Systems Oriented Design
Design For Democracy
Arotin Hartounian
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Abstract and Intro</td>
<td>25</td>
<td>Talent</td>
</tr>
<tr>
<td>2</td>
<td>Introducing Dagens Næringsliv</td>
<td>26</td>
<td>DN Kompass</td>
</tr>
<tr>
<td>5</td>
<td>Understanding DN</td>
<td>33</td>
<td>Multimedia</td>
</tr>
<tr>
<td>11</td>
<td>Understanding Norwegian Youth</td>
<td>34</td>
<td>Collaborative Journalism</td>
</tr>
<tr>
<td>15</td>
<td>Project Statement</td>
<td>35</td>
<td>Events</td>
</tr>
<tr>
<td>16</td>
<td>Concept Exploration</td>
<td>39</td>
<td>DN Debth</td>
</tr>
<tr>
<td>18</td>
<td>Giga-Map Development</td>
<td>43</td>
<td>Conclusion</td>
</tr>
<tr>
<td>21</td>
<td>Final Giga-Map</td>
<td>44</td>
<td>References and Credits</td>
</tr>
<tr>
<td>22</td>
<td>Strategy and Approach</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ABSTRACT

There have been two worrying trends developing over the last decade or so. The first is that newspapers and journalistic organizations have been continuously financial challenges as the landscape and habits of media consumption are changing rapidly due to digitalization. The second trend that is far more worrying is that the trust and stability of democracies all over the world is on a constant decline. In order for democracies to stay healthy there must be easy access to accurate information as well as engagement and participation among the citizens. As journalistic institutions and outlets struggle to stay afloat as businesses these two trends compound and accelerate. All journalistic outlets now must adapt and innovate rapidly in order to not only survive but to evolve to operate in this new paradigm.

This project focuses on the efforts and vision of one news organization, Dagens Næringsliv (DN), as they look to adapt and innovate. Through the use of Systems Oriented Design methodologies and practice, a systematic scope of the organization and the general landscape of the situation is explored. Understanding the vision, mission, and efforts of DN for the future and mapping them in a systematic diagram helps their connection and contribution to democracy become more apparent. A strategy or synergy map is one of the major outcomes of this project. This strategy map is a visual roadmap to a wide network of opportunities for combining projects and efforts to discover innovations in engagement of the readers of DN, prospective subscribers, and the general public. Several new concepts for reader engagement projects and digital products are also proposed in this project.

INTRO

This project is a collaboration between Systems Oriented Design (SOD) - Design For Democracy taught at the Oslo School of Architecture and Design (AHO) and the project partner Dagens Næringsliv (DN). SOD - Design For Democracy taught by Birger Sevaldson with teaching support from Linda Blaasvær and Andreas Wittre. Tutoring and additional guidance provided by Simón Sandoval and Niloufar Gharavi.
Founded in 1889 in Oslo with a strong heritage in the maritime industries of Norway, Dagens Næringsliv has been providing business and political news, helping Norwegian society navigate changes in the world throughout the decades. Its contribution has made it Norway’s largest business newspapers and one of the most awarded journalistic organizations in Norway.
Just as DN has helped Norwegian society adapt to new paradigms, DN itself recognizes the rapid shifts in technology, trends, reader behavior, and economic realities. Taking a proactive approach, DN is aiming to change the public’s perception of its brand through innovations in engagement with the next generation of Norwegians.
After an orientation presentation from DN at their headquarters as well as extensive and continuous secondary research a Giga-map was created that attempts to make sense of all information currently available. A ZIP Analysis was done to identify next steps in the process.
UNDERSTANDING DAGENS NÆRINGSLIV
The ZIP Analysis of the first Giga-Map helped to identify areas of further inquiry and needed research. 4 hour long interviews were conducted at the DN Headquarters to gain further insight into the organization. The four interviews were with the following people:

**News Editor**
Tor M. Nondal

**Commercial Director**
Ole Johan Sjaastad

**Head of Ad Sales**
Erik Eckbo

**Head of Reader Engagement**
Ingeborg Volan

All four interviews were mapped live on paper with the interview also being recorded on audio for the opportunity to review the interview later on.
5 MUST WIN BATTLES

Engage young readers and develop positive brand perception

Quality journalism that gives more engaged readers willing to pay for digital access

New products and services the users love and businesses are happy to pay for

Highest mobile growth among Norwegian publishers

Providing a workplace that inspires and engages the employees as well
A new initiative already underway at DN that aims to create a unified system that utilizes organization, processes, and data to provide a more complete understanding of each user or subscriber.

