

Trust, identity, commerce

Why we need
an Information Trust Association
to make the market for digital information

Bill Densmore, consulting fellow to the
Donald W. Reynolds Journalism Institute
University of Missouri
Densmorew@missouri.edu

15 minutes / 25 slides

<http://www.newshare.com/ita.pdf>

1. Origins of the idea / RJI process
2. Critical challenge trust, not technology
3. Comparables / examples
4. Solution hypothesis: ITA
5. Operating affiliates
6. Core belief/goal: “Everybody wins”
 - <http://www.infotrust.org>

ORIGINS

Using the RJI process:

- 1. Ideas
- 2. Research
- 3. Experiments
- 4. Solutions

... FELLOWSHIPS



www.newshare.com/disclosure



Challenge: How to sustain values, principals, purposes of journalism?

- Mass markets splintering / mass customization
- Search advertising effective competitor
(Google's Schmidt: "invent something")
- Classifieds done better on the web
- Atomization of content / consumer bundles
- We go anywhere for information-without-walls
- What sustains journalism in this environment?

ORIGINS



First, the need to collaborate

- Opportunity: D.W. Reynolds Journalism Institute
- Urgent task: Advance methods to sustain journalism
- Trust, identity, privacy, advertising, commerce
- Many contributors of ideas
(via "Blueprint" events and – you today!)





RESEARCH: Starting points

- Less than one percent of time spent online is at daily newspaper Web sites. (Nielsen, NAA)
- The average newspaper site visitor spends about one minute per day on site (trending better). (Nielsen, NAA)
- Daily newspaper print readership has been in steep demographically driven decline. (Pew)
- More people get their daily news from the Web than from daily newspapers. (Pew)
- The question: how to pay for, and profit from, an online news ecosystem



Elements of new news ecosystem

- “Publisher” ... “broadcaster” anachronistic
- From gatekeeper to InfoValet
- Content atomized, remixed, customized
- So, can’t “own” it all: Content or consumer
- Transition is to

News as service -- not product

- Paper merely one delivery system
- Helping user discover, access info from anywhere
- Creating a conversation, community ... network
- Not just about the story; smaller, larger remix
- Convenient, simple access and value exchange
- The news social network . . . TRUST

In network, what do consumers want?

(<http://www.rjionline.org/projects/densmore/stories/circulate/stories/five-questions>)

- TRUSTWORTHINESS – Community newspapers still have credibility in their community
- ACCESS – White noise to channels; the deep web
- IDENTITY CONTROL – Persona, privacy, content, personal
- VALUE – Equitable exchange – (InfoSeek /Yahoo/ Google, Flickr/YouTube, MySpace/Facebook, Newspaper/iPad-tablet)

Trust relationship enables

- PRIVACY management for consumers; getting value for your 'persona'
- PERSONALIZED information stream
- ADVERTISING made more effective through opt-in, interest-based customization, (direct compensation?)
- COMMERCE for content – enabling subscription networks and vicarious (per-click) sale to the right person at the right time.

Elements of relationship

- Community / sense of belonging / appreciated
- Personalization / the digital “me”
- Experience leading to knowledge not just data
- Public or non-proprietary information discovered or collected in new and insightful ways that leads to unexpected insight or knowledge.
- Services that deepen relationships, make our day go faster or more easily, or give us exclusive or empowering knowledge.
- Services that allow us to make money or save money.

SUMMARY: After mass market: Customize, personalize, ‘atomize’

- Create intimate, personalized, customized, permission-based relationship . . .
- Between the consumer and “InfoValet”
- Whether that consumer is part of a "mass" irrelevant to their needs and value
- Make money providing service, not just (or even) content. Saving time, money.
- “Porous paywall” or . . . “the unwalled garden.”

EXAMPLES

InfoValet 



CHALLENGE: Create playing field but not plays (or prices)

- Underwriters' Laboratories / Bluetooth Association
- Internet Corp. for Assigned Names/Numbers
- Railroad gauge; power grid AC cycles/second
- National Automated Clearing House Assn.
- Digital Publishing Alliance (unincorporated)
- Associated Press / Some trade associations
- The story of Dee Hock, Bank of America and Visa
- Biggest challenge: Multiple, diverse constituencies

SOLUTION



A PROPOSED SOLUTION:

Information Trust Association

A non-profit association to lead creation of a free market for digital information. It builds on standards, ensures consumer choice and trust, and enables price and service competition. It is broadly, and openly, governed, with a global perspective. The operations it sanctions first benefit journalism, democracy and freedom, ahead of private interest.

