



Consumer Revenue Growth

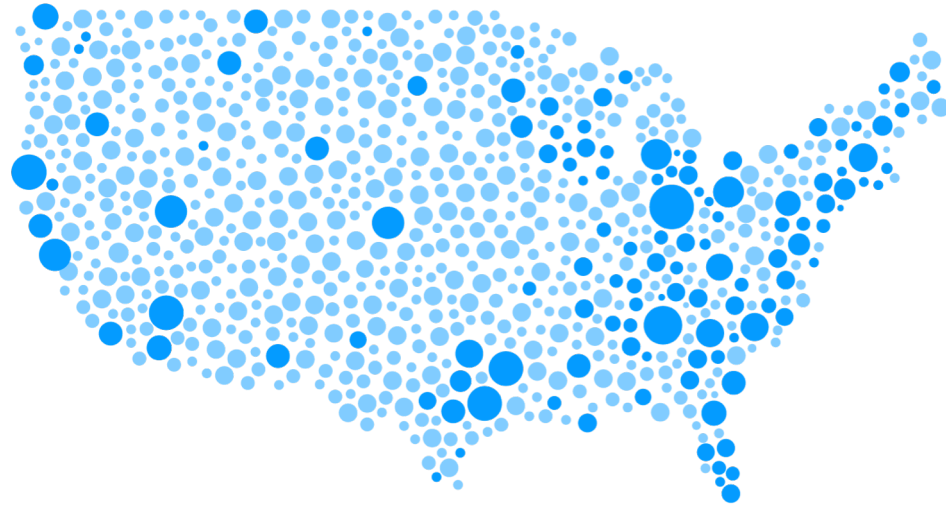
1 June 2019
WAN-IFRA WNMC.19

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.”

Reviewed.com™

FORTHEWIN

Humankind 
STORIES WORTH SHARING

THANKSGIVING & CO.®

Wine + food
EXPERIENCE
BROUGHT TO YOU BY
Martha
STEWART



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.



REACHLOCAL®



sweet



Our Mission

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



Our Mission

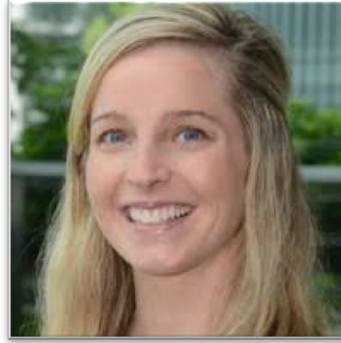


We strive to **empower communities to connect, act and thrive.** We see ourselves as champions, explainers and helpers: committed to telling the stories that mold and inspire communities, whether geographical or cultural.

These folks deserve the credit...



