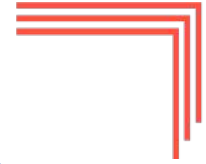


# The Philadelphia Story

A model for the future of local news?





**My journey: From ink ...**

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

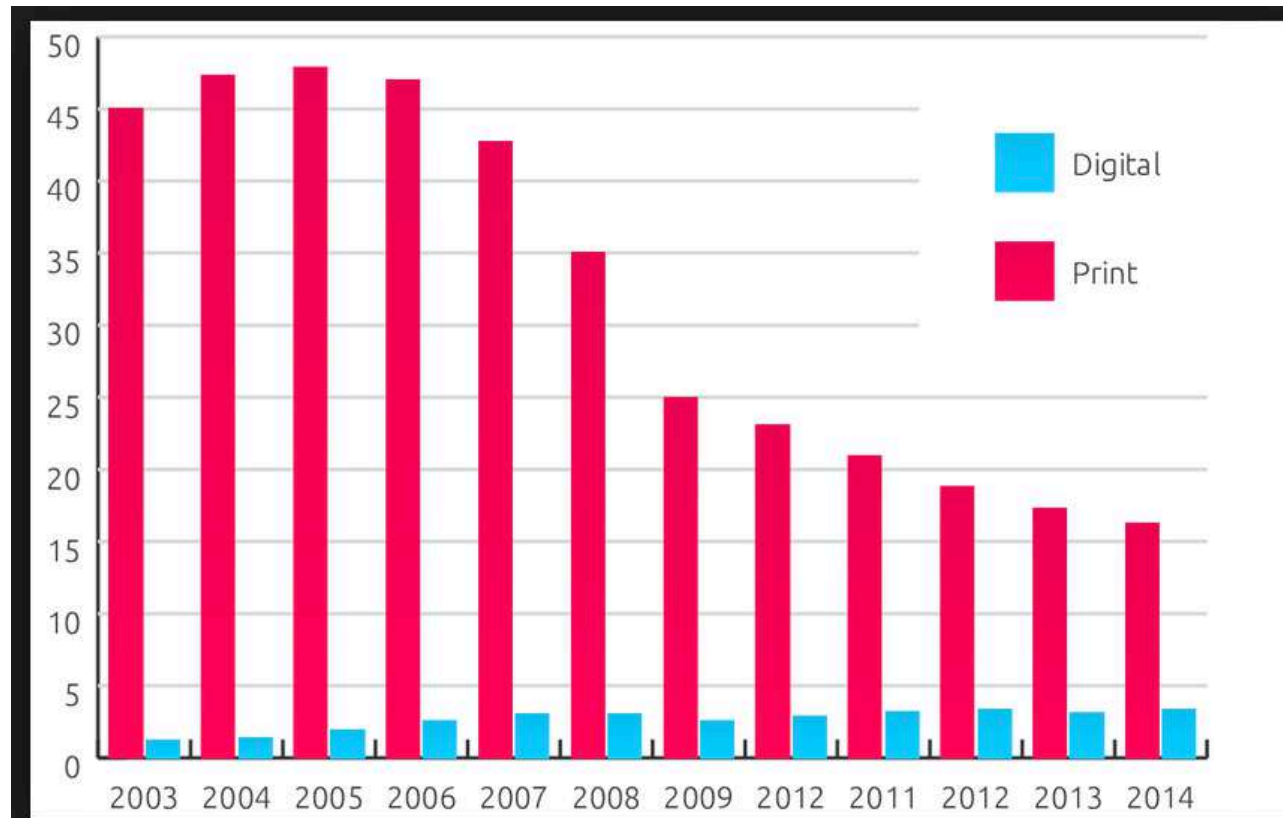




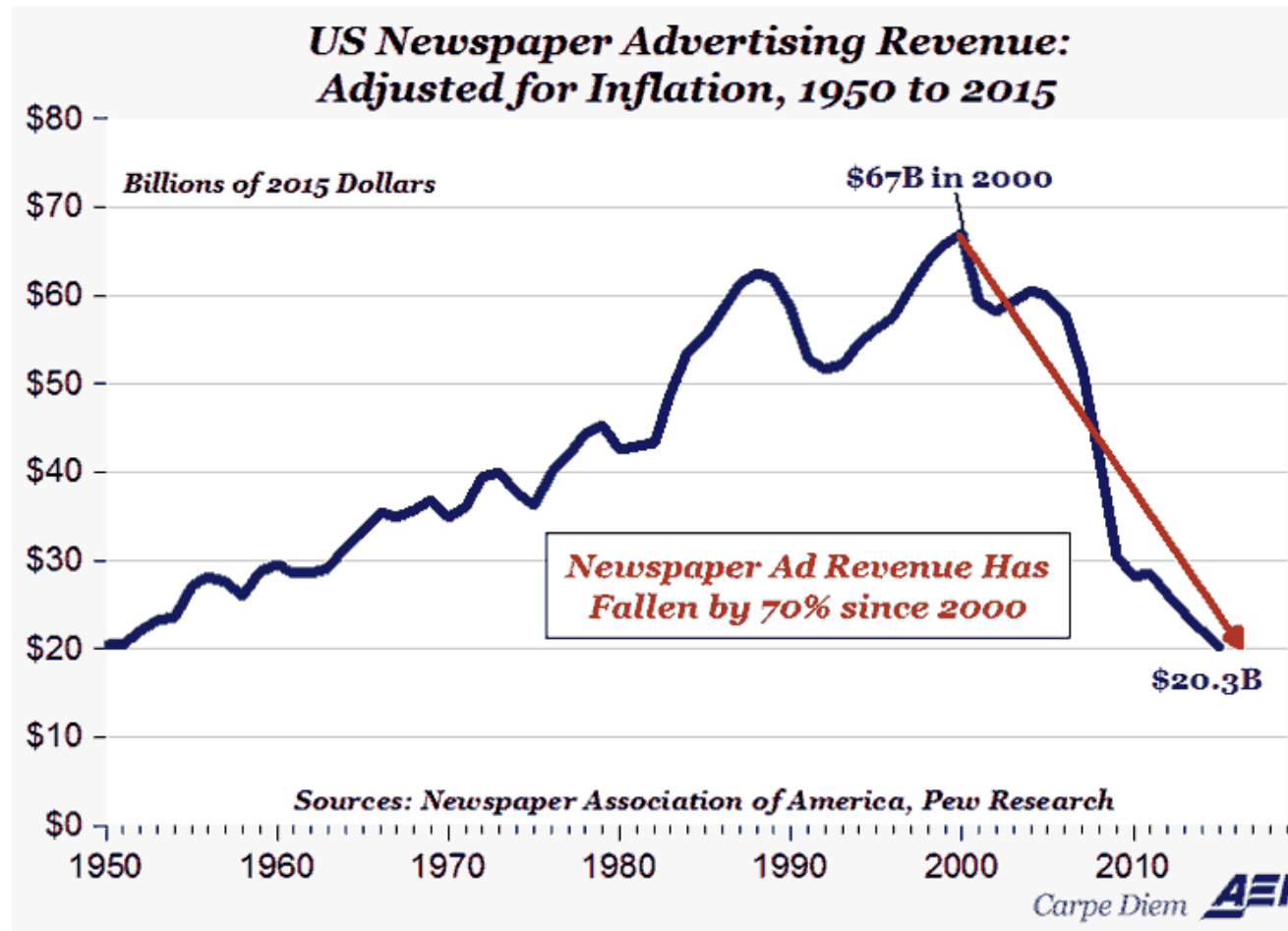
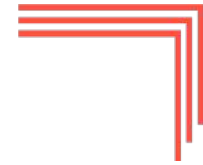
**THE  
LENFEST  
INSTITUTE**

