

	A	B	C	D	E	F	
1			OLD PARADIGM		NEW PARADIGM		
2			Mainstream Media	Independent Journalism	Current & Emerging	Possible Futures	
3	Mindsets	Authority	Experts know best	We know better than current authorities (enlightened)	Crowd knows best	Well-designed communities know best (dynamic mix of crowd & experts)	
4		Unifying force	"We" (who have power)	"We" (who lack power)	"Me/my" — social communities of "me" (who lack power) — 1) "if it's news, it will find me," 2) my blog, my opinion	"Us" — together... "yes we can"	
5		Metaphor for Content	Library, shelf	Fifth Estate (being in opposition)	?content meatphor?	Translucent Octopus	
6		Metaphor for Role	Watchtower (coverage)	Watchdog (outsiders/fringe)	Coverage no longer as relevant		
7		Metaphor for Audience	Spectator (passive watcher)	Critic (like-minded naysayers)	Player (engaged participant)	Captains (momentary leaders)	
8		Metaphor for Communications	Monologue		Dialogue	Sideways chatter (forming community narratives)	
9		Philosophical underpinnings	Utilitarianism (Bentham/Mills): "greatest happiness for the greatest number of people"	Deontology (Kant): "categorical imperative" (moral duty)	Holistic connectedness & direct experience (Budda), Revelation (Tillich), many others.		
10		Other? (please add)					
11							
12		Purpose	Mission	Teaching/informing people (media as educator)		Engaging people as participants	Engaging people as actors & leaders
13	Outcome		Manufacturing shared conversation (conventional thinking)	Resisting conventional thinking (alternative shared conversation)	Percipitating independent thinkers & resisters	Percipitating connectors & change agents	
14	Demand		Manufacturing desire/concent	Shifting desire & resisting concent	Meeting desire (by connecting desires)		
15	Impact/End Game		Improved competitiveness (gain in market share)	Improved world (through discourse of alternative ideas)	"Doing Good & Doing Well" (raising the tide for all boats)		
16	Fairness		Black & White - w/emphasis on fairness to most people (or powerful ones at least)	Right/Wrong - w/emphasis on fairness those with less power (minority voices)	New populist emphasis on fairness (e.g. Illinois Governor, BART shooting)	?? Net Gen values (re: Tapscott), shifting zeitgeist, ephemeral	
17	Other? (please add)						
18							
19	Business Model	Primary revenue	Ads, classifieds, subs	Major donors	Greater diversity of sources		
20		Expenses	High costs (content producers)	High costs (content producers) <i>but bootstrapping</i>	Lean & Mean (advantage for nonprofits that have kept costs low)	Lean & Mean (entreprenur-journalists)	
21		Compensation	Money (higher)	Money (lower)	Increasingly reputation & social value		
22		Basis of Competitive Advantage	Scarcity of information organized around physical limitations	Scarcity of information organized around physical limitations (plus scarcity of diverse voices & POVs)	Scarcity of attention based on time limitations & unbounded access to information	Scarcity of reputation based on social/group affiliations (communities) & scarcity of authenticity (real-name identity)	
23		Value Chain	Investigative Journalists (under same roof as publisher) → Audiences		Investigative Journalism → Echo Chamber as non-paying aggregators → Audiences	Investigative Journalism "conceptual scoops" (both publisher & journalist-entrepreneur) → Echo Chamber as paying aggregators (based on performance) → Audiences	
24		Business Failures	Two reasons that business have failed over the past century are 1) the business leaves the customer, or 2) the customer leaves the business. (Richard Tedlow, business historian)				
25		Other? (please add)					
26							

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1			OLD PARADIGM		NEW PARADIGM	
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27	Metrics	Social Success	Increased audience, brand awareness	Collective impact on society		
28		Business Success	Financial bottom line	Social bottom line (with sufficient financial subsidy)	Double bottom line	Triple bottom line (broadest view of stakeholders)
29		Driving Metrics	Eyeballs	Eyeballs	Eyeballs	Leave "chasing eyeballs" to someone else, sell content to a new position on the value chain (leading aggregators)
30		Other? (please add)				
31						
32	Competencies		Trained journalists as core		Building audiences as <i>communities</i>	
33		Depth vs Breadth	Deep bench w/all pieces under one roof	Somewhat deep bench under one roof	Breadth in links and viral spread	Breadth & depth of communities/networks with ease of use/design
34		Distribution	Physical distribution		Experimentation w/digital technology (mostly internet viral & targeted)	Experimentation w/ digital technology (increasingly mobile & w/greater calculation from understanding human behavior)
35		Other? (please add)				
36						
37	Power	Authority	Perceived Authority	Resistance & independence	Everyone has greater authority & independence from mainstream/corporate media creators	Everyone has greater authority & independence from mainstream/corporate media creators (but not from filters! - e.g. search)
38		Source of loyalty	Control	Strong POV	Relevance	Relevance & engagement
39		Control	Maintaining control	Breaking control	Letting go of control	Harnessing self-organizing community controls
40		Fighting against	Competitors	Corporate & government hegemony (fighting mainstream elites)	Populist hegemony, group-think narrowness (fighting masses)	
41		Power Law	more locked in & stable		many fast changing dynamics	
42		Other? (please add)				
43						
44	Competitive Landscape	Industry change	Stable		Instable	
45		Geography	National, regional & local		Increasingly global	Increasingly global & local (but declining local investigative reporting)
46		Other? (please add)				
47						
48	Content	Categories	Organized around pre-defined disciplines/ traditional categories (ontology)		Increasingly user-defined meta data, Traditional categories of Tech & Business thrive	Ontology is over-rated, user-defined meta data more central
49		Ideas	Popular ideas	Alternative ideas	"Echo Chamber"	"Conceptual Scoops"
50		Distribution	One-to-many (top down, centralized institutions)		Many-to-many (unmediated), decentralized, crowd sourcing	New ways of filtering (new mediation)
51			emphasis: <i>the many who are like us</i> emphasis: <i>the many who are left out</i>			
52	Other? (please add)					
53						

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54	Role	Readers	Learning, passively receiving, trusting institutions, willingness to paying	Learning, critically receiving & reacting, willingness to paying	Creators, receivers (filterers) sharers, collaborators	Active agents
55		Publishers	Monopoly	Monopoly (within indy news)	Coordinators of community, creators of platforms	Become newsmakers themselves
56		Editors	Explicit gate keepers & experts	Explicit gate keepers & experts (curators of alternative POV)	Curatorial role more important (explicitly & implicitly) yet distributed	New ways of filtering (automatic & comm. design)
57		Journalists & content producers	Monopoly, "coverage" paramount, creating content	Broadening what is "covered" & creating content	Facilitating interaction (create meaning w/new role of readers)	Higher quality storytelling
58		Advertising	Stable, static set of ad products (e.g. 1/2 pg ad)		Multiplicity of ad products (w/greater targeting)	Constant state of innovation, moving target (requires more dedicated staff resources)
59		Ad Agencies	Brand creators	Largely ignore indy journalism	Blurring roles with publishers	
60		<i>Other? (please add)</i>				
61						
62	Concerns		Diversity & uncontested power	Gaining more power	Lazy consumers - "if it's news, it will find me" (desipite greater engagement) & popular "group think" homogeneity	Nuanced thinking & global perspectives (despite increasing global reach)
63					Fragmentation & too much noise	
64					Fall of newspapers	Rise in civic corruption (due to loss of local newspapers)
65					Destructiveness of anonymity	Authenticity (real-name identity)
66		<i>Other? (please add)</i>				