

AUDIENCE DEVELOPMENT

CUSTOMER INTELLIGENCE AND RETENTION STRATEGIES THAT BUILD PROFITABLE AUDIENCES

Todd Peterson, Vice President of Circulation, Albany Times Union and Publisher,
Capital Region Weekly Newspapers

Phil Schroder, Head of Brand and Buzz, Group Audience VP, McClatchy

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

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First, A quick look at the Issues .



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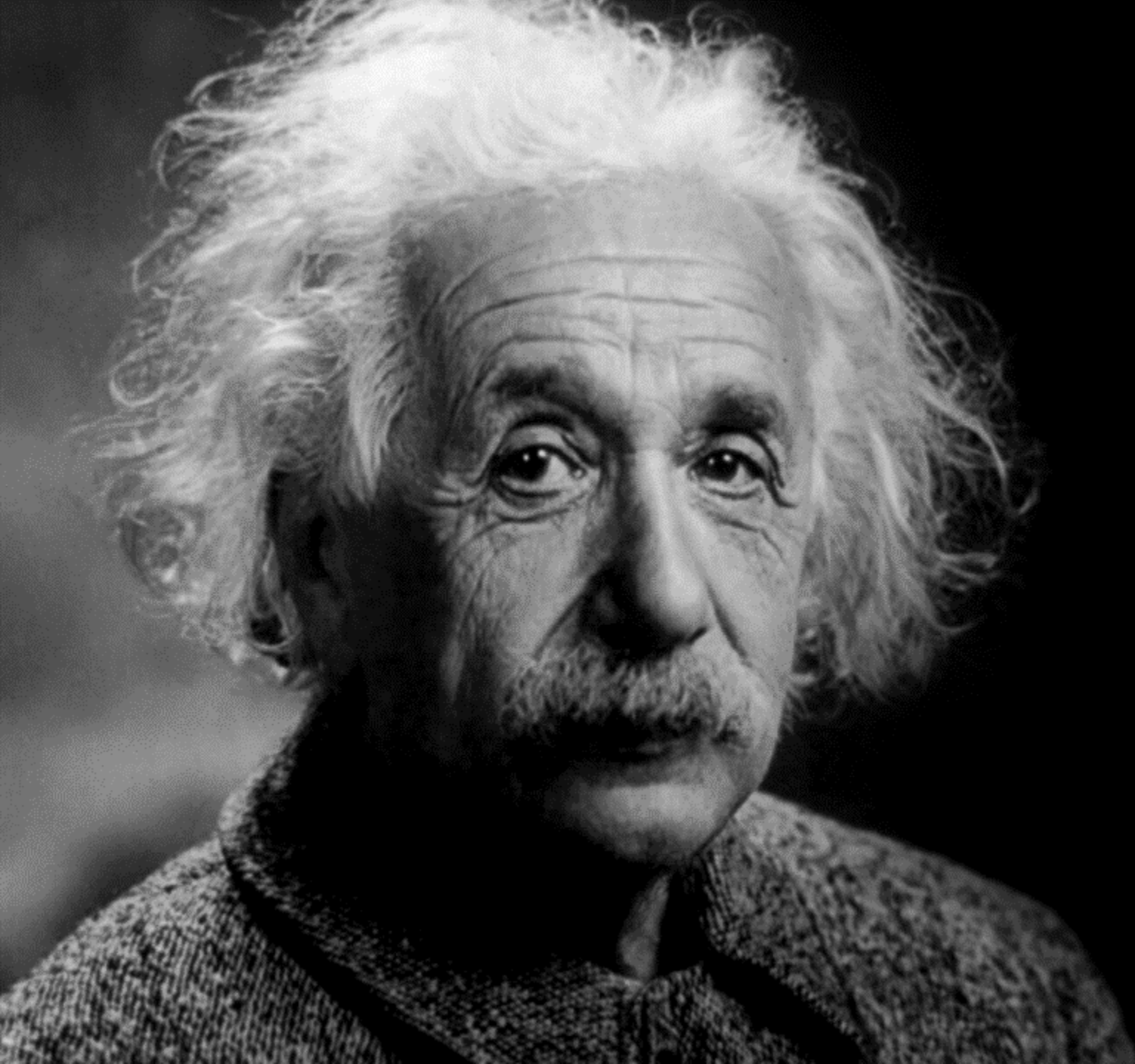
Todd Peterson, Vice President of Circulation, Albany Times Union and
Publisher, Capital Region Weekly Newspapers

Customer Intelligence and Retention

Todd J. Peterson

VP Circulation – Albany Times Union

Publisher – Capital Region Weekly Newspapers



“Any fool can
know. The
point is to
understand.”

