

miami.com

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**DESIGN & DEVELOPMENT PROPOSAL**

## Miami.com / McClatchy Niche Site Project

**Executive Summary:** Miami.com is currently a \$500,000 business with 4 million annual unique visitors and 6.1 million page views. Audience and revenue growth is needed, but the site is running on an outdated content management system (Drupal 6) and a visual design that demands a major refresh. Following on significant efforts by the Miami Herald leadership team early this year to, a Design Thinking session was held in the market in March, leading to the attached proposal.

The focus of the project since March has been to develop a plan for Miami.com that could serve as a framework for entertainment/niche sites in other markets. As such we have attempted to balance Miami's specific needs with a requirement that technical and design strategies are applicable to other McClatchy products, that they are scalable, and that we consider the time-to-market involved in each option.

Four primary recommendations are made for audience, revenue, technical and design changes:

1. The site requires a technical update. Drupal 6 is deprecated and a move to an IT-supported platform will be necessary for long-term sustainability and reliability. A corporate WordPress install is urged.
2. An overall McClatchy niche/entertainment site visual strategy is required. A proposal that could be expanded for use on Miami.com and then extended to other markets is attached.
3. The site is currently targeted as a general Miami entertainment and events destination. The team is recommending a shift to simplify the site and turn its focus specifically to the tourist market.
4. To diversify revenue streams we recommend Miami.com become the lead digital asset for a suite of niche entertainment products that also serve as an in-house content studio that can deliver quality, sponsored content for brands in both English and Spanish.

What is needed now is a discussion of the attached recommendations, agreement on a strategy moving forward, and a rough timeline and prioritization of the resulting work.

That prioritization must include allocation of editorial, design, development and product management support from either internal or external sources. The cost of that work is not included in this proposal, as the directed timing of the project will have significant influence over both the source and cost of those resources.

For reference, assuming current staffing, a design and development project of this scale might be estimated as a 4 - 6 month project. A more specific timeline is not possible until platform, development and resources decisions are made.

## Technical Recommendation - Damon Kiesow, Head of Product

Miami.com is currently hosted on a locally designed instance of Drupal 6, and resides on servers controlled by the IT/Development group in Raleigh. As IT does not support Drupal and has no Drupal developers available, the site is semi-orphaned making any improvements difficult.

Additionally, Drupal 6 has been officially deprecated by the development community, leaving us operating a legacy platform prone to security risks and lacking any support for new features and functionalities moving forward.

Several options are available:

- 1) **Update the site to Drupal 8.** Technically this would be a relatively easy task. Coordination would be required with the Development team in Raleigh that makes the timing of the project unknown until after the transition there is complete. But, this would also require Miami to maintain an FTE to provide ongoing support for the site. Of greater concern, a Drupal solution does not scale for other markets.
- 2) **Move Miami.com to Escenic.** This would provide the easiest publishing workflow for local teams. However, the plans for Miami.com and our overall entertainment/niche strategy is widely divergent from our core news sites and accomplishing that work on Escenic is unlikely in 2016. And even assuming we had the required staffing and infrastructure in place, Escenic may not be the best platform for the type of sites being considered.
- 3) **Allow Miami to move the site to WordPress.** While we believe WordPress is the correct solution a 'one-off' install is not an optimal short-term fix and is directly contrary to our longer-term strategy to centralize, support and scale our publishing systems.
- 4) **Provide Miami.com a WordPress install hosted and supported by Corporate IT.** This would provide significant cost efficiencies and provide relatively easy scalability across other markets and product needs. IT is not currently positioned to deploy that solution, but discussions and planning have begun.

The team strongly recommends a corporate WordPress installation as the niche-site platform for McClatchy and believes the Miami.com project would be an appropriate pilot project for that platform rollout.

As noted, timing of that project is uncertain and likely cannot be scoped until the Wipro transition is further along. However given an agreement on that approach, some work on the project could move forward this quarter.

Within that scope - two further choices would need to be considered: Using Wipro development staff for the WordPress work or 'outsourcing' the project to a full-service development house. This

decision should be made based on the required timing of the Miami.com relaunch. Using our internal Wipro assets is likely the correct long-term approach but if a new Miami.com is needed this year - using a fully external team may be our best option.

