

# Case Study

## iPad App Redesign

The New York Times

# Business Context

How will digital sustain the news operation when it accounts for only a fraction of revenue?

# Product Context

Digital revenue is two-pronged: advertising and subscription revenue. Yet, ads and subscription marketing compete for attention.

# Operational Context

How can news feel handcrafted at scale?

# **The Existing App**

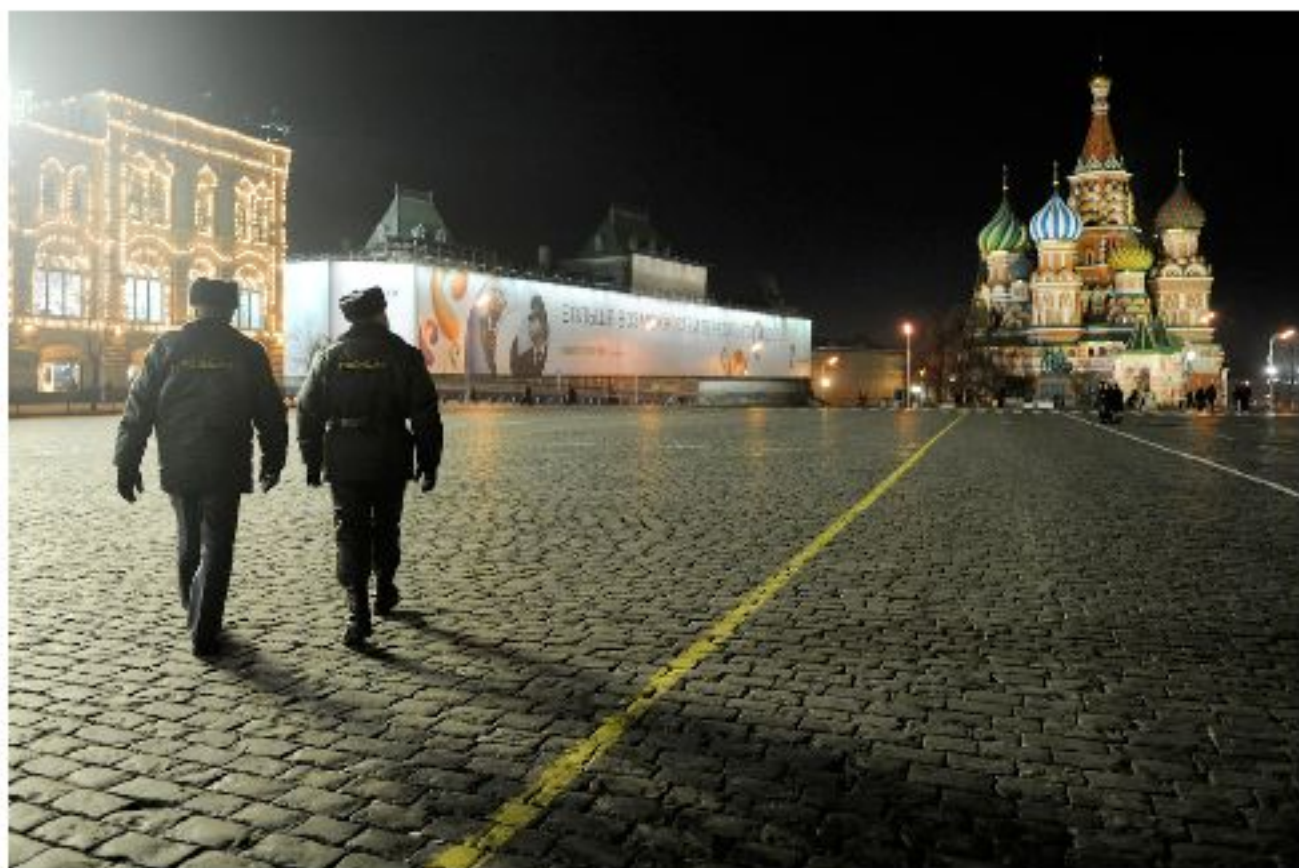
Three uniform templates applied across every type of article or section.

