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Main Author(s): Andrea Wagemans

Institution(s): WAN-IFRA

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EC Project Officer	Albert GAUTHIER
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Executive Summary

This Deliverable 4.2 reports on the activities undertaken to disseminate INJECT project results in the second and additional ecosystems and lays the groundwork for effective market uptake and further development of the ecosystems after the funded project.

Based on the lessons learned in terms of communication and dissemination from the first INJECT ecosystem in Norway, we planned the communication and dissemination activities in the last six months of the project. The focus was on personal dissemination, demonstrations and hands-on training to introduce potential users to INJECT.

We learned how innovation uptake is a much slower process than initially expected. There seems to be an invisible barrier to innovation adoption in newsrooms, involving the technical ecosystems in which newsrooms operate and the hierarchical nature of media organisations.

A possible way around this may be a bottom-up approach, where the journalists as agent of change starts using the tool, spreads their enthusiasm and eventually convinces the editor-in-chief and management.

We also learned that opening up the black box, talking about the technology behind INJECT in comprehensible terms, increased interest and engagement among journalists. Whether out of curiosity or scepticism, they wanted to understand what goes on inside the algorithms and how decisions are being made.

The combined communication and dissemination efforts have actively engaged over 250 potential INJECT users through personal outreach, demonstrations and workshops, and reached almost 4,000 people through events and publications. The main remaining question is how to capitalise on this initial interest in INJECT and turn that enthusiasm into structural use of the tool and services.

This Deliverable 4.2 also includes an academic dissemination plan, with activities undertaken and papers accepted, submitted and/or planned. Finally, it discusses some possibilities for future roll-out of INJECT after the funded project, including applications for journalism education and corporate communication.

Introduction

According to the strategy laid out in the project proposal INJECT would “diffuse its new digital services, related training and consulting offerings, and new business opportunities through a new partner business of consortium members, the INJECT spin-off, and the establishment, growth and support of multiple ecosystems of ICT providers and news SMEs in different segments of Europe’s news and journalism markets. The spin-off will be a new business of innovation and commercial partners to market and sell INJECT services. [...] The INJECT spin-off business will continue development of the innovative services and tools after the end of the project. The INJECT ecosystem will provide expert technical support to news and journalism SMEs for both service uptake and use.”

In order to establish this business INJECT adopted a four-phase strategy to maximise the impact in the European journalism sector:

1. In the first phase, INJECT embedded the new digital services to improve the creativity and productivity of journalists working in the established digital products of the ICT innovative technology providers.
2. In the second phase, INJECT seeded, established and grew the first INJECT ecosystem – INJECT Norway – that is composed of the consortium’s partners, and this ecosystem has undertaken dissemination and exploitation activities during the INJECT project, both to elicit feedback on the digital services and to attract the first new members to the ecosystem.
3. In the third phase, still during the funded project, INJECT sought to set up and establish at least one other ecosystem specialised to one or more European journalism sectors - the German magazine market. Both INJECT ecosystems are expected to continue and grow after the end of INJECT funding.
4. In the fourth phase, after the funded project, INJECT will spawn a set of interrelated ecosystems for different specialised sectors and market segments in European journalism, all related to the core INJECT ecosystem.

This Deliverable 4.2 reports the dissemination activities undertaken as part of Work Package 4 to support the setup and establishment of the second and additional ecosystems in the third phase of the project.

Dissemination efforts have elicited feedback, based on this a decision was made to set up a second ecosystem in Germany and a third one in the Netherlands, as well as attracted new members to these INJECT ecosystems.

Additional attempts to set up ecosystems were made in France and the United Kingdom, but

the consortium decided to focus its resources on the establishment of ecosystems in Germany and the Netherlands, where chances of success seemed more likely at this stage.

The dissemination activities furthermore laid the groundwork for possible future roll-out in these and to other ecosystems, as part of the fourth phase after the funded project.

1.1 Initial specifications for Deliverable 4.2

The objective of Work Package 4 is “to ensure an effective market uptake of the INJECT digital services through the establishment of more INJECT ecosystems beyond the original project consortium.”

Task 4.2 was dedicated to the dissemination of information about and results from the INJECT project in order to facilitate market uptake in the second and additional ecosystems.

This Deliverable 4.2 reports on the activities undertaken to disseminate INJECT project results in the second and additional ecosystems and lay the groundwork for effective market uptake and further development of the ecosystems after the funded project.

In section 2, we first discuss the lessons learnt in terms of communication and dissemination from the first INJECT ecosystem in Norway, and how we drew upon these lessons for dissemination strategies for the second and additional ecosystems. In section 3, we then give an overview of all dissemination activities undertaken in the last six months of the project and their results (for a report on dissemination activities in the first 12 months, see Deliverable 3.3). In section 4 we mention the different communication channels used to share information about the second and additional ecosystems. Next, we report on the academic dissemination activities undertaken and the papers accepted, submitted and/or planned in section 5. And in section 6 we conclude with some potentially viable ecosystems for future roll-out of INJECT.

2 Communication and Dissemination second and additional ecosystems

We discuss here the lessons learnt from the Norwegian ecosystem and the key elements in the communication and dissemination plan for the second and additional ecosystems.

2.1 Lessons learned from the Norwegian ecosystem

As described in Deliverables 2.1, 2.2 and 3.3, INJECT was promoted to future newspaper clients in Norway by inviting personal contacts to the official launch of the Norwegian ecosystem at Media City Bergen in November 2017, and by speaking about INJECT at relevant events. The agents of change from the newspaper partners Sunnhordland, Hordaland and Hallingdolen played an active role in these dissemination efforts.

Throughout the first dissemination phase, we learned that:

- Twitter is more effective than Facebook in terms of engagement and number of followers.
- We seem to be picking up most followers, likes and newsletter subscribers at events.
- The main referrers to the INJECT website are articles published by outlets external to the consortium.
- It's crucial to make the tool tangible and to share testimonials and examples of use of INJECT.
- The most effective dissemination efforts seem to be through personal and face-to-face contacts.

At the same time, there were specific lessons about dissemination in the Norwegian ecosystem. For example that Norwegian journalists are using Facebook rather than Twitter and therefore engagement is higher among Norwegian partners for posts shared on Facebook than on Twitter.

