

AIGA National Board Meeting Minneapolis 10 October 2013

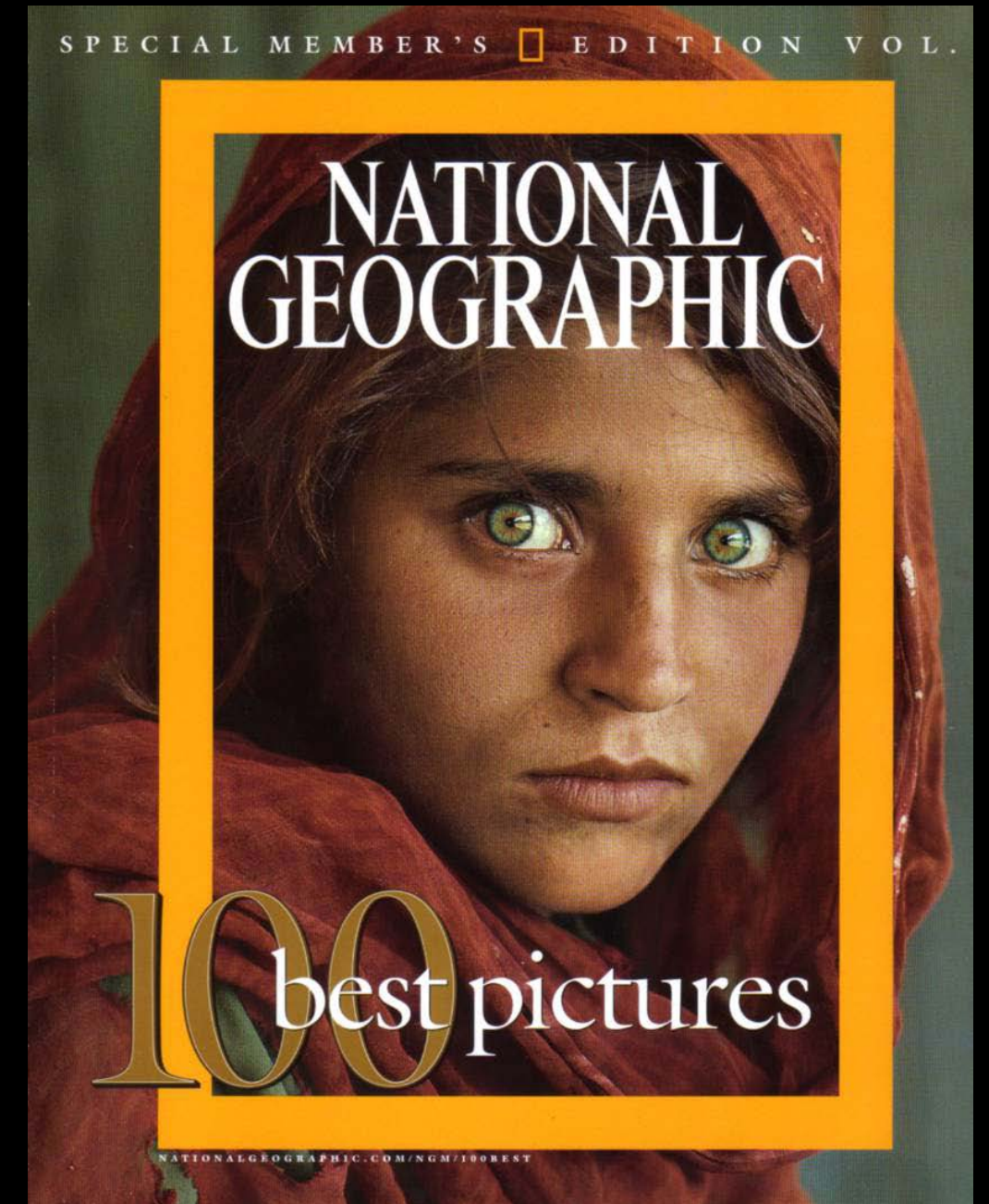
Engaging members to re-imagine National Geographic

Hugh Dubberly
Dubberly Design Office

**The National Geographic Society was founded 125 years ago,
along the lines of European research societies.**



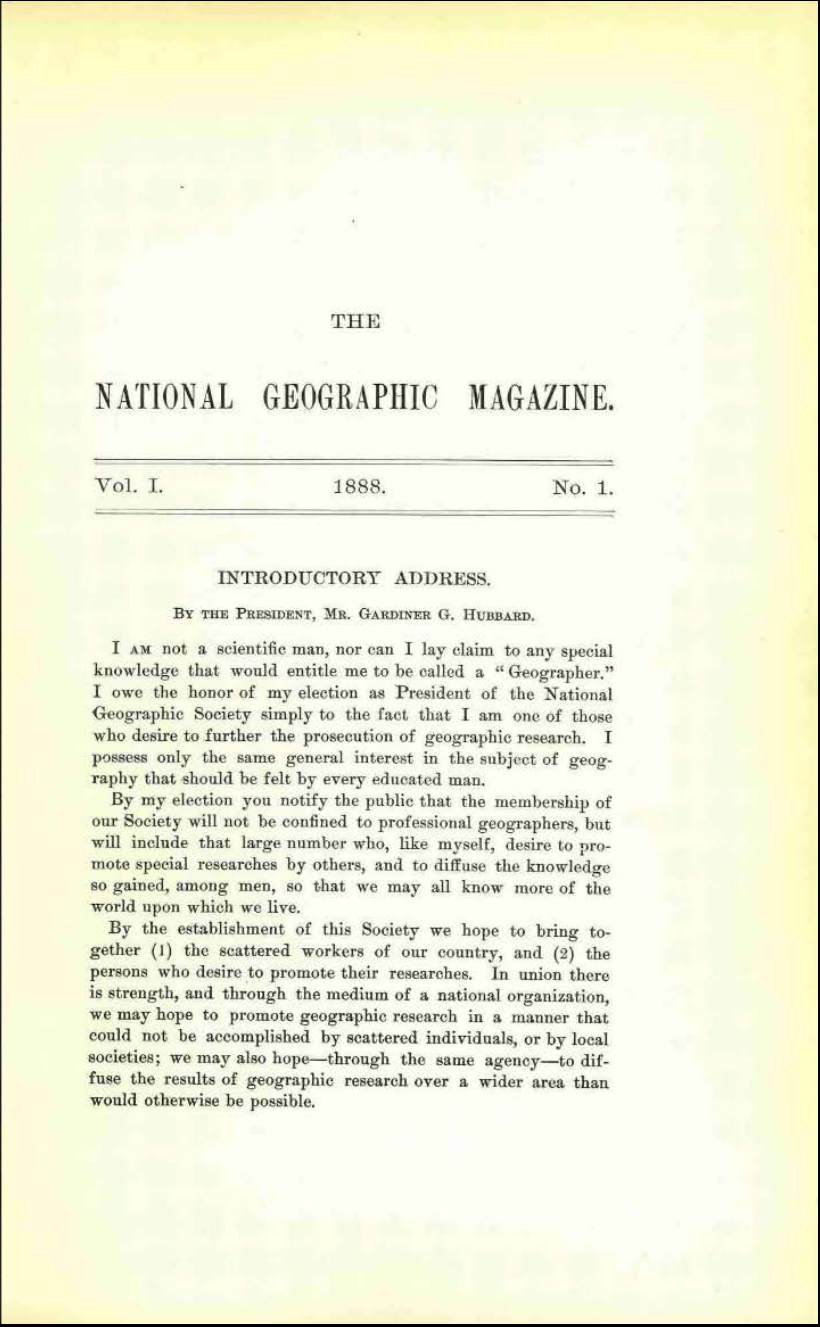
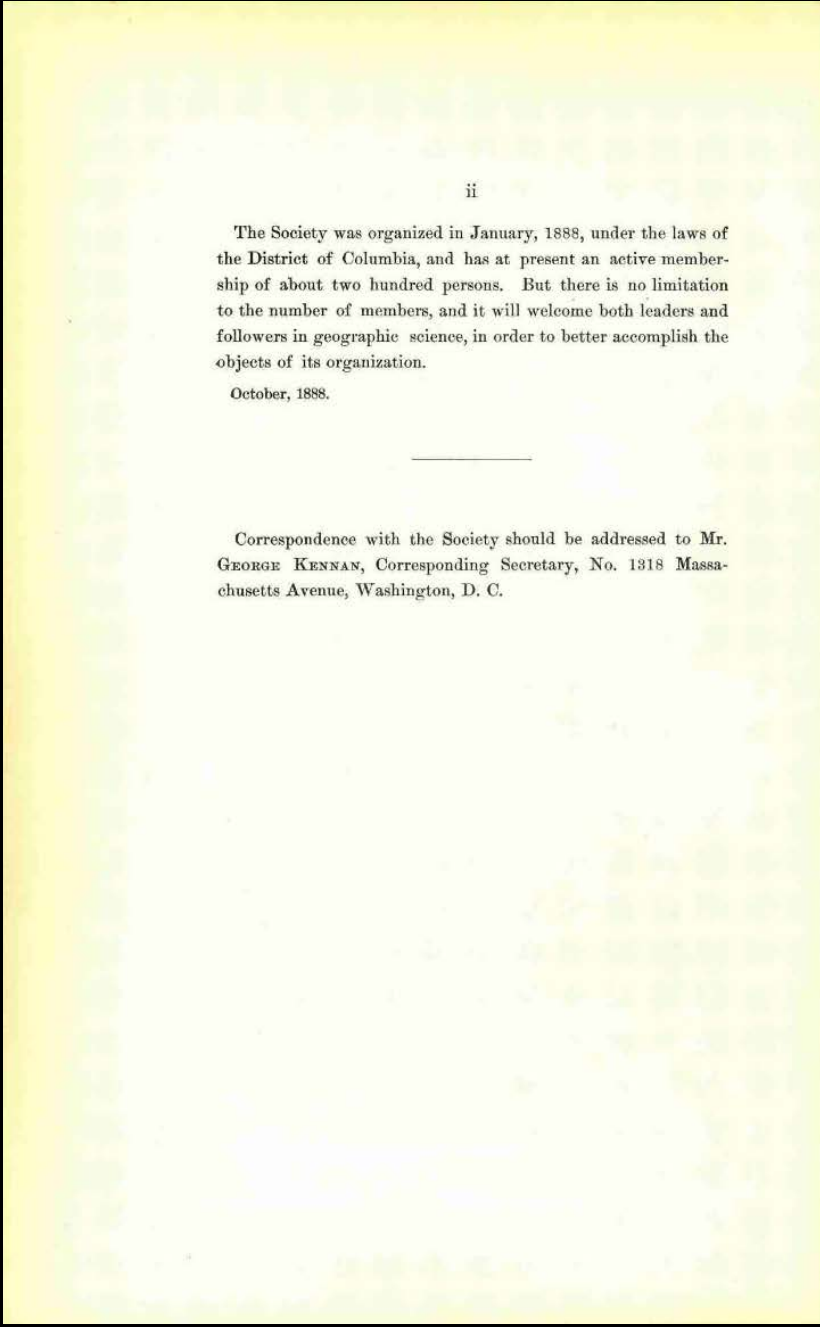
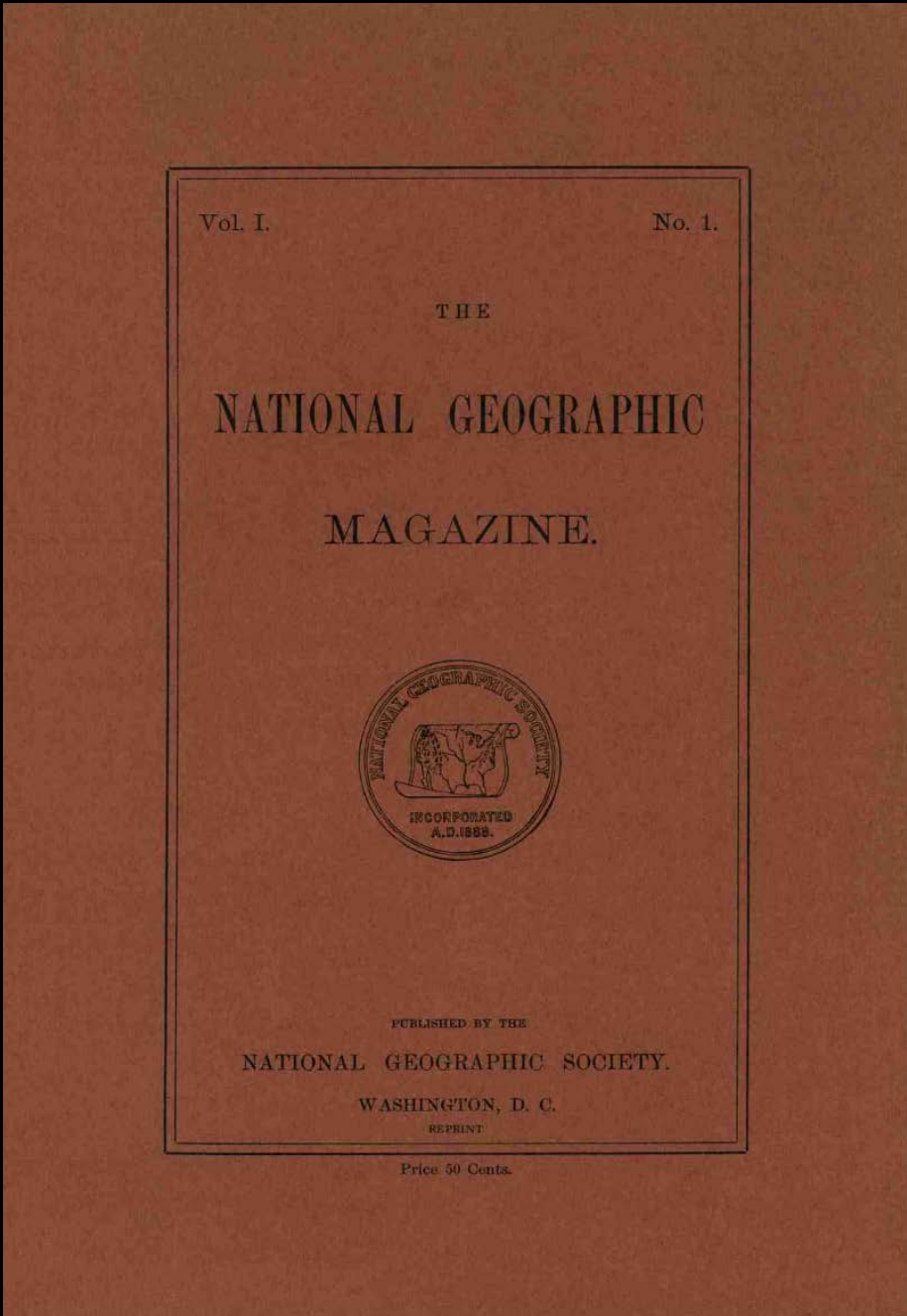
NGS was—and remains—a member-based, non-profit, providing both education and entertainment.



