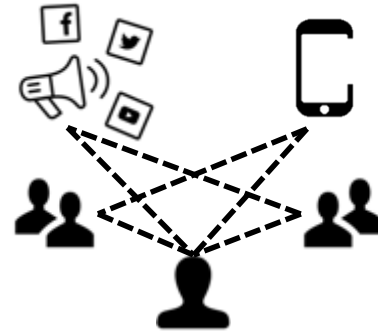
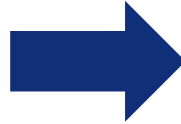
A hand holding a smartphone is visible in the background, slightly out of focus. The screen of the phone shows a colorful, abstract pattern. The background is a dark, bokeh-filled space with soft, out-of-focus light spots in shades of purple, pink, and blue.

The New World

Digital has disrupted the way people consume news



**News experience
of the past**



**Present day
News experience**



*“For twenty years we did breaking news, but now we see that by the time people get to listen to or watch us, **they already know what the news is**”*

Fran Unsworth

Director BBC News & Current Affairs

BBC has an ambition to reach 500 million people by 2022

BBC NEWS

AFRIQUE عربي AZƏRBAYCANCA বাংলা BRASIL

မြန်မာဝိုင်းအစီအစဉ် 中文網 GAHUA HAUSA

हिन्दी INDONESIA КЫРГЫЗ КЫЗМАТЫ

MUNDO नेपाली پښتو فارسی

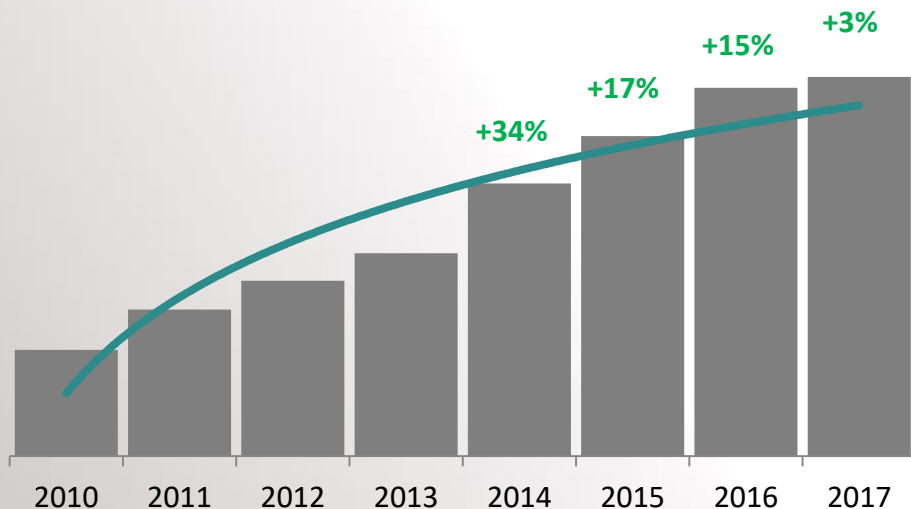
РУССКАЯ СЛУЖБА සිංහල SOMALI SWAHILI

தமிழ் ไทย TÜRKÇE УКРАЇНА اردو

O'ZBEK TIẾNG VIỆT

Digital audiences had been growing but rate of growth falling

Average weekly People
BBC Language Services



Source: Web Analytics

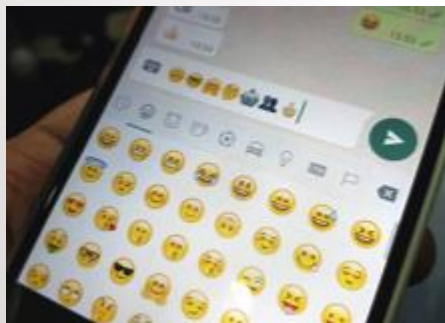
The challenge:

How can we grow our digital audiences?



Understanding the role of digital news content

Mental categorisation of news investigated through qual



3 day WhatsApp News chats



Facebook shadowing



11 x 2 hrs F2F consumer workshops



Which story would you be most likely to read?