Laurie Truitt



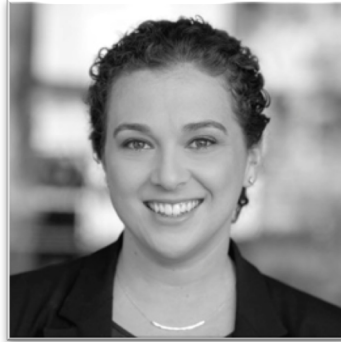
Kate Walters



Matt Briede



Agatha Pardo



Kendra Florio



Daniel Carp

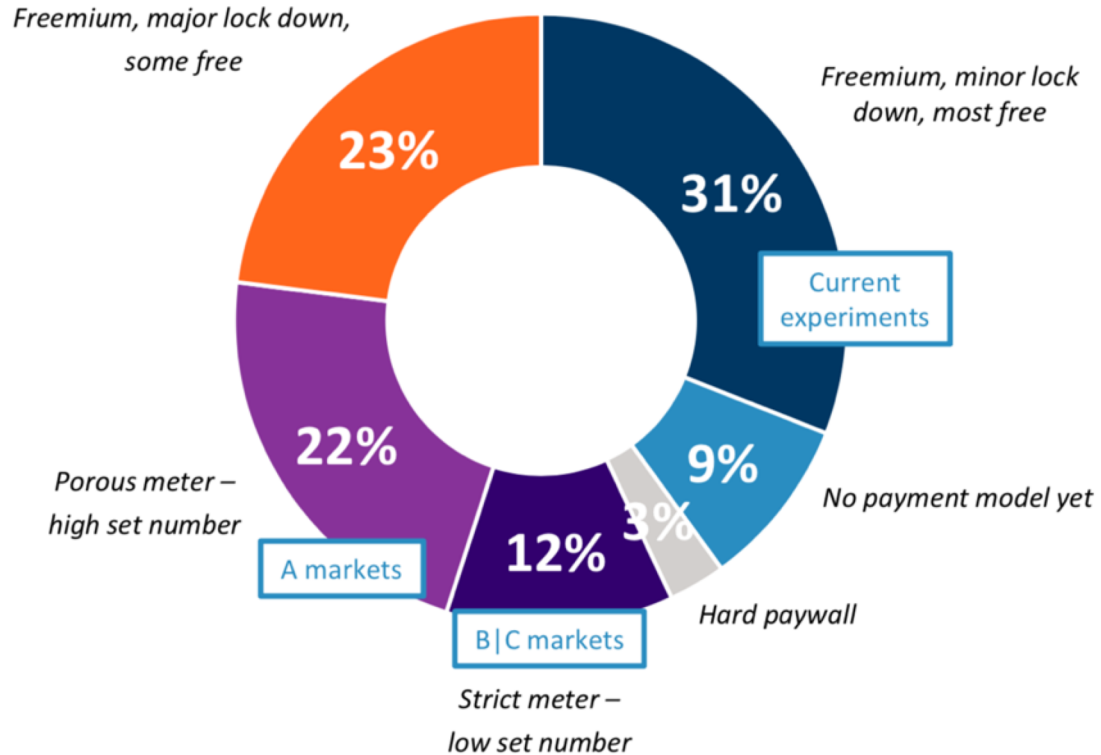


Phil Mahoney

Today's Focus:

- 1. Content Access Strategy**
2. Audience Development
3. User Messaging Enhancements

Globally, meters are no longer the dominant model



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

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%.

Subscribe Now

- 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!



Already a subscriber? [Sign in here](#)

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99¢ per month for 3 months. Save 90%.

Subscribe Now

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- ✓ Binge-worthy podcasts
- ✓ Daily newsletter with top news to know

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Looking for subscription offers that include **home delivery**? [Click here](#)

3X
conversion

Second Test: Removed Meter (Freemium)

Subscription sales **+16%** in first eight weeks

Burlington Free Press
PART OF THE USA TODAY NETWORK

HOME NEWS SPORTS BIZ VT LIFE OPINION OBITUARIES 50° USA TODAY SUBSCRIBE MORE

FOR SUBSCRIBERS
What is Gov. Phil Scott without veto power?

- How Republicans lost a veto-proof House
- Midterm results and Bernie Sanders in 2020
- Gov. Scott's education vision lacks details

Stormy Daniels lawyer to visit Vermont

FOR SUBSCRIBERS
Bernie Sanders fumbles race message

TRENDING

- Burlington gets chilly: fall
- FOR SUBSCRIBERS**
Aurora borealis possible across northern U.S., Canada
- FOR SUBSCRIBERS**
MMU runs to historic
- Man taken into custody
- FOR SUBSCRIBERS**
Wright loss showcases GOP
- VT court takes control of S. Burlington senior homes

November political cartoons from the USA TODAY Network
Nation Now | 4 hours ago

FOR SUBSCRIBERS
Gigi Hadid exits Victoria's Secret Fashion Show
Entertain This | 8 hours ago

