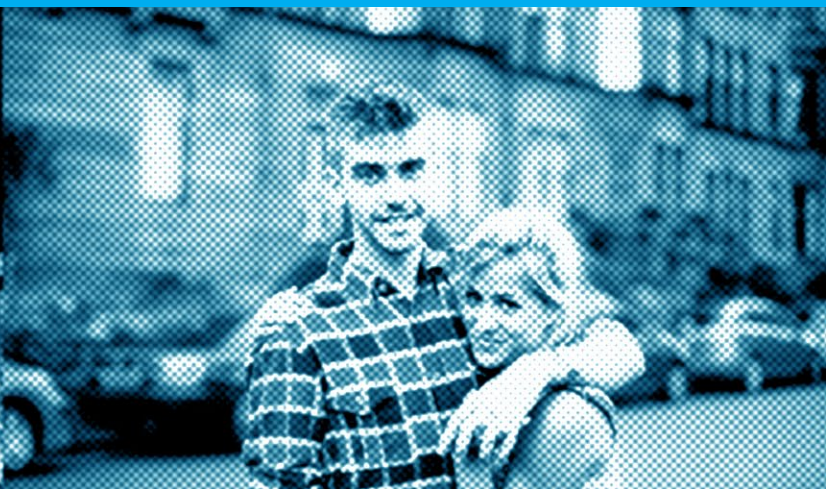msnbc   razorfish

**DIGITAL DESIGN AGENCY
RFP RESPONSE
NOVEMBER 1, 2011**

HELLO.

Thank you for including Razorfish in your digital design agency review. We are tremendously excited to partner with a brand like MSNBC and are ecstatic to have the opportunity to earn your trust. Founded in the same digital revolution, MSNBC and Razorfish have a storied history of using design, technology, and innovation to disrupt the status quo. Together, we will continue to break new ground.

As we have thought about your brand, your business, and your consumers over the past few weeks, there has been no shortage of good ideas—both the easily achievable, short-term ideas and the bigger, more audacious and innovative ones. We are excited to share them with you in the next few weeks in person. But for today, we start with the initial proposal.

Our response to your RFP consists of:

1) RFP response. Within this document you will find our responses to the proposal requirements. We are also attaching a case study document separately, per your request.

2) Mini Site. For your convenience, we have set up a mini site at http://msnbc.razorfishsf.com/ (username: msnbc; password: thankyou) which houses the proposal materials, case studies, agency reel, and other thought leadership documents. We look forward to sharing more ideas with you in person soon.

Please call me with any questions or to schedule a time to get together.

Sincerely,

Brooks R. Day
Director, Business Development
415.369.6521

GENERAL
INFORMATION

1. EXECUTIVE SUMMARY

Razorfish couldn't be more excited about this opportunity to help create the experience of MSNBC's new cablesite. No other strategic and creative partner is better positioned for success because . . .

We know your industry.

ESPN, CBS, The NFL Network, and yes, recently MSNBC, have all been Razorfish broadcast network clients; we have completed digital design and development work for all these companies.

We know your business.

Our parent company, Publicis Groupe, is one of the largest online and offline media-buying networks in the world. We bring that acumen and experience to how we will help MSNBC monetize this cablesite.

We know your audience.

Not only do we consider ourselves regular MSNBC consumers, no one knows how to build experiences across the Paid, Earned and Owned media spectrum better than Razorfish.

We know digital design and user experience.

Razorfish is digital at the core and has helped build engaging sites for some of the largest consumer brands online.

We know how to set up MSNBC for the future.

A good vendor sets you up to succeed now. A great partner sets you up to succeed now and into the future.

Razorfish is at the forefront of media technology and we will make sure to bring that forward thinking to the table for MSNBC.

2. ASSUMPTIONS

As we prepared our estimate we made a number of assumptions that helped us to arrive at the price listed below. Those assumptions were as follows.

- Razorfish's deliverable includes strategy, user-experience, and creative activities.

- Razorfish will provide all deliverables in batches (Agile process) to MSNBC.

- Community features will be built within the templates, not a separate section of the website.

- The following deliverables will be created:
    1. Website—15 wireframes and design comp templates.
    2. Optimize for tablet—15 wireframes and design comp templates.
    3. Optimize for mobile—15 wireframes and design comp templates.

- Based on the current site specifications, no tech architecture deliverables are required. Our understanding is that the current architecture will suffice.

- MSNBC will be responsible for all content entry (including copy and images), configuring all environments, and all deployment activities between environments including from UAT to production at launch, QA and testing of production, and analytics.

- The new website, optimized tablet, and mobile sites are targeted to be live before the election (November 2012).

3. EXCEPTIONS TO RFP REQUIREMENTS

Razorfish is prepared to handle all levels of this engagement, as initially outlined in the RFP.

4. CONTACT PERSON

Brooks Day will be your single point-of-contact at Razorfish throughout the RFP process.

Brooks Day
Director, Business Development
Brooks.Day@razorfish.com
415-369-6521

5. CONFIDENTIALITY AGREEMENT

Razorfish and MSNBC have a fully-executed NDA as of 10/10/11. We worked with Adam Kessler from MSNBC to manage this process.

MANAGEMENT PROPOSAL

1. UNDERSTANDING OF PROJECT AND SCOPE OF WORK

Once you have read through the details of this RFP response you will see that Razorfish is uniquely positioned to truly understand this project, its scope, and, just as important, its potential. It takes an agency like Razorfish to deliver the cross-channel capabilities of marketing strategy, consumer insight, media expertise, elegant user experience development, and beautiful design. Most of all, MSNBC needs an agency like Razorfish who is focused on combining all of those attributes toward reaching the single objective that we are all beholden to: driving your business.

We also like to think that we do all of this without the pomp, pretense, or arrogance that you might get elsewhere. We know that we will only be as much of a "partner" in this as we earn. Hopefully we will get the opportunity to show you just how great a partner we can be.

2. DOMAIN EXPERIENCE AND SUPPLIER CAPABILITIES

Razorfish isn't a marketing agency or a media shop or a design boutique or a technology integrator or a consulting firm—we are all of those. We have invested heavily to build end-to-end digital services that support our clients' business and sales needs from brand impressions to single transactions to lifecycle relationships. We see every stage of the marketing process as interconnected and believe brands need an integrated approach to drive the largest impact possible.

While we compete with ad agencies, creative firms, web design shops, and technology firms, Razorfish is more capable at combining people who are steeped in traditional marketing with those who have a deep understanding of experience design and technologies. We combine a digital heritage with big idea thinking, and are able to execute at the most granular, tactical level.

CLIENTS

We specialize in working for companies that use digital as a strategic lever to improve, even transform, their businesses. Razorfish is privileged to be a trusted to some of the largest brands online.

INDUSTRY EXPERTISE

Last year we had the pleasure of working on a web strategy project with MSNBC. Additionally, we have amassed significant experience in the media and entertainment industries.

SERVICES

We believe that every stage of the marketing process is interconnected and requires a holistic approach in order to drive the largest impact possible. We have assembled the depth and breadth of capabilities necessary to help brands such as MSNBC find and attract users, provide them meaningful engagement activities, serve them up to your advertisers, and build your business.

Below, we have outlined the services that we believe are most relevant to MSNBC.

Business Strategy

Razorfish has built a Strategy and Innovations practice that will be leveraged for MSNBC to evaluate business cases and ROI for digital investments, assess operational and organizational readiness, prioritize initiatives, and guide resources and investments.

Our digital strategy methodology and approach, like traditional strategic planning, starts with identifying key business drivers, actionable insights, and gaining a foundational understanding of current plans, capabilities, gaps, advantages and historical performance. We typically find that our client has a wealth of existing materials available for our review, including site heuristics and other research, so our foundational knowledge-building activities include a review of all of these and more. Though initially broadly focused, our approach narrows to include practical expertise and to ensure that our strategies and roadmaps translate actionable, insightful plans that are functional implementation documents grounded in the goals of the business.

This Strategy group has designed numerous monetization strategies for our clients' web properties, including Billboard and Women's Wear Daily. We have included descriptions of

some of this work in the supplemental case studies document.

Our business strategy methodology centers on a four-step approach.

