

AUDIENCE DEVELOPMENT

**AUDIENCE DEVELOPMENT:
DRIVING DIGITAL SUBSCRIPTION
GROWTH**

Gerard Brancato, VP, Digital Subscription Marketing, tronc, Inc.

Kelli Dakake Senior Manager, Digital Subscription Sales, Cox Media Group Inc

Moderator: John P. Murray ,VP Audience Development News Media Alliance

AUDIENCE DEVELOPMENT

**AUDIENCE DEVELOPMENT:
DRIVING DIGITAL SUBSCRIPTION
GROWTH**

- First, A quick look at the Issues .



*NMA's 2017 Summer Webinar Series :
Raising the Bar in Acquiring and Retaining Audience*

AUDIENCE DEVELOPMENT

**AUDIENCE DEVELOPMENT:
DRIVING DIGITAL SUBSCRIPTION
GROWTH**



Kelli Dakake
Senior Manager, Digital Subscription Sales
Cox Media Group Inc



Education

Union College

Degree Name Master Business Administration

International Honor Society Beta Gamma Sigma

Cornell University Bachelor of Science

Field Of Study Operation Research & Industrial Engineering



Kelli Dakake, PMP

Sr. Manager, Digital Acquisition Sales at Cox

Media Group

Cox Media Group

Driving digital subscriptions for CMG newspapers through sales channels such as SEM, email, direct messaging, display, retargeting and social

Driving Digital Subscription Growth

COX MEDIA GROUP NEWSPAPERS



**The Atlanta
Journal-Constitution**

Austin American-Statesman



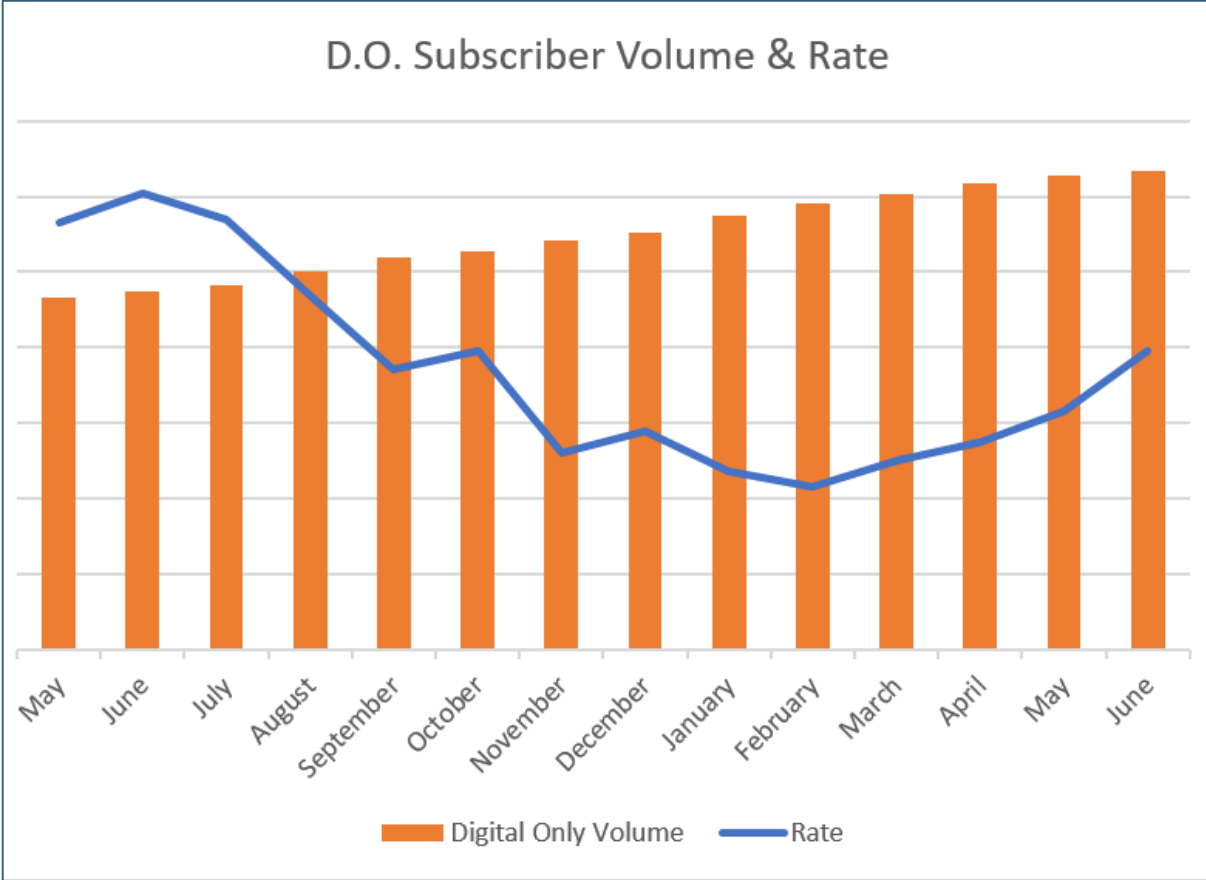
The Palm Beach Post

Who We Are

- Comprised of **7 newspapers** across **4 markets**:
 - Atlanta Journal-Constitution
 - Austin American-Statesman
 - Dayton Daily News, Springfield News-Sun, Journal News
 - Palm Beach Post, Palm Beach Daily News
- Dual Site Model: **Free and Paid Sites**
- Digital Subscription Sales
 - Major initiative and goal for CMG organization
 - New team created in January 2017
 - Grow digital only subs through **acquisition & retention**

Monthly Visits (MM)	
Free Sites	34
Paid Sites	7.5
ePaper	1.6
Free App	1.3

What We Did



Volume: Digital only subs growing month over month. Seen a **34% increase year over year.**

Rate: Saw decline end of 2016 in order to get volume. Have gotten **rate back on track** while still growing volume.

