FLIP|SIDE

DMGT 720 | Prof. Hilary Collins | Spring 2018

Max Acevedo, Rafael Díaz, Jee Eun Lee, Samuel Rendón, Peter Sharp.

Introduction

Information was transformed after Johannes Gutenberg invented the printing press. The way knowledge was distributed and how people adopted it was changed forever. A similar phenomenon was started a couple of years ago with the creation of the internet: information, once again, surpassed known boundaries. As a result, a new golden age of information was developed, but just as with the life cycle of every innovation, unforeseen variables emerged.

Flipside is an idea that wants to reframe the current state of information. Through an efficient business model we want to create a platform that brings transparency and inspires the co-creation of new knowledge in the golden age of information we are living in.

Problem statement

In our own eyes, what is the problem?

During recent years, the idea of free speech over the internet has been changing. At the same time, macroenvironmental forces are shaping our decisions and marketers, companies and public figures are aware of this ongoing phenomenon .
Using social media as a communication tool is currently a given right. On the other hand, and in the middle of a post-structuralist environment, the boundaries between content creators and consumers are being blurred.
The communication system controls the information we are getting. Regarding of it nature, there are many sides of each story, most of the information we get, it comes only from one side. The system algorithms is rigged by the amount of data information about the users they have; they use this data to feed the user with the side of the story they think they would like to hear.

Why it matters?

The democratization of public opinion has been affecting how users make important decisions for their own society's future. Some examples are Trump's election, Brexit, the reject of the Colombian peace treaty referendum. In all of those instances, fake news and social media noise have been pivotal to strengthen individual interests.

What are the implications?

There is an opportunity for us to address the stated problems and create impact while taking advantage of the gaps identified in the news/content social media industry. Most importantly, we want to create a profitable business model that challenges flawed practices in the Social Media and Information business which have harmed the distribution of knowledge.

Corporate strategy.

A thorough understanding of what products cater our user's needs. At the same time, the marketing strategy sums up decisions on investments, identifies gaps in the industry, prioritizes service developments, and explores the areas of our offering that can create value.

PESTLE
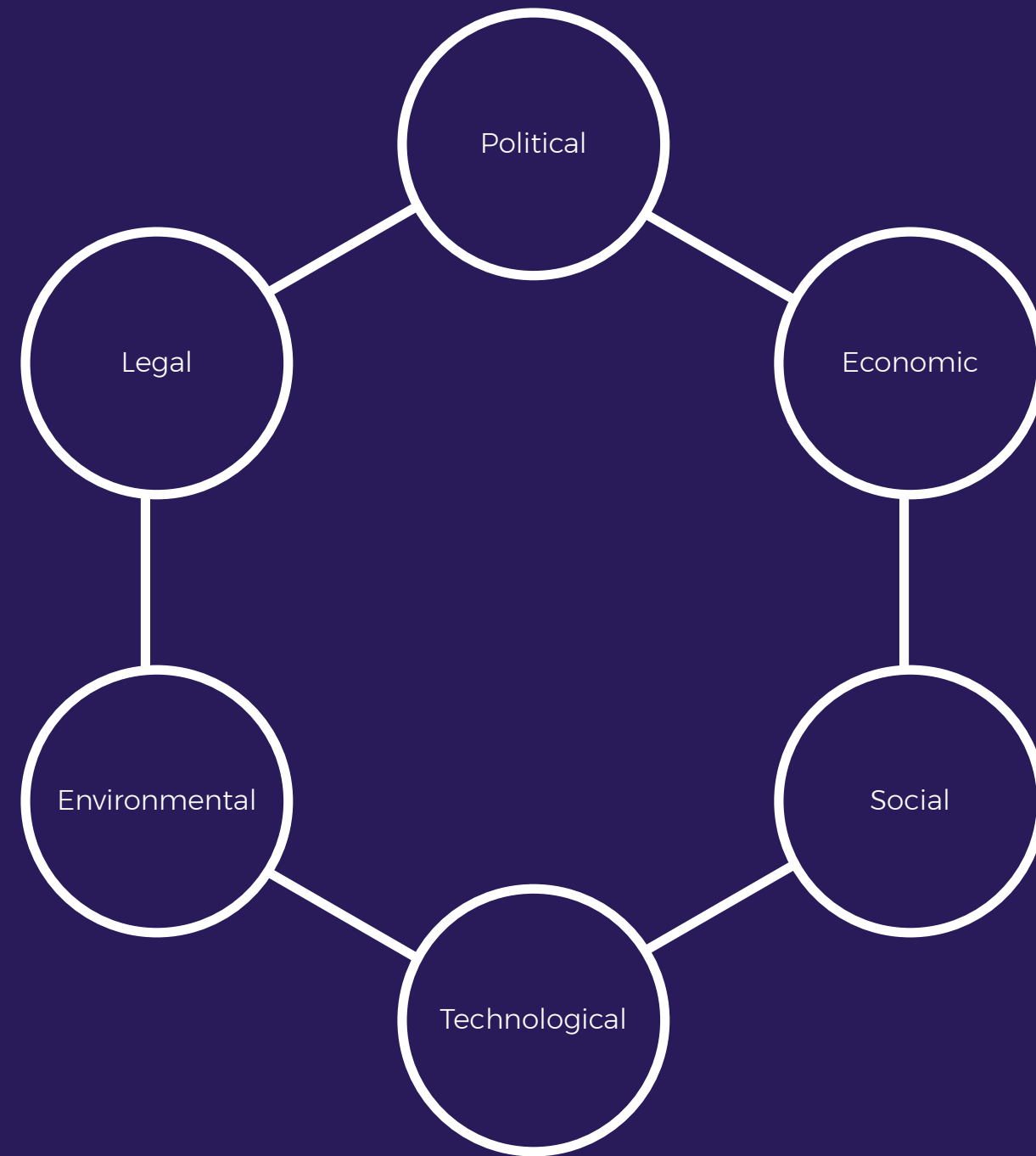
What are the implications?

Building Credibility

FlipSide will have to be able to build enough trust and credibility to stand out in the current sea of uncertainty and unreliable sources.

Strategize towards Visibility

Visibility would be fundamental for the correct development of our project. Many steps of our initial strategy would be focused on this area.

Teaching audiences to distinguish between fact and opinion

Since we have identified there is a lack of news literacy which leads to difficulties when discerning between facts and opinions, there is an opportunity for us to create a platform that allows users to access reliable news sources and to develop their own opinions based on legitimate opposing sources.

Establishing healthy partnerships with news sources

We need to create alliances with media conglomeration as well with alternative news sources to be able to discern between bias and avoid being focused by media consolidation.

Understanding and Influencing Public Opinion

Social media as an industry has become a powerful stakeholder. We need to develop an integrated platform that use their sources to push our business in the digital landscape. Social media and other stakeholders as Google have a good perception by the general public right now, being perceived as beacons of freedom of speech, however effects as clickbait are affecting that image, we need to be able to distance ourselves from that industry as soon as we need to, in order to maintain our position as an unbiased platform.

Co-creation impact in public opinion

We need to be able to identify how co-consumers are creating and sharing content online in order to impact and influence the ideas, arguments and points of view they are co-creating.

Create action plans that can be deployed within defined and unexpected legal frameworks

Adapt to legal changes the internet can undergo in the immediate and distant future. As a company, we would have to leverage our power, dialogue with stakeholders or shift our business strategy to work within current and new constraints.

Stakeholder map

Social

News

Alternative news sources

Social media

Influencers

Flipside

Authors

Content/ news media

Traditional news sources

User

How is connected with the previous tool?

We take information from Stakeholders map to identify the key players in the industry.

Some elements of 5 forces can also be found in the PESTLE analysis.

Why it matters?

To be able to build a feasible and strong business, we need to identify the industry forces that will affect us.

Finding a gap in the competitors market and developing a clear idea of our substitutes and possible newcomers helps us to create alternatives to protect our business against harsh competition circumstances.

In our industry, buyers and suppliers are integrated in the same co-creational group, meaning that we need to be aware of their global necessities and influence to adapt quickly.

What are the implications?

Hybrid subscriber/free user model

Since we identified our two main groups of users as beneficiaries and providers, we are going to approach them differently by giving them two ways of access our site.

Beneficiaries will have a free access model, revenue in this case will come from the use of ads in our website, however we need to be careful with the kind of content we are displaying in the website. Providers on the other hand, will be offered a subscribing model, by paying a monthly fee as Wall Street Journal users do, they will have access to all the information without ads, and we will offer a wider extent of tools that will facilitate the co-creation of content.

Build a strong relation with professional authors

The relationship with professional content creators in the news media industry is key to our model. They will have the same tools to co-create the information that the providers have, but in this case we will be the ones trying to establish connections by using PR and incentives. The strategy is then to change from we creating that first contact and offering incentives, to them reaching us, generating another income model for us.

5 Forces

IN
Traditional news/content sources/media into digital

BUYER
Content consumer

COMPETITORS
Alternative digital news/content sources/media

SUPPLIER
Content creators

SUBSTITUTION
Traditional news and social media

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What are the implications?

Understanding the co-creational model
An integrated news and social media industry requires for us to be able to capitalize in both sectors at the same time. We understand the digital news landscape, so we can now identify the subtle differences between competitors, substitutes, newcomers, buyers and suppliers and when they act as one or the other. This helps us to understand how we should approach them in each step of the strategy by giving them specific but flexible offerings.

We need to be perceived as social media and not a news site
The traffic online is primarily focused on search engines, social media, porn and shopping websites. We need to capitalize on that and create a platform that resembles or act as social media without empower the idea of self-presentation/disclosure, avoiding the idea of opinion against facts.

Reaching out to influencers to impact new users
We defined two groups of natural person users, beneficiaries and providers. In our case, we need to capitalize into the second group since they are the main influencers of the co-consumer model. They will be our primary focus in our first approach to the FlipSide strategy.

SWOT

STRENGTHS

Quality in content

Co-creation in between customer and brand

Accessibility

We are not influenced by ant government/organization/system

Platform created to develop a critical thinking

WEAKNESSES

Capital, (investment)

Business experience

Large amount of information that has built credibility in the market

System power over information

Information algorithms

OPPORTUNITIES

Create an informed debate

Inspire critical thinking

Create a more emotional information delivery

THREATS

Trust against other large information channels

Alternative business model VS clickbait model

Users trust of our content

How is connected with the previous tool?

The 5 Forces model helped us build a picture of the value flows within the industry and to illuminate how we might be able to enter into the market. By understanding the value flows we can discover possible entry points where our business could be competitive. We can then look at the industry in that specific area and use the SWOT method to discover opportunities our business should take advantage of to increase our chances of success.

Why it matters?

It is important for our firm to understand where the strengths, weaknesses, opportunities, and threats live within the greater industry, for specific competitors, and of our own company so that we may better plan our strategic options to achieve success. Without any kind of macro analysis of the industry or our competitors we could be offering a service that may already exist or quickly be out the window. If what we offer is easily replicable we will not last very long in the industry.

What are the implications?

The greatest opportunity we have discovered within the industry is the need information consumers have for trusted sources. Not many current news and information outlets provide extra information to gain trust with their users, the larger companies often rely on their perceived trustworthiness built over time. There is also an opportunity for us to show multiple perspectives of any given topic to build a bigger picture of any given issue, this is a unique offering no one else appears to be doing.

It will be difficult for us to compete with some of the much larger companies that have deeper connections of information and vastly more money, but luckily the barrier of entry into the market is low. The biggest threat to the industry is peoples mistrust of social media as a news source has them moving back to traditional credible brands. This could make it difficult for smaller sources to enter the market.

Key success factors

| Quality content | Accesability | Real time information | Quantity content | Engagement |

How is connected with the previous tool?

PESTLE can reveal some elements of the KSFs
Stakeholders Map identifies suppliers who apply KSFs or buyers for which KSFs are relevant.
KSF provides an objective scope of relevant economic forces that drive competition in the industry. As a result, it becomes relevant when creating the business statement.
In the Kano Model we can apply KSFs to create Value for the brand by addressing the role they can play for the consumer.

Why it matters?

We need to have an understanding of both the unarticulated needs and what the customer wants, and then correlate that information with how the different companies in the industry works and what do they offer.
With that information in mind, we can find the gaps the industry is not addressing, as well we can identify the basic elements we need to offer in order to offer a successful service and establish competitive advantage.

