Consumer Revenue Growth

1 June 2019
WAN-IFRA WNMC.19

Jason Jedlinski
SVP Consumer Products
What is the USA TODAY NETWORK?

Gannett is a leading local-to-national media & marketing solutions company, and the largest local media company in the United States.

Our brands reach 50% of the U.S. digital population, including more Millennials than Buzzfeed.
What is the USA TODAY NETWORK?

Our hard-hitting enterprise & investigative reporting won three Pulitzer Prizes last year.
What is the USA TODAY NETWORK?

We offer consumers much more than “the news.”
What is the USA TODAY NETWORK?

Our Marketing Solutions group offers proven performance for small and medium sized businesses. We’re the world’s largest reseller of Google AdWords.
Our Mission

Our mission is to become essential to both consumers and businesses seeking meaningful connections within their communities.
Our Mission

We strive to **empower communities to connect, act and thrive.** We see ourselves as champions, explainers and helpers: committed to telling the stories that mold and inspire communities, whether geographical or cultural.
These folks deserve the credit...

Laurie Truitt
Kate Walters
Matt Briede
Agatha Pardo
Kendra Florio
Daniel Carp
Phil Mahoney
Today’s Focus:

1. **Content Access Strategy**
2. Audience Development
3. User Messaging Enhancements
Globally, meters are no longer the dominant model

Source: INMA, Piano via FTI Consulting
We’re exploring three content access models

- Metered paywall
- Hybrid & Freemium
- Dynamic Model

KPI = METER STOP RATE
First test: Locking high school sports content

Locked content led to 12% of pilots’ new starts in first eight weeks

Moved high school sports content (articles, galleries, videos) behind hard paywall

Except for scores and “player of the week” (often sponsored) — which remained metered along with other sections’ content
First test: Locking high school sports content

You've reached your limit of 5 free articles.

99¢ per month for 3 months. Save 90%.

Your subscription includes:
- Award-winning local and national news
- Photos, videos, and investigative storytelling
- Unlimited access to apps
- VIP access, discounts, and perks as an Insider
- Up-to-the-minute mobile news alerts
- Binge-worthy podcasts
- Daily newsletter with top news to know

Already a subscriber? Sign in here

PREMIUM CONTENT • SUBSCRIBERS ONLY

You’re seconds away from front row seats to the intensity of high school sports.

Only $3 for 3 months. Save 90%.

- Get expert analysis on the area’s top games
- Read profiles on the region’s best athletes
- View highlight videos of the week’s top plays
- Get insider tips on hot recruiting news and much, much more

Join our team. We’re covering yours!

Subscribe Now
Second Test: Removed Meter (Freemium)

Subscription sales +16% in first eight weeks
Third Test: Meter + Hard Wall (Hybrid)

Subscription sales +117% in first eight weeks

Doubled roadblock page views and meter stop rate

Recently expanded to three more markets
The more readers reach your paywall, the greater your opportunity for selling subscriptions.
Today’s Focus:

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3. User Messaging Enhancements
We focus on both audience size & quality.

Understand how readers read at different stages of the funnel.
What are we doing to share our work with net-new audiences? How does that differ from what we offer subscribers?

Make plans for getting readers to delve deeper into our sites.
What are we doing to welcome new readers into our work? How do we get another view from loyal audiences?

Build tactics to encourage all types of readers to return.
What incentive do we provide for occasional readers to return? How does that differ from what we give to subscribers?
Objectives aligned with conversion funnel

- Unknown, passing
- Known, brand affinity
- Loyal, engaged readers
- Invested subscribers

Total reach
Depth, time spent
Visit offer page
Loyalty, retention
“Pressbox” captures reader engagement by topic.

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Summary
Trends, tips and overall data at a glance

Bottom Half Page Views
If you didn't publish the bottom half of your stories, your traffic would drop by:

10%

- Low single digits: May mean you're publishing too many articles for small readership.
- Teens to low 20s: Likely a healthy balance between top and bottom stories.
- Above 30 percent: May mean you're missing big audience wins.

Your Traffic Trends
Difference between your 60-day median and this 30 day period:

- Page views: \( \downarrow 6\% \)
- Time: \( \uparrow 3\% \)
- Loyalty: \( \downarrow 5\% \)

Takeaways
Your most popular topics with readers:
- celebrity
- findlay market
- arrest

Your least popular topics with readers:
- high school lacrosse
- high school boys lacrosse
- high school tennis
Not all readers are the same. Think about **audience goals** when selecting stories and structuring your reporting.
High interest across all types of readers

- Weather
- Taxes
- Politics
- Education
- Healthcare
Where subscribers & casual readers **start to split**

- Dining
- High school football
- Elections
- Real Estate
More appealing to **casual users** who don’t subscribe
Today’s Focus:

1. Content Access Strategy
2. Audience Development
3. User Messaging Enhancements
More visible prompts to subscribe & sign in
Personalized & emphasized subscriber utilities

BEFORE

AFTER

Hi, Daniel

Lakewood SCHI judge should drop gunshots?

Holmdel, Hazlet Heights

Seaside Heights

Member ID Card

Chat Support

Support

Log Out

View My Account

Today's e-Edition

Newsletters

Pay My Bill

Report Delivery Issues

Temporary Stop/Restart

Member Guide

Help and Support

Sign Out
Gross acquisition through this unit increased 65%

Now drives 17% of total desktop subscriber acquisition
Further refined menus based on entitlements

Registered User
- Subscribe
- Hi, Daniel
- View My Account
- Newsletters
- Insider
- Member Guide
- Help and Support
- Sign Out

Full Access (Print) Subscriber
- View My Account
- Today's e-Edition
- Newsletters
- Pay My Bill
- Report Delivery Issues
- Temporary Stop/Restart
- Insider
- Member Guide
- Help and Support
- Sign Out
Adjusted messaging by user behavior

**Sports Enthusiasts**

You've reached your limit of 10 free articles.
Consider this offer a slam dunk. $3 for 3 months.

Your subscription includes:
- In-depth Bucks, Packers, and Brewers analysis
- Badgers, Golden Eagles, and Panthers coverage
- Insider news on the top high school games, athletes, and highlights
- The Packers News mobile app for free
- Our Pulitzer Prize-winning local journalism

**Repeat Visitors**

You've reached your limit of 10 free articles.
You're back! So, stay! Unlimited access: $3 for 3 months

Your subscription includes:
- Our Pulitzer Prize-winning local journalism
- In-depth news focusing on corruption and public interest
- The Packers News app, plus analysis of the Bucks and Brewers
- VIP treatment for special events, discounts, and exclusive content

**Former Subscribers**

You've reached your limit of 10 free articles.
You like our stories. Help us keep telling them. $3 for 3 months

Your subscription includes:
- Award-winning local and national news
- Photos, videos, and investigative storytelling
- Unlimited access to apps
- VIP access, discounts, and perks as an Insider
- Up-to-the-minute mobile news alerts
- Binge-worthy podcasts
- Daily newsletter with top news to know
Still early in our journey...
“The future doesn't fit in the containers of the past...”

—RISHAD TOBACCOWALA
Thank you!