Best Practices and Media Tools Manual

Ukraine Media Partnership Program

Програма Пartnerства у галузi мас-медiа в Українi
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TV
Live streaming of news online requires a professional team and a detailed programming scenario. The latter serves as an action plan for the director, live broadcast coordinator, sound engineers, editors, program hosts, photographers, and engineers. Coordination and synchronized action of the whole team prior to and during the broadcast is critical for success.

**Implementation Stages**

1. **Team**
   A talented and creative crew able to research and design programming on engaging topics and draw in audience with effective promotion and outreach.

2. **Technology requirements**
   Essential studio equipment: studio lights, at least three camcorders, loop microphones (preferably wireless) and, ideally, a teleprompter as a means of communication between the camera crew and the host, as well as decoration/set.

3. **Broadcasting equipment and software**
   Video and audio remote controls, a computer with specialized software for generating subtitles and for interactive polling, internal communications network, audience call in communicator in-studio, Skype software and communicator, and/or other teleconferencing software, such as Vmix, and streaming software, such as Teradek Bond II.

4. **Field reporting**
   The portable TV studio can be assembled with existing resources. Mobile internet for streaming could also be used to make the processes faster and easier.
Live online broadcasting engages the audience by evoking the feeling of being present and part of the reported event, signals modernization and use of new technologies for viewers, and provides professional development and growth paths for media professionals. It results in:

+ Increased ratings and views
+ Growth of advertising revenue and increased visibility to potential sponsors
+ Donor grant opportunities for tailored online broadcasting projects
+ Increased trust from viewers in both the program and TV channel

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Live TV broadcasting with simultaneous online broadcasting

Thanks to the partnership, TV Chernivtsi augmented its live broadcasts of local and regional events with simultaneous online broadcasting. This new and higher level of broadcasting capability, enabled by the internet and some new equipment, broadened the audience of the channel as the programming became available on other platforms. The viewers also no longer need to tune in at a set time to view TV Chernivtsi’s programs as they all are available on the online portal.

Examples of regular TV and online broadcast programs:

- First League Ukrainian Soccer Championship games with participation of the local «Bukovina» team. The broadcast signal is shared with TV and radio channels located in competitors’ towns.

- «Malanka-fest» - a local ethno-folk festival which is gaining international popularity. In 2017, the broadcast of the festival was viewed online by more than 30,000 people from around the world, including from as far away as Bolivia.

- Broadcasts of large municipal holidays and celebrations such as the Day of Our City and Petrivsky Fair. These events provided a successful testing ground for an idea shared by the U.S. partners during the Kentucky Fest in the United States - to create a shared coverage pool with other local media outlets which allowed each outlet to have comprehensive coverage of all the exciting moments of these celebrations.

- Live broadcasts from the Ukrainian, European, and World Motocross Championships. In May 2017, the participating motorcyclists rode the last stage of the championship on the Chernivtsi highway «Supercross» and TV “Chernivtsi” provided live streaming coverage of the event. The broadcast signal was shared with national channels including UT-1, First Automotive, and X-Sport.

- TV Chernivtsi is the first, and so far the only, channel in Ukraine’s Bukovina region to introduce an online time-shift feature in its online programs. The relevance and convenience of this feature for the audience was demonstrated to the channel’s team when they saw how it works in the U.S. - allowing the viewer to find live event coverage of the TV channel’s program online and view it at a time convenient for them.
**Implementation Stages**

1. **Use a video capture card to obtain video signal**
   Obtain an embedded SDI video signal with two-channel audio from the mixer with the BlackMagic capture video card.

2. **Encode the received video signal in the desired format with different bitrates and extensions, and send the streams to the media server to create an adaptive broadcast**
   The resulting video and audio signals will be transcoded into separate streams using the x264 library and the VideoLan Player (VLC). The output stream will be in h264 / aac format, which is played on all devices. There will be three output streams, all with different bitrates and extensions for adaptive broadcasting (the player automatically determines the client’s bandwidth as well as the supported extension and issues the required one). All key frames of the stream must be aligned in the same sequence for adaptive broadcasting. All threads will be forwarded to the media server using RTP. A subprogram for this transcoding has already been developed and is available.

3. **Configure Media Server for OS Ubuntu 12.04 x64 Server**
   Wowza Media Server is a Java-based software and is currently one of the most powerful media servers on the market. It has many options and features the ability to work across multiple platforms. We recommend using the Linux version - we found it to be stable and easy to configure.
   Use a media server to create a live stream application that can be accessible by different media protocols (HLS, HDS, RTSP, Smooth, RTMP). Then use the OSMF Media Library to install a media player to replay the online broadcast video on multiple devices.
By introducing simultaneous TV and online broadcasts, TV Chernivtsi was able to expand its audience to rural communities as well as reach Ukrainians living and working abroad. This, in turn, provided the channel with feedback from these viewers and an opportunity to tailor content to their needs and preferences.

We recommend this tool on such platforms as YouTube and Facebook in addition to the online portal for boosting audience numbers. In addition, simultaneous broadcasting on Facebook considerably expands interactive communication with the audience and increases the relevance of programming.

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Live talk shows

Live talk shows is an innovative broadcast format that creates a discussion platform for diverse audiences and provides an opportunity to interact with the public.

With such programming, media channels gain the ability to serve as a link between information and citizens and provide a platform for analysis and joint discussion of topics such as politics, democracy, elections, corruption, reforms, and peace-building.

