SAVING THE NEWS

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

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

Alex S. Jones, Losing the News

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

Definition
**Discovery**
Synthesis
Ideation
Realization

SAVING THE NEWS

STAGE 1: DEFINITION

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

Moody's Global Credit Research, U.S. Newspaper Industry
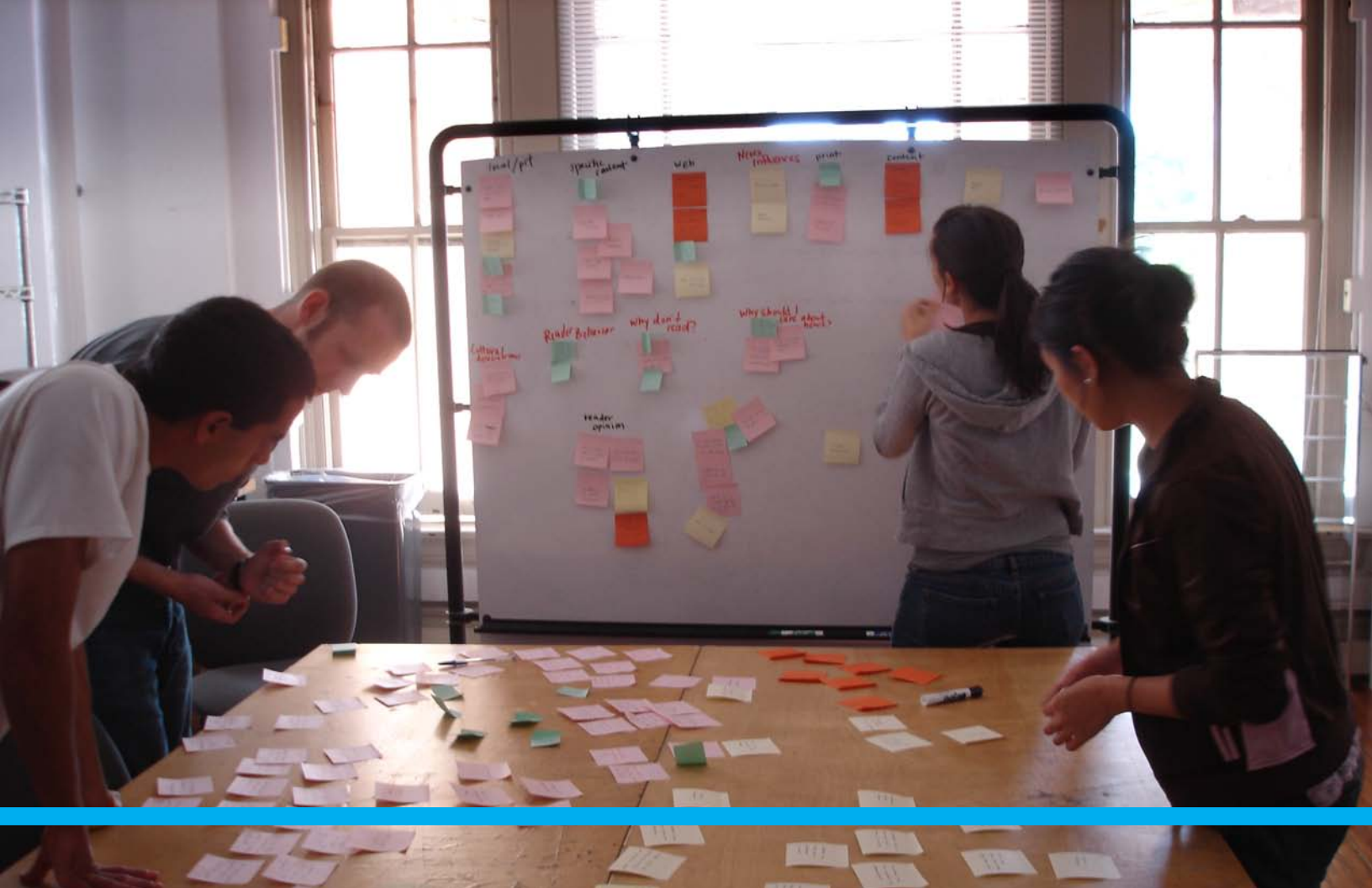
Our process began by figuring out the problem space.

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

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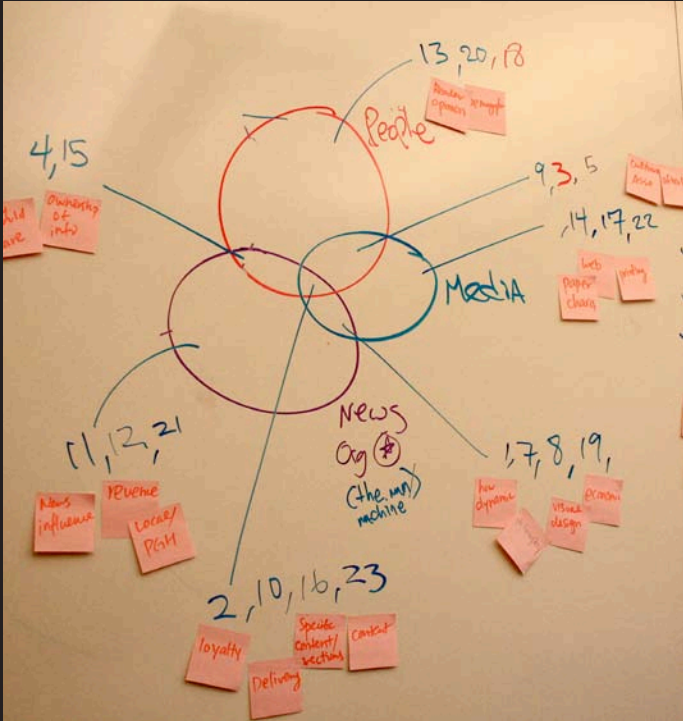
AFFINITY DIAGRAMMING