N. Korean defector had 11-inch worm in intestines
World | 7 hours ago

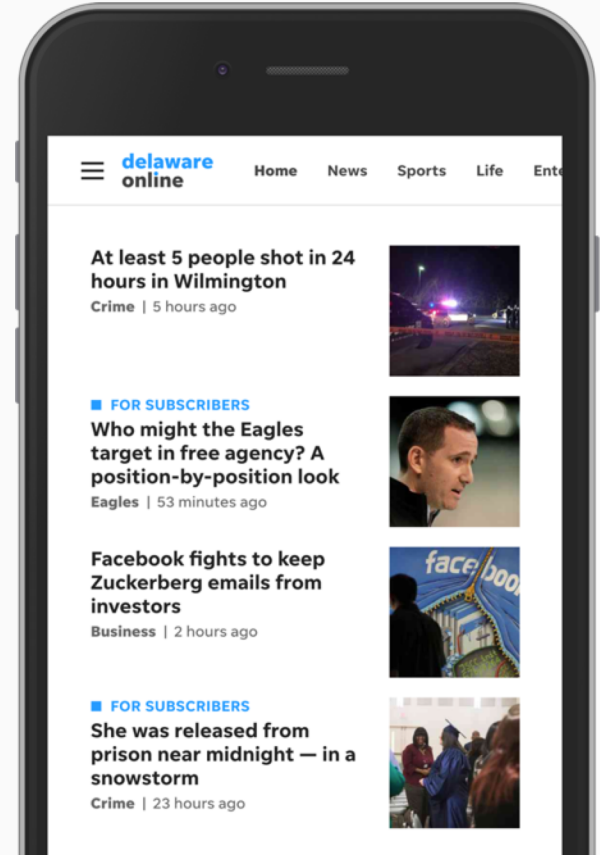
FOR SUBSCRIBERS
Tesla Semi, an electric big rig truck with 500-mile range
Tech | 7 hours ago

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



INSIGHT

The more readers **reach your paywall**, the greater your opportunity for selling subscriptions.

Today's Focus:

1. Content Access Strategy
- 2. Audience Development**
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.

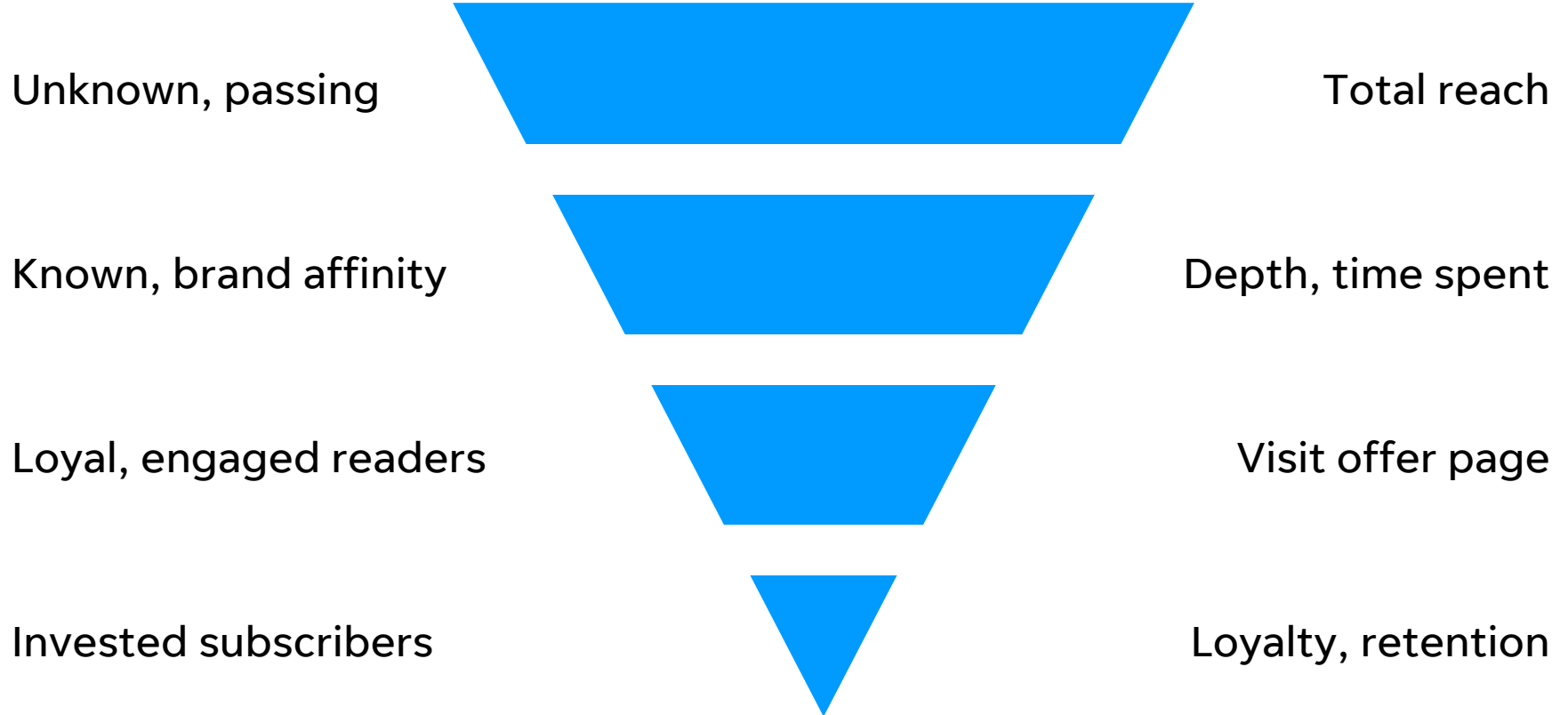
What are we doing to welcome new readers into our work? How do we get another view from loyal audiences?