**Implementation Stages**

1. **Editorial choices, research, and preparation**

   Preparation includes research and data collection about possible talk show topics and scenarios, developing a plan for each show, identifying and engaging interesting guests and panelists, and thinking through various plot lines for the show.

   An editorial step is identifying the theme and individual topics for a show such as Society: Freedom or Illusion? - a talk show that consisted of five programs, each of which had its own theme and subtitle: “War and Peace,” “Prospects for Economic Development of Ukraine,” “Civil Society: Who we are and what do we aim to achieve?,” “South-West: Mutual Understanding,” and “The Clash of Civilizations. Ukraine: Europe or Eurasia?” Each of them included a discussion of major reforms such as decentralization and local governance and the role of civil society.

2. **Set and camera crew preparation**

   Studio design, set design and production, and work with cameramen to ensure smooth logistics.

3. **Technical preparation and equipment setup**

   Preparation of the studio equipment for live broadcast includes ensuring an internet connection, and setup of other additional equipment and furniture.

   VTV Plus broadcasts 24 hours a day without using content from other outlets. Instead, the station rebroadcasts its own programs. For example, a program originally aired on Wednesdays at 7:40 pm is rebroadcast again on Monday at 7:40 pm and then again on Thursday in the early afternoon. This increases viewership and air time.
This new format resulted in an increase in ratings and audience numbers thanks to its interactive nature and built-in ability to receive feedback from viewers on what interests them most. This format also quickly gained popularity with viewers; one program, «Society: Freedom or Illusion?», ended up broadcasting 13 live shows instead of the planned five due to popular demand.

The format also promotes innovation and leadership in participants - during the project described above, five such individuals stepped forward to lead discussions and are actively engaged with the TV channel and with their local community.

Promotional campaign

The campaigns consist of the creation of promotional videos, online banners, and announcements ahead of the program placed within and outside the channel’s networks to maximize audience reach. VTV Plus’s campaign for the program described in the example above consisted of the promotional video, two announcements per month in the channels’ news program, and a mention in the “Results of the Week” program. There were also several mentions a day in the week prior to the first broadcast during the daily morning show as well as on www.vtvplus.com.ua

Audience engagement

The live show format creates opportunities for audience engagement through online comment and broadcast windows as well as through a text messaging service that allows viewers to contribute to the discussion in the studio.

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In 2016, the vezha.org website radically changed its concept. The company stopped aggregating news from other sources and now fills its online portal exclusively with in-house generated content. Since then, the outlet site has rebranded itself with the slogan, “Vezha is a website of daily interviews.”

The main highlight is the daily publication of conversations with interesting people, accompanied by photographs. The website also hosts daily audio podcasts for radio programs and TV shows. With the interviews as a cornerstone of its new format, the updated Vezha website also posts TV newscasts and separate photo projects. The audience can listen to online 107FM radio anywhere in the world, as well as watch a livestream of the channel on YouTube. Vezha.org is visited by thousands of users daily and its text and video content is often used by other news sources.

Development of the website concept

Previously, TV Vezha aggregated news content from other companies’ websites. In the new and updated concept, the company fills the site with its own content. The motto of the new concept is: “An interview each day and night”

Training for the reporters and online administrators

Reporters took a practical course on the difference in presenting information to the online, radio and TV and its correct placement online. They also learned how to promote their content on social media.

Signing an agreement with the Youtube channel

YouTube outlined the conditions for showing ads with Vezha video-materials and earning revenue from it.

Placement of the relevant content

Every day the main banner links to a new extended interview, new photo interview, and audio and video podcasts from broadcast programs. Almost all the information on the site is exclusive.
Results

- Increase of revenue up to 150% thanks to content sales via YouTube
- Reporters demonstrate new and improved approach when preparing content
- Increased motivation of the reporters (money and better recognition)
- Improved professional skills of the reporters
- More possibilities and flexibility for production (filming in the field vs. in the studio)

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TV Avers introduced a new show, Auction TV shop&online, in a new format that enables viewers to purchase lots (goods or certificates for services) with a discount during a live show. In return, advertisers that joined the project were able to place advertising (announcements before the program, presentation of their lot during the live show) and attract new clients (TV guests or audience members purchasing the lots).

The project works thanks to sponsorship from the partners, or by involving a general sponsor who can help make the program not only interesting, but also profitable.

### About

1. **Developing the program concept, information content, and engaging potential clients and advertisers among the audience and project partners**

   The lots can vary from goods (household equipment, clothing, beauty items, jewelry, literature, toys, concert tickets) to gift certificates (beauty salon, gym, store, shopping malls). TV Avers also presented their own lots: gift certificates for the kids TV studio, video greetings, and news videos.

2. **Setting timing and number of programs per month**

   Outlets should decide how many programs they can air per month and which times are the best in terms of viewership and availability.

3. **Assigning number of staff to be engaged in the project**

   Auction crew: program host and assistant to change the prices of the lots, three phone-call operators to accept offers. Live music helped create a celebratory atmosphere as program partners presented the lots.

4. **Engaging partners in the program**

   This is a critical component of the process as the kinds of partners and their products are key to the success of the program. TV Avers recommends approaching local businesses and restaurants to engage a diverse range of partners.

5. **Announcing and advertising the program (on TV and social networks) with the name, number, and price for each lot**

6. **Informing all winners on purchased goods and providing a summary of the program results**
For the TV station, the project became an additional in-house generated product that improved communication with the audience and clients.

