

The Anatomy of a Pulitzer Prize

The Pulitzer
Prizes



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in journalism
and the arts
since 1917

Pulitzer Prize, National Reporting

Matt Richtel



Pulitzer Prize, Commentary David Leonhardt



2011

Commentary: David Leonhardt, for his graceful penetration of the nation's complicated economic questions, from the federal budget deficit to health care reform.



Week in Review

The New York Times

O.K., You Fix The Budget

In a way that is both surprising and reassuring, the nation's political leaders have agreed to fix the budget deficit. The deal, which was announced on Tuesday, is a landmark agreement that will allow the federal government to spend less than it takes in over the next decade. It is a step toward a more sustainable fiscal future, and it is a sign that the political class is finally willing to take the necessary steps to address the problem.

Behind The 47% Talking Point

BY DAVID LEONHARDT
COMMENTARY
The 47 percent figure has become a shorthand way of describing the federal budget deficit. It is a number that has been used by politicians and the media alike to describe the size of the problem. But what does it mean? Is it a realistic estimate of the deficit? Or is it a political talking point? The answer is not as simple as it seems.

Pulitzer Prize, Explanatory Reporting

David Kocieniewski



Pulitzer Prize, International Reporting

David Barboza



New York Times 2014 Pulitzer Prize winners



The iEconomy Pulitzer Prize Explanatory Reporting, 2013

**Awarded to The New York Times Staff for
its penetrating look into business
practices by Apple and other technology
companies that illustrates the darker side
of a changing global economy for workers
and consumers.**

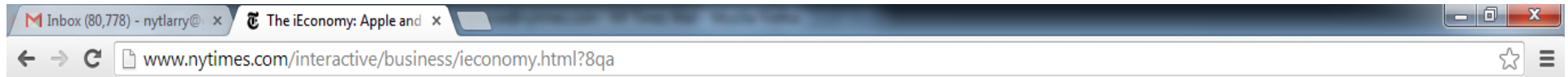
The iEconomy reporting team



Charles Duhigg
New York Times



The iEconomy, Part 1



The iEconomy

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Articles in this series examine challenges posed by increasingly globalized high-tech industries. The series won a *Pulitzer Prize* for explanatory reporting on April 15, 2013.

PART 1: AN EMPIRE BUILT ABROAD

How the U.S. Lost Out on iPhone Work

By CHARLES DUHIGG AND KEITH BRADSHER

Apple has become one of the most admired companies on earth, but Apple and many of its high-technology peers are not nearly as avid in creating American jobs as other companies were in their heydays.

• Charles Duhigg Responds to Readers on Apple and the iEconomy

Motion Graphic: The iPhone Economy

By AMANDA COX, CHARLES DUHIGG, XAQUÍN G.V., MIKA GRÖNDAHL, HAEYOUN PARK, GRAHAM ROBERTS, KARL RUSSELL

Apple's iPhone is a model of American ingenuity, but most of its components are manufactured somewhere else. The decline of manufacturing can lead to the loss of other kinds of jobs.



Donald Chan/Reuters
People flooded Foxconn Technology with résumés at a 2010 job fair.



Comments

"Since 40% of the world's electronics come from Foxconn, all the companies involved could agree to better working conditions for their suppliers' workers, but Apple is probably the only company positioned to lead such an effort."

Midnight Mail · Hell's Kitchen NYC

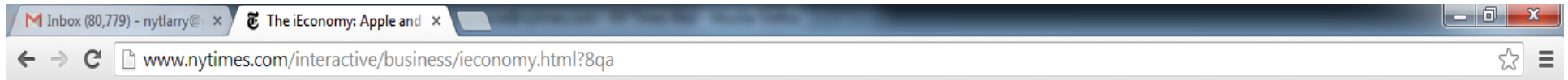
"Apple is taking advantage of the economic mess and enjoying extra profit on the backs of its lowest employees."

Jud Lohmeyer · San Miguel Allende, Guanajuato, Mexico

"It's time for more personally valued, fulfilling, and life affirming work for workers— not soul deadening mass production work."

s3adog · Madison, WI

The iEconomy, Parts 2 and 3



PART 2: A PUNISHING SYSTEM

In China, Human Costs Are Built Into an iPad

By CHARLES DUHIGG AND DAVID BARBOZA

The workers assembling iPhones, iPads and other devices often labor in harsh conditions, according to employees inside those plants, worker advocates and documents published by companies themselves.

