2017 Audience Strategies: 
In Pursuit of a Sustainable Business Model

2017 N.E.A.C.E. 100TH ANNUAL SALES CONFERENCE
THE FUTURE OF NEWSPAPERS: 
BRINGING AUDIENCE & REVENUE GROWTH INTO 
THE NEXT CENTURY

JOHN P. MURRAY
VP AUDIENCE DEVELOPMENT 
NEWS MEDIA ALLIANCE
05.23.17
About:

News Media Alliance spurs the advancement of its members through advocacy, research, communication and innovation — and by doing so creates genuine value.
TODAY:

• Audience Trends & Our Reader
• The Media Landscape
• The Retail Advertiser & The Challenges
• Know Your Audience: Home Delivery & The Retail Reader
• Price & Product
• Elements of a Sustainable Business Model
• Value Proposition
Media Audience Trend Snapshot

Based on Nielsen Scarborough Research USA+ Data Release 2, 2016

And

An analysis of January 2017 comScore data by the News Media Alliance.
The past week newspaper media audience, print & digital combined, is 62.1% of total adults, down from 69% in Release 1, 2013.

Past week print readership is 47.1%, down ten points from 2013. Decline sharpest in 35-49 age group.

Millennial audience print/digital in the past week increased slightly (58% from 57%) from Release 2 2015, driven by increased mobile usage.

Just over half (51%) of the newspaper audience in the past week reads newspaper digital content.

Three-fourths (75%) of the newspaper audience during the week reads a printed copy.

Nearly three in ten (29%) read both print and digital newspaper content.
AUDIENCE TRENDS TV/RADIO/DIGITAL
(PERCENT OF ADULTS)

Typically Watch/Listen (TV/Radio);
Digital - Visited Site Past 30 Days

- Local news - evening
- Natl/network news
- Radio-News/Talk/Info
- Facebook
- Twitter
- Instagram

2013 R1 2013 R2 2014 R1 2014 R2 2015 R1 2015 R2 2016 R1

%: 10 11 12 13 12 12 13
- Twitter

%: 20 19 18 18 18 12 13
- Instagram

%: 25 27 27 28 28 27 27
- Facebook

%: 48 48 48 49 48 48 48
- Radio-News/Talk/Info

%: 54 56 57 57 59 60 62
- Natl/network news

%: 55 56 57 57 59 60 62
- Local news - evening
Number of U.S. Adults
Source: Nielsen Scarborough, USA+ database

- Daily
- Past Week Print
- Used mobile - past 30 days
- Past 7 Days (Print/E/Web) Or Mobile Past 30
- Sunday
- Past 7 Days: Print/E-edition/Website
- Website Past 30 days
SHARPEST PRINT DECLINE FOR 35 – 49 GROUP

Past Week Print Readership by Age

- 18-34
- 35-49
- 50 & Older
Newspaper Media Audience – Past 7 Days

- **Pure Print**: 48%
- **Print/Web**: 10%
- **Print/Mobile**: 6%
- **Print/Web/Mobile**: 13%
- **Web Exclusive**: 6%
- **Web/Mobile**: 10%
- **Mobile Exclusive**: 7%

**Overall Print Total** = 77%

**Overall Digital Total** = 52%

**Print/Digital Overlap** = 29%

2016 Audience Strategies:
In Pursuit of the Single Copy Audience
Newspaper Media Audience – Past 7 Days

Opportunities to Engage Readers

Overall Print Total = 77%
Overall Digital Total = 52%
Print/Digital Overlap = 29%
Past Week Readership Print or Digital by Age

- 18-34
- 35-49
- 50 & Older

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>18-34</th>
<th>35-49</th>
<th>50 &amp; Older</th>
</tr>
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<tbody>
<tr>
<td>2013 R1</td>
<td>61%</td>
<td>60%</td>
<td>55%</td>
</tr>
<tr>
<td>2013 R2</td>
<td>60%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>2014 R1</td>
<td>58%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>2014 R2</td>
<td>58%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>2015 R1</td>
<td>57%</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>2015 R2</td>
<td>61%</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>2016 R1</td>
<td>60%</td>
<td>64%</td>
<td>64%</td>
</tr>
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</table>
Goin’ Mobile...
THE MOBILE MAJORITY

The audience engaged with newspaper-affiliated digital platforms topped 179 million adult unique visitors in January 2017, per an analysis of comScore data by the News Media Alliance.