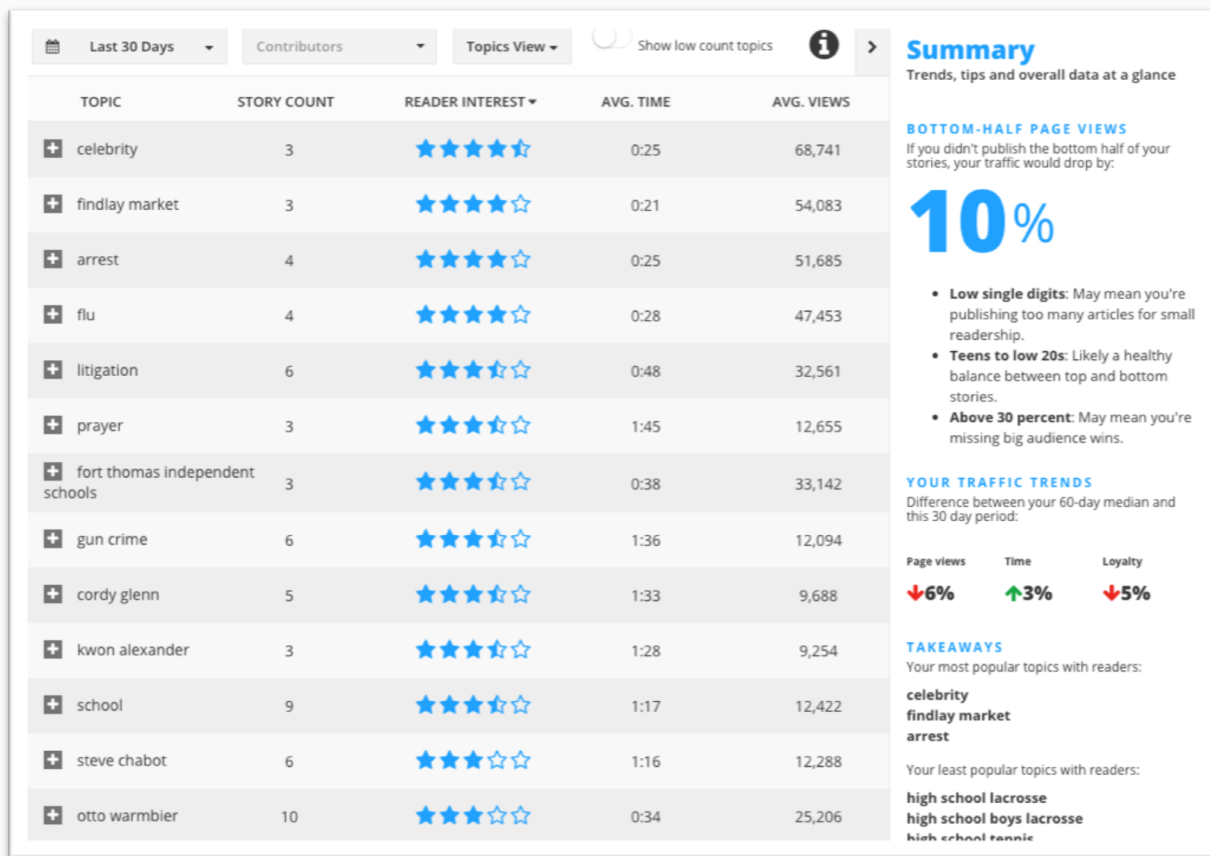
Build tactics to encourage all types of readers to return.

