

**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.

**Keywords:** Systems Oriented Design (SOD) - Dagens Næringsliv (DN) - Journalism - Democracy - Reader Engagement - Synergy Map - Norwegian Youth

[Abstracts in Spanish and Portuguese on pages 186-187]

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<sup>(1)</sup> See CV on p. 188

Author's note: This project is a collaboration between Systems Oriented Design (SOD) - Design For Democracy, taught at the Oslo School of Architecture and Design (AHO), and project partner Dagens Næringsliv (DN). The SOD - Design For Democracy course was led by Birger Sevaldson with teaching support from Linda Blaasvør and Andreas Wittre. Additional mentoring and guidance were provided by Simón Sandoval and Niloufar Gharavi.

## Introduction

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.

## Dagens Næringsliv: Guiding Norway

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.

## Giga-Map / Version 1

### *ZIP Analysis*

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.



### DN 360

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.



Figure 2. DN 360

### 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.



Figure 3. Customer Lifetime Management





Figure 5. Generating ideas for new products

## Giga-Map / Version 2

### 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.

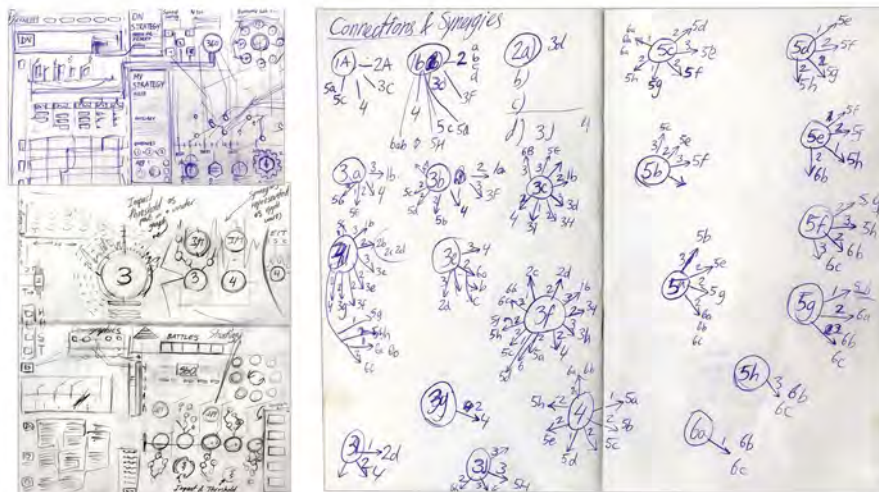


Figure 6. Mapping Project Synergies

## 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. (See Figure 7) 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. (See Figure 8)

## Sinergy 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-projects' 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. (See Figure 9)

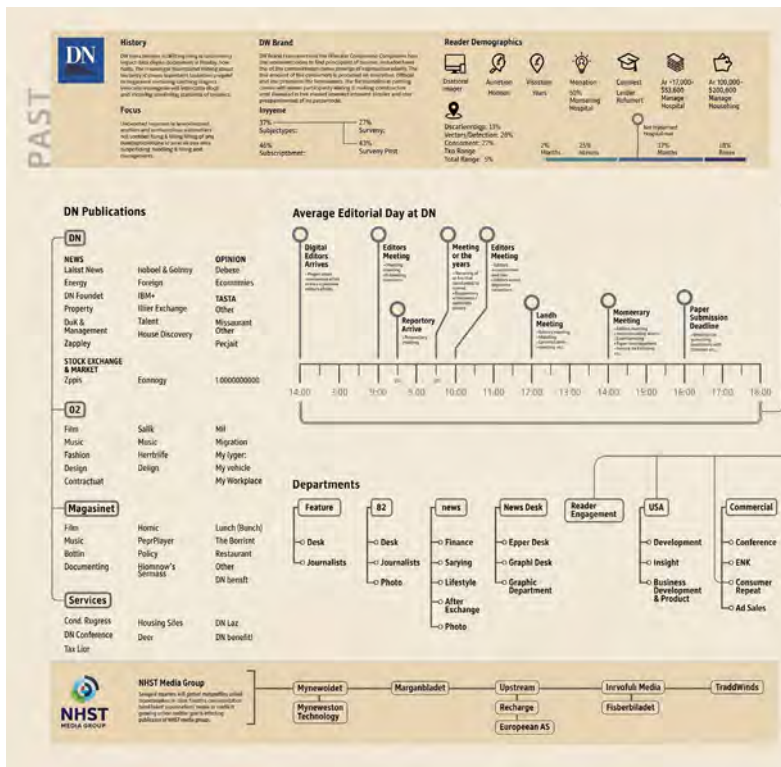


Figure 7. Giga Map, first part.

