

A silhouette of a person in mid-air, jumping over a gap between two dark, jagged rock formations. The background is a vibrant sunset sky with a large, bright sun on the right side, casting a warm orange glow over the scene. The person's arms are outstretched, and their legs are bent in a jumping motion.

Why Data Is the Fundamental Building Block of Audiences

...and your viability

Tom Ratkovich, Managing Partner

LEAP Media Solutions

The Underlying Premise

A silhouette of a person in mid-jump, arms outstretched, crossing a gap between two dark, rocky cliffs. The background is a vibrant sunset sky with a large, bright sun and scattered clouds.

The prosperity of the newsmedia will be determined not by how much you can charge for your content...

...but by *how much you know about your customers and your customers' customers.*

Meet Mary



Mary Smith
40 Cove Road
Stonington, CT 06371

Meet Mary

Registered
Independent

44 years old

Married with
children 8 and 12

HH Income > \$150,000

Acxiom Lifestage:
Mature Wealth

Interest in Home Decor

Scores high for
Online Purchasing

Interest in Community

High-value customer at
Bed, Bath & Beyond

Four free ticket offers
redeemed this year

Participated in March
Madness Contest



Mary Smith
40 Cove Road
Stonington, CT 06371

\$847 in total revenue
in past 3 years

Digital content: real
estate, finance

International travel
video consumption

Prefers email to
direct mail

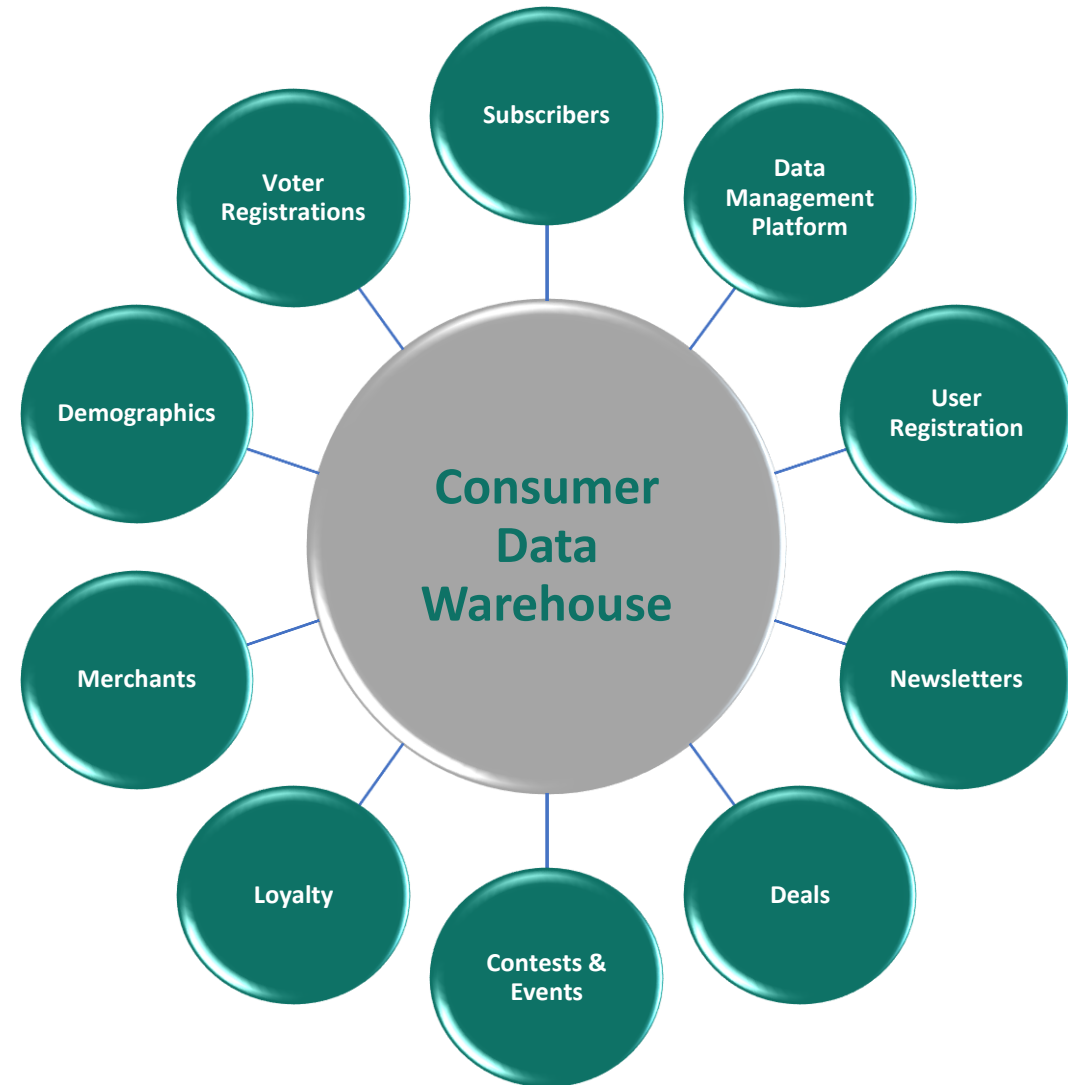
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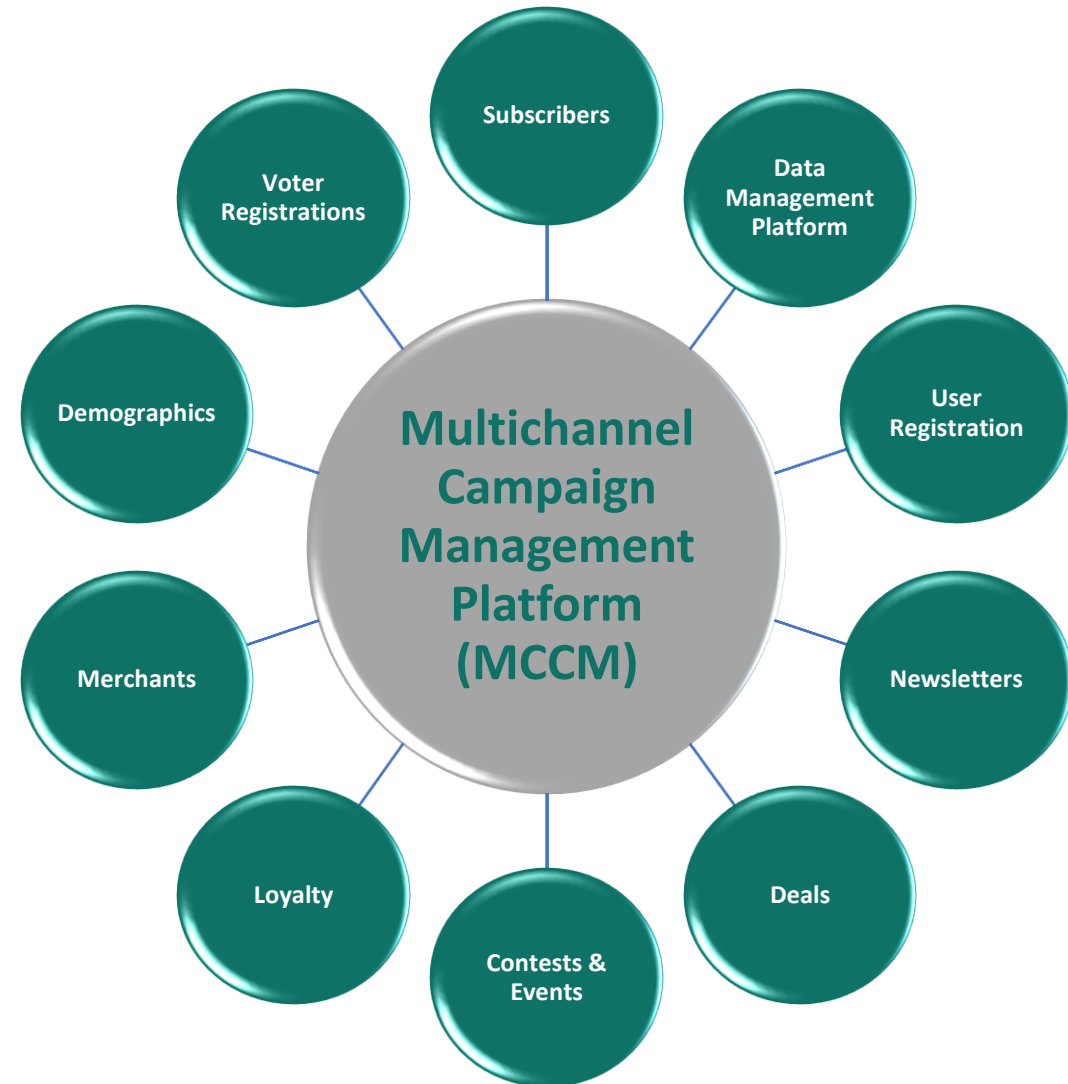
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The Blatantly Obvious

- Inexorable decline in print circulation
- Unrelenting decay of traditional ad revenue
- Rapidly decreasing share of ad spend
- Profit margins approaching zero or negative

Reacting to the Adversity

- Reflex #1: **Cut**
- Reflex #2: **Digital First**
- Reflex #3: **Content Monetization**



Reflex #1: CUT!

