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AUDIENCE DEVELOPMENT

CUSTOMER INTELLIGENCE STRATEGIES THAT BUILD AUDIENCES ACROSS PLATFORMS

Moderator: **Gary Olszewski**, Los Angeles Times, Advance Central Services
Todd J. Peterson Vice President of Circulation Times Union
Laura Burkholder Director of Consumer Marketing Star Tribune
Gerard Brancato, Vice President, Digital Subscription Marketing,
tronc, Inc.

April 30 - May 3, 2017
New Orleans, LA

NEWS MEDIA
ALLIANCE

TRUST.
CREDIBLE.
FACTS.

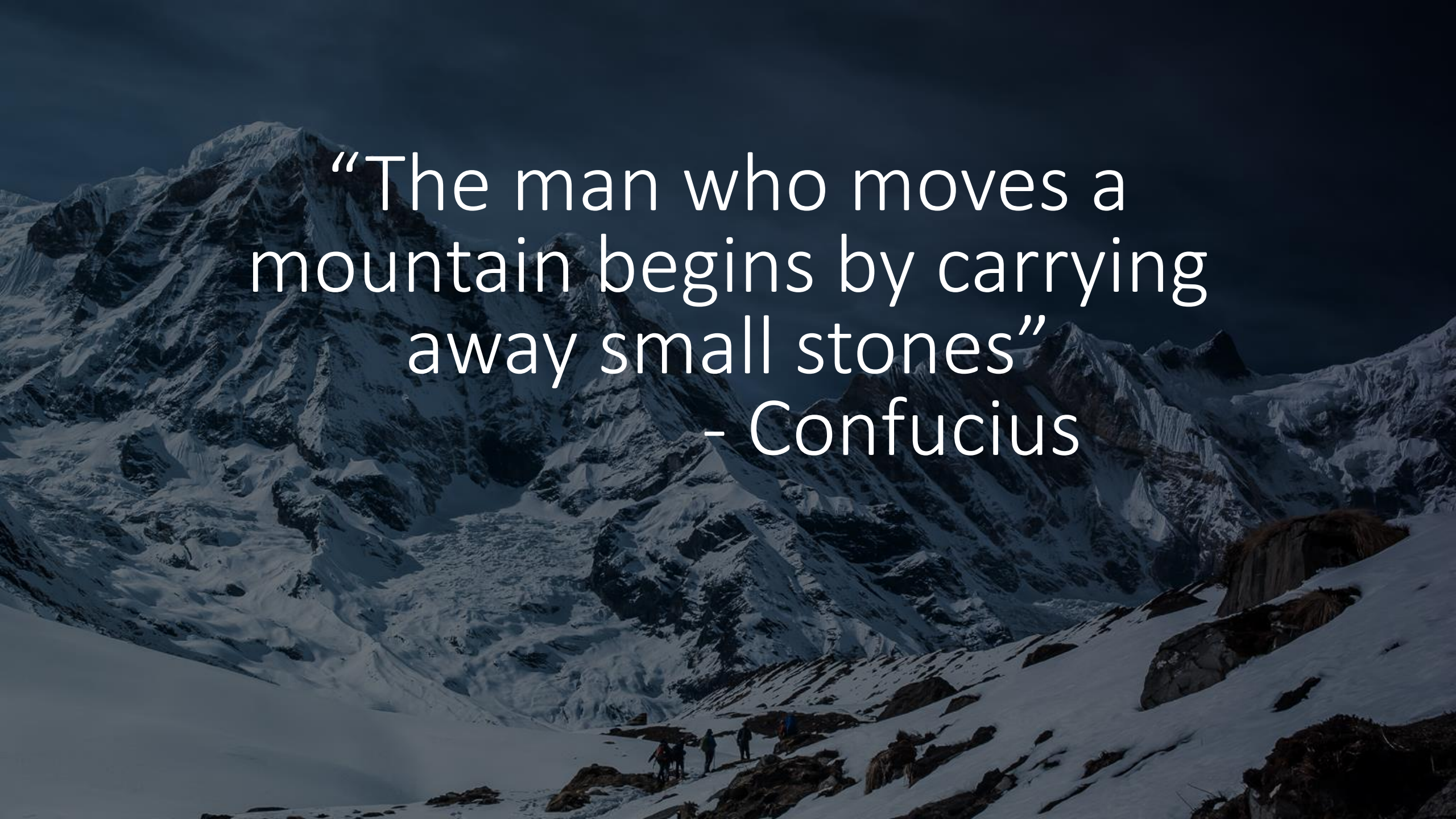


Retaining at all costs

Todd J. Peterson

VP Circulation – Albany Times
Union

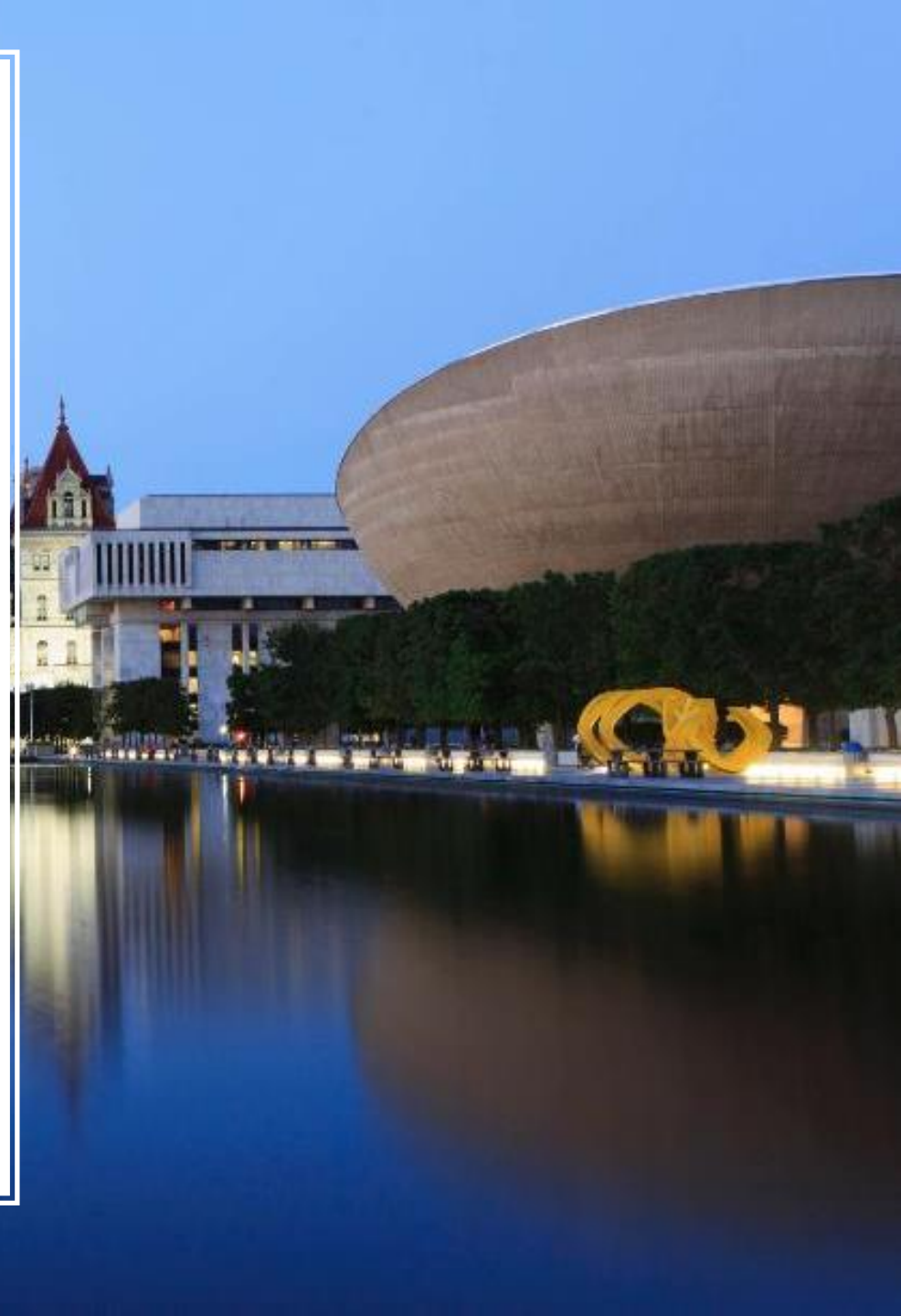
Publisher – Capital Region
Weekly Newspapers



“The man who moves a
mountain begins by carrying
away small stones”
- Confucius

Albany Times Union - Brief

- Very competitive market
- #2 Newspaper readership in the country
- Award-winning content/2016 Newspaper of Distinction for New York
- Many small communities surrounded by competitors
- 89% of phone numbers on the DNC



Strategy Shift Needed

- Years of low retention, cheap starts
- Dropping volume
- High write offs
- Low introductory offers
- No Data
- No Email retention
- No Outside Promotion

Data and Retention Investment

- Start acquisition reality
- Control stops to affect volume and revenue
- Data for informed marketing
- Touch points for retention
- Understand consumer behavior
- Focus on Digital
- Partnership with LEAP Media