This system also helps the organization track larger behavioral patterns and trends.

DN 360 is the resilience in the system allowing for dynamic feedback and adaptability for the organization and its efforts.
THE PATH TO LOYALTY

Taking a customer-centric view, The Customer Lifetime Management is a 8 step strategy that uses integrated data from the DN360 system, it can serve as a guideline for understanding and increasing the lifetime value of a customer.
Interviewing Norwegian college students, ages 18-24, with various majors and interests to better understand their habits and views when it comes to news, business, and politics.
Interest and engagement in business news is highly dependant on the phases or periods of life the youth are in. The facts and the story is not enough, they would like to know how political or business news might affect them.

There are 3 barriers to engaging with business news:

1. Lack of Interest
2. Lack of Background knowledge
3. Unrelatable or Unactionable
Democratize business and political news by showing Norwegian youth how interwoven it is to daily life. Through engagement and education change the public’s perception of DN from a news source only for older business minded professionals to a news source that is sharing knowledge on a face to face level.
IDEATION

Generating ideas for live events, exhibits, installations that can act as a place to gather and socialize, discover new information, be entertained, and be introduced to DN.
Generating ideas for new digital products, features, and interaction opportunities for DN’s mobile browser and apps.
MAPPING PROJECT SYNERGIES

Sketching in order to be able to layout the wide range of engagement project ideas. Once the entire list of ideas have been layed out visually then proceeding to conceptualize on ways to investigate the synergetic possibilities between the different projects. Finally looking into how to communicate the complexity of the information in a visually clear way for the final Giga-Map.
The final Giga-Map consists of three main parts:

- The first part is about DN’s past which includes its history, focus, brand, demographics breakdown, publications, sections, departments, and affiliated companies.

- The second part is DN’s vision for the future, goals, DN 360 and Customer Lifetime Management.

- The third part is the strategy map that lays out all the different engagement concepts and sub projects there are along a timeline. This synergy map is the most important part of this Giga-Map.
The synergy map is a visual tool for investigating possibilities for innovation in engagement. Six total concepts and their sub-projects within them are placed along a timeline spanning from 2019-2022. Each sub-project’s synergetic potential and connection to other sub-projects can be traced visually. This strategy or synergy map is meant to be a working map, being updated as time goes on and realities change.
This strategy/synergy map relies on a specific approach that can be summed up in 5 key points.

1. Suggesting new concepts for engagement
2. Finding synergies between already ongoing projects
3. Multiple free entry or touch points to introduce youth to DN
4. Providing opportunities for mutually beneficial engagement and education
5. Create brand awareness and loyalty over time.
3 TYPES OF CONCEPTS

Project already underway at DN

Some efforts underway + new suggestions

Completely new suggestions

MULTIPLE SUB-PROJECTS

1. Talent

- Norwegian Youth Focus Groups
- Youth Journalists

2. DN Kompass

- 1st Set of Subjects
- 2nd Set of Subjects
- Reader Suggested
- 3rd Set of Subjects

3. Multimedia

- Photography
- Videos
- Podcasts
- Infographics
- Newsletter
- Interactive Quizes
- Political Maps
- Audio News
- Kompass Audio
- News Aggregator

4. Collaborative Journalism

5. Events

- DN Open House
- Business Tours
- College Fairs
- Conferences (Youth)
- Social Mixers
- Film Screenings
- Public Exhibits
- Public Installations

6. DN Depth

- 3 Levels
- Concept Dive
- B6P Undercurrents
Each concept is evaluated using an Impact & Threshold Analysis that considers the potential Impacts of the concept among 10 criteria and the Thresholds or barriers to implementation on 5 criteria. The results are weighted and combined to give a score to the concepts as a way to evaluate each idea's positive and negative potential.

- **Impact**
  - Leverage
  - Reach
  - Connectedness
  - Radius of Ripple
  - Short vs. Long Term
  - Platform Effect
  - Purpose
  - Engagement
  - Educational
  - Democracy

- **Threshold**
  - Economic
  - Technological
  - Cultural
  - Organizational
  - Adoption

### Impact Analysis

- **Potential to make a big difference**
- **Ability to reach the target group & beyond**
- **Connectedness with current projects**
- **How far people are effected**
- **3-12 months vs. 12-36+ months**
- **Create new grounds for growth**
- **Sense of purpose for DN employees**
- **Engagement with the youth**
- **Educational value for the youth**
- **Interest & participation in democratic processes**
TALENT

Talent is a project that was started at DN over a year ago. It is its own section of the newspaper that has news and content that is created specifically for the youth. It features subjects that are relevant or interesting to the lives of the youth demographic (ages 18-24).
Interest and engagement in business and political news is highly dependant on the phases or periods of life the youth are in.

