

National Journal Communications Council

**Media  
University**

AMU 111

# Predicting the Future of Digital Media

January 16, 2015

# Mapping the Media University Curriculum

## Today: Predicting the Future of Digital Media

AMU 111



- In-depth look at the critical intersections of emerging trends in platforms, devices, user behavior and content
- Strategic recommendations for next steps

## Future Executive Briefings

AMU 100-Level



- Designing & Delivering Content for the Web
- Is the White Paper Dead?
- Adapting to the Mobile Web
- Using Data to Better Target Your Audiences

## Future Practicums

AMU 400-Level



- Narrative Storytelling in the Digital Age
- Digital Friendly Media Relations
- Social Media Fundamentals
- Building a Better E-Newsletter
- Content Strategy

# Tendency to Categorize Key Digital Media Trends in Isolation

When Siloed, Four Key Verticals Set Stage for Dissecting New Media Landscape

## 1. Devices



- “Mobile device use continues to outpace all other device use globally”
- “Tablets have not yet replaced laptops as the computing device of choice”

## 2. Platforms



- “Upstarts like Snapchat and Instagram will cannibalize greater market share from landed platforms”
- “Instagram has overtaken Twitter in user base growth”

## 3. Content



- “Hashtags became more powerful and poignant tools for amplifying social movements in 2014”
- “Shared video content is on the rise”

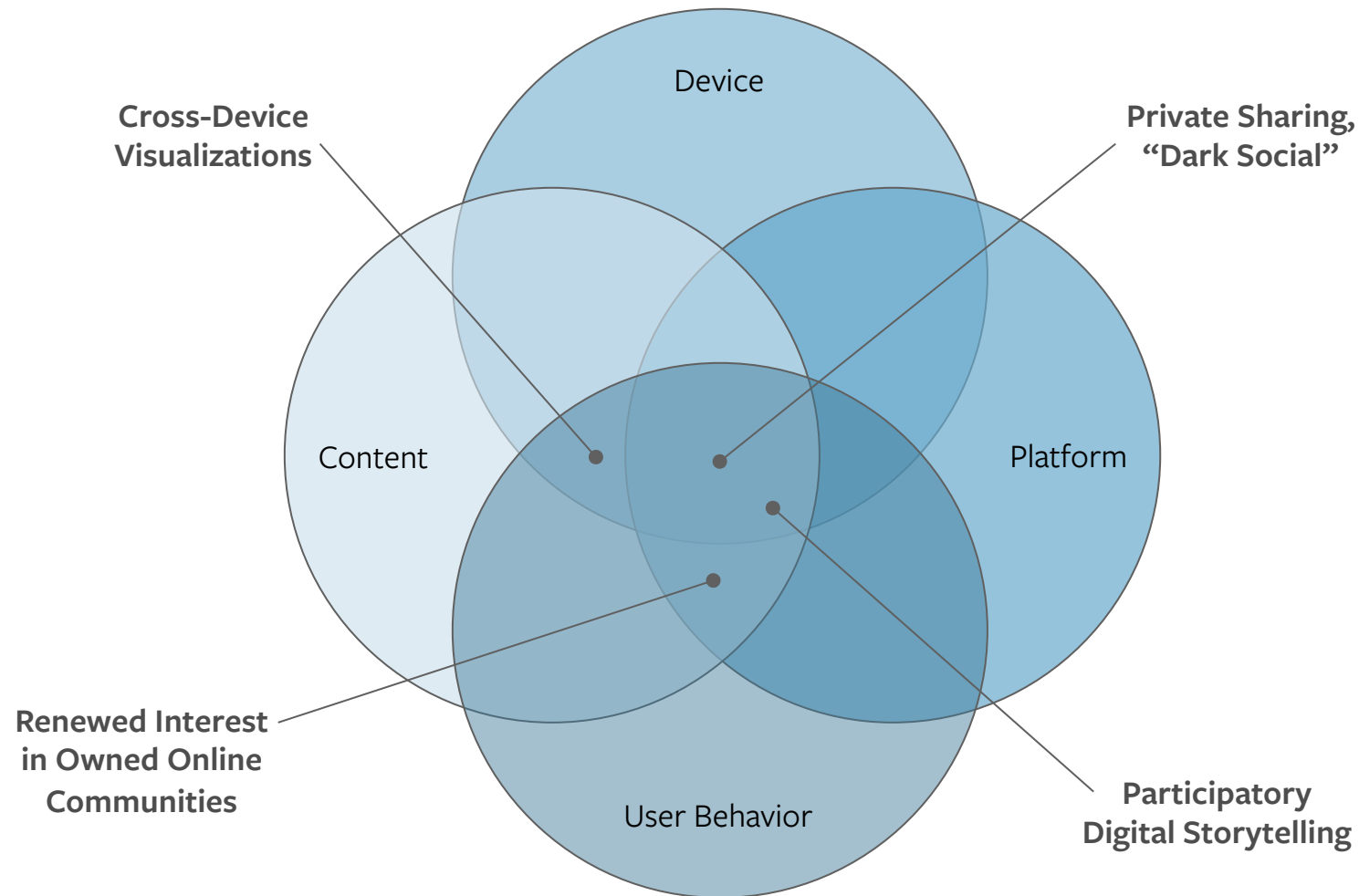
## 4. User Behavior



- “Users are becoming wary of the amount of shared personal information online”
- “User attention span is lower than ever before”

# Integrate the Approach to Understand Actionable Trends

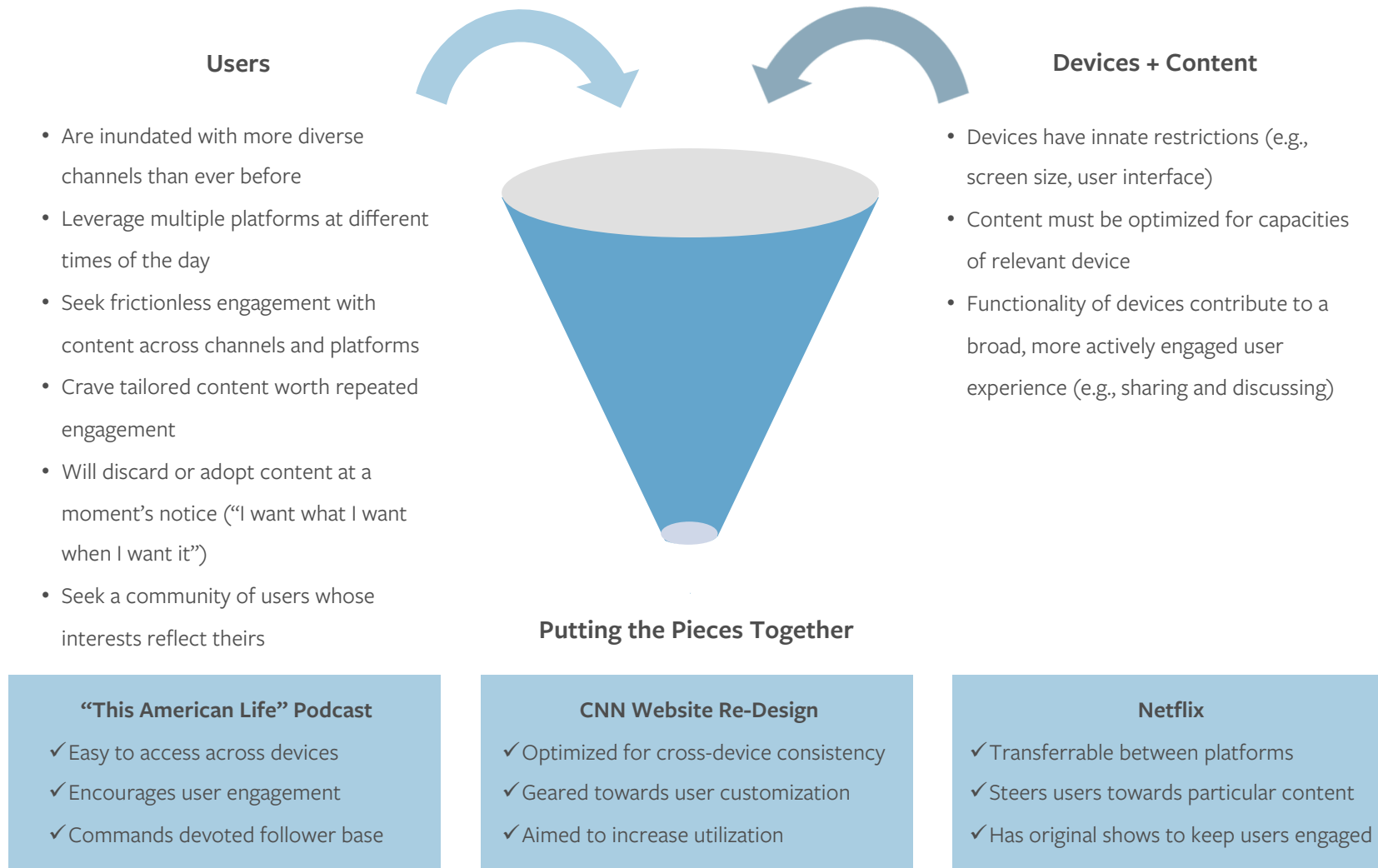
Intersections of Each Vertical Reveal Valuable Insights





# Media Companies Operating in the Intersection

Hyper Targeted, Personalized Content and Experiences a Result of User Expectations and Device Limitations



Source: Forbes article, "Retail's New Battleground: The I Want What I Want When I Want It Generation," NiemanLab article, "Consumer-Aware, Context-Aware," National Journal Communications Council research and analysis.

# Staying Ahead of the Changes in Digital Media

## Taking Back Ownership of Online Communities

### Key Themes

- The evolving role of Facebook in the overall digital mix
- Key success metrics favor breadth over depth
- Qualities of successful branded online communities

## Understanding the Unbundled Mindset

### Key Themes

- The diversification of platforms leading to more specific use cases
- Motivations for public vs. private sharing on social media
- Opportunities to promote private peer-to-peer exchange

## Seizing Cross-Device Visual Opportunities

### Key Themes

- Gateway visual content that garners attention vs. sustains it
- Data journalism as a consistent source of visual content
- The ongoing importance of text on predominantly visual media

## Pushing Traditional Storytelling Boundaries

### Key Themes

- Audience orientation to story structures and heroes
- The disaggregation of story artifacts to entice user interaction
- Practical implications of participatory storytelling

## Prioritizing Right-Sized Mobile

### Key Themes

- Effects of mobile favoritism
- The need to prioritize cleaner experiences across existing mobile options
- Opportunities to lend organizational content to create mobile moments via partnerships

# Past Strategy: Following the Facebook Trail

First-Generation Branded Communities Emulated the “Master”

## Co-Opting Key Features...



## ...But Worth the Investment?

☒ Intuitive use because of borrowed features

☒ Moderated peer-to-peer conversations gave some degree of control, yet maintained some authenticity

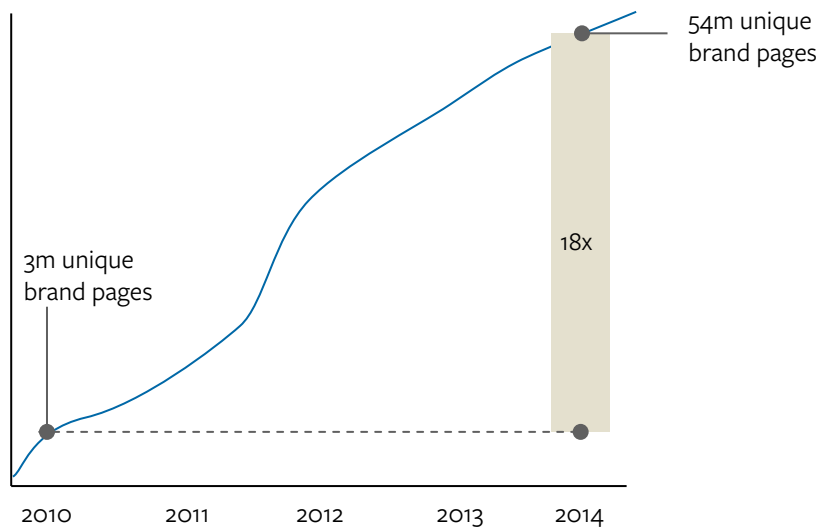
☐ Required dedicated time and resources to develop and seed an entirely new community