1. Context and Insight Gathering
Develop unique, actionable insights based on internal brand and business reviews, primary and secondary research, review of existing strategies and operating data.

2. Vision and Goal Definition
Define longer-term vision and motivating, high-value goals/objectives via work sessions and analysis of insights.

3. Strategy Development
Identify major strategies and key capabilities; evaluate business cases and ROI for digital investments; assess operational and organization readiness.

4. Roadmap Creation
Prioritize initiatives, identify quick wins, create phased roadmap to guide resources and investments.

Communications Strategy

As we discussed in the agency briefing, we believe the role of marketing today goes far beyond shouting at customers via paid ads. Rather, it is about creating experiences that bring consumers closer to brands via technology, utility, and conversation. It's not about how many fans or followers you have; it's how they engage with you and each other that counts. Buying an impression isn't the same as making one.

So for MSNBC, we will develop strategies based on our shared consumer insights, integration, and collaboration across the

entire marketing effort. Our process begins with consumer research, in which our team helps to identify and dimensionalize the specific behaviors that lead to valuable brand experiences between your business and your customer.

Here are a few of the steps in our communications strategy process:

- Identify actionable insights through behavioral analysis
  - o Primary research—ethnographies, focus groups, surveys, man on street, social listening, data analysis.
  - o Secondary research with integrated vendor partnerships.
- Connect behavioral analysis to category truths and product beliefs
  - o Trend forecasting not just for brands and products, also for consumers.
  - o Category audits—industry, channel overviews and in-field research.
  - o Cultural audits that reflect the current climate in which clients are engaging consumers.
- Crystallize the customer's behavior and beliefs into a singular experiential idea
  - o Communication plan that includes consumer segmentation, market gaps and web development strategy.
  - o Experience brief that doesn't look for the big idea, but rather the big problem.
  - o Business strategy.

- o Media and creative direction in the form of strategic concept starters.
- o Propagation planning via the social space that uses your customer as a media distributor.

Web Design & Development

We believe in an integrated, holistic approach to redesigning sites and platforms. In addition to traditional web design factors (information architecture, visual designs, usability, etc.), we dig deeper to consider all types of brand goals, commerce goals, traffic goals, search engine optimization, advanced flow optimization, content publishing, site maintenance, analytics, social network connections, customer relationship management, future technologies, and many other factors into the proposed new design.

As you will find in our case studies as well as our strategic approach, Razorfish designs experiences with multiple screens in mind; they work in the browser, on the mobile phone, in social environments, and on emerging platforms.

We recognize the need for web design to communicate information clearly, support functionality and make it appear less complex, and embody the intangibles of the brand. We also have experience in branding itself, both the translation of an existing brand for the online channel and the creation of a new identity, both online and offline.

This ability extends beyond pure visual design to user experience and interaction design. Our information architects know how to build usable, useful and desirable experiences for high-impact marketing sites, content-rich publisher sites and functionality-rich portals. Our copywriters know how to write for the web, where content is consumed differently than in print. They work closely with the information architects to define the role of copy on the site and bring a brand's unique tone of voice to life in an interactive experience.

Our technologists are well versed in building creative presentation-layer experiences, scalable backend infrastructure and everything in between. Our technology practice offers comprehensive engineering services and has deep expertise in different technologies for each individual tier of a web, mobile, or traditional offline application.

With a disciplined approach to Strategy, Experiential Design, and Delivery, we move through design and development in an efficient, thorough, and effective manner.

- Discovery—Creation of the over-arching strategy for the project
- Foundation Design—Development of the "scaffolding" or framework for the site's user experience, design, requirements, and technology
- Detailed Design—"Time-boxed" user experience and design process resulting in completed product every two weeks

Mobile

Mobile is the most functional device in history and is an always-on touch point with consumers. Failure to leverage the utility of the device for experiential marketing is a lost opportunity. But it requires delivering engaging experiences with an unprecedented level of cross-channel integration, context, and relevance. Rather than simply interpret a client's web experience into a mobile context, or push an ad, we prefer to capitalize on the inherent strengths of mobile technology. We use consumer insights to determine how we can create experiential messaging that consumers will find relevant and useful.

Our comprehensive suite of mobile services spans strategy, development, messaging and media. And we are an exclusive strategic agency partner with the top mobile platforms. This allows us to bridge the gap between brand and technology through innovative concepts, efficient project management, and quality assurance testing. Razorfish has developed mobile portals for Intel and Visa, mobile platforms for Papa John's and Victoria's Secret, apps for Mercedes and Ralph Lauren, and mobile ad campaigns for Best Buy, Coors Light, Microsoft, and many, many more.

Social

We believe the future of social media isn't about executing on Facebook, Twitter, and YouTube (though our dedicated teams of specialists can certainly do that) but about delivering integrated, real-time marketing through social channels. With a focus on converting conversations into action and long-term value, our specialized Social Media team helps our clients listen, learn, converse, monitor, and strategize in emerging and mainstream social media channels. We develop social content and provide community management, program auditing, ongoing creative production, storytelling, and other services to help brands stand out in the social space.

Our team offers long-standing relationships with the primary social media platforms on multiple levels. We are one of Facebook's largest advertisers in the world giving us significant influence on their product roadmap and future business direction.

And we are also experienced at social analytics. Razorfish developed the Social Influence Marketing score (the sum of the sentiment and reach of a brand or product.) This progressive social monitoring index indicates a brand's overall health online and helps marketers measure the relative strength of their brands in the social ecosystem. Our team also developed the patent-pending Generational Tag which tracks viral generations and spread to measure viral rating and ROI.
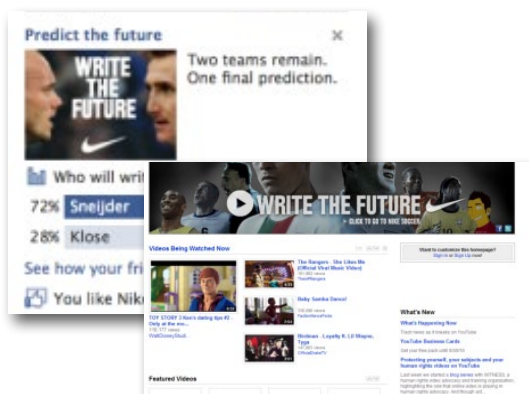
Media Team

While it may seem that media is out of scope, we believe MSNBC needs a partner that understands how to find the best and most impactful places and spaces to communicate with your consumers, and is also intimate with how advertisers evaluate publishing opportunities for their clients.

The Razorfish media team thinks creatively, understands technology, and thinks about experiences across all media access points. Our teams thrive as engineers of connections between brands and their customers across paid, earned, and owned properties. To this end, we have augmented our traditional media planning capabilities with an emerging media practice focused on identifying new and upcoming technological trends, platforms, solutions, and vendors—their sole purpose is to keep our agency and our clients ahead of the technology curve. In addition, Razorfish has an industry leading Search practice that is expert at all aspects of Search marketing, including Paid Search, PPC bid management strategies, and SEO.

As one of the world's largest buyers of digital media and a part of the VivaKi network (responsible for more than $60 billion in annual billings), we represent many of the largest advertisers in the world. It is our job to seek out the most effective and innovative advertising solution and bring them to bear on clients' business. This same expertise is invaluable when we design for our clients in the digital publishing business. From the New York Times and Wall Street Journal to CNN and ESPN, our media team has played a central role as consultants to our creative and UX leads, working closely to ensure that the sites we create enable the same effective and innovative advertising opportunities that we recommend to our media clients.

3. STRATEGIC APPROACH

When one launches into an assignment like this it's always prudent to start by asking a simple, yet not entirely simple-to-answer question: why?

The MSNBC cable property is strong if not thriving when it comes to ratings. Whether by onboarding a new generation of progressive national news watchers or stealing share from CNN-centrists over to the left—or a little of both—MSNBC has equaled if not surpassed its closest cable news competitor CNN in most dayparts.

In terms of website traffic, MSNBC.com is crushing the monthly uniques of its progressive rival HuffingtonPost.com by more than a whopping 20 million and handily beats CNN.com by more than 10 million.