JOURNALISM  
INNOVATION  
DEMOCRACY

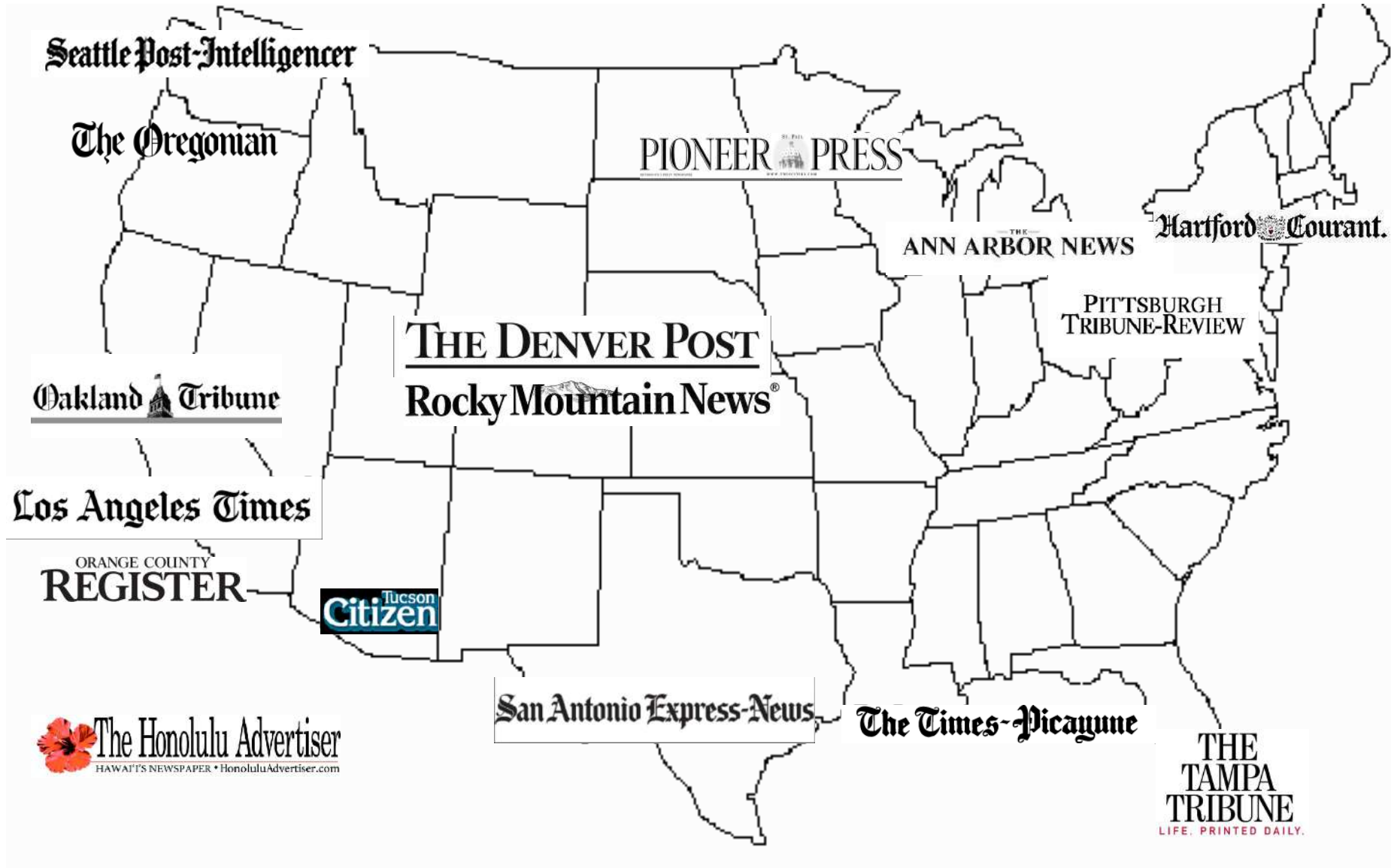
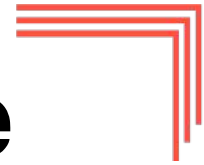




# Print dollars, digital dimes



# 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 πολιτιγαλ 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**

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NEWS SPORTS BUSINESS HEALTH ENTERTAINMENT FOOD OPINION REAL ESTATE OBITS

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

**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

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

**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**

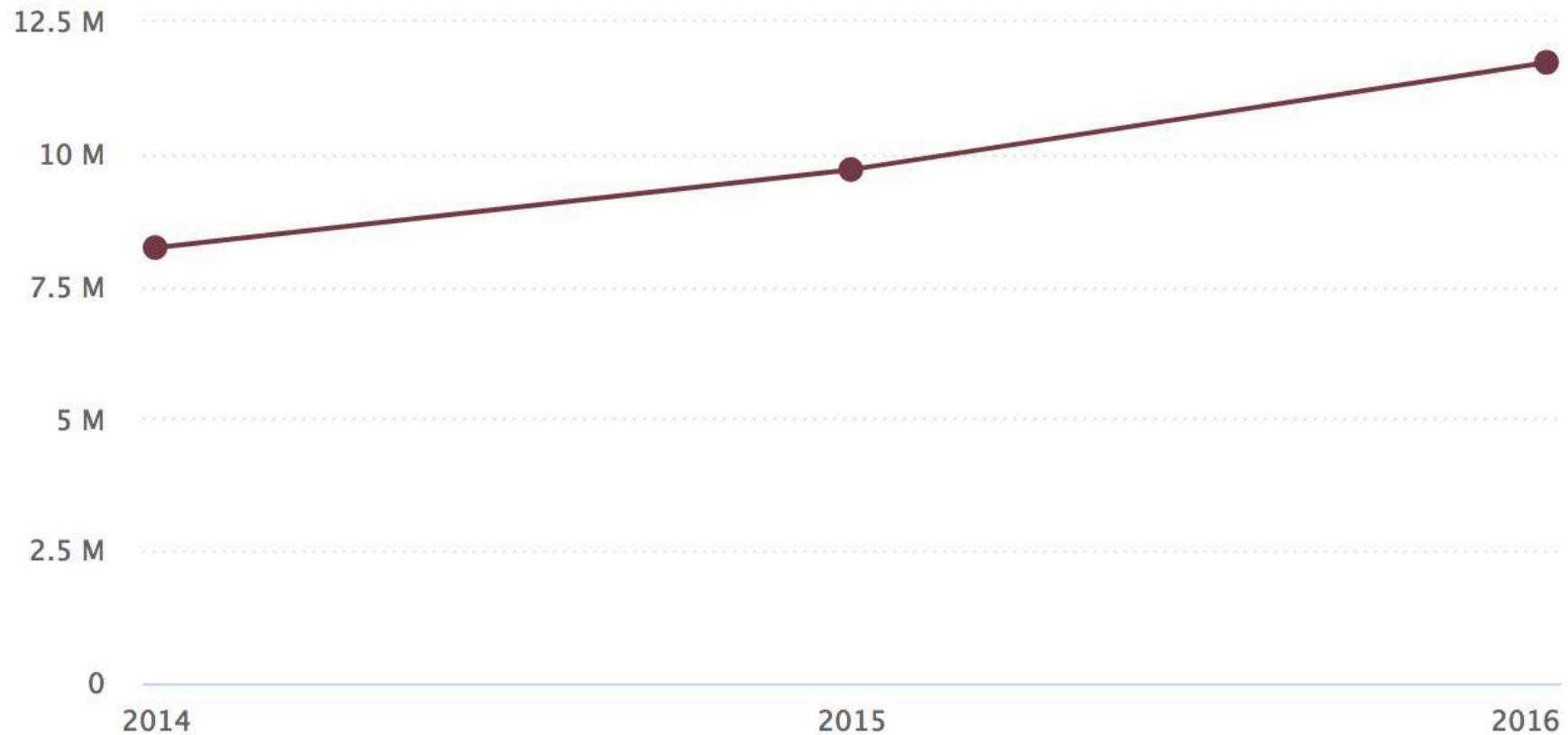
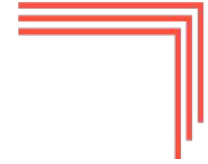
MARRIOTT REWARDS