☐ Efforts to replace (rather than supplement) reliance on Facebook ultimately failed because of powerfully ingrained user habits

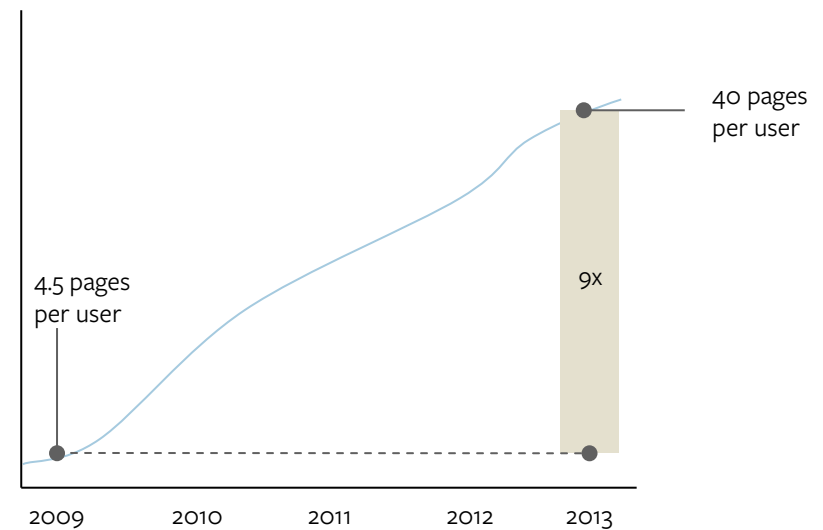
# Making Facebook the Center

Brand Presence on Facebook and User Engagement with Brands Growing Exponentially Over Time

**Brand Presence on Facebook,  
2009-2013**  
# of Brand Pages on Facebook



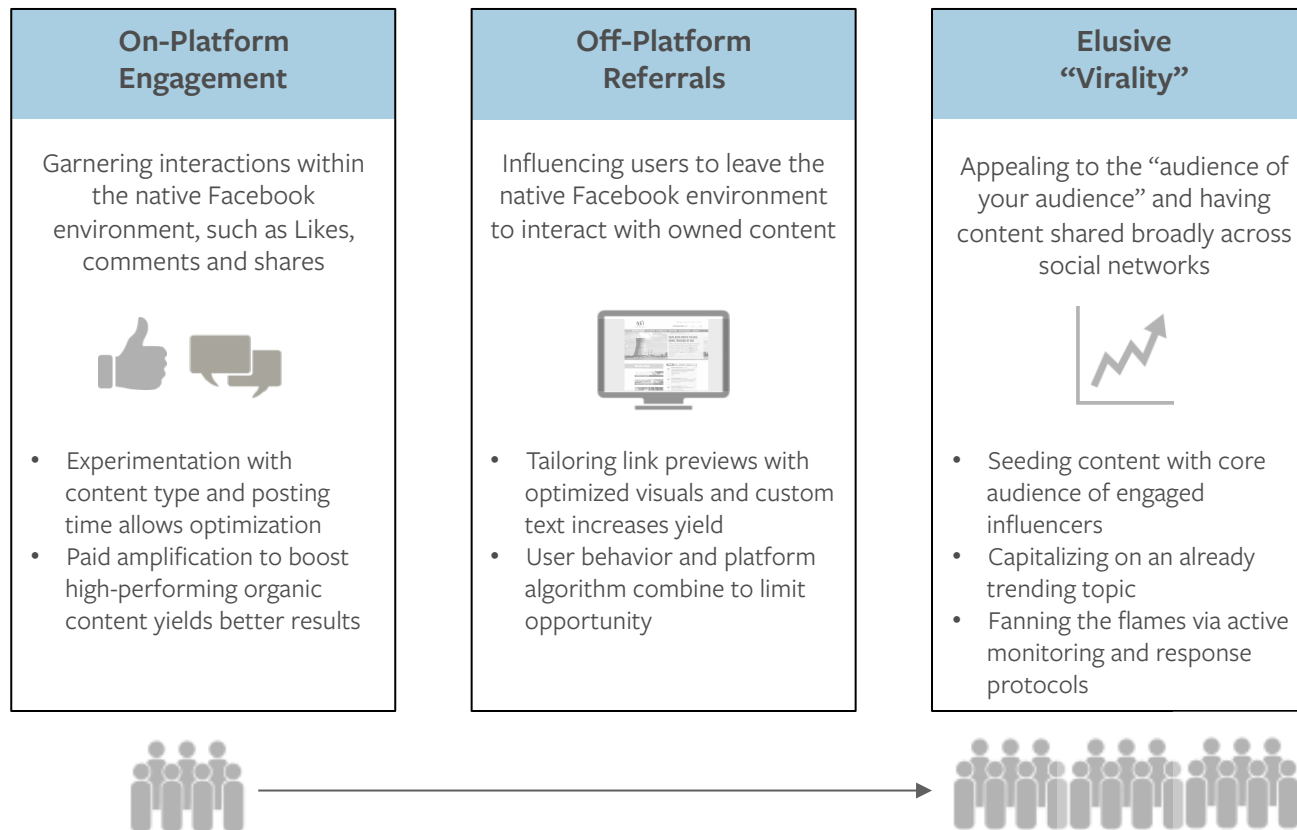
**User Engagement with Facebook Pages,  
2009-2013**  
# of Pages "Liked" by Average Facebook User



Source: Socialbakers article, "Cutting through the Crowds on Facebook News Feeds," Statisticbrain.com, Digital Buzz Blog article, "Facebook: Facts and Figures for 2010, National Journal Communications Council research and analysis.

# Current Measures of Effectiveness

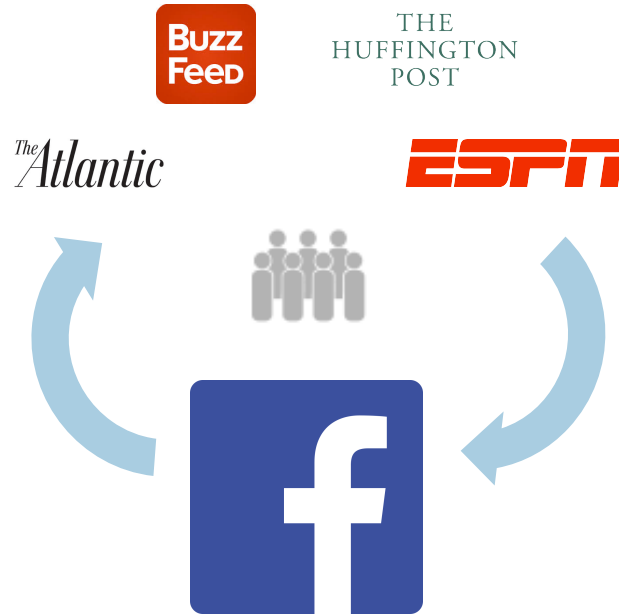
Key Success Metrics Favor Audience Reach, Awareness Building



# Two Roads Diverged

Media Brands Rewarded While Others Approach Facebook Zero

**For Media Brands:  
A Symbiotic Relationship**



## Privileging Publisher Content

Facebook continues to grow as a key source of traffic to major news websites. For newer properties like BuzzFeed, this number approaches 50% or more

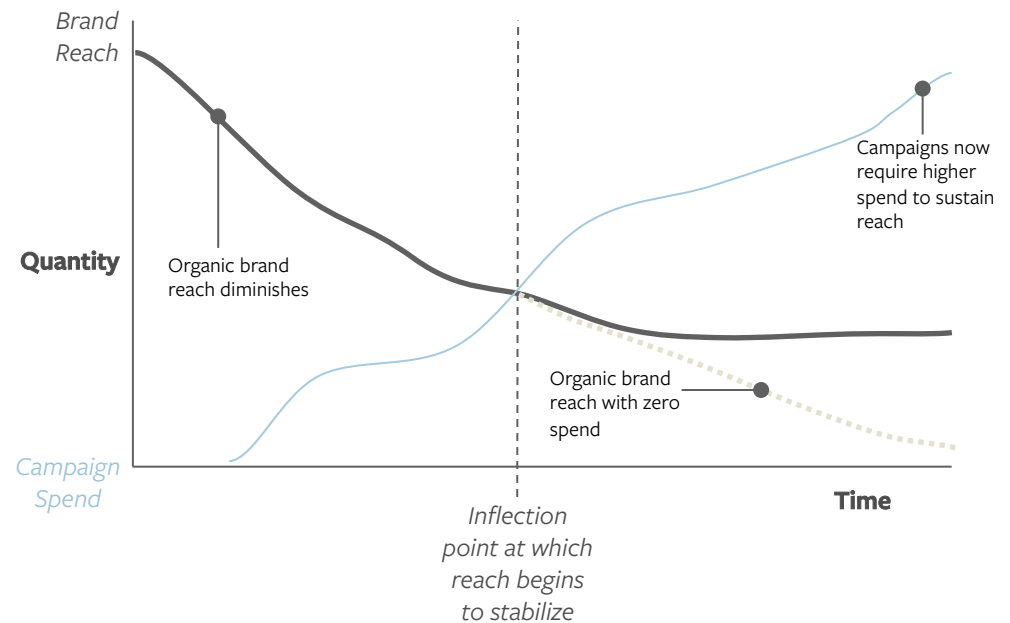


## Shifting Conversations

News organizations have shifted commenting functionality to recommend (or require, in some cases) that conversation occurs on Facebook—increasing time on site and ad revenues for the platform