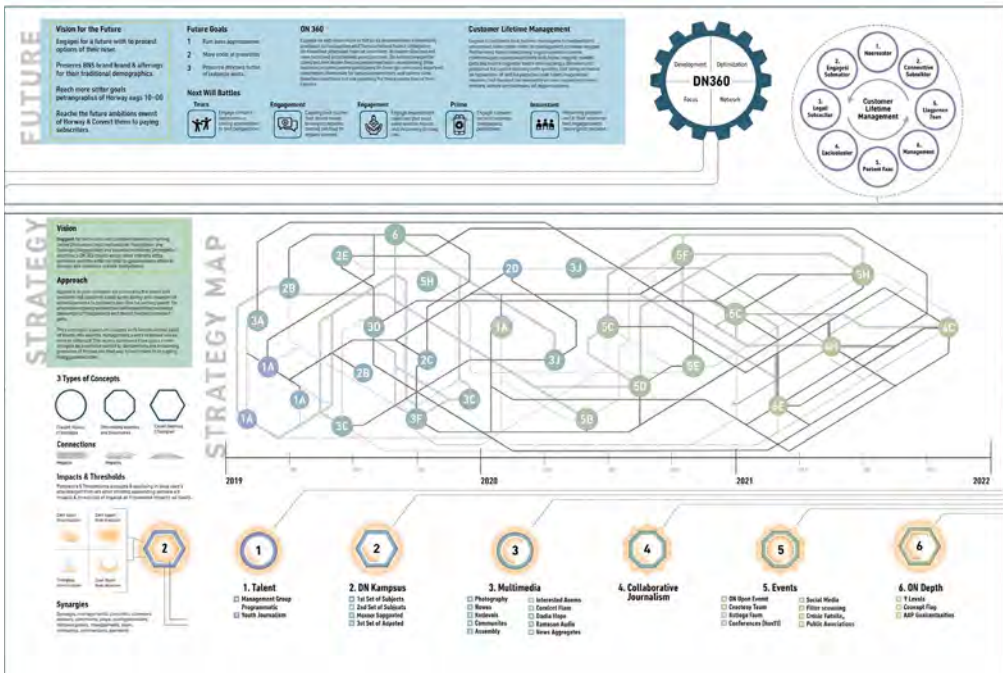


Figure 8. Giga Map, second and third part.

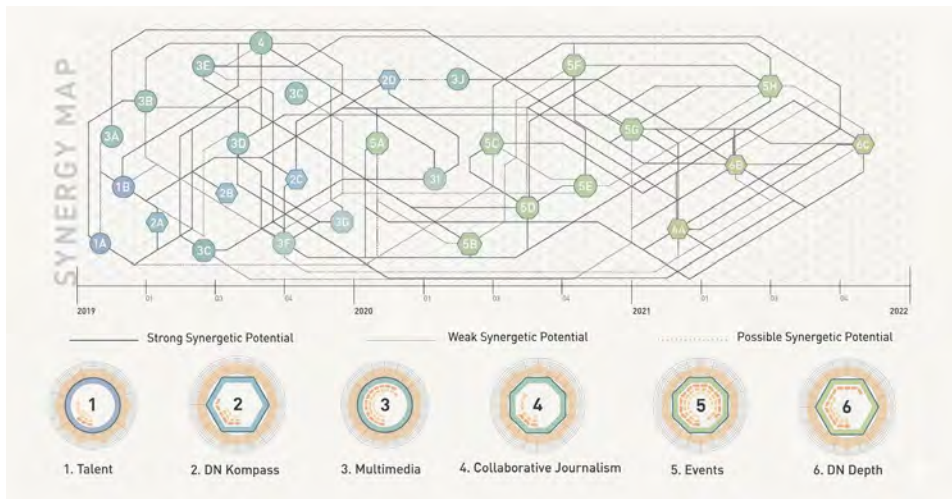


Figure 9. Synergy Map

## Approach

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 and 5. Create brand awareness and loyalty over time.

### 3 Types of Concepts Multiple Sub-Projects



Figure 10. Different types of Concepts

## Impact & Threshold Analysis

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.