- People
- Products
- Investments

“Survival is paramount”



This much we know:

You cannot cut your way to *sustainable* profitability.



Reflex #2: “Digital First”

- “How did we miss this?”
- “We need to catch up”

Should “Digital First” really be “Customer First?”

Jeff Jarvis...

“A legacy news company must become a fully sustainable (read: profitable) digital enterprise before the date at which print becomes unsustainable.”



The Error of Our Ways

Sins of Omission

- Failure to recognize strategic near-term value of print franchise

Strategic Value of Print Audiences in Transformation

- Revenue
- Digital customers
- Data



The Error of Our Ways

Sins of Omission

- Failure to recognize strategic near-term value of print franchise

Sins of Commission

- Intolerable load times
- Auto-play video
- Invasive display ads and interstitials
- Invasion of privacy
- Fraud

Concerns About Digital Media Buying/Planning According to US Media Agency vs. Brand Marketing Executives, April 2016

% of respondents

	Brand marketers	Media agency
Click fraud	78%	63%
Bot traffic	78%	59%
Viewability	71%	70%
Ad blocking	60%	40%
Conflicting audience data	57%	52%
Control over content environment	57%	52%
Lack of audience data	49%	52%
Consumer privacy	49%	27%
High frequency exposure	27%	47%

*Note: among those with digital media decision-making responsibilities;
responses of 8-10 on a 10-point scale*

*Source: MyersBizNet, "Survey of Advertising and Marketing Executives on
Media Effectiveness" as cited by MediaVillage, May 2, 2016*

210563

www.eMarketer.com

Reflex #3: Content Monetization

Will consumers pay for content? Do they **now?**

- Digital subscribers, yes...but the opportunity is finite
- Print subscribers...???

Can the monetization of content bridge “the gap?”

Ken Doctor: “The Newsonomics of Zero”

- Offset declining ad revenues with increasing all-access/digital-circulation revenue
- “...still an aspiration for most metro publishers.”

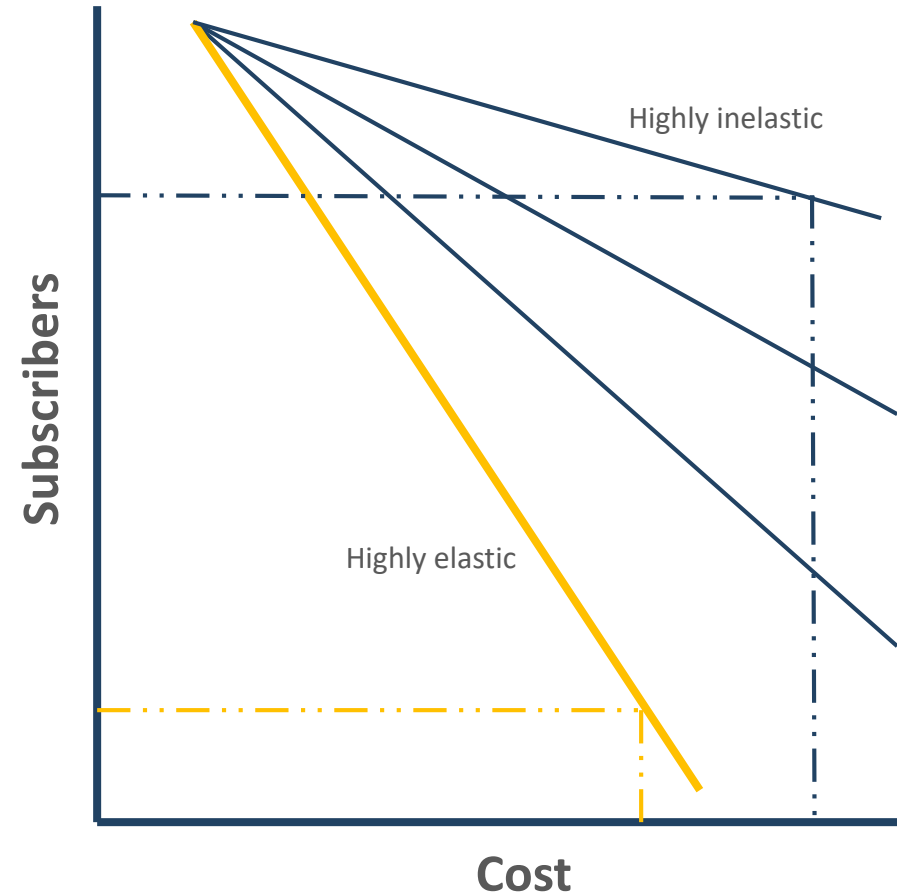
The Economics of Paid Content

- Price elasticity
- Marginal cost/marginal utility
- Exchangeability



The “Slippery” Slope of the Pure Paid Content Strategy: PRICE ELASTICITY

- Only a small audience will pay meaningful dollars



The Supply of Digital Content is INFINITE

- It may not be your content, but it is “exchangeable” content
- The marginal cost exceeds the marginal utility
- The Google factor: information can be found instantly and w/o cost
- Curation adds value – but value that too few will pay for

The Denver Broncos

➤ DenverBroncos.com

➤ ESPN.com

➤ NFL.com

➤ BleacherReport.com

➤ MMQB.com

➤ Sbnation.com

➤ Sports.Yahoo.com

➤ Milehighreport.com

➤ SI.com



➤ Profootballweekly.com

➤ CBSsports.com

➤ Foxsports.com

➤ PredominantlyOrange.com

➤ NBCsports.com

➤ Scout.com

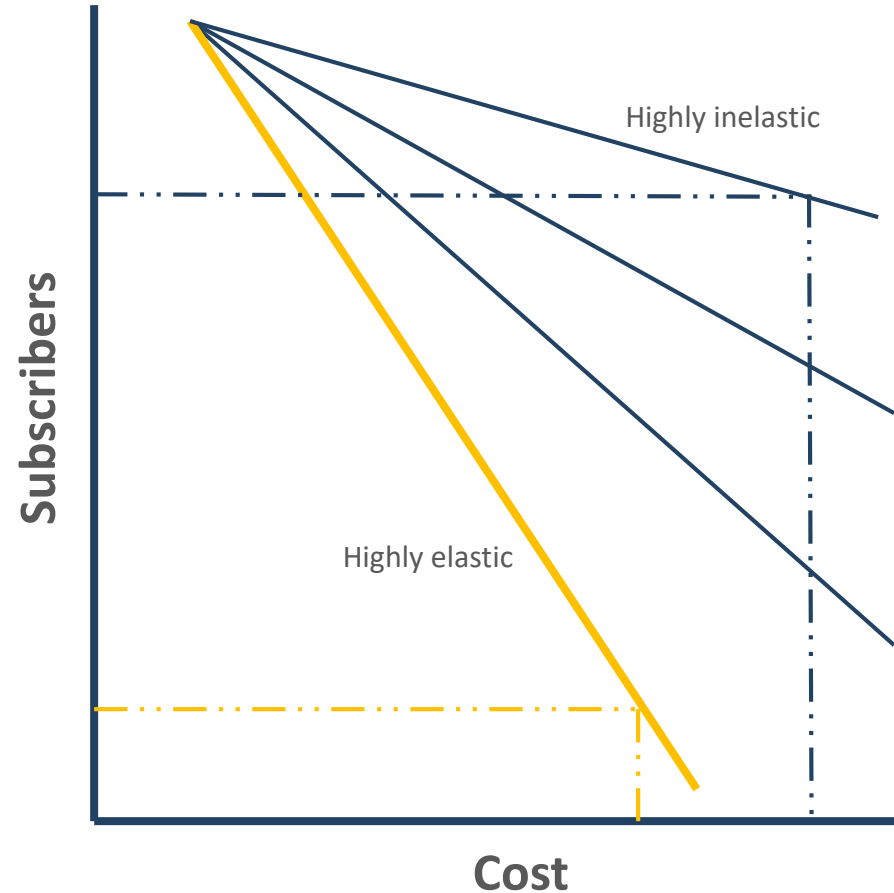
➤ Facebook

➤ Twitter

➤ Instagram

The “Slippery” Slope of the Pure Paid Content Strategy: PRICE ELASTICITY

- Only a small audience will pay meaningful dollars
- Small audience weakens appeal to advertisers
- Small audience erodes brand value
- Small audience undermines customer intelligence
 - *Revenue optimization strategies typically fail to account for the opportunity cost of uncaptured data*



Case in Point: The New York Times

A silhouette of a person jumping over a gap in a cliff, set against a vibrant sunset background with a large, bright sun and orange clouds. The person is in mid-air, with arms and legs spread wide, symbolizing achievement or overcoming a challenge.

