# Case Study iPad App Redesign

The New York Times

# **Business Context**

How will digital sustain the news operation when it presently 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 Hork Times

THURSDAY, DECEMBER 8, 2011

# Putin Says Clinton Incited Protests Over Russian Vote



JAMES HILL FOR THE NEW YORK TIMES

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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

# 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.

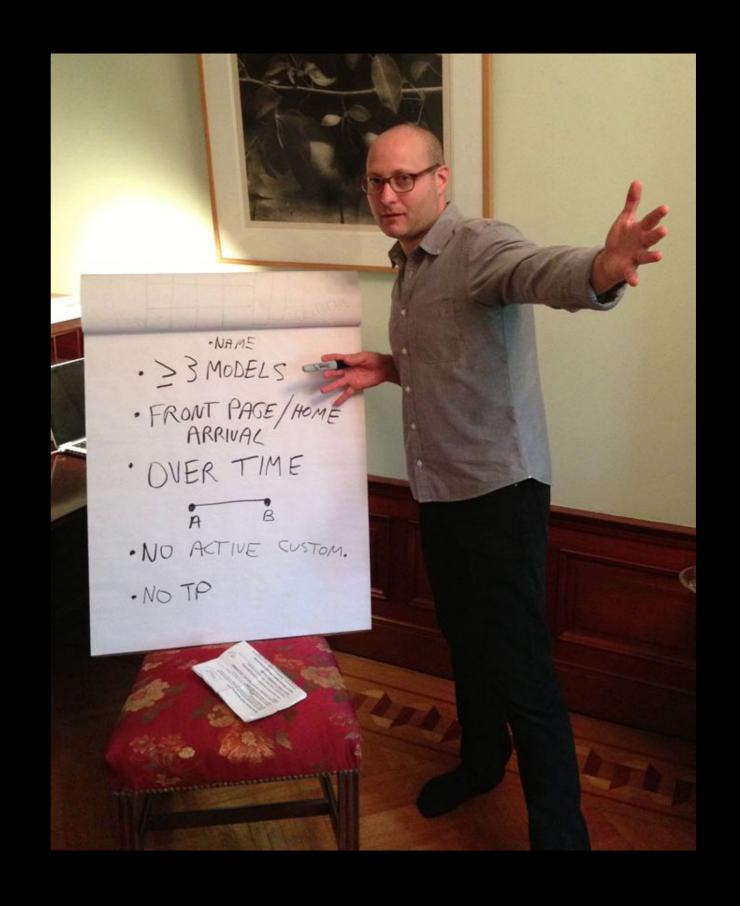
The app isn't as serendipitous as the paper or the website.

The app is not personal to me.

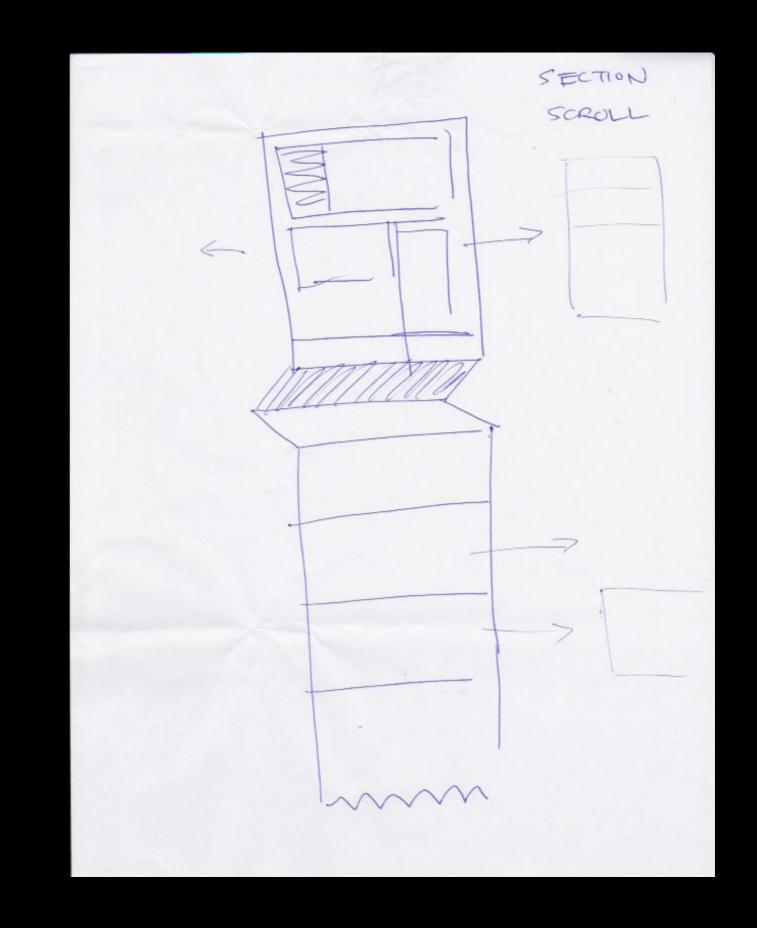
The app is sometimes sluggish and unstable.

