

The Philadelphia Story

A model for the future of local news?





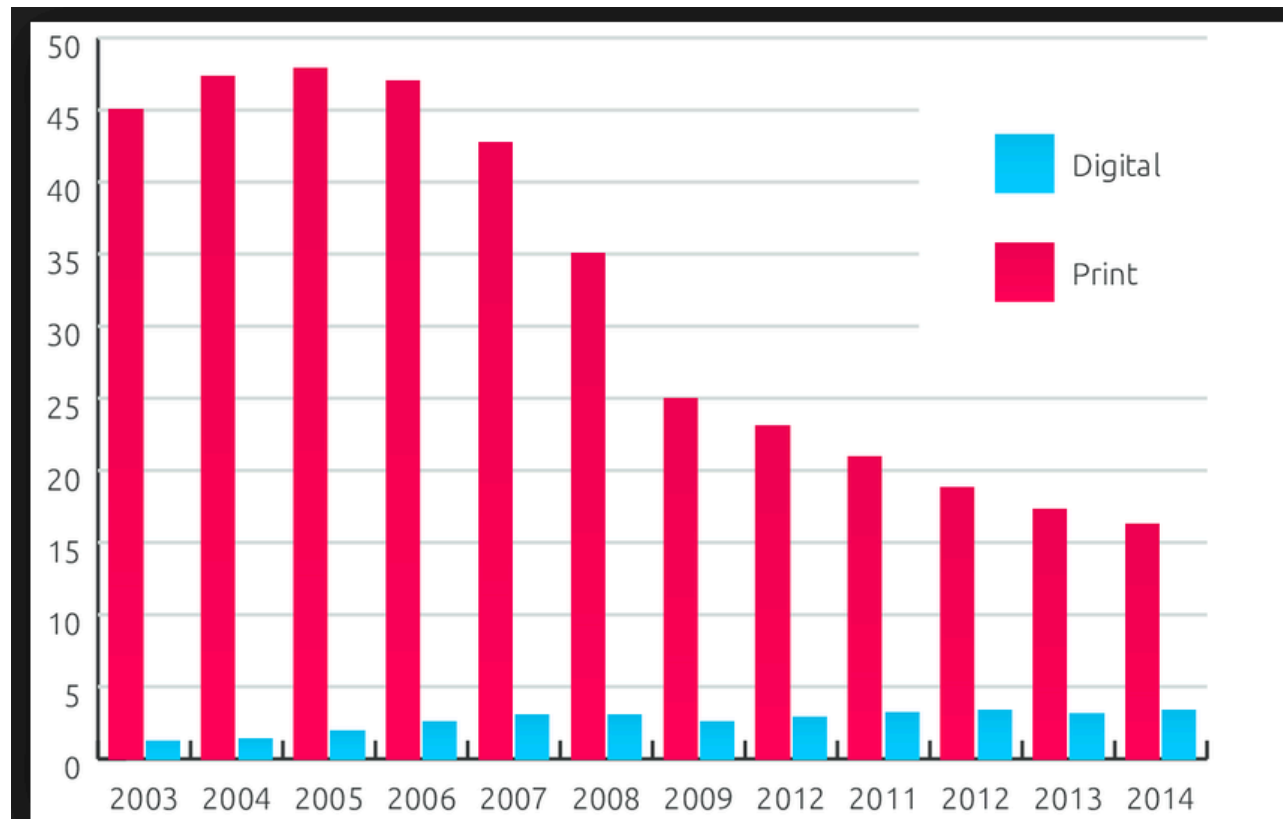
My journey: From ink ...

