

Digital Subscription Reader Revenue

Benchmarks & Best Practices from 500+ Publications Worldwide



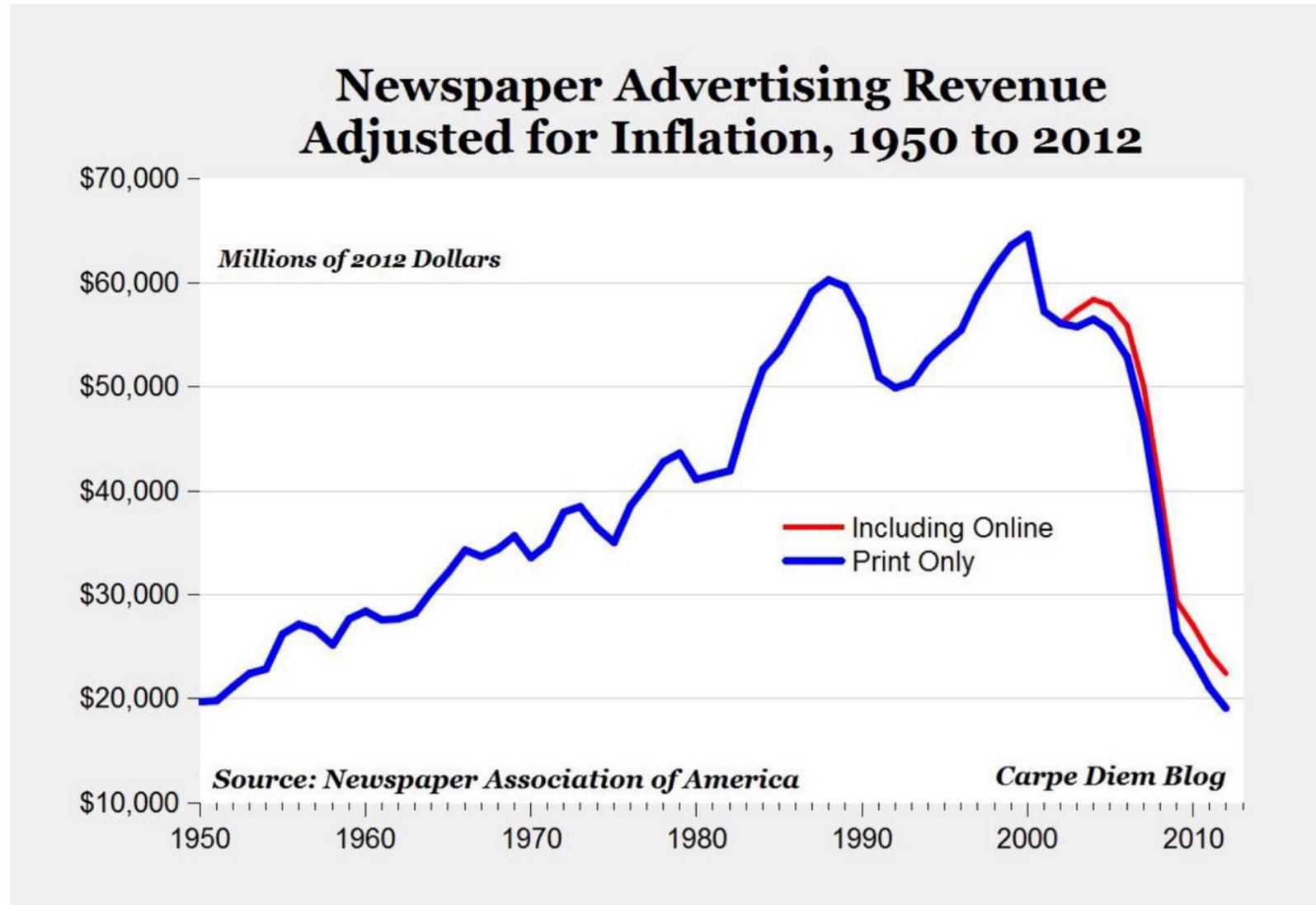
JOURNALISM
INNOVATION
DEMOCRACY

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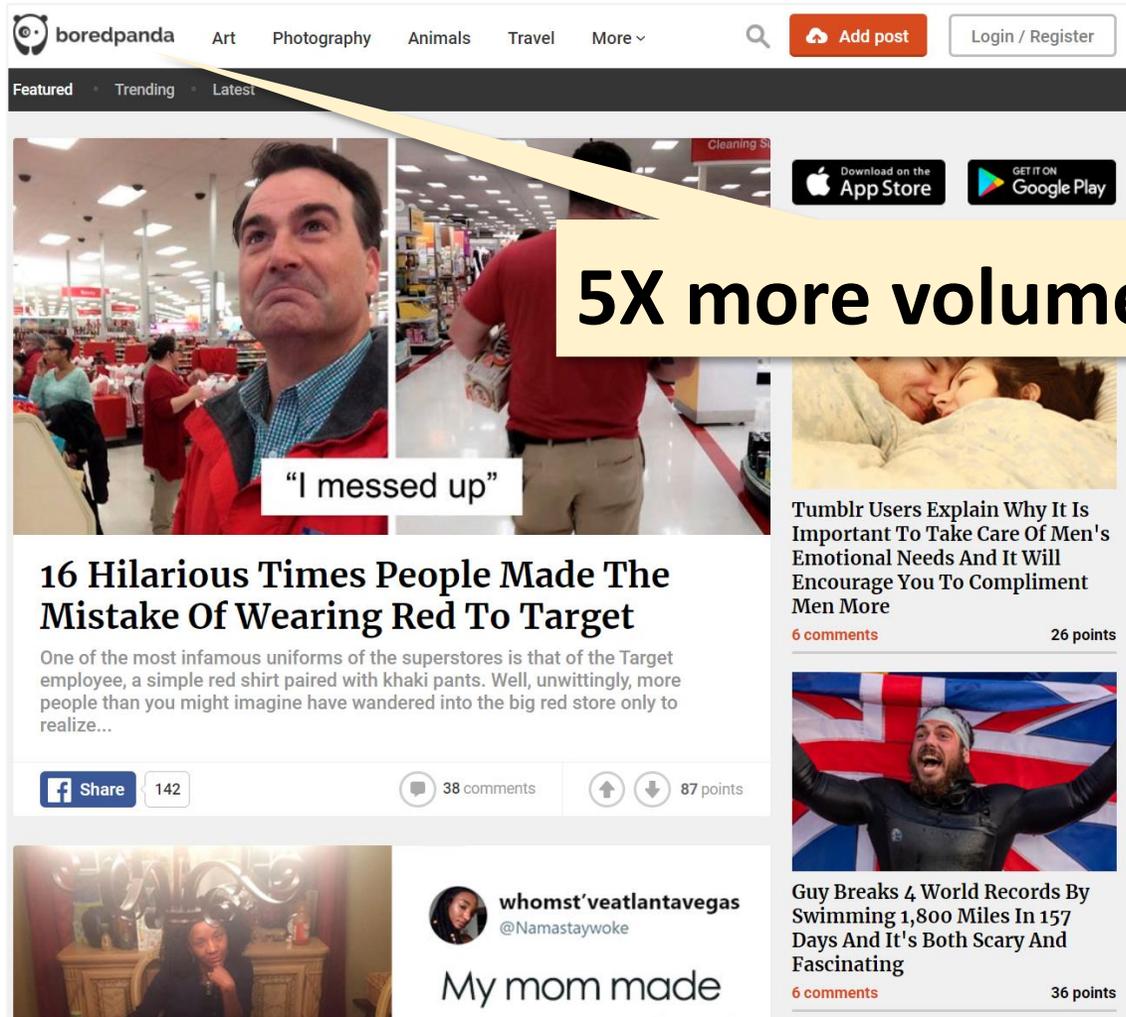
UPDATED: AUGUST 2019

**Digital subscriptions make serving quality journalism
that engages readers your top *business* priority.**

Context: Ad revenue is down across the news industry



Context: To compete in the audience *volume* game, publishers chase clicks with cheap, low-quality content



boredpanda Art Photography Animals Travel More

Featured Trending Latest

Download on the App Store GET IT ON Google Play

5X more volume

"I messed up"

16 Hilarious Times People Made The Mistake Of Wearing Red To Target

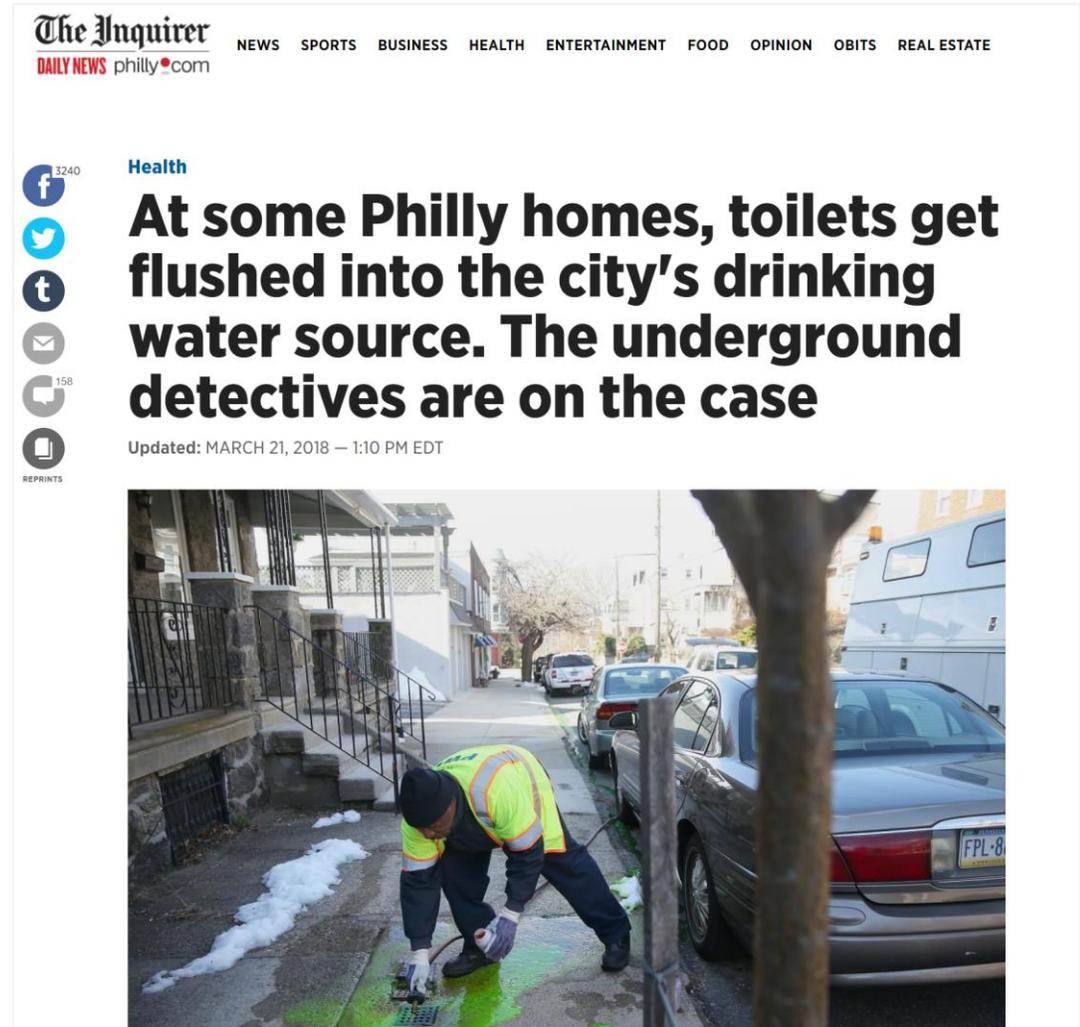
One of the most infamous uniforms of the superstores is that of the Target employee, a simple red shirt paired with khaki pants. Well, unwittingly, more people than you might imagine have wandered into the big red store only to realize...

Share 142 38 comments 87 points

whomst'veatlantavegas @Namastaywoke

My mom made

VS



The Inquirer DAILY NEWS philly.com

NEWS SPORTS BUSINESS HEALTH ENTERTAINMENT FOOD OPINION OBITS REAL ESTATE

Health

At some Philly homes, toilets get flushed into the city's drinking water source. The underground detectives are on the case

Updated: MARCH 21, 2018 — 1:10 PM EDT



3240 158 REPRINTS

Source: NewsWhip

But data from hundreds of publishers who have launched paid models is clear: Results may vary.

- The most successful publishers **outperform those in the 90th percentile on key metrics by 3X.**
- Top publishers **outperform those in the 50th percentile by 10X.**
- In other words, the difference between median performance and best-in-class performance is **ten times as much revenue.**
- By examining **data, trends and best practices from across the industry**, with a focus on tactics that set the most successful publishers apart, we can shine a light on new strategies and existing problem areas.

Today, we'll look benchmark data from 500+ publishers

How to Use Benchmarks

- To diagnose where your publication falls relative to the norm.
- To understand where you might want to focus attention or investigate further.
- As targets in SMART goals and/or as KPIs to display to newsroom and marketing teams.
- To predict possible performance on key metrics in budgeting and modeling exercises.

How Not to Use Benchmarks

- Drawing conclusions too quickly—without investigation of what might be causing strong or weak performance.
- As a replacement for more granular metrics—such as channel-, segment-, or campaign-specific conversion data.
- Assuming the median or average performance should be the target on most metrics—you want to be an elite player!

Our Data Set

The benchmarks in this presentation come from over 500 publishers across a range of different kinds of publications over the course of several years.

Categories

Examples

National & Major Metro Newspapers

THE INDEPENDENT

CHICAGO SUN-TIMES

THE BALTIMORE SUN

San Jose Mercury News

THE SACRAMENTO BEE

Local & Regional Newspapers

WINSTON-SALEM JOURNAL

Billings Gazette
billingsgazette.com

Post-Tribune

Lancaster ONLINE.com

fayobserver.com

NapervilleSun
A CHICAGO SUN-TIMES Publication

Magazines, Digital-Only Brands, Etc.

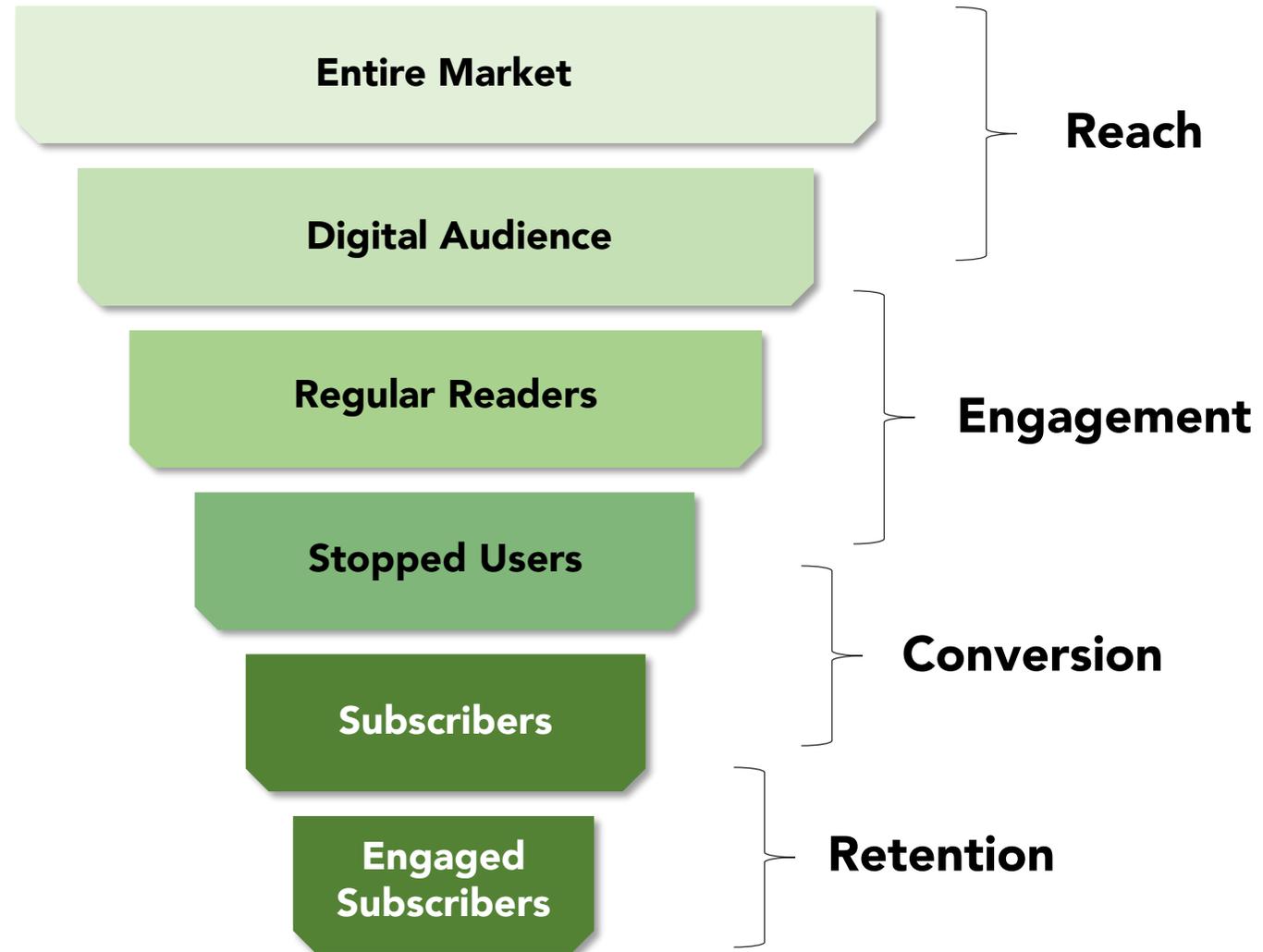
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POLITICO

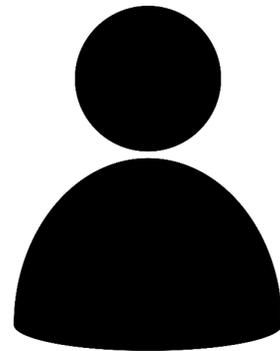
THE LENFEST INSTITUTE

Digital Subscription Benchmarks & Best Practices

The Audience Funnel



Or... The Reader Engagement Journey



The Audience Funnel - Metrics

Benchmark Categories

Market Penetration

Entire Market

Reader Engagement

Digital Audience

Meter Stop Rate // Meter Limit // Stop Conversion Rate

Regular Readers

Total Subscribers // Audience-Subs Ratio // ARPU

Stopped Users

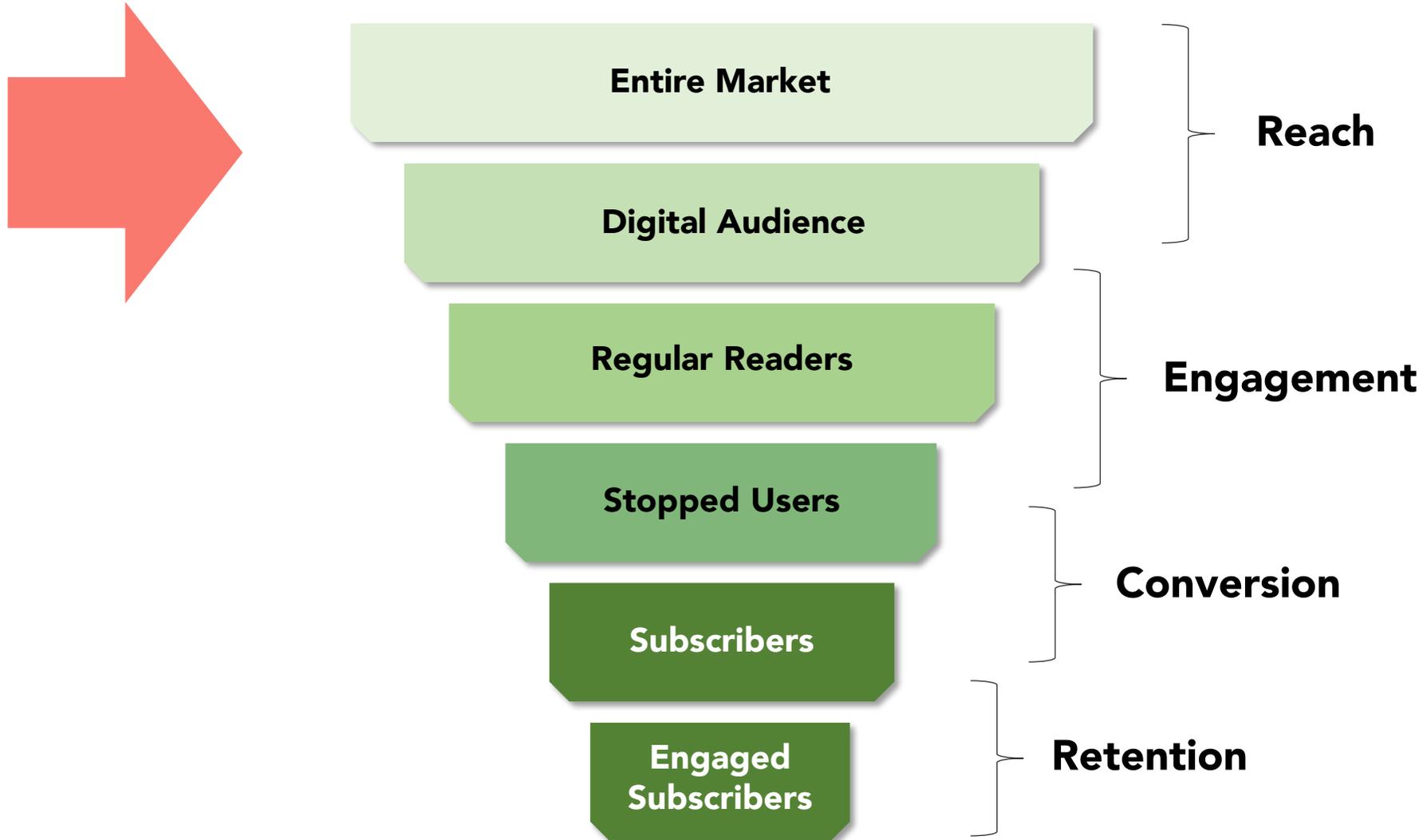
Churn & Retention // Customer Life // Customer Lifetime Value

