Managing the Platforms

Digital Media Europe

April 2018
...7 months ago...

**Broad Off Platform Approach**

**Assess opportunities through the lens of consumer revenue first and foremost**
Measurable engagement tied to revenue-related performance goals

**This gives us guidance on what we will -- and importantly, won’t -- engage with**
Where we see opportunities for testing and think future potential is promising we are willing to experiment but will negotiate commitments to revenue to cover the differential/value of content

**Not all platforms play the same role**
We have to be thoughtful about what platforms contribute and how to exploit it

**We are now operationalizing this**
Operations and Newsroom partnership to develop distribution strategies by platform
Also important is connecting our distribution to the work we’re doing on community development

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**New York Times + Platforms**

**WAN IFRA Visit**
October 2017

**The roles the major platforms play**

The Engagement Funnel is used to understand user propensity to subscribe/retain based on behaviors observed on our platform and products
Today

Internet research agency
False news
Anti-Semitic ad targeting
Snapchat redesign
Fake stories about breaking news
Platform data harvesting
Cambridge Analytica
Messenger monitoring
270k accounts compromised
50m accounts compromised
87m accounts compromised
Platform GDPR policies

The New York Times
The beginning: simpler, symbiotic times

"Word up!" It is I, the Gray Lady, with a "shoutout" to all my hip young friends. Just wanted you to know I’ve added new specialized feeds.

3:41 PM - 21 Mar 2007
Recently: sharp, contrasting turns
From our earliest days, The New York Times has committed itself to the idea that investing in the best journalism would ensure the loyalty of a large and discerning audience, which in turn would drive the revenue needed to support our ambitions. This virtuous circle reinforced itself for over 150 years.

And at a time of unprecedented disruption in our industry, this strategy has proved to be one of the few successful models for quality journalism in the smartphone era, as well.
Our focus dictates how we work

Operational (day-to-day)

*Exploit the value of the platforms for what they can offer to drive our consumer business.*

- Optimize feeds
- Build user engagement from referrals
- Drive virtuous behaviors (newsletter sign-ups, downloads)
- Exploit as a marketing channel

Strategic (longer-term)

*Prioritize the products that are core to our strategy, and work with the platforms to influence their activities.*

- First Click Free
- Subscribe with Google
- Apple News Subscriptions UX
Operational (day-to-day) Approach

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Not all platforms play the same role
We have to be thoughtful about what platforms contribute and how to exploit it

Operationalize against platform goals
Operations and Newsroom partnership to develop distribution strategies by platform
Also important is connecting our distribution to the work we’re doing on community development
Strategic (longer-term) Approach

**Direct relationship with the customer**
Ownership of the relationship with the customer, including contact data, pricing, bundling, customer experience, customer support

**User insights**
Connect user activities between the platforms and our own to understand path to engagement and cannibalization

**Business drivers: branding, promotion, pricing, paywall**
Control over branding and promotion, messaging, pricing of our bundles, levers that drive the business (eg. meter; gateway)
Where are we now?
Platforms are changing fast and slow

● They have *woken up to their impact*:
  ○ on global politics,
  ○ divided communities,
  ○ human psyches,
  ○ news & publishing.

● They are *shifting toward quality news*.

● They are taking *small, directionally positive steps* in support of subscription businesses.

● They have *still not done enough*.
What is our path from here?

- Stay the operational + strategic course for now.
- Remain **focused** on our journalistic and business goals.
- Invest in producing **quality journalism**.