**... to ivy,
and insight.**

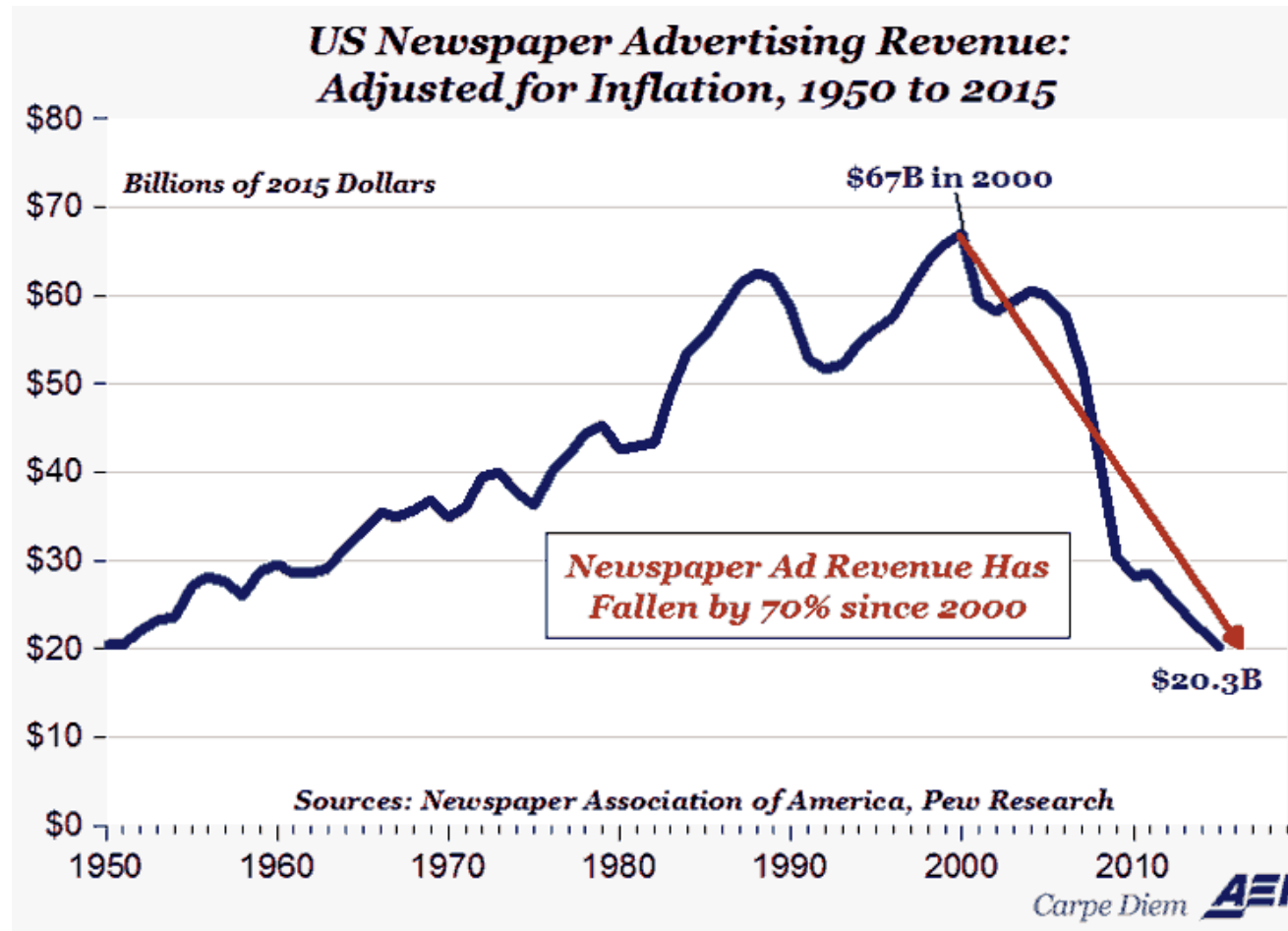




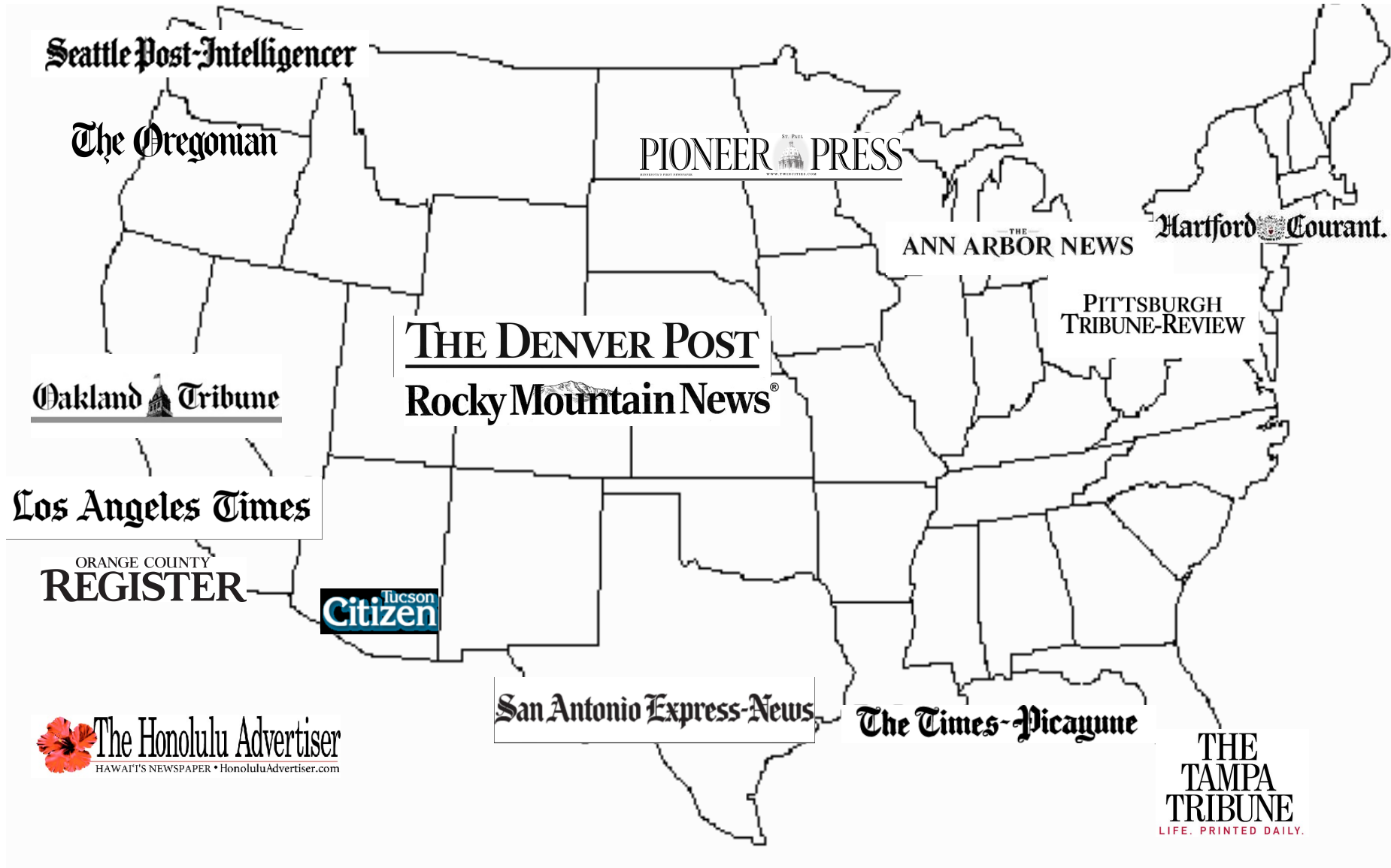
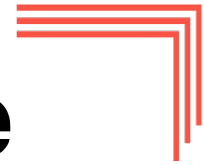
JOURNALISM
INNOVATION
DEMOCRACY



Print dollars, digital dimes



U.S. Newspapers Under Siege





But does it matter? Should we care about local news?

The gate to civic engagement



Λοχαλ νεωσπαπερ ρεαδερσηιπ
ηασ α στρονγ ανδ διρεχτ
χορρελατιον το:

- Φεελινγ ατταχηεδ το
χομμυνιτψ
- ζοτινγ ιν λοχαλ ελεχτιονο
- Παρτιχιπατιον ιν χομμυνιτψ
ανδ πολιτιχαλ γρουπσο

Source: Pew Research Center, 2016

In 24 of the top 25 U.S. markets, the highest-trafficked local site is ...



Special Offer for Philly.com Readers / Get The Philadelphia Inquirer and Daily News **Subscribe**

philly.com The Inquirer DAILY NEWS

NEWS SPORTS BUSINESS HEALTH ENTERTAINMENT FOOD OPINION REAL ESTATE OBITS

SPECIAL REPORT
Prep school teacher took boys on trips for camping, skiing — and abuse

CRIME
Father, son face assault charges for bar fight over Eagles
18 minutes ago

BREAKING NEWS
TRUMP DEFENDS ATTACK: 'END THE SLAUGHTER'

- US strike on Syria is widely hailed, but angers Russia
- Attack on Syria: 7 things to know
- What Pa. and N.J. members of Congress are saying

CLOUT
Philly Clout: Fast Eddie's casino days are over

PHILADELPHIA
Kenney, Conrail clash over Kensington heroin camp

LATEST NEWS >
Sponsored by COMCAST

US adds just 98,000 jobs; unemployment falls to a low 4.5 percent
about 1 hour ago

