



SAVING THE NEWS

a story in five parts by **Lauryn Fantano, Jeremy Kanter, Jennifer Lu, Patrick Purdy, and Spencer Sugarman**

“We seem poised to be a nation overfed but undernourished, a culture of people waddling around, swollen with media exposure, and headed toward an epidemic of social diabetes. It is in this environment that accountability news must find a way to survive.”

Alex S. Jones, Losing the News

This semester, our team was tasked with the service design project of ‘saving the news’ for our client, the Pittsburgh Post-Gazette. This book documents our process in five main stages, color-coded:

Definition
Discovery
Synthesis
Ideation
Realization

SAVING THE NEWS

“Currently, a structural disconnect exists in the newspaper industry’s cost structure. Just 14% of cash operating costs, on average, are devoted to content creation — the primary value creation activity — while about 70% of costs support the print distribution model and corporate functions.”

Moody’s Global Credit Research, U.S. Newspaper Industry

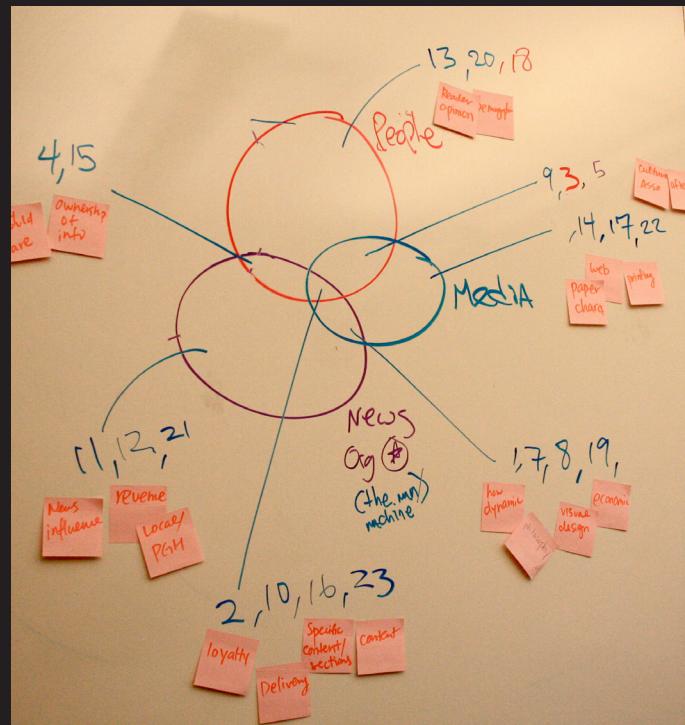
STAGE 1: DEFINITION



Our process began by figuring out the problem space.

We employed the method of affinity diagramming which entails individually brainstorming ideas and writing down anything that involves news on sticky notes.

We then organized all of our ideas into categories and proceeded to create a visual representation of how it all interacts and fits together. Through many attempts and iterations, we finally developed a territory map that best way represents our understanding of the problem space with news today.



AFFINITY DIAGRAMMING



People, Media, News Organization

These three categories are the main groups in our territory map. By 'People' we mean who the readers and non-readers are. 'Media' is the tangible medium in which they consume news with. And finally 'News Organization' is where the news originates.

From there, we mapped how the three groups begin to overlap. With people and media, we noted that readers can do different things with a medium after they're done with it. They can just throw a newspaper away or frame a momentous article, or online they can send a link to all of their friends.

We also looked at how people read the news. Where are they consuming news? How often? Finally, how do people perceive media? For instance, do they see tv as the stereotypical center of the living room that everyone gathers around?

Looking past the solitary aspects and binary overlaps, we got to this center section where all three groups start playing a role, and some special qualities emerge. We felt that the pieces that fell into this center section really covered the reasons why readership is declining and the newspaper industry is in its delicate state. In conjunction with our territory map, we developed a statement that nicely addresses our goals with this project.

FOCUS STATEMENT

We hope to cultivate a deeper connection between the community and the newspaper organization by leveraging the personal attachment between readers and the media they consume.

TERRITORY MAP

“The newspapers used to make the news, now they are the news. Reports of their death may indeed be premature but there is no question they are dying. The recession hasn’t helped but the real story is a shift in the habits of American consumers and the emergence of a new generation that gets most of its news online and for free.”

Mint.com, Stop The Presses

STAGE 2: DISCOVERY

RESEARCH FOCUS

NEWS PROCESS

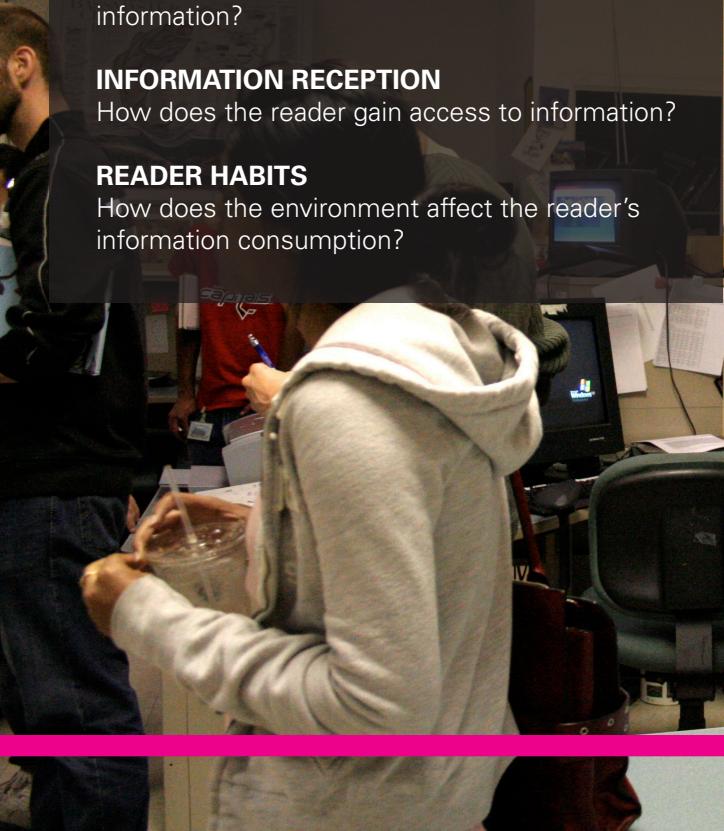
How do news organizations gather and present information?

INFORMATION RECEPTION

How does the reader gain access to information?

READER HABITS

How does the environment affect the reader's information consumption?



Having defined our three areas of focus — the news organization, the media form, and the reader — we set out to conduct our first stage of research.

We began by taking a tour of the Post-Gazette's downtown offices. This served as an excellent introduction to the company's culture and their busy workspace.