Q2 2016 Earnings Release

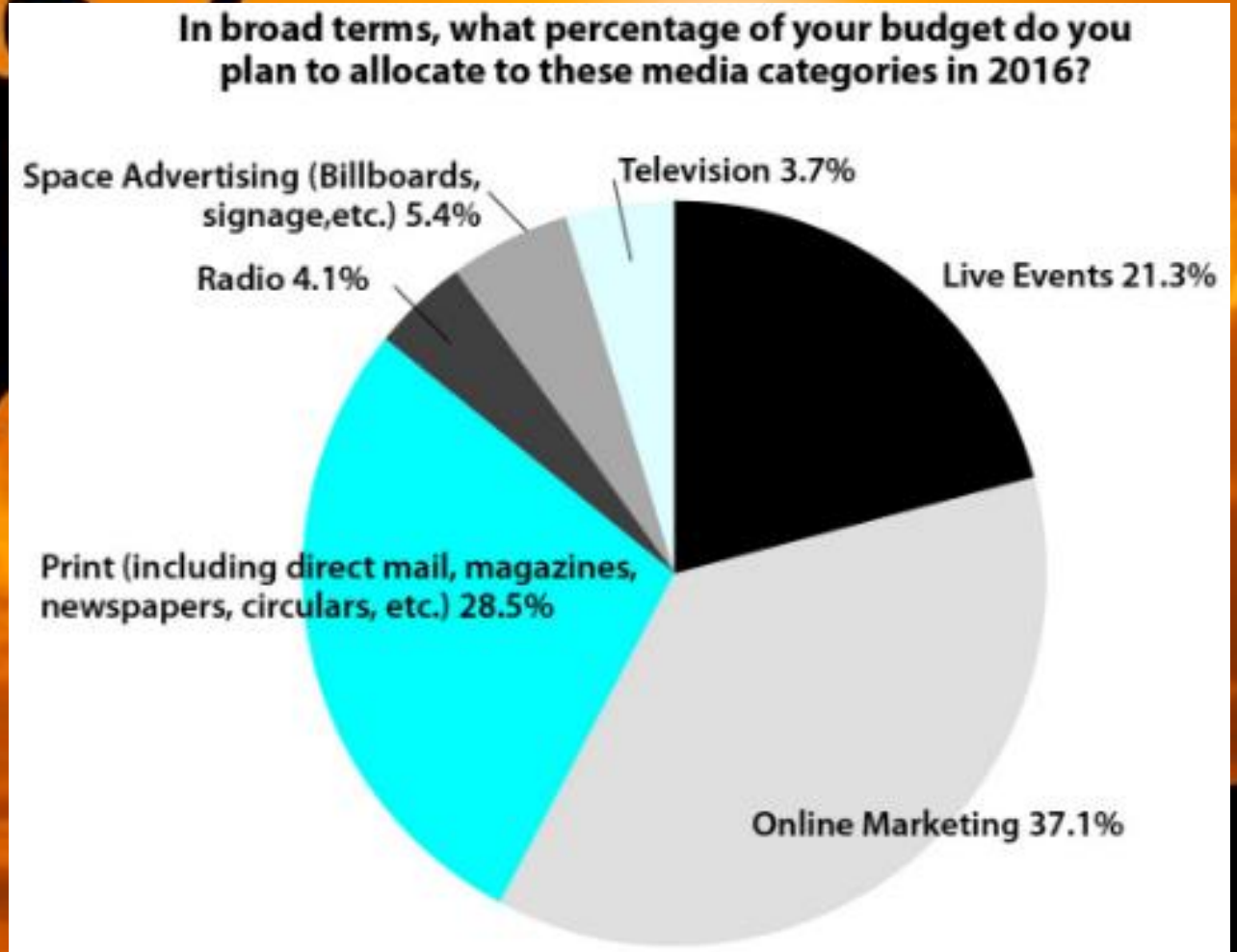
- 1.4 million digital subs – up 25% YOY
- Revenue from digital subs increased 3%
- CEO Mark Thompson: *“It was an excellent quarter for audience growth, engagement and our digital subscription business.”*
- YOY OPERATING PROFIT fell 14%

Should We Abandon Consumer Monetization Efforts?

1. Establish appropriate strategic goals
2. Add value to the customer relationship - membership
3. Make data a currency of exchange

The Measured Response: Revenue Diversification

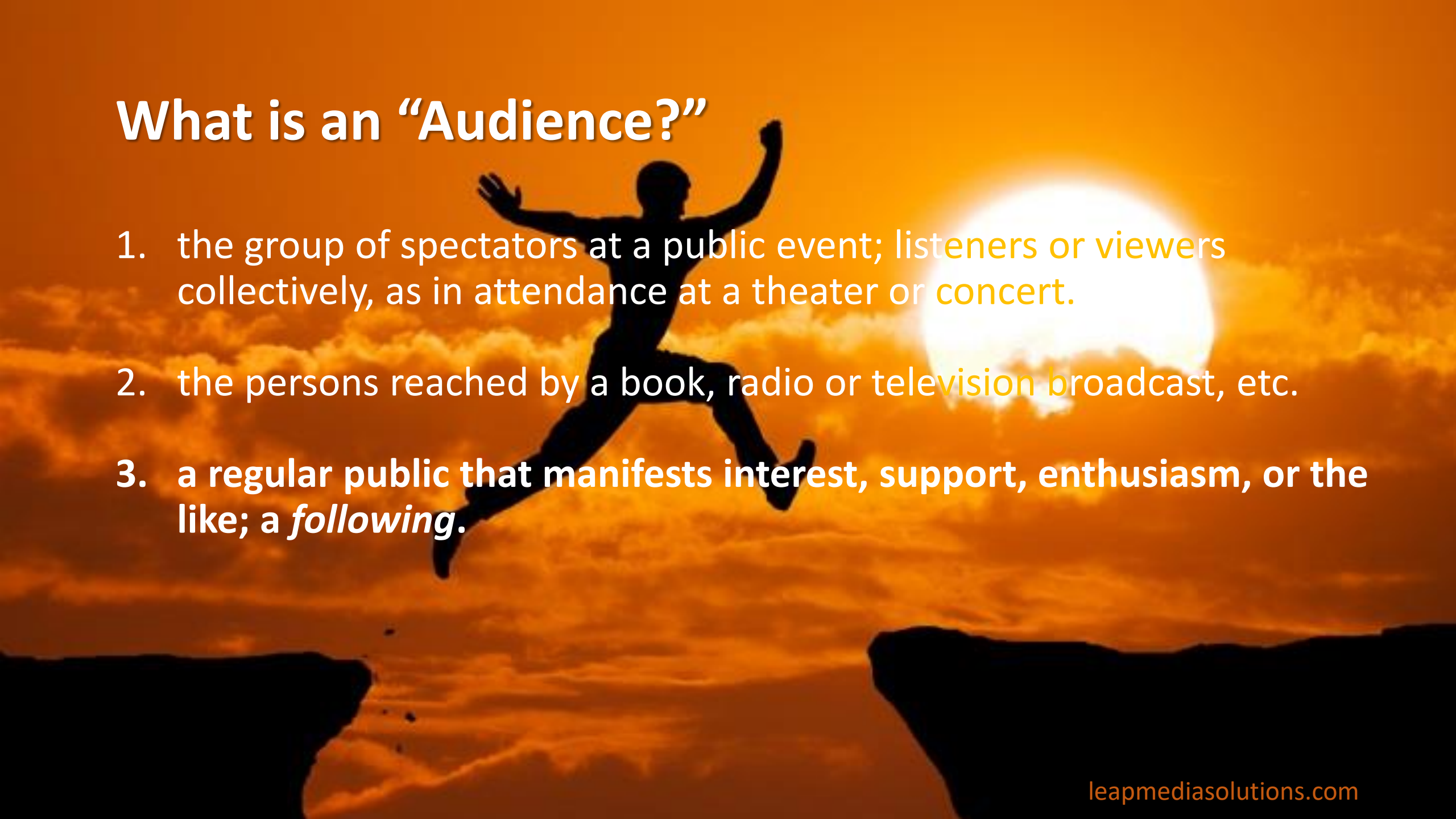
- Events
- Native advertising
- Digital services
- Video
- Niche publishing
- Email marketing
- Direct mail marketing



Bob Gilbert, VP/Audience, Morris Publishing Group

“Revenue follows audience[s]”

What is an “Audience?”