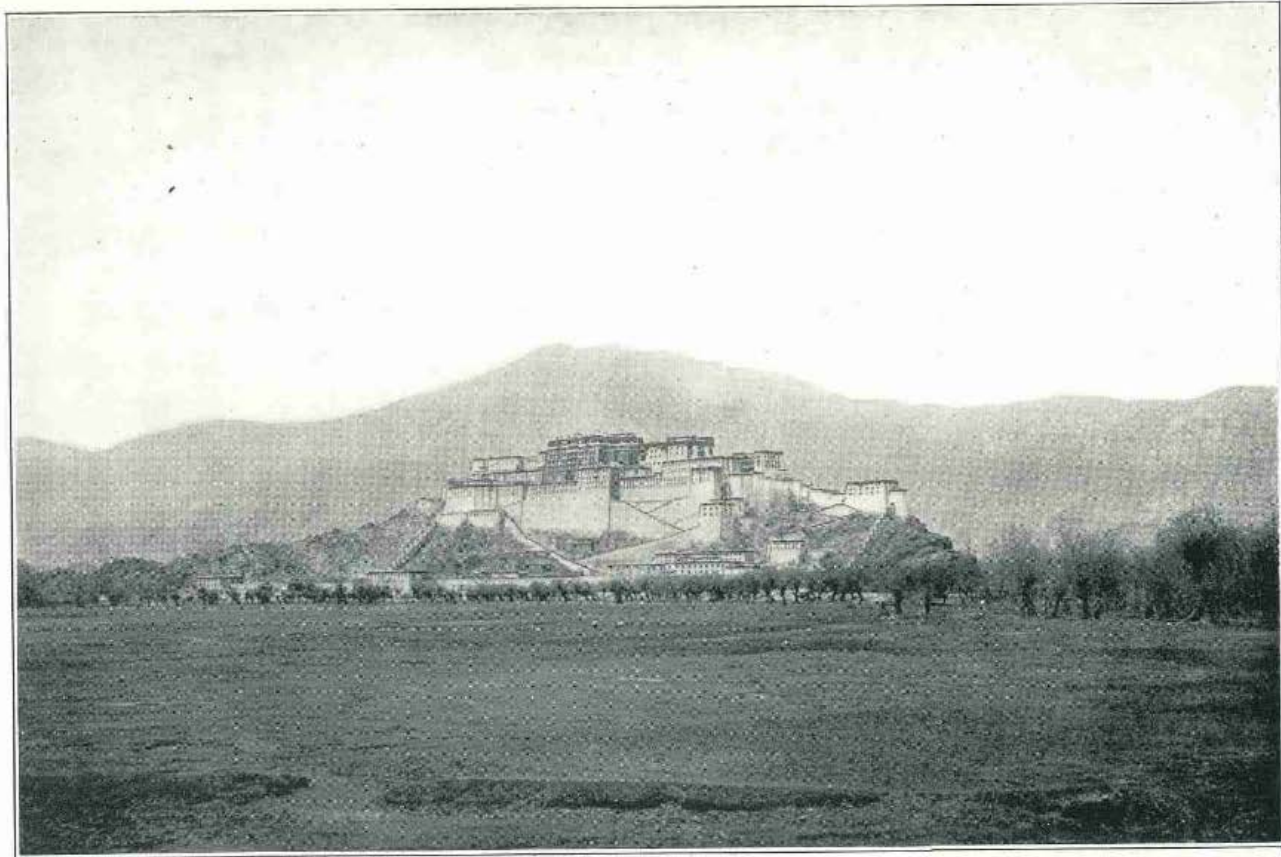
Originally, NGS members pooled resources to fund exploration. Explorers went into the world, collected data, and returned to share their experiences directly with members at NGS meetings in Washington.



In 1888, the same year NGS was founded, it began publishing a journal to record its research—The National Geographic Magazine.



In 1911, the magazine published a series of photos of Lhasa, Tibet, causing a sensation and selling out.

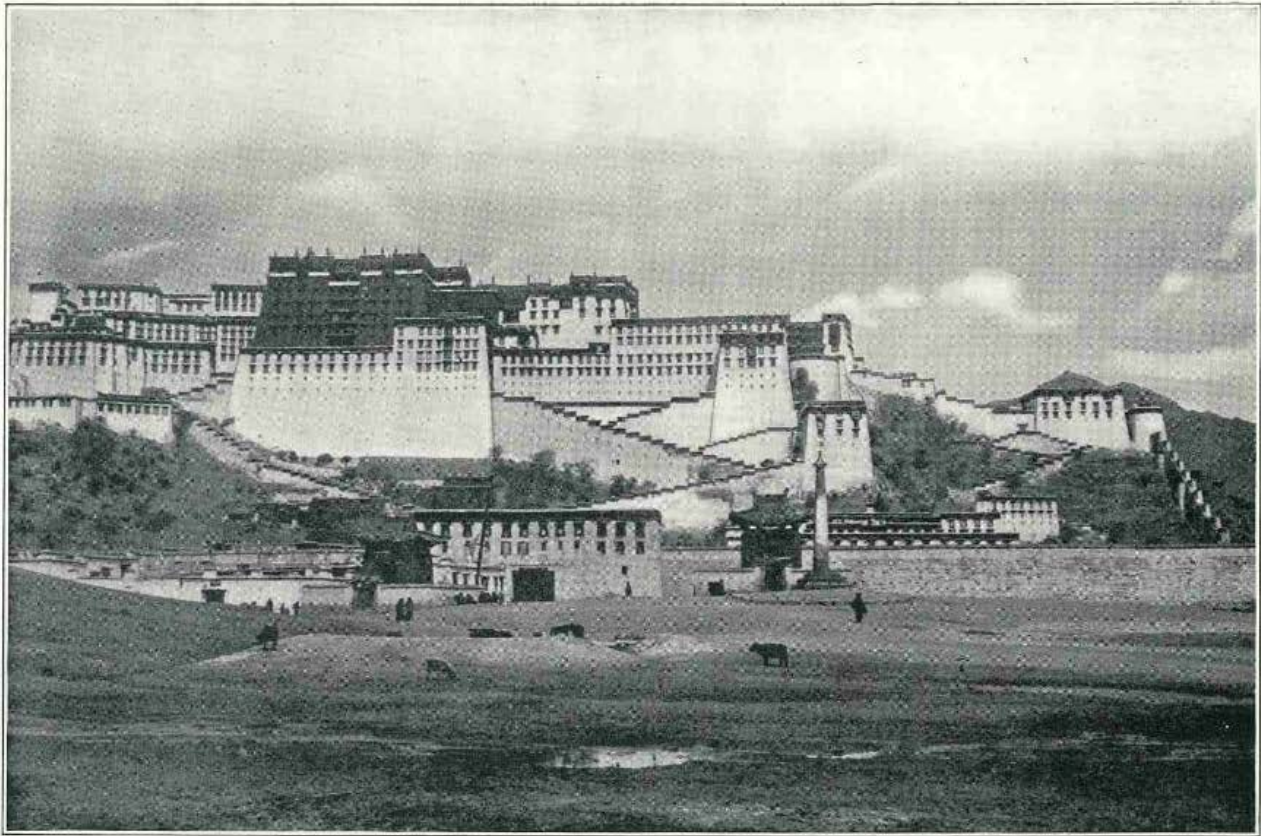


The Palace of the Dalai-Lama at Lhasa

The palace of the Dalai-Lama, Potala, is about two-thirds of a mile west of the city, and built upon a rocky height. The foundation of the palace, tradition says, was laid by Srongzang Khan during the seventh century. The main central portion, called the "red palace," was added some time later. The palace and additions were planned to serve as a means of defense.

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THE NATIONAL GEOGRAPHIC MAGAZINE



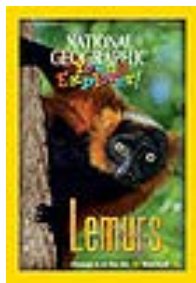
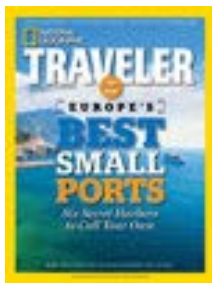
Another View of the Palace of the Dalai Lama

The palace is about 1,400 feet long and about 70 feet high in front. In the construction of this palace the Tibetans displayed their highest architectural skill. Here are found the most precious treasures of Tibet, including the golden sepulchre of the fifth Dalai-Lama, which is about 28 feet high. The treasures and apartments of the Dalai-Lama are in the central portion of the temple palace. The remainder of the building serves as quarters for various attendants or followers of the Dalai-Lama, including a community of 500 monks, whose duty it is to pray for the welfare and long life of the Dalai-Lama.

VIEWS OF LHASA

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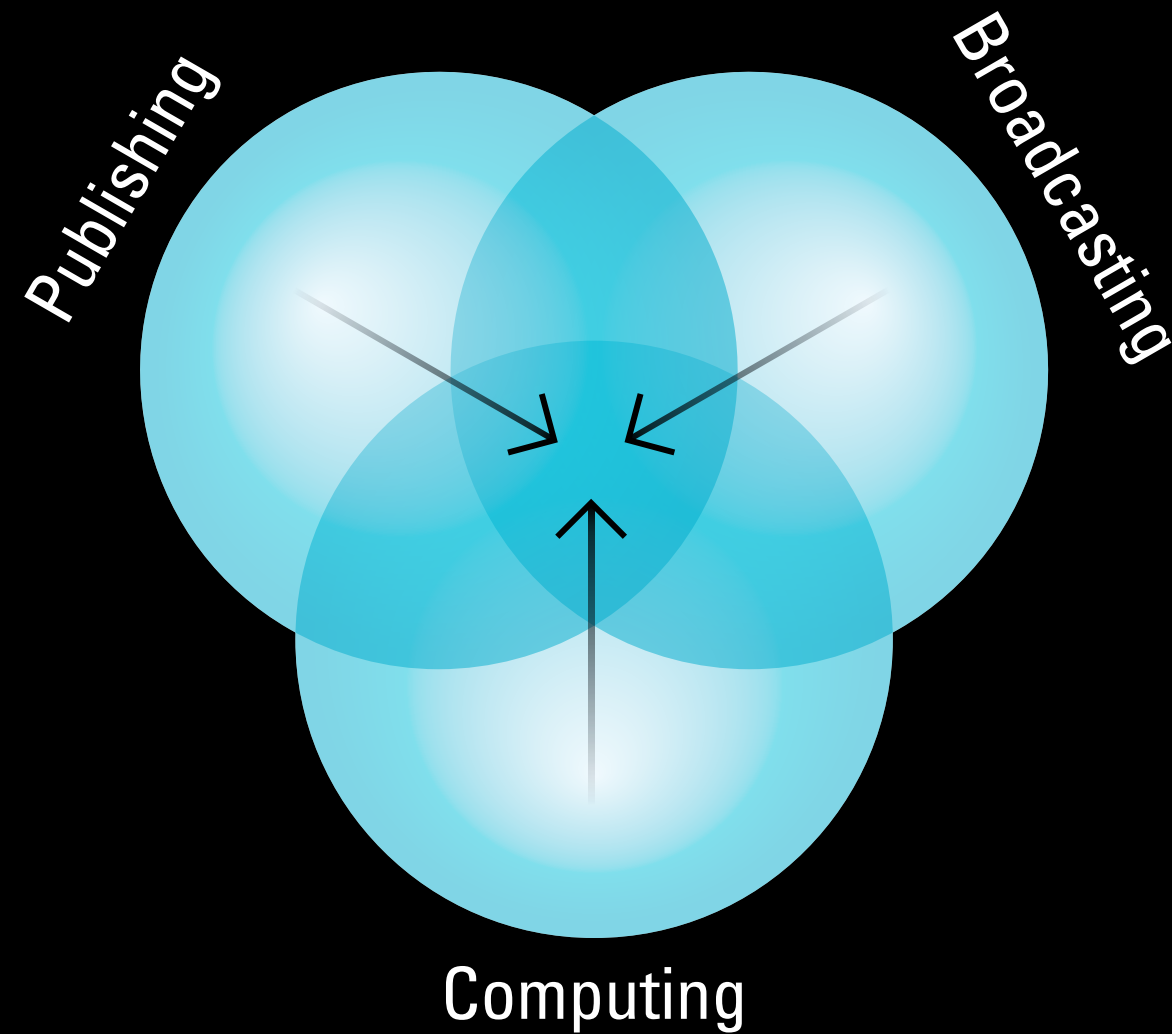
What began as a happy accident grew into a new type of magazine and then into a publishing empire, changing the relationship between the society and its members.



**The brand has deep roots in US culture
and has spread around the world.**

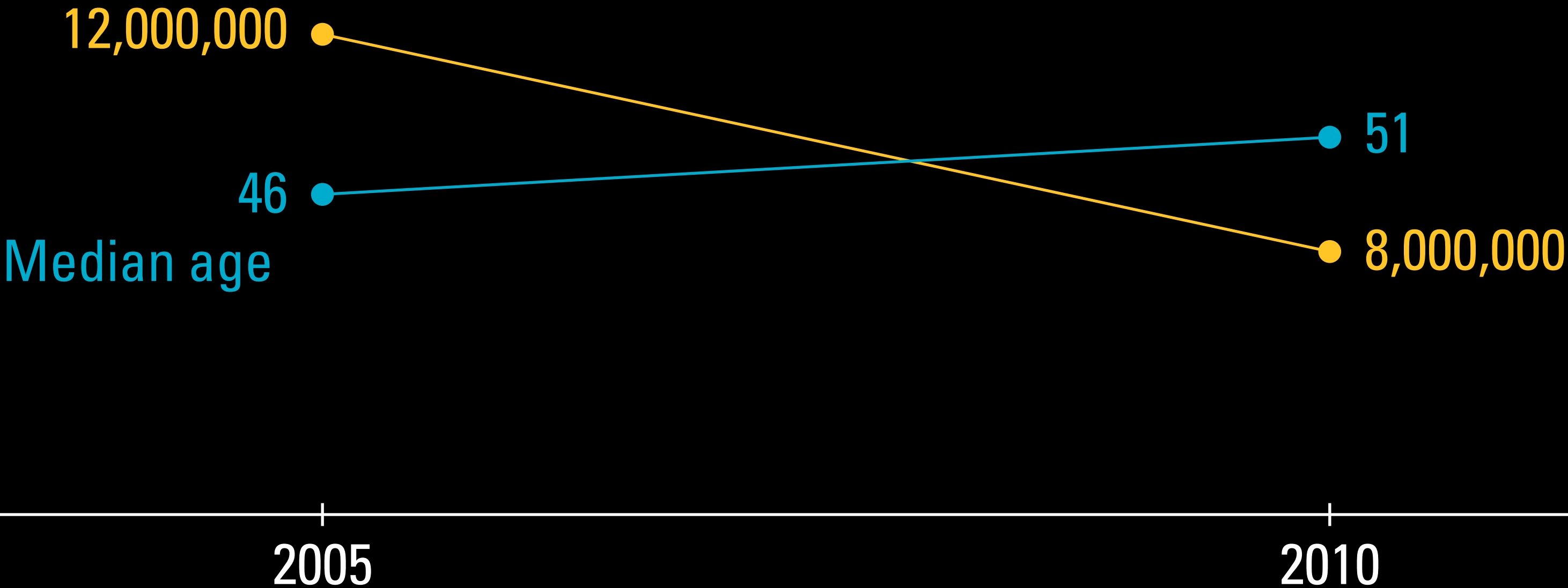


**Now, NGS faces the challenges of “digital convergence”—
an existential threat to all traditional media organizations.**



