

MARKETPLACE®

Intelligence Rising

2018 ANNUAL REPORT

From the General Manager

This past year has been a big year of firsts at Marketplace. Including this, our first annual report. While that may seem small, it reflects a big change in the way we operate. We're transforming from a suite of radio programs to a multi-platform enterprise focused on the urgent mission of raising the economic intelligence of the country.

Our public radio broadcast audience is comprised of 14.8 million listeners, bigger than it's ever been. But we know that to truly make a difference, we need to reach people across all walks of life. And we need to reach them where they are, not only on the radio. That means innovating, connecting and providing content on new platforms. As we drive forward with the support of our parent company American Public Media, we have new goals in mind for reaching those audiences, like how to connect with young people in school, college graduates stepping out into the workforce, and communities that aren't traditional consumers of public media.

I'm especially proud of several firsts we've accomplished this year. For example, hiring our first chief operating officer and chief brand officer, restructuring our newsroom and launching our first-ever global morning newscast with the BBC.

We also created a yearlong signature content package, "Divided Decade," to explore the ways in which America changed as a result of the 2008 financial crisis.

It's spawned a number of great projects, including an Instagram-focused campaign called "How We Changed," which has inspired many listeners to share their own stories of that time and things that followed. That effort also led us to one of the best interviews I've ever had the privilege to be a part of with Henry Paulson, Tim Geithner and Ben Bernanke. It was the first time they've done a public interview together and it was a thrill to be in the room and hear them talk with our host Kai Ryssdal about the actions they took and even some of the regrets they still think about today.

Another standout this year was an episode of our podcast "The Uncertain Hour" that unearthed a story that had never been told about the start of the opioid crisis and how one little sentence on a drug label helped create the epidemic we have today. And I'm thrilled that we have taken the success of our podcast "Make Me Smart with Kai and Molly" and turned it into an Alexa skill to help make our audience smarter on an emerging platform. It's an innovation that speaks to our journey of taking Marketplace to where people are right now. As important as all that is, I must say I'm most proud of the team we've built, and continue to build, here at Marketplace. From a driven and diverse team of leaders to a creative and energetic group of reporters, producers and editors. I feel lucky to be surrounded by so much talent and that's what has me most excited about what's to come.

Stay tuned. Or connected!



Deborah Clark
SVP and GM, Marketplace

From the Host Seat

Marketplace hosts share the most significant coverage themes from the past 12 months.



Kai Ryssdal

Marketplace

First, we’ve seen the acceleration of the economic recovery. I think we can safely say it’s not in recovery anymore, really; it’s running just fine—as the tax bill became more and more likely in late 2017 and then law in early 2018, and also the business confidence effect of the Trump administration’s regulatory rollbacks. We’ve also seen the still-powerful after effects of the financial crisis on the people in this economy, most notably through our first person ‘How We Changed’ essays. Our interview with Timothy Geithner, Ben Bernanke and Henry Paulson also showed how much the people in charge of holding off the worst of the crisis are still thinking about what they did and what the crisis meant for the institutions of this economy.



Molly Wood

Marketplace Tech

In a word: Data. Multiple news events this year made people realize just how much the modern economy relies on our personal information, and how much danger that creates for individuals, businesses and even democracy. The toll of 2017’s massive Equifax data breach keeps getting worse, and will impact people in ways we haven’t even seen yet. The Facebook and Cambridge Analytica story drove home the fact that companies collect huge amounts of data about us to use for advertising, and yet we don’t have a lot of clarity about what gets collected and where it’s shared. Europe’s new privacy rules forced change on a lot of companies, but the biggest trend in technology—artificial intelligence—also relies on collecting as much information as possible to train computers how to think. If data is the new oil, this is the year that we had our first big spill.



David Brancaccio

Marketplace Morning Report

Marketplace Morning Report this past year offered intensive, sustained coverage of one of the greatest periods of change to economic policy in our lifetimes. The program offered context and teachable moments as well as breaking news coverage on the revolution in corporate and personal taxes, trade policy and America’s social safety net. The program continued its focus on crucial workplace issues from anti-discrimination laws covering pregnant workers to the evolving effects of the #metoo movement.

Marketplace Leadership

Executive Leadership

Our mission to raise the economic intelligence of the country means reaching more listeners on more platforms. That goal is driving the growth of our organization. This year we created an enterprise executive team and introduced content leadership focused on unifying and increasing our voice across radio, on-demand and digital platforms.



Deborah Clark

*Senior Vice President/
General Manager, Marketplace*

Deborah Clark is the senior vice president and general manager of Marketplace®. She oversees the entire Marketplace portfolio, including digital, on demand and the Marketplace programs—Marketplace, Marketplace Morning Report and Marketplace Tech. In her role, Deborah oversees efforts to fulfill the brand’s mission to raise the economic intelligence of all Americans, including the strategic and business development of the organization.

Outside of Marketplace, Deborah has experience as an independent producer of radio documentaries and projects across the public radio system. She also worked as the senior producer of the statewide television show, California Connected, and for NPR as executive producer of Day to Day.

Deborah has been awarded an Alfred I. duPont-Columbia University Silver Baton (1998), and a George Foster Peabody award (2000). She attended the University of California, Berkeley, where she received a bachelor’s degree in political science and a master’s degree in journalism. A native of Great Baddow, England, Deborah currently resides in Los Angeles with her husband and two young kids.



Emilie Cotter

Chief Brand Officer

Emilie Cotter is the first chief brand officer at Marketplace®. In this role, she is responsible for shaping brand identity, experience, visibility and audience engagement for the Marketplace portfolio of programs, on demand and digital offerings. As part of Marketplace’s leadership team, she works toward Marketplace’s mission of raising the economic intelligence of the country.

Before joining Marketplace, Emilie was a senior vice president and partner at FleishmanHillard where she managed a portfolio of consumer clients and served as global chair of the firm’s entertainment practice. Prior to FH, Emilie served as the director of corporate and brand communication at Lucasfilm, Ltd., supporting Lucasfilm companies and the Star Wars brand.