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

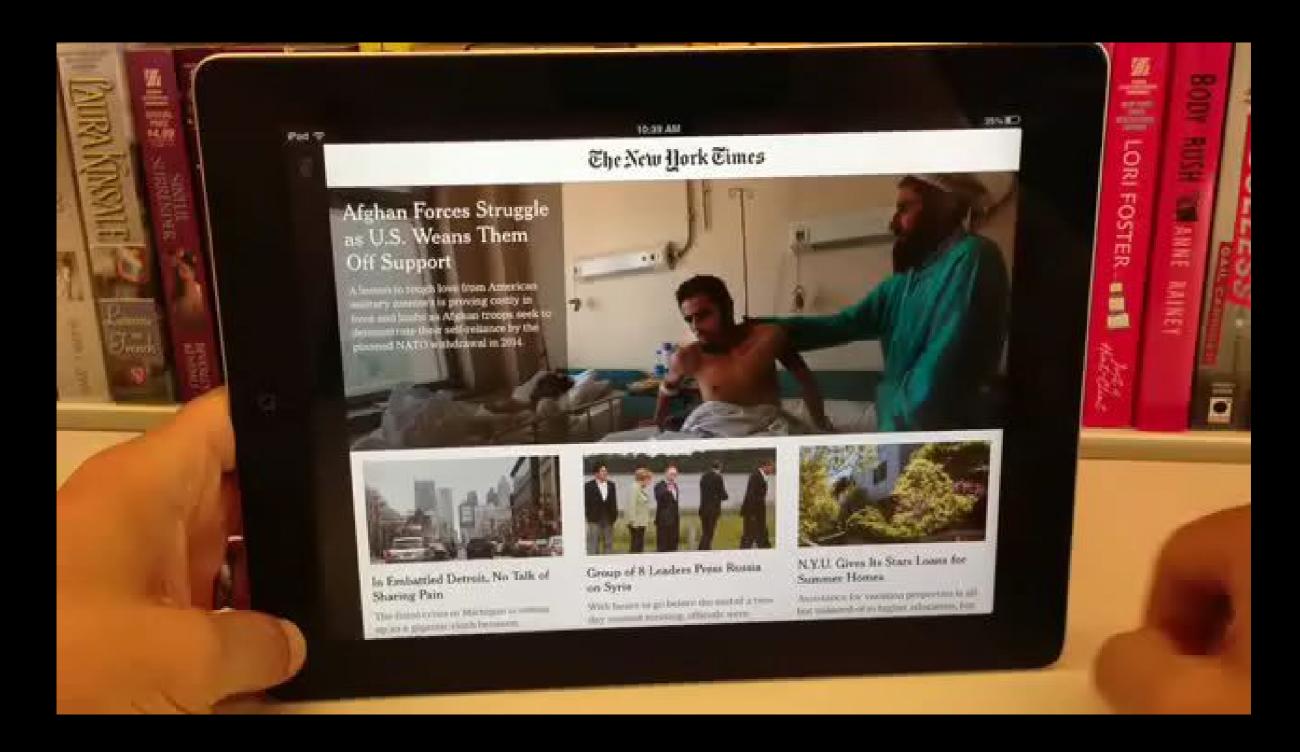
# Workshop



# Sketch



# Prototype



# Reimagine

The New Hork Times

No Service 🎅

Magazine

THURSDAY, FEBRUARY 27, 2014

### The Mammoth Cometh



Video | Bringing Back the Dead

By NATHANIEL RICH

The first time Ben Novak saw a passenger pigeon, he fell to his knees and remained in that position, speechless, for 20 minutes. He was 16. At 13, Novak vowed to devote his life to resurrecting extinct animals. At 14, he saw a photograph of a passenger pigeon in an Audubon Society book and

"fell in love." But he didn't know that the Science Museum of Minnesota, which he was then visiting with a summer program for North Dakotan high-school students, had them in their collection. He was shocked when he came across a cabinet containing two stuffed pigeons, a male and a female, mounted in lifelike poses. He was

### THE VOYAGES ISSUE A Journey to the Center of the World

By JON MOOALLEM

One morning in late January, Jacques-André Istel woke up at his home in Felicity, Calif., did 100 push-ups and 125 squats, swam in his elegantly lit lap pool, then went back upstairs, where he took a light breakfast in bed, as has been his custom since his boyhood in Paris. After breakfast, he dressed in a blue shirt and ascot and walked to his

### THE VOYAGES ISSUE Traveling From Ocean to Ocean Across South America

Before the passengers turned on the driver and began plotting a mutiny, the ride was smooth. The bus rolled out of the station in São Paulo at about 4 o'clock on a Wednesday afternoon last July, and within an hour it had shaken free of the city's clotted tunnels, jammed overpasses and coded graffiti.

### Chris Lehane Out-Washingtons Washington

By ADAM NAGOURNEY