**Subscriptions and ad revenue are dropping in the core print business,
and subscriber median age is rising.**

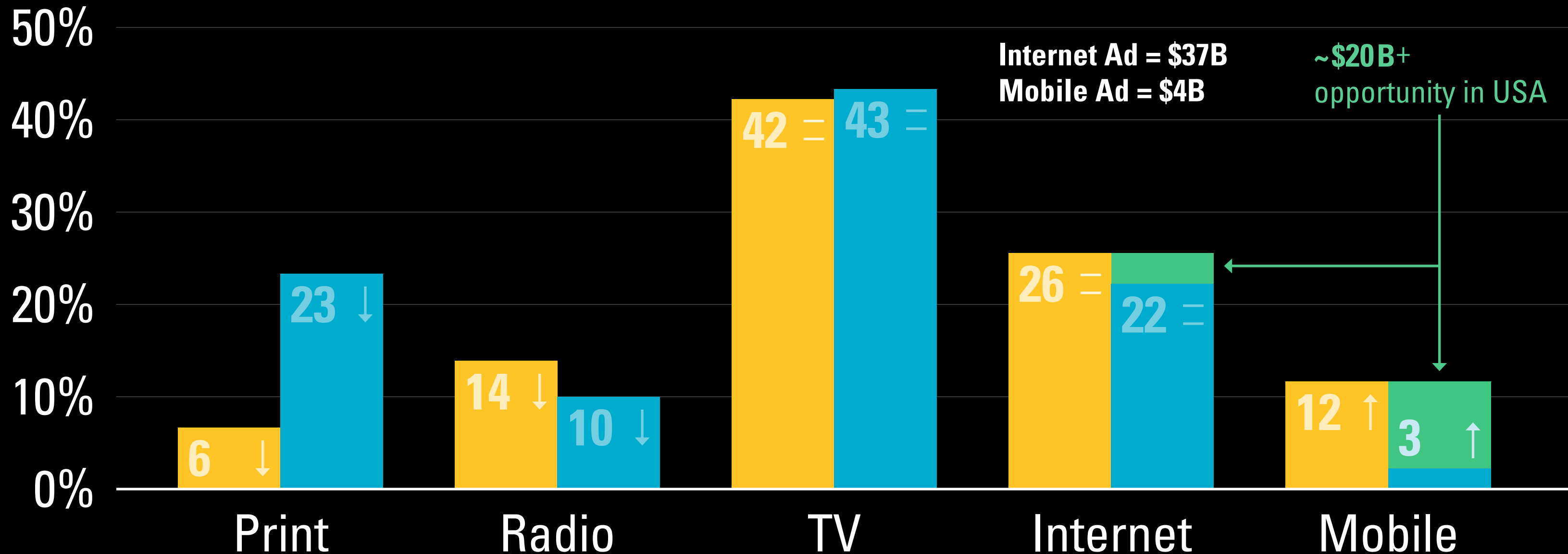
Subscribers



NGS's cable business is healthy today, but for how long?

% of total media consumption time vs % of advertising spending

(USA 2012)



What's more, NGS faces disruptions across all its lines of business.

Advertising



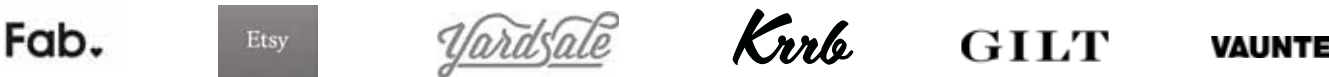
Book Publishing



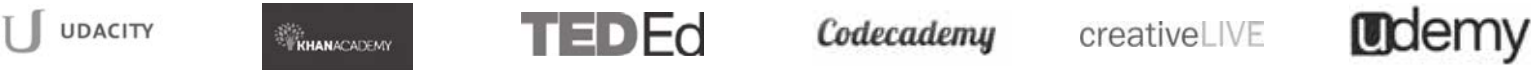
Channel (TV)



Commerce



Education



Events



Missions + Philanthropy



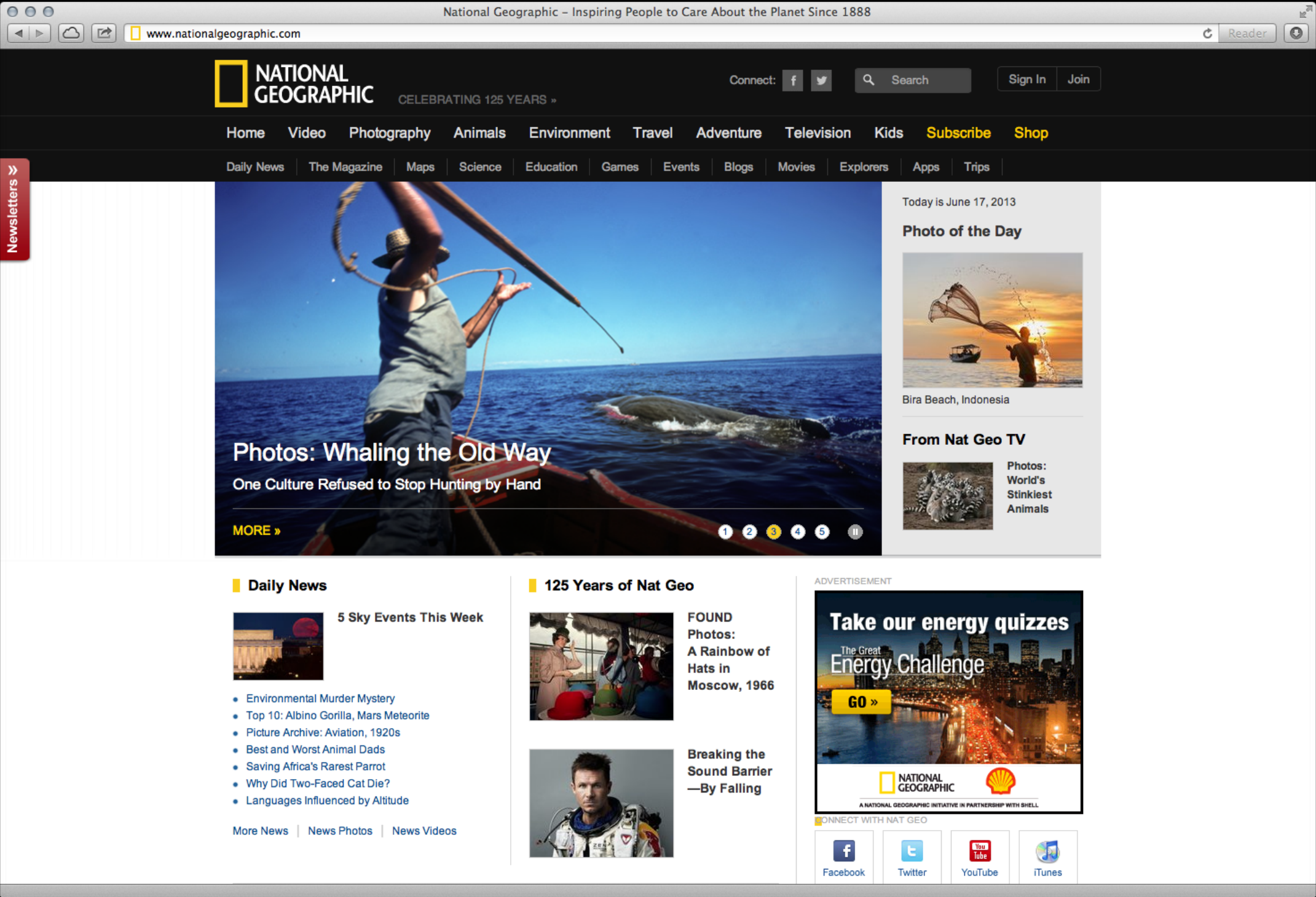
Print and digital publishing



Top-down Science



To its credit, NGS has undertaken several digital initiatives.



But most have been focused on “monetization”— e.g., building a pay wall.

The screenshot shows a web browser window with the title "National Geographic magazine". The address bar displays the URL "https://secure.customersvc.com/servlet/Show?WESPAGE=OrderPages/ng/1209/order_15A". The page is divided into two main sections: "Step 1: Choose your subscription offer." and "Step 2: Fill in your order information.".

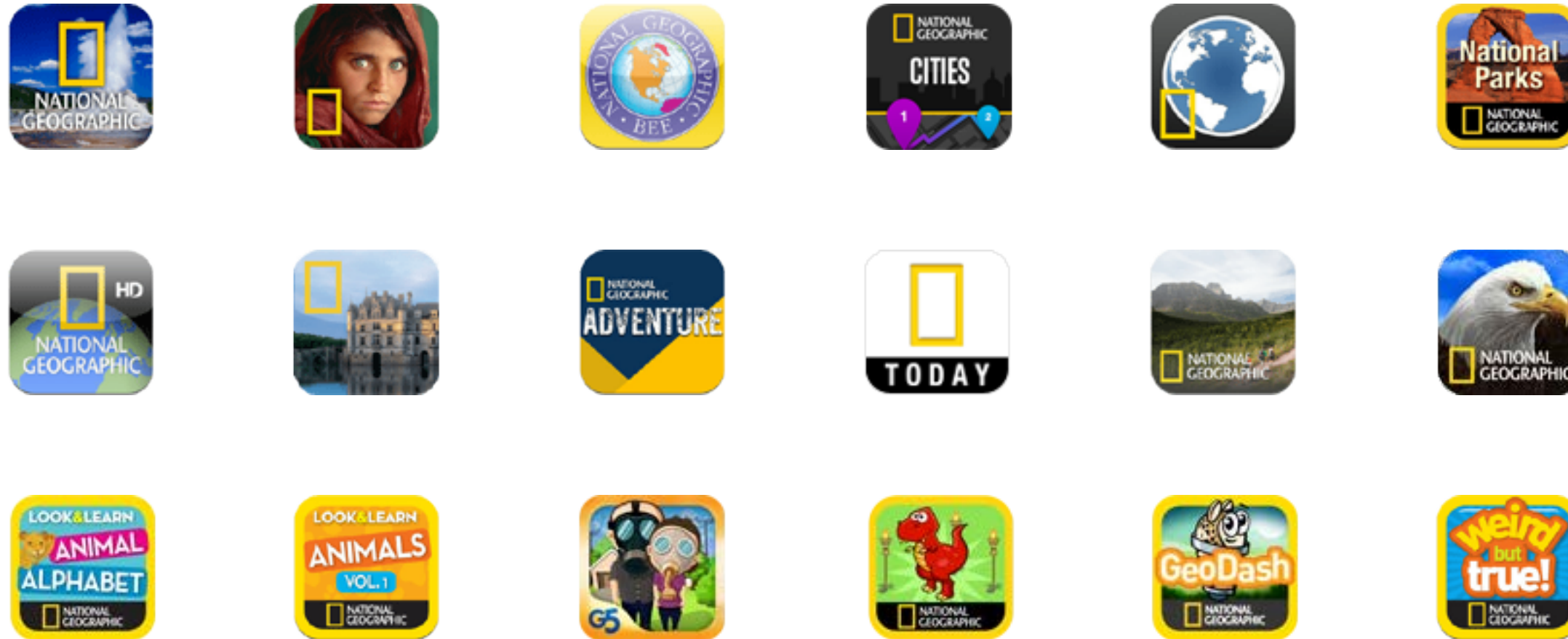
Step 1: Choose your subscription offer.

- ☐ **Digital:** Get a one-year subscription for \$15*
Includes Tablet edition for iPad®, iPhone® & Kindle Fire™ + Online Archive
- ☐ **Print:** Get a one-year subscription for \$15*
Includes Print edition only
- ☐ **All Access:** Get a one-year subscription for \$19.99*
Includes Print + Tablet edition for iPad®, iPhone® & Kindle Fire™ + Online Archive

Step 2: Fill in your order information.

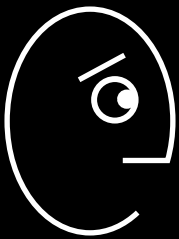
First Name	City
Last Name	Select a State/Province
Address 1	Zip / Postal Code
Address 2	

The problem is not simply converting from print to web or selling mobile apps.



In order to survive, NGS must fundamentally re-conceive its business.

**NGS must return to its roots,
re-imagining itself as a multi-local organization—
shifting from “customer transactions”
to a new form of “member participation”.**



Connecting members to ...

... other members

... explorers

... research

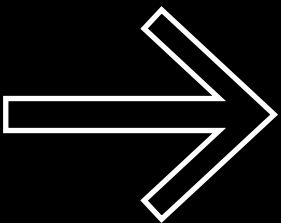
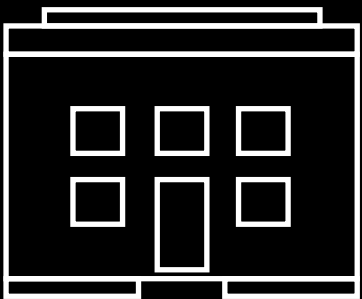
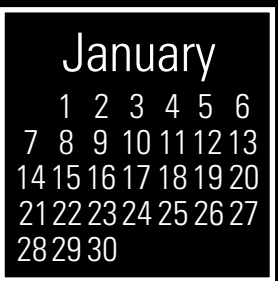
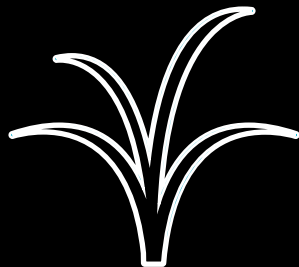
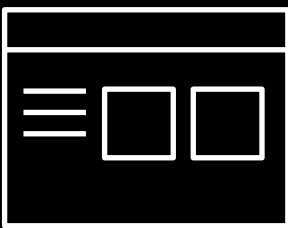
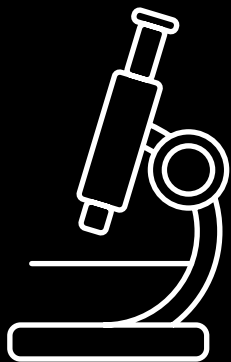
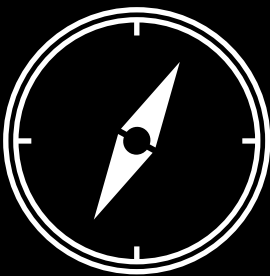
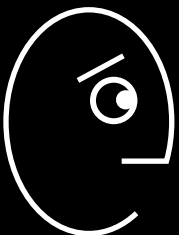
... content

... the diversity of life

... events

... the society

... the future




We helped NGS think through these issues—
and we used prototyping to help imagine user experiences.

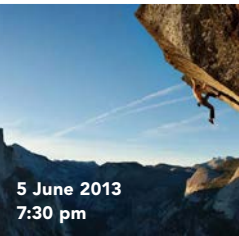
Home

Search ...

Stories




Events




5 June 2013
7:30 pm

People




NatGeo Now

Your Shot
12:46 pm, 10 April 2013




Lecture
12:38 pm, 10 April 2013

Alexandra Fuller
7:30pm, 1 June 2013
Massey Hall
Washington, D.C.



@patrickroe
12:34 pm, 10 April 2013


he speed-dated 37 languages
before he fell in love with one:
bit.ly/WLsQ6N. From the pod
archive @pritheworld




@angshah
12:29 pm, 10 April 2013

are you one of the
#1billionrising ?


Observation
12:25 pm, 10 April 2013






@natgeo
12:22 pm, 10 April 2013


Channels



Trails



Projects



Stories

Search ...


Any involvement

All types

All timeframes

Coyotes

Reset filters



Coyotes

The coyote, also known as the American jackal, brush wolf, or the prairie wolf, is a species of canine found throughout North and Central America, ranging from Panama in the south, north through Mexico, the United States, and Canada. It occurs as far north as Alaska and all but the northernmost portions of Canada.