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



“Pressbox” captures reader engagement by topic



INSIGHT

**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



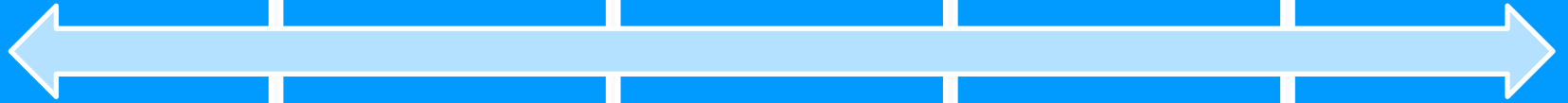
Politics



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



Music



Marijuana



Environment



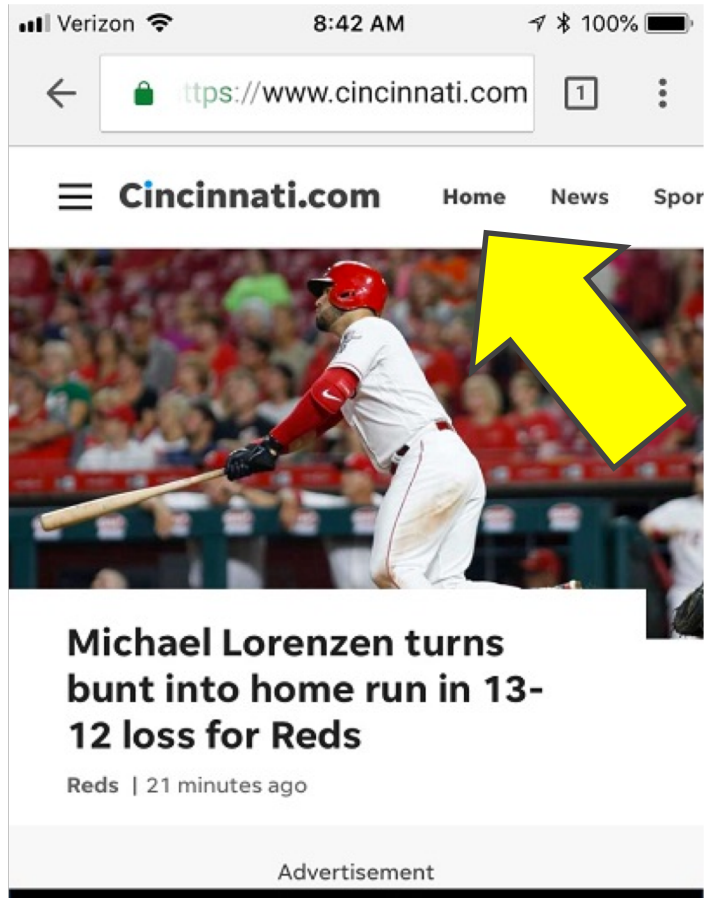
Space



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More visible prompts to subscribe & sign in