LAST UPDATE: 4:20 PM ET

## The New York Times

THURSDAY, DECEMBER 8, 2011

## Putin Says Clinton Incited Protests Over Russian Vote



JAMES HILL FOR THE NEW YORK TIMES

By DAVID M. HERSZENHORN and STEVEN LEE MYERS 3:09 PM ET

MOSCOW — Prime Minister Vladimir V. Putin on Thursday accused Secretary of State Hillary Rodham Clinton of instigating protests over the results of Russia's parliamentary elections by baselessly criticizing the vote as "dishonest and unfair" and he warned

that Russia needed to protect against "interference" by foreign governments in its internal affairs.

"I looked at the first reaction of our U.S. partners," Mr. Putin said in remarks to political allies. "The first thing that the secretary of state did was say that they were not honest and not fair, but she had not even yet received

## Obama Backs Limit on Sale to Teenagers of Morning-After Pill

By MARK LANDLER 24 minutes ago

WASHINGTON — President Obama, noting that he was the father of two daughters, threw his wholehearted support on Thursday behind a decision by his Health and Human Services secretary, Kathleen Sebelius, not to allow emergency contraceptives to be sold over the counter to young teenagers.

"The reason Kathleen made this

### THE LEDE BLOG

## Two Dead in Shooting on Virginia Tech Campus

By SABRINA TAVERNISE and J. DAVID GOODMAN 22 minutes ago

Two people, including a police officer, were dead after a shooting on Thursday afternoon on the campus of Virginia Tech, the scene of a 2007 massacre in which 33 people were killed, university officials said.

The shooting took place around noon, a university spokesman said, after a campus police officer made what was described as a routine traffic stop in a

## European Central Bank Moves to Head Off Credit Crunch



POOL PHOTO BY JAN-PAUL PELISSIER

By JACK EWING 2:53 PM ET

FRANKFURT — The European Central Bank moved aggressively to head off a recession and credit crunch in the euro area Thursday, but the bank disappointed expectations that it might ramp up its bond-buying program to contain the sovereign debt crisis.

The E.C.B. cut its benchmark interest rate for the second straight month and took unprecedented steps to expand emergency financing for cash-starved banks.

But stocks and the euro fell after Mario Draghi, the E.C.B. president, dashed hopes that the bank might drastically scale up its purchases of

# User Feedback

I don't feel like I get the full New York Times experience.

The app isn't as serendipitous as the paper or the website.