Salon

Index

Timeline


Tree of life

Map

Tell your story

Order	Family	Genus	Species
Metatheria	Erinaceomorpha		
	Ferae		
	Carnivora		
	Feliformia		
	Caniniformia		
	Pholidota		
	Perissodactyla		
	Soricomorpha		
	Xenartha		
	Prokennalestes*		
	Canidae		
	Caninae		
	Vulpini		
	Arcotoidea		
	Ursoidae		
Hemicyonidae*			
Ursidae			
Musteloidae			
Ailuridae			
Mephitidae			
Mustelidae			
Procyonidae			
Pinnipedia			
Enaliarctidae*			
Odobenidae			
Otariidae			
Atelocynus			
Canis			
Cerdocyon			
Chrysocyon			
Cynotherium*			
Dusicyon*			
Eucyon*			
Leptocyon*			
Lycolopex			
Lycaon			
Nurocyon*			
Nyctereutes			
Otocyon			
Protocyon*			
Canis latrans			
Canis lepophagus*			
Canis lupus			
Canis lupus familiaris			
Canis lupus dingo			
Canis mesomelas			

On the prairie
27 October 2009, 1:45 pm



coyote folk singer ... 368 54

5 more stories ...

Dubberly Design Office · Engaging members to re-imagine National Geographic · 10 October 2013

We then created a video to help NGS share the ideas internally.



... and we created a
large-format print booklet
to accompany the video.

Engaging Members to Re-imagine National Geographic

Four Stories about the Future

"We're in disruptive times.
And if we don't push out ahead
and become the disruptors,
we will be disrupted."

—Aaron Huey

"There are people in your
community that you could
collaborate with who would be
sort of this distributed network
helping each other to make
things happen."

—Ariel Waldman

"And you're trying to find
people that bring out the best
in you. We spend our lives
trying to find our tribe."

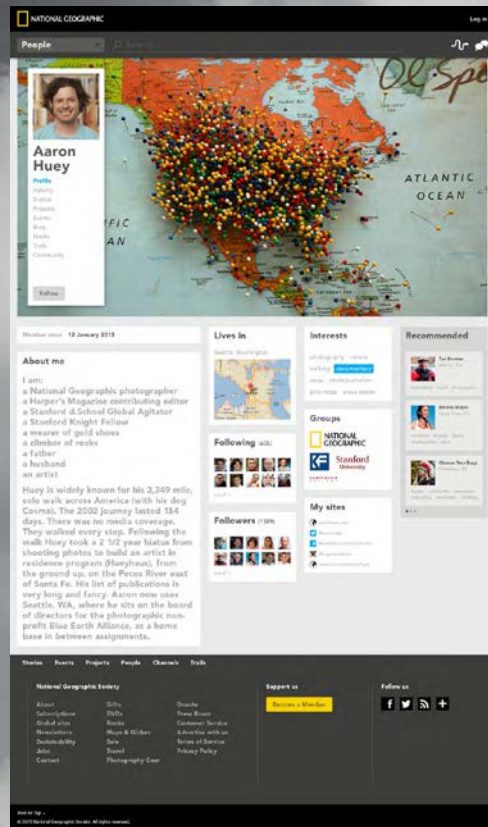
—Tierney Thys

"I would be loyal to anything
that's a consistent, positive
source of information, focused
on whatever I'm interested in."

—Brian Keefe

My name is Aaron Huey.

I am an agitator. I'm a photographer. I'm an artist.
I'm a teacher. I'm a community builder. I'm a father.
And I'm a wearer of gold shoes.



Huey is a National Geographic photographer, lecturer, teacher, Stanford Knight Journalism Fellow and—if you ask him—full-time agitator. Huey has a deep respect for traditional media as well as an interest in how technologies and ideas are re-inventing news, journalism, and storytelling. Huey wants to stir things up, to explore, to investigate, to ask questions, and prototype answers.

He starts with storytelling. And to do that, he is thinking beyond pages. “The pages, you know, throughout my entire career—have felt very restrictive—like I couldn’t fit the heart in the pages.”

Aaron’s stories come out of relationships that he develops with individuals or a place or a community of people. He is probably best known for his photographs of the Native American community in Pine Ridge, South Dakota. Huey spent seven years documenting life on Pine Ridge Reservation. *National Geographic* magazine published the story, written by Alexandra Fuller, in August, 2012.

After the story was published, the people of Pine Ridge confronted Huey. They wanted to tell their own stories: The story of the buffalo hunt. Of the basketball player. Of the son who made good. Through a Knight Foundation journalism grant, Aaron worked with Jonathan Harris, the co-creator of Cowbird, a storytelling platform, to include stories from the community. The community stories flowed into National Geographic’s website live and unfiltered. Stories appeared in many forms—photos, narratives, song recordings.

Huey wants National Geographic to survive and flourish. He thinks the society is ready to re-imagine itself by re-engaging members in new ways.

“Our mandate is bigger than making products. It’s to make the world a better place and to expand our ideas of who we are and what the world is. To do that, we need new kinds of interaction.”

Huey wants the society to embark on an internal exploration—of the society. “In messy times, great things can happen. We can explore the disruption, explore it like we explore the world.”

Aaron Huey is prototyping new ways to tell stories.

Huey is asking questions:

What forms can a story take?

Do stories end?

How should National Geographic photographers and writers co-exist with other storytellers?

How can people in communities organize themselves to tell stories?

Do stories build community?

What would make people come back (to National Geographic) every day?

What does it mean to curate?

How can we build community?

Who are we and what do we want to do?

What National Geographic can do:

Expand authorship at National Geographic.
National Geographic editors, writers, photographers, bloggers, and members all tell stories.

Redefine story.
Stories can be science blogs, photos of the day, traditional *National Geographic* magazine stories, story assignments through Your Shot, stories generated by research projects, and personal stories told by members—among others.

Create a story stream.
National Geographic hosts a collection of all stories ever published on the site—building on the National Geographic archive. The story stream is rich, real-time, and can be personalized.

Re-design access.
All stories are tagged and are navigable through search, filters, and tags.

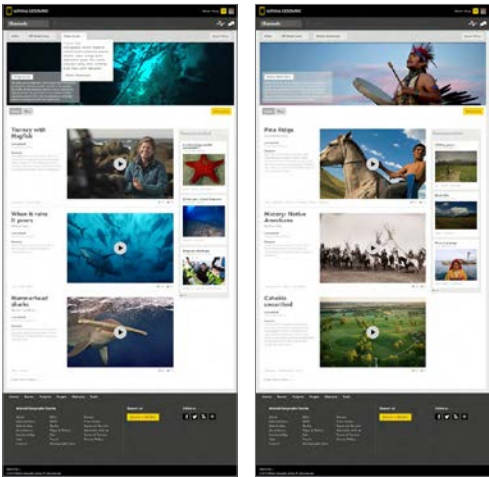
Provide curation tools.
Readers curate stories as trails or lists, to be followed, shared, and read later.

Enable connections.
Stories connect people, events, channels, projects, and trails. Stories build community by connecting people through ideas to the site and to one another.

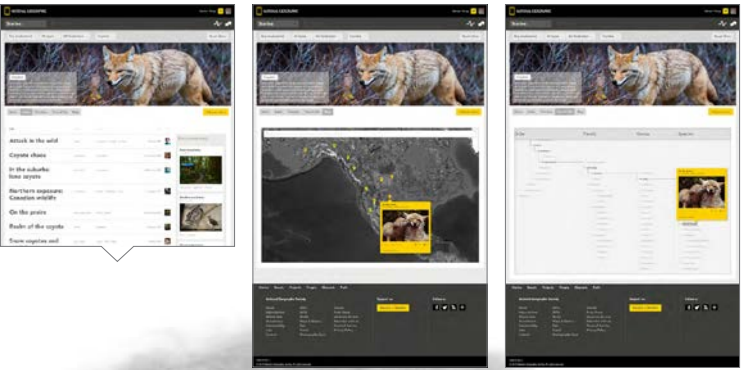
Stories connect everything >
Stories connect people, projects, events, and media.



Readers find content through topics >
Readers navigate through search, filters, and tags to find topics—like Native Americans.



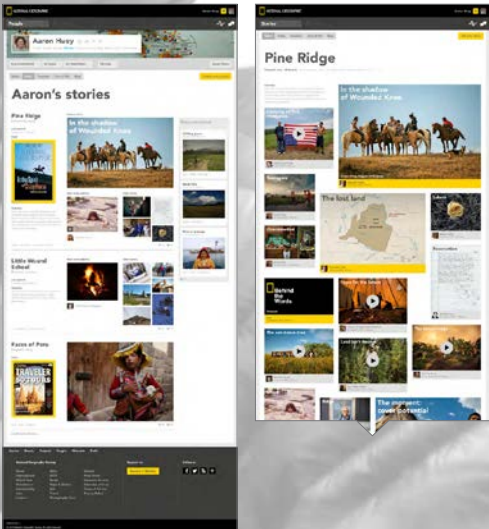
Stories have different views >
An index, a timeline, a map, and the tree of life provide views of content.



Stories appear in a continuous stream >
National Geographic's archive is the foundation for a stream of stories that is continuously updated.



Stories come from many people and places >
Traditional National Geographic photographers and writers, community storytelling, and personal narratives are sources of stories.



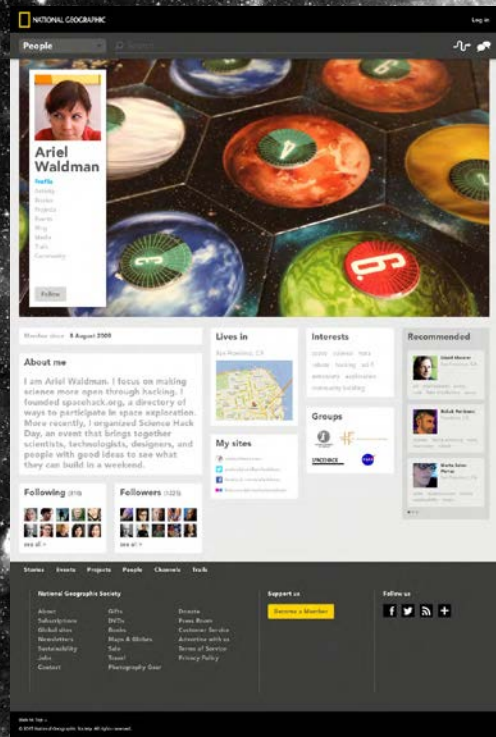
Imagine a storytelling platform—
connecting members to the things
they care about.

My name is Ariel Waldman.

I am an interaction designer. I'm a research affiliate at the Institute for the Future. I am the global instigator of Science Hack Day.

I am the creator of spacehack.org.

I am definitely a space geek.



What do hacking and science have in common? Ariel Waldman, for one. Ariel is the founder of spacehack.org, a directory of ways to participate in space exploration. She is also the global instigator of Science Hack Day. She is a citizen scientist.

Ariel was watching the documentary *When We Left Earth*—about the Apollo missions and the birth of NASA—when she realized she wanted to explore space. In a “geeky, fangirl moment” Ariel sent an email to NASA to secure a job.

Ariel's job at NASA was life-changing. She became an evangelist for citizen science. Ariel wants to get ordinary people to participate in science. She believes that science is a field that can be hacked or explored. It is an exciting place to play. It can be surprising. And it can change the way people think about themselves.

Spacehack.org brings together a directory of citizen science projects that people can participate in. Ariel notes that there are a lot of citizen science projects out there—they just aren't organized so that people can find them or get involved. It isn't only about openness—it's about access.

Galaxy Zoo is one of the projects on spacehack.org. Galaxy Zoo offers a very simple image of a picture of a galaxy and allows an ordinary person to classify it using simple questions, like: Is it round? Is it spiral? Through Galaxy Zoo, people discovered a bunch of weird green blobs that turned out to be a new type of galaxy—later named the Green Pea galaxies.

Ariel also created Science Hack Day—a 48-hour event in which scientists, designers, developers, and different kinds of people meet in the same space to rapidly prototype applications in the area of science. She finds beauty in the collaboration and the open-endedness of the exploration.

Ariel believes the coming citizen science renaissance is a big opportunity for National Geographic.

“It's moving from a culture of observation to one of participation and contribution—a culture in which members can actively get involved.”

Citizen scientists bring to scientific research all of the benefits of crowdsourcing: energy, enthusiasm, and scale. New problems can be explored with the advantage of many minds. And new areas of investigation can be proposed.

One of the benefits of opening up scientific research at National Geographic is the opportunity to transform the lives of members. Ariel believes citizen scientists “actually feel like they are changing how science is being done. They can point at results and say ‘I contributed to that. I made that happen.’ Their lives can be changed. Because that's what happened to me.”

Ariel Waldman is hacking science.

Ariel Waldman is asking questions:

What are all the ways a person can explore science?

How can citizens contribute to space exploration?

How can we open up access to scientific data?

How can we help ordinary people actually create their own projects and do their own interesting stuff in science?

What can people make together in a 48-hour Science Hack Day?

How can National Geographic facilitate different kinds of experiences to help people get involved in science?

What is it that we know and what is it that we don't know?

What National Geographic can do:

Bring together citizen science observations.
Observations by citizen scientists are integrated across services and reflected back to members in their profiles.

Create a research project index.
A National Geographic project index includes National Geographic research projects along with projects initiated by members.

Enable project creation.
Citizen scientists create projects—and make common cause—around scientific interests. Projects initiated by members build on current Citizen Science efforts—missions from Project Noah, for example—encouraging direct participation in science activities.

Open up research projects.
Selected National Geographic sponsored projects allow public participation (to analyze data, contribute observations, or compete in competitions). Citizen scientists and scientists collaborate.

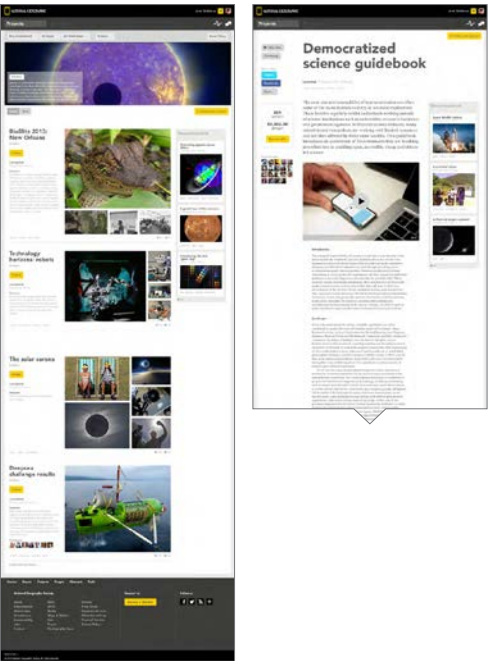
Encourage public funding.
Citizen scientists and other members fund research, propose new projects, and follow the outcomes of research projects they are passionate about.

Enable connections.
Scientific observations and activities connect members to other members and to National Geographic researchers and scientists. People connect to one another through their love of science and of the natural world.

Project directory >
Members can see all research projects conducted by the society—projects past, present, and future.