The Big Secrets You
Are Here For

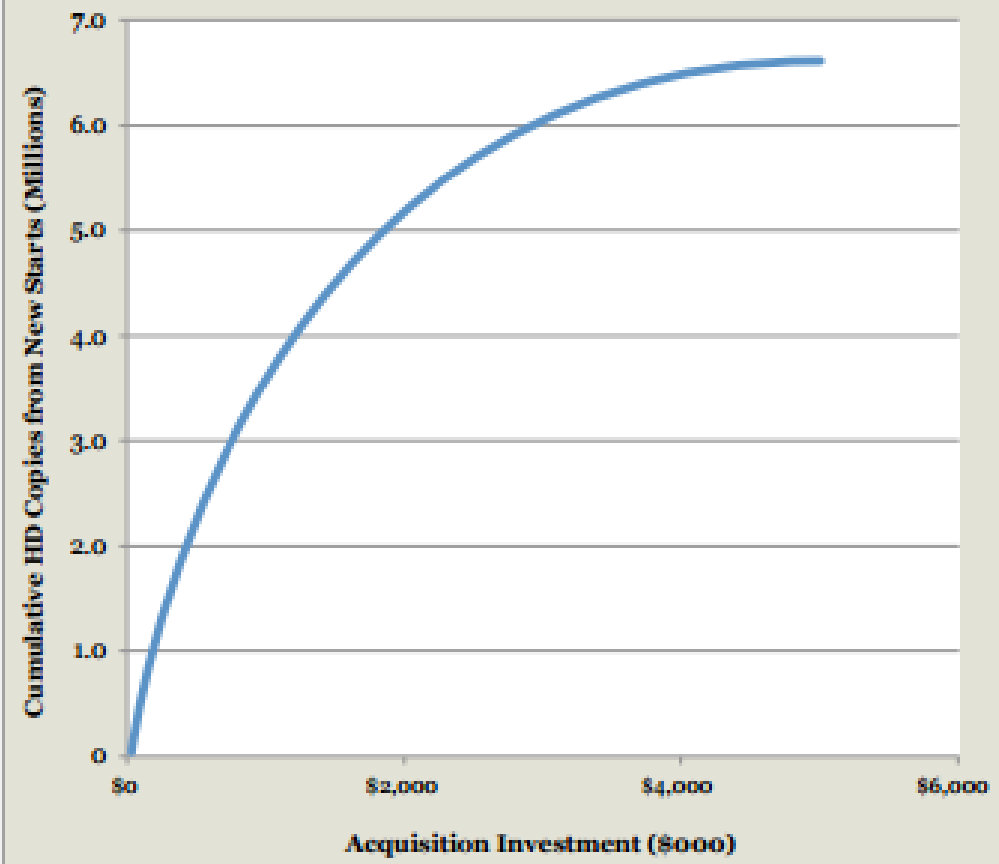
Circulation is falling
You can't spend enough

Acquisition Reality

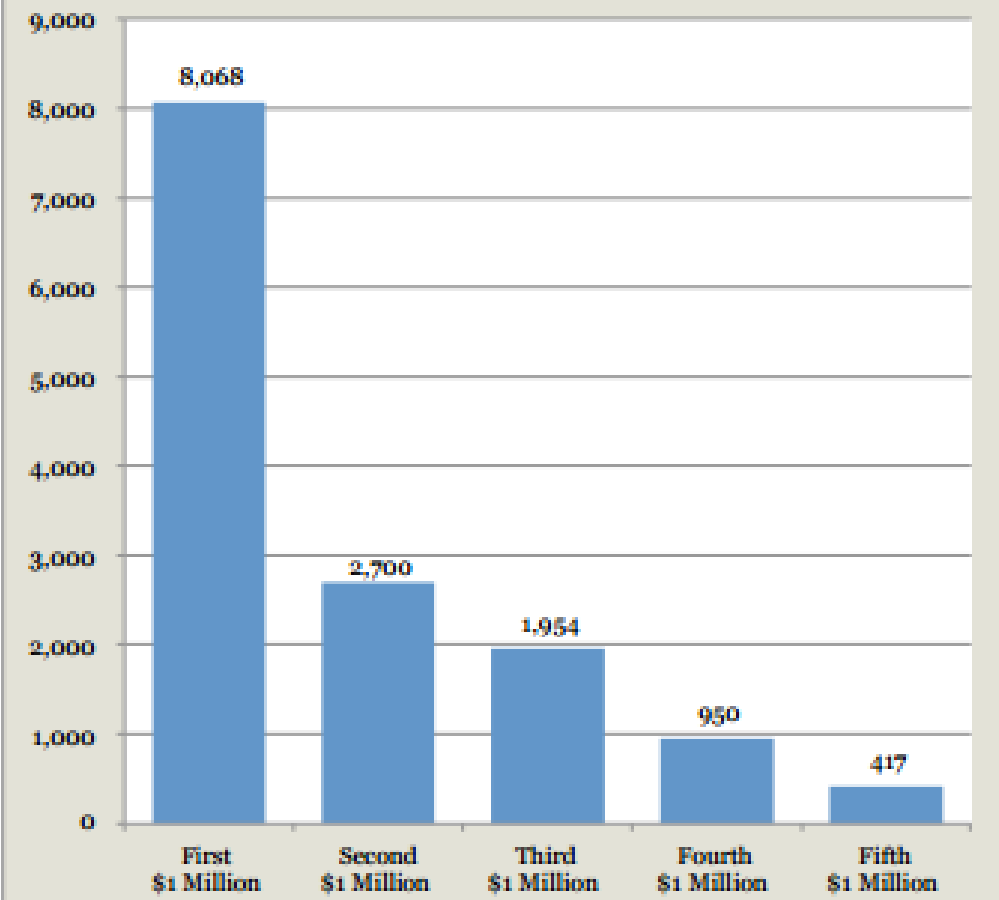
- Profile the best subscribers
- Target them through pressure sales channels
- Eliminate deep discounts and STICK WITH IT
- Sacrifice the start volume at the beginning for long-term gain
- Diversify as much as possible
- Focus on Digital
- Money will not solve it



Non-Linear Relationship Between Top-Line and Bottom Line Goals



Incremental Copies Per Day



Stop Reality

- Touch Point Management
- Email is huge
- Content and Engagement

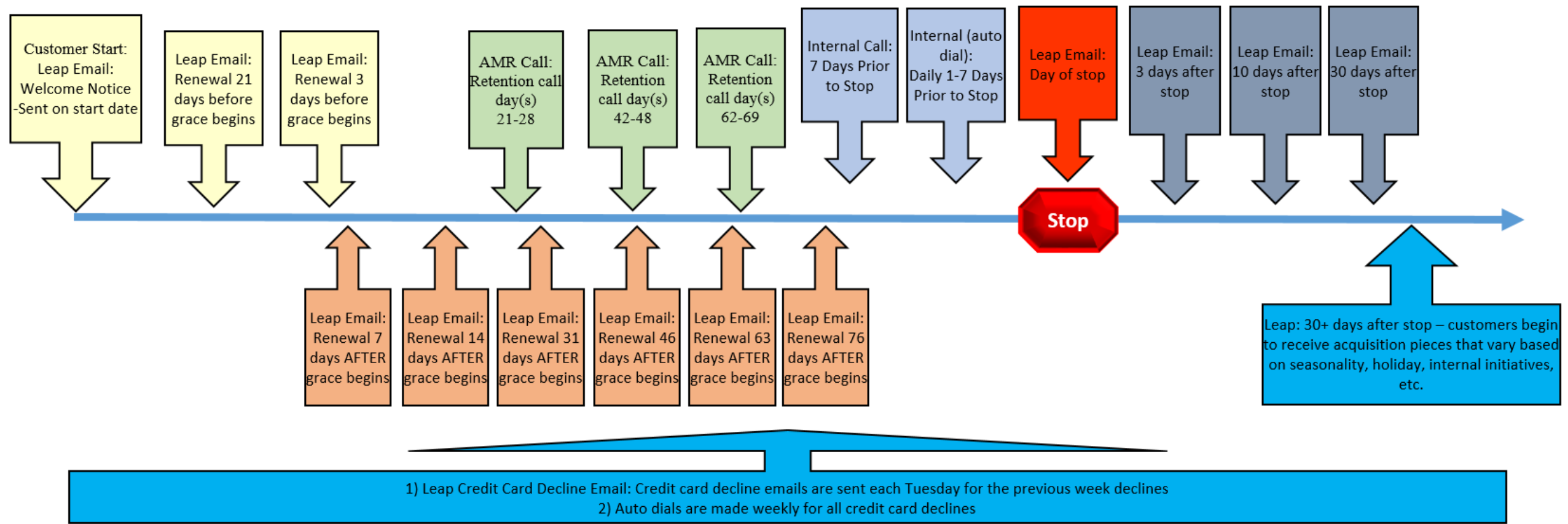


Stop Reality

- Touch Point Management
- Email and Social
- Content and Engagement
- Social Media at all times

The image displays three overlapping digital marketing assets for the Times Union:

- Top Left (Email Notification):** Features the Times Union logo and the headline "Your subscription has expired". It includes a "Hi:" salutation and a message about account renewal. A small image of a newspaper and a laptop is visible.
- Top Right (Social Media Post):** A Facebook post from Albany Times Union with the headline "The Times Union wants to know". It includes "Like", "Comment", and "Share" buttons.
- Bottom Center (Targeted Ad):** A promotional ad for "timesunionPLUS" with the headline "You clicked but left! How 'bout a better deal?". It features a cartoon character of a man with a beard and glasses holding a laptop, and a red button that says "Subscribe for only \$.50!!!".
- Bottom Right (Social Media Post):** A Facebook post from Albany Times Union with the headline "Subscription Savings!". It includes the text "Subscribe today for as little as \$1.00 per week! Call 518-454-5454 for more information." and a "Learn More" button. The post also features a blue graphic with the text "TRUST. CREDIBLE. FACTS." and an eagle logo.