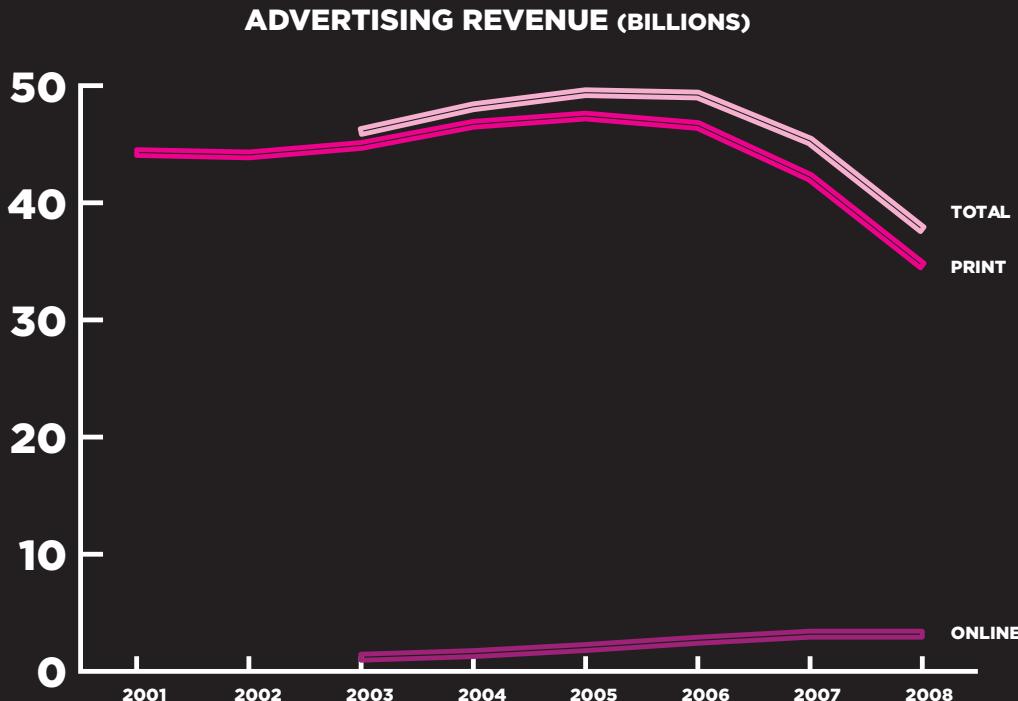
While there we were able to speak to a number of Pittsburgh Post-Gazette employees, some new and some established, all of whom had their own unique opinions on the state of the newspaper industry and the Post-Gazette's positioning within it.

The general feeling within the Post-Gazette was that while the industry was in trouble, the Post-Gazette was fortunate to be undergoing less of an upheaval than their peers.



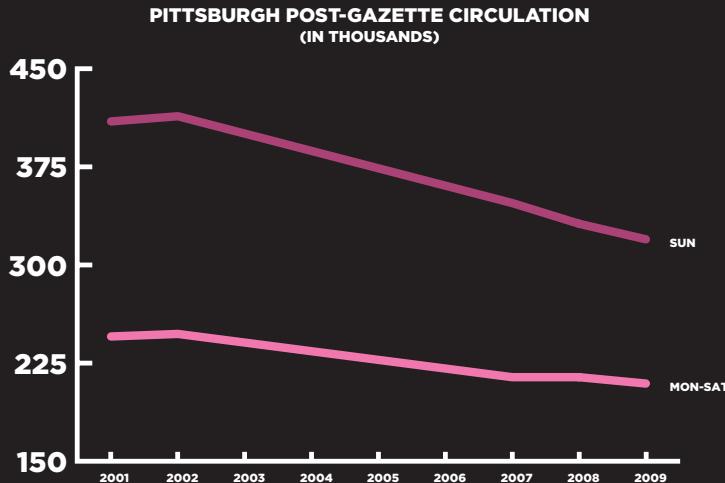
EXPLORATORY RESEARCH

We followed up our visit by examining revenue and readership statistics specific to the Post-Gazette. Reports from Scarborough and the Audit Bureau of Circulation confirmed what we had been hearing.

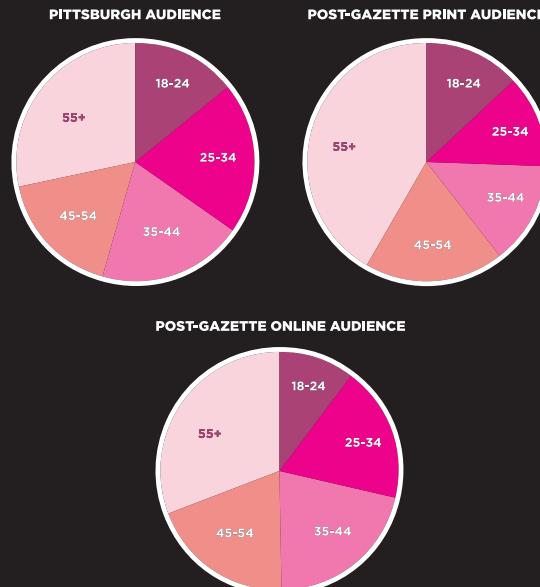


Print advertising revenue was indeed on a sharp downturn over the last three years, and while online advertising was on a slow but steady incline, its rate of increase came nowhere close to compensating for the losses in print advertising.

In addition, Post-Gazette's circulation numbers had been in decline since 2002 with a proportionally larger drop in Sunday subscriptions, which typically represent the less devout newspaper readers, seeming to suggest a loss in interest among more casual readers.



Finally, the age demographics of Post-Gazette readers showed the print audience to be overwhelmingly older than Pittsburgh's actual age distribution, with 25-44 year olds particularly underrepresented and over 55 year olds overrepresented.



DEMOGRAPHIC

“Why would I buy the newspaper if I could have every newspaper on my phone?” — 22

“As much as I love to sit down with a newspaper and a cup of coffee in the morning, I find myself wondering why I waste so much money to read something I can access for free online.” — 28

“My husband and I fight over who gets to read the NY Times first, the other person reads the PPG.” — 22

“Print is bulky, not as timely, and on someone else’s schedule rather than mine.” — 32

“I read the Post Gazette every morning. I would love to read the NY Times because it’s a real newspaper.” — 48

“I will only read the printed newspaper if it literally falls into my lap” — 22

“I read my local paper for its local news, things not important enough to be picked up on wire services but important to me because it’s where I live.” — 33

With a better grounding of the problems facing the newspaper, our next step was to reach out to users.

We spoke to both readers and non-readers of the newspaper to better understand their habits and opinions towards news.

Through a wide-reaching survey as well as in-person interviews with an assortment of Pittsburghers, we were able to gain greater insights into what people value about various forms of news and the reasons behind their habits and rituals.

Some cited the outdated aspects of print, such as limited timeliness and physical bulk, while others praised its tangibility and other comforting qualities. Some complained that the newspaper didn't relate to their specific interests, while others noted its trustworthiness and the value of in-depth investigative reporting. Though we talked to a wide range of individuals, certain patterns did begin to emerge.