It's also important to understand the dimensions and intensity of competition to structure plans of action to react and shield against competition. It's also important to understand the dimensions and intensity of competition to structure plans of action to react and shield against competition.

What are the implications?

Real time information

Every platform that provides information looks for ways to deliver real-time news. As a result, this is an asset that we have to deliver even if we are not atually a newsource.

Quality in content

Research suggests that our users want tools to validate the quality and trustworthiness of both the news and sources they find online. An important percentage of users think they have been exposed to fake news and are willing to switch to other sources and media to avoid getting biased information.

Quantity in content

Studies suggest that users not only actively look for different sources to get information, but visit frequently websites and apps that have a constant stream of updated news.

Engagement

One of the key parameters in social media is engagement, we can roughly translate it as brand loyalty. Websites that caught user attention and make them return constantly are able to translate their contact into impressions per click or paid subscriptions.

Accessibility

The ability to access the information through multiple channels and devices, having a clear understanding of how the website is planned to reduce frustration and time spent searching, as well some offline capabilities are important to the users.

Social media SWOT

Competitor	Strengths	Weaknesses	Opportunities	Threats
Reddit	Content generated by users, crowdsourced voting system, specific categories for different taste, wealth of information, platform based on discussion	Easy to manipulate voting system, only one source is linked, no transparency, no credibility to content, amount of information can be overwhelming	Deeper curation of content, remove anonymity when publishing factual content, create links between information, combat bots manipulating the voting system	People want to be able to trust the information they are reading and look for more credible sources
Facebook	Most popular social network, A lot of users actively use it to get information, constantly innovating to increase engagement. Develops most of SM innovations.	Questionable information distribution practices, users doubt the validity of information, lacks academic anchors, low control of bots, do not curate information, their practices respond to advertisers needs,	They have the power to push new responsible practices, they can find new ways to engage with users, can buy any company that looks like a threat.	May never bounce back from its credibility crisis. Could become a utilitarian platform.
Twitter	Ability to have conversations about content with anyone, many perspectives, global reach, real time information, hypertextual tagging	Easy to manipulate information, false information spreads quickly, limited credibility, manipulation of trending topics, no sources, limited number of characters when having a debate	New verification system for credible content creators, label false information, eliminate bot manipulation	Credible authorship, more engaging discussion, users leaving the platform from lack of trust and transparency
Medium	Clear content, engaging comment section, credible authors, sourced articles, curated categories, rating system, visually compelling and professional looking, hypertextual network	Anyone can public or register an account, sources aren't independently verified, democratization of information makes it hard to know what to trust	Providing real time news, verified credible sources, require references when making factual claims	People lose faith in the credibility and aren't impressed only by the professional visuals

Why it matters?

Social Media and News Industry: We ran a SWOT analysis of our top competitors in the social media and news industry landscapes in order to give us an understanding of what kind of threats of new entrants they must deal with and where there are opportunities for them to expand their business in order for us to take advantage of some of these strategic opportunities in our own business model. Knowing what these competitors are already strong at gives us a sense of where we may not be able to compete but we can find opportunities in how they are weak giving us a potential competitive advantage if we leverage their weaknesses against them.

What are the implications?

Within the social media landscape there is a large issue with manipulation of information through bots and fake accounts. They use them to create trending topics or manipulate vote counts on reddit to make false information more visible. We must take into account this problem and put practices into place that prevent this blatant manipulation. The real opportunity for us to take advantage of that creates a threat for our competition is in our ability to be transparent with our information and use sourced materials to gain trust in a time when trust in information is diminishing. Our model of using content generated by credible resources that is curated by the user instead of an algorithm is another advantage. A major hurdle we will have to overcome is in how we source our material as much of the competition already has deeply established channels with journalist or a very large staff to create content.

News industry SWOT

Competitor	Strengths	Weaknesses	Opportunities	Threats
CNN	Credibility, Part of a Media corporation, a lot of capital, staff of journalists, long-time relationship with key industry players, pioneers in transparent information.	Can be perceived as a distant brand, corporate oriented, has to respond to the need of many investors.	Money and resources for reinvention, redesign their business model, create smaller platforms within its corporation.	To be pointed out as another traditional news source that is biased and outdated.
Google News	Access to big data, created by the biggest search engine on the web, pushed through all Google Platforms, ability to cater to specific user preferences. Real time news coverage	Delivers content based on user preferences, audiences are questioning algorithms, pulling information from other sources without real validation.	Finding the perfect combination between what their users want to read and transparent suggestions of reliable sources.	Becoming just one of many other platforms that pull information without developing a real competitive advantage.
BBC	Diverse perspectives about information from a global level, established long term credibility, expansive network, high quality journalist, citations and references	Very large company, hard to be agile, hard to avoid a natural bias, a source for entertainment at times, needs to compete for attention	Encourage discussion around content, engage more in debate with users	Social media generation lacking attention and engagement to read full articles, people wanting to debate and discuss material
New York Times	Established credibility, staff journalist, sourced content, lots of capital, large network, large marketing budget, history	Slow moving, hard to provide real time updates, costs money, limited accessibility	Increase strength of truth and transparency, reduce cost, provide follow up online, increase network of journalist	The increased speed and flow of information continues to pull people away from traditional news sources in order to stay up to date

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Business statement

$52.000
monthly income from advertising
($0.75 per click)

$15.000
monthly income from subscrptors
($10.99 subscription per month.
 20% discount per year)

**2.2 ROI
by the third fiscal year**

We are looking for an investment of $250,000 to develop the website backend, outsource IT, account, legal and PR departments, as well to pay for temporary offices, travel expenses and other operational costs

How is connected with the previous tool?

From the Key Success Factors we can Identify who are our customers and what are they looking for in similar services provided by the industry. At the same time, it provides an objective scope of relevant forces that drive competition in the industry.

5 forces model also defines elements of the business statement because it identifies the power shifts between stakeholders, buyers, providers, substitution, competition and newcomers

Why it matters?

It provides a blueprint on how the economic challenges will be tackled based on the previous understanding of the environment. At the same time, it will help us identify if our business model tackles the basics the industry requires to survive. After this is determined, the business statement can establish what are some action plans that should be executed to provide an attractive competitive advantage that positions our service above average.

Achieving the basics

This will help us allocate investments in order to obtain the minimum assets companies within our category have to operate and provide a basic service to our potential customer.

Achieving Differentiation

This will help us allocate investments in order to go above and beyond the basic requirements of the categories. Accordingly, this will allow us to invest resources to close the gaps and needs that aren't currently being met in our category. As a result we'll be able to materialize a competitive advantage.

User definition map

User/beneficiaries

Social media user

News media user

User/provider

Social media influencer

Content creator

News media influencer
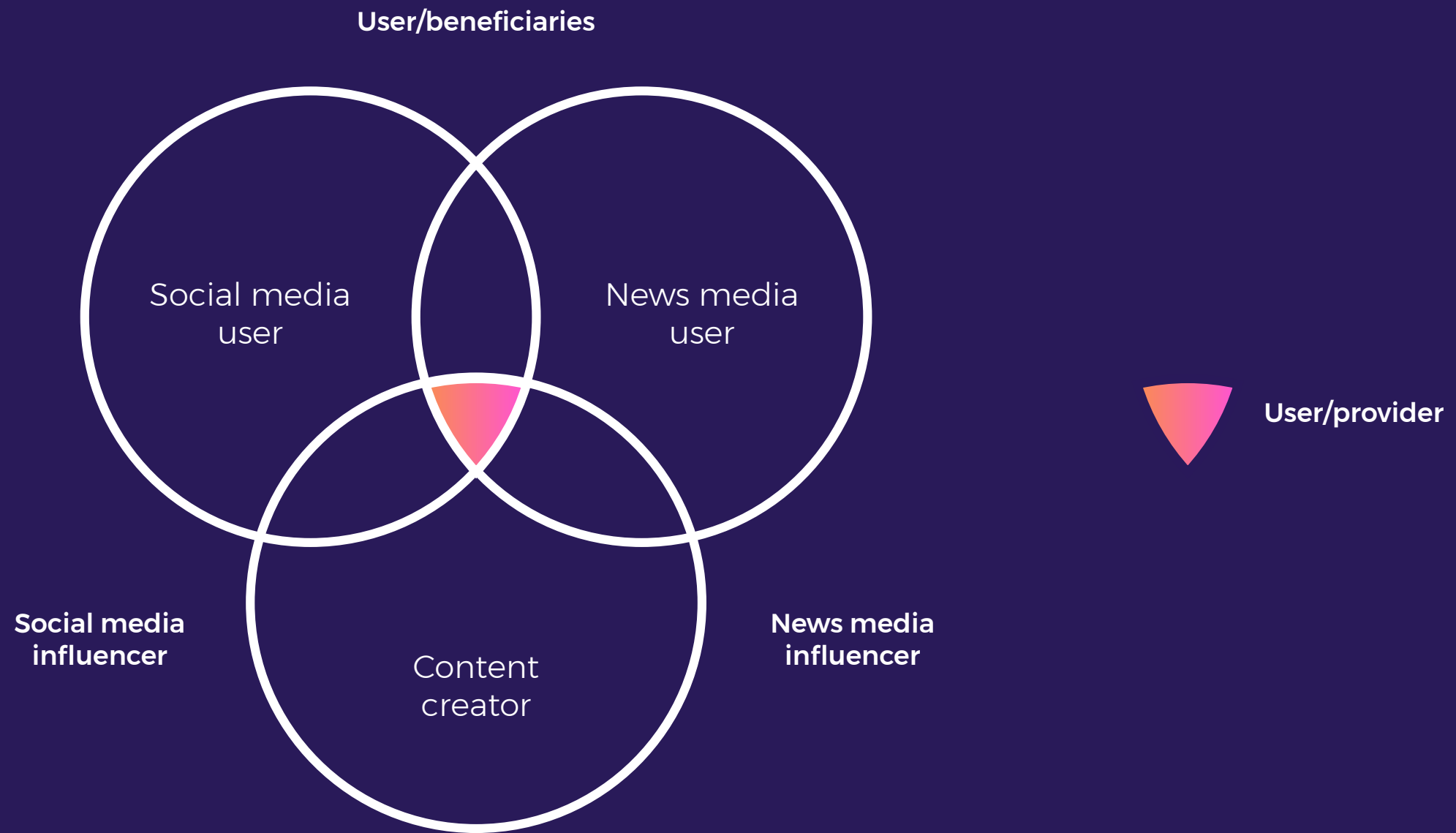
How is connected with the previous tool?

From the business statement we can formulate a perspective of the current industry practices, goals, and strategies. This will aid us by providing a picture of what the customer may look like from a broad perspective. We can then further narrow this scope down through research to define our first target user segment to build a strategy that will meet their needs.

Why it matters?

Without having a target user it becomes extremely difficult to build a strategy that has any chance of succeeding. If our scope is too large we run the risk of spreading our resources and business model too thin. By focusing on an initial target user that will be our early adopters we increase our chances for success and meeting their specific needs.

What are the implications?

The users we have identified through research currently consume digital news and are found especially in the leading and trailing millennial generations. We divide them by according to the SD-logic social media co-creation habits.

Beneficiaries/free access users
The user in this segment are actively looking to gather information to keep themselves updated in what is happening in the world. This users consume and share information, but their production of content is constrained to a minimum interaction, meaning that they comment but do not usually generate arguments and build content to be analysed shared by others. They usually look for and compare sources of information and are to a certain extent, critical of the information they are consuming.

Providers/paid access users
This segment represents users that actively engage into online co-creation through any media (blogging, vlogging, article writing, image production). They constantly try to build reputation online through participation and being open about their own identity. They are involved into debate and find joy in it, thus are looking for high quality content and conversations for the sake of apply their own knowledge or build a professional name.

Marketing strategy.

The analysis of our industry and consumers with all the variables that define the business we want to tackle. Most importantly, how our resources and capabilities can be put to use in order to deliver an attractive, yet profitable service

KANO/Blue ocean

Highly attractive attributes

Multiple perspectives of a story simultaneously, high level debate, messaging app integration.

Less attractive attributes

having an app, avoid double exploitation, ad free for subscribers, social media profiles, dialectic tone.

High value-added attributes

Hypertextual networked info, quantity of material, real-time information, more than one source, high quality sources, extended discussions and comments.

Critical attributes

Quality of information, offering a fair price point, sharing capabilities, profile creation and personalized content curation of categories.