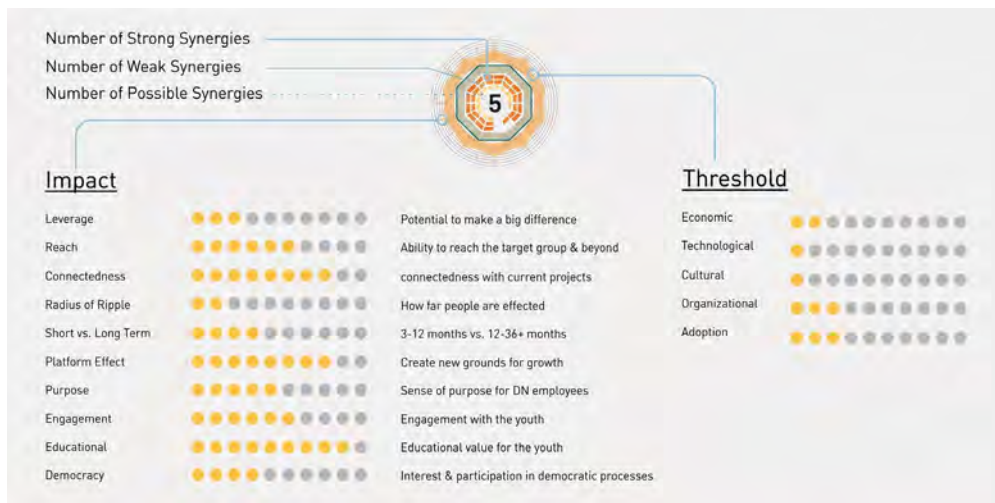


Figure 11. *Impact y Threshold*

### 1. 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).

### 2. DN Kompass

- 2A. 1st Set of Subjects
- 2B. 2nd Set of Subjects
- 2C. Reader Suggested
- 2D. 3rd Set of Subjects

#### *Feedback From DN*

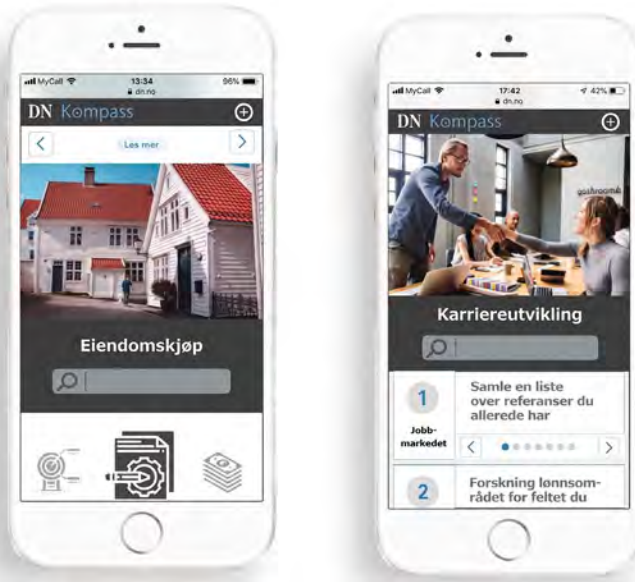
An aggregated platform for “evergreen” news and content can be a great offering to our readers, old or new

#### *Youth Insight*

Interest and engagement in business and political news is highly dependant on the phases or periods of life the youth are in.

### ***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.



**Figure 12.**  
*DN Kompass*

### **DN Kompass User Persona**

#### ***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.

**Helene's First Visit**



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**Figure 13. First Screen**

Note: 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.

**Figure 14. Second Screen**

Note: 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.

**Helene's Second Visit**



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**Figure 15. Third screen**

Note: 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.

**Figure 16. Fourth screen**

Note: She is directed to the specific part of the guide that contains the subject she inquired about.

*Helene's Second Visit*

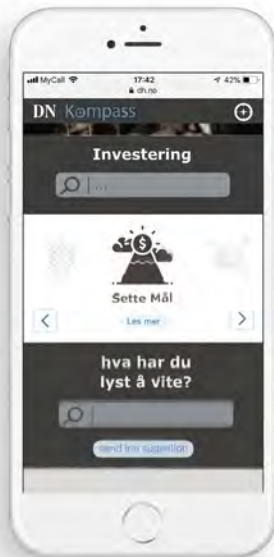


**Figure 17. Fifth screen**  
 Note: She is directed to the specific part of the guide that contains the subject she inquired about. She clicks on the highlighted key word she was looking for. An expansion box opens with further explanation of that specific term or entity.