INTERVIEWS

“Almost every form of publishing has been organized as if the medium was what they were selling, and the content was irrelevant. Book publishers, for example, set prices based on the cost of producing and distributing books. They treat the words printed in the book the same way a textile manufacturer treats the patterns printed on its fabrics.”

Paul Graham, Post-Medium Publishing

STAGE 3: SYNTHESIS

HABIT & CONVENIENCE

Readers adhere to specific news-reading habits and develop attachments to their favorite forms of media.

CONTENT RELEVANCE

Readers want to know about topics that are pertinent to their region and their specific interests.

TIMELINESS

Readers want their news to be current and factually accurate.

JOURNALISTIC QUALITY

Readers want their news to be well written and thoroughly investigated.



Areas of Focus

As an extension of our primary research, we also sought to better understand two areas of interest with regard to the people of Pittsburgh and their relationship with their newspaper. Those areas of interest were

Journalistic Quality and Content Relevance.

We chose these two areas because, of the four major factors in how Pittsburghers interact with their media, these two were the most personally subjective. The other two, Timeliness and Habit & Convenience, while personal, relate more to the ways in which the individual consumes the news and each response in our interviews were the same. Journalistic Quality and Content Relevance came up many times but users were unable to qualify how or what exactly they meant.

To better understand what this meant, we engaged in Generative Research, a process in which the user and the researchers co-create the materials. In doing so, new results and insights can be made.



THEMES



This is the first of our three phases of Generative Research.

In this exercise we approached people in Pittsburgh with whom we were not already familiar. We asked them to place stickers on a map of the world in places where they felt news that was important or interesting to them was generated. Through diverse responses that included places as far away as the Middle East and Brazil and as close to home as Pittsburgh, we learned that people have a strong personal connection with the news that they read. When asked to perform the same task using a map of the city of Pittsburgh, the results were less surprising as most people placed their stickers on general areas of interest like government buildings and sports venues downtown.

In your opinion, where is interesting news generated?



INTEREST MAPPING

As the second of our three elements of Generative Research, we hoped to learn better how trust and presentation affected how likely a consumer was to engage in a transaction.

Method: We used two sets of images, the first being a set of orange related beverage advertisements. We first asked participants to rank the ads in order from the one they most liked to the one they least liked. Then, using the same set of images, we asked them to rank them in the order in which they would purchase the product, from most to least. We were surprised to see that the criteria changed. An ad that the participant said they liked the most would not always be the one that the participant stated would be most convincing with regard to making a purchase.

Through these images we learned that providing a great deal of factual information would cause a person to see the product as more purchasable, but would not necessarily translate to a more likeable ad. Translating this to our project we took this to mean that readers would rather be presented with information and content over a shiny package, but incorporating a pleasant design would sway their curiosity.

Rank these ads from most to least trustworthy.



Rank how likely you are to purchase the product

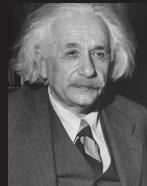


Secondly we showed the participants a series of **celebrity photos** first asking them to select which one they found the most trustworthy. Then we asked them to rank the same set of celebrities in order based on who they would most prefer to get their news from.

Having been told that trust was a very important part of how they decided where they got their news, we were surprised to learn that the person the participants trusted most was never the person they would prefer to get their news from.

In this exercise we learned that strongly adhering to moralistic principals would garner trust, it did not inspire people to want to get their information from you. As it turns out, most people preferred to received their news from an entertainer, famous for reading lines from a script, rather than from a noted scientist or famous nun. This showed us that people appreciated a news organizations credibility, but still wanted something that would interest and engage them.

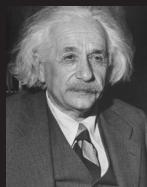
Rank these people from most to least trustworthy.



MOST

LEAST

Rank by who you would like delivering your news.



MOST

LEAST

TRUST EXERCISE

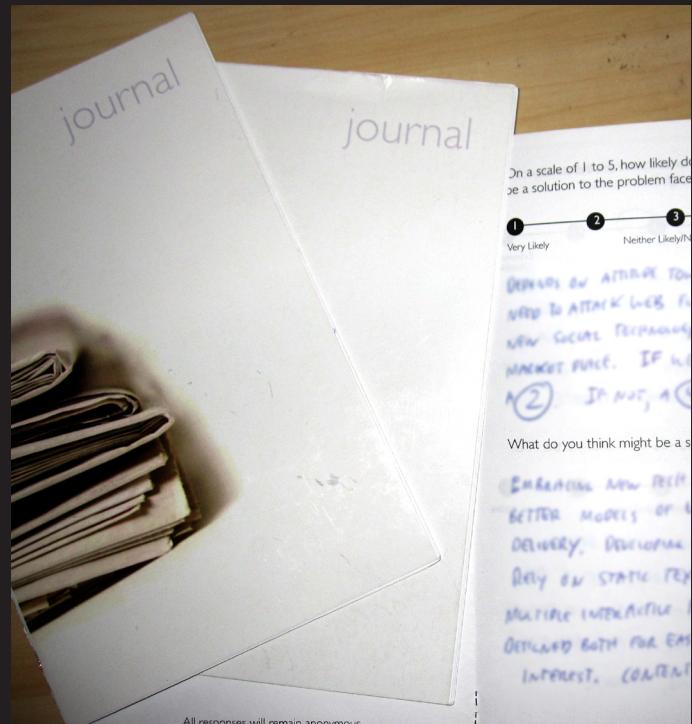


Our last piece of Generative Research came in the form of journals given to members of the Pittsburgh Post-Gazette staff. These journals were handed out to different members of the staff and in them were questions relating to the organization, how it was run, their opinions of the goals and objectives of the organization and finally their general take on the situation surrounding news and the future of the newspaper.

One major insight from these journals was that most employees of the Post-Gazette felt that the entire industry was unstable, so while their own positions were uncertain, they took comfort in the knowledge that it wasn't much better elsewhere.

The second insight was that most employees of the new-media department felt that the business was based on an advertising-centric approach rather than a user-centric approach. This lead them to believe that if more time was given to thinking about how the user wanted their content, rather than how they could sell the ads, a more appreciated, and perhaps more purchased newspaper would be the result.

The final major insight found in the journals was the opinion that the online advertising department felt that, while upper management considered them to be the future, other advertising departments within the organization saw them as competition. These insights initially pointed us toward the possibility of reorganizing the internal workings of the Pittsburgh Post-Gazette. This was not, however, our final design direction.