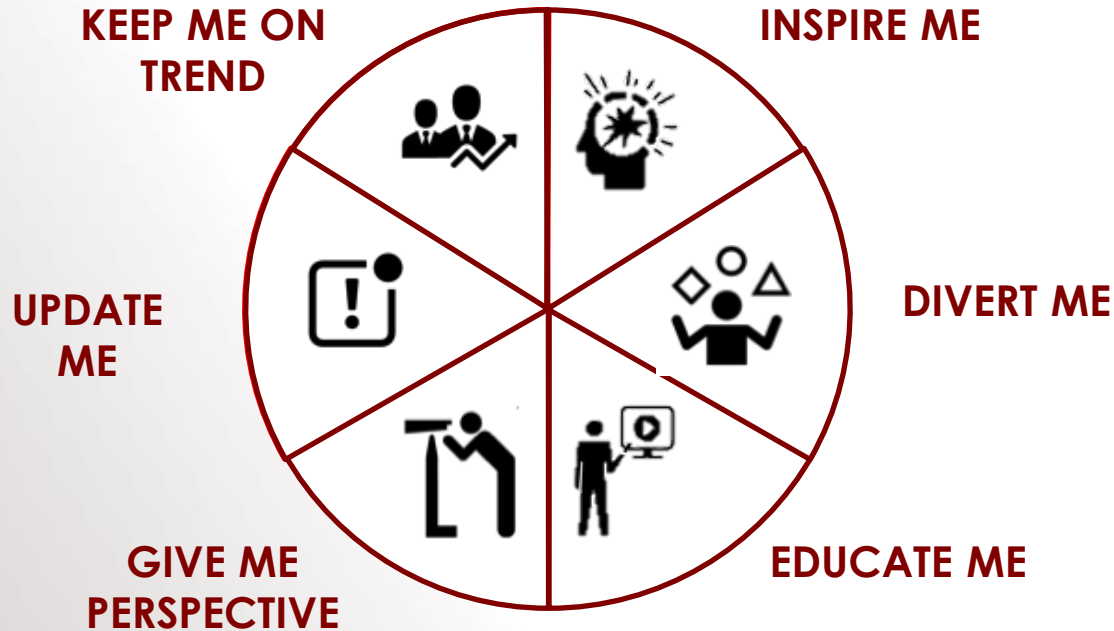
1. How much plastic waste a person produces?
2. Netflix angers film-makers with speed-up function
3. First images from raid that killed Al-Baghdadi
4. 'Holy Spirit' saves German driver from speeding fine
5. Norway: the country where no salaries are secret
6. Student who lived on 30 cents a day for five years to support sick brother



Validated through projects that have spanned every continent



Revealed six news needs that are crucial to understanding how to appeal to audiences



Revealed six news needs that are crucial to understanding how to appeal to audiences



Netflix speed up function



First images of US raid



Norway: salaries

**KEEP ME ON
TREND**



INSPIRE ME



Living on 30 cents a day

**UPDATE
ME**



DIVERT ME



Holy spirit saves driver

**GIVE ME
PERSPECTIVE**



EDUCATE ME



Plastic waste per person

An underwater photograph showing two divers. One diver is in the upper left, moving away from the camera, leaving a large trail of white bubbles. Another diver is in the lower left, closer to the camera, wearing a yellow and black BCD. A blue and black Aqualung fin is visible on the right side of the frame. The water is clear blue with some small fish in the distance.

Digital deep dives

3 months of output manually categorised

The image displays two screenshots of Microsoft Excel spreadsheets. The left screenshot shows a summary table with columns for Digital format, Story type, Value added, and Geolocation. The right screenshot shows a detailed data table with columns for Article ID, Publish Date, Page URL, Key Need Signaled, Digital format, Story type, Geolocation, and Algeria B.

Digital format	Story type	Value added	Geolocation
Text story	Blog	Straight news updates	News about the Arab World
Text & video	Explainer	Analysis: Human interest	News about the rest of the World
Text & audio	Feature	Analysis: Other	News about the US
Picture Gallery	Interview	International perspectives on events in Arab countries	News about the UK
Audio only	Liticle	Contextualising stories from the world to Arab countries	Not applicable to a particular region or country
Video only	Live page	Highlighting solutions, not just the issues	
Interactive	News	Benchmarking the world against Arab countries	
Graphic story	Obituary		
	Press review		
	Profile		