Goal: Double current volume by end of 2019

How We Got Here

Multi-channel Digital Campaigns



Know More: Feb – Mar 2017

Target Audience: Nevers

Performance: Outpaced all other campaigns with a **weekly average of 125 conversions** (best previous was 99)

Changes: By putting more money towards retargeting, Programmatic **CPA decreased by roughly 20%** in all markets to an average \$110

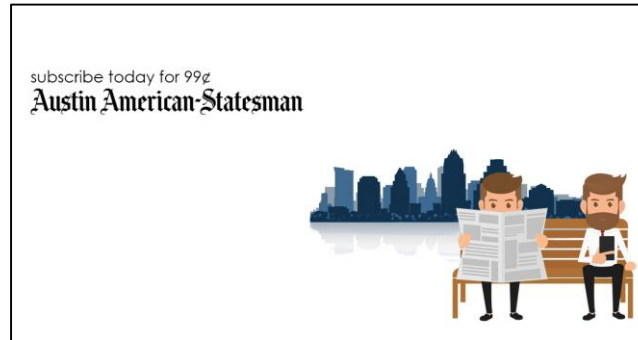
SnowBirds: June – Current

Target Audience: Formers in Palm Beach
Channels: Email, FaceBook, Display, SEM



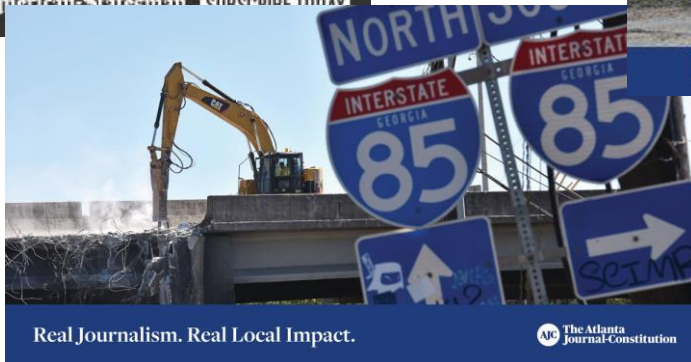
How We Got Here

Multi-channel Digital Campaigns



Real Journalism. Real Local Impact.

Austin American-Statesman



How We Got Here

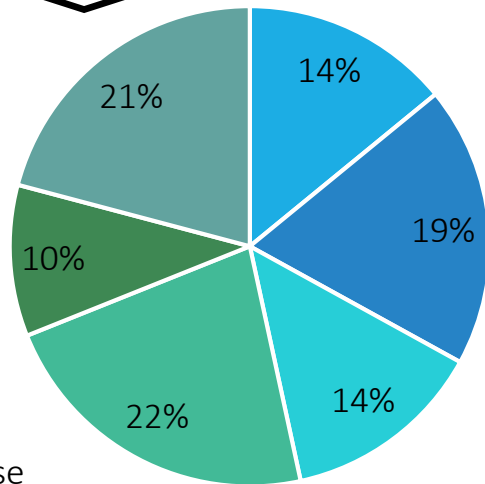
Email Series & New Data

- Targeting Formers
 - Digital Only Winback Emails – started May 2017
 - Day 7 – DO Survey sent
 - Day 31 & 40 - \$.99 offer for 8 weeks
 - Day 48 – Annual offer
 - Push newsletter signup after certain time to lure back into content
- LiveRamp Data – Currently in Testing
 - Target customers within digital display
 - Newsletter recipients that are not subscribers
 - Formers who were digitally active when cancelled subscriptions
 - Future plans to use to target anonymous users

How We Got Here

Survey Results

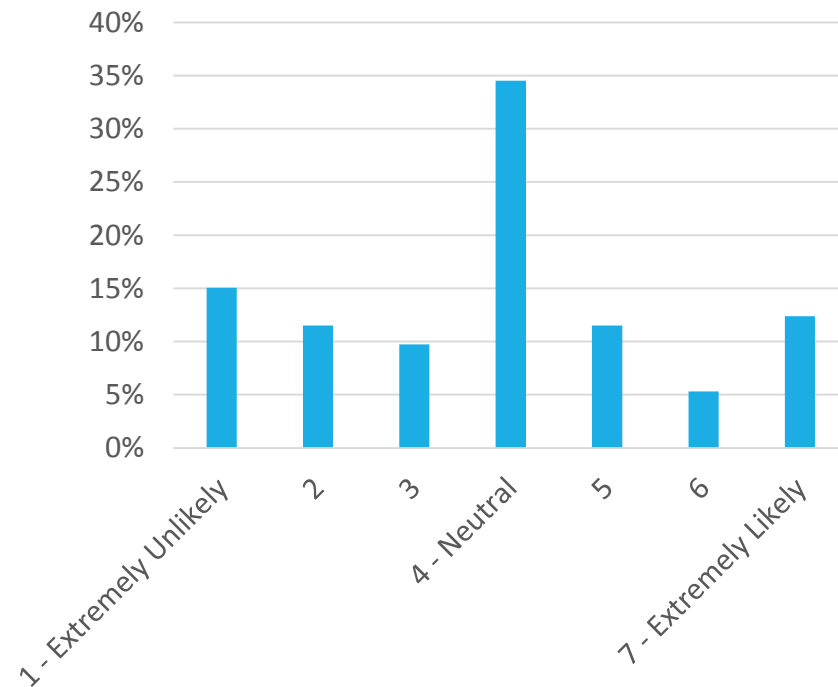
Stop Reason



- Hard to Use
- Too Much Email
- Content not interesting/relevant
- Value for the money
- Too many bugs; Did not work
- Prefer other sites/apps

Use stop reason to **inform messaging and channel** we utilize to reach back out to customer.

Willing to Re-Subscribe



60% of DO formers neutral or extremely likely to re-subscribe.

How We Got Here

ConneXt

- Replaced current meter and all on-site messaging
- Uses real-time data so we can be **more flexible and personalized** when talking to each customer
 - Already a paid subscriber, but not logged in
 - Anonymous
 - Free site user, but not paid subscriber
 - Other states in future around content consumptions

How We Got Here

Connect

Welcome to the

Springfield News-Sun

Discover local news from your community

Continue Reading Article...

OR

Login

I'd like to have access



le and

How We Got Here

Connect

Welcome to the

Springfield News-Sun

Discover local news from your community

[Continue Reading Article...](#)



Stay connected to your community,
Subscribe today

[VIEW OFFERS](#)

How We Got Here

Welcome to the

Springfield News-Sun

Discover local news from your computer

[Continue Reading Article...](#)



We hope you've enjoyed your preview content.

It's worth knowing what's really going on. Unlimited access keeps you informed and connected. Cancel anytime.

ALL-ACCESS DIGITAL

- Unlimited access to local and breaking news - anytime, anywhere
- Digital replica of the printed paper that you know and love
- Option to share your subscription with up to 4 people

99¢

for 8 weeks
*\$8.99 after

[GET ACCESS NOW](#)



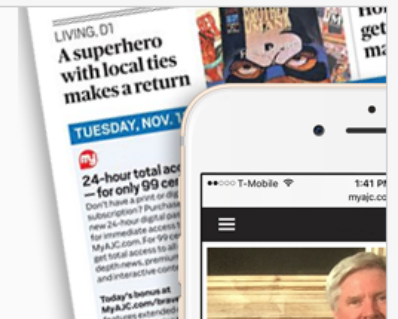
PRINT & DIGITAL

- Convenient delivery to both your home and inbox
- Exclusive access to Springfield News-Sun content, the print edition and ePaper
- Local investigative reports that have a real local impact
- Money-saving coupons, ads and inserts that save time and money

As low as

\$4

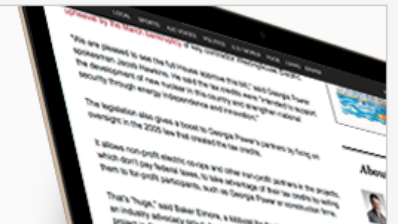
[GO](#)



ALREADY A SUBSCRIBER?