People, Media, News Organization

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

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

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

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

FOCUS STATEMENT

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

TERRITORY MAP

STAGE 2: DISCOVERY

"The newspapers used to make the news, now they are the news. Reports of their death may indeed be premature but there is no question they are dying. The recession hasn't helped but the real story is a shift in the habits of American consumers and the emergence of a new generation that gets most of its news online and for free."
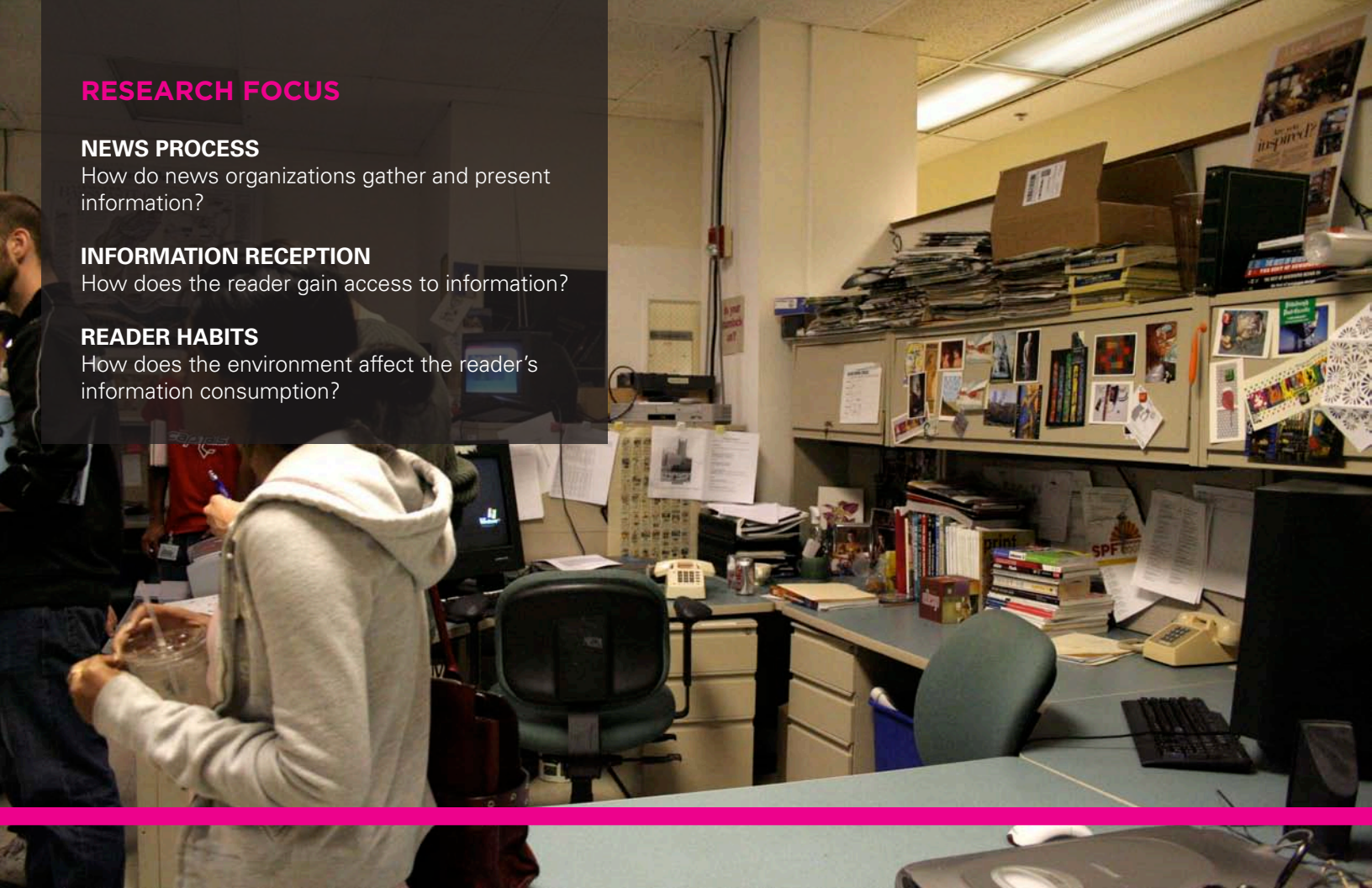
NEWS PROCESS
How do news organizations gather and present information?

