










# 10 ESSENTIAL INGREDIENTS...

Note where you believe your enterprise is today -- do you have these capabilities and, if so, are you consistently and effectively utilizing them?

 = Don't have the capability or don't effectively utilize it

 = Have some of the capability or occasionally utilize it

 = Have the capability and effectively utilize it

1	<b>Deliver value:</b> Develop, maintain, and continuously improve a suite of products and services that highlight unique local journalism of the highest quality, fill community needs, and connect audiences to you and to each other	
2	<b>Utilize a funnel approach (and scorecard):</b> Pay equal attention to the top of the funnel (get 'em to come), middle of the funnel (get 'em to stay) and bottom of the funnel (get 'em to pay)	
3	<b>Get everyone on the bus:</b> Adopt a "whole enterprise" (news, product, audience dev, marketing, tech, finance, etc.) perspective and cross-functional ownership of results	
4	<b>Get the tech stack right:</b> Employ systems (CMS/CRM/meter logic/registration/payment processor/etc.) that work seamlessly	
5	<b>Capture, analyze and make decisions based on data:</b> Build, segment and leverage a central repository of data on user behavior	
6	<b>Think and operate like an ecommerce company:</b> Organize around product and marketing iterations; stay laser-focused on the KPIs that matter; test and learn religiously; and make quick decisions (fail fast/fail cheap)	
7	<b>Obsess over UX:</b> Create and continuously improve a compelling, transparent, and frictionless user experience (for free users, registered users, and purchasing users)	
8	<b>Treat your subscribers like the gold they are:</b> Implement best practices in billing; provide subscriber-only benefits; and employ public media-style stewardship to thank loyalists	
9	<b>Maximize return across the demand curve:</b> Use pricing/packaging/bundling/tiering to convert audiences of all kinds into paying users, including high-dollar and entry-level products/experiences	
10	<b>Recognize that growth doesn't happen organically:</b> Continually improve based on data and testing results	