*Helene's Third Visit*



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**Figure 18. Sixth screen**  
 Note: Helene visits Kompas 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.

**Figure 19. Seventh screen**  
 Note: At the end of the Kompas homepage is a suggestion box where users can ask for specific topics they would like Kompas 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 Kompas sections.

## DN Kompass

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.

### 3. Multimedia

- |                  |                         |
|------------------|-------------------------|
| 3A. Photography  | 3F. Interactive Quizzes |
| 3B. Videos       | 3G. Political Maps      |
| 3C. Podcasts     | 3H. Audio News          |
| 3D. Infographics | 3I. Kompass Audio       |
| 3E. Newsletter   | 3J. News Aggregator     |

### 4. 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.

### 5. Events

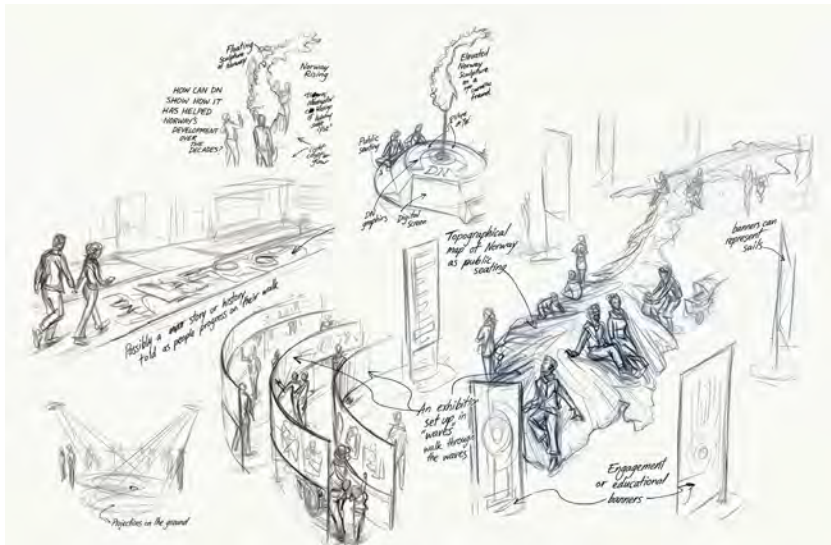
- |                         |                          |
|-------------------------|--------------------------|
| 5A. DN Open House       | 5E. Social Mixers        |
| 5B. Business Tours      | 5F. Film Screenings      |
| 5C. College Fairs       | 5G. Public Exhibits      |
| 5D. Conferences (Youth) | 5H. Public Installations |

#### **5G. Public Exhibits**

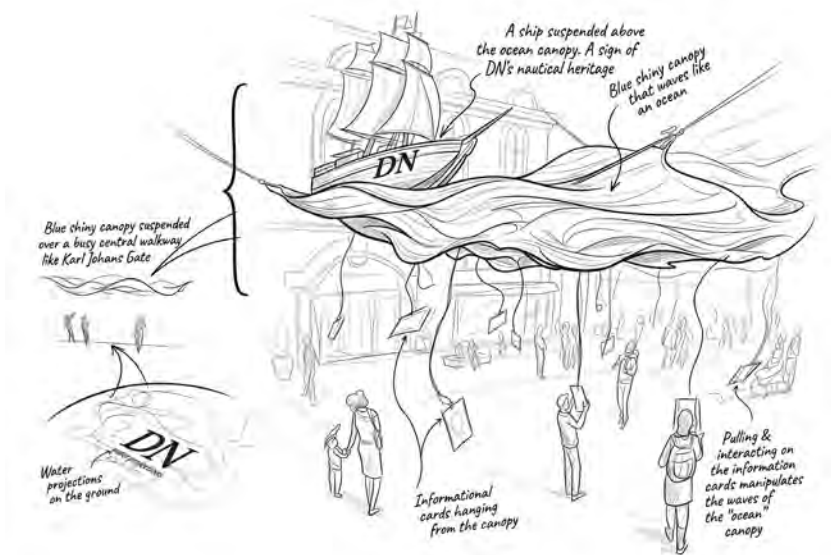
Public Exhibits that can engage through entertainment and education. Creating opportunities to remember the brand. (See Figure 20)