Already an existing print subscriber and need to get digital access?

[GET ACCESS NOW](#)



[Log In](#)

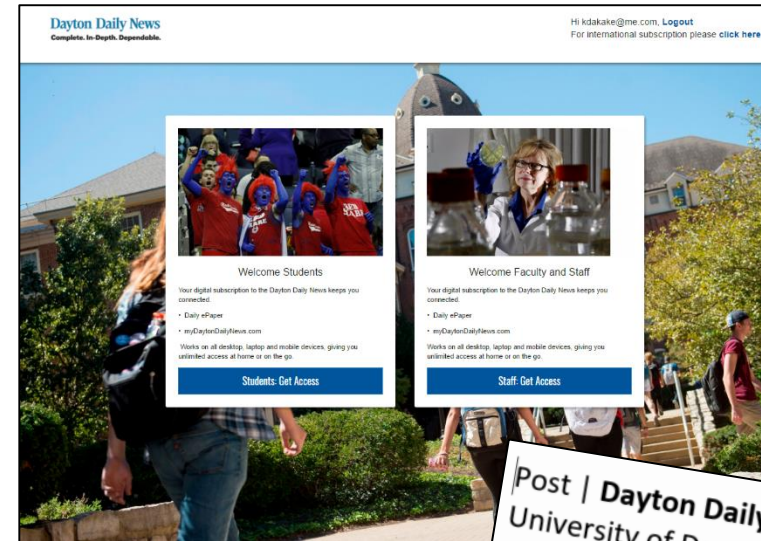
Where Are We Going

- Customer Relationship Management
 - **Better Targeting** around personas and audience data
 - Lead Generation – **Capture, Qualify, Nurture**
 - Consistent Messaging and Offers: Channel agnostic
 - Improve internal process flows and data to support new approach



Where Are We Going

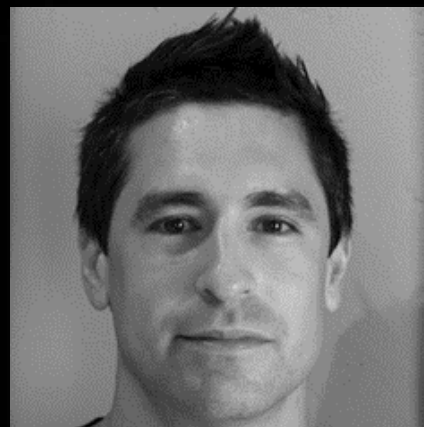
- Digital Only Pricing Strategy
 - Initiate Activation Fee - \$2.99
 - Pricing Funnel (2018 Initiative)
 - Raise ceiling price
- Incentivize Customers
 - \$5 and \$10 gift cards to renew
 - Birthday gift card for formers
- Bulk Subscriptions
 - Universities/Corporations/Coffee Shops/Hotels
 - As single copy print goes away, replace with digital subscriptions for employees/students/guests
 - Current Examples in Marketplace: WSJ, NYTimes.com, Penn State Newspaper Readership Program



QUESTIONS?

AUDIENCE DEVELOPMENT

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GROWTH**



Gerard Brancato,
VP, Digital Subscription Marketing, tronc, Inc.

Los Angeles Times

Digital Subscription Growth

Gerard Brancato

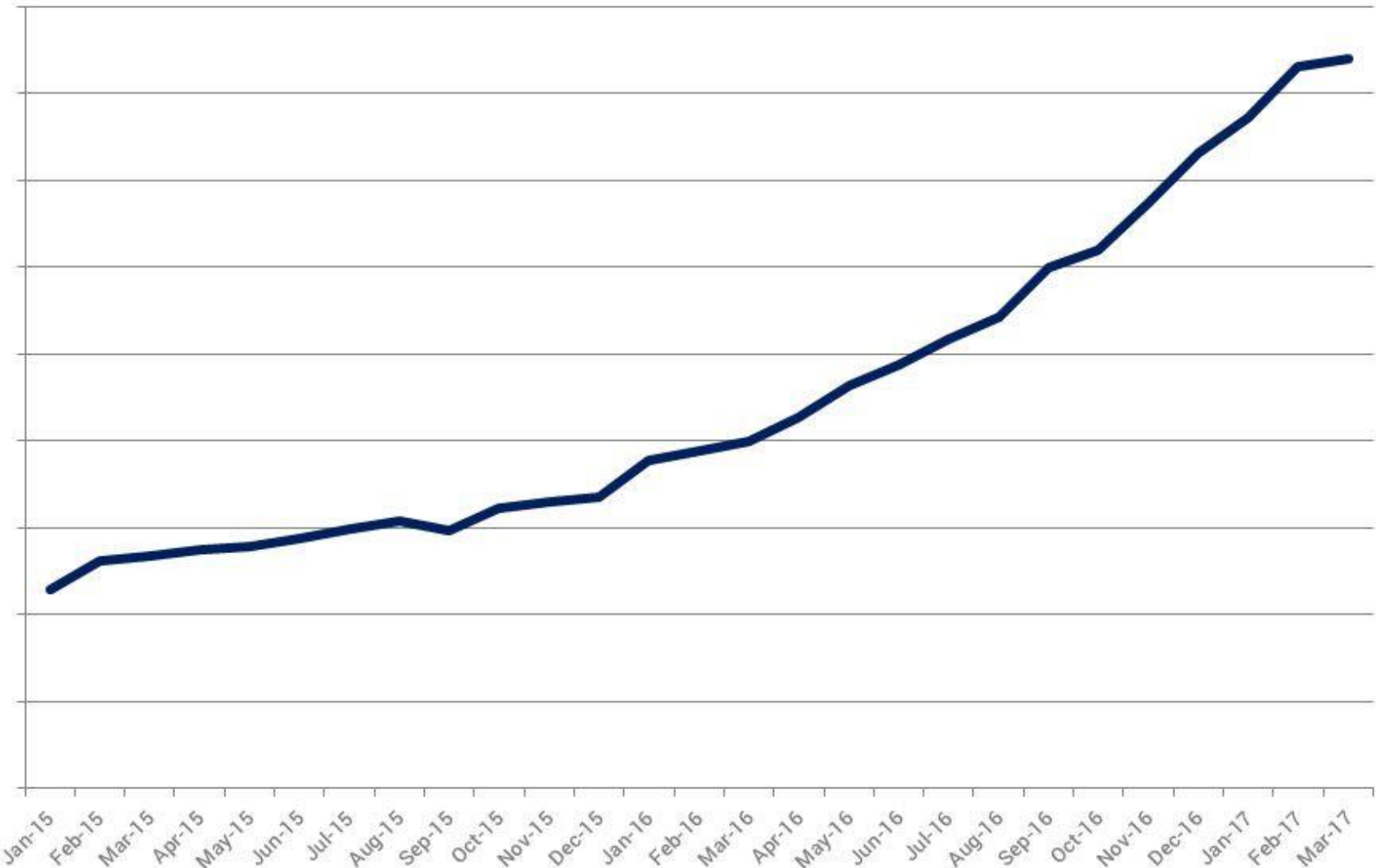
VP, Digital Subscription Marketing
tronc Inc.