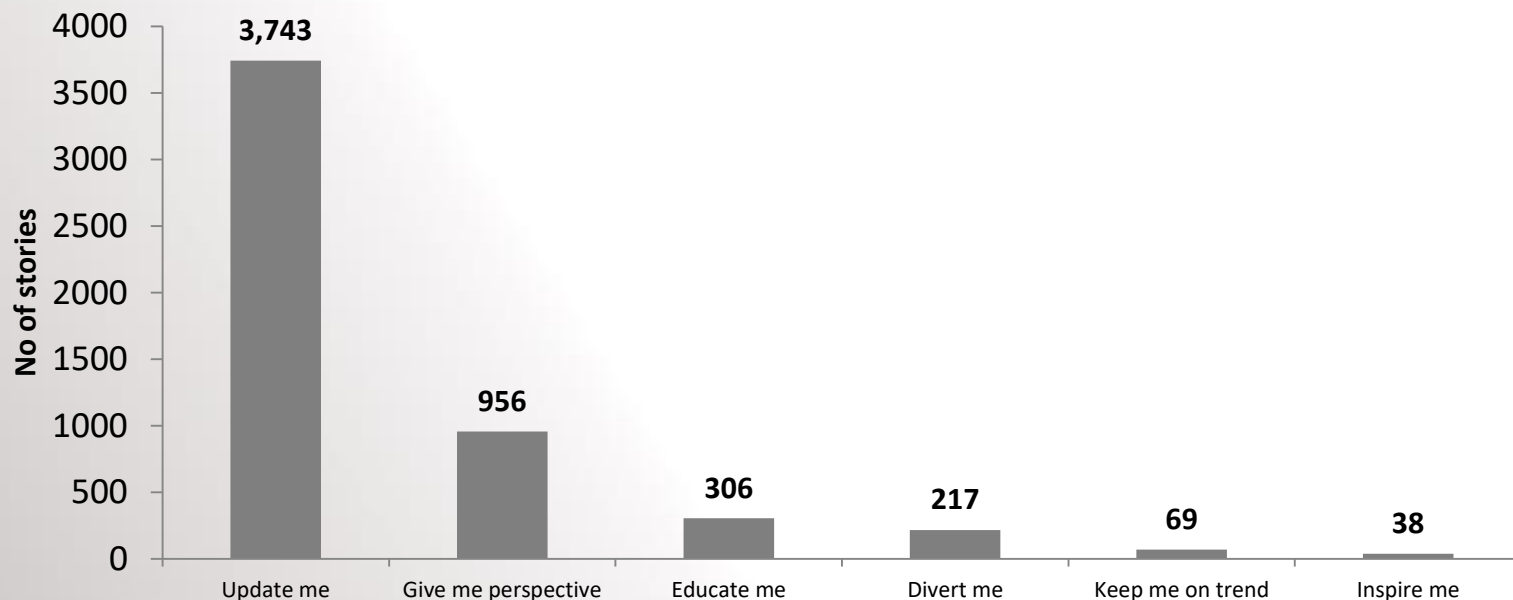
Article ID	Publish Date	Page URL	Key Need Signaled	Digital format	Story type	Geolocation	Algeria B
43221794	28/02/2018	www.bbc.com/arabic/art-and-culture-43221794					
43224767	28/02/2018	www.bbc.com/arabic/live/43224767					
43227250	28/02/2018	www.bbc.com/arabic/trending-43227250					
43227249	28/02/2018	www.bbc.com/arabic/trending-43227249					
43221250	28/02/2018	www.bbc.com/arabic/world-43221250					
43230022	28/02/2018	www.bbc.com/arabic/media-43230022					
43228381	28/02/2018	www.bbc.com/arabic/media-43228381					
43229702	28/02/2018	www.bbc.com/arabic/media-43229702					
43229812	28/02/2018	www.bbc.com/arabic/middleeast-43229812					
43226660	28/02/2018	www.bbc.com/arabic/middleeast-43226660					
43221070	28/02/2018	www.bbc.com/arabic/world-43221070					
43227271	28/02/2018	www.bbc.com/arabic/world-43227271					
43226047	28/02/2018	www.bbc.com/arabic/world-43226047					
43229913	28/02/2018	www.bbc.com/arabic/art-and-culture-43229913					
43226666	28/02/2018	www.bbc.com/arabic/world-43226666					
43226051	28/02/2018	www.bbc.com/arabic/inthepress-43226051					
43221071	28/02/2018	www.bbc.com/arabic/inthepress-43221071					
43233625	28/02/2018	www.bbc.com/arabic/middleeast-43233625					
43227270	28/02/2018	www.bbc.com/arabic/sports-43227270					
43231931	28/02/2018	www.bbc.com/arabic/world-43231931					