Albert Einstein



Overview

- Poor retaining orders
- No vision in start performance
- Gaping holes for engagement and touchpoints
- Deep discounts
- Belief that every start was a good start



Goals

- Find the most profitable subscribers with data
- Match and find
- Win the volume game with stops and retention
- Manage price and billing with outside of industry knowledge
- Manage, test, automate touchpoints



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Data and Start

AGE COHORTS	TOTAL HHLDs	% of MARKET	ACTIVE	FORMER	NEVER	% of ACTIVES	HH PEN	INDEX
NoMatch	17,253	6.0%	800	831	15,622	1.5%	4.6%	23.5
18 - 24	4,190	1.4%	208	192	3,790	0.4%	5.0%	25.1
25 - 34	26,142	9.0%	1,734	1,535	22,873	3.2%	6.6%	33.6
35 - 44	44,426	15.3%	4,930	2,840	36,656	9.0%	11.1%	56.2
45 - 54	59,897	20.7%	10,027	3,975	45,895	18.4%	16.7%	84.7
55 - 64	61,214	21.1%	14,136	3,863	43,215	25.9%	23.1%	116.9
65 - 74	42,447	14.7%	12,277	2,583	27,587	22.5%	28.9%	146.4
75 And Above	33,874	11.7%	10,470	1,931	21,473	19.2%	30.9%	156.4
TOTAL	289,443	100.0%	54,582	17,750	217,111	100.0%	18.9%	100.0

HH INCOME RANGE	TOTAL HHLDs	% of MARKET	ACTIVE	FORMER	NEVER	% of ACTIVES	HH PEN	INDEX
NoMatch	40,882	14.1%	2,415	2,149	36,318	4.4%	5.9%	28.1
0,000 - 19,999	22,558	7.8%	2,140	963	19,455	3.9%	9.5%	45.2
20,000 - 39,999	38,274	13.2%	5,719	2,104	30,451	10.5%	14.9%	71.2
40,000 - 59,999	39,099	13.5%	6,013	2,257	30,829	11.0%	15.4%	73.3
60,000 - 79,999	63,207	21.8%	12,534	4,058	46,615	23.0%	19.8%	94.5
80,000 - 99,999	36,987	12.8%	9,556	2,606	24,825	17.5%	25.8%	123.1
100,000 - 124,999	17,039	5.9%	4,796	1,207	11,036	8.8%	28.1%	134.1
125,000 - 149,999	6,448	2.2%	1,894	487	4,067	3.5%	29.4%	140.0
150,000 And Above	24,949	8.6%	9,515	1,919	13,515	17.4%	38.1%	181.7
TOTAL	289,443	100.0%	54,582	17,750	217,111	100.0%	18.9%	100.0

HOME VALUE RANGE	TOTAL HHLDs	% of MARKET	ACTIVE	FORMER	NEVER	% of ACTIVES	HH PEN	INDEX
0,000 - 49,999	3,040	1.1%	207	118	2,715	0.4%	6.8%	34.7
50,000 - 99,999	23,539	8.5%	1,905	1,166	20,468	3.5%	8.1%	41.2
100,000 - 149,999	64,985	23.5%	8,101	3,534	53,350	15.0%	12.5%	63.5
150,000 - 199,999	69,653	25.1%	13,567	4,294	51,792	25.1%	19.5%	99.3
200,000 - 249,999	46,512	16.8%	11,157	3,235	32,120	20.7%	24.0%	122.3
250,000 - 299,999	26,976	9.7%	7,271	1,856	17,849	13.5%	27.0%	137.4
300,000 - 349,999	16,921	6.1%	4,822	1,280	10,819	8.9%	28.5%	145.2
350,000 - 399,999	10,004	3.6%	2,924	708	6,372	5.4%	29.2%	149.0
400,000 - 449,999	5,615	2.0%	1,604	400	3,611	3.0%	28.6%	145.6
450,000 - 499,999	3,172	1.1%	842	217	2,113	1.6%	26.5%	135.3
500,000 - 774,999	4,869	1.8%	1,203	303	3,363	2.2%	24.7%	125.9
775,000 - 999,999	1,245	0.4%	255	54	936	0.5%	20.5%	104.4
1,000,000 AND MORE	551	0.2%	120	25	406	0.2%	21.8%	111.0
TOTAL	277,082	100.0%	53,978	17,190	205,914	100.0%	19.5%	100.0