Emilie also spent time at Gap. Inc., as well as Ketchum Entertainment Marketing. Emilie graduated from the Annenberg School for Communication and Journalism at the University of Southern California. Emilie now lives in Washington, D.C. with her husband and two children.



Mark Crowley

Chief Operating Officer

Mark Crowley serves as the first chief operating officer of Marketplace®. Mark is focused on transforming Marketplace from a suite of radio programs into an enterprise centered around raising the economic intelligence of the country.

Previously, Mark served as vice president and general manager of Southern California Public Radio (SCPR), a subsidiary of American Public Media Group. Mark was instrumental in SCPR’s growth, building the annual operating fund from \$1.5 million to more than \$28 million in 2017. In that time, SCPR’s KPCC radio station became one of the fastest growing and most listened to public radio stations in the country.

Mark earned a bachelor’s degree from California State University, Long Beach, and a master’s degree in management from Claremont Graduate University. He was a student of the late Peter Drucker, who is regarded as the founder of 21st century management. Mark serves on the Drucker School board of advisors and is also a member of the audit committee for the Pasadena Educational Foundation.

Content Leadership



Evelyn joins Marketplace® as executive editor after serving as managing editor at KPCC, leading both daily and long-term coverage most important to listeners.

Prior to KPCC, Evelyn served as editorial director of the nonprofit Institute for Nonprofit News, associate editor for the Los Angeles Daily Journal and an investigative reporter for the Los Angeles Times, where she covered courts, labor and county government, among other topics.

Evelyn's work has been awarded the Scripps Howard National Journalism Award for investigative reporting, the Associated Press Managing Editors Public Service Award, the Livingston Award for Young Journalists and the National Association of Hispanic Journalists Award. In 2017, she was named 2017 Latina Journalist of the Year by CCNMA/NAHJ.

Evelyn is a graduate of the University of South Florida. She was a John S. Knight Fellow at Stanford University.



Sarah joins Marketplace® from FRONTLINE where she most recently served as managing editor. She developed and led a digital team that propelled the PBS series into a multi-platform digital experience, including text, linear and 360 video, audio and interactives with an audience growth of 75 percent. During this time, FRONTLINE's digital team also won numerous awards, including a duPont Columbia Award, four Online Journalism Awards, two IRE awards, as well as three Emmy nominations.

Sarah's experience also includes work as a consultant, providing insight and tools for cross-platform editorial audience development. Sarah graduated from Wellesley College with a Bachelor of Arts degree in art history.



Sitara Nieves is Marketplace's first executive director of On Demand, where she leads the creation of dynamic new content aimed at building audiences in the on-demand audio and video space for Marketplace®.

Sitara previously served as the interim executive producer of Marketplace where she provided shop-wide editorial leadership during Marketplace's strategic growth planning. Sitara also served as the senior producer and showrunner of Marketplace's flagship show with Kai Ryssdal for four years. She worked on the Emmy-winning series "Big Sky, Big Money," a FRONTLINE documentary. Before coming to Marketplace, Sitara was part of the launch team for The Takeaway, a four-hour morning drive-time show at WNYC, as well as a multimedia producer at The Economist. She previously taught audio storytelling at Columbia University's Graduate School of Journalism and has freelanced as a reporter and producer.

Sitara lives in Los Angeles with her family, including two small boys.

As we grow, we continue our commitment to be an organization that reflects the diversity and inclusion we seek to represent in our reporting:

The Marketplace Executive Team is 67% women

All our new editorial executives are women

100% of the producers of our shows are women, 67% are women of color

Our reporting staff is 47% diverse



Daily Coverage

Our broadcast programs—Marketplace, Marketplace Morning Report and Marketplace Tech—provide our audience with timely conversations around the top business and tech news every weekday. Supported by a growing team of digital journalists, our daily coverage offers a unique take on what’s happening in a fast-paced world. Through the unorthodox story, the casual conversation and the unexpected angle on the news, we aim to help our audience understand the forces that impact their personal economies. Included here are a few examples of how we’ve approached coverage of some of the biggest economic stories of the year.

Trade Barriers

As the Trump administration sought to renegotiate trade deals around the world, our domestic reporters covered the impact these policies had on U.S. businesses, consumers and the economy. Our coverage spanned the globe as our partners at the BBC and our reporter in China, Jennifer Pak, contributed reporting that reflected on-the-ground reactions and perspectives. The team used simple explainers and asked for listener questions on social media to help provide context and clarity for audiences, from who has the power to impose tariffs (Congress and the President) to whether a trade war will result in higher prices for basic goods (it could).

Your Privacy

When Facebook made front page news after it was revealed that the data analytics firm Cambridge Analytica used the social media site to harvest data from more than 50 million users, Marketplace jumped in to illuminate the far-reaching implications of that data mining. Molly Wood and the Marketplace Tech team shared easy-to-understand context on the issue and kept listeners up to speed on what happened as the story progressed. We covered how little we know about the volume of data websites and social media sites are collecting from us and what they are doing with that information. And host Kai Ryssdal even took a personality quiz, similar to the one Cambridge Analytica used, to illustrate how much seemingly-innocuous information could unearth enough data to help determine how people feel about issues ranging from national security to gun control.

Tax Reform: Now What?

When Congress approved the biggest tax reform bill in more than three decades, Marketplace explained what was changing and why it matters to listeners. The team produced a 50-minute tax special called “The Tax Bill: Now What?,” helmed by Host Kai Ryssdal, that provided a detailed analysis of the new tax code. The special answered tough questions and looked at how the scope of impact—from big business bracing for major change, to the different tax rate a worker in the gig economy might have versus an employee with full-time status.

Content News

It was a big September for Marketplace, with the launch of a global newscast in partnership with the BBC and a relaunch of Marketplace Tech, with new host Molly Wood.

Marketplace Goes Global

In September of 2017, Marketplace Morning Report added a new global edition co-produced with the BBC airing live from London each morning. This new global edition, hosted by Anu Anand, provides live up to the minute analysis of events and news through a global lens for Marketplace listeners hours before the U.S. markets open.

The New Marketplace Tech

The new revamped weekday program with host Molly Wood tells the stories of modern life through our digital economy. Based in the Bay Area, Molly asks the smart questions that connect the dots and provides context for listeners who care about the impact of tech, business and the digital world in their daily experiences.