2.2 Germany: The second INJECT ecosystem

As the second ecosystem, the Netherlands was considered initially as three of the consortium partners are based there. However, the small market in combination with the predominance of freelancers did not make the Dutch ecosystem the most natural option for further roll-out of INJECT after the Norwegian ecosystem, that was also small. Freelancers don't have much money to spare for tools that are 'nice to have' but not 'must have'.

Moreover, one of the key selling points of INJECT as it came out of the first ecosystem evaluation was the archive integration, which is not relevant for freelancers. Alternatively, the German magazine market was considered.

Germany seemed a more natural choice for the second ecosystem due to the size of the market and the contacts that had been established with German news organisations by Month 12. In addition, a German version of the INJECT tool already existed and was searching over 100+ news sources (see D4.1 for a more elaborate discussion of the second INJECT ecosystem).

Drawing on the lessons learnt in the Norwegian ecosystem, WP4 decided to focus on practical opportunities for potential users to get hands-on experience with INJECT, and on personal dissemination through the networks of the consortium partners.

2.2.1 Bottom-up dissemination strategies to reach users

Evidence from dissemination efforts in the first 12 months of the INJECT project suggests that a distinction must be made between users (journalists using the tool), editors (decision-makers in the newsroom) and publishers (clients who will pay for the tool). Moreover, it seems that these different types of actors in the ecosystem require different types of evidence to be convinced about INJECT.

While journalists respond to concrete examples of ways in which INJECT is used, managers require quantitative evidence of the effectiveness of the tool. As their main preoccupation is with the sustainability of their businesses, an investment in the use of the INJECT tool is considered in relation to the potential return on investment. At the same time, evidence from the Norwegian INJECT ecosystem suggests that the editors-in-chief are sensitive to journalists' enthusiasm about new tools (see Deliverable 2.1).

This suggests that a bottom-up approach through the journalists is the most effective in these early stages of INJECT. In order to gather the quantitative evidence that publishers require to pay for use of the tool and services, INJECT needs to have users to provide the consortium with this data.

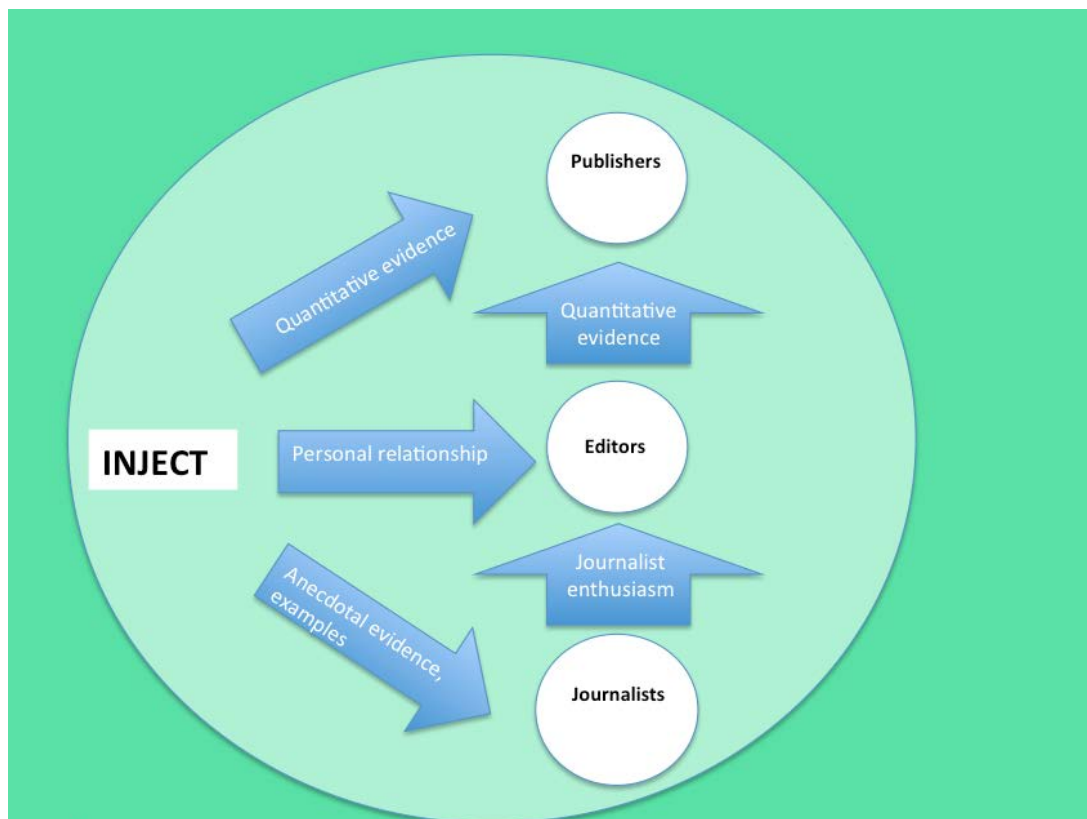


Figure 1: Different target groups respond to different types of evidence

In alignment with this, we used bottom-up dissemination strategies, such as demonstrations of INJECT to agents of change outside of the consortium, hands-on workshops for journalists and editors, and a MOOC for individuals interested in training themselves in using tools like INJECT.

2.2.2 Personal dissemination

In an attempt to reach groups of users more effectively, consortium partners reached out to editors and journalists in their personal networks offering them to demonstrate INJECT and asking them to test the tool in their work.

Additional work on marketing strategies by City, University of London suggested that a well-known ambassador for INJECT would facilitate further uptake. Consortium partners reached out to well-known media organisations about testing the INJECT tool.

Interlink Academy activated its network of contacts in well-known German media organisations to inform them about the tool and propose a demonstration. WAN-IFRA sent out a mailing to 50 of its members working on innovation specifically, to invite them to use the tool. VersPers reached out to its network of media professionals in the Netherlands for the third ecosystem.

2.2.3 Maintain interest

In order to maintain the interest in INJECT generated over the first 12 months of the project, consortium partners continued to speak about INJECT to relevant publications and at events

to raise awareness or keep initially interested parties updated on developments in the project.

3 Dissemination second and additional ecosystems

In order to gather the quantitative evidence that publishers require to pay for use of the tool and services, INJECT needs to have users to provide the consortium with this data. An important part of the dissemination strategy in the second and additional ecosystems was therefore aimed at attracting more users.