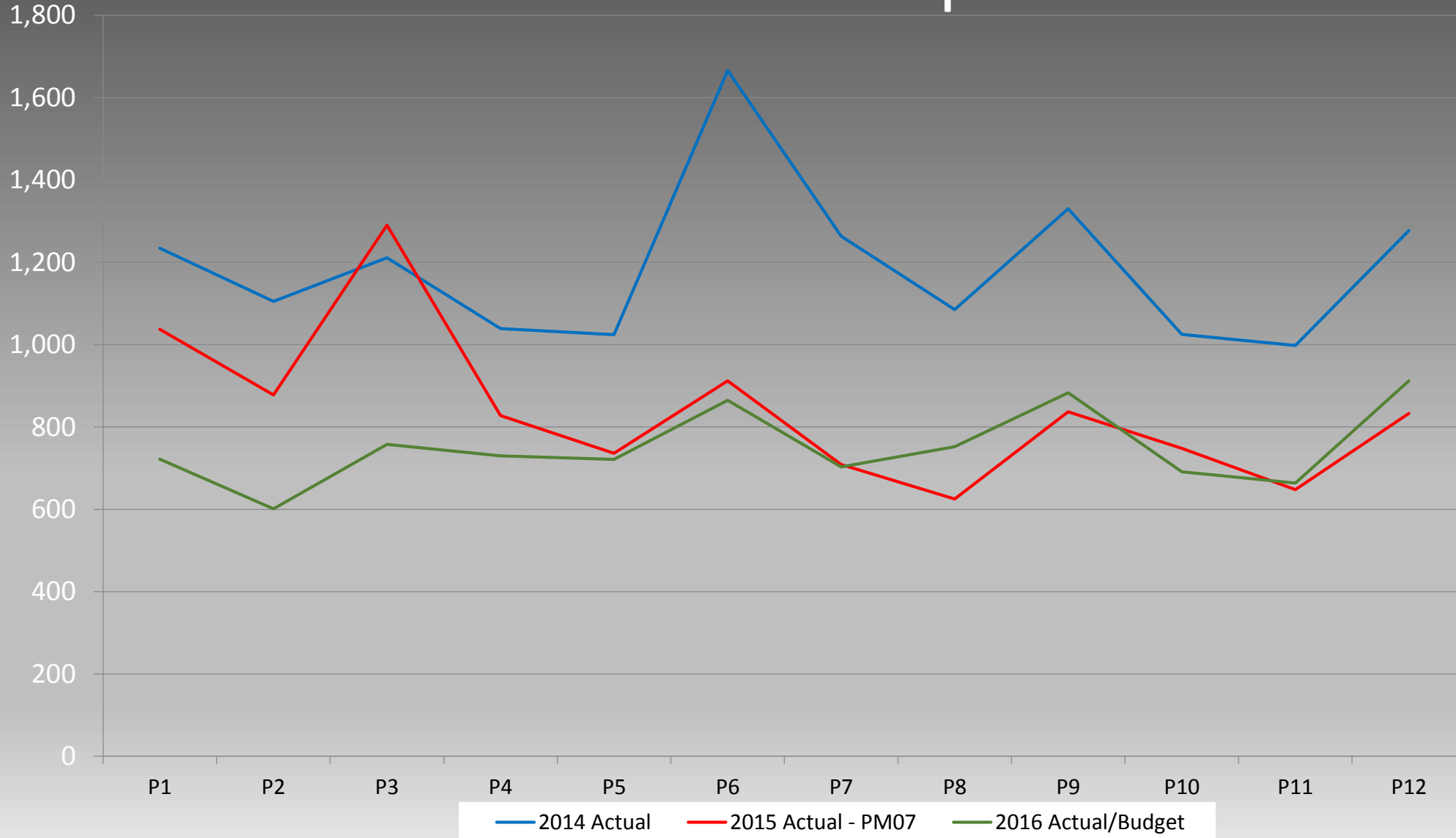


- Touch Point Management
- Constantly evolving
- Shifting based on start channel, moving towards content that generated start

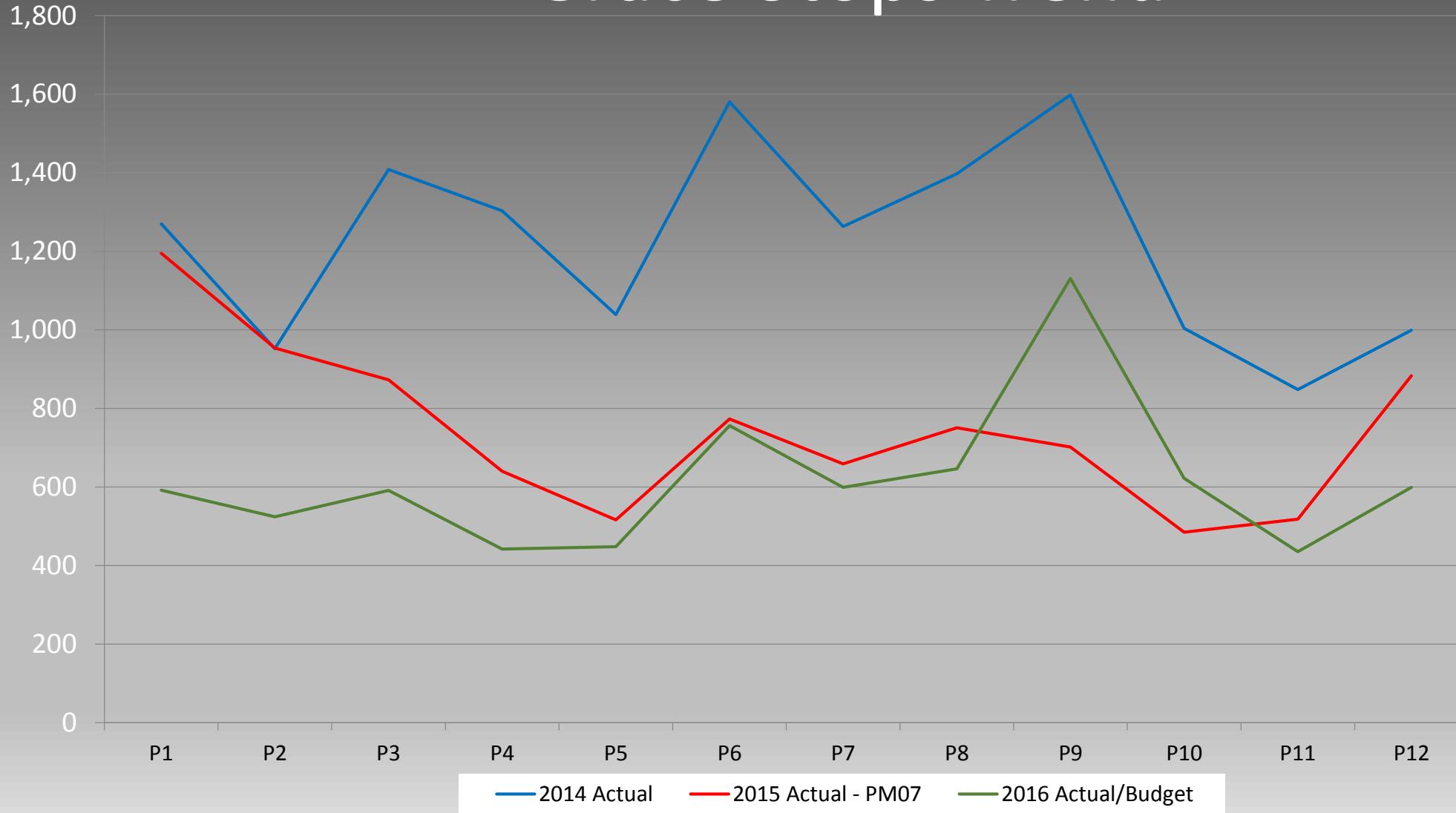
Results

- 3 consecutive years of revenue and profit growth
- Starts over Stops +1,658 for 2016
- Net start stop variance +5,905 '16 v.s. '15
- Q4 Sunday HD (0.4%) to prior year
- Digital acquisition and activations increase in every category