Results analysed alongside web analytics

2							
3	Article ID	Publish Date	Page URL	Main Topic	Key Need Fulfilled 1	Page views	Headline
4	42795221	24/01/2018	www.bbc.com/arabic/media-42795221	Society	Educate me	6,517	.. القرية الأكثر برودة على وجه الأرض
5	42798835	24/01/2018	www.bbc.com/arabic/inthepress-42798835	International News	Give me perspective	5,225	بين "خيانة الحليف الكردي ومواجهة الأكراد"
6	42802373	24/01/2018	www.bbc.com/arabic/middleeast-42802373	International News	Update me	19,080	ين: متطوعون من أمريكا وألمانيا "يشاركون
7	42802851	24/01/2018	www.bbc.com/arabic/live/42802851	International News	Update me	28,600	ي مصر، وحفل خيري في لندن "للرجال فقط"
8	42803931	24/01/2018	www.bbc.com/arabic/in-depth-42803931	International News	Educate me	30,174	ماعات التي تقاثل إلى جانب تركيا في عفرين
9	42804021	24/01/2018	www.bbc.com/arabic/world-42804021	Society	Update me	14,210	، الملايس.. هدية النيوزيلنديين لزعميتهم الحاه
10	42804025	24/01/2018	www.bbc.com/arabic/world-42804025	Environmental Issues	Give me perspective	8,287	.. السنين مع أسوأ موجة أمطار في فرنسا منذ
11	42804311	24/01/2018	www.bbc.com/arabic/trending-42804311	Politics	Keep me on trend	9,217	.. بعد اتهام #سامي.. عنان بإرتكاب مخالفات #
12	42804312	25/01/2018	www.bbc.com/arabic/trending-42804312	International News	Keep me on trend	4,568	عالم-على بعد انسحابه من السباق الرئاسي الم
13	42806460	24/01/2018	www.bbc.com/arabic/world-42806460	Politics	Update me	38,744	زب ألماني متطرف معاد للمسلمين يعتق الإ
14	42806654	24/01/2018	www.bbc.com/arabic/art-and-culture-42806654	Pop Culture	Keep me on trend	6,106	مقويات مشددة على عشائتي "إيل البوتوكس"
15	42806662	24/01/2018	www.bbc.com/arabic/science-and-tech-42806662	Science and Technology	Update me	6,296	تحديثاً لهواتف آيفون يطل خاصية إبطاء الم
16	42807587	24/01/2018	www.bbc.com/arabic/media-42807587	Environmental Issues	Update me	6,199	.. توثق مشاهد حصرية لكائنات تعيش في أعما
17	42808262	24/01/2018	www.bbc.com/arabic/media-42808262	Environmental Issues	Give me perspective	7,504	مهنددة بأن تصبح أول مدينة في العالم تنضب
18	42808264	24/01/2018	www.bbc.com/arabic/media-42808264	Society	Update me	8,151	لركة جمال تم حقنها بالبوتوكس لتحسين مظهر
19	42808266	24/01/2018	www.bbc.com/arabic/media-42808266	International News	Give me perspective	12,673	عيات الجيماز ضحايا لاري تصال