It's important to identify a number of milestones or key moments in the dissemination process. With the different dissemination activities undertaken, we have actively engaged with over 250 potential INJECT users and reached over 4,000 people through a number of relevant events and publications.

In addition to introducing potential users to INJECT, we used the dissemination activities to get feedback on the INJECT tool its use, to gain additional insights into potential markets for INJECT, both in terms of countries and in terms of types of journalism ecosystems, and to develop training formats that facilitate uptake of the INJECT tool and could potentially be integrated into journalism education programmes after the funded project.

3.1 Overview of Dissemination Activities and Results

What	When/Where	Who	Reach/audience	Results
User demo	January 9th 2018, online	Andrea Wagemans (WAN-IFRA)	1 freelance journalist, UK	Feedback during the demo Agreed to test INJECT
User demo	January 19th 2018, online	Andrea Wagemans (WAN-IFRA)	1 journalist at local media outlet Bruzz, Belgium	Feedback during the demo She's been using INJECT to prepare interviews and involved in developing the Dutch version of the tool.
User demo	January 29th 2018, online	Andrea Wagemans (WAN-IFRA)	1 freelance journalist (also President of the Swiss science journalism association)	Feedback during the demo Agreed to test INJECT
Open Eyes	January 29th	Geesje van	12 journalists in	Feedback during the

What	When/Where	Who	Reach/audience	Results
academy - Workshop	2018, Amsterdam, Netherlands	Haren (VersPers)	training	workshop 3 journalists continued testing and provided feedback
User demo	January 31st	Andrea Wagemans (WAN-IFRA)	1 team leader/innovation coordinator at Free press unlimited, Netherlands	Feedback during the demo Proposed to take INJECT to his next group meeting and present it there.
User demo	February 5th 2018, online	Andrea Wagemans (WAN-IFRA)	1 journalist at local media outlet Eindhovens Dagblad, Netherlands	Feedback during the demo Agreed to test INJECT
Demo for FranceInfo	February 2018, Paris, France	Jean-Francois Fogel (SciencesPo)	1 editor FranceInfo	France Info will not evaluate INJECT in its newsroom. The discussion with the editor reinforced what are know: - INJECT is more effective at supporting longer, feature stories rather than news stories; - There remains a perception of lack of coverage of news available (Google comparisons), but this does not necessarily limit creative thinking with the tool.
Interlink Academy - Workshop	February 13th 2018, Hamburg, Germany	Claus Hesselting (Interlink Academy)	20 video journalists of a satirical Facebook page around football: https://de-de.facebook.com/pg/wumms/videos/?ref=page_internal	They were introduced to SCAMPER technique and INJECT, got some new story ideas.
Demo at Geo Magazine	February 15th 2018, Germany	Claus Hesselting (Interlink Academy)	1 editor-in-Chief Geo Magazine	Feedback during the demo They agreed that we start with a demo session/ mini-

What	When/Where	Who	Reach/audience	Results
				creativity workshop for the whole editorial staff in May and collect user feedback on a regular basis.
User demo	February 27th 2018, online	Andrea Wagemans (WAN-IFRA)	1 freelance journalist, UK	Feedback during the demo Agreed to test INJECT
Demo at NDR	February 27th 2018, Germany	Claus Hesseling (Interlink Academy)	Consumer and economics department	Feedback during the demo They agreed to test INJECT.
Demo for Internews (production company in RTL)	February 27th 2018, online	Claus Hesseling (Interlink Academy)	Dirk Heynen, Innovation manager	Feedback during the demo Proposed to take INJECT to his next group meeting and present it there.
Demo for HHLab	March 6th, 2018, Hamburg, Germany	Claus Hesseling (Interlink Academy)	8 developers and journalists who build strategies and tools for newsrooms	Very helpful feedback during the demo.
Demo for Siemens	March 8th 2018, Germany	Claus Hesseling (Interlink Academy)	1 member of the PR department	Feedback during the demo
Demo for Deutsche Verkehrszeitung	March 8th, 2018, Hamburg, Germany	Claus Hesseling (Interlink Academy)	15 journalists / editors	Feedback during the demo They agreed to test INJECT.
Presentation for University of Central Lancashire	March 14th 2018, online	Andrea Wagemans (WAN-IFRA)	20 Future Media students	20 Future Meda students got access to the INJECT tool
International Journalism festival - Networking	April 13th 2018, Perugia, Italy	George Brock (City, University of London)		Lead for presentation at Impact Summit Berlin Featured in Aron Pilhofer's list of tools and resources for journalism.
LLA national	April 13th-	Ingvild Siglen		

What	When/Where	Who	Reach/audience	Results
meeting for local newspapers - Demonstration INJECT	15th 2018, Bodø, Norway	Berger (Hordaland), Ola Stave (Hallingdolen)		
Demo for Hessischer Rundfunk	April 20th 2018, Online	Claus Hesseling (Interlink Academy)	2 innovations managers	Feedback during the demo They agreed to test INJECT.
Het Brede Netwerk event - Workshop	April 21st 2018, Amsterdam, Netherlands	Geesje van Haren (VersPers), Amanda Brown (City, University of London)	5 editors in chief of KRO-NCRV (Dutch national broadcaster), AD (Dutch national newspaper), Small Stream Media (VersPers' publication platform) and RTL NEWS (Dutch national television news). And 30 young journalists.	Used INJECT to come up with headlines during workshop. Testrun of Creative Strategies in MOOC. Promotion material for INJECT: https://vimeo.com/275789052 Promotion material for INJECT workshops: https://vimeo.com/275789108
Creativity in Journalism MOOC	May 15th - June 19th 2018, online	Claus Hesseling (Interlink Academy), Andrea Wagemans (WAN-IFRA), Geesje van Haren (VersPers), Amanda Brown (City, University of London), Neil Maiden (City, University of London)	50 individual participants signed up. Individual users at the end of the course.	Testrun of Creativity in Journalism MOOC.
Hacks/Hackers London - Presentation	May 30th 2018, London, United Kingdom	Neil Maiden (City, University of London)	About 120 attendees	Strong interest in the MOOC Interest in the tool; emails exchanged and tool shared

