TABLE STAKES

(aka "How to Get in the Game of News")

Carmage Walls Leadership Forum
2.5.18

Tim Griggs
Independent Consultant &
Advisor
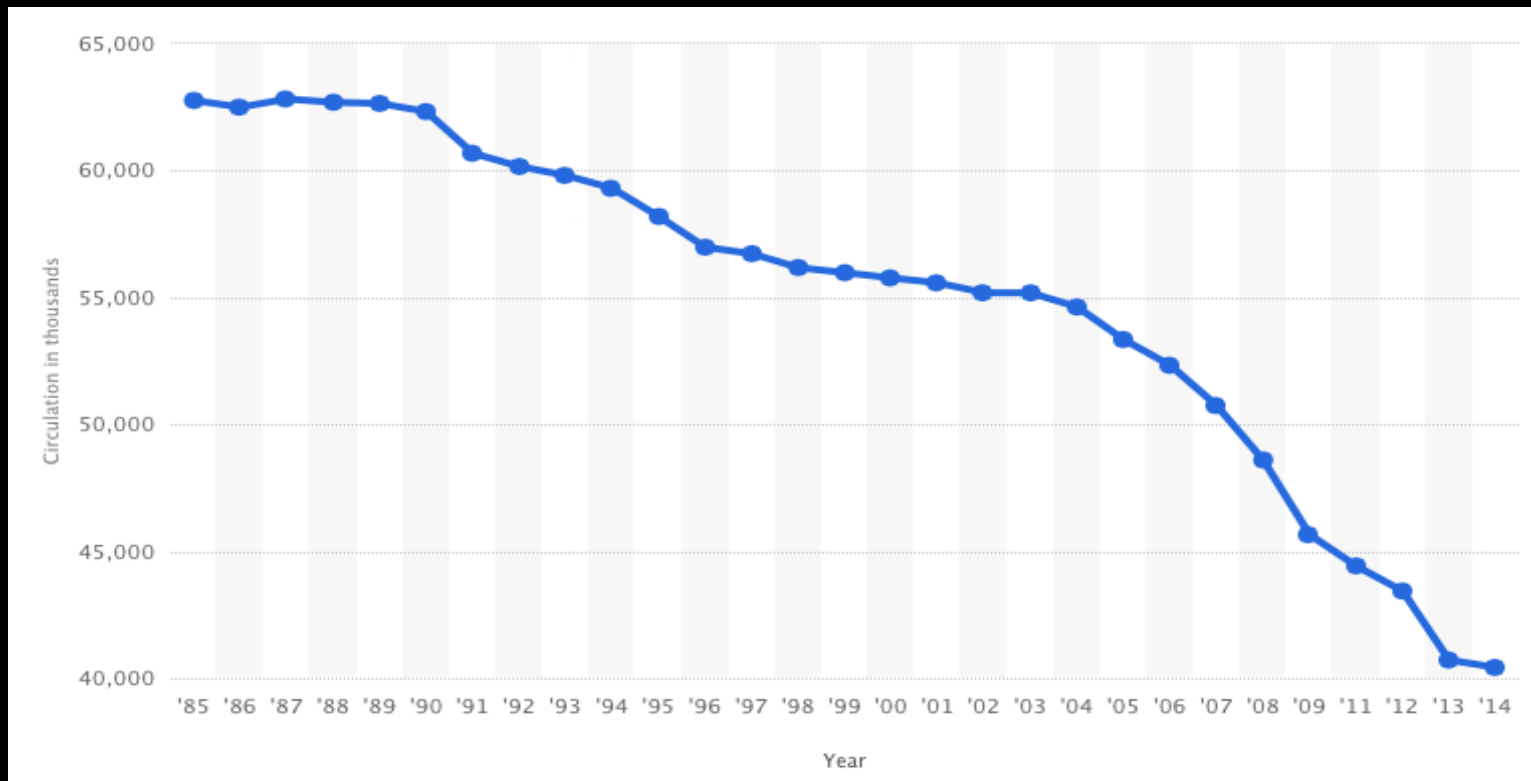gunnertg@gmail.com
@HeyTimGriggs

TODAY

- Walk-through of the seven essentials (aka "table stakes") for local news organizations
- Conversation around two of them – audience funnel discipline and revenue diversification
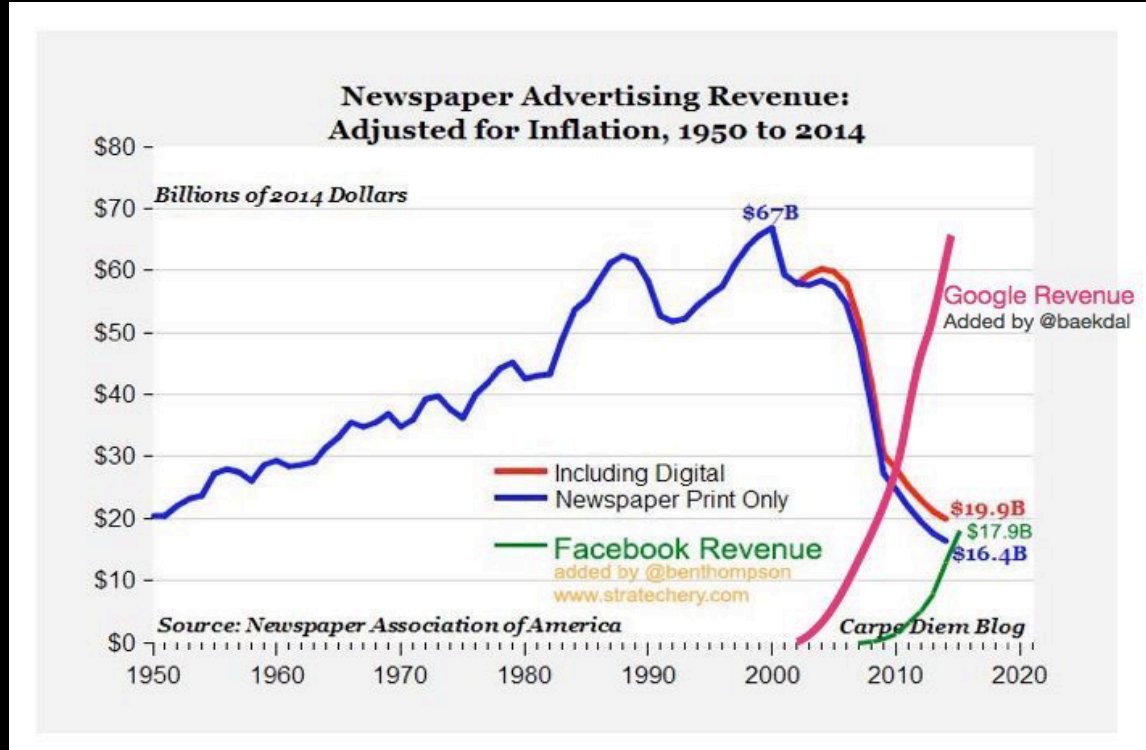- Texas Tribune as case study

BACKGROUND
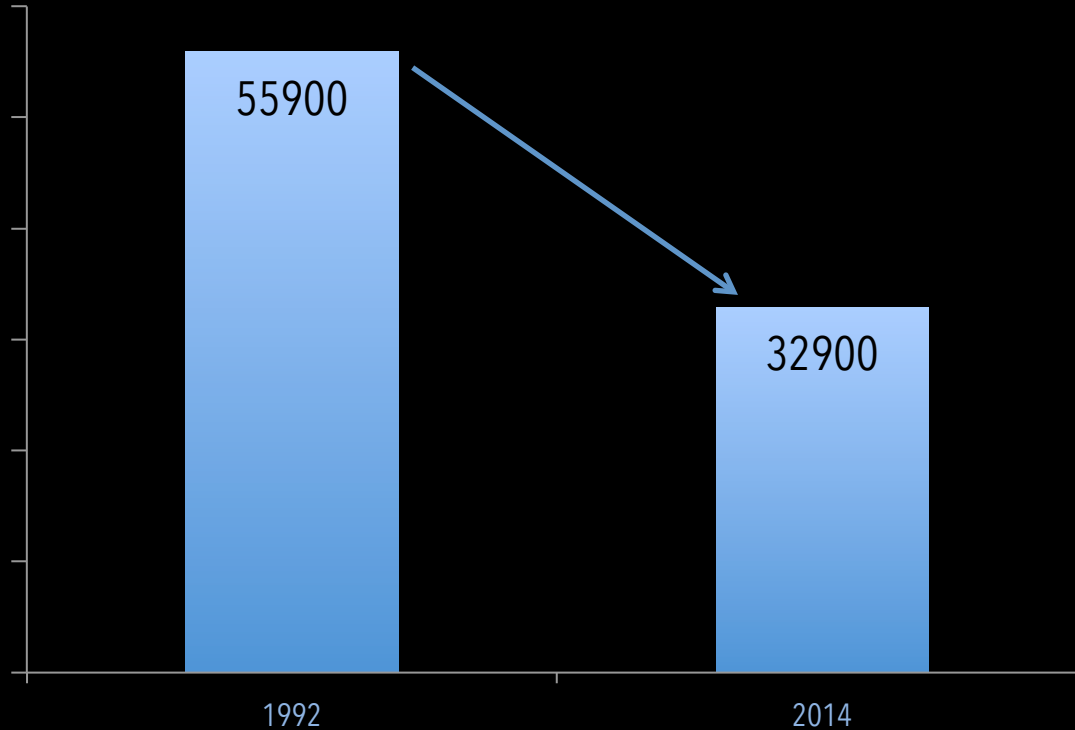
Print circulation (1985-2014)

BACKGROUND

Ad revenue (1985-2014)

Newspaper Advertising Revenue: Adjusted for Inflation, 1950 to 2014. Billions of 2014 Dollars. $67B. Google Revenue (Added by @baekdal). Including Digital. Newspaper Print Only. $19.9B. $17.9B. $16.4B. Facebook Revenue (added by @benthompson, www.stratechery.com). Source: Newspaper Association of America. Carpe Diem Blog.

BACKGROUND

Newsroom headcount (1992 vs. 2014)

55900

32900

1992

2014

THE
END
IS
NEAR

BACKGROUND

We all know the problem.

- Locals under huge pressure
- Too many playing continual catch-up (trying not to lose instead of playing to win)
- Too few resources focused on the new game – innovation plus re-imagined purpose/role needed to win the game

But:

- Locals, for the most part, understand what is required to "be in the game." (They just hadn't, until recently, written it down.)
- Locals need to get going to put table stakes in place through identifying and achieving success at initiatives that get your news enterprise in the game

METCALFE'S LAW

METCALFE'S LAW

So consider:

- Facebook worldwide users: 1,800,000,000
- Columbus County population: 56,000

Bottom line: Local news enterprises have gone from geographically protected oligopolies/monopolies to geographically constrained players who cannot take advantage of digital scale and reach

SHIFTING MARKET CONDITIONS

Consumers
- "If news is important, it will find me"
- Whole generations without long/deep habit of paying for news content

Advertisers
- Complex fragmentation never seen before
- Untethered to content/channel: can and do go direct

Changing definition of "local":
- What parts – of our lives are lived locally?
- What do 'local' and 'community' have to do with one another?
- What are the aspects constituting a 'local' economy? What is 'local' commerce?