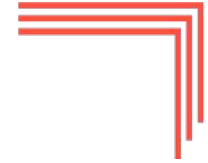
Advertisement

## ... the local daily newspaper!

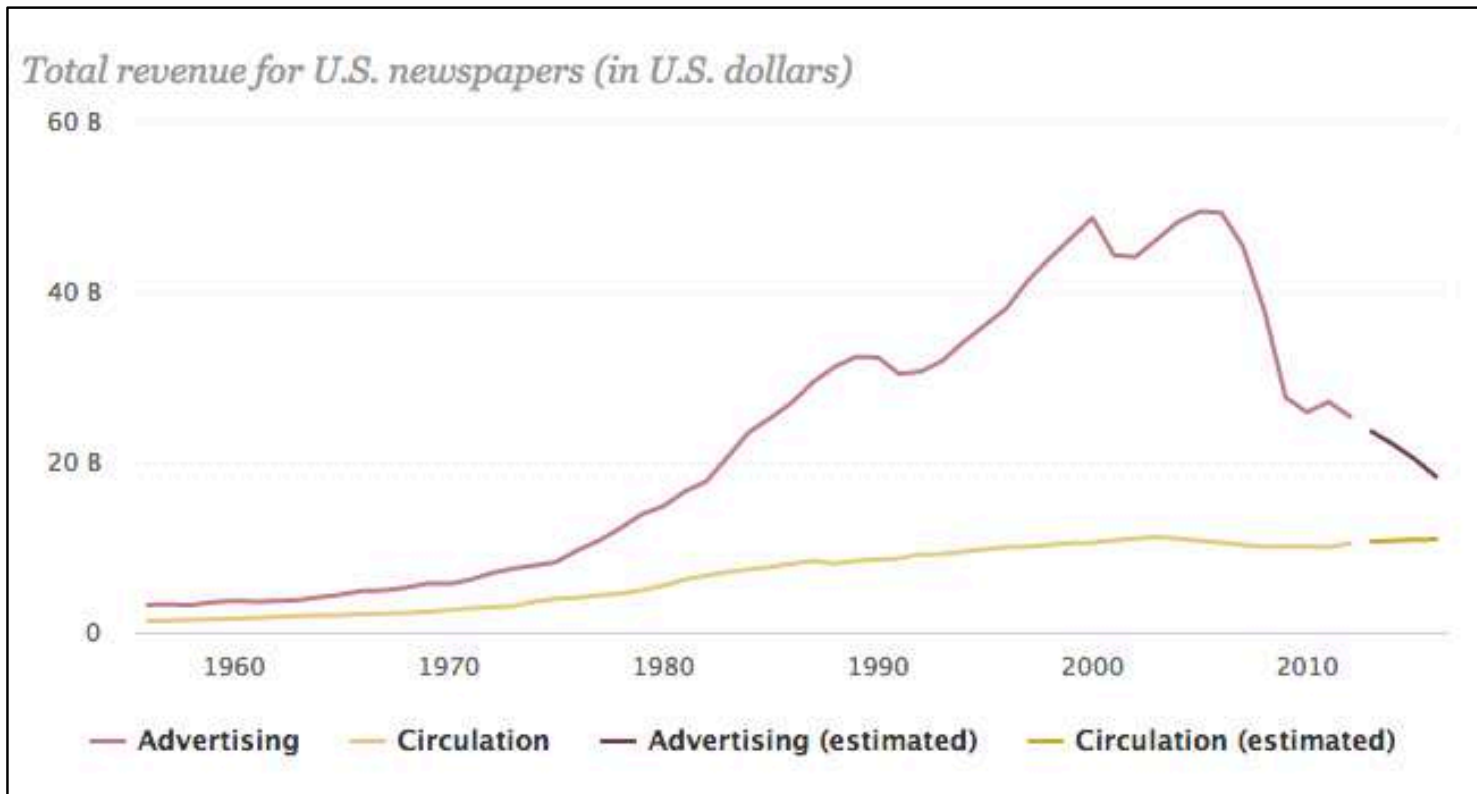


# Average monthly unique visitors for Top 50 U.S. newspapers





# As advertising plummets, circulation revenue slowly grows





**The road forward in Philly**

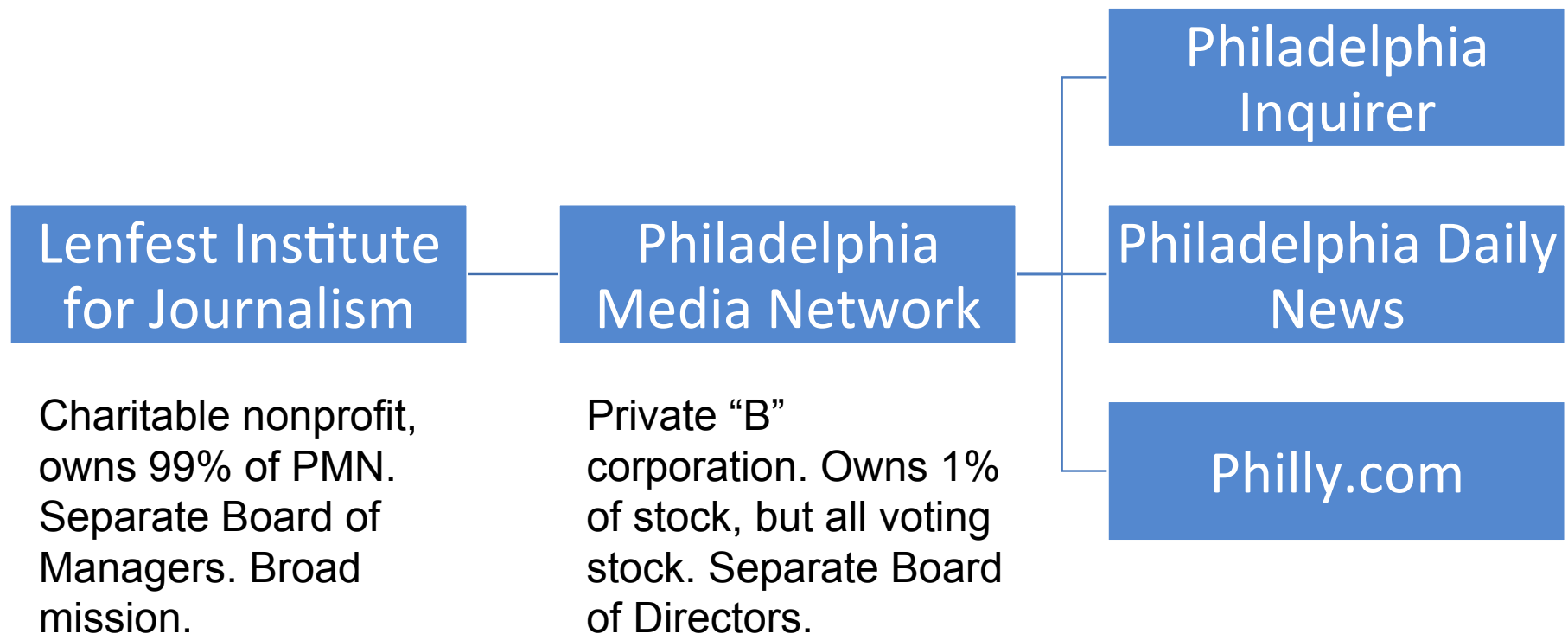
# A new model for local news





JOURNALISM  
INNOVATION  
DEMOCRACY