SOLUTION



POTENTIAL ITA ROLES?

- Sustain journalism values, principles, purposes
- Establish voluntary privacy, trust, identity standards
- Research, test, commission key technologies
- Sanction protocols for sharing users/content
- Direct multi-site user authentication services
- Enabling consumer choice for commerce, privacy
 - * *“One account, one bill, one ID, purchase anywhere”*
 - * *But no single owner of all users*

SOLUTION



PROPOSED ITA STRUCTURE:

- Not-for-profit association, as open as possible
- Initially contracts with RJI-Mizzou for logistics
- Staggered board, 27 seats allocated by 7 types
 - * *Founding members (foundations); publishing members*
 - * *Publishing members; technology members; public members*
- Can own for-profit operating entities
- Or contract with existing services
 - (Such as (not inclusive): Intertrust, Google, JO, Apple, Amazon, AP, iPhase3, Clickshare, CircLabs others)*

SOLUTION

Information
TRUST
Association



WHAT ARE RESULTS / BENEFITS?

- Enables web-wide microaccounting / subscriptions
- Supports “atomized” content, wholesale/retail pricing
- Broadens “deep web” access; not on web today
- Protects privacy: Anonymous, yet identified users
- Enhanced-CPM, precisely-targeted marketing
- RESULT: Convenient, secure access to valued content

SOLUTION



Delivering for the public

- **PRIVACY:** Protect, share demographic and usage data
- **PERSONAL:** “Persona” yields custom information
- **CHOICE:** Many “info-valets,” price/service competition
- **RELEVANCE:** Ads more effective, direct compensation
- **CONVENIENCE:** Easy sharing, selling, purchasing of online content; one ID, one account, one bill
- **Result . . . TRUST.**

SOLUTION

Information
TRUST
Association



Why now?

- Newspaper industry in slow, non-cyclical decline
- Some leadership print-focused / survival mode
- Relationships must transcend legacies
(newspaper, magazine, books, entertainment → new media)
- Major players moving in key areas
(Facebook – identity)
(Google / News Corp. – commerce)
(Government – privacy, copyright enforcement)

SOLUTION



WHY NOT THE AP?

- Remarkable integrity, First Amendment, but . . .
- Single class owns (larger, daily newspapers)
- Dual mission (sharing vs. original content)
- Who benefits? Who controls? WWGD? (*Jeff Jarvis*)
- But . . . AP's support vital as key operator
- AP could lead as a principal convenor / with/without
- Also . . . American Newspaper Digital Access Corp.
- Again: Win by letting go (*Everybody wins / Visa / Dee Hock*)

ACTION STEPS

Information
TRUST
Association



FTC testimony: JTA/ITA

Jta

Looking for wrap up notes from the conference: "From Gatekeeper to Information Valet," held May 27, 2009? That page has moved. This is the temporary landing page for the Information Trust Association initiative.

Contents [\[show\]](#)

NEW: "Blueprint to Build Congress" June 23-25 at Reynolds Journalism Institute

This page includes remarks made by Bill Densmore on Dec. 2, 2009 at the U.S. Federal Trade Commission Workshop: "From Toward Journalism Survive the Internet Age?" Densmore was part of a panel entitled: "The New News." (WORKSHOP COVERAGE)

Proposing a new collaboration: The Information Trust Association

In a story about the Project on Excellence in Journalism's 2009 "State of the News Media" report, Time Magazine March 16, 2009: "... [i]f solutions aren't obvious, the report's overall message is: Will the future leaders of journalism help sustain, update and enrich the values and purposes of journalism through collaboration among news media, technology, and other institutions. JTA might be capitalized by major technology, publishing, advertising, consumer and other groups. JTA would guide the creation of new standards and a platform for exchange of user authentication and other information. JTA enables a competitive market for information, respecting and enabling consumer privacy and choice.