TABLE STAKES INITIATIVE

Table Stakes 1.0
- Defined the table stakes very specifically
- Used performance-driven change
  to get people to make needed changes

Program has expanded since:
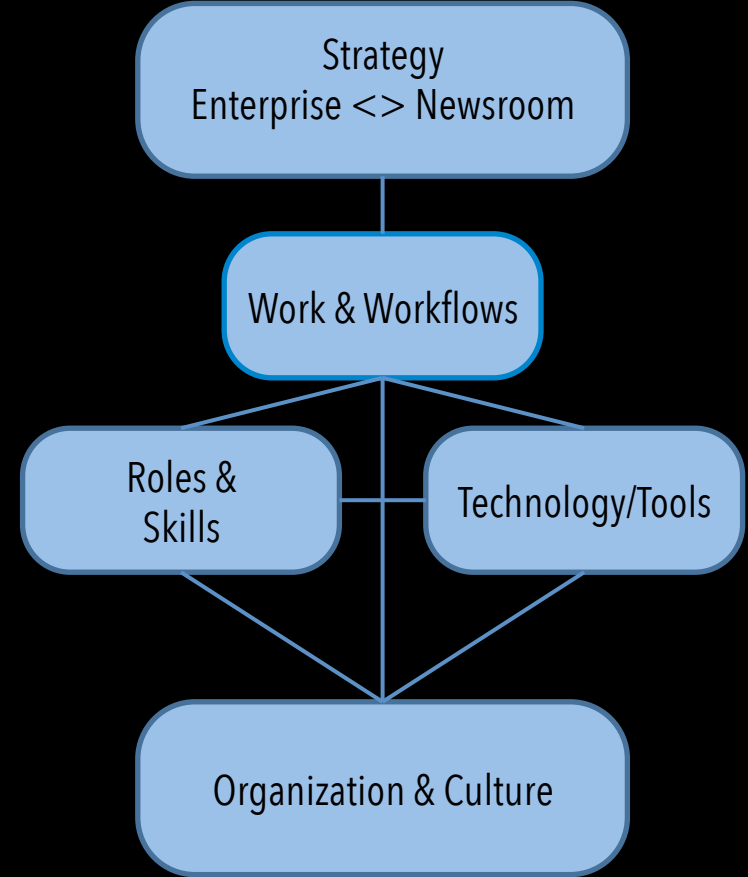- Metros: Rounds 1, 2, 3
- UNC: Round 1 (soon 2)
- Poynter

Strategy
Enterprise <> Newsroom

Work & Workflows

Roles &
Skills

Technology/Tools

Organization & Culture

TABLE STAKE #1: SERVE TARGETED AUDIENCES WITH TARGETED CONTENT

- Be audience driven across your enterprise.
- Identify and focus on particular, target audiences with needs, interests and problems that you can address well and derive revenue from.
- Use your local market knowledge, perspective and presence to serve these audiences far better than competitors.

#2: PUBLISH ON THE PLATFORMS USED BY YOUR TARGET AUDIENCES

- Go to your audiences rather than expecting them to come to you.
- Take responsibility for distribution by publishing and promoting on the platforms used by each of your chosen target audiences.
- Do so in ways that serve their needs and interests in using each platform and take best advantage of the particular features and dynamics of the platform, ways that are platform optimal versus platform agnostic.

#3: PRODUCE AND PUBLISH TO MATCH YOUR AUDIENCES' LIVES

- Organize to provide a continuous flow of digital-first content matched to the life rhythms and habits of your target audiences, their time and attention availability, and their interests, needs and problems of the moment, across the platforms they use.

#4: FUNNEL OCCASIONAL READERS INTO HABITUAL, VALUABLE AND PAYING LOYALISTS

- Guide your audience through the stages of a "funnel" from random or occasional use, to increasing use, to habitual use, to paying for your content/products/services, to recommending your brand to others.
- Use the same step- by-step funnel approach to maximize the value of your audience to advertisers.
- Do this through the focused use of data and analytics, technology, content and platform tactics, multiple types and approaches of "offers" and "asks," and continuous testing.

#5: DIVERSIFY AND GROW THE WAYS YOU EARN REVENUE FROM THE AUDIENCES YOU BUILD

- Innovate, test and develop as many ways as possible to earn revenue.
- Do this by collaborating across all functions of your enterprise with a focus on both innovating to growing consumer revenue and advertising and creating, testing and growing a range of new products, services and businesses of value to your target audiences and community.

#6: PARTNER TO EXPAND YOUR CAPACITY AND CAPABILITY AT LOWER AND MORE FLEXIBLE COST

- Use partnerships, third-party services, shared resource arrangements and flexible staffing to expand your capacity and capabilities across all areas of your enterprise: content creation, marketing and distribution to target audiences, new services and products, access to needed skills, technologies, tools and data, and more.
- Do this in ways that lower investment requirements, reduce and add flexibility to your cost structure, increase speed, and better share risks compared to doing it on your own.

#7: DRIVE AUDIENCE GROWTH & PROFITABILITY FROM A 'MINI-PUBLISHER' PERSPECTIVE

- Drive growth and profitability in your chosen target audience segments and key publishing platforms by developing cross-functional "mini-publisher" teams and team leaders who use a general management perspective and strong sense of ownership and accountability to drive performance.

- Expand the scope of these teams' responsibility beyond content creation, content distribution and audience development to include revenue generation, financial contribution and brand development.

THE SEVEN TABLE STAKES:

1. Serve targeted audiences with targeted content
2. Publish on the platforms used by your targeted audiences
3. Produce and publish continuously to match your audiences' lives ("always on, always there")
4. Funnel occasional users into habitual, valuable and paying loyalists
5. Diversify and grow the ways you earn revenue from the audiences you build
6. Partner to expand your capacity and capabilities at lower and more flexible cost
7. Drive audience growth and profitability from a "mini-publisher" perspective

WANT MORE?

- Print version on Amazon
- eBook version on Kindle
- Chapters on BetterNews.org

Table Stakes
A Manual for Getting in
the Game of News

DOUGLAS K. SMITH • QUENTIN HOPE • TIM GRIGGS

A Project of the Knight-Lenfest Newsroom Initiative
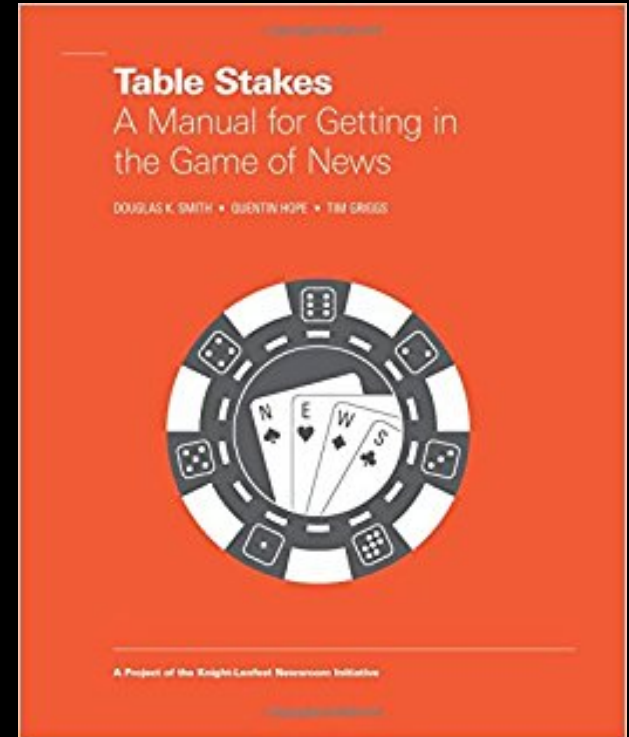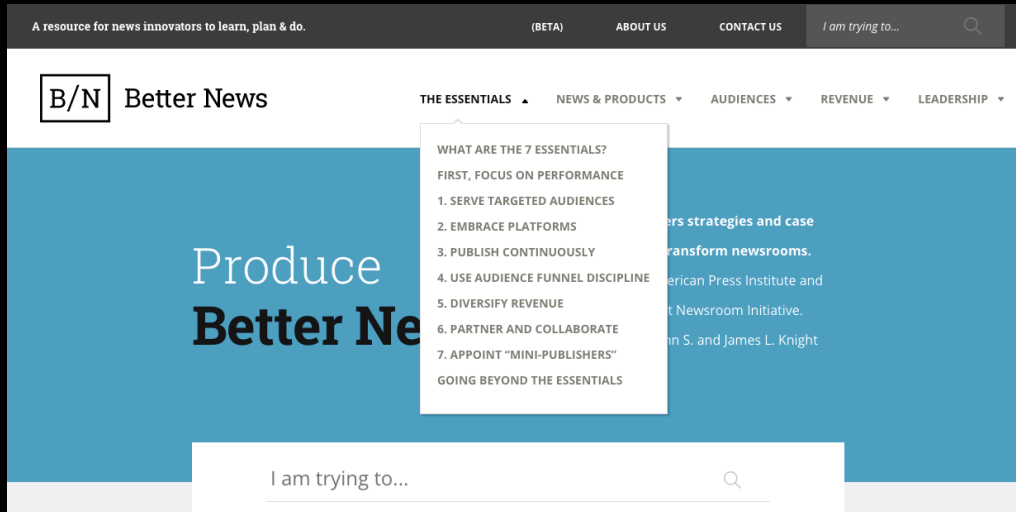
LET'S GO A LITTLE DEEPER:

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TABLE STAKE #4: Funnel occasional users into habitual, valuable and paying loyalists

THE SEVEN TABLE STAKES…

1. Serve targeted **audiences** with targeted content
2. Publish on the platforms used by your targeted **audiences**
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5. Diversify and grow the ways you earn revenue from the **audiences** you build
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7. Drive **audience** growth and profitability from a "mini-publisher" perspective