We all know that media is evaluated and bought by advertisers based on these two key metrics. So all is well, no? MSNBC even has a strong and growing quiver of influential news personalities like Maddow, Matthews, and Mitchell to add proven personality and perspective to its trusted news origins. The combination of all these factors would normally connote more of a "stay the course" strategy. Why then would NBCUniversal invest a significant amount of money, effort, time, and brainpower to develop a cablesite that bridges two existing and individually successful properties?

It's too easy to say that it is just about money. And don't get us wrong, we know money is damn important and at the heart of the matter. But a simple "build it and they will come" rationale simply does not make for good business. So let's touch briefly on a few areas that we think provide the much needed rationale for such a site to exist AND helps inform the critical consumer experience.

MEDIA LANDSCAPE

Could it be any more predictable than to mention the fragmentation of the media landscape when discussing, well, the media landscape? Especially when we are talking about one of America's most powerful progressive media properties like MSNBC? Predictable, yes. Yet no less relevant. And no less true.

Because the times they have a changed. Depending on where our audience is during the course of their busy day, they're being bombarded by information via tweets, feeds, emails, apps, texts, updates, and oh yes, the almighty video. So, not only is there a glut of information out there, it's coming through smartphones, tablets, PCs and the TV, and at many times simultaneously. Keeping up with this changing landscape is essential.

26% of all Americans say they get some form of news via cell phone.

And what about the sources of all that critical information? When a really important story comes up that is neither black nor white, we're all challenged to know whether the source can truly be trusted. Or more importantly, when a particularly fiery topic arises that raises our progressive hackles, how do we get rich, deep, and instant access to the hard-hitting progressive perspective without having to read a 12-page article on a tiny smartphone screen during a bumpy train commute? Well, the fact

is, right now it isn't so easy to find.
There is no single trusted source that houses progressive news, analysis and perspective with deep, rich, and engaging video content across a single, consistent multi-channel experience. Why is this so important? Let's talk a little bit now about the news-devouring consumer.

Fully 70% of Americans agree with the statement: "The amount of news and information available from different sources today is overwhelming."

SOCIAL ZEITGEST

Before the proliferation of the Internet, the news agenda was determined by editors. The more the editorial mix tapped into the zeitgeist of society, the more people watched and listened. And, the more valuable advertising became on those channels. That's all shifted with the socialization of news. With Facebook, Twitter, blogging etc., revenue and engagement models have changed dramatically. Everyone has an opinion and feels entitled to share it. So for MSNBC, it's about being a trusted valid news source, allowing people to participate in the opinion making, sharing in the news dissemination process, and deepening engagement. Monetizing this new model is about eyeballs, as well as about engagement around conversation and interaction.

- 72% of American news consumers say they follow the news because they enjoy talking with others about what is happening in the world and 69% say keeping up with the news is a social or civic obligation.

- 75% of online news consumers say they get news forwarded through email or posts on social networking sites and 52% say they share links to news with others via those means.

- 51% of social networking site (e.g., Facebook) users who are also online news consumers say that on a typical day they get news items from people they follow.

When it comes to the competition online, HuffPo is less a news organization than it is a gigantic social soapbox for progressives to shout from. Except for Ms. Huffington herself, it is faceless and an un-ending stream of chaotic discussion. But for all its faults, it has managed to capture and enflame the zeitgeist of the progressive nation better than any other news property in the digital social space. This is not lightning in a bottle. It is a strategy and a damned good one and one that can be co-opted and made better.

By virtue of the fact that HuffPo is faceless like most independent news sources online, MSNBC has a leg up when it comes to being a trusted source. MSNBC is a validated, professional organization that generates its own content. However, in the current media landscape, people also trust their social networks as valid news sources. Although a shared long-form written opinion piece by Rachel Bobowski from the Omaha Independent (we made her and it up) has a place, it still doesn't carry the same weight as a Rachel Maddow of MSNBC op-ed piece. Especially when the latter Rachel is delivered via streaming video. We need to continually populate the news conversations online with MSNBC video content.

So why then is streaming video so important? It's not just because it is the new "shiny object" in this 3G-to-4G mobile media consuming era, but that certainly is part of it. Streaming video is sight, sound, and motion on the go; better-than-TV in your pocket. A picture-is-worth-a-thousand-words mindset which means video lets you feel like you've experienced an in-depth editorial piece in the span of a 30-second video soundbite. It allows us to consume more news faster and arguably better. It connotes instant professionalism and therefore trustworthiness. Oh yeah, the fact that more and more advertisers who traditionally spent tens of millions in TV are now shifting their significant budgets into digital advertising via video pre-roll and other video ad units is a pretty good reason as well.

BUSINESS OPPORTUNITY

It seems pretty obvious to say but networks like MSNBC are looking for ways to control and monetize their video content on digital platforms. That's because live TV, as a percentage of overall video consumption, has declined year-over-year (YoY) for three years running. In that same time period, streaming video usage has increased by 137% and is now on pace to account for 12% of total video usage in the U.S. by year's end. Mobile video usage and multiscreen consumption of content (tablet and TV for example) are skyrocketing with YoY increases upwards of 20% between 2009 and 2011. At the end of the day, this shift in viewing habits is a huge risk to TV revenue and a huge opportunity for any network that figures out how to effectively monetize their assets across all their traditional and digital channels.

On the sales side, it's pretty safe to say that the days of the traditional TV buyer are coming to an end. Digital properties like Hulu are holding successful upfronts to lock in what would have been TV dollars and many clients and agencies' buyers are asking publishers for proposals that cross traditional analog and digital boundaries.

A couple of examples for you . . .

NBC's Olympics packages included a minimum $1 million digital investment, and top sponsors locked up the best digital inventory before the TV buys were finalized.

Bravo and other cable companies are no longer requiring broadcast commitments for product placement in their shows (a given until last year) and will now negotiate based solely on the investments on their site. It may seem small, but this is actually a big shift and a nod to the increased demand for cross-channel programs.

The opportunity then for MSNBC is to be the first news site to effectively package their analog and digital programs together for advertisers to capitalize on this cross-channel demand. Nobody's doing this perfectly, and only a few networks—FoxNews, CNN, and MSNBC—have the reach, on- and offline, to pull it off.

Based on the strategic work Razorfish did with MSNBC last year and the significant strategic strides that have been made since, it seems to us that the bulk of the foundational work to develop this cablesite has been done and done well; the audience is clear, the opportunities are evident, and the vision is inspiring.

The recommendations from Razorfish at this point are grounded more in how to bring these opportunities and vision to life so that it is compelling for MSNBC's audience. They will focus on the socialization, personalization, and monetization of what we lovingly call MSNBC's "multi-channel social media soapbox for progress".

SOCIALIZE

Socializing content is about leveraging the behavior people have online, not trying to change what comes naturally. Socialization also means creating a MSNBC platform that allows for the community that organically congregates around shared opinions to be fueled and stays evergreen through MSNBC content. According to Pew internet research on online news consumers:

- 96% want to be able to share their news content easily.

- 78% want the opportunity to comment on news stories.

The overwhelming majority also want multimedia, interactive, and customizable content.

- All content should be sharable across various platforms, allowing people to aggregate, disseminate, and curate the news that's most important to them.

- Opportunities for audience participation are key—allowing commentary, voting, and conversation around content. Interactivity boosts loyalty, engagement, and WOM.

- Content needs to be organized in a way that adapts to a "salad bar" model. Clear organizing principles make it easy for our audience to pick and choose what they want to consume and how they want to consume it.

PERSONALIZE

We think it is critical to make the MSNBC site a more personal experience than a standard news or video site. The truth is, the media we consume and share and the discussions we opt to participate in are a very real reflection of us in the social media landscape. Giving progressive users a more personal experience will drive increased engagement (time on site), affinity (page views), and loyalty (return visitation).

Making the MSNBC cablesite "personal" will be a result of several factors:

First, MSNBC has a roster of charismatic, insightful, and opinionated personalities that do a great job of putting a strong progressive person behind each op-ed. Personalizing all this shared content (not just show names but the talent themselves) and branding it from MSNBC reinforces trust, engages on a more human level, and creates real connective tissue that makes for a consistent brand experience no matter which channel the content is consumed and shared.