NEW: Trust, identity and commerce – inseparable building blocks of a free market for

<http://www.journalismtrust.org> 15,000 reads since December

ACTION STEPS

Information
TRUST
Association



Board/member composition

INFORMATION TRUST ASSN. BOARD COMPOSITION

Class	Max. seats	Terms	Dues
A – Founding Members	7	1 – Four-year / initial four 2 – Four-year / initial three 3 – three-year / initial three 4 – Three-year/ initial two 5 – Three-year / initial one 6 – Two-year / initial two 7 – Two-year / initial one	Initial: \$50,000 Annual: \$10,000
B – Publishing Members	5	1 – Four-year / initial three 2 – Three-year / initial two 3 – three-year / initial one 4 – Two-year/ initial two 5 – Two-year / initial one	Initial/Annual: \$100,000 – \$1,000 depending on revenue/size formula TBD
C – Contributing Members	4	1 – Three-year / initial three 2 – Three-year / initial two 3 – three-year / initial one 4 – Two-year/ initial two	Initial/Annual: \$250,000- \$1,000 depending on revenue/size formula TBD
D – Technology Members	3	1 – three-year / initial two 2 – Two-year/ initial two	Initial/Annual: \$250,000-

Stalking horse . . . Founding members will sort out . . . React?
(<http://www.newshare.com/wiki/index.php/Blueprint-form>)

ACTION STEPS



JTA structure proposed

Blueprint-form

[AGENDA](#) / [WHO'S COMING](#) / [REGISTER](#) / [ABOUT VENDORS](#) / [LODGING](#) / [IVP FORM](#) / [RECOMMENDED READING](#) / [ANDAC VISION](#) / [HOME](#)

[Contents](#) [show]

CONCRETE IDEAS ABOUT THE CORPORATE STRUCTURE, OWNERSHIP AND GOVERNANCE OF AN INFORMATION TRUST ASSOCIATION

(working draft, Wed., April 7, 2010 - Bill Densmore)

A. Formation

This document describes the proposed corporate form, ownership and governance of The Journalism Trust Association, or Information Trust Association.

Mission

The mission of the ITA is to (a) sustain and advance the values, principals and purposes of independent journalism in and for participatory democracies products and services related thereto.

Dissolution

JTA is a non-stock association. It is owned by its membership, whose interests may not be divided or sold except pursuant to the bylaws and whose assets shall be distributed to charitable or education institutions in furtherance of journalism in conformance with the laws of its state or incorporation.

Business Location

Until at least 2020, JTA shall have as its principal place of business any location in the United States of America. At least until then, its principal place of business shall be the W. Reynolds Journalism Institute, or a U.S. location otherwise approved by the Reynolds Journalism Institute.

B. Membership

Any individual may apply to join the Journalism Trust Association upon payment of annual dues established by the Board of Directors and approval of the Board of Directors. Membership may be withheld by the board in its discretion for any lawful reason. Members shall be entitled to attend and vote at any Annual Meeting or by petition of at least one-third of the membership. The names, membership class citizenship and mailing addresses of each and all members shall be maintained in a membership directory.

<http://www.> Counsel: Bluetooth (Eskelson); ONA, NCN (Hart)

ACTION STEPS

Information
TRUST
Association



Ratify idea / move it forward?

Infotrust

[AGENDA](#) / [WHO'S COMING](#) / [REGISTER](#) / [ABOUT VENDORS](#) / [LODGING](#) / [IVP FORM](#) / [ANDAC VISION](#) / [REQUEST INFO](#)



IOWA
NEWSPAPER
ASSOCIATION




Kansas Press
Association

[Contents](#) [show]

"From Blueprint to Building: Making the Market for Digital Information"

An action congress for trust, identity and Internet information commerce serving newspapers and beyond
June 23-25, 2010 / Reynolds Journalism Institute / Columbia, Mo.

[PLANS TO ACTION](#) / [REGISTER NOW](#) . . . [REQUEST INFO](#) . . . [DOWNLOAD FLYER](#)

Eighteen months ago, about 60 people gathered on the American prairie and set out to describe a blueprint would be based upon trust, identity and commerce. On June 24, at that same prairie meeting spot, some Do you want to be among the 70 founders, architects and builders? You're invited. Come to "From Blueprin

<http://www.A> **REGISTER: <http://www.infotrust.org>**

SOLUTION

Information
TRUST
Association



“Ecosystem” experts (*“who’s in room”*)