WHAT IS AN AUDIENCE FUNNEL?
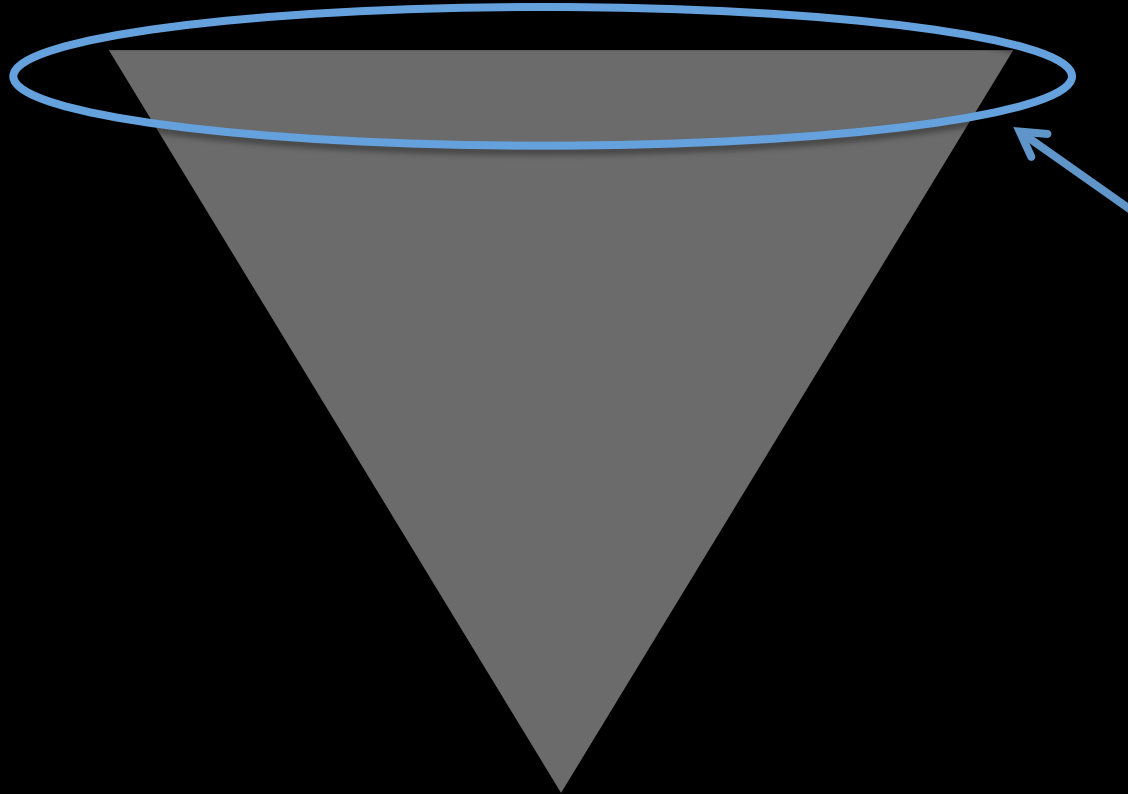
Simply put:

It's an illustration of the number of people who may be interested in a thing...

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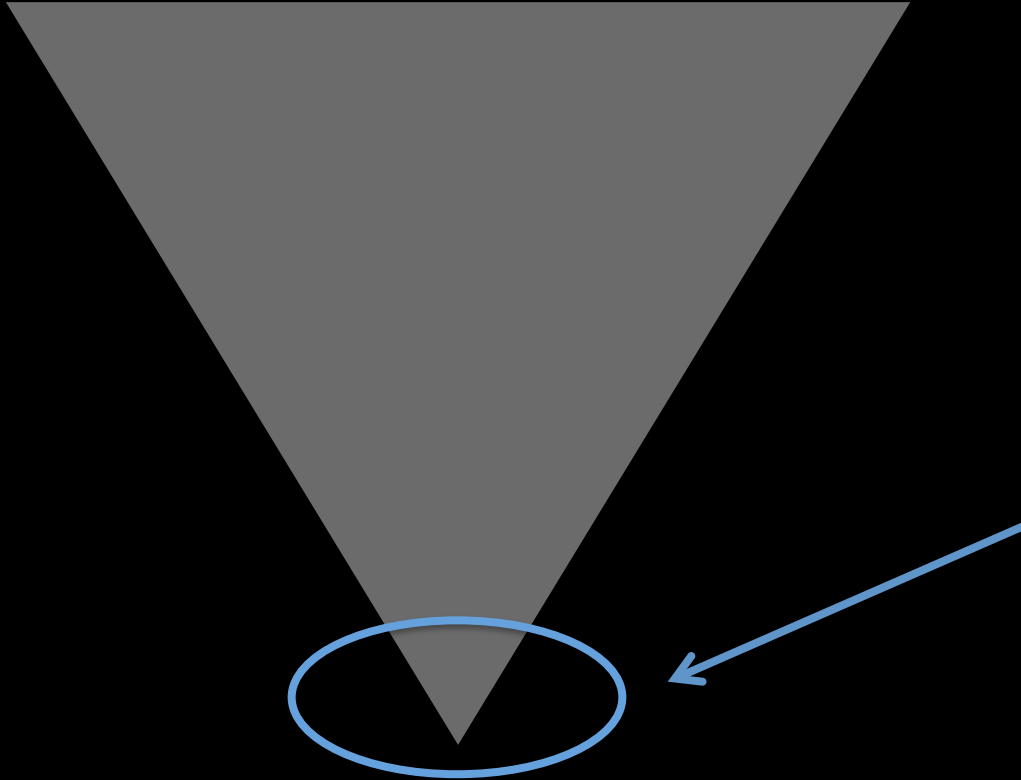
Simply put…

It's an illustration of the number of people who may be interested in a thing…

and the number of people who consistently use/ experience the thing…

WHAT IS AN AUDIENCE FUNNEL?

Awareness

Experience

Preference

Loyalty

Advocacy
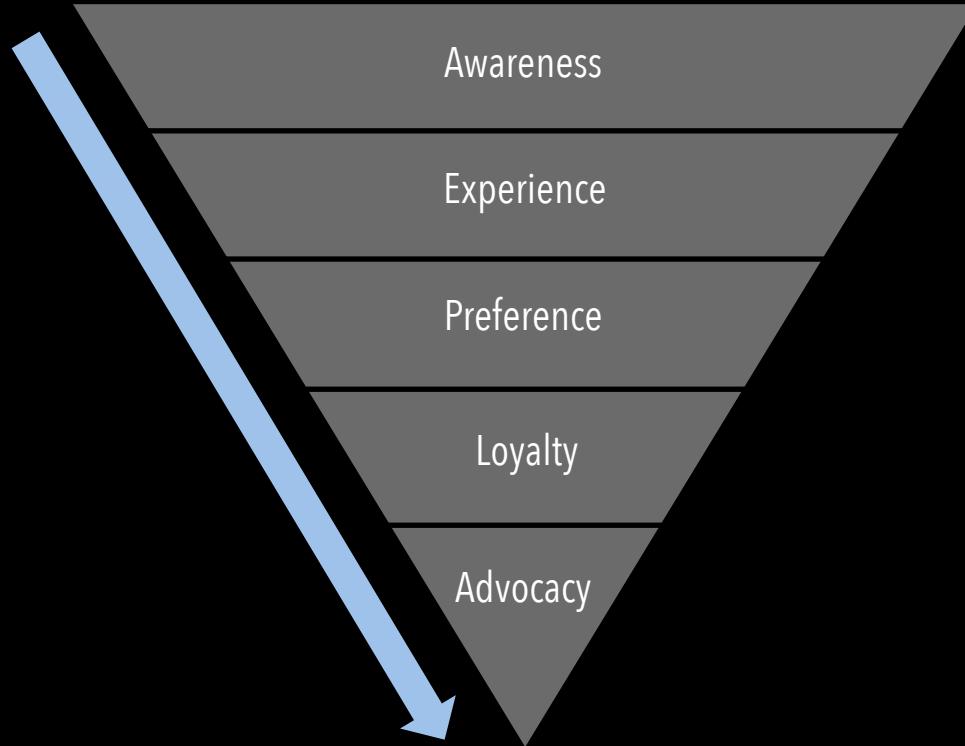
…and all the steps in between.

Example: Blue Apron

Awareness

Experience

Preference

Loyalty

Advocacy
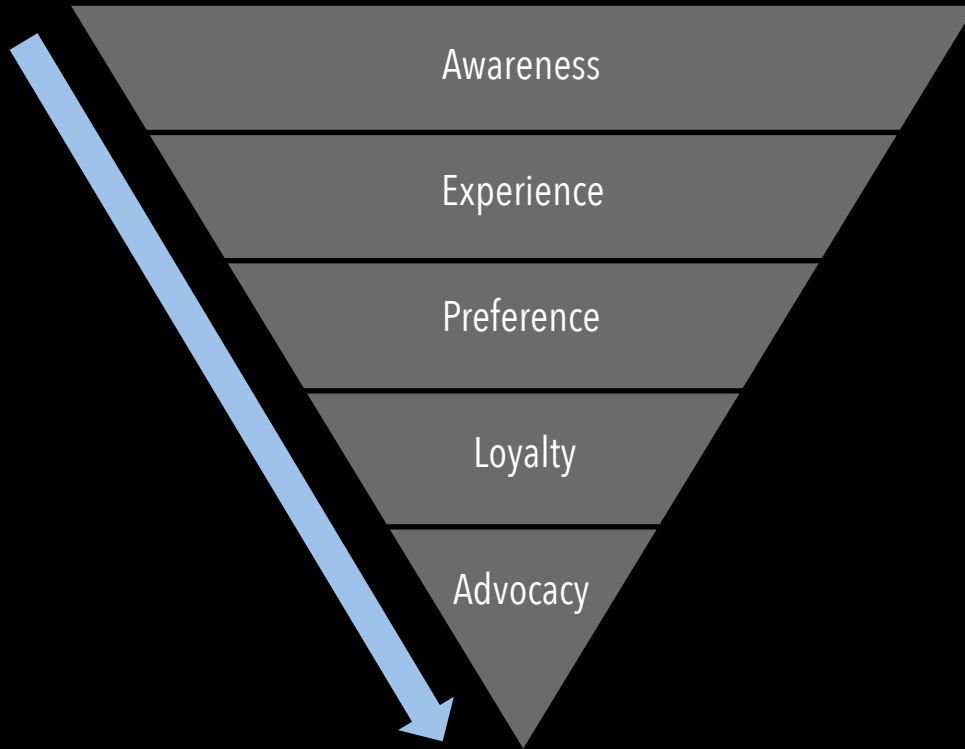
Heard about the service on a trusted podcast

↓

Took advantage of a one-week free trial

↓

Tried HelloFresh and Plated, too, but like Blue Apron best

↓

A few snags but over-the-top customer service

↓

Now rave about it to friends and family

WHAT IS A 'FUNNEL APPROACH' FOR NEWS?

- Systematically moving potential customers from
  - random/occasional use →
  - to periodic use →
  - to regular use →
  - to habitual use →
  - to willingness to pay & actively recommend

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- Effectively building the largest possible pool of loyal and *monetizable* users (even if you don't charge for content)

WHY IS A FUNNEL APPROACH IMPORTANT?

1.   In the analog era, audiences had no choice. Now they do.

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3. News orgs can't properly monetize consumers directly (through subscriptions, membership, etc.) without maximizing each stage of the funnel
4. Engaged audiences create more and better opportunities for higher value advertising/ sponsorship

WHAT DOES SUCCESS LOOK LIKE?