Consumers are increasingly shifting to using mobile devices rather than desktop computers for their news consumption, the data shows. For example, the number of adult unique visitors who used only mobile devices for news consumption increased 6.7 percent in January 2017 compared with the same month a year ago, while those using only desktop devices for the same purpose dropped 26 percent. Those who used both mobile and desktop devices increased by 8.2 percent.

Overall, the majority (53 percent) of adults who engaged with newspaper-affiliated digital platforms in January did so using only their mobile (smartphone or tablet) devices.

Source: comScore 1-2017
No Erosion of Newspaper Engagement as Mobile Use Grows
<table>
<thead>
<tr>
<th>Media Type</th>
<th>Median Age</th>
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<tbody>
<tr>
<td>No Internet Usage - Past 30 Days</td>
<td>65</td>
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<tr>
<td>FOX News Channel</td>
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<tr>
<td>Weather Channel</td>
<td>60</td>
</tr>
<tr>
<td>MSNBC</td>
<td>59</td>
</tr>
<tr>
<td>Avg. Daily Newspaper</td>
<td>57</td>
</tr>
<tr>
<td>CNN</td>
<td>56</td>
</tr>
<tr>
<td>Avg. Sunday Newspaper</td>
<td>56</td>
</tr>
<tr>
<td>Radio-News/Talk/Info</td>
<td>56</td>
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<tr>
<td>National/network TV news</td>
<td>55</td>
</tr>
<tr>
<td>Local TV news - evening</td>
<td>55</td>
</tr>
<tr>
<td>Past Week Newspaper Print</td>
<td>53</td>
</tr>
<tr>
<td>Past-Newspaper Print or Digital</td>
<td>50</td>
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<tr>
<td>Total U.S. Adults</td>
<td>47</td>
</tr>
<tr>
<td>WeatherChannel.com</td>
<td>44</td>
</tr>
<tr>
<td>Any Internet Past 30 Days</td>
<td>44</td>
</tr>
<tr>
<td>CNN.com</td>
<td>42</td>
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<tr>
<td>Newspaper website</td>
<td>42</td>
</tr>
<tr>
<td>Facebook</td>
<td>41</td>
</tr>
<tr>
<td>Huffington Post</td>
<td>40</td>
</tr>
<tr>
<td>Mobile/Newspaper-Past 30 Days</td>
<td>39</td>
</tr>
<tr>
<td>Twitter</td>
<td>34</td>
</tr>
<tr>
<td>Instagram</td>
<td>32</td>
</tr>
</tbody>
</table>
Mall Traffic is down 50% from 2010 to 2016

Online shopping now Comprises 15% or More of Retail Purchases

The Bargain Shopper – Traffic up at Outlet Malls

Targeting Beyond our Imaginations

The Questionable Value of Digital Advertising

The Digital Metrics and the "Quality Proposition"
THE ENDURING VALUE PROPOSITION

- Quality & Credibility
- Connection to the Community
- Cross Platform
- Deliver Retail Traffic
- Fulfill our Vital Mission as Citizens