Subscribers

Engaged Subscribers // Activation Rate

Engaged Subscribers

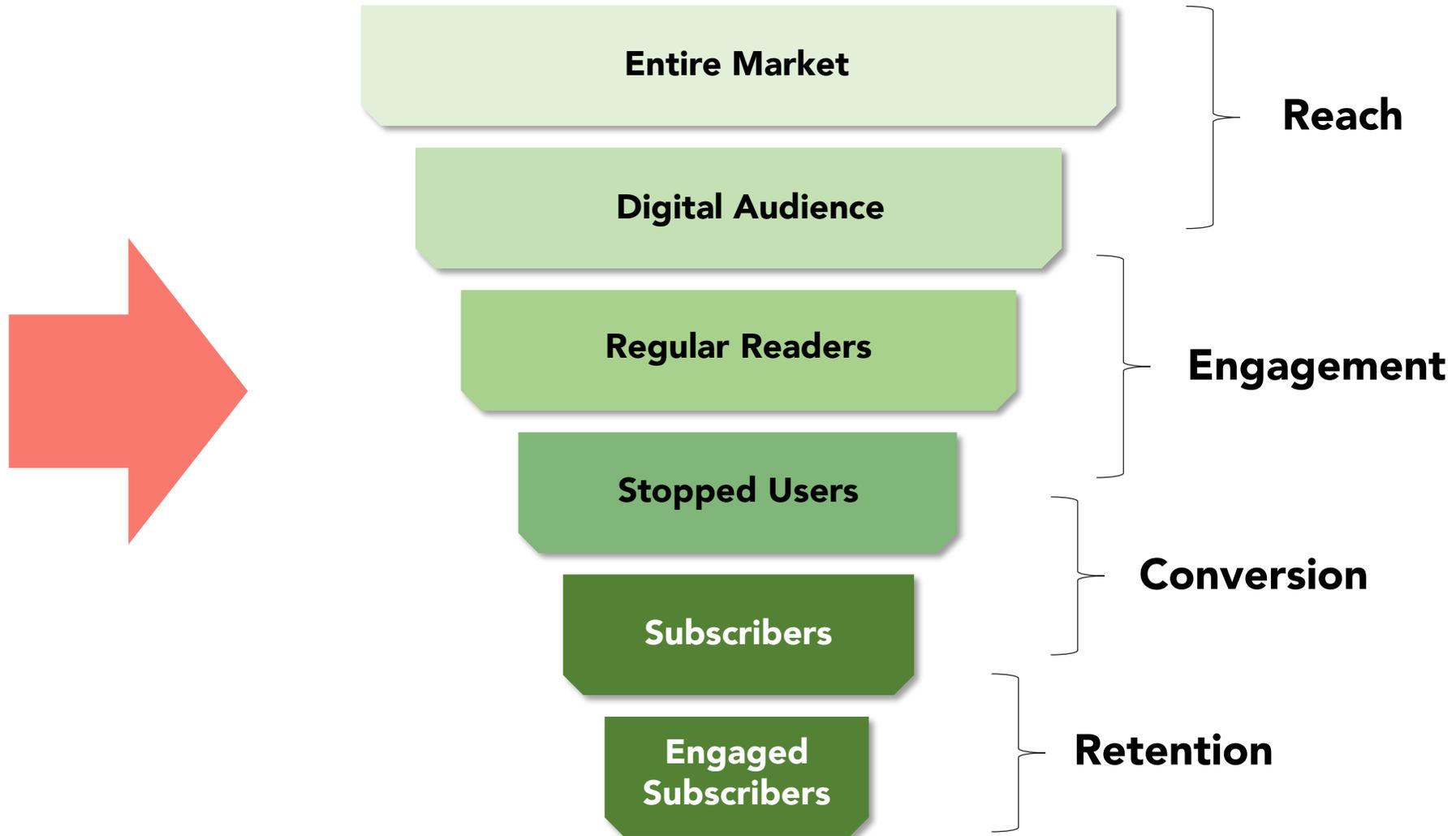
Reach Benchmarks



Understanding Market Penetration

Newspaper Website	DMA	DMA Population (000s) (Digital Desktop Audience)	% Reach (Market Penetration)	UVs	PVs (000s)
Star Tribune Network	Minneapolis	2,776	31%	859,529	25,829
Boston Globe Media Sites	Boston	4,113	23%	942,450	18,905
Chicago Tribune	Chicago	5,812	22%	1,254,027	24,476
POST-GAZETTE.COM	Pittsburgh	1,952	20%	397,127	5,970
BALTIMORESUN.COM	Baltimore	1,848	20%	371,119	5,252
DENVERPOST.COM	Denver	2,573	19%	493,593	4,622
AZCENTRAL.COM	Phoenix	3,009	19%	566,535	11,038
SEATTLETIMES.COM	Seattle	3,106	17%	521,574	8,608
AJC.COM	Atlanta	3,861	16%	613,660	5,784
Philly.com Sites	Philadelphia	4,988	15%	752,792	13,293
Dallas Morning News	Dallas	3,968	14%	555,612	6,424
CHRON.COM	Houston	3,373	14%	465,861	6,393
FREEP.COM	Detroit	3,065	14%	416,620	18,082
CHARLOTTEOBSERVER.COM	Charlotte	1,921	12%	237,118	2,231
Miami Herald Sites	Miami	2,667	11%	300,076	3,622
TAMPABAY.COM	Tampa	3,012	10%	315,404	3,195
Tampa Media Group	Tampa	3,012	6%	190,801	2,361
TBO.COM (Tampa Bay Online)	Tampa	3,012	6%	185,287	2,229
BOSTONHERALD.COM	Boston	4,113	6%	227,525	8,812
Sun-Times Media / CRWN (Chicago Region-Wide Network)	Chicago	5,812	6%	321,376	3,387
Miami Herald Sites	Tampa	3,012	3%	86,327	129
TUCSON.COM	Phoenix	3,009	1%	43,245	71

Engagement Benchmarks



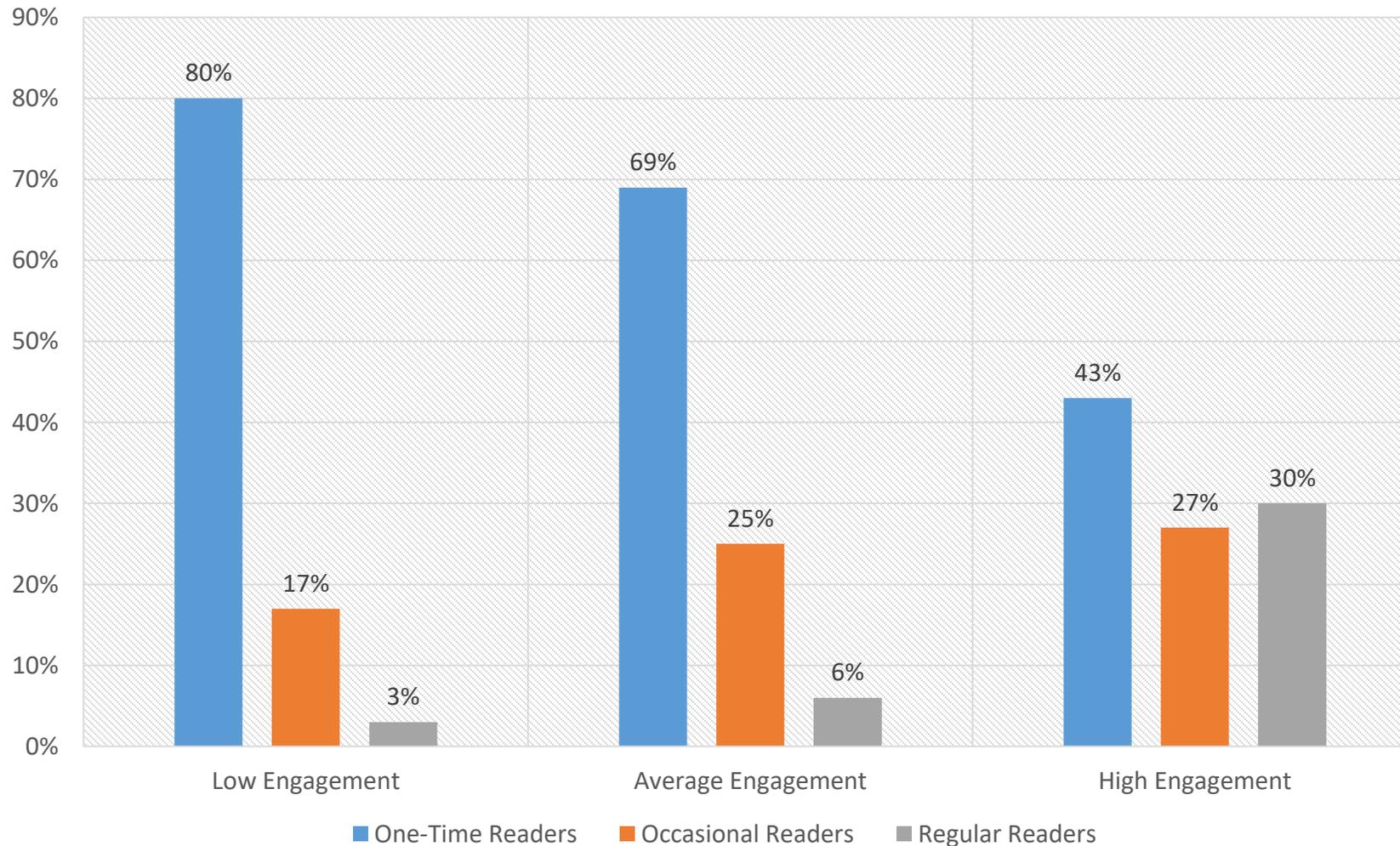
Audience Engagement: Some Definitions

For our purposes today, I'm looking at audience engagement as a measure of *unique article pages viewed in a given month*. You can segment users by this metric into any categories you'd like, but for benchmarking, we have three key segments:

- **One-Time Readers:** Users who view one, but only one, article page in a given month.
- **Occasional Readers:** Users who view between 2 and 5 articles in a given month.
- **Regular Readers:** Users who view 6 or more article pages in a given month.

One way to measure engagement is the proportion of “Regular Readers” viewing 5+ articles per month

Audience Content Consumption



Audience Engagement Breakdown

Publication	One Article	2-5 Articles	6+ Articles
A	43.59%	26.30%	30.10%
B	47.54%	32.79%	19.67%
C	66.89%	25.21%	7.90%
D	63.84%	28.51%	7.66%
E	69.00%	23.56%	7.44%
F	77.15%	15.43%	7.42%
G	69.14%	24.86%	6.00%
H	69.83%	24.36%	5.81%
I	69.30%	25.17%	5.52%
J	76.74%	18.08%	5.18%
K	73.83%	22.08%	4.09%
L	75.79%	20.86%	3.35%
M	80.16%	16.88%	2.96%

Key takeaways:

- This data only looks at users who view at least one content page.
- Data from this group closely matches broader data set available.
- Wide range of results within this group.
- Better performance on this metric correlates with higher conversion, retention, & total subscriber numbers.

Audience Engagement: Membership Organizations

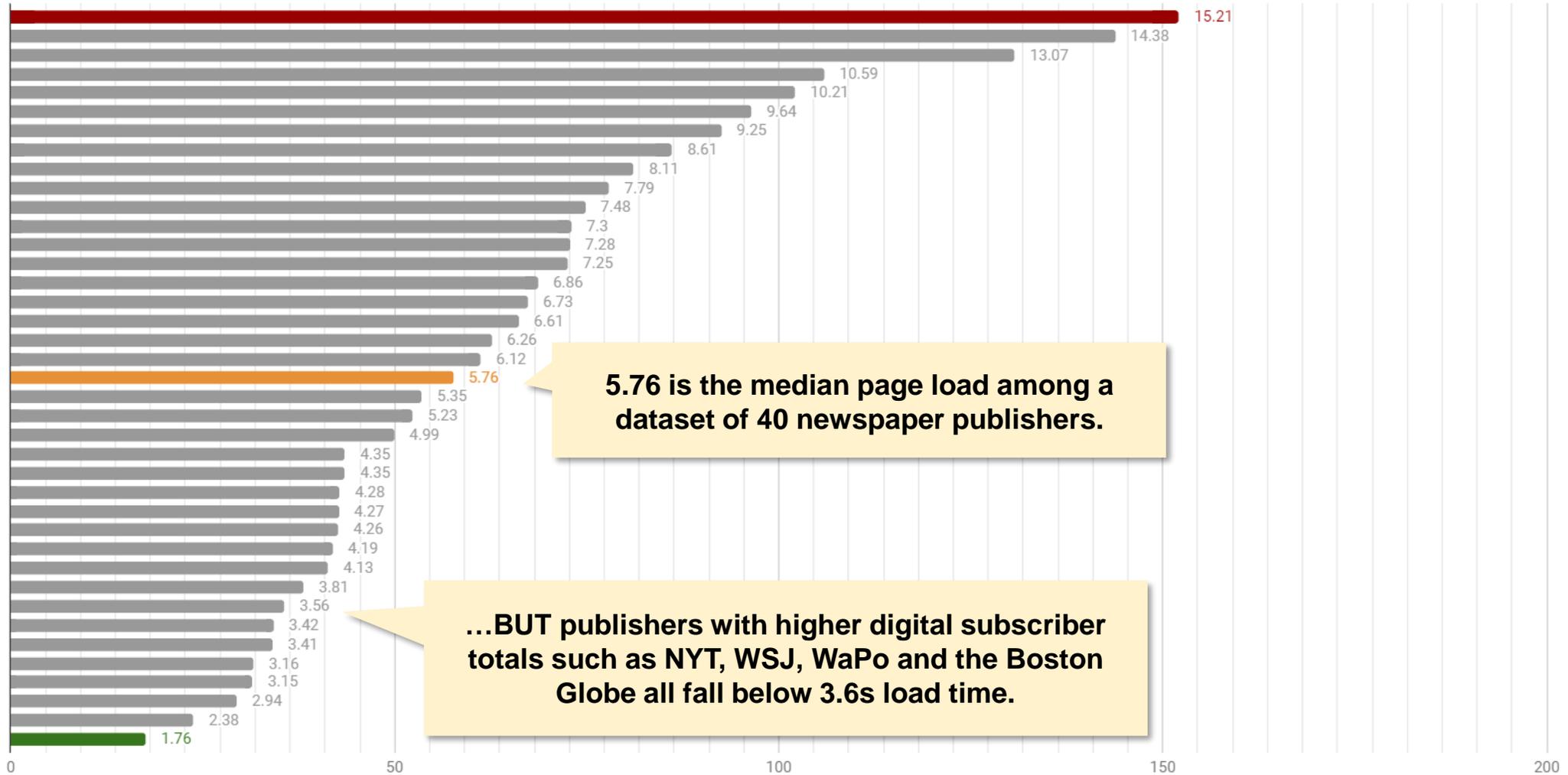
Publication	One-Time	2-5 Articles	5+ Articles
A	2.27%	84.01%	13.72%
B	71.75%	17.03%	11.22%
C	34.13%	56.52%	9.35%
D	74.00%	21.51%	4.49%
E	72.56%	23.88%	3.56%
F	74.95%	21.72%	3.33%
G	76.23%	20.57%	3.20%
H	65.69%	31.59%	2.72%
I	74.83%	22.79%	2.38%
J	84.78%	13.76%	1.46%
K	47.48%	51.25%	1.27%
L	47.88%	51.30%	0.82%
M	92.43%	6.80%	0.77%
N	47.77%	51.48%	0.74%
AVERAGE	61.91%	33.87%	4.22%

Key takeaways:

- Average performance is **4.22% of Unique Visitors as Regular Readers.**
- Wide range of results within this group.
- Better performance on this metric correlates with higher conversion, retention, & total membership numbers.

Page load time is a common obstacle to engagement

Daily Newspaper Publishers - Average Page Load Times (Seconds)



5.76 is the median page load among a dataset of 40 newspaper publishers.

...BUT publishers with higher digital subscriber totals such as NYT, WSJ, WaPo and the Boston Globe all fall below 3.6s load time.

Most successful metered publishers stop 5-10% of their digital audience with a payment gateway

- Stop Rate is a very strong predictor of overall subscription sales
- The most common cause of a plateau is not stopping enough users.
- This can and should be segmented by platform / channel, but this industry-wide data set is based on desktop data primarily.



Industry-Wide Benchmarks:

Percentile	Stop Rate
95%	8.4%
90%	6.0%
80%	4.2%
70%	3.0%
60%	2.5%
50%	1.8%
40%	1.0%
30%	0.6%
20%	0.4%
10%	0.2%
5%	0.0%

$$\text{Stop Rate} = \frac{\text{Unique Visitors Hitting the Stop Threshold}}{\text{Unique Visitors}}$$

Stop Rate Breakdown –Metro Daily Newspapers

Key takeaways:

- Looking at large metro dailies in isolation, typical stop rates are substantially higher—with a median stop rate 2x as high as the industry as a whole.
- There are different reasons for high and low stop rates—it's important to understand *why* your stop rate is high or low.
- As a general matter (and unsurprisingly) publishers with higher stop rates are selling more digital subscriptions.