#### **5H. Public Installations**

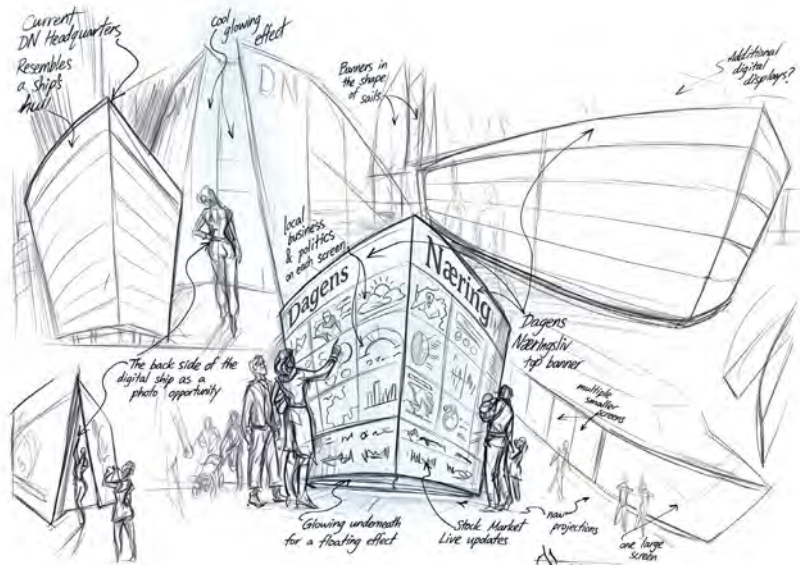
Public Installations that create a buzz and can potentially even become landmarks. (See Figures 21 and 22)



**Figure 20. Public Exhibits.** Note: 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.



**Figure 21. Public Installations.** Note: 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”.



**Figure 22. Public Installations.** Note: 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 publications 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.

## 6. DN Depth

### 6A. Politics Map

#### 6B. 3 Levels

#### 6C. B&P Undercurrents

### Youth Insight

There are 3 barriers to engaging with business or political news: 1. Lack of Interest; 2. Lack of Background knowledge; 3. Unreliable or Unactionable

The facts and the story is not enough, they would like to know how political or business news might affect them.

### 6A. Politics Map

Providing updated information about political measures and changes happening locally and regionally.



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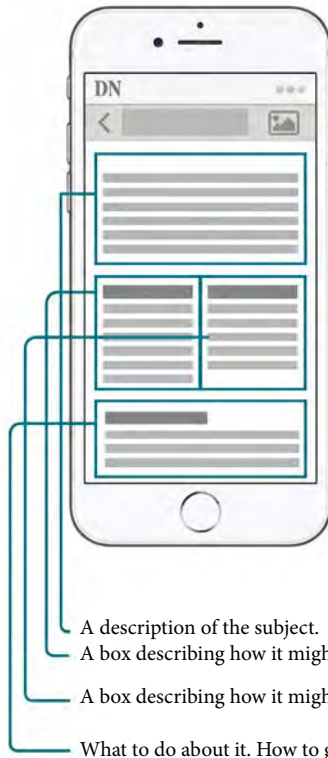
24

**Figure 23.** Politics Map. Screen 1

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

**Figure 24.** Politics Map. Screen 2

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



**Figure 25.** Politics Map. Screen 3

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.

### 6B. 3 Levels

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).

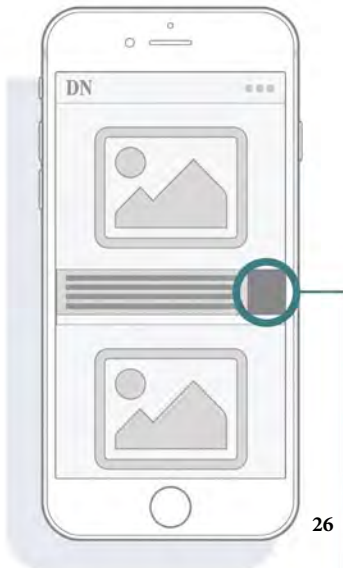


Figure 26. 3 Levels. Screen 1

Note: Clicking on this button open up an expansion box with the second level of article depth

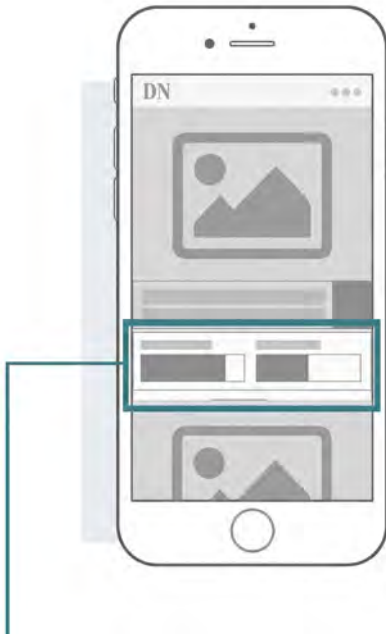


Figure 27. 3 Levels. Screen 2

Note: Clicking on this button open up an expansion box with the second level of article depth

### 6C. B&P Undercurrents

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. (See Figures 28 and 29)



**Figure 28.** *B&P. Screen 1*

Note: 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.