- 
- A silhouette of a person in mid-air, jumping over a gap between two dark, jagged rock formations. The background is a vibrant orange and yellow sky with a large, bright sun or moon partially obscured by clouds. The overall mood is one of triumph and achievement.
1. the group of spectators at a public event; listeners or viewers collectively, as in attendance at a theater or concert.
 2. the persons reached by a book, radio or television broadcast, etc.
 3. a regular public that manifests interest, support, enthusiasm, or the like; a *following*.

AudienceS Are Built with Data

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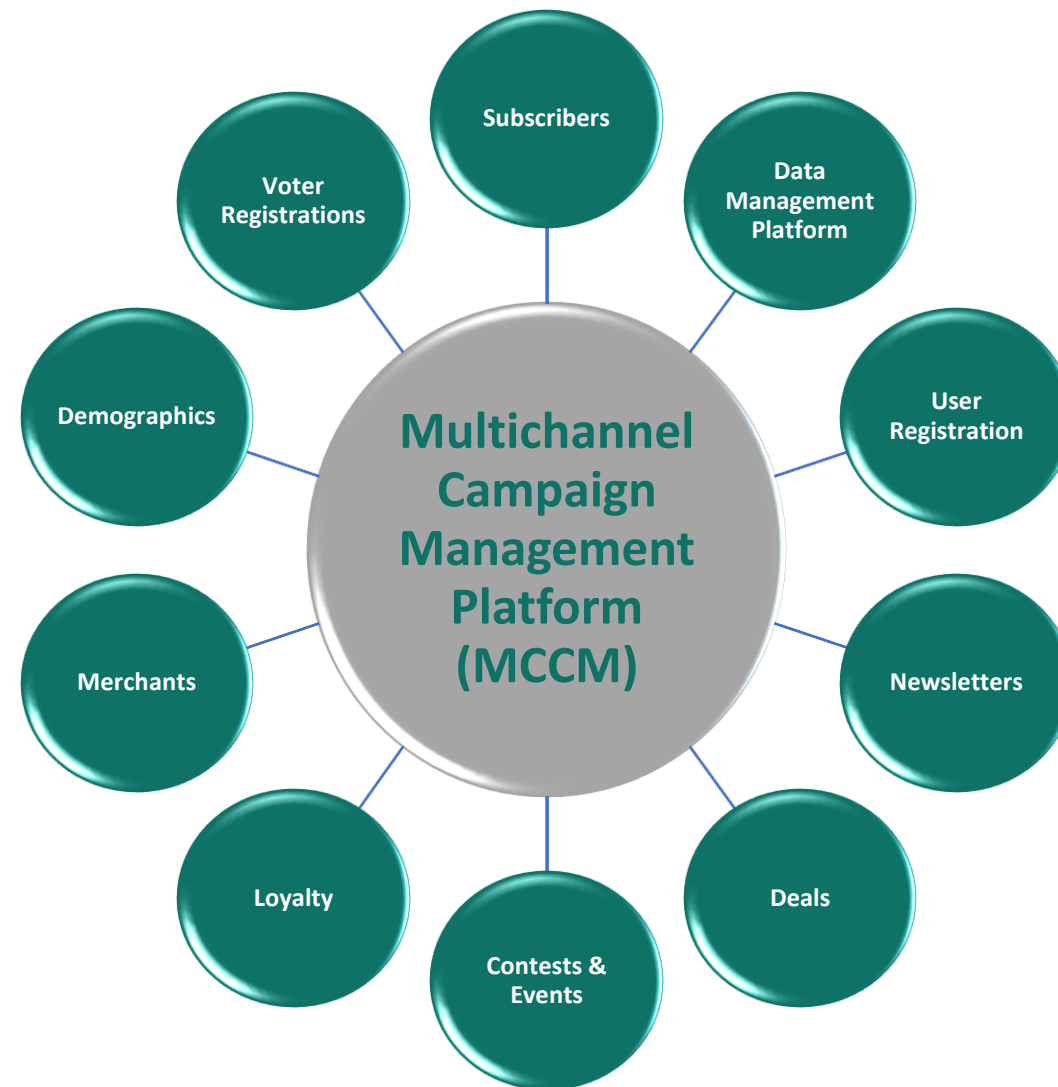
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What Do We Know?

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Core Operational Systems

- Name/address
- Tenure
- Frequency
- Price
- Source
- Products
- Credit status
- Vacation schedules
- Complaints/satisfaction

E-Commerce/Deals

- Email address
- Shopping preferences
- Consumption behavior
- Price sensitivity

Contests/Events

- Lifestyle interests

Digital Registration

- Email address
- Channel preference
- Content consumption

Loyalty Platforms

- Lifestyle interests
- Content preferences

Data Management Platforms

- Content engagement
- Frequency
- MAC/IP address

What Else Can We Know?



Demographics

- Name/address/phone
- Age/gender/ethnicity
- Marital status
- Occupation/education
- Hispanic language preference
- Number of children/ages
- Political party
- Homeownership/home value/type/age
- Length of residence

Other

- Vehicle interest/car buyer/number
- Channel preference
- Online purchaser
- Direct mail purchaser
- Military veteran

Lifestyles

- Dog/cat owner
- Culture/arts/collectibles
- Fashion
- Camping/fishing/hunting/shooting
- Gardening
- Gourmet cooking/food
- Travel – foreign/domestic
- Home video games/computers
- Bicycling/boating/golf/tennis/skiing
- Home furnishing/decorating
- Home improvement
- Fitness/running
- Casino gambling
- Sweepstakes/contests
- Wines

Voter Registrations

- Party affiliation

Merchant Customers

- Content engagement
- Frequency

Technology Building Blocks

A silhouette of a person in mid-jump, clearing a gap between two dark, rocky outcrops. The background is a vibrant sunset sky with a large, bright sun and scattered clouds. The overall color palette is dominated by warm oranges and yellows.

Data-Generating/Data-Managing

- Transaction management systems
- Registration platforms
- DMPs
- E-commerce platforms

Data-Leveraging

- Integration
- Analytics/modeling
- Digital marketing
- Campaign management
- Marketing automation
- Reporting

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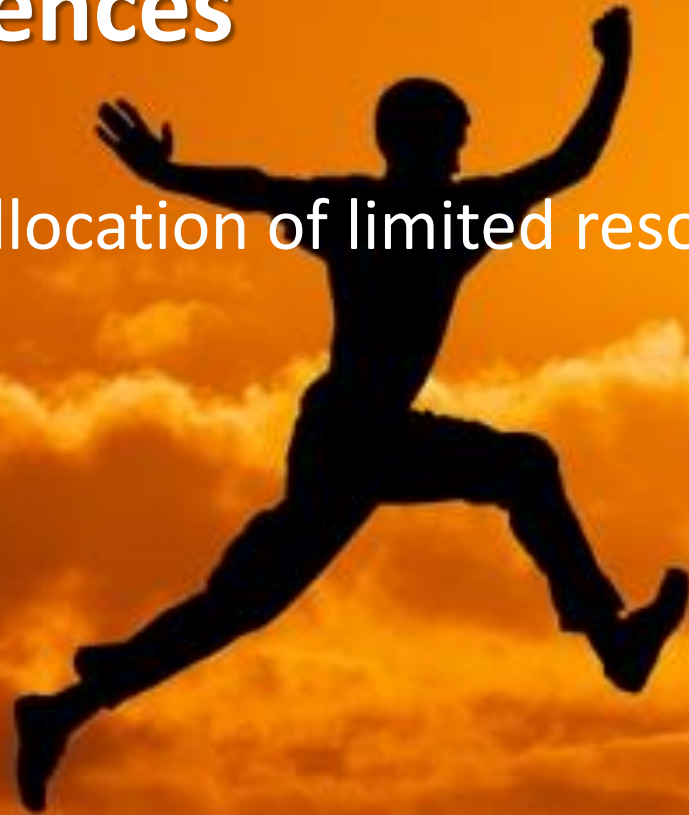
ENGAGE