Data and Start

TGM SEGMENT	TOTAL HHLDs	% of MARKET	ACTIVE	FORMER	NEVER	% of ACTIVES	HH PEN	INDEX
Young Digital Nativists	25,655	8.9%	848	1,057	23,750	1.6%	3.3%	17.5
Young Family Spenders	8,923	3.1%	910	605	7,408	1.7%	10.2%	54.1
Mid-Career Prime Spenders	85,159	29.4%	17,085	6,032	62,042	31.3%	20.1%	106.4
Weekend Couponers	44,364	15.3%	4,745	2,669	36,950	8.7%	10.7%	56.7
Citizen Reader Boomers	54,473	18.8%	16,675	3,650	34,148	30.6%	30.6%	162.3
Aging Print Traditionalists	70,869	24.5%	14,319	3,737	52,813	26.2%	20.2%	107.1
TOTAL MARKET	289,443	100.0%	54,582	17,750	217,111	100.0%	18.9%	100.0

MASTER VALUE SCORE QUINTILES	TOTAL HHLDs	% of MARKET	ACTIVE	FORMER	NEVER	% of ACTIVES	HH PEN	INDEX
High Value	49,193	17.0%	34,399	5,061	9,733	63.0%	69.9%	370.8
High-Mid Value	39,014	13.5%	11,714	4,043	23,257	21.5%	30.0%	159.2
Mid Value	33,838	11.7%	4,453	3,092	26,293	8.2%	13.2%	69.8
Mid-Low Value	59,112	20.4%	3,393	3,704	52,015	6.2%	5.7%	30.4
Low Value	108,286	37.4%	623	1,850	105,813	1.1%	0.6%	3.1
TOTAL MARKET	289,443	100.0%	54,582	17,750	217,111	100.0%	18.9%	100.0



Data and Start

LEAP | Subscription Revenue by TGM Value Segment

TgmMasterValueSegment	Total Households	% of Total Households	Active Subscribers	Total Payments	% of Total Payments	Average Payments	Potential Subscribers
1 - HIGH VALUE	35,024	13.61%	22,967	\$16,273,044	62.41%	\$576.81	12,057
2 - HIGH-MID VALUE	30,385	11.81%	9,634	\$5,940,262	22.78%	\$394.52	20,751
3 - MID VALUE	27,840	10.82%	3,505	\$2,040,661	7.83%	\$243.23	24,335
4 - MID-LOW VALUE	56,149	21.82%	2,537	\$1,379,390	5.29%	\$140.70	53,612
5 - LOW VALUE	107,986	41.96%	450	\$443,045	1.70%	\$71.69	107,536
Grand Total	257,384	100.00%	39,093	\$26,076,402	100.00%	\$385.50	218,291



Next Steps

- Utilize the data for sales pressure - easy
- Automate touchpoints - harder
- Use your time to make informed moves - hardest



Meet Bob

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In Practice

- Modeled digital only subscribers
- Used those demographics to target social, tv, radio
- Targeted new audiences
- Real ROI for outside media



Goals

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Retention

- Automated touchpoints and retention
- Allowed better A/B testing
- Freed up time to test new pieces
- Add engagement and discuss value proposition

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I can be reached at **518-454-5454** or by emailing **tucirculation@timesunion.com**. Thank you again!