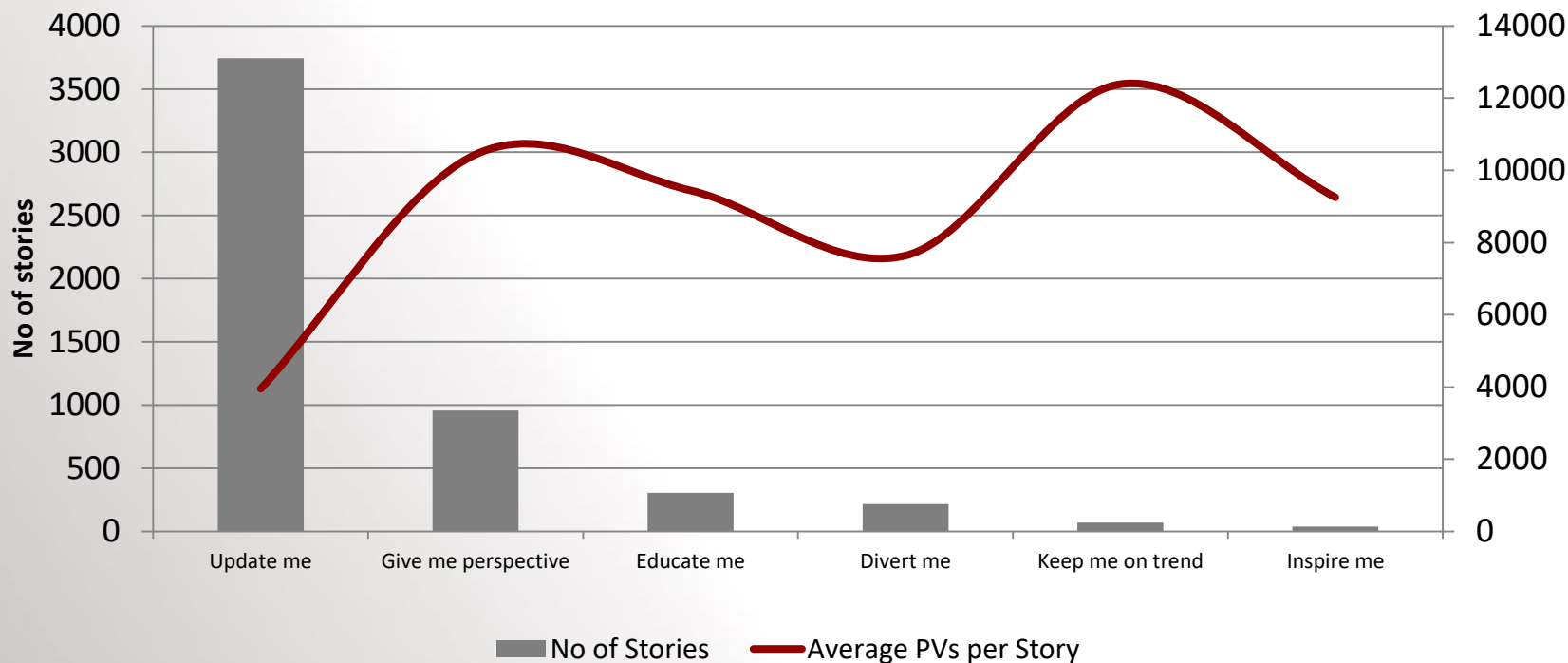
Source: Deep dive analysis BBC Arabic - Jan-Mar 2018

Initial deep dives showed editorial focusing on 'Update me'



Source: Deep dive analysis BBC Russian - Sept-Nov 2016

Whilst for audiences their focus was often elsewhere!



Source: Deep dive analysis BBC Russian - Sept-Nov 2016

Lesson 1. Content is Queen: but we need to diversify

KEEP ME ON TREND

INSPIRE ME



AMUSE ME

GIVE ME PERSPECTIVE

EDUCATE ME

Creating Impact

1. Stakeholder ownership

“I often refer to the research on six user needs as **the most influential slide I have seen and used** while trying to influence the digital culture change at BBC World Service.