MONETIZE



GROW Audiences

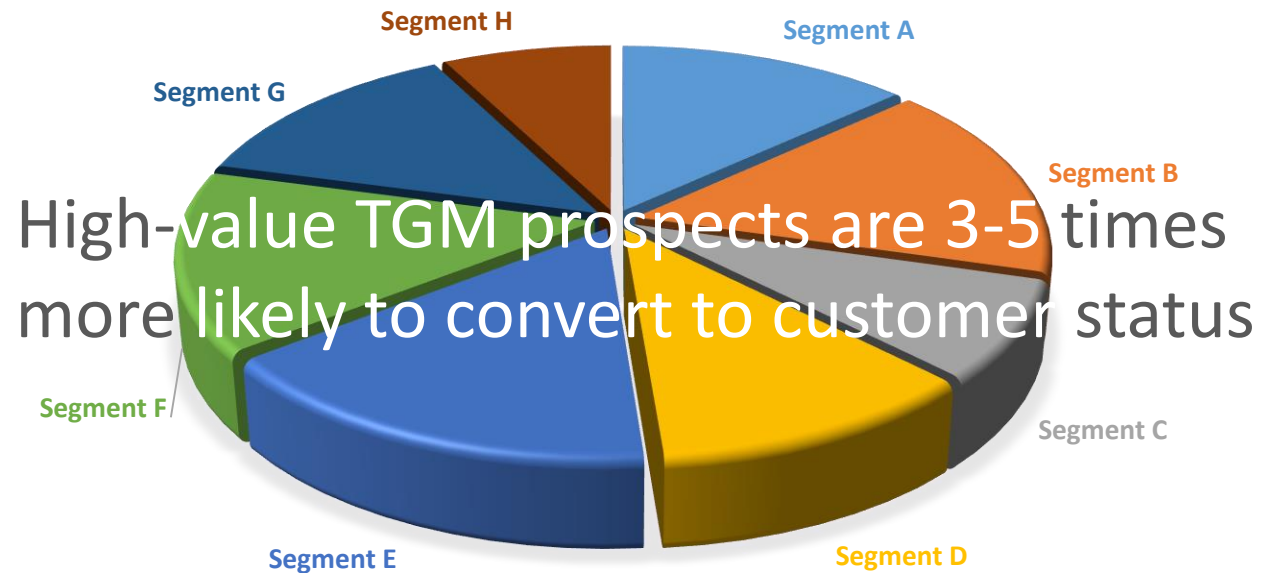
1. Improve the allocation of limited resources



Targeted Growth Model™ Development

Define & invest in audiences based on key criteria

- Transaction history
- Product usage
- Demographics
- Lifestyle attributes
- Channel preference
- Merchant relationships
- Contact history



GROW Audiences

1. Improve the allocation of limited resources
2. Optimize channel selection



GROW Audiences

1. Improve the allocation of limited resources
2. Optimize channel selection
3. Execute targeted, personalized, multichannel initiatives

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“Customer Lifecycle Management”

- Automated, multichannel curriculum of critical touch points
- Optimizes cross-sell/up-sell opportunities
- Digital activation
- Improves operational efficiency
- Drives retention and customer profitability

Customer Lifecycle Management

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Sue Kerr
Sue Kerr
Director of Circulation
Hartford Courant | Courant.com

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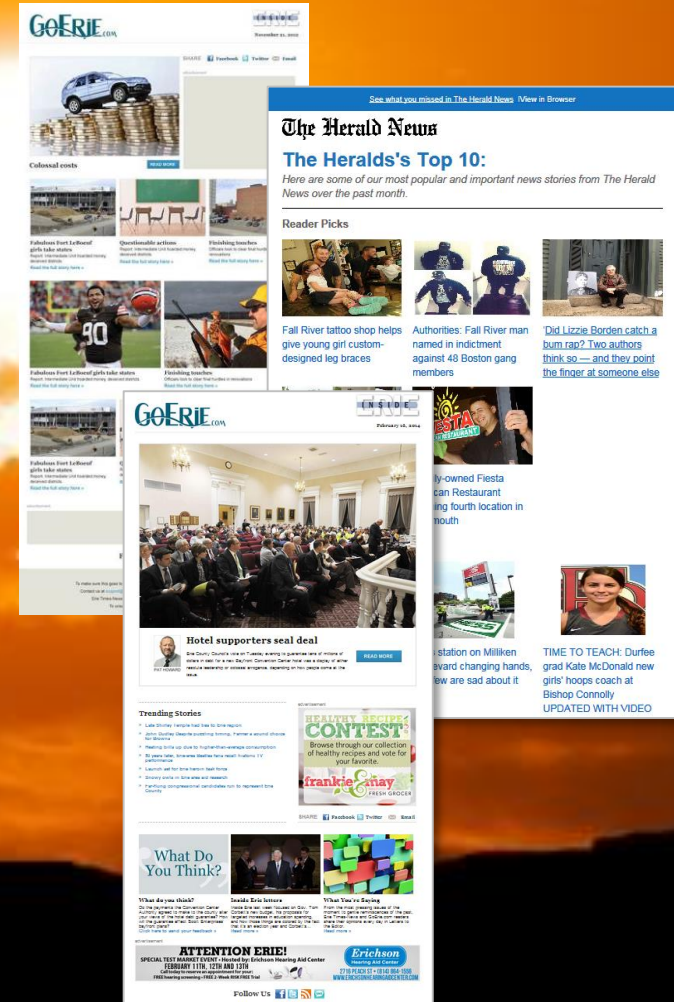
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Content Marketing: e-Newsletters

- Promote engagement with content and social sharing
- Nurture awareness and adoption of all products
- Build email database
- Develop customer intelligence
- Generate new revenue through sponsorships and advertising



The CLM Calendar

- Automated
- Timely
- Channel integrated
- Targeted
- Personalized

Basecamp **New stuff!** Projects Calendar Everything Progress Everyone Me New features Account Upgrades Sign out

Jump to a project, person, label, or search...