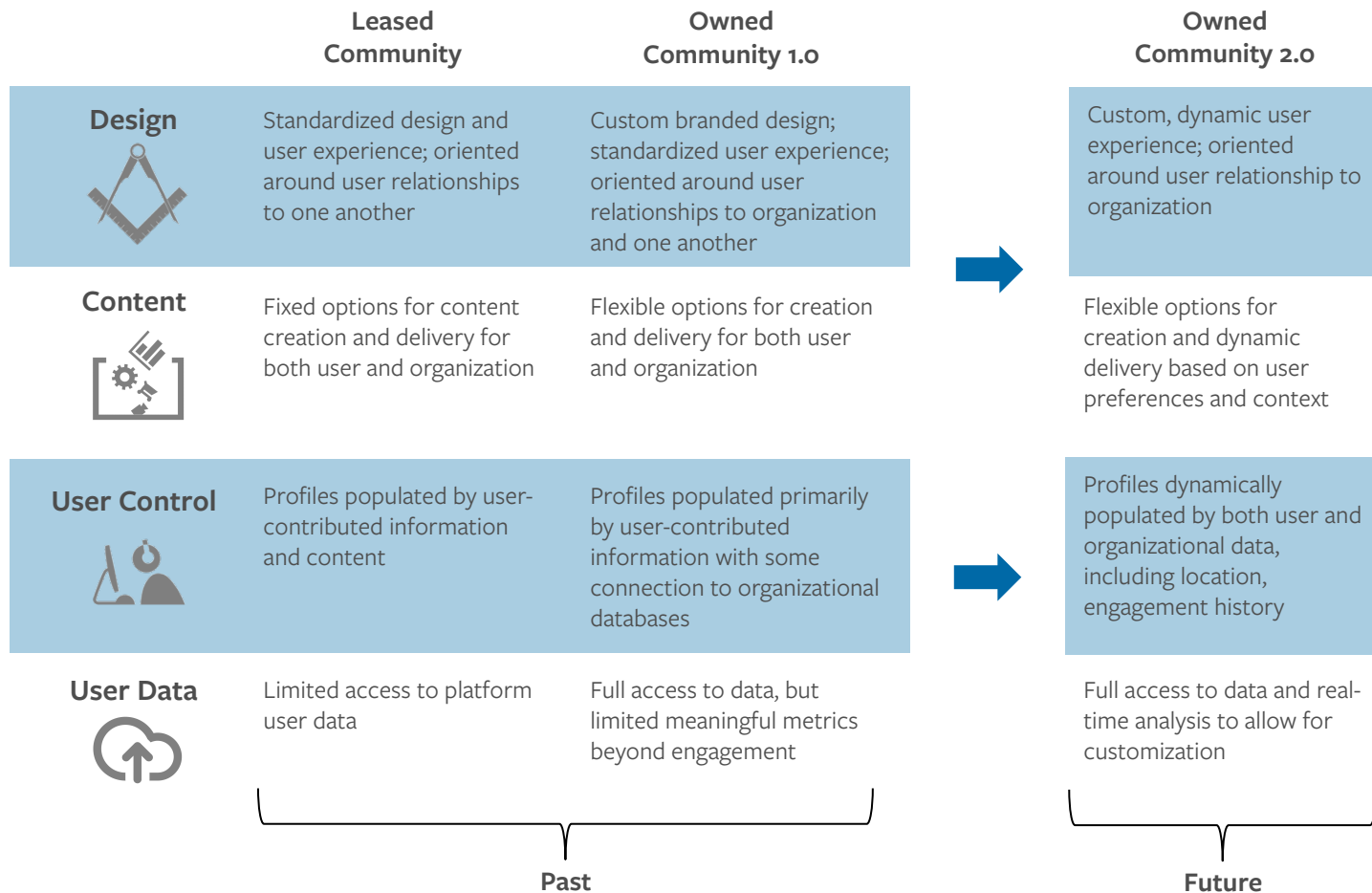
**For Non-Media Brands:  
More Spend, Less Payoff**

*Organizations Must Compensate for Decreased Reach with Increased Promotion*



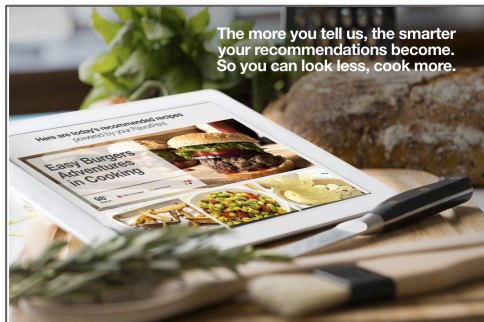
# The Pendulum Swings Back

## 2015 Will See a Return to Owned Brand Communities



# Personalized Content Recommendations

## Users Enter Flavor Preferences...



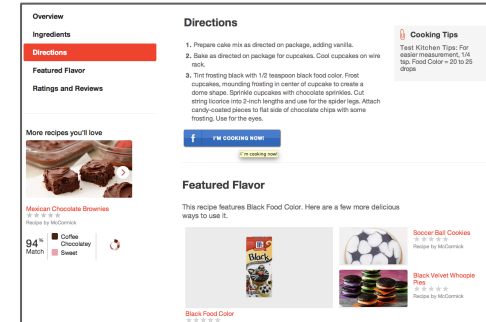
- Users are encouraged to enter more data with the promise of delivering further tailored recommendations—and actionable insight for McCormick
- The quiz is fun, engaging, and fully optimized across mobile and desktop platforms
- Once complete, users can opt to further refine suggested content by adding and tailoring their profiles

## ...Which Are Used to Generate Custom Content Recommendations...



- Content recommendations transparently reveal the algorithm, giving users insight into why it might be a good fit or be particularly useful information
- Options to rate and review content to further customize recommendations, which yields useful feedback and user data (both individual and aggregate) for the organization

## ...And Highlight Organizational Products, Services, Value & Brand



- Content is full of value-added tips to help users get the most out of the experience and products
- Pages contain links to related content, garnering increased depth of visits
- Sharing is encouraged across a variety of platforms, with custom calls-to-action

### Potential Member Application: Dynamic Knowledge Center

- Users create a profile to track issues and preferences
- Organization can serve up tailored content recommendations and opportunities to interact (rate, comment, share)
- Organization can then use data to build out targeted list of influencers and potential advocates



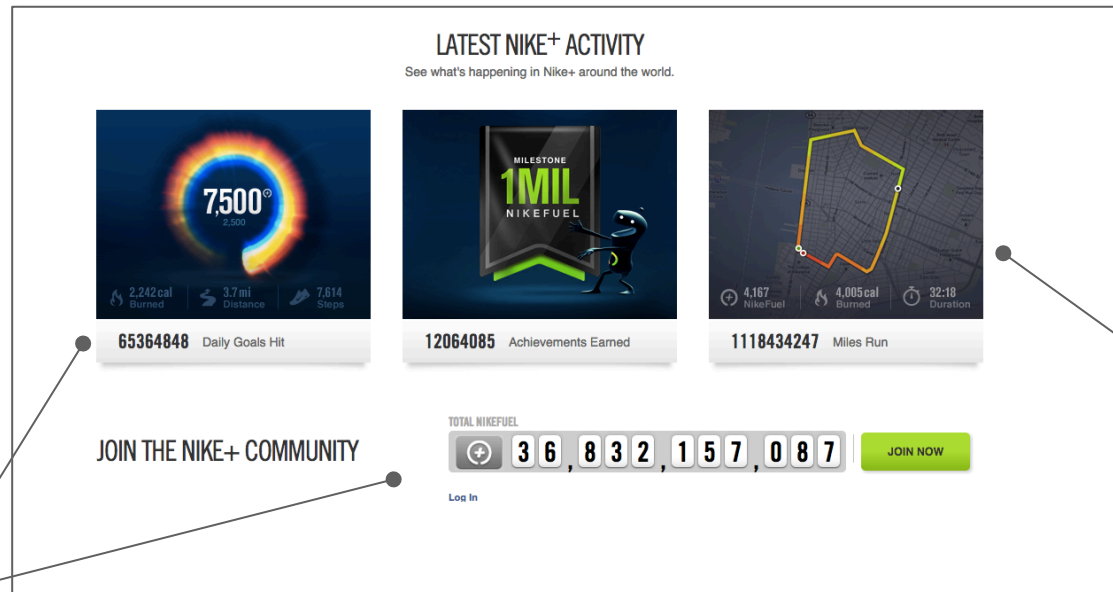
### Case in Brief

**Profiled Organization:** McCormick & Company's "FlavorPrint" Platform  
**Organization Type:** Food & Beverage



# Automated Location and Activity Tracking

Geotagging Features and Publicly-Displayed Goals Encourage Active User Engagement



Community and individual leaderboards provide multiple levels of incentives

Mobile location data provides seamless updates to user profiles, tracking actions and accomplishments

## Potential Member Applications

**Conferences:** Track and report attendee actions, trending sessions, and drive desired actions via gamification

**Advocacy Portal:** Set individual, team or overall goals, track actions, issue challenges and share a real-time leaderboard



## Case in Brief

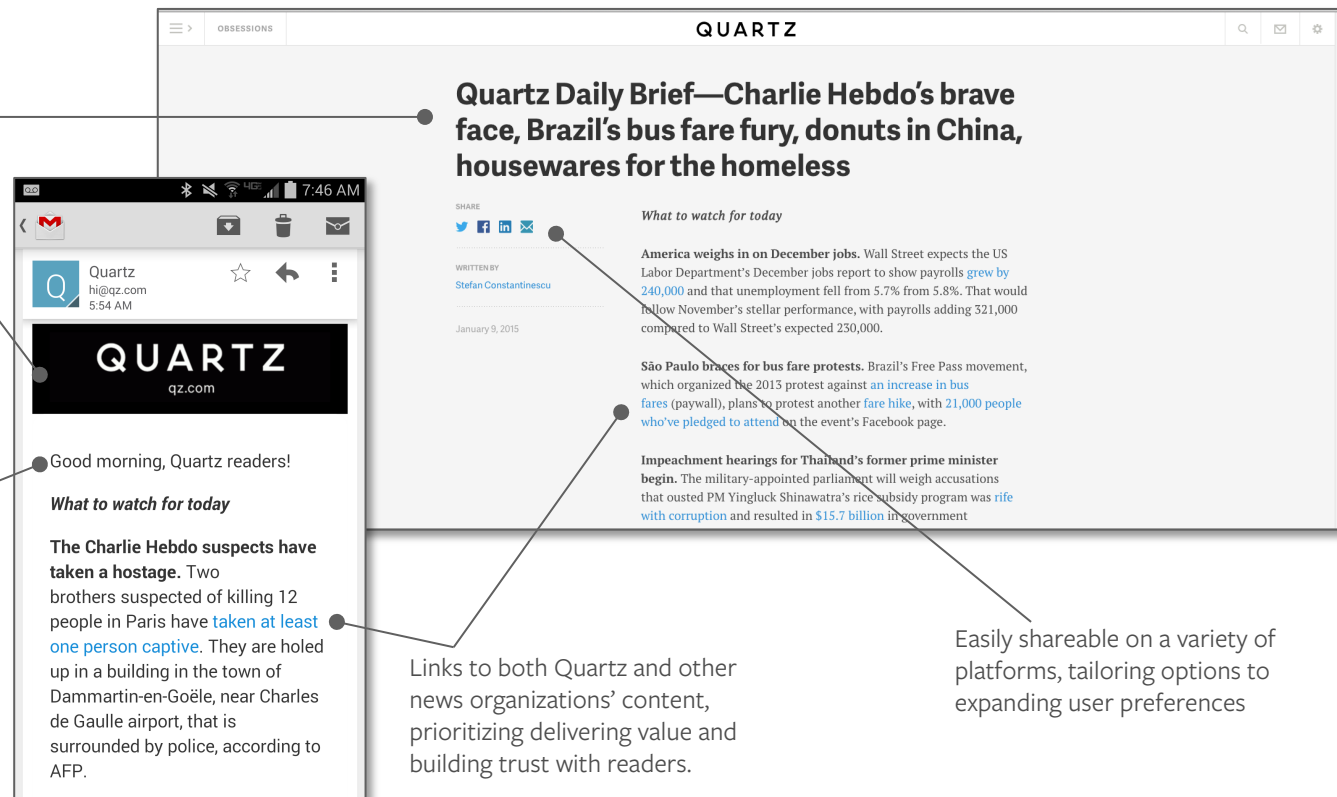
**Profiled Organization:** Nike+ Online Community  
**Organization Type:** Apparel

# An Overlooked Owned Channel

Humble E-Newsletter Making a Comeback in 2015

Content renders cleanly, consistently and seamlessly across multiple devices and screen sizes

Newsletter tone is conversational, personal—as if a trusted colleague is the sender