Another success is that the cooperation with advertisers continued after the end of the project. Their number decreased (10-15% of the initial advertisers), but they placed advertising for money. The majority of advertisers were beauty salons, concert organizers, coffee shops, and restaurants. The reason more advertisers were willing to participate in the project itself was due to the option of advertising for barter. Partners found offering the goods or certificate for lots not only profitable but also exciting as they were monitoring the auction of their lots.

During the six months of the Auction Shop&Online project, TV Avers organized 13 auctions (twice per month). The channel received about 100 new partners, sold 150 lots, and won many fans.

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In order to improve the newscasts at TV VIKKA channel, the editorial team planned a series of short-term and long-term activities. The goal was to make the news more interesting and reach a larger audience. The editorial team outlined a strategy for changes at «VIKKA - News».

**Implementation Stages**

1. **Review the news content**
2. Make the newscast more factual and informative, and reduce the share of light entertainment coverage
3. Focus on creating newscasts covering social, political, and economic topics
4. Prepare short news briefs (verbal information vs. broad newscasts)
5. Start the program «Deputies Are Also Human» where the reporter suggests that an elected official tries different activities from the daily life of an average citizen

For example, going down steep grocery store stairs holding full shopping bags, using public transport while pregnant, test-driving a car on a bad road in need of repairs, registering for a state subsidy, and using a wheelchair to access public infrastructure

6. Launch the TOP-5 section for news of the month: scandals, achievements, disappointments, heroes and antiheroes
7. Create the weekly cycle of Vikka - Summaries: the most interesting and important news of the week from Vikka
Results

- News releases became more interesting
- Increased ratings of the TV channel
- Increased number of online viewers
- Improved connection with the audience
- Collaboration with NGOs
- Increased amount of self-generated content

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PRINT
The newsroom is organized on the principle of open space, which allows for different combinations of editorial and business processes, promotes equality of opinions, and increases efficiency in decision-making.

**Implementation Stages**

1. **Sketching the floorplan**
   - Mapping the seating of staff according to function, not name or title. The idea is to meet the needs of already existing, or future, business processes, taking into account communication within teams; for example, an editor should sit close to the journalists for effective and timely decision-making on content development.

2. **Infrastructure and communications development**
   - Lighting, water, toilets, computer network, telephone, place for meals, and room for meetings and negotiations were all taken into consideration.

3. **Furniture arrangement**
   - It typically takes one day to remove the old furniture from the office (this can be done over the weekend), then «play tetris» with furniture on the new floorplan. Staff required: the craftsman and a couple of workers to assemble and move furniture and a computer technician for internet network layout.

4. **Staff choose their own seating**
   - In the morning, people are instructed to choose their own workspace within the assigned sections for journalists, designers, etc. By evening the office is fully organized and operating on maximum capacity.
Results

+ Increase in effectiveness of the office as a whole - communication between departments and units has been simplified
+ Staff can simply «roll off on a chair» and reposition to a meeting
+ Improved quality of the product - all decisions about the content are made quickly, and collectively
+ Improved team spirit and collaboration

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Relocated to Starobilsk, Luhansk region from Slovyansk, Luhansk region

UMPP 2007 with Pittsburgh Tribune-Review (Pittsburgh, PA)

Editorial and Publishing Management System

Stakhanov Publishing System (SPS) is an editing, publishing and content management system that has been modelled after best practices learned through exchanges with the Pittsburgh Tribune-Review. It supports a smooth workflow where the team no longer faces last-minute deadlines, and fully controls the newspaper-making processes.

The SPS editorial and publishing system is implemented as a website, and allows for the management of one or more publications. The system has an embedded, flexible workflow, a mail subsystem, text and image editors, layout functions, and other elements.

Some results of the implementation include formalizing the graphical code of the publication and its technological process. The time spent to issue the publication is significantly reduced due to the simultaneously ongoing processes and conveyor-type technology. It becomes possible for the employees to work remotely (via the internet), as well as generate enough data for the required reports. Comfort and control of the technological process of newspaper production, with no adverse results, becomes a norm in the work of the publishing house.

About

Analysis
Anaysis of the technological processes, organizational structure, features of the printing base, and designer techniques

Debugging the system
Technical work included:
- Choice of the server, creation of the server and a server back-up
- Formalization of the graphic codex of the edition and embedding it into the system (there are options to use the existing one or develop an individual one)
- Formalization of the publishing house’s organizational structure and flow of document circulation, embedding it into the system

Testing
An internal test to ensure that the system is functioning properly is a key step before scaling and training personnel. Telegazeta conducted theirs at Telegazeta premises in Stakhanov. The editorial staff comments were taken into account

1. Analysis
2. Debugging the system
3. Testing
4. Training of staff and administrator
All staff were then trained via seminars and mentorship. The training for system administrators is a more involved and longer process

5. Exploitation and maintenance testing
Lasted for almost a year. During this time the employees’ feedback was processed and changes implemented which resulted in expansion of the system’s functionality. During this pilot period the system was in constant operation and constantly maintained

6. Publishing of the first issue, supervised by the management
Based on the experience, after one testing release the employees are able to use the system and release the current editions of the publication. The presence of the developer during the first release proved to be more of a moral support and served as psychological confidence to the editorial staff

7. Operation of the system
The system has been in stable operation for nine years and has proved to perform well under the conditions of the military conflict in the East of the country
### TECHNICAL

I. The program is license-free and allows performing editorial tasks without purchase of additional products

II. The system is accessed via a regular browser, a feature which is available to all media staff, including the designers