What	When/Where	Who	Reach/audience	Results
World News Media Congress - Workshop	June 6th 2018, Estoril, Portugal	Geesje van Haren (VersPers), Andrea Wagemans (WAN-IFRA)	50 journalists, editors-in-chief and executives from different countries around the world	Feedback on use of the INJECT tool and interest in INJECT training.
Demo for Wille Finance AG	8 June 2018, Zurich	Neil Maiden (City, University of London)	Katharina Iten	Testrun of presenting INJECT to potential investors Useful feedback for successfully pursuing investment opportunities in
CMPF summer school for journalists - Workshop	June 12th 2018, Florence, Italy	Andrea Wagemans (WAN-IFRA)	25 journalists and media practitioners from around Europe	Feedback on use of the INJECT tool and interest in INJECT training. Interview for Equal Times. 2 Leads for spawning additional ecosystems after the funded project.
Netzwerk Recherche Conference - Workshop	June 29th 2018, Hamburg, Germany	Claus Hesselting (Interlink Academy)	30 participants.	Feedback on use of the INJECT tool and interest in INJECT training. Lead for collaboration with another Horizon2020 project

3.2 Feedback

Feedback was used to inform the INJECT message and adjust the dissemination strategy throughout the process. Jean-François Fogel (SciencesPo, Paris) reached out to editors in France at Le Monde, SudOuest newspaper and FranceInfo. Although Le Monde initially showed great interest to use INJECT, when trying to turn it down a little (e.g. which archives etc), the trail went cold. Ultimately, none of them agreed to test INJECT in their newsrooms, but their feedback confirmed lessons learned in the Norwegian ecosystem that INJECT is considered more useful for feature and long-form journalism than for covering hard news.

As INJECT seems to work better for feature articles that require more creative thinking and allow more time, it made sense to pursue an ecosystem other than hard news.

INJECT's dissemination and exploitation activities in France, Germany, the Netherlands, Norway and the UK over the course of the funded project have revealed specific markets

with the greatest potential for INJECT take-up and sales. The current market with the greatest potential is the German print magazine market. In contrast to other European news markets, this market is vibrant, and some sectors are even growing.

There are approximately 1,500 general interest magazines, with total annual circulation of 120 million copies, and titles such as Der Spiegel, Stern and Focus still reach millions of readers with their print issues. Furthermore, there are over 4,000 specialised periodicals in the market rarely found in newsstands but covering specialised niches, as well as trade journals and magazines for almost every economic sector or profession. One of the most circulated magazines is the club journal of the ADAC motor club.

Key publishers in this market are Gruner+Jahr, Bauer, Burda and Axel Springer. The sector employs over 60,000 people and had a turnover of €15 billion in 2016. In recent years, new magazine titles from big media houses have hit the market with creative topics, stories and ideas; an ideal growing market for INJECT it seems.

Claus Hesseling (Interlink Academy) reached out to editors in Germany to set up a German ecosystem and collected valuable feedback. GEO Magazine did not require a CMS integration of the INJECT tool. They preferred to work with the web application. The editor liked the Explain/INJECT cards and might be interested to use them in- and externally, which suggested the need to get the persistence in place. He had no special interest in having INJECT search their archives.

The consumer and economics department at NDR (public German television) didn't feel they needed different ideas: "our viewers like to watch the obvious topics over and over again" and didn't feel the need to plug in their archives. They did request that some additional news sources of interest to them be added.

Furthermore, opening up the black box by showing what INJECT seems an effective way to engage people. Claus Hesseling (Interlink Academy) started his presentations in newsrooms by talking about SCAMPER, a creativity technique used to generate new and original ideas, to explain how to structure and codify creative thinking: "I really got the feeling that people understand INJECT faster and better. If you show them the process in theory and tell them: 'What we just did, our algorithms are doing automatically' - they get a sense of what our black box is doing."

Infonetworks, a production company within RTL Television Germany, is creating a unit that only looks for new, interesting stories. They would want to add video content to INJECT and might be interested in integration of INJECT into their CMS.

Deutsche Verkehrs Zeitung, a trade journal for logistics, said it all comes down to the set of sources and suggested adding statistics and data sources.

Hessischer rundfunk is exploring ideas of Smart production and AI in journalism and said that INJECT would fit perfectly. They'd like to add their internal archives and could imagine using INJECT as a user interface for automatic text recognition for their entire audio archive.

Overall, feedback from demonstrations in the second and additional ecosystems suggests

that:

- It's essential for users that INJECT searches news sources that are relevant to them (whether in terms of reach, language or type),
- They'd like to get (real-time) information about what others are writing about and searching for,
- INJECT is more useful for certain departments, for certain types of journalism,
- Archive integration is not in high demand, contrary to what feedback from the first INJECT ecosystem suggested,
- CMS integration is not essential, contrary to what feedback from the first INJECT ecosystem suggested,
- Explaining how INJECT works increases interest and engagement,
- INJECT could provide added value as a marketplace for articles, contact information, etc,
- The user interface is by some experienced as distracting, confusing or annoying, while others compliment the fresh, colourful and nice look of the tool.

In part, feedback seems to be ecosystem specific and so should always be considered within its specific context.

3.3 Use cases

Use cases were shared on the website and on social media as concrete examples of possible ways to use INJECT as found useful by other journalists.

Specifically, one of the users explored INJECT as an interview-preparation tool. Searching for interview topics, she says INJECT immediately gives her an overview of the different ways in which various media have already written about the topics.



Figure 2: Journalist Jasmijn Post (BRUZZ) uses INJECT to prepare interviews

Although demonstrations were useful for immediate feedback from users outside of the consortium, the distance and time restrictions made it hard to influence the mind-set and encourage users to work with INJECT until the point where they felt comfortable and familiar enough with the tool to work with it regularly on their own (Deliverables 2.1 and 2.2 show the importance of this process and some of the challenges involved).

So Work Package 4 decided to shift the dissemination focus towards hands-on training formats.

3.4 Training formats

Consortium partners gave workshops to young journalists, video journalists, non-Western journalists, investigative journalists and editors. The workshop format consists of different elements that can easily be recombined and adjusted to suit different types of audiences.

