

Insights: Cleveland Mornings

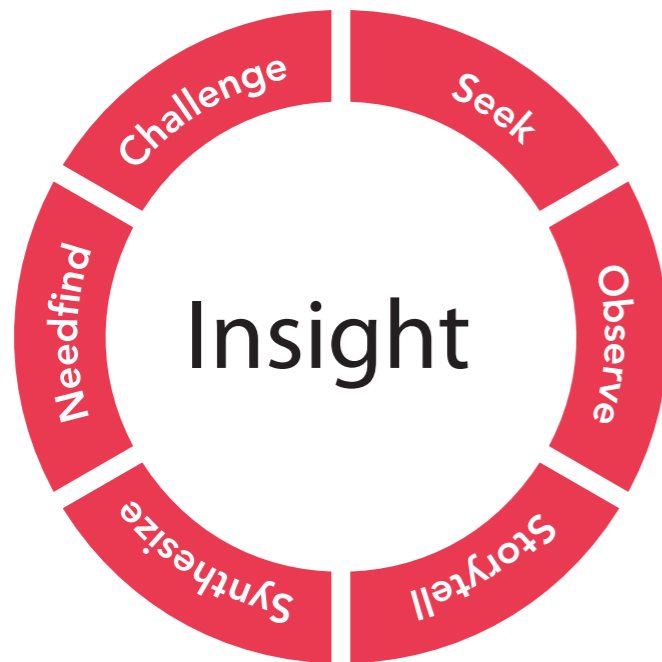


About Our Work

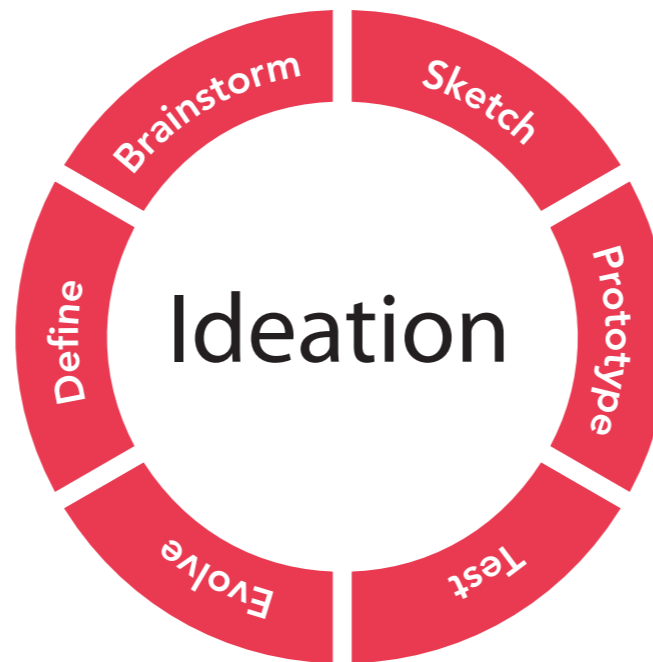
Mornings can be a trying time for people as they struggle to wake up, race against the clock to get ready, and arrive at work on time and prepared. At a time when television is facing heavy competition for attention from mobile devices and social media, we wanted to better understand how WKYC's audience might wake up and get ready for the day. We know from previous research that the morning sets up the rest of day. We also have a newscast format that has been honed and perfected over the years. In order to seek fresh opportunities in this well understood area, this work aims to shed new light on the question:

How might we help people get their mornings off to the best possible start?