WOMEN OF MARKETPLACE ROUNDTABLE

As part of our annual report, we’re creating a roundtable each year with a different theme relevant to Marketplace and the industry at large. This year, the discussion around #metoo and workforce diversity has loomed large in the social and political zeitgeist. So, we gathered women from all ranks within Marketplace to further the conversation inside our newsroom.

Roundtable participants:

Sarah Menendez, Digital assistant producer	Stephanie Hughes, Producer	Evelyn Larrubia, Executive editor of news
Deborah Clark, SVP & general manager	Nicole Childers, Marketplace Morning Report executive producer	Susan Hwang, Development officer
Bridget Bodnar, Producer	Sarah Moughty, Executive director of digital	Betsy Streisand, Deputy managing editor and Washington bureau chief

When Marketplace Morning Report Executive Producer Nicole Childers took her sister for a tour of the Marketplace newsroom a couple of years ago, she didn’t know it would spur career advice for her niece.

“Later on, I overheard my sister encouraging my niece, ‘Maybe you should go into media. In media, a lot of women are able to be bosses,’ and I was like ‘wait a minute, what did you just say to her? No, no, no, (that’s not typical) it’s just here,’” Childers said during a roundtable discussion at Marketplace.

It’s not surprising Childers’ sister came away with the impression that women dominated the Marketplace newsroom—100 percent of its showrunners are female. And, among the top leadership team at Marketplace, 83 percent are women.

That’s not an industry standard. The latest ASNE annual diversity survey noted that women made up about 40 percent of newsroom leaders in 2017.

Childers, along with eight other women at Marketplace, ranging from an assistant producer to the general manager, had a wide-ranging conversation about what it’s like to work in a newsroom led mostly by women. Topics ranged from owning authority, motherhood, what true diversity looks like (including the inclusion of men in the conversation) and the power of representation at work.

Marketplace’s Senior Vice President and General Manager Deborah Clark kicked things off with an anecdote from her own history in the shop. A few years ago, she was asked to step in after her boss left and assume more responsibility for the overall business and setting the future direction for Marketplace. Her new (and current) boss Dave Kansas said the job came with a raise and a promotion to the title of vice president. She said she would step in and up, but she told him she wasn’t sure about the title.

Deborah Clark: “Oh, oh no, no, no. That’s OK. I’m not ... I’m definitely not a vice president. What? I don’t need that title.” And to his credit, he ignored me and we went on from there. But I’ve thought about that a lot because even at a fairly senior point in my career to just push that off and say, “I’m not ready for that. I don’t deserve it. No, it’s not where I am.” If that’s what that looked like for me, what does that look like for people at other levels of authority?

Nicole Childers, Marketplace Morning Report executive producer: I think about my time at ABC News as an intern. I was interning for Diane Sawyer at Primetime Live. One of the things that I discovered through that process is I don’t want to do longform, I don’t want to spend the next three years of my life on one story—that was just something I gathered from it, but the option was then World News Tonight. I remember very clearly going over with a bunch of my colleagues watching World News Tonight. You were able to look down on the newsroom and you saw the desk assistants ... Looking down and seeing them running at top speed, grabbing scripts from Peter Jennings, running, copying them and I was like, “There’s no way. That’s too high pressure. I could never do that. That’s terrifying. The prospect of that is terrifying.” But then later on, when I was actually in that position and doing it, I was like, oh, there are people here to train you. You have a backup plan.

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Evelyn Larrubia, executive editor news: I was not in public media until the second part of my career. But it was really different in corporate media and especially in large newspapers. Very male-oriented organizations in terms of not just who got what assignments, but even in story meetings and who took charge of the conversation and even down to who got assignments. When I was pregnant, a friend was advocating for a different role for me when I came back. And she covered courts and she wanted me to cover courts with her in a busy courthouse. I’d already been covering courts somewhere else and she’d said it to the editor and he said, “Oh she’s having a baby, she’s not going to be able to do that when she comes back.”... But I never went to HR with that. I could’ve gone to HR with that ... Why didn’t I feel like, “that’s crap and if he thinks that way he shouldn’t work here” instead? You know? And I’m a tough bird. And it didn’t even occur to me to say that shouldn’t exist and I don’t want to work at a place where that exists.

Bridget Bodnar, Marketplace producer: I had a similar experience with that here where someone suggested that “you’d want to step back now that you’re pregnant,” and I have to say I didn’t really know how to respond to that because it’s also like, “Wait, am I making too big of a deal of this?” I was with a female colleague who heard it as well. And they were like —“hey wait, that’s not okay.” What should have been the response to that?

Deborah: Thinking of it from the employer’s perspective, or manager perspective—it requires people like me or anybody in a supervisory position to be able to reinforce that you’re not going to lose out. You’re going to take six months off. You’re not going to fall behind. I don’t want you to worry about that. That’s really important for that to both be said (by a boss) and for it to be real practically.

Bridget: What do you think the balance is between something that comes from a place of (in essence) ignorance, so let me send you some articles that you should read to help you understand the situation, versus looping in HR? Does looping in HR help set a broader tone for things?

Nicole: I think it depends on the situation. There have been moments that I’ve experienced—sometimes it’s race, sometimes it’s gender, sometimes it’s sexuality. Sometimes it ends up being my mood in that particular moment, am I really feeling up to having a full conversation where part of what I’m imparting to the other person is guidance and educating them around whatever topic? I’ll ask people to expound a bit more about what they’re meaning by what they’re saying because I think sometimes people say something and I may take it in a different way than it was intended. So, sometimes asking for that level of clarification can lead to that in a more natural way rather than having the conversation and then, boom, their email pings and they’re like, “Why are these articles on how to be sensitive or how to be able to understand the role of women who have just had kids?” but honestly, I think it should underscore that there are certain behaviors that are just not OK.

Deborah: Life is filled with insensitive comments and realities, right? And there’s a difference between somebody who’s in a position of power to put you in a role and somebody just making a stupid comment about something, not realizing that actually is a concern that fits into a historic pattern of women being left behind when they step out to raise a family and then not being compensated properly when they return.