Stop Rate
10.89%
8.36%
7.05%
5.82%
5.57%
3.99%
3.64%
3.53%
3.20%
2.61%
2.56%
2.26%
0.28%

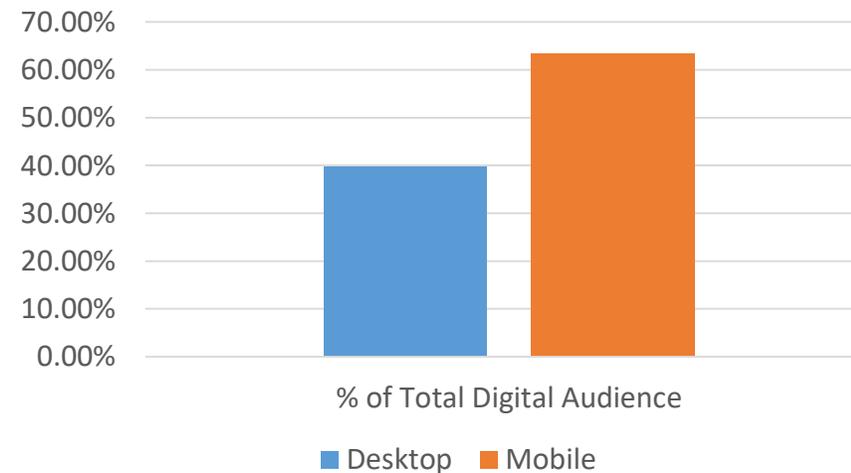
Stop Rate Breakdown by Platform

Total	Website	Mobile
10.89%	12.87%	13.81%
8.36%	12.05%	6.75%
7.05%	13.81%	1.60%
5.57%	3.02%	4.03%
3.99%	7.59%	2.08%
3.64%	4.34%	2.60%
3.53%	3.03%	3.97%
3.20%	5.50%	2.38%
2.61%	5.18%	2.99%
2.56%	4.47%	1.21%
2.26%	3.15%	1.87%
0.28%	0.61%	0.06%

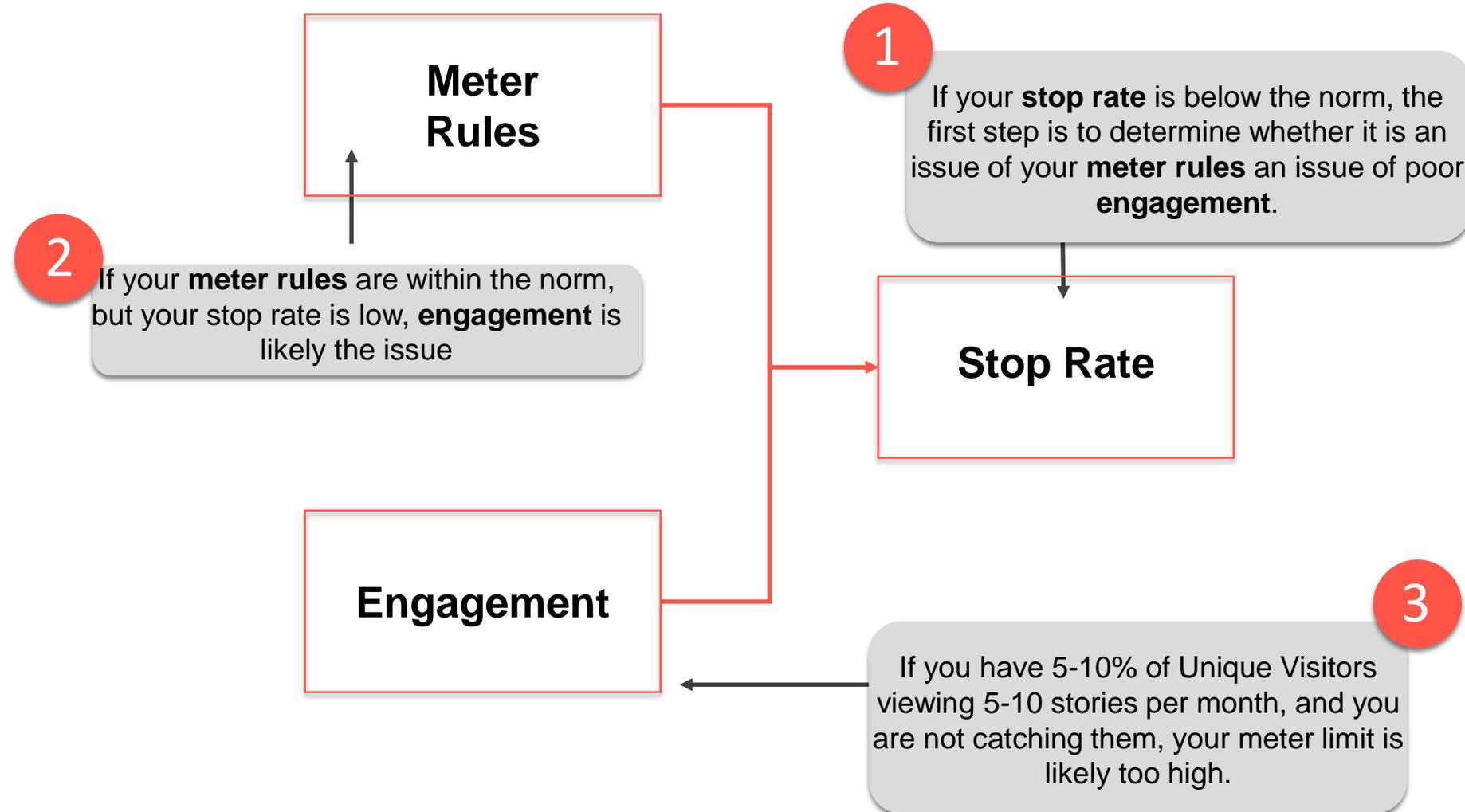
Most meter / gateway “stops” driven by desktop...

...Even as audiences move heavily to mobile devices!

Desktop vs. Mobile Audience



There are two ways to increase a low stop rate: increase engagement, or tighten the meter

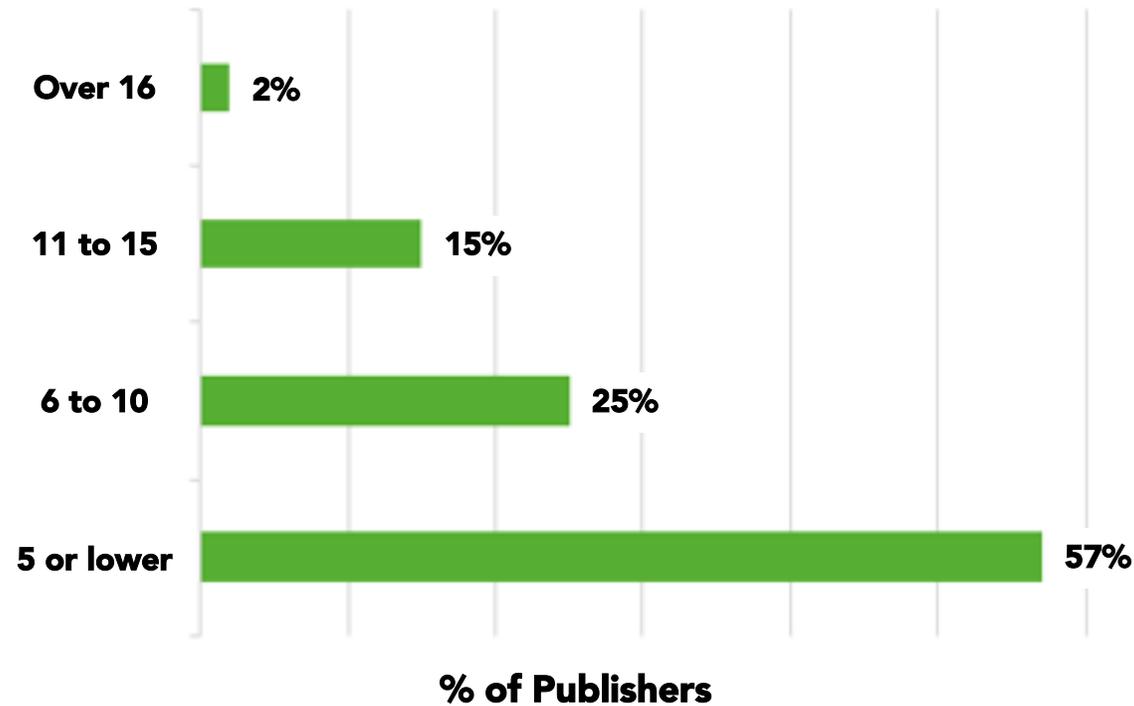


Scope of Metered Content – Best Practice

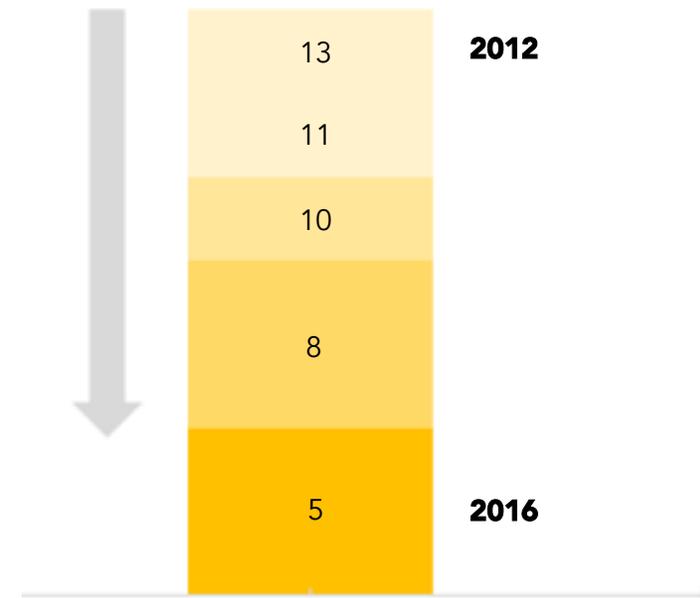
Metered Content	Free Content
<ul style="list-style-type: none">• All article pages from print• All digital-only content• Mobile web article pages• Blog posts• Referrals from social media or search	<ul style="list-style-type: none">• Home page• Section fronts / index pages• Sponsored content• Classifieds, births, celebrations, engagements, obituaries.• Events calendar, lottery, weather

Meter Limits – Industry Norms

Meter Limit Distribution

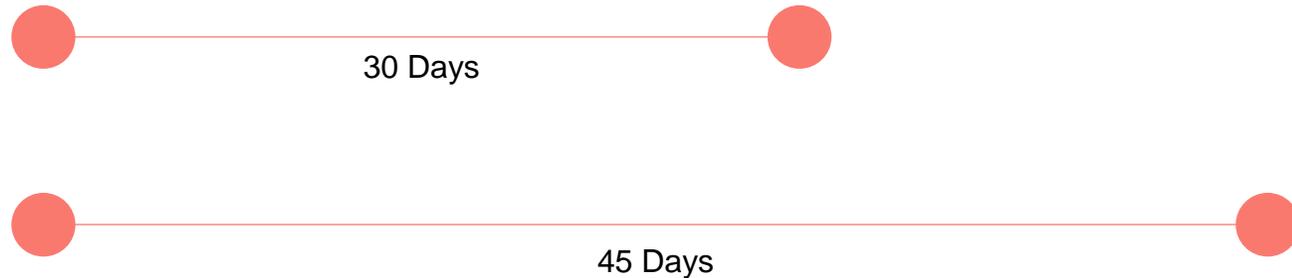


Average Meter Limit



In addition to meter limit and content scope, publishers can experiment with other 'levers' of access control

Meter Timeframe



Lengthening or shortening the meter counter timeframe can increase or reduce your 'stop rate' while the number of free articles remains constant

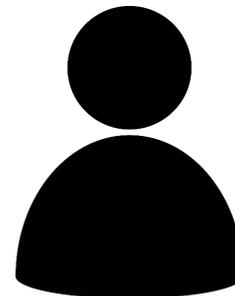
Meter Targeting Rules



Geographic Targeting



Content Targeting

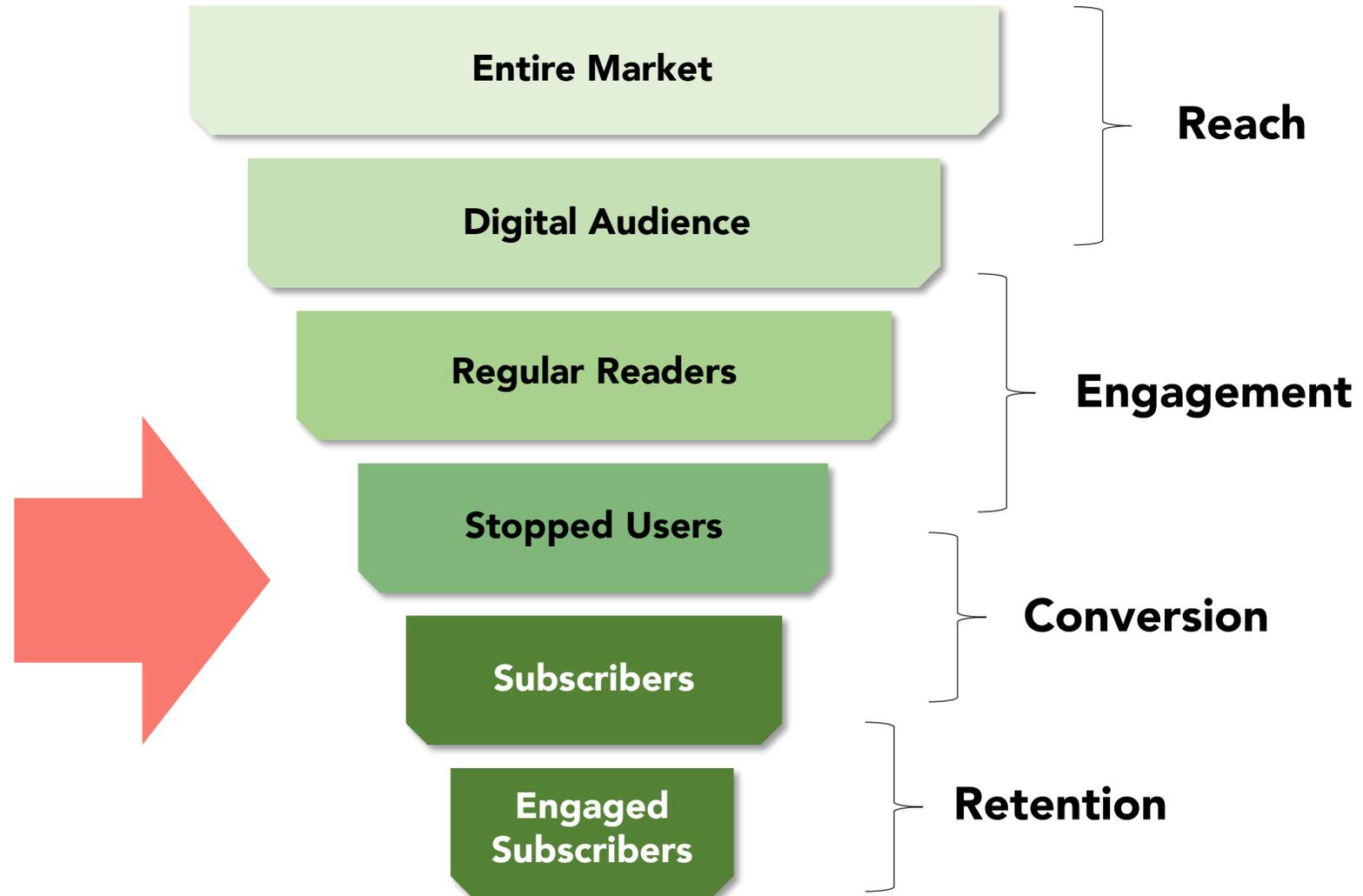


Propensity Targeting



Ad Block Targeting

Conversion Benchmarks



Once users are stopped by a meter message, *conversion* becomes the focus

- Paid Stop Conversion Rate is an important metric for understanding sales conversion as a function of content access limitation.
- While more granular conversion rates are needed to manage a powerful marketing strategy, PSCR can be used to understand overall performance.
- Paid Stop Conversion Rate * Stop % * Total Audience = Monthly New Starts

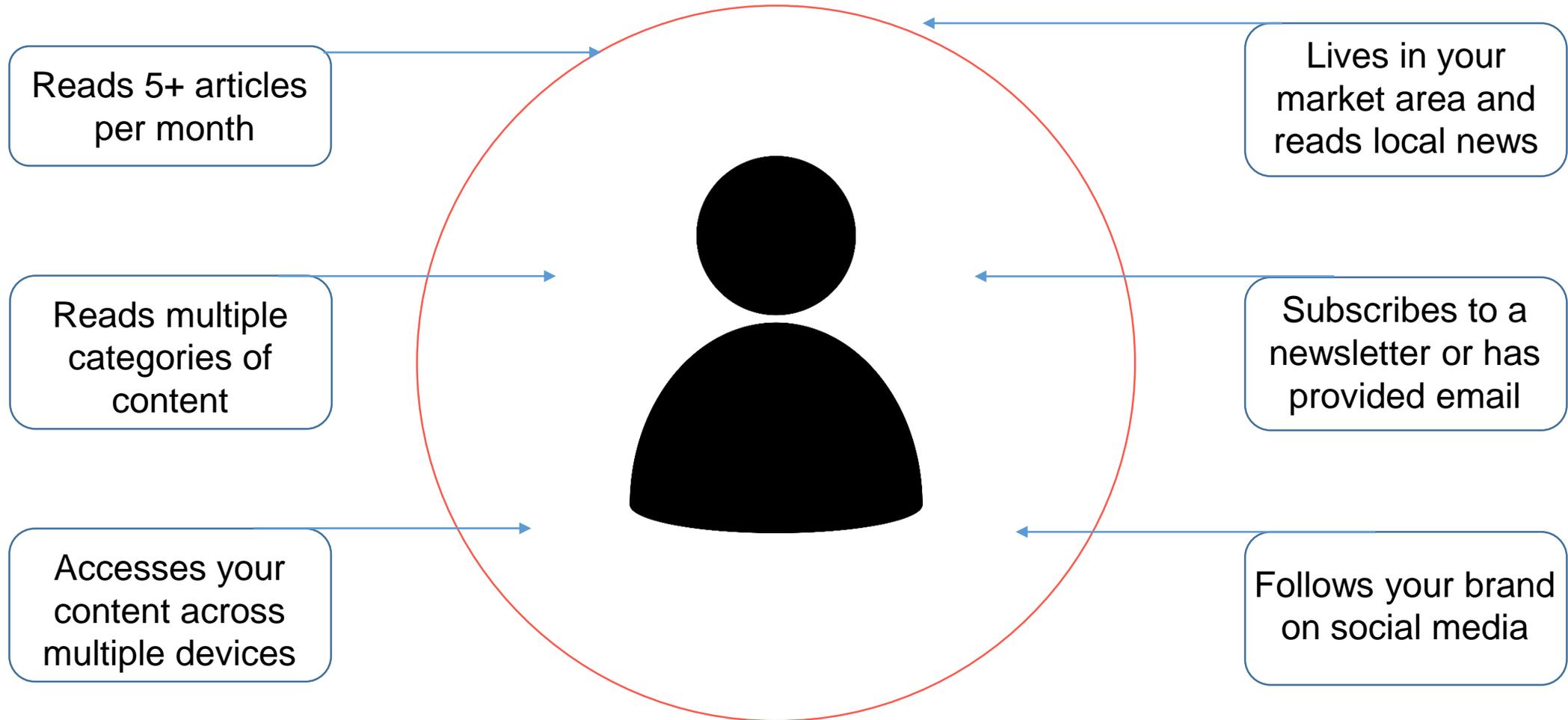
$$PSCR = \frac{\text{Paid Subscription Sales}}{\text{Unique Visitors Hitting the Stop Threshold}}$$

Industry-Wide Benchmarks:

Percentile	PSCR
95%	1.93%
90%	1.31%
80%	1.04%
70%	0.83%
60%	0.62%
50%	0.54%
40%	0.47%
30%	0.40%
20%	0.33%
10%	0.24%
5%	0.21%

Profile of a likely subscriber

Common “propensity factors” that correlate with likelihood to subscribe, as reported by publishers that have engaged in propensity modeling studies:



Key Metric For Membership Organizations: Regular Reader Conversion Rate (RRCR)

Regular Reader Conversion Rate

Formula:

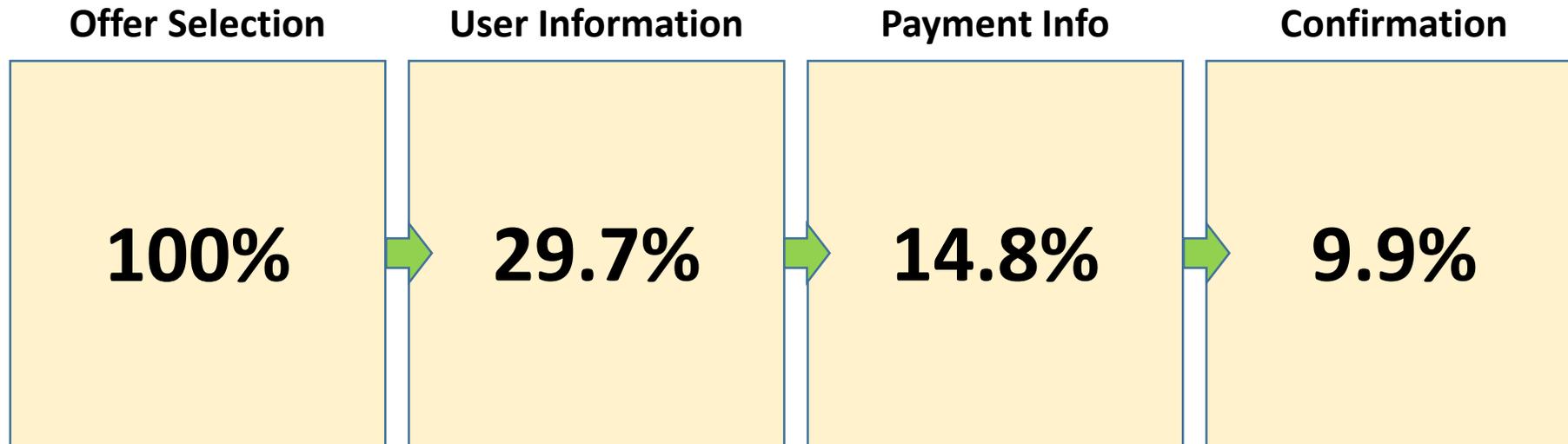
$$\frac{\text{Net Monthly New Members}}{\text{Monthly 'Regular Readers'}}$$