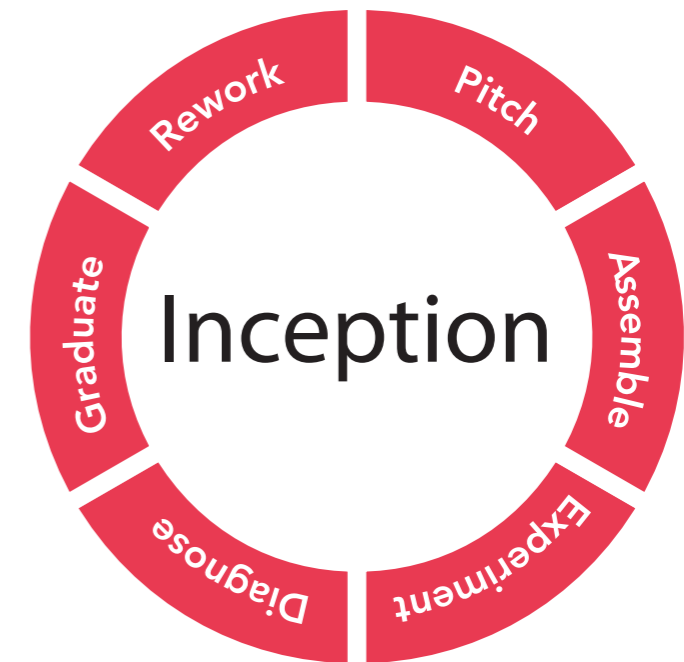
Gannett Innovation Process



Identify the best problem to tackle and look for new, compelling opportunities using ethnographic research



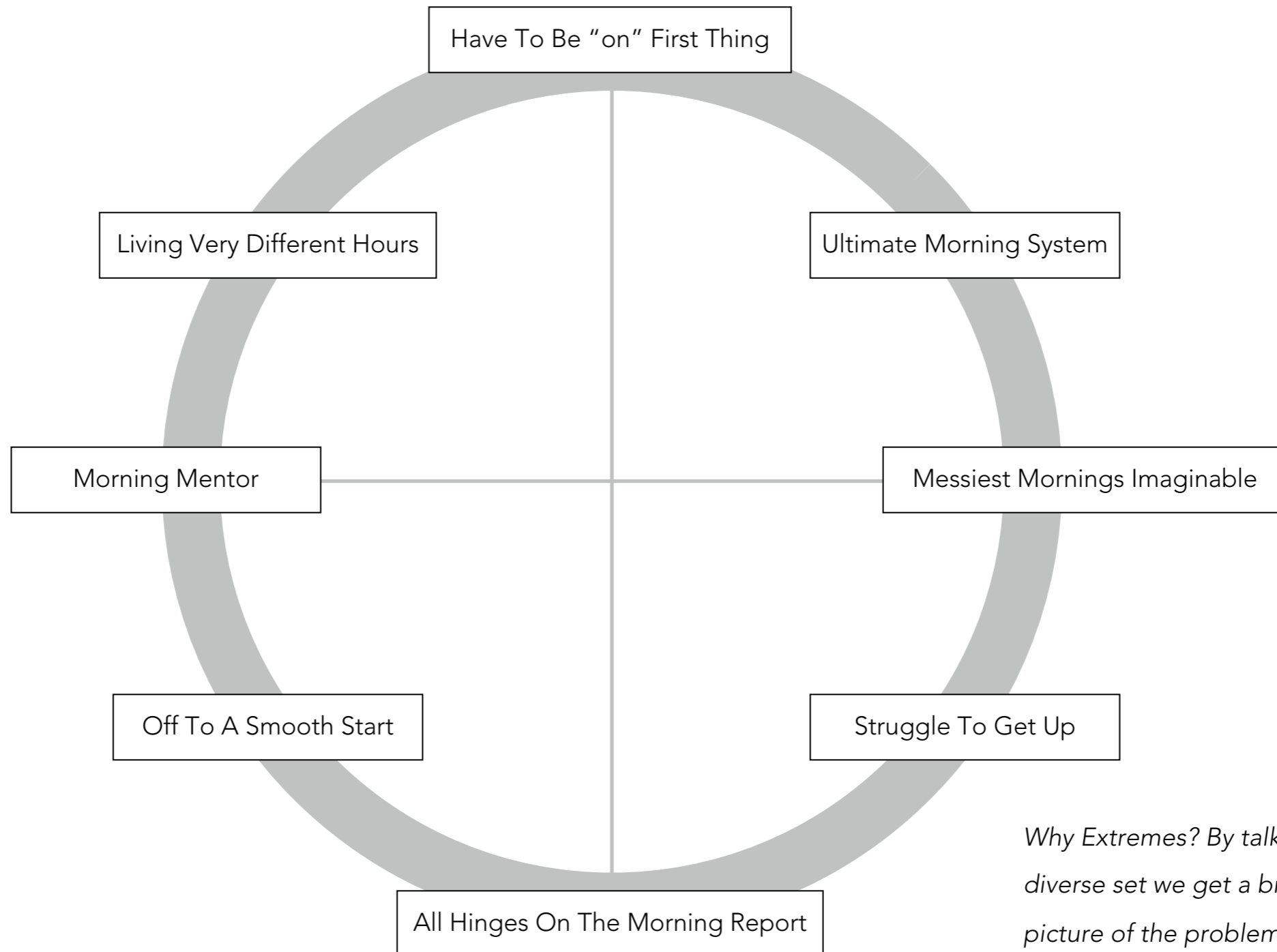
Create hundreds of possible solutions then refine and evolve them through user testing and experimentation