INFORMATION RECEPTION
How does the reader gain access to information?

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

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

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

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

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

EXPLORATORY RESEARCH

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

ADVERTISING REVENUE (BILLIONS)

TOTAL
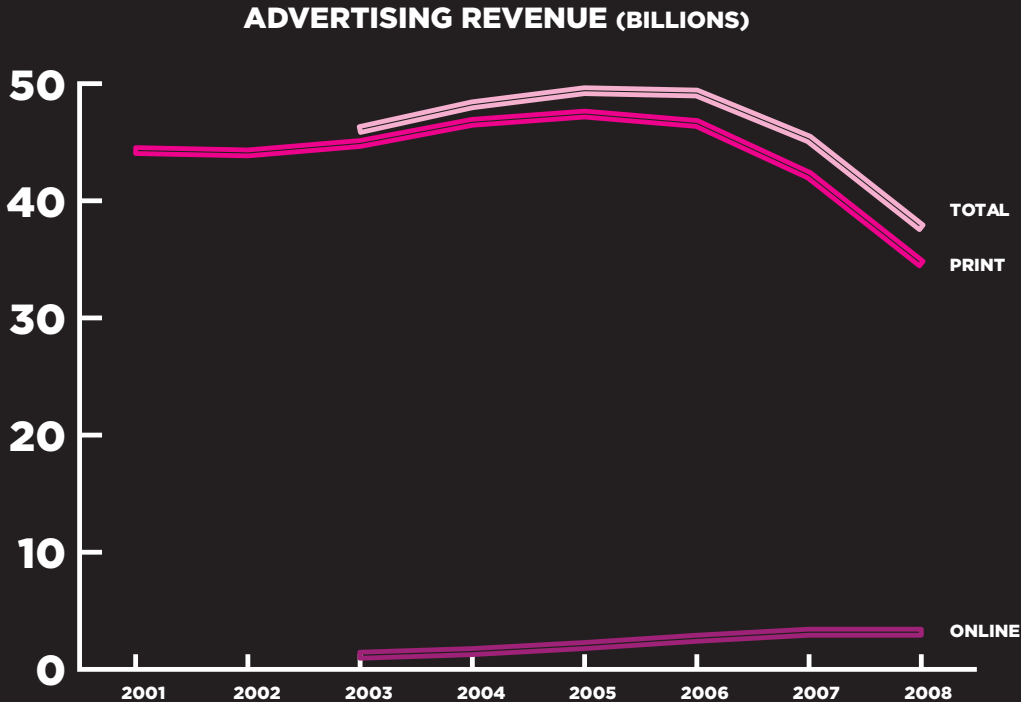
PRINT

ONLINE

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

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

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

PITTSBURGH POST-GAZETTE CIRCULATION
(IN THOUSANDS)

450

375

300

225

150

2001 2002 2003 2004 2005 2006 2007 2008 2009

SUN

MON-SAT

PITTSBURGH AUDIENCE

18-24
25-34
35-44
45-54
55+

POST-GAZETTE PRINT AUDIENCE

18-24
25-34
35-44
45-54
55+

POST-GAZETTE ONLINE AUDIENCE

18-24
25-34
35-44
45-54
55+
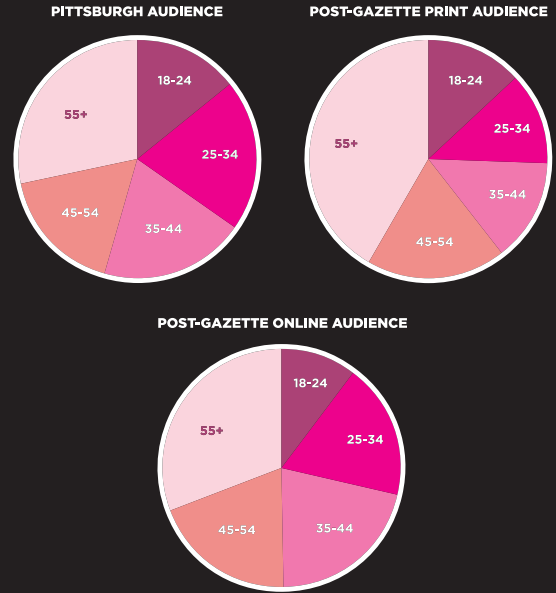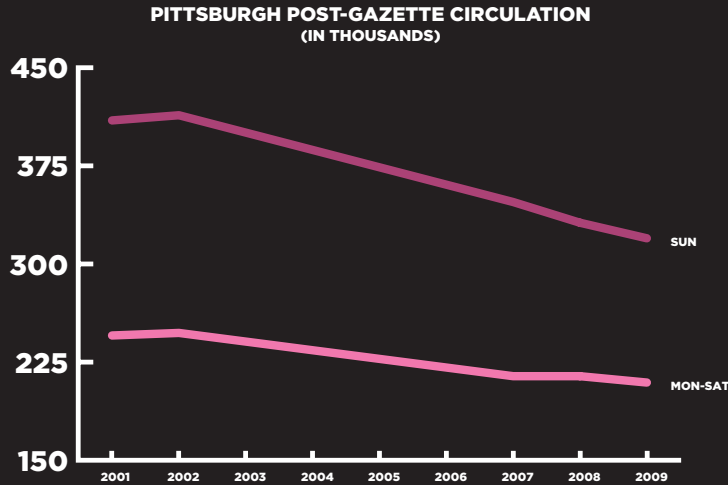
DEMOGRAPHIC