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Betsy Streisand, deputy managing editor and Washington bureau chief: So I have a story about Marketplace that is going to sound like I’m sucking up to Deb, but I tell this story all the time to younger women ... (to Deborah) so before you got promoted to EP, I believe you were the producer of (Marketplace) Money, right?

Deborah: Yup.

Betsy: And there are all these conversations about women apologizing their way up the chain. But what really struck me about Deb is she went home as the producer of Marketplace Money and she came back the next day as Deb Clark, executive producer. She owned her—I should just say you—you own your title, your responsibility and you didn’t ever seem to have a problem with being able to just own your authority and I remember thinking, “Wow, this is a really important example of that.” It just struck me as most women don’t do that. Myself included. You get promoted, you really don’t want to. You know, “I’m sorry, I have to do this.” You sort of apologize for your authority and your promotion and you didn’t do that at all.

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Susan Hwang, development officer: When we were in New York, when you guys were there, and I brought this major prospect/donor through and he’s one of these built-his-own-company, super-smart, in FinTech-type guy. He walks in and I introduce him, like, “Oh Deborah Clark, our general manager, and here’s the executive producer of Morning Report ” So all of leadership is there, parading by. And then we go through and we chat with Stephanie (Marketplace Tech producer) and we chat with other people and then he has a great conversation with Tracy (Marketplace senior reporter) about something she’s working on, and at the end—and then he does also have a really nice conversation with David Brancaccio—and then at some point he leaves, it occurred to me that I did this whole tour and introduced him to all these women in leadership. And it never came up as a thing. And that’s kind of lovely. Because these are just the people. After he left, he must have been like “Well, this is all women leaders and that’s so interesting and it hasn’t even come up.” And, that’s kind of cool and amazing.

Sarah Menendez, digital assistant producer: When I first got to Marketplace as an intern ... it was really amazing for me to see so many women in positions of leadership. When I was in college ... I didn’t really have a lot of women in journalism around to point to to say “I’m going to be her. Or, I can do that because she did that.” And that was really hard for me because I didn’t know my career would like, especially as a Latina ... I didn’t think that I could even be a leader one day because I never saw one that looked like me. And when I got to Marketplace, all of that changed.

Bridget: A lot of the people doing similar jobs in other shops—they are essentially fighting the battle of “because there are so many men here, I have to worry about when I get pregnant, will they give me assignments.” But we actually have this really great opportunity where we work with all of these women. How do we take better advantage of, basically, all of the people sitting at this table?

Sarah: We could capitalize on that and take that power and turn it into an active force of mentorship, or bring other women in from journalism across the area and having these conversations with them. I talked to some of my friends that are journalists that are my age and they’re suffering because they don’t even have a woman that has their back in their newsroom, I could never imagine what that’s like.

Susan: It’s one of the things, just to remind ourselves, that it’s not enough to just be women in that role. It has to be—I think that’s what’s happening here—much more conscious that it doesn’t solve every problem to just have women in leadership roles. You have to be conscious of what that means and how to make sure that the younger women’s voices are heard.

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Stephanie Hughes, Marketplace Tech producer: In terms of being pregnant, it’s been really great to tell people about that. In my chain of command, they’re all women and they’ve all been super supportive of me. I’m taking five months and when I told the HR person, they were like, “Oh five months, that’s unusual.” But Eve (senior producer of Tech) and Sitara (director of On-Demand) and Molly (Marketplace Tech host) were like “Yes, do that.” They have all been in that position of being a parent. I felt really good about that. It’s funny. I was looking at articles online about like what to do during leave ... I have all these ideas of reading long books and—



Evelyn Larrubia, executive editor of news: I was going to finish up an investigative project (while I was on leave).

(Laughter)

Nicole: How’d that work out?

Evelyn: That didn’t work out.

Betsy: You’ll be lucky to get a shower.

(Laughter)

Stephanie: What I found—it was super interesting. When I was looking for materials on this, like what people can do during their leave, all of them are like, “OK, how to talk to work about leaving.” It’s very, very defensive. Like, make sure you know your rights and making sure you know you can absolutely take 12 weeks, and things like that, and I haven’t felt that way at all at Marketplace, which is nice. I think having so many women in positions of power has helped with that.

Deborah: I do go out of my way to reinforce certain things that I think go with being a woman leader. I make a point of frequently sharing when I am out of the office when it’s to do family stuff, and that isn’t just about women, right? I want men to feel really comfortable taking time to deal with their personal stuff. But that’s why I tell people that, really intentionally. So is that a gender thing? Yeah, probably as a start point, but I don’t want it to apply just to the women.

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Betsy: Sometimes I’m concerned about the lack of men at Marketplace ... I’m curious about how other people think about that. I think we’ve got a good percentage of us who’ve been in hiring roles and watch that whole dynamic.

Nicole: What’s been fascinating for me, being a part of the hiring process, is that I think some of the men that have come in, I think it is kind of off-putting because a lot of them, I can tell, have not been used to working in a shop that looks like this. I hear my friends complaining about, in terms of their daily work life, of mansplaining and talking over the person and not knowing how to respond, being super condescending, and those things aren’t appropriate for a job interview, you know. So I think that part of it is having more conversations internally because it’s part of how we are representing ourselves. I always think about, when we go through a hiring process, is it a good fit on both sides?

Deborah: There’s a line between cultural fit and then hiring the same, and whatever the same looks like. In an institution that has a lot of white men, the same looks like white men. Here, it doesn’t look like that but there’s still a risk in not having diversity. We all have a type. I try to catch that when I’m thinking about hiring.

Bridget: And just because everyone is a woman, it doesn’t mean that you don’t have to worry about unfairness, or other types of discrimination. I remember the Poynter thing from a few months ago, one of the things they did was have women take this bias test and actually most women are biased against other women as well. And so, we should pat ourselves on the back for this, and we should lean into this and continue, but that’s something else to keep in mind.