Regular Reader Conversion Rate

High Performer:	4.76%
Median Performer:	1.56%
Low Performer	0.5%
Average:	2.11%

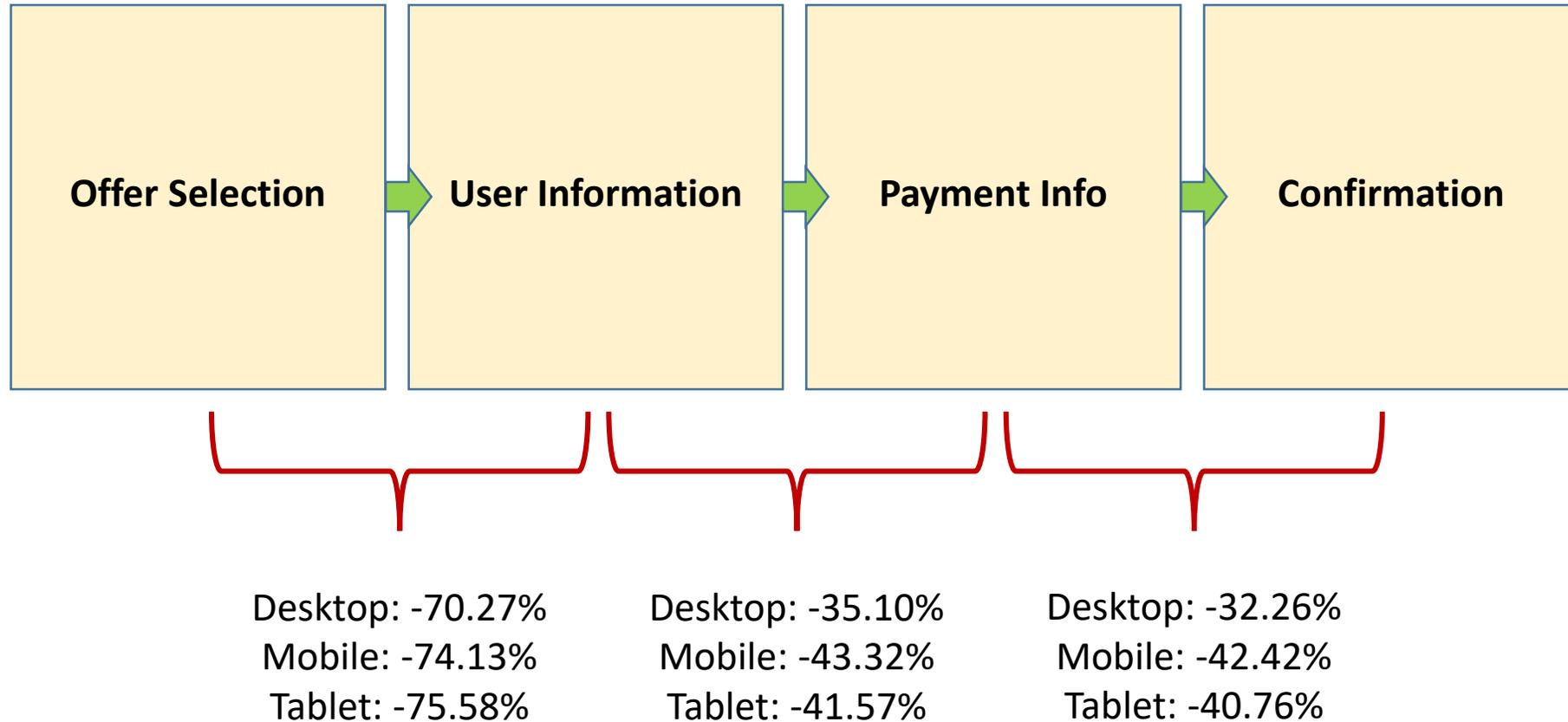
Typical conversion funnel

Percentage of users remaining at each step in the conversion process, starting from offer selection



<u>From Offers Step:</u> Step	% Users Remaining		
	Desktop	Mobile	Tablet
Offer Selection Page	100.00%	100.00%	100.00%
User Information	29.73%	25.87%	25.88%
Payment Information	14.76%	9.38%	9.56%
Confirmation	9.92%	5.29%	5.78%

Publishers should focus on conversion funnel optimization to minimize dropoff between steps



Checkout flow best practices

Few registration fields

Step 1 of 2
Create Your Account
Already have an account? [Log in here »](#)

Use Facebook  Use Google 

OR

Email Address

Create Password [Show Password](#)

You agree to receive occasional updates and special offers for The New York Times's products and services. You may opt out or [contact us](#) anytime.

By creating an account, you agree to the [Terms of Service](#) and [Privacy Policy](#).

Create Account

Prechecked marketing permissions

Need help? 855-698-8545

 Secure transaction

Get Started Today!

YOUR ORDER

Basic Digital Access \$9.00

Unlimited access to NYTimes.com, and the NYTimes smartphone and tablet apps.

Sales tax may apply.

Total ~~\$15.00~~ **\$9.00**

Some friendly reminders:

- Your payment method will be charged \$9.00 every 4 weeks for the first year (\$2.25 per week).
- It will then be charged \$15.00 every 4 weeks thereafter, starting on September 14, 2018 (\$3.75 per week).
- Your subscription will continue until you cancel.

Emphasizes trial rates

Checkout flow best practices, continued

The New York Times

Need help? 855-698-8545

Secure transaction

Step 2 of 2

Payment Information

BACK

Card Number



Expiration Date

Security Code

Billing Details

United States

Zip Code

First Name

Last Name

About Your Subscription

By submitting your order you agree to our [Terms of Sale](#), including our [Cancellation and Refund Policy](#). Subscriptions are renewed automatically. You will be charged in advance of each renewal. You may cancel your subscription at any time, but in most cases cancellation stops only future charges.

By clicking below you agree that we may charge your payment method automatically before each renewal.

Secure transaction.

Purchase Subscription

Get Started Today!

YOUR ORDER

Basic Digital Access **\$9.00**

Unlimited access to NYTimes.com, and the NYTimes smartphone and tablet apps.

Sales tax may apply.

Total ~~\$15.00~~ **\$9.00**

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- Your subscription will continue until you cancel.

Minimal billing fields

Range of Results – Desktop Conversion

Publication	% Users Remaining in Funnel			
	Offers	User Info	Payment Info	Confirmation
A	100.00%	54.12%	51.87%	40.17%
B	100.00%	51.00%	33.15%	17.57%
C	100.00%	100.00%	9.47%	7.92%
D	100.00%	24.16%	11.06%	7.70%
E	100.00%	10.16%	8.65%	6.49%
F	100.00%	21.58%	13.36%	5.46%
G	100.00%	3.33%	3.33%	2.63%
H	100.00%	1.65%	1.08%	0.91%
I	100.00%	1.56%	0.87%	0.41%

Key takeaways:

- Wide range of results among participants.
- Publisher with highest conversion percentages also among lowest in terms of total users per month.
- Publishers at the bottom of this have greatest dropoff between offer selection and user info collection—suggesting possible pricing, choice framing, or usability issues.

Range of Results – Mobile Conversion

Publication	% Users Remaining in Funnel			
	Offers	User Info	Payment Info	Confirmation
A	100.00%	33.97%	31.57%	21.85%
B	100.00%	10.16%	8.65%	6.49%
C	100.00%	36.00%	16.20%	5.51%
D	100.00%	100.00%	7.51%	5.14%
E	100.00%	36.79%	13.71%	4.35%
F	100.00%	11.37%	3.79%	2.45%
G	100.00%	1.83%	1.83%	1.28%
H	100.00%	1.00%	0.51%	0.39%
I	100.00%	1.71%	0.67%	0.19%

Key takeaways:

- Mobile conversion lower than desktop conversion across the board.
- Some publishers had similar mobile and desktop conversion numbers. Such consistency seemed in part to correlate with publishers combining offer selection with user data into a single, seamless step.

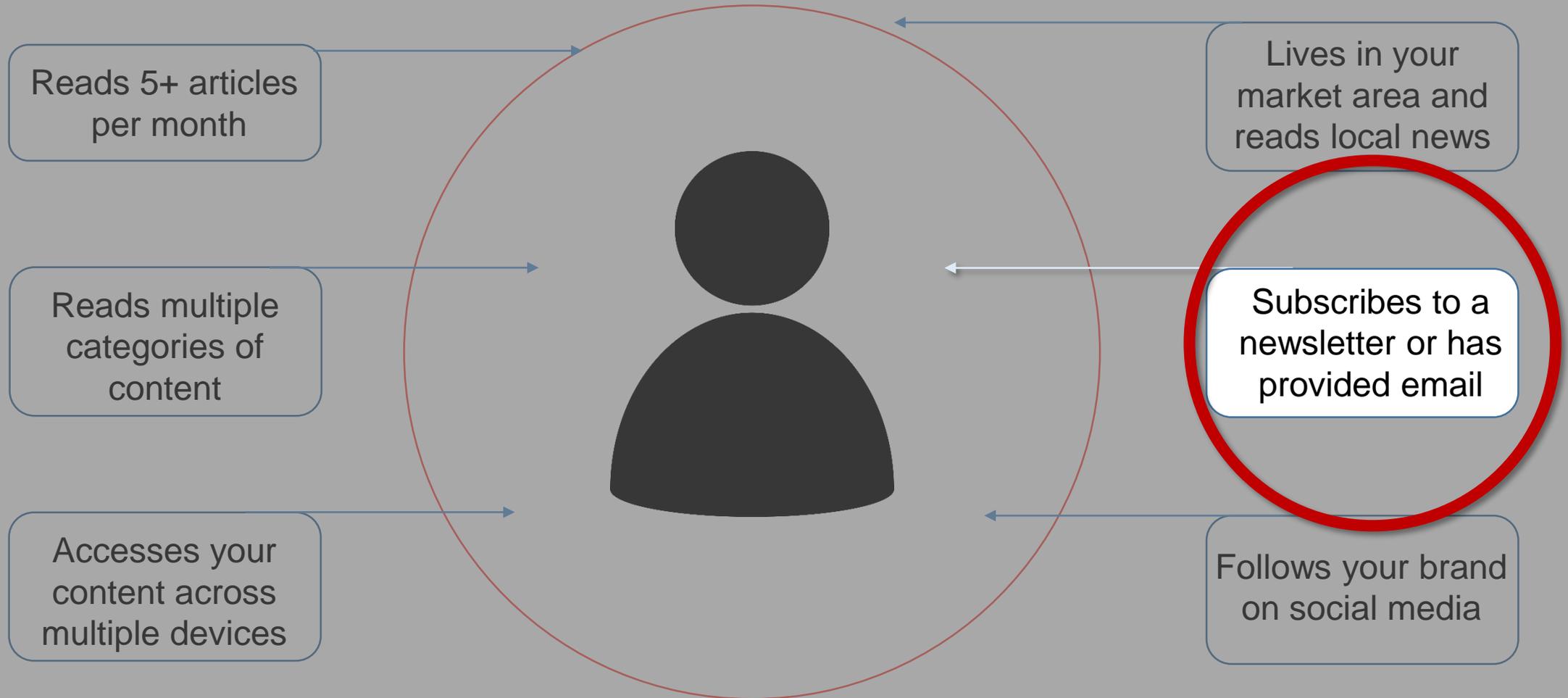
Range of Results – Tablet Conversion

Publication	% Users Remaining in Funnel			
	Offers	User Info	Payment Info	Confirmation
A	100.00%	31.32%	27.43%	19.65%
B	100.00%	47.00%	25.38%	10.15%
C	100.00%	10.16%	8.65%	6.49%
D	100.00%	100.00%	6.07%	3.89%
E	100.00%	14.26%	5.61%	3.76%
F	100.00%	12.78%	7.49%	2.20%
G	100.00%	2.45%	2.45%	1.70%
H	100.00%	1.20%	0.65%	0.53%
I	100.00%	0.64%	0.26%	0.09%

Key takeaways:

- Mobile and tablet conversion metrics from the offer step are largely consistent.
- Not all participants who provided data had tablet conversion data.

Profile of a likely subscriber



Email List Size – Benchmarks for Newspapers

Total Marketable Email List	Unique Newsletter Subscribers
5,036,906	1,803,337
2,963,827	1,212,788
1,000,207	382,373
487,970	365,422
415,558	288,771
397,800	270,842
345,148	155,000
242,477	147,041
123,709	128,516
98,397	104,301
53,306	97,489
50,524	61,580

Email List Size – Local Membership Organizations

Publication	Marketable Emails
A	237,911
B	180,577
C	34,093
D	31,660
E	29,245
F	27,519
G	24,138
H	21,103
I	18,491
J	13,964
K	12,930
L	10,238
M	9,802
N	9,756
O	6,790
P	2,007
Q	1,921
R	1,777

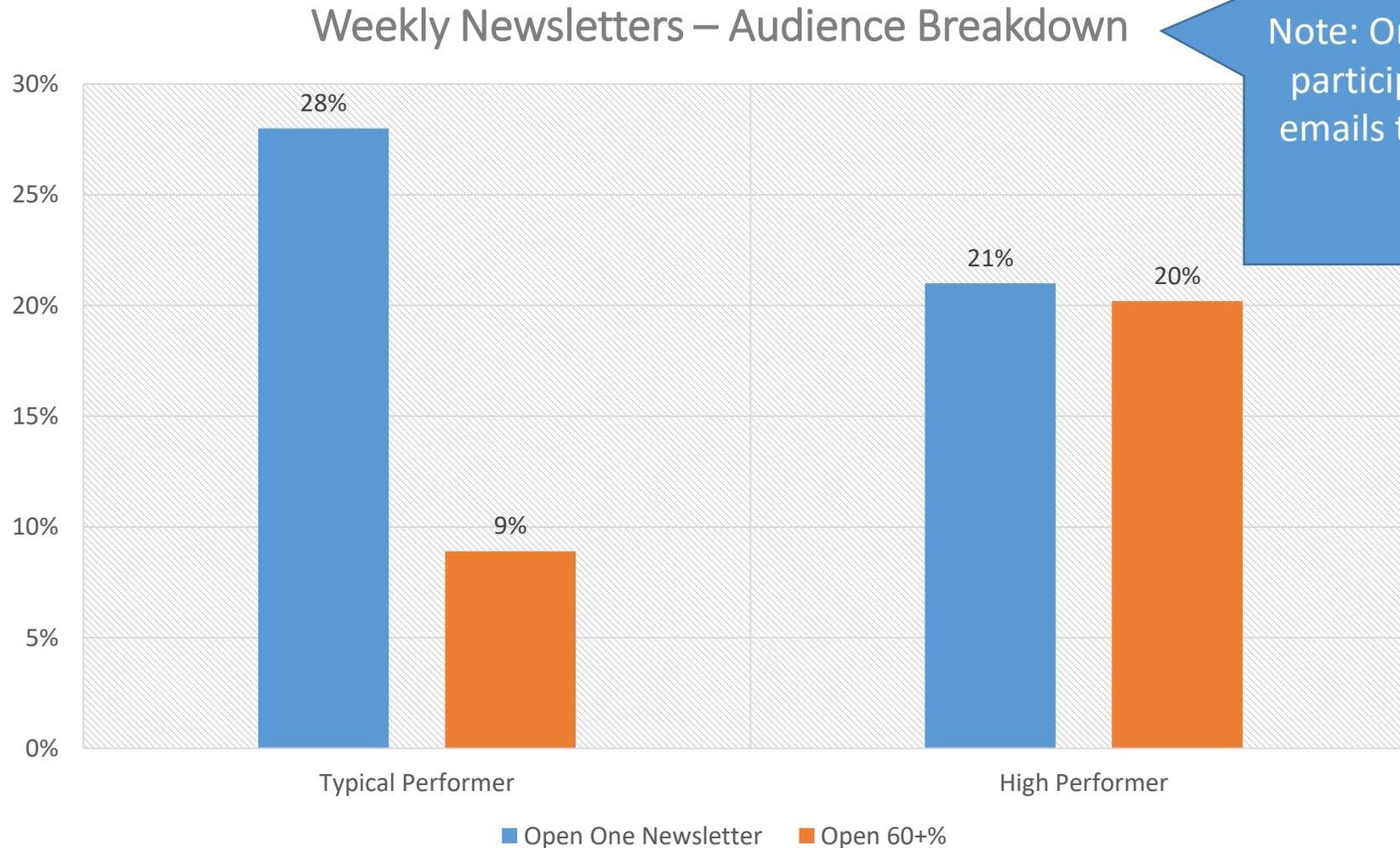
Percentile	Newsletter Subs
A	237,911
B	95,146
C	30,378
D	30,208
E	28,115
F	27,519
G	20,091
H	13,970
I	13,427
J	11,486
K	9,972
L	9,756
M	6,868
N	6,790
O	2,007
P	1,820
Q	1,777
R	362

Newsletter Open & Click-Through Rates

Percentile	Newsletter Open Rate
A	43.10%
B	35.25%
C	35.00%
D	35.00%
E	32.00%
F	30.00%
G	30.00%
H	27.00%
I	24.79%
J	24.00%
K	22.03%
L	22.00%
M	13.90%
N	13.30%
O	6.70%
P	1.30%

Percentile	Newsletter Click Rate
A	15.9%
C	16.0%
D	14.45%
E	10.0%
F	10.0%
G	10.0%
H	9.0%
I	7.08%
J	7.0%
K	6.0%
L	6.0%
M	5.10%
N	2.36%
O	1.39%

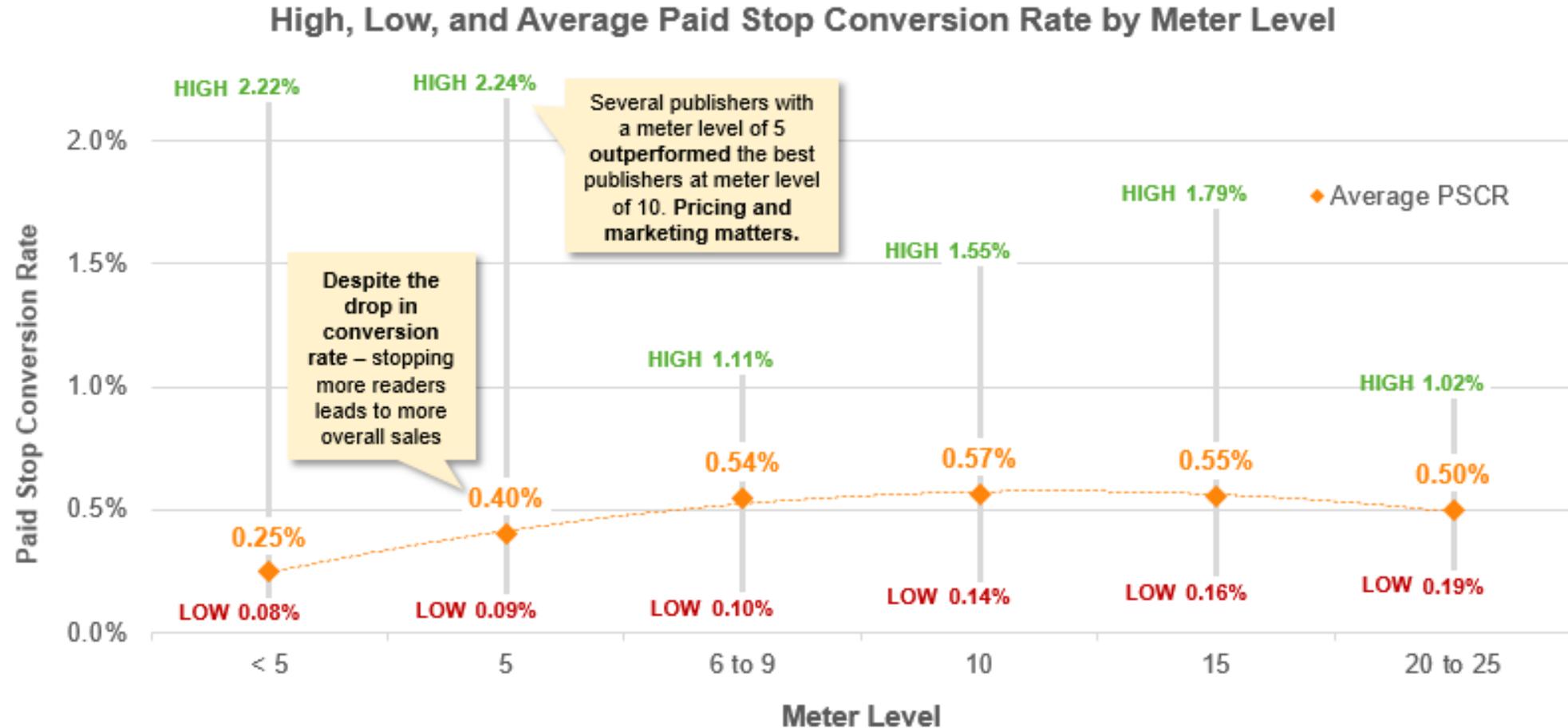
Publishers should track not only overall open rates, but also their audience segmented by # of opens



Note: On average, accelerator participants are sending 25 emails to newsletter readers per month.