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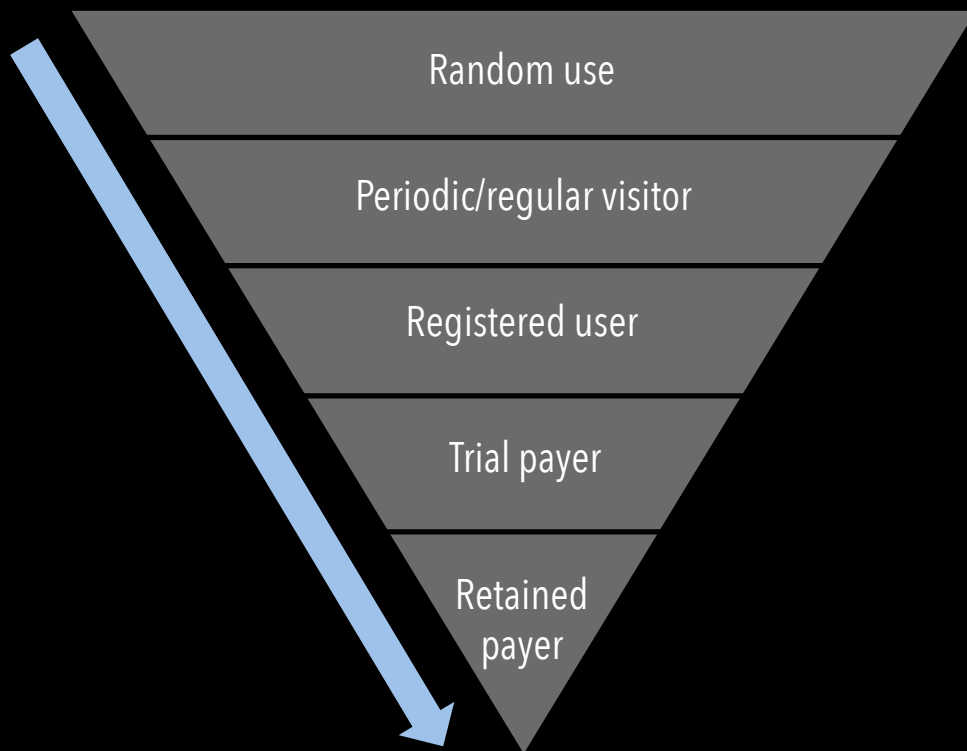
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5. You use scorecards to track performance over time on the most important metrics of success
6. You have a test-and-learn mentality to improve performance at each stage of the funnel
7. You are constantly learning, implementing and refining content and engagement practices to increase loyalty

Funnels can apply to the whole enterprise…

Awareness of our news organization

First-time experience of our paper/station/site

Prefer us over competitors

Habitual/loyal use

Pay $$$
(or convince friends
to watch/listen/
read us)

… or to one thing you do, like subscriptions)

Funnel example: Digital subscriptions

Random use

Periodic/regular visitor

Registered user

Trial payer

Retained payer

They can also be used at a more granular level

Funnel example: Subscription purchase

Awareness of pay

Option to pay

Offers/bundles

Payment details

Purchase confirmation

"Growl"

Gateway

Offer page

Payment screen

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The audience funnel: Churn

Important to note:
While you're busy attracting new audiences, existing folks are constantly leaving. You must know this, identify them, and *re-engage* them.

FUNNEL TACTICS

TOP OF THE FUNNEL
Make it easy for audiences to discover you.

- Clearly articulated brand vision
- Social
- Search
- Partnerships
- Live events

MIDDLE OF THE FUNNEL
Make it easy to be audiences to be loyal.

- Email
- Onboarding
- Great UX (e.g. page load times, navigation)
- Experiences (virtual or real-world)
- Product "stickiness"

BOTTOM OF THE FUNNEL
Make it easy to pay you (and/or recommend you.)

- Frictionless experience
- Multiple opportunities to support
- Pricing and tiering
- Referrals and rewards
- Stewardship

CALmatters digital audience funnel

Metrics to monitor

Total addressable market

- Market size: How many people should be CALmatters readers? (Ideal: one-time research; less ideal but still valid: estimate based on existing data)

Awareness: Users who know about CALmatters

- % target market unaided brand awareness (custom research, 1x/year)
- Total reach (monthly totals, print + broadcast + digital)
- Partner story pickups (volume)
- Social reach (FB + Twitter); mentions

Acquisition: Users who have experienced CALmatters

- Monthly calmatters.org users
- Segmentation by geography (in-market vs. out-of-market; within CA)
- Segmentation by referral source (search, social, partner, email, etc.)
- Relative performance analysis (what stories do "best" and why)

Activation: Users who have a "happy UX"

- New email subscribers; total email subscribers
- Event RSVPs; event attendees
- Sessions with >1 PV; bounce rate

Retention: Loyal users (aka "stickiness")

- Habitual users (users with 5 or more sessions/mo)
- Email addicts (users who open X emails/mo)
- Repeat event attendees
- Social conversation rate (comments/followers x 100)

Referral: Advocates

- "Influencer" following (#of influencers in CA politics/policy who follow you)
- % of state media who publish your content
- Social amplification rate (shares/followers x 100)

Revenue: Users who contribute $$$
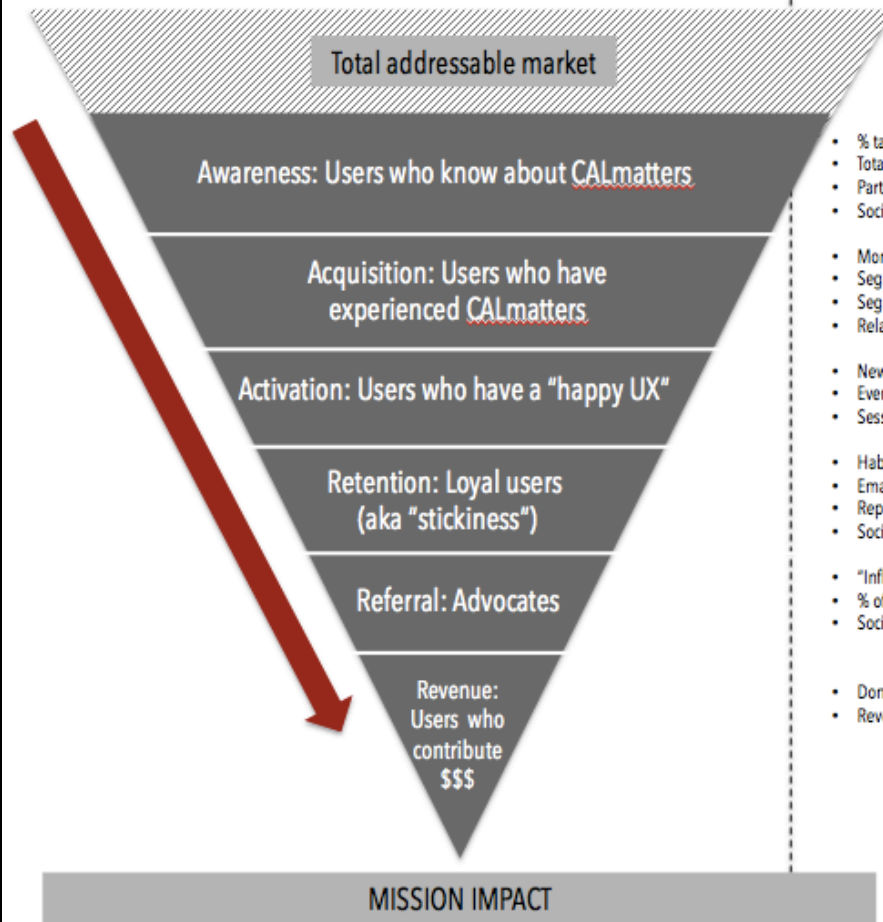
- Donors; repeat donors
- Revenue per user; revenue per habitual user

MISSION IMPACT

- Awareness of politics and policy issues (pre/post research)
- Civic engagement behavior score (custom research)
- "The CALmatters Effect" (impact of Capitol presence; anecdotal)
- Laws changed: Tracked policy changes due to reporting
- Lives changed: Tracked personal stories due to reporting

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This is an example of a funnel scorecard. What are the right steps in your audience funnel? What metrics indicate success at each step? Are you holding people accountable for delivering on your KPIs?

TABLE STAKE #5: Diversify and grow the ways you earn revenue from the audiences you build

WHY IS REVENUE DIVERSIFICATION IMPORTANT?

1. The lucrative subscription-advertising-classifieds economics of print *cannot* be duplicated digitally because of important differences in the nature and structure of digital markets, costs and revenues
   - Consumers have lots of choices for news
   - Businesses have lots of choices for reaching consumers
   - Digital CPMs are MUCH lower than print

WHY IS REVENUE DIVERSIFICATION IMPORTANT?

2. Cost reductions and/or industry consolidation do not eliminate the need for revenues and cash

- One way to ensure revenues exceed costs is to cut costs.
- But… you cannot cut costs to zero. At some point, costs are rock bottom and the only choice remaining is to generate revenues.

WHY IS REVENUE DIVERSIFICATION IMPORTANT?

3. The profound disruption of the early 21st century provides opportunities for locals to reinvent the value they create and reap – opportunities to generate revenues in ways that include but go beyond subscriptions and advertising.

- You must **solve local problems**
  - ✓ help me be an informed citizens in the place I live;
  - ✓ help me solve the necessities of my life;
  - ✓ help me enhance the quality of my life;
  - ✓ help me work with others to make the places we live together better; and
  - ✓ help me have the confidence that you are holding powerful people and institutions accountable.

WHY IS REVENUE DIVERSIFICATION IMPORTANT?

4. In solving these problems, you can create value. Among the many ways you can reap the rewards of value creation for people and for businesses:

- Product or service sales
- Business-to-business services
- Commissions
- Membership
- Referral fees
- Ticket sales
- Licensing
- Endowments
- Software and/or technology sales/licensing

The question is:
What are the many ways we can find to generate the cash that we need?

AUDIENCE FUNNEL DISCIPLINE + REVENUE DIVERSIFICATION:
A Texas Tribune case study

"We believe that civic discourse is in danger of becoming less informed and more reflexively partisan. We believe that's bad for democracy and bad for Texas. That's why we started The Texas Tribune."

— JOHN THORNTON, TEXAS TRIBUNE FOUNDER

THEN:

- Founded in 2009
- State politics and policy
- Digital-only
- Nonprofit

NOW:

- ~$7M annual budget
- ~50 FTEs
- Largest statehouse new bureau – of any type – in the country
- 50-plus on-the-record live events

So what changed?