Dmitry Shishkin,
Digital Development Director,
BBC World Service



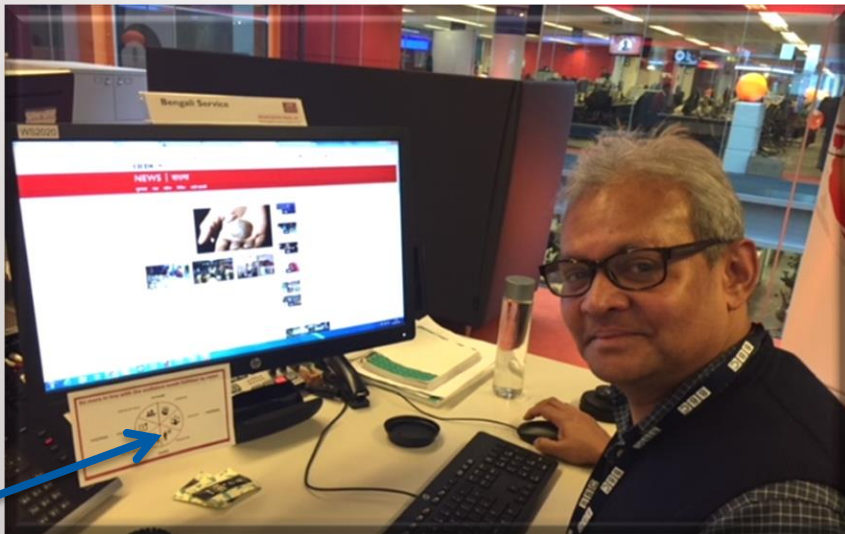
Dmitry Shishkin
@dmitryshishkin

Back at it :) the famous “Dima’s wheel of news needs” :) now in Nairobi 🇰🇪

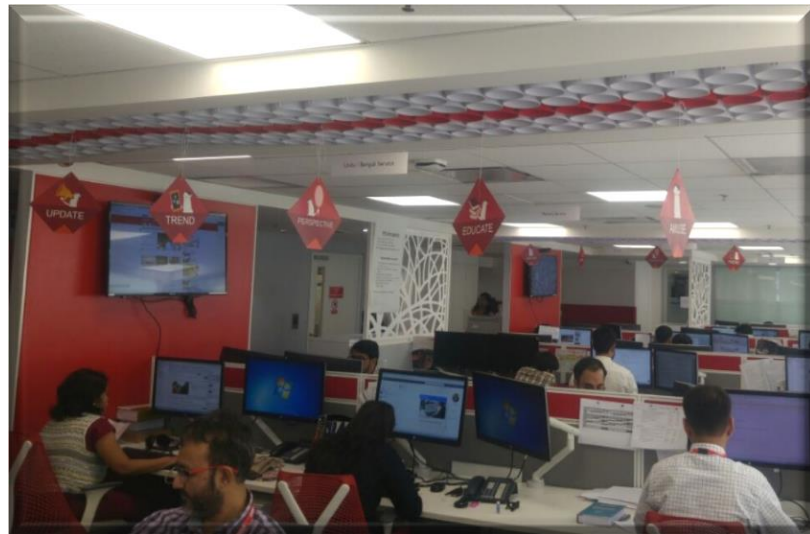


12:31 pm · 19 Sep 18

2. Editors use the needs to inform story choice and treatment



News Needs 'Wheel' at editors desk in London
Sabir Mustafa, Editor, Bengali service



The 'Needs' hang over journalist's heads in our
Delhi news bureau (in a good way!)

3. News needs can now be tagged to everything published

NEWS | MUNDO

Noticias | Centroamérica Cuenta | América Latina | Internacional | Economía | Tecnología | Ciencia | Salud | Cultura | Más ▾

Aranceles de Trump a México: ¿cuáles son los riesgos de una potencial guerra comercial entre México y Estados Unidos?

Ana Gabriela Rojas
Corresponsal de BBC Mundo en México

31 mayo 2019

f t e Compartir



Productos como el aguacate podrían encarecerse aún más en Estados Unidos.

"Sería una locura que Donald Trump provocara una guerra comercial con México, que ahora es su mayor socio comercial".

Una frase muy tajante de Juan Carlos Barrón, investigador del Centro de Investigaciones sobre América del Norte (Cisan), de la UNAM, con la que coinciden los especialistas consultados por BBC Mundo.

Principales noticias

¿Por qué AMLO es el primer presidente de México en décadas que no ha hecho un viaje internacional en los primeros 6 meses de su mandato?

En los 9 meses que AMLO lleva como presidente no ha salido del país. Dice que "en la situación actual" prefiere centrarse en resolver los problemas internos. Expertos en relaciones internacionales consideran crucial que asista a la Cumbre del G20.

31 mayo 2019

Al menos 11 muertos en un nuevo tiroteo masivo en Estados Unidos

1 junio 2019

El agujero más profundo jamás excavado por el ser humano (y la desconocida carrera de la Guerra Fría por explorar las profundidades de la Tierra)

31 mayo 2019

Más noticias



¿Cuánto ha cambiado AMLO a México? 3 éxitos y 3 reveses a

Metadata on page

- #9 [Aranceles de Trump a México: ¿cuáles son los riesgos de una potencial guerra comercial entre México y Estados Unidos? - BBC News Mundo]
- #11 [2019-05-31T10:37:16+00:00]
- #12 [2019-05-31T10:37:16+00:00]
- #16 [WS - Give me perspective]
- #17 [Analysis]



Driving behaviour-change through measurement.