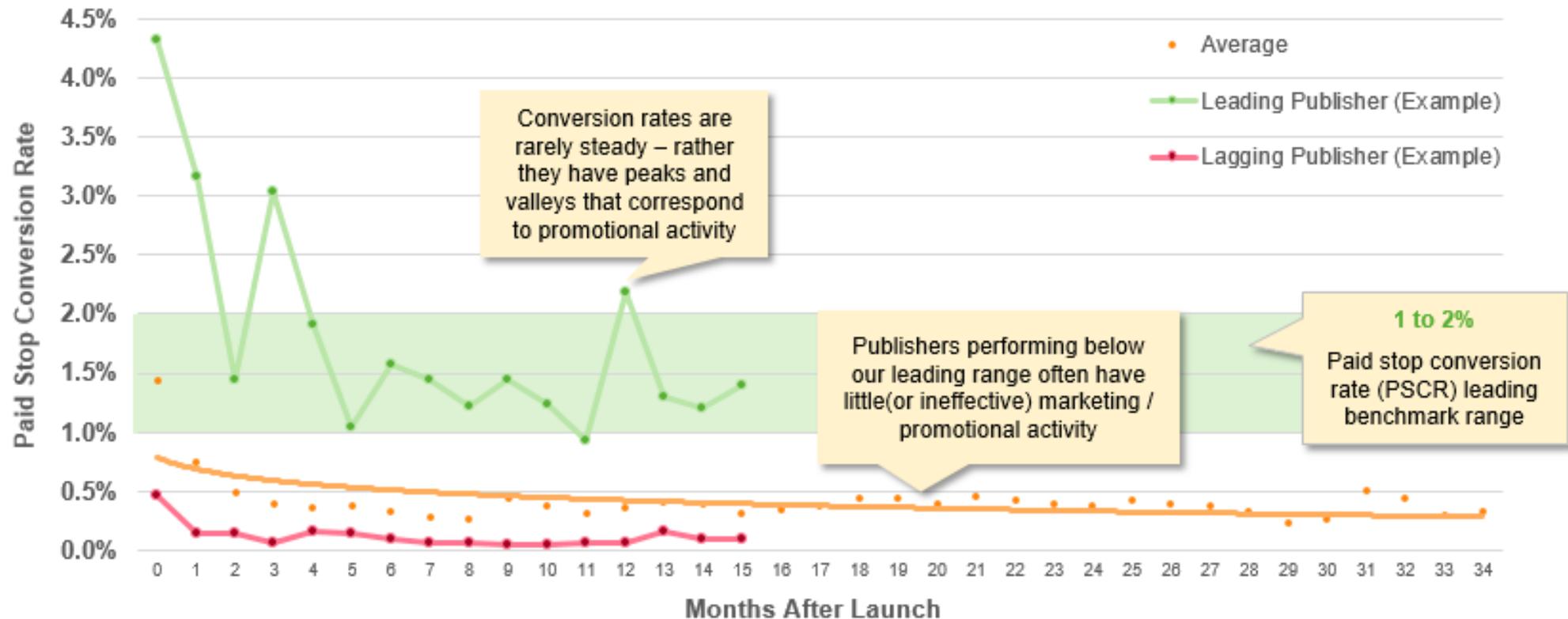
**Stop Rate x Conversion Rate x Unique Visitors =
Monthly Subscriptions Sold**

Conversion Rate vs. Meter Level



Conversion Rate tends to drop over time—but publishers have been able to maintain rates of 1-2%

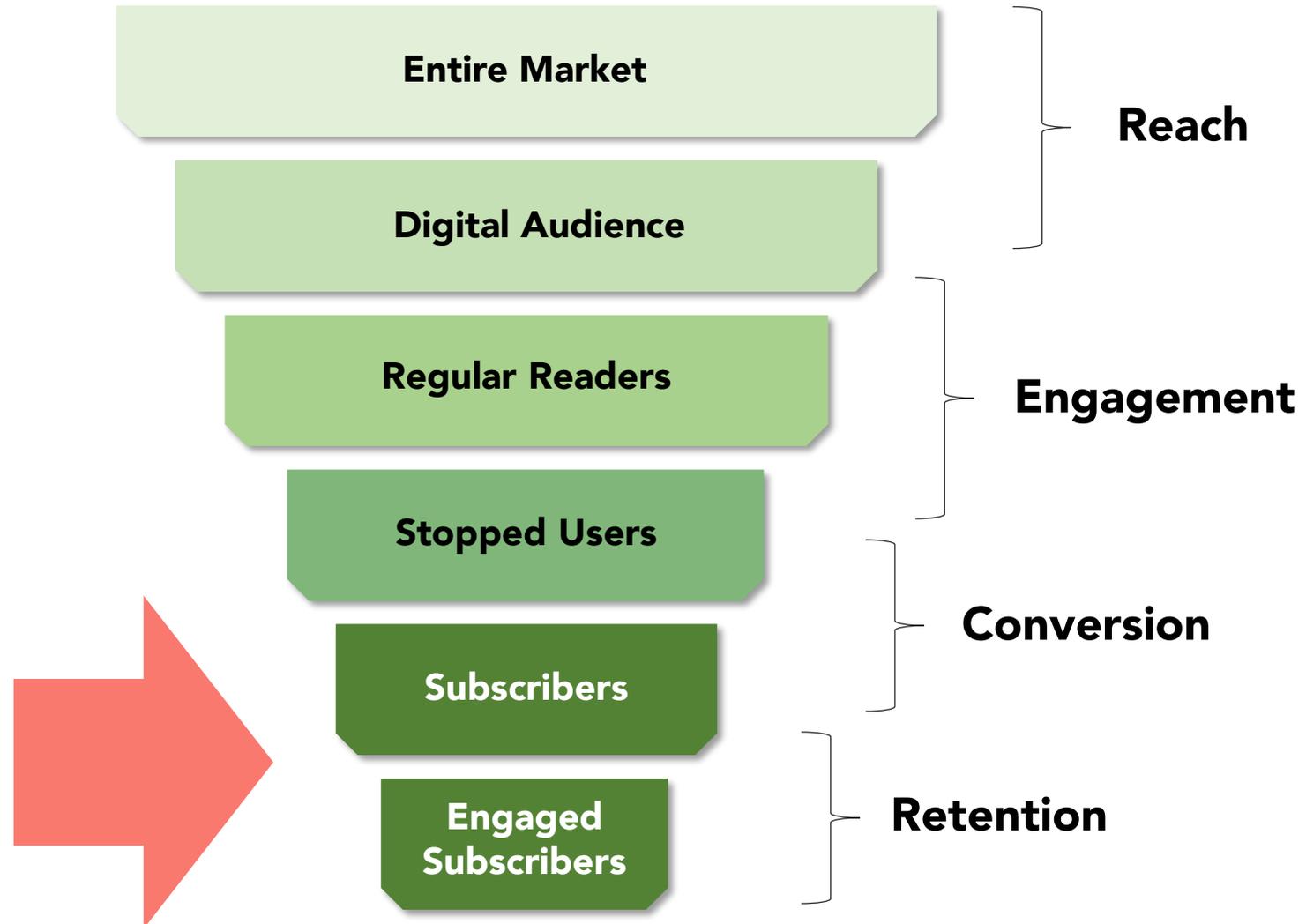
Average Paid Stop Conversion Rate by Months Launched



Digital-Only Subscription Pricing: Metro Dailies

Digital-Only, Weekly	Digital-Only, Monthly
\$5.59	\$24.22
\$3.99	\$17.29
\$3.79	\$16.42
\$3.46	\$14.99
\$2.99	\$12.96
\$2.97	\$12.87
\$2.77	\$11.99
\$2.70	\$11.70
\$2.48	\$10.74
\$2.32	\$10.06
\$2.17	\$9.40
\$2.09	\$9.06
\$1.97	\$8.54
\$0.72	\$3.10

Retention & Engagement Benchmarks



A key retention benchmark: Monthly Retention Rate

- There are many ways to look at churn as an element of retention. For benchmarking purposes, we use a simple, combined monthly rate.
- Retention Rate can be used to calculate *average customer lifetime* and *customer lifetime value*.
- We don't yet have your retention data, so this data is taken from a broader set of publishers.

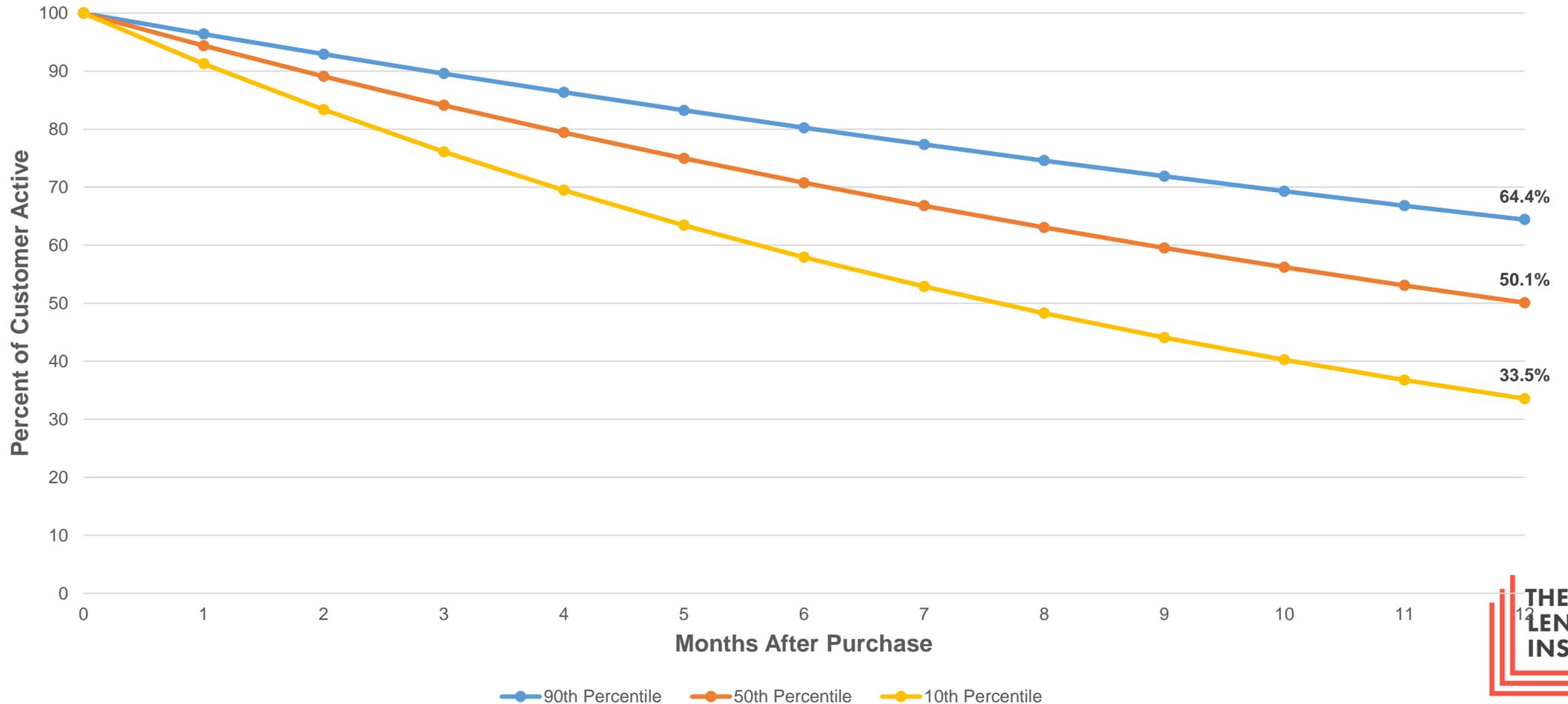
$$RR\% = \frac{(\text{Customers Active in Month 2}) - (\text{Sales in Month 1})}{(\text{Customers Active in Month 1})}$$

Industry-Wide Benchmarks:

Percentile	RR%
95%	97.0%
90%	96.4%
80%	95.8%
70%	95.1%
60%	94.8%
50%	94.4%
40%	93.9%
30%	93.2%
20%	92.2%
10%	91.3%
5%	89.6%

Because churn compounds over time, small changes in the rate can have a big impact on revenue over time

Expected Customer Retention After 1 Year - Paid, Monthly Products



Pricing can affect retention rate—and each publisher needs to test to find the right set of offers

Price	Top 10%	Median	Bottom 10%
\$0 - \$2	97.1%	94.9%	92.7%
\$2.01 - \$4.50	96.4%	94.5%	91.9%
\$4.51 - \$6.50	96.1%	94.7%	92.1%
\$6.51 - \$7.50	96.3%	94.5%	91.7%
\$7.51 - \$8.50	96.2%	93.6%	89.7%
\$8.51 - \$9.50	94.4%	92.4%	90.3%
\$9.51 - \$10.50	96.8%	94.8%	91.7%
\$10.51 - \$11.50	96.7%	93.4%	92.8%
\$11.51 - \$12.50	96.4%	94.0%	91.6%
\$12.51 - 14.99	95.9%	94.1%	90.7%
\$15.00+	96.5%	92.4%	89.2%

But... the key to retention long-term is to engage all subscribers in your digital products effectively

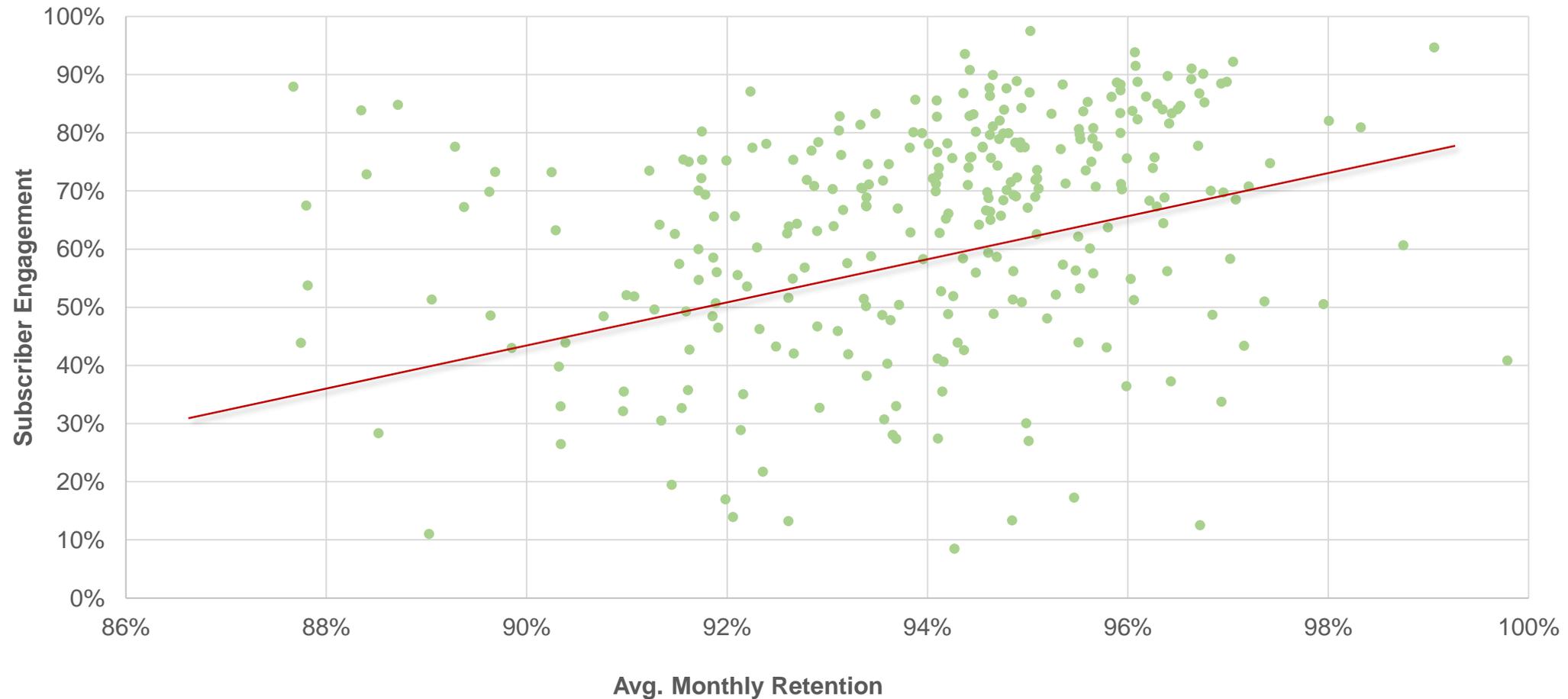
- Subscriber engagement measures the percentage of active subscribers that log-in to their accounts in a given month
- The leading 10 percent of publishers have almost 2.5X the engagement rate as the bottom 10 percent

$$\text{Subscriber Engagement} = \frac{\# \text{ Subscribers Logged In in Month } X}{\# \text{ Subscribers Active in Month } X}$$

Percentile	Subscriber Engagement Rate
95%	90.1%
90%	87.3%
80%	82.9%
70%	78.7%
60%	74.4%
50%	71.0%
40%	64.8%
30%	56.2%
20%	48.3%
10%	36.1%
5%	27.8%

Engagement matters: There is a significant correlation between subscriber 'engagement' and retention

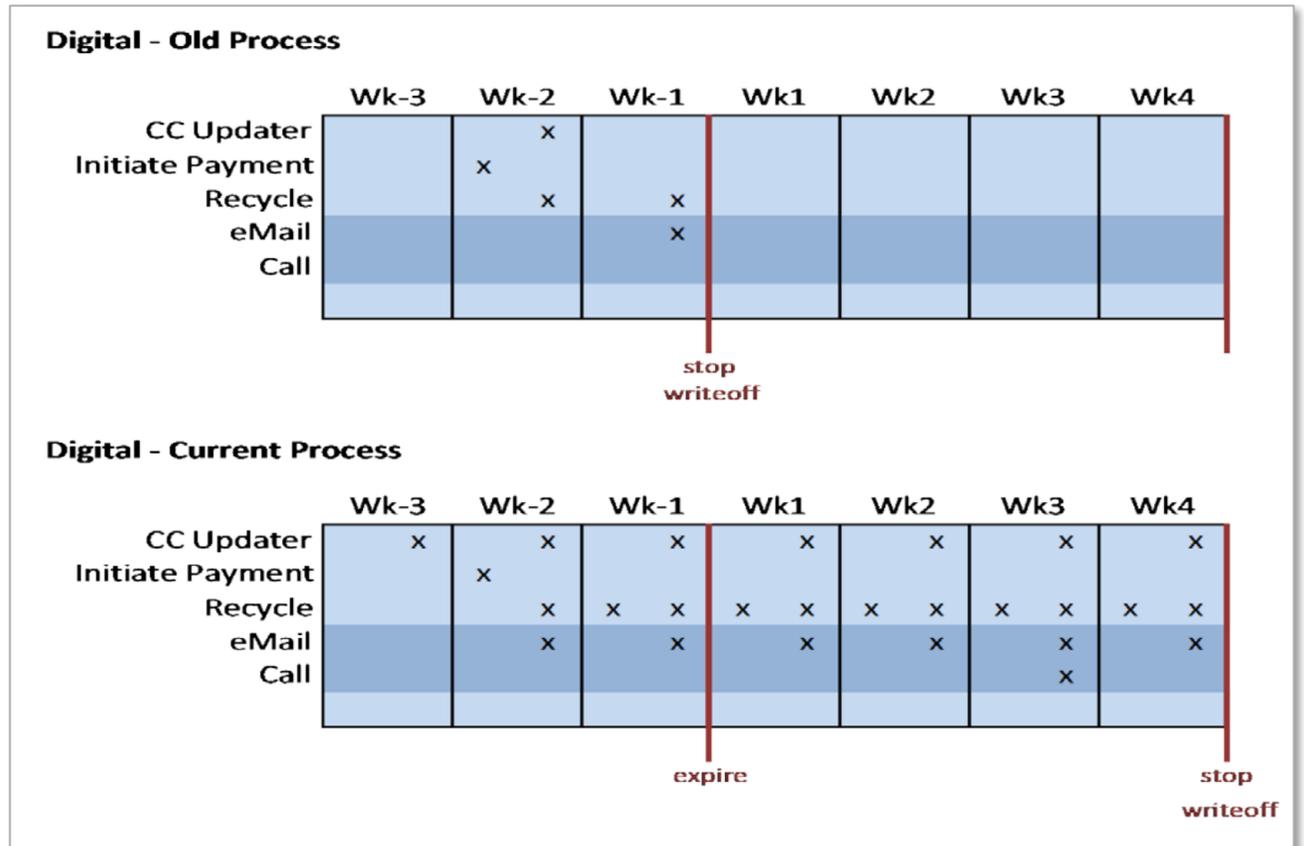
Correlational Study: Monthly Retention vs. Subscriber Engagement



Low-hanging fruit: Involuntary Churn

- Many publishers have found that one of the largest causes of churn is involuntary churn—typically caused by a credit card expiring or a payment failure.
- Simple changes – such as using a credit card updater service, adding a grace period for ‘delinquent’ subscribers, retrying the card multiple times, and contacting the subscriber multiple times can vastly reduce involuntary churn.