Amtrak says New York Penn Station tracks are

INTRODUCING MARRIOTT REWARDS® MEMBER RATES

Renaissance Tel Aviv Hotel
From **\$261**
Renaissance Hotels
Tel Aviv

BOOK NOW >

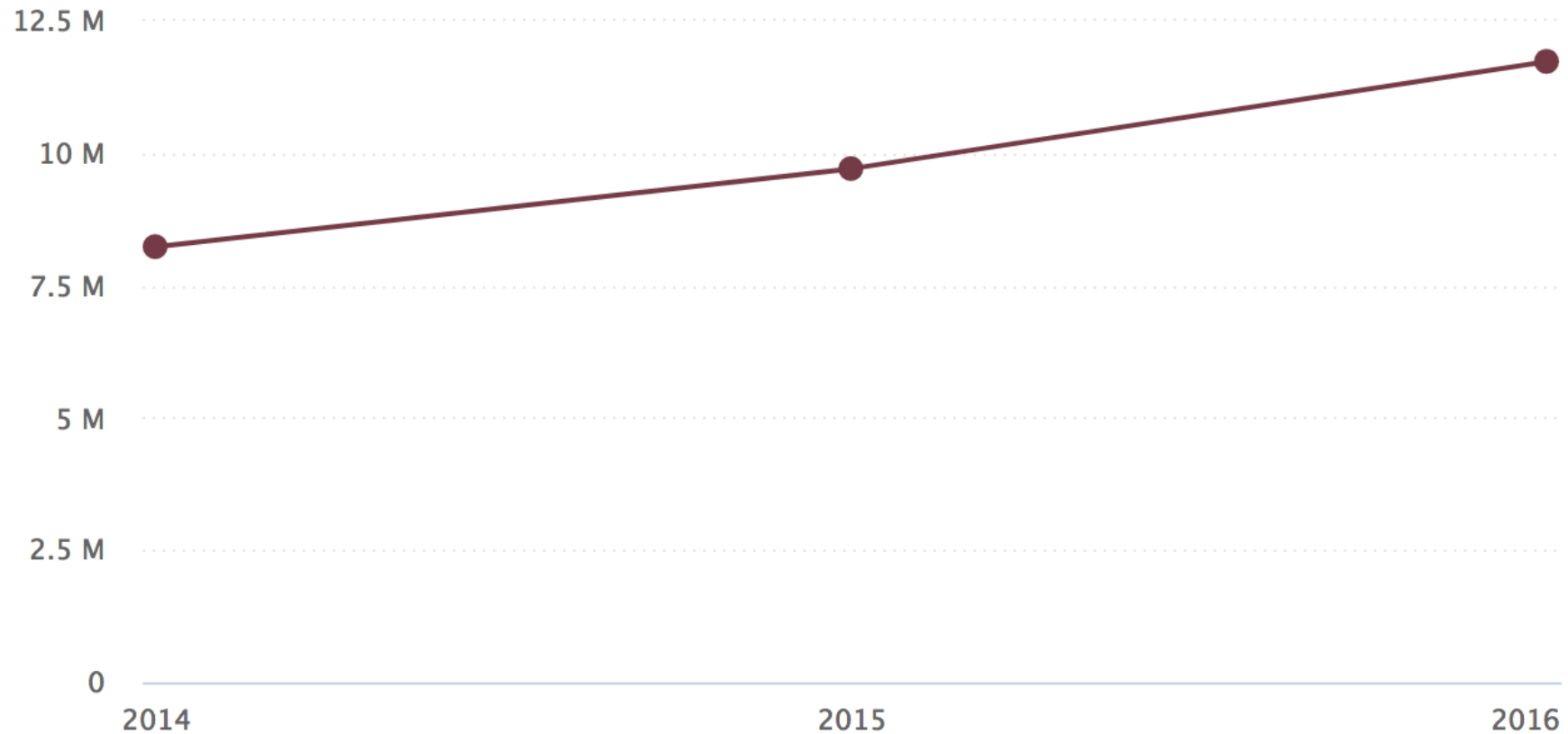
MARRIOTT REWARDS

Advertisement

... the local daily newspaper!

