Resources for Product Immersion Cohort

Program materials and articles on aspects of the product development process, to be updated collaboratively as we go through the course.

Bootcamp slides and session descriptions

1. [Intro to product (for news), an audience-first approach](#) (Anita Zielina)
   a. What is 'Product Thinking' in news media, and why is it important? We will take a look at the state of product in news and try to come up with a definition. We will also explore what it means to take an audience-first approach to product development and how a product mindset can promote agility and sustainability and drive change.

2. [An introduction to human-centered design](#) (Emily Goligoski)
   a. News organizations that are poised to succeed in the years to come are those that are fascinated by their current and prospective audience members' information needs. Emily Goligoski, who leads audience research at The Atlantic by way of the Membership Puzzle Project, will share examples of and exercises based on organizations that practice human-centered design. You can make the concept work for your organization by planning a study of your audiences, putting them in useful groups, reaching relevant audience members in meaningful ways, and developing relationships with them. You'll see how working directly and indirectly with your community members will better allow you to create journalism and news products to serve your users' needs — and make money.
   b. Emily recommends:
      - [The User Experience Team of One: A Research and Design Survival Guide](#), by Leah Buley
      - [Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation](#), by Tim Brown

3. Case study, https://whatthefuckjusthappenedtoday.com/ ([Matt Kiser](#))
   a. What would happen if you left the newsroom and built your own product? In this Q&A with moderator Sasha Koren, Matt Kiser will tell us how he went from Forbes and Business Insider to building a startup newsletter and blog that tracks daily developments in national politics. You'll learn about how Matt identified an audience need in a stressful time, and how he has navigated the ups and downs of running a daily news operation on his own.
   b. Matt recommends:
      - Article: [1000 True Fans](#), by Kevin Kelly
      - [Start With Why](#), by Simon Sinek
      - [Hooked](#), by Nir Eyal
      - [Permission Marketing: Turning Strangers into Friends and Friends into Customers](#), by Seth Godin

- Contagious: Why Things Catch On, by Jonah Berger
- Business Model Generation (as well as Value Proposition Design), by Alex Osterwalder and Yves Pigneur
- Positioning: The Battle for Your Mind, by Al Ries and Jack Trout
- The Power of Habit, by Charles Duhigg

4. How to build a product culture in the newsroom (Emma Carew Grovum)
   a. What makes up the foundation of a product culture? Being data-driven, being audience-focused, and engaging in product thinking. If your news organization doesn't currently have a product team or technology resources, what does it look like when you infuse your team with product thinking? We'll discuss how to create a vision that leads to a roadmap, how to identify owners and assign roles across teams, and how to effectively communicate priorities, strategies and research to both technical and non-technical folks.
   b. Emma recommends:
      - Scrum: The Art of Doing Twice the Work in Half the Time, by Jeff Sutherland
      - Lean UX: Applying Lean Principles to Improve User Experience:

5. Product prioritization role-playing game (Jessica Morrison)
   a. What would happen if decision-makers from across your news organization could work together to align on product strategy and prioritize product research and product development? Find out how the product team at Chemical & Engineering News tackles rapid prioritization in this role-playing game.

6. Designing for Equity (Roxann Stafford, Ben Werdmuller)
   a. A common refrain in design and product development processes is "meet people where they are", but what happens when systems and biases prevent us from finding that "where"? How do we get to a "there" that honors the lived experience – community members and journalists alike – while also taking into consideration constraints and pressures felt on the product journey? This will be a conversation and collaborative session rooted in understanding shared principals and the role of journalism to uphold them. We invite you to bring an open mind and heart while sharing your perspectives, honest questions and approaches. We'll be prototyping models and approaches together in a spirit of grounded joy with an appreciation for the great work that has been done, lessons that can be learned, and the even greater work that needs to happen. Some areas we'll explore are: How do we align our goals with the needs of our communities? How do we develop authentic relationships that help shape our products and deepen our commitment to our audience? How can we learn from movements that take a more equitable approach to design?
   b. Ben and Roxann mentioned:
      - MLK: Beyond Vietnam speech

- An Apology for the Internet -- From Those Who Built It (NY Mag)
- Race After Technology, by Ruha Benjamin
- Emergent Strategy, by Adrienne Maree Brown
- Parable of the Sower, by Octavia Butler

7. Top tools and resources for product (Jeremy Caplan, Tyler Fisher)
   a. Get a head start on setting up a super product toolkit to save your team time, money and effort. In this session, Jeremy Caplan and Tyler Fisher will introduce a contemporary set of product tools to help you plan, document and communicate effectively and efficiently. You'll learn about tools popular in today's newsrooms and get a takeaway resource that includes our recommended tools, plugins and templates, along with what to read, listen to and watch to stay up to date on the latest tools.
      - List of journalism product tools and resources: bit.ly/toolsforproduct

8. Case Study, Product teams big and small (Brian Hamman, Jessica Morrison)
   a. How do product processes scale and vary in newsrooms of vastly different sizes? In this Q&A, moderator Marie Gilot talks with Brian Hamman from The New York Times, which employs more than 300 engineers, and Jessica Morrison from Chemical & Engineering News, which has just three engineers. You'll learn about how their product teams are structured, how they set goals and prioritize work, and how they keep their teams focused on audience needs.