Second, we recommend making the site experience "progressively personal." What we mean by that is integrating dynamic personalization into certain aspects of the site experience based on the user's content consumption behavior, social sharing behavior, and community/issue associations. It is like behavioral targeting of relevant and/or connected MSNBC content based on the things we know you are already interested in. And this can happen without having to actively "customize" the site.

80% of online news consumers find news through serendipitous news discovery versus "hunting and gathering" or "news reception."

Progressive Personalization will allow MSNBC to upsell cross-channel, cross-show content, programs, and packages based on known issues and allow for better targeting capabilities to your advertisers. Adding standard social network connector tools like Facebook Connect would help make the personalization even deeper and richer.

Third, along with upselling other MSNBC properties we should also be "upselling" the

opinions/discussions from other progressive community members within MSNBC based on shared issues, favored-personalities, or pre-set preferences. We believe this "democratization" of content and opinion will help to drive deeper engagement and loyalty by providing a national "soapbox" from which the community can share written opinions or UGC video.

MONETIZE

We understand that engaging MSNBC's audience is only half of the challenge. If engagement doesn't lead to additional revenue the new site will not succeed. We believe that the most successful publishers ask their designers, editors, and sales reps to work together to develop experiences that work for both the users and advertisers. In order to effectively monetize the new site, our design must succeed in a few key areas.

First, the site must drive incremental page views and video views. We know that every additional page and video viewed equates to additional ad impressions to sell. The new site will accomplish this by making videos easy to find. Arguably speaking, your most valuable video content is buried right now on MSNBC. com. Simply put, closely connecting the site with broadcast activity on TV and news stories on MSNBC.com will drive users to your video. Additionally, the development of associated content—discussions, UGC, related stories and background information—will help cross-sell content around specific topics and ultimately drive users deeper into the site. This is an area where the depth and quality of MSNBC's content will provide a huge advantage over aggregators like Yahoo! News (who leads the category in monthly uniques). While aggregators have enormous audiences, many of their users read one article and leave. The draw of top talent and trustworthy op-ed content will give

users a reason to stay, to learn more, and to share. This is one of the reasons we believe competitors are making moves to improve both the depth and quality of their news content (e.g., Yahoo!'s recent partnership with ABCnews or AOL's acquisition of Huffington Post). "One-and-done" users are less loyal, cost more to keep (you constantly have to find them and bring them back), and their visits are worth less because they see fewer ads. Again, every click on a supporting piece of content makes MSNBC money.

Second, the site must engage users (particularly in high-value demos where MSNBC is already doing well) in measurable ways to justify higher prices for inventory on MSNBC.com. Advertisers want to align their products with brands and content that consumers genuinely care about—time spent, page views, and social behaviors like sharing are common ways to evaluate the level of engagement with a site.

Finally, the site must logically tie content on PCs, tablets, and smartphones back to the personalities and programming on the TV network so that the sales team can sell meaningful cross-channel packages to advertisers. By aligning the site with the NBCU sales team, you have already tackled one of the biggest challenges here. It's now up to us to design a site that accommodates cross-channel promotions and the editorial and programming teams to find logical ways to tie everything together. There are obvious examples from CNN and ESPN that both use simple devices like polls that inform live TV coverage or touts on air that drive viewers to the site for more info. Building credible multi-screen experiences will make the sales team's job easy.

FUTUREPROOFING

As web technology experts, we know there really is no such thing as futureproofing a site experience. However we can, and should, factor in decisions made on the site experience and development that will go live in the near future based on factors that we think will become relevant sooner than later. Here are a handful of factors that we are mulling that have not been addressed directly (yet) but should be part of the strategic discussion moving forward.

Connected TV

The cross-channel realities being factored in most cases right now are TV, PCs, mobile and tablets. However, web connected TVs are very quickly gaining share and relevance and must be considered for in terms of UX and design. Connected TVs even at these early stages are contributing to the shift in total video consumption from TV to the web even though it is being viewed through a TV. We must discuss the impact in this behavior as we consider the cablesite experience.

Natural Interfaces

Motion-based control like Microsoft's Kinect, Google Voice, and Apple's Siri are very real and very quickly growing alternatives to the standard remote, keyboard, or touch interface. And they are by no means niche either. There are 10 million Kinects in homes today and lord-knows-how-many Androids and iPhone 4Ss in the marketplace. Gesture and voice are here, and to some degree will be a factor in UX design soon.

Forecasting Shared Monetization

We know it is being worked on right now but we also know it is not ready for prime time. But very soon advertisers will be able to get very solid metrics for content—and their associated advertising—that is shared out to the Internet socially. Currently it is almost impossible to gauge to what volume advertising is being "shared" and once we can, it will be yet another revenue stream for publishers. So how we structure cross-channel programs and packages will definitely be influenced as well as tagging strategies for all sharable content.

Email

Forgive us. We know that there is really nothing futuristic about email. However, we believe email can be a very powerful tool in the "personalization" of the cablesite experience. We're not talking about a standard daily newsletter. Much like we are recommending the cablesite be a Progressively Personalized experience, we recommend the same type of dynamically generated "custom" email for each subscriber to get in their inbox to start their day. You read about the topics and issues that you've already indicated are important to you based on your content-consuming behavior. Emails house snippets of articles and videos and drive back to the cablesite for extended consumption.

Email (in the form of opt-in newsletters and e-coupons) has gained a huge resurgence along with the Daily Candy, Pop Sugar, Fabs, Groupons, and Gilts of the world. MSNBC may be considering a service like this and we think it would be strong addition to the overall experience with the MSNBC cablesite brand.

4. HIGH-LEVEL CONCEPT

While MSNBC has a wealth of great content, we know that alone it is not enough to build the kind of engaged network that you have in mind. You need this content to be findable, relevant, and shareable. You need it delivered across each platform that your audience is using. And you need it to be designed for effective monetization.

CREATE A VIRTUOUS TRAFFIC CYCLE

Driving digital traffic is a complicated affair with no easy answers. But Razorfish is expert at helping our clients do just that. Below is a formula we think will work for the MSNBC cablesite, to drive a virtuous and sustainable cycle of traffic which can then be monetized. It starts with optimization for and promotion through the broadcast media, frames up a new editorial mix, and weaves it all together through deep integration with social tools that will reinforce discovery.

Search + Promotion → **Content** → **Social** →

Optimize the site for discoverability

1. Create memorable URL alias for broadcast-promoted landing pages (msnbc.com/ed)
2. Design and build for SEO
3. Integrate media + text
4. Tag, tag, tag

Re-think the editorial mix

1. Lead with video
2. Push new content types (articles, blogs, photos)
3. Create short- and long-form
4. Deliver targeted content

Weave social into the core fabric

1. Expected, simple distribution
2. Democratized content
3. Fresh 360 perspective
4. Progressive personalization

(explained in greater depth below)

reinforces

The Social Fabric

We see social media playing a dominant role in the MSNBC experience. The strategy for the role could include:

- *Expected, Simple Distribution:* Nowadays, people expect sharing capabilities to be built into their experiences. Enabling the simple distribution of content assets across the social web maps to this behavior and expectation, yields tremendous data insights, and enables other socially driven mechanisms within the context of the site experience.

- *Democratized Content:* By adding social interaction, measuring influencer behavior, sentiment and activity can drive specific components of MSNBC. Surfacing the most-discussed, most-shared, most-recommended content in content buckets enables a "snackable" content experience that users are likely to consume because it's already been socially validated by their peers.

- *Fresh 360 Perspective:* MSNBC has a strong lineup of editorial staff and television personalities offering op-ed perspectives on the issues of the day. Imagine layering in social commentary as another component. Pulling in queries from Twitter, hosting Facebook discussions, UStreaming live political events, having an Instagram gallery of specific issue coverage, Foursquare coverage of progressive political candidates, etc. This content would be presented holistically in the context of an issue or topic, supplementing formal media coverage, MSNBC coverage, and additional rich media assets.