- Content management
(*Geo-Tel, Ellington, Community Knowledge Base*)
- Content tagging / rights / access control
(*Associated Press, Clickshare, iPhase3, Press+*)
- User registration, authentication
(*Clickshare, iPhase3, Press+*)
- Personalization, advertising, social network
(*CircLabs/Circulate™, iPhase3*)
- Subscriptions, per-click, payments, aggregation
(*CircLabs/Circulate™, iPhase3, Press+, Interform*)



One operating idea

- Incubated at the Donald W. Reynolds Journalism Institute at the University of Missouri
- Developed with support from The Associated Press
- Mizzou owns 35% of the company
- First serve went into private beta June 1





Circulate™

**News social network for
users, publishers and advertisers**

*A turnkey social buying solution
for newspapers via
a news discovery add-on/app*



CIRCLABS INC.



“So why can’t I have a portable stream of news that I can take with me everywhere? Why can’t it take into account my preferences, my location, the veggies so to speak of news that I should know? **I call this the hyper-personalized news stream.** What form it takes is unclear.”

-- Marissa Mayer, Google, Dec.2009

“Local online group buying sites -- a model that first Groupon put on the map -- are becoming so popular with consumers that **they are seen by many companies as another form of local advertising.**”

-- Marketing VOX, June 2010



CIRCLABS' INITIAL SERVICE:

The News discovery social network

. . . A tool for knowledge discovery

A customized, user-authorized service which interactively manages local newspaper branding, advertising, personalized news links and social-networking features by populating a persistent bar across the top of the browser window.



CIRCULATE



Information discovery

- Circulate Bar discovers and recommends news, info and commercial content relevant to the user's profile preferences
- Preferential recommendations to home base and other Circulate partners
- Over time, asks more questions, makes preference suggestions, improves its recommendations
- Invites optional subscription to premium content; offers per-item priced content; possible network subscription



CIRCULATE



Circulate Bar: How it works

- User signs up with home-base participating news site.
- Circulate Bar installs with one click, appears in user's browser window with home- base brand
- User offers voluntary 'persona' -- demographics, information preferences, interests.
- Circulate Bar discovers relevant, trustworthy info
- Invites optional subscription to network resources
- Circulate travels with you wherever you go on the Web.



CIRCULATE



How users find Circulate: via home base

New! The Quad-City Times can deliver a smarter way to surf with Circulate... [Try it now!](#)

Quad-City Times Login | Register | Subscribe

Advanced Search
Web Search powered by YAHOO! SEARCH

Home News Opinion Sports Entertainment Neighbors Marketplace Homes Jobs Cars

QUICK CLICKS: OBITUARIES CLASSIFIEDS MOST POPULAR QUADSVILLE CONTESTS COUPONS TV TIMES NEWSPAPER ADS HOME DELIVERY E-EDITION

Latest Local News

Weather postpones Band Spectacular
Oct 12, 2009 | 10:35 am | No Comments Posted

New Web site seeks ideas on making Iowa government more efficient

Most Popular

43° F
River Levels | Closings | Flight Information

Sponsored by:
CRAWFORD company Heating & Cooling



Circulate Bar: Signing up



CIRCULATE™

Sign Up

Log In

Quad-City
Times

Sign Up for Circulate

Email

Password

Repeat Your Password

Sign Up

Already a Circulate user? [Click Here.](#)



CIRCULATE



CIRCULATE™

Back to Browsing

Places

People & Organizations

Topics

Add New Topic

My Topics

- Affirmative Action ×
- Alternative Energy ×
- Carbon Footprint ×
- Economic Recession ×
- Economic Stimulus ×
- Energy Independence ×
- Environment ×
- Green Energy ×

Suggested Topics

- Paraguay (2010 World Cup) + Add
- Essex County Cricket Club + Add
- New York Fashion Week + Add
- RV Travel + Add

TRY IT:

www.gocirculate.com

(quiet please – ask for invite:

beta@circlabs.com)

(limited content)



CIRCULATE



Media Inquiries

Read Articles

My Content Preferences

Suggest This Site For Circulate

Log Out

timesunion.com

Serving New York's Capital Region - Albany, NY

timesunion.com Web Search by YAHOO! SEARCH

Thousands of vehicles to choose from, all in one place.

timesunion.com/cars



- Subscribe
- Customer Care
- Place an Ad
- Get TV Weekly
- E-Edition Log-in

HOME LOCAL NEWS U.S. & WORLD POLITICS SPORTS BUSINESS ENTERTAINMENT BLOGS JOBS HOMES CARS CLASSIFIEDS HELP

Calendar | Archives | Obituaries | Moms | Savings Source | HS Sports | Social media

69°F Overcast | Closings | Mobile | Traffic | Monday, June 14, 2010



Celebrating with pride

Were you Seen at the Capital Pride Parade and Festival in Albany?