On a hot Sacramento morning, Chris Lehane burst into a conference room filled with trial lawyers, lobbyists and one aggrieved mother, and laid out his battle plan: How to force California to raise its 40-year-old ceiling on medicalmalpractice awards. Lehane, who is 46, spent six years working in the Clinton White House, battling the ethical scandals that seemed to confront the

### THE VOYAGES ISSUE The Art of the Vacation



Photographers Go to Get Away

As part of the magazine's annual Voyages issue, we asked some of the world's greatest photographers to share their vacation photos.

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1.46 DM

The New York Times

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

# California Imposes FirstEver 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 nearcrisis proportions after a winter that brought recordlow 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.











The New York Times

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# Assess

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# Apply Learnings



4:39 PM





# The New York Times



# EGYPTIAN SOLDIERS SAID TO KILL AT LEAST 51



MOHAMMED ABED/AGENCE FRANCE-PRESSE

# Morsi Supporters and Military Trade Blame Over Attack

In a sharp escalation of tensions Monday, Egyptian soldiers opened fire on hundreds of supporters of Mohamed Morsi, the ousted president, witnesses said.

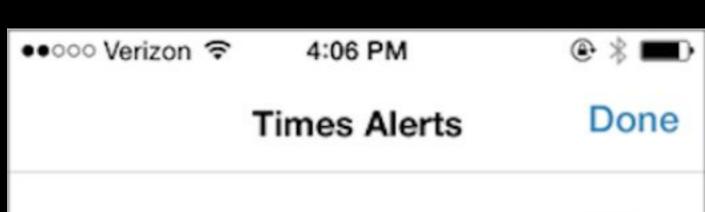
# Islamist Party Backs Out of Negotiations

Al Nour, seen as a potential political kingmaker, said it was suspending its role in efforts to form an interim government.

**OPINION** | OP-ED CONTRIBUTOR

Fount's Military Masters

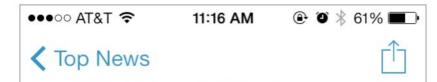
# Iterate



## **BREAKING NEWS ALERTS**

Push notifications must be enabled in your phone's settings in order to receive alerts. Learn more.