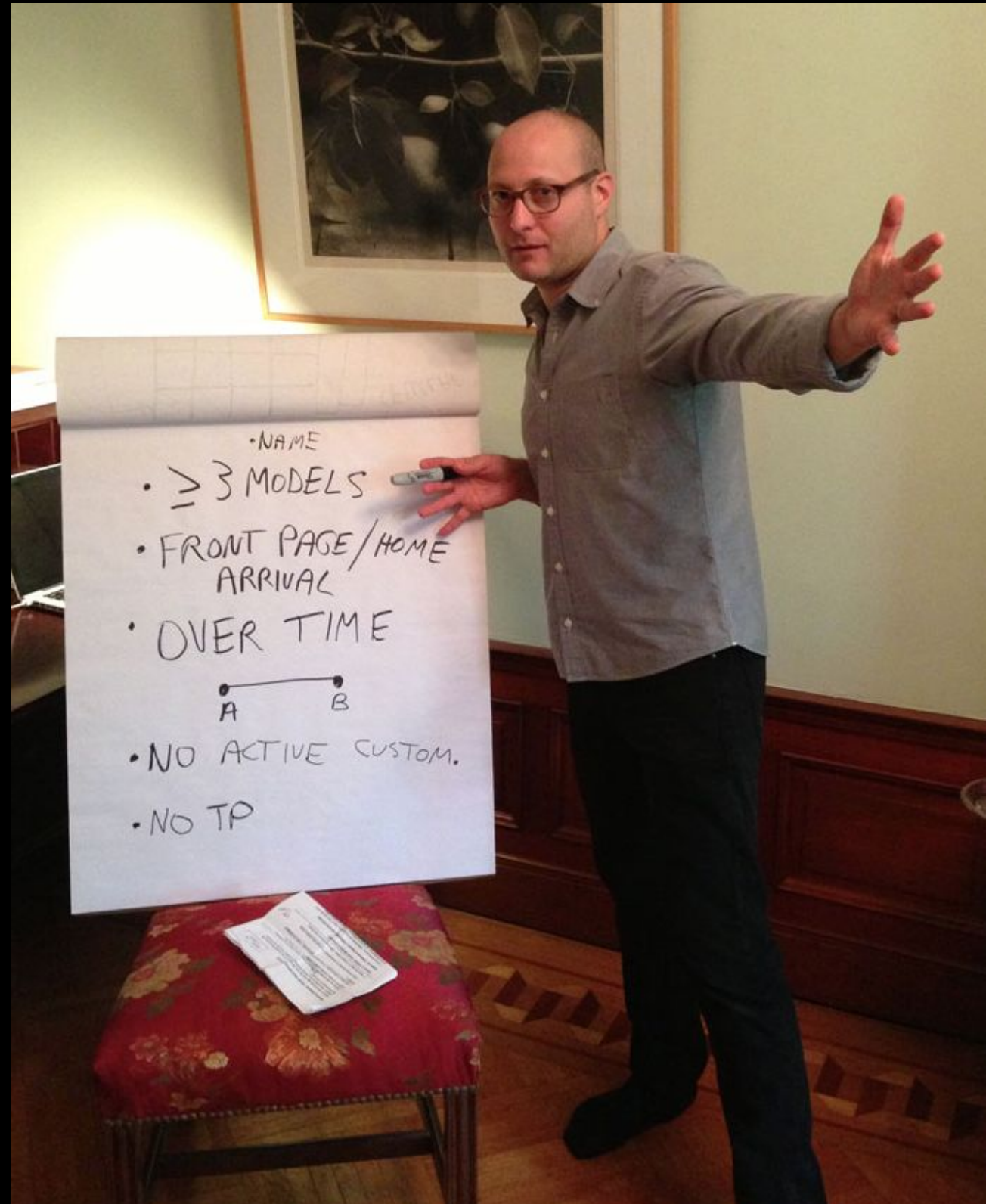
The app is not personal to me.

The app is sometimes sluggish and unstable.

The app does not integrate with the other apps I use.