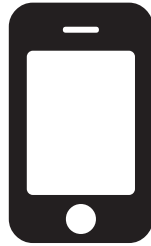
Under that scenario IT would provision a WordPress install, Jessica Gilbert would work with Miami's design team to generate final visual specifications and we would provide all materials to an outside agency for actual development. That is a somewhat complicated process but it would best balance overall cost, sustainability and time-to-market.

## **Design Proposal - Jessica Gilbert, Digital Design Director**

The newly redesigned Miami.com would be fun, colorful, distinctive, friendly, useful and mobile. The following pages reflect a directional approach to the design that provides a framework for us to apply to similar products in other markets.

Following approval of the project, significant further work would be required to gather business requirements, design individual pages and test the site with readers prior to development.

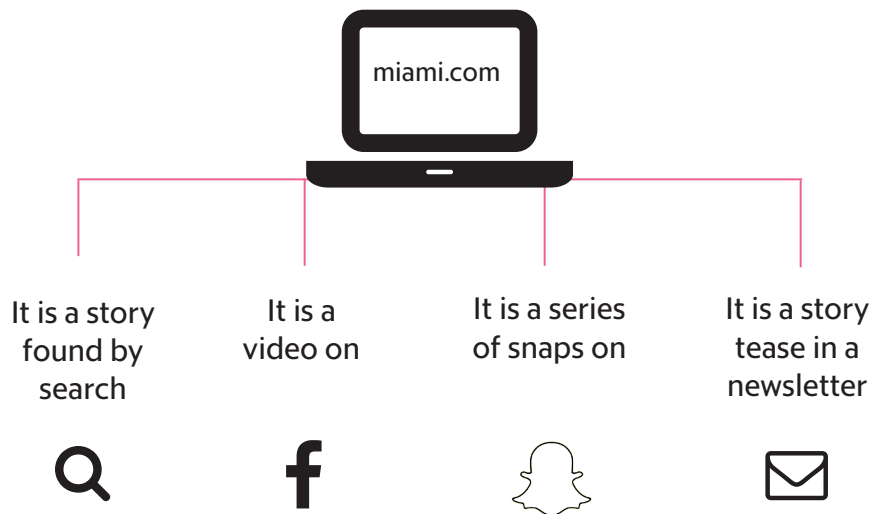
The design is:



Mobile first.

The design is not just about a destination site:

It is about the spokes, not the hub.

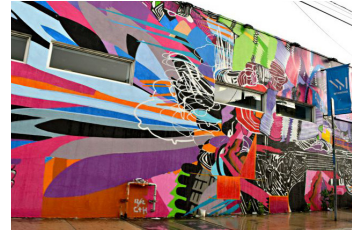


The design is FUN, DISTINCTIVE:

To visually connect, through look and feel, the content wherever it travels.