### **BREAKING NEWS**

# Two Explosions Reported at Boston Marathon Finish Line

By KATHARINE Q. SEELYE and MICHAEL COOPER Last Updated: 3:40 PM ET

A series of explosions were reported near the finish line at the Boston Marathon on Monday, according to several media outlets. One report quoted "some sort of incident" on Boylston Street, near the finish line.

### This is a developing story.

You are signed up for update alerts.

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Updates on Scandal Surrounding
Chris Christie

Gov. Chris Christie of New Jersey is Vew Jersey is speaking to reporters about his aides' politically motivated order to close toll lanes on the George Washington Bridge.

11:38 AM ET Christie: "I am sick over this."

11:36 AM ET Christie: Ft. Lee Mayor Was 'Never on My Radar Screen'

11:31 AM ET 'Told it Was a Traffic Study'

11:28 AM ET Christie Says, 'I Am Not a Bully'

Alert me to updates for this story

Times Minute | Christie's

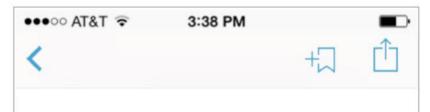
**Troubled Image** 

11:39 AM

The New Hork Times

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**VIDEO** 



**OP-ED COLUMNIST** 

# Jobs and Skills and Zombies

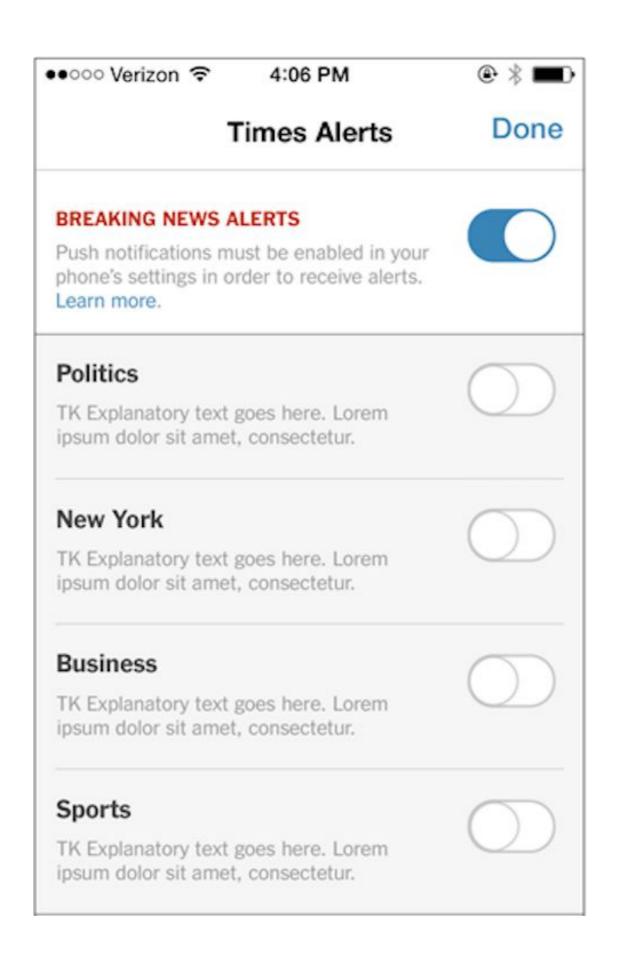
By PAUL KRUGMAN + FOLLOW April 3, 2014

A few months ago, Jamie Dimon, the chief executive of JPMorgan Chase, and Marlene Seltzer, the chief executive of Jobs for the Future, published an article in Politico titled "Closing the Skills Gap." They began portentously: "Today, nearly 11 million Americans are unemployed. Yet, at the same time, 4 million jobs soaring profits and bonuses even as employment and wages stagnate. Of course, that may be another reason corporate executives like the myth so much.