Digital subscription marketing at tronc, Inc.

1. tronc, Inc is one of the country's largest newspaper and digital news publishers
 - a. Operate over 150 titles
 - b. Combined average monthly audience of more than 57 million website visitors and readers
2. Team manages digital subscriber acquisition and retention efforts for tronc properties
 - a. Focus on nine major newspaper/website properties
 - b. LA Times is the largest property in the portfolio
 - c. A major highlight of the past 12 months has been the LA Times digital subscriber growth

LA Times digital subscriber growth.

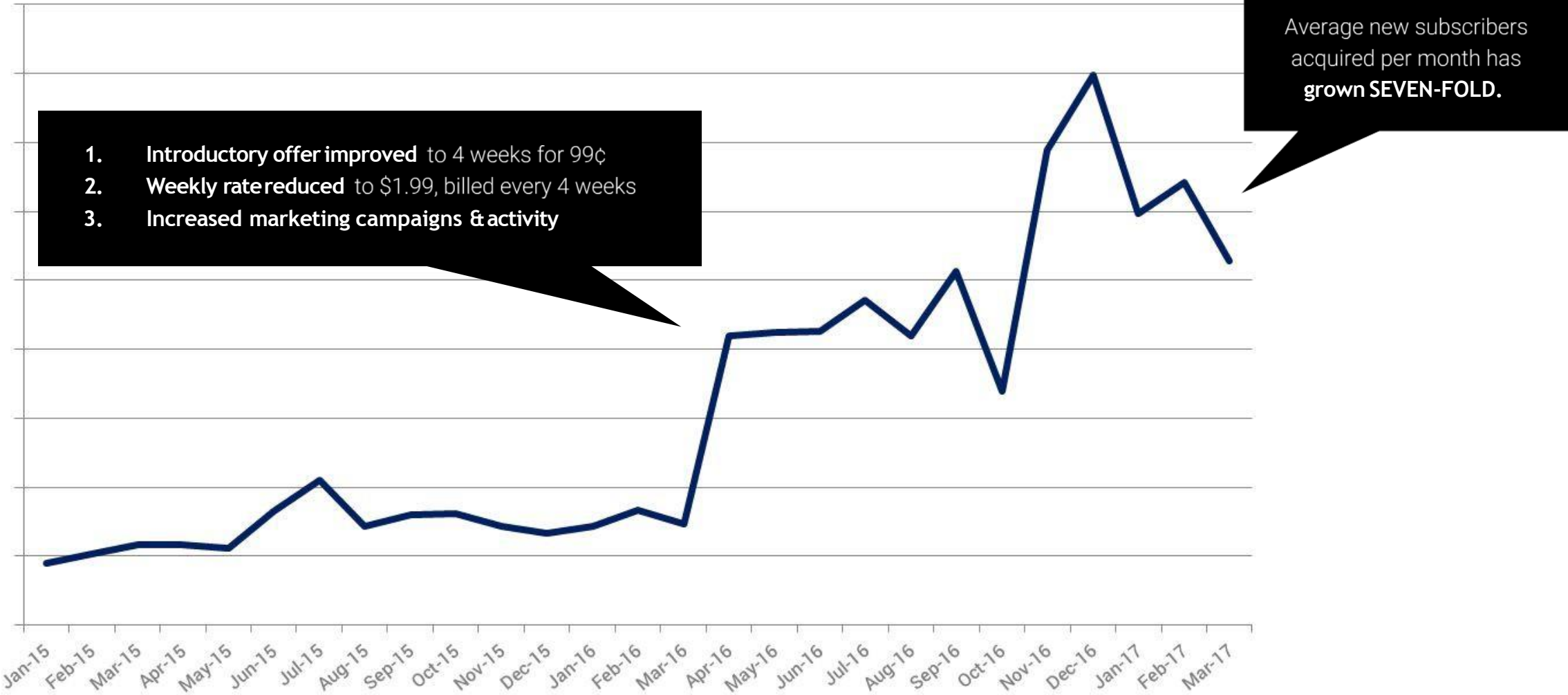
LA Times digital-only subscribers



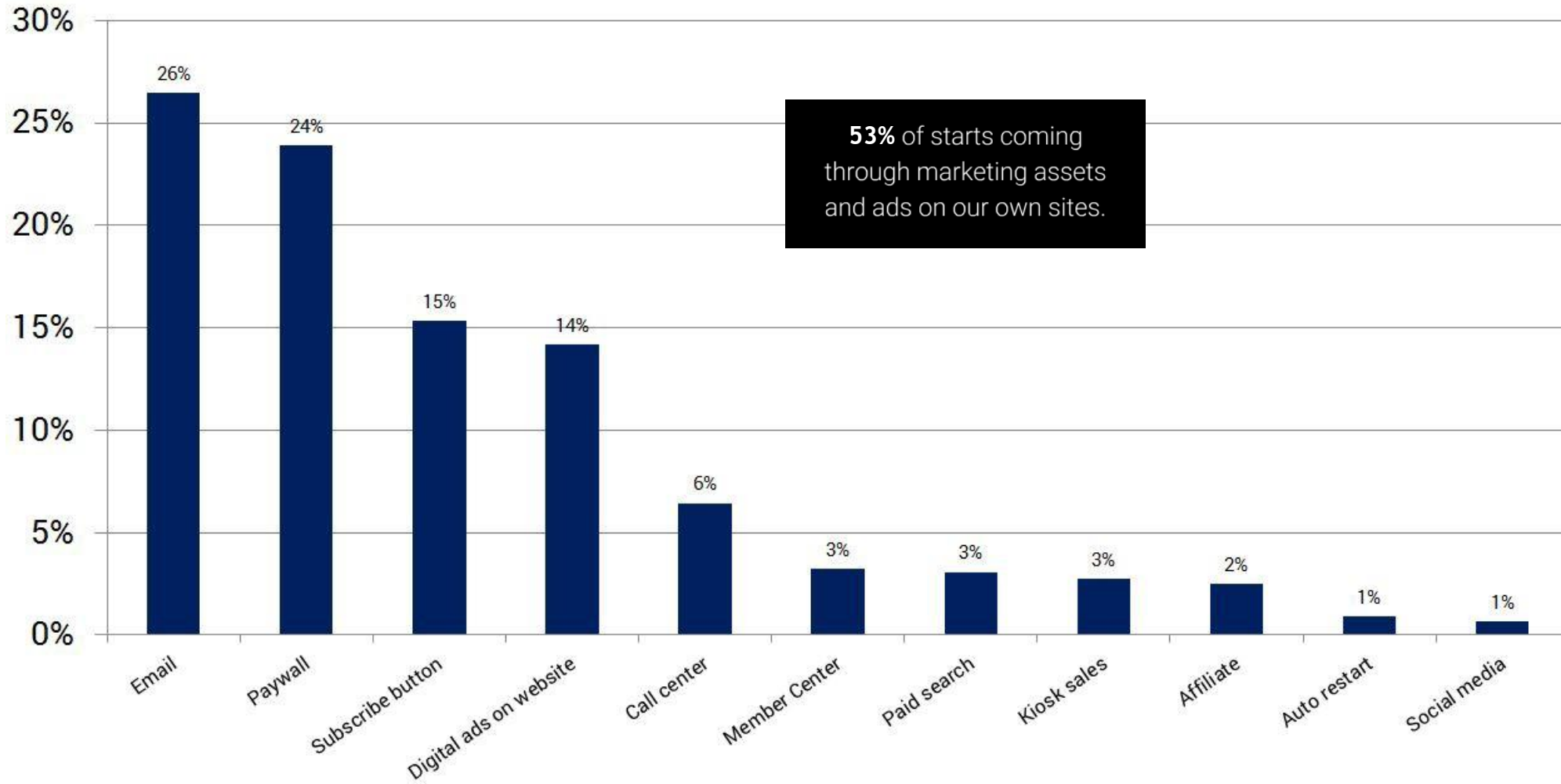
Total digital-only subscribers has **NEARLY QUADRUPLED** since January 2015.