Necessary attributes

Usability, online and offline access, call to action, influencer relationships, high quality user experience, search engine.

Potential attributes

Linkedin connection, creating original content, discovering new thinkers in our own network.

Carefree attributes

Avoid hiring writers, social media profiles, traditional media presence.

Reverse attributes

Sponsored content, clickbait narratives, use of an emotional tone.

Actions framework

ELIMINATE

avoid hiring writers

social media profiles

traditional media presence

sponsored content

clickbait narratives

use of an emotional tone

RAISE

high level debate

messaging app integration

quantity of material

real-time information

influencer relationships

REDUCE

having mobile apps

avoiding double exploitation

ad free for subscribers

traditional media presence

CREATE

more than one source

high quality affordable sources

extended discussions and comment platform

hypertextual networked info

multiple perspectives of a story simultaneously

SFA

Strategic Options	Suitability	Feasibility	Acceptability
Create an income model that relies on both free users and subscribers	**Yes** - Free users will see targeted ads - Subscribers will no longer see ads for a monthly fee. Users will be incentivized to subscribe by gaining access to new features that allow them to join in on the debate around a topic and public information. - Users are willing to pay for content if it is more reliable and accurate	**Yes** - Partnerships with ad companies - Internal profiles with feature based paywall - Discourse engagement encouraged through active discussions and subscription to access	**Yes** - Users who just want trustworthy information to read will have access and help spread the name through engagement on social media and messaging apps - Those engaging in discussion will remain high level due to lack of anonymity and a higher paywall
Create strong relationships with information suppliers	**Yes** - Continues to strengthen core values of transparency and trustworthy information sources - Leads to original content on our platform and increases our visibility as a destination for information	**Maybe** - No direct line to information suppliers but we can create these relationships over time - Competition might make it difficult for us to build these relationships if they see us as a threat in the market	**Yes and No** - Threat to our competition - Consumers will accept new content providers by meeting the gap in demand - Suppliers will enjoy new alternatives to sell their content and publish for visibility
Create a platform that encourages discussions and facilitates information to generate engagement	**Yes** - Building a platform that provides open and critical discourse without manipulation of bots will combat growing fears of trust and transparency	**Yes** - By following our ethical standards and being transparent with our processes to our customers we will build open relationships and maintain an encouraging dynamic of a conversation based community	**Mixed** - The paywall that prevents free and anonymous users from engaging in discussion could prove to be difficult and limit the activity of our community

Shell's Directional Policy Matrix

	UNNATRACTIVE	AVERAGE	ATTRACTIVE
WEAK	DISINVEST	PHASED WITHDRAWAL	DOUBLE OF QUIT
AVERAGE	PHASED WITHDRAWAL	CUSTODIAL	**High Level Debate** TRY HARDER **Messaging App Integration**
STRONG	CASH GENERATION	GROWTH LEADER	**Multiple Perspectives of a story simultaneously** LEADER **High Quality Affordable sources**

How is connected with the previous tool?

The Actions Framework allowed us to classify the strategic actions Flipside should execute. More importantly, it allows to prioritize the actions the company has to invest in and the ones that can be eliminated.

Why it matters?

This model allows us to understand which key features should be strengthened to surpass the industry standard. On the other hand, it defines what features we should prioritize in order to create highly strong and attractive products that can potentialy be category leaders.

What are the implications?

1. High Quality Affordable sources.

Major resources should be allocated to this SBU. This could be a strong and attractive attribute that could turn us into leaders.

2. Multiple Perspectives of a story simultaneously.

A big percentage of our investment will go into delivering this SBU. More so, this is the backbone of our business.

3. Messaging App Integration

Research revealed consumers are using Messaging App in their search for reliable information. Although this is an average feature in SM, we could improve it and turn it into a differentiator.

4. High Level Debate

Most platforms on the internet provide a space to share opinion. However, we want to push a unique space for informed and structured debate. We need to try harder in order to go above average and create engagement.

Service encounters map

USER JOURNEY

TRIGGER

EXIT

ENTER

CHANNEL

after

before

during

Service
Encounters
of News
Researching

twitter

Medium

Medium

Medium

Medium

reddit

reddit

Google News

Google News

Google News

Google

Google

See the breaking news post from Twitter (social network service)

Click a link of the information and access to media website

Wonder what other information/opinions exist around this topic

Search the topic inside of the media website

Realize the **limited and one-sided information** pool within one website

Search for more information from different news media in search engine

Reach out to the headlines or summaries from multiple sources

Access to news aggregator that has selected & curated information available

Skim what current top stories are & overview how different views each new media has

Want to see various opinions from public around the topic which she couldn't find it in this web

Search for other aggregator that has debate platform

Access to a voting system and many comments from individuals but not sure about reliable and professional contents

Unable to resolve her needs of information & dissatisfy with current services that have **highly dispersed functions**

Current encounter of news media

Painpoint

Levels of Satisfaction

− +

TRIGGER

USER JOURNEY

Struggle with fake and vague news

Search for reliable news source in social media

Establish news literacy that enables her to identify transparent information

CHANNEL

EXIT

after

before

Encounter a post of argument from Flipside around the topic he/she was looking for

Save and share trustworthy & reliable debate or information to his/her accounts

ENTER

Able to start participating on debate with other informed users

during

Enter Flipside web service

Sign up for membership for accessing more service available

Pick or search an interesting topic

Compare different news sources how different they are

Reach out to the headlines or summaries from multiple sources

Flip the different sides of the issue

Beneficiaries' service encounter in Flipside

Archetype Model

Analysts > Logician

Innovative inventors with an unquenchable thirst for knowledge

Improvement

Levels of Satisfaction

- 😞 😐 😊 +

Archetype

Analysts

INTJ	INTP
ENTJ	ENTP

Diplomats

INFJ	INFP
ENFJ	ENFP

Sentinels

ISTJ	ISFJ
ESTJ	ESFJ

Explorers

ISTP	ISFP
ESTP	ESFP

User/beneficiaries

User/provider

Social media user

News media user

Content creator

Social media influencer

News media influencer

ANALYST

Group of people who embrace rationality, excelling in intellectual and technological pursuits. Analysts value their intellect above all else, and it can be a challenge convincing them it's worth checking their many hypotheses with an experiment or proper evidence to be sure. They are self-improvers with strategic mind and rational thinking.

INTJ(Architect)   Imaginative and strategic thinkers, with a plan for everything

INTP(Logician)   Innovative inventors with an unquenchable thirst for knowledge

ENTJ(Commander)   Bold, imaginative and strong-willed leaders, always finding a way

ENTP(Debater)   Smart and curious thinkers who cannot resist an intellectual challenge

SENTINELS

Sentinels are grounded approach helps them feel comfortable with who they are, defining themselves not by individualism, but by character and competence. These personality types seek order, security, and stability, and tend to work hard to maintain the way of things, leading to a deserved reputation

ISTJ(THE LOGISTICIAN)   Practical and fact-minded individuals, whose reliability cannot be doubted

ESTJ(THE CONSUL)   Extraordinarily caring, social and popular people, always eager to help

Service quality map

Customer

Company

Expected Service

GAP 5 / CUSTOMER GAP

Perceived Service

GAP 1

Service Delivery

GAP 4

External Communications

GAP 3

Customer-driven
Service-quality specifications

GAP 2

Management Perception
of Consumer Expectations
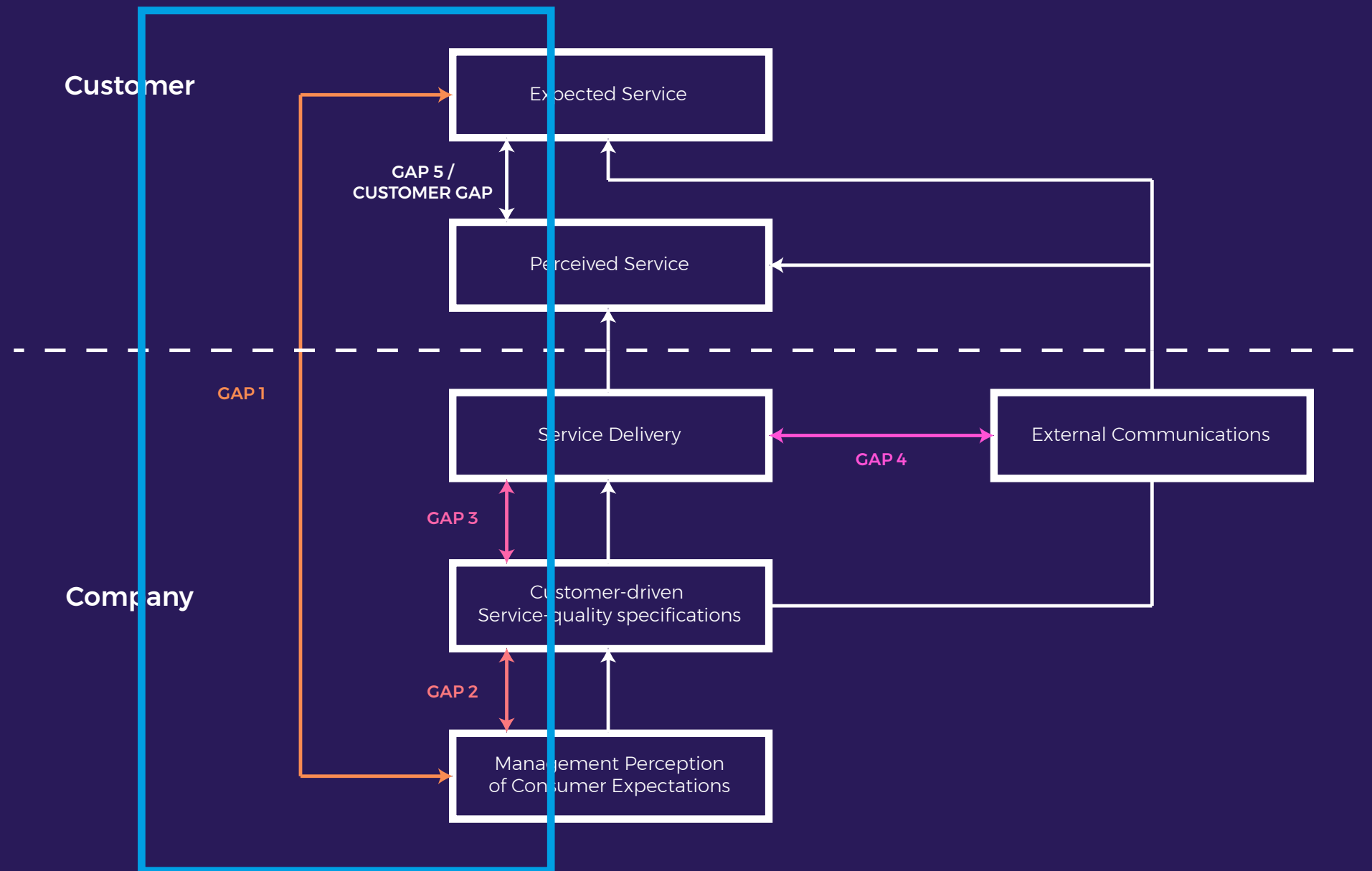
Gap 1: Consumer Expectations -> Management Perception

Industry: Sharing to social media. Attention grabbing headlines. Immediate personalized touchpoints. Rapid content. Mobile access. Information must load quickly. Free.

Flipside: Expand by providing a consistent customer experience. Trustworthy sources. Sharing socially through messaging apps. Create more engagement through debate.

Gap: We see a gap in the way the current industry is trying to ease feelings of mistrust with information. We aim to innovate on the current model and provide transparent information that shows multiple perspectives of a story that originate from trusted sources. We want to encourage engagement with the material by facilitating critical discourse.