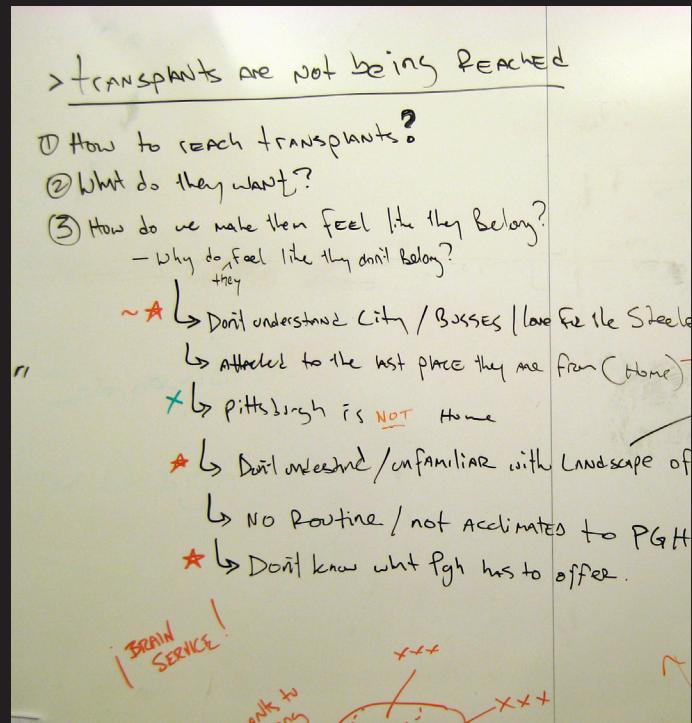
STAFF JOURNALS



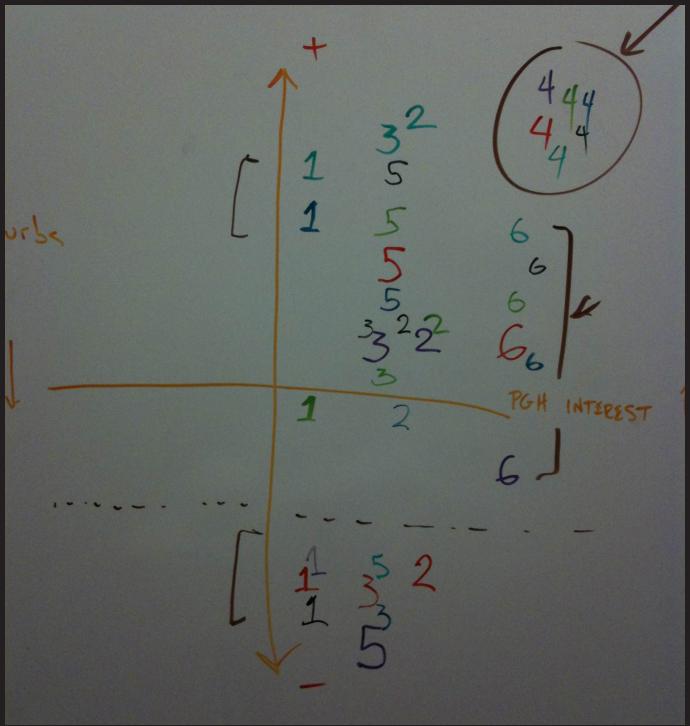
Armed with weeks of research into the lives of those living in Pittsburgh, it became apparent that people who love the city read about the city.

But we also saw a large segment of the Pittsburgh population that does not share a deep connection and love for the city. If we could identify a specific group of these people, and devise a way in which they could share in the collective love, we would not only create a better relationship between these people and the city. We would also position the Pittsburgh Post-Gazette as the facilitator of this connection.

There are people deeply in love Pittsburgh, and people deeply apathetic about the city, but there is also a spectrum of other types of people in between. To best understand how to transform that apathy into love, we would need to understand from where that apathy originates. Breaking down our mountain of data into its smallest bits, we developed typologies (e.g., Steelers fans, commuters, etc.). These typologies had a number of unique qualities, but they all had some level of connectivity and participation with Pittsburgh.



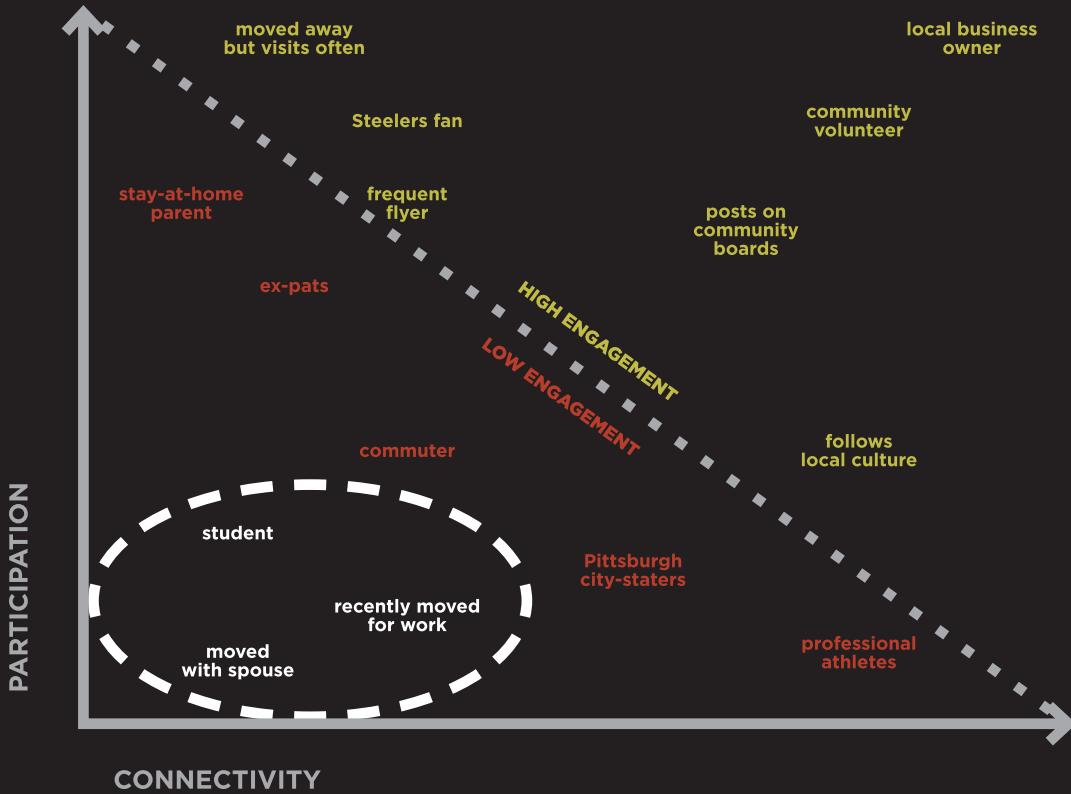
COMPARING APPLES



Instantly, it was apparent that people who loved the city and subscribed to the Post-Gazette clustered near the top right, with high Connectivity and high Participation. As these two qualities decreased, so did a person's overall sense of belonging.

Epitomizing this loss of belonging were the typologies in the lower right. We saw that if we could convert these "Transplants" into highly connected, highly participatory "Pittsburghers," we could simultaneously convert them into Post-Gazette subscribers. Moreover, transplants are a market segment that shares different qualities with a diverse set of the Pittsburgh population. We knew that if we devised a solution for transplants, we would simultaneously be creating something that would appeal to a broad range of people.

Through the careful application of our design insights and research findings, we then sought to create a service that would create a sense of belonging and transform these transplants into Pittsburghers.