Problem #1: Heavily reliant on philanthropy
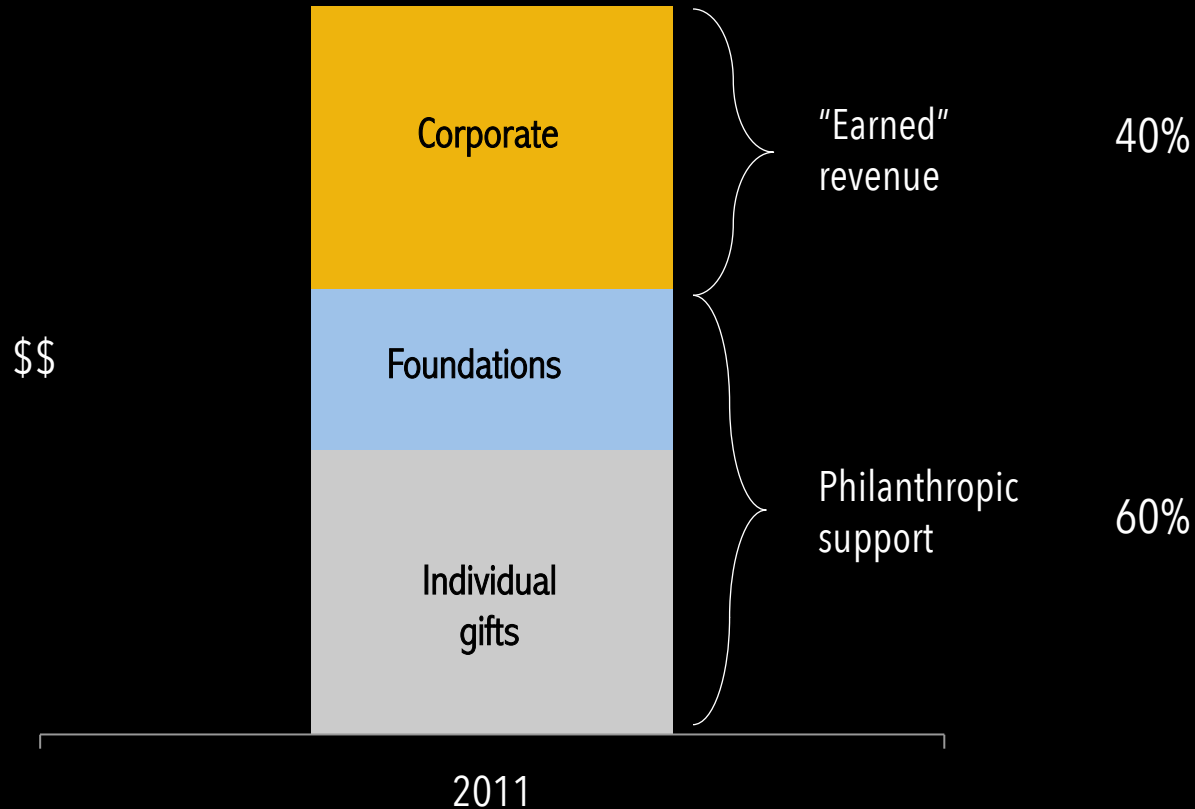
$$

Corporate

Foundations

Individual gifts

"Earned" revenue   40%

Philanthropic support   60%

2011

Problem #2: No focus on audience

Related to both: Gut-driven decision-making

Time for a new approach

At the heart of all of this was an intense focus on **audience:**

- Understanding our current and prospective audience

- listening to them

- better serving their needs

- earning their trust, and

- earning their financial support

Ex: Profile of an existing user (at the time)

- Adult
- Lives in Texas
- *Daily* digital news consumer
- Multiplatform: Also reads local newspapers and watches TV news
- Highly educated (has college degree and highly likely to have advanced degree)
- Works in the public sector
- Most likely to live in Austin
- Has both a personal *and* professional interest in understanding policy issues
- Votes in every election

- The upshot: Influential insiders who work in or around the Capitol.

Texas population	27,000,000
Population 18+	19,000,000
% digital news consumers	69%
% who meet profile criteria	2.8%
People like our current users	**400,000**

Profile of a prospective user

- Adult
- Live in Texas
- Digital news consumer
- Seeks state news
- Follows one or more of the policy subjects we cover
- Interested in the Trib concept

- The upshot: Regular civically engaged Texans.

Texas population	27,000,000
Population 18+	19,000,000
% digital news consumers	~69%
% who seek state news and follow at least one policy subject	~77%
% who indicate interest in Trib	~39%
Potential users*	**4,000,000**

* Of this group, 2 million had never heard of us!

OPTION #1: The "two doors" approach

Enthusiasts

- Audience: Voracious news consumers. They care deeply about particular topics and need to stay informed in general
- Publisher provides topic-based, relatively widely appealing, content
- Examples: SB Nation; Politico, NYT Biz coverage

Insiders

- Audience: Insiders who want/ need extraordinary depth to fuel their personal or professional interests
- Publisher provides extraordinary depth
- Examples: SB Nation team pages; Politico Pro; NYT DealBook

** Downside: Often require separate editorial staffs **

OPTION #2: The "casino" approach

Awareness
"I've heard of the Texas Tribune and I can articulate what it is"

Experience
"I've been to texastribune.org" or "I've attended a Trib event"

Preference
"I turn to the Tribune for news that matters to me."

Loyalty
*"The Tribune is part of my regular routine" or
"I share what I learn from the Tribune with others."*

Advocacy
*"I'm a member or subscriber of
The Tribune and actively
tell my friends and
colleagues about it."*

Expose the brand and build future loyalists from civically engaged Texans (~4M) statewide
- Push; gain exposure; FB/search; outside Austin; free; skimmable email

Deepen engagement among current loyalists and core users (~400K) and monetize them
- Pull; monetize/retain; Twitter; more Austin-based; paid; real-time notifications

** Requires serious funnel discipline **

Unaided brand awareness —————— Have you heard of us?

Total reach (offline + online) —————— Have you experienced us?

Monthly users —————— Did you come to the site recently?

Heavy user cohort —————— Do you come to the site a lot?

# of paid users —————— Do you support us (financially)?

Avg. $$
per user —————— How much do you support us?

THE TRIBUNE'S "PERFORMANCE CHALLENGE"

What are we going to do?
We will build better products, cultivate the right audience, diversify revenue and make data-driven decisions.

How are we going to do it?
1) We will expose the brand and build future loyalists from civically engaged Texans (~4M) statewide,
2) We will deepen engagement among current loyalists and core users (~400K) and monetize them

We'll know we're successful if by the end of 2017 we have:
1) Achieved a 25-point improvement in brand awareness
2) Doubled site users to an average or 1.2M
3) Doubled the heavily engaged site visitors (defined by >5 monthly page views) from average of 75K to 150K/monthly
4) And generated an incremental $1M in earned revenue

TACTICS: PARTNERSHIPS

Partnerships to extend reach

- Made it easier for media partners to re-publish
- Emphasized the brand – texastribune.org
- Built co-reporting partnerships across the state
- Speakers' bureau
- Awareness emails through civic groups

TACTICS: SOCIAL

Social for brand discovery

- More Facebook, less Twitter
- Emphasized video posts
- Amped up nights and weekends
- Optimized post times
- Experimented with geo-targeting
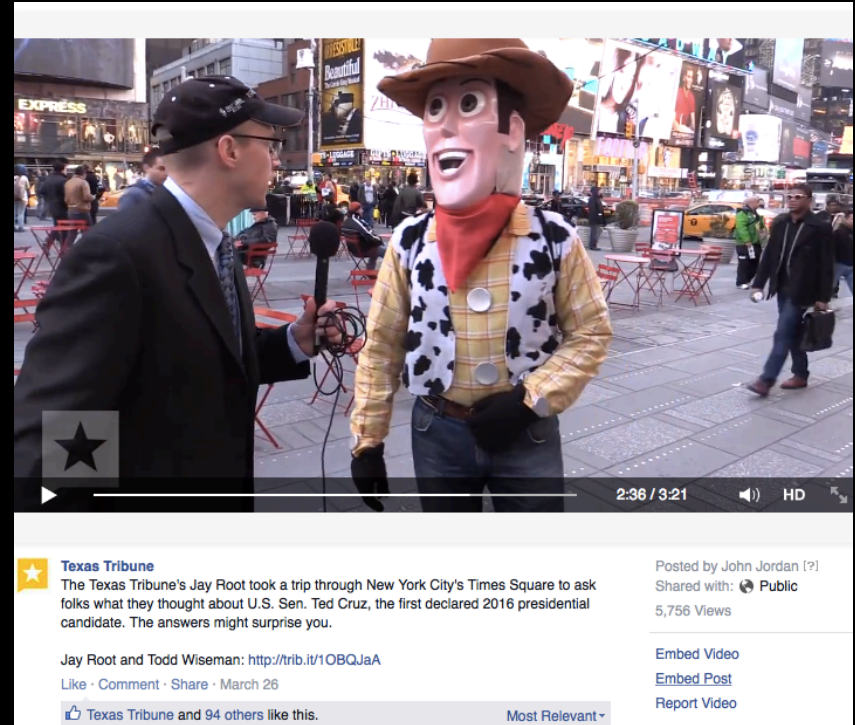
TACTICS: EMAIL

Better suite of products – particularly email

- Expanded daily/weekly/real-time email offerings
- Subject-line and delivery-time testing
- RSS-driven topic-based emails
- Outreach to event attendees
- Calls to action integrated into the site, with context

Email subscribers up 300% in one year
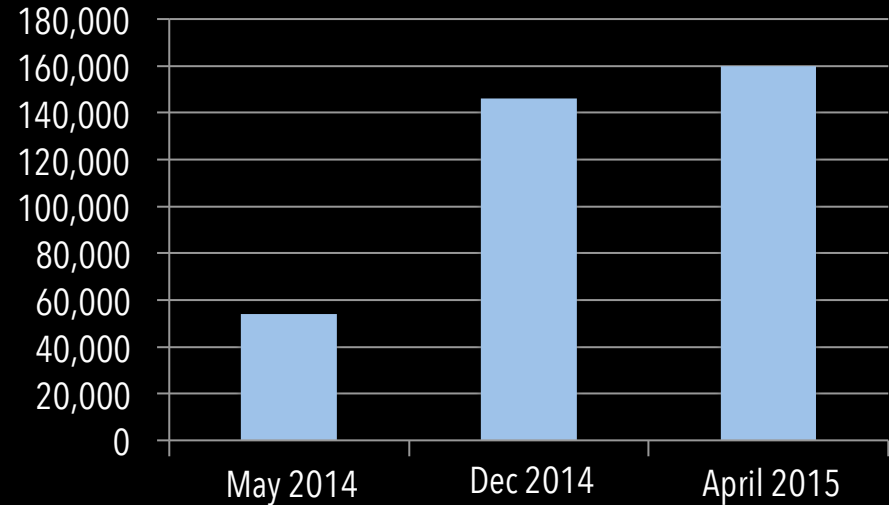
Sign up for our daily news summary | Enter your email addre | Submit