Service quality map

```
Customer

        ┌────────────────────────┐
        │    Expected Service    │
        └────────────────────────┘
              ↕
  GAP 5 /
  CUSTOMER GAP
        ┌────────────────────────┐
        │    Perceived Service   │
        └────────────────────────┘

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  GAP 1
        ┌────────────────────────┐        ┌─────────────────────────┐
        │    Service Delivery    │←──────→│  External Communications │
        └────────────────────────┘  GAP 4 └─────────────────────────┘

        GAP 3
        ┌────────────────────────┐
        │   Customer-driven      │
        │ Service-quality        │
        │ specifications         │
        └────────────────────────┘

        GAP 2
        ┌────────────────────────┐
        │ Management Perception  │
        │ of Consumer Expectations│
        └────────────────────────┘

Company
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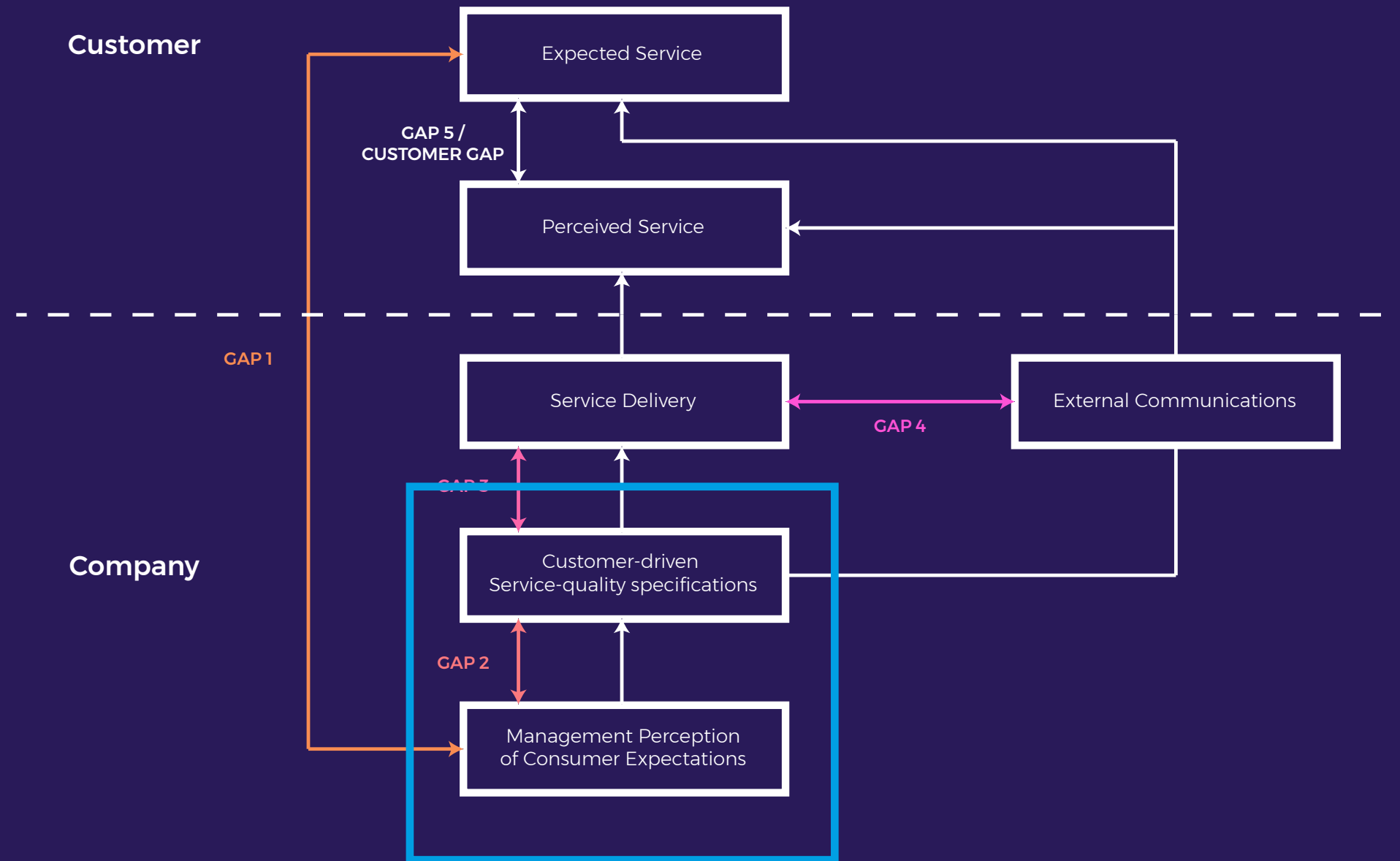
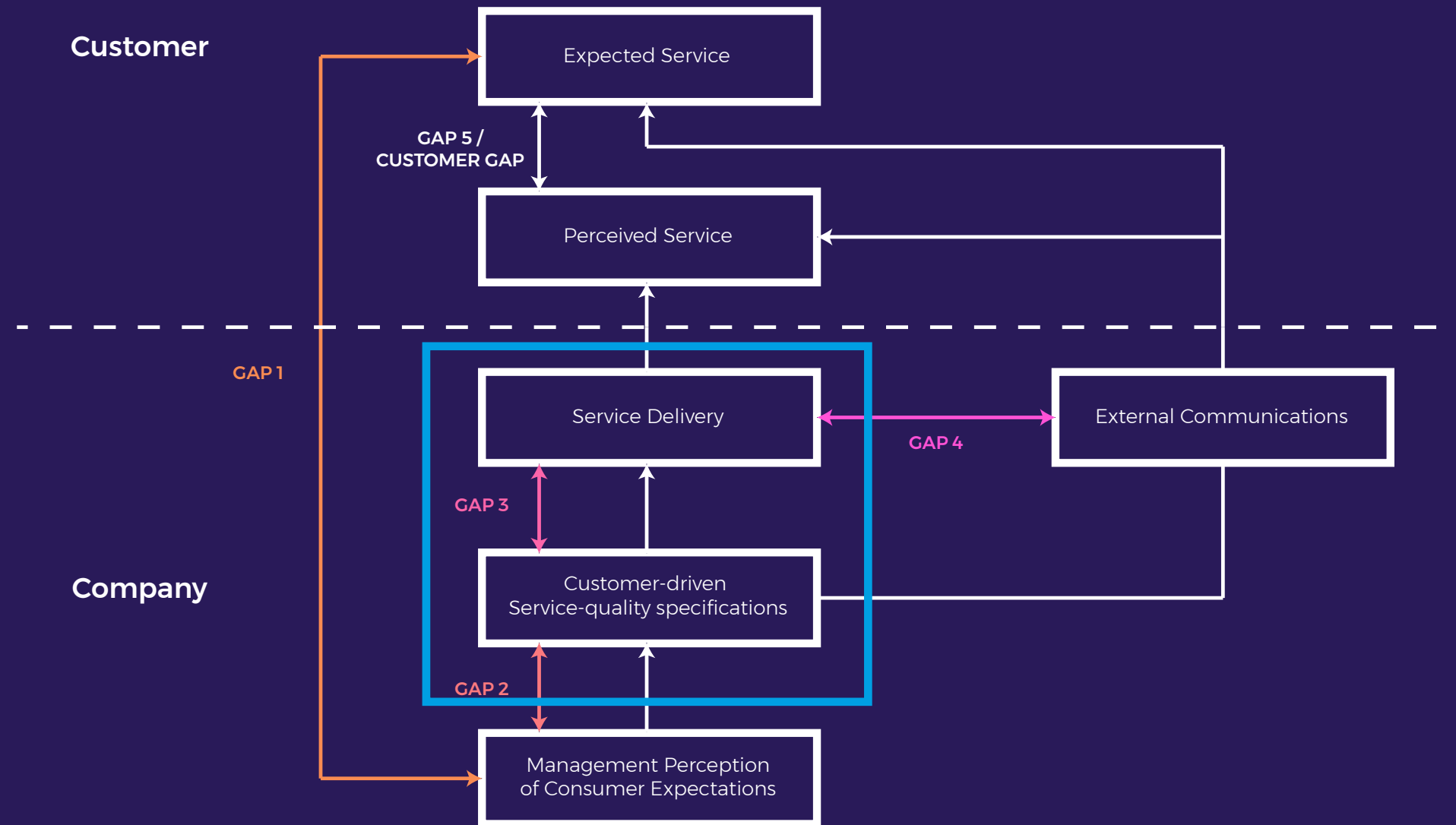## Gap 2: Management Perception -> Service-Quality Specification

Industry: Reliability. Customization. Speed. Free. Provide many channels to access the brand.

Flipside: A UX that facilitates ease of functionality when accessing multiple perspectives of a topic. Encourage our users to engage in active discourse with each other allowing them to hyperlink additional sources to strengthen their argument and add to the network of connected knowledge within our database similar to hyperlinking between articles within Wikipedia.

Gap: There is a gap in the way people are engaging with media in the current model that is being offered. Right now the industry allows access through multiple channels (app, website) and the ability to share through messaging or social media. But we feel we can expand on this offering by encouraging active conversation with the information. We also want to be more transparent with how our information is gathered and sourced and provide multiple perspectives of a topic in order to build trust between our brand and our customers.

Service quality map

Customer

Company

Expected Service

Perceived Service

GAP 5 / CUSTOMER GAP

Service Delivery

External Communications

GAP 4

GAP 3

Customer-driven
Service-quality specifications

GAP 2

Management Perception
of Consumer Expectations

GAP 1

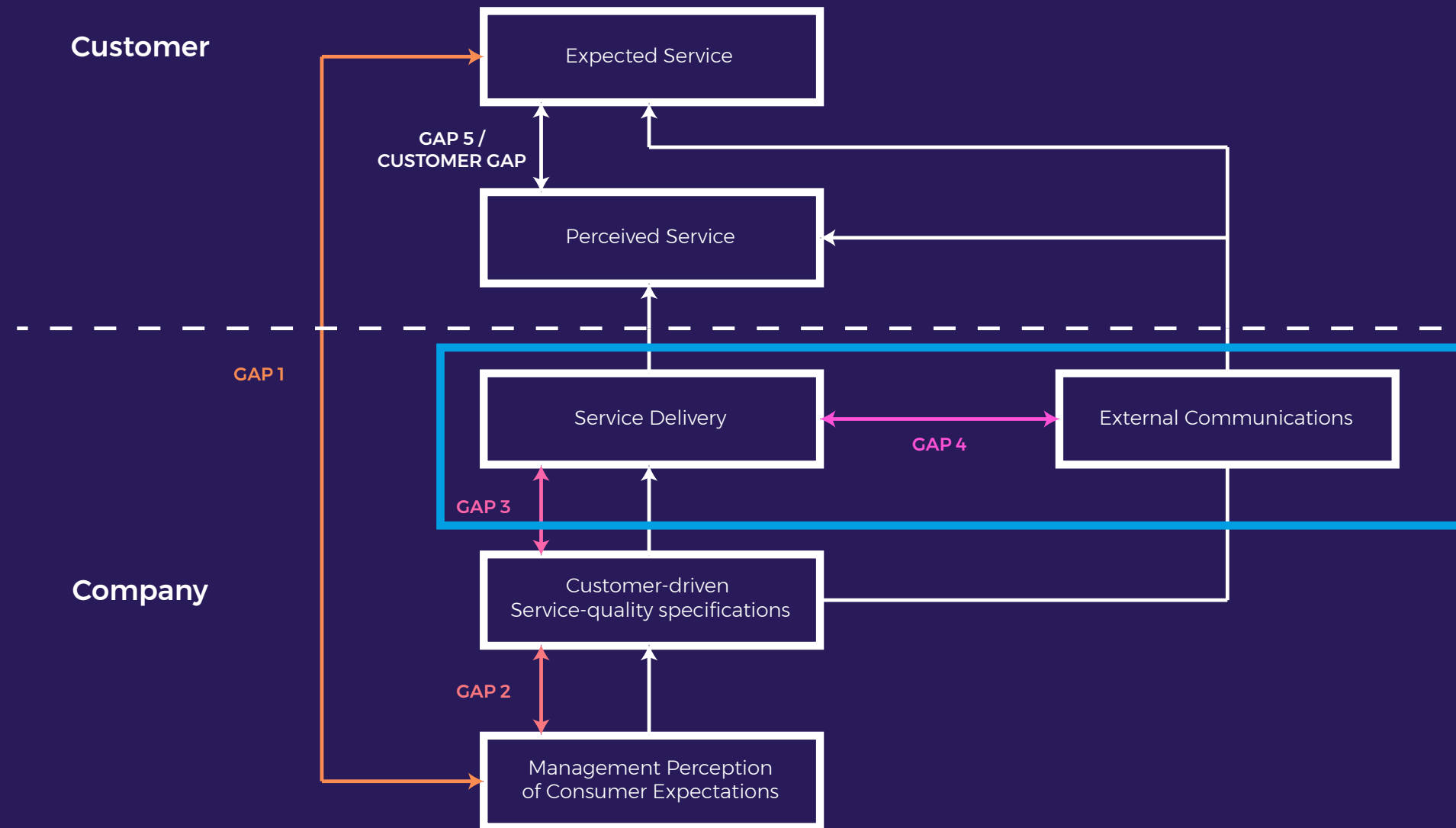## Gap 3: Service-Quality Specification -> Service Delivery

Industry: Publish information as quickly and reliably as possible. Allow engagement through sharing and a limited conversation comment thread if available on the website.

Flipside: Networked information capable of allowing fluid movement between topics in order to build a larger perspective of information connections. Profile creation to personalize content curation. Ability to share and talk through messaging apps. Publishing platform. Paywalls and removal of anonymity to encourage high level debate.

Gap: The industry currently provides access from multiple channels, reliability of the website or app, free, and a social element of sharing. We plan on adding an additional element of connectivity through messaging apps to encourage more discourse and to focus on the continued trend of people getting and sharing news through social media. We will provide additional levels of engagement on our website by encouraging more debate between experts around specific topics.

Service quality map

Customer

Company

Expected Service

Perceived Service

GAP 5 / CUSTOMER GAP

GAP 1

Service Delivery

External Communications

GAP 4

GAP 3

Customer-driven
Service-quality specifications

GAP 2

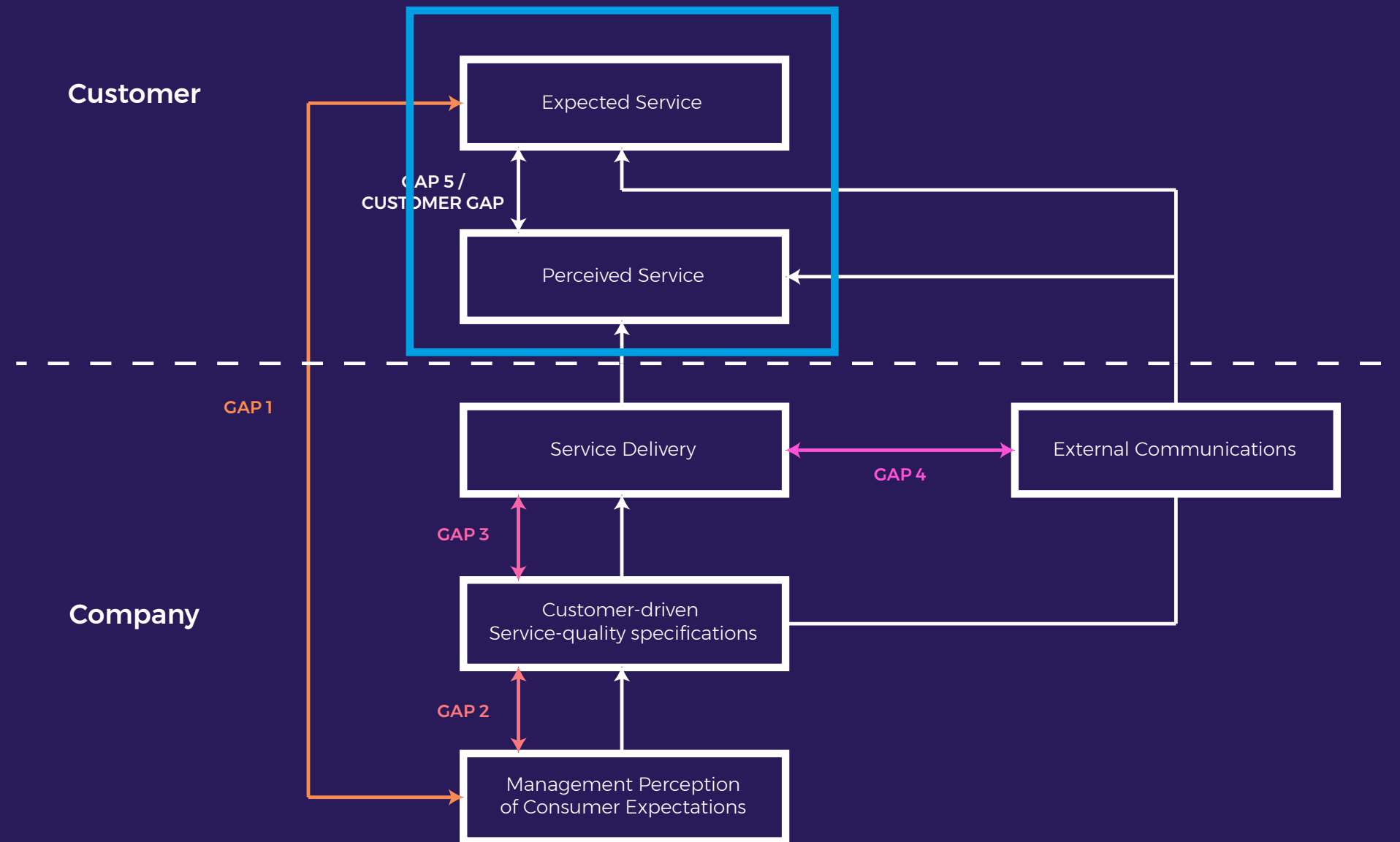Management Perception
of Consumer Expectations

Gap 4: Service Delivery -> External Communications

Industry: Sensationalized emotionally charged headlines to grab attention. Clickbait titles. Algorithm based curation.

Flipside: Non biased communication. Presenting balanced information with representations by multiple perspectives. Removal of emotional tones.

Gap: There is a gap that needs to be improved upon in how the industry is communicating with its customers. Competitors within the industry are claiming they are the most reliable and trustworthy whilst publishing false or sponsored information. User generated content and sharing on social media of clickbait headlines creates bubbles and confirmation bias leading to a more aggressive consumption of false information. We want to be balanced with our customers and not feed off emotionally charged engagement by providing transparent information in order to encourage critical thinking and debate with our topics.

Service quality map

Customer

Expected Service

GAP 5 /