TRANSPLANTS

“We would invite our audience to participate in the journalism process ... We’d make it clear that we’re not looking for free labor...but want above all to promote a multi-directional flow of news and information in which the audience plays a vital role.”

Dan Gillmor, 11 Things I’d Do if I Ran A Newspaper

STAGE 4: IDEATION

**FAMILIARITY
WITH SURROUNDINGS**

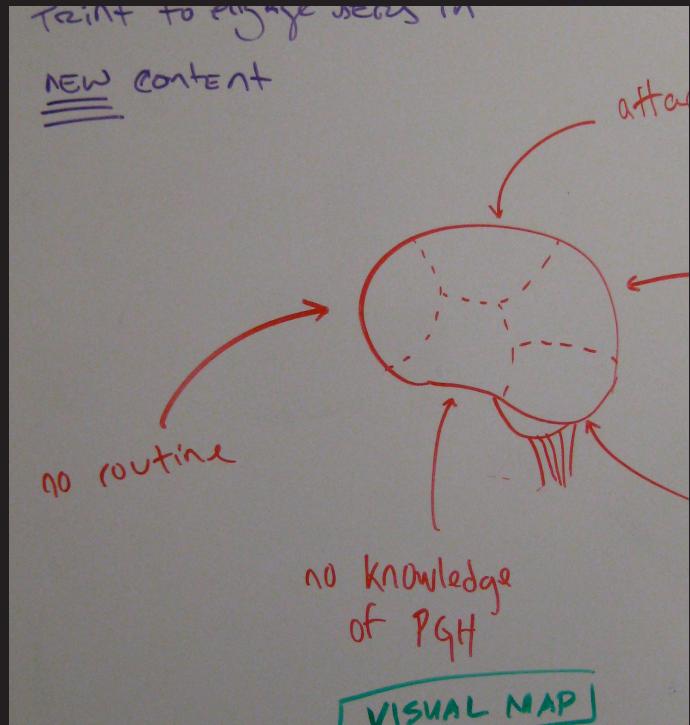
**COMFORT
IN COMMUNITY**

**KNOWLEDGE OF
LOCAL OFFERINGS**

BELONGING

If we were going to transform transplants, we needed to better understand their personal desires in the context of their community. Knowing what the Post-Gazette could offer them and how people consume news would not be enough.

To do so, we turned to a report in the Canadian Journal of Sociology. Integrating this research with our own, we came up with four dimensions through which fully connect the transplant to their community: **offerings**, **familiarity**, **comfort**, and **belonging**. These four dimensions must be covered for our service to be successful.



DESIGN FOR TRANSPLANTS



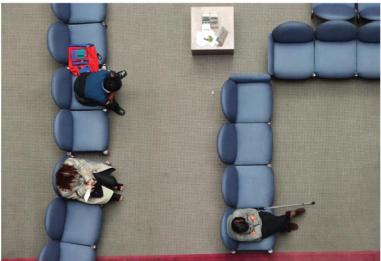
North Side:
Benny's Grill
How do you get to a restaurant with French, Italian, Mexican, and Asian food? Sure, it's Mount Washington. But at their Drexel Hill, we're open for the people, regardless of taste, although we're the few we want to eat there... bring your own. Thank you for the lesson.

Epstein Bill:
Actor's Plan
In 1987, George H.W. Bush's "Read our bill" for health care reform was a flop. Now, with Mitt Romney, Bush's old political nemesis, likely to be in the White House, the actor's plan could be resurrected. The plan, which would provide more than \$1 billion in tax credits to companies that offer health insurance to their workers, has been proposed by Sen. Tom Harkin, D-Iowa, and Rep. John Larson, D-Conn. After years of boasting about an insurance waiver for a company, Harkin decided he should be done and has opened his own price shop.

Single-Person Actor's Plan
Actor's Plan
The actor's original proposal has many different facets, but basically, it's a plan for all Americans, giving incentives for both rich and poor... With wages, salaries, health insurance, and family premiums, the actor's plan is designed to make health care more affordable for everyone... This year, the actor's plan includes a provision that would allow companies to deduct the cost of health insurance from their taxes. That would give private and some public plans a tax advantage over employer-sponsored plans. Participants in the plan would receive tax credits, and can be based on a state's individual insurance exchange.



WEEK IN REVIEW NATIONAL



Passage of bill is a victory for Barack Obama.

20

Pittsburgh Post-Gazette

House passes health care
A momentous overhaul of the nation's health insurance system passed the House last night, in a mostly right-wing Western Pennsylvania Democratic district.

The final tally was a razor-thin 220-215 in favor of passage, a victory for House Speaker Nancy Pelosi, D-Calif., who had been furiously drumming up votes — and President Barack Obama, who made health care reform his top priority.

The focus now turns to the Senate, where debate on health care reform could last weeks

or months.

The House bill would inform insurance practices, expand Medicaid and provide subsidies for low-income families. It also would ban insurance companies from denying coverage — resulting in insurance coverage for an estimated 36 percent of Americans. Those without insurance would pay a fine. An employer would cover the health insurance exchange if their customers were given their "public option."

The bill's opponents decried its length (about 2,000 pages), its cuts to Medicare (about \$50 billion) and, in their minds, its potential to bankrupt the nation. "It's a disaster," a House Democrat vehemently denied.

Over the next decade, the Congressional Budget Office said, the bill would reduce the number of uninsured Americans by 32 million and the costly provisions of the bill do not fit in with the overall intent of the legislation. In 2010, however, it would not include increases in payments to doctors under Medicare, a \$20 billion slice that will be used on an expansion of Medicaid.

6

Pittsburgh Post-Gazette

South Side:
Jessica Berlin's Gothic 36
Jessica Berlin's Gothic 36 is a food-forward specialty restaurant that offers a variety of the art nouveau and gothic takes from your meal to the dessert. The menu is filled with items that are highlighted by over 300 100 plus and

more.

Blue Dog Democrats: James Altman, of McCardle, and Kirby Dahlgren, of Erie, voted no and yes, respectively, after refusing to support the bill. The two are among the most vocal critics of the measure.

The Altmans have been influential in the leadership of the final chapter of Congress members because his district won't benefit the bill.

And that is why many employers and insurance companies are considering moving patients to travel abroad for treatment.

Offshore medical care is usually significantly less expensive than in the United States.

Though those issues improved as the bill progressed through the Senate, the Altmans still say they did not meet their goals to rein in health care costs.

"I think we can be better and I want to do better," said Kirby Dahlgren, part of the planning group forward, he said.

Both Mr. Altman and Ms. Dahlgren expressed primary concerns were related to cost containment and the need to encourage companies that do not provide employee health insurance.

Though those issues improved as the bill progressed through the Senate, the Altmans still say they did not meet their goals to rein in health care costs.

Estimates of the number of Americans traveling abroad for treatment — "medical tourism" — vary widely, from 75,000 to 700,000, though many experts consider it a growth industry.