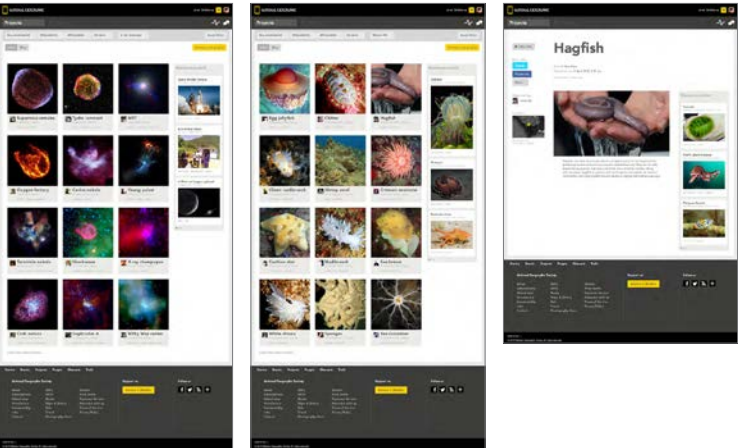
Member-sponsored projects >
Members follow explorers and expeditions and sponsor projects they are passionate about.



Member-created projects >
Members can create and share their own research projects—from bioblitzes to science hacks.



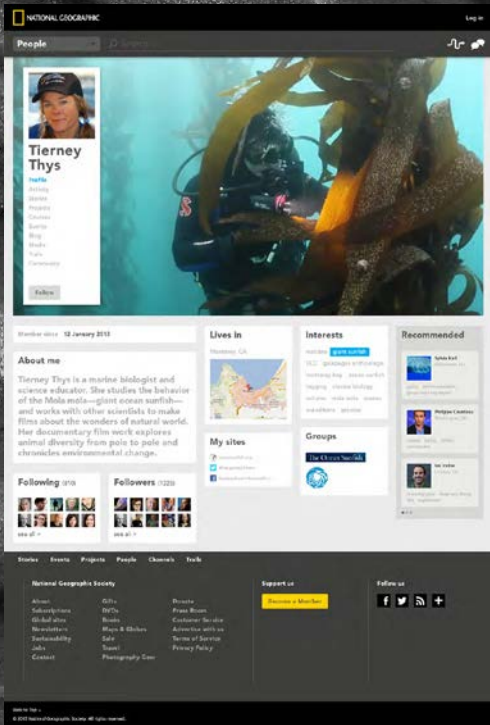
Collaborations between citizen scientists and experts >
As citizen scientists, National Geographic members participate in scientific research and create value by collecting and analyzing data, contributing to knowledge, and expanding our understanding of the world.



Imagine a citizen science platform—
encouraging close attention to the
natural world.

My name is Tierney Thys.

I am a National Geographic Explorer, a marine biologist, a filmmaker, a mom, a pilot, a scuba diver, but probably most important—a science educator.



Tierney Thys thinks the ocean is the perfect laboratory. The ocean is the place life began and where you can study the deepest connections of the natural world. Her mission is to help teach people about the ocean so that they care about it and conserve it.

She began teaching in traditional forms—creating hour-long documentaries for the National Geographic television channel and acting as a guide on the society's expeditions. Today, she is experimenting with new forms.

One experiment is a successful game on National Geographic's website. Called Animal Jam, the game has 10 million registered players and every day connects 30,000 kids in 80 countries through conversational game play. Tierney appears in the game in her underwater lab called Tierney's aquarium.

"The animals in the world talk to each other—the players talk to each other—they share what they're learning and their excitement of learning."

She is also a lecturer and educator on TED. On TED-Ed, Tierney shares short animated films narrated by ocean creatures that teachers can weave into their lesson plans. Her TED talk—"The Secret Life of Plankton"—has been watched by 25,000 people.

Tierney wants to work with National Geographic to develop new kinds of teaching and learning experiences. Inspired by Stanford's online class on artificial intelligence—with an audience of 100,000 students from around the world—she imagines teaming up with other explorers to develop courses with greater reach. For example, a dream team of National Geographic explorers could create a course about how the planet works.

She also wants to see the society bring explorers and members closer together by enabling members to follow explorers, communicate with them, and sponsor their research projects.

She views National Geographic as a shortcut to find your tribe: "It's the people who bring out the best work in you—bring out the best in you—the best you can offer to society."

To save the planet, Tierney believes we must come together as a community and work to make things better. She wants to connect tribes of educators, learners, and doers in new ways to do just that.

Tierney Thys conducts teaching and learning experiments.

Tierney Thys is asking questions:

How can we bring the ocean back to its productivity, and how can we better protect it?

How can we use different media to communicate scientific ideas?

How can we spark different parts of the brain to help people learn better?

How can I share information with kids in ways that helps them relate it to their own experiences and make it their own?

What will happen when game players become game co-creators?

How can National Geographic help people find their tribes?

How can National Geographic put together a dream team of educators and share it with the world?

What National Geographic can do:

Add new voices.
National Geographic editors, writers, photographers, bloggers, and members all tell stories.

Expand conferences.
Building on its *National Geographic Live!* program, the society can organize national conferences to share research and spread ideas.

Broadcast research videos.
All presentations, lectures, and conference talks can be organized on the website—sharing National Geographic knowledge with the world.

Offer online courses.
Like TED-Ed, National Geographic can offer courses online—and provide tools for creating courseware. Courses can take advantage of the wide-ranging expertise offered by its fellows, writers, photographers, and explorers. Courses can take different forms—MOOCs, combinations of live and streamed material—even courses offering certificates of completion.

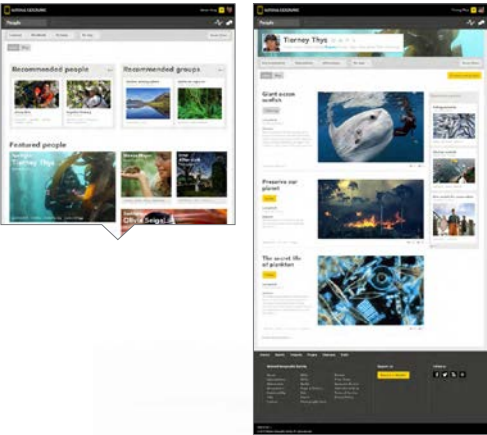
Design courses for licensing.
Courseware can be created to fit into multiple curriculums.

Build teaching teams.
Connect explorers with other explorers to create multi-part classes—like How the Planet Works.

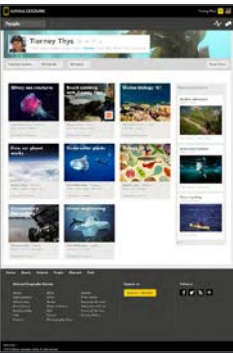
Integrate with third-party learning platforms.
ZOZI, creativeLIVE, and other services offer new kinds of teaching opportunities. Provide APIs (open standards) to enable registration across services.

Enable connections.
Provide ways for members to follow explorers, research projects, and classes across platforms.

Follow research projects >
Students follow explorers and learn by closely observing research projects.



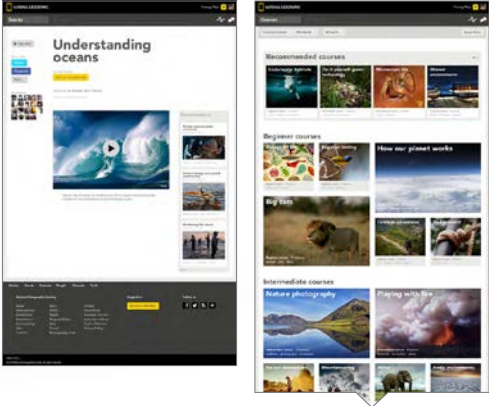
Extended teaching platform >
National Geographic researchers and explorers have many kinds of lecturing and teaching opportunities.



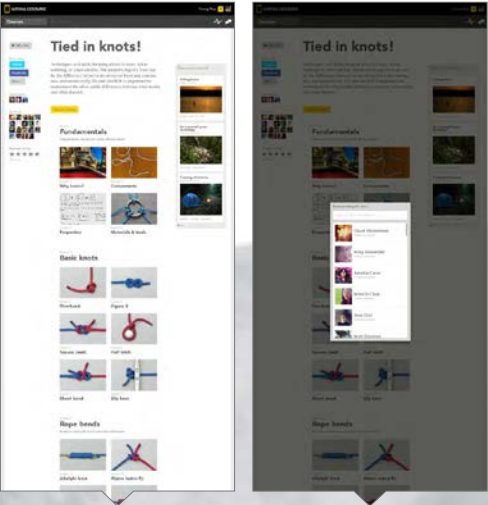
Archived lectures >
Lectures are archived and become part of online courses.



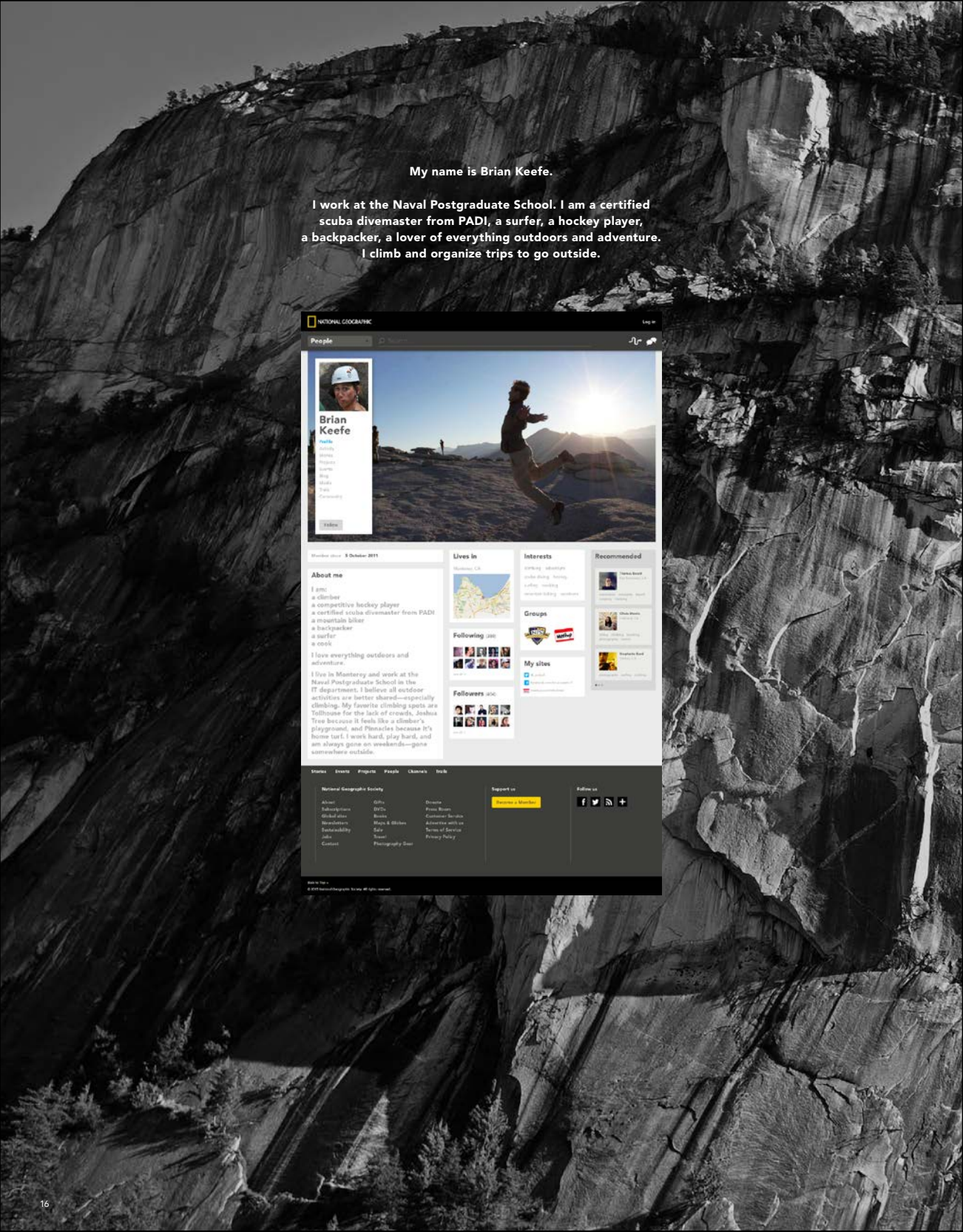
Online courses at all levels >
Teachers provide courses at all levels—for all types of learners.



Knowledge sharing >
National Geographic connects teachers to students and students to one another.

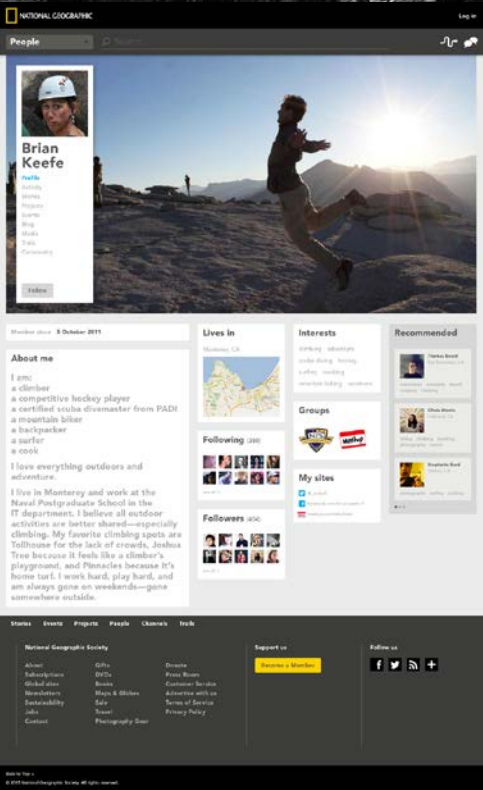


Imagine a teaching and learning platform—
so we can all share what we know.



My name is Brian Keefe.

I work at the Naval Postgraduate School. I am a certified scuba divemaster from PADI, a surfer, a hockey player, a backpacker, a lover of everything outdoors and adventure. I climb and organize trips to go outside.



Brian Keefe is interested in helping people get off their butts and go outside. His passion is to take people on adventures, get them out of their comfort zones so that they can grow a little bit, do something new, and have fun.

In the IT department of the Naval Postgraduate School in Monterey, Brian's day job is to help people navigate experiences in the virtual world. When he heads outside, Brian leaves technology behind. He spends as much time as he can in the natural world—surfing in the waves and the ocean, backpacking, hiking, and more recently—climbing.

A Meetup (<http://www.meetup.com>) group in Los Angeles introduced Brian to climbing. In a weekend crash course, he learned everything he needed to get started: how to set up anchors, break down anchors, rappel safely, and lead climbing. The experience was so powerful that he came home and founded his own Meetup group.

Brian believes National Geographic could play an important role in the lives of outdoor enthusiasts.

For example, guidebooks don't publish everything. For climbing trips to be safe and successful, climbers need information that only other climbers know. How do you get to the rock? Where are the good footholds? Are the bolts still there? National Geographic can support a user-created knowledge base of the natural world.

Outdoor enthusiasts want to save and share pictures of their adventures—something Meetup doesn't provide. Brian sees an opportunity to help groups more easily share stories.

Most important, National Geographic can help people with similar interests connect to one another.

“When I’m going on a trip back home to see relatives in the Philippines—through my National Geographic membership—I could find other climbers and actually maybe meetup and climb with them. That would be amazing.”

Brian sees a natural connection between his climbing community and the larger National Geographic community. And he is looking for a way to engage: “If I could participate and contribute to National Geographic, then I would feel like I was part of that community. I would feel like I was part of something much bigger.”

Brian Keefe is bringing people together to explore the world.