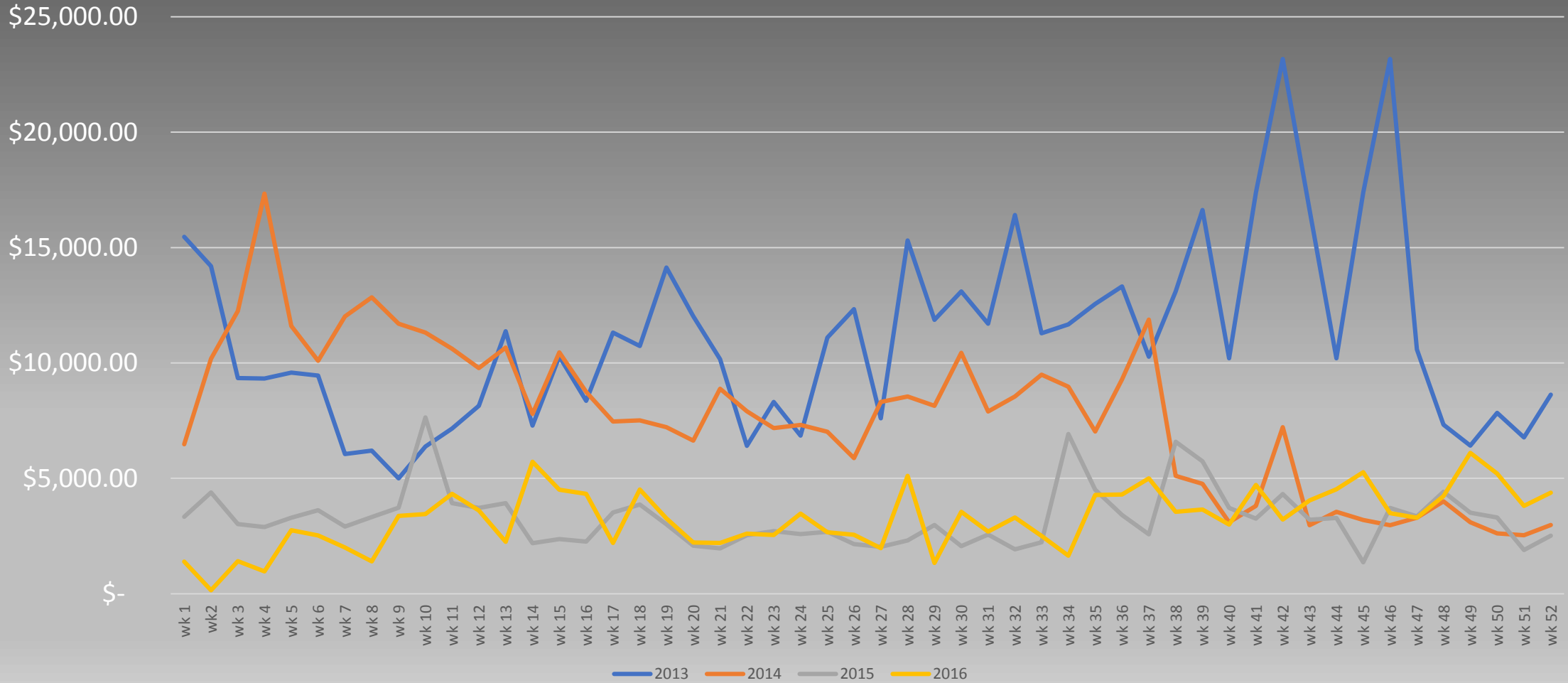
Permanent Stops Trend



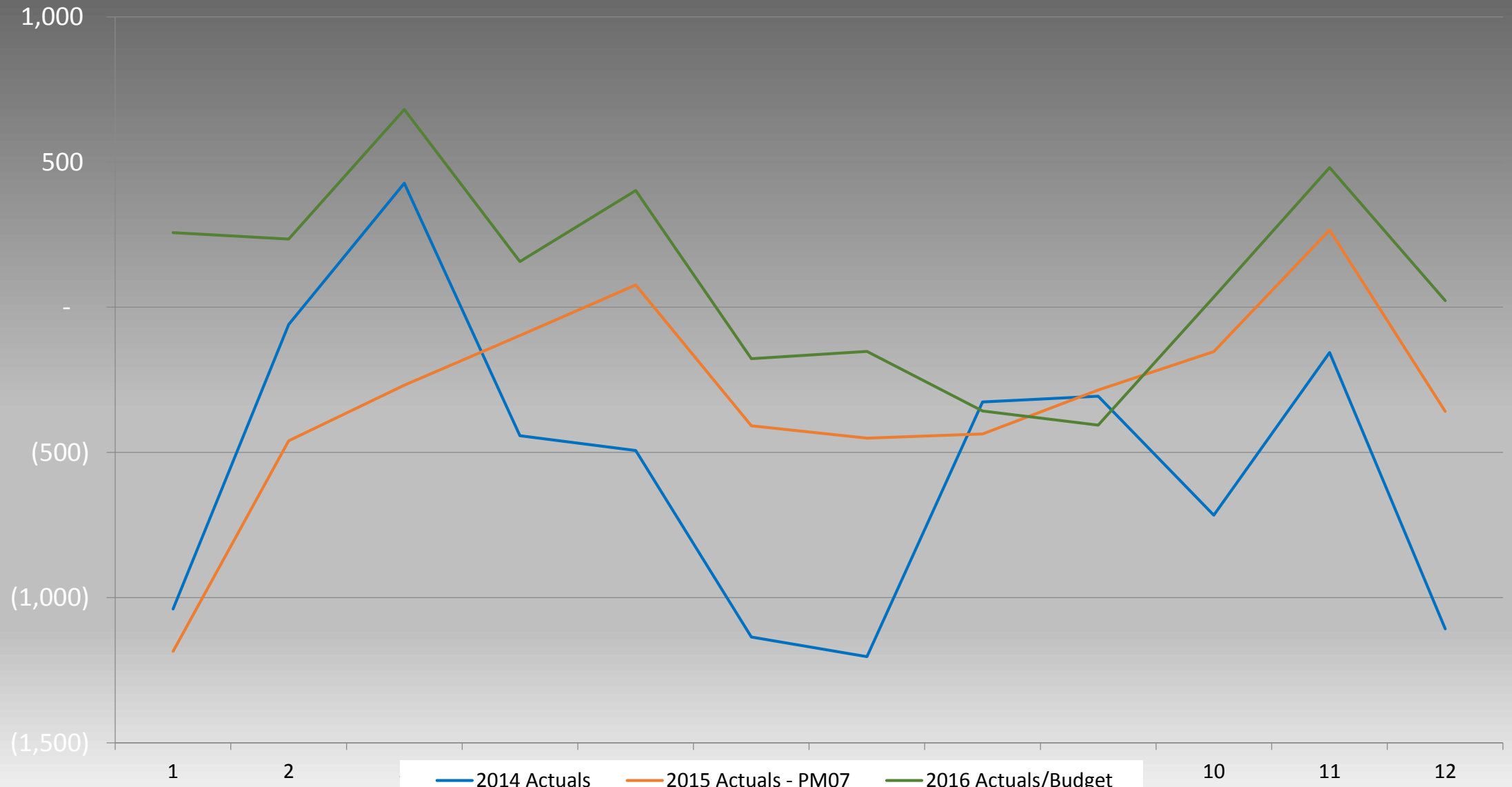
Grace Stops Trend



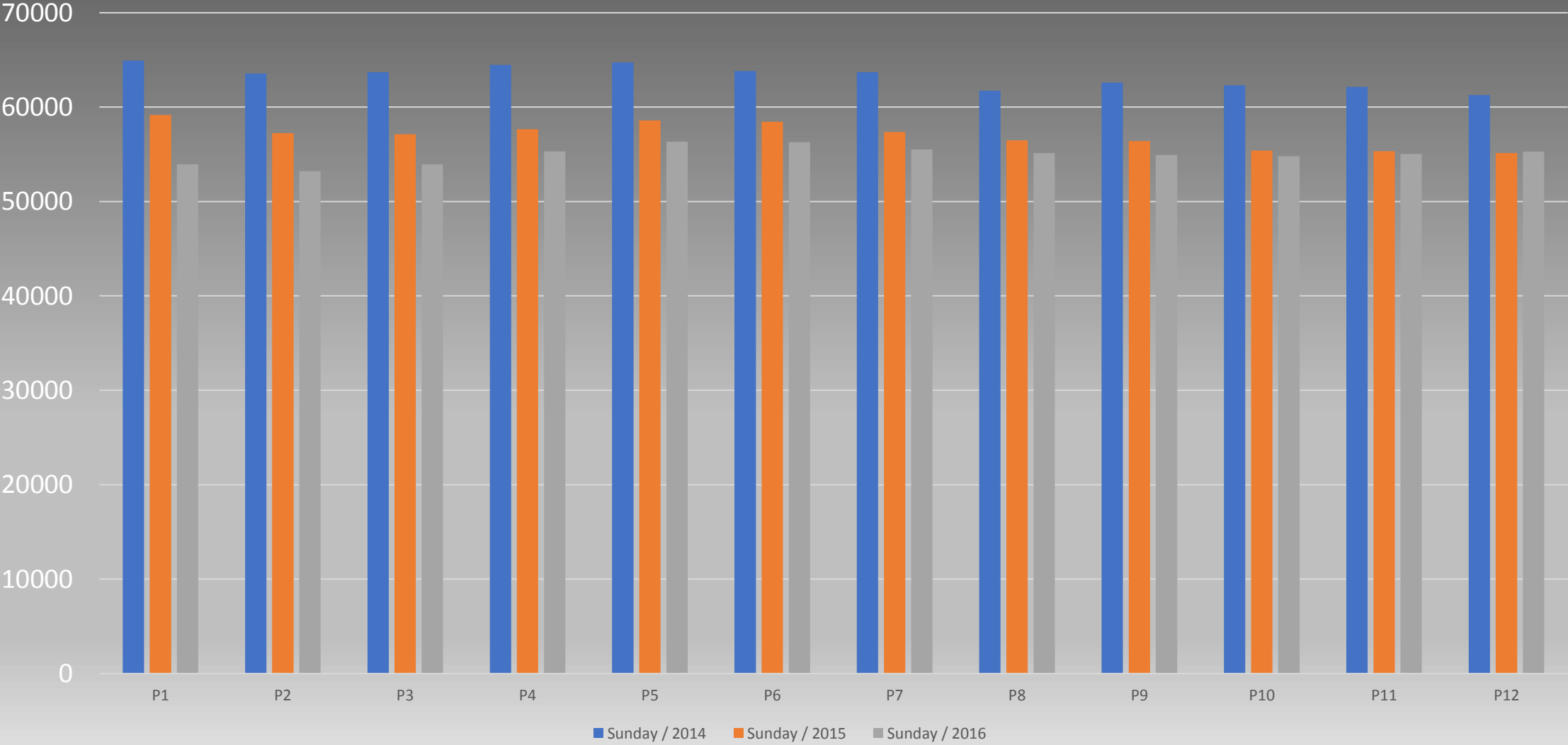
Write Offs



Net starts/stops Trend



Sunday HD Volume





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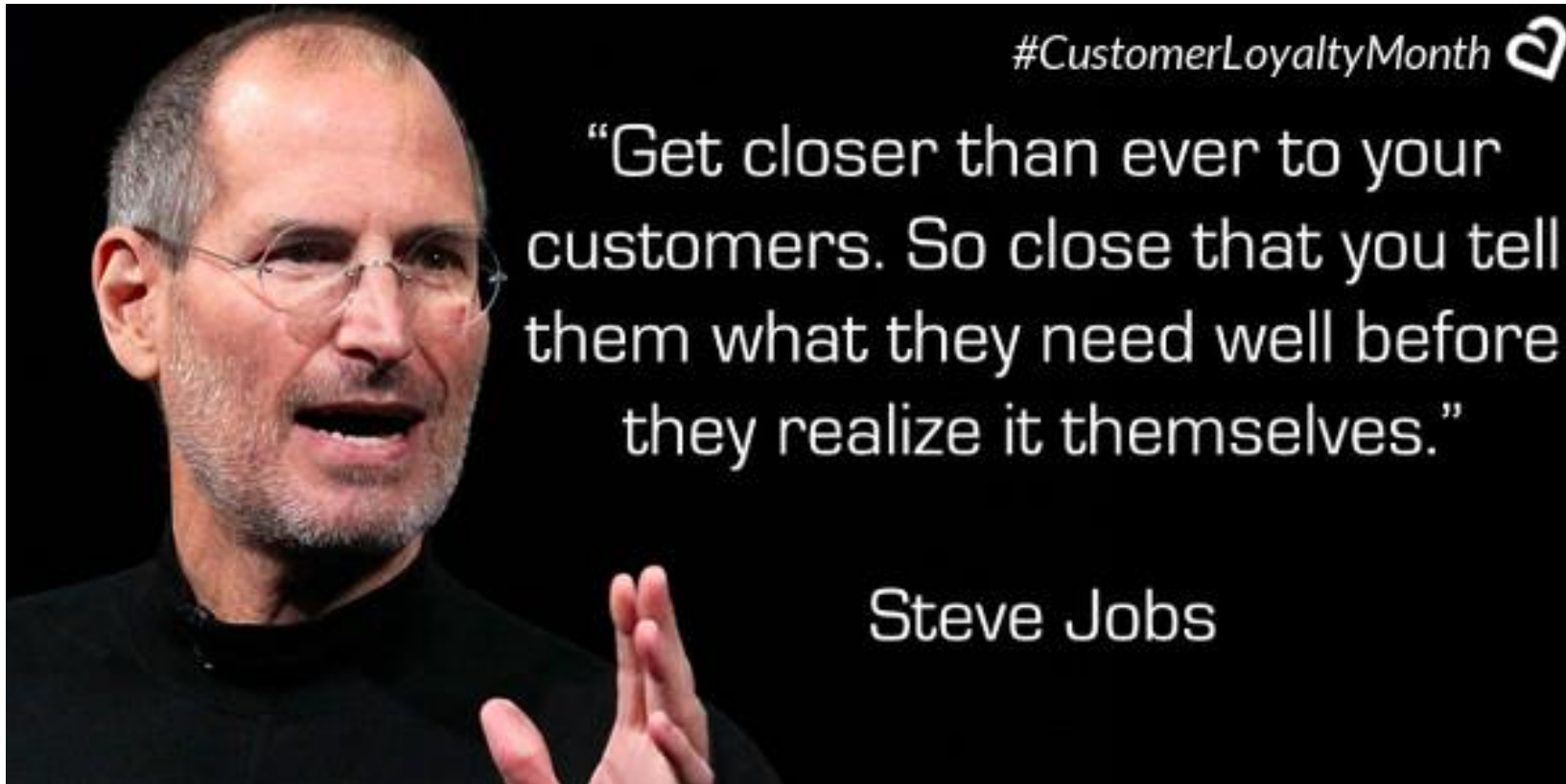
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Using data to improve engagement





We know that subscriber engagement across platforms improves retention. There was previously a single communication path to drive engagement.