• Facebook Chat About the 'iEconomy' Series

Chinese Readers on the 'iEconomy'

By THE NEW YORK TIMES

The Times joined with Caixin, a Chinese business magazine, to publish this article in Chinese. Here are translations of some Chinese readers' responses.

• Listening to the Voices of Foxconn Workers



JONAH M. KESSEL and MAC WILLIAM BISHOP



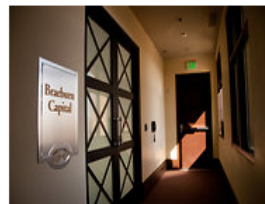
PART 3: PROTECTING PROFITS

How Apple Sidesteps Billions in Global Taxes

By CHARLES DUHIGG AND DAVID KOCIENIEWSKI

Apple serves as a window on how technology giants have taken advantage of tax codes written for an industrial age and ill-suited to today's digital economy.

• Apple's Response on Its Tax Practices
• Graphic: Shrinking Corporate Tax Rates
• Graphic: One Technique Apple Pioneered



David Calvert for The New York Times

California schoolteacher who buys an iPhone has an extra \$30 in her wallet, and an extra \$10 or \$20 in her 401K."

Luke McCormick · Oakland, CA

Related on NYTimes.com

Times Topics: Apple Incorporated

Apple Asks Outside Group to Inspect Factories (Feb. 13, 2012)

Foxconn Plans to Lift Pay Sharply at Factories in China (Feb. 18, 2012)

Pressure, Chinese and Foreign, Drives Changes at Foxconn (Feb. 19, 2012)

How Much Do Foxconn Workers Make? (Feb. 24, 2012)

Foxconn, Apple Supplier, Vows Reforms in China (March 30, 2012)

China Contractor Again Faces Labor Issue on iPhones (Sept. 11, 2012)

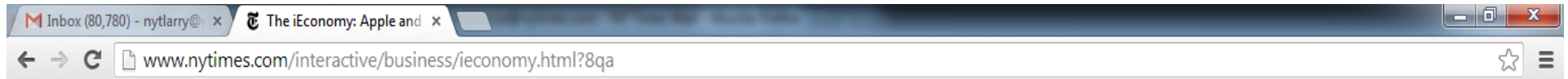
In Shift of Jobs, Apple Will Make Some Macs in U.S. (Dec. 7, 2012)

Additional Resources

Supplier Responsibility at Apple (apple.com)

Apple's Controversial Supplier Foxconn (Nightline report)

The iEconomy, Parts 4, 5 and 6



PART 4: RETAILING'S KING

Apple's Retail Army, Long on Loyalty but Short on Pay

By DAVID SEGAL

While consumers tend to think of Apple's headquarters as the company's heart and soul, a majority of its employees in the United States work at its retail stores.

• [Video: David Segal Responds to Reader Questions and Comments](#)



Richard Drew/Associated Press

PART 5: THE IMPOSSIBLE MADE POSSIBLE

In Wooing of Nissan, a Lesson for Tech Jobs?

By BILL VLASIC AND HIROKO TABUCHI AND CHARLES DUHIGG

Although the car and technology industries are different, the resurgence of American auto manufacturing in the 1980s is an example of how one industry created tens of thousands of good jobs.

- [Graphic: Evolution of a Manufacturing Supply Chain](#)
- [Slide Show: An Automaker Migrates to Tennessee](#)
- [Room for Debate: Should the U.S. Seek More Tech Manufacturing?](#)



Josh Anderson for The New York Times

PART 6: ARTIFICIAL COMPETENCE

New Wave of Adept Robots Is Changing Global Industry

By JOHN MARKOFF

Robots far more adept than those now commonly used by automakers and other industries are replacing workers in both manufacturing and distribution.

• [Video: The Robot Factory Future](#)



Lianne Milton for The New York Times

The iEconomy, Parts 7, 8 and 9

Inbox (80,781) - nytlarry@ x The iEconomy: Apple and x

www.nytimes.com/interactive/business/ieconomy.html?8qa


PART 7: A SYSTEM IN DISARRAY

The Patent, Mighty as a Sword

By CHARLES DUHIGG AND STEVE LOHR

Alongside the impressive technological advances of the last two decades, software patents started to be used as destructive weapons, stifling competition.