Example: Changes in practices for attempting to “save” delinquent subscribers decreased publisher’s monthly churn by 65%.



Retention and price combine to form Customer Lifetime Value – a key metric for ROI calculations

- Customer Lifetime Value answers the question, “for each new subscription sold, how much revenue do I generate?”
- CLV is a function of average price and retention rate.
- This metric is *critical* for making decisions about paid marketing spend, product investments, and even newsroom resource allocation.
- For example, if I have a CLV of \$140 and I pay \$1000 for a campaign that converts 100 subscribers, I’ve generated \$14 in revenue for every \$1 spent on marketing.

Industry-Wide Benchmarks:

Percentile	CLV
95%	\$339.98
90%	\$282.79
80%	\$217.18
70%	\$186.38
60%	\$157.56
50%	\$137.30
40%	\$124.09
30%	\$110.99
20%	\$93.02
10%	\$72.11
5%	\$50.75

$$CLTV = \frac{\text{Average Monthly Subscription Revenue per Subscriber}}{\text{Monthly Churn Rate}}$$

**Stop Rate x Conversion Rate x Unique Visitors =
Monthly Subscriptions Sold**

**Monthly Subscriptions Sold x CLTV =
Total Revenue Driven**

CLV should drive key decisions about content

Consider the 'Unit Economics' of digital content for this typical local newspaper publisher.

Case Study – Publisher A – Content Unit Economics

\$345

Average Customer
Lifetime Value from
one new subscriber

\$7.16

programmatic ad
yield from 1,000
page views

4,248

Average Page Views
per Article Published

128K

Page views from
highest-performing
article published

This means that at the margins:

**1 new subscriber
is worth
48,000 new page
views**

**1 new subscriber
creates more than ad
revenue from
10 average articles**

**Ad revenue from the
most popular article is
the same as revenue
from just 2.6 new
subscribers**

Journalists in the newsroom should see subscriptions as a key goal, equal or more important than page views

- Most newsrooms have dashboards, daily reports, and other metrics available showing which articles are ‘performing’ well—usually meaning they are generating page views.
- Given the unit economics of subscriptions vs. ads, publishers should consider focusing dashboards instead on subscription contribution.
- Articles, sections, or individual authors can be shown performance metrics based on generating page views from logged-in subscribers, based on how much the content was viewed by users on the path to subscribing, etc.

Example: Subscription Contribution Report

What content drives them to subscribe?	
Article	% Subscription Contribution
Article 1	4.5%
Article 2	3.3%
Article 3	3.3%
Article 4	3.1%
Article 5	2.9%
Article 6	2.9%
Article 7	2.7%
Article 8	2.7%
Article 9	2.5%
Article 10	2.2%

Defined as % of new subscriptions sold for which this article was in the user’s “path to subscription” – i.e., the user viewed this as part of their meter count before subscribing.

Key strategies for improving retention

- Understand the source of your churn—including reasons for cancellation, causes of payment delinquency, and other factors.
- Reach out to canceled subscribers to learn what went wrong—and improve your products, offers, and customer service as a result.
- Prioritize and reward the newsroom for content that engages subscribers; show this data side by side with broader traffic leaderboards that might emphasize a different type of content instead.
- Find common characteristics of users who cancel and begin to model propensity to churn based on these data points (as well as engagement data more broadly).
- Implement catch-and-save, win-back, and surprise and delight offers for users who are likely to churn.
- **Invest in more of the content that your subscribers love.**

How can publishers drive more digital subscription sales?

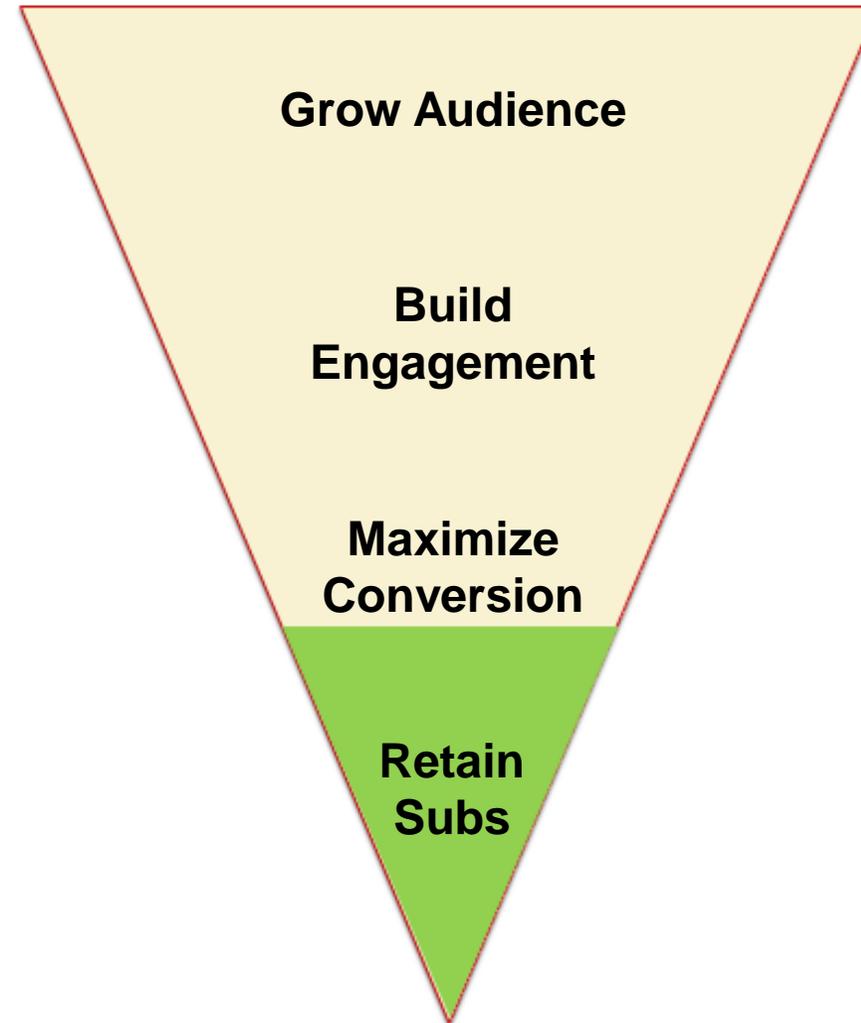
Subscription marketing involves different tactics for different parts of the funnel

- SEO & Social Strategy
- External Advertising
- Partnerships
- Word of Mouth

- Content Strategy
- Email & Newsletters
- Site Optimization

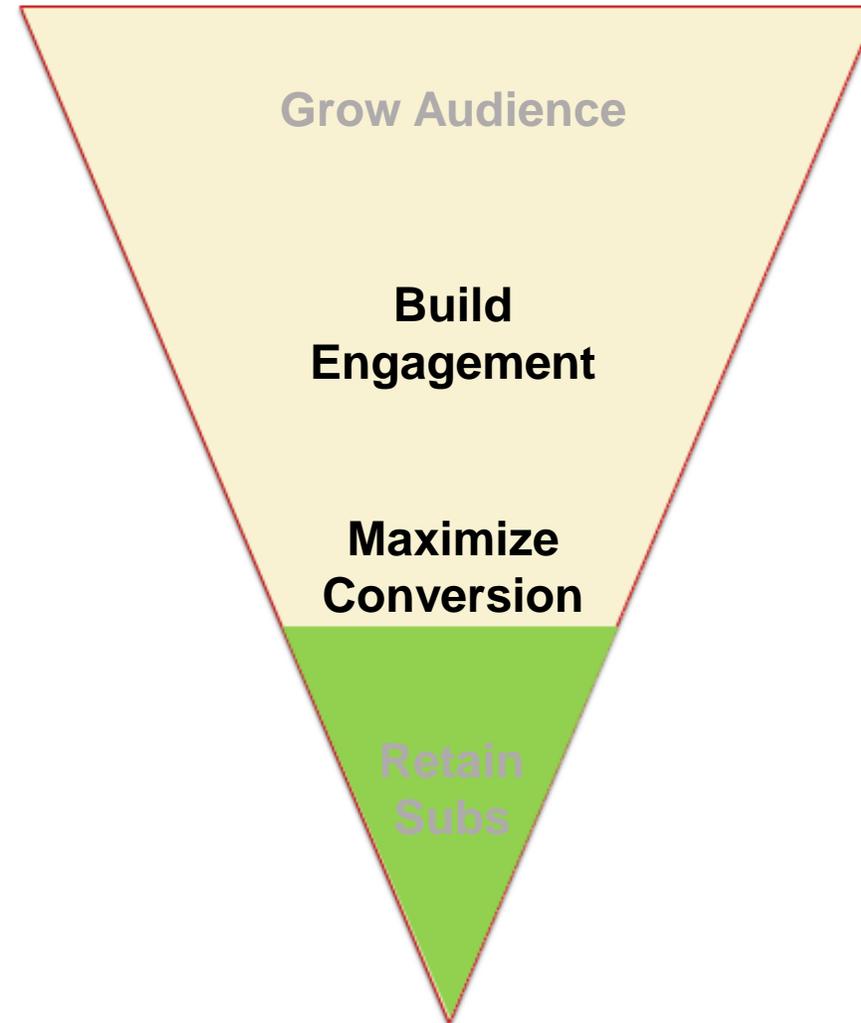
- Meter Optimization
- Marketing & Promotion
- Price & Message Testing
- Retargeting

- Member Benefits
- Billing Optimization
- Win-Back & Retention Marketing



Most publishers need to focus first on *building engagement* and *maximizing conversion*

- SEO & Social Strategy
- External Advertising
- Partnerships
- Word of Mouth
- **Content Strategy**
- **Email & Newsletters**
- **Site Optimization**
- **Meter Optimization**
- **Marketing & Promotion**
- **Price & Message Testing**
- **Retargeting**
- Member Benefits
- Billing Optimization
- Win-Back & Retention Marketing



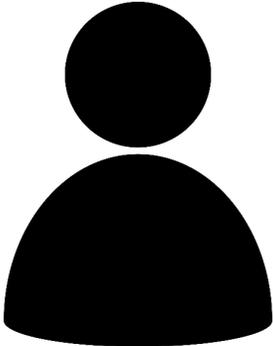
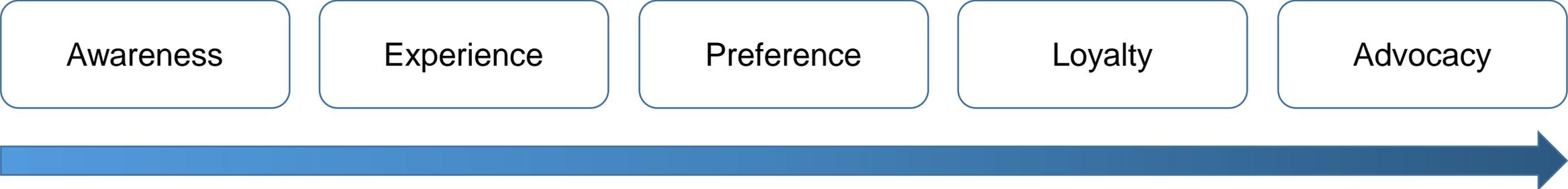
Building Engagement & Conversion

**Content Strategy | Email & Newsletters | Site Optimization |
Meter Optimization | Marketing & Promotion | Price & Messaging**

Building Engagement & Conversion

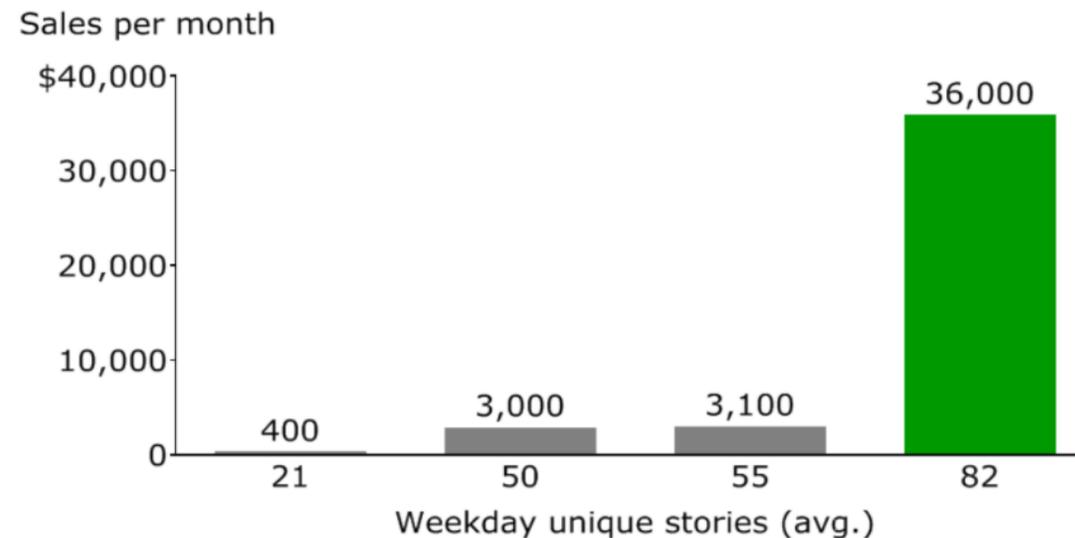
Content Strategy | Email & Newsletters | Site Optimization |
Meter Optimization | Marketing & Promotion | Price & Messaging

The Reader Journey



Local

- Users who view local news regularly are typically **2-5X more likely** to subscribe than users who view national news, wire sourced stories.
- Publications that produce more local (non-AP) content generate greater subscription sales—sometimes by a factor of 10.



Unique / Distinctive

- Publications chasing page views have a big incentive to produce nearly identical articles about any popular or viral topic in the news.
- Digital subscription models increasingly invest in unique, distinctive content that provides readers with a **perspective, angle, or reporting that only that publication can provide.**
- As you build up a base of digital subscribers, you can learn from data and invest in more of the kinds of content that appeals to potential and actual subscribers.



[Eagles agree to terms with former Packers TE Richard Rodgers](#)

[PhillyVoice.com](#) - 17 hours ago

The **Philadelphia Eagles** announced that they have agreed to a one-year contract with former Green Bay Packers tight end **Richard Rodgers**, a third-round pick in 2014. Rodgers (6'4, 257) had his best season with the Packers in 2015, when he had 510 receiving yards and 8 TDs. He had a very ...



[Report: Ex-California tight end Richard Rodgers signs 1-year deal ...](#)

[Dayton Daily News](#) - 18 hours ago

Report: Ex-California tight end **Richard Rodgers** signs 1-year deal with **Philadelphia Eagles**. 0 ... **Richard Rodgers** didn't get a chance to play in a Super Bowl during his four seasons with the Green Bay Packers, getting closest in 2016 when they lost to the Atlanta Falcons in the NFC Championship Game.

[Richard Rodgers leaves Packers to sign with Eagles](#)

[The Derby Informer](#) - 13 hours ago

But rather than being a springboard to bigger things for the 2014 third-round draft pick, he saw his playing time dwindle thereafter, leading Wednesday to his decision to accept a one-year deal from the **Philadelphia Eagles** in an effort to reignite his career with the reigning Super Bowl champions.

[Eagles' Richard Rodgers: Hooks up with Eagles](#)

[CBSSports.com](#) - 18 hours ago

In his other three seasons, **Rodgers** combined for 62 receptions (on 106 targets) for 656 yards and five TDs as his strengths dictated more blocking duty. With Zach Ertz comfortably embedded as the No. 1 tight end, **Rodgers** should have a similar role in **Philadelphia**. That said, Ertz has missed one or two ...

[Eagles sign former Packers tight end Richard Rodgers in free agency](#)

[Madison.com](#) - 17 hours ago

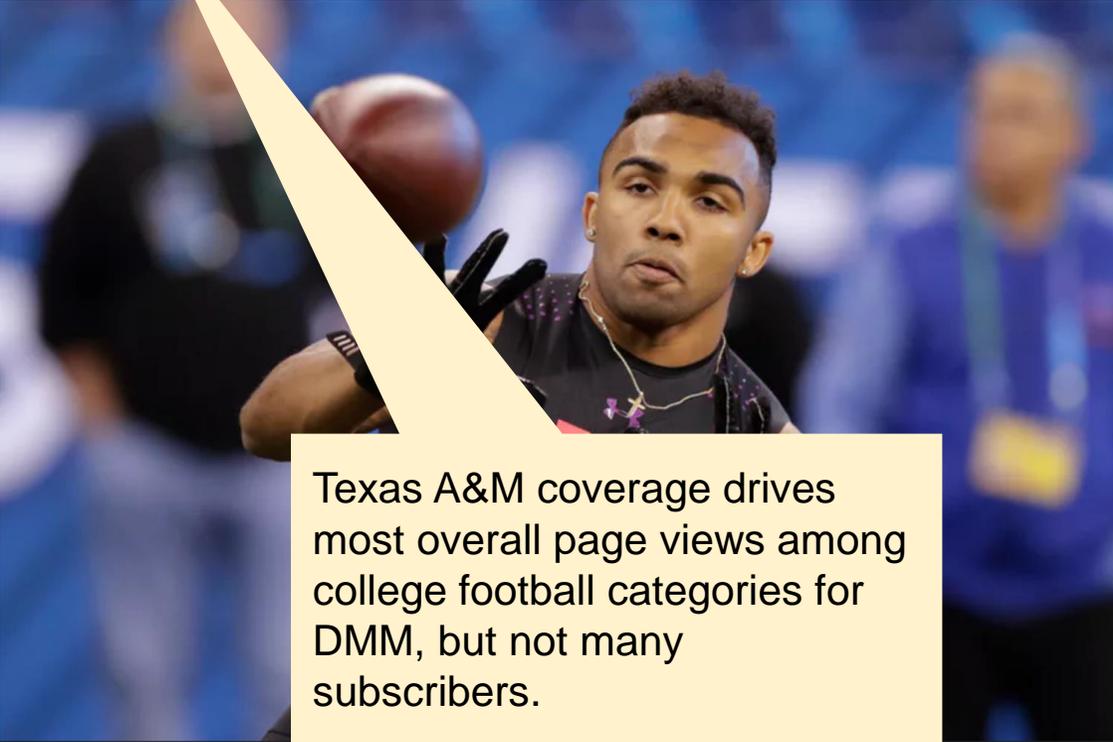
He'll try to reboot his career with the **Eagles**, where he could fit in as the No. 2 tight end behind Zach Ertz. The **Eagles** also have Billy Brown, Joshua Perkins, and Adam Zaruba on their roster at tight end. They can add to the position in the draft, too. They haven't drafted a tight end since Ertz in 2013. Signing ...