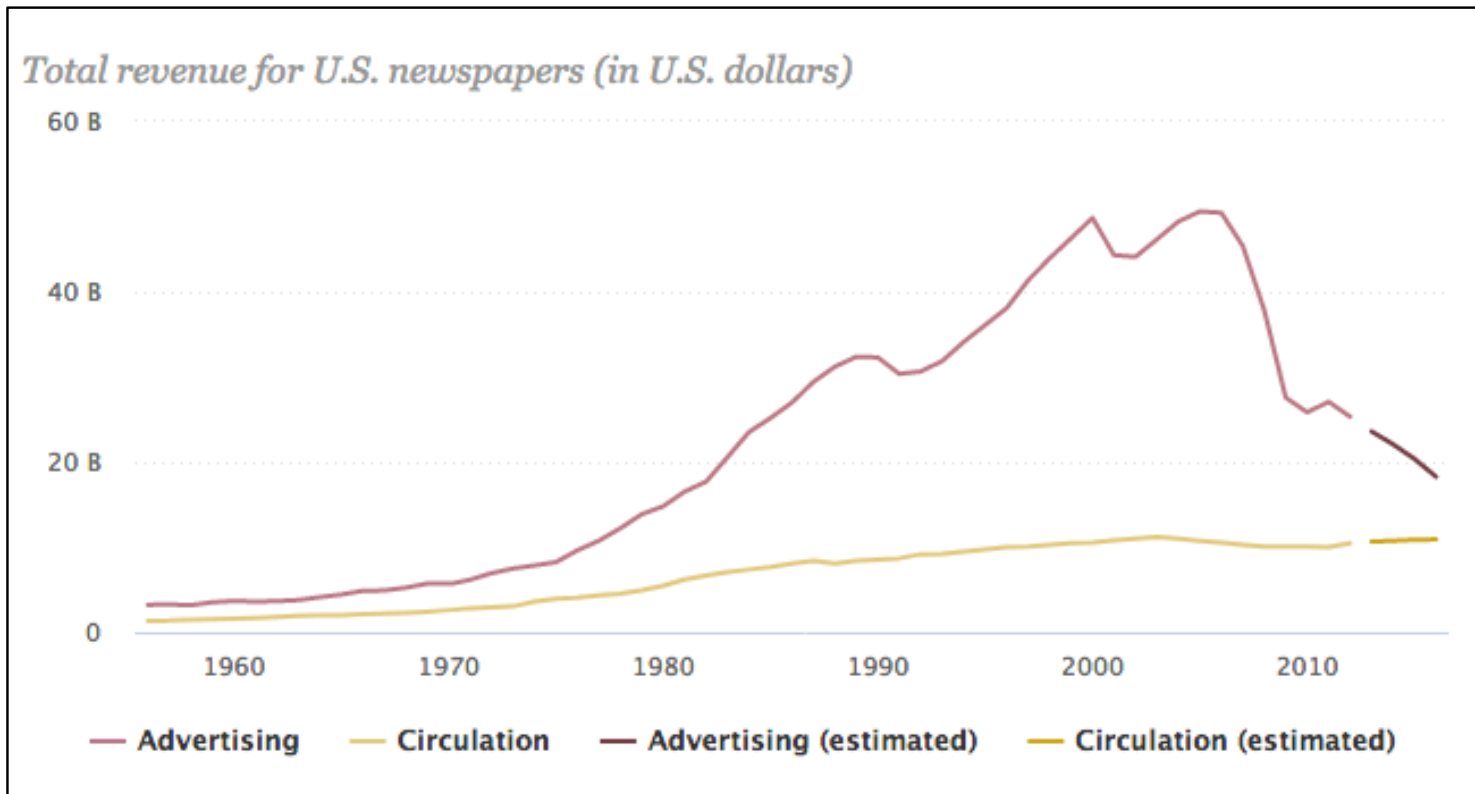


Average monthly unique visitors for Top 50 U.S. newspapers





As advertising plummets, circulation revenue slowly grows





The road forward in Philly

A new model for local news

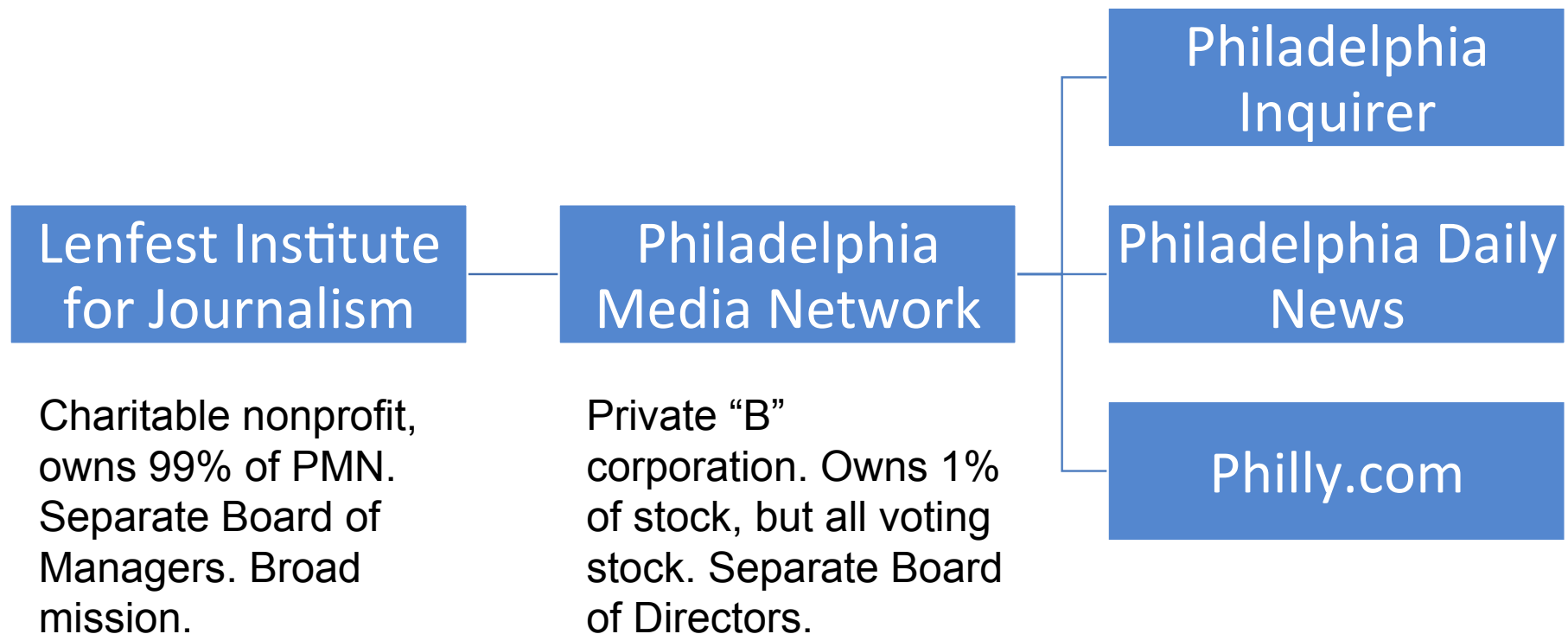




**THE
LENFEST
INSTITUTE**

JOURNALISM
INNOVATION
DEMOCRACY

A unique ownership structure





A DEDICATED FOCUS ON METRO NEWS MARKETS



A LIVE LAB OF OWNED NEWS PROPERTIES



INNOVATION THAT ADDRESSES A NATIONAL NEED



What Gerry Lenfest did:

- Προτεχτεδ ΠΜΝ φρομ ηισ οων μορταλιτψ - ανδ πυλτυρε χαπιταλ
- Γαπε ΠΜΝ α φινανχιαλ ρυνωαψ, ωιτη μινιμαλ προφιτ ιμπερατιπε
- Ωιτη \$20 μιλλιον, χρεατεδ α ρεσεαρχη-ανδ-δεπελοπιμεντ αρμ φορ ΠΜΝ ανδ φορ τηε φυτυρε οφ λοχαλ νεωσ



THE WALL STREET JOURNAL.



UNIVISION



The
Washington
Post

The
New York
Times



Annenberg
SCHOOL FOR COMMUNICATION
UNIVERSITY of PENNSYLVANIA



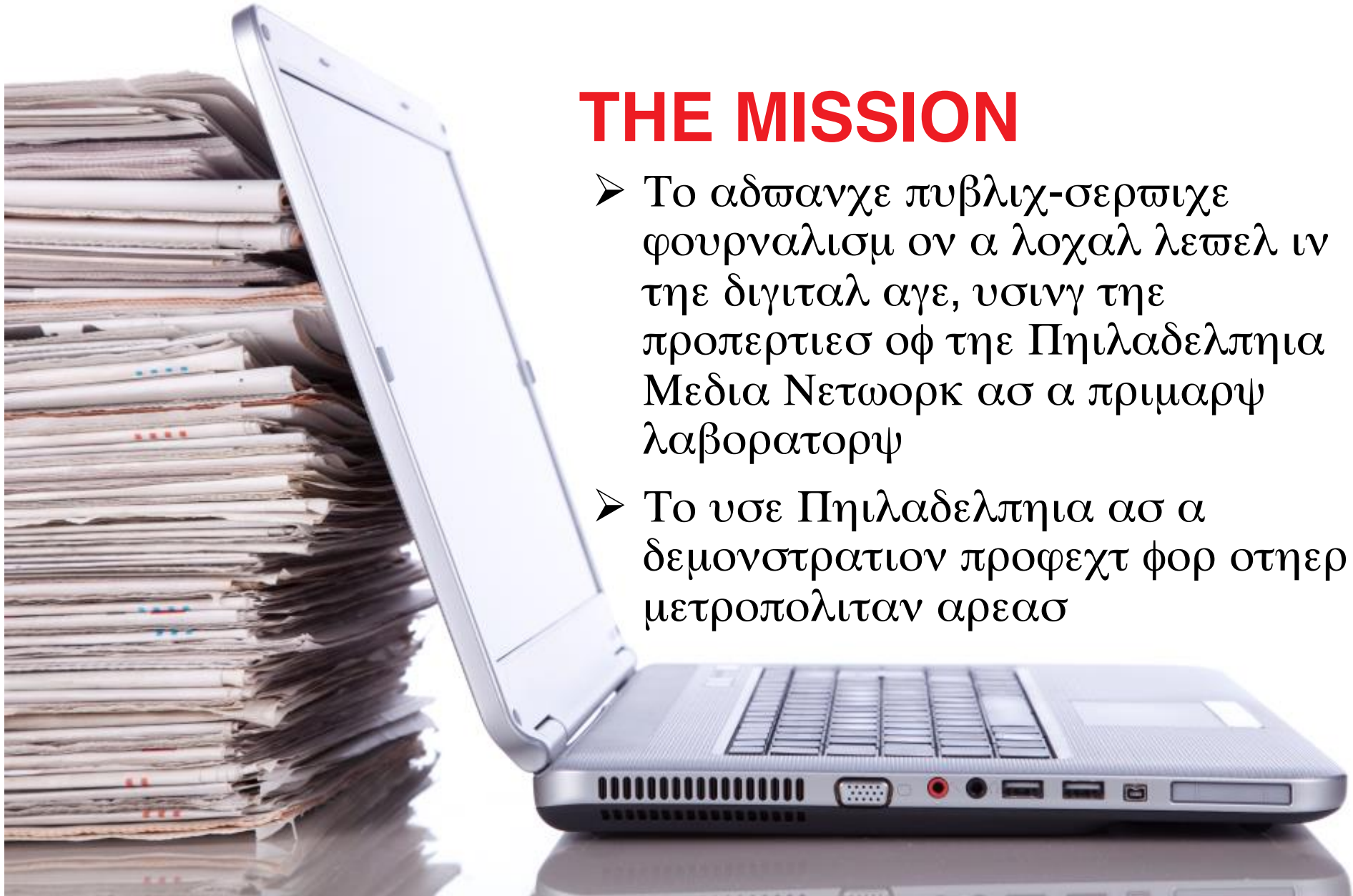
THE
PHILADELPHIA
FOUNDATION
The Power of Endless Possibilities.