Weekly revenue from digital-only subscribers has **MORE THAN TRIPLED.**

New digital-only subscribers acquired per month



LA Times digital starts by channel



What's driving the growth?

Firstly, great journalism is growing our audience.

Unique visitors by month



Average monthly unique visitors has **grown 27%**

Source: comScore

And we're converting our audience into paying subscribers with campaigns.

Campaign approach

1. Develop a sale offer, often 2-3 times more generous than usual introductory offer
2. Once an offer is live, we deploy emails to our own email leads promoting the sale offer
3. Depending on the sale, we may also launch it on-site
 - a. 1 x major on-site sale per month, for a duration of 1-2 weeks
4. Deploy paid media to support standard and sale offers
 - a. Google Adwords
 - b. Paid social
 - c. Retargeting

Types of digital campaigns.

Campaigns highlighting LA Times journalism

Los Angeles Times

OVER 90% OFF!

ONLY \$2.99 FOR 3 MONTHS

OF UNLIMITED DIGITAL ACCESS



SAVE NOW

Reminder- sale ends Wednesday!

Honesty.
It's our only policy.

Behind every story is a reporter who is uncompromising, unstoppable and undeterred. Your subscription is more than a way to get the news. It's a show of support for journalists who do what it takes to deliver the facts.

You won't find this exclusive Los Angeles Times offer anywhere else, so get it today.



Los Angeles Times

GET THE STORIES SHAPING OUR WORLD TODAY

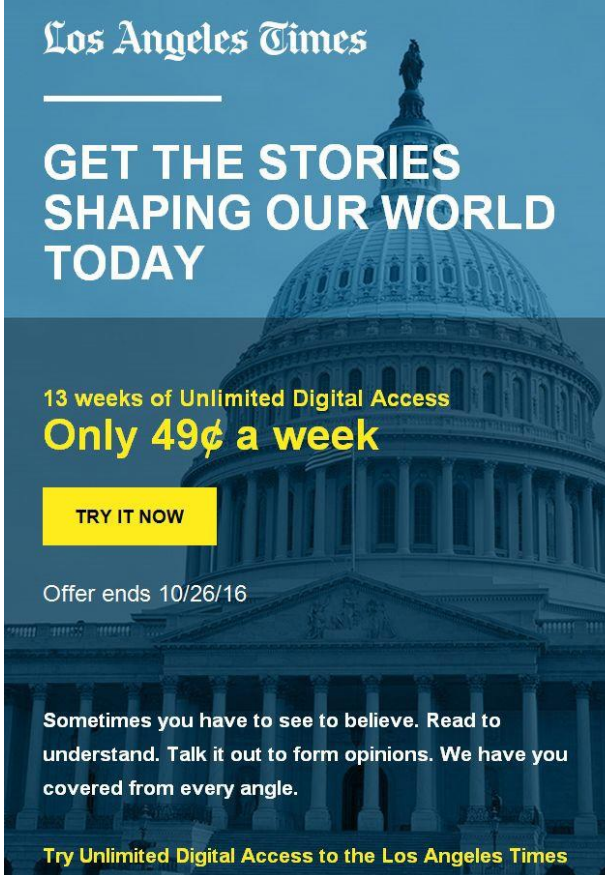
13 weeks of Unlimited Digital Access
Only 49¢ a week

TRY IT NOW

Offer ends 10/26/16

Sometimes you have to see to believe. Read to understand. Talk it out to form opinions. We have you covered from every angle.

Try Unlimited Digital Access to the Los Angeles Times



Los Angeles Times


Fulfill Your Fall

3 MONTHS - JUST 99¢

Try Unlimited Digital Access

Inform your vote.
Keep up with the presidential race.
Understand the policies that shape your future.

Bring on a season of change by becoming an Unlimited Digital Access subscriber. Whether you want to discover something new or learn more about your favorite things, fulfill your fall in ways you never imagined with latimes.com.



Holiday sales

Los Angeles Times

Labor Day Sale

Less than 39¢ a week!

Unlimited Digital Access
Only \$4.99 for 3 months

SAVE NOW >

Offer ends today

Start the work week
by sealing this deal

Get unrestricted access to our website and mobile app
Download the daily eNewspaper and read it anytime, anywhere
You can also add the newspaper at a special rate

Save now on 3 months of Unlimited Digital Access for only \$4.99!

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Los Angeles Times

LIMITED-TIME OFFER

Los Angeles Times

4th of July Sale

UNLIMITED DIGITAL ACCESS
8 WEEKS FOR
ONLY 99¢

SAVE NOW

Become an LA Times Unlimited Digital Access subscriber today. You'll get:

- Unrestricted access to latimes.com and the mobile app
- The eNewspaper, a digital replica of the day's paper, emailed to your inbox daily

Offers expire 7/5/16. Like the 4th, our spectacular savings won't last forever.

SAVE NOW

Los Angeles Times

OUR BEST OFFER!