<table>
<thead>
<tr>
<th>Platform</th>
<th>% Mostly/Always Trust*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print newspapers</td>
<td>74%</td>
</tr>
<tr>
<td>Newspapers’ websites</td>
<td>69%</td>
</tr>
<tr>
<td>News radio</td>
<td>68%</td>
</tr>
<tr>
<td>Broadcast TV news</td>
<td>66%</td>
</tr>
<tr>
<td>Cable news</td>
<td>65%</td>
</tr>
<tr>
<td>Talk radio</td>
<td>57%</td>
</tr>
<tr>
<td>Online-only news publications</td>
<td>55%</td>
</tr>
<tr>
<td>YouTube</td>
<td>53%</td>
</tr>
<tr>
<td>Twitter</td>
<td>49%</td>
</tr>
<tr>
<td>Snapchat</td>
<td>47%</td>
</tr>
<tr>
<td>Facebook</td>
<td>27%</td>
</tr>
<tr>
<td>Social media (generally)</td>
<td>25%</td>
</tr>
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</table>
Marketing to Millennials — 3 Myths Shattered

By Linda Antos

Once again, Millennials — the generation born between the early 1980s and 2000 — give us reason to sit up and pay attention. According to Accenture, in less than five years, Millennial annual spending will surge to an estimated $1.4 trillion. Although Millennials make up the most diverse and highly educated generation, most think of them as trendy 20- or 30-somethings with smartphones in one hand and tablets in the other. It’s true, Millennials spend more time on the Internet and use mobile devices more than any other generation, but they are more traditional than marketers might think. Here are three myths that can have a tremendous impact on marketers and their ability to reach this powerful generation of consumers:

Myth No. 1: Millennials Ignore Print
Forget marketing and consider print itself. The Centre for Experimental Consumer Psychology at Bangor University conducted a study (opens as a PDF) verifying that the physical nature of print elicits an emotional connection and creates a deeper impression in the brain than something non-physical, like a digital message. Using functional magnetic resonance imaging (fMRI), the study found that content delivered in paper form is more stimulating than content delivered in virtual or digital form. This is not lost on Millennials: their brains perceive physical material to be more genuine.

In fact, 82 percent of Millennials read direct mail from retail brands and more than half (54 percent) look forward to receiving hard-copy retail catalogs in the mail, as reported in "Millennials: An Emerging Consumer Powerhouse," an annual study by Quad/Graphics that tracks Millennial consumer shopping habits and media preferences. During the past 30 days, 49 percent even took print coupons with them to the store, and nearly three of four Millennials use grocery retail inserts — 2 percent more than the average shopper. While direct mail advertising and inserts and catalogs stand out as important channels for this age group, Millennials

DIBILITY AND RESOURCES

CRUNCH NETWORK

Why newspaper subscriptions are on the rise
Posted Mar 4, 2017 by Tien Tzuo (@tientzuo)

By Tien Tzuo

So much for the death of the newspaper industry. A recent Nielsen Scarborough study found that more than 169 million U.S. adults now read
Let’s Talk Print!
The Issue or Credibility and Resources

Newspapers Far More Trusted as News Sources Than Facebook, Survey Finds, Regardless of Political Affiliation of Respondents

Credit: Street Fight, from raw data in Ipsos Public Affairs Research survey for BuzzFeed, Feb. 9, 2017.

https://techcrunch.com/2017/03/04/why-newspaper-subscriptions-are-on-the-rise/
http://streetfightmag.com/2017/02/09/newspapers-have-high-level-of-trust-but-will-they-capitalise-on-it/

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Pursuit of the Occasional Reader
## Reaching the Print Audience