Verizon 8:42 AM 100%

https://www.cincinnati.com

Cincinnati.com Home News Spor



Michael Lorenzen turns bunt into home run in 13-12 loss for Reds

Reds | 21 minutes ago

Advertisement

A yellow arrow points to the top right corner of the main content area, highlighting the 'Sign In' link.



Verizon 8:44 AM 100%

https://www.indystar.com

IndyStar. [Subscribe](#) [Sign In](#)



Donnelly supports gay marriage, Braun a traditionalist

Politics | 2 hours ago

Advertisement

A yellow arrow points to the top right corner of the main content area, highlighting the 'Subscribe' and 'Sign In' links.

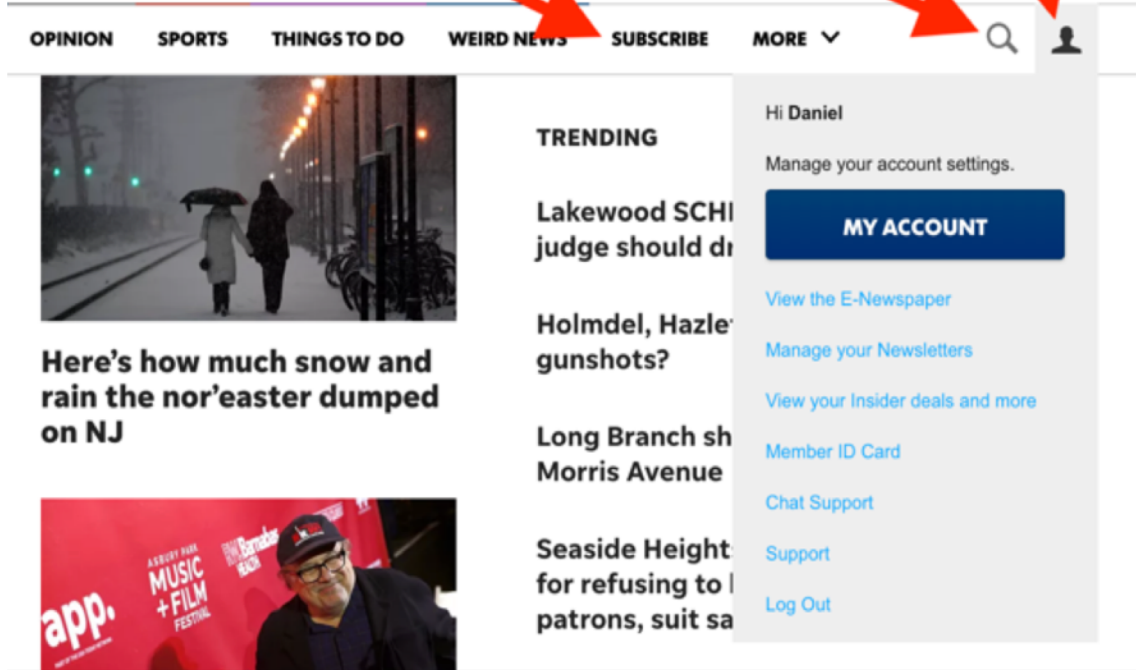
Personalized & emphasized subscriber utilities