III. Thanks to networked technologies, it is possible for staff to work remotely, which is crucial for small regional newspapers

IV. The system is adaptable to the organizational structure of any publishing house

V. Simple connection to the system: enough to use the existing connection to the Internet

### TECHNOLOGICAL

I. Flexible document management system is easy to set up and easy to change, without affecting the technological process

II. The system works within a set graphic codex, adopted in the newsroom, making it almost impossible not to follow a unified format. The system also uses pre-approved layout templates

III. Processes go simultaneously. This advantage allows simultaneous work on the graphical representation of the material, while creating the material itself

IV. One piece of content can be created for different editions, or one newsroom can work on several publications. The core of the editorial board works on several publications

### ECONOMIC

I. Increased productivity among staff

II. A publishing company can afford to redistribute existing job responsibilities and, accordingly, reallocate wages

III. Savings on the cost of the operating system

IV. The organizational structure of the publishing house is formalized due to the workflow schemes

V. Options for data storage, library, or other features

VI. Accredited sales managers receive access to the system, can independently place their own advertisements, and work effectively for the newspaper. They do not have access to editorial materials

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Effective work with advertisers

This successful strategy of internal trainings and motivation for the sales managers enables stable growth for advertising revenue, regardless of economic and political crises.

1. Training stage
   All sales managers (both current and future) undergo the following series of trainings:
   - How to sell? - Training on sales techniques
   - What to sell? - Training to study the features, benefits and advantages of each product of the company (newspaper, magazine, website, radio), various types of advertising, strengths and weaknesses of advertising in newspapers, on websites, radio, and television, how to evaluate advertising effectiveness, and terminology

Why sell? - Training on internal motivation

After the trainings, each sales manager takes a test to become certified in all sections. Based on the results, a decision is made on the manager’s position and salary for the following year. Throughout the year the sales manager reports on the work done
Selling the product

i. **Customer research**: social networks, online directories, clients that are advertised only through Google, outdoor advertising, events, media

ii. **Getting ready for the sales calls**: data collection, product, company, person responsible for advertising, market, competitors, needs assessment, preparation for a targeted conversation

iii. «Cold Calls»: the salesman presents himself and the company, explains the reason for the call, builds up to the need for a personal meeting, sets up that business meeting

iv. **Creating relations built on trust with the client** via personal meetings

v. **Understanding clients’ needs**: SPIN (Situation, Problem, Implication, Need-payoff) selling technique

vi. **Coming up with the right sales offer** according to client’s need

vii. **Selection of the right techniques for negotiations**: competition, cooperation, compromise, act, withdrawal, etc.

viii. **Persuasion**: Google Analytics, Similarweb, internal analytics, guarantees for views or clicks, focus on customer benefits, alternate strengths and weaknesses, use of other customer reviews, no abusive terms, technique of three «yeses» using facts and figures (rational component) and emotions (irrational component), involving the client in developing the advertising text (refer to the client as a specialist)

ix. **Countering arguments**: technique of five steps of «finding common ground», understanding the meaning of rejections (unwillingness to change, price, unattractive commercial offer, negative experience)

x. **The correct way to finish negotiations**
As a result of this work, the organization’s sales managers are constantly motivated to improve their technical skills and work more effectively with advertisers. This ensures a steady increase in revenue from print and online advertising.

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In 2002, internet had less than 10% penetration in Ukraine but it was obvious that this percentage will grow rapidly. At that time, the RIA business was based on print newspapers with classifieds as the main source of income. Auto and Real Estate categories accounted for more than half of all advertising. Exposure to the U.S. partner’s experience with the Western market was enough for the Ria team to focus on building these categories online in Ukraine.

The success of this business model is based on trust, as the online resource has a specific function for vetted online classifieds only. This prevents a realtor from fooling the client about property, as Ria’s photo inspector checks all online-posted property data. The system is transparent, enabling constant growth and adaptability to the consumer’s demands.

1. **Transfer of advertisements from print to online**
   In the first stage, all classifieds were transferred from print to online. RIA’s media presence in six regions helped the websites reach the audience and add users from new areas. The projects became all-Ukrainian leaders in their fields in 2006-2007.

2. **Organizational step: setting up a separate unit to develop new products**
   An important step was to set up a separate company with its own director, finances, and office. Thanks to this, the corporation formed the correct approach to internet products: viewing them as a separate business which requires a qualitatively different operational speed and much more flexibility.

3. **This business model enabled them to cover new expenses and keep old clients**
   The model was to add the advertising for free and promote for money. Overtime, the number of free ads gradually decreased and paid advertisement became dominant.

4. **Systematic work with business-to-business (B2B) clients**
   These are auto dealers, real estate agents, and construction companies. Timely establishing of the direct B2B sales department and services for B2B customers consolidated leadership in the market.
Auto.ria and Dom.ria were started in 2004 and 2005 respectively. Twelve years later they are the most recognizable national brands for searching and purchasing cars and real estate. Auto.ria is among the top five e-commerce leaders in Ukraine and is the leader in auto online sales.

At the start of the project, banner advertisements were the main source of income, and by 2009 revenue from placing advertisements became the main revenue source.