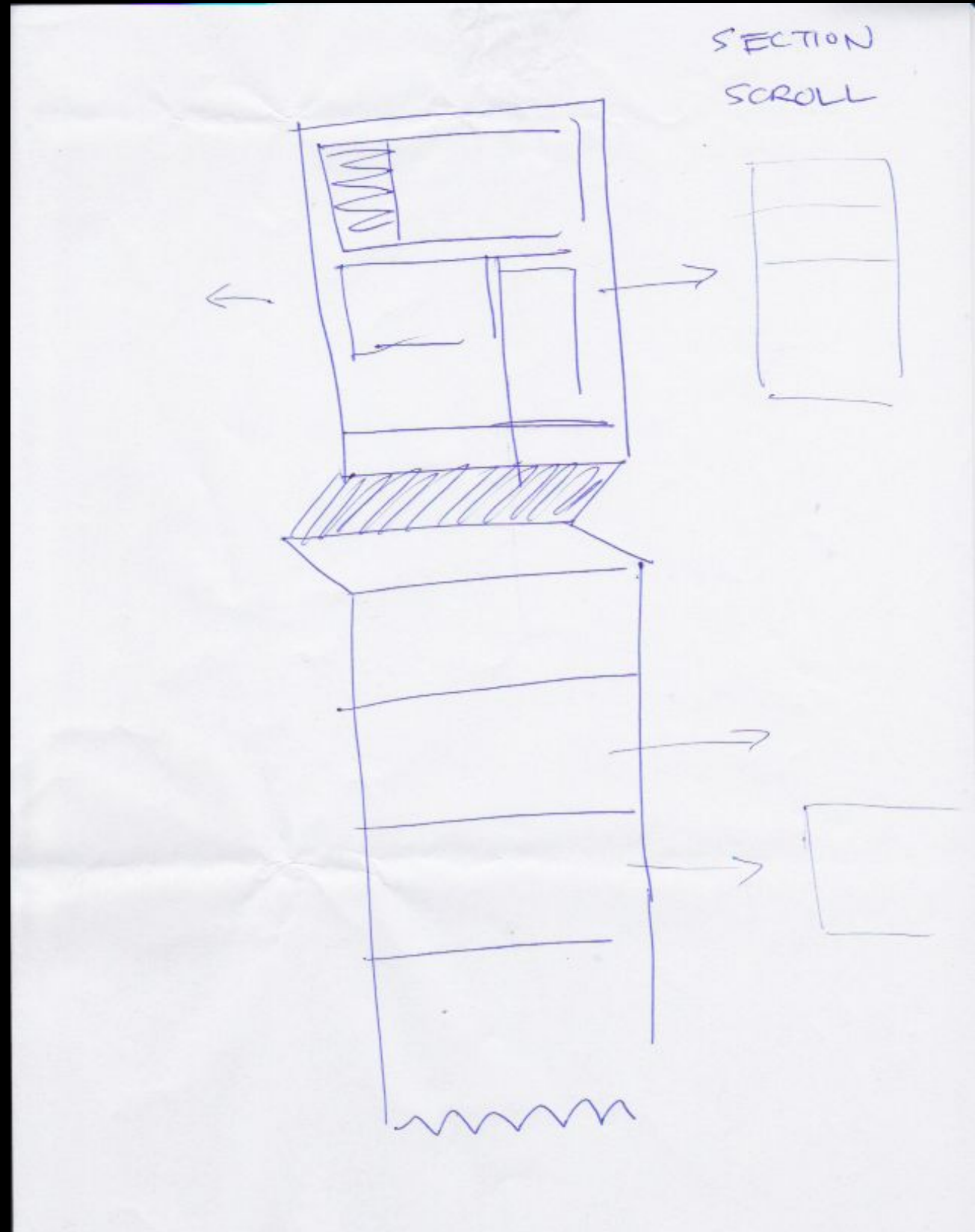


# Workshop





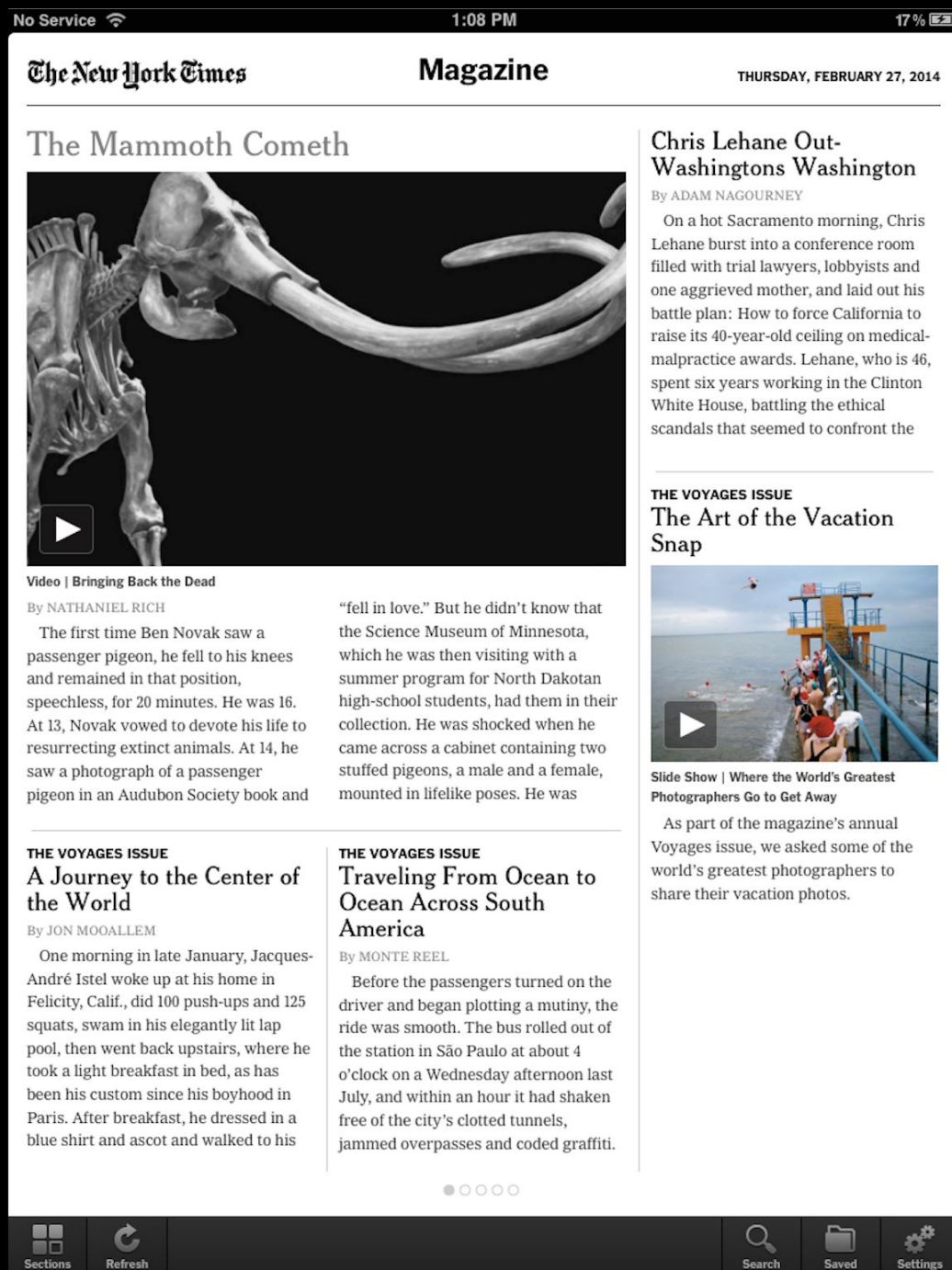
# Sketch



# Prototype



# Reimagine





# Sprint to iOS 7 Release







LAST UPDATE: 4:46 PM, WEDNESDAY, APRIL 1, 2015

# California Imposes First-Ever Water Restrictions to Deal With Drought

By ADAM NAGOURNEY

3:05 PM ET

The move by Gov. Jerry Brown comes as California's drought has reached near-crisis proportions after a winter that brought record-low snowfalls.



Houseboats are dwarfed by the steep banks of Lake Don Pedro in La Grange, Calif. Gov. Jerry Brown ordered mandatory water restrictions on Wednesday to deal with the drought. JUSTIN SULLIVAN/GETTY IMAGES

## Senator Robert Menendez Indicted on Corruption Charges

By MATT APUZZO 4:04 PM ET

Mr. Menendez, Democrat of New Jersey, is accused of bribery, conspiracy, fraud and making false statements on government documents.

## Arkansas Governor Asks Lawmakers to Recall Religious Freedom Bill

By CAMPBELL ROBERTSON and TIMOTHY WILLIAMS 1:06 PM ET

As corporations like Walmart speak out in opposition, Gov. Asa Hutchinson asked the state House to recall or amend a bill that critics say will allow discrimination against gays and lesbians.



## Arkansas Governor's Son Thrust Into Spotlight Over Religious Freedom Bill

By ALAN BLINDER 2:32 PM ET

Seth Hutchinson has long differed with his father, Gov. Asa Hutchinson, and describes himself as a political outcast among more conservative family members.