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

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

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

"Print is bulky, not as timely, and on someone else's schedule rather than mine." — 32

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

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

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

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

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

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

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

INTERVIEWS

STAGE 3: SYNTHESIS

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

Paul Graham, Post-Medium Publishing

HABIT & CONVENIENCE

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

CONTENT RELEVANCE

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

TIMELINESS

Readers want their news to be current and factually accurate.

JOURNALISTIC QUALITY

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

Areas of Focus

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

Journalistic Quality and Content Relevance.

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

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

THEMES

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

In your opinion, where is interesting news generated?

INTEREST MAPPING

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

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

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

Rank these ads from most to least trustworthy.

MOST   LEAST
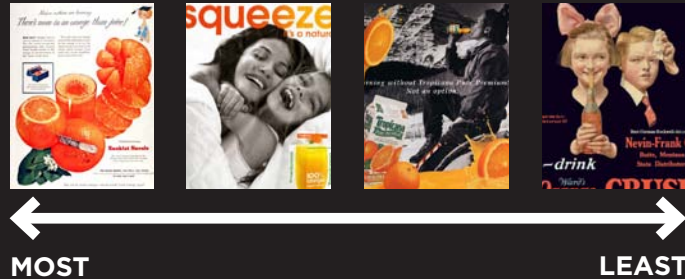
Rank how likely you are to purchase the product

MOST   LEAST

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

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

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

Rank these people from most to least trustworthy.
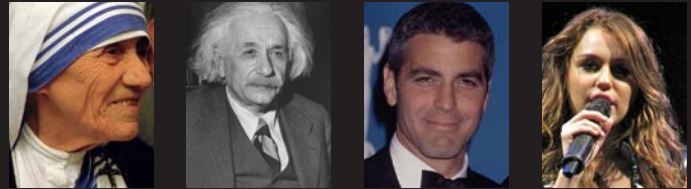
MOST   LEAST

Rank by who you would like delivering your news.
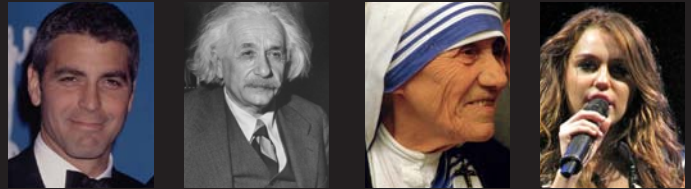
MOST   LEAST

TRUST EXERCISE

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

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

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

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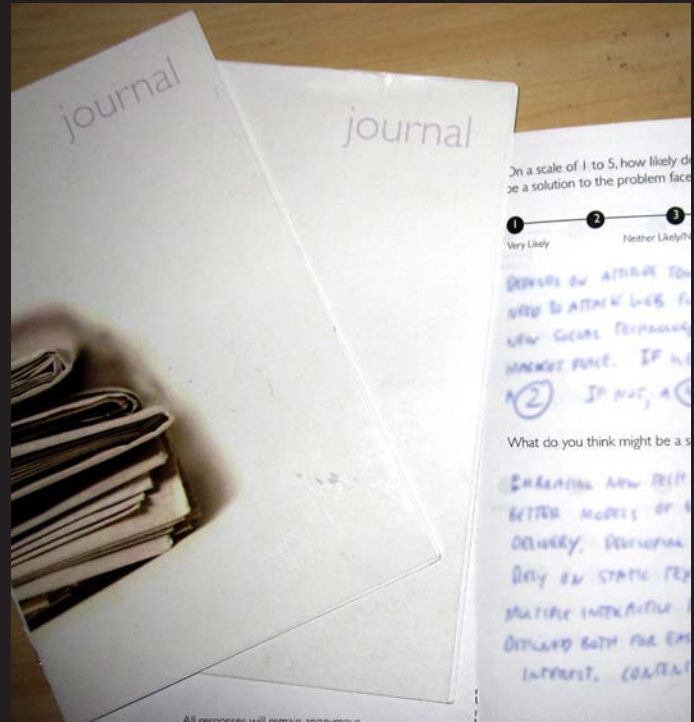
STAFF JOURNALS