LOUD colors + SIMPLE typography + CLEAR iconography

## Sample color palette:



## Sample logo treatment variations:

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miami.com

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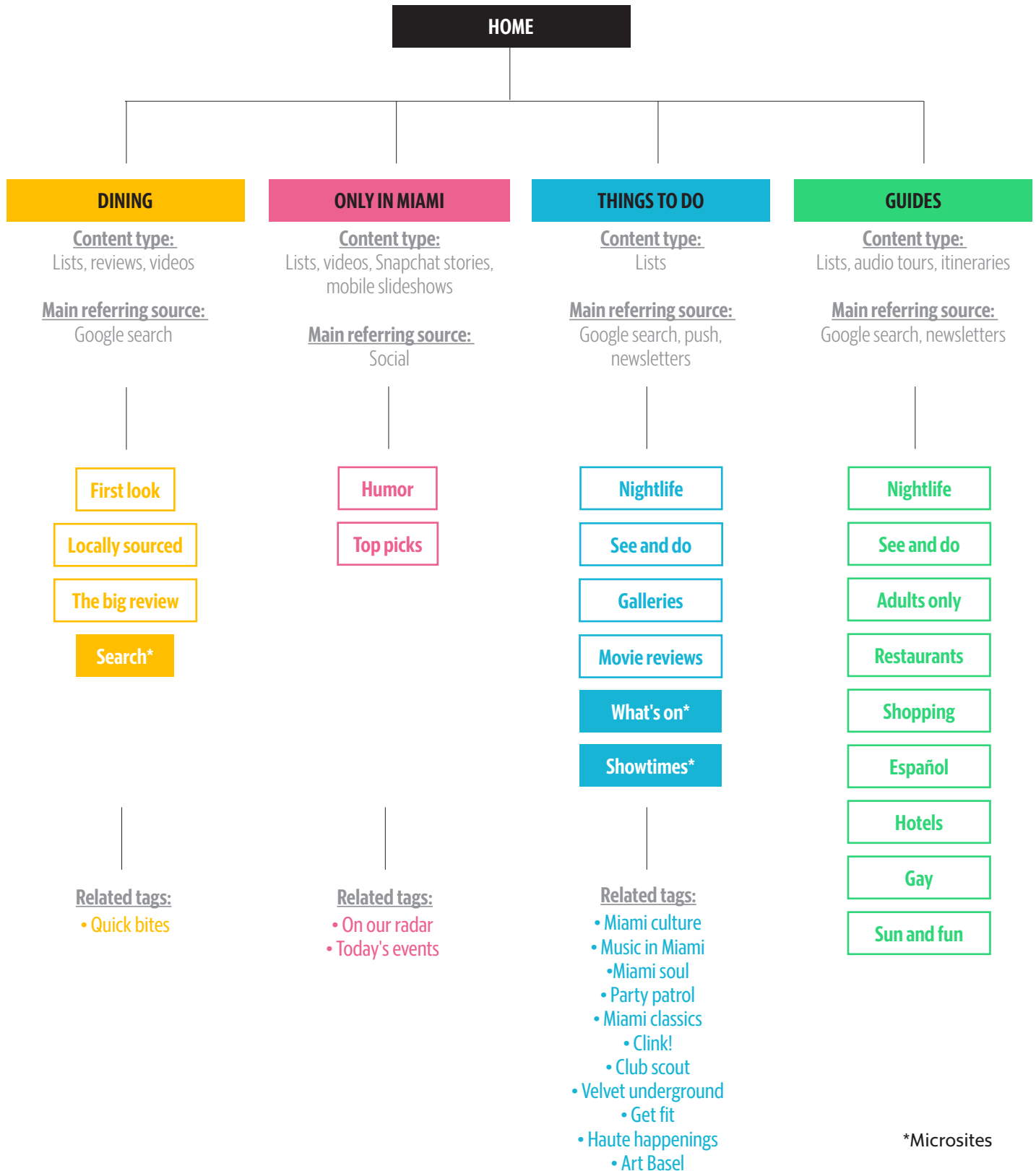
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## Sample badge/icon sets:

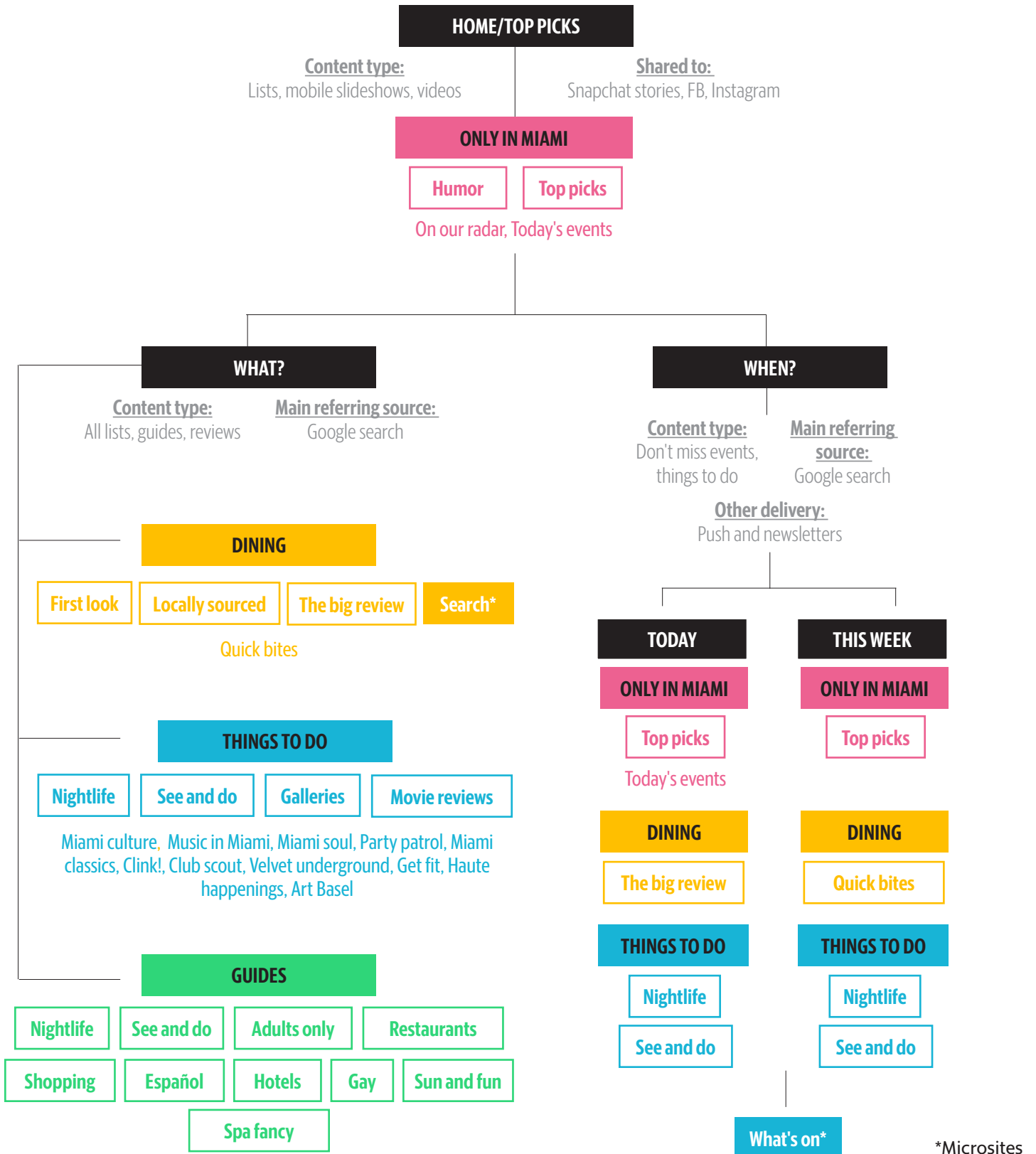


Classic homepage with 4 verticals, sections and tags





Choose a path homepage



\*Microsites

Only in Miami



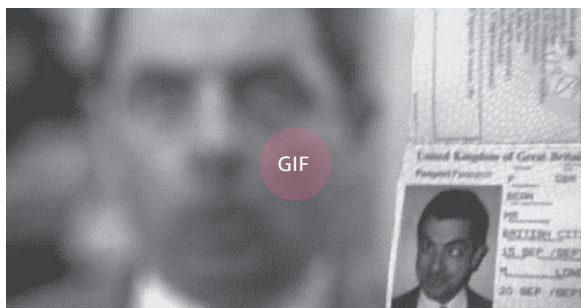
## 9 things every doorman in Miami has heard



BY AMANDA MESA

### 1. THAT IS MY ID.

This one is up to the doorman's discretion. Maybe you really did undergo a drastic change in weight, picked new hair color, or had some work done. But if it's glaringly obvious that you're using somebody else's ID, don't try to argue it - it just screams "underage."



### 2. BUT I'M A GIRL.

So? There's no shortage of those in Miami, so don't expect female status will grant you special privileges unless it's a very slow night or a very generous doorman."



Dining



## "American dim sum" at Sarsaparilla Club



BY SARA LISS

**THE WHO:** Chef partners Jeff McInnis and Janine Booth have returned to Miami with Sarsaparilla Club, their first joint venture here (McInnis and Booth are partners in New York City's Root & Bone). Chef Marco Ferraro (formerly of Wish) is in the kitchen as well.

**THE SPACE:** The former Morimoto space at the Shelborne has been country-fied with couches, macrame knotted hanging plants and a palette of woodsy greens, browns and beige.

**THE DISHES:** American Dim Sum with southern flair. Think comfort food with Asian and Mediterranean tweaks. Three dim sum carts offer a variety of small plates which range in price from \$2.50-\$8. Menu items are equally reasonable with starters going for \$12-\$15 and larger mains \$23-\$29.

The trollies rolling through the dining room get things started with a vegan beet tartar made table side, dumplings stuffed with beef, pork belly buns, and corn on the cob topped with corn bread butter and popcorn. Vegetables get lots of love with the charred bok choy in a ginger miso broth and grilled graffiti eggplant with black garlic aioli. Desserts off the cart include banana cream pie, chocolate cake and a sarsaparilla float with a scoop of toffee ice cream. Warm ginger almond apple pie with fresh sweet cream is also available.