Expand the product concept into a full business model and create a minimum viable product

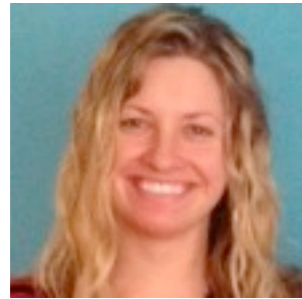
This report covers the initial Insight phase, where we identify a set of extremely different perspectives about a particular subject to seek out and understand. We then analyze their stories with the goal of identifying new insights and unmet needs that will be our foundation for the next phase, Ideation.

Extreme Interviewees Recruited

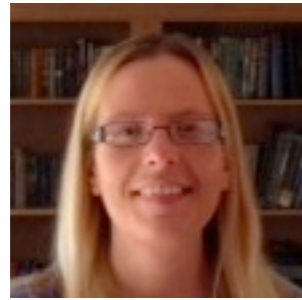


Why Extremes? By talking to a diverse set we get a broader picture of the problem with richer ground for insights.

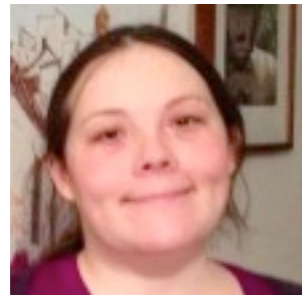
Who We Spoke To



CIARA
Have To Be "on" First Thing
"I became a morning person by making an attitude shift."



NATALIE
Ultimate Morning System
"My goal is to be less stressed and less hurried in the morning."



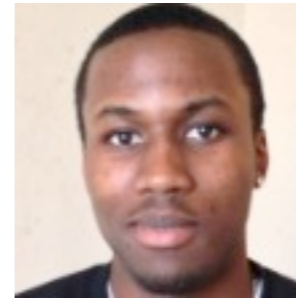
KEARA
Messiest Mornings Imaginable
"I lost too many jobs from waking up late so I set 6 alarms."



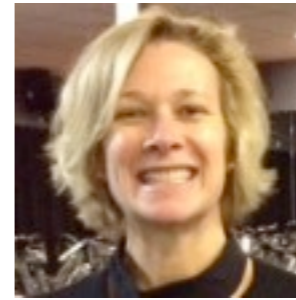
LEXI
All Hinges on the Mornings Report
"My morning routine is a success if I get out the door on time."



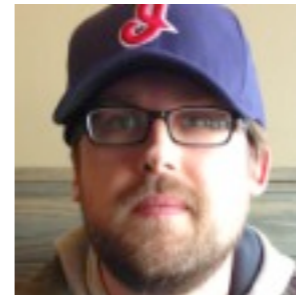
DAWN
Struggle to Get Up
"Tea and a cold shower get me out of my morning funk."



CAZZ
Off to a Smooth Start
"It takes ten minutes and some pep talks to get to my usual cheerful self."