Data changes that.



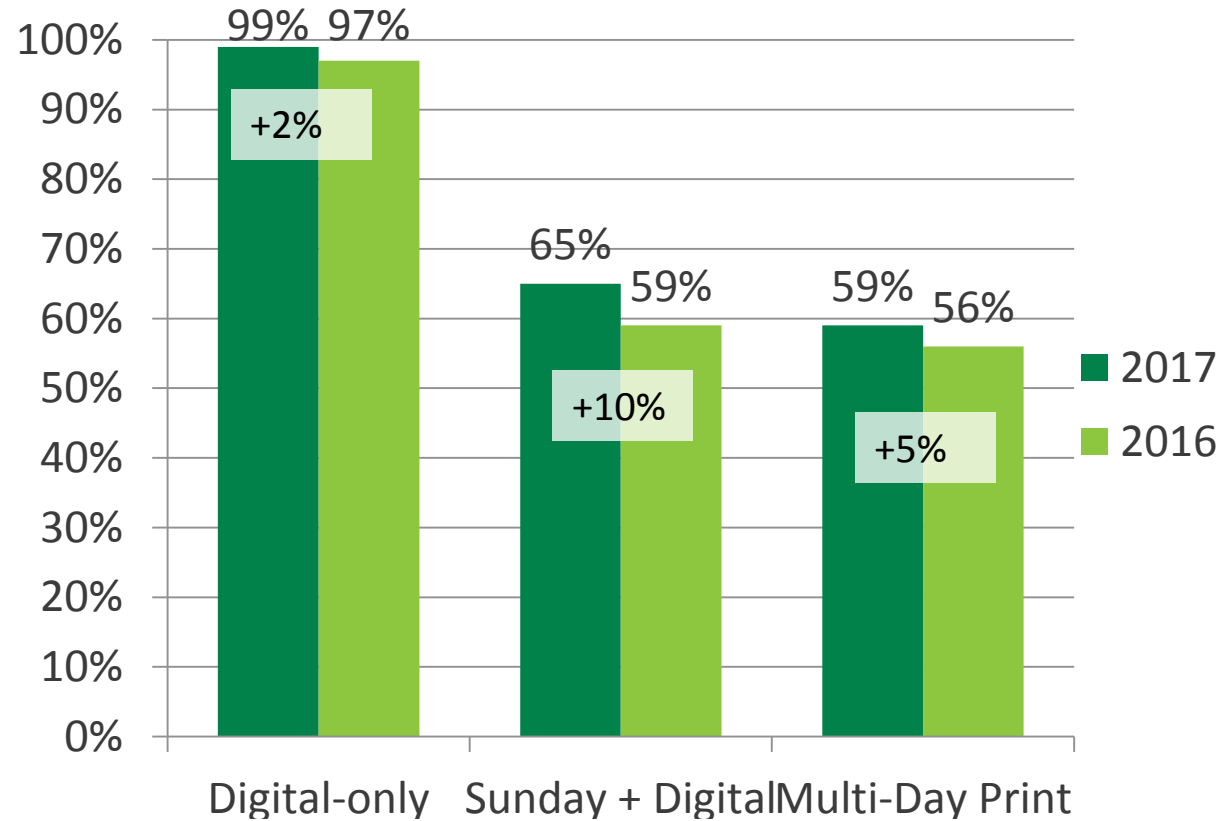
We are starting with a fairly engaged audience:

99% of digital-only subscribers have activated
81% engaged in last 30 days

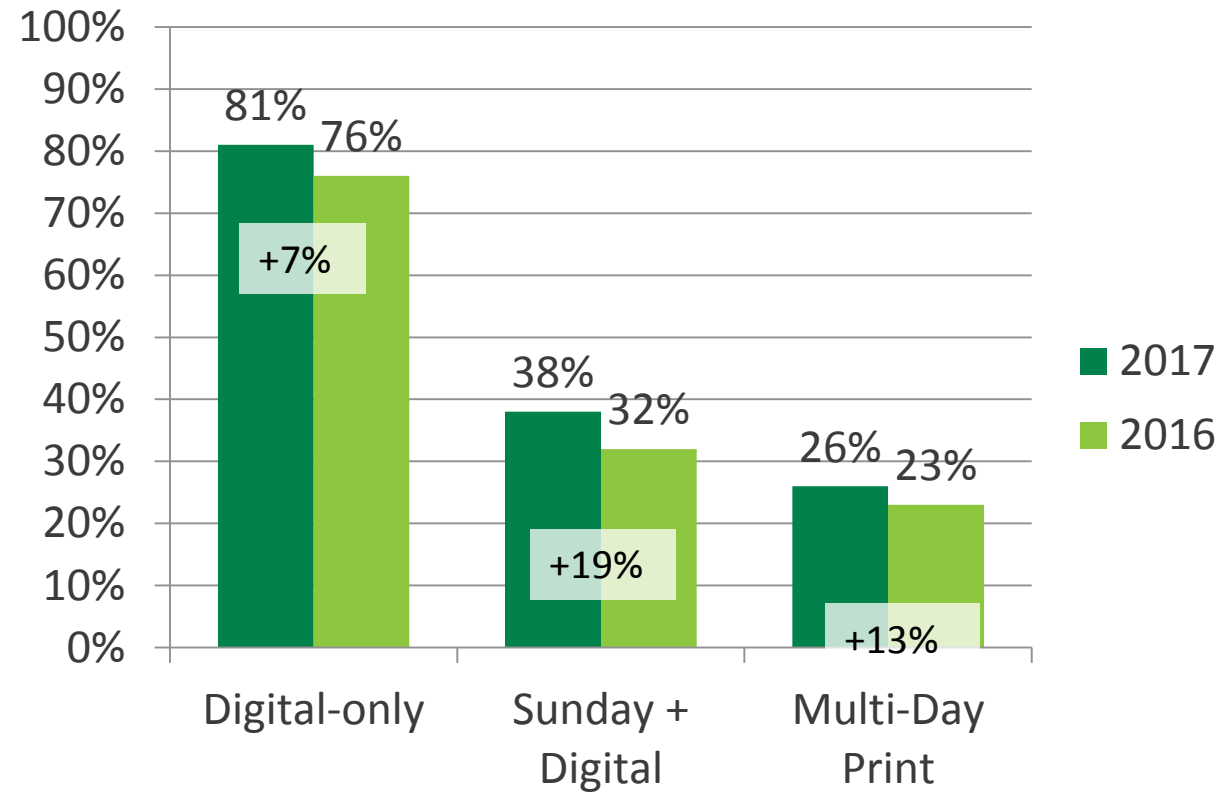
65% of Sunday print + digital subscribers have activated
38% engaged in last 30 days

59% of subscribers who get digital with their print have activated
26% of those engaged in last 30 days