SALE!

75% OFF for 1 year
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Hurry, offer ends 11/30/16

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Get this great deal from the Los Angeles Times now

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Los Angeles Times

Lifestyle campaigns

Los Angeles Times

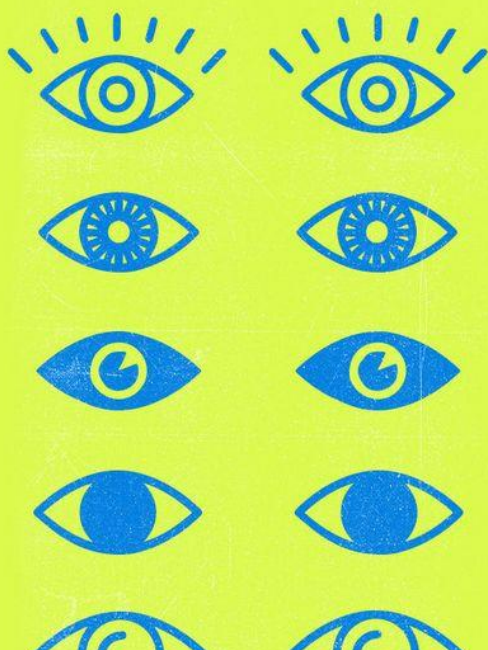
GET 8 WEEKS FREE
UNLIMITED DIGITAL ACCESS

[START FREE TRIAL](#)

Special trial offer ends 4/30.

KNOWLEDGE IS EYE-OPENING

See the bigger picture by knowing the facts. Discover how in-depth reporting, expert knowledge and unbiased storytelling can inspire new perspectives. Try Unlimited Digital Access – free for 8 weeks.



Los Angeles Times

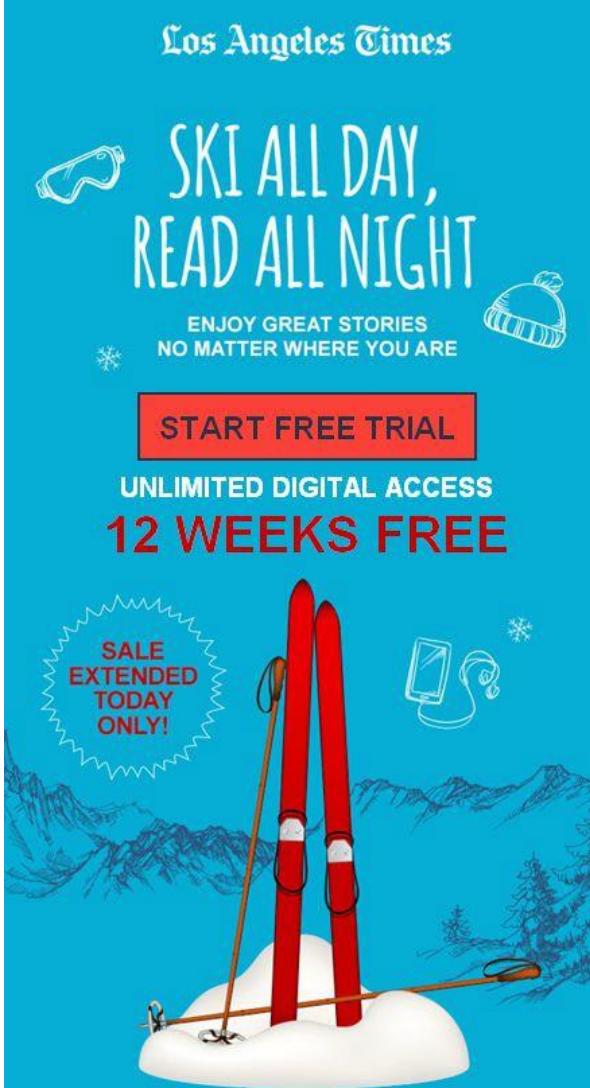
**SKI ALL DAY,
READ ALL NIGHT**

ENJOY GREAT STORIES
NO MATTER WHERE YOU ARE

[START FREE TRIAL](#)

UNLIMITED DIGITAL ACCESS
12 WEEKS FREE

SALE EXTENDED TODAY ONLY!



Los Angeles Times


SAVE MORE THAN 60% WITH THIS SPECIAL OFFER

ENJOY *Summer*
WITH LOTS OF
R & R

*Rest
Relaxation
Reading*

**Get 3 months of
Unlimited Digital Access
for only \$9.99**

[SAVE NOW](#)



Flash sales

Los Angeles Times

\$1 **FLASH SALE**
10 WEEKS
Unlimited Digital Access

One More Day

SAVE NOW >

This dollar deal is so popular, we're extending it through today. Get it now to enjoy more than 2 months of acclaimed coverage on entertainment, politics, sports, travel and more.

You won't find this Los Angeles Times offer anywhere else, so make \$1 work for you!

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Los Angeles Times

Los Angeles Times

It's a **3-for-all!**
Only \$3 for 3 months

Unlimited Digital Access to the Los Angeles Times

SAVE NOW >

Hurry! Offer ends tomorrow

Top 3 reasons to get this great deal

- Acclaimed, in-depth journalism you can trust
- Original videos and photo galleries
- Breaking news on all your devices

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Los Angeles Times

Los Angeles Times

UNLIMITED DIGITAL ACCESS

3 MONTHS **JUST \$2.99**

HURRY SALE ENDS TODAY!

Give yourself the gift of Unlimited Digital Access.

SAVE NOW >

Get lost in immersive storytelling.
Gear up for the holidays.
Follow the news you should know in 2017.

Email approach.

Email approach and learnings

1. An email campaign series is either:
 - a. 1-2 emails for a flash sale (~2 per month)
 - b. 4-5 emails for most major sales (~2 per month)
 - c. 8-9 emails for longer, exceptional campaigns (1 x per qtr)
2. Cadence: we send ~2-4 sale emails per week to email leads
3. Email metrics:
 - a. 12% openrates
 - b. 1% click-to-open rate
 - c. We convert 10-20% of clicks from acquisition emails
4. Engagement & conversion rates **ALMOST DOUBLE** as the series progresses
 - a. Note: offer expiration messages feature heavily in creative
5. Rotate the offers - new sale offers attract more interest, even if they're not as generous

Which was the best performing offer?

Los Angeles Times

UNLIMITED DIGITAL ACCESS

3 MONTHS
JUST \$2.99

HURRY
SALE ENDS
TODAY!

Give yourself the gift of
Unlimited Digital Access.

SAVE NOW >

Get lost in immersive storytelling.
Gear up for the holidays.
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should know in 2017.