# A unique ownership structure







## **A DEDICATED FOCUS ON METRO NEWS MARKETS**



## A LIVE LAB OF OWNED NEWS PROPERTIES

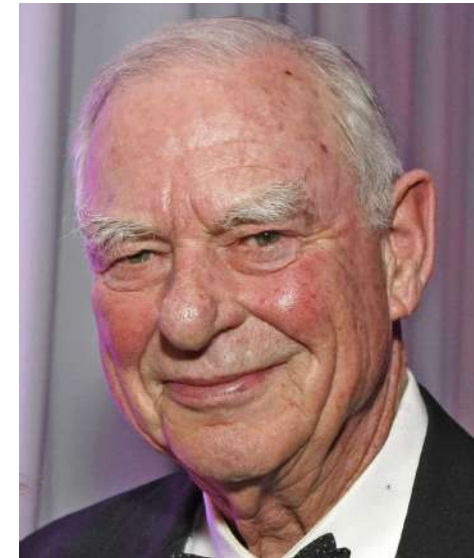


# INNOVATION THAT ADDRESSES A NATIONAL NEED



# What Gerry Lenfest did:

- Προτεχτεδ ΠΜΝ φρομ ηισ οων μορταλιψ - 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



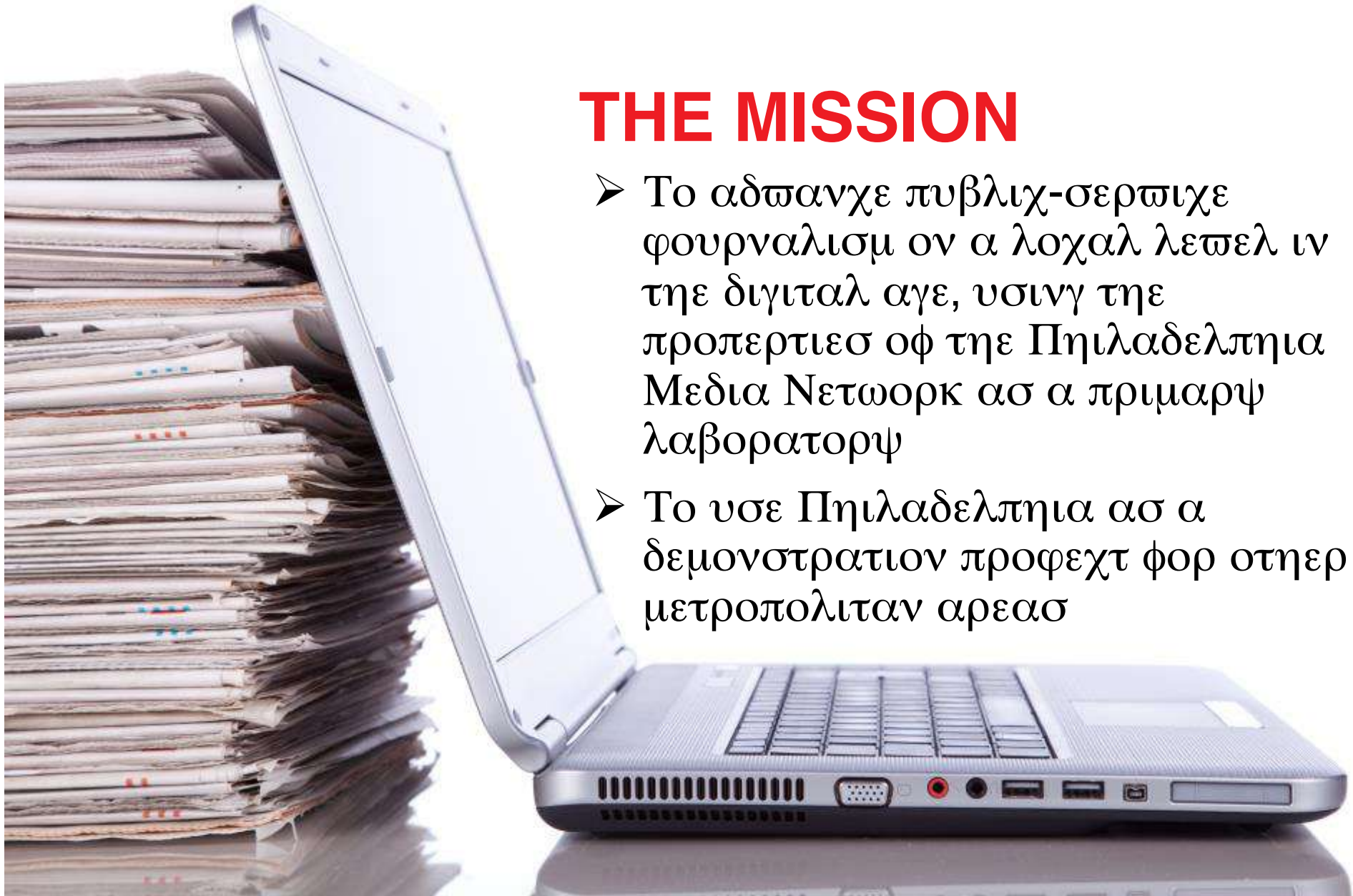
THE  
PHILADELPHIA  
FOUNDATION  
*The Power of Endless Possibilities.*