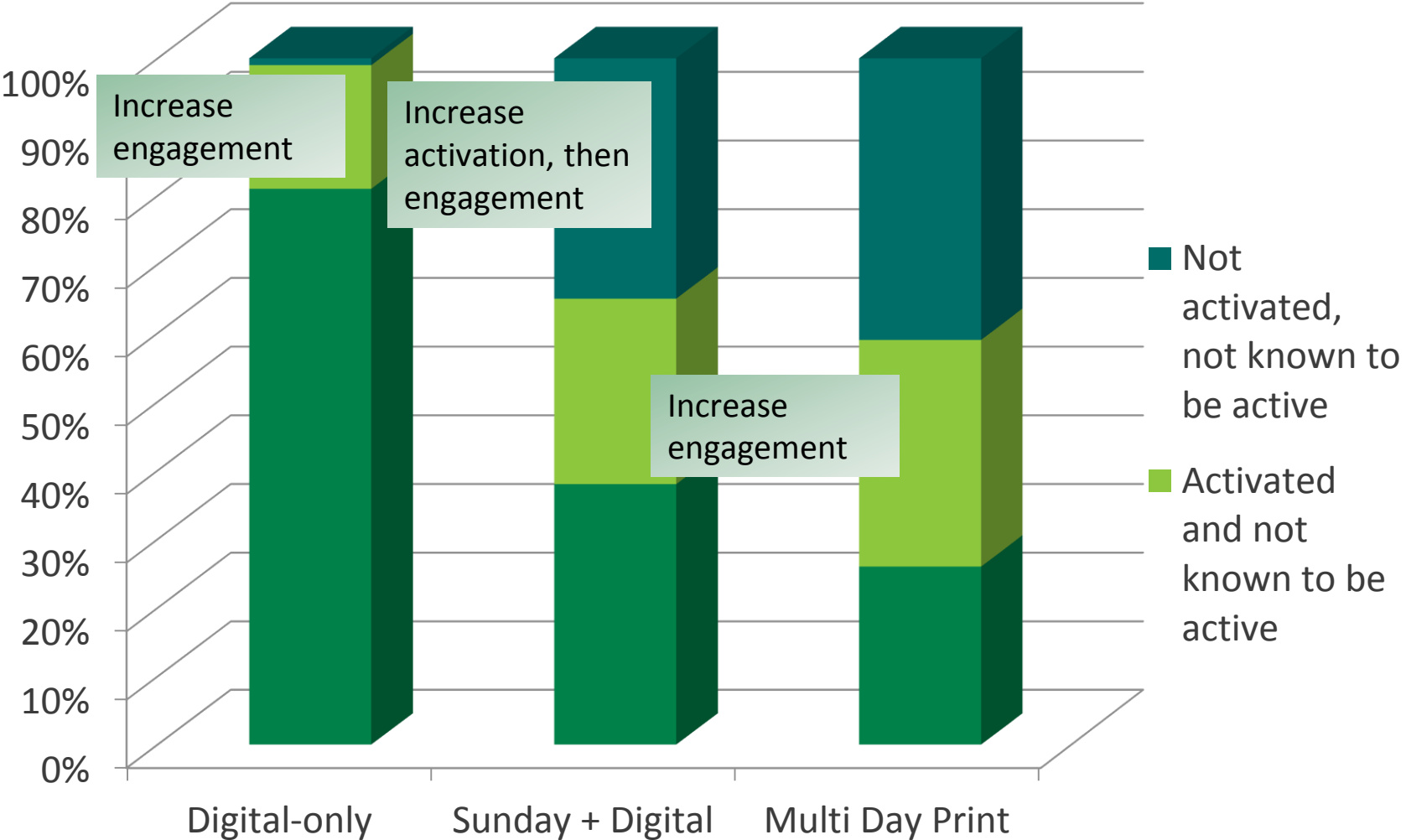
YOY increase in subscribers who have activated digital



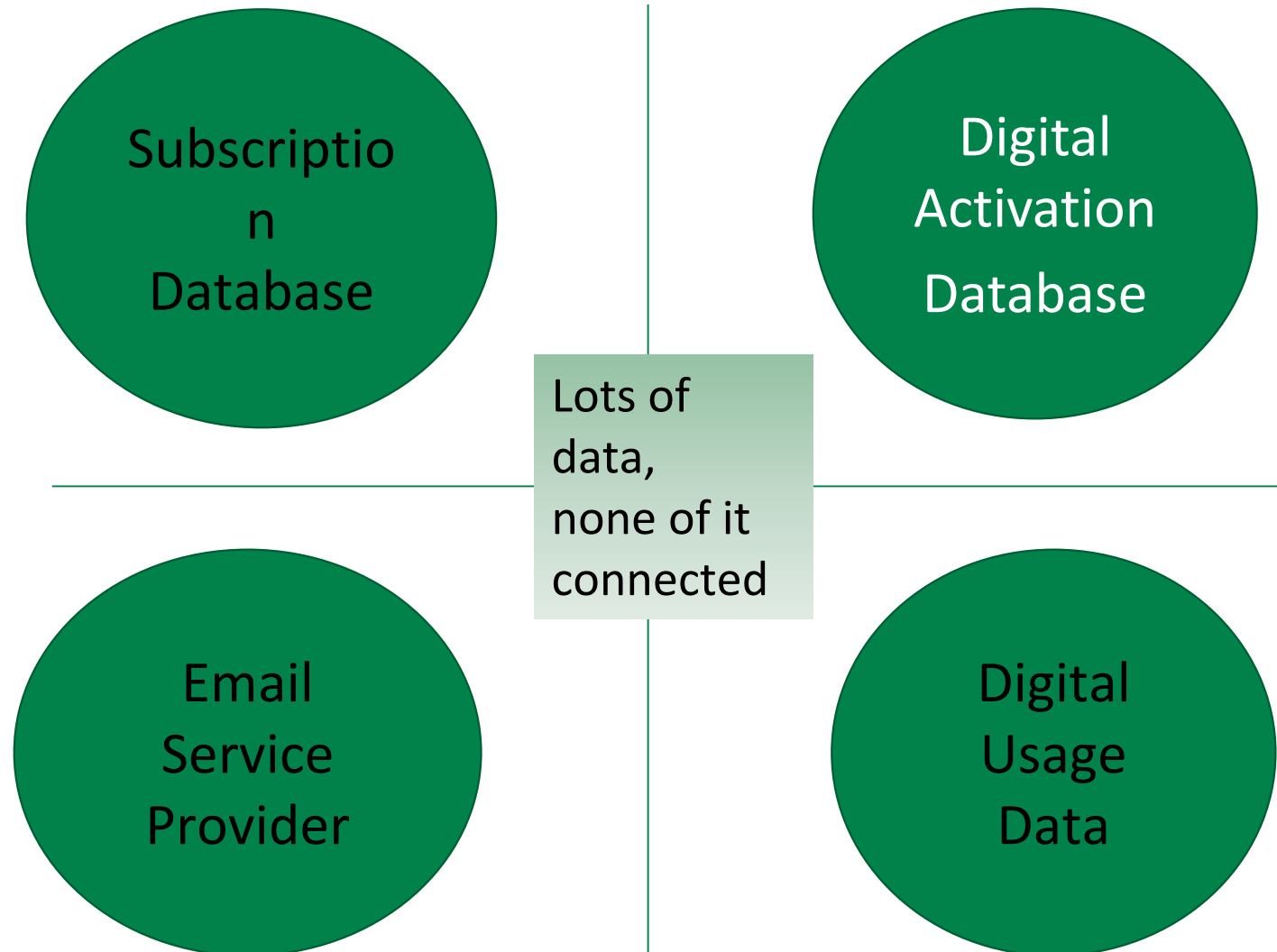
YOY increase in subscriber engagement (usage)



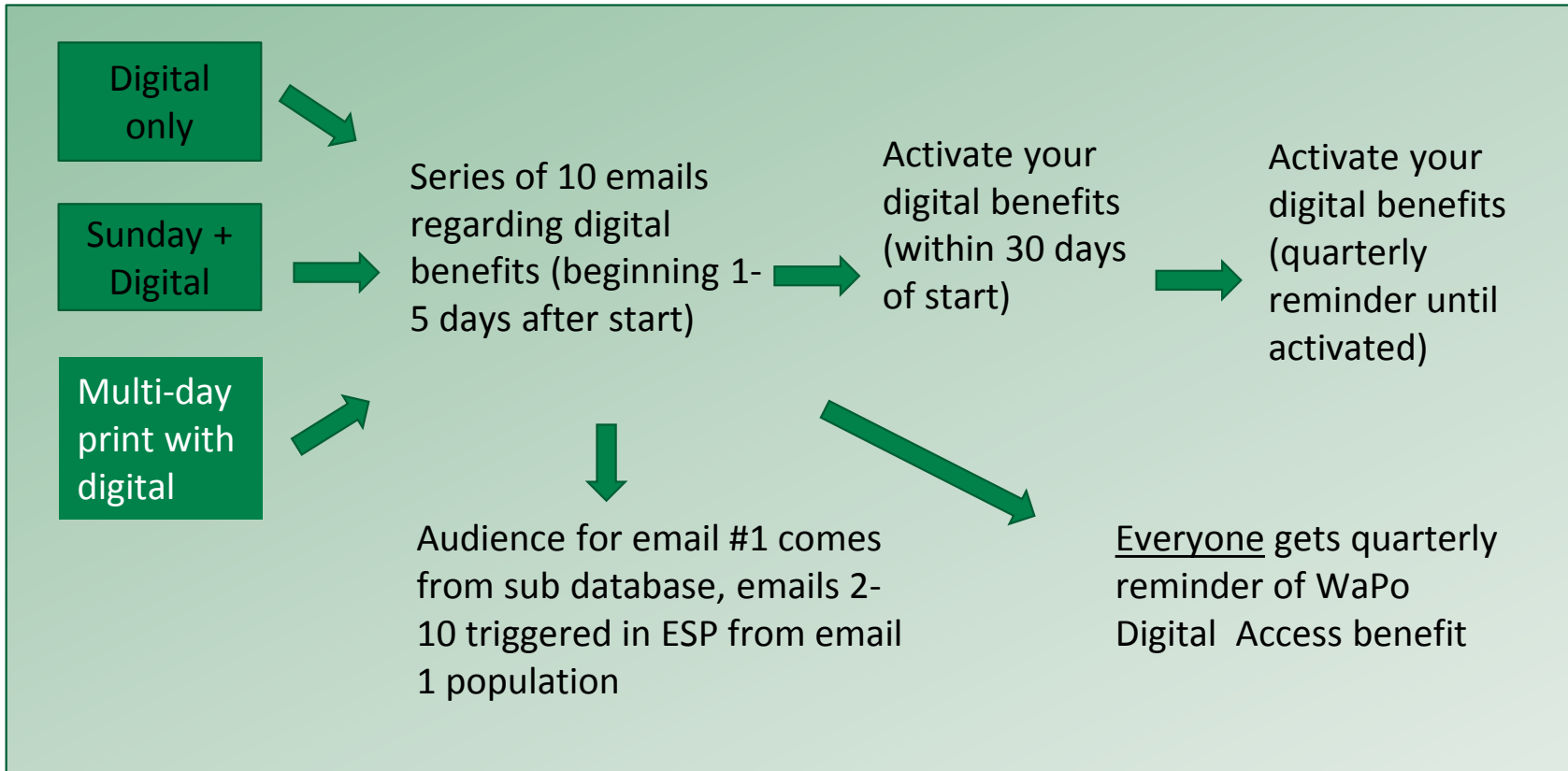
There's still opportunity for improvement