Some of these elements have been used to create the MOOC. The MOOC is a four-week online course that covers three different creativity techniques and ways in which they could be applied to journalistic work. It then introduces the INJECT tool as a way to make these creative techniques more readily available on a daily basis, as it is a form of codified creative strategies. The consortium ran the MOOC once from 15 May 2018 to 19 June 2018 to test the format and further fine-tune it for potential future applications after the funded project.

Due to the flexibility of the training formats and the diversity of events the where the

workshop was offered, the consortium reached journalists from different ecosystems and potential other markets worldwide. As with the development of the tool, feedback on the workshops was used to continuously fine-tune the training formats for following dissemination activities.



Figure 3: INJECT workshops in Amsterdam and Estoril

Finally, new users will be introduced to INJECT through a kick-off workshop in their newsroom. The training formats are thus not only a dissemination aid, but are also expected to support uptake of INJECT.

4. Communication channels

As we learned in the first 12 months of the project that events, face-to-face and hands-on dissemination activities were more effective, the different communication channels served as support of these activities rather than as a core part of the dissemination strategy. They also provided an additional way to track the impact of the different activities.

4.1 Overview of Communication Channels

Type	Quantity	Impact
Livestream Brede Network event	1	95 views

Type	Quantity	Impact
Workshop		
Livestream CMPF Summer school presentation	1	346 views
Banner WAN-IFRA website	1	
Newsletters	5	625 newsletter subscribers before 25 May 2018, average open rate 28,2% 94 newsletter subscribers GDPR confirmed
INJECT website		4,111 website visitors, 10,272 website views
Stories on partner websites		
Stories on other websites	3	
Tweets	750+	389 Twitter followers, around 3 000 impressions monthly
Facebook posts		129 Facebook followers, 135 likes

4.2 Website

4.2.1 Stories

Stories attract repeated website visits and allow website visitors to stay updated on the project.

STORIES FROM INJECT

Creative Strategies for journalists: when all you need is a bit more time

Aimed at supporting journalists make the most out of their creative capacities even under ...

April 17, 2018

Forging links between innovation, business and education

At two separate events, researchers from the University of Bergen talked about the ways in...

March 30, 2018

Making AI work for journalists

Artificial Intelligence is on the horizon everywhere, and it will also change the world of...

March 20, 2018

[More Stories](#)

Figure 4: Stories about INJECT on injectproject.eu

4.2.2 The INJECT offer

On the homepage, website visitors get a quick overview of what INJECT offers and are invited to learn more or get in touch directly.

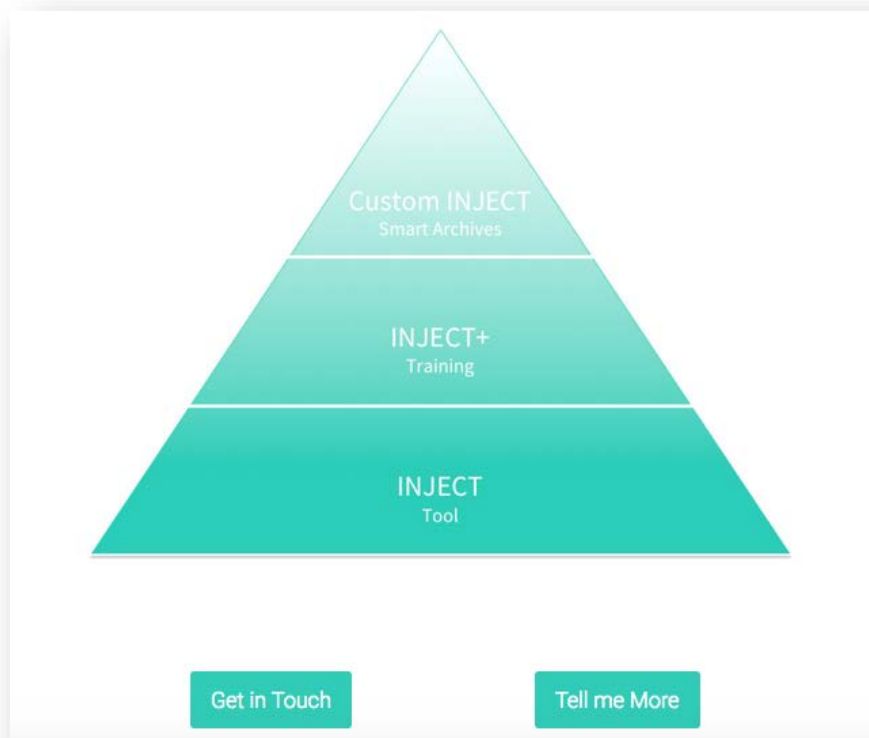


Figure 5: Visual representation of the INJECT offer on injectproject.eu

4.2.3 Local INJECT providers

Website visitors can get in touch with the INJECT consortium for more information or contact their local provider directly in Norway, Germany or the Netherlands.

<h3>General Contact</h3> <ul style="list-style-type: none">✉ info@injectproject.eu🐦 INJECT on Twitter📘 INJECT on Facebook	<h3>INJECT Germany</h3> <p>Claus Hesselting (Interlink Academy)</p> <ul style="list-style-type: none">✉ claus.hesselting@interlink.academyhttps://twitter.com/inject_de
<h3>INJECT Netherlands</h3> <p>Geesje van Haren (VersPers)</p> <ul style="list-style-type: none">✉ info@verspers.nl	<h3>INJECT Norway</h3> <p>Benjamin Andreassen (M'Labs)</p> <ul style="list-style-type: none">✉ ba@mlabs.nohttp://inject.no/

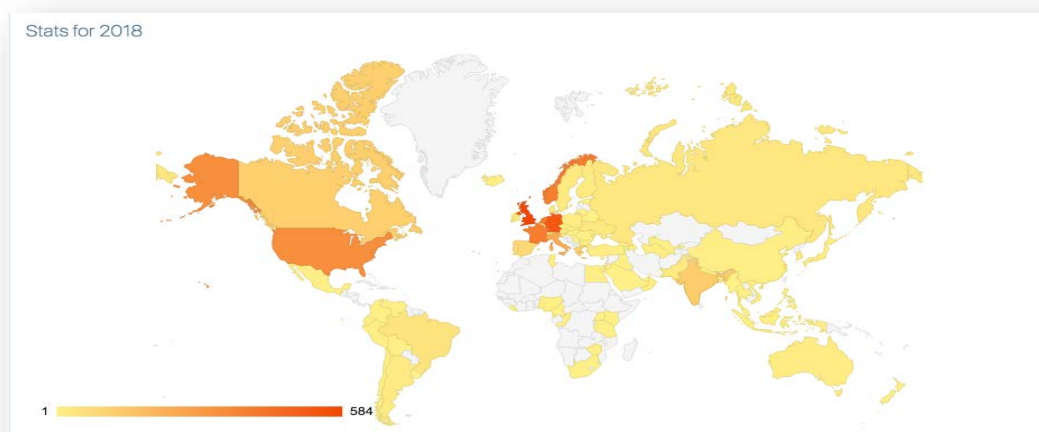
Figure 6: Contact information of local INJECT hubs on injectproject.eu