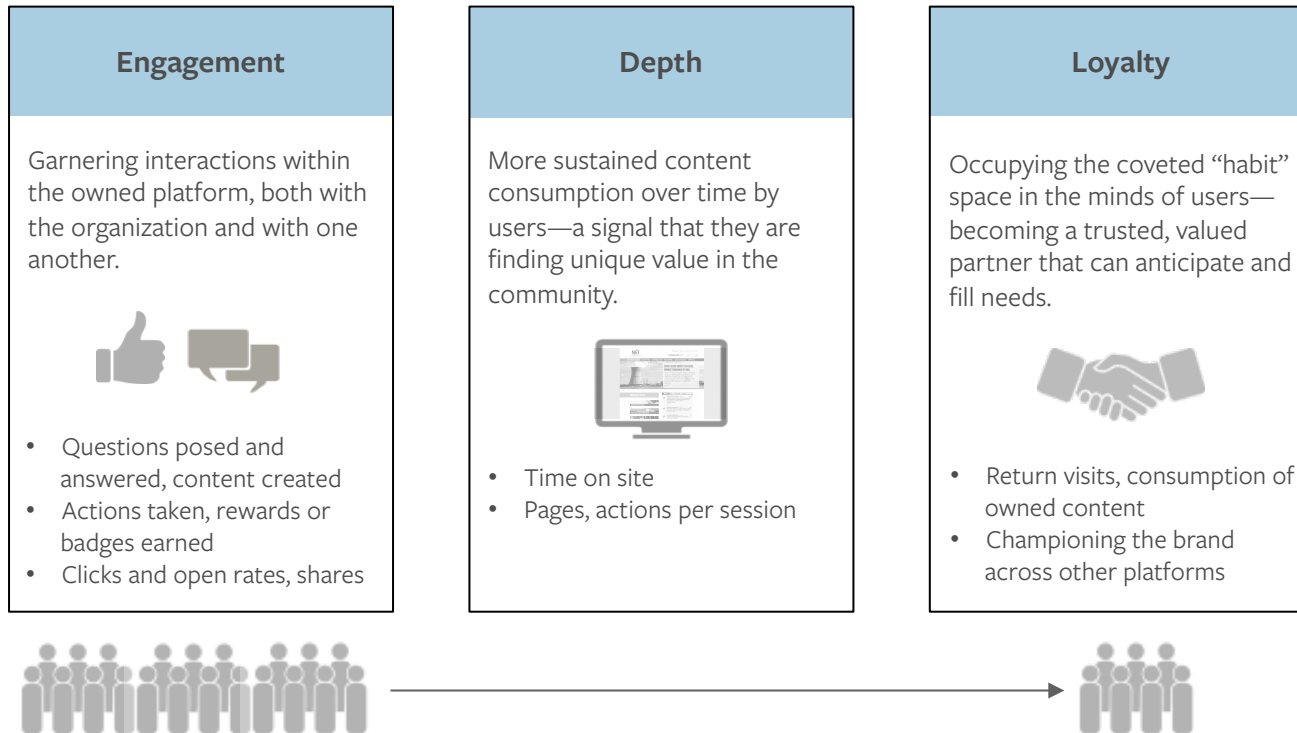
## A Singular Purpose

“Our only objective is to write the best possible morning news briefing that we can. We are not trying to drive traffic to the site. Just this.”

Zach Seward  
Senior Editor, Quartz

# Updated Measures of Effectiveness

## Key Metrics Favor Building Relationships Within Niche Communities



### Measuring What Matters

“Most Internet companies would build better things and create more value if they paid more attention to depth than breadth.”

Evan Williams  
Co-Founder, Twitter

# A Roadmap to Adoption

#1

## Monitoring Audience Needs



- Owned communities are most successful when there is demonstrated need that is not being met across existing platform options
- Create user personas to track the ways in which content, device, user behavior and platform intersect; then design your community to serve these very specific scenarios

#2

## A Balanced Approach to Investing



- Reduce, but don't eliminate, reliance on Facebook as a central tool. Shift from investing in content creation for the platform to content promotion which will counter effects of ongoing algorithm changes
- Managing a community requires a unique blend of skills that must be refreshed to keep up with trends; customer service, content creation, design and development, and tech troubleshooting are among the most important

#3

## Allowing Patience in Community Development



- Slow and steady wins the race. Temper growth expectations and focus on success metrics (both quantitative and qualitative; see page 15) that assess depth and loyalty rather than reach
- Utilize all available communications channels to support the launch of a new owned community, and clearly articulate the value proposition and expectations for users

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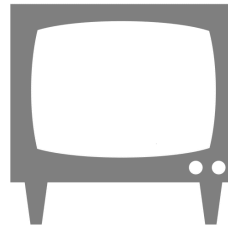
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# The “Great Unbundling” of TV and Video Channels

Consumers Rapidly Migrating from Traditional Media Outlets to Digital-Friendly Offshoots



## Television and Movie Aggregators

*For the Cord-Cutting Binge Watcher*

- Available for a flat rate per month
- Optimized for use across devices (e.g., tablets, smartphones)



## Channel-Sponsored Apps

*For the Highly-Mobile Loyalist*

- Automatically available with original cable subscription
- Geared towards “on-the-go” use



## “Plug-and-Play” Digital Media

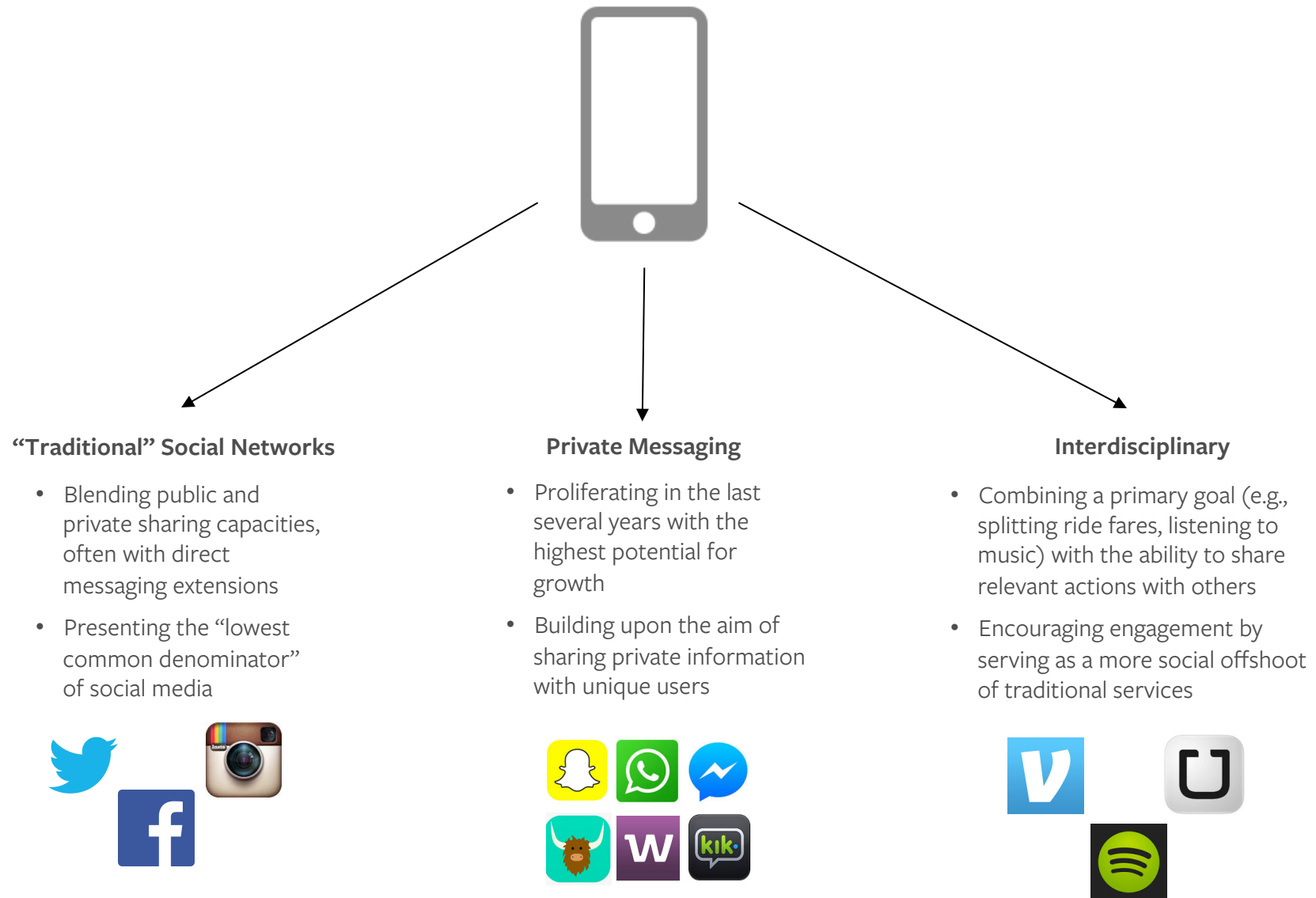
*For the Tech-Savvy Millennial*

- Purchased in one lump sum and customizable based on preferred apps
- Designed to stream content to an external device (e.g., television, computer)



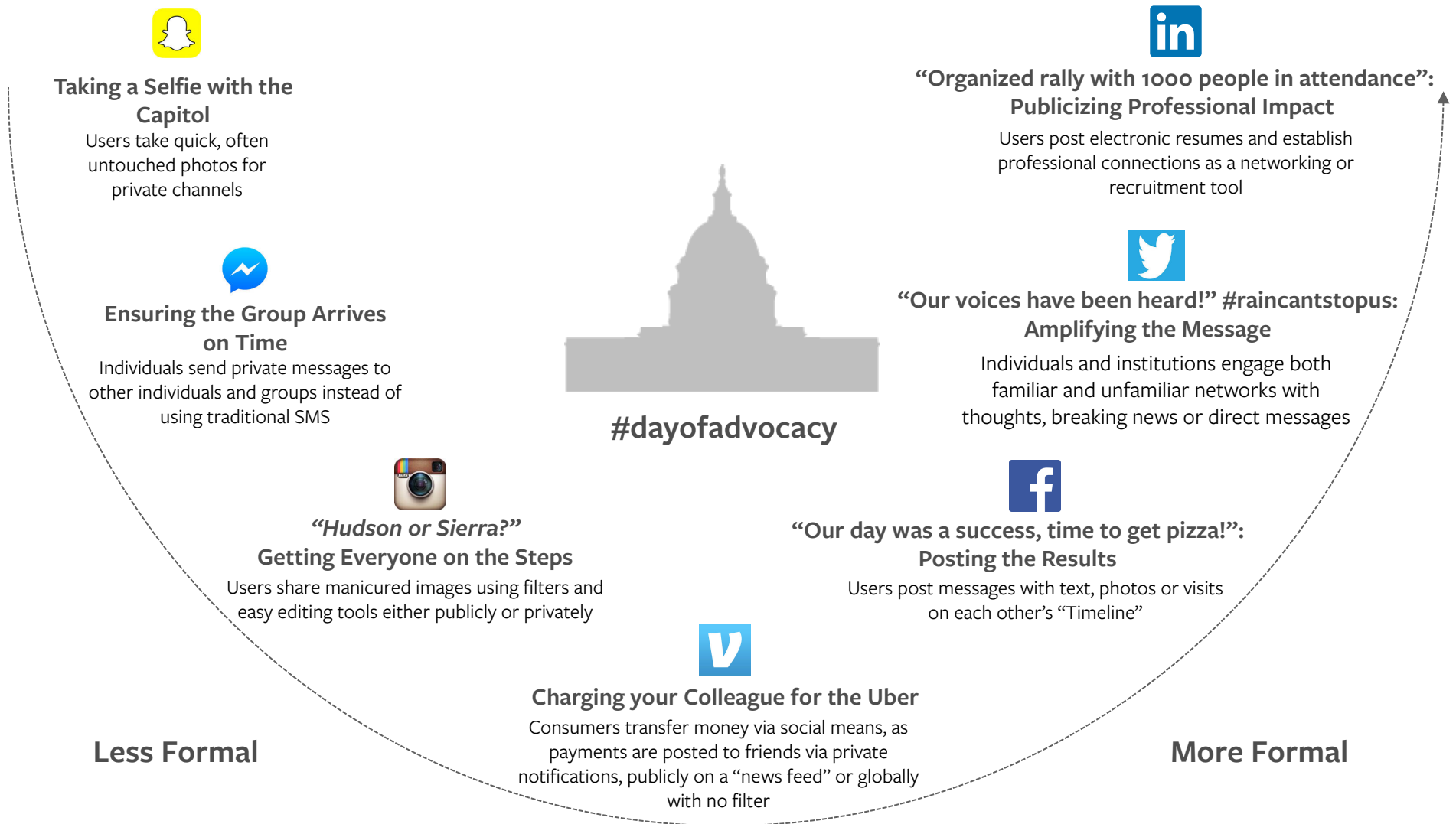
# The Parallel Unbundling of Social Media Platforms