Columbia  
Journalism  
School 



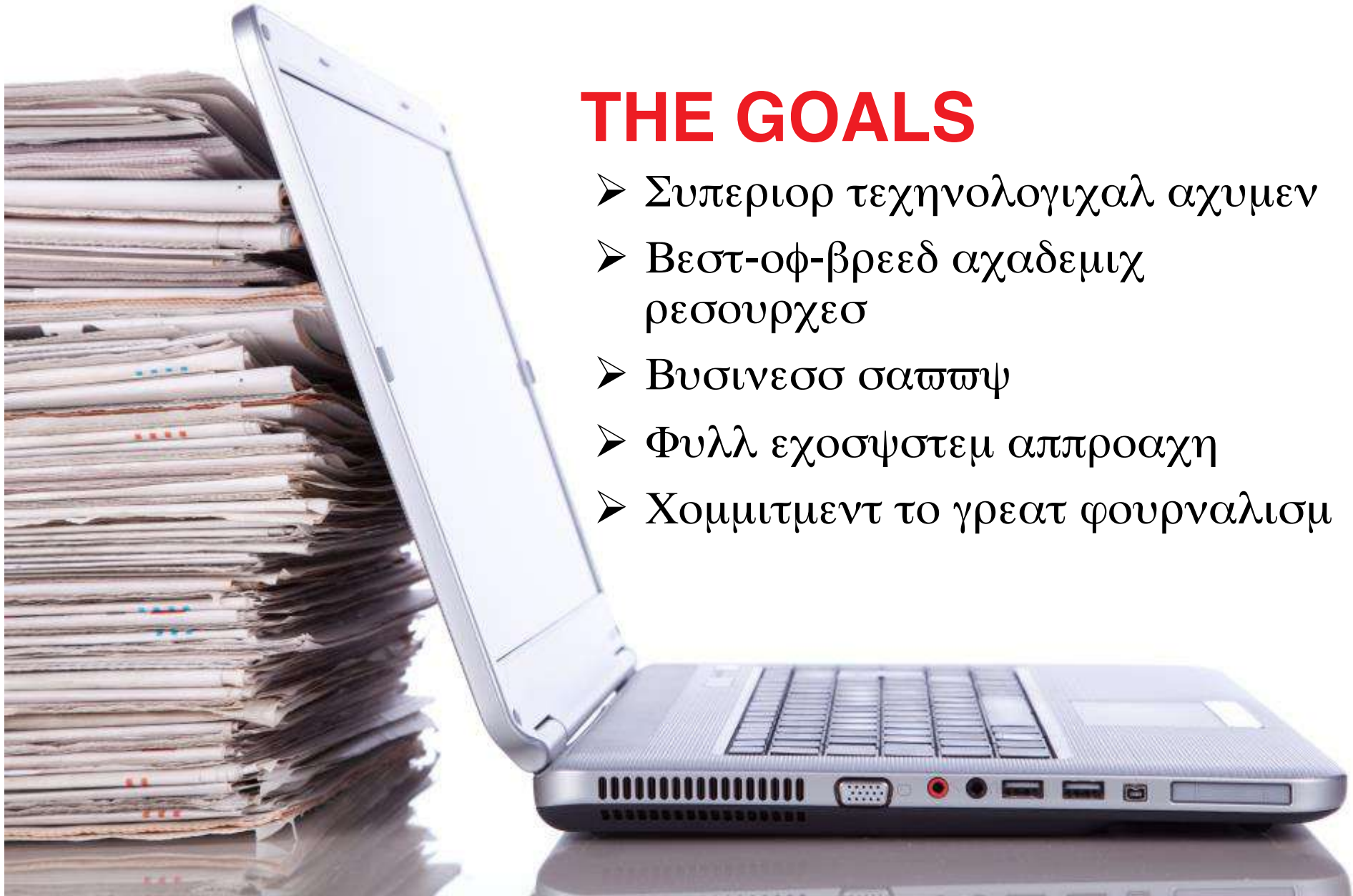
# LENFEST INSTITUTE LEADERSHIP





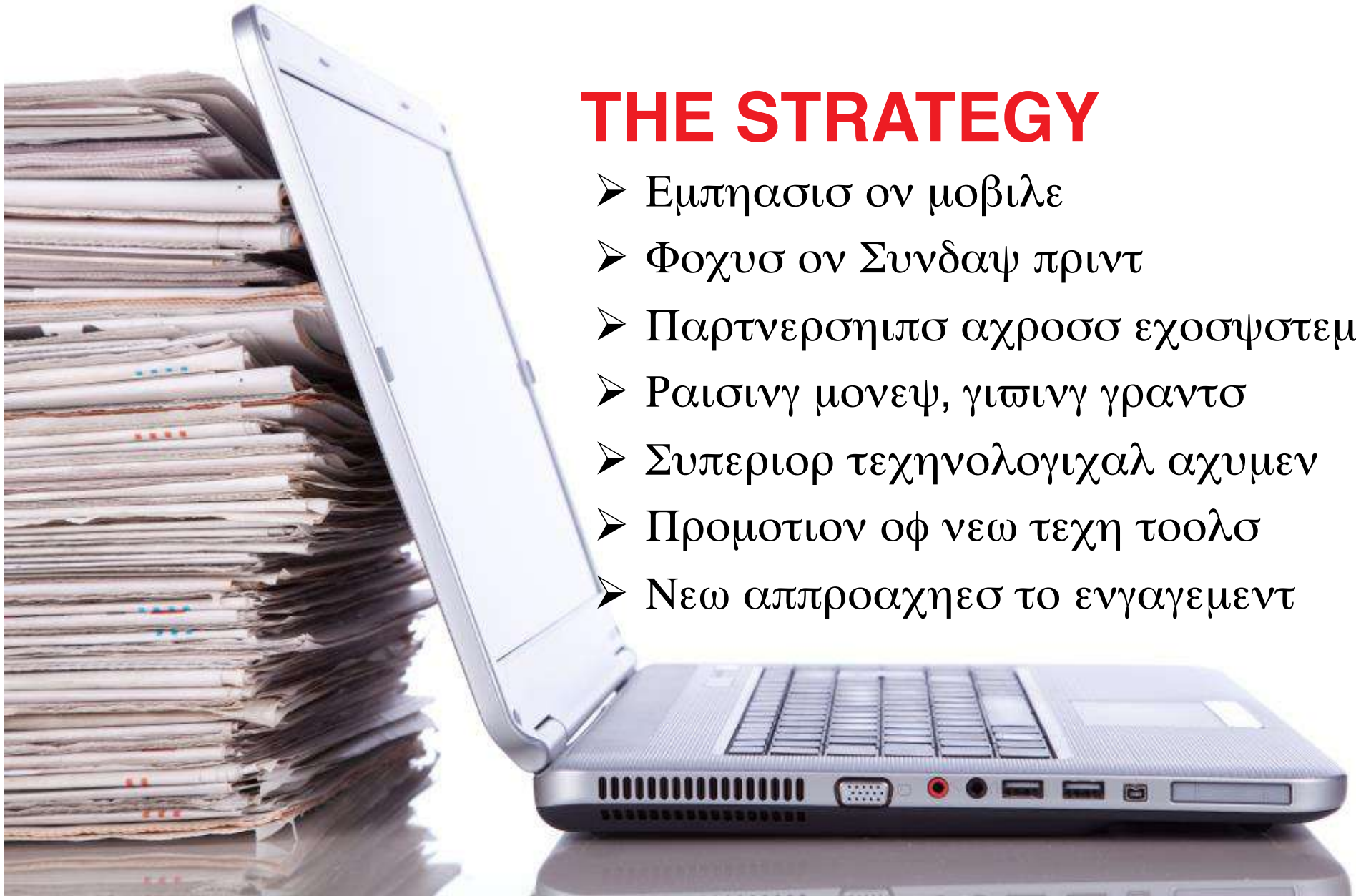
## THE MISSION

- 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 οτηερ μετροπολιταν αρεασ



## THE GOALS

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



# THE STRATEGY

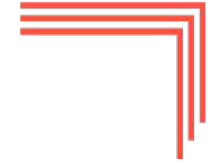
- Εμπηασισ ον μοβιλε
- Φοχυσ ον Συνδαψ πριντ
- Παρτνερσηιπσ αχροσσ εχοσψστεμ
- Ραισινγ μονεψ, γιπινγ γραντσ
- Συπεριορ τεχνηνολογιχαλ αχυμεν
- Προμοτιον οφ νεω τεχη τοολσ
- Νεω αππροαχηεσ το ενγαγεμεντ