4.2.4 Metrics

31 December 2017	30 June 2018
2,448 visitors 6,020 views	4,111 website visitors 10,272 website views

Extrapolating the website metrics on 31 December 2018, the expected metrics on 30 June 2018 would have been 4,111 visitors and 10,272 views. The real metrics are higher than these expectations, which means the consortium managed to not only maintain but increase interest over the last six months of the funded project. Moreover, we managed to reach people not only in Europe; but in all continents.

Figure 7: Website visitors from all over the world



4.3 Newsletters

Monthly newsletters with updates on the different ecosystems supported the maintenance of initial interest in INJECT by sharing results, developments and opportunities for engagement such as the MOOC and the workshops:

- February: Creative Strategies for Journalists // New Release // "It's all about the mind-set",
- March: Creativity training // Workshop with video journalists // Ideas for using INJECT,
- April: Creativity in Journalism MOOC - Sign up // First users in Germany // AI for Journalism,
- May: Successful INJECT Workshop in Amsterdam // MOOC starts on 15 May //

INJECT to prepare interviews,

- June: Workshops in Portugal, Italy and Germany // INJECT stories considered more novel // INJECT after June.

Newsletters were sent out in a fixed format, monthly, generally on the first Tuesday of the month, as newsletters sent on Tuesday tend to get better opening rates than newsletters sent on other days of the week.

4.3.1 Metrics

31 December 2017	16 May 2018 (before GDPR)	30 June 2018
349 subscribers 35,8% average open rate 3,5% average click rate	625 subscribers 28,2% average open rate 4,6% average click rate	94 subscribers 46,3% average open rate 7,5% average click rate

The main impact of the events is newsletter signups. The number of newsletter subscribers almost doubled over the last six months of the project, until we were obliged to ask for a reconfirmation of their newsletter subscription under GDPR just before the end of the project.

It was a deliberate strategy to encourage people to sign up for the newsletter, as this gives us a more direct contact point than social media. And we can track in a more detailed way how many people read our newsletters and who they are through the statistics in the Mailchimp dashboard.

4.4 Social Media

As the core features of the tool did not change much anymore, social media transformed from an updates channel to resource. Instead of showing what the tool is, it showed examples of how it can be used and is used by journalists. Social media were also used to alert people to upcoming events and workshops in which they could participate.

4.4.1 Metrics

31 December 2017	30 June 2018
Twitter: 285 followers Facebook: 101 followers, 95 likes	Twitter: 389 followers Facebook: 135 followers, 129 likes

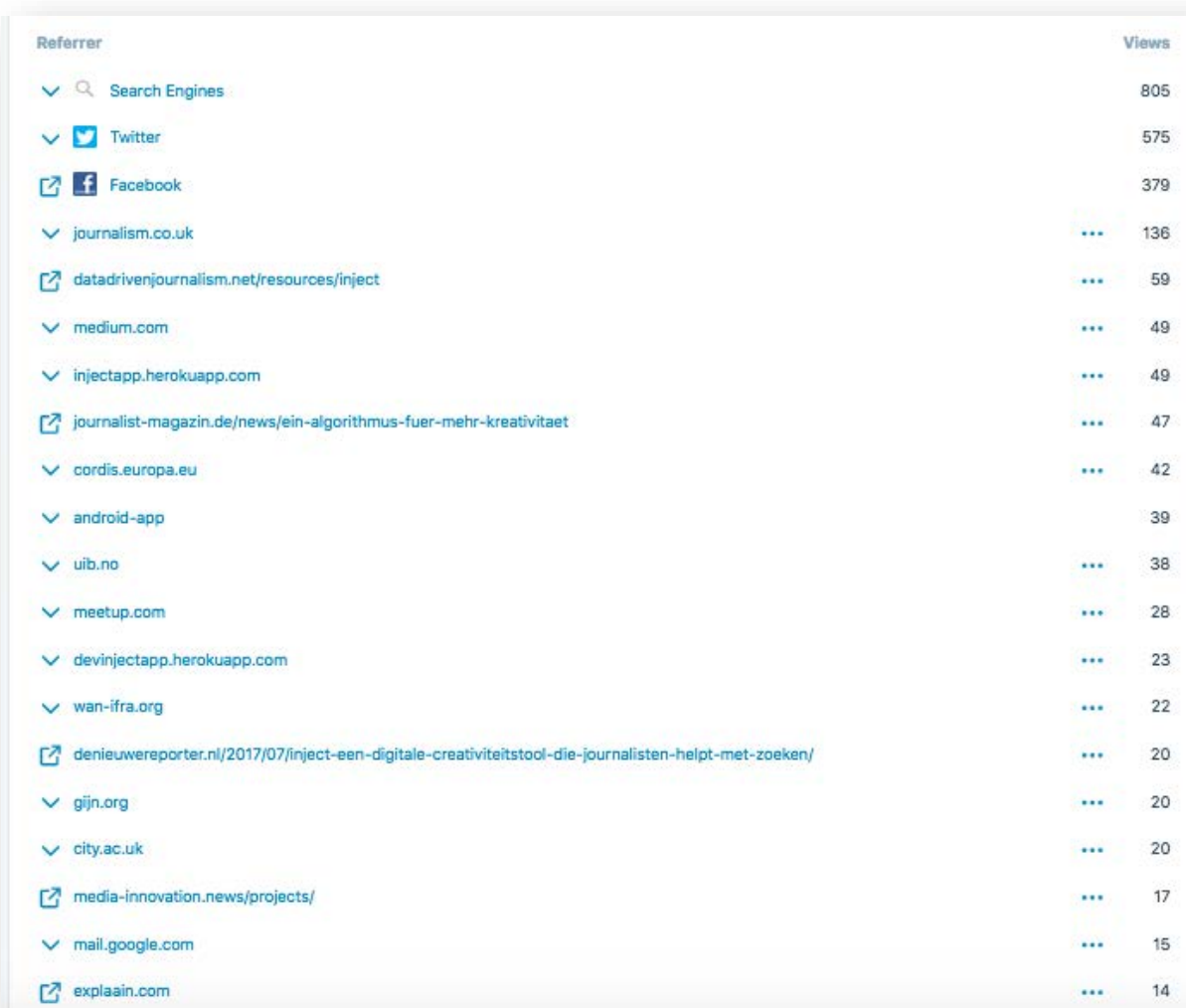
4.5 External communication channels

These include articles published by consortium partners on their own websites, as well as

articles by people outside of the consortium, such as:

- Pilhofer list of tools for journalism on Medium: <https://medium.com/@pilhofer/tools-for-trust-the-list-e43a802b44de>
- Interview with Neil Maiden in meta-media trend publication Spring/Summer 2018: <https://www.meta-media.fr/files/2018/06/METAMEDIA-C15.pdf>
- Interview with Andrea Wagemans with Equal Times <https://www.equaltimes.org/?lang=en> : *to be published*

Stories like these, even those that were published in the first 12 months of the project, continue to generate leads to our website. Moreover, the publication of the article in Der Journalist still represents the day with the highest number of website visitors, supporting the importance of external communication channels for the dissemination of INJECT results.



Referrer	Views
Search Engines	805
Twitter	575
Facebook	379
journalism.co.uk	136
datadrivenjournalism.net/resources/inject	59
medium.com	49
injectapp.herokuapp.com	49
journalist-magazin.de/news/ein-algorithmus-fuer-mehr-kreativitaet	47
cordis.europa.eu	42
android-app	39
uib.no	38
meetup.com	28
devinjectapp.herokuapp.com	23
wan-ifra.org	22
denieuwereporter.nl/2017/07/inject-een-digitale-creativiteitstool-die-journalisten-helpt-met-zoeken/	20
gijn.org	20
city.ac.uk	20
media-innovation.news/projects/	17
mail.google.com	15
explaain.com	14

Figure 8: Total top referrers since the start of the INJECT project

5 Academic dissemination

5.1 Planned papers on INJECT results

INJECT result	Angle to report result	Targeted publication
First integrated version of INJECT tool for Google Docs, summer 2017	Creativity support, interactive features, UX design	Published together in ACM CHI'18 conference
Qualitative evaluations of first version of INJECT tool, autumn 2017	Qualitative feedback on early use of INJECT, demonstrating impact	
INJECT software architecture, services and architecture including its AI	Computer science paper on scalable creativity support architecture	Either ICTAI 2018: 30th annual IEEE International Conference on Tools with Artificial Intelligence (ICTAI), or 9th International Conference on Information, Intelligence, Systems and Applications
Technical evaluations of precision and recall of INJECT algorithms	Computer science paper on accuracy of INJECT algorithms	Paper planned for IEEE Intelligent Systems journal
Creativity measure outcomes from summative evaluation in Norway	Does INJECT use lead to more creative journalism stories?	Paper planned for ACM CHI'19 or C&C conference
Impacts of introduction of INJECT tool into newsrooms during Norwegian summative evaluation	Multiple different angles, related to workflow, organisation change, skilling etc.	
Description of the Norwegian language INJECT integrated with a smart archive, used in Norway	Localised case study of the tool design, integration and use in 1 or more Norwegian newspapers	Paper to target NordiCHI deadline 15 th April
Hesitant and neutral (even negative?) responses to the INJECT tool and ecosystem from journalists, editors and business people.	Critical analysis of the INJECT Norway ecosystem and conservative attitudes among journalists, based on interviews and analysis.	Nyre, Maiden, Tonheim (and more?) (2018) «Can more creativity solve the productivity problem?». Paper at NODA2018.
INJECT is part of a larger tool ecology in newsrooms, and it discloses an underlying data tool dependency among journalists.	Critical analysis of news writing routines in local newsrooms in Norway, based on interviews and analysis.	Nyre, Holm, Maiden (and more?) (2018): "Data tool dependency in journalism". Submitted to ECREA Journalism Section, Lugano. Abstract for special issue of Digital Journalism April 1st.
New technology has great impact on the competitiveness of local newspapers. They struggle to adapt to the rate of change.	Critical analysis of the Norwegian local newspaper sector with INJECT as the catalyst for reflections on cultural, policy-oriented and economic perspectives.	Holm, Balder, Lars Nyre (and more?): Paper planned for the Norwegian media researcher conference in Oct. 2018.
Metaphors as agents of change: Perceptions of difference in cross-disciplinary journalistic innovation	Research INJECT's own cross-disciplinary innovation process	Abstract submitted to ECREA conference
Potential and pitfalls of the research method of action research		Special issue of Convergence
Capstone paper about INJECT – challenge, tool and evaluation	Overarching paper, how to introduce creativity into journalism via technologies	Communications of the ACM or similar high readership magazine

5.2 Presentations

Presentation	Date and location	Presenter(s)	Attendees
Presentation at the Norwegian Centre for International Cooperation in Education annual conference	March 15th, Bodø, Norway	Lars Nyre (University of Bergen)	400 conference attendees
Paper presentation at NODA conference	March 15th, Stockholm, Sweden	Aleksander Tonheim (University of Bergen)	
Paper presentation at CHI2108 conference	April 18th, Montréal, Canada	Neil Maiden (City, University of London)	50 attendees, lead for collaboration with partners in US

6 Future roll-out of INJECT

The combined communication and dissemination efforts have actively engaged over 250 potential INJECT users through personal outreach, demonstrations and workshops, and reached over 4000 people through events and publications.

We have not only reached out to news and media organisations ourselves. We have also been contacted by commercial actors like Siemens, who showed an interest in working with INJECT.

City, University of London has provided funding to support further roll-out of INJECT in Germany, after the Horizon2020 funded period.

In addition, a number of proposals were submitted to extend and specialise the INJECT tool and services in different ways, for different markets.