Let’s Do the Numbers



Cumulative Audience
14.8 million

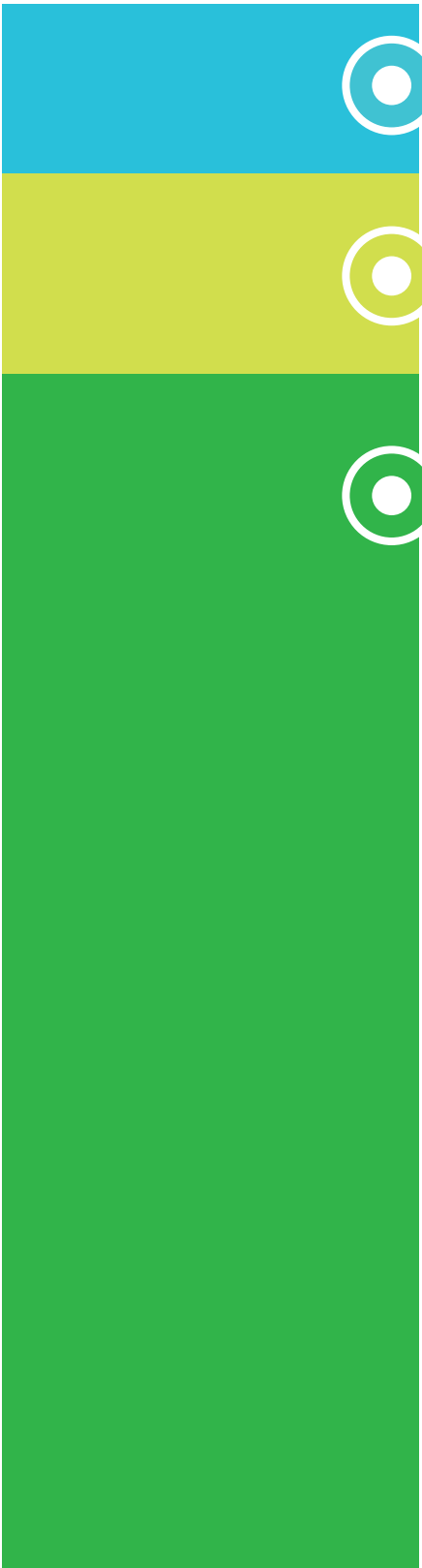


Digital Reach
6.5 million



Public radio stations carrying
Marketplace programs
800+

FY18 Direct Expenses



ADMINISTRATION

11%

FUNDRAISING

16%

PROGRAMMING

76%

What drives your commitment to the Marketplace mission?

“Other business and news outlets don’t always pay much attention to the things that my family back in the Midwest think and worry about—housing prices, gas prices, education, wages. I love that we cover those things, that we make content for them.”

Bridget Bodnar, producer

“We talk a lot about how ‘every story is a money story’ and I think now more than ever people need to see how business and economics under-girds pretty much every facet of American life.”

Tony Wagner, associate digital producer

“I want everyone to know the stuff about the financial system and the global economy that the wealthy and privileged do. Growing up in an immigrant family, I’ve learned that knowledge/information is power and it’s not evenly distributed.”

Susan Hwang, development officer

“We’re committed to spurring the conversations that people tend to ignore or avoid in daily life. My brother and I don’t talk about how new tax policy is going to affect him and his family, but when I produce a story on the subject, he hears it and it allows us to dive in. I’m also committed to talking with and sharing voices that are underrepresented in public radio, whether it’s the undocumented immigrant who needs FEMA assistance, the cattle farmer in rural Texas, or the Puerto Rican worried about their pension funds. The job allows me to tell their story and I learn about humanity (and myself) in the process.”

Andy Uhler, reporter

Coverage Spotlight: Divided Decade

Ten years ago the economy broke, and today America is a much different place. We believe that the financial crisis is largely the origin story of today’s economy. To mark the anniversary, Marketplace explored how the financial crisis and its aftermath changed us, in a project called Divided Decade. The project was a first-of-its-kind for Marketplace, leveraging our talent and platforms in new ways and looking at the past, present and future of key economic themes.

Multi-Platform Teams

We created four coverage teams to examine the impact of the financial crisis on housing, jobs, finance and inequality. Some of our reporting starts 10 years ago and pushes forward to today. Some take issues in today’s news cycle and trace them backward to the crisis. We’ve looked at why low unemployment might not correspond to better jobs for today’s college grads, how the recession led to teachers striking for higher pay across the country, and why in some cities homes sit empty in the midst of an affordable housing shortage. Each team—made up of digital and audio experts—built content that spanned our programming and our digital channels.

Major Events

We used our unique expertise and 10 years of insight to re-examine some of the most meaningful moments of the 2008 financial crisis. In March, we contextualized the big, broad story of the collapse of Bear Stearns by retracing the path from a red-hot housing market to a banking crisis, and analyzing the Fed’s role in its spread. But we also got very small, profiling a couple from Bear Stearns who got married in the company’s headquarters after it shut down and a trader whose wife went into labor the day of its demise.

#HowWeChanged

Marketplace explored a new platform with a social-first effort on Instagram that asked Americans how the financial crisis changed them personally. People from across the country have been posting their thoughts on social media with the hashtag #HowWeChanged, and telling their stories of foreclosures, divorce, startups and second chances on our radio programs. We’ve heard from sub-prime mortgage loan officers, repo men, truck drivers and even a lobbyist-turned-goat farmer. By highlighting those stories on air and on our social feed, we’ve strengthened our digital ecosystem and our reach.

Panic, Fear and Regret

In a historic conversation, Timothy Geithner, Ben Bernanke and Henry Paulson talked about how they lost the country when they saved the economy. Marketplace host Kai Ryssdal interviewed the three men about what happened, their biggest regrets and our ability to fight the next financial crisis.



Marketplace Board of Advisors

We created the Marketplace board of advisors to establish a working brain trust of experts from outside public media to guide our growth. The board provides recommendations and counsel to the Marketplace leadership team to expand our reach, relevance and revenue. Board members are selected and approved by the leadership team, with input from the current board.



Kim Bondy
Media Executive

Kim Bondy is an award-winning journalist with more than 25 years in senior management positions. She’s held top spots at CNN, NBC and Al Jazeera America. Kim serves as consultant and strategist to several organizations and in 2017 she also signed on as Head of Production for Soledad O’Brien’s Starfish Media Group.