Sincerely,

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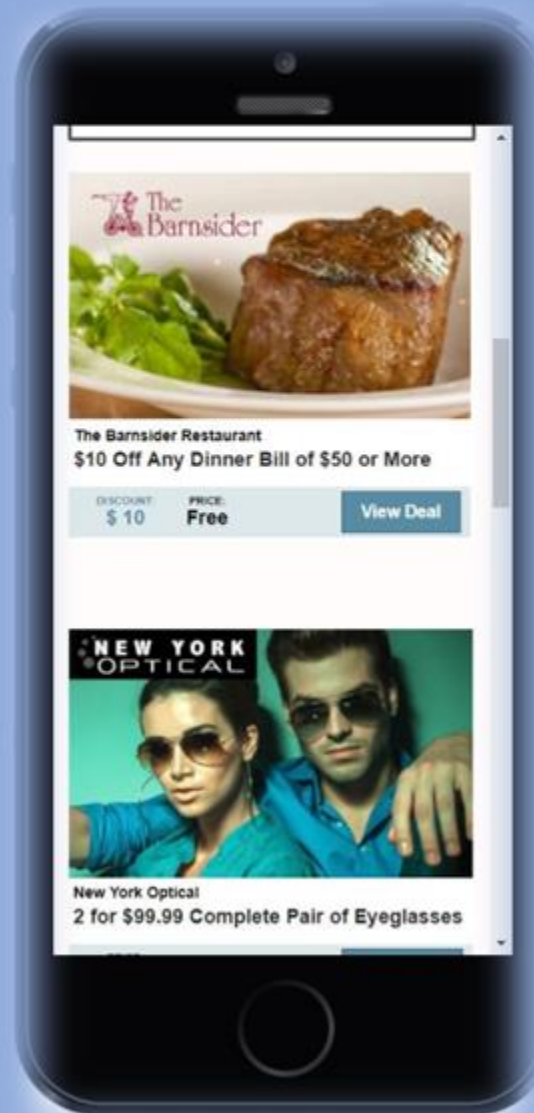
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