Brian Keefe is asking questions:

- How do you take people who have an interest in the outdoor world and get them off their butts and get them outside—something that they want to do?
- In the 1970s—how were they writing about climbing? 1980s—what were they talking about, how did they frame it, and how is it different from today?
- How are we delivering education content to those who want to stay mobile?

- How can I learn more about the environment—Where did that rock come from? What is it like? What's the history of the area?
- Why can't I share my videos and pictures on Meetup?
- How do I find climbing partners around the world?
- How can I participate and contribute to National Geographic?

What National Geographic can do:

Create a knowledge base of the natural world.
Building on applications like AllTrails, National Geographic can offer members ways to capture and share knowledge about the outdoors.

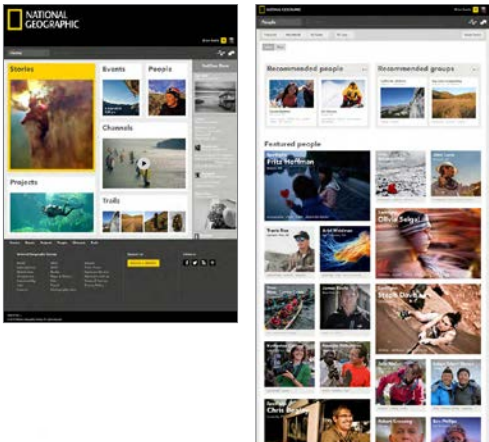
Enable group creation.
Tools for group creation and management can spark active communities of interest.

Create tools to share photos, videos, and other forms of storytelling.
Groups want to memorialize their adventures and share them with others. Collaborative tools for telling stories make possible community storytelling at the group level.

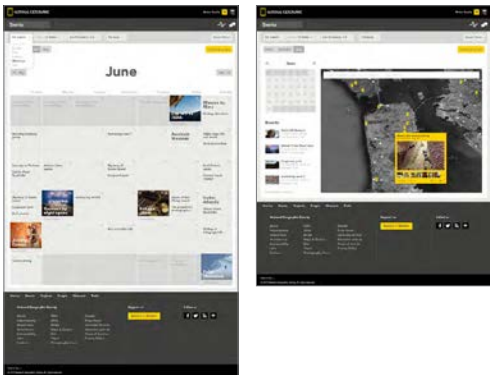
Provide for personal events calendars.
Members can connect to one another through organized outdoor activities.

Enable connections.
Provide ways for members to find people with similar passions, organize events, and make common cause.

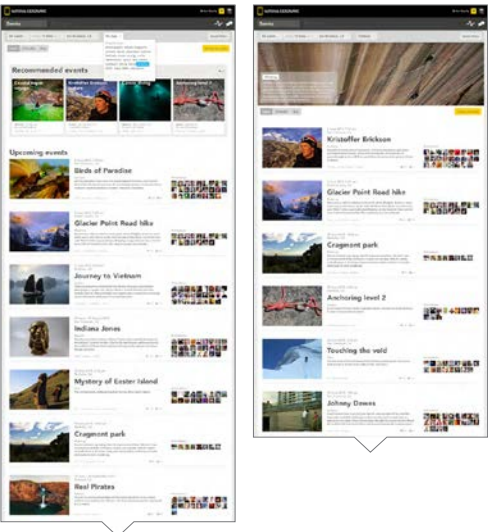
Member and group directory >
A directory of members and groups brings people together.



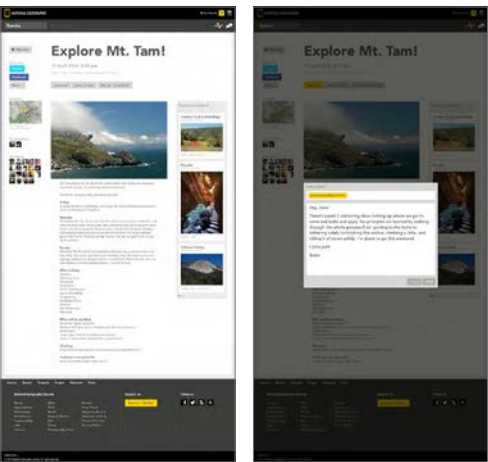
Comprehensive events calendar >
A calendar with multiple views presents events of interest—including meetups.



Filter by interests >
Events can be filtered by tags—climbing, for example—to find local events of interest.

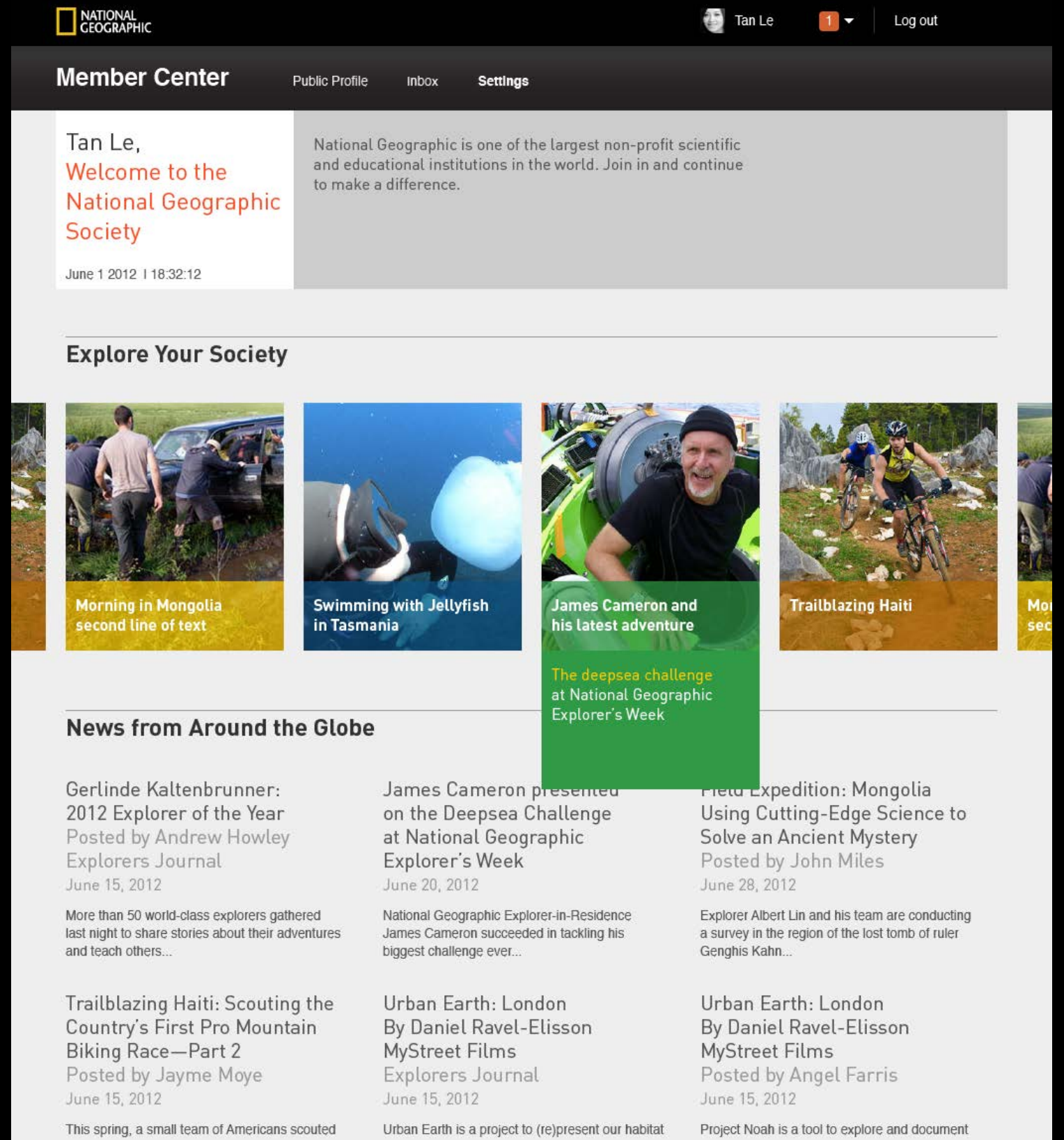
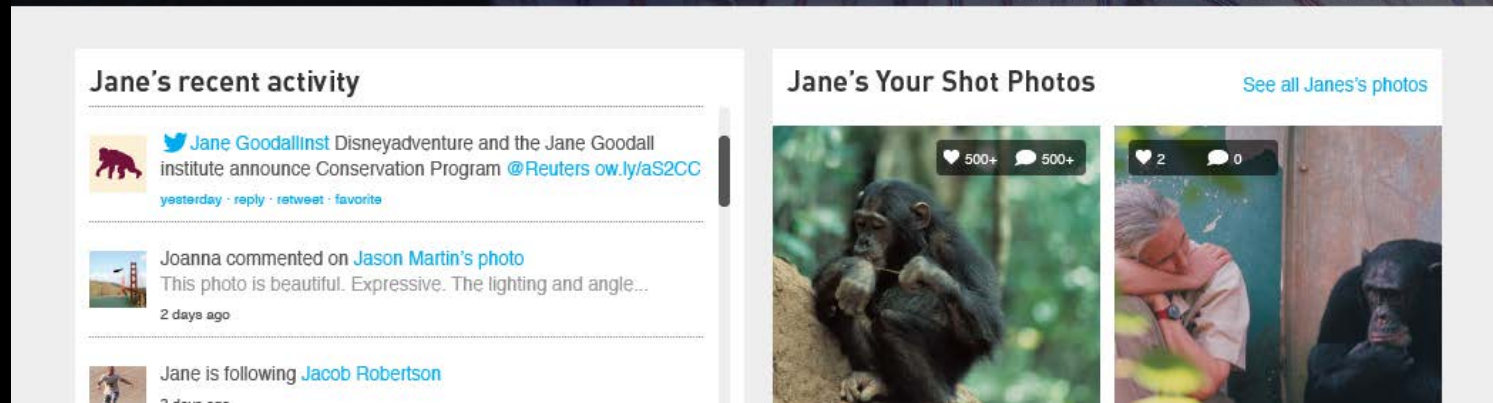
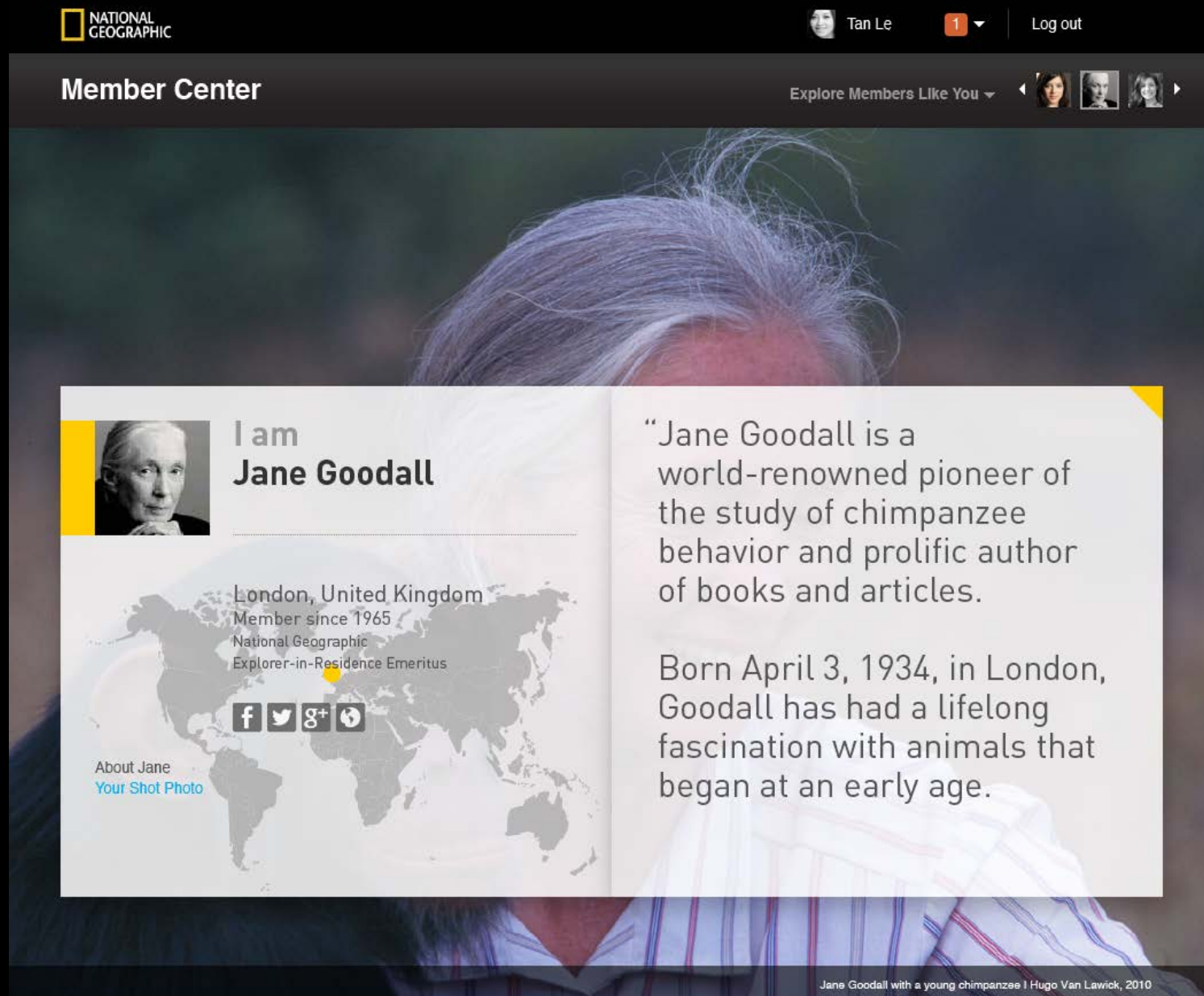


Find people like you >
People with shared interests find one another, create events online—then get together, have fun, and explore the world.