Paul H. Kerley, executive director of the Little Center for Health Solutions, forecasts an increase in the number of Americans traveling abroad for treatment — "medical tourism," as he calls it — in the coming years, which could reach 1.5 million by 2015.

Mr. Dahlgren and Ms. Altman say that the anti-abortion campaign took another step forward in forcing the abortion language into the bill and that they are continuing to work with the Senate.

Once that hurdle cleared, Ms. Dahlgren said she was prepared to move to the Senate, where she would be able to continue her campaign against the "right-to-life" bills. She believes that while it is important to keep the bill intact in 2010, it should not include increases in payments to doctors under Medicare, a \$20 billion slice that will be used on an expansion of Medicaid.

Looking ahead for savings
No matter what Congress does with health care legislation in the next few weeks, one thing is clear: The country needs to do much more to control the climbing costs of medical care in the United States.

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They may well talk about past failures on their eventual path to success.

But rarely is the path led by someone who just failed.

That's understandable — but too bad. Teach our children to succeed because all Gen Y students want to hear more about

superlatives, regale by region.

CONTINUE READING THESE STORIES
AT POST-GAZETTE.COM

7



The Burgh

families thrive for 100 years. Every day Americans from all walks of life count on us for the services we provide. From financial services, from heartland firms to city neighborhoods, credit union services have helped deliver a stronger financial future to more than 90 million member borrowers and savers.

America's Credit Union
A TRADITION OF
PEOPLE HELPING PEOPLE

(Your logo here.)

3

While transplants share many qualities with the other typologies, they do have unique needs. Inherently, they are ignorant of the news, events, and so on in Pittsburgh, and thus would have no knowledge of even where to find those offerings. So while pundits and experts have decried the death of print, we realized the unparalleled discoverability (surprisingly, given how much we have used it, this is not actually a word) of print coupled with the Post-Gazette's competency with distribution would provide the perfect avenue for introducing transplants to our service. Thus was born *The Burgh*.

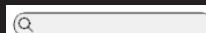
First and foremost, we needed to address transplants' ignorance. *The Burgh* would be a weekly, comprehensive overview of what Pittsburgh had to offer in the upcoming week, as well as reviews of businesses and past events.

To aid with readers unfamiliar with their surroundings, the centerfold would be a map of the city showing ten highlighted events or locations to visit. Additionally, *The Burgh* would contain a "Week In Review" section with quick summaries of the week's biggest international, national, and local news. Finally, the publication would end with two feature articles from star reporters at the

Post-Gazette. These articles would focus on Pittsburgh's role in the world, hopefully displaying the city's significance in the transplant's life as well as providing a new venue for the Post-Gazette's push to capitalize on its talent.

At 75 cents, the Pittsburgh Post-Gazette is a cheap paper, but any price would be too high for a reader uninterested in the city. For this reason, we decided to distribute *The Burgh* freely, relying on advertising revenue and the long-term benefits of creating new Pittsburghers. Likely pulling much content from the Post-Gazette's weekly arts and entertainment sections, *The Burgh* would be included with the newspaper for all subscribers, but also distributed independently to areas with large gatherings of transplants.

THE BURGH



- Arts
- Breaking News
- Classifieds
- Community
- Crime
- Film
- Music
- Politics
- Sports
- Speakers
- Theater

Judge wants reassessment done in 4 years

Lavelle ready for challenge of City Council

Garfield teen gets life for killing father of three

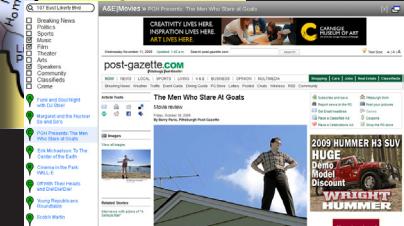
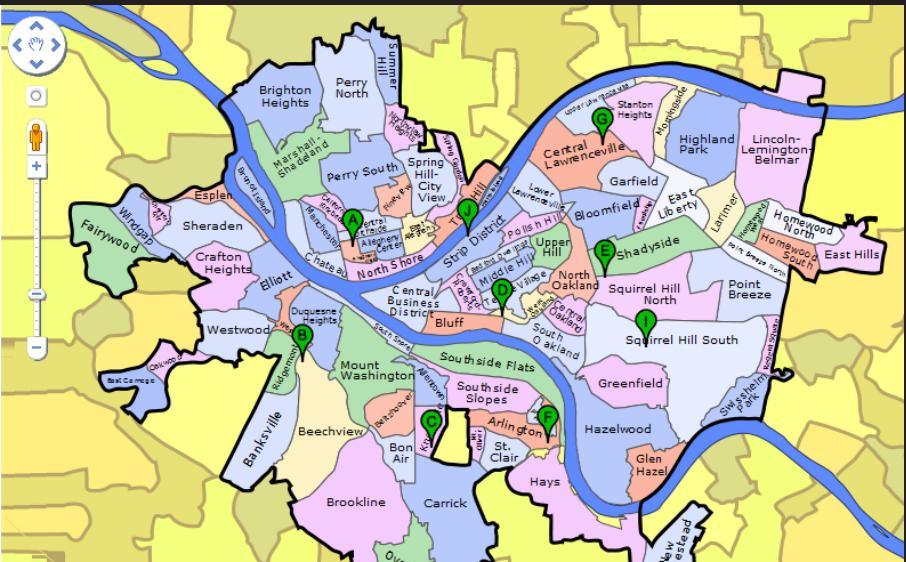
Students, citizens air concerns over G-20 arrests

Judge wants reassessment done in 4 years

Lavelle ready for challenge of City Council

Garfield teen gets life for killing father of three

Lavelle ready for challenge of City Council



The Burgh would have a strong focus on communities and events, but ultimately it would be static. Also, there is much more happening in a city as large and vibrant as Pittsburgh in any week than could be covered appropriately in a print product. Lastly, our research showed transplants to be a predominately younger demographic with a strong predilection for new media. With all of this in mind, we knew our final service could not finish with a print product only.

Continuing the map idea, we proposed to have every news article, event listing, and classified advertisement geotagged and placed behind an interactive map interface. Stories would be filterable by a number of

categories (e.g., breaking news, sports, movies, etc.), and could always be presented within their geographic context. This latter feature especially would be invaluable to readers unfamiliar with Pittsburgh's numerous neighborhoods, assisting them in becoming acclimated to where these neighborhoods are and what cultural climates exist there. More than just showing the official boundaries between neighborhoods, the map would highlight the Pittsburgh areas that have grown organically out of citizens' actions.

Additionally, not limited by the confines of a printed page, listings could be expanded to include speaker biographies, music videos, related links, and more.

POSTGAZETTE.COM

“The newspaper people often note that newspapers benefit society as a whole. This is true, but irrelevant to the problem at hand; ‘You’re gonna miss us when we’re gone!’ has never been much of a business model.”