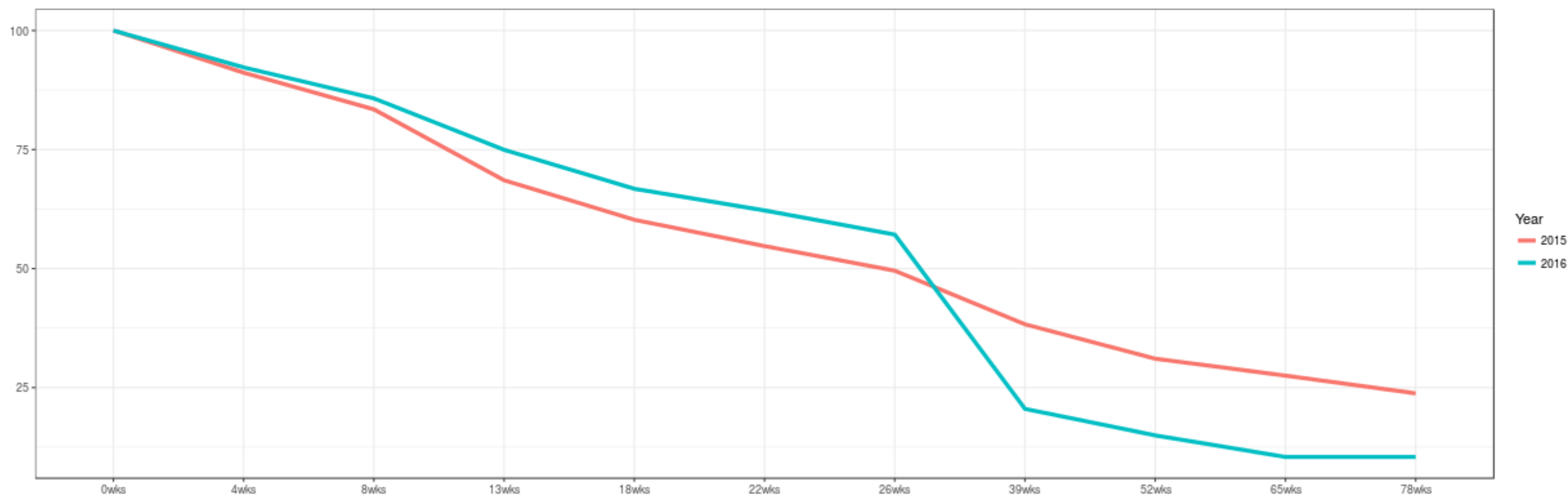
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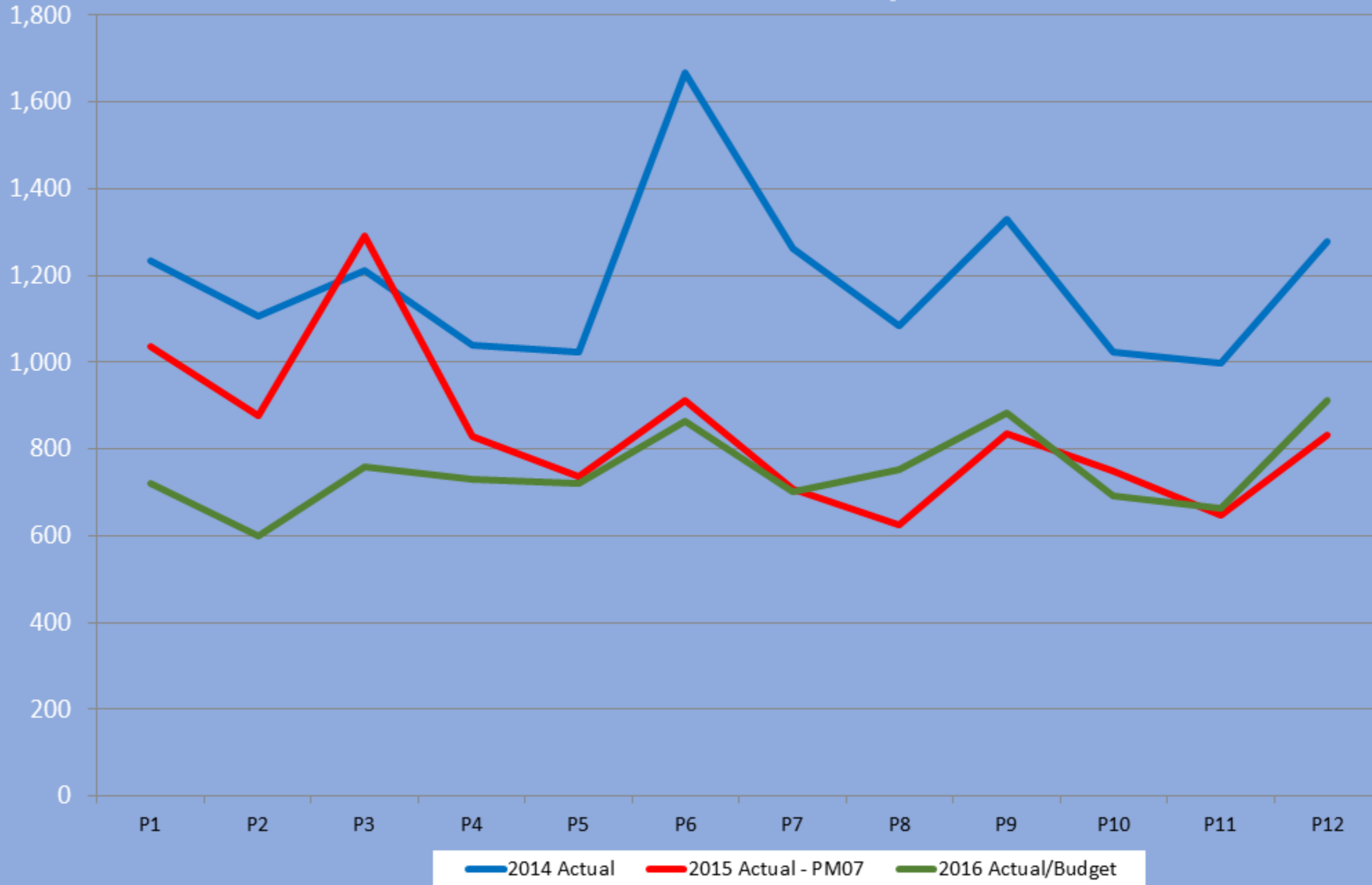
Retention Trends