- *Progressive Personalization:* The issue-oriented conversations are already taking place on social sites and we do recommend pulling those conversations into the MSNBC framework (see above). However, imagine making it easier for the user to trust the source by enabling their personal view of the issues via Facebook Connect integration. This type of integration would add another layer of social feedback to the mix…not only social activity across ALL networks, but across MY networks. MSNBC could create a personalized co-viewing strategy that includes a personalized view of the news (driven dynamically by behavior and preferences) and key access to custom social experiences, such as voting real time on issues while watching a show on the television screen, or participating in a hosted social debate. This type of experience would not only delight your engaged, passionate user base, but would aid MSNBC in identifying the core influencers more effectively and deliver a solid 1:1 experience.

Build Relevance at Each Touch Point

As was stated in the RFP, there's no company delivering the kind of cross-platform, progressively minded content that the MSNBC audience is looking for. This is not surprising—it's an elusive goal given the fragmentation that defines today's connected consumer experience. But delivering on that goal takes vision, perseverance, and being proactively ready to deliver the right content, at the right time, to the right consumer. Here's a short day in the life of what this might look like as Heather—our prototypical user—sees the Occupy Oakland story unfold.

8 AM

ON THE GO
ON THE WAY TO WORK, HEATHER GOES TO FACEBOOK

- Opens Facebook app
- Watches an MSNBC news clip of Rachel Maddow's commentary on the Occupy Oakland movement, posted by a friend
- Adds her comment on the clip, *"Wow, I can't believe how serious this is getting."*

12 PM

AT WORK
INTRIGUED BY THE CLIP, SHE DIGS FOR MORE INFO

- Searches "Occupy Oakland"
- Clicks the top result from MSNBC
- Watches a clip from The Ed Show while reading a text summary
- Likes the content page
- Subscribes to the topic then reads more in the string

7 PM

AT THE DINNER TABLE
WANTING TO SHARE THE STORY WITH HER HUSBAND, SHE DIGS FOR RICH CONTENT

- Browses to the site
- Is directed to a tablet-optimized version
- Sees *Occupy Oakland* is a trending topic
- Clicks through to a photo gallery, then Tweets about it
- Her friend Amy re-tweets her post

10 PM

ON THE COUCH
SHE WATCHES THE ED SHOW WITH A SMARTPHONE AS SECOND-SCREEN SUPPORT

- During broadcast, hears Ed promote MSNBC.COM/Ed
- The site is context-aware to sync while the show airs
- Watches the Pulse reaction of the virtual audience
- Votes her support for the protesters from the phone, which she shares to Facebook to amplify her voice even further
- Sets up an alert for this topic

5. SAMPLE MOCKUP

The low-fidelity mockups below are a quick sample of our thinking and a perspective on how to transform the insights and ideas shown above into concrete experiences. We've selected a small variety of page templates that show how a typical audience member might dig into and traverse across the site.

ISSUES LANDING PAGE

This layout is designed for user navigation and discovery. It surfaces the current issues of the day, layered with social tools and personalization that should increase content relevance. It also exposes the audience to the breadth of opinion that MSNBC can bring to the table on any given topic. Variations on this layout can be easily applied to tablet, mobile, and email platforms—so that the audience begins to learn consistent interaction patterns across the MSNBC cablesite ecosystem.

ISSUE DETAIL PAGE

☒ msnbc

ISSUES   SHOWS   ROAD TO 2012

OCCUPY OAKLAND

RELATED ISSUES: Occupy Wall Street, Wisconsin Strikes, Tea Party

◄ Kory Klem and 3 others recommend

OAKLAND PROTEST TURN UGLY

COPS FIRE TEAR GAS, BANG GRENADES ON CROWD

IRAQ VET HURT IN MELEE

OAKLAND MAYOR ADDRESSES PRESS

WHERE WILL IT END? ►

IT'S GETTING REAL IN HERE

PEOPLE'S VOICE: "He was provoking no one." -- Ann, New Canaan, CT

ABOUT THIS ISSUE

———————————————
———————————————
———————————————
———————————————

54,383 follow this issue

🔊 **Follow +**   **Email +**   **Mobile Alerts +**

AD

THEIR TAKE

MADDOW
"Talk is cheap…"

SCHULTZ
"Don't give these cops a break…"

MATTHEWS
"Lorem ipsum…"

O'DONNELL
"Lorem ipsum…"

YOUR TAKE

Add Your Voice +

AUDIENCE VIDEO: First hand protest footage

"Lorem ipsum dolor ad…"

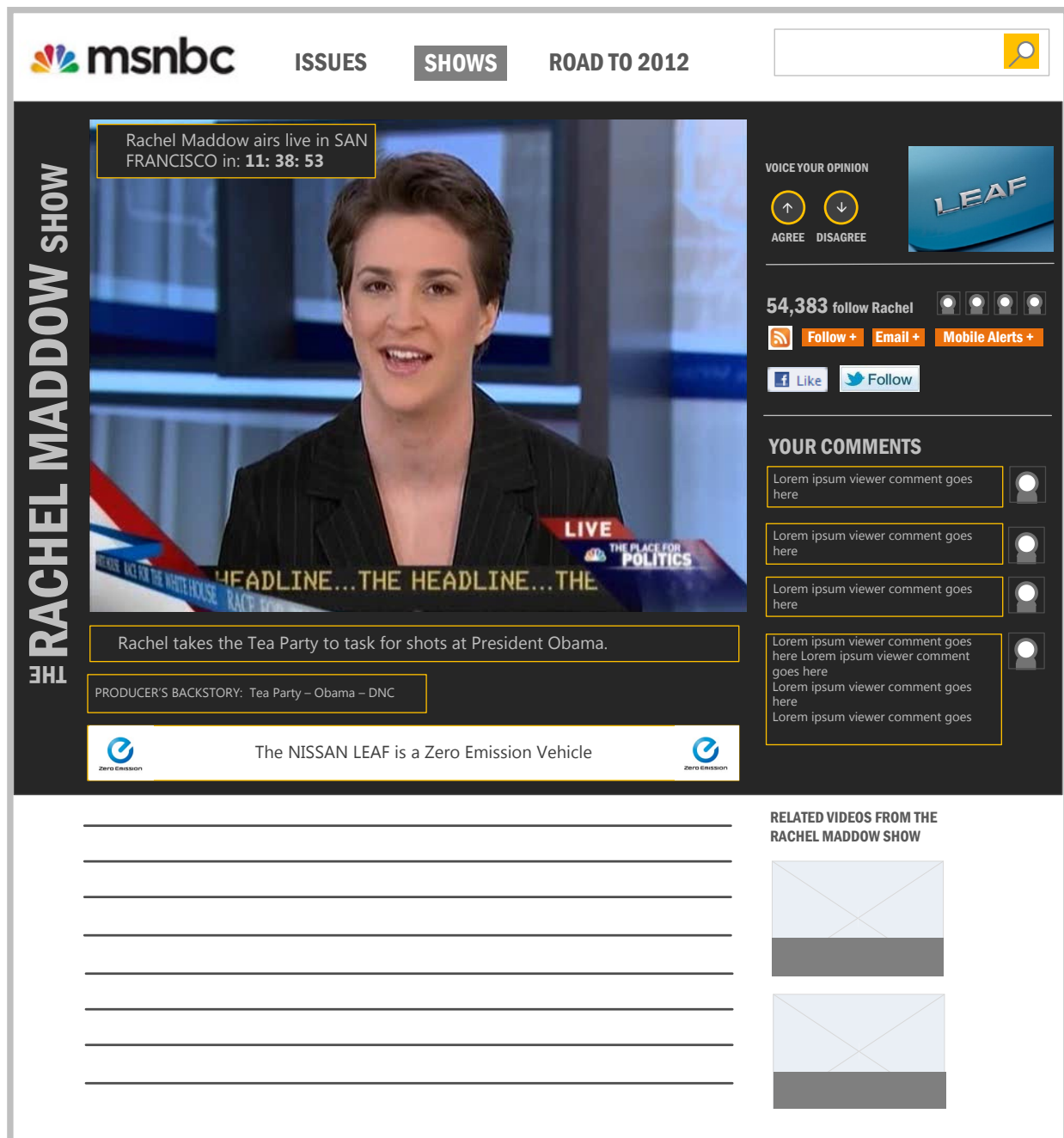**54%** Agree with the protesters

26% Agree, but think they're acting in vain

20% Wish they'd get a life

INSTRAGRAM GALLERY

SHOW VIDEO PAGE

These pages represent just the start of our thinking—ideas that we'd like to explore with you in greater depth to uncover just the right blend of content and functionality for your audience.