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

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

There are people deeply in love Pittsburgh, and people deeply apathetic about the city, but there is also a spectrum of other types of people in between. To best understand how to transform that apathy into love, we would need to understand from where that apathy originates. Breaking down our mountain of data into its smallest bits, we developed typologies (e.g., Steelers fans, commuters, etc.). These typologies had a number of unique qualities, but they all had some level of connectivity and participation with Pittsburgh.
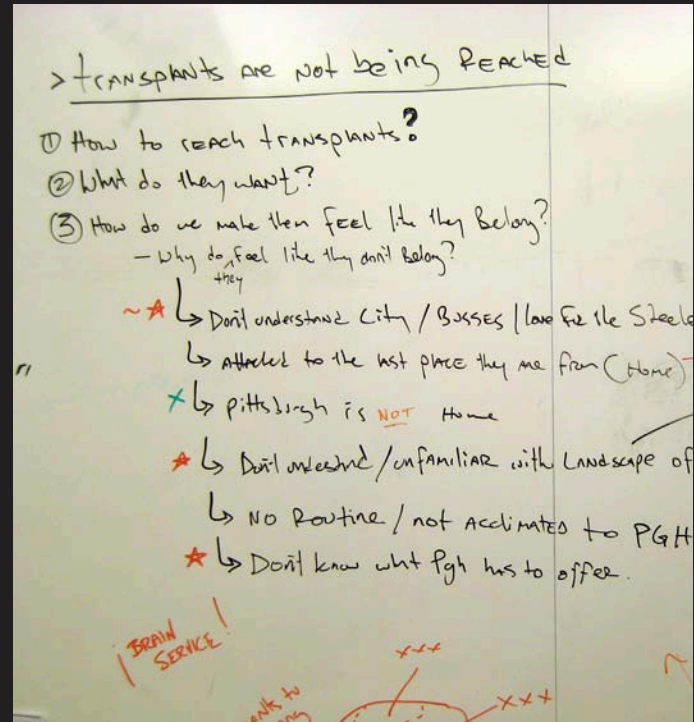
COMPARING APPLES
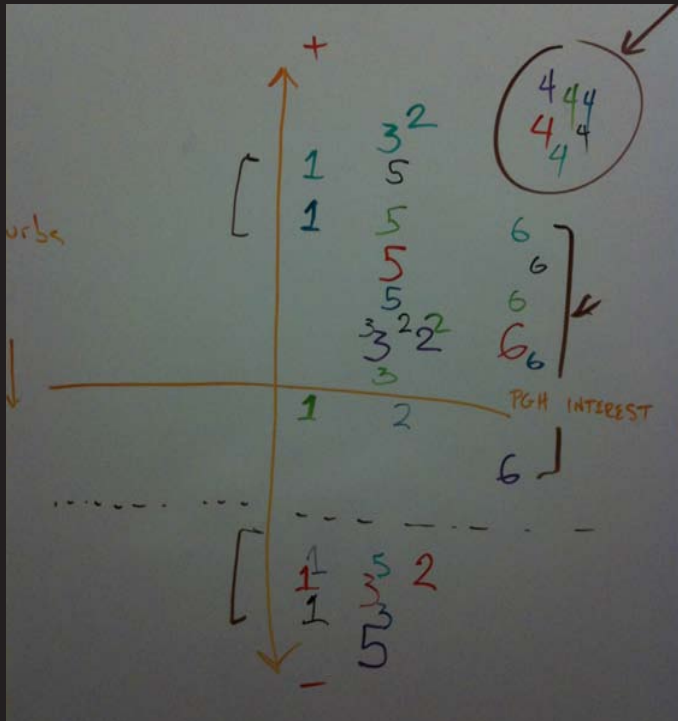
Instantly, it was apparent that people who loved the city and subscribed to the Post-Gazette clustered near the top right, with high Connectivity and high Participation. As these two qualities decreased, so did a person's overall sense of belonging.