# 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

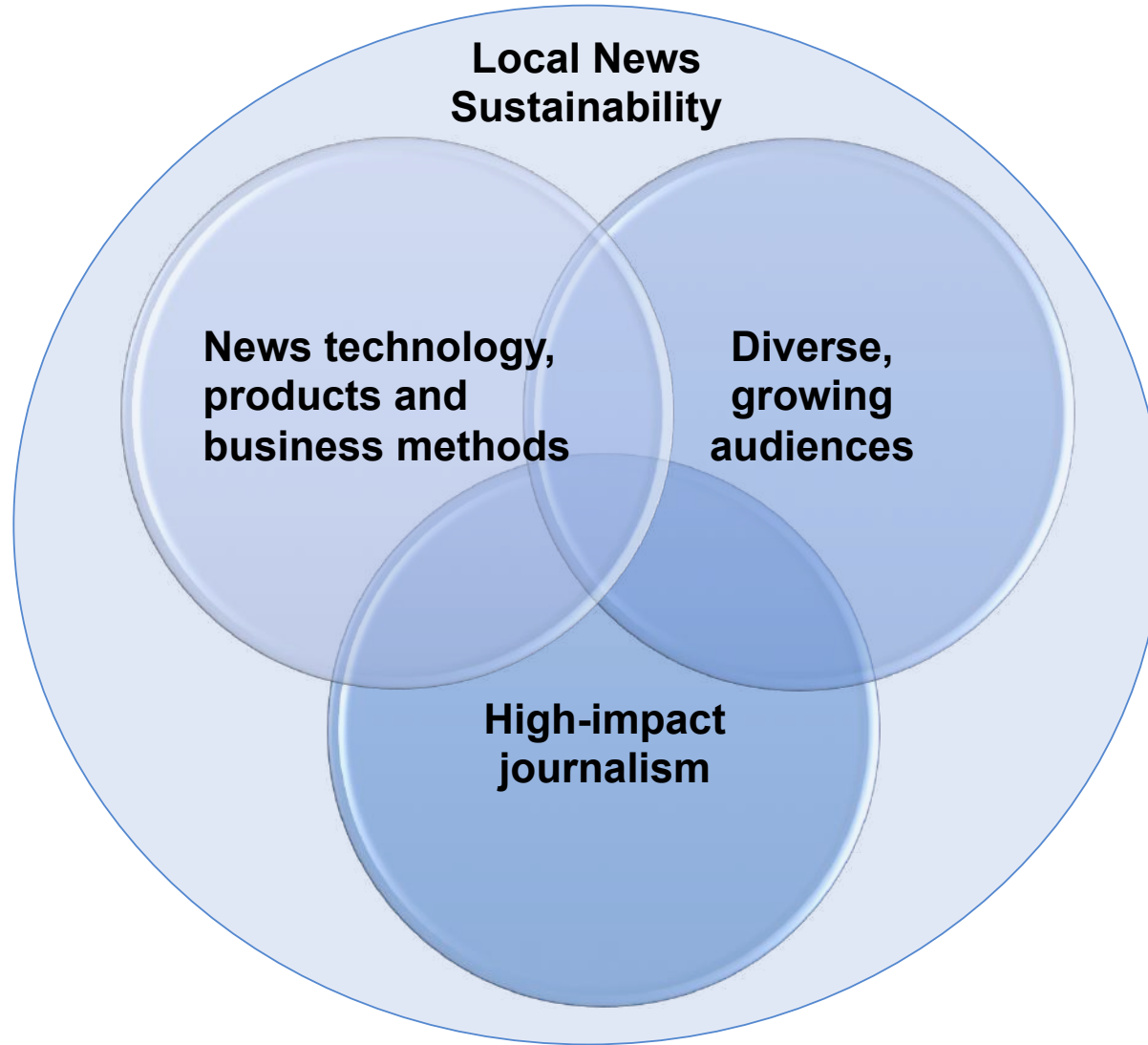




# ‘Venture Philanthropy’

*“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  
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**GROWING  
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JOURNALISM**

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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.**



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



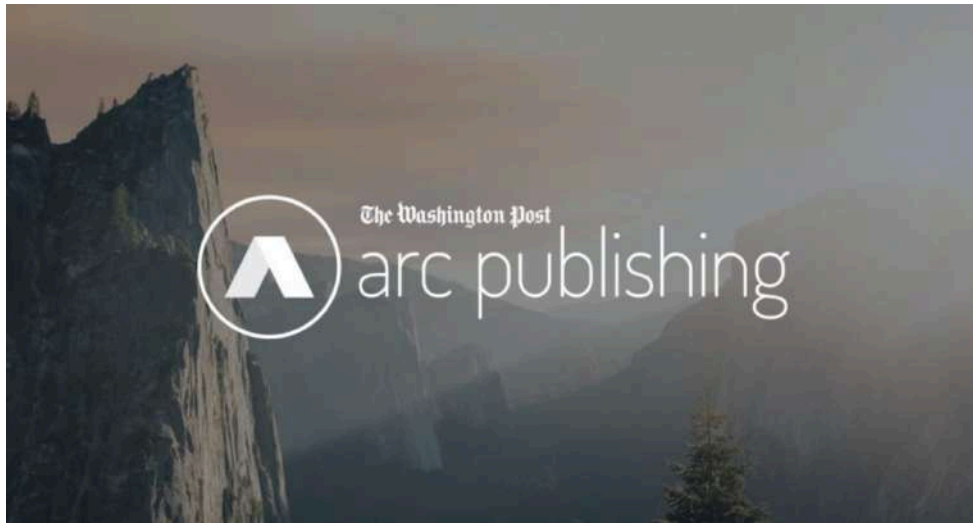
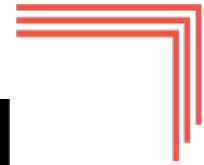
<b>LENFEST INSTITUTE ACTIVITIES</b>	<b>BUSINESS, TECH SOLUTIONS</b>	<b>GROWING AUDIENCES</b>	<b>BIG-J JOURNALISM</b>
<b>PMN</b>	Conversion to digital subscriptions	Audience-focused beats, constant digital publication and curated print	Quadrupled size of investigative team
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<b>LOCAL PAPERS ACROSS U.S.</b>	ARC Publishing System		

<b>LENFEST INSTITUTE ACTIVITIES</b>	<b>BUSINESS, TECH SOLUTIONS</b>	<b>GROWING AUDIENCES</b>	<b>BIG-J JOURNALISM</b>
<b>PMN</b>	Conversion to digital subscriptions	Audience-focused beats, constant digital publication and curated print	Quadrupled size of investigative team
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<b>LOCAL PAPERS ACROSS U.S.</b>	ARC Publishing System	Knight-Lenfest Table Stakes Project	