Example: Dallas Morning News

COLLEGES 2d

Texas A&M's five most likely players to be picked in this year's NFL Draft

COLLEGES, TEXAS A&M AGGIES, NFL DRAFT



Michael Conroy/AP

Texas A&M wide receiver Christian Kirk runs a drill at the NFL football scouting combine in Indianapolis, Saturday, March 3, 2018. (AP Photo/Michael Conroy)

@AlexMill20

Texas A&M coverage drives most overall page views among college football categories for DMM, but not many subscribers.

SMU MUSTANGS 37m

For the SMU defense, the new mentality under coordinator Kevin Kane is 'attack'

SMU MUSTANGS, COLLEGES



Andy Jacobsohn/Staff Photographer

New SMU football defensive coordinator Kevin Kane speaks during a news conference at the Coliseum on the campus of Southern Methodist University in Dallas Wednesday February 7, 2018. SMU football announced the addition of 12 student athletes to the 2018 SMU signing class. (Andy Jacobsohn/The Dallas Morning News)

SMU coverage had a smaller audience, but more proportional subscription starts—so Dallas added more reporting resources to the SMU beat.

Relevant to Daily Life

- Potential subscribers subscribe to **news as a service**. That means, in essence, that they're paying for access to information that helps them live better.
- Common topics that are likely to be highly viewed by subscribers and engaged readers:
 - Coverage of public transit, traffic, utilities, and other local resources.
 - Information about new businesses, construction, and developments, and economic changes (especially relating to job availability).
 - Information about local politics, especially issues that affect education, neighborhood development, and public safety.
 - Local college & high school sports coverage (beyond scores)
 - Local culture and arts news, especially shows and exhibits readers can visit

Data can tell you what content will resonate with your most engaged readers

- Four metrics on which to score content:
 - **% Contribution to New Subscriptions:** The percentage of new subscriptions sold in this time period for which the article was on the user's path to conversion.
 - **% Engagement by Occasional Readers, Regular Readers, Subscribers:** The percentage of users in each segment who viewed this story.
 - **Relative Engagement Per Segment:** Percentage engagement by each segment divided by percentage engagement by all website users.
 - >1 = Overperforming with this segment
 - <1 = Underperforming with this segment

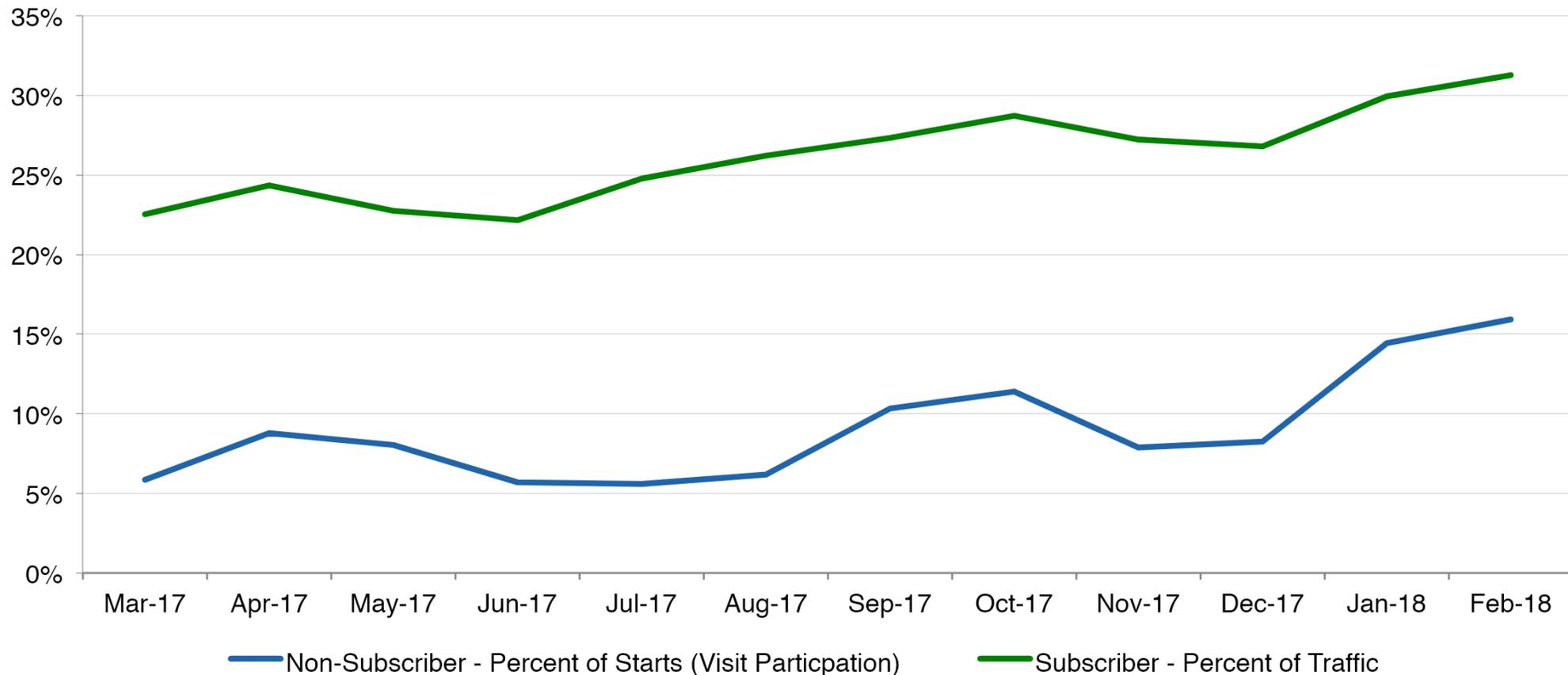
Example: Article Scoring

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Article	% Subscription Contribution
Article 1	4.5%
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Article 4	3.1%
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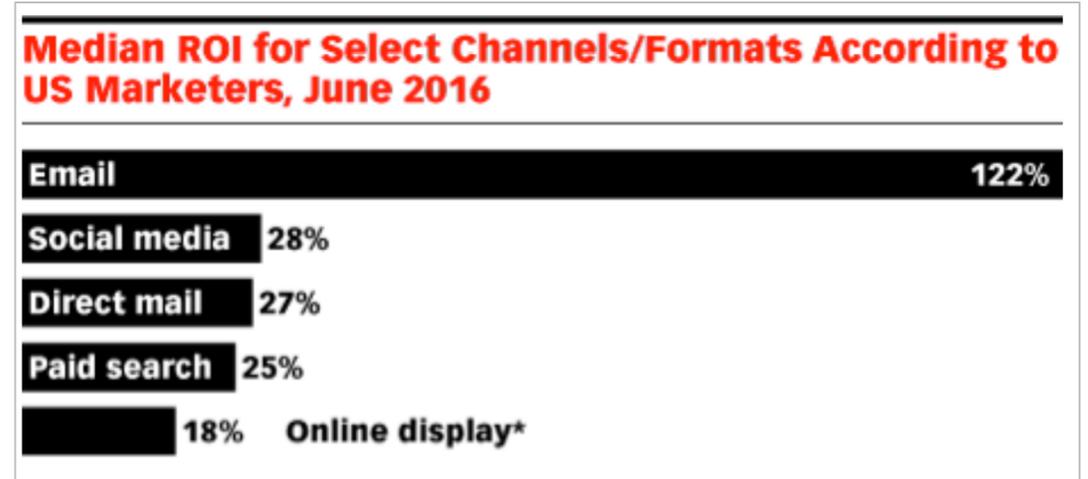
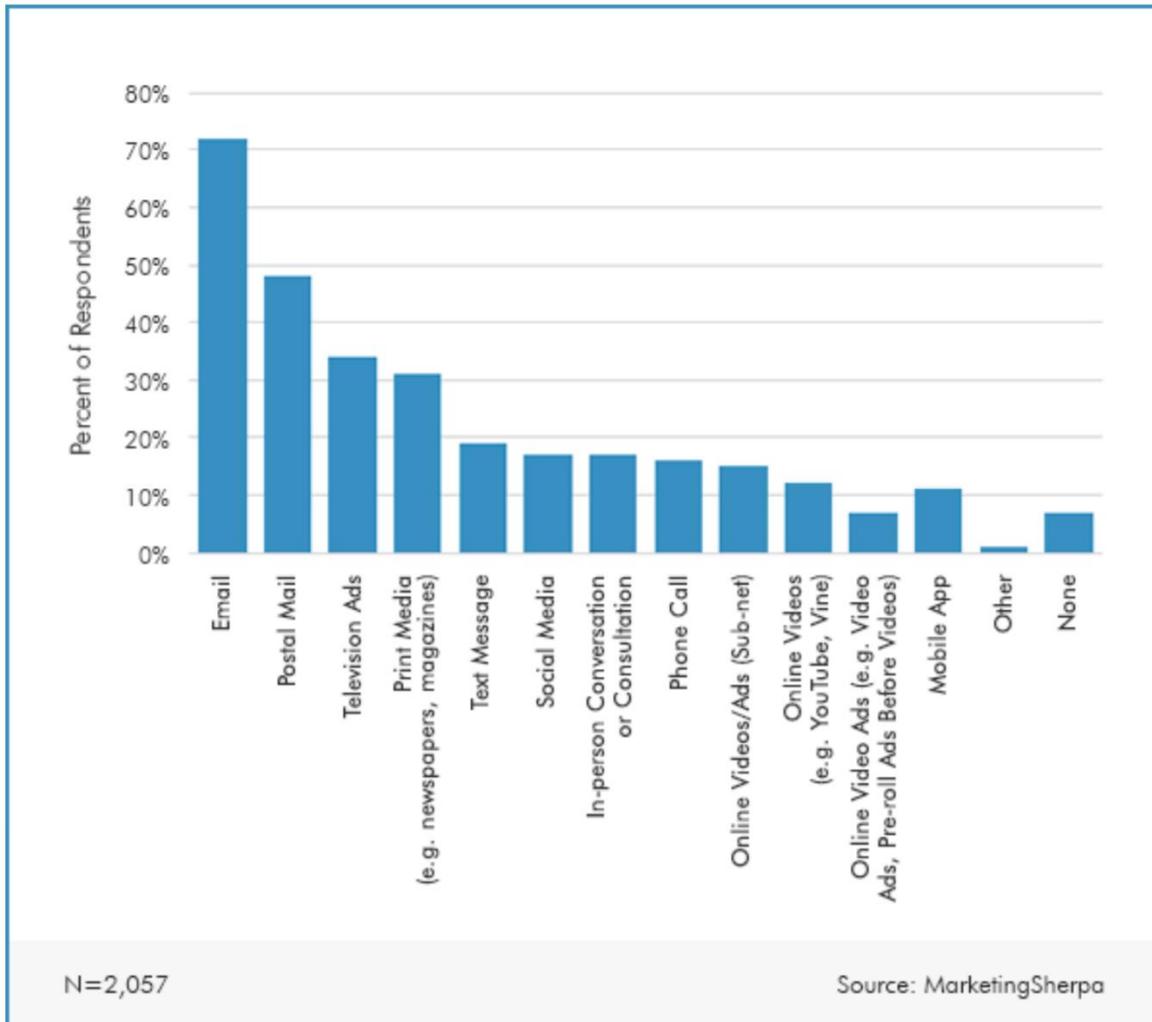
Content that drives new starts vs. Content viewed by subscribers



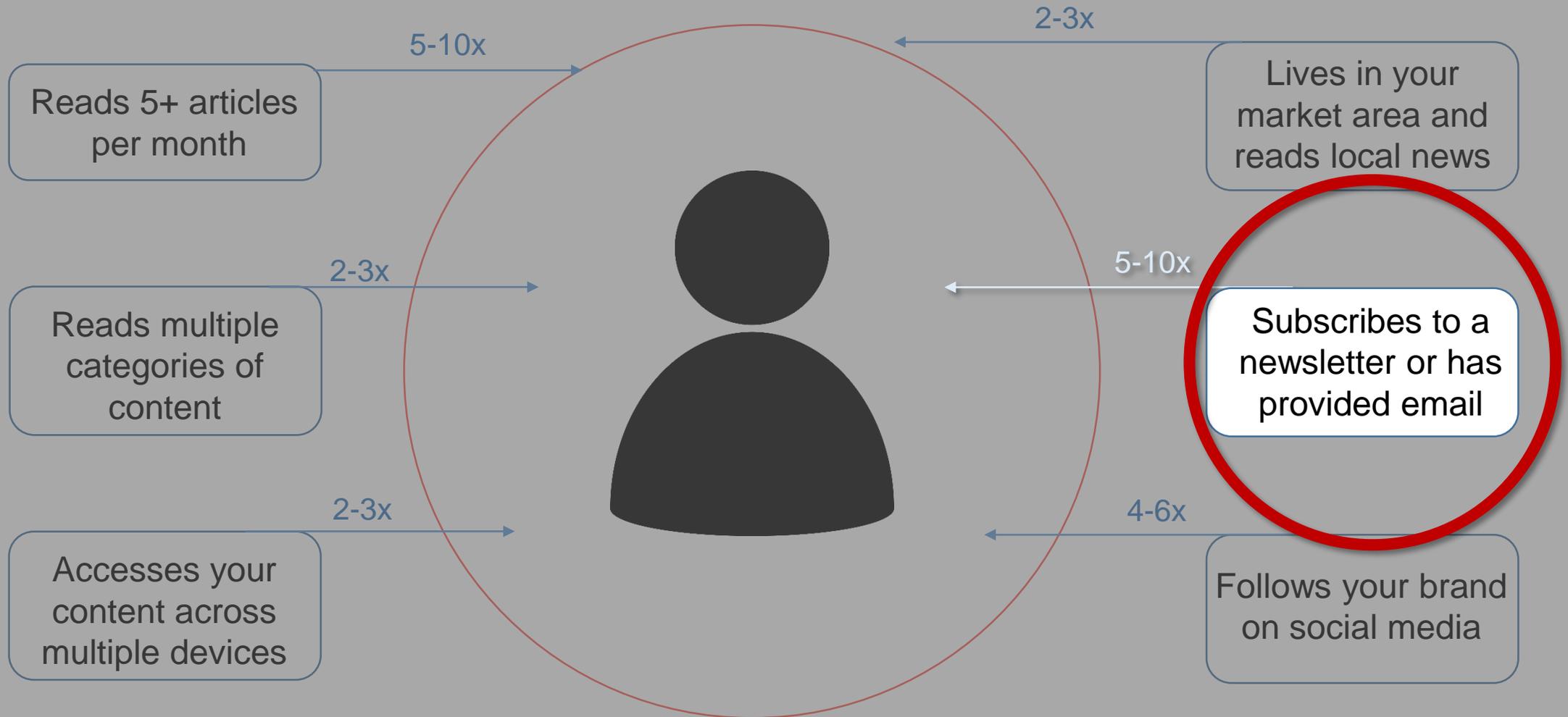
Building Engagement & Conversion

Content Strategy | **Email & Newsletters** | Site Optimization |
Meter Optimization | Marketing & Promotion

Email is an important channel for building reader engagement (and converting readers)

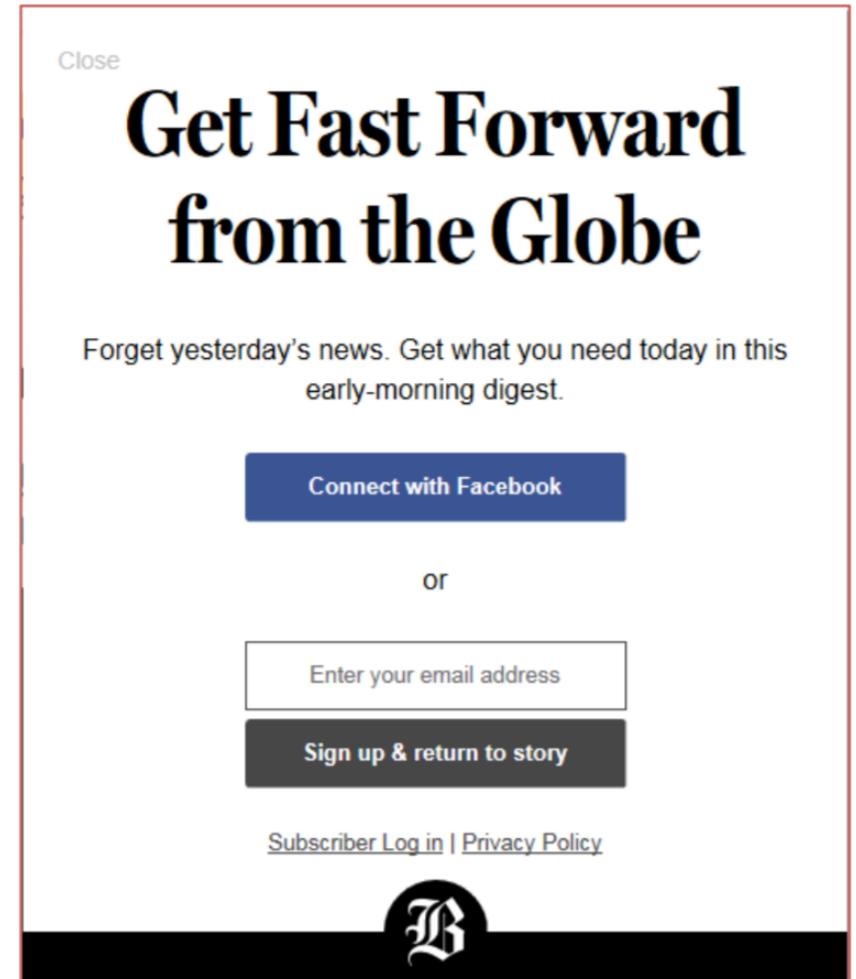
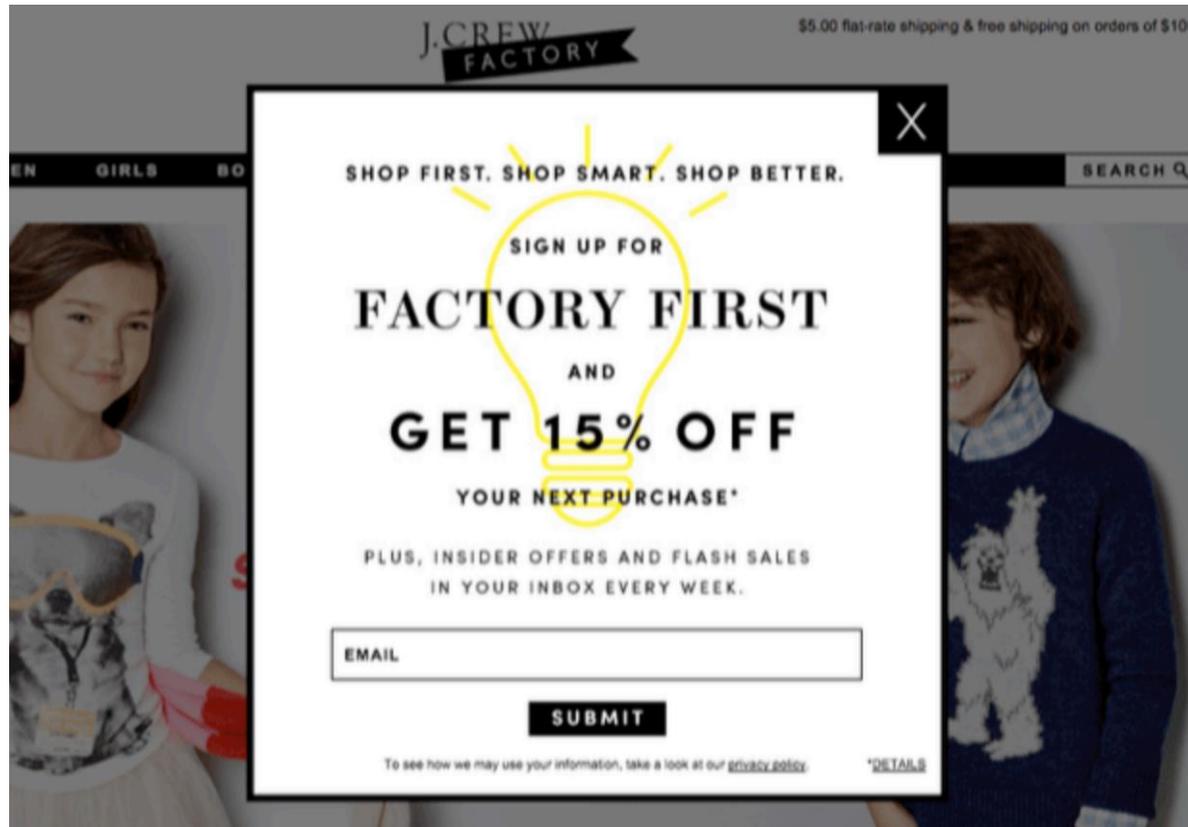