### Sunday Circulation:

<table>
<thead>
<tr>
<th></th>
<th>Indv Paid Print Home Delivery</th>
<th>Indv Paid Print Single Copy</th>
<th>Total Indv Paid Print</th>
<th>Total Bus/Trav Paid Print</th>
<th>Total Paid Print</th>
</tr>
</thead>
<tbody>
<tr>
<td>51.8%</td>
<td>12.2%</td>
<td>64.0%</td>
<td>0.5%</td>
<td>64.5%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Qualified Home Del Requested Print</th>
<th>Qualified Home Del Targeted Print</th>
<th>Total Home Delivery Qualified Print</th>
<th>Single Copy Educational &amp; University Print</th>
<th>Qualified Single Copy Empl/Contr Print</th>
<th>Total Qualified Single Copy Print</th>
<th>Total Qualified Print</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.8%</td>
<td>14.0%</td>
<td>18.8%</td>
<td>0.6%</td>
<td>0.5%</td>
<td>2.5%</td>
<td>21.3%</td>
<td></td>
</tr>
</tbody>
</table>

| Total Digital       | 12%                              |

| Total Circulation   | 100%                             |
### Reaching the Print Audience

<table>
<thead>
<tr>
<th>Daily Print Paid Circulation</th>
<th>Indv Paid Home Delivery &amp; Mail Print</th>
<th>Indv Paid Joint Dist Print</th>
<th>Indv Paid Single Copy Print</th>
<th>Total Indv Paid Print</th>
<th>Bus/Trav Paid Group Print</th>
<th>Bus/Trav Paid Hotel Guest Refund Print</th>
<th>Bus/Trav Paid Hotel Room/Lobby Print</th>
<th>Total Bus/Trav Paid Print</th>
<th>Total weekday Paid Print</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>82.9%</td>
<td>0.0%</td>
<td>12.9%</td>
<td>95.8%</td>
<td>0.2%</td>
<td>0.1%</td>
<td>3.9%</td>
<td>4.2%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Paid Print as % of Daily Circulation</th>
<th>Indv Paid Home Delivery &amp; Mail Print</th>
<th>Indv Paid Joint Dist Print</th>
<th>Indv Paid Single Copy Print</th>
<th>Total Indv Paid Print</th>
<th>Bus/Trav Paid Group Print</th>
<th>Bus/Trav Paid Hotel Guest Refund Print</th>
<th>Bus/Trav Paid Hotel Room/Lobby Print</th>
<th>Total Bus/Trav Paid Print</th>
<th>Total weekday Paid Print</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>52.0%</td>
<td>0.0%</td>
<td>8.1%</td>
<td>60.1%</td>
<td>0.1%</td>
<td>0.1%</td>
<td>2.4%</td>
<td>2.6%</td>
<td>62.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total non-paid Print as % Daily Circulation</th>
<th>Total Home Delivery Qualified Print</th>
<th>Qualified Single Copy Educational Print</th>
<th>Qualified Single Copy Empl/Contr Print</th>
<th>Total Qualified Single Copy Print</th>
<th>Total Verified Print</th>
<th>Total non-paid Print as % daily Circulation</th>
<th>Total weekday Paid Print</th>
<th>Total Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.2%</td>
<td>1.1%</td>
<td>0.6%</td>
<td>2.5%</td>
<td>4.2%</td>
<td>4.6%</td>
<td>19.5%</td>
<td>62.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Daily Circulation</th>
<th>Total Print</th>
<th>Total Digital</th>
<th>Total Circulation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>82.6%</td>
<td>17.4%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Retailing the Newspaper

The Value Equation...
The Shift that has yet to arrive...
Overall coupon use remains high among consumers, with 87% of coupon users reporting they are using the same or more coupons this year. While digital coupon use is increasing, the majority of coupon users are maintaining or increasing their print coupon usage, underscoring the relevance of print and digital channels and urging a need for an integrated approach to marketing campaigns:

**Millennials’ Use of Print Coupons**

- **82%** use coupons from newspaper-delivered coupon books, similar to 70% of boomers.
- **85%** use coupons received in the mall, compared to 87% of all consumers.
- **34%** report an increase in mail coupon usage, significantly higher than gen X and boomer users.