BBC NEWS **World Service Language:**

Select Language: Filter stories:

Topics

Top 20 Tagged Topics This Week

Click on a Topic to select stories only for that topic



Top performing stories

'Bana tecavüz eden kişi videoyu porno sitesine yükledi, yayından kaldırtmam aylar sürdü' - BB..	827,405
Feminicidio de Ingrid Escamilla: la indignación en México por el brutal asesinato de la joven y ..	492,062
การฉ้อโกง : เมื่อบ้านของ จ.ส.อ.ฉัตรพันธ์ กามา ที่อาจเป็นต้นเหตุแห่งความลับแล่น - BBC News ไทย	367,499
Meksika'da erkek arkadaşı tarafından derisi yüzölüp cesedi parçalanmış kadının fotoğrafının ya..	355,078
O que é o 'ciske verde', que pode causar a próxima crise financeira mundial - BBC News Brasil	333,603
Как мыть руки, чтобы не заболеть. Видеоинструкция - BBC News Русская служба	317,377
Coronavirus: ¿por qué no se han reportado casos en América Latina? - BBC News Mundo	310,231

Surfacing the extent to which services are tagging stories leads to **behaviour change in the long term** – just as we have achieved with topics data.

- Total 10 Feb 20 - 16 Feb 20

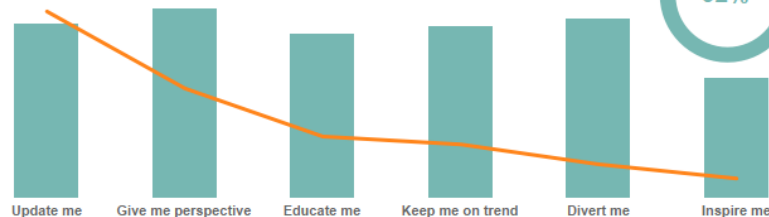


WS Marketing & Audiences

News Needs

Click on a Need to select stories

Number of stories published vs Average reach per story

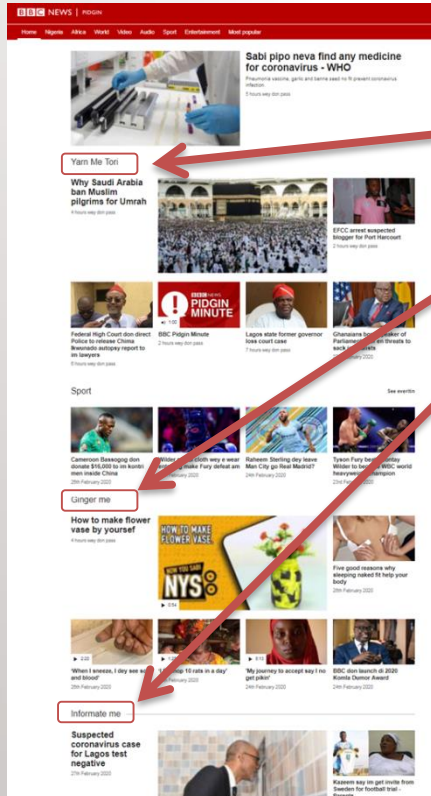


Lowest performing stories

published last week

IPL 2020 Schedule : મુંબઈ ઇન્ડિયન્સ અને ચેન્નાઈ સુપરકિંગ્સ વચ્ચે ફ્યારે રમાશે મેચ? આ રહી મહત્વની મેચની ..	9
БШК мүчөсү Атыр Абдрахматова шайлоону уюштурууга даярдык жок деди. - BBC News Кыр..	11
Dennis qasırgısı ile bağlı Britaniyada daşqın təhlükəsi elan olunub - BBC News Azərbaycanca	20
ਅਕਾਲ ਆ-ਨੰਦੀ: ਪੰਜਾਬੀ ਭਾਸ਼ਾ ਵਿੱਚ ਕੀ ਹੈ? - BBC News ਅੰਗਰੇਜ਼ੀ	25
Quiz: મેરી લેમ ઘણે ઝુર્મી લિંઠા સાટલે રે - BBC News ગુજરાતી	27
Click: Самсунг чыгарган бүктөлмө смартфондор - BBC News Кыргыз КызМАТЫ	29
Anger Management: Etu i ga-esi gbanahụ igbu mmadụ n'iwè - BBC News Igbo	30

4. Not just an analysis tool, but an audience-facing framework



12 of the BBC's newly-launched language websites serving parts of Africa and India as well as Korea and Serbia **use the news needs framework** in the layout of their homepages.