Los Angeles Times

It's a
3-for-all!
Only \$3 for 3 months

Unlimited Digital Access
to the Los Angeles Times

SAVE NOW >

Hurry! Offer ends tomorrow

Top 3 reasons to get this great deal

- Acclaimed, in-depth journalism you can trust
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- Breaking news on all your devices

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Los Angeles Times

Los Angeles Times

One
More Day

\$1

FLASH SALE
10 WEEKS
Unlimited Digital Access

SAVE NOW >

This dollar deal is so popular, we're extending it through today.
Get it now to enjoy more than 2 months of acclaimed coverage on
entertainment, politics, sports, travel and more.

You won't find this Los Angeles Times offer anywhere else,
so make \$1 work for you!

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Los Angeles Times | 202 West First Street, Los Angeles, CA 90012 | 213-263-2274

Los Angeles Times

Extending campaigns to on-site channels.

Subscribe button & “Whisperer”

Subscribe button


The screenshot shows the Los Angeles Times website interface. At the top, there is a navigation bar with 'SECTIONS', 'SEARCH', and the 'Los Angeles Times' logo. On the right side of the navigation bar, there is a yellow 'SUBSCRIBE 8 weeks FREE' button and a 'LOG IN' button. Below the navigation bar, the date 'THURSDAY APR. 20, 2017' and various category links are visible. A dark banner with a blue button says 'GET THE PODCAST' and 'CONNECTING THE DOTS ON THE ECONOMY, TECH & CULTURE.' Below this is a social media sharing section with icons for Facebook, Twitter, and Email. The main article title is 'FCC clears way for big TV mergers, eases broadband price limits' under the 'BUSINESS' category. The article features a photo of the FCC building with a text overlay: 'Consumer groups and some lawmakers warned that the deregulation steps would trigger more media consolidation.' Below the photo, there is a short paragraph of text and a byline 'By Jim Puzanhera · Contact Reporter'. At the bottom left of the article, there is a blue subscription offer: 'Get 8 weeks FREE. Hurry, offer ends 4/30. START FREE TRIAL >'. On the right side of the page, there is a vertical advertisement for 'Carroll & Co. PASADENA CUSTOM CLOTHING EVENT' featuring 'PRIMA VOLTA CUSTOM SUITS FROM \$895' on 'FRIDAY & SATURDAY APRIL 21 & 22 10AM TO 5PM' at 'Smitty's Restaurant'.

Whisperer

Landing page for a sale

Los Angeles Times
SPECIAL FREE TRIAL OFFER
Offer ends 4/30


FREE TRIAL!



Unlimited Digital Access
8 WEEKS FREE
Then \$1.99/week, cancel anytime

Start FREE Trial ▶

Unlimited access to all digital content
The eNewspaper, emailed daily
Our app with breaking news alerts



Sunday + Unlimited Digital Access
4 weeks for 99¢
Then \$2.49/week, cancel anytime

Subscribe ▶

Sunday home delivery
Money-saving coupons
Includes Unlimited Digital Access
Or subscribe to 7-Day Delivery + Digital


Paywall/modal

Los Angeles Times

Already have digital access? [Log in](#)
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You've reached your monthly free article limit.
Continue reading with this
SPECIAL TRIAL OFFER.

Sale ends 4/30




**Unlimited
Digital Access**

8 WEEKS FREE

Then \$1.99/week, cancel anytime

START FREE TRIAL ▶

[Show Benefits](#)



**Sunday +
Unlimited Digital Access**

4 WEEKS FOR 99¢


Then \$2.49/week, cancel anytime

START FREE TRIAL ▶

[Show Benefits](#)

[Go to Homepage](#)

[Terms of Service](#) [Privacy Policy](#)



What effect does a sale offer have on-site?

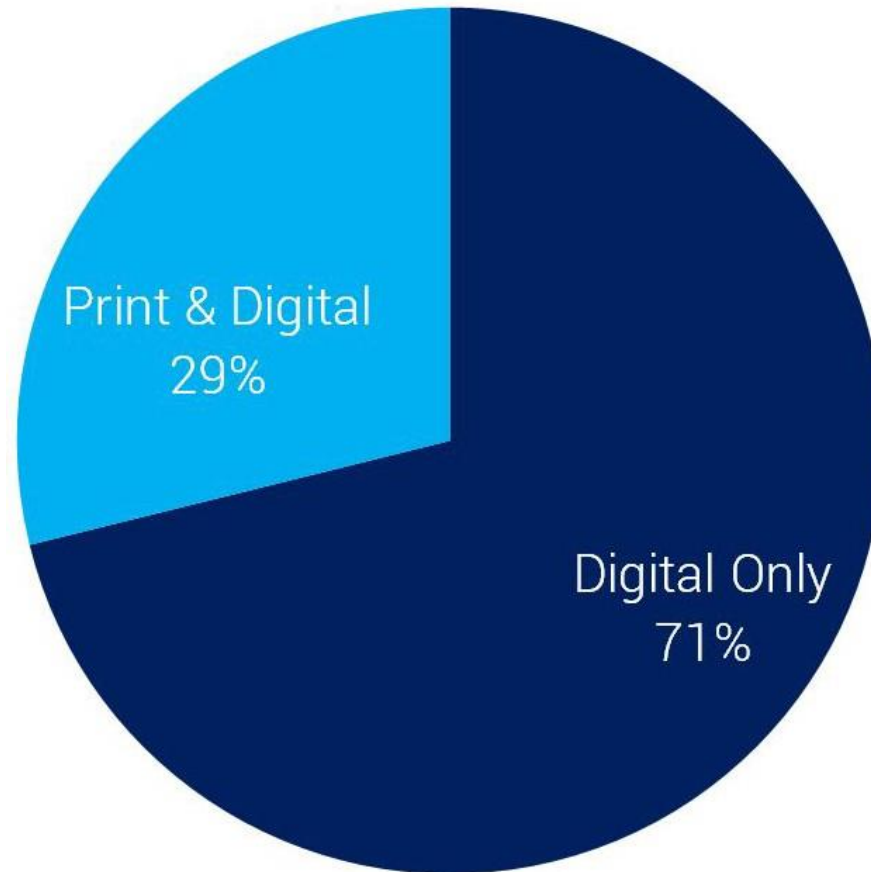
Click-through rate impact of sales

Channel	Click-through rate (BAU)	Click-through rate (Sale)	Improvement
Subscribe button	0.15%	0.41%	173%
Whisperer	0.01%	0.01%	-
Interstitials	1.6%	3%	88%
Paywall prompts	0.38%	0.5%	50%

Conversion rate impact of sales

Channel	Conversion rate (BAU)	Conversion rate (Sale)	Improvement
Subscribe button	1.2%	1.6%	33%
Whisperer	4.9%	7%	43%
Interstitials	0.018%	0.023%	28%
Paywall prompts	0.1%	0.2%	100%
Clicks from paywall	27%	42%	56%

LA Times subscriptions through digital channels



Paid search.