BEFORE

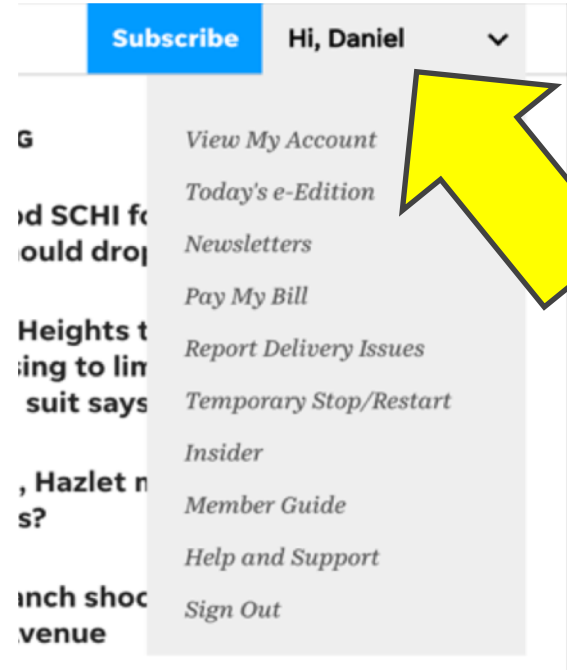
Removed from primary nav in favor of new CTA

Relocated to primary nav (right of More pivot)

Replaced by personalized salutation



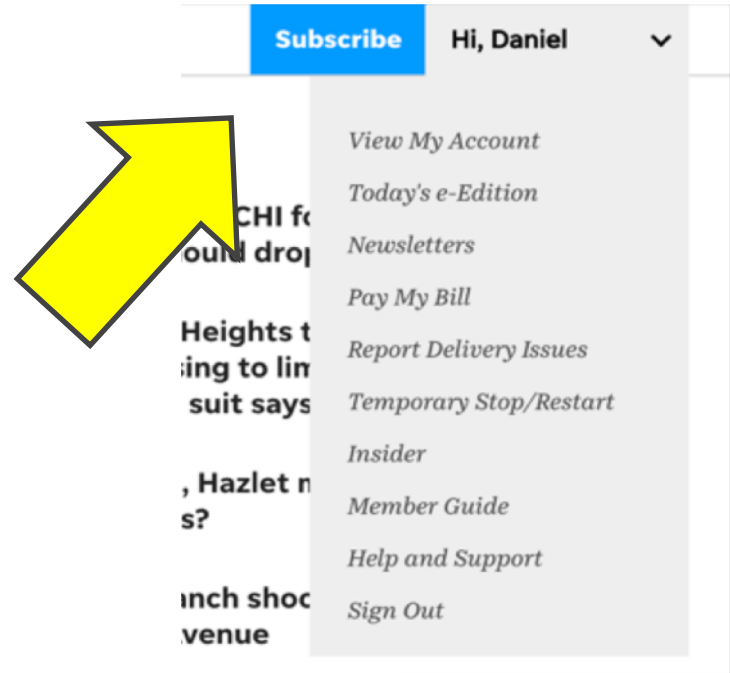
AFTER



Highlighted subscription in navigation

Gross acquisition through this unit **increased 65%**

Now drives **17%** of total desktop subscriber acquisition



Further refined menus based on entitlements

Registered User

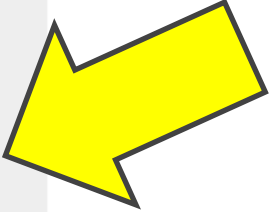
Subscribe Hi, Daniel ▾

- View My Account
- Newsletters
- Insider
- Member Guide
- Help and Support
- Sign Out