# Assess

iPad

4:46 PM

58%

The New York Times

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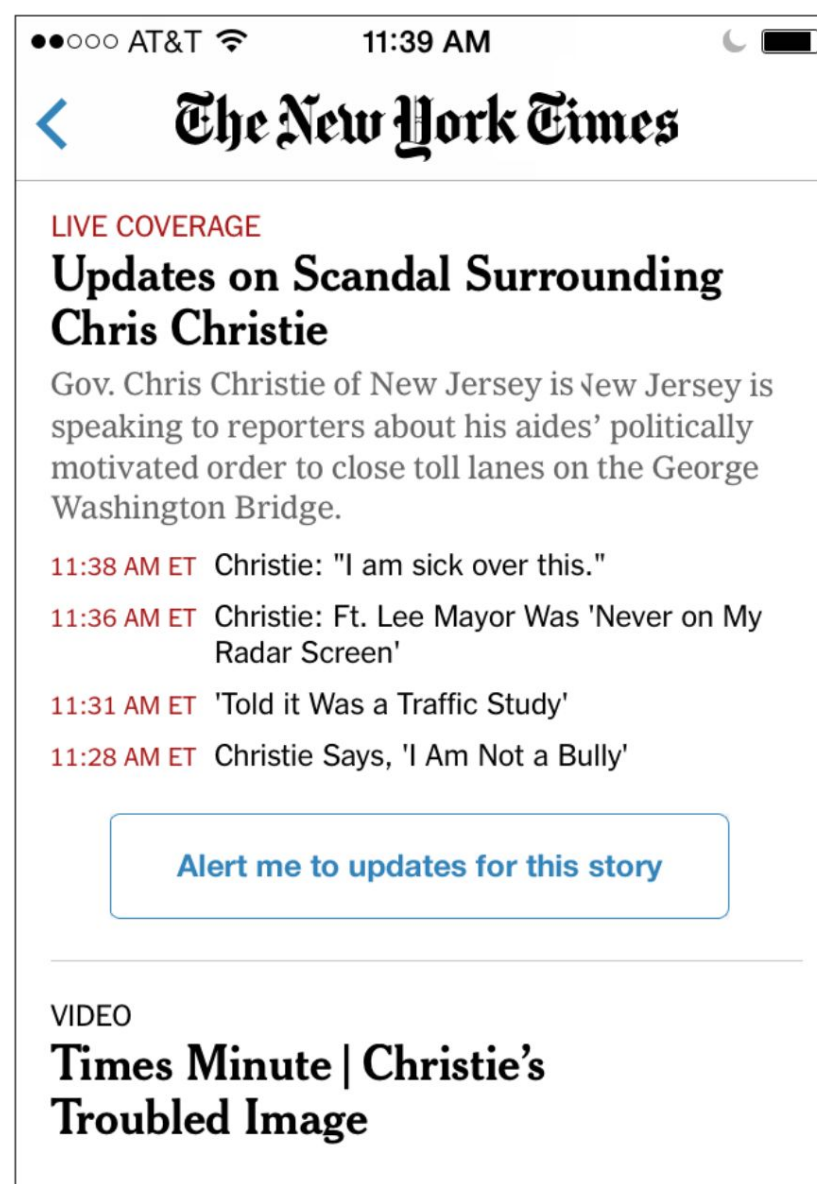