Until 2016, Kim was senior vice president for Al Jazeera America. As head of programming, she oversaw “America Tonight,” “Fault Lines,” “TechKnow,” “Talk to Al Jazeera” and documentaries for the channel. Under her management, the channel was awarded a prestigious 2016 DuPont Award for the documentary series “Hard Earned.” She also created the network’s award-winning flagship program “America Tonight” which was a primetime news magazine that provided in-depth, long form reporting.

Before joining Al Jazeera America, Kim served as the founder and president of The Bondy Group, a boutique media production, strategy and executive training firm. She was also previously executive producer of TV One Network’s Presidential election coverage, vice president of morning programming and executive producer of CNN’s “American Morning” with Soledad O’Brien and Miles O’Brien. Before joining CNN, Kim held executive and senior producing positions at NBC New.

She holds an MBA and a BA in communications from the University of New Orleans and completed a fellowship through NAMC at UCLA’s Anderson School of Management.



James E. Dwyer, Jr.
*President & CEO, Private Brands Businesses,
Post Holdings, Inc.*

Formerly president and chief executive officer of Michael Foods, Inc. (MFI), Jim Dwyer now leads a new division of MFI’s parent company, Post Holdings, Inc., which manages the company’s private-brands business consisting of Golden Boy, Dakota Growers and Attune Foods, a brand portfolio with \$791.2 million in net sales.

At MFI, Jim led two successful sale processes, resulting in significant shareholder value creation. Prior to MFI, he spent 25 years in consumer goods leadership at Ahold, PepsiCo, Kraft and P&G.

In addition to Marketplace, Jim is a board member of the Andersen Corporation, Minnesota Public Radio and the Grocery Manufacturers Association. He has supported a number of charities, including USRowing, Foundation for Fighting Blindness and New Missions. He lives in Minneapolis and Sarasota, Fla., traveling frequently to visit his three children who live across the country. Jim has a Master of Business Administration and a bachelor’s degree from the University of Virginia.



Nancy Lyons
President and CEO, Clockwork Active Media

Nancy Lyons is owner and CEO of Clockwork. She speaks about the intersection of leadership, entrepreneurialism, technology and people, exploring the many facets of life at work and champions human-centered approaches to business.

She is co-author of “Interactive Project Management: Pixels, People, and Process,” and author of the upcoming book “How to win at business by being nice to humans.”

She chairs the national board of directors at The Family Equality Council, serves on the board of trustees at Minnesota Public Radio and American Public Media, and is on the advisory boards for Marketplace, Open Twin Cities and Giant Steps. She is also a member of the Women’s Presidents Organization and the Minnesota Women’s Economic Round Table.

Nancy is a recipient of The Business Journal’s ‘40 Under 40’ and ‘Women to Watch’ awards, and was a finalist for Ernst & Young’s ‘Entrepreneur of the Year.’



Wim Stocks
General Manager and CEO, World Gaming

Wim Stocks has been a respected leader in online, interactive and electronic entertainment since 1990. From 2001 to 2006, Wim was executive vice president of Atari Inc., leading and managing one of the most broad-reaching interactive entertainment publishing networks in the world.

Wim has experience serving in executive positions for Elephant Entertainment, World Gamin and ESC where he has experience developing strategic investor, technology, game publisher, retailer and other brand partnerships, and spearheading online and ‘live’ eSports strategies, initiatives and programming.

Wim currently serves as COO of the IEGC, as well as an advisor to the Special Olympics. He also serves as a trustee and board of directors member for the Walker Art Center in Minneapolis, chairman of the board for HPPS Ltd., and previously served as a board member of Allina/Abbott Northwestern.



Patrick Denzer
President LI Ventures, LLC

Patrick Denzer is the president of LI Ventures, LLC an investment and advisory firm. Previously, he was chairman - Americas at reinsurance intermediary Guy Carpenter & Company, LLC. As a member of the Executive Committee and Board of Managers, he participated in setting overall strategy for the firm.

Prior to his tenure at Guy Carpenter, Denzer was president and chief executive officer of reinsurance intermediary John B. Collins Associates, Inc. Denzer is the chairman of Catalytic Holdings, LLC, and a member of the boards of directors of Align Financial Group, LLC, San Diego, and National Interstate Insurance Company, Richfield, Ohio. He is also president of the board of trustees of the Walker Art Center in Minneapolis and serves on the boards of Minnesota Public Radio in Saint Paul, Abbott Northwestern Hospital Foundation in Minneapolis and Minneapolis-based WELLBEATS, which produces and distributes equipment and content for virtual fitness workouts.



Beth Viner
Partner, BCG Digital Ventures

Beth Viner is a recent addition to BCG Digital Ventures, a corporate investment and incubation firm with centers in nine locations, including Silicon Valley, Tokyo, Berlin and New York.

Prior to joining BCG, Beth was the general manager of Kickstarter, leading communities, marketing and events, brand, international and education teams.

Before joining Kickstarter, Beth served as the CEO of Interbrand in New York and San Francisco, and spent almost a decade at IDEO, most recently as the managing director of IDEO’s New York office. During her career, she’s worked with organizations like NBC News, Marriott International, Weight Watchers, Comcast, Bank of America, West Elm and The Rockefeller Foundation.

Before IDEO, Beth held positions in multiple industries, including enterprise software, automotive, and sports at Trilogy Software, Ford Motor Company and Nike. She holds a Master of Business Administration degree from Stanford University and three bachelor’s degrees in communication, history and Spanish from the University of Pennsylvania.

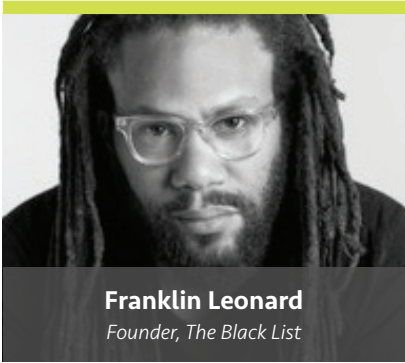


David also serves on the board of Riverside Partners, the San Francisco Symphony and La Luz Center—an organization serving the immigrant community in Sonoma.