# < Ehe 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

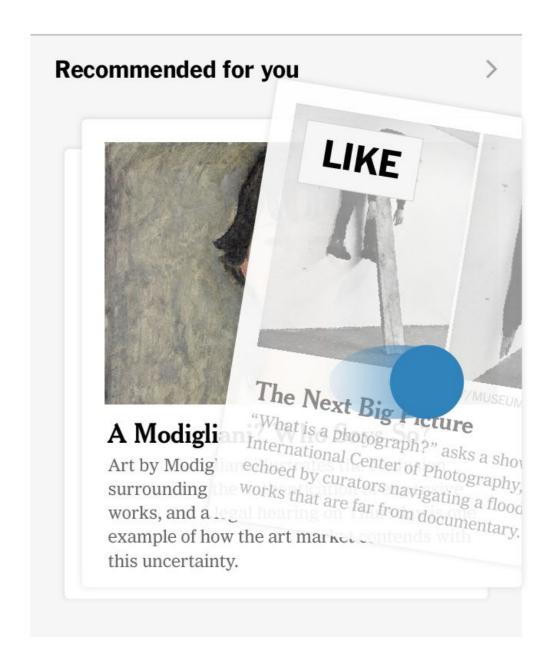
"What is a photograph?" asks a show at the International Center of Photography, a question echoed by curators navigating a flood of new works that are far from documentary.

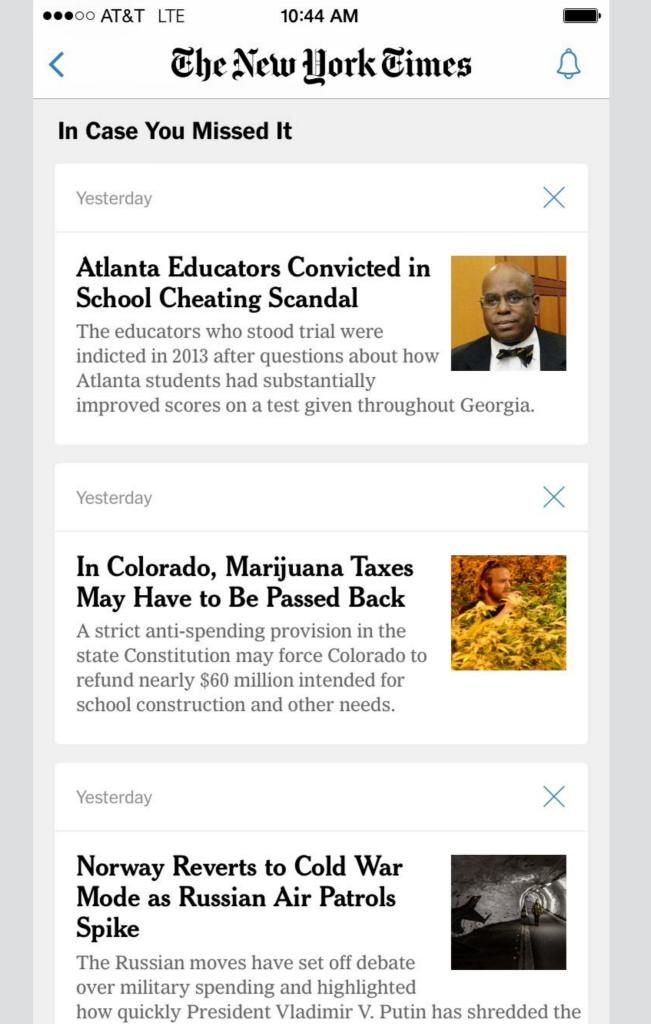
# < The New York Times

## The Penance of Glenn Beck

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







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

# In Case You Missed It

Yesterday



X

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

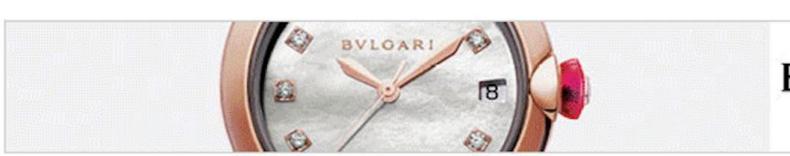
The World Health Organization warned that the spread of the disease could become unmanageable and renew risks of political instability in fragile countries. Yesterday

X

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# Scarier

Our grave are those understan proper act



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l. Bruce Springsteen: By the Book



2. Hard-Nosed Advice From Veteran