CUSTOMER GAP

Perceived Service

GAP 1

Company

Service Delivery

GAP 4

External Communications

GAP 3

Customer-driven
Service-quality specifications

GAP 2

Management Perception
of Consumer Expectations

Gap 5: Expected Service -> Perceived Service

Industry: The expectation of being able to trust and find reliable information has become increasingly more difficult when searching for information in the modern world. The emotional aspect of information clustering and conversation combined with the rise of bots spreading false information and preying on the insecurities of consumers has muddied the waters of information clarity. There is an abundance of information to sift through and it can easily become overwhelming for customers.

Flipside: Provide references and sources in a clear and concise manner. Allow customers to follow up on references and build their own perceptions of the information.

Gap: The current gap has not accounted for the increased desire of consumers to have trustworthy information that is clearly represented. With hidden sources, masked biases, and sponsored content presented as trustworthy fact, navigating the landscape truth and lies can be incredibly discouraging for consumers looking to inform themselves.

Value proposition canvas
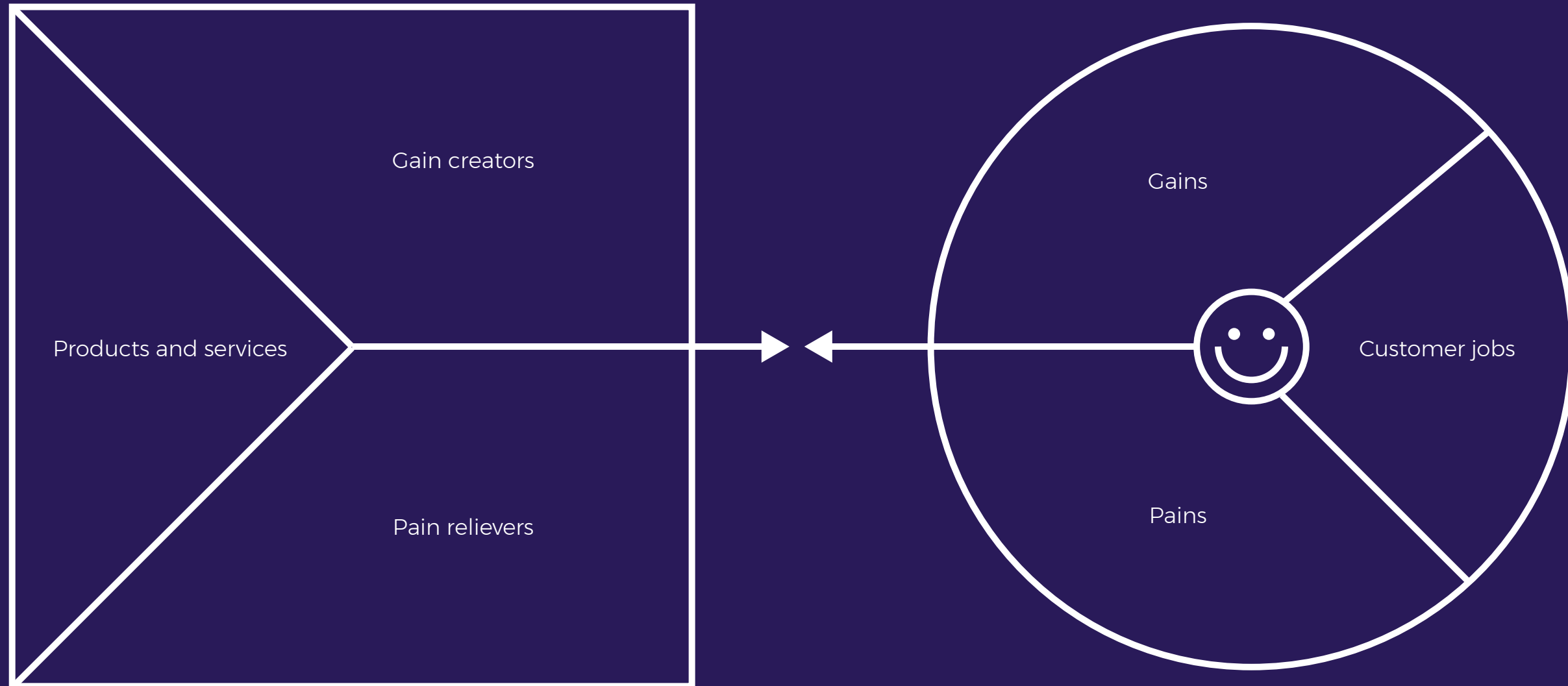
How is connected with the previous tool?

By identifying and defining our market opportunity we can begin to define what kind of value and how we want to deliver it to our target customers.

Why it matters?

The value proposition is a strategic stance of how and what we want to deliver to our users. It defines our motivation and keeps the firm focused on the relationships we want to build with our customers. If the value we are proposing is not being felt or co-created by our customers we will need to alter our strategy to fulfill this direction. Does this value that we are offering become unique and make us competitive in the market.

What are the implications?

This sets the stage for how we are communicating and building relationships with our users. We need to make sure as a company that value is always being felt by the beneficiaries of our offering otherwise they will look to other companies to provide them with their expected value.

Value framewrok

Society

Transformation

Society

Ecosystem

Doing good

Newsmedia

Flipside

Social network industry

Organization

Doing well

Information seeker

User Experience

Satisfy a demand of being informed

Value

Eco. footprint

Eco- effectiveness

Provide a platform to compare resources

Subscription

Less confusion from searching

Closer social relations with critical communities

Sustainability

Stability

Social responsibility

Wealth

Environment livability

Deliver information from fifferent sources

Provide a platform to compare sources

Cultivate a culture of healthy argument

Advertising

Shared drivers

Reciproc

Pursue transparent information

Alleviate social cleavages

Well being

Meaningful life

How is connected with the previous tool?

The value proposition provides us with the information we need to fill out the specific parts of the value framework that are directed towards our users. We can then infer and conduct further research from this information on how our strategic decision might affect the broader landscape of our service ecosystem.

Why it matters?

Value framework is to overview what value can be generated for multiple stakeholders with meaningful innovations. While value proposition canvas shows what customer segment can expect from this service, value framework let us zoom out the focus to broader perspective and project different layer of innovations including user, organization, ecosystem, and society. Also, this approach gives us ideas how different flows of value can be generated in economy, psychology, society, and ecology sectors.

What are the implications?

We can now see how our offering differs from our competitors and provides us with strategic advantages in terms of captivating a new market and our communications with potential customers. It also provides us with new channels we may want to explore potential partnerships with.

Vision and mission

Mission

Provide a Network of high-quality information from trusted sources that encourage users to build a complete picture of information.

Vision

Spark informed debate and inspire critical thinking in order to break information chambers.

How is conected with the previous tool?

The value framework provides us with a visualization that allows us to see how our strategy will affect our service ecosystem. When developing our vision and mission it is important that we take a holistic perspective of how the actions we take in order to execute are strategy may have an impact on the larger system outside of our immediate target users.