- Pride week ends with parade, concert
- PHOTOS: Seen gallery | Parade, festival
- KEVIN MARSHALL: Showing Capital pride
- LIBBY POST: Blog on LGBT issues

More photos



Were you Seen at the Capital Pride Parade and Festival?



Did Ward Stone miss West Nile virus signs?



Game developers preparing for diverse E3 show



True Mom Confessions: What bad traits did you pass on?



Will they or won't they?

It's decision day for state Senate

- Capitol Confidential | State Worker

LATEST NEWS

- Cops training at Proctors 11:10 a.m.
- Troy man arrested on child sex charges 10:23 a.m.
- State shutdown: Will they or won't they? 12:34 a.m.
- Tea Party favorite Al Roney gets WGDU show 10:32 a.m.
- Trial begins in death of 3-year-old 8:28 a.m.
- Ward Stone's research role raises doubt 10:19 a.m.
- A comfort zone for new leaders 12:34 a.m.
- Fresh start for Spa park spring pavilion 6:44 a.m.
- A new try on school plans 6:44 a.m.
- Saying it with pride 6:44 a.m.

More Local News

WERE YOU SEEN...



... watching the World Cup at Wolff's?



- Sep. 2 Yo Gabba Gabba Live
- Aug. 25 Justin Bieber
- All Event Tickets

Mayor Jerry Jennings & The Port of Albany Present

FREE FATHER'S DAY CONCERT ALBANY RIVERFRONT PARK SUNDAY JUNE 20 • 7 PM



US ARMY MATERIEL COMMAND BAND PERFORMS ROCK & POP HITS

Food & Beverages Available • FIREWORKS

NATION AND WORLD

More Stories | Photos

PHOTO GALLERIES

Buy Photos | All Photos

- Obama plans fourth tour of Gulf oil spill
- Police: 20th body found in Ark. flooding disaster



Albany Times Union on Facebook



CIRCULATE



Media Inquiries

Read Articles

My Content Preferences

Suggest This Site For Circulate

Log Out



TV

RADIO

MAGAZINE

INSIDER

SHOP

ESPN3

SC

Register Now

myESPN (Sign In)

College Football

ALL SPORTS

COMMENTARY

PAGE 2

FANTASY

VIDEO

SPORTSNATION

CITIES

THE LIFE

SEARCH

College Football Home Scores Schedule Rankings Standings Stats Teams Blog Recruiting Local Rumors Odds Resources Tickets

ESPN » All Sports » College Football

TOP STORIES

TOP VIDEOS



Christopher Hanewinkel/US Presswire

Sea Of Love

With its Big 12 marriage of convenience over, Nebraska found a perfect match. Its leap into the waiting arms of the Big Ten sparked a Lincoln lovefest. [Ivan Maisel](#) » [Blog](#) »

- [Nebraska joins the Big Ten](#) »
- [Smart choice](#) » [Big Ten bonanza](#) »
- [Buffs to Pac-10](#) » [Watson: CU joy](#) »
- [Blogs: Big 12](#) » [Big Ten](#) » [Pac-10](#) »



Colorado Excited About Joining Pac-10

[More Videos](#) »



The Big Moves
New league homes



Do We Stay Or Go?



USC Sanctions



Youth Served At OU

HEADLINES

MY HEADLINES

RSS »

- Sources: Texas nearing Pac-10 commitment
- Mizzou officials publicly commit to saving Big 12
- Florida suspends WR Hammond after DUI arrest
- Arkansas FB Stumon charged with drunk driving
- Sources: SEC covets Texas, OU for expansion
- Report: Kansas, Mizzou on Mountain West radar
- Ga. Tech's Hall suspended after battery charge
- Report: USC won't lose 2004 AP championship
- Big Ten adds Nebraska from Big 12 | Maisel
- Rumors: Oregon is slowly becoming 'QB U'

CHERRY MOON FARMS

Deal Of The Day



Big Bing Cherries for Dad

We just picked the season's first supersweet Bing Cherries. We're sure Dad's taste-buds will go Bang for these Bings!