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

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

PARTICIPATION

CONNECTIVITY

moved away
but visits often

local business
owner

Steelers fan

community
volunteer

stay-at-home
parent

frequent
flyer

posts on
community
boards

ex-pats

HIGH ENGAGEMENT

LOW ENGAGEMENT

follows
local culture

commuter

student

Pittsburgh
city-staters

recently moved
for work

moved
with spouse

professional
athletes
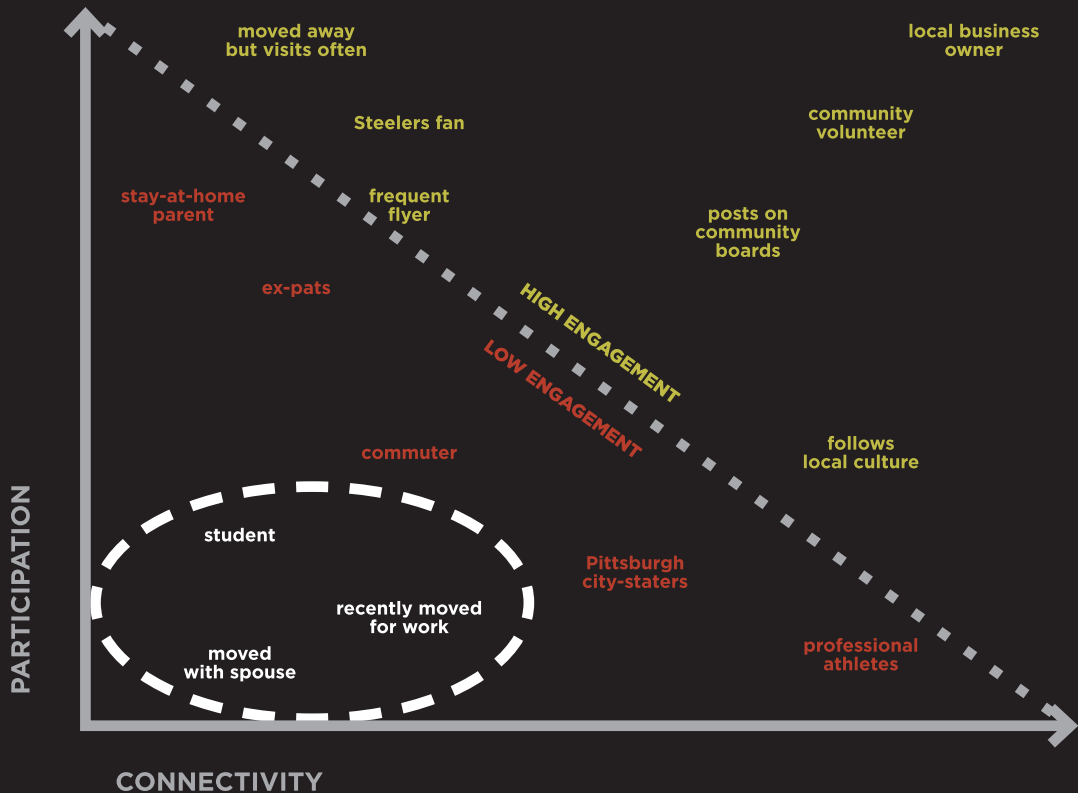
TRANSPLANTS

STAGE 4: IDEATION

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

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

FAMILIARITY
WITH SURROUNDINGS

COMFORT
IN COMMUNITY

KNOWLEDGE OF
LOCAL OFFERINGS

BELONGING

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

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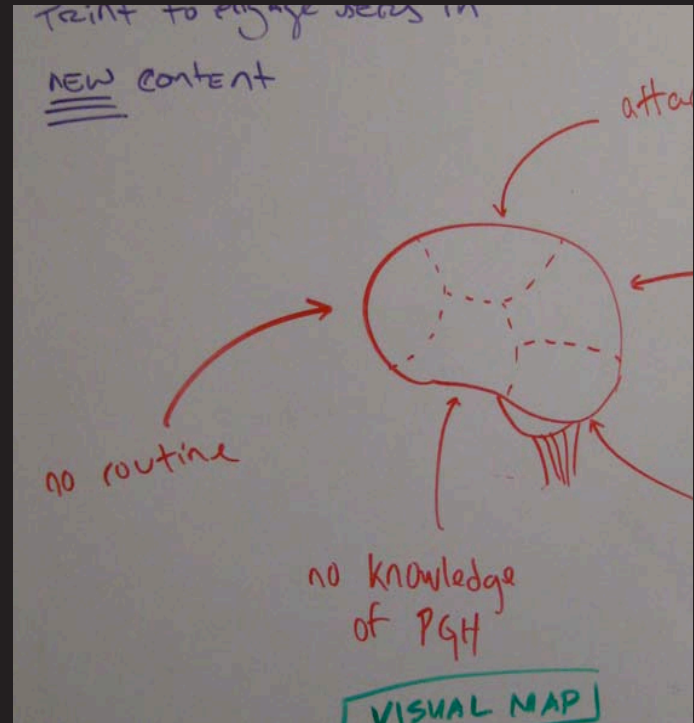
DESIGN FOR TRANSPLANTS

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

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

To aid with readers unfamiliar with their surroundings, the centerfold would be a map of the city showing ten highlighted events or locations to visit. Additionally, *The Burgh* would contain a "Week In Review" section with quick summaries of the week's biggest international, national, and local news. Finally, the publication would end with two feature articles from star reporters at the Post-Gazette. These articles would focus on Pittsburgh's role in the world, hopefully displaying the city's significance in the transplant's life as well as providing a new venue for the Post-Gazette's push to capitalize on its talent.

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

THE BURGH

Passage of bill is a victory for Barack Obama

House passes health care

A monumental overhaul of the nation's health insurance system passed the House last night, in a vote that split Western Pennsylvania Democrats.

The final tally was a razor-thin 220-215 in favor of passage, a victory for House Speaker Nancy Pelosi — who spent the past few days furiously drumming up votes — and President Barack Obama, who made health care reform his chief domestic priority.

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

The House bill would reform insurance practices, expand Medicaid and provide subsidies for those who cannot afford their own insurance — resulting in insurance coverage for an estimated 96 percent of Americans. Those who do not have health coverage through their employer would enter the health insurance exchange, where customers would have their choice of plans — including a government-run "public option."

The bill's opponents decried its length (about 2,000 pages), its cuts to Medicare (about $500 billion) and, in their minds, its potential to lead to government-run health care for all — a claim Democrats vehemently denied. Over the next decade, the Congressional Budget Office said, the bill would reduce the deficit by $30 billion. But Republicans pointed out that the costly provisions of the bill do not kick in until 2013, while it starts collecting revenue in 2010. It also does not include increases in payments to doctors under Medicare, a $210 billion "doc fix" that will be voted on as separate legislation.