Deliverable 4.3 covers in greater detail the possible scenarios for further roll-out of INJECT for which the dissemination and communication activities described in this dissemination report have laid the groundwork.

6.1 Continued roll-out in Germany

City, University of London, funding is supporting further development of the German ecosystem after the funded project period. City has made additional funds available to further explore the German magazine market after the Horizon2020 funding ends. The proposed work is scheduled to run for four calendar months, after the EU-funded INJECT project.

Due to the efforts of the Interlink Academy, the magazine GEO have already agreed to trial the INJECT digital tool in March 2018. GEO is a family of educational monthly magazines similar to the National Geographic magazine [<https://www.geo.de/magazine/geo-magazin>].

The proposed work involves research and constructing a plan to pitch and sell the INJECT digital tool to the German print magazine market, marketing INJECT to German print magazines and their publishers, setting up INJECT in each participating German publisher, analysing and extracting marketing messages from each participating publisher, developing a new version of INJECT digital tool and services tailored to the German print magazine market, and further INJECT marketing to German print magazines and their publishers.

In parallel to task T5, the team will use the analysed market feedback and collected data to revise the current marketing and generate new marketing material, for example using new case studies, verbatim quotes and, where possible, quantitative data that demonstrates increased journalist creativity and productivity, especially if these increases can be linked to improved newsroom competitiveness.

6.2 Submitted proposals for further roll-out

Other initiatives have been undertaken to support further roll-out of INJECT after the funded project period. The submitted proposals are currently awaiting a decision of the respective funding bodies.

- Google DNI

A Google DNI proposal aims to explore in more detail the different business models most likely to support INJECT in the long-run. Although the potential value of INJECT to journalists and newsrooms has emerged, articulating and monetising this value to generate revenue streams has yet to take place. For example, a subscription business model to sell INJECT to news organisations posed upfront barriers to adoption, and was rejected.

Therefore, an intense three month period of demonstrating INJECT to potential clients took place at the start of 2018 to collect evidence about how to monetise INJECT's value. These demonstrations revealed needs for greater product differentiation from Google search; more entry points to INJECT adoption in newsrooms; INJECT alignment with journalism trends such as robot journalism; new artificial algorithms that initiate as well as respond to journalist work; digital support for editors as well as journalists; and INJECT as a more complete digital service, rather than a standalone product.

Therefore, to enable the creation of revenue streams from INJECT, this project will look to produce new business model(s), new mechanisms to implement these model(s) and streams and, if required, new technologies; an in-depth INJECT market analysis; INJECT marketing strategies; new INJECT features and algorithms; new measures of original and productive journalism work; the INJECT service that will integrate and evolve all existing and new results into a coherent service marketable to news and media organisations.

The ultimate goal is to deliver impact widely by increasing original journalism through the sale of the new INJECT service to European news organizations and journalists.

- LocaNews

LocaNews looks to expand the INJECT services by generating technological solutions in AR and augmented reality, and new opportunities for local news media in Norway and beyond. LocaNews explores Context-aware, Immersive AI-technology for Local Journalism, specifically in the Norwegian newspaper sector. LocaNews has potential for future value creation by offering radically new solutions to current challenges regarding the technologies that underpin local journalism.

LocaNews would be an opportunity for INJECT to deepen the first INJECT ecosystem in Norway and to expand the wider INJECT tool and services. Initiated by Lars Nyren (University of Bergen), the proposal involves most of the partners from the INJECT project,

as well as new local partners in Norway.

- **QUEST**

A new Horizon2020 proposal, QUEST (QUality and Effectiveness in Science and Technology communication), aims to work together specifically with science journalists to find ways to strengthen reporting of academic results, supported by INJECT.

QUEST is a Research and Innovation action that responds to the Call SwafS-19-2018 Taking stock and re-examining the role of science communication. QUEST aims at improving the communication of science through a three-strand approach that investigates three modes of communication: journalism, social media and museums. It will achieve this aim starting by studying science communication today, developing tools and methodologies to assess the quality of science communication through these means, and proposing and experimenting innovative practices to face the challenges. QUEST will work to create capacity and incentives in journalists, scientists and other R&I stakeholders to communicate science to citizens in an effective way.

INQUEST will build on existing research in the EU H2020-funded INJECT Innovation Action (2017-18) (injectproject.eu), and adapt the new digital INJECT product to the more specific sector of science journalism, to support more effective science communication through journalism. QUEST will use the same interaction designs and core AI mechanisms as INJECT, which have 10 years of development behind them, but, in building INQUEST, we will design new strategies and new information content to adjust it from news journalism to scientific journalism ecosystem.

INQUEST would be an opportunity for INJECT to expand into additional ecosystems: science journalism in new partner countries Italy, Estonia, and Ireland. Led by Venice University, the other partners include City, University of London, NTNU, Tallinn University, Agenzia per la promozione della Ricerca Europea, Trinity College Dublin, and WAN-IFRA.

6.3 Other markets to explore

In terms of journalism programmes, HiVolda, University of Bergen and City, University of London have expressed interest in finding ways to use INJECT in some way.

In addition, Siemens has shown interest in using INJECT. Their editorial room produces a lot of content for their blogs and print magazines. The engineers are often writing the first version of these articles and they don't know necessarily the best words to use. A Siemens editor agreed to use INJECT and feedback will be useful for exploring this path further.

7 Conclusion

In addition to collecting feedback, attracting potential users and laying the groundwork for future roll-out of INJECT, we learned how innovation uptake is a much slower process than initially expected. There seems to be an invisible barrier to innovation adoption in newsrooms, involving the technical ecosystems in which newsrooms operate and the hierarchical nature of media organisations.

A possible way around this may be a bottom-up approach, where the journalists as agent of change starts using the tool, spreads their enthusiasm and eventually convinces the editor-in-chief and management.

We also learned that opening up the black box, talking about the technology behind INJECT in comprehensible terms, increased interest and engagement among journalists. Whether out of curiosity or scepticism, they wanted to understand what goes on inside the algorithms and how decisions are being made.

The combined communication and dissemination efforts have actively engaged over 250 potential INJECT users through personal outreach, demonstrations and workshops, and reached almost 4,000 people through events and publications.

The main remaining question is how to capitalise on this initial interest in INJECT and turn that enthusiasm into structural use of the tool and services.