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Use of drones for media reporting

**Dronography in journalism is the use of photo/video materials taken by a drone camera. Quadcopters brought in a new wave of development to visual journalism. Media outlets today use drones for investigative and entertainment programming. Photos and videos taken by drones are popular as they reveal what the viewers are not usually able to see with their own eyes. However, the use of drones in journalism has many nuances.**

1. **Maintenance and where/when to use**
   - To begin, it is better if one staff member masters the drone and then teaches others.
   - Drone footage of the city and its objects increased Rivne Vechirne’s online audience and viewership. It also helped to have a more focused discussion of local issues. For example, illegal construction in the municipal park, pollution of the river, and traffic jams could all effectively highlighted with drone photos and videos. These materials can be also used to strengthen reports and articles both in the online and print editions.
   - Footage of the local sites and parks, especially if combined with music and placed in social media, can also be used in entertainment programming and has demonstrated to be effective in increasing subscriptions and visits to the newspaper’s website from social media and other sites.

2. **Finances**
   - A professional drone with good quality pictures costs about $1,000. Rivne Vechirne purchased the instrument through an IREX/UMPP mini-grant in 2016. Technology can be an investment: the drone could be used not only for the newsroom but also for rent or for advertisers. Self-promotion is another option. For example, Rivne Vechirne rented out its drone to DJI Phantom for investigative reporters from Hromadske and 4Vlada in exchange for mentioning Rivne Vechirne at the end of the investigative publication.
3 Technical obstacles

Drone flights require special skills to ensure the safety of the public, the operators, and the device itself. In the United States, a special certificate is required to operate a drone, similar to a driver's license. On average, a drone weighs more than a kilogram and can hurt someone if control is lost over a crowded place. There is also a danger of losing contact with the drone itself, resulting in its loss. New drone models have a function of independent return to the launch site in case of signal loss. Keep in mind the battery lasts for 20-30 minutes of work.

4 Legislative obstacles

Operating drones has not yet been regulated in Ukraine. At the moment, experts recommend following the rules approved in the West. In the UK, unmanned aerial vehicles with a camera can get no closer than 50 meters (164 feet) to a person, vehicle, or building, and no closer than 150 meters (492 feet) to densely populated areas or large crowds of people. It is forbidden to use a quadcopter within 5 km of an airport.

5 Privacy violation

Drones are often used in investigations, in particular to show the status of officials or deputies. But sometimes the homes of neighbors appear in the picture, which is considered an intrusion into private life. Publishing photos of residential areas clearly showing private households remains a controversial issue.

6 Reuters guidelines for using drones1:

- Drones may be used to gather or obtain newsworthy information in the public interest where they offer a safe, legal and cost-effective means to acquire images.
- We should apply heightened consideration and sensitivity to ensure our use of drones does not stalk, harass, or intimidate any person.
- In general, drone use should be limited to large-scale events in unpopulated or sparsely populated areas, for example to show a shoreline affected by a disaster. Reuters, for example, will not operate a drone to acquire images of a single subject or in densely populated areas, such as over a sporting event or protest.
- Drone use may not violate the privacy rights of news subjects. In each instance, we will consider whether the proposed use will infringe upon a person's reasonable expectation of privacy. As such, drones generally should not be used to acquire images of a personal residence without consent of the homeowner.

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Increase in audience numbers
New tools for implementing innovative ideas
Participation in several social projects
Providing master classes on using drones and renting drones out provides additional revenue

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UMPP 2016 with Daily Press (Newport News, VA)

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**Series of advertising projects with the STORYMAP JS online tool**

**STORYMAP JS is a service for creating interactive maps with labels. It provides the reader with content enriched with visuals embedded in the map. The tool lets the user combine maps with narrative text, images, and multimedia content, harnessing the power of maps and geography to tell the story.**

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**Implementation Stages**

1. The team gathered information about the fast food restaurants in the neighborhood and invited them to participate in the advertising project.

   Several advertisers participating in one publication resulted in a lower price for each one of the advertisers, but the total sales revenue from the project was higher.

2. For each advertiser the team developed an information block with a menu, designed in Adobe Illustrator.

3. The project had a dedicated place allocated for it in the print version.

   It contained the advertising blocks, the text, a map showing the location of the tourist and recreational facilities of the project participants, and the QR-code linking to the online presentation for smartphone users. The page was designed in Adobe InDesign. The interactive map of the project «Places to eat fast, delicious and cheap lunch in Iziumschyna» was published on the website of the newspaper www.obrii.com.ua and on its Facebook page https://goo.gl/Mx3Wzv.

4. The user-friendly STORYMAP JS tool instructions are available in English at https://storymap.knightlab.com/.

   During the summer and autumn of 2017, several other similar commercial advertising and information projects were carried out: «The five best vacation spots in the Izium region», «Catch fish, big and small», «Back to school», «Iziumsky's barber», and «Winterize your car».
Obriyi Iziumschyny became the first newspaper (and the only one to this day) among the regional newspapers of the Kharkiv region to have introduced this type of service and presentation.

The feedback received through comments on the www.obrii.com.ua website, its Facebook page, and the reader calls to the editorial board of the newspaper showed that the project was timely. It has become useful to residents and visitors to the region.

Thanks to these projects, in the July-October period, the newspaper has almost doubled revenue from advertising. The number of Facebook followers has increased from 350 to 600 people. The retail circulation has increased and the total amount of unread newspapers have decreased from 20% to 10-15%.

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The new editorial column feature presents the Chief Editor’s option and analysis of a locally relevant issue or situation. It shows fact-based opinion leadership and demonstrates commitment to readers’ interests. The newspaper becomes closer to the readers who see that their point of view is important to the newspaper, they are respected, and there is an established channel of communication.