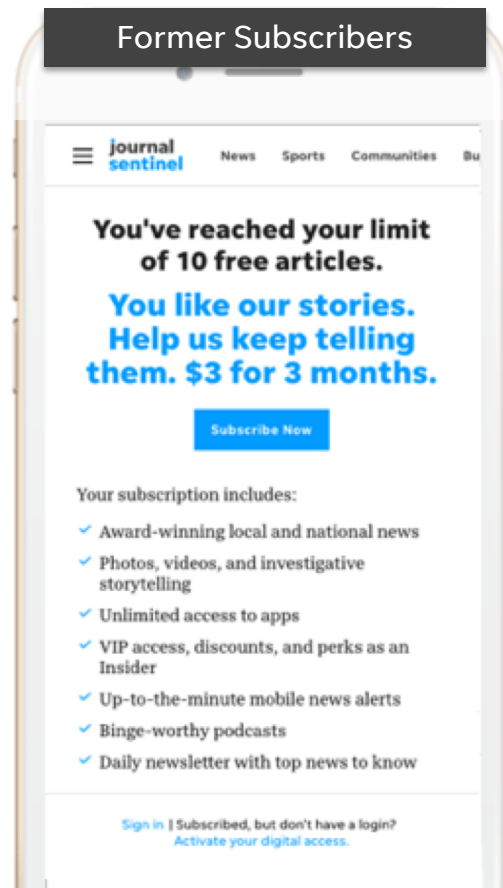
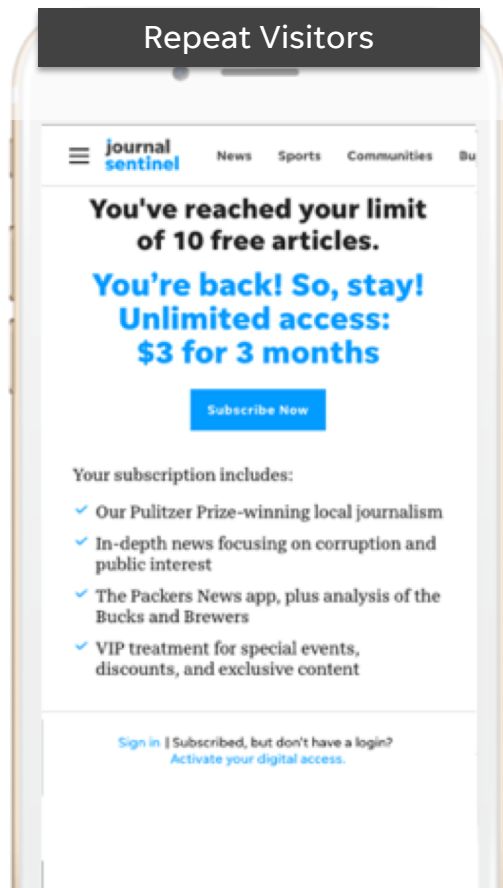
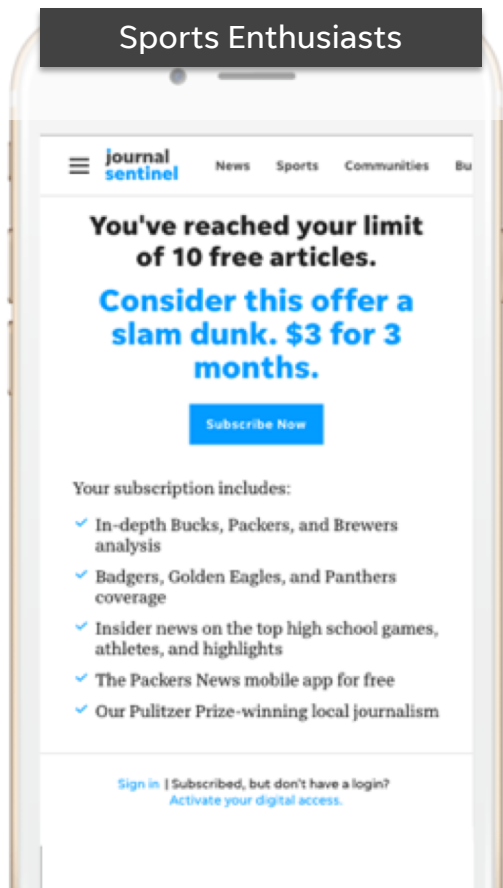
Full Access (Print) Subscriber

Hi, Daniel ▾

- 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



Still early in our journey...



**“The future
doesn't fit in the
containers of
the past...”**

—RISHAD TOBACOWALA



Thank you!