Year	Starts	0wks	4wks	8wks	13wks	18wks	22wks	26wks	39wks	52wks	65wks	78wks
2015	2337	100.00	91.14	83.44	68.55	60.25	54.73	49.55	38.30	31.07	27.51	23.79
2016	14027	100.00	92.26	85.74	74.95	66.76	62.21	57.15	20.54	14.96	10.44	10.44

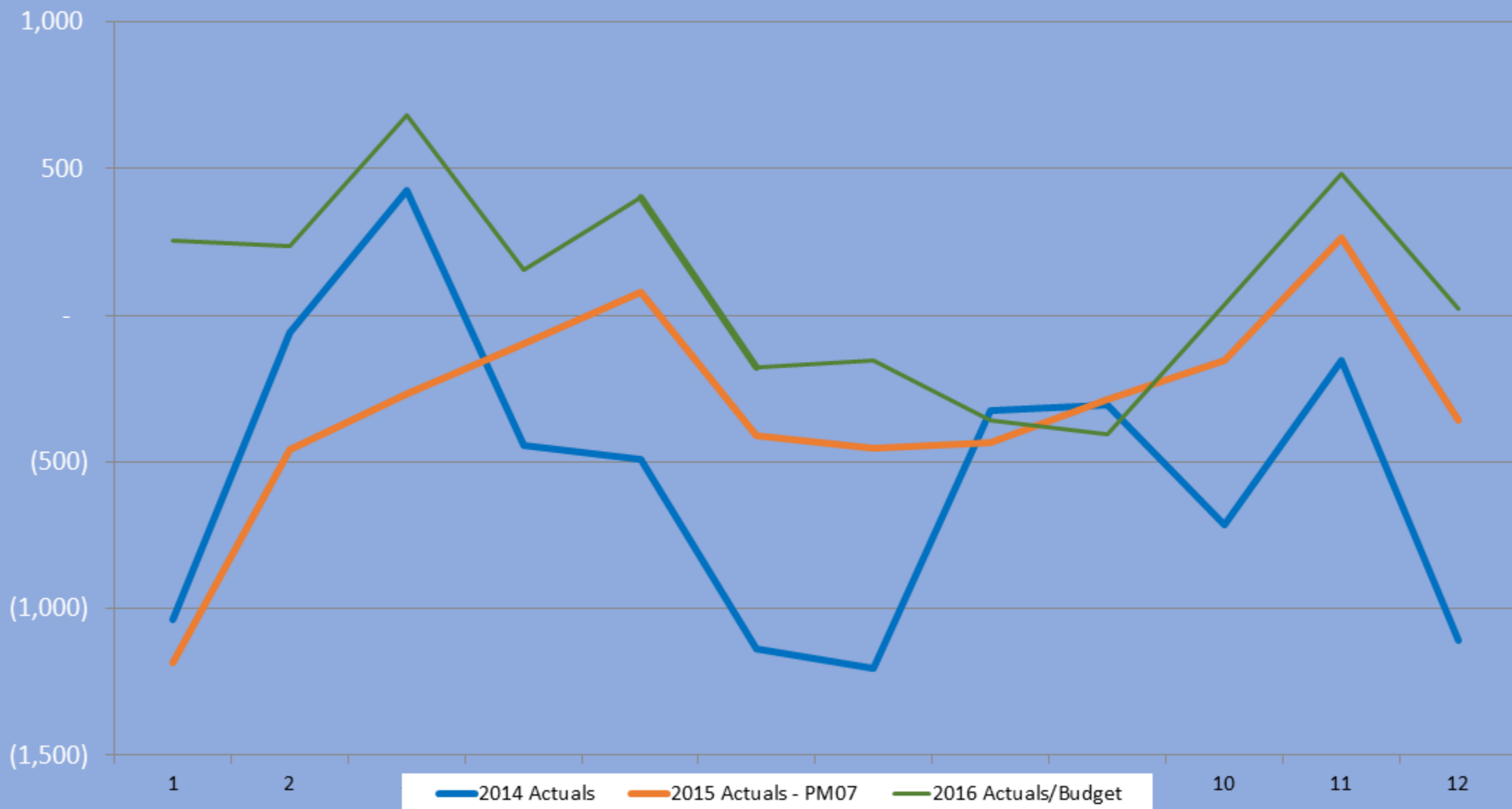


*The Retention Report excludes starts that occur within 2 weeks of a previous stop. As a result the Start counts won't match those shown on other reports.