ANN
Morning Mentor
"I always have to think about what will motivate people this morning."



DOUG
Living Very Different Hours
"It's unnatural getting up at 4:50. Even the birds aren't up!"



JIM
All Hinges on the Morning Report
"The car ride to work is time to turn off the radio and pray."



MICHAEL
Have To Be "on" First Thing
"My 5am jog by the lake is an instant wake-up."

What We Learned

What if we honed the morning newscast in its current form but it ceased to be relevant to people's changing needs? What if we followed people to their mobile phone and Facebook page but couldn't ever figure out how to make our format fit these new ones?

Those scenarios may not have happened, but they are possible outcomes in the near distance.

The following insights indicate that there are possibilities to forge new directions which will lead to brighter futures.

Starting Every
Day Is Like
Climbing A
Mountain



Upon waking up, people must climb their way out of a groggy funk. They start in the foggy depths but with each step, their head clears until they find themselves above the clouds. The journey doesn't end there, but they have clarity and freshness to face the day and the work ahead of them. It's a struggle, and if they don't make it their whole day will be shot.

Every Morning
Is A Race To
Work



People approach getting to work like an athlete doing a race. They only make the finish line of work on time if they get through it effectively. Their performance swings on factors that may or may not be under their control, and they will do what it takes to swing the odds in their favor. They have to win the race to work or it could mean screwing up their job, letting people down or simply getting fired.

Your Personal Blend Of Performance Enhancement

Every day is a new chance to win the race to work. A person will typically get up as late as they can, then try to cram in as much preparation as possible before work, where they are expected to hit the ground running. This starts with getting out of bed and ends with getting to your job on time, presentable, switched on and ready for work. While time savers like setting out clothes the night before may win back a few precious minutes, it's the right blend of motivators that truly fuels people to make it through the morning with their top performance:

Internal motivation may be silent or spoken and can take the form of a prayer, an affirmation, a pep talk, or a pledge to not let down a loved one. External or environmental motivators can be good music, a rejuvenating shower, a hot cup of coffee, a satisfying workout, an affectionate pet, or the warm chatter of fellow coworkers. These positive influences are essential for people to make the transition from "zombie to perky" and define the tone for the day by "slaying the monster of the morning", as people described it.

People need the right balance of performance enhancers to fuel their morning and the day that ensues. What if we were a source of this vital sustenance?



Sources of Morning Motivation

		POSITIVE	
INTERNAL	<p>CHOSEN INSPIRATION</p> <p>Inspiration</p> <p>Self pep talks</p> <p>Prayer</p> <p>Making others proud</p> <p>Affirmations</p>	<p>SOUGHT OUT SUPPORT</p> <p>Exercise</p> <p>Energizing people</p> <p>Music</p> <p>Coffee</p> <p>Food treats</p> <p>Shower</p>	EXTERNAL
	<p>DRIVING ANXIETIES</p> <p>Fear of losing job</p> <p>Not letting others down</p> <p>Worry about screwing up</p>	<p>UNWELCOME STIMULI</p> <p>Alarm bell</p> <p>Prodded by partner</p> <p>Irritating people</p> <p>Depressing news</p>	
		NEGATIVE	

Driving Anxieties: What spur people to arrive at work on time and start the day well. They are potent psychological forces that weigh on people daily.

Unwelcome Stimuli: Bothersome instigators that thrust people forward into the day, but leave them in a bad mood.

Chosen Inspiration: An individual's style of positive thinking that energizes them and sets a good tone for the day, but only if they make the time to practice it.

Sought Out Support: Available tools that people use to boost their motivation and help them emerge from the mental fog of the morning.

It's Enough Anxiety For One Day Already

As people wake up, there's trepidation about what the day will bring. The strongest negative motivation takes the form of anxiety: I can't get to work late, I don't want to let people down, I don't want to screw up my job. It's the threat that ultimately gets them out of bed. Even the most organized and driven person worries about waking up late.