Institutional Platforms Ceding Ground to Upstarts with Unique Modes of User Engagement



# On The Hill: A Day in Digital

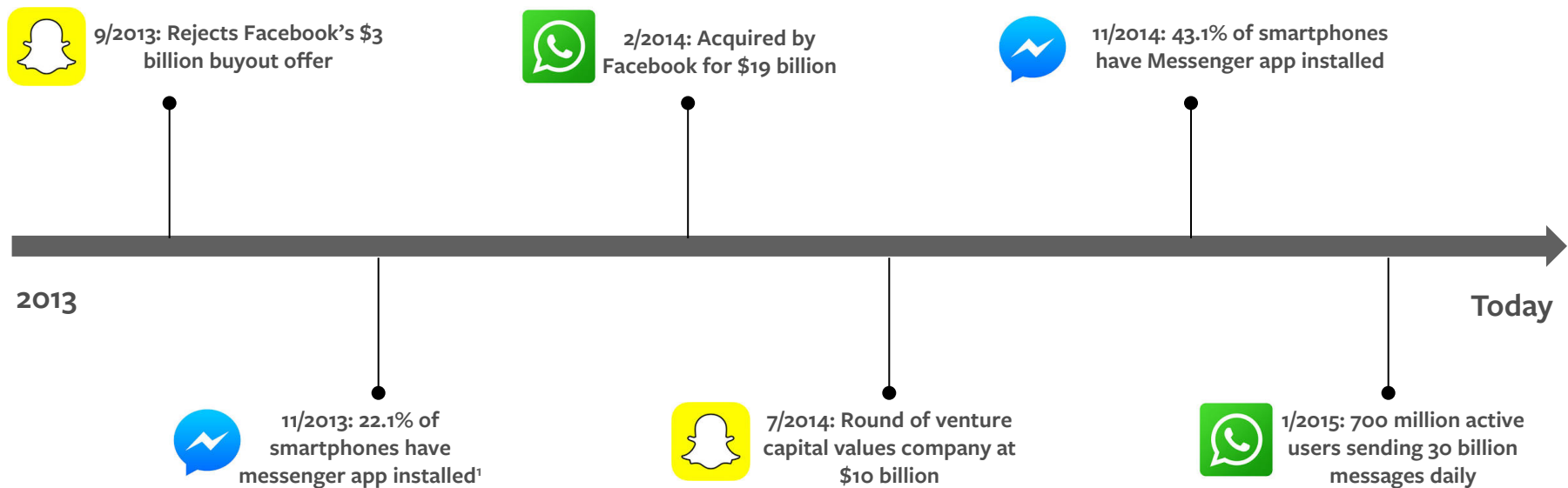
The Fragmentation of Social Media Channels Extends into Public Policy Advocacy



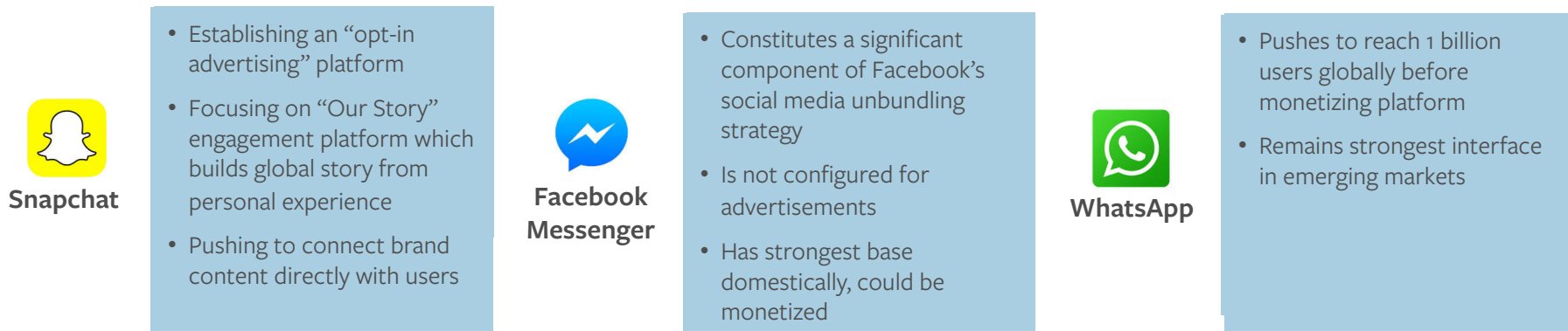


# Direct Messaging Apps Key to Future of Social Media

Selective Sharing Interfaces Rapidly Emerging as Channels of Choice for Primary User Engagement



## Current and Future Advertising Strategies via Direct Messaging



# Rise of “Dark Social” Presents New Challenges

Organizations Must Monitor and Pursue Opportunities to Leverage Peer-to-Peer Sharing



- Difficult to mine data related to dark social engagement
- Dearth of analytics available leaves organizations literally “shooting in the dark” to determine optimal channel selection
- With the exception of sponsored content on Snapchat, no current ways for brands to directly use private messaging apps to connect with users
- As with other newer platforms (e.g., Instagram), there is no direct linking from sponsored content or brand channels; thus, use case is limited to awareness-building
- Inclination to produce viral content cannot be easily realized or tracked through private messaging apps
- Organizations may choose to ignore channels that don’t lead to broad social visibility, rather than experiment with new approaches to user engagement

## Member Opportunities in Dark Social

- **Peer-to-Peer Relationships:** Incorporate private messaging apps into brand advocate activations; resulting peer-to-peer exchanges are authentic, personal and actionable
- **Share Icons for Emerging Platforms:** Encourage user sharing via these channels by adding share icons and extensions to web content; anecdotally, some media brands have seen higher utilization of text messaging share widgets than Twitter

# A Roadmap to Adoption

#1

## Knowing What to Tune Out



- Despite the attention given to their emergence, private messaging apps are still in the nascent stage—both in terms of broader adoption among audiences, and of organizational opportunities to leverage in campaign strategies
- Take simple steps to optimize where possible (e.g., adding share options for these apps to owned channels) and continue to monitor trends in adoption and functionality

#2

## Updating Team Capabilities



- To fully exploit sharing on “dark social” and other private messaging applications, web developers and analysts will be in high demand—the former to make sure that content is shareable via these channels, and the latter to decipher the metrics that accompany sharing

#3

## Monitoring Opportunities for Peer-to-Peer Engagement



- When crafting content, assess whether it will appeal to public or private motivations for sharing; then, customize calls-to-action accordingly
- Informally survey key supporters periodically to assess private messaging adoption and openness to using this as an advocacy tool; consider using platforms like Snapchat if an appropriate opportunity arises

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# Evolving Social Media Landscape Privileges Images Over Text

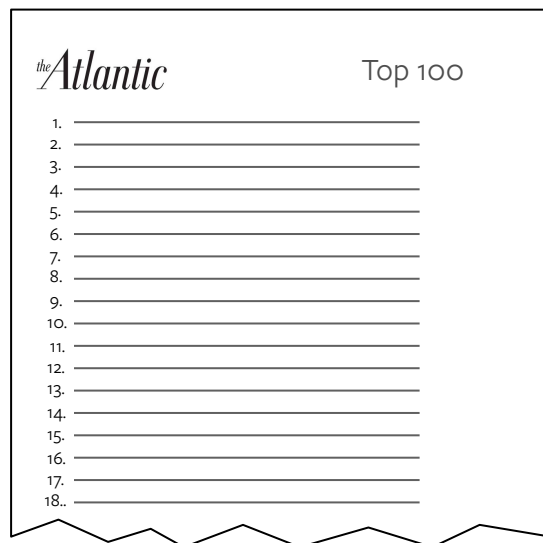
Social Media Platforms are Responding to User Appetite for Graphical Content

	Height of Pre-Textual Revolution (2009)		Height of Post-Textual Revolution (2014)
	<ul style="list-style-type: none"> <li>• No “News Feed”</li> <li>• Less space for profile photo</li> <li>• Blocky, text-heavy interface</li> </ul>		<ul style="list-style-type: none"> <li>• Cover photo / photo albums most prominent part of profile</li> <li>• Timeline and video chat are introduced</li> <li>• Acquisition of Instagram</li> </ul>
	<ul style="list-style-type: none"> <li>• Little to no advertising platform</li> <li>• Incapable of embedding media</li> <li>• Dominated by blank space</li> </ul>		<ul style="list-style-type: none"> <li>• More colorful, vibrant graphical interface emerged</li> <li>• Reimagined as platform for sharing diverse types of media</li> <li>• Acquisition of Vine</li> </ul>
	<ul style="list-style-type: none"> <li>• Defined by two blocky columns filled with text</li> <li>• Homepage lacked prominent images</li> <li>• Few diverse graphics</li> </ul>		<ul style="list-style-type: none"> <li>• Large, colorful images accompany homepage posts</li> <li>• Photos of present and future connections dominate right side of page</li> <li>• More consistent yet robust font</li> </ul>
<b>Most Rapidly-Growing Social Media Platforms</b>	<ul style="list-style-type: none"> <li>• Facebook, Blogger, MySpace and LinkedIn</li> <li>• Characterized by largely text-heavy engagement</li> </ul>		<ul style="list-style-type: none"> <li>• Vine, Pinterest, Instagram and Snapchat</li> <li>• Characterized by largely image-heavy engagement (videos and photos)</li> </ul>

# Audiences Reward Compelling Visuals

Significant Number of Most Popular Articles and Social Media Posts Contain Graphical Context

## The Visual Multiplier



20%  
of posts

The Chart That Should Accompany All Discussions of the Debt Ceiling (1)

17 Films to Look Forward to in 2012

A Photo that Encapsulates the Horror of Egypt's Crackdown

Capturing a Full Day in a Single Photograph (2)

In the Throes of Creation: Color Photos of New York from the 1940s

Picture of the Day: Shanghai in 1990 and 2010 (3)

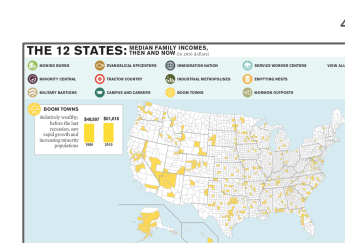
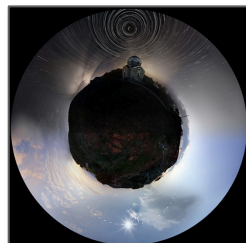
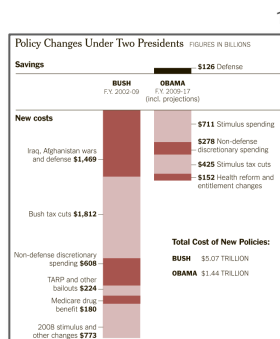
My Favorite Photo Ever: A Military Dog Jumping Out of a Helicopter

My Favorite Chart Ever

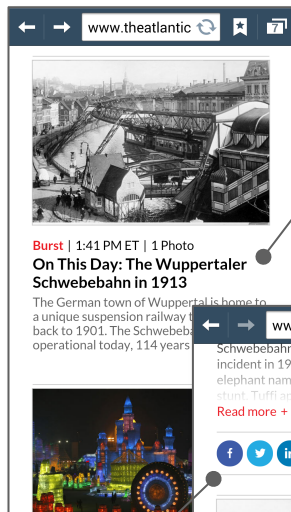
An Architect Squeezes 24 Rooms into 344 Square Feet

The 12 States of America (4)

Lincoln: An Iconic Car Defines Its Generation

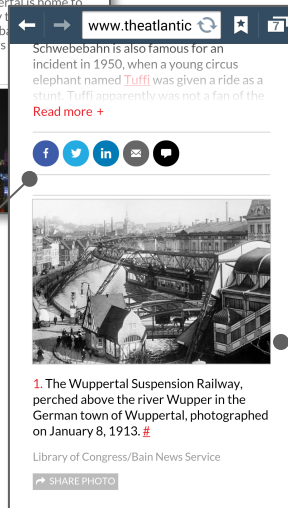


# Planning Visual Content for Multiple Devices



## Flexible Post Types

New 'Burst' series features standalone images rather than a series, broadening content creation and consumption options



## Enhanced Sharing Options

Users are encouraged to share individual images in addition to full posts, increasing opportunities for engagement and reach



## Optimized for All Audiences

Images dynamically adapt to various devices and screen sizes, improving user experience, content consumption and engagement

## Case in Brief

*the Atlantic*

**Profiled Organization:** The Atlantic

**Organization Type:** Media Company

- Redesign and rebrand of the popular online photo essay blog "In Focus"
- Response to increased consumption across mobile devices and need to more closely integrate with overall Atlantic online brand
- Flexible design and content formats expected to increase mobile engagement and overall audience size



# Moving Beyond Gateway Visuals

Nuanced Images Encourage Sustained Interest, Deeper Engagement

Visual Content Can....