HIGH-LEVEL PROJECT COST

OUR APPROACH

Razorfish will utilize our proven project methodology to ensure on-time and on-budget delivery. Our methodology is based on four primary components: proven processes, Agile practices, close collaboration, and predictability.

Proven Processes

Razorfish has been cultivating our process for years. Our process allows us to move from Strategy to User Experience to Design in an efficient, thorough, and effective manner. Our project framework typically consists of the following phases.

- *Discovery*—Creation of the over-arching strategy for the project
- *Foundation Design*—Development of the "scaffolding" or framework for the site's business requirements, user experience and design
- *Detailed Design*—"Time-boxed" user experience and design process resulting in completed design product every two weeks

Agile Practices

Our methodology includes the best aspects of the Agile methodology. In our application of Agile, we spend a good deal of time at the beginning of the process defining a solid foundation for the site's user experience, requirements, creative, and technical design to ensure that everyone has bought into the overall site framework. Next, we divide the detailed user experience and design work into multiple iterations in order to "time box" the design efforts. This approach allows us to complete the creative development in pieces. As a result, our clients have full visibility into the user experience and creative process, plus the ability to change requirements or priorities throughout the design process.

Collaboration Model

Razorfish has worked in many different team models with our clients over the years. We have a great deal of experience working with both large and small stakeholders groups in companies with a variety of offerings and business units. We have significant experience collaborating with and communicating to a large number of interested parties and have tools and processes to make this process efficient. We have a great deal of experience moving fast to get to market on-time while incorporating a large number of stakeholders in deliverable reviews and critical decisions along the way.

Predictability

Razorfish strongly believes in the value that predictability brings to any fast-moving process. Given the aggressive timelines of the MSNBC assignments, we will provide predictable processes for communication, project execution, deliverables, and reporting. For example, our project approach will include three key recurring meetings—a Daily Standup meeting, Weekly Status meeting, and Weekly Work-in-Progress (WIP) Deliverable Review meeting. The Daily Standup is a 15–30 minute project management meeting to review progress from the previous day and discuss activities for the current day. The Weekly Status is designed for core teams from both sides to review overall project status, risks, and any issues that occurred during the week. During the Weekly WIP, we will review either completed or work-in-progress deliverables. Therefore, MSNBC will see Razorfish work every week and be provided a regular opportunity to provide feedback and guide the project deliverables. Collectively, the meeting cadence above provides a predictable set of interactions with the Razorfish team and plenty of opportunity to guide and monitor the project.

PRICING

Razorfish estimates the fees for the new MSNBC website, optimized tablet, and mobile sites to be in the range of $1,275,000–$1,495,000. We provided a fixed price for discovery and low- and high-cost range for each work stream based on the high-level information available at this time.

Please note that we are fairly clear on the scope of discovery and are confident in our estimate. For the additional phases, our estimates are more designed around what we've seen for level of effort for these types of projects in our past experience. When analyzing these projects, we found several key areas where scope possibilities vary from small to very large. We anticipate being able to provide a fixed-price estimate for the additional phases after some requirements definition and prioritization.

This breaks down by phase as follows:

Phase	Range	
	Low Cost	High Cost
Discovery	$285,000	
Foundation Design	$350,000	$450,000
Iterative Design	$600,000	$700,000
Support	$40,000	$60,000
Total:	$1,275,000	$1,495,000

Project expenses: We typically allocate approximately 10% of the total project costs for expense.

ASSUMPTIONS

Note that Assumptions were included earlier in this response on page 5, per your requested format.

PROJECT TEAM

These are the potential resource types, and their responsibilities, that would be engaged in delivering this project. Bios of our leadership team follow.
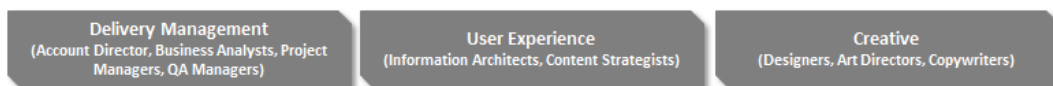
Core Project Leadership:
A senior team involved during the duration of the project and ultimately responsible for the overall delivery.

| Client Partner (Client Engagement) | Program Director (Delivery Management) | Creative Director (Creative) | Experience Lead (User Experience) |

Discipline Team:
The execution team that produces the deliverables with oversight from the Core Team. Allocation fluctuates, based on the phase and activities.

| Delivery Management (Account Director, Business Analysts, Project Managers, QA Managers) | User Experience (Information Architects, Content Strategists) | Creative (Designers, Art Directors, Copywriters) |

Executive Advisory Support:
Oversees the Core Project Team, provides strategic leadership as necessary, and acts as a point of escalation for key issues.

| Garrick Schmitt (MD, Experiences & Platforms) | Mark McKenna (GVP, Delivery Management) |

Garrick Schmitt, Managing Director, Experiences & Platforms

Garrick leads our Experience & Platforms Group of strategists, planners, analysts, and interaction designers. Since joining Razorfish in 1999, he has helped clients such as CBS, Williams-Sonoma, Intel, PayPal, Yahoo!, Mattel, and ESPN adapt to a changing consumer and technology landscape. He has also led an in-house innovation team (Razorfish Idea Lab) that focuses on next-generation consumer applications and technologies—including social media, mobile applications, interactive advertising, and IPTV. Garrick is a recognized thought leader in the industry. He publishes FEED, our annual digital brand experience report that charts the evolution of consumer behavior and technology; is a regular columnist on digital advertising for Advertising Age; and has spoken widely at conferences such as SXSW, Ad:tech, Web 2.0 Expo, IAB MIXX, Microsoft's MIX, iMedia, and the IA Summit.

Mark McKenna, Group VP Delivery Management

Mark leads the Delivery Management discipline within our Experience & Platforms Group. Mark's team is responsible for delivering projects on time, on budget and beyond our clients' expectations. Mark has more than twelve years of experience working in Web consulting and has provided leadership on a wide variety of projects in his career including major Web initiatives for McKesson, Fidelity, Rabobank International, BJ's Wholesale Club, and Sun Microsystems. Prior to joining Razorfish, Mark worked at BiT Group, Inc.—a web consulting services company in Boston. Mark's education includes a MBA from Northeastern University and an undergraduate degree in International Management and Computer Science from American University.

Joe Oh, Client Strategy

Joe has more than 15 years of integrated marketing experience—evident by the various roles he has held, including agency owner, general manager, head of strategy, head of innovation, and media director. Joe has been a strategic partner to leaders in consumer technology including Google Mobile and Windows Mobile, innovators in automotive such as Tesla Motors, and leaders of popular culture like Nike, Sega, and Sony PlayStation. Despite his experience with such amazing, well-known brands, Joe takes greatest career pride in the time spent leading the go-to-market strategy (and eventual $400 million acquisition) of Silicon Valley start-up darling, Slingbox. Prior to joining Razorfish, Joe was Principal at integrated strategy and design firm OH Collective, General Manager at the creative boutique Hub Strategy, Head of Account Management at Duncan Channon, and also held account management titles at advertising mainstays Lowe & Partners and FCB. Joe holds Bachelor of Science degrees in Biology and Human Development from the University of California at Davis.

Andrew Crow, VP Experience Design

Andrew leads teams in multiple studios to design and produce experiences for customers across multiple channels. As part of the leadership team at Razorfish, Andrew engages with business and design communities, helping to share thought leadership. Previously, as a Senior Experience Designer at Adaptive Path, Andrew led design teams on projects for both enterprise clients and startups. Helping organizations such as Ameriprise, Electronic Arts, The Gap, HP, NASA, Plastic Logic, Princess Cruises, Warner Bros., and Zappos has enabled Andrew to affect experiences for millions of people. Continually obsessed with the latest technologies in the mobile and mixed-media spaces, Andrew consults on the design of mobile applications, social networking, and collaboration software. He is an advocate of ubiquitous computing and approaches projects

with a desire to ensure that the experience of a product stems from a strong overall strategy. Andrew is a member of American Institute of Graphic Arts (AIGA), Interaction Design Association (IxDA), the Information Architecture Institute (IAI), Special Interest Group on Computer-Human Interaction (BayCHI), and the Industrial Designers Society of America (IDSA).