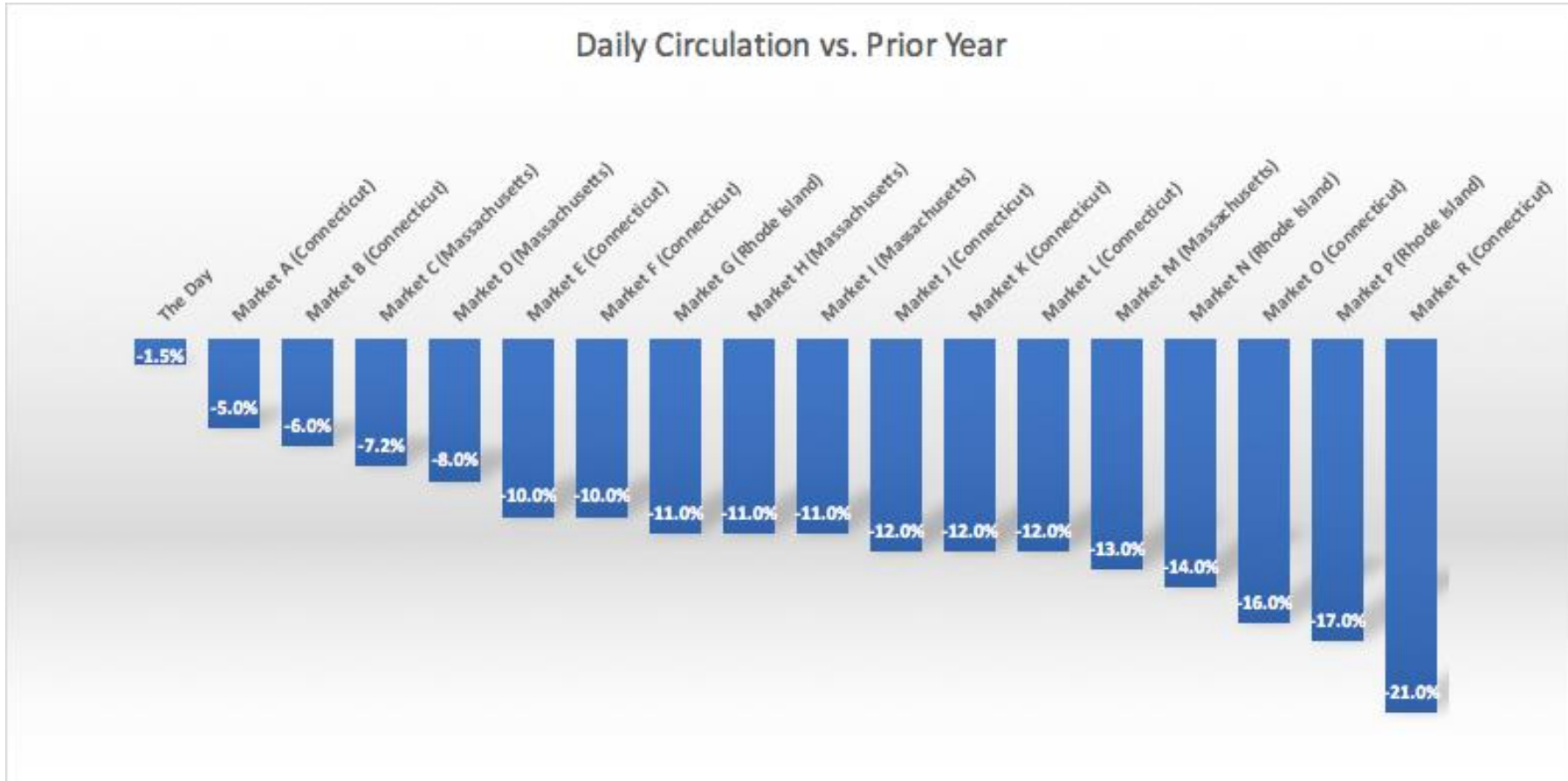
The Day - Mktg Program - 2014

Project calendar [Learn more about Events](#)

[Agenda view](#) < September 2014 > [Today](#) [Calendar settings...](#)

Sun	Mon	Tue	Wed	Thu	Fri	Sat
31 Lifecycle Emails (Da... • DPC - Digital subscription special 0831 12pm	September 1 Lifecycle Emails (Da... Lifecycle Call Files (...)	2 Lifecycle Emails (Da... Telemktg (Reacquis... Telemktg (TGM Pro... • DPC - Weekly Passport Email: 09/02/14 2pm • Fall 2014 Job Fair - employers 3pm • DPC - Tuesday content email 0902 3:30pm	3 Lifecycle Emails (Da... • DPC - LN Summer 0903 11:30am • DPC - Wednesday content email 0903 3:30pm	4 Lifecycle Emails (Da... • DPC - New London Times 0904 12:30pm • DPC - Montville Times 0904 12:30pm • DPC - Thames River Times 0904 12:30pm • DPC - thursday content email 0904 3:30pm • DPC - TGM Prospects Got to be kidding: 09/04/14 5pm	5 Lifecycle Emails (Da... Direct Mail (New M... Direct Mail (Reacqu... Direct Mail (TGM Pr... • DPC - friday content email 0904 3:30pm	6 Lifecycle Emails (Dai... • DPC - Charles W Morgan Book 0906 1pm
7 Lifecycle Emails (Da... • DPC - Sunday special coupons 0908 1pm	8 Lifecycle Emails (Da... Lifecycle Call Files (...)	9 Lifecycle Emails (Da... • DPC - Weekly Passport Email: 09/09/14 2:30pm	10 Lifecycle Emails (Da... • DPC - TGM Prospects Kids Alright: 09/11/14 2:15pm	11 Lifecycle Emails (Da... • DPC - TGM Prospects Kids Alright: 09/11/14 2:15pm	12 Lifecycle Emails (Da... • DPC - TGM Prospects Kids Alright: 09/11/14 2:15pm	13 Lifecycle Emails (Dai... • DPC - TGM Prospects Kids Alright: 09/11/14 2:15pm
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The Day Stands Apart from Its Peers



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What Can We Do to Drive Revenue Growth?

Deliver Qualified Customers/Prospects to Merchant Community

- Integrate merchant customer information with our data

Monetizing Mary

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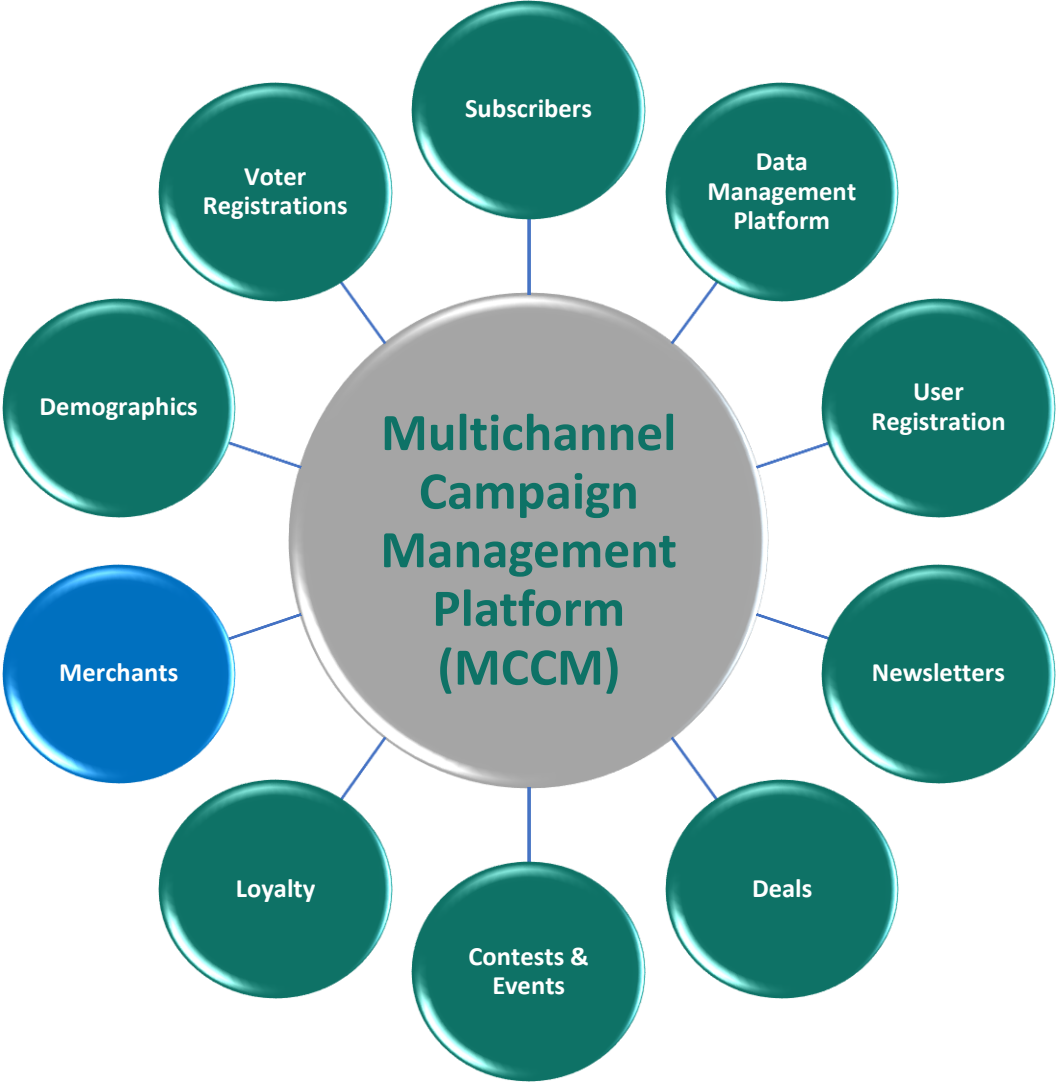
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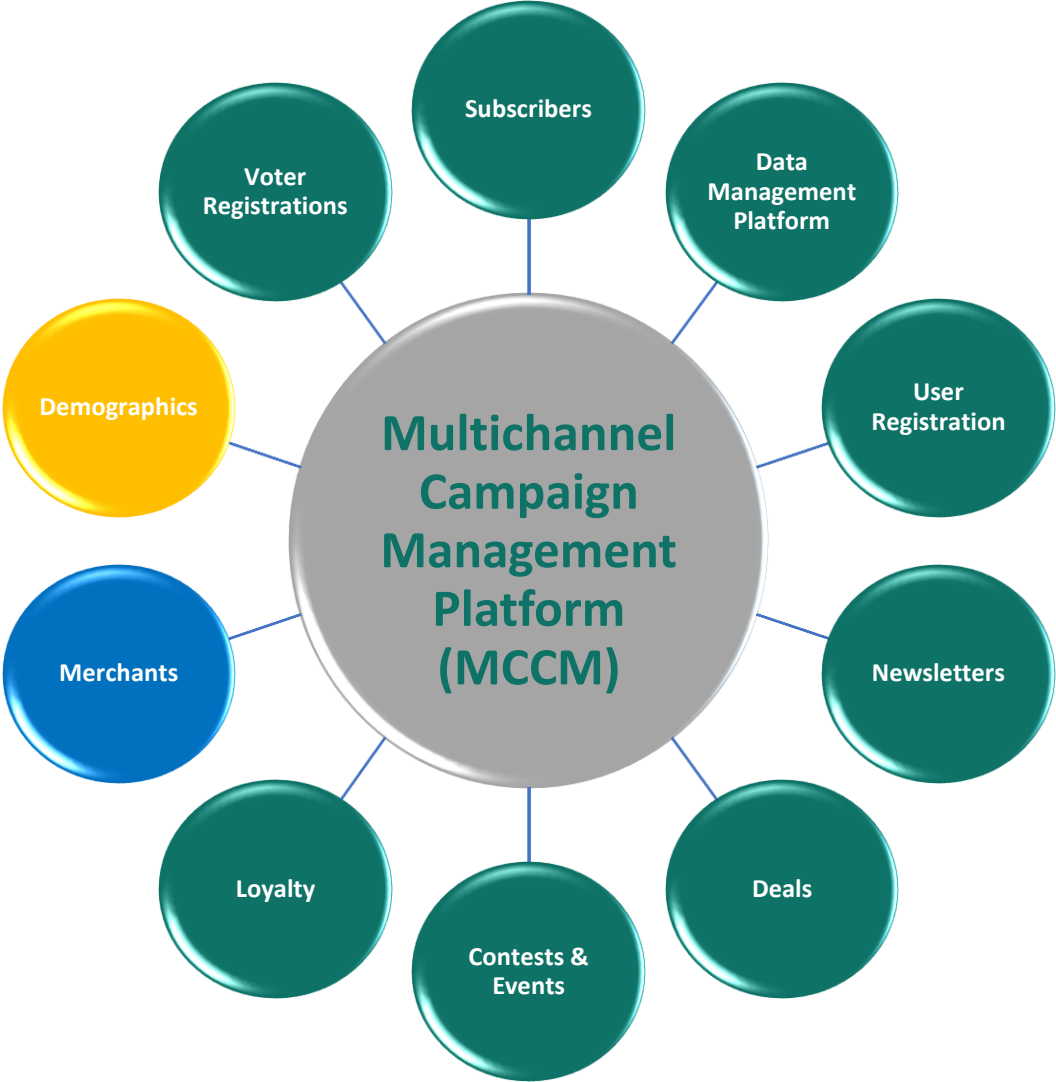
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- Integrate merchant customer information with our data
- Identify the characteristics of best customers
- Locate high-opportunity prospects **both geographically & digitally**
- Optimize media mix across portfolio