Clay Shirky, Newspapers and Thinking the Unthinkable

STAGE 5: REALIZATION

COMPEL

**EMBED
FAMILIARITY**

**REVERBERATE
BELONGING**



**ORIENT
OFFERINGS**

**GENERATE
COMFORT**

To map a user's journey through a service, Shelley Evenson and Hugh Dubberly developed the five stages of the experience cycle: **compel**, **orient**, **embed**, **generate**, and **reverberate**. They stated a good product or service experience "captures the user's imagination, helps users navigate the product, becomes parts of the users' lives, grows as users' skills increase, and delights so much that users tell other people about it."

Importantly, we realized the service we were ultimately creating was **a re-branding of Pittsburgh** through our products. Subsequently, it was the experience of Pittsburgh which would need to be put through the Evenson and Dubberly's experience cycle. This insight helped us develop our service into one that included all four dimensions of social cohesion.

Ambitiously, we mapped offerings, familiarity, comfort, and belonging to the experience cycle. Unlike with our original brain map, this new model emphasized the cumulative nature of the journey required to build a strong connection to the city.

Surprisingly, it also fit perfectly with the experience cycle. And thankfully, the transplant's presence in Pittsburgh proved they already passed the compel stage, the city having captured their imagination enough for them to move. In our final service, we would begin by orienting the reader by introducing them to the events and news happening around Pittsburgh. Then, familiarity would grow through *The Burgh* centerfold and online map, allowing the reader to see where these stories are occurring.

Thirdly, readers could begin becoming comfortable with the city's landscape, interacting with these stories (e.g., buying tickets through postgazette.com) and other, similar users through the website. This would enable the reader to become more than just a passive digester of information. Finally, readers would be able to share their own experiences with the community to reverberate the city and service.

Most significantly, though, the activity showed us our service still had much room to grow.

EXPERIENCE CYCLE

CULTURE REVIEWS



Littere sponsum dolos et amorem, conseruator
adspicere dicit. Quisque ergo nolla es ulli per-
stans firmamento sed quisque nolla es nolla
et nullus est nolla es. Nolla es et daphnis ante eum
ante veritas et velutina nomen pretium.

in aliis enim, condonantur non peccata
genera, nollis si sponsum. Datur etiam
et tellus nolla es. Non enim quisque nisi datur
dilectio nolle esse utrumque. Nulla es
In foliorum phantasias intercedit. Falsaveretur
per hoc in aliis enim, condonantur non peccata
nolla es, velutina grande nolle a,
tutore quoniam. Datur et se non.

Maverorum nolla es, scimusque et nolle illa; nec
potest in aliis. Nolla fedes. Suspensus
potest. Clari agerunt tunc sociopis ad finem
torquent per condonatam. Nonne quodque
languescit? Nonne quodque affligeretur
hunc et pretium.

Sed nesciit tellus es tellus pretium tempore.
In aliis que datur et tellus nolla es. Non enim
datur et tellus nolla es in tecis intercedit.
Sed ad aliquid creverit, qui adponit et
dederit et amet. Primum datur et tellus
tunc et aliis. Nonne quodque phantasias tali-
bus et nolleles tempore.

Quisque et nolle illa; condonat et datur
tempore et aliis. Datus et datus et nolle
datus et datus et nolle. Non enim quisque nisi
tempore et aliis. Nolla es et datus et nolle
tempore et aliis. Nonne quodque
languescit? Nonne quodque affligeretur
hunc et pretium.

Datur et se non.

Maverorum nolla es, factus et datus nolle
potest. Datus et datus et nolle. Non enim
quisque nisi tempore et aliis. Nonne quodque
languescit? Nonne quodque affligeretur
hunc et pretium.

Nolla es.

Maverorum nolla es, factus et datus nolle
potest. Datus et datus et nolle. Non enim
quisque nisi tempore et aliis. Nonne quodque
languescit? Nonne quodque affligeretur
hunc et pretium.

Nolla es.

Maverorum nolla es, factus et datus nolle
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Nolla es.

Maverorum nolla es, factus et datus nolle
potest. Datus et datus et nolle. Non enim
quisque nisi tempore et aliis. Nonne quodque
languescit? Nonne quodque affligeretur
hunc et pretium.

Nolla es.



offerings			
familiarity			
comfort			
belonging			

As our service developed into its final iteration, *The Burgh* remained largely unchanged on the surface. A stronger, cleaner, even more aesthetically powerful prototype was created, but the content remained mostly the same. One big change was the shift from an emphasis on neighborhoods to an emphasis on communities. More than a semantic distinction, an explicit focus on social geographies in addition to the physical landscape would invaluable for transplants.

Broader change occurred behind the scenes in developing the background processes required for the successful creation of *The Burgh*. Like any big city, Pittsburgh was already home to a handful of alternative news sources, so *The Burgh* would need to differentiate itself. We knew the Post-Gazette's excellent printing and distribution system would provide a major competitive advantage, and we brainstormed various places to which *The Burgh* could be distributed (e.g., new apartments, incoming students, human resource departments, etc.).

Another area of advantage for *The Burgh* would be the Post-Gazette's network of reporters and news partnerships. Becoming the city's hub for everything going on would require vast amounts of data collection and sorting, but the Post-Gazette has over 200 years of experience in this.

The final version of *The Burgh* covered offerings and familiarity, paving the way for postgazette.com to more fully cover comfort and belonging.

THE BURGH

news_1.jpg 1080x1080 pixels

news_1.jpg 1080x1080 pixels

Pittsburgh Post-Gazette®

Monday, November 30, 2009 at 4:08pm

20° F
Switch to map view

Front Page
World
National
Local
Sports
Business
Living
Arts
Events

Your opinion could give you a chance to win \$1000!

Steelers lose third straight

Ed Brubaker
The quarterback Dennis Dixon played well in his first NFL start, yet the Steelers defense once again could not hold a fourth-quarter lead and they lost to the Baltimore Ravens, 20-17, last night in overtime.

State computer glitch holds up unemployment claims

Tara Barnes
The Department of Labor and Industry's online system for people to file claims for jobless benefits wasn't working today due to a computer glitch, but it will be back up and running tomorrow, officials said.

Food banks go high-tech to feed the hungry



Students jam meeting to protest tax

Rich Land
Some 150 students, bearing petitions that they said bore 10,000 signatures in opposition to the proposed 1 percent sales tax, filled Pittsburgh Council Chamber yesterday morning, forcing a special council that is expected to vote on the tax next month.

House 'reformer' not seeking re-election

Tim Donnelly
The General Assembly's sole "reformer," class of November 2008 in holding onto her number, State Rep. Barbara Raskin, a Democrat from a West Chester Democratic who always thought her second two-year House term would be her last. She has decided not to seek re-election next year and will leave the Legislature when her current term expires in late 2010. Legislation where her current term expires in late 2010.