A jolt, such as a loud alarm, a cold shower, or upsetting news may energize people in the morning, but they begrudge the defensive attitude and malaise that it casts over them.

Slogging their way up the morning mountain is already a fraught beginning to the day. It's important for people to balance out the negatives and ensure that they don't get compounded or amplified.

People don't wake up happy but begin the day in a deficit state, with a pressing sense of anxiety. How might we help people manage it, not add to it?

Don't Make Me Think

Always pressed for time, people need straightforward answers as they zip through their morning.

Time

How long before I have to leave for work?

Weather

Will I need a coat/umbrella/boots if it's cold/rainy/snowing?

Will I need a hat/sunblock/sunglasses if it's warm and sunny?

News

Is there anything that will affect me or my job today?

What will I be expected to know about when I arrive at work?

Traffic

Will my commute take longer than normal for any reason?

People want direct answers to these questions without having to sift through the particulars. First and foremost, they need to know if their morning performance may be impacted and if they need to make any adjustments to compensate.

What if people's decisions about when to leave, what to wear and how to ensure a successful arrival at work were made for them at a glance?

Master The Day With Me-Time

Remarkably, people create a pocket of calm amidst the frenetic pace of the morning. They create a moment of uninterrupted sanctuary in the car on the way to work, on a morning run, or getting ready in the dressing room. It's a spell of "me-time" when no-one else is around and unwanted distractions are turned off. People with the most successful mornings have built in time for sanctuary in their schedule, using that time to "talk to their angels", "say a prayer" and "set their head straight" in anticipation of a demanding day ahead. Like an athlete getting in the "zone" it gives them added focus and resilience.

The best mornings include a moment of "me-time" that shuts out unwanted distractions. How might we be invited in to people's personal sanctuary?



Earn A Spot In Their Routine

When people's brains are slowly flickering to life and time is at a premium, a routine propels a person through the morning without their having to think. Routines stick because they are a repeatable way to get ready when you're too tired to make decisions but succeeding is imperative.

Once a routine has a proven track record, it becomes a system of habits that run on autopilot. They get you moving despite the fog in your head, they tap the blend of performance enhancers that seem to work, they sooth your anxieties for the time being, and they minimize decisions that slow you down. Every moment in the routine has earned its place, for better or worse, and there's barely room for anything that doesn't help them with the mental mountain climb and race to work.

People's mornings are defined by heavily ingrained habits. What if we could be a valued performance enhancer that people want to make a part of their routine?



Summary Of Insights

Every Morning is a Race to Work, Even Though Starting The Day is Like Climbing a Mountain.

Your Personal Blend of Performance Enhancement: People need the right balance of performance enhancers to fuel their morning and the day that ensues. What if we were a source of this vital sustenance?

It's Enough Anxiety For One Day Already: People don't wake up happy but begin the day in a deficit state, with a pressing sense of anxiety. How might we help people manage it, not add to it?

Don't Make Me Think: What if people's decisions about when to leave, what to wear and how to ensure a successful arrival at work were made for them at a glance?

Master the Day With Me-Time: The best mornings include a moment of "me-time" that shuts out unwanted distractions. How might we be invited in to people's personal sanctuary?

Earn a Spot in Their Routine: People's mornings are defined by heavily ingrained habits. What if we could be a valued performance enhancer that people want to make a part of their routine?

Next: Experiments

Innovation thrives on low-cost, high risk, fail-fast experiments. We can quickly and harmlessly test out radical new products or features and discover if they have value with our customers. Here's a few that we might want to start with and some possible examples:

- ▶ Glanceable graphics for essential info. A progress bar for the time, pictures of the clothes you need today.
- ▶ Daily inspiration. A prayer, motivational speaker or personal story.
- ▶ Make anxiety reduction a metric. Score every segment on whether it raised or lowered anxiety.
- ▶ Everything you need to know in 5 minutes.
- ▶ Holistically design every element for positive motivation.

We should test different versions of all the above for TV, mobile and social media.

Thank You

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March & April 2013

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