An aggregated platform for “evergreen” news and content can be a great offering to our readers, old or new.
I Norge henger denne tett sammen med det som kalles for interbankrenten, pengemarkedsrenten, eller rett og slett Nibor. Den viser hvor mye det koster for en bank som DNB å låne penger, og er dermed avgjørenden for hvilke renter de kan tilby på boliglån.

I dag tilbyr DNB en rente på 2,60 prosent til kunder under 34 år. Sammenlignet med denne renten sparer ekteparet rundt 13.700 kroner i året.

Slik blir du kuttet når du overstiger inntektsgrensen Jobbmarkedet

Karriereutvikling

Samle en liste over referanser du allerede har

1

2

Forskning lønnsområdet for feltet du

DN KOMPASS

DN Kompass is a new concept I am proposing to DN. It is a curated selection of easy to navigate guides and “evergreen” content for the important moments in adult life. It is its own separate section within DN’s desktop and mobile sites as well as the DN app. DN Kompass will be freely available without a subscription as a way of bringing traffic to the DN and creating positive brand perception over time.
Helene
23 years old
Recently graduated from college
Preparing for job interviews
Does not read Dagens Næringsliv

Helene is preparing for a job interview and she wonders how she can negotiate her salary. She searches salary negotiations on the web browser on her smart phone.
After scrolling through the web search results, she clicks on the DN Kompass link on the guide to career development which includes a section on negotiating salaries. She scrolls through the steps and information she already knows. She finds the section she is looking for and clicks through all the sub-steps. She finds what she is looking for quickly and moves on.
I Norge henger denne tett sammen med det som kalles for interbankrenten, pengemarkedsrenten, eller rett og slett Nibor. Den viser hvor mye det koster for en bank som DNB å låne penger, og er dermed avgjørende for hvilke renter de kan tilby på boliglån.

I dag tilbyr DNB en rente på 2,60 prosent til kunder under 34 år. Sammenlignet med denne renten sparer ekteparet rundt 13.700 kroner i året.

**NIBOR** oppgis i en rekke satser, som retter seg etter lånetets løpetid på alt fra syv dager til ett år. Den blir ofte regnet som markedets riskofrie rente, og er dermed aktuell i finansielle beregninger for å beregne verdipapirers avkastning utover å plassere midler i banken.

**Slik blir du kuttet når du overstiger inntektsgrensen**

Den viser hvor mye det koster for en bank som DNB å låne penger, og er dermed avgjørende for hvilke renter de kan tilby på boliglån.
Helene visits Kompass from time to time to educate herself on specific political or economic topics. The educational modules or guides are sectioned into easy to navigate chapters.

At the end of the Kompass homepage is a suggestion box where users can ask for specific topics they would like Kompass to create content for. The data from the searches can be a useful way to receive feedback on what kind of content to create for the Talent and Kompass sections.
The name is an homage to the maritime heritage of DN. Helping the next generation of Norwegian society navigate the business and political journeys of adult life.
MULTIMEDIA

- Photography
- Videos
- Podcasts
- Infographics
- Newsletter
- Interactive Quizes
- Political Maps
- Audio News
- Kompass Audio
- News Aggregater
COLLABORATIVE JOURNALISM

a mode of journalism where multiple reporters or news organizations, without affiliation to a common parent organization, report on and contribute news items to a news story together. There is great opportunity for DN to co-create news and content with the youth demographics as a way to build trust and engagement as well as create original and relevant content.
Erna Solberg, the Prime Minister of Norway giving a speech at the Havet Conference, a DN organized conference that I attended as part of my research.
Public Exhibits that can engage through entertainment and education. Creating opportunities to remember the brand.

Public exhibits can be a great way to engage the general public through surprise, design, visuals, education, storytelling and environment. Enhancing the exhibit even further by also providing places to gather, rest, and discuss amongst each other.
Public Installations that create a buzz and can potentially even become landmarks.