This example shows BBC Pidgin in Africa:

www.bbc.com/pidgin

5. We have been able to do more with less



Less Is More

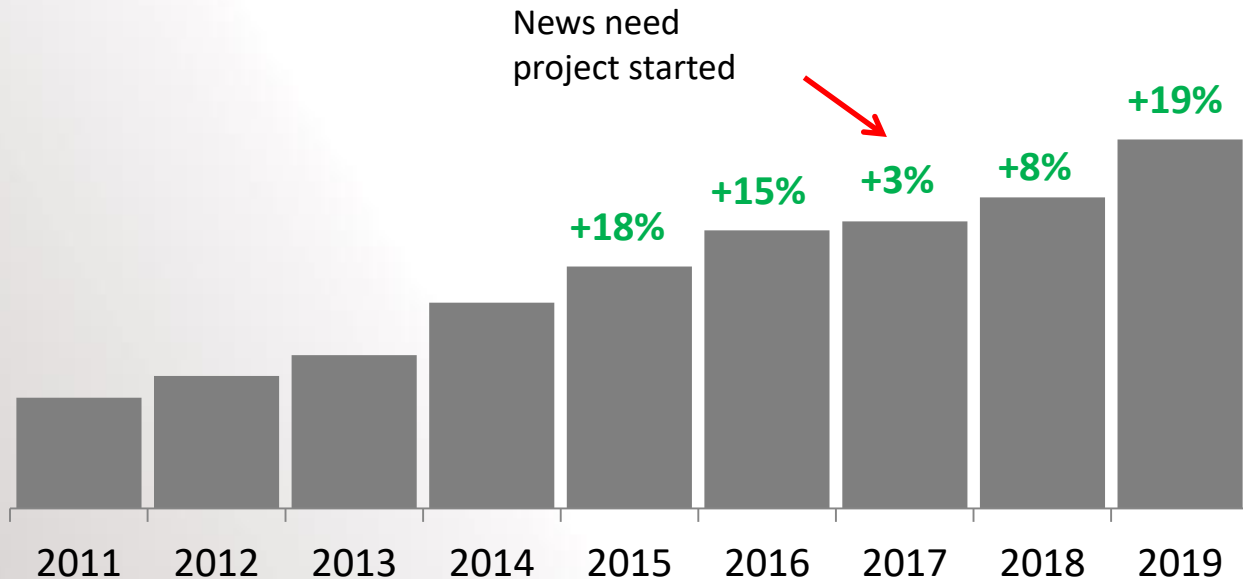
And here is the proof...

	Weekly Average Browers	Weekly Average Stories
Before July	295,157	91
After July	485,760	65

BBC Thai service

6. People reach on digital platforms has started to grow again

Average weekly People
BBC Language Services



Source: Web Analytics

And we can see the effect of this project elsewhere to date

How Vogue is growing audiences by focussing on readers' needs

VOGUE

October 2019

And how it contributed to making Vogue India online readership grow

by 129% in one year

					
Inspire me	Educate me	Divert me	Update me	Make me responsible	Connect me
Inspires me to be the best person I can be	Advices me on lifestyle decisions	Is entertaining / fun	Keeps me up-to-date with the latest news / trends	Is socially responsible	Connects me with like-minded people
Provides ideas for new things to try or do	Helps me to learn / improve at something	Teaches me about the wider world / other cultures	Helps me to stay one step ahead of others	Has a strong voice on current news / issues	Provides exclusive access to famous people / places / events



Source: <https://medium.com/hacks-hackers-london/how-vogue-is-growing-audiences-by-focusing-on-readers-needs-39c48cbc3cf5>

Closing thoughts

Importance of multi-skilled teams

- researchers, data analysts, data scientists, etc

Embedding insights and driving culture change takes time

- still an ongoing process

Using research to live beyond original purposes



A hand holding a smartphone is visible in the background, slightly out of focus. The screen of the phone shows a colorful, abstract pattern. The background is filled with soft, out-of-focus light spots in shades of purple, pink, and blue, creating a bokeh effect.

Thank you