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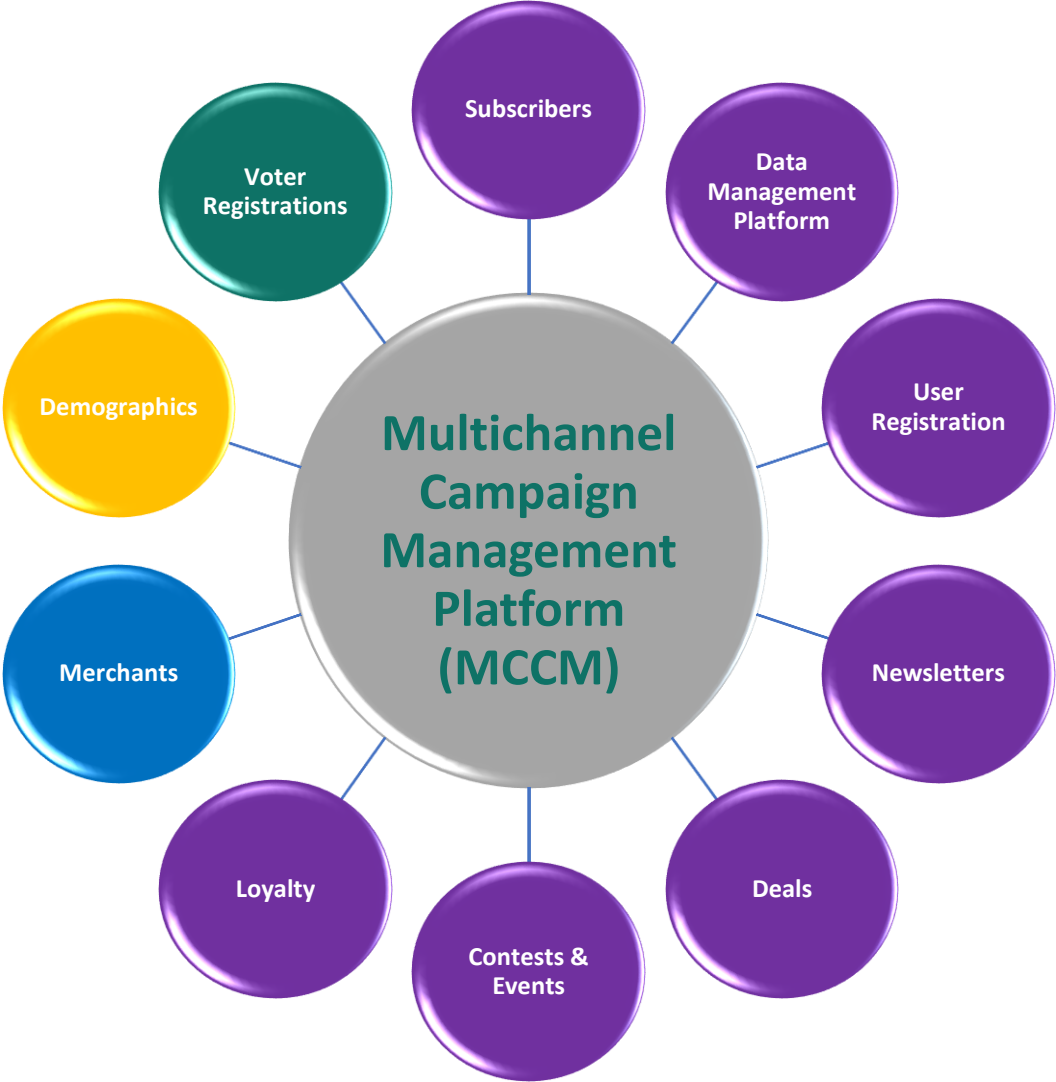
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- Create value-exchange: Targeted, timely, channel-integrated access to buyers for \$

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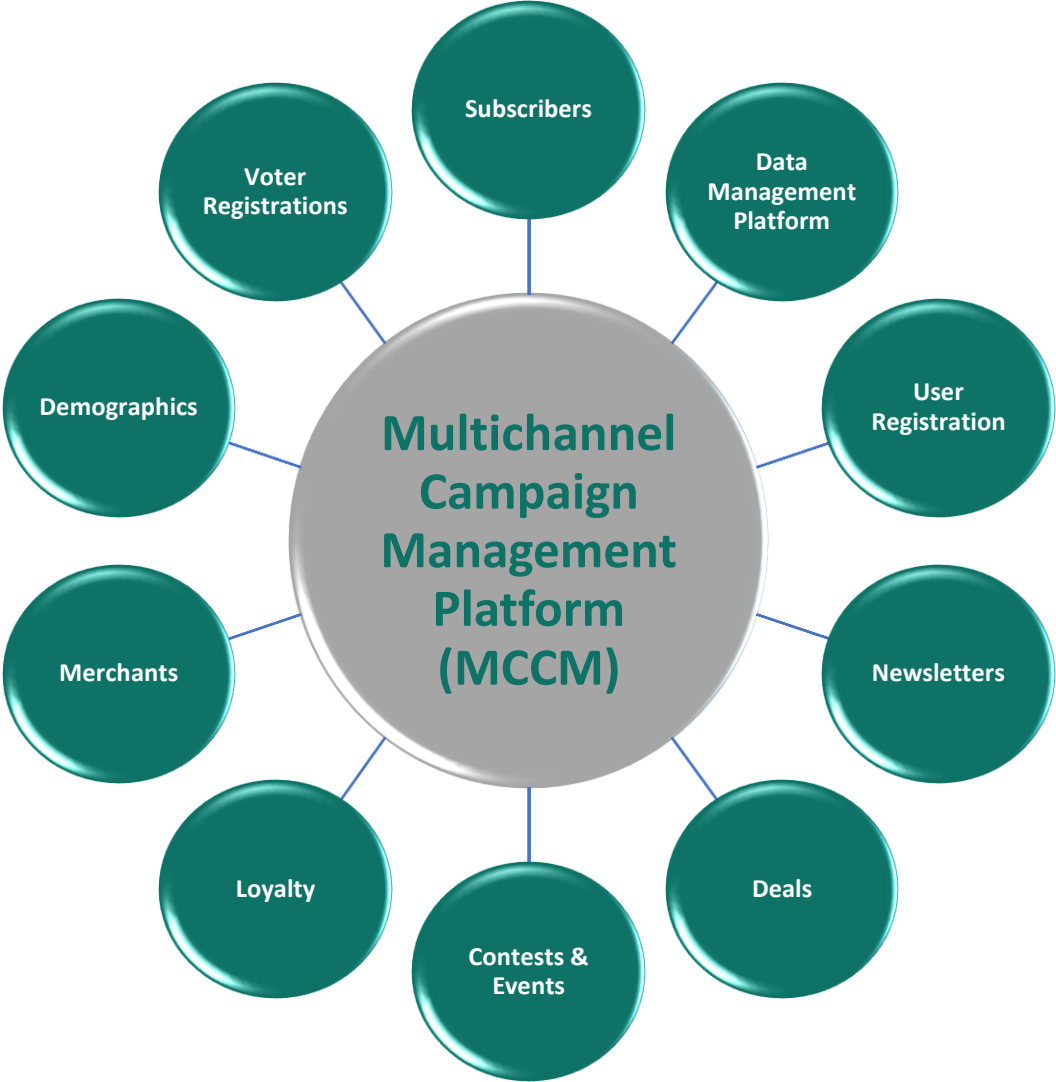
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International travel
video consumption