Why it matters?

Developing a vision and a mission that our entire team can get behind and follow through with keeps the firm aligned towards common goals. When conducting research, taking actions, or developing further strategy, having a lens that embodies everything our company stands for with clear objectives allows for a cohesive execution.

Ethics
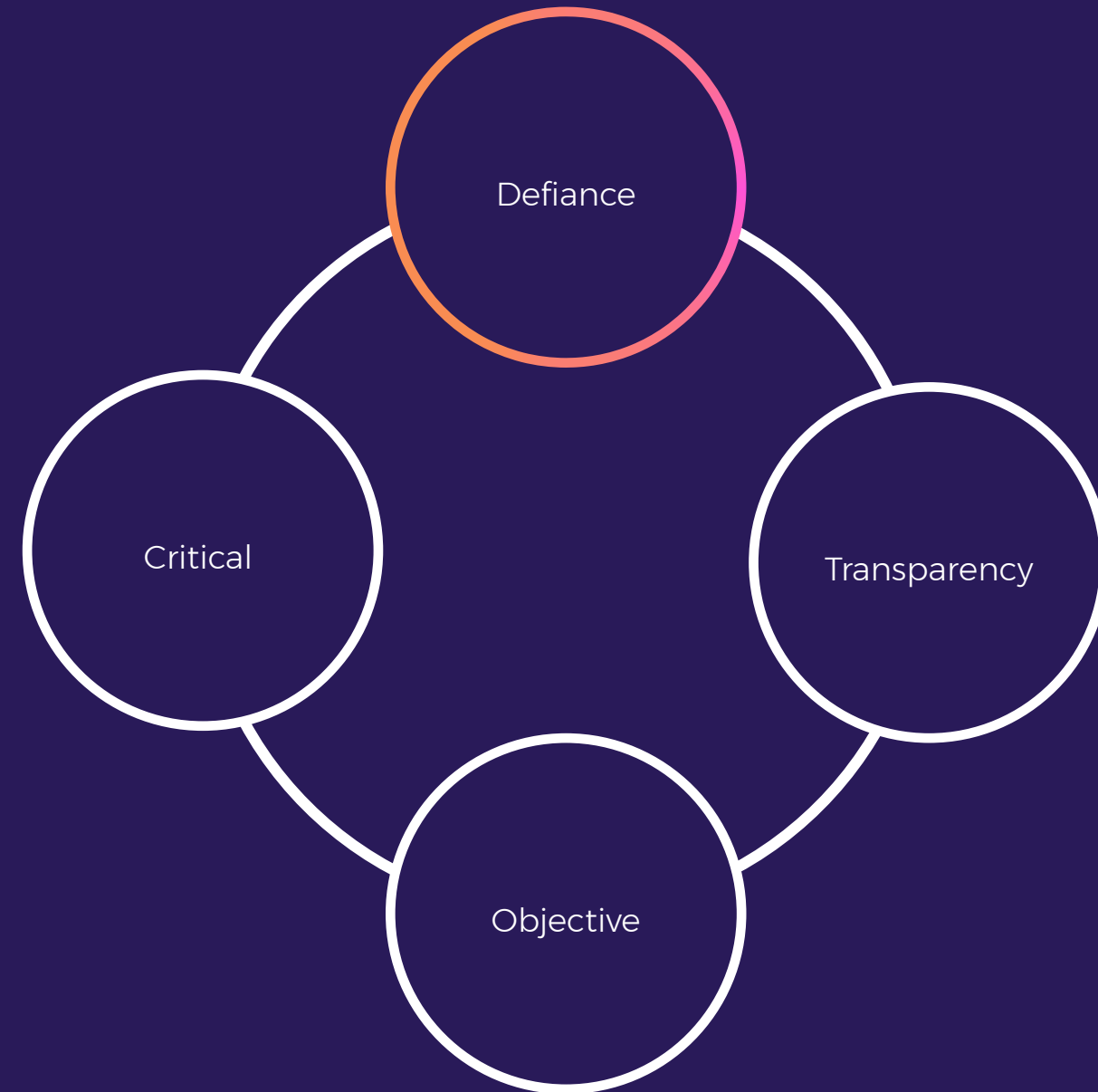
Defiance

Critical

Transparency

Objective

Why it matters?

Developing a vision and a mission that our entire team can get behind and follow through with keeps the firm aligned towards common goals. When conducting research, taking actions, or developing further strategy, having a lens that embodies everything our company stands for with clear objectives allows for a cohesive execution.

Transparency

Our processes and sources must be open to the public, as well the selection process of each article and our business model and strategy. By being open we can establish a transparent relationship with our users to build trust.

Trust

Engagement will appear when the users trust our platform, we need to provide security and good quality to be able to break uncertainty barriers and catch a high number of users that currently use other sources of information.

Objective

We do not take part in any opinion, yet we share and compare them, contrasting it with facts, and letting the user be the one who takes part in the conversation.

Critical

Being objective lead us to the idea of not embracing information for free, we think about every piece of content that we find and try to see what are the underlying implications associated.

Defiance

Implications about what we read makes us think about how the world works, understand a system that have flaws, and propose solutions to this complex problems around information, thus we innovate to present a tool that could help the users to solve this problem.

Resources and capabilities

Key Resources

$94000 Investment from the founders

Design research
and strategy

Service design

Innovation

Industrial design

Graphic design

Interaction design

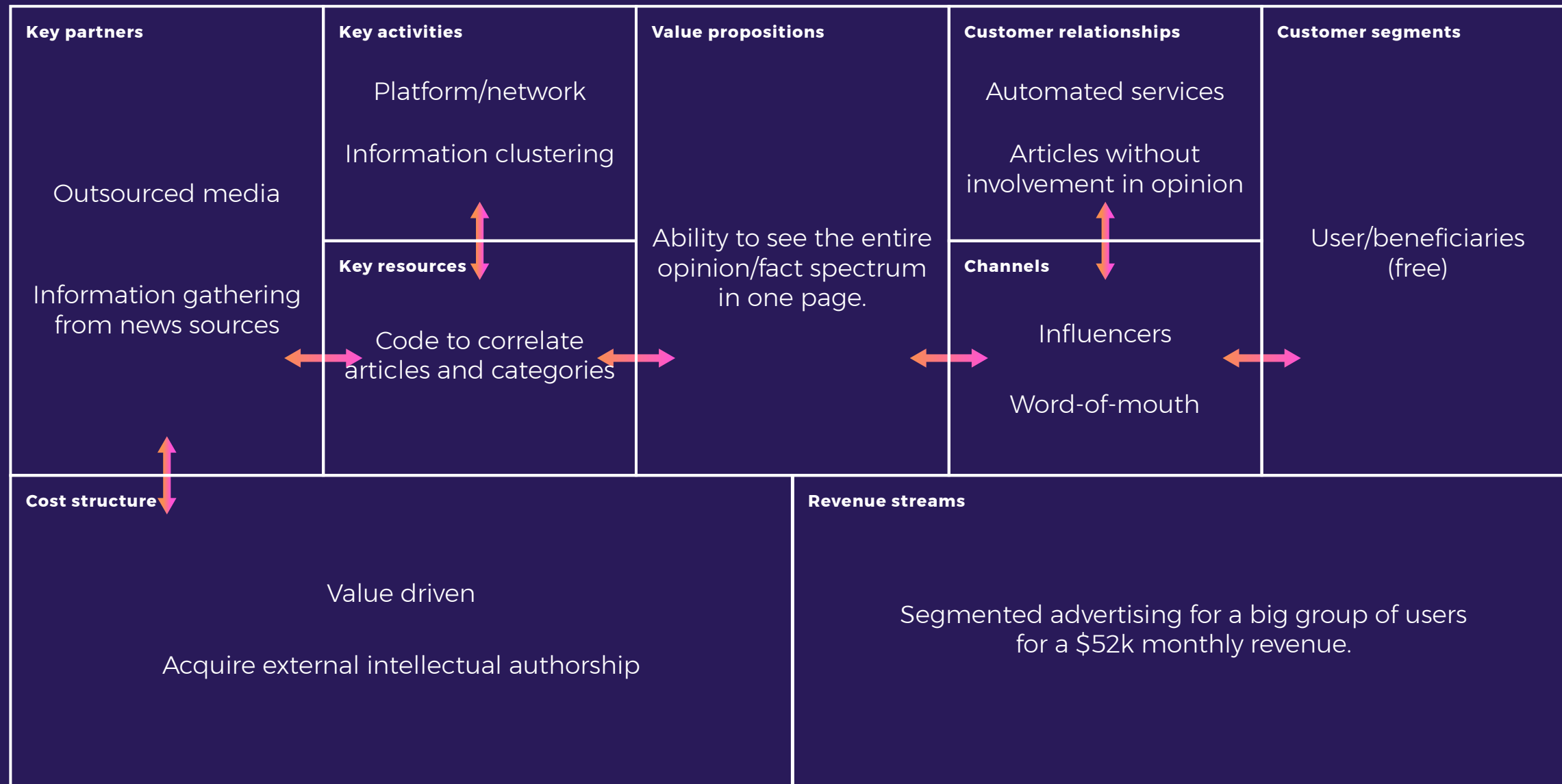Motion media

design

Copywriting

With our current resources, we are developing a user centered

business by understanding the unarticulated needs of our target

users. With our ability to translate these needs into a provided

service we can eliminate currents gaps.

We have the capacity to supply the front-end for the website,

develop a well structured brand, marketing and corporate strategy

Business model canvas

Key partners	Key activities	Value propositions	Customer relationships	Customer segments

Key partners

Outsourced media

Information gathering from news sources

Key activities

Platform/network

Information clustering

Key resources

Code to correlate articles and categories

Value propositions

Ability to see the entire opinion/fact spectrum in one page.

Customer relationships

Automated services

Articles without involvement in opinion

Channels

Influencers

Word-of-mouth

Customer segments

User/beneficiaries (free)

Cost structure

Value driven

Acquire external intellectual authorship

Revenue streams

Segmented advertising for a big group of users for a $52k monthly revenue.

How is connected with the previous tool?

The previous tool gives us a baseline for what we currently have as a company. By building an understanding of these currently possessed resources it enables us to find the gaps in what we will need to accomplish our strategy.
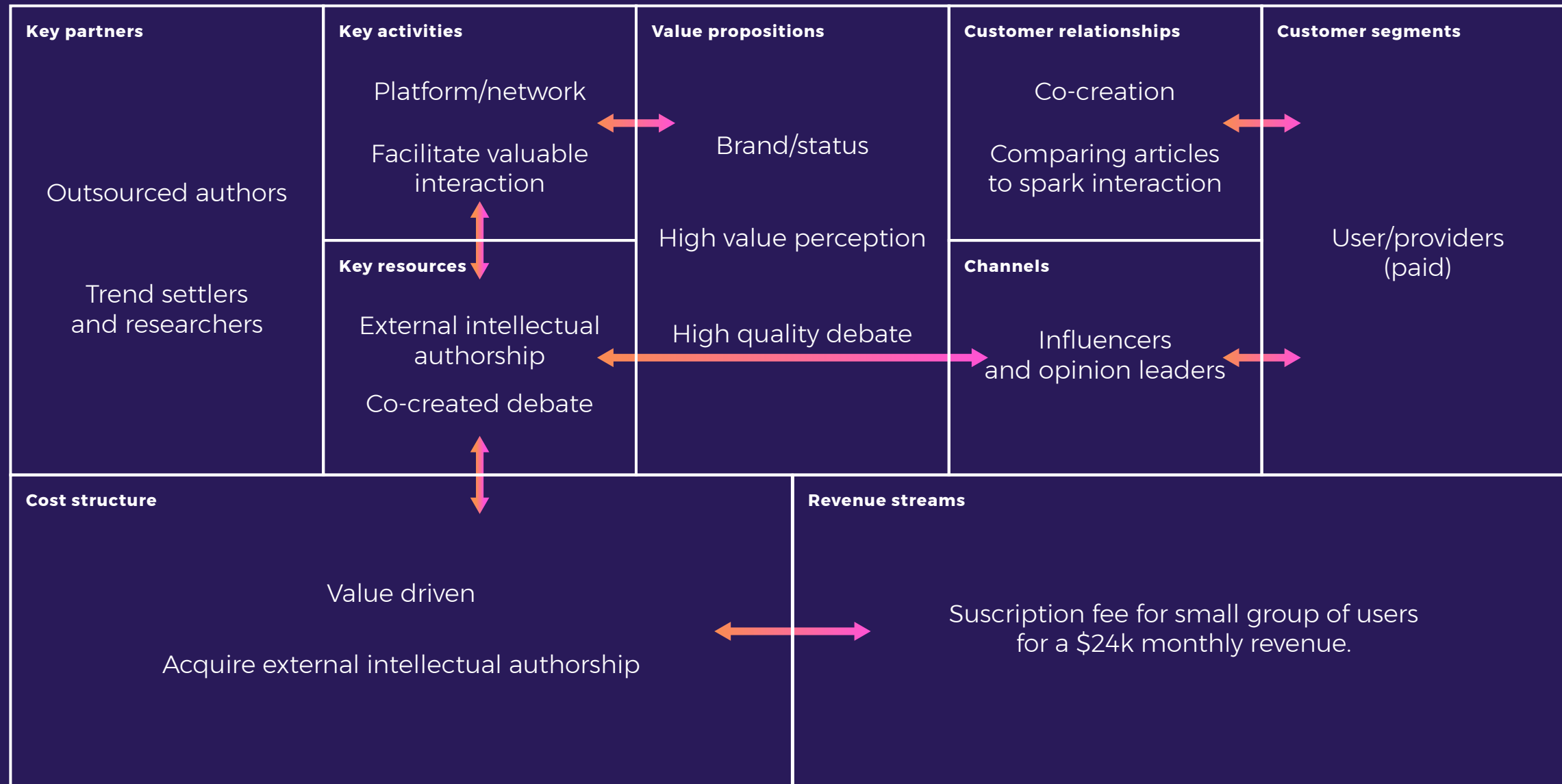
Why it matters?

The business model canvas gives us a clear understanding of the overview of our strategy. It provides us with a way to understand how we can accomplish our goals, who our customer is, what we will be delivering to the customer, how we will be interacting with our customers and partners, what makes us unique as a company and with our offering, and how we will be spending and receiving revenue.

What are the implications?

Having knowledge of all of these factors within our business is imperative for us to maintain organization and clear strategic goals. It provides us with a broad overview of many factors we will need to focus on when moving forward with executing our strategy.

Business model canvas

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Outsourced authors Trend settlers and researchers	Platform/network Facilitate valuable interaction	Brand/status High value perception High quality debate	Co-creation Comparing articles to spark interaction	User/providers (paid)
	Key resources External intellectual authorship Co-created debate		**Channels** Influencers and opinion leaders	