1. Define a topic by studying the incoming emails, posts and comments in social networks, and phone and personal communication with readers
2. Publish the editorial column in the next newspaper issue
3. Monitor the reaction of the readers through the editorial mail, posts and comments in social networks, phone calls and during personal communication
4. Continue to cover the topic in the following publications if it is of interest for the readers
+ Increase of the audience’s engagement with the content creation makes content better
+ 20-30% increase in number of reviews of the publications (phone calls, SMS-messages, comments and communication with the Chief Editor in social networks)
+ Increase in circulation numbers of the print version (approximately 100 copies)
+ A chance to use readers’ feedback and comments as relevant and interesting topics for further journalistic materials that are not related to the Editor’s column

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ONLINE PORTALS AND INVESTIGATIVE AGENCIES
Their exchange in the US and studying the experience of WSIL provided the team information on how to create live talk shows. The team decided to implement this experience on their website.

In 2014, the Zhytomyr.info has set up a studio and since then has been producing two live programs - «Topic of the Day» and «Dialogues». They go live with a special feature during which the viewers can join the discussion via live streaming by writing their comments or questions. The program host then voices these questions to the program guest. As a result, a previously passive viewer is now involved in content creation.
Zhytomyr.info has been creating multimedia content for over four years, producing video footage. Developing direct broadcasting enabled them to expand their audience, and get a better understanding of audience interests.

The format of live broadcasting helps engage and retain larger audience.

The important messages and statements of guests from the live show are used to create a separate text or video news piece, aimed at engaging and encouraging the audience to watch the full version of the broadcast.

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Multimedia projects-longreads

To implement a multimedia longread project the outlet needs to have an interesting topic or personality at the center. If a longread story is focused on a person, it is best told through an interview or series of interviews that tell his or her story, attitude to events, world outlook, and more.

The advantage of such material is connecting the publication to an actual topic, time, or event. For example, a multimedia project Winter Holidays-Christmas Stories presented during the winter holidays that also has video interviews as well as photos and text about famous and interesting personalities.

Implementation Stages

1. Identify the theme of the multimedia project-longread
2. Make a list of main subjects
3. Distribute the work - someone to prepare the text, shoot and edit videos, make high-quality photos, estimate data needed for the infographic
4. Synchronize these types of reporting work, so reporters and the production team can ultimately complement each other
5. Develop all text / video and photo materials and publish them on the site
6. Create a plan for the distribution of the finished project in social networks: people to tag for better outreach, how to correctly divide the material into parts and submit separately, etc.
7. Monitor and track readers’ feedback. Be alert and prepared for comments and suggestions for the next topics from readers
Increase in the number of readers of different ages (approximately 15-20%), thanks to the fact that the multimedia projects use different formats of presenting information such as text, video, and infographics.

Winter Holidays-Christmas Stories project was actively distributed both online and via social networks thanks to the attractive format.

Additionally, the multimedia project can be divided into parts, each of which makes a separate publication. For example, start with sharing video or a photo album. Then post individual quotes from the texts. It is important to choose the correct time span; during the holiday season readers often prefer festive, positive stories, or those featuring celebrities.

The project added a 15-18% increase in new readers and increased the number of page views. The publications were reposted by other media, adding 20% more site visits compared with other products.

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Online questionnaires

This feedback tool is based on the online HTML forms with elements of the PHP programming language. It enables outlets to receive information from readers in response to specific questions. The questions are designed by the newsroom, and the replies come to the newsroom via email or can be stored in a specially created database.

Implementation Stages

1. Creating the online questionnaire based on free online templates
2. Placement of the questionnaire online, preferably near material that draws the reader’s attention
3. Collecting information from readers
4. Writing of new stories or continuing previous ones thanks to information provided by readers
The tool was used to cover and highlight a story related to corruption in the medical sector which concerned multiple increases in the cost of implants for patients in Mykolaiv hospitals. The surveys helped gather many details from the personal histories of patients, as well as new facts necessary for investigative journalism.

The data received from readers gets carefully checked and analyzed. It deals with corruption and poor quality service in the medical establishments in the region. In particular, there is information on the double selling of medication to patients, and connections between the pharmaceutical companies and managers and doctors of the medical establishments. In addition, there is a system of bribes in other departments of the hospital and emergency services. These facts are currently being checked and will serve as the basis for new investigations.

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BEST PRACTICES AND TOOLS FROM AMERICAN PARTNERS
Tipsheet: Business management during an economic recession

Sales techniques and guidelines on managing a television station during economic recession.

WDRB is comprised of three television stations, a web page, and a large social media presence. This is the largest and the most watched television station in Kentucky. WDRB has managed their business through two recessions in Kentucky in the past 15 years and come out stronger. This strategy presumes that there is some money with which to work, and a willingness to invest/defer that money until a later date.

1. **Become more aggressive in a recession than in good times**
   
   During a recession the competitors will become weaker because they will choose not to invest, not to hire, perhaps even reduce staff, and cut back on outside advertising. Take advantage of their weakness. It may cost you in the short term, but recessions typically last only 15-18 months. When that is over you will be better positioned to compete in the market.

2. **Continue to advertise**
   
   For two good reasons: First, when your competitors are quiet, this is an excellent opportunity to improve your market share. Second, you can tell your advertisers that they should follow your lead. Many studies have shown that businesses that advertise during a recession tend to come out of the recession stronger than their competitors who don’t.