Prior to joining Abundant, David served as founder and/or CEO of a number of early stage companies including ExperiaHealth, one of the nation’s first patient experience improvement companies, which was acquired by Vocera (VCRA) in 2011.

David has also served as chief operating officer of the Cleveland Clinic, the nation’s premier academic medical center; COO of Allina Health System; and CEO of Medica. David began his career as legal counsel to United HealthCare, from its formation through its IPO and acquisition of its national network of HMOs.

He holds a JD from the University of Minnesota Law School and a BA from Gustavus Adolphus College.



Franklin Leonard is the host of the podcast Black List Table Reads and founder of the Black List, which highlights Hollywood’s most popular unproduced screenplays. More than 250 Black List scripts have been produced as feature films, earning 243 Academy Award nominations and 45 wins.

Franklin has worked in development at Universal Pictures, as well as at the production companies of Will Smith, Sydney Pollack and Anthony Minghella, Leonardo DiCaprio and John Goldwyn. He serves on the advisory boards of the Young Storytellers Foundation, Project Greenlight’s Digital Studios, Marketplace and more. He has juried at well-known film festivals and served as a delegate and speaker at the White House’s 2015 Global Entrepreneurship Summit in Nairobi, Kenya.

He has been recognized by Hollywood Reporter’s 35 Under 35, Black Enterprise’s 40 Emerging Leaders for Our Future, The Root’s 100 Most Influential African-Americans and Fast Company’s 100 Most Creative People in Business. He was also awarded the 2015 African-American Film Critics Association’s Special Achievement Award for career excellence.



Gabe Kleinman leads marketing and portfolio services at Obvious Ventures, a venture capital firm backing world-positive entrepreneurs that create disruptive solutions in response to the world’s biggest problems.

He was previously at Medium where he led people operations, product marketing, partnerships and social impact.

Prior to Medium, Gabe co-led the design for learning practice at IDEO, helping organizations in the private, public and social sectors tackle large-scale challenges in education. Gabe began his career at Creative Artists Agency (CAA), working across CAA Marketing, the CAA Foundation, and other strategic agency initiatives for more than a decade. He has served on the inaugural board of Iraq and Afghanistan Veterans of America (IAVA). Gabe received a Bachelor of Arts degree in philosophy and anthropology from Cornell University.

Gabe grew up a Hartford Whalers fan, learned about organic farming the hard way, currently lives in Oakland with his family, and tracks all the cheeses he eats in a dairy diary.

Board Member Spotlight



Jocelyn Wyatt
Co-Lead + Executive Director, IDEO

Marketplace board member Jocelyn Wyatt talks her experience serving, her first time seeing the Marketplace recording studio and her take on Marketplace’s mission and vision.

Jocelyn Wyatt serves as co-lead and executive director of IDEO.org, a nonprofit organization she cofounded in 2011 after leading IDEO’s social innovation practice. As executive director, Jocelyn spends her time sorting out vision, strategy, funding and growth plans for IDEO.org. She leads partner development with foundations, nonprofits and social enterprises, building networks by speaking widely on how design is changing the social sector.

Prior to joining IDEO, Jocelyn worked in Kenya as an Acumen Fund fellow. Before that, she served as VisionSpring’s interim country director in India and spearheaded training, project management and business development for Chemonics International, a contractor for USAID.

Jocelyn received a Bachelor of Arts degree in anthropology from Grinnell College and a Master of Business Administration from the Thunderbird School of Global Management. She is a program advisor to the Clinton Global Initiative, a board member for Marketplace and Whitaker Peace and Development Initiative, as well as an Aspen Institute First Movers Fellow.

What is your current role and how did you get involved with Marketplace?

“I’m the co-founder and CEO of IDEO.org, a nonprofit organization that works to improve the lives of people in poor and vulnerable communities through design. About five years ago I met the Marketplace team at the Aspen Ideas Festival while speaking on a panel Kai Ryssdal was moderating. That conversation resulted in a trip to Los Angeles to meet with Deborah Clark to discuss my experience building and maintaining IDEO.org’s board of advisors. I had been listening to Kai for years, so at first the celebrity factor kicked in. It was so cool to walk into the Marketplace recording studio. So cool, that I even texted my parents and posted a photo with Kai on Instagram. I was already a huge fan, so there was that appeal, but this was also an industry I didn’t know much about. I had very little exposure to media and broadcasting, so it’s been a fascinating model to learn about. As someone who has built a strong nonprofit that is high functioning and has grown rapidly, I’ve been able to provide relevant insights to the advisory board.”

Why does economic journalism matter?

“I think it’s so important that every American has an understanding of our economy—it truly affects our personal lives and our everyday work. I think Marketplace does a great job contextualizing something so complex for those who aren’t economists. They present news in a tangible way, illustrating things like recession or interest rates and how they play out in our day-to-day lives. Personally, I’m a daily public radio listener, so for me, it’s really my go-to source for daily news, podcasts and to stay up to speed. This was especially true when I listened to Season 1 of The Uncertain Hour. The series discusses welfare and really frames what happened in the 90s during the Clinton area. In college, at that time, I worked at a domestic violence call center in the Twin Cities right when a number of welfare laws were going into effect. I had to answer at a lot of calls about what this meant for individual families. It was really important for me to reflect back on 20 years later to learn how those decisions were made and why, to understand what it really meant for the lives of people in this country.”

What do you think about the future of Marketplace and its mission to raise the nation’s economic intelligence?

“Marketplace is smart, bold and clever, so while it is a big vision, it makes sense and is something I stand firmly behind. What we learned from the last recession is that we have to increase the economic intelligence of our country. So I think the vision is powerful and the way Marketplace is expanding outside of its regular public radio audience is going to be impactful. Marketplace is already investing in new and exciting areas of growth—especially digital. We’re already seeing a big uptake in the number of listeners, yet Marketplace isn’t sacrificing the core product or content. They’re able to experiment at the edges in developing new partnerships and increase reach through different channels. I’m excited to help navigate these new ventures, help prioritize investments, focus efforts on extending Marketplace’s reach, make decisions on the nonprofit business model, hire key players and really just act as a sounding board for Deborah and the team.”