Blue Dog Democrats Jason Altmire, of McCandless, and Kathy Dahlkemper, of Erie, voted no and yes, respectively, after refusing to reveal their intentions prior to the vote.

Mr. Altmire said he informed the Democratic leadership of his final choice yesterday morning because his district wasn't behind the bill.

His primary concerns were related to cost containment and a tax on small businesses that do not provide employee health insurance. Though those issues improved in the bill as it progressed from committee to the floor, Mr. Altmire said they still did not meet his goals to rein in health care costs.

"I think we can do better and I want to do better and I want to be a part of the process going forward," he said.

Both Mr. Altmire and Ms. Dahlkemper expressed concerns about abortion language, a debate settled with the passage of an amendment authored by Rep. Bart Stupak, D-Mich., that explicitly forbids people who receive government subsidies to purchase insurance plans that cover abortions. Also, the public option will not offer abortion coverage.

Ms. Dahlkemper said the fact that the anti-abortion caucus stuck together was crucial to forcing the abortion language into the bill, and she would work to keep it in a potential conference with the Senate.

Once that hurdle cleared, Ms. Dahlkemper said she was prepared to vote for the bill, and she circled the floor seeking autographs on her copy of the massive legislation.

"There was a lot of energy all day long on the floor," Ms. Dahlkemper said. "As the final vote count came in and once it hit that 218 and the final passage, it was an incredible moment."

Looking abroad for savings

No matter what Congress does with health care legislation in the next few weeks, one thing is already clear: The result will not do much to control the climbing costs of medical care in the United States.

And that is why many employers and insurance companies may seek savings by encouraging patients to travel abroad for treatment.

Offshore medical care is usually significantly less expensive than in the United States, and the wait times are often shorter. A heart operation that might cost $130,000 in this country could cost $18,500 in Singapore or $10,000 in India.

Estimates of the number of Americans traveling abroad for treatment — "medical tourism," some call it — vary widely, from 75,000 to 750,000 last year. But many reports consider it a growth industry.

Paul H. Keckley, executive director of the Deloitte Center for Health Solutions, forecasts an annual growth rate for medical tourism of 35 percent starting next year, which could reach 1.6 million patients by 2012.

"This is driven by the reality of health care costs, increased premiums and the mobility of the work force," Mr. Keckley said, "and it's becoming more understood and accepted. There's nothing in the current health reform bills that decelerates the cost of care, so that contributes to the appetite that people have."

For years, most of those who sought treatment overseas had no insurance. But today, medical tourists include people with insurance who are trying to avoid an increase in their premiums, as well as those who want procedures not available in the United States.

Failure 101: A class students could use

Disgraced ex-New York Times reporter Jayson Blair talking to college students about ethics? What's next? The former head of Lehman Brothers on financial risk management?

Such was the blogosphere's snarky tone when Washington & Lee University in Virginia announced that Mr. Blair was to speak Friday at a journalism conference there.

But if the cheap irony of a famous fabulist lecturing on ethics was too much to resist, perhaps it could also prompt colleges to think more seriously about something they often shy away from: the value of exposing students to, and preparing them for, failure.

For some people, like Mr. Blair, failure is spectacular and public. For others, it's just falling short of expectations — in their careers or personal lives.

But you won't find many examples of either type among the guest speaker announcements of college ballrooms. Instead, you'll find a parade of winners — titans of the arts and commerce and politics, many of them alumni, returned triumphantly to campus to inspire the next generation (and, implicitly, to donate to endow the college to worth up to $50,000 a year).

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

But rarely is the podium held by someone who just failed.

That's understandable — but too bad. Teachers say failure is something you called Gen Y students want to hear more about.

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

Continuing the map idea, we proposed to have every news article, event listing, and classified advertisement geotagged and placed behind an interactive map interface. Stories would be filterable by a number of categories (e.g., breaking news, sports, movies, etc.), and could always be presented within their geographic context. This latter feature especially would be invaluable to readers unfamiliar with Pittsburgh's numerous neighborhoods, assisting them in becoming acclimated to where these neighborhoods are and what cultural climates exist there. More than just showing the official boundaries between neighborhoods, the map would highlight the Pittsburgh areas that have grown organically out of citizens' actions.