Now \$19.99

Buy Now



Obama Plans to Force BP's Hand on Oil Spill Fund

The New York Times - 2010-06-13 14:38:51

"The president will use his legal authority to compel them," said Robert Gibbs, the White House spokesman. Mr. Gibbs did not elaborate on the legal basis for such a move but said that White House lawyers have been researching the matter for days. The Read more...

◀ 1 of 34 ▶
Unread



TOP STORIES

TOP VIDEOS



Christopher Hanewinkel/US Presswire

Sea Of Love

With its Big 12 marriage of convenience over, Nebraska found a perfect match. Its leap into the waiting arms of the Big Ten sparked a Lincoln lovefest. [Van Maisel](#) » [Blog](#) »

- [Nebraska joins the Big Ten](#) »
- [Smart choice](#) » [Big Ten bonanza](#) »
- [Buffs to Pac-10](#) » [Watson: CU joy](#) »
- [Blogs: Big 12](#) » [Big Ten](#) » [Pac-10](#) »



Colorado Excited About Joining Pac-10

[More Videos](#) »



The Big Moves
New league homes



Do We Stay Or Go?



USC Sanctions



Youth Served At OU

HEADLINES

MY HEADLINES



- Sources: Texas nearing Pac-10 commitment
- Mizzou officials publicly commit to saving Big 12
- Florida suspends WR Hammond after DUI arrest
- Arkansas FB Stumon charged with drunk driving
- Sources: SEC covets Texas, OU for expansion
- Report: Kansas, Mizzou on Mountain West radar
- Ga. Tech's Hall suspended after battery charge
- Report: USC won't lose 2004 AP championship
- Big Ten adds Nebraska from Big 12 | Maisel
- Rumors: Oregon is slowly becoming 'QB U'

CHERRY MOON FARMS Deal Of The Day



Big Bing Cherries for Dad

We just picked the season's first supersweet Bing Cherries. We're sure Dad's taste-buds will go Bang for these Bings!

Now \$19.99

Buy Now



Obama Plans First Oval Office Speech to Put Pressure on BP



Sean Gardner/Reuters

Workers used pumps to suck up pockets of oil in Bay Barataria near Grand Isle, La., on Sunday.

By JACQUE CALMES

Published: June 13, 2010

WASHINGTON — Searching for a way to satisfy both the United States government and its own shareholders, the board of BP was examining three options for what to do with its next dividend, a person with direct knowledge of the board's discussions said

