

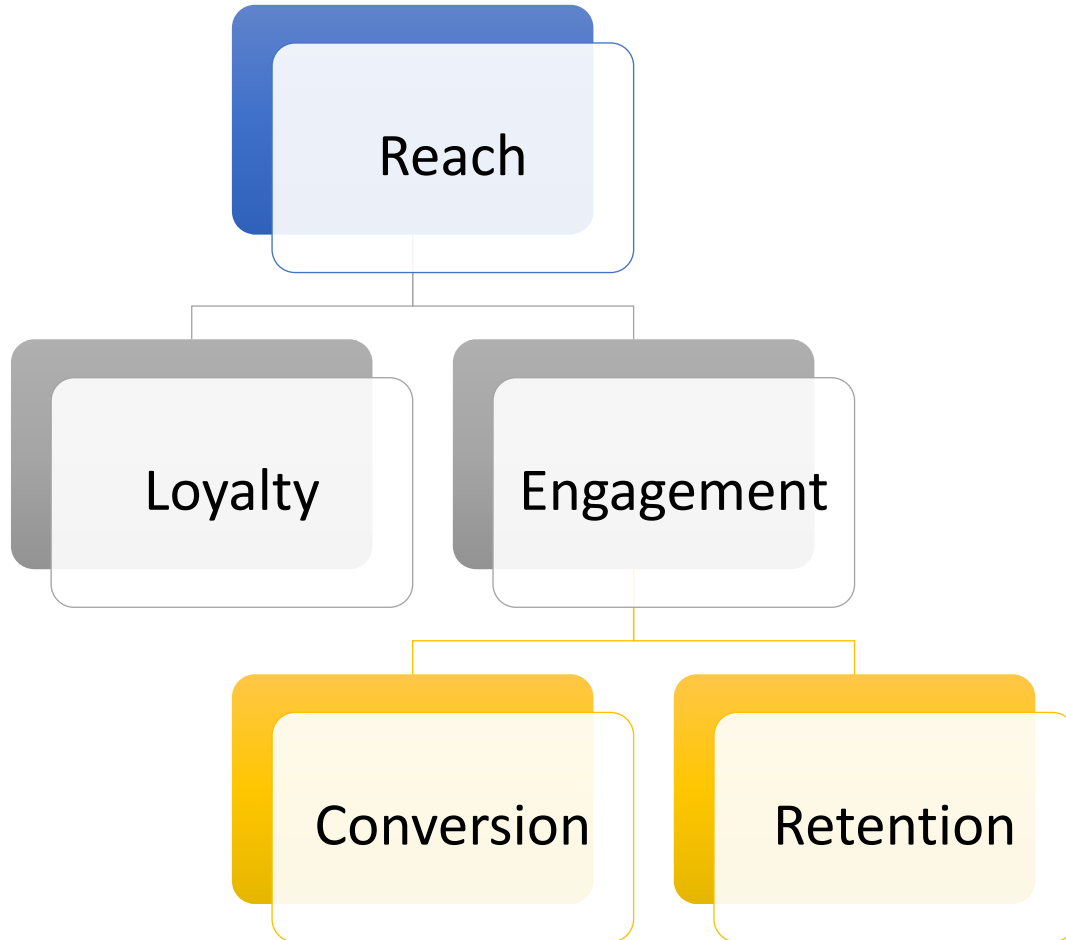
# Brand Building & Reader Revenue

Glasgow – 2<sup>nd</sup> June 2019



# Tribal growth in digital subs

Topic	Country	+ / -	Publication
Trump	USA	Anti	NYT, Washington Post, Guardian
Bolsonaro	Brazil	Anti	Folha de S. Paulo
Brexit	UK	Pro	Daily Telegraph