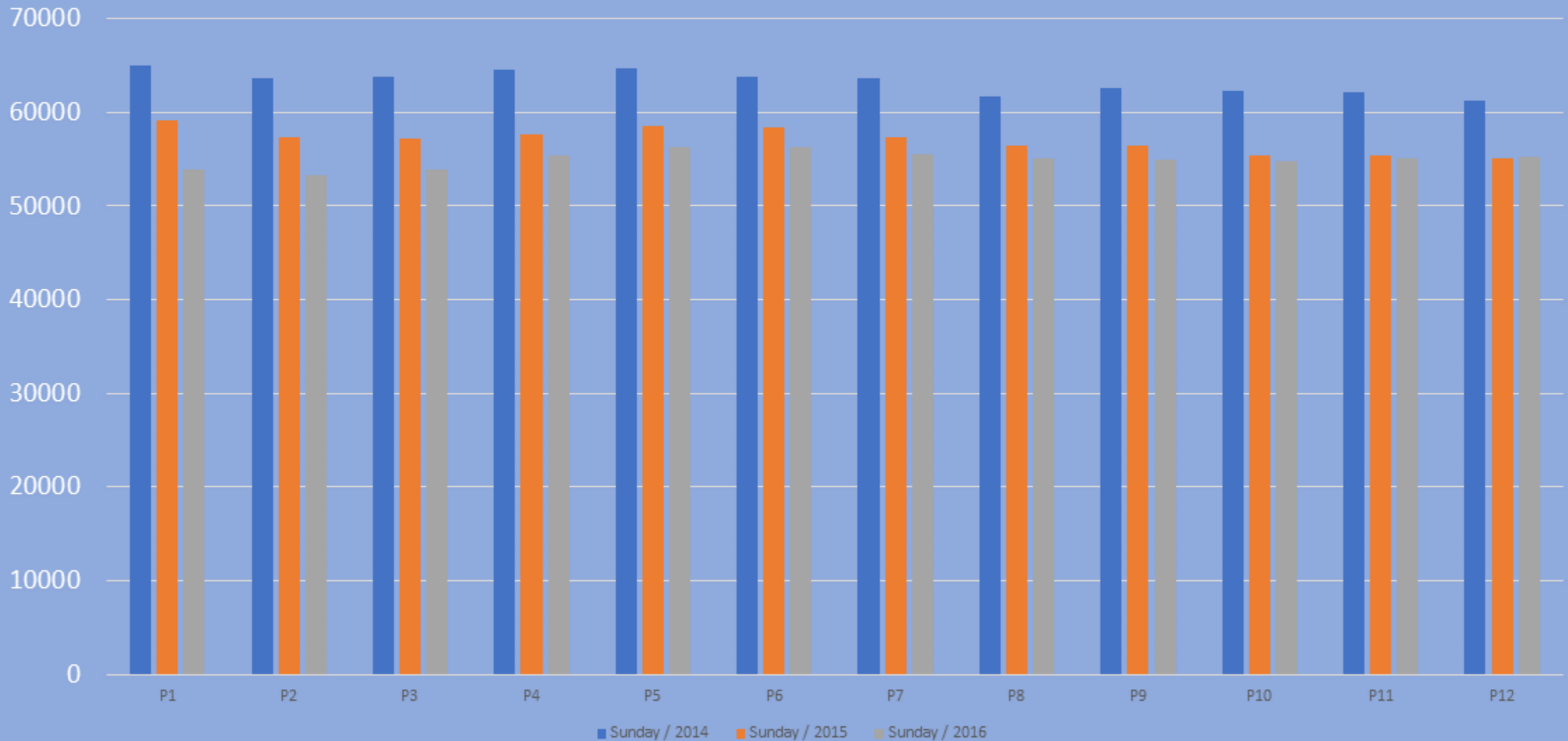
Permanent Stops Trend



Net starts/stops Trend



Sunday HD Volume





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Pricing Data

- Psychology of Pricing
- Why people pay
- When we bill and terms
- WIFM?
- Product

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Retention Strategies That Work