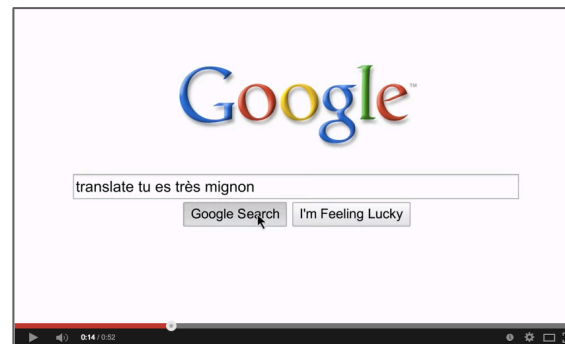
## 1. Simplify



The White House Council of Economic Advisors' 2014 report on Millennials was noteworthy for its inclusion of emojis in the more traditional infographic format—in what some criticized as an oversimplification.

- Infographics like this continue to gain popularity as a means of conveying complex information quickly and easily
- Infographics, charts and graphs travel well around the social web, as they're easily shareable pieces of content
- Data journalism is an ongoing opportunity for member associations with compelling industry data to translate it to a visual narrative

## 2. Humanize



Google's 2010 "Parisian Love" advertisement uses simple visuals (the Google search interface) to tell a story of how the company's services can impact real people.

- Puts a human face on the company, even though the visual content never shows any actual faces
- Is inherently shareable because it appeals to one of the key proven motivations for social media sharing: emotion
- Demonstrates the power of combining simple images with audio to heighten impact

## 3. Shock & Awe



The official TSA account on Instagram regularly posts candid photos of items found in—and confiscated from—passenger carry-on luggage.

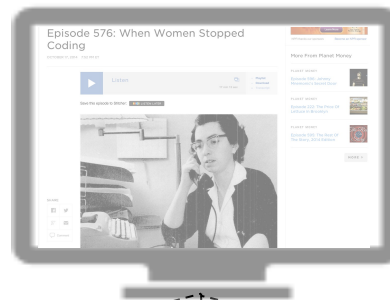
- Utilizes a high engagement approach, injected with personality and humor
- Reinforces a TSA strategic messaging priority: the crucial (and oft-misunderstood) role of screeners in the post-9/11 airline safety environment
- Started as a blog post series, but Instagram proved a better platform for its immediacy and aggregation capability



# Variety is the Spice of Social

Creating Multiple Images Per Story is No Longer an Option, But an Imperative

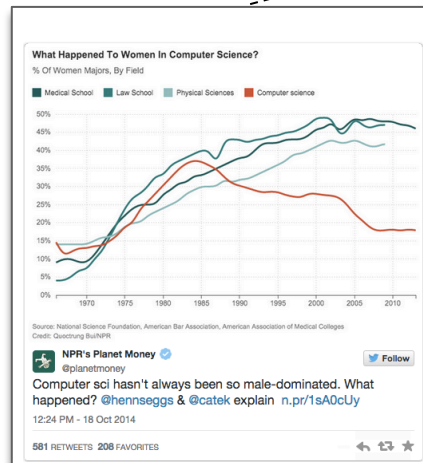
A Single (Audio) NPR Story Yields...



✓ Gives digital team the opportunity to A/B test and find out what format works best for which audiences

✓ Provides a variety of evergreen content options for web properties

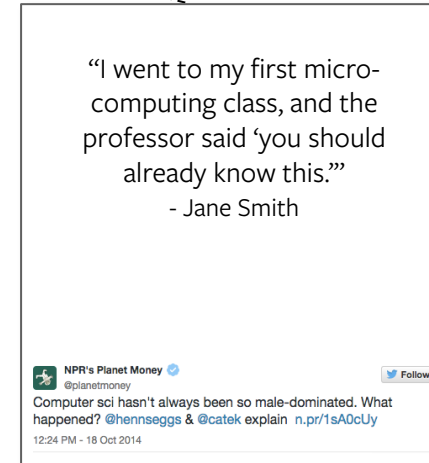
✓ Follows the modified COPOP (rather than COPE) formula: Create Once, Publish, Optimize, then Publish again



A Chart Tweet



A Photo Tweet



A 'Quotable' Tweet

# Text Remains Key Component of Effective Social Media Use

Best Social Media Posts Leverage Strong Images with Minimal Yet Appropriate Language

## Social Media Image



## Corresponding Text

*Explanatory as Graphic and Text*

#Ebola is NOT spread through:  
 1. Casual contact  
 2. Air  
 3. Water  
 4. Food in the U.S.  
[wh.gov/ebola-response](http://wh.gov/ebola-response)

- Tricks audience by creating an image out of text; useful strategy to garner increased engagement for facts and quotes
- Makes good use of space; font size and color is appropriate for viewing on small screens



*The Right Words at the Right Time*

**Four more years.**

- Provides valuable context; without the text, it could be any situation—but the simple sentence gives it profound meaning and makes it more shareable

Source: White House Facebook post, White House tweet, National Journal Communications Council research and analysis.

# A Roadmap to Adoption

#1

## Investing in Skills, Technology



- In-house graphic design, photography and photo editing skills are quickly becoming must-have capabilities for any communications team; these individuals also must be able to collaborate with researchers and other communications team members to provide proper visual support to key messages

#2

## Aligning Internal Editorial Processes



- Work toward incorporating multiple visuals into every piece of content or news posted to the organization's website; sync internal processes for creating and storing visual content for easy access across the team and organization
- Enforce uniform design standards that will render visual content cleanly across multiple devices and screen sizes
- Standardize and streamline the approval process for new visual content so that the team can quickly—and visually—respond to emerging issues

#3

## Evaluating Emerging Visual Platforms



- Consider use case, audience adoption and bandwidth constraints when looking at platforms like Instagram, Pinterest and others

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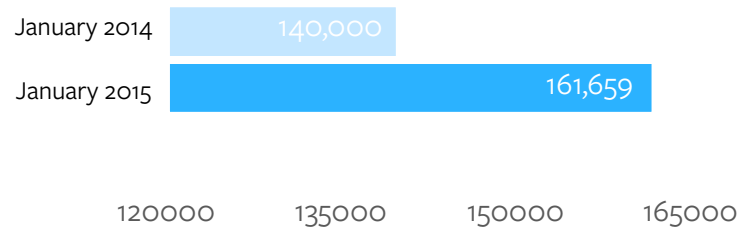
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# Storytelling at the Forefront

A Glut of Resources, But No Real Guidance for Communicators

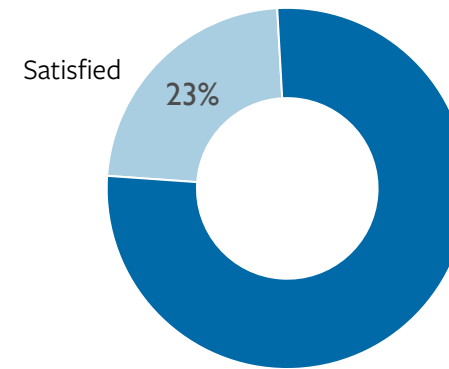
# of Books on Storytelling,  
Amazon.com



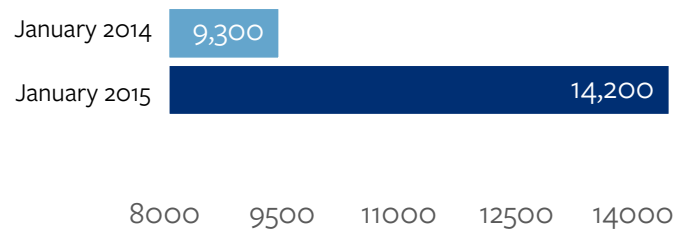
“We Don’t Produce Enough Stories”

Percentage of Nonprofits Satisfied with Story Quantity,

n=81



“Nonprofit Storytelling”  
Search Results, Google

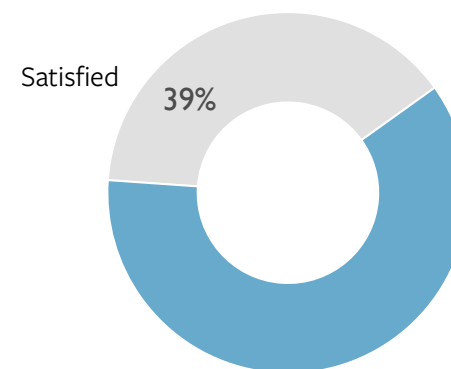


Yet...

“We Don’t Produce Good Stories”

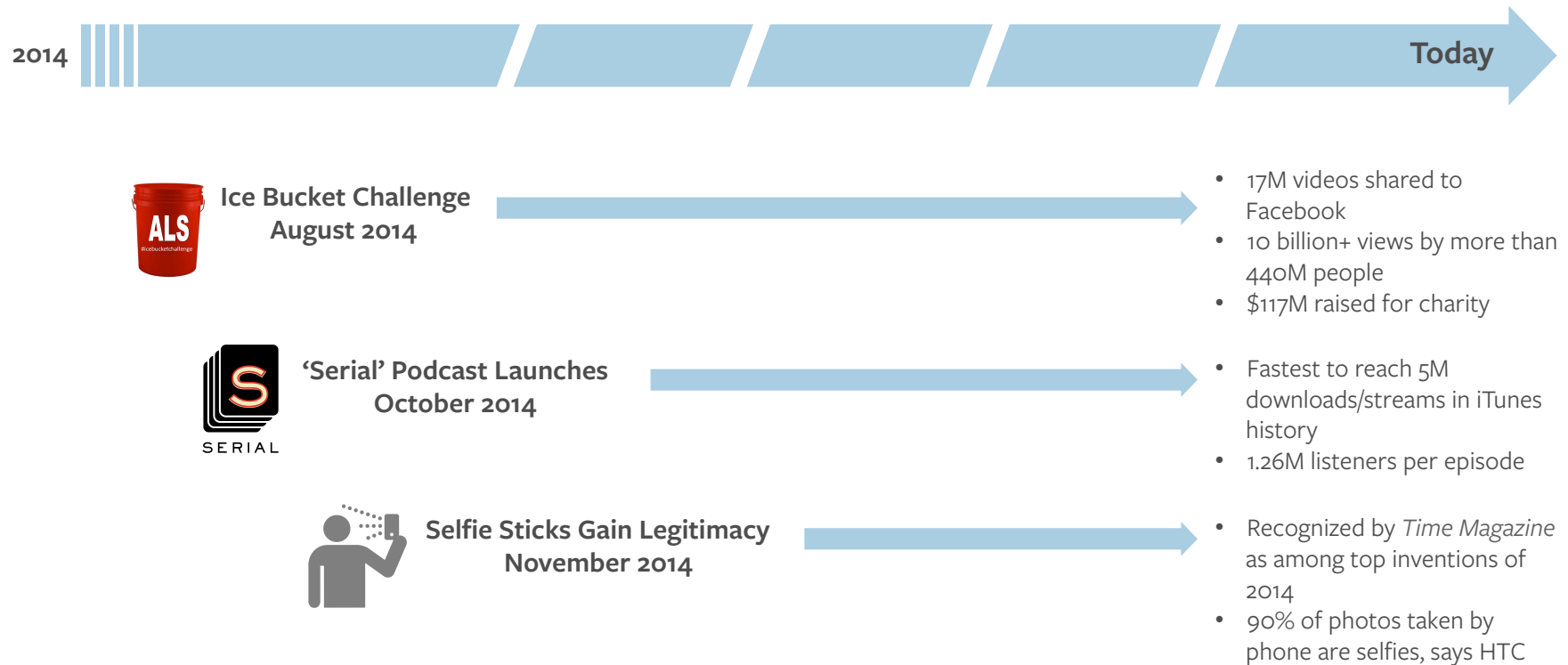
Percentage of Nonprofits Satisfied with Story Quality,