3. **Make sure you personally visit every major advertiser**
   
   Tell them your story. Tell them how you are combating the recession. Ask them to join you. It is a chance to promote your brand or business at a time when the marketplace is less crowded.
4 **Attack, attack, attack**

Use this opportunity to evaluate what your competitor has that could benefit you, and then go after it. Businesses are most vulnerable during a recession so use that to your advantage. Expand your sales staff. Hire better people who can go out and bring money back.

5 **Change the rules of the game**

If an advertiser doesn’t want to spend money on a regular campaign, then figure out how to create an event that will drive people to his business. If he is uncertain as to the effectiveness of television, set a sales goal for him with a guarantee that if you don’t hit it you will discount it or even give it to him free.

6 **Put your competitors on the defensive**

As you attack, keep them off balance. Make them pay attention to what you’re doing, which will cause them to be distracted from their business. One good move is to hire a competitor’s star player.

7 **Make the sales calls**

There is no substitute for sales people doing the work and making the sales calls. My uncle was the top insurance salesman in Canada for many years. I once asked him the secret of his success, hoping for a magic phrase or closing technique. He said, “I make 10 in-person sales calls a day, every day. If I have a good day and have made 10 calls by 3:00, I reward myself and go home early. If it’s 5:00 and I’ve only made 7, I don’t tell myself I’ll make 13 tomorrow. I work as late as it takes to make 10 calls, then I go home. That’s the secret. Ten was my number. Find out what your number is and then make the sales calls.”

8 **Measure everything you can measure**

Keep track of key things and create a baseline to measure your effort against. You should know how many sales calls each salesperson is making each day, how many of those are to new or prospective clients, how many key decision makers they saw, what the closing ratio is, what specials they were presenting, how much new business they are writing, and how much account attrition they are experiencing.

9 **Give your staff a say in their future**

Employees know they can be let go if business gets bad. It produces stress at work and stress at home. If you can generate more money than the market is willing to give, then you can literally make a recession irrelevant. That’s what WDRB did in 2009-10. The company challenged its employees to increase their productivity and assert control over their own job security. WDRB staff felt that they had more control of their future than those people who worked for our competitors. Instead of showing up for work beaten and defeated, WDRB folks came to work energized and willing to work extra hard to protect their jobs.
WDRB Media used the recession as a springboard to leap over our competitors. The recessions were blessings in an odd sort of way as WDRB attacked vigorously and hired people when the other stations were cutting staff. WDRB expanded the number of hours of local news from 33 hours to 59 hours per week. Today, their nearest competitor only airs 40.5 hours per week of news.

WDRB is the market leader now in total news, total news viewers, and in total revenue. Today, they take 37% of the market’s television advertising revenue while their nearest competitor is garnering only 25%. Before the recession, WDRB was #4 in a six-station market in both audience and revenue. Today, WDRB is at the top of the mountain.
Creativity tips for writing

These are tips and processes for journalists to be more creative, and less predictable and boring, in their story ideas. Reporters and assigning editors tend to just cover news when it appears, or news they’ve always covered. The same goes for features. These tips and processes are useful devices to help newsrooms produce more surprising or relevant stories to build and serve their readers/viewership.

The tips are listed below, and each deserves some discussion, so the staff members who participate in story-idea discussions and processes understand why they’re using the tips and what can come out of them. Generally, the idea is to use free and open brainstorming, without judgment. Constantly reinforce our own belief that ideas are among the most important things we do.

Implementation Stages

1. Regular idea meetings in a fertile environment
2. Include outsiders
3. Free-associate
4. No bad ideas
5. Use a building or laddering technique (an interviewing technique where a seemingly simple response to a question is pushed by the interviewer in order to find subconscious motives)
6. Liberate the ideator
7. Be contrarian
8. Create an idea to fill the interest or asset you know is there
9. Understand that ideas, like stories and photos, need editing
10. Take chances!
11. Find a way to reward especially good ideas
12. Get the best ideas in the newspaper
Journalists, whether reporters or editors, tend to operate with assumptions or deeply ingrained practices, based on just what they’ve always done. These creative methods cause them to back up and rethink those practices and produce more, better, and more relevant journalism.
Most media outlets decide what stories to cover purely on instinct. After a year of research on Americans’ ties to their communities, I developed this comprehensive framework for figuring out why people live in communities, what they need and want from their communities, and what they want to give back to their communities. This is a way to broaden, define and find local news, so the news outlet can cover relevant news comprehensively.

These are useful in helping newsrooms strategically rethink their coverage and their journalism skills. It might be used only once, to redirect coverage, or annually for fine-tuning. It gets staff members to think more about their readers’ lives, needs and interests, rather than just assuming what news is to the reader.

1. Do a content analysis to show what subjects the organization is covering now
2. Discuss the 10 dimensions and brainstorm with the newsroom on how the broader 10 dimensions could be applied, serve readers better, and make the coverage more valid and valuable:
   - Proximity
   - Safety
   - Utility
   - Local government
   - Education
   - Spirituality
   - Support
   - Identity
   - Recognition
   - Empowerment
3. Keep in the focus the following values-based index for community coverage
   - Working. Earning a living. Making money
     - Economic development. The economy
     - Management. Workplace issues
     - Personal success. Getting ahead
     - Making money. Investor information
   - The Cost of living. Consumer issues. Personal finance
     - Products & services: Cost. Availability. Quality
     - Personal finance. Living costs
     - Other consumer information
     - Taxes. Fees. Tolls
Personal values
- Education: Self, family, community
- Schools
- School administration
- Family, kids, pets
- Religion and Churches
- Ethical behavior