Marketing B.C. (before CRM system)



We were treating “engagement” as a single strategy with a single solution



Doing something is always better than doing nothing.

Connect the data within the CRM system

Subscriber Database

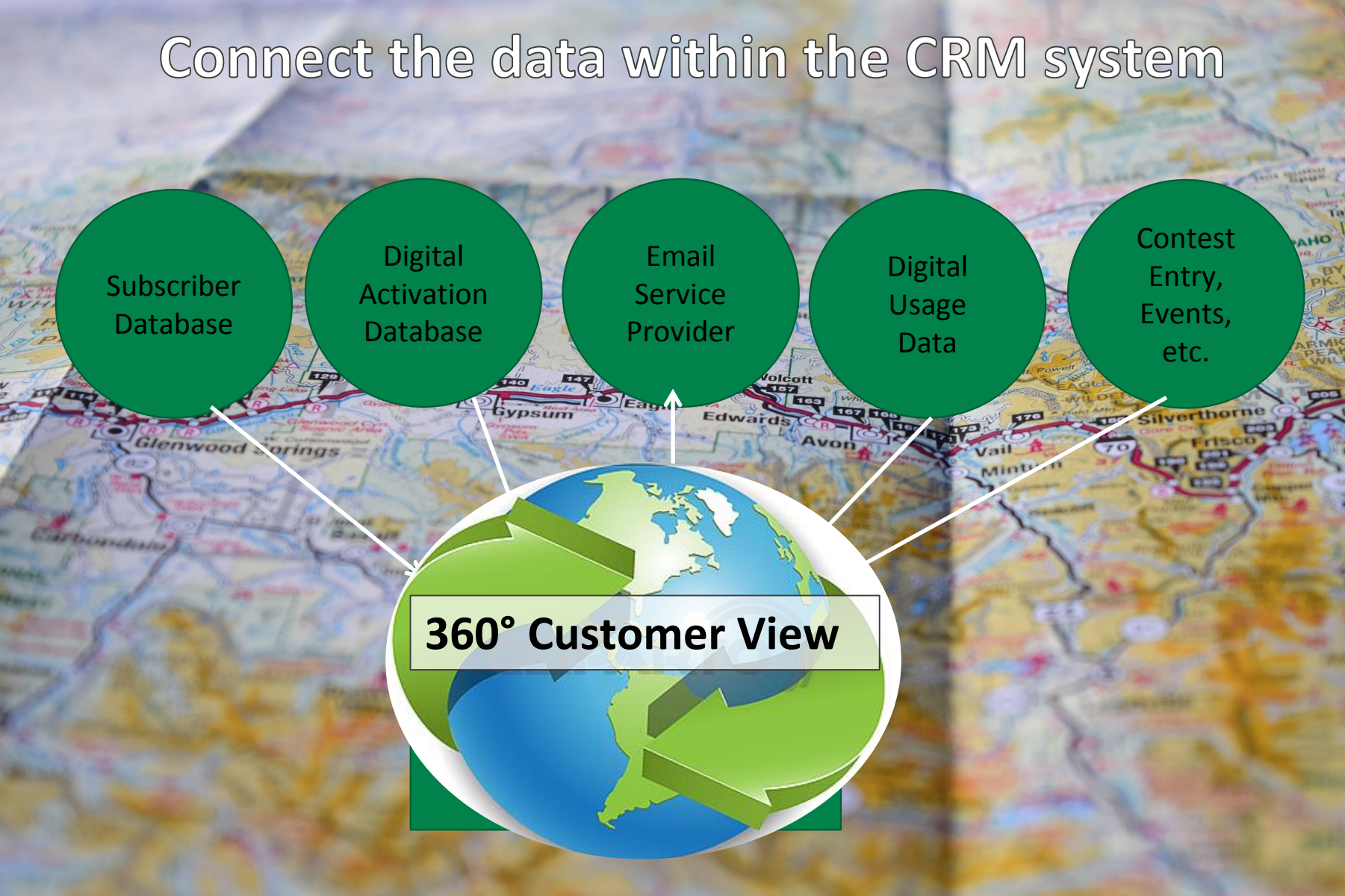
Digital Activation Database

Email Service Provider

Digital Usage Data

Contest Entry, Events, etc.

360° Customer View



Use the data to create more personalized communication for each subscriber, and treat activation and engagement as separate goals




Now using ESP connected to CRM system

Every send uses up-to-date subscriber information with all the connected CRM data

Automation from CRM and ESP (and connection between them) allows for more frequent sends

More frequent sends allow for more timely contact with subscriber

Goal is to get them engaged (activated and digitally active) within first 30 days, then keep them engaged



▲ E-mail Account

Inbox

Drafts

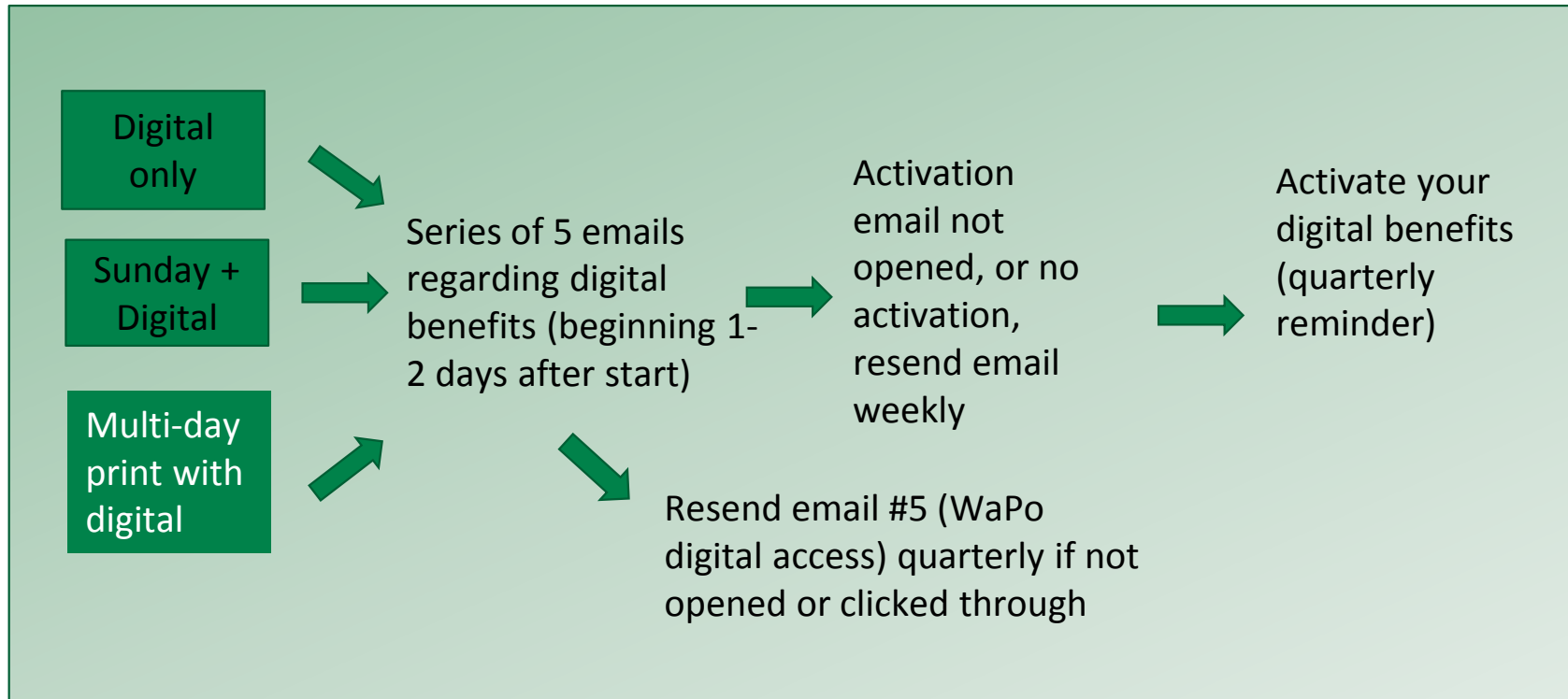
Sent items

Junk e-mail

Deleted items

Communication strategy for activation/engagement

Data pulled from CRM database, and using benefits of automation



Have a look at the new “WELCOME” series and how we use the data to customize it...