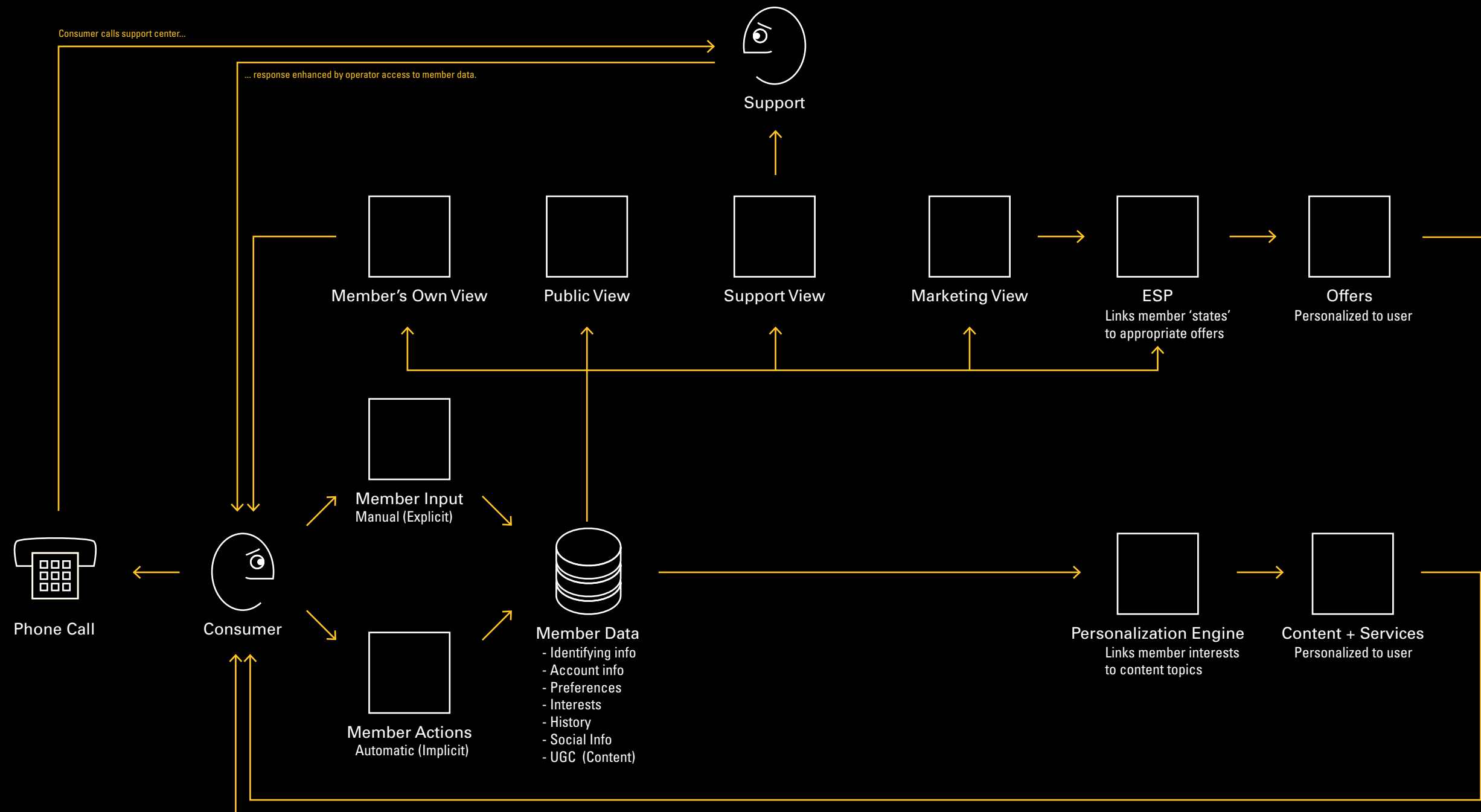


Imagine a community-building platform—to find each other, share our passions, and change the world.

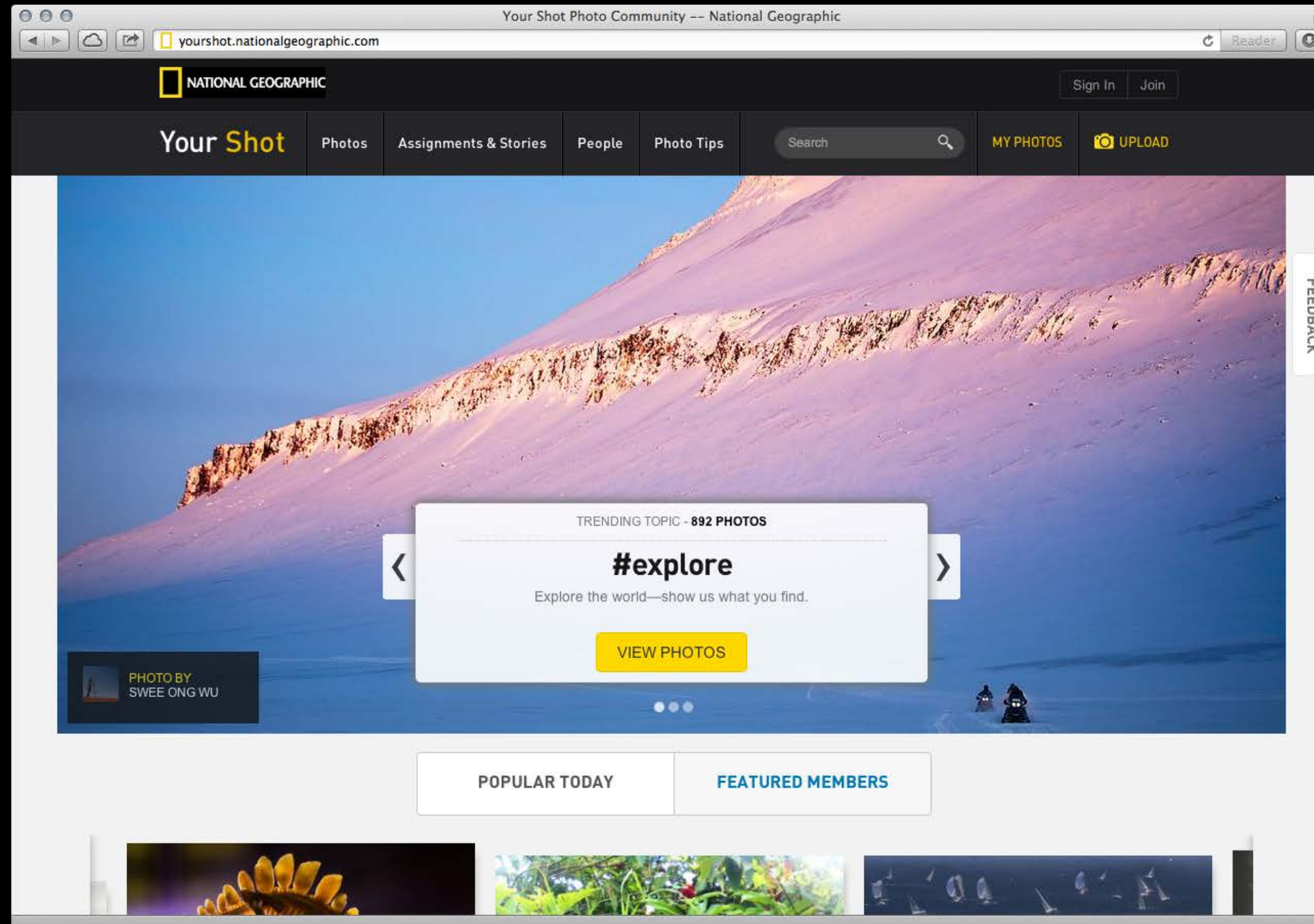
We also helped NGS build a Member Center ...



... and launch a real-time member database— a platform with APIs to support all NGS services.



Late this spring NGS launched “Your Shot”—
the first NGS service to take advantage of the new member platform.



**The changes at NGS
exemplify several connected trends,
applicable to many other
organizations and industries.**

1 People want meaning.

**“Millennials don’t just want to buy your brand,
they want to be part of it.
They’re looking for ways to participate.”
— Barkley EVP Jeff Fromm**

1 People want meaning.

**“I envision a 21st century form of business
where the everyday consumer is helping shape the social contract ...
It’s a business world that is moving from value-based transactions
to values-based partnerships.”
— Unilver CEO Paul Polman**