# Apply Learnings



# Iterate







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### Politics

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### New York

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### Business

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### Sports

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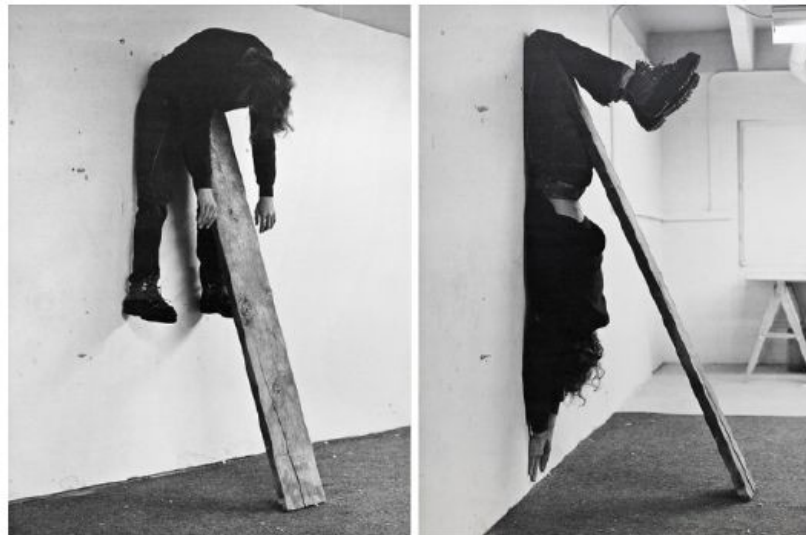
# The New York Times

## The Penance of Glenn Beck

The former Fox News host made a meaningful confession, but the damage remains.



### Recommended for you



CHARLES RAY/MUSEUM OF MODERN ART

## The Next Big Picture

"What is a photograph?" asks a show at the International Center of Photography, a question echoed by curators navigating a flood of new works that are far from documentary.



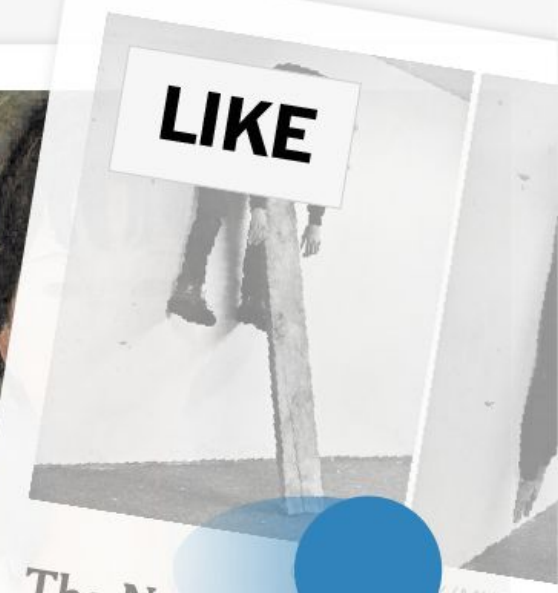
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### Recommended for you



## The Next Big Picture

### A Modigliani

"What is a photograph?" asks a show at the International Center of Photography, a question echoed by curators navigating a flood of new works that are far from documentary. example of how the art market contends with this uncertainty.



## In Case You Missed It

Yesterday

**Atlanta Educators Convicted in School Cheating Scandal**

The educators who stood trial were indicted in 2013 after questions about how Atlanta students had substantially improved scores on a test given throughout Georgia.



Yesterday

**In Colorado, Marijuana Taxes May Have to Be Passed Back**

A strict anti-spending provision in the state Constitution may force Colorado to refund nearly \$60 million intended for school construction and other needs.



Yesterday

**Norway Reverts to Cold War Mode as Russian Air Patrols Spike**

The Russian moves have set off debate over military spending and highlighted how quickly President Vladimir V. Putin has shredded the





growth in a single quarter, imagine what sustained government investment in infrastructure could do for growth.

## In Case You Missed It

Yesterday



### David Greenglass, the Brother Who Doomed Ethel Rosenberg, Dies at 92



Mr. Greenglass, whose testimony against his sister and brother-in-law, Ethel and Julius Rosenberg, in a 1951 spy trial helped send them to the electric chair, later admitted to...

Yesterday



### New Ebola Cases May Soon Reach 10,000 a Week, Officials Predict



The World Health Organization warned that the spread of the disease could become unmanageable and renew risks of political instability in fragile countries.

Yesterday

### FRANK BRU Scarier

Our grave  
are those  
understan  
proper act



BVLGARI  
LVCEA  
Discover >

## Most Emailed



### 1. Bruce Springsteen: By the Book



### 2. Hard-Nosed Advice From Veteran