Braddock celebrates life of library

Sara Bonner
Sara Bonner has seen its share of endings, the end of a year and the end of a career. But the 100th anniversary of the Carnegie Library of Braddock, a Westmoreland County town about 15 miles southeast of Pittsburgh, was a happy day for many local businesses and residents, especially the announcement of the possible end of UPMC Braddock in late January.



map_1.jpg 1080x1080 pixels

map_1.jpg 1080x1080 pixels

Pittsburgh Post-Gazette®

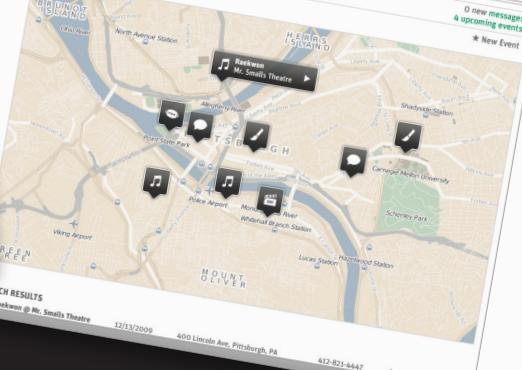
Monday, November 30, 2009 at 4:08pm

39° F
Switch to news view

Welcome back, Alex!

Explore My Events My Friends

0 new messages 4 upcoming events * New Event



SEARCH RESULTS

A Rakken @ Mr. Smalls Theatre

12/13/2009 400 Liberty Ave, Pittsburgh, PA 412-821-4447 \$24 BUY TICKETS

offerings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
familiarity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
comfort	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
belonging	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

The backbone of the service, our original idea for postgazette.com was not nearly innovative enough. Formerly imagined as an independent section in the website, we started from the ground up and devised an entire redesign of postgazette.com. The map interface would be deeply integrated into the website, constantly available for readers who want to view a story in its geographical context or to explore more in the vicinity.

The website would also allow for more interaction between readers and the newspaper. A reader would be able to start an account, and track, edit, and submit events and news happening around the city. The more a reader used the system, the better the system would know them, connecting them with other readers and recommend new events.

The online system would also connect readers to the events themselves. The Post-Gazette would be in a unique position to follow the reader through his or her entire journey, from discovering an event to attending the event to sharing the experience with others. Whether this was as simple as providing bus route information or enabling the reader to upload photographs, postgazette.com would become a new venue through which readers could participate in Pittsburgh.

The deep connections postgazette.com could foster pushed our service to its fullest, finally enabling it to cover all stages of the experience cycle.

POSTGAZETTE.COM

To better conceptualize how the service would work in practice, we developed a persona, Alex, and walked him through his first year in Pittsburgh.

Moving in:

29-year-old Alex has just moved to the city for a new job with UPMC. After a hard few of days settling into work,



he has some time to relax and look over the welcome package his rental company provided. He notices a copy of *The Burgh*, and quickly scans through it before throwing it with the rest of his mail.

As the weekend approaches, Alex starts thinking about what to do while he's off from work. Unfamiliar with the city, his weekend is looking dull. Riding on the bus to work on Thursday, Alex sees a stack of *The Burgh*. He reads through it to pass the time on the drive, and notices a listing for a film he's been wanting to see. It's playing in Regent Square, but he has no idea where that is or how to get there.

He logs onto postgazette.com during his lunch break, types the film's title into the search bar, and sees a map showing where the theater is. It is only a couple miles from his apartment! "Awesome!", he thinks, and adds the event to his phone's calendar so he remembers to go.

Three months later:

After finding out about that movie in *The Burgh*, Alex has been reading it every week to find out about events in Pittsburgh. He has even setup an account on

postgazette.com so he can start tracking the events he finds interesting. Since he can also see who else is attending the events, he has been checking out people with similar interests to find new events around the city.

He even ventured all the way to the South Side to see a band play at Diesel. A coworker mentioned the concert, and Alex went on postgazette.com to find out more information, including some sample songs. He liked what he heard, and bought tickets through the website. Even better, the concert was great, and Alex was able to take some photos which he excitedly posted online along with his recollections of the night.

One year later:

Thanks to the Post-Gazette, Alex has spent the past year exploring the great opportunities available in Pittsburgh. He's hardly discovered everything yet, but he likes to think he knows his own backyard pretty well; a backyard that seems to be growing every day.

His daily routine has become checking postgazette.com for events in his area, and he has even started viewing the local news as well. Every week, he reads *The Burgh*



on his way to work, watching for anything fun going on around the city, and reading through the past week's Pittsburgh news (a section that is finally meaningful to him now that he has explored so much of the city).

MEET ALEX



As has been hinted, this new service would provide new streams of revenue for the Post-Gazette. Most simply, the broader reach and new products would make space for an increase in advertising. Better yet, though, online advertising would be increasingly targeted as users built their profiles. Excitingly, the service would also open entirely novel revenue streams: commissions and referrals. As the singular hub for everything happening in Pittsburgh, the Post-Gazette could partner with businesses and organizations for a cut of the traffic the service was driving to them.



	ORIENT	EMBED	GENERATE	REVERBERATE	
STAGES	Discover events	Go to events	Share experiences	Create experiences	This service blueprint outlines the general steps a user would take as they travel through the service, and the support processes the Post-Gazette would need to implement to enable these steps.
NEEDS	Offerings	Familiarity	Comfort	Belonging	
FEATURES	map recommendations	user accounts ticket purchases	reviews photo sharing	friend following creating events	
SUPPORT	build site/brand gather event info advertising distribution	site maintenance perks & rewards organize referrals	social network infrastructure		
REVENUE	print ads online ads	ticket sale commissions	online ads		

SERVICE BLUEPRINT

SERVICE REACH

LOVE FOR PITTSBURGH

The Burgh

Pittsburghers

visual Map

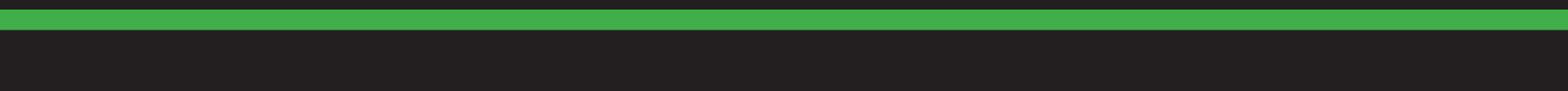
Residents

p-G.com

Temporary Residents

Newspaper

Transplants



In the end, our new service provided a way for the Post-Gazette to expand their reach to the entirety of Pittsburgh's population.

By implementing *The Burgh* and the postgazette.com redesign, transplants would be given the means to gain a true sense of belonging in the city. Only after gaining this would a person develop a significant connection with the city and a yearning to keep updated on its many current events.

Until then, the Post-Gazette will continue to lose an important demographic. As the city becomes more and more a center for education and research, it too will become more and more a city comprised of transplants. The Post-Gazette's core competencies and experience make it uniquely suited to be the guiding light to these citizens lost in the darkness. With the right actions, the Post-Gazette could become the center of a city filled with people that care as much about reading the news as they do about making it.

THE FUTURE IS NOW



The New Post-Gazette

Your hub for everything going on in Pittsburgh.