Personal health
- Public health & prevention. Research
- Wellness. Availability/quality of care/facilities
- Cost of care. Insurance protection

Personal safety, social equity
- The justice system
- Justice. Social equity. Civil disputes
- Civil courts
- Criminal courts. Punishment
- Crime
- Prevention & protection
- Fire and rescue
- Accidents and disasters

Quality of life
- Transportation. Traffic. Roads
- Growth. Development
- Flooding/water
- Ambiance. Open space
- Weather

Leisure activities
- Recreation activities. Public & private facilities
- Arts/culture: Theater, concerts, galleries, museums, exhibits
- Entertainment: Nightlife, dining out, movies, events
- Sports
- Lifestyles. Hobbies. Home care

Community/living together
- Leadership — people who make things happen
- People around us
- Places around us
- Community history
- Common causes. Civic organizations and activities
- Community and other shared events

The quality of government and governance
- Public works. Infrastructure
- Services. Service delivery
- Public officials. Politics. Elections
- Regulation. Limitation
- Forums. Hearings. Citizen involvement
News editors and directors think they know news when they see it. But readers and viewers define news by what interests them and what it means to them. These methods cause them to back up and rethink those practices and produce more, better and more relevant journalism.

Of course, a newspaper must cover government and business and entertainment, but the 10 dimensions provide surprising insights into other areas of “news” important to readers that they probably can’t get anywhere else.
Online tools for creating timelines

The TimelineJS interactive tool can be used anytime a user has a series of dates in a story. It allows a user to visualize a story through time. Since KnightLab provides the framework, there is no coding required.

TimelineJS

1. Go to TimelineJS website: http://timeline.knightlab.com
2. Click ‘make a timeline’
3. Click ‘get spreadsheet template’
   The spreadsheet template is created in Google Sheets, so the user must have, or be able to create, a Google account
4. Fill out the spreadsheet template with your dates, information, photo URLs, etc.
5. When you’ve filled out the spreadsheet, go to File in the menu and click “Publish to the Web”
6. Close the window, and copy the URL from the browser address bar
7. Take that URL back to the timeline.knightlab.com page and enter it in Step 3
8. Take the embed code from Step 4 and put inside of your website CMS
9. More detailed instructions at the The KnightLab website
Interactive tools can drive up engagement time and time spent on your website. Users who spend long periods experimenting with digital tools spend more time on the website.

These tools are responsive, so they work well on desktop computers, as well as smartphones and tablets.

One drawback to the tool is that it depends on a Google spreadsheet, so locations that don’t have access to Google can’t utilize the tool.

The tool is very useful when telling a story with a large range of time elements – for example, 400 years of Jamestown in Virginia – or even with incremental time elements – for example, showing the by-the-minute updates from an important breaking news event.
The JuxtaposeJS tool allows a user to layer two photos together for comparison. This tool works well if a user has two photos from an identical vantage point at two different points in time. For example: Two photos of a piece of land before and after a business development. The tool allows the user to slide back and forth over the photos to see the changes.

1. Go to the JuxtaposeJS website: https://juxtapose.knightlab.com
2. Click ‘make a Juxtapose’
   To make an image slider, you need to have two photos and their URLs from where they are hosted. The photos should be of very similar size
3. Place the photo’s URLs in the spot for left image and right image
4. Once you do that, you should see an example of what the slide will look like
5. Clicking Publish will give you an embed code to use on your website
6. More detailed instructions at The KnightLab website
Interactives allow readers to discover alternative ways to tell stories. Not every consumer engages with a straight narrative approach, so providing these alternate storytelling vehicles potentially reaches a larger audience.

Consumers also notice a higher level of craftsmanship in stories that have interactive storytelling elements. They may assign greater importance to stories with interactive elements due to the perceived time and effort needed to build the tools.
Videolicious is a video editing tool that enables staff across a media organization to produce high-quality videos in a short amount of time. The technology cuts together interviews with B-roll, then adds logos, lower thirds, transitions, music, and effects almost instantly. It is ideal for all media types—newspaper, magazine, TV and radio stations.

**Implementation Stages**

1. Choose the photos for the video
2. Optionally, voice a short introduction to the video
3. Select video-files that should be in the final video
4. Click Process
5. Look through the draft video
6. Add music to the video - choose the music file from the audio-file in your phone
7. The video is ready and can be downloaded on your phone. There is an option to edit it or share with others.
+ Saves time
+ Entire process can be done on a smartphone
+ File sizes are extremely small and quick to upload
+ Fast and easy process of file editing
+ Quick transmission of the final file to the newsroom
+ Ideal for quick video when it’s not possible to have audio, or when it is possible your readers will not want to hear sound
This manual is based on collaboration between Ukrainian and American partners of the Ukraine Media Partnership Program (UMPP).

UMPP is funded by the Public Affairs Section of the U.S. Embassy in Ukraine and administered by International Research and Exchanges Board (IREX).

Since 2002, UMPP has implemented **50 media partnerships** between 50 Ukrainian and 31 American media organizations, covering 34 cities from 24 regions in Ukraine.

**314 Ukrainian reporters and managers** received training and mentorship at U.S. media outlets. **150 American media professionals** provided mentoring and shared best practices with Ukrainian media.

UMPP has provided **27 mini-grants** to UMPP alumni to support their projects, including joint initiatives between Ukrainian and American partners.
The 15th Anniversary of Ukraine Media Partnership Program
April, 2017