n=81



# How Did We Get Here?

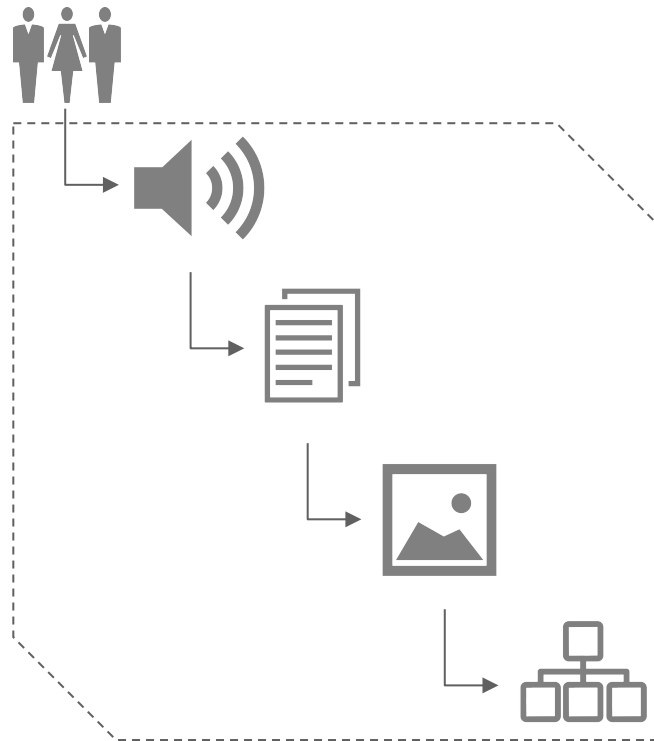
Unexpected Storytelling Innovations in 2014 Set the Tone for Future Media Developments



# Disaggregation of Storytelling

What We Can Learn From Serial's Success

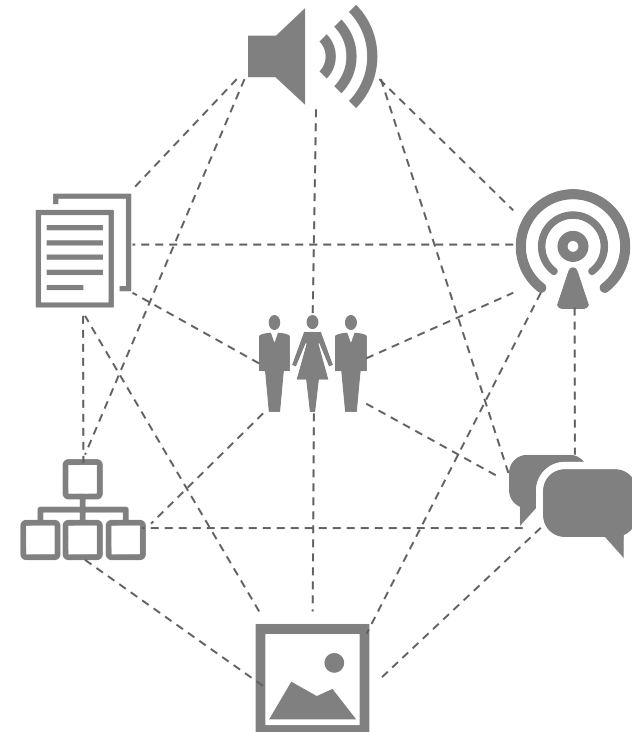
Linear Access,  
Aggregated Story Artifacts



**All or Nothing:** Story design provides guardrails to ensure that it is consumed in the intended order by audiences. Audience is a third party—acted upon by the story system, rather than being an active part of creating or consuming it.

**Example:** The New York Times' 'Snowfall' multimedia story

Non-Linear Access,  
Disaggregated Story Artifacts



**Parts of the Whole:** Audience is integrated into the story system, creating and consuming content in unique—and often incomplete—patterns. Main narrative does not include all artifacts, allowing for non-linear discovery and interaction.

**Example:** 'Serial' podcast and website by Chicago Public Media



The  
New York  
Times

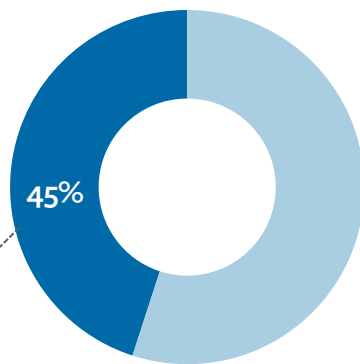
Source: Images from the Noun Project, National Journal Communications Council research and analysis.

# Centering Organizational Narratives

Audiences Want To See Themselves in Stories

## Organizations Featuring Themselves As the Hero

Percentage of Nonprofit Online Stories, 2014  
*n*=355

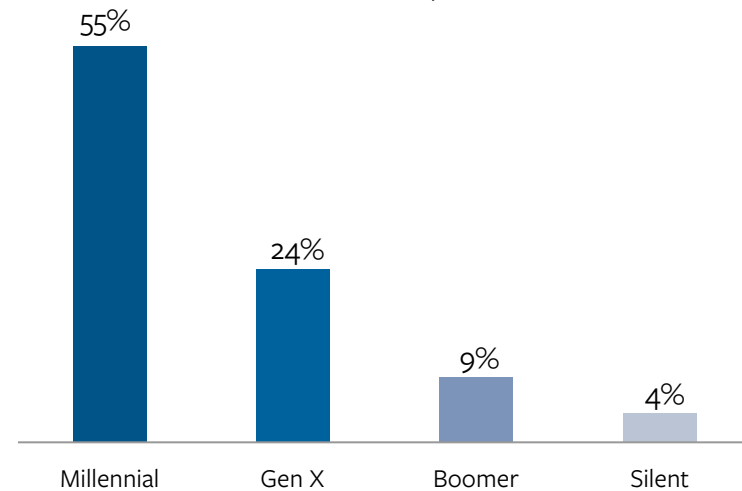


How We  
Helped  
LeJuan Find a  
Place to Call  
Home



## Heroes of Their Own Stories

Percentage of Population That Has  
Shared a Selfie on Social Media, 2014  
*n*=1,821



## Suggested Organizational Narrative Amplification Techniques

- ✓ **Play a Supporting Role:** Frame organizational success stories around the experiences and perspectives of the audience. Show how the organization's action enabled the impact or empowered the individual.
- ✓ **Encourage Participation:** Let the audience tell their own stories. Keep organizational filtering to a minimum; prioritize authenticity over perfection.
- ✓ **Capitalize on Shareable Moments:** What experiences would your audience want to share publicly with their friends? Enable the sharing process by providing hashtags and calls-to-action.

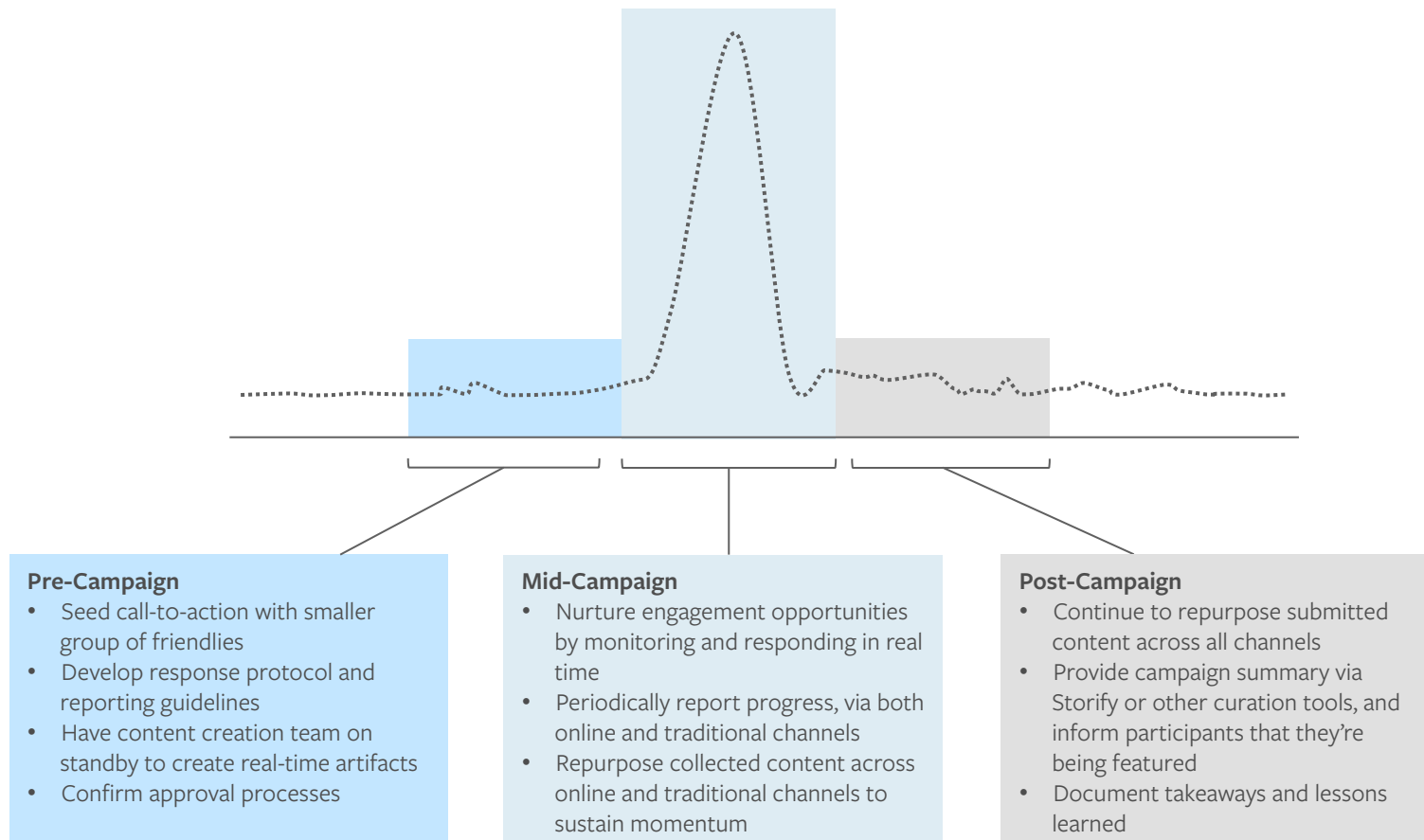
Source: "Stories Worth Telling" research report, Meyer Foundation & Georgetown University research, Pew Research Center, 2014; National Journal Communications Council research and analysis.