Google Adwords approach

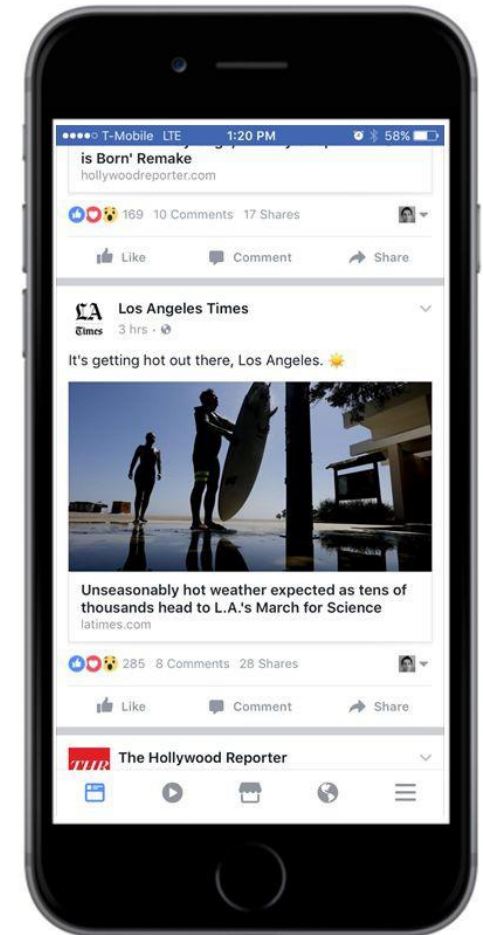
1. Traditionally our best performing media channel
2. All Adwords creative links to a subscription offer landing page

Tactic	Example	eCPA + scale
Branded subscription terms	<i>“la times subscription”</i>	Low eCPA, low scale
Branded long tail terms	<i>“la times lakers news”</i>	Good eCPA, moderate scale
Non-branded news topics	<i>“lakers news”</i>	Higher eCPA, huge scale

Paid social.

Keywee & paid social

1. Who is Keywee?
2. Using content as ads into former site visitors' news feeds
3. Driving users to paywall
4. Cost per acquisition results



Retargeting.

Retargeting

1. Tactic: create audience segments, based on the content preferences of users
2. Push audience segments via our DMP (Krux) to retargeting/ad-serving platforms (DSPs)
3. Creative tailored to each content/audience segment
4. Conversion usually occurs via other channels post-view
5. Moderate eCPAs/sales volume relative to other channels

Los Angeles Times

Unlimited Digital Access
4 Weeks Only 99¢

 [START YOUR TRIAL](#)

Los Angeles Times

Your source for
Lakers news and more

 [START YOUR TRIAL](#)

Los Angeles Times

Your source for
political news
and more

 [START YOUR TRIAL](#)


Los Angeles Times

Your source for
Dodgers news and more

 [START YOUR TRIAL](#)


Los Angeles Times

Your source for
business news and more

 [START YOUR TRIAL](#)

Los Angeles Times


Your source for
movie news and more

 [START YOUR TRIAL](#)

Scaling campaigns across the portfolio.


Uniform campaigns across all markets

Los Angeles Times



SPRING SALE!
ONLY 99¢ FOR 12 WEEKS

Unlimited Digital Access

SAVE NOW 


Hurry! Offer ends March 23

Turn over a new leaf with news you can trust.
For less than a dollar, you can enjoy acclaimed Los Angeles Times coverage on entertainment, politics, sports and more throughout the season.

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Los Angeles Times

Chicago Tribune



SPRING SALE!
ONLY 99¢ FOR 12 WEEKS

Unlimited Digital Access

SAVE NOW 


Hurry! Offer ends March 23

Turn over a new leaf with news you can trust.
For less than a dollar, you can enjoy acclaimed Chicago Tribune coverage on entertainment, politics, sports and more throughout the season.

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Chicago Tribune | 435 N. Michigan Ave., Chicago, IL 60611 | 312-546-7900


Chicago Tribune

THE BALTIMORE SUN



SPRING SALE!
ONLY 99¢ FOR 12 WEEKS

Unlimited Digital Access

SAVE NOW 

Hurry! Offer ends March 23

Turn over a new leaf with news you can trust.
For less than a dollar, you can enjoy acclaimed Baltimore Sun coverage on entertainment, politics, sports and more throughout the season.

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THE BALTIMORE SUN

Uniform campaigns across all markets



Los Angeles Times

SPRING SALE!

ONLY 99¢ FOR 12 WEEKS

SAVE NOW 

The banner features a light green background with a watercolor-style illustration of a landscape with green hills and a red-orange sky. A horizontal band of white daisies with green stems runs across the middle.



Chicago Tribune

SPRING SALE!

ONLY 99¢ FOR 12 WEEKS

SAVE NOW 

The banner features a light green background with a watercolor-style illustration of a landscape with green hills and a red-orange sky. A horizontal band of white daisies with green stems runs across the middle.



THE BALTIMORE SUN

SPRING SALE!

ONLY 99¢ FOR 12 WEEKS

SAVE NOW 

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Initiatives on our roadmap...

1. Data-driven customized marketing
2. Scaling referral activity
3. Increasing “off-platform” revenue
 - a. I.e. Apple News, GoogleAMP



Los Angeles Times

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**AUDIENCE DEVELOPMENT: DRIVING
DIGITAL SUBSCRIPTION GROWTH**

Ms. Kelli Dakake
Senior Manager, Digital Subscription Sales
Cox Media Group Inc

NMA'S 2017 SUMMER WEBINAR SERIES :

Raising the Bar in Acquiring and Retaining Audience

AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT: DRIVING DIGITAL SUBSCRIPTION GROWTH

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Moderator: John P. Murray ,VP Audience Development News Media Alliance

**Thank You!
Questions?**

NMA's 2017 Summer Webinar Series :
Raising the Bar in Acquiring and Retaining Audience

AUDIENCE DEVELOPMENT

Thank You for Your Participation!

Register now :

WEBINAR # 4

CUSTOMER INTELLIGENCE AND RETENTION
STRATEGIES THAT BUILD PROFITABLE AUDIENCES
Thurs., August 17th 2:00 - 3:00 pm EDT

WEBINAR # 5

Cutting-Edge Approaches to Driving Subscriptions
Thurs., August 31 2:00 - 3:00 pm EDT
Moderator: Jeff Sonderman, Deputy Director,
American Press Institute



NMA'S 2017 SUMMER WEBINAR SERIES :

Raising the Bar in Acquiring and Retaining Audience

AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT: DRIVING DIGITAL SUBSCRIPTION GROWTH

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Kelli Dakake Senior Manager, Digital Subscription Sales, Cox Media Group Inc

Moderator: John P. Murray ,VP Audience Development News Media Alliance

**Thank You!
Questions?**