Reach

e.g. Uniques

Loyalty

e.g. Clicks per session

Engagement

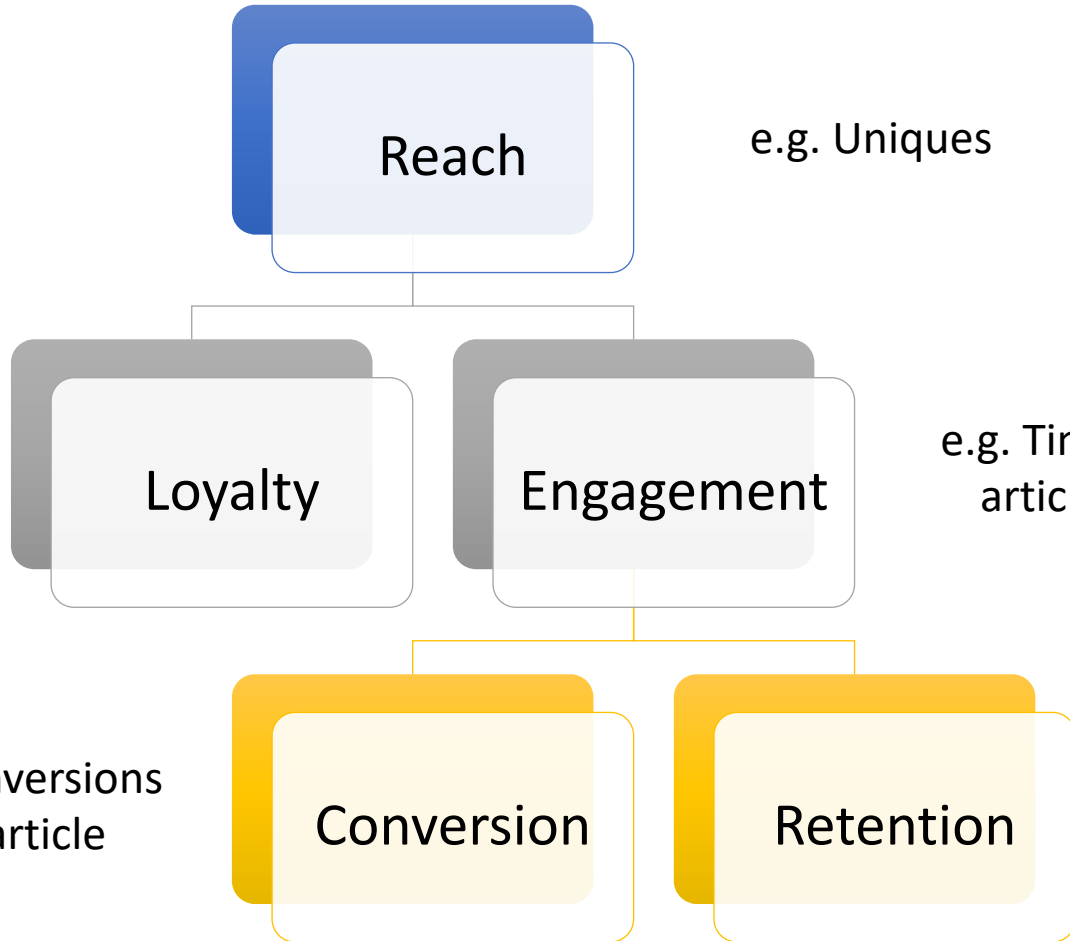
e.g. Time spent on article or page

Conversion

e.g. conversions per article

Retention

e.g. % churn after 30 days



# New KPIs create new culture

	Circulation according to audit bureau	Relationships
Key metrics	Sales, revenue per transaction	Retention, lifetime value
Employees	Order takers, driven by senior management's needs	Customer success agents, driven by customer needs
Energy from	Salary, bonuses	Fulfilling a mission by meeting human needs
Interactions	Minimal: send the product	Critical: listen, touch base regularly
Way of working	Silo-oriented	Cooperation across silos
Focus	Self, vertical, internal, today	Other, horizontal, external, next year
Support	Minimise handling times, resolve incidents	Sincere attention, help use product more efficiently
Branding	Ad campaigns	Word of mouth
Salespeople rewarded for	Transaction, quantity	Lifetime value, quality
Acquisition	Always be closing, no thresholds, wide funnel, push what you want to sell	Attract the best customers, engage, motivate ambassadorship, intelligent threshold, chute, ask what customer wants

Format	Lesson Title	Time	Complete
▶	Lesson 1 - History of Paid Content	7:09	✘
▶	Lesson 2 - Paid Content Today	10:25	✘
▶	Lesson 3 - Case Study: Amedia on Digital Subscription	8:20	✘
▶	Lesson 4 - Do Your Homework	8:12	✘
▶	Lesson 5 - Case Study: Amedia on Journalistic Analysis	5:26	✘
▶	Lesson 6 - Select a Subscription Model	6:49	✘
▶	Lesson 7 - Organisational Support	8:59	✘
▶	Lesson 8 - How to Develop Premium Products with Katarina Ellemark, Product Manager, MittMedia	13:42	✘
▶	Lesson 9 - Q&A with Katarina Ellemark, Product Manager, MittMedia	6:51	✘
▶	Lesson 10 - Marketing Your Offer	6:51	✘
▶	Lesson 11 - Key Measurements	9:48	✘
▶	Lesson 12 - Churn Rate	5:59	✘
▶	Lesson 13 - Case study: Washington Post on Fine-tuning Pricing and Retention	6:49	✘
▶	Lesson 14 - Case Study: Aftonbladet on Premium Editorial	13:43	✘
▶	Lesson 15 - Maximise Revenue	12:54	✘
▶	Lesson 16 - Case Study: Amedia on Pricing	4:22	✘
▶	Lesson 17 - Social Media - Case Study: Amedia on Facebook	8:45	✘
▶	Lesson 18 - Memberships and What's Next	10:23	✘

# Gospel of Subscription Revenue according to WAN-IFRA