TACTICS: BETTER DATA

Consolidated data sources

Event RSVPs

Email newsletter subs

Members

VIPs

Site visitors

Donors

Texas Weekly subs

Sponsors

Personalized content

Donor prospecting

Event solicitation

Member solicitation

Corporate prospecting

Central pool of users

Email signup

Comment

Attend

Site usage
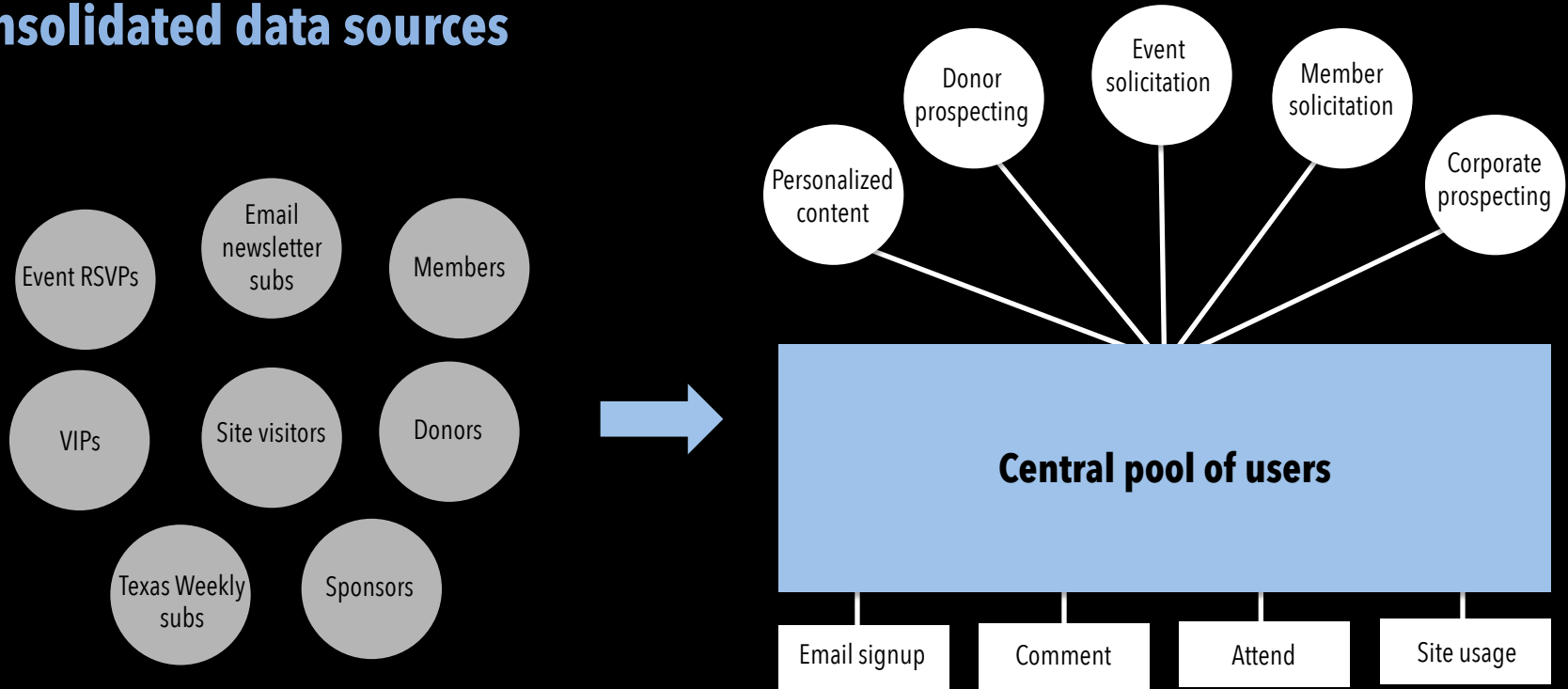
TACTICS: CAPTURED DEMAND
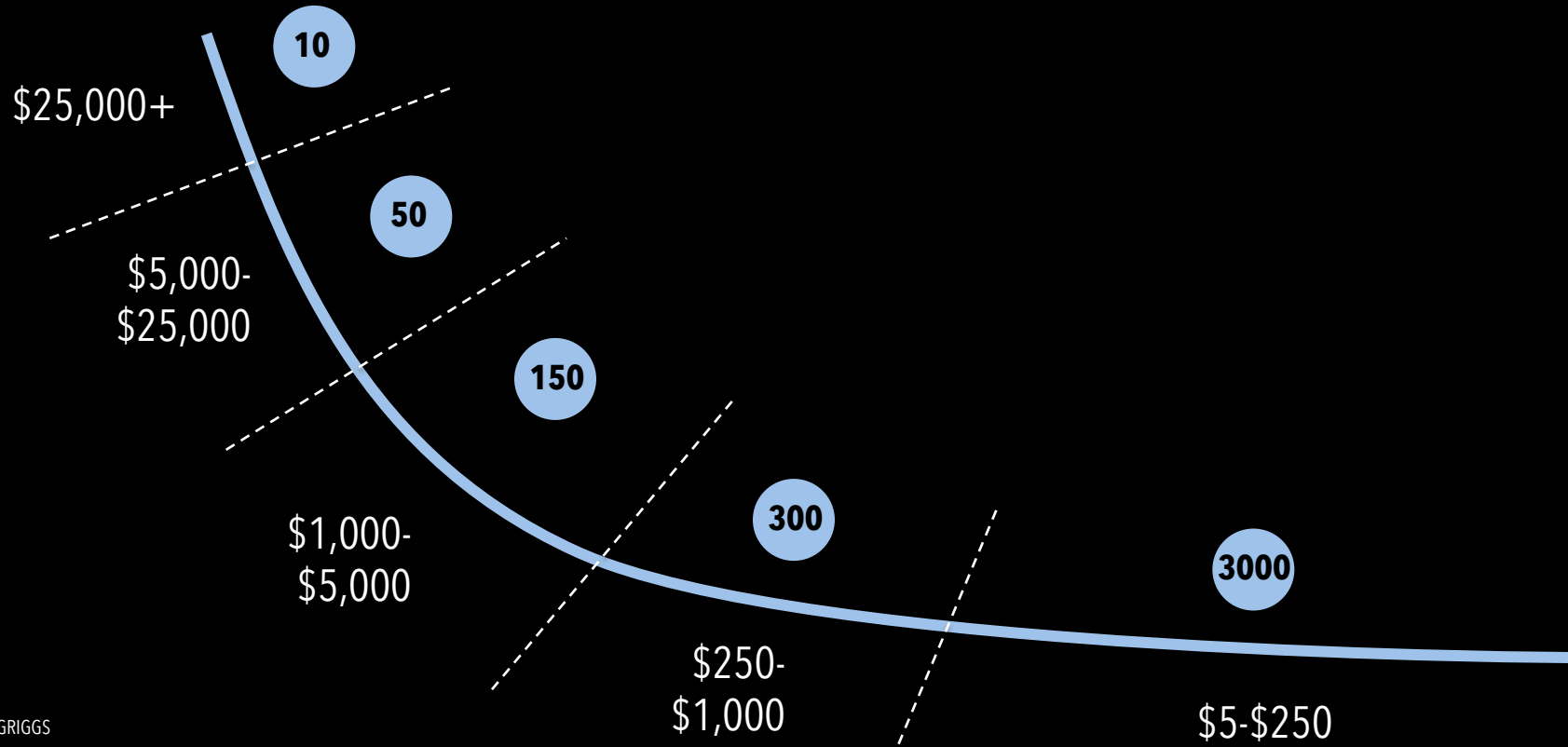
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$25,000+