**Valassis / Scarborough**

*2016 Valassis Coupon Intelligence Report*

*Across generations, used the same or more coupons vs. last year*

- Total: 87%
- Millennials: 88%
- Gen X: 87%
- Boomers: 86%
70% Of Consumers Still Look To Traditional Paper-Based Coupons For Savings

posted: 4/17/2015

Seventy percent of consumer packaged goods coupon users still use print-based coupons such as those in free standing inserts (FSI) typically found in Sunday papers to find savings (1) according to a study that will be presented by GfK Custom Research and News America Marketing at the Association of Coupon Professionals' 10th annual Industry Coupon Conference on Thursday, April 16 in San Antonio.

The new study reveals surprising statistics about consumer coupon usage including that traditional FSI coupons are redeemed at a rate eight times that of digital coupons (2), and that among heavy CPG coupon users, those using paper coupons spend 8% more annually than their digital counterparts (3).

"While consumers continue to adopt digital savings tools, this study reaffirms the value of the traditional print FSI," said Mark Peiser, VP, Marketing Research, News America Marketing. "When you look at the numbers, you can see that print coupon redemption rates still dominate consumer savings."

So, too millennial coupon users are looking to the FSI – with 63% of this age group using traditional print coupons. (1)
Critical Role for Print Remains Apparent

Retailers Can’t Shake the Circular Habit

Inserts in newspapers draw more shoppers than digital ads, but cost a lot more.

In 2014, circulars generated an estimated $6.84 billion in revenue for newspapers, down 6.9% from $6.27 billion the prior year, according to one market researcher. PHOTO: ANDREW HARRER/BLOOMBERG NEWS
The Value Equation...
(Scarborough, Release 2, 2015 vs. Release 1, 2013)
The Challenge of building audience & revenue
Price increases clearly correlate with the losses. Newspapers that increased the weekday price increase since July 2013:

- 79 percent posted sales declines greater than 5 percent while only 58 percent of newspapers that did not increase the price in the last year reported that level of losses.

- Among the newspapers that increased the price, 21 percent, had losses of 20 percent or more, almost three times as many as the newspapers that did not price since July 2013.

- Newspaper priced at $1.00 also reported larger losses than newspapers below that price point.

- The most popular weekday single copy price is $1.00 and there are at least 82 newspapers charging $3.00 or more.
A Closer Look at the Single Copy Reader...
A Closer Look at the Single Copy Reader...

<table>
<thead>
<tr>
<th>Sex of respondent</th>
<th>Target Pop</th>
<th>Delivered to home/office by paid sub</th>
<th>Bought at coin box / store newsstand</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men</strong></td>
<td>1,771,572</td>
<td>401,587</td>
<td>467,173</td>
<td>2,403,661</td>
</tr>
<tr>
<td>Target %</td>
<td>49.7%</td>
<td>54.7%</td>
<td>54.5%</td>
<td>46.6%</td>
</tr>
<tr>
<td>Index</td>
<td>101</td>
<td>112</td>
<td>111</td>
<td>95</td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td>1,789,742</td>
<td>332,654</td>
<td>390,150</td>
<td>2,758,725</td>
</tr>
<tr>
<td>Target %</td>
<td>50.3%</td>
<td>45.3%</td>
<td>45.5%</td>
<td>53.4%</td>
</tr>
<tr>
<td>Index</td>
<td>99</td>
<td>89</td>
<td>89</td>
<td>105</td>
</tr>
<tr>
<td>Household Income</td>
<td>Target Pop</td>
<td>Target %</td>
<td>Index</td>
<td>Delivered to home/office by paid sub</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------</td>
<td>----------</td>
<td>-------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td><strong>HHI Less than $50K</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,246,136</td>
<td>35.0%</td>
<td>74</td>
<td>1,246,136</td>
</tr>
<tr>
<td></td>
<td>445,605</td>
<td>60.7%</td>
<td>128</td>
<td>445,605</td>
</tr>
<tr>
<td></td>
<td>366,379</td>
<td>42.7%</td>
<td>90</td>
<td>366,379</td>
</tr>
<tr>
<td><strong>HHI $50K-$100K</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,141,435</td>
<td>32.1%</td>
<td>113</td>
<td>1,141,435</td>
</tr>
<tr>
<td></td>
<td>209,444</td>
<td>28.5%</td>
<td>100</td>
<td>209,444</td>
</tr>
<tr>
<td></td>
<td>232,515</td>
<td>27.1%</td>
<td>95</td>
<td>232,515</td>
</tr>
<tr>
<td><strong>HHI $100K+</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>1,173,743</td>
<td>33.0%</td>
<td>136</td>
<td>1,173,743</td>
</tr>
<tr>
<td></td>
<td>79,192</td>
<td>10.8%</td>
<td>45</td>
<td>79,192</td>
</tr>
<tr>
<td></td>
<td>258,429</td>
<td>30.1%</td>
<td>124</td>
<td>258,429</td>
</tr>
</tbody>
</table>