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

POSTGAZETTE.COM
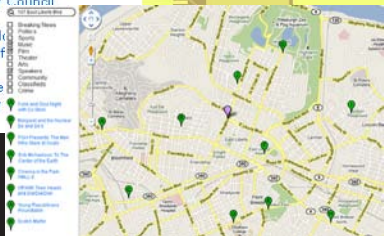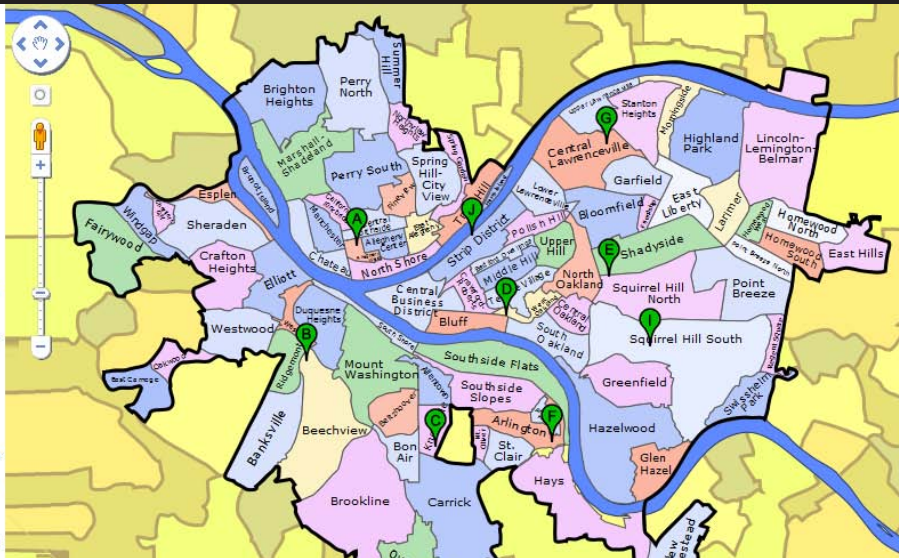
STAGE 5: REALIZATION

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

Clay Shirky, Newspapers and Thinking the Unthinkable

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

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

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

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

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

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

EXPERIENCE CYCLE

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The Burgh
Pittsburgh Post-Gazette
K&L GATES

offerings ✔ ✔

familiarity ✔ ✔ ✔ ✔

comfort ✔

belonging ✔

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

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

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

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

THE BURGH

offerings ✔ ✔ ✔

familiarity ✔ ✔ ✔ ✔

comfort ✔ ✔ ✔ ✔

belonging ✔ ✔ ✔ ✔

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

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

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

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

POSTGAZETTE.COM

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

Moving in:

29-year-old Alex has just moved to the city for a new job with UPMC. After a hard few of days settling into work, he has some time to relax and look over the welcome package his rental company provided. He notices a copy of *The Burgh*, and quickly scans through it before throwing it with the rest of his mail.

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

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

Three months later:

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

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

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

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

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

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

MEET ALEX

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

This service blueprint outlines the general steps a user would take as they travel through the service, and the support processes the Post-Gazette would need to implement to enable these steps.

	ORIENT	EMBED	GENERATE	REVERBERATE
STAGES	Discover events	Go to events	Share experiences	Create experiences
NEEDS	Offerings	Familiarity	Comfort	Belonging
FEATURES	map recommendations	user accounts ticket purchases	reviews photo sharing	friend following creating events
SUPPORT	build site/brand gather event info advertising distribution	site maintainence perks & rewards organize referrals	social network infrastructure	
REVENUE	print ads online ads	ticket sale commissions	online ads	

SERVICE BLUEPRINT

SERVICE REACH

LOVE FOR PITTSBURGH
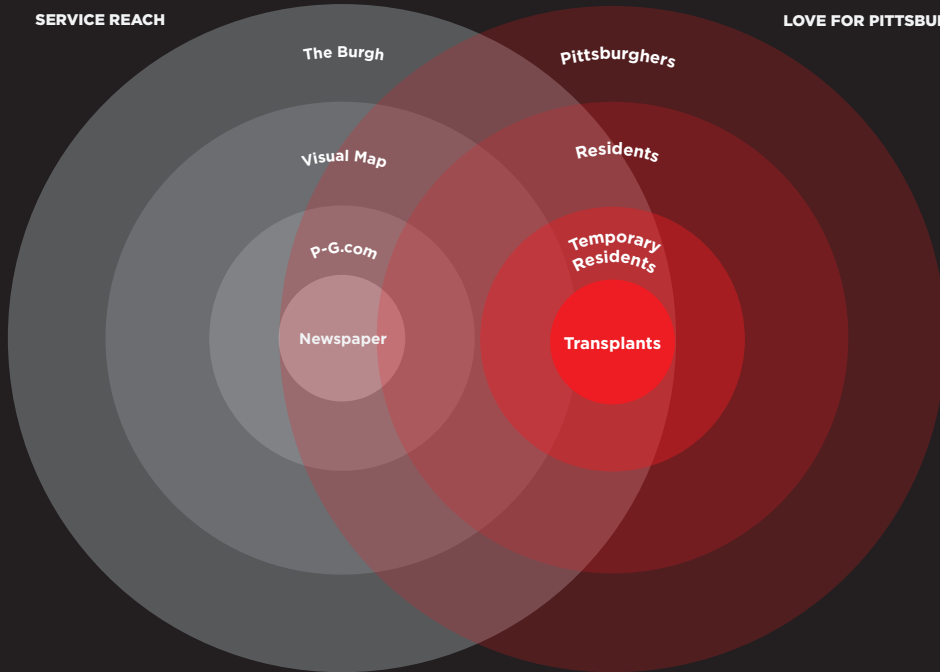
The Burgh

Pittsburghers

Visual Map

Residents

P-G.com

Temporary Residents

Newspaper

Transplants

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

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

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

THE FUTURE IS NOW

The New *Post-Gazette*

Your hub for everything going on in Pittsburgh.

Lauryn Fantano   Jeremy Kanter   **Jennifer Lu**   Patrick Purdy   **Spencer Sugarman**