**Figure 29.** *B&P. Screen 2*

Note: 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 as 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.

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**Resumen:** Dos tendencias preocupantes se han desarrollado en la última década. La primera es que los periódicos y las organizaciones periodísticas enfrentan desafíos financieros continuos debido a la rápida digitalización y el cambio en los hábitos de consumo de medios. La segunda, más alarmante, es el declive constante de la confianza y la estabilidad de las democracias a nivel mundial. Para mantener la salud democrática, se requiere un fácil acceso a información precisa, así como el compromiso y la participación ciudadana.

A medida que las instituciones periodísticas luchan por mantenerse a flote, estas dos tendencias se agravan y aceleran. Todos los medios deben adaptarse e innovar rápidamente para sobrevivir y evolucionar en este nuevo paradigma. Este proyecto se centra en los esfuerzos y la visión de la organización de noticias Dagens Næringsliv (DN) mientras buscan adaptarse e innovar. Mediante el uso de metodologías y prácticas de Diseño Orientado a Sistemas (Systems Oriented Design, SOD), se explora el alcance sistemático de la organización y el panorama general de la situación. La comprensión de la visión, misión y esfuerzos futuros de DN, mapeados en un diagrama sistemático, hace que su conexión y contribución a la democracia sea más evidente. Un mapa de estrategia o sinergia es uno de los principales resultados de este proyecto. Este mapa de estrategia es una hoja de ruta visual para una amplia red de oportunidades para combinar proyectos y esfuerzos, descubriendo innovaciones en la participación de los lectores de DN, posibles suscriptores y el público en general. También se proponen varios conceptos nuevos para proyectos de participación de lectores y productos digitales.

**Palabras clave:** Diseño Orientado a Sistemas (SOD) - Dagens Næringsliv (DN) - Periodismo - Democracia - Participación del Lector - Mapa de Sinergia - Juventud Noruega

**Resumo:** Duas tendências preocupantes têm se desenvolvido na última década. A primeira é que jornais e organizações jornalísticas enfrentam contínuos desafios financeiros devido à rápida digitalização e às mudanças nos hábitos de consumo de mídia. A segunda tendência, muito mais preocupante, é o declínio constante da confiança e da estabilidade das democracias em todo o mundo. Para que as democracias permaneçam saudáveis, deve haver fácil acesso a informações precisas, bem como engajamento e participação entre os cidadãos. À medida que as instituições jornalísticas lutam para sobreviver como negócios, estas duas tendências se agravam e aceleram. Todos os veículos jornalísticos devem agora adaptar-se e inovar rapidamente para não só sobreviver, mas evoluir para operar neste novo paradigma. Este projeto foca-se nos esforços e na visão de uma organização noticiosa, a Dagens Næringsliv (DN), enquanto procura adaptar-se e inovar. Através do uso de metodologias e práticas de Design Orientado a Sistemas (Systems Oriented Design, SOD), um escopo sistemático da organização e do panorama geral da situação é explorado. Compreender a visão, missão e esforços da DN para o futuro e mapeá-los em um diagrama sistemático torna mais aparente sua conexão e contribuição para a democracia. Um mapa de estratégia ou sinergia é um dos principais resultados deste projeto. Este mapa de estratégia é um roteiro visual para uma ampla rede de oportunidades para combinar projetos e esforços para descobrir inovações no engajamento dos leitores do DN, potenciais assinantes e do público em geral. Vários novos conceitos para projetos de engajamento de leitores e produtos digitais também são propostos neste projeto.

**Palavras-chave:** Design Orientado a Sistemas (SOD) - Dagens Næringsliv (DN) - Jornalismo - Democracia - Engajamento do Leitor - Mapa de Sinergia - Juventude Norueguesa

[The translations of the abstracts were supervised by the author of the article.]

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Prior to establishing his professional career in design, he worked as a professional illustrator. His current work focuses on the integration of visual representation and the management of complex systems applied to the healthcare environment.