**Base:** Total Adults 18+
Market/Release: 2016 Release 1 Total
Scarborough Research

Delivered to home/office by paid sub
Paid delivery

Bought at coin box / store newsstand
Paid newsstand

Other
Paid other
Today’s Newspaper Audience
Raising the Bar

In

Acquiring and Retaining Audience.

- Optimum Use of Data
- Precise Targeting
- Testing, Tracking, and Measuring
- Multi-Platform Marketing
- Optimize Search & Social
- Elevate e-Mail Expertise
Opportunities to Engage Readers

Overall Print Total = 77%
Overall Digital Total = 52%
Print/Digital Overlap = 29%
Metrics for Growing Audience:

• Choose an Engagement Metric
  • Visit every 30 days?
  • How often in 30 days?
  • What % is your goal
  • Print Subscribers – Ever Visit?
  • % Cross Platform
  • Digital Subscribers
  • Visitors not Subscribing

• Use the Data to Navigate the Engagement Funnel
• Use the Data to Strengthen the Relationship
• Use Data to Mold Your Content
Let’s Talk Relationships

Lead Nurturing Campaign - 2015

USER LOGS IN  LISTENER CAPTURES DATA  EMAIL 1 E-NEWS PROMO  EMAIL 2* SUBSCRIBE

Subscribe emails averaged 56% open vs. 15% for “other acquisition” emails, but not enough “nurturing” to drive actual conversions.

*Email 2 is only sent if Email 1 is opened
Let's Talk Relationships

Audience Metrics Identify Overall Engagement Trends and Averages

- Anonymous users spend the least time on site but scroll furthest down the page
- Digital-only subscribers index high on volume (visits, days, impressions, ad revenue)
- Print subscribers scroll the fastest through articles
- Registered users spend the most time per visit

<table>
<thead>
<tr>
<th>User Type</th>
<th>Minutes per Visit</th>
<th>Scroll Depth per Visit</th>
<th>Scroll Velocity per Visit</th>
<th>Visits</th>
<th>Days per Month</th>
<th>Page Views</th>
<th>Impressions</th>
<th>Ad Revenue</th>
<th>Subscription Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anonymous</td>
<td>02:57</td>
<td>53%</td>
<td>36.1</td>
<td>1.5</td>
<td>1.4</td>
<td>1.6</td>
<td>5.2</td>
<td>$0.02</td>
<td>.</td>
</tr>
<tr>
<td>Digital</td>
<td>04:05</td>
<td>51%</td>
<td>22.1</td>
<td>8.8</td>
<td>2.9</td>
<td>6.9</td>
<td>27.2</td>
<td>$0.13</td>
<td>$2.09</td>
</tr>
<tr>
<td>Print</td>
<td>03:19</td>
<td>46%</td>
<td>77.8</td>
<td>5.2</td>
<td>2.2</td>
<td>4.4</td>
<td>16.4</td>
<td>$0.09</td>
<td>$4.93</td>
</tr>
<tr>
<td>Registered</td>
<td>04:36</td>
<td>47%</td>
<td>23.9</td>
<td>5.3</td>
<td>1.9</td>
<td>4.0</td>
<td>15.7</td>
<td>$0.08</td>
<td>.</td>
</tr>
<tr>
<td>Average</td>
<td>02:57</td>
<td>53%</td>
<td>36.1</td>
<td>1.5</td>
<td>1.4</td>
<td>1.6</td>
<td>5.2</td>
<td>$0.02</td>
<td>$4.49</td>
</tr>
</tbody>
</table>
The Correlation: Active Digital Subscribers = Improved Print Retention
Keep Testing & Improving