# Real-Time Storytelling Parallels a Crisis Response

What We Can Learn From the Ice Bucket Challenge

## User-Generated Content Campaigns: Ceding Control Requires Careful Planning



# A Roadmap to Adoption

#1

## Investing in the Process



- For quality storytelling to be sustained, there must be an organization-wide investment in the systems that support it: story banks, story collection tools, internal guidelines for creation and sharing, and reporting
- Treat user-generated content campaigns like a crisis situation: plan, map out approval processes and response protocols, and assign monitoring and reporting duties

#2

## Tracking Success



- Developing a clear business case for the use of stories will ensure that you're tracking the right metrics; before beginning the storytelling process, have a concrete idea of who the target audience is and what you want them to do

#3

## Aligning Internal Editorial Processes



- Think broadly about the artifacts that could complement a given narrative; images, charts, graphs, documents, audio and video are all appropriate for telling pieces of a larger story but must be matched precisely to use case in order to be effective—and creation efforts must be coordinated across team members
- Disaggregated story content requires careful storage and tracking of artifacts; ensure that there's a process in place for cataloguing, tagging and saving content so that it can be easily accessed

# Staying Ahead of the Changes in Digital Media

## Taking Back Ownership of Online Communities

### Key Themes

- The evolving role of Facebook in the overall digital mix
- Key success metrics favor breadth over depth
- Qualities of successful branded online communities

## Understanding the Unbundled Mindset

### Key Themes

- The diversification of platforms leading to more specific use cases
- Motivations for public vs. private sharing on social media
- Opportunities to promote private peer-to-peer exchange

## Seizing Cross-Device Visual Opportunities

### Key Themes

- Gateway visual content that garners attention vs. sustains it
- Data journalism as a consistent source of visual content
- The ongoing importance of text on predominantly visual media

## Pushing Traditional Storytelling Boundaries

### Key Themes

- Audience orientation to story structures and heroes
- The disaggregation of story artifacts to entice user interaction
- Practical implications of participatory storytelling

## Prioritizing Right-Sized Mobile

### Key Themes

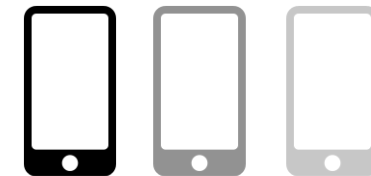
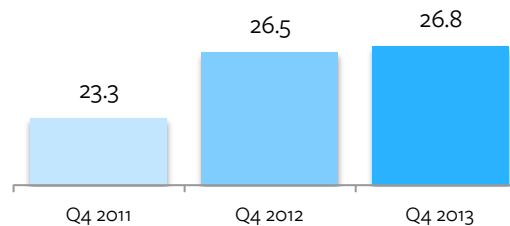
- Effects of mobile favoritism
- The need to prioritize cleaner experiences across existing mobile options
- Opportunities to lend organizational content to create mobile moments via partnerships

# Work with Existing Mobile Assets Over Building New Apps

Easier to Refine Mobile Presence with Wider Reach than Build from Scratch



Average # of Apps per Smartphone,  
2011-2013



## The Second Screen Takes First...

- In Fall 2014, mobile phone usage surpassed TV consumption as a proportion of average user's daily screen time



## ...And With Use Comes Proliferation...

- App count highest among 25-44 year olds (avg. number of apps: 29) but still above 20 within lowest demographic (i.e., 55 and older)



## ...But the Distribution Isn't Equal

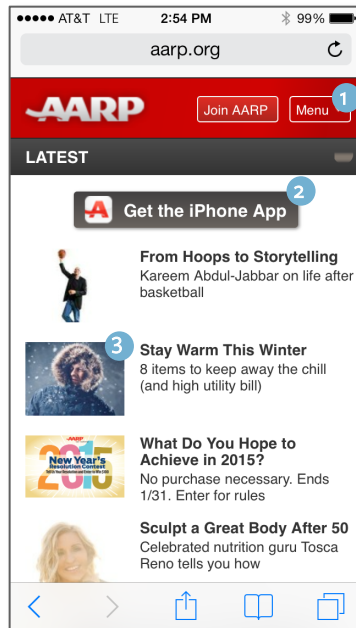
- Individuals spend 42% of mobile app time on a single app, and 75% of time on their four most frequently-used apps
- App use growth highest among photo apps, followed by news apps

# Instead of Focusing on Apps, Prioritize Mobile Web Presence

As Initial Point of Reference, Easy-to-Navigate Web Pages Streamlined For Mobile Use Set Organizations Apart

## AARP

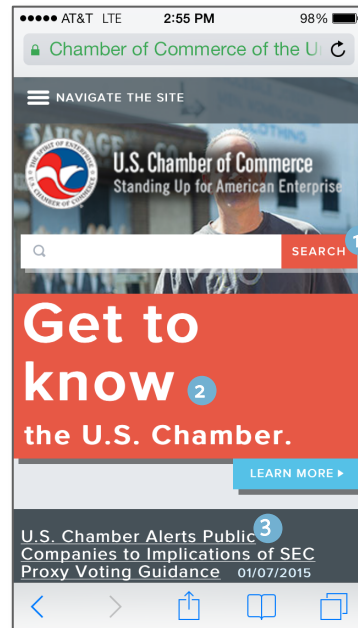
Optimized for Easy Navigation



- 1 Clear menu button at top of page
- 2 Promotes iPhone app for cross-platform engagement
- 3 Image-heavy user interface supplements textual guidance

## U.S. Chamber of Commerce

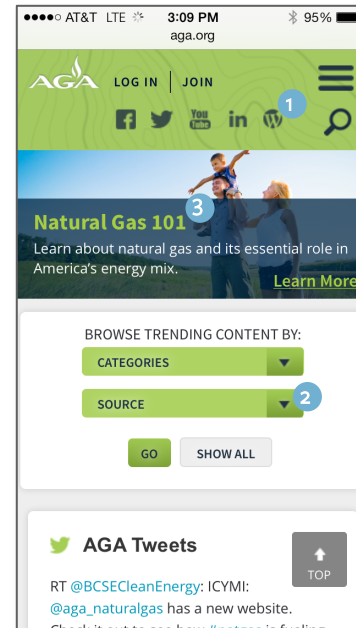
Optimized for Easy Search



- 1 Search function most prominently displayed
- 2 Main graphic leads to an "About Us" page
- 3 Page launches into recent key issue areas

## American Gas Association

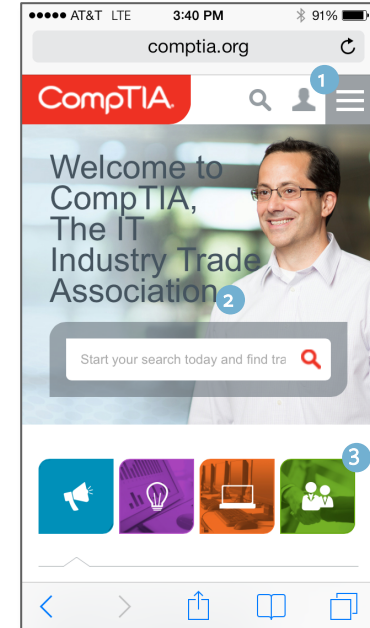
Optimized for Easy Sharing



- 1 Encourages sharing with easy-to-access social media icons
- 2 Detailed search function complements menu drop-down
- 3 First article highlights core subject matter for organization

## CompTIA

Optimized for Easy Information-Grabbing



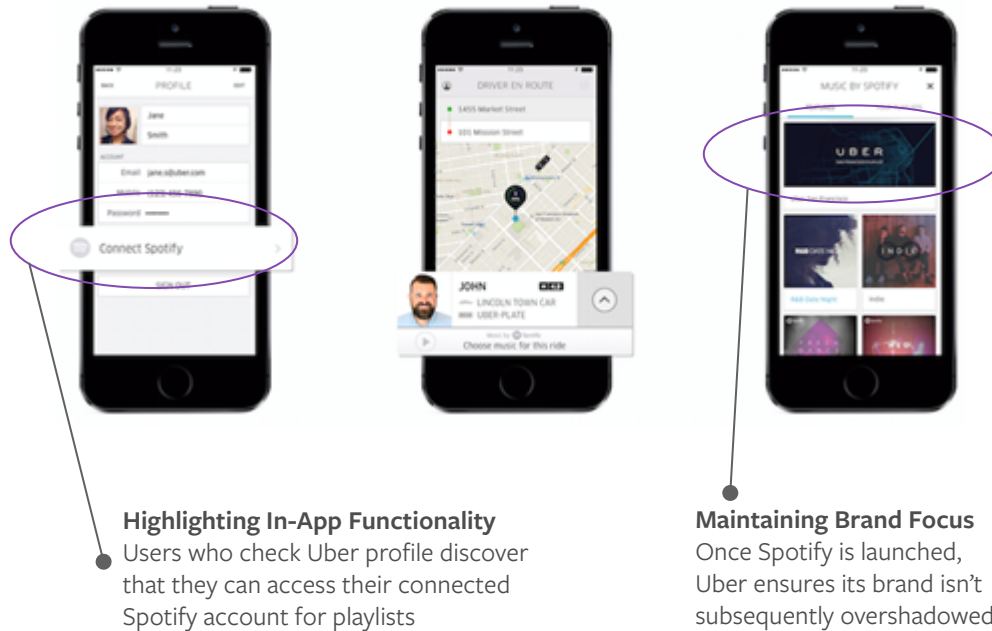
- 1 Log-in functionality seamlessly paired with search and menu
- 2 Largest image briefly describes broader organizational focus
- 3 Colorful logos dig into organization's value

# Borrowing Mobile Moments

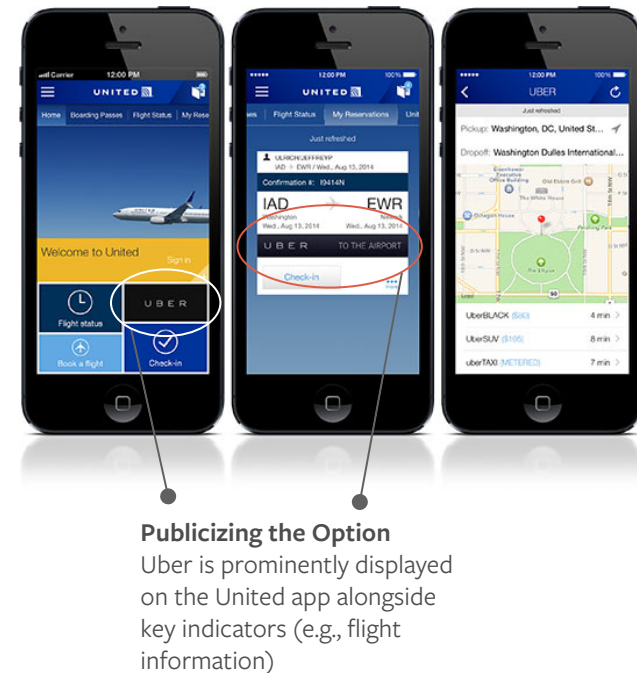
Institutions Will Capitalize on Partnerships that Amplify Engagement via Mobile Apps

## Uber Capitalizes on Key Opportunities

### Strategic Relationship with Spotify



### Brand Amplification with United



### Potential Member Partnerships



Source: Uber website, United Airlines website, National Journal Communications Council research and analysis.

# A Roadmap to Adoption

#1

## Evaluating Mobile Efforts



- Before devoting resources to developing a specialized mobile app, make sure that existing mobile experiences are optimized (e.g., a website that renders simply and cleanly and directs users appropriately; a newsletter that's easy to read on mobile)

#2

## Exploring Partnership Opportunities



- Evaluate opportunities to provide content that would be helpful at a specific moment, in a specific context; who are potential partners that could lend you those mobile moments?

# Prioritizing the Changes in Digital Media

## NJCC Heat Index

- **High:** Likely to impact organization in next 3-6 months; internal alignment and implementation a priority
- **Medium:** 6-12 months; monitoring and internal alignment a priority
- **Low:** 12-24 months; monitoring a priority

## Prioritizing Right-Sized Mobile

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