 FACEBOOK

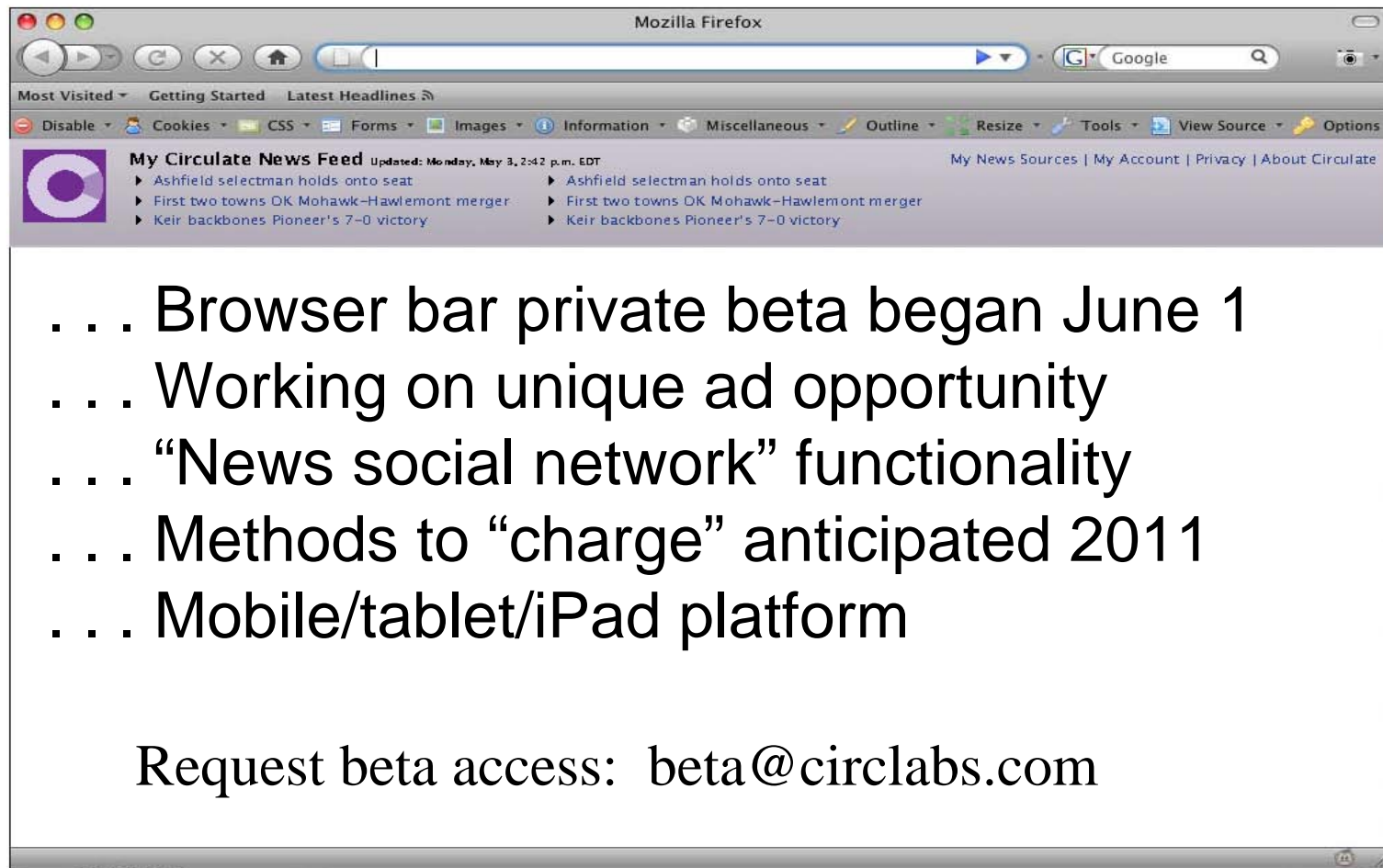
 TWITTER

RECOMMEND

 PRINT



CIRCULATE



- . . . Browser bar private beta began June 1
- . . . Working on unique ad opportunity
- . . . “News social network” functionality
- . . . Methods to “charge” anticipated 2011
- . . . Mobile/tablet/iPad platform

Request beta access: beta@circlabs.com



CIRCULATE



Benefits to the consumer

- Discovery – better than search / info finds consumer
- A hyperpersonalized news stream – content relevant to user-expressed preferences, demographics, and browsing paths
- Privacy control – opt-in or out; access, edit or delete your data
- Choice of most trusted “home base” publisher
- Advertising tailored to your expressed preferences
- Simple access to valuable content with one account across multiple websites



CIRCULATE



Benefits to the publisher

- No technical integration required for basic implementation
- Easy to explain and sell to consumers
- Enhances publisher's Web site traffic
- Local and national interest-based advertising
- Local brand "always on" across Web surfing
- Enhance, solidify relationship with customers
- Platform for experimentation with different models of paid content



CIRCULATE



Multiple revenue opportunities for publishers

- Increased, higher-value traffic to participating sites: local site revenue
- Preference-targeted text ads on the bar
- Preference-targeted display ads in expanded mode
- Future: affiliate and lead-generation revenue
- Future: branded and paid-curation channels
- Subscription and per-time content sales



CIRCULATE



Circulate is **DISRUPTIVE**

- Shifts power from aggregators to content creators/owners
- Bypasses the search engine model
- Inverts the aggregation model
- Initial offering is for news industry



CIRCULATE



Circulate is CONVENIENT

- Always with the consumer
- Provides relevant content wherever she is online
- Content comes to consumers
- “If the news is that important, it will find me.”



CIRCULATE



Circulate is PROFITABLE

- Sends traffic to news websites
- Enables targeted advertising
- New text-ad venue on toolbar
- Ability to experiment with different payment models
- Revenue share favors publishers



CIRCULATE



Circulate is SOCIAL

- Social-networking tools to stimulate relationships:
 - Between and among publishers and consumers
 - Between and among consumers
 - Between consumers and brands
- Bridges traditional and social media
- Brings more consumers to the news