Michael Betts, Director of User Experience

Michael is a 12-year Internet veteran. As Director of User Experience he works closely with clients to envision and design digital solutions that consistently exceed the expectations of customers. Should we engage with your team, his responsibilities would include ownership for the end-user interface—leading the team through a user-centered design process to deliver a world-class experience. If the Creative Director is like a cinematographer for a feature film, you can liken his role to the director. At Razorfish, he has led engagements across a diverse set of clients including Microsoft, Visa, ESPN, Toshiba, CBS, Yahoo, AIG and Vodafone. Prior to Razorfish, Michael served in product development at NBC Internet, the portal formerly known as Snap.com. He's passionate about bringing real value to users, thinks the Web has always been social, and prefers brainstorm sessions that don't involve a computer.

Christopher Follett, Executive Creative Director

Christopher is responsible for setting the direction and overseeing the development of all creative projects for Razorfish West Experience & Platforms Group projects. He oversees the disciplines of rich media, creative strategy, visual-system design, and interface development. Drawing on a background in fine arts, motion graphics, and environmental design, Christopher collaborates with Razorfish clients to design and create powerful brand relationships through unique user experiences

that are only possible online. He is passionate about generating innovative functionality by applying behavioral insights discovered through primary research and usability studies. Christopher has driven successful experience-design solutions for a range of Fortune 500 companies and industry leaders, including Sony, Disney, Red Bull, WaMu, Intel, Shutterfly and Visa. Christopher holds a BA from Otis Parsons in New York.

Holly Kasun—Director, Account Planning

Holly integrates qualitative insights into the media, strategic, and creative product of Razorfish. With more than 13 years of experience on the agency and client side, she has a proven track record in developing and managing teams that generate results-driven advertising initiatives. Prior to joining Razorfish, Holly was Head of Accounts for Riot, in Amsterdam. While there, she drove the planning strategy for brands such as adidas and Stella McCartney, and built out a team of 50 employees. Before that, she was Brand Director at 72andSunny in El Segundo, California, where she planned strategic campaign architecture to help shape the execution of campaigns for Nike, Discovery Channel, Quiksilver, Callaway Golf, and more. Holly has also worked on the client side of the business, including two years at Nike. She was promoted from the Niketown.com U.S. division to be Digital Commerce Marketing Manager for EMEA Nikstore.com in the Netherlands. There, she led marketing initiatives that drove more than 45% of online traffic and generated 50% of site revenue. She also initiated social media content generation, and managed three outside agencies. Holly has a M.A. in Advertising and a B.A. in Political Science from the University of Wisconsin.

Mike Selman, VP Strategy

Mike leads the strategy consulting practice for our West Coast clients. In this role, he is responsible for working with our clients, client teams, and discipline leads across the agency to identify and size business-building opportunities and deliver solutions that drive measurable and impactful results. Mike joined Razorfish in 2008 and has helped drive performance improvements for clients including Best Buy, Levi's, MillerCoors, Weight Watchers, and Holland America Line. Mike is a seasoned marketing strategist who started his career at Walt Disney, where he worked on the launches of Cinderella, Pocahontas, Aladdin, and Toy Story as a part of the Buena Vista Home Entertainment group. After Disney, he spent the next 15 years leading a range of marketing efforts at both venture-funded startups and large organizations. Mike came to Razorfish from T-Mobile, where he was a responsible for the $2.2Bn data services category. Mike holds a Bachelors of Science from Eastern Illinois University and an MBA from Loyola University of Chicago.
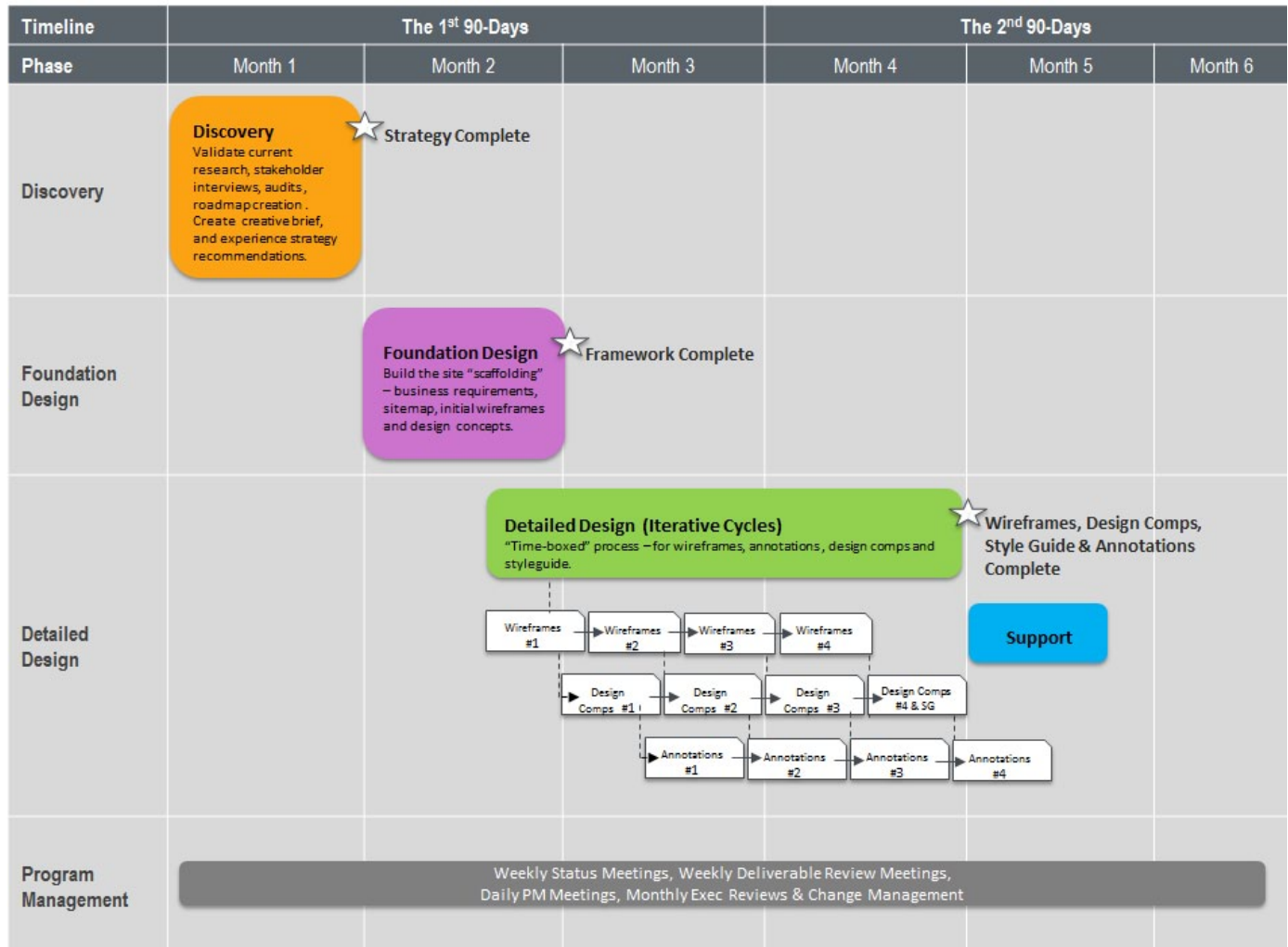
Deidra Bodkin, VP Media

Deidra has 15+ years of integrated marketing and media experience across branding, lead gen, media planning and buying, and social media marketing. She has worked on a variety of consumer and B2B brands in the technology and retail sectors including Microsoft/Bing, HP, Dell, Travelocity, and JCPenney. Prior to joining Razorfish, Deidra was VP, Group Media Director and U.S. Ideas Director for ZenithOptimedia where she led an integrated media planning and buying team for Hewlett-Packard. This work crossed all media including TV, digital, print, radio, and OOH, with an annual budget greater than $300 million. While at ZO, Deidra gained significant TV experience across the upfronts, scatter, spot and DRTV. Deidra is an active contributor to industry panels; this year she is the mobile ambassador for the Ad:Tech conference in San Francisco. Her creative approach to media has garnered industry awards including Digital Media Plan of the Year, Creative Media Awards (finalist), and EFFIE awards.