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

**TEMPLE**  
UNIVERSITY  
Klein College  
of Media and Communication

**NBC 10** | **62**  
TELEMUNDO

**WUPA**  
96.7FM | 900AM  
Independent. Black. Media.

**BILLY PENN**

**f** THE PHILADELPHIA TRIBUNE

**WHYY**

**el ZOL**  
MEDIA

THE PHILADELPHIA  
**CITIZEN**

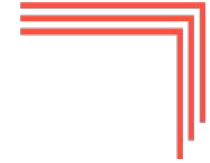
**M** Muhlenberg  
College

PEOPLE POWERED MEDIA  
**PHILLYCAM**

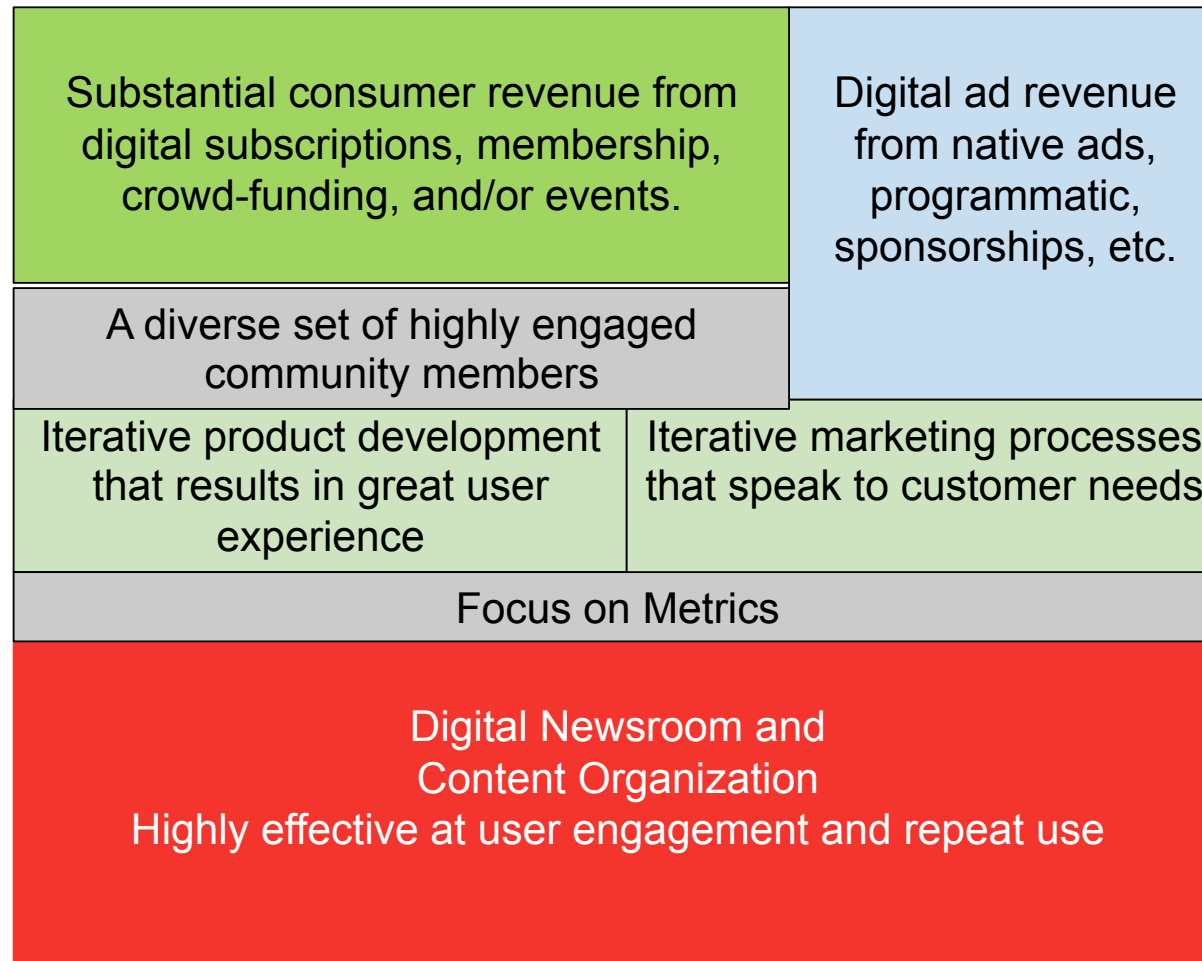


# The results so far...

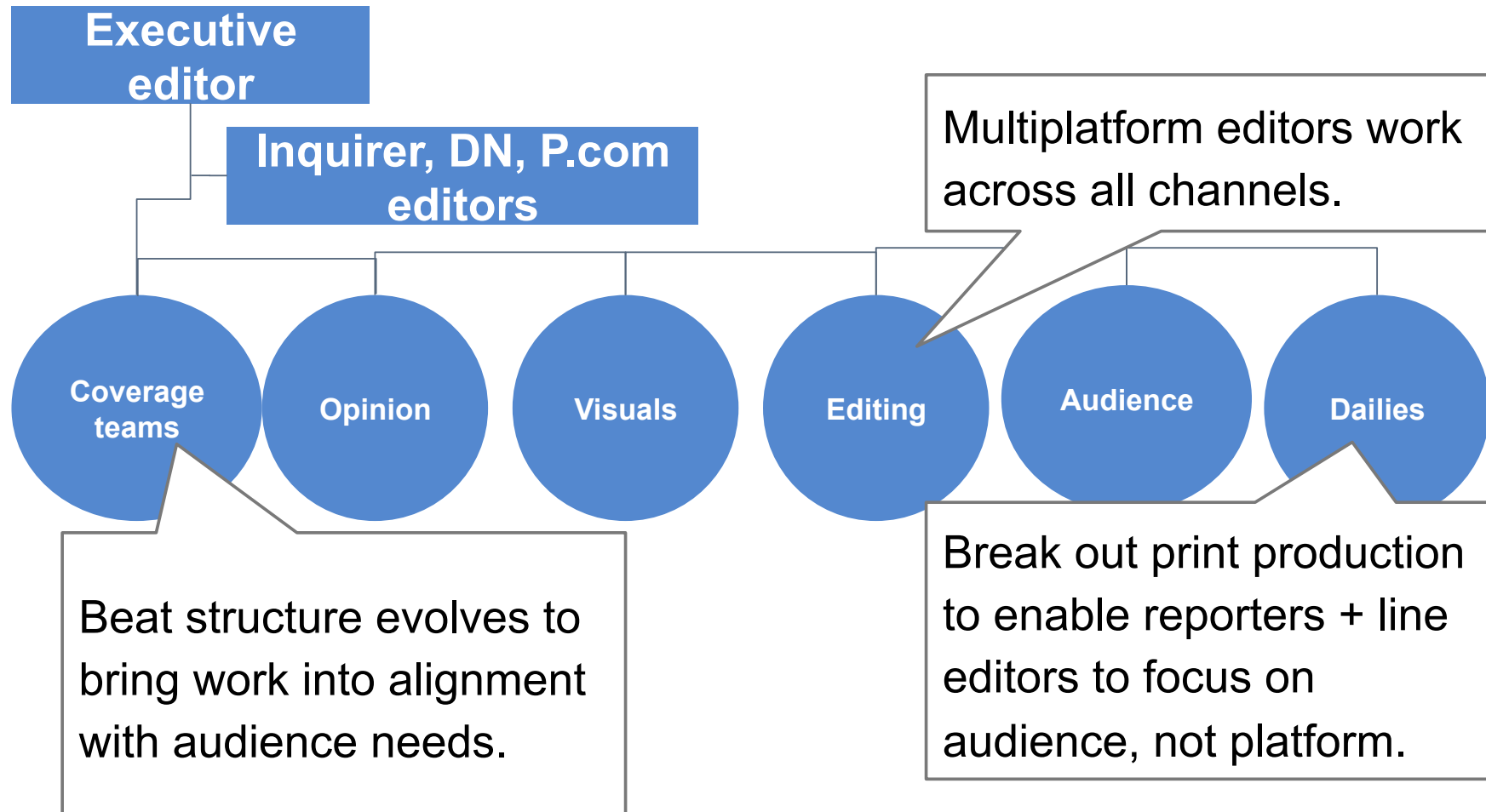


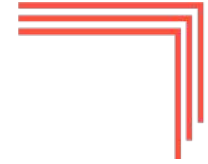


# Strategic building blocks

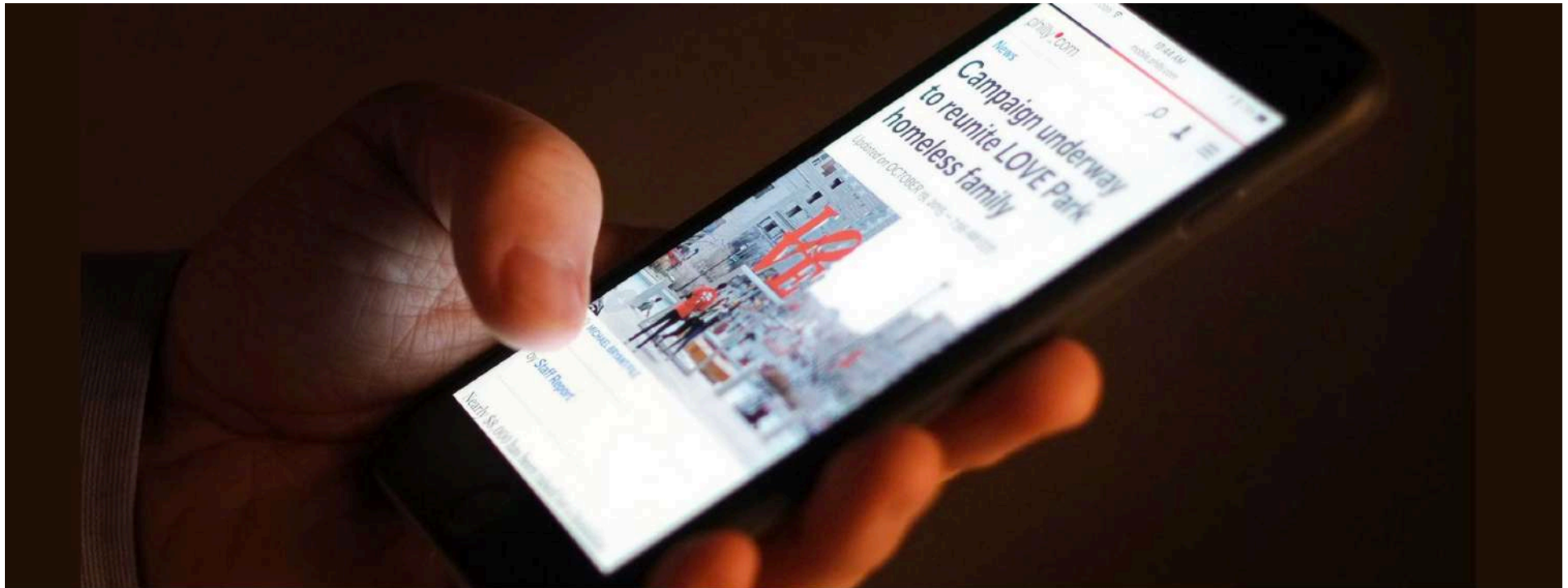