Supporting News You Need and Voices You Trust

As a nonprofit news organization, what matters to Marketplace is what matters to our audience: being a source for trustworthy, independent news that makes people smarter about business and the economy. We’re able to do what we do everyday thanks to funding from public radio stations, foundations, corporate underwriters and listeners who contribute to Marketplace each year, a community of individuals known as Marketplace Investors.

This support is vital to sustaining independent, public service journalism and to helping raise the economic intelligence of the country. We are grateful to the following individuals and foundations for their generous support over the past year.

The Marketplace suite of business news programs would not be as successful without your continued support. Thank you for helping us create timely, relevant and accessible coverage of business, economics, personal finance, and the latest national and international business news week after week.

\$2,500,000+

The Kendeda Fund

\$500,000 - \$2,499,999

Ford Foundation
William and Flora Hewlett Foundation
MacArthur Foundation

\$250,000 - \$499,999

Henry Luce Foundation

\$100,000 - 249,999

Lisa and Pat Denzer
Gordon and Betty Moore Foundation

\$25,000 - \$99,999

Gale Family Foundation
General Mills Foundation
Sy Syms Foundation

\$10,000 - \$24,999

Annie E. Casey Foundation
Jim Dwyer
Paul and Chris Kadue
Jesse and Linda Singh

Founding Members – The Reserve

Annual contribution of \$5,000 or more

The Reserve is a group of our most dedicated and invested donors who give \$5,000 or more annually to help build a bigger and better future for Marketplace and for the people we serve. Each year, funds contributed by The Reserve are combined to fund a specific editorial priority or other Marketplace project, such as this year’s Divided Decade coverage. Reserve members enjoy special benefits and recognition, including updates on the impact of their giving, personal tours of the Marketplace studios and invitations to events throughout the year.

Anonymous	Avani and Prashant Parikh
Chris and Mary Clover	Howard Rosen and Susan Doherty
Jim Dwyer	Dan Sturman and Lily Chu
Gale Family Foundation	Barrie and Deedee Wigmore
Paul and Chris Kadue	

Donor Testimonials

“A key component to a functioning democracy is thoughtful, thorough journalism. Marketplace provides that and more 5 days a week. The very least I can do is support an institution that is performing such important work. As a woman of color, I also choose to support Marketplace because I’ve noticed that it’s making strides to diversify its ranks. Now more than ever, journalism needs more diverse perspectives.”

Fallon in Manchester, CT

“Marketplace is incredibly important because the programming and content provides insight and understanding into the economic forces that shape our modern world, in a manner that is as entertaining as it is informative. Listening to Marketplace over the years has taught me that if you want to understand why things happen, you need to follow the money.”

Todd in Honolulu, HI

“I work at a homeless shelter. I see clients with mental health issues, addictions, unstable gig economy jobs, people leaving oil field jobs, and the poverty of rural reservations. Marketplace helps me understand the world everyone navigates to survive.”

Cole in Tempe, AZ

“I’m grateful that Marketplace makes me more mindful of the global, political and local issues that influence my spending, savings, and investing at each stage of my life - from family with young children to elder care to end of life decisions, the full life cycle.”

Sybil in Lemon Grove, CA

“The importance of today’s issues and the quality of reporting are critical to making informed and objective decisions. Marketplace is somewhere I can go to get the main facts of a big story and understand the ramifications.”

Michael in Annandale, NJ

“You are my favorite radio show. I’m a transportation economist and consultant, and it’s part of my job to make sure folks understand economic ideas/impacts of transportation projects (public projects that they are paying for). This stuff is not hard to understand, but it can be if you make it complicated. You folks cover interesting stuff that has real impacts, and you never make things too complicated.”

Tracey in Hilliard, OH

“I started listening regularly the last 5-7 years, well after the financial crisis started but when we were still in the Great Recession. Marketplace really helped me to understand what the policy changes meant, as well as what was happening in global economics. It’s helped me not freak out over day-to-day market fluctuations (especially back when it was going up or down by a few hundred points a day), but also to pay attention to what is happening with public policy.”

Flora in Redondo Beach, CA

“The honesty, integrity, and laughter that Marketplace brings to complicated topics is an art. It is stimulating entertainment and my main source of news living in a fast pace world. From the bottom of my heart, thank you for being you.”

Peter in Chicago, IL

Shows & Podcasts



Marketplace with Kai Ryssdal

Our afternoon/evening broadcast is all about providing context. We look at the most important, most interesting and sometimes weirdest things that happened in the world of business and finance each weekday to explain the economic “why” of the day for listeners.


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Marketplace Morning Report with David Brancaccio

MMR gets you up to speed on what’s been going on around the world while you were sleeping. Embedded inside of NPR’s Morning Edition, MMR is the most-heard quarter hour in radio. It’s the business news you need to hear to start your day, kicking off each weekday with a global newscast hosted by Anu Anand in partnership with BBC World Service in London.


@DavidBrancaccio



Marketplace Tech

Transforming breaking news to breaking ideas, Marketplace Tech uncovers themes that transcend the hype in an industry that’s constantly changing. Reporting from the Bay Area, Molly asks smart questions that connect the dots and provide context on the impact of tech, business and the digital world.


@MarketplaceTech



Make Me Smart with Kai & Molly

A weekly conversation about the themes of today, centered on the economy, technology and culture, hosted by Kai Ryssdal and Molly Wood. In a time when the world is moving faster than ever, this podcast is where we unpack complex topics, together. Because none of us is as smart as all of us.


@kairyssdal


@mollywood



The Uncertain Hour with Krissy Clark

From the Marketplace Wealth & Poverty Desk, The Uncertain Hour podcast takes a deep dive on one controversial topic to discover surprising origin stories, bust longstanding myths, and uncover backstories of the American economy.


@UncertainHour



Corner Office from Marketplace

Kai Ryssdal’s “Conversations from the Corner Office” brings listeners together with the business leaders transforming our economy, our culture and our daily lives. This podcast allows the audience to go deeper, offering exclusive extended interviews.


@kairyssdal