50

$5,000-
$25,000

150

$1,000-
$5,000

300

3000

$250-
$1,000

$5-$250

RESULTS

Unaided brand awareness — UP 50+%

Total reach (offline + online) — UP >100%

Monthly users — MORE THAN 2X

Heavy user cohort — MORE THAN 2X

# of paid users — UP 45%

Avg. $$
per user — UP > 2.2X
+ >$1M in consumer revenue

AUDIENCE

1M+ monthly users

Jan 2011

Dec 2015
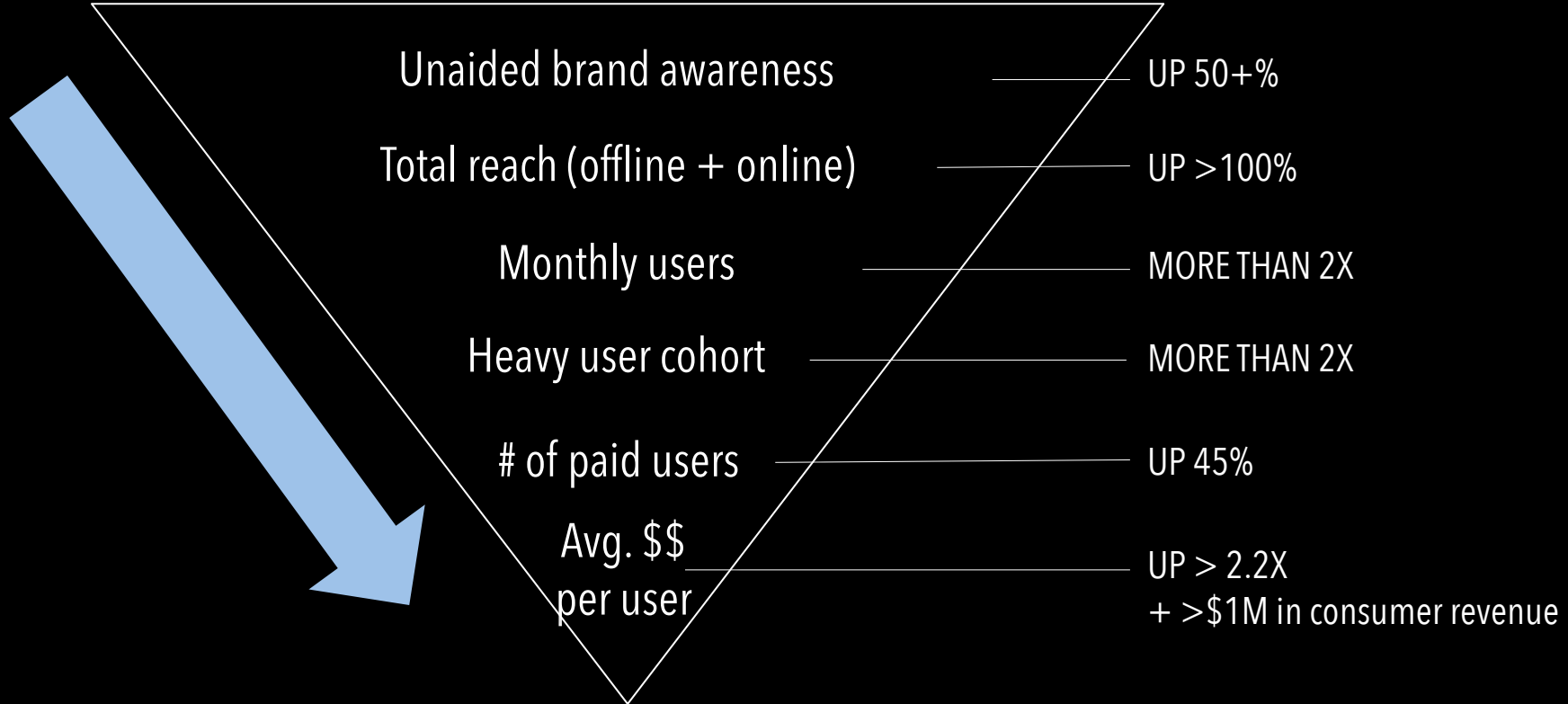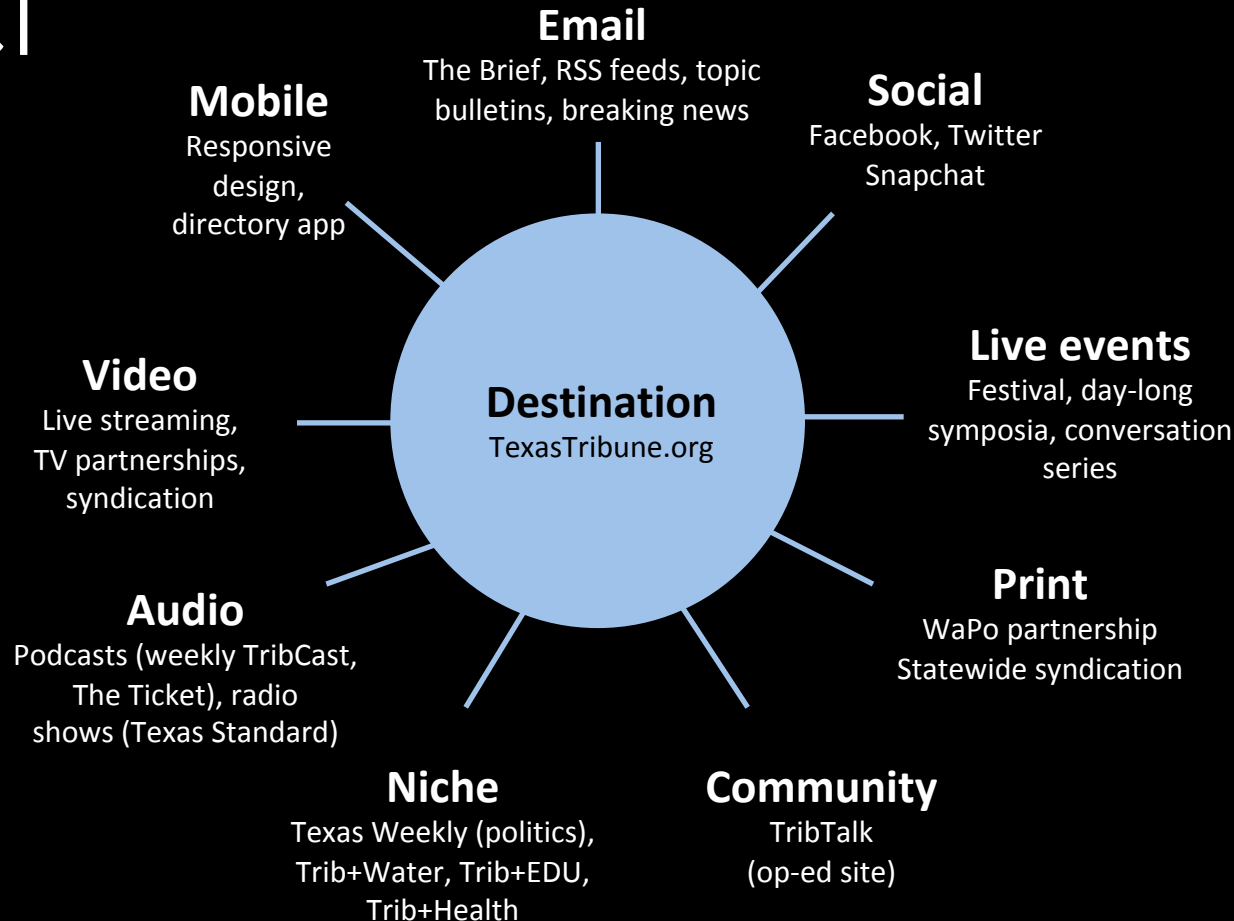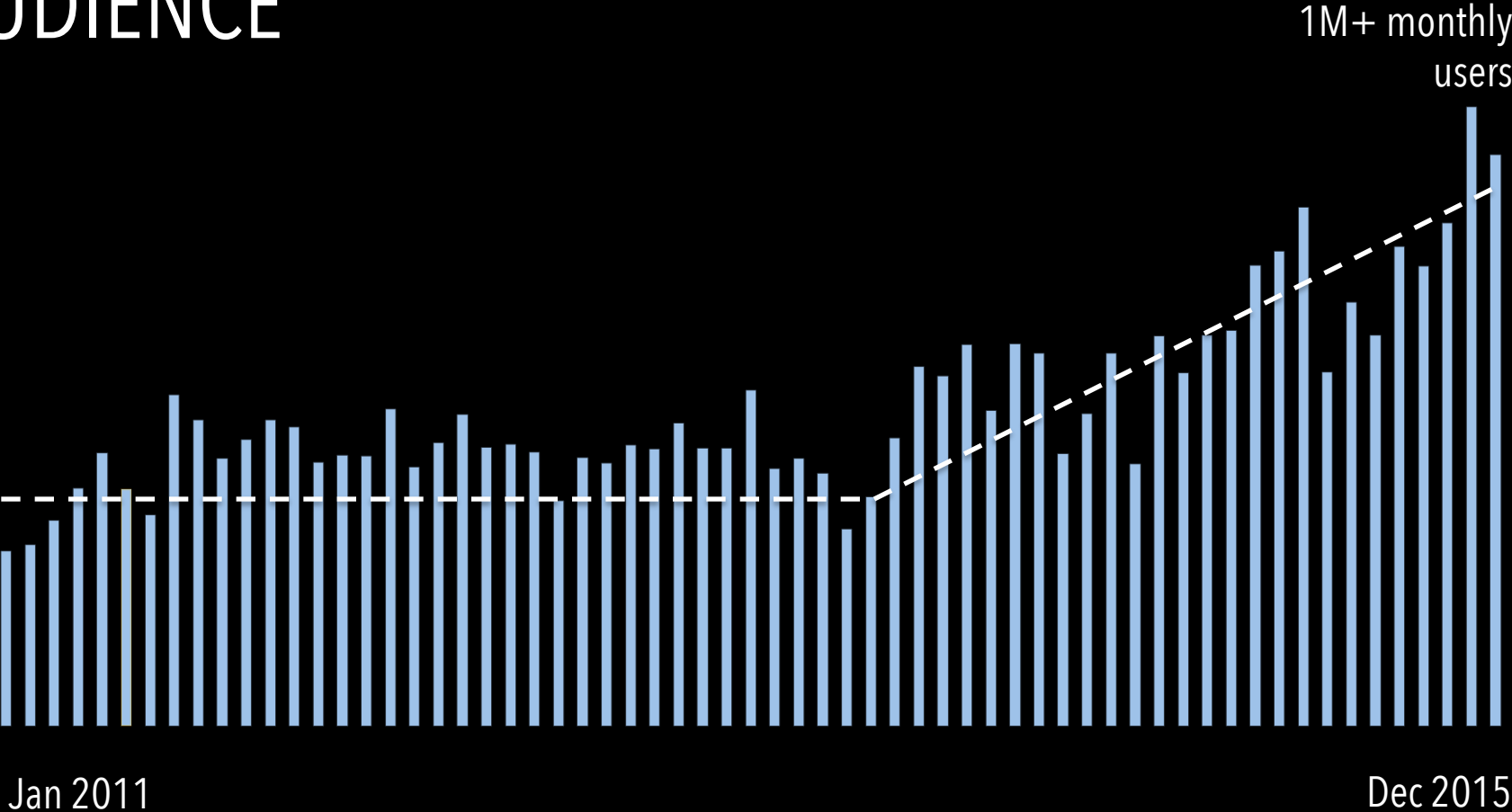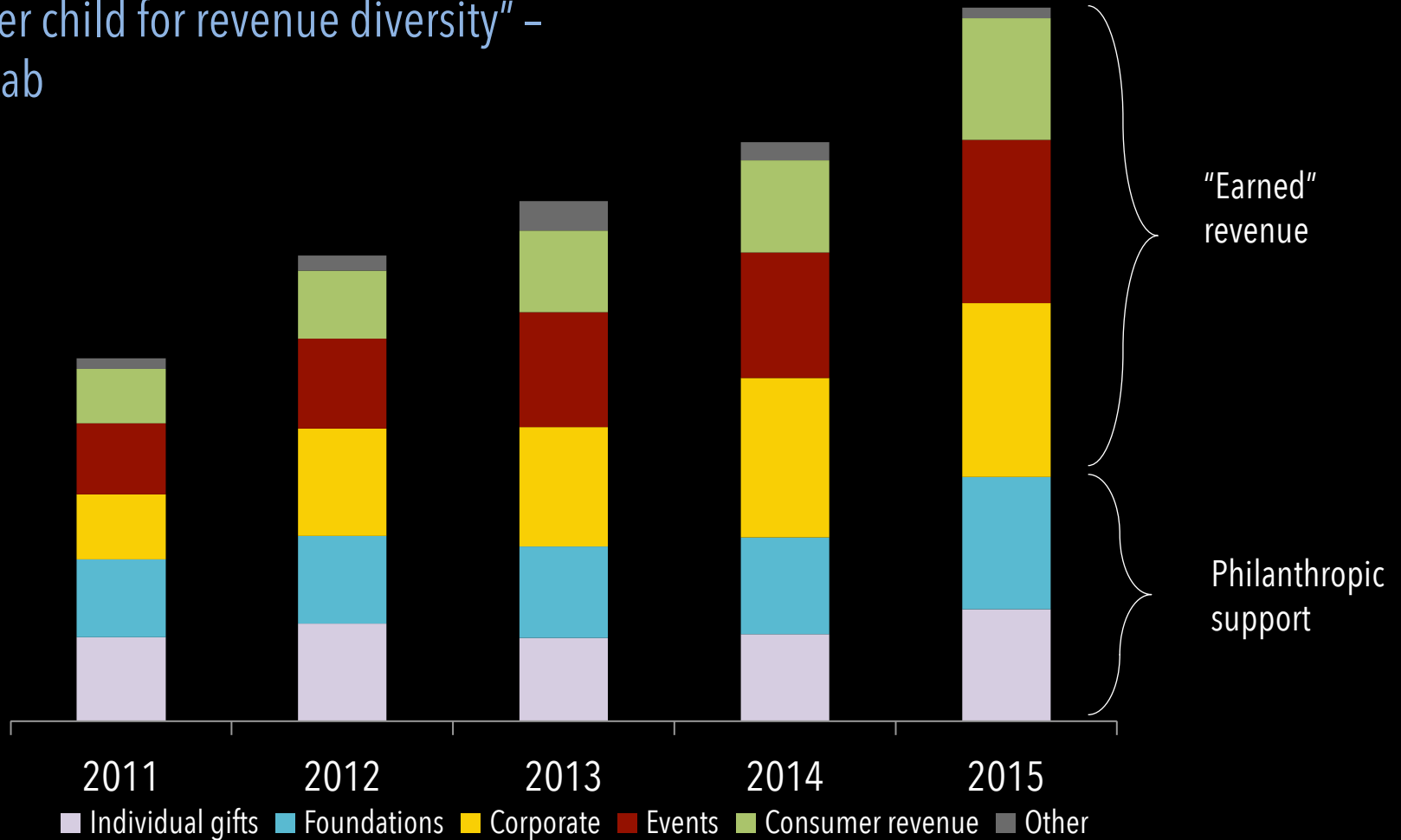
REVENUE DIVERSITY: "GATHERINGS"