**BOTTOM LINE:** Jeff McInnis is back, this time with a homey comfort food spot that plays with the idea of dim sum.

1801 COLLINS AVE

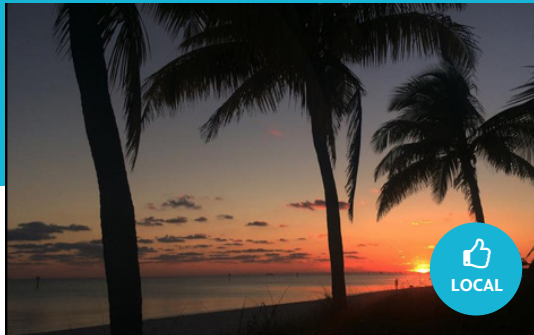
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MAKE A RESERVATION

## Things to do



### 7 Best Places To Watch The Sunset In The Florida Keys



BY PRISCILLA BLOSSOM

#### 1. ON A BOAT!

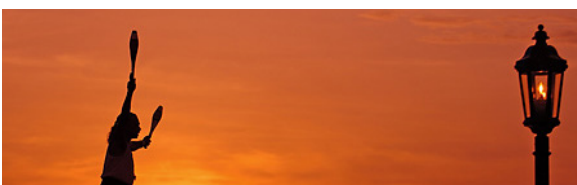
Catching a boat while you're in the Keys is one of the wisest things you can do. There are fishing charters, glass-bottom boats, even champagne cruises which you can take at the perfect moment, just as the day starts to come to an end. If you're in Key West, check out Sunset Sail for an excellent, intimate sunset sailing experience, or for those looking for something a bit more interactive, try a sunset kayak trip with [Blue Planet Kayak Eco-Tours](#).



#### 2. MALLORY SQUARE



Sure, all the tourists know and love this spot, but there's a reason Mallory Square has remained a popular destination since the 1960s. The daily Sunset Celebration brings together one-of-a-kind street performers (from jugglers and psychics to magicians and sword swallowers), local artists, live musicians, and food vendors, for one unforgettable experience.



## Guides



### Check into these hot Miami Hotel Bars



BY SHAYNE BENOWITZ

A night of hotel bar hopping is a common practice in Miami whether you live here or are just calling one of said hotels home for a few nights. From South Beach decadence to Brickell's post-work scene, glittering lobbies and panoramic views mix well with the latest cocktail craze. Here's a roundup of some of the buzziest hotel bars in the Magic City.

#### ON BEACH

##### THE REGENT COCKTAIL CLUB AT THE GALE SOUTH BEACH

This cozy speakeasy tucked away at the rear of The Gale South Beach has become a late night clubhouse of sorts for the local cocktail cognoscenti. With a who's who of Miami mixologists presiding behind the bar, including Julio Cabrera—usually sporting a tux, red bowtie, and thick-rimmed glasses—the drink list consists of classics, like the Hemingway Daiquiri or a simple Champagne Cocktail with Angostura bitters and sugar. Pick your poison—or have your barman create something off the menu to meet your taste—and get cozy at one of the central plush leather banquettes.



##### THE BROKEN SHAKER AT THE FREEHAND MIAMI

For a laid back and enchanting evening sipping fresh, artisanal cocktails under the stars, duck into The Broken Shaker at The Freehand Miami. With eclectic patio furniture shaded underneath lush, tropical palms, and nostalgic party games, like Jenga, nearby, The Broken Shaker feels like you're hanging out in a good friend's backyard. The brainchild of dynamic duo Gabriel Orta and Elad Zvi of Bar Lab, the cocktail menu is constantly changing, highlighting fresh herbs and spices from the onsite garden, and syrups, infusions, and elixirs.