Phil Schroder
Head of Brand and Buzz
McClatchy



What is Brand and Buzz

Brand - Retention and engagement of our subscribers

Buzz - Loyalty program



Background of retention

- Local
- Regional
- National

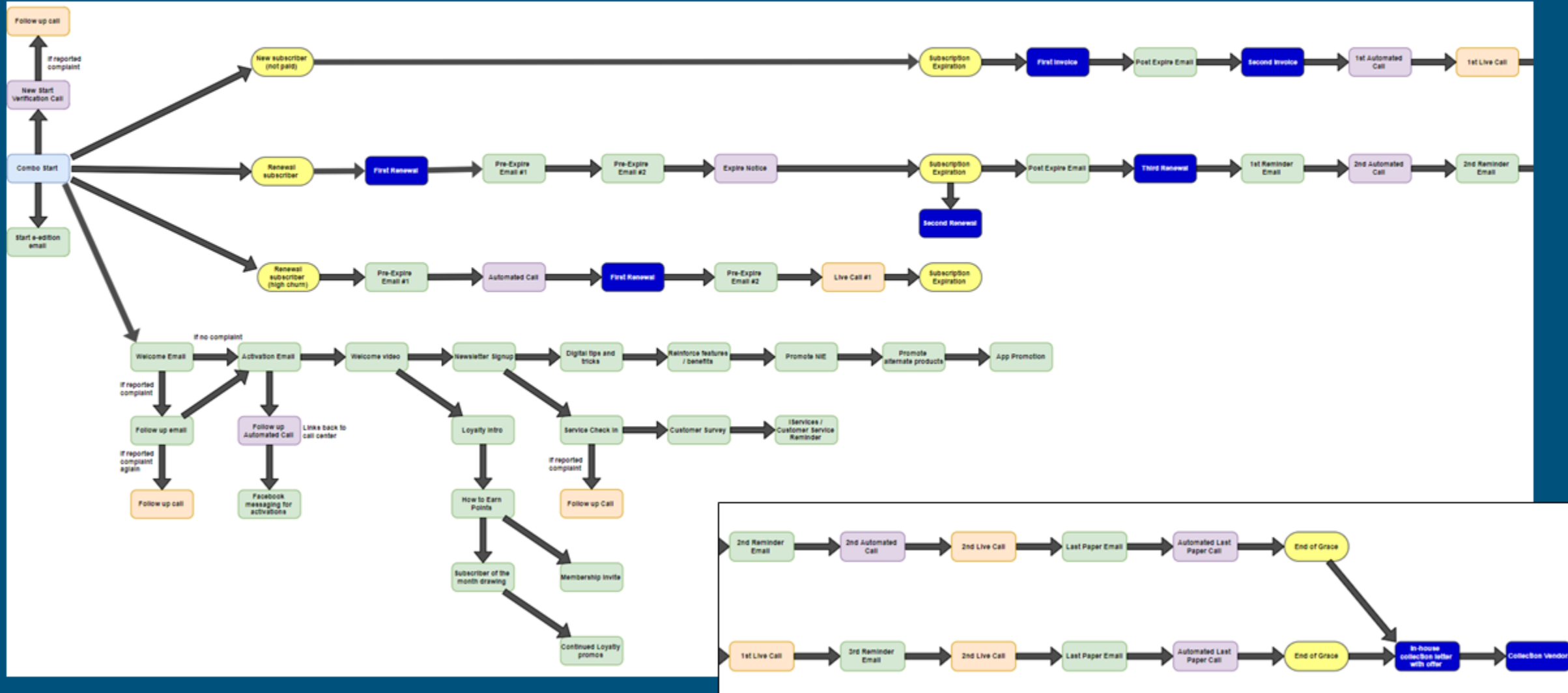


Foundation

- Culture
 - Can do attitude
 - 100% focus
- Standardization
 - Metrics
 - CPO



Subscriber Journey



Engagement

- Welcome series
 - First day email with follow up
 - Digital activation
 - Digital tips and tricks
 - Welcome video
- Continued engagement
 - Loyalty program
 - Added value packages
 - Service check in

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Renewals

- Three tiered approach
 - New customer billed
 - Renewal subscriber
 - High churn renewal subscriber
- Different actions taken for each one
- Multiple tactics
 - Billing
 - Email
 - Automated calls
 - Live calls



[illegible]

Outside the flow

- Future stop calling
 - Call center agents enter stops with a 3 day window
 - Vendors then call to save
- Stop call redirects
- Project Exhaust - Billed order follow up
 - Service concerns
 - Disconnected numbers
 - Did not order
 - Collecting payments

Digital retention

- Just getting started
- 100% auto pay subscribers
- Biggest challenge is declined credit cards
- Steps to target:
 - Retry charges
 - Email consumers
 - Bringing on live calling



The future

- CLV - consumer lifetime value
 - Direct mail to high value customers
 - Offer a gift card for renewal
 - Launching at 10 markets to start
- Testing non traditional vendors
 - Spanish speaking group in Belize - works with hotel chains
- Credit Status
- Payment Analysis



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Loyalty program

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News & Observer Rewards: A Loyalty Program that's all about you.

Thank you.

Contact Info:

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Thank You!
Questions?

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Thank You for Your Participation!

Register now for the final session in the series and
a discussion of the key issues:

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

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