# New structure for PMN newsroom



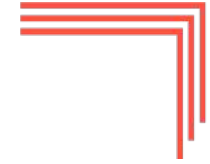


# Redesign of mobile products



Just right on every device

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



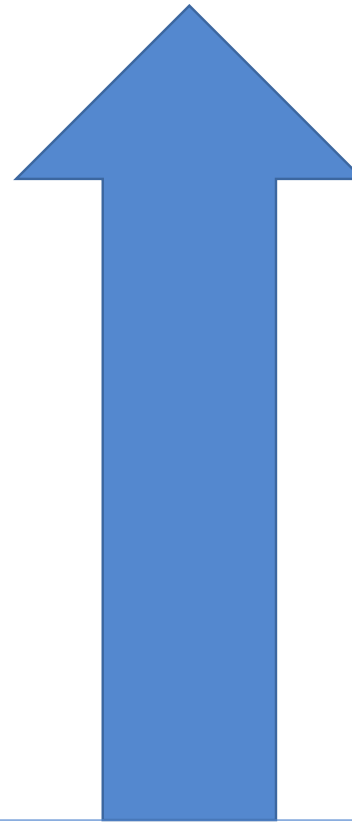
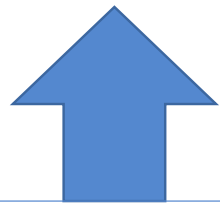
# Recruitment of great, diverse talent



# 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

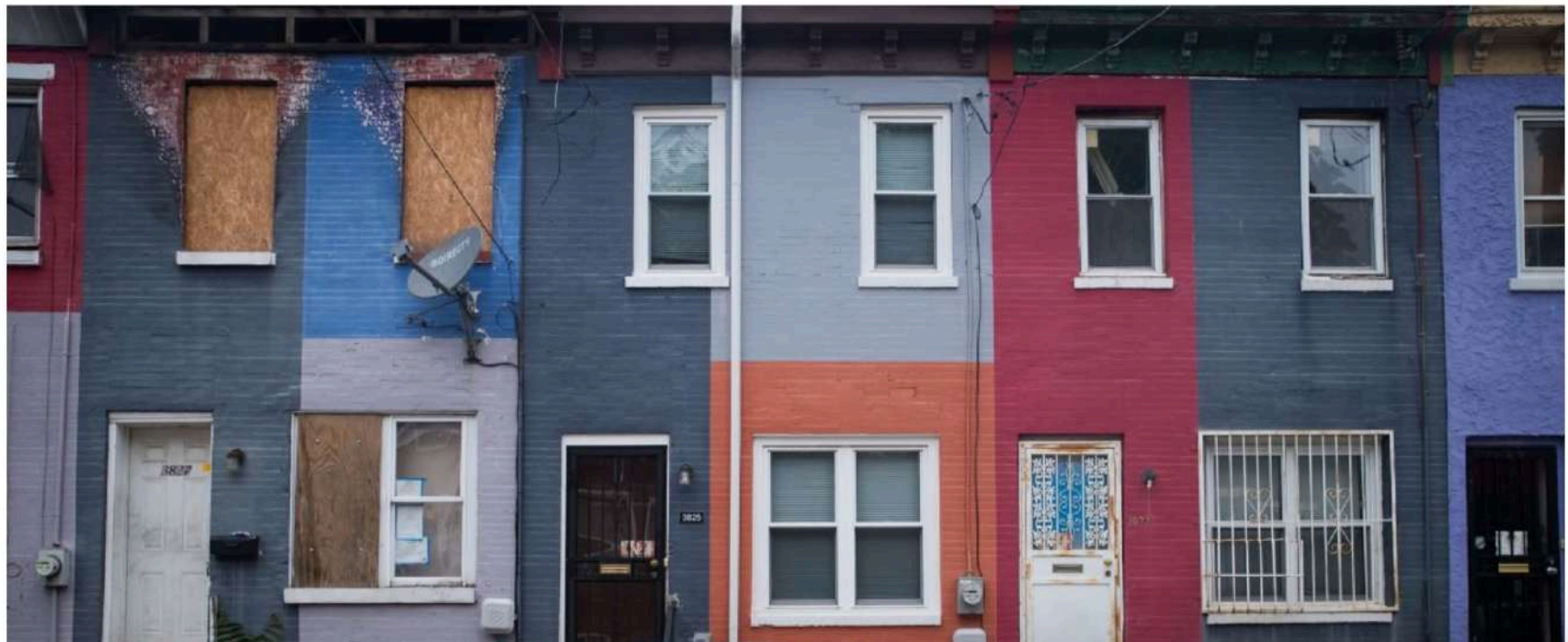
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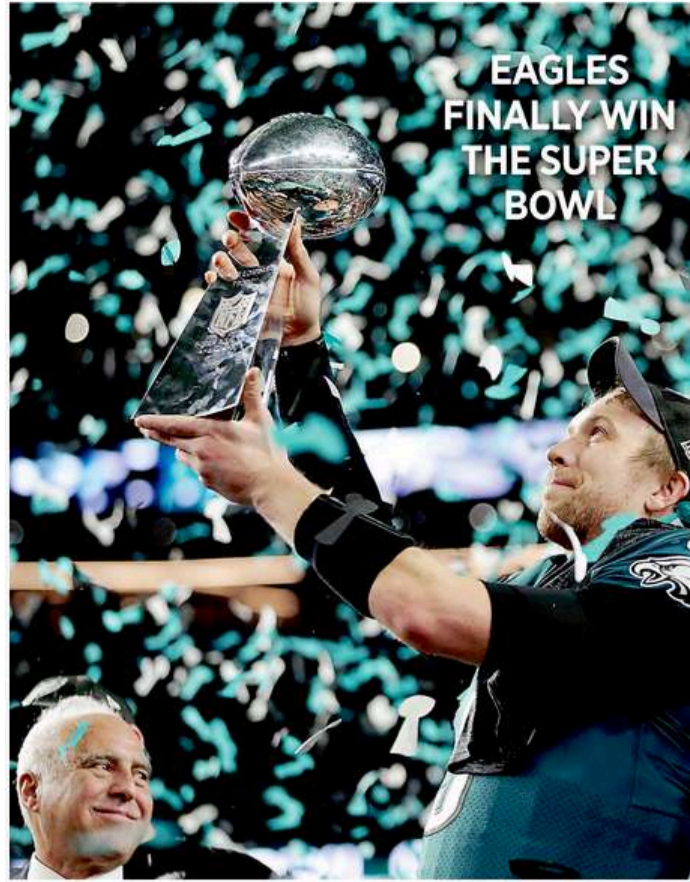


A

# 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. [PHOTOGRAPH BY AP/WIDEWORLD](#)

**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