Profile of a likely subscriber

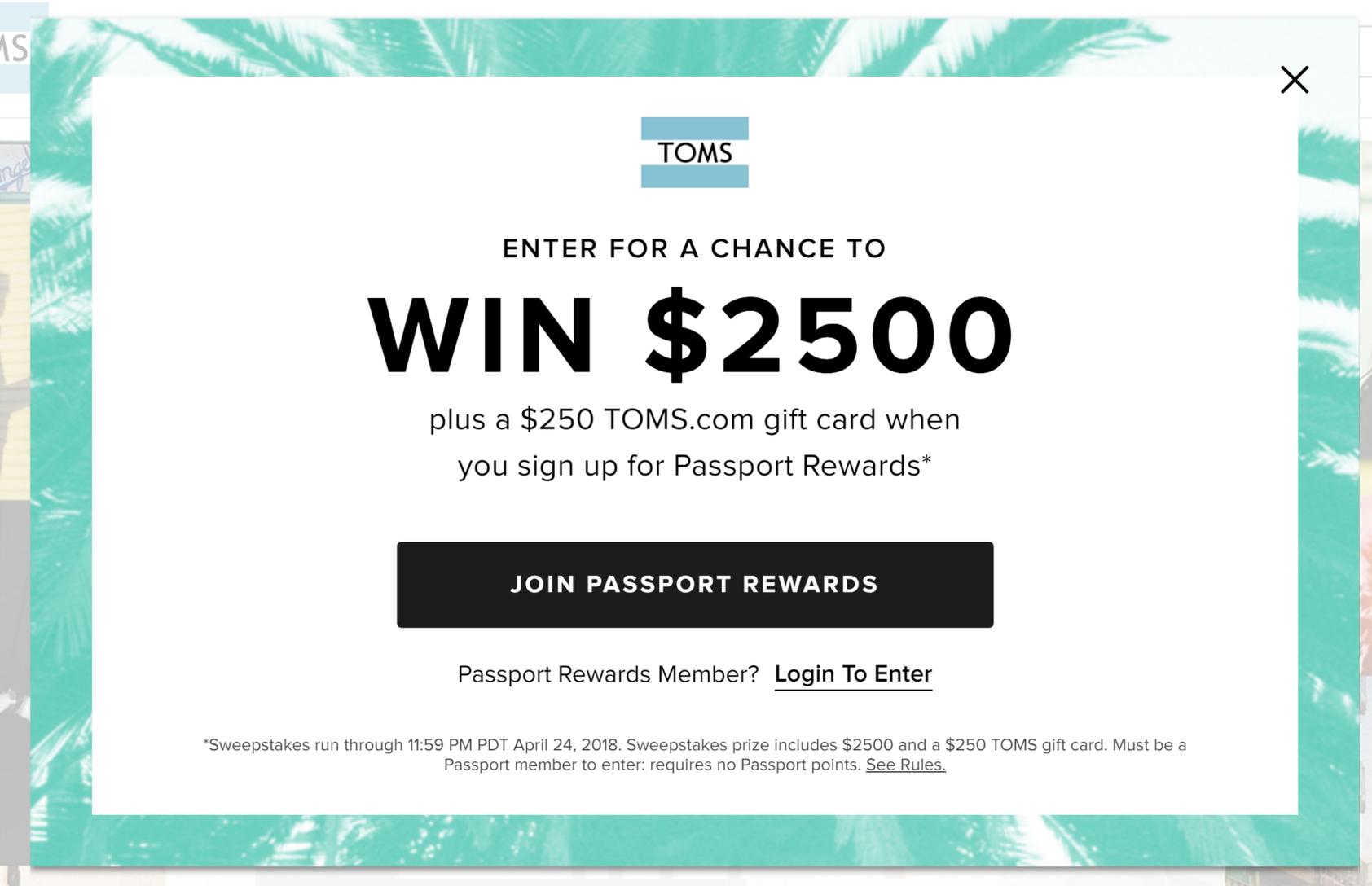


How can you drive more newsletter and email address sign-ups on your digital products?

Overlays & Modals



Contests



TOMS

ENTER FOR A CHANCE TO

WIN \$2500

plus a \$250 TOMS.com gift card when
you sign up for Passport Rewards*

JOIN PASSPORT REWARDS

Passport Rewards Member? [Login To Enter](#)

*Sweepstakes run through 11:59 PM PDT April 24, 2018. Sweepstakes prize includes \$2500 and a \$250 TOMS gift card. Must be a Passport member to enter: requires no Passport points. [See Rules.](#)

Header Slideout

SIGN UP FOR EMAILS & GET 10% OFF

For updates and exclusive offers

Select the category that interests you most: Women Men

Enter Email Address

By clicking 'Sign Up', you agree to receive marketing emails from TOMS EMFA B.V. [Privacy & Cookie Notice](#)

Now up to 50% on select styles! [Shop Sale >>](#)

English | Free Shipping For Orders From £39.99 [See Details](#) | Login

TOMS | Shop | How We Give | Search

The slideout is a blue banner with white text and a white form. Below the banner is a red bar with white text. The main header is a dark grey bar with white text and a search bar. The background of the page is a light grey color with a close button in the top right corner of the slideout.

'Growl' registration reminder

Specific features available only registered users

The New York Times worked with outside experts to verify their authenticity, and a team of journalists spent 15 months

3
ARTICLES REMAINING

Register now to save, comment and share on NYTimes.com.

SIGN UP

Subscriber login



Inline Embedded Module

Cambridge Analytica used the Facebook data to help build tools that it claimed could identify the personalities of American voters and influence their behavior. The firm has said that its so-called psychographic modeling techniques underpinned its work for Mr. Trump's campaign in 2016, setting off a [still-unsettled debate](#) about whether the firm's technology worked.

The uproar over Cambridge Analytica's misuse of the data has led to questions Facebook was already confronting over the use of its platform by those seeking to spread Russian propaganda and fake news.

California Today

The news and stories that matter to Californians (and anyone else interested in the state), delivered weekday mornings.

Enter your email address

Sign Up

You agree to receive occasional updates and special offers for The New York Times's products and services.

I'm not a robot



reCAPTCHA
Privacy - Terms

[SEE SAMPLE](#) | [PRIVACY POLICY](#) | [OPT OUT OR CONTACT US ANYTIME](#)

Registration for a *relevant* newsletter embedded into the story's content between paragraphs.

“Cambridge Analytica is the big story on the topic, but there have been numerous stories about Facebook either selling user data or giving third parties access and using it to help advertising,” Mr. Deason said.

He was especially irked by the ways Facebook and other social media directed advertisements based on what users posted or viewed online.

Registration Wall

Search   [Sign In](#) [SUBSCRIBE](#)

[Publications](#) [Law Topics](#) [Current Issue](#) [Survey & Rankings](#) [Events](#) [Directories](#) [Litigation Daily](#) [Mid-Market Report](#) [International](#) [All Sections](#)

relinquish client relationships and hand them off to younger lawyers, according to law firm consultants.

Want to continue reading? Become a Free ALM Digital Reader.

BENEFITS OF A DIGITAL MEMBERSHIP:

Free access to 5 articles* every 30 days

Access to the entire ALM network of websites

Unlimited access to the ALM suite of newsletters

Build custom alerts on any search topic of your choosing

Search by a wide range of topics

[REGISTER NOW](#)

*May exclude premium content
Already have an account? [Sign In Now](#)

Email sign-ups can also be used for direct subscription marketing & promotion



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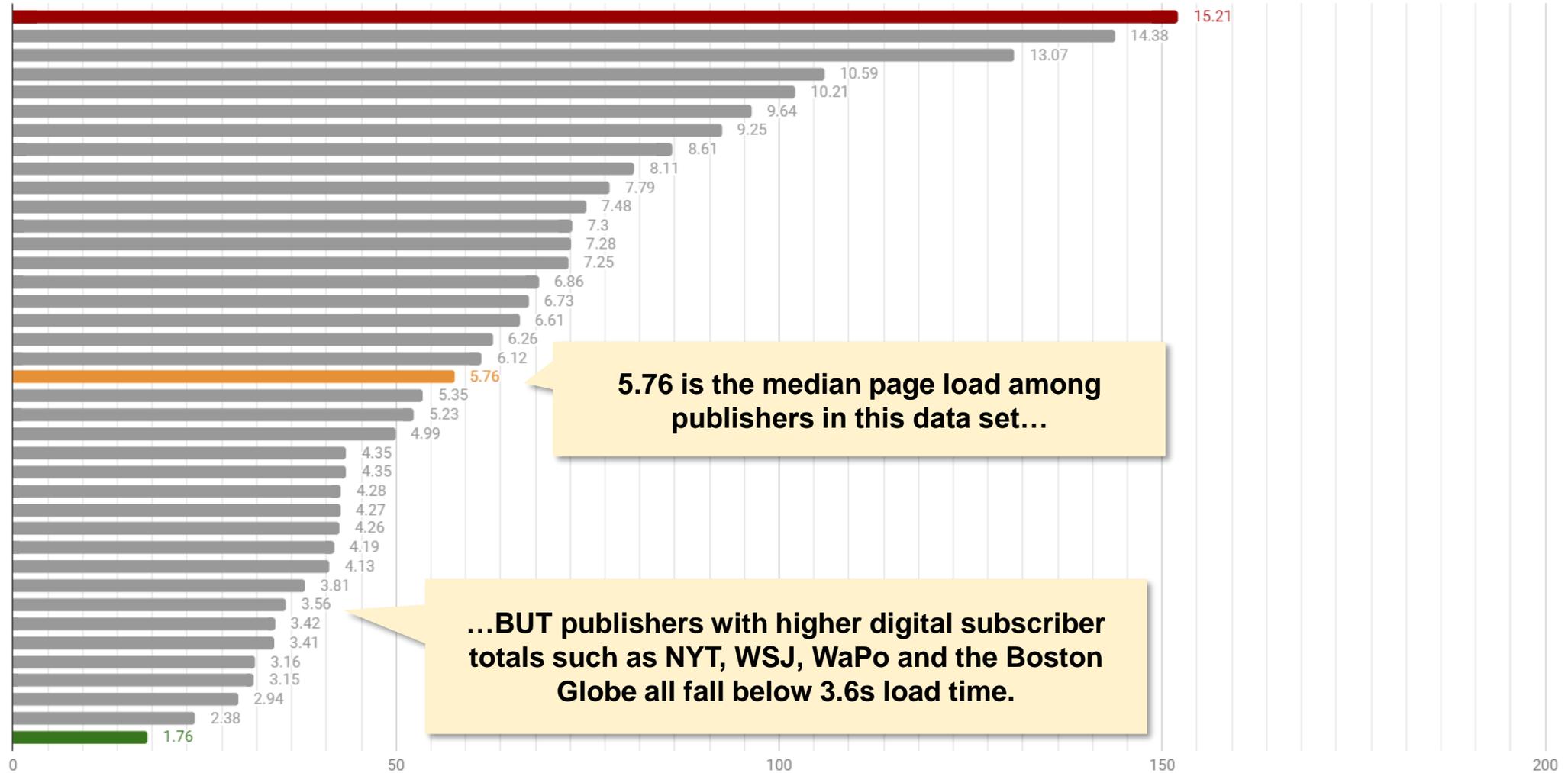
BostonGlobe.com digital subscription is a credit card only offer. Your credit card will be automatically charged in advance every four weeks unless a different billing term is specified in the offer. At the end of your introductory period, you will continue to be billed every 4 weeks for \$27.72 (99¢/day) unless you cancel your subscription. Offer valid for those who have not had digital access in the last 90 days. Prices are subject to change. Additional terms and conditions may apply.

Building Engagement & Conversion

Content Strategy | Email & Newsletters | **Site Optimization** |
Meter Optimization | Marketing & Promotion

Avoiding hourglass page loads

Daily Newspaper Publishers - Average Page Load Times (Seconds)



5.76 is the median page load among publishers in this data set...

...BUT publishers with higher digital subscriber totals such as NYT, WSJ, WaPo and the Boston Globe all fall below 3.6s load time.

Avoiding ad overload

The screenshot shows the homepage of thestar.com on Tuesday, July 8, 2014, at 10:53 PM EDT. The page is heavily cluttered with advertisements and promotional banners. At the top, a large banner for the 'SAVOUR STRATFORD PERTH COUNTY CULINARY FESTIVAL' (July 19 & 20) is presented by GE Café. Below this, a navigation bar includes the site logo, a search box, and a 'Sign In' button. A prominent banner offers 'Save 90% off thestar.com digital access for the first month' with a 'GET IT NOW' button. The main content area is divided into several sections: a left sidebar with navigation links (HOME, NEWS, YOUR TORONTO, OPINION, SPORTS, BUSINESS, ENTERTAINMENT, LIFE, PHOTOS, DIVERSIONS, CLASSIFIEDS, OBITUARIES, Hot Topics); a central news section featuring a large article about Toronto Mayor Rob Ford's rehab, with sub-headlines like 'Ford's sobriety coach accused of kicking protester' and 'Q&A with Rob Ford shirtless protester John Furr'; a 'Don't Miss' section with headlines such as 'Scathing obituary of Victoria pastor a Twitter hit' and 'Teacher killed in North York shooting remembered as 'good' man'; and a bottom section with smaller news items like 'Other leads in missing boy case', 'Germany thumps Brazil to reach', and 'Irony, cynicism compete with'. On the right side, there is a 'mystar' sidebar with a weather widget (20°C) and a list of user services (My Horoscope, Good News, My Team, My Topics, My Writers, My Newsletters, This Day in History, My Comments, My Settings). At the bottom right, another advertisement for the culinary festival is visible, stating 'Just 90 minutes west of Toronto! JULY 19 & 20 BOOK NOW'.

Better use of 'real estate'



The New York Times

Monday, July 7, 2014 | Today's Paper | New York, NY 90°F



WORLD U.S. NEW YORK OPINION BUSINESS TECHNOLOGY SCIENCE HEALTH SPORTS ARTS FASHION & STYLE VIDEO All Sections

Go Beyond the Story. Add Times Premier free for 4 weeks. Times Premier LEARN MORE

Israel Calls Up 1,500 Troops as Tensions Mount With Hamas

By ISABEL KERSHNER 4:09 PM ET
Israel and the militant group Hamas seemed set on a collision course on Monday, with an escalation of cross-border clashes around the Gaza Strip.
405 Comments

Pope Is Contrite in First Meeting With Victims of Abuse

By JIM YARDLEY 12:22 PM ET
In his meeting with people abused by members of the clergy, Francis led a private Mass and pledged not to tolerate harm to minors.
186 Comments
Video: Pope's Comments After Meeting With Victims

Afghan Vote Results Are in Question as



Sergio Bermudez, left, and Jentry Milhiser unloaded shortspine thornyheads in Morro Bay, Calif., in May. Matt Black for The New York Times

1 of 5

Creating a Safe Harbor for a Village Heritage

By PATRICIA LEIGH BROWN
Fishermen in Morro Bay, Calif., have joined forces with scientists and civic leaders to give small-scale fishermen a chance against big-time operators.

THE UPSHOT

Welcome to the Everything Boom (or Bubble?)

By NEIL IRWIN 1:24 PM ET
Around the world, nearly every asset class is expensive by historical standards, which means low returns for investors.
164 Comments

The Opinion Pages

MENAGERIE Fine Perfumes of the Animal World

By RICHARD CONNIFF
We are by no means the only species trying to smell like anything but ourselves.



- Editorial: The Risks of Hospital Mergers
- Blow: Ramparts Against Republicans
- Krugman: Beliefs, Facts and Money
- Op-Ed: The Fallacy of 'Balanced Literacy'

NYT Opinion: the new Opinion subscription + app | Learn More »

Today's Times Insider

Behind the scenes at The New York Times



- Iraq: Where the Stories Find You
- Photographing Grief

MARKETS » At close 07/07/2014

S.&P. 500	Dow	Nasdaq
1,977.65	17,024.21	4,451.53
-7.79	-44.05	-34.40
-0.39%	-0.26%	-0.77%

Get Quotes | My Portfolios

American Express Bank, FSB. Member FDIC.

Add Times Premier free

Content discovery & recommendations

The screenshot shows the top navigation bar of The New York Times website. It includes a menu icon, 'SECTIONS', 'HOME', and 'SEARCH'. The main header features the 'The New York Times' logo, a 'SUBSCRIBE NOW' button, and a 'LOG IN' button. Below the header is a row of featured articles with thumbnails and titles. A red arrow points from the 'POLITICS' category label to the article 'Trump Veers From Tax Script to Blast Democrats on Immigration'. Below this is the main article header with the title 'Trump Veers From Tax Script to Blast Democrats on Immigration' and the byline 'By JULIE HIRSCHFELD DAVIS APRIL 5, 2018'. A large image of Donald Trump is shown below the header. To the right of the main article is a 'The Trump White House' section with a list of recommended articles. A yellow callout box on the right contains text about content recommendations.

SECTIONS HOME SEARCH

The New York Times

SUBSCRIBE NOW LOG IN

Trump Veers From Tax Script to Blast Democrats on Immigration

Trump Denies Knowing of Any Hush Money Paid to Porn Actress

FACT CHECK At West Virginia Event, Some of Trump's Facts Don't Add Up

Under Trump, an Office Meant to Help Refugees Enters the Abortion Wars

Trump Says He's Sending the National Guard. On the Border, Many Aren't Sure Why.

Locals Knew He Was Mer Officers Who Shot Him C

HOME PAGE POLITICS

Trump Veers From Tax Script to Blast Democrats on Immigration

By JULIE HIRSCHFELD DAVIS APRIL 5, 2018



Donald Trump | By THE NEW YORK TIMES | 2:10

The Trump White House

The historic moments, head-spinning developments and inside-the-White House intrigue.

- At West Virginia Event, Some of Trump's Facts Don't Add Up APR 5
- White House Tries to Pull Nafta Back From Brink as Deadlines Loom APR 5
- Trump Denies Knowing of Any Hush Money Paid to Porn Actress APR 5
- Why China Is Confident It Can Beat Trump in a Trade War APR 5
- Pentagon Wades Deeper Into Detainee APR 5

Content recommendations are not JUST about pointing people to similar content. Some publishers have found that pointing readers to new categories of content increases their propensity to subscribe.

Building Engagement & Conversion

Content Strategy | Email & Newsletters | Site Optimization |
Meter Optimization | Marketing & Promotion

'Welcome' messages can capture low-hanging fruit—or generate valuable email registration leads

The screenshot shows the Norwich Bulletin website's digital access sign-up page. At the top left is the logo "NorwichBulletin.com". In the top right corner, there is a "SIGN IN" button with a user icon and a close "X" button. The main heading is "SIGN UP FOR DIGITAL ACCESS". Below this heading are three devices: a smartphone, a laptop, and a tablet, each displaying the website's content. To the right of the devices, the text reads: "Welcome. You've got 5 free articles remaining this month. Or sign up now - get full access for just 99¢!". Below the devices, there is a link: "Already have an account? SIGN IN". To the right of this link is a prominent red button that says "SIGN UP > FOR ONLY 99¢". Below the button, there is another link: "Already a print subscriber? Register for full access here.". At the bottom left, there are links for "Help" and "Privacy". At the bottom right, it says "PRESS+ A Service of Piano Media".

30% of onsite digital subscription starts typically originate from 'welcome' and 'warn' messages

'Welcome' messages, continued

☰ Menu **The Seattle Times** **Local News** Log In | Subscribe | 🔍 Search

LOCAL BIZ/TECH SPORTS ENTERTAINMENT LIFE TRAVEL HOMES OPINION | JOBS AUTOS SHOP ▼ All Sections

Traffic Lab Crime Local Politics Education Eastside Health Northwest Data Times Watchdog News Obituaries