Cost structure	Revenue streams
Value driven Acquire external intellectual authorship	Suscription fee for small group of users for a $24k monthly revenue.

How is connected with the previous tool?

The previous tool gives us a baseline for what we currently have as a company. By building an understanding of these currently possessed resources it enables us to find the gaps in what we will need to accomplish our strategy.

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Having knowledge of all of these factors within our business is imperative for us to maintain organization and clear strategic goals. It provides us with a broad overview of many factors we will need to focus on when moving forward with executing our strategy.

Blue ocean + KANO

How is connected with the previous tool?

The business model canvas provides us with a blueprint of strategic elements that exist within our business offering. By taking these elements we are able to pull out traits, relationships, and desires that can be evaluated in the KANO model.
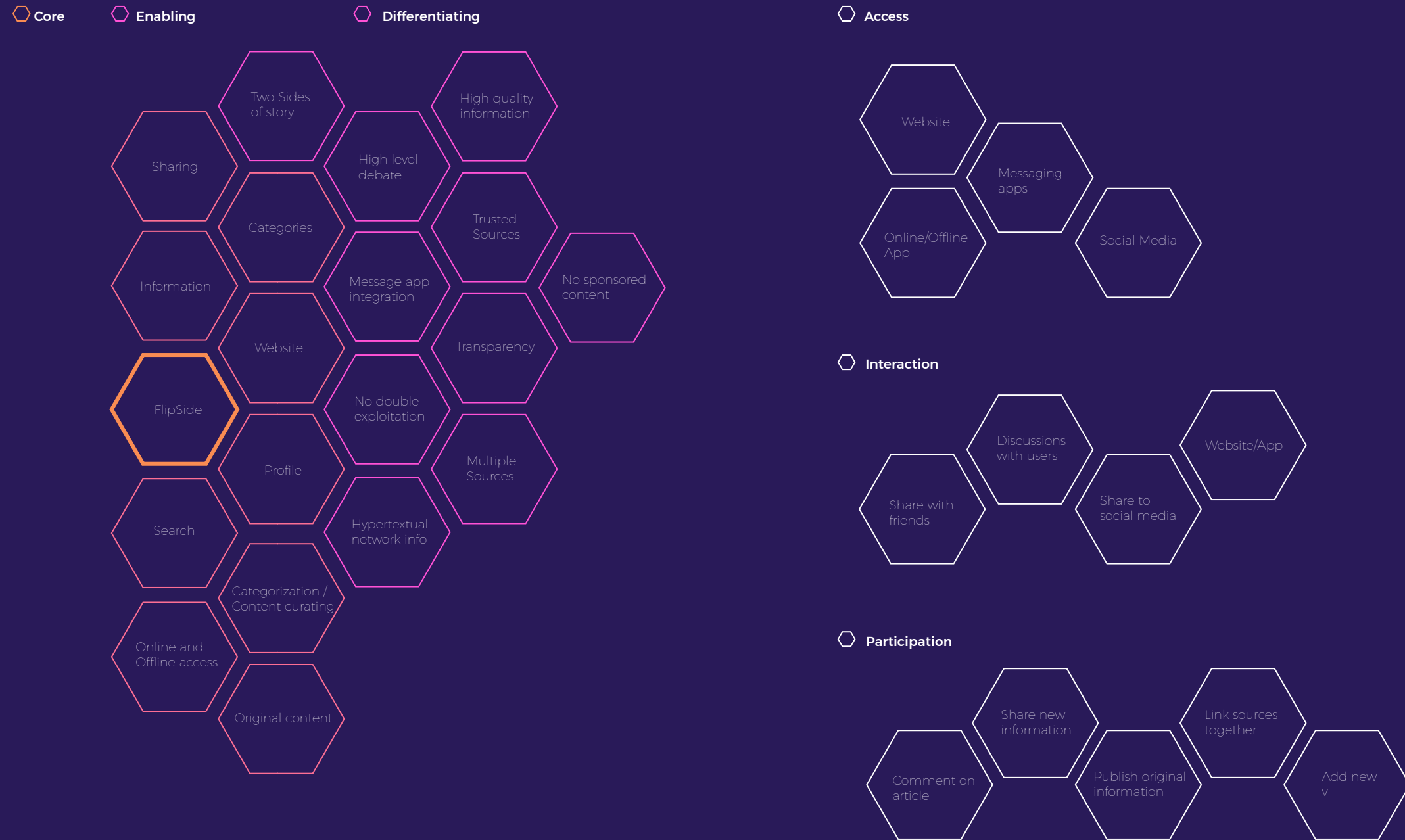
Why it matters?

Running a KANO analysis of our business provides us with an overview of how we can provide value to our customer and continue to build mutually beneficial relationships with them by elevating the quality of our service offering. When combined with the blue ocean strategy we can take a resource and customer need based perspective to decide which elements of our offering we will need to eliminate, reduce, raise, and create in order to reach build a comprehensive understanding of our strategic actions needed in order to raise customer value.

What are the implications?

To strengthen our strategy and increase chances of delivering maximum customer value it is imperative that we understand how our current resources align with customer needs. By understanding the importance of our necessary strategic actions it will inform our initial offering to our targeted users.

Service offering map

Core   Enabling   Differentiating

Two Sides of story
High quality information
Sharing
High level debate
Categories
Trusted Sources
Information
Message app integration
No sponsored content
Website
Transparency
FlipSide
No double exploitation
Profile
Multiple Sources
Search
Hypertextual network info
Categorization / Content curating
Online and Offline access
Original content

Access

Website
Messaging apps
Online/Offline App
Social Media

Interaction

Discussions with users
Website/App
Share with friends
Share to social media

Participation

Share new information
Link sources together
Comment on article
Publish original information
Add new v

How is connected with the previous tool?

The KANO/Blue ocean model provides us with the necessary information needed to inform our strategy of what specific offerings we will need to deliver in order to provide us with a competitive advantage within our market.

Why it matters?

The service offering map will work as a visual tool to show us what we are offering to our customers and how we are offering it. It allows us to view the channels we communicate through and how our users will access our service. With this visualization we can understand what assets and aspects of our company we need to protect and continue to innovate on so that we may stay competitive and drive value to our user base. It also provides us with a holistic view of interactions that take place between our core offering and the customer.

What are the implications?

We have unique offerings based on our market penetration strategy that need to be protected and encouraged. We may also look for new offerings to add to our company and new channels to interact with our users through.

Branding strategy.

These are the elements that describe how our idea connects with its audience. Accordingly, these efforts aim to align what we think about our offering and our customers' perspective of the brand.

User engagement process

Re-inquiere

Engage in a hipertextual narrative that exposes the user to **alternative** points of view.

Re-think

Encourage the user to build an **informed argument** which is also detached from emotional drivers.

Re-frame

Share ideas to **co-create** new knowledge and agreements between users.

How is connected with the previous tool?

The business model canvas and other models help us explain how the users engage with the digital content and social media brands.

Why it matters?

Engagement is one of the critial success factors of any brand in the digital world. However, some practices used by the competitors are not aligned with our ethical point of view. Thus, we develop our own engagement model that helps our users to co-create value.

What are the implications?