Webinar slides, descriptions and links to Zoom Recordings

1. Building a team with what you've got (Jessica Morrison)
   a. Building a product team that works for your newsroom can be daunting when you're starting from scratch. In this session, Jessica Morrison will introduce the fundamentals of starting a newsroom product team: the shape of a product team, the roles on the product team, and the purpose of a product team in the newsroom. You'll learn how a newsroom product team operates, and you'll consider what a product team might look like in your own newsroom.
   b. https://journalism-cuny.zoom.us/rec/share/_O5lMYnQ1U9Lbavjt2rxRIUGBar9X6a81XIarvYFzEo_pf6xaSnTHNC65e1ufKw1?startTime=1581955251000

2. Talk to your people: Audience research & design thinking to make better news products (Emily Goligoski)
   a. Together with audience advocate Emily Goligoski, let's plan audience listening, engagement, and research approaches that you can take back to your teams. What combination of methods for listening and observation (including but not limited to interviews, surveys, usability testing and co-design techniques) would help your team's efforts? How can we best enable people working across functions to run their own audience research? What would it take your newsroom

to adopt a more flexible take on the traditional usability lab? This session will involve a lot of creativity as well as real talk about organizational change and costs considerations.

b. https://journalism-cuny.zoom.us/rec/share/-c55KL6rrUVIZJ3h6XD4aLd_P9T6aaa82iIfqPMLmUeH9qIXqpGqXIyZLjjYcXsl?startTime=1582560009000

3. Methods (Brian Boyer)
   a. You have a team (or a plan for one). Now what? In this session we will lay out a framework for getting things done. Stop working long hours! Banish burnout! Get a great process instead. We'll cover many techniques to help you execute on projects more effectively with a happy and productive team.
   b. https://journalism-cuny.zoom.us/rec/share/185bK43qtVhIXc__-WqFYqUcONr4T6a81CRIrqIKmhypOtLXPa02z5M9YwVp1Gj7?startTime=1583164927000

4. Experiments (Elite Truong)
   a. How might we vet new ideas to see what works with our audiences and for our business? In this session, Elite Truong will walk through an experiment lifecycle process that includes defining the right opportunity on which to focus, divergent brainstorming on how to solve issues, and planning how to use the results of your experiment.
   b. https://journalism-cuny.zoom.us/rec/share/-MBcLbPq7zxJSM_d4UvBZfUeM4b9X6a8gyhK-_ZZnUwrvZvFzXdC2LpTYrb0kaqM?startTime=1583762421000

5. Measure and manage (stacy-marie ishmael)
   a. Page views, time spent, open rates, social shares, app opens, video views, LTV — as media evolves so do the ways we claim to think about and measure what our audiences are doing. stacy-marie ishmael will provide you with a framework to assess not just what counts as success in digital, but to understand the dangers of "what gets measured, gets done."
   b. https://journalism-cuny.zoom.us/rec/share/ypxeAa6u7mROQavk427dQf4jM8Pkeaa8gCkar6ZbxUp6ymBdn_FsWagHd7iltHHF?startTime=1584372613000

6. Revenue (Neil Chase)
   a. Want to build a product? Be ready to explain how it will make money. The two-legged revenue stream for media companies (advertising and circulation) has evolved into an octopus of ways to bring in money from many different kinds of sources. We'll look at those sources, how to find and assess them, which ones might work for your products, which ones to avoid, how to model the revenue you'll bring in, how to convince your bosses that the model is not insane, and how to actually make the money appear.
   b. https://journalism-cuny.zoom.us/rec/share/uZ1FbJqqtUBIcpHtx0P-YYoiJ4W-T6a80yNNrPsLnUvOLlnN_YgzMZksCmTV50U1?startTime=1584991830000

Wrap-up

1. [What happens next?](#) (Andrew Losowsky)
   a. How to manage new features and fixes. Product requests. When to kill it? How to institutionalize product? With Andrew Losowsky, includes breakout room discussions.
   b. https://journalism-cuny.zoom.us/rec/share/3stHDKj803xJXKPg50X_ZZAhAJ3Keaa80Xcf8vIOmRsPoMtKCzqkHaNZ-ar_cvYC?startTime=1585402359000

Other resources *(updates in progress)*

Articles about product / product roles
- [What Product Teams Should Know About Working With Newsrooms](#) (OpenNews Source)
- [The rise of bridge roles in news organizations](#) (Nieman Lab)
- [From bridge roles to product thinkers](#) (Nieman Lab)
- [Time to step away from the 'bright, shiny things?'](#) (Reuters Institute for the Study of Journalism)
- [Product Manager vs Product Owner](#) (Medium)

Articles about audience research

- [How to do an information needs assessment](#) from the Center for Cooperative Media
- [Steps for audience research and segmentation](#) from Poynter
- [How we built a system to let our teams run their own user research projects](#) from WhereBy.Us
- [What design thinking taught KPCC about how to cover the 2020 census](#) from KPCC

Books
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Other
- [OpenNews Guides](#) - Helpful resources on assorted topics including hiring, news app development, census reporting, working collaboratively etc.
- [Solution Set](#) - a weekly newsletter (archives in the link) by Joseph Lichterman of the Lenfest Institute, a supporter of Product Immersion programming. Each one covers an example of an innovative project, team or collaboration. They are also starting up an additional newsletter for the next six weeks: the [Local News Business Model Challenge](#)
- [Sustainable Publishing Solutions](#) (News Revenue Hub)
- [Here's what you need to know before moving to a new CMS](#) (Poynter)
- [Tools list](#) from Jeremy Caplan and Tyler Fisher
- [Product Hunt](#), recommend site for tool discovery

- [OpenNews After Party toolkit](#) (Emma Carew Grovum)
- [WhereBy.Us](#) (the co. run by Rebekah Monson) - blog posts about their practice
- [Rebekah Monson holds weekly office hours](#) for women, POC, LGBTQIA+ in journalism