Prefers email to
direct mail

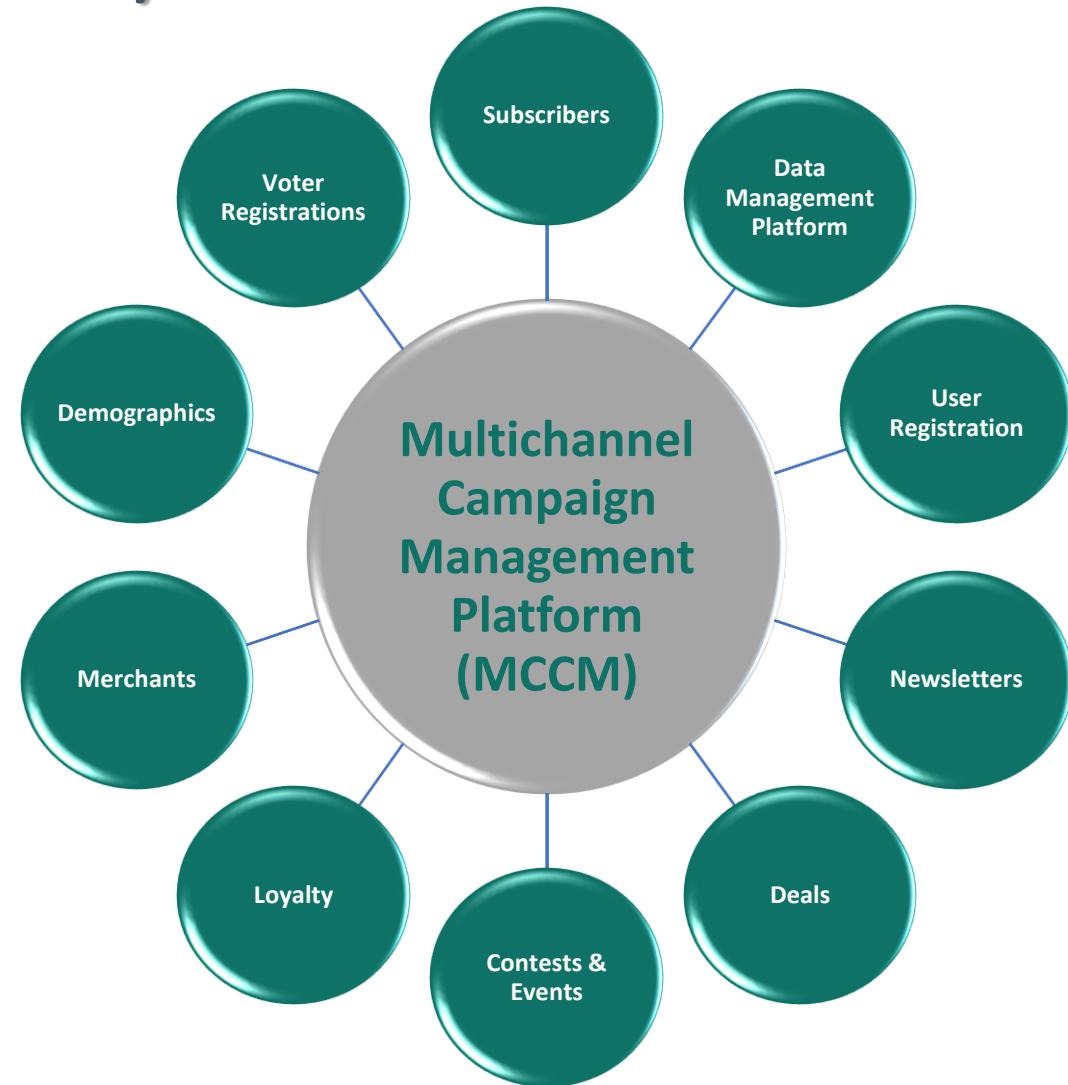
msmith123@gmail.com

Registered for weekly
Wine & Dine e-newsletter

Signed up for mobile
breaking news alerts

Six daily deals
purchases since 2011

Attended Home Show



Multiplying Mary

A silhouette of a person jumping over a gap, with a large, bright sun setting or rising in the background, creating a warm, orange glow. The person's arms are raised in a celebratory gesture.

***Question:** How many times can we be paid to deliver timely, relevant, personalized and channel-optimized communications to “Mary” by our merchant community?*

***Answer:** It is entirely dependent on how much we know about Mary...i.e. how many audiences she belongs to.*

“Revenue follows audience[s]”

Bob Gilbert, VP/Audience, Morris Communications



It's Not Just About BIG Data & Programmatic

Big Data/Little Data drives all elements of revenue diversification

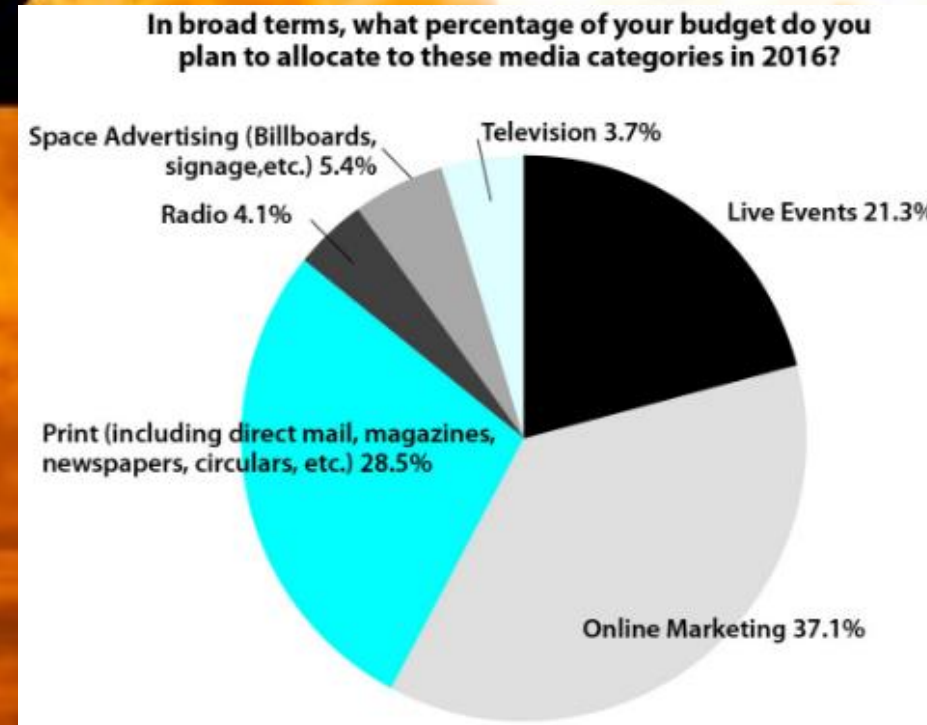
- Events
- Native advertising
- Digital services
- Video
- Niche publishing
- Email marketing
- Direct mail marketing
- Content monetization

Two Questions We Must Ask Ourselves

#1: What is the chicken and what is the egg?

- *(i.e. Is ad decline a self-fulfilling prophecy with a principal focus on consumer revenue?)*

#2: What is our USP?





THANK YOU

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