- News
  - Discussion series
  - Symposia
  - Festival
- Fundraising/ stewardship
- Social
  - Watch parties
  - Happy hours >>
  - Open houses
  - Trivia nights

© TIM GRIGGS
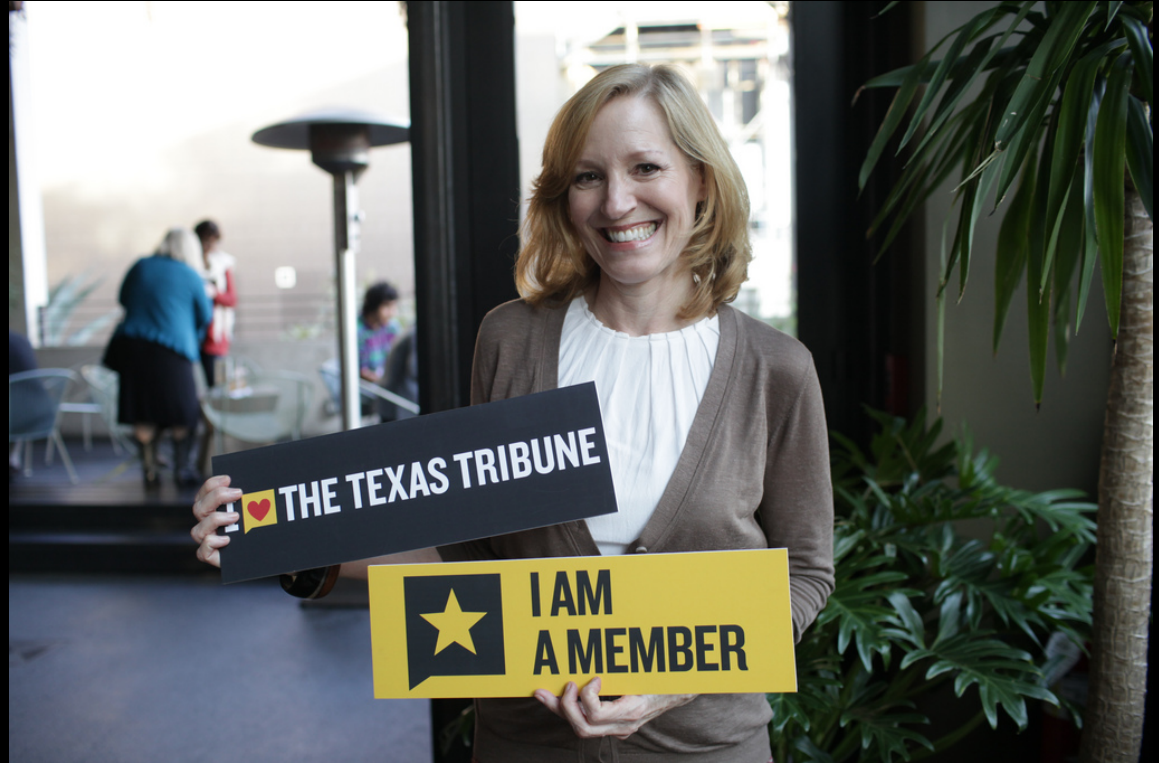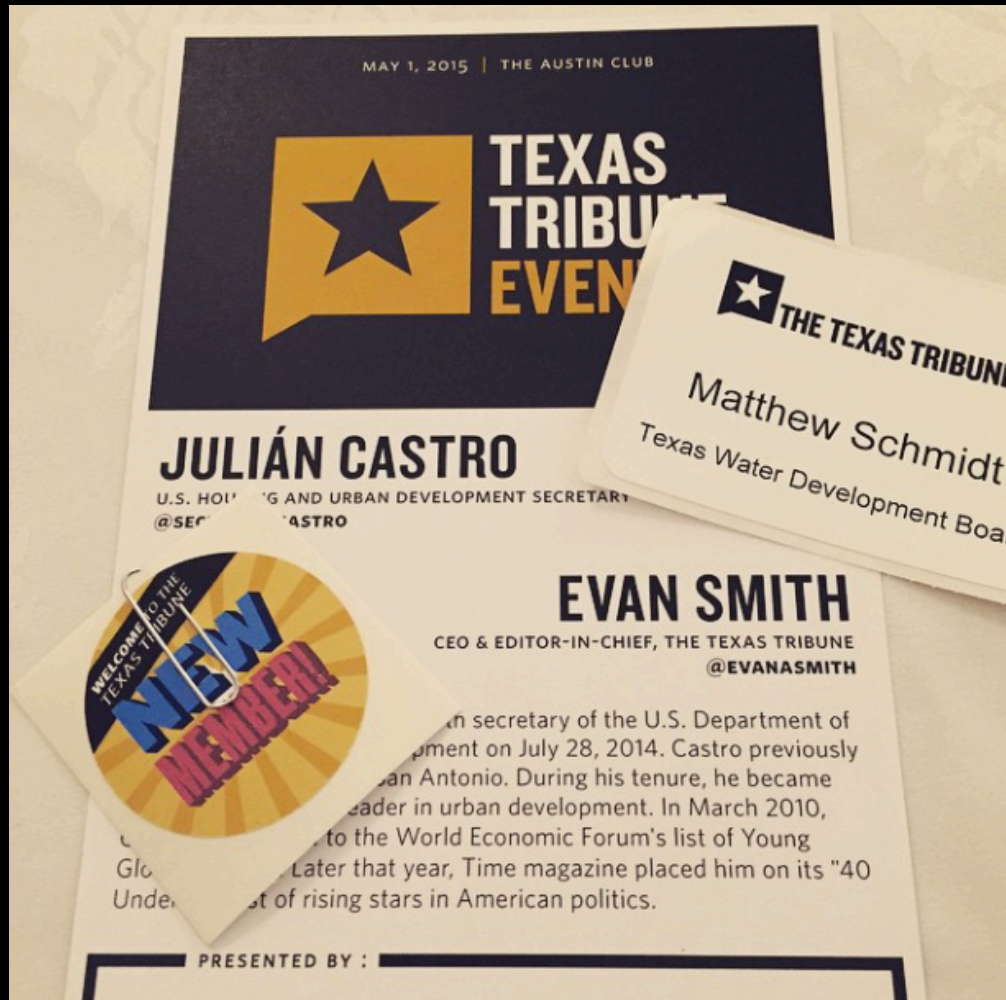
How'd the Senate Do? A Conversation About the 84th Legislative Session

The Texas Tribune
Thursday, May 28, 2015 from 7:30 AM to 9:00 AM (CDT)
Austin, TX

Registration Information

REGISTRATION TYPE	SALES END		QUANTITY
RSVP	1d 21h 27m	Free	0
Support the event! more info	1d 21h 27m	Enter donation ($)	

Our events are free and open to the public but donations of any amount are welcome. Your donation serves as your registration, so there's no need to register for a separate RSVP ticket unless you are bringing a guest. Thank you for your support!

Register

REVENUE DIVERSITY: SPONSORSHIP/ ADVERTISING

- Consultative selling
- Speakers' bureau
- Data >>
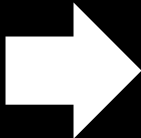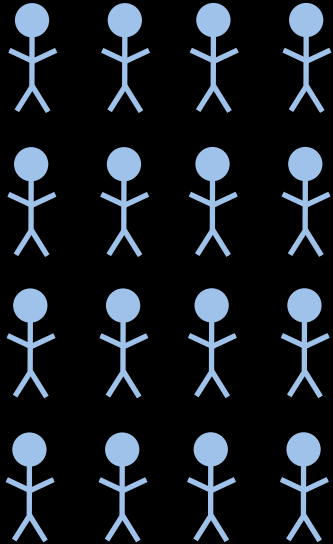
REVENUE DIVERSITY: AUDIENCE SUPPORT

Capturing revenue from three different use cases:
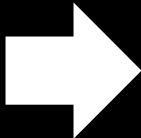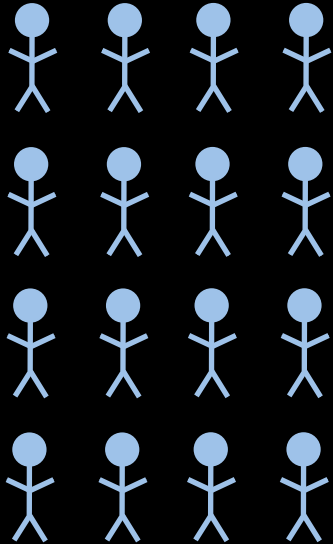
- Membership >>
- Subscriptions
- One-time donations

Data-driven!
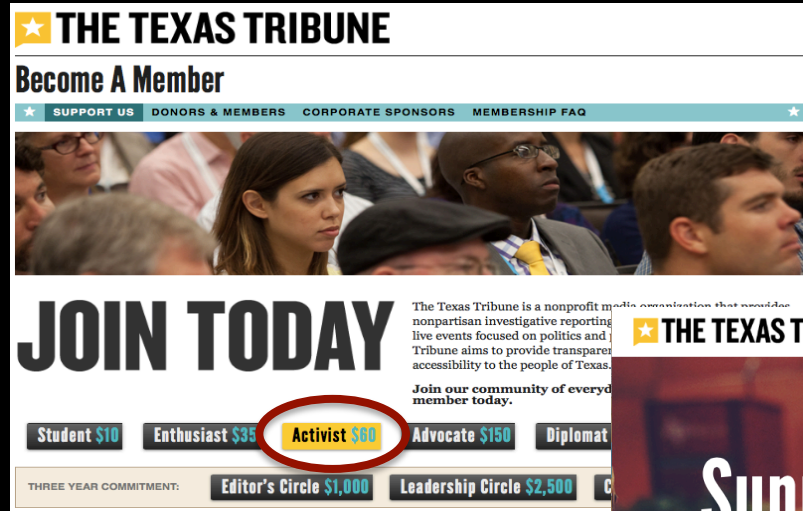
STAFF

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WHAT CAN ANY NEWS ORG LEARN FROM THE TEXAS TRIBUNE'S STORY?

- Innovation on a shoestring

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- Understand audience(s) wants/needs

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- Innovation on a shoestring
- Understand audience(s) wants/needs
- Data-informed decisions
- Entrepreneurial spirit

Q'S?

Tim Griggs

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