Our user engagement process is called the 3Rs model, and it consist of three different stages:

Re-inquiere
Consumers use our website, finding up to date information and quality cotent, also our own hypertextual algorithms connect them with opposite ideas to increase the depth of their understanding.

Re-think
With more side of one story on their minds, users are encouraged to read and create informed arguments that use reason and critical thinking as their basis, instead of emotional opinions.

Re-frame
Users share their comments and reasoning posts based on their newly acquired knowledge to foster debate and start high quality debate between similar and opposite points of view of different users.

True north

You only know everything
until you know everything

CORE BELIEF

Bring critical thinking
back to the world

OUR PURPOSE

We avoid double-exploitation
and give open access to our information

OUR ETHICAL CODE

By seeing both sides of the coin
we are able to see beyond opinions

OUR ADVANTAGE

Social media influencers
and well known authors

OUR INCITERS

How is connected with the previous tool?

The true north is a tool that uses corporate and marketing strategy and research to build a set of ideas that the brand must follow in every comunication with every stakeholder.

Why it matters?

It is critically important to have a north when developing any kind of information for each stakeholder. This model summarizes all the communicational conceptual elements that the designers and copywritters must have in mind at all times.

What are the implications?

Core belief

What is our ideal. You only know everything until you know about everything.

Our purpose

What do wewant to achieve. Bring critical thinking to the world.

Our advantage

What our brand can offer that anyone else is doing. By seeing both sides of the coin we are able to see beyond opinions.

Our inciters

Those stakeholders that will validate our value promise and help us create word of mouth. Social media influencers and well known authors.

Our ethical code

Actions that we must take in order to be cohesive with our promises. We avoid double-exploitation and give open access to our corporate, marketing and brand strategy.

Brand equity

Brand identity

Brand image
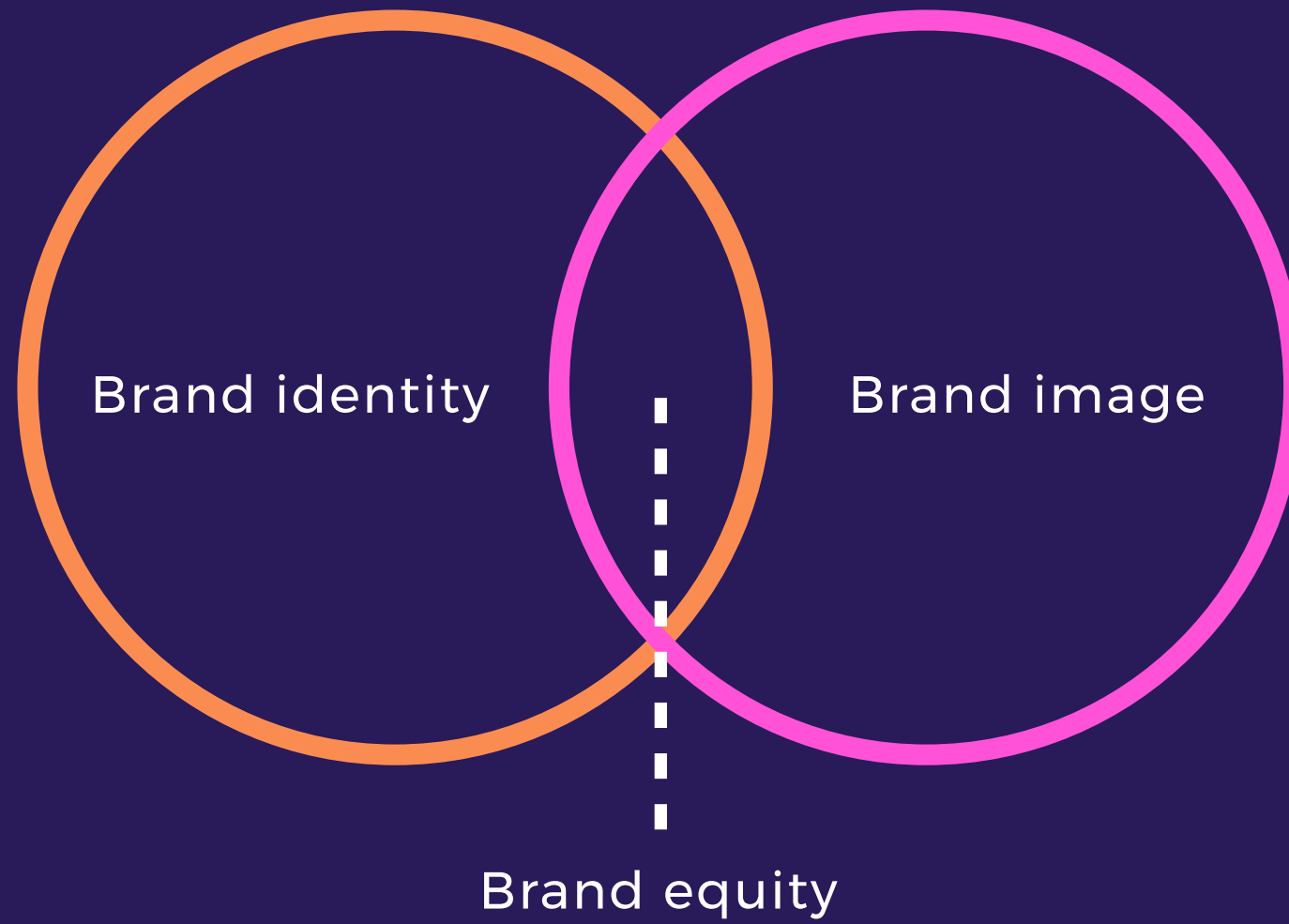
Brand equity

How is connected with the previous tool?

The brand identity we are creating uses values and concepts that our target users shares with us. In order to create equity and influence image, we use our ethical concepts as our key communicational concepts to create equity.

Why it matters?

The co-creation of equity it's important for the company, establishing a good relationship with the user base and try to match our concepts as close as possible between identity and image.

Core values

Defiance

Critical

Transparency

Objective
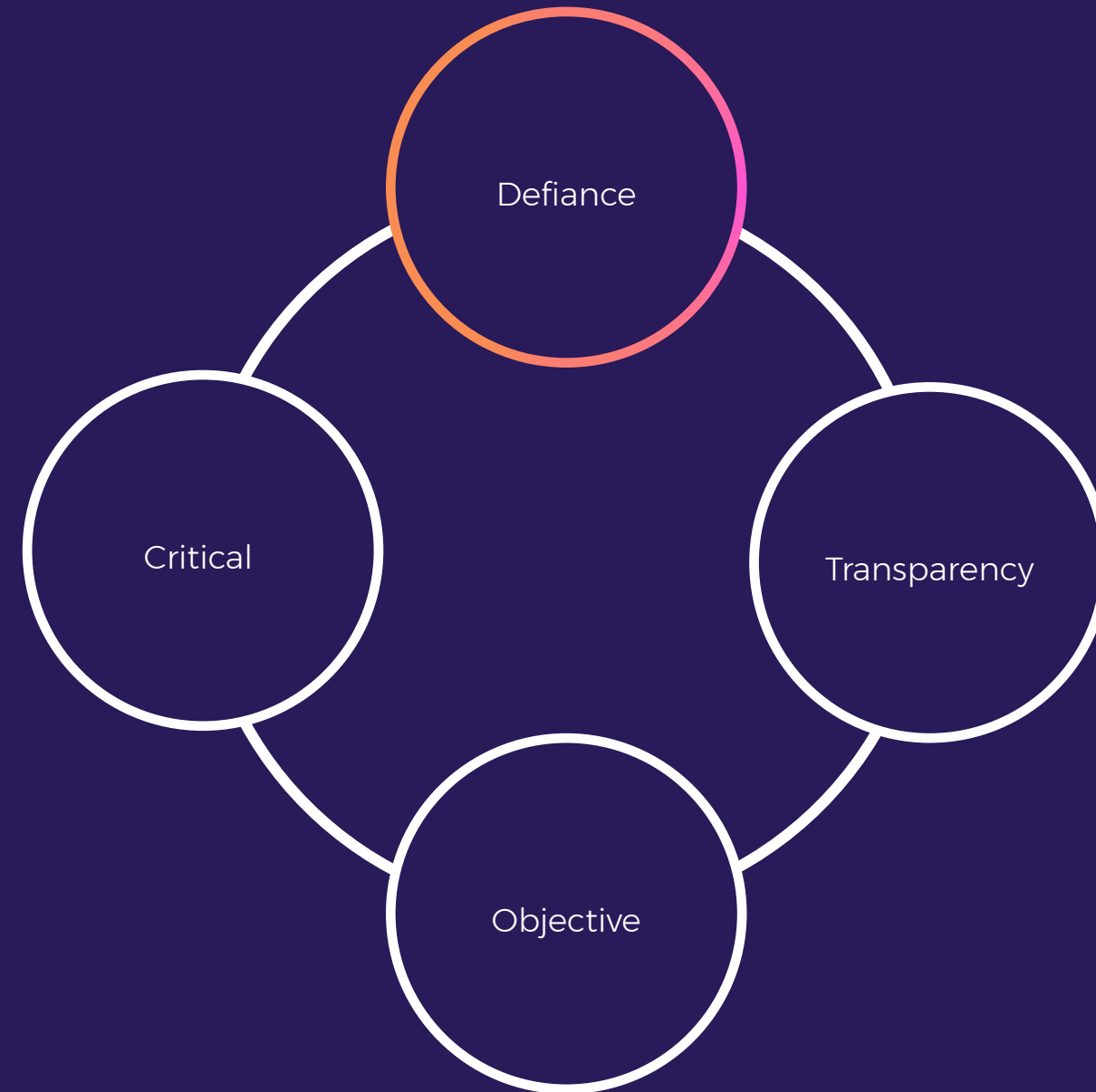
Why it matters?

The values that we share with our users are going to define who is going to feel involved with our brand, and thus, will generate loyalty and equity. We use our ethical values to connect with our users.

Our core values were determined by our PESTLE analysis. Flipside is critical about current practices in the industry. Therefore, we want to challenge them with a business model and sources of revenue that drift away from the industry's status quo. Accordingly, our values portray the origin of our idea, the way we create revenue and the positioning we want to have among our users.

Transparency

Our processes and sources must be open to the public, as well the selection process of each article and our business model and strategy. By being open we can establish a transparent relationship with our users to build trust.

Trust

Engagement will appear when the users trust our platform, we need to provide security and good quality to be able to break uncertainty barriers and catch a high number of users that currently use other sources of information.

Objective

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Defiance

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FLIP|SIDE
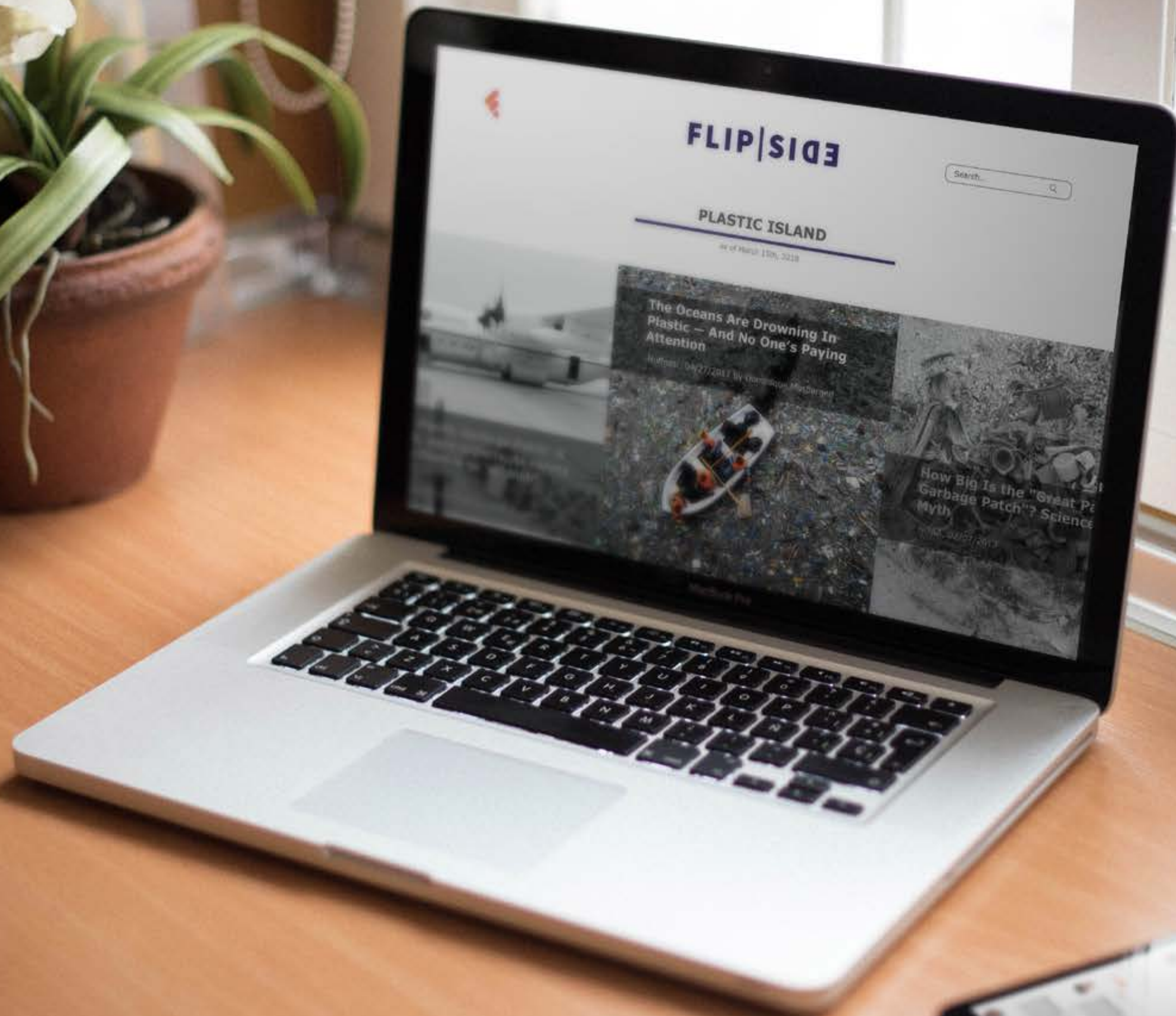
Our logo and visual language aim to portray a direct message.

Its clean but solid color pallete portrays our brand as credible,

confident yet approachable and current.

Thinking starts with the other side.

This copy is a call to action directed to our end user. At the same time, it describes the benefits of the product: alternative sides of information and the creation of knowledge with individuals with different perspectives.

The webpage

Our logo and visual language aim to portray a direct message.

Its clean but solid color pallete portrays our brand as credible,

confident yet approachable and current.