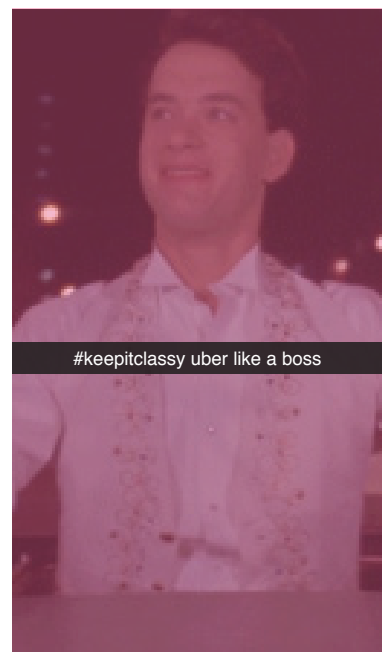
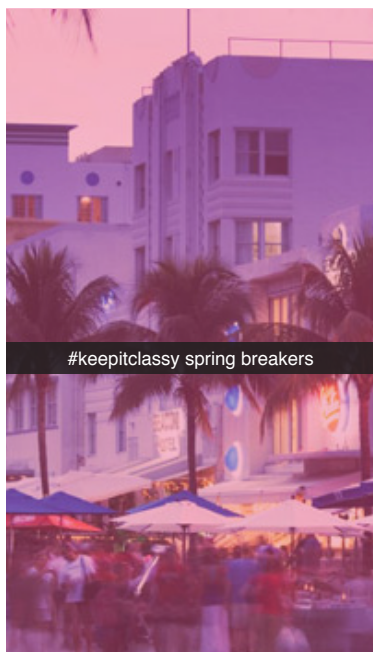


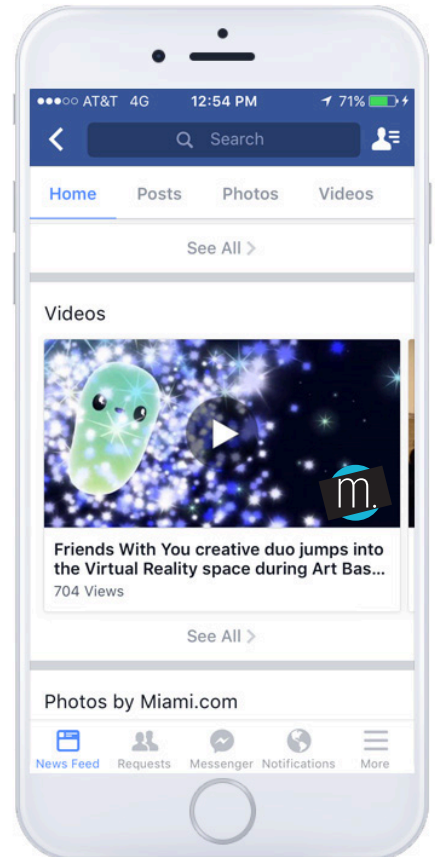
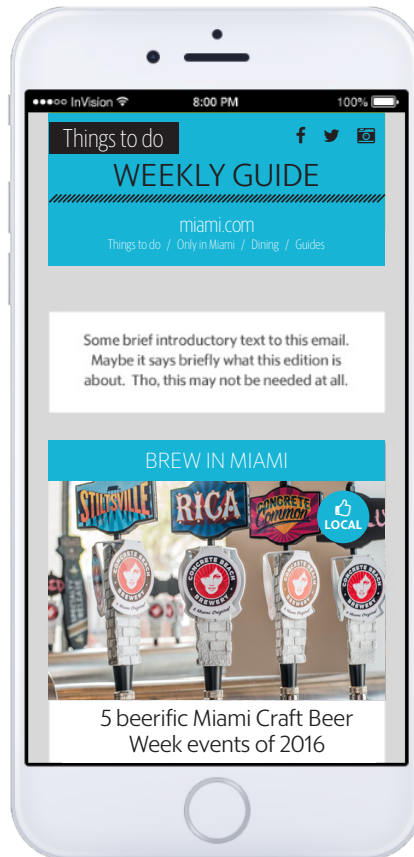
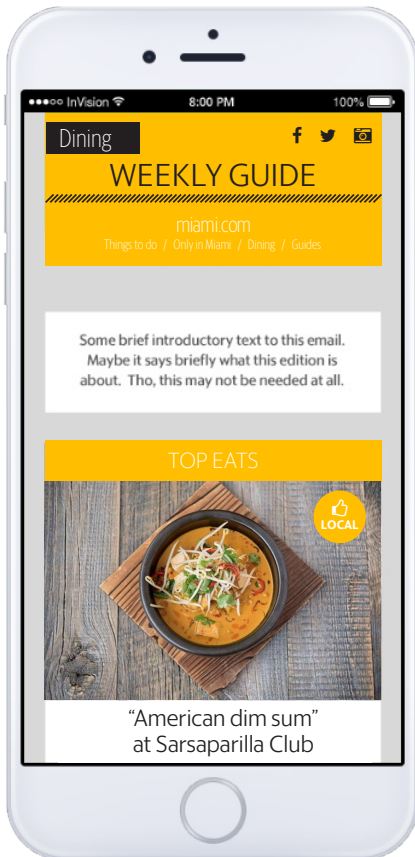


## VIDEOS



## LISTS





## Miami.com Business Plan - Fred Gonzalez, Editor, Miami.com

At the moment, Miami.com is a content marketing tool trapped in a newsroom with shrinking resources. So how do we leverage the full potential of Miami.com as a content marketing tool with its healthy URL but in need of a digital jump-start?