HIGH-LEVEL PROJECT SCHEDULE

MSNBC WEBSITE AND MOBILE SITE ESTIMATED TIMELINE

Based on the proposed project approach, the user experience and creative timeline for the new MSNBC website and optimized tablet and mobiles sites will be 17 weeks. In addition we will support MSNBC for three weeks after all deliverables are handed off. Assuming a mid-December 2011 start, the approved creative final files can be delivered early April 2012.

Timeline	The 1st 90-Days			The 2nd 90-Days		
Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Discovery	**Discovery** Validate current research, stakeholder interviews, audits, roadmap creation. Create creative brief, and experience strategy recommendations. ★ Strategy Complete					
Foundation Design		**Foundation Design** Build the site "scaffolding" – business requirements, sitemap, initial wireframes and design concepts. ★ Framework Complete				
Detailed Design			**Detailed Design (Iterative Cycles)** "Time-boxed" process – for wireframes, annotations, design comps and styleguide. ★ Wireframes, Design Comps, Style Guide & Annotations Complete. Wireframes #1 → Wireframes #2 → Wireframes #3 → Wireframes #4; Design Comps #1 → Design Comps #2 → Design Comps #3 → Design Comps #4 & SG; Annotations #1 → Annotations #2 → Annotations #3 → Annotations #4		**Support**	
Program Management	Weekly Status Meetings, Weekly Deliverable Review Meetings, Daily PM Meetings, Monthly Exec Reviews & Change Management					

PROJECT APPROACH

As described above, the delivery model for the new MSNBC website and optimized tablet and mobile sites will be based on the following three phases:

- Discovery

- Foundational Design

- Detailed Design (Iterative Cycles)

Below, we provide further detail around each of these phases.

DISCOVERY PHASE

Razorfish will kick off the engagement with a Discovery phase. During this phase, Razorfish will gather insights from three sources: MSNBC's primary stakeholders, user research, and analysis of user preferences.

Razorfish will work with MSNBC to review and flesh out business requirements for the project, engage with stakeholders, and develop the foundation for the user experience. Specific activities during this phase that lead to the development of the new MSNBC website, optimized tablet, and mobile sites consist of the following.

- *Project and Communication Planning*—Define and develop the project plan and communication plan for the collective project team.

- *Project Kickoff*—Conduct a joint project kickoff meeting to review the project plan, communication plan and objectives for the project.

- *Existing Materials*—Working from existing materials already created to ensure consistency throughout the project.

- *Content Audit* —Gather and document all relevant content needs for the site.

- *Stakeholder Interviews*—Interviews stakeholders to discuss objectives and requirements for each deliverable.

- *Tech Interviews*—Collaboration with MSNBC tech team including regular communication between the two parties to ensure user experience and creative design is accurate.

- *Stakeholder Workshop*—Conduct 1-2 workshops to engage key project stakeholders and flesh out the detail project business requirements.

- *Define Business Requirements*—Define and prioritize business requirements in the form of user-centered epic stories and prioritize based on impact to MSNBC's strategy and feasibility. These epics will be further refined during the Foundation Design phase and will be the basis for iterative creative development.

- *Develop UX Brief and Road Map*—Develop a UX brief and roadmap to summarize key findings from Discovery, and to make short-term, mid-term, and long-term recommendations for user experience and creative design in support of business objectives; with a primary emphasis on what is recommended and achievable; conduct one-to-two collaborative sessions with stakeholders to vet ideas and refine the roadmap for final acceptance.

Discovery Phase Deliverables

Work Product	Description
Project Kick Off Presentation	Presentation used to guide the project kickoff workshop and facilitate discussions during kickoff meeting.
Content Inventory	Document used to outline content that could be used on site.
Stakeholder Workshop Findings	Documents used to guide as well as gather findings from the stakeholder workshop.
Business Requirements Document	Excel spreadsheet or Word document capturing the business requirements for the project. Each requirement is defined as an Epic Story and supported by relevant use cases to provide sufficient detail of the business intent, priority and expected strategic outcome.
UX Brief & Roadmap	UX brief and roadmap presentations to summarize key findings from Discovery, and to make short-term, mid-term, and long-term recommendations for user experience and creative design in support of business objectives; with a primary emphasis on what is recommended and achievable. Conduct one to two collaborative sessions with stakeholders to vet ideas and refine the roadmap for final acceptance.

FOUNDATION DESIGN PHASE

During the Foundational Design phase, Razorfish will work with MSNBC to develop a framework for the new website, optimized tablet, and mobile sites. The framework will determine how users interact with the sites, the high-level design of key features. The framework elements will represent the foundational objects necessary to move into an iterative user experience and design process. Specific activities during this phase consist of the following.

- *Foundational UX Design*—Razorfish will develop wireframes establishing the recommended layout and interactive behavior of the site. The framework design will establish interaction patterns and flow patterns for navigation across the new MSNCB.com, optimized tablet and mobile sites. Wherever applicable, Razorfish will develop annotations and use cases specifying how the key features will work.

- *Foundational Content Strategy*—Razorfish will develop metadata models, editorial recommendations for the foundational pages/templates.

- *Foundational Visual Design*—Razorfish will develop three possible concept design directions. Working collaboratively with MSNBC, the Razorfish team will refine this down to a single final design direction for the new MSNBC website, optimized tablet and mobile sites. Razorfish will then create visual design comps for the framework layouts delivered via the UX design activity.

- *User Stories*—Using the Epic Stories defined in the Business Requirements document, Razorfish will work with MSNBC via on-going workshops to identify story-based work units for the iterative user experience and design process to follow. Stories will be refined to the level of detail necessary to fully understand the requirements for each user use case or scenario.

- *Estimate and Iteration Planning*—Razorfish will estimate the level of effort for the design, and testing of each story. The stories will be organized into iterations.

Foundation Design Phase Deliverables

Work Product	Description
Foundational Wireframes	Razorfish will work with MSNBC via on-going workshops to develop low fidelity wireframes depicting major components of the new MSNBC website and optimized tablet and mobile sites. Detailed wireframes will illustrate the layout of the page.
Foundational Visual Design	Up to three different design directions for MSNBC to select the final design direction the site will take.
Story Backlog	User stories depicting specific functionality on the site for the purpose of accomplishing a specific goal or objective.

DETAILED DESIGN PHASE

Razorfish proposes an Agile approach for Iterative User Experience and Design phases. We believe this approach is also well suited for creating the new MSNBC website, and optimized tablet and mobile sites. At a high level, the process calls for the user experience team to create wireframes in four batches. Once the first wireframe batch is approved, the creative team will start on the first of four batches of the design comps. In addition, once the first batch of the design comps is approved, the business analysis team will annotate them. This same process will be utilized for batches two-through-four of the wireframes, design comps, and annotations. Once the annotations are approved, they will be delivered to MSNBC to begin development.

The specific activities that will be performed during each iteration will include the following.

- *Iteration Kickoff*—Conduct an iteration kickoff meeting where the creative teams are provided their assignments and stories to be completed during the iteration.

- *UX Design*—Razorfish will develop detailed wireframes establishing the information hierarchy, recommended layout and functionality of each page.

- *Visual Design*—Using the wireframes as a guide, Razorfish will create detailed visual design comps for the framework layouts delivered via the UX design activity.

- *Annotations*—Razorfish will develop annotations and use cases specifying how the key features will work.

Detailed Design Phase Deliverables

Work Product	Description
Wireframes & Annotated Comps	Based on the creative examples given in the RFP, we will complete detailed wireframes that will illustrate the layout of the pages and will then have the visual design applied to them. The visual designs will be supported with annotations to explain how the interactive elements on the page will function.
Final Delivery & Support	Razorfish will work with MSNBC for three weeks after delivering all final files. This will include close collaboration with MSNBC, and creation of additional graphics and templates.

THANKS!

razorfish.