A public installation with a suspended canopy of fabric material that resembles ocean waters. There are many things hanging from the canopy: posters, informational cards, objects, etc. As people pull on these hanging objects to interact with them they also manipulate the ocean canopy above them creating waves and bringing the installation to life. The more people engage with this installation the more they affect this “ocean”.
Public Installations

A monumental installation of a structure resembling the hull of a ship or the DN Headquarters. The entire installation can be covered with digital screens. On each screen showing a specific segment of DN’s publishings or curated selection of information or multimedia. This installation can become a place where people gather to obtain their news or possibly even become a tourist landmark.
Youth Insight

There are 3 barriers to engaging with business or political news:

1. Lack of Interest
2. Lack of Background knowledge
3. Unrelatable or Unactionable

The facts and the story is not enough, they would like to know how political or business news might affect them.
Providing updated information about political measures and changes happening locally and regionally.

6A Politics Map

An interactive map of Norway where one can choose their city and see what is happening politically within their city, region, or nation.

Once a city is selected a list of political hearings, laws, measures are listed based on the month.

A description of the subject.
A box describing how it might affect the reader politically.
A box describing how it might affect the reader economically.
What to do about it.
How to get involved.
Providing three levels of engagement with any given story at DN. The reader can choose whether to read just the article (level 1), a one paragraph summary of the story (level 2) or the entire article (Level 3).

Clicking on this button opens up an expansion box with the second level of article depth.

This second level of depth explains the story in one paragraph. Clicking on the next button takes the reader to the full article.
Showing just how much political and economical undertones there are in any given news story, even if it seems unrelated like entertainment or lifestyle stories.

Each article has two indicators with it. One indicator shows the business and economic undertone of the article based on the number of terms, concepts, entities, etc. are mentioned. The other indicator shows the same for political undertones.

On the article page key business and political terms, concepts, entities, etc. are highlighted and clickable. Clicking on them opens up an expansion box that explains the highlighted item further or adds context to the story.
CONCLUSION

While working on this project I was consciously aware that the research that I would do in pursuit of uncovering insights into Norwegian youth, culture and engagement would not be of any significant contribution in comparison to the research and expertise that Dagens Næringsliv had already accumulated. Therefore it was important to acknowledge their research efforts and wide range of projects and endeavors that DN had already started or is planning on launching. As a newcomer to Norwegian society and the world of journalism I chose not to present one singular concept as a design intervention. Instead I aimed to explore a wide range of new concepts as a way to inspire new thoughts or approaches to engaging with their current and future demographics.

I see my biggest contribution to this project as being the synergy map that can serve as a visual guide to scope the current project landscape of DN while exploring new possibilities for connecting projects, resources, and channels for dialogue with Norwegian youth. The strategy/synergy map is meant to be a live tool that becomes updated as time progresses. Currently this strategy map can possibly be adopted by DN although it can undergo several rounds of testing and refining before it can be a robust and practical tool. If the project had a longer time span, the next steps would be user testing for the app/mobile browser mockups proposed as well and user testing and refinement on the strategy map.

ACKNOWLEDGEMENTS

Special thank you for Birger Sevaldson, Andreas Wittre, and Linda Blaasvær. Simón Sandoval and Niloufar Gharavi for their tutoring and guidance. Julie Lundgren and Fredrik Loennecken for support and correspondence at DN. Tor M. Nondal, Ole Johan Sjaastad, Erik Eckbo, and Ingeborg Volan for their participation in the interviews. and my SOD classmates: Lieke Van Raan, Palak Dudani, Paulina Buvinić, Jens Christian Boxaspen, Chenxing Weng, and Anthony Saul Lopez.
All information pertaining to DN was acquired through interviews and correspondence with DN employees as well as the DN website:  https://www.dn.no/

**Articles & Publications**


**Images**

Cover Photo: Matthias Jordan on Unsplash
Pg. 2: Source Unknown (1954)
Pg. 3: Image courtesy of Dagens Næringsliv
Pg. 28: David Preston on Unsplash
Pg. 27 & 30: Lieuwe Terpstra on Unsplash
Pg. 27 & 29: Rawpixel on Unsplash
Pg. 32 (left image): Justin Main on Unsplash
Pg. 32 (right image): Simon Migaj on Unsplash
Pg. 33: Nik Macmillan on Unsplash
Pg. 34: Michael Ramey on Unsplash
Final Page: Michael Ankes on Unsplash
All other images are taken by Arotin Hartounian

**Icons**

Pg. 8: Aneeque Ahmed (Dialogue and Mobile) from Noun Project
Pg. 8: Symbolon (Rocket) from Noun Project
Pg. 27: Eucalyp (Target and Contracts) from Noun Project
Pg. 31: asiansom.design (Network) from Noun Project
Pg. 32: Maxim Kulikov (Light Bulb) from Noun Project
Pg. 32: Maxim Kulikov (Mountian Top) from Noun Project
All other graphics are created by Arotin Hartounian
THANK YOU!