We are aligning Miami.com closer to the advertising and business side of the Miami Herald Media Company and make **Miami.com** the **lead digital asset** for a **suite of niche entertainment products** that also serve as an **in-house content studio** that can **deliver quality, sponsored content** for brands in both English and Spanish.

Miami.com's content will be focused for tourists - the ultimate, real-time visitors guide curated with a local, authoritative voice that keeps both locals and tourists socially fit in Miami.

Most tourists, when approached during our Design Thinking session in Miami, said they do not plan activities until they have set foot here - which could explain the consistently high number of local unique visitors to our site. (The tourists are counted as a local user, since they're accessing our site from within our home DMA.) Most travelers we interviewed said they want opportunities for things to do to come to them, not search for it. They want serendipity in their Miami vacation, and they want it located around where they are staying. They want recommendations from a trusted, credible source, not one that feels too slick or sales driven.

Locals have told us they want the same information and opportunities based on neighborhoods as well as events happening for a specific month or week. And local influencers have expressed interest in being an authoritative voice for visitors.

To better serve these audiences, the **content on Miami.com will be streamlined** to four main verticals - **Restaurants, Things To Do, Miami Guides** and an **Event Calendar**. The verticals will be supported by a Spanish version of evergreen content, and humor content called 'Only In Miami'.

Content Leads for each vertical would develop a schedule of content, working closely with newsroom talent who already write in that vertical space, as well as freelancers who can write about multiple topics with local voice and authority.

As part of a strategy for added revenue streams, we would also develop and sell unique experiences on Miami.com, for individuals and groups that empower our audience and play off the fear of missing out. These "Miami.com Experiences" would be for events we create ourselves, or elevated experiences at existing critical mass events. Once we have built a database of "Miami.com Experience" users, we can begin to explore the creation of our own annual critical mass event that could potentially generate \$300,000 - \$500,000.

Miami.com would develop audience reach by partnering with strategic travel and visitor influencers (i.e. hotel concierges) and tourist hot spots (Bayside, Lincoln Road) to create opportunities to amplify our brand through recommendations (i.e. perks for selling an "Experience") or activation (i.e.

Miami.com offers free Wi-Fi at tourist-populated locations, funded by advertisers who pop-up during user access).

Social media and audience data development must also be a dynamic component of this operation. Social media engagement must be active, not passive, providing that authoritative voice for travelers with questions or planning needs. The future development of a text message service that provides visitors options in real time could be a partnership opportunity with the Greater Miami Convention and Visitor's Bureau, of which we already partner with via HCP Aboard. Data development is crucial in gaining relationships with users who attend our Miami.com Experiences, as mentioned previously, and leveraging that audience with potential advertising partners is a must.

Our advertising strategy is two-pronged. First, we must strategically advertise Miami.com out-of-market (domestic and abroad) to increase traffic from potential visitors. Second, we must build partnerships with clients who want to experiment in different, creative and innovative ways to reach tourists and/or locals through non-traditional revenue streams. This could include native content that is created by the in-house content studio mentioned earlier that service both the client and Miami.com. (The cruise industry is in need of that quality, native content. Local hotels and restaurants groups could be another opportunity, especially if unique visitors are increased.)

This social media, audience data and advertising team could be one group that would service Miami.com and a suite of niche entertainment products including Indulge, Palette and Family Matters magazines. Content from all four products could be shared on all platforms, including new websites for the aforementioned magazines based on a template created for Miami.com.

Collectively, the niche entertainment products, now bolstered by Miami.com, could generate \$10 million a year, doubling Miami.com's target alone to \$1 million in revenue from advertising and the creation of an in-house content studio that owns the Miami market. If leveraged as part of a digital marketing strategy, there is an increased revenue potential of the same niche group serving as a branded content creator for other McClatchy markets.