- For Software, Cracks in the Patent System
- Fighters in a Patent War



J. Emilio Flores for The New York Times


PART 8: WRITING THE SOFTWARE

As Boom Lures App Creators, Tough Part Is Making a Living

By DAVID STREITFELD

App developers have turned cellphones and tablets into powerful tools, spawning a multibillion-dollar industry but making huge sacrifices in the process.

- [Job Prospects for App Writers](#)
- What It Takes to Be an App Developer




Daniel Rosenbaum for The New York Times

PART 9: THE ROAD TO REFORM

Signs of Changes Taking Hold in Electronics Factories in China

By KEITH BRADSHAW AND CHARLES DUHIGG

After the hardships of workers in China's electronics factories were exposed to a global audience, working conditions have started to



The iEconomy: Factory Upgrade

Jonah M. Kessel

nytimes.com/interactive/.../App-Writing-A-Good-Job-Prospect-This-Decade.html?...

iEconomy story published in Caixin

Chinese translation

The screenshot shows a Mozilla Firefox browser window with the following details:

- Address bar: international.caixin.com/2012-01-25/100350812.html
- Navigation menu: 首页, 经济, 金融, 公司, 政经, 世界, 观点, 文化, 博客, 杂志, 图片, 视听, Enjoy, 会议/培训
- Sub-menu: 旁观中国, 天下事, 欧洲北美, 亚太地区, 中东北非, 新兴市场, 中国外交
- Breadcrumbs: 世界 > 国际新闻 > 正文
- Article Title: 苹果的血汗代价
- Metadata: 2012年01月25日 06:25 本文来源于 财新网
- Text Snippet: 一位苹果公司前高管说：“我们确实在改善工作环境中做出了很多努力。但是如果那些拥有iPhone的人能亲眼看到他们的手机是从什么样的环境下生产出来的，大多数人肯定会觉得心里很不舒服。”
- Author: 【财新网】《《纽约时报》记者Charles Duhigg, David Barboza发自中国成都》
- Text Snippet: 2011年五月一个周五的夜晚，爆炸的冲击波穿透了A5大楼。火光四射，声音震天，扭曲的金属管像被丢弃的稻草一样四处散落。在食堂吃饭的工人们跑到空地上，眼见窗户震裂，滚滚黑烟正不断从里面冒出。爆炸事发地点是生产iPad一个抛光车间。在那里，工人们每天都要为iPad打磨成千上万的铝制外壳。
- Text Snippet: 两人当场确认死亡，十数人受伤。伤者被紧急送到救护车上，有一位伤势特别明显：他的面部已经血肉模糊，被爆炸的冲击力和高温灼得不像样子。他的五官已无法辨认，原本鼻子和嘴巴的地方只能看
- Image: 揭秘土耳其最奢华洞穴酒店 (Enjoy)
- Image: 2014索契冬奥会开幕
- Image: 波黑示威者纵火烧毁政府大楼
- Footer: Transferring data from file.caixin.com...

To the Judges:

Some 30,000 Apple store employees got raises in 2012, many of them for 10-20 percent. More than 1 million workers at Chinese factories that make iPhones and iPads got 25 percent raises, and their working conditions improved after the plants were opened for outside inspections for the first time. The U.S. Senate opened an investigation into the sometimes questionable tactics Apple and other technology companies use to reduce their tax bills.

All because of a series in The New York Times, called “The iEconomy,” that sparked a global conversation, in addition to immediate impact.

Apple is one of America’s most revered companies, a symbol of American ingenuity and innovation. But Apple’s success, like that of so many companies in the burgeoning information-technology economy, has come at a cost, Times reporters found.

To the Judges (cont.)

The investigative series probing Apple began with a simple question, but one with profound implications:

Why doesn't America make any cell phones - the most ubiquitous consumer product of our time - and what does that say about Apple, about where it does operate and about the way that it conducts its business? And what does it say if one of America's most successful companies, in one of the fastest-growing industries, doesn't create many jobs in America?

"The iEconomy" showed that the carefully cultivated public image of Apple and the broader technology industry is often at odds with reality.

Pulitzer Prize awards lunch

Columbia University



New York Times Pulitzer Prize wall