1 People want meaning.

Traditional

Consumer / user

Buy stuff

Passively receive goods

Atomized transaction

Mass broadcast

Interruption-driven

Seller knows more

Emerging

Member / participant

Make meaning

Actively co-create experiences

On-going relationships

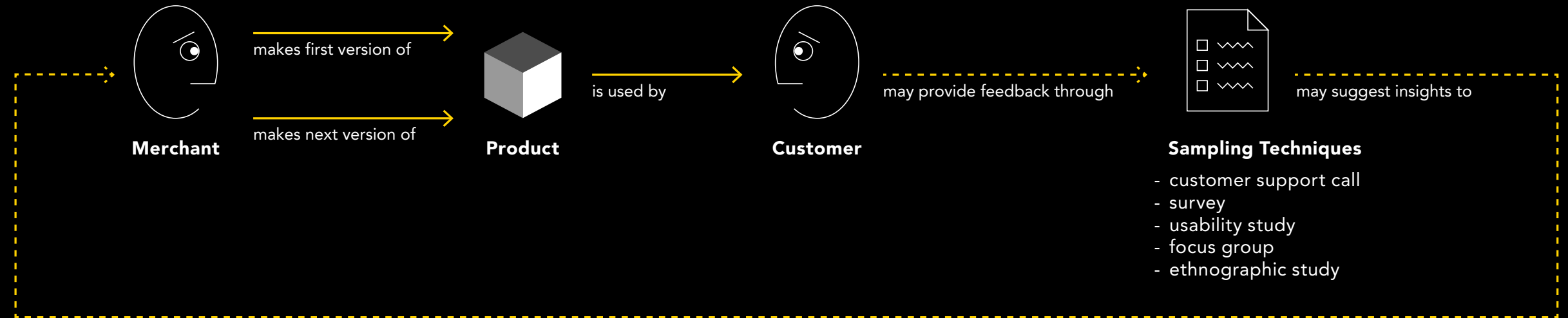
Personal conversations

Engagement-focused

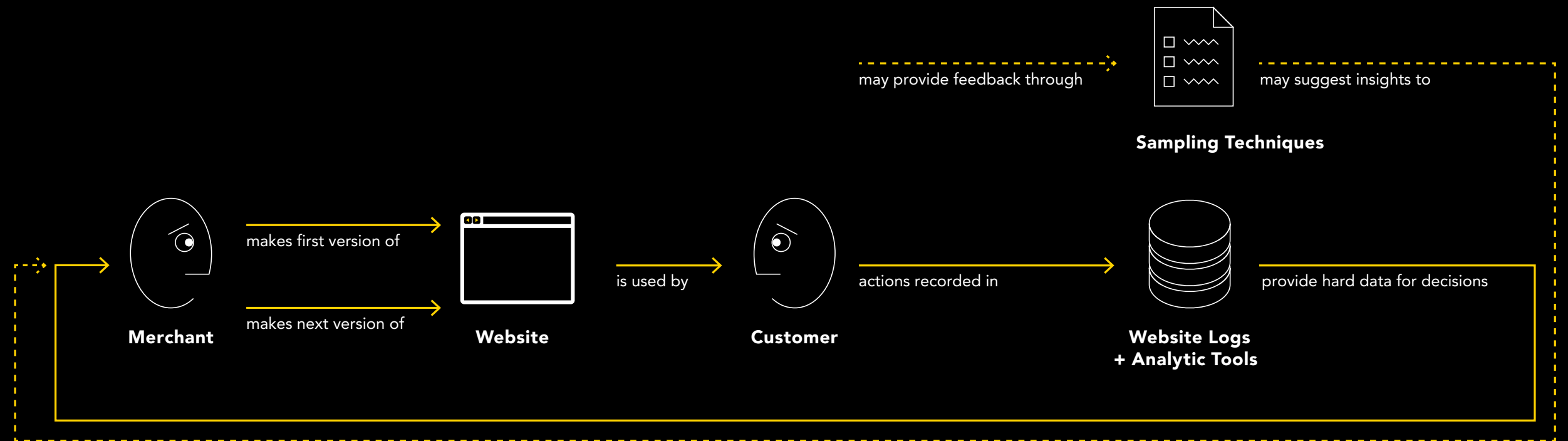
Information balance

2 All organizations have stories to tell, and products tell customer stories.

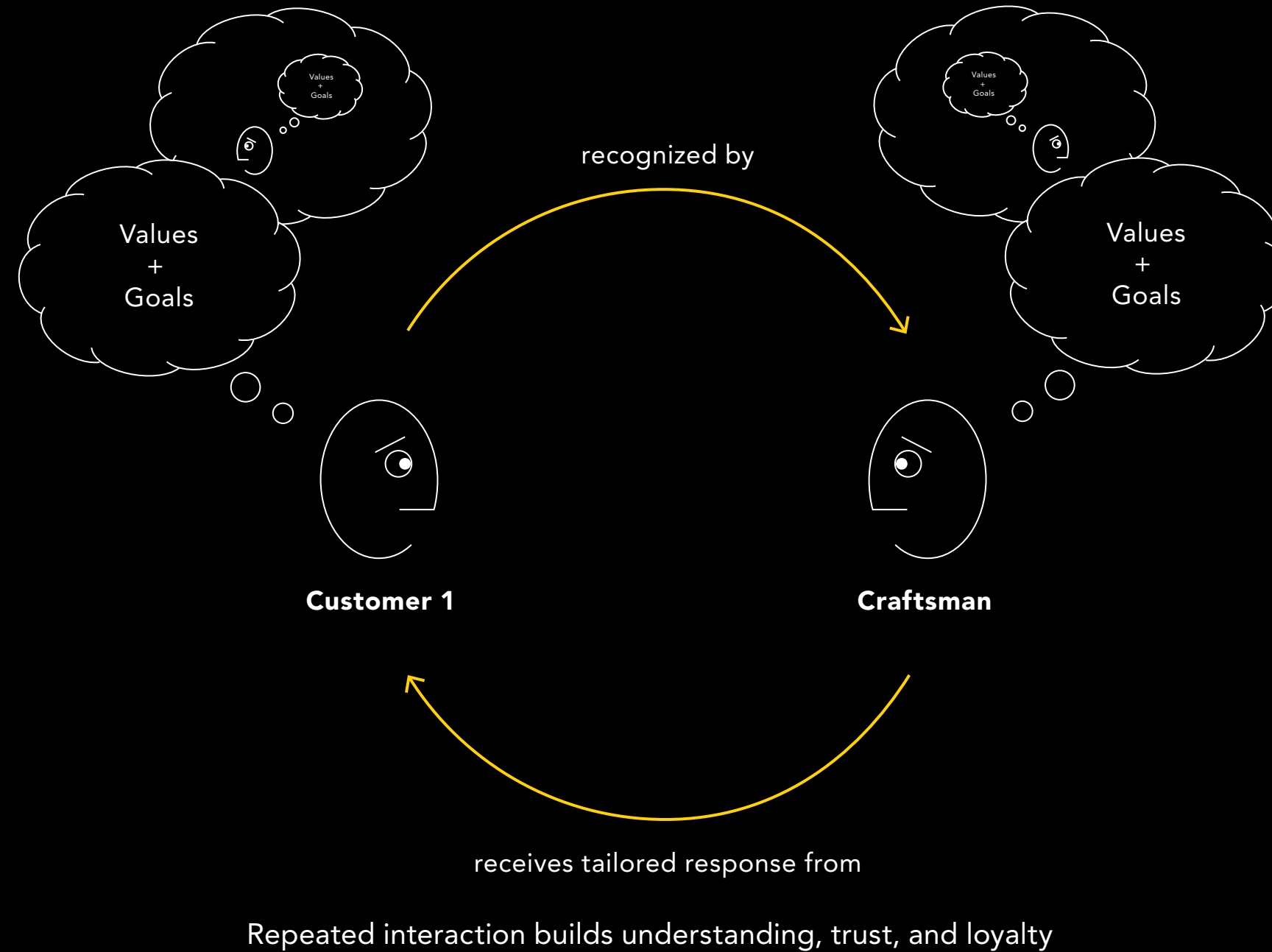
Traditional products



Web-based services



3 An organization's values matter more than ever.

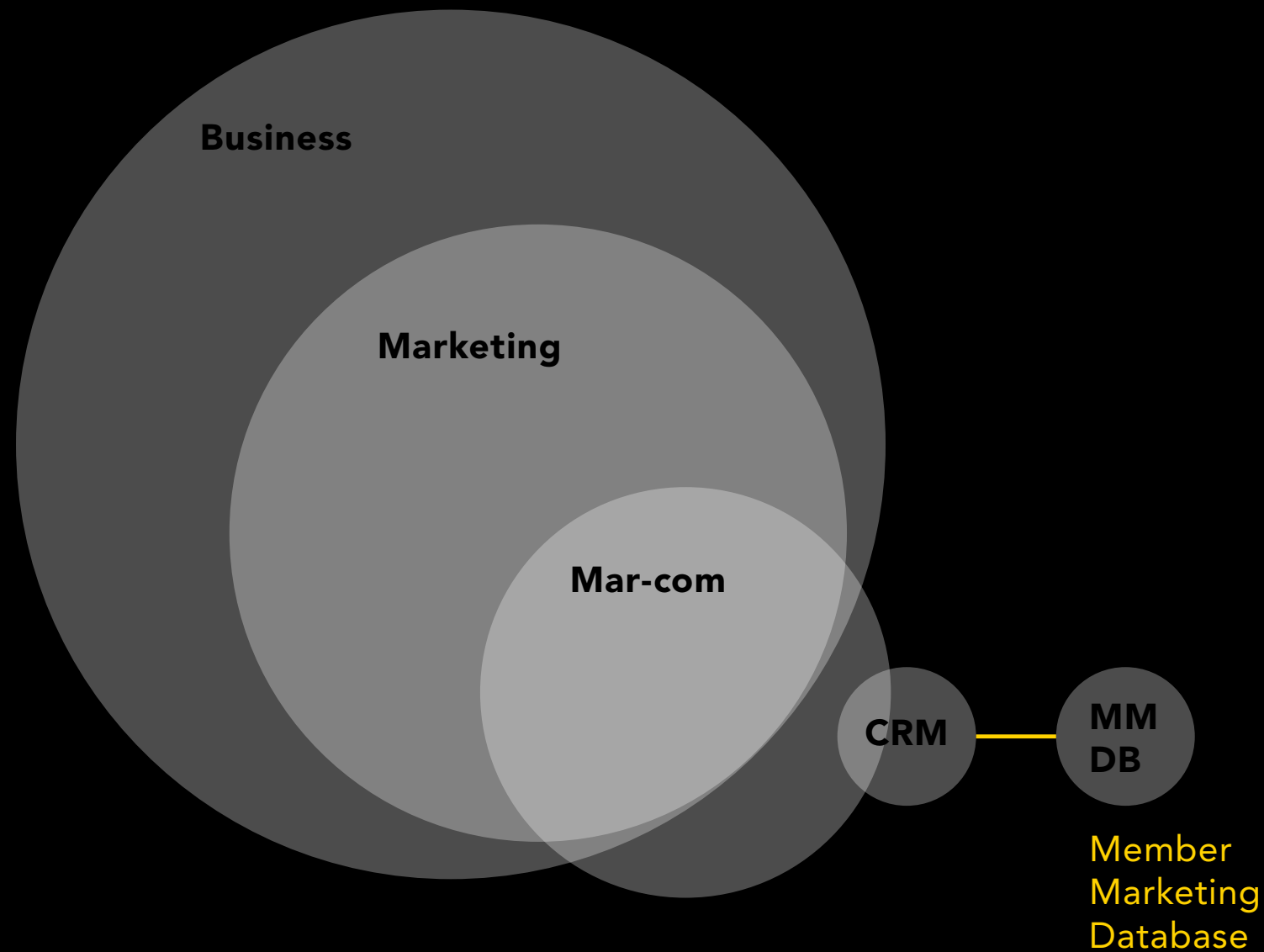


4 All organizations are social networks.

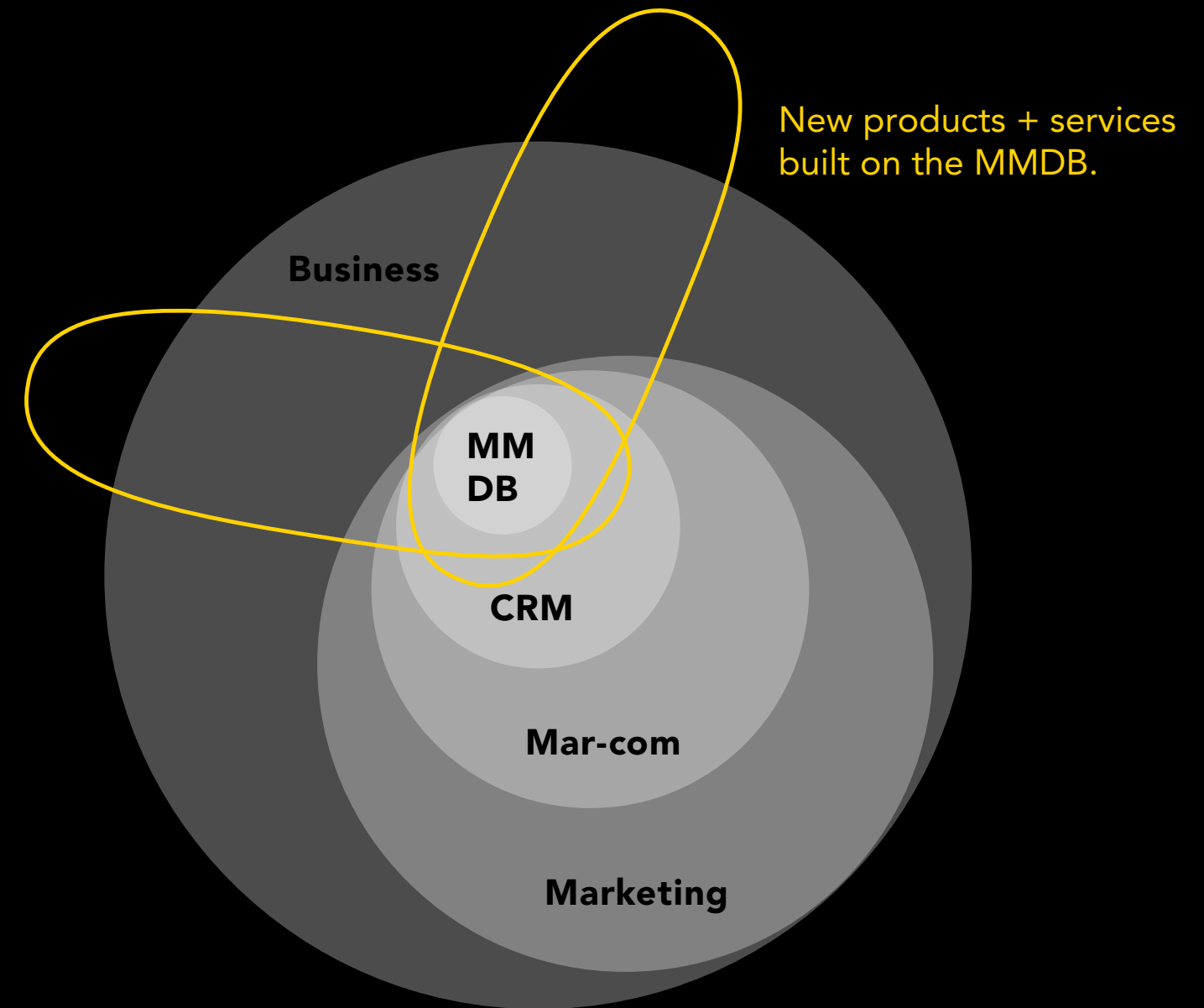
Social Network Services enable key activities that build traffic, loyalty, and affinity.

- Defining ourselves (curating identity)
- Collecting and sharing digital artifacts ————— Collect in order to remember
 - Remember to re-live
 - Re-live by sharing
 - Share in order to connect
 - Connect to be seen and appreciated
 - Be seen in order to participate
 - Participate to create new possibilities
- Communicating with friends and staying in touch
- Finding others with shared interests
- Following what others are thinking and doing
- Planning events (meeting in the physical world)
- Making common cause (organizing for change)
- Creating shared projects (for fun or profit)

5 CRM is now core—you have to know your customer.

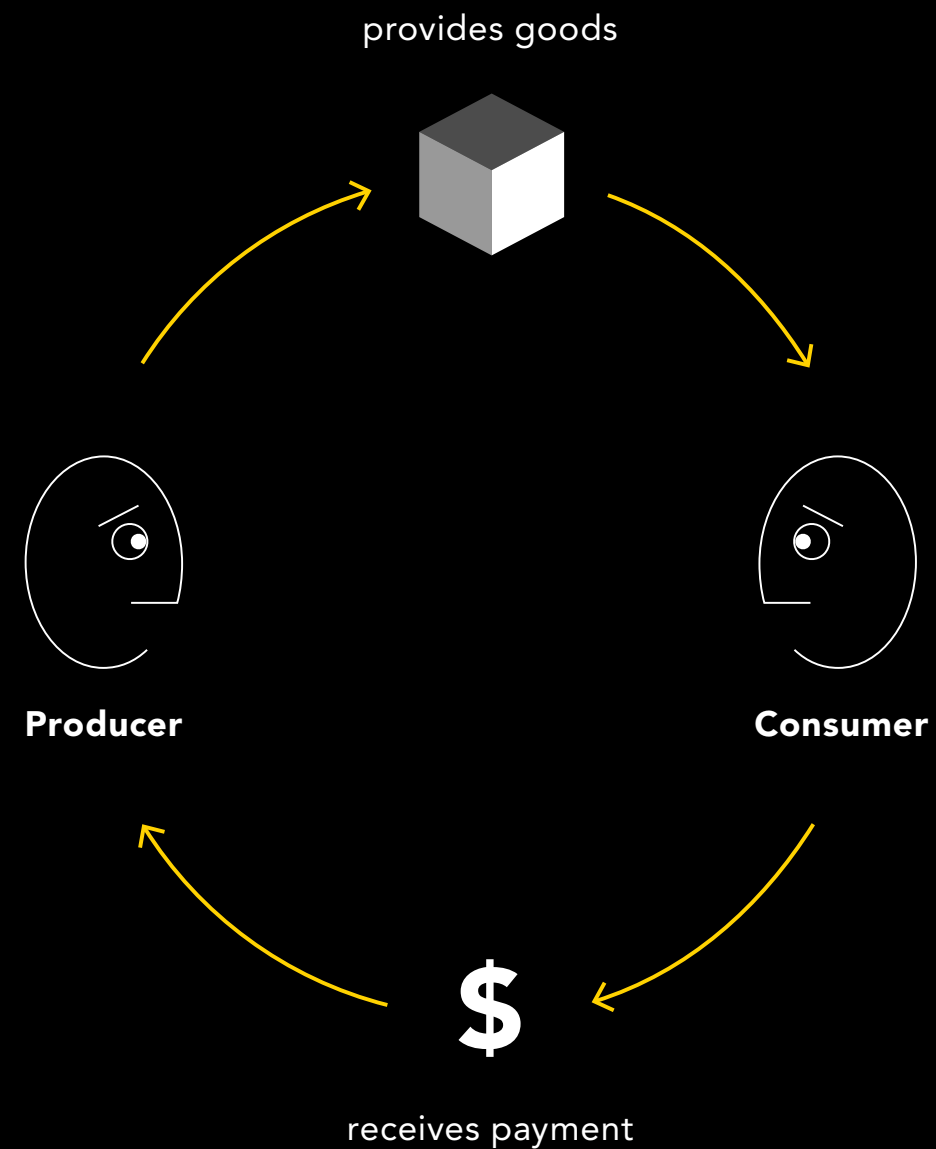


Existing model of CRM

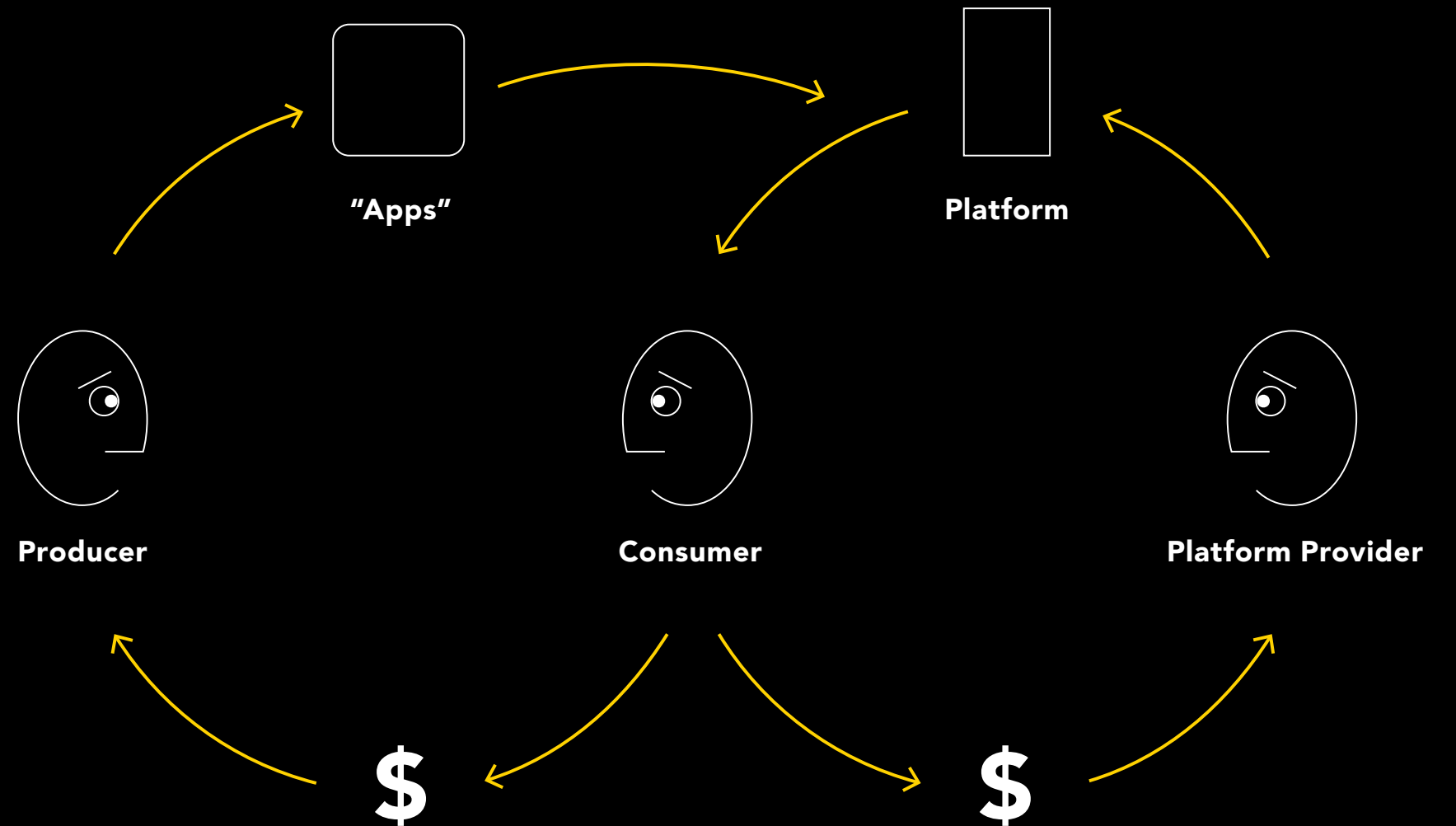


Emerging model of CRM

6 Businesses create value by enabling others to create value.



Traditional producers



Platform providers

Special thanks to
Robin Bahr
Michael Gallagher
Paul Pangaro

hugh@dubberly.com

Presentation posted at
www.dubberly.com/presentations/AlGA_Re-imagining_NatGeo.pdf