Averages 34.95% open rates and 38.51% click to open rates.
Tweaking increased 1200 incremental engagements per day.
Data Driven Communications

• Personalized Newsletters
• Targeted Emails on Upcoming Features
• Interest Driven Promotional Invites to Events
• Interest Driven Promotional Subscription Offers

Increase in monthly unique visitors via newsletters increased 33% IN ONE YEAR.
Relative to the “offers” phase, the subscription entry performs best. The paywall entry is the least efficient in converting users.
Let's Be Social

Keywords
AdWords
Leads
Targets
Messaging
Let’s Talk Membership
Convert Your Audience into Paying Subscribers with Data based Campaigns.

Sample Sales Model for a Larger Newspaper
Preserve Perceived Value…

…While Providing Entry Level Pricing.
Subject: Save 75% on Globe.com this Cyber Monday

The crowds may be gone but the deals aren’t!
Get 75% off 16 weeks of Globe.com digital access.

Enjoy our best offer from the comfort of your home.

GET 75% OFF TODAY »
...and then the price to close
...And then you are off and running

BostonGlobe.com digital subscription is a credit card only offer. Your credit card will be automatically charged in advance every four weeks unless a different renewal term is specified in the offer. At the end of the introductory period, your digital subscription will continue at $3.99 per week unless you cancel your subscription. After 52 weeks, your full price rate will increase to $6.93 per week. Offer valid for those who have not had digital access in the last 90 days. Prices are subject to change. Additional terms and conditions may apply.
Marketing to the Season and the buying Mood!
Sunday Home Delivery!
Multi-Dimensional Marketing
Elements of a Sustainable Business Model:

- Audience Trends & Our Reader
- The Media Landscape
- The Retail Advertiser & The Challenges
- Know Your Audience: Home Delivery & The Retail Reader
- Price & Product
- Diverse Revenue Streams
- Use Data to Communicate, Personalize
- Use Data to Direct Content
- Building Audience Across Platforms is a Key Elements to a Sustainable Business Model
- Focus on Your Value Proposition
4 steps to data-driven journalism

1. Better measure your content and readers
   - Metrics for News software lets editors analyze empirically what news they are covering and the characteristics of that journalism. These data are integrated with your web analytics and social data to create new custom metrics that reveal how different types of journalism perform with readers.

2. Deeply understand your community
   - The unique community survey assesses the deepest passions and worries of your readers, to help you make better-informed decisions about what they need from you.

3. Align your journalism with your audience
   - Analyze the custom content metrics and the survey data to discover where your content is aligned and misaligned with the passions and concerns of the community.

4. Identify and create centers of excellence
   - Develop new content strategies to improve coverage in core areas that will reach new audiences and create new advertising and subscription opportunities. Getting better means covering some issues differently, not simply more.
Audience Development Essentials:

✓ Know your audience and your market
✓ Leverage the power of your brand
✓ A product for every household and across multiple platforms
✓ Reward consumers for engagement
✓ Think total audience and how you can deliver that audience to your advertisers.
✓ Think in terms of the individual user level, their data, their media choices and be sure you have something for everybody.
NMA’s 2017 Summer Webinar Series:
“Raising the Bar in Acquiring and Retaining Audience”

Watch for Details!
THANK YOU.