Goal: Activation
#1: Get the most out of your digital access: Activate your account (create username and password)

Sent to all subscribers with Digital Access

Use activation data: Re-send a version of this weekly for first 30 days to those not activated

Use activation data: Re-send a version of this quarterly until activated

Limit sends after 3 months to print subs



StarTribune

WELCOME TO STAR TRIBUNE! GET THE MOST OUT OF YOUR DIGITAL ACCESS

Thank you for subscribing to Star Tribune. We're glad you're here. Your new subscription gives you 24/7 access to Minnesota's largest newroom, with hundreds of local and national news articles published daily.

Today is the first of a series of tips with important information on how to get the most out of your digital access.

Activate your account now and avoid interruptions.

TIP#1



ACTIVATE >

Your StarTribune.com account is your key to unlimited digital access. You'll need to log on with each device you will want to access the news with. But once you've done this, you never need to log in again unless you log out.



Now you can easily manage your account and subscription from any device. Simply click on your user name and select "Manage Account" to make any updates including payment methods, email preferences, account info and more.

[click here](#)

WELCOME TO STAR TRIBUNE! GET THE MOST OUT OF YOUR DIGITAL ACCESS

What's the perfect companion to your morning coffee? The eEdition of course! It's a complete digital replica of the daily paper with every section every story, sports scores—even the latest sales. Your premium digital access subscription includes a daily eEdition, available first thing every morning.

eEdition is the complete daily paper, viewable on your favorite device.



[click here](#)

Goal: Activation & Engagement
#2: Take a tour of eEdition

Sent to Digital-only subscribers

Use subscription data:
Identify those customers with eEdition (digital replica)

Use digital data:
Resend a version of this if subscriber hasn't accessed eEdition

Look at what makes the eEdition so special:



- Access it anywhere, anytime and on any device.
- Just click the link we provide in your daily eEdition email or visit <http://e.StarTribune.com>.
- You can even view a month of back editions.

Check out today's cover:



WELCOME TO STAR TRIBUNE! GET THE MOST OUT OF YOUR DIGITAL ACCESS

We hope you are enjoying the multitude of local and national stories that are at your fingertips everyday with your Star Tribune digital access. But wait, there's more!

Discover great content beyond our top sections



[click here](#)

Goal: Activation & Engagement
#3: Discover the features of StarTribune.com

Sent to all subscribers with Digital Access

Use subscription data: Version as Tip #2 unless you're a digital-only subscriber

Use digital data: Resend a version of this for subscribers who have activated and haven't visited the site

Limit sends to print subscribers after 3 months



Goal: Engagement
#4: Use the mobile apps, engage with us on social

Sent to all subscribers with Digital Access

Use subscriber data: Version as Tip #3 unless you're a digital-only subscriber

Use digital data: Resend a version of this to subscribers who are not following us on social or aren't accessing through an app

Use digital data: resend to those accessing on mobile but not thru apps



WELCOME TO STAR TRIBUNE! GET THE MOST OUT OF YOUR DIGITAL ACCESS

One of the great benefits of your Star Tribune digital access is that you can enjoy award-winning coverage anytime, anywhere and on any device. Our mobile apps give you the added perk of a faster reading experience and seamless access, even offline!



Download our mobile apps for a faster reading experience



Our iPhone- and Android- apps deliver the freshest Star Tribune news, photography and video — get seamless access, even offline.



The Star Tribune News app for tablets (iPad, Android- and Amazon's Kindle Fire-) combines the best of the newspaper, website and mobile experience.



[click here](#)

Goal: Engagement
#5: Activate your
WaPo Digital
benefit

Sent to all
subscribers with
Digital Access

Use email send data:
Resend a version to
subscribers who
didn't open the
previous email, or
who have opened but
haven't clicked on the
link

Laura Burkholder:
Introducing your extra benefit!

[click here](#)

As a subscriber with Digital Access to the Star Tribune, **you are now eligible to receive a FREE 52-week Digital Premium subscription to our partner, The Washington Post.** In just seconds, you can have complete access to every story, every feature and every insight from The Washington Post's award-winning reporters and columnists. This new benefit is the perfect complement to your news package from the Star Tribune.

Details

- 24/7 access to The Washington Post for 52 weeks—on your computer, smartphone or tablet!
- A value of over \$100—yours absolutely FREE when you sign up!
- One-step registration process!

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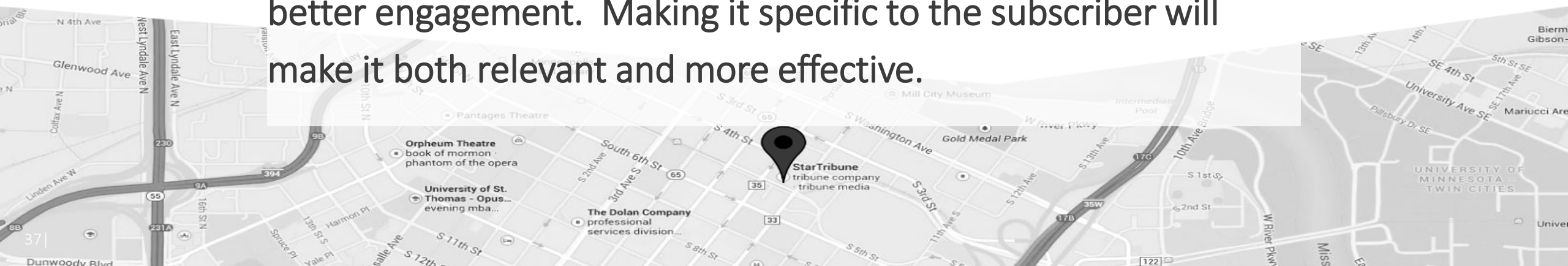
What's up next: more engagement using data

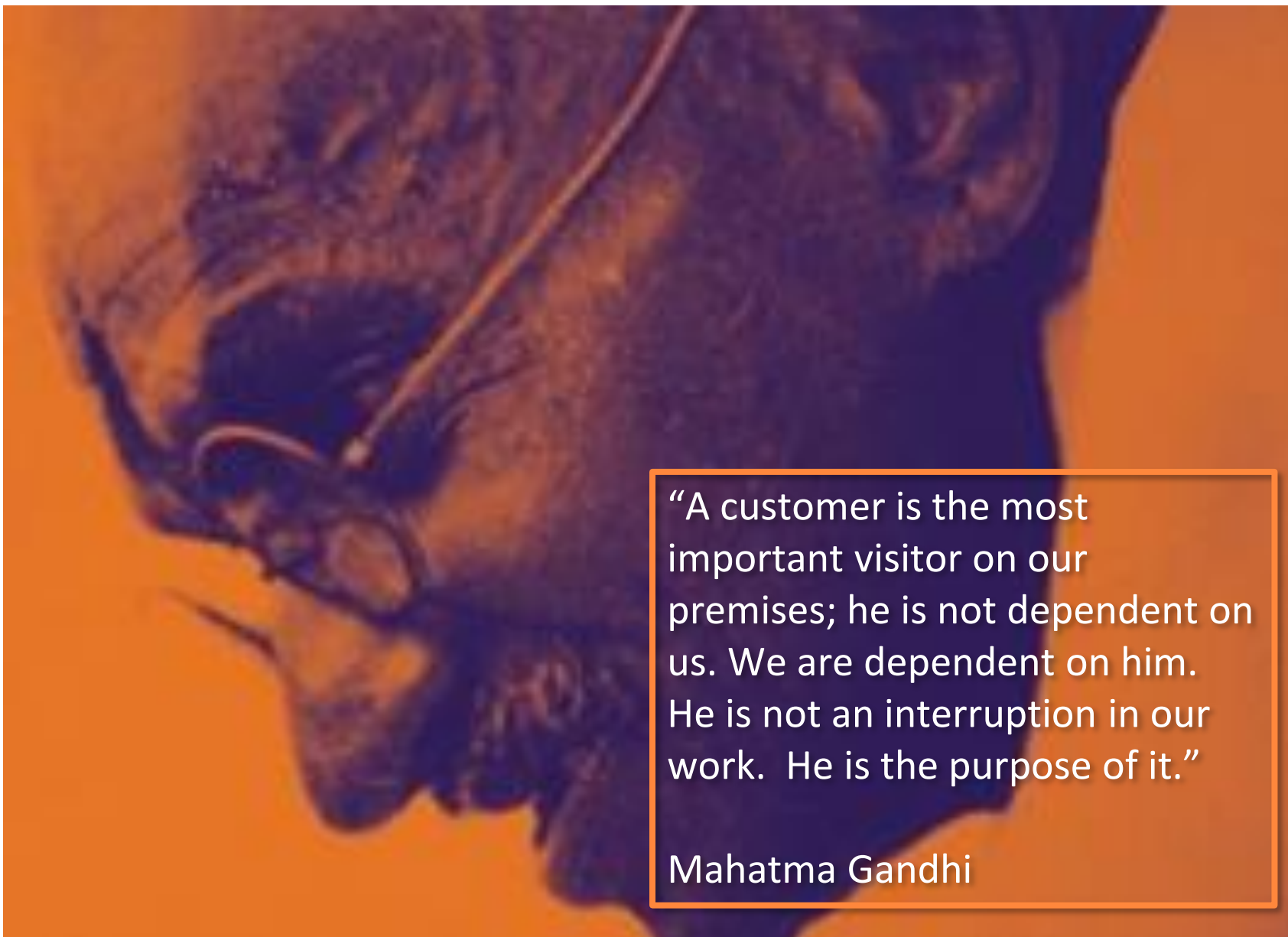
Tap into digital data to determine when to nudge customers:

- after periods of inactivity to re-engage
- before renewal to remind them of value based on usage

Tap into digital data to tailor messages to them based on usage (i.e., sports highlights, local news, business)

Use the data to customize the message and timing to drive even better engagement. Making it specific to the subscriber will make it both relevant and more effective.





“A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it.”

Mahatma Gandhi

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