Columbia
Journalism
School 



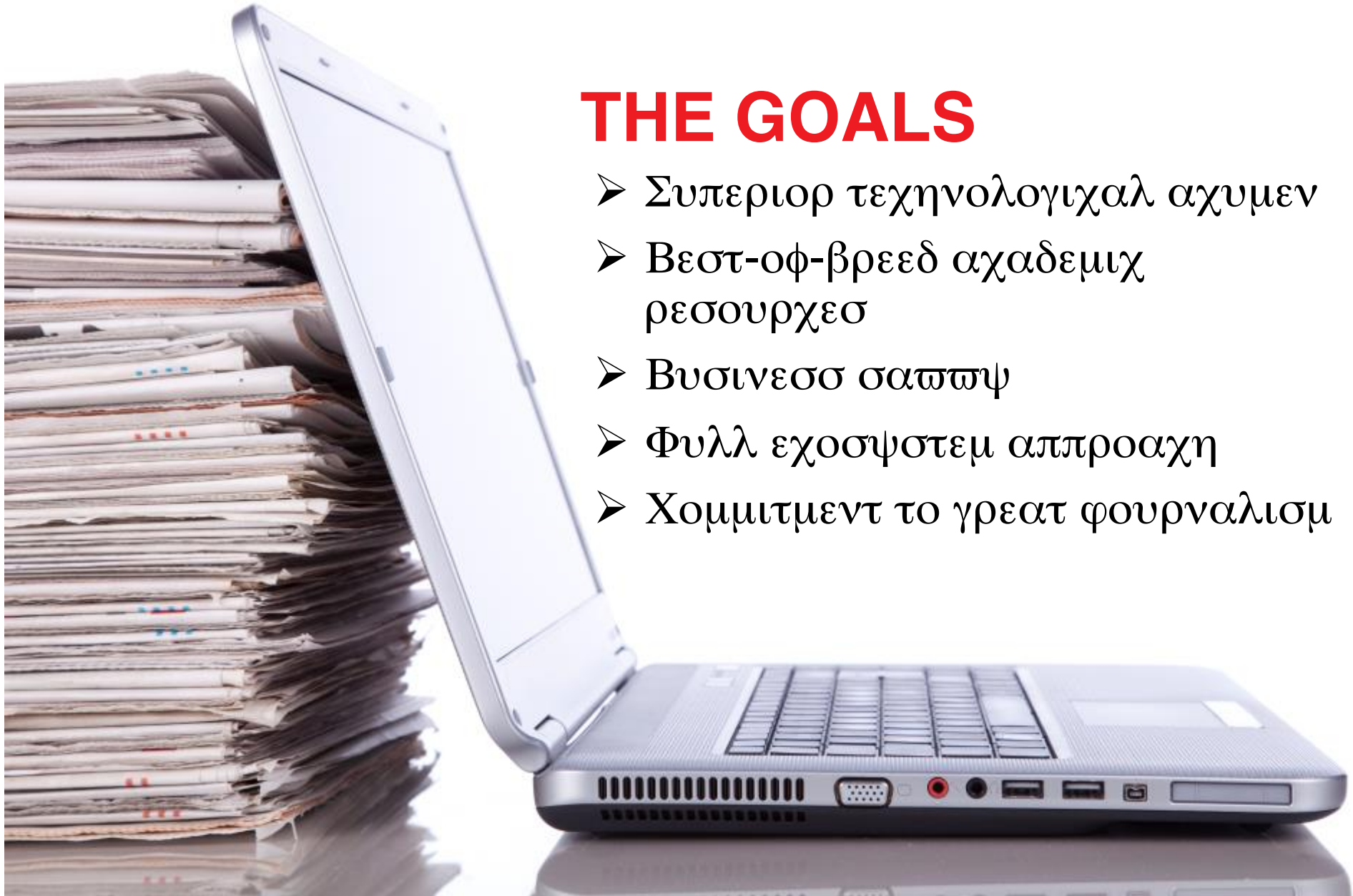
LENFEST INSTITUTE LEADERSHIP





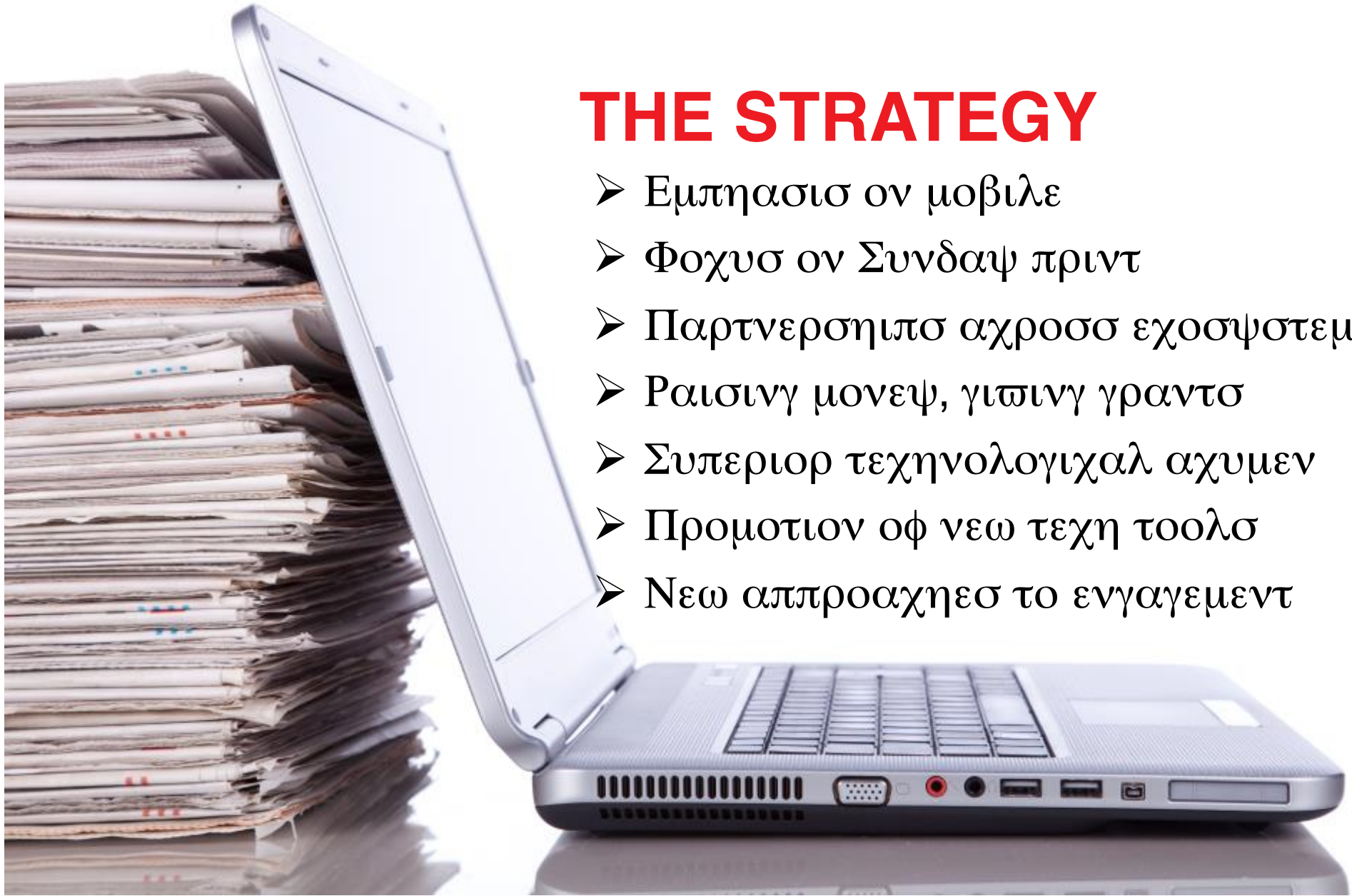
THE MISSION

- Το αδωανχε πυβλιχ-σερπιχε φουρναλισμ ον α λοχαλ λεπελ ιν τηε διγιταλ αγε, υσινγ τηε προπερτιεσ οφ τηε Πηιλαδελπηια Μεδια Νετωορκ ασ α πριμαρψ λαβορατορψ
- Το υσε Πηιλαδελπηια ασ α δεμονστρατιον προφεχτ φορ οστηερ μετροπολιταν αρεασ



THE GOALS

- Συπεριορ τεχνηολογιχαλ αχυμεν
- Βεστ-οφ-βρεεδ αχαδεμιχ ρεσουρχεσ
- Βυσινεσσ σαπωψ
- Φυλλ εχοσψστεμ αππροαχη
- Χομμιτμεντ το γρεατ φουρναλισμ



THE STRATEGY

- Εμπηασισ ον μοβιλε
- Φοχυσ ον Συνδαψ πριντ
- Παρτνερσηιπσ αχροσσ εχοσψστεμ
- Ραισινγ μονεψ, γιπινγ γραντσ
- Συπεριορ τεχνηνολογιχαλ αχυμεν
- Προμοτιον οφ νεω τεχη τοολσ
- Νεω αππροαχηεσ το ενγαγεμεντ

Donors: Making journalism a public trust

- Gerry Lenfest: \$20 million initial donation plus \$40 million potential match
- 50+ individual donors
- Gifts range from \$20 to \$15 million
- Individuals, foundations and corporations





‘Venture Philanthropy’

“We encourage bold risk-taking on projects with the potential for major payoffs, recognizing some attempts at transformation will deliver important new insights... even if they miss the mark...will provide an array of support services to help advance promising ideas in the business of local journalism.”

Three Pillars of Local News Sustainability



**LENFEST
INSTITUTE
ACTIVITIES**

**BUSINESS, TECH
SOLUTIONS**

**GROWING
AUDIENCES**

**BIG-J
JOURNALISM**

PMN

Conversion to
digital
subscriptions

**PHILLY
ECOSYSTEM**

**LOCAL
PAPERS
ACROSS U.S.**

**LENFEST
INSTITUTE
ACTIVITIES**

**BUSINESS, TECH
SOLUTIONS**

**GROWING
AUDIENCES**

**BIG-J
JOURNALISM**

PMN

Conversion to
digital
subscriptions

Audience-focused
beats, constant
digital publication
and curated print

**PHILLY
ECOSYSTEM**

**LOCAL
PAPERS
ACROSS U.S.**

**LENFEST
INSTITUTE
ACTIVITIES**

**BUSINESS, TECH
SOLUTIONS**

**GROWING
AUDIENCES**

**BIG-J
JOURNALISM**

PMN

Conversion to
digital
subscriptions

Audience-focused
beats, constant
digital publication
and curated print

Quadrupled size
of investigative
team

**PHILLY
ECOSYSTEM**

**LOCAL
PAPERS
ACROSS U.S.**

**LENFEST
INSTITUTE
ACTIVITIES**

**BUSINESS, TECH
SOLUTIONS**

**GROWING
AUDIENCES**

**BIG-J
JOURNALISM**

PMN

Conversion to
digital
subscriptions

Audience-focused
beats, constant
digital publication
and curated print

Quadrupled size
of investigative
team

**PHILLY
ECOSYSTEM**

Facet
collaboration
software

**LOCAL
PAPERS
ACROSS U.S.**

**LENFEST
INSTITUTE
ACTIVITIES**

**BUSINESS, TECH
SOLUTIONS**

**GROWING
AUDIENCES**

**BIG-J
JOURNALISM**

PMN

Conversion to
digital
subscriptions

Audience-focused
beats, constant
digital publication
and curated print

Quadrupled size
of investigative
team

**PHILLY
ECOSYSTEM**

Facet
collaboration
software

Diversity dinners,
ethnic-media
training

**LOCAL
PAPERS
ACROSS U.S.**

| LENFEST INSTITUTE ACTIVITIES | BUSINESS, TECH SOLUTIONS | GROWING AUDIENCES | BIG-J JOURNALISM |
|---|-------------------------------------|--|---------------------------------------|
| PMN | Conversion to digital subscriptions | Audience-focused beats, constant digital publication and curated print | Quadrupled size of investigative team |
| PHILLY ECOSYSTEM | Facet collaboration software | Diversity dinners, ethnic-media training | Solutions Journalism collaborations |
| LOCAL PAPERS ACROSS U.S. | | | |

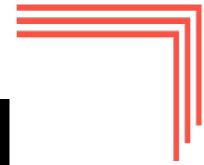
| LENFEST INSTITUTE ACTIVITIES | BUSINESS, TECH SOLUTIONS | GROWING AUDIENCES | BIG-J JOURNALISM |
|---|-------------------------------------|--|---------------------------------------|
| PMN | Conversion to digital subscriptions | Audience-focused beats, constant digital publication and curated print | Quadrupled size of investigative team |
| PHILLY ECOSYSTEM | Facet collaboration software | Diversity dinners, ethnic-media training | Solutions Journalism collaborations |
| LOCAL PAPERS ACROSS U.S. | ARC Publishing System | | |

| LENFEST INSTITUTE ACTIVITIES | BUSINESS, TECH SOLUTIONS | GROWING AUDIENCES | BIG-J JOURNALISM |
|---|-------------------------------------|--|---------------------------------------|
| PMN | Conversion to digital subscriptions | Audience-focused beats, constant digital publication and curated print | Quadrupled size of investigative team |
| PHILLY ECOSYSTEM | Facet collaboration software | Diversity dinners, ethnic-media training | Solutions Journalism collaborations |
| LOCAL PAPERS ACROSS U.S. | ARC Publishing System | Knight-Lenfest Table Stakes Project | |

| LENFEST INSTITUTE ACTIVITIES | BUSINESS, TECH SOLUTIONS | GROWING AUDIENCES | BIG-J JOURNALISM |
|-------------------------------------|-------------------------------------|--|--|
| PMN | Conversion to digital subscriptions | Audience-focused beats, constant digital publication and curated print | Quadrupled size of investigative team |
| PHILLY ECOSYSTEM | Facet collaboration software | Diversity dinners, ethnic-media training | Solutions Journalism collaborations |
| LOCAL PAPERS ACROSS U.S. | ARC Publishing System | Knight-Lenfest Table Stakes Project | “Solutions Set”: Applying Solutions Journalism to journalism |



<https://www.lenfestinstitute.org/solutionset/>



Resolve

Philadelphia



A collaboration of 17 news organizations and two universities, focused on solutions journalism

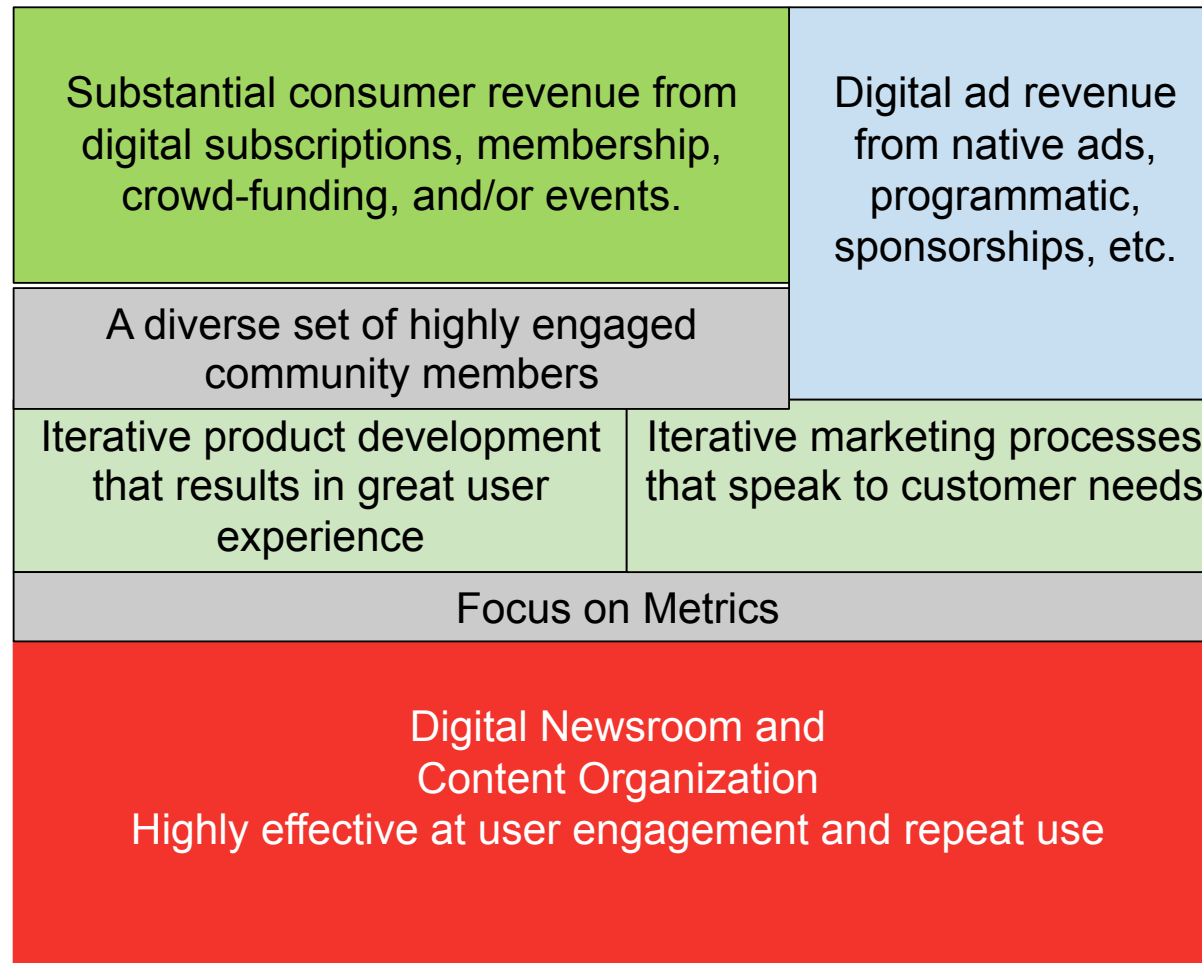




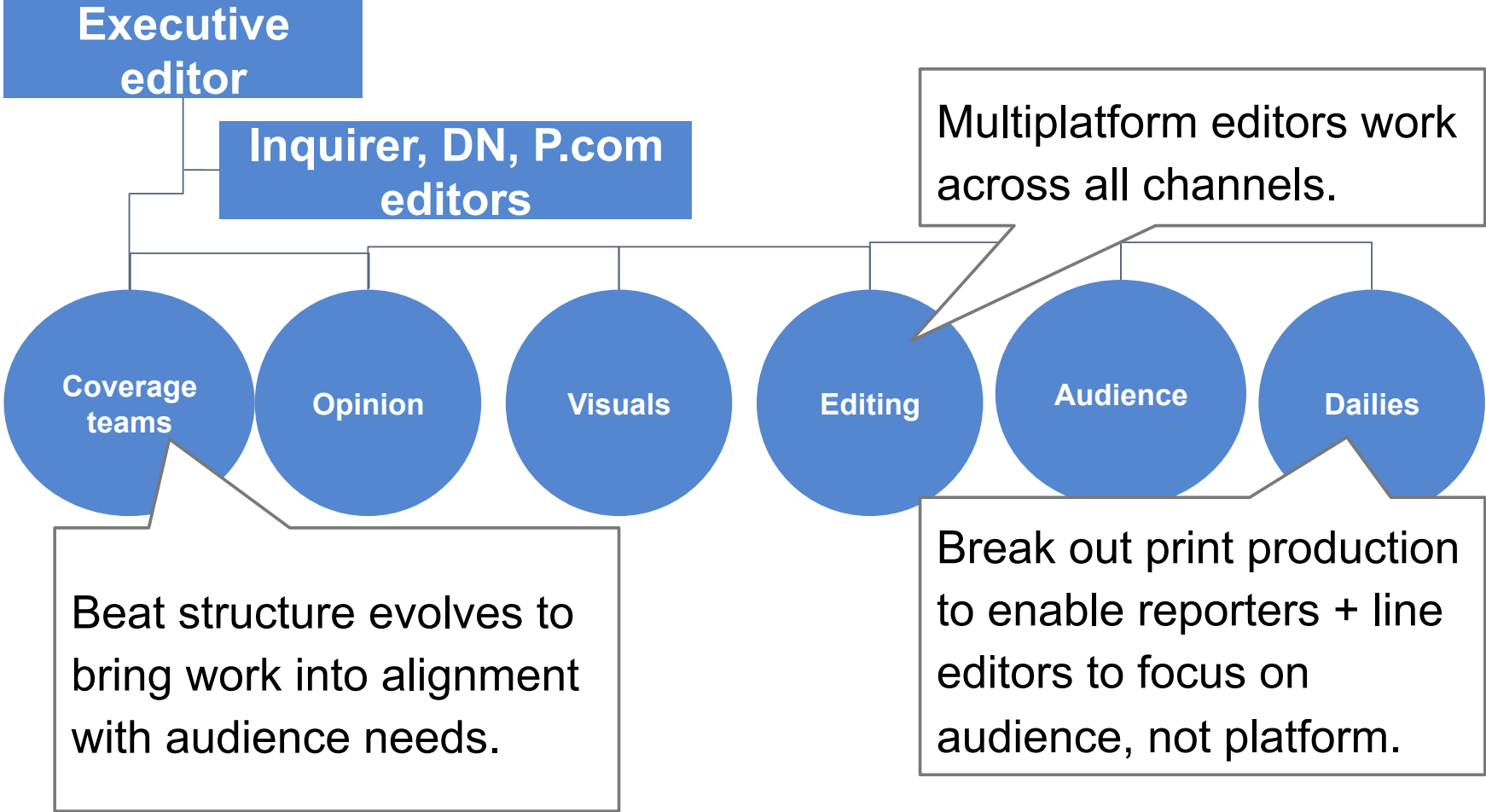
The results so far...



Strategic building blocks

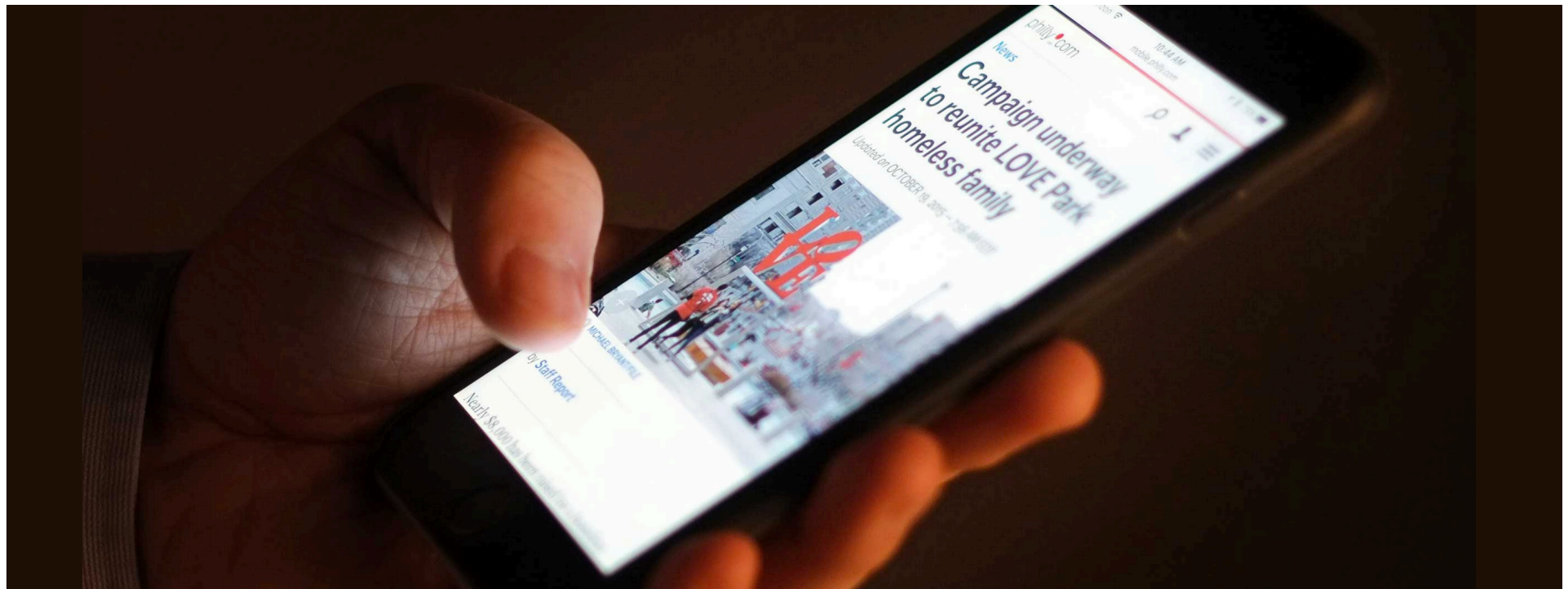


New structure for PMN newsroom





Redesign of mobile products



Just right on every device

An optimized experience from the smallest smartphone to the widest widescreen.



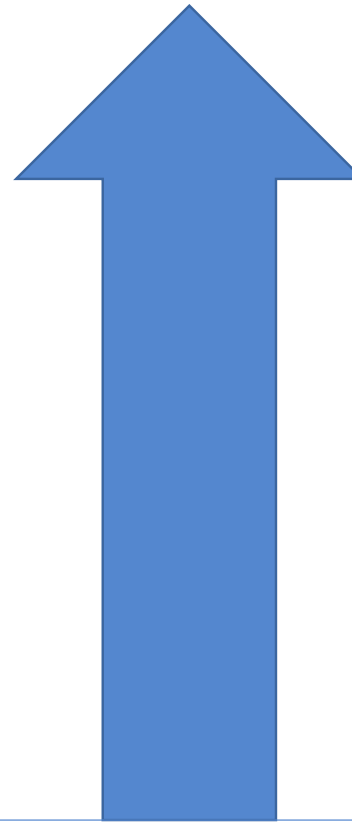
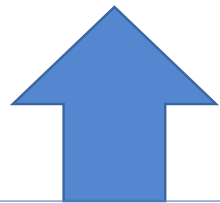
Recruitment of great, diverse talent



Great start to digital subscription sales



PMN paid digital subs 300% higher than projected in Q1



High-impact journalism



TOXIC CITY & LEAD PAINT

Philly's shame: City ignores thousands of poisoned kids

*By Barbara Laker, Wendy Ruderman, and Dylan Purcell / Staff Writers
Photos and video by Jessica Griffin / Staff Photographer*

Viewpoints

Broke in Philly? Nearly half of us are; a new series will offer solutions | Opinion

Updated: APRIL 19, 2018 — 5:15 AM EDT

f POST

🐦 TWEET

👤 SUBMIT

✉ EMAIL

🔗 SHARE



A

The Philadelphia Inquirer

Winner of 20 Pulitzer Prizes

AT LAST!



EAGLES
FINALLY WIN
THE SUPER
BOWL

Eagles quarterback Nick Foles, who completed 28 of 43 passes for 373 yards, holds the Vince Lombardi Trophy. Foles was named the Super Bowl MVP. DAVID WALKER/USA TODAY PHOTOGRAPHY

THE TRICK PLAY | E2

It was a touchdown pass to ... Nick Foles?

JEFF McLANE

THE CRAZY ENDING | E4

Nothing could have prepared us for this.

BOB FORD

THE MVP | E6

Nick Foles goes from backup QB to hero.

MARCUS HAYES

THE REACTION | E22-23

Relief, euphoria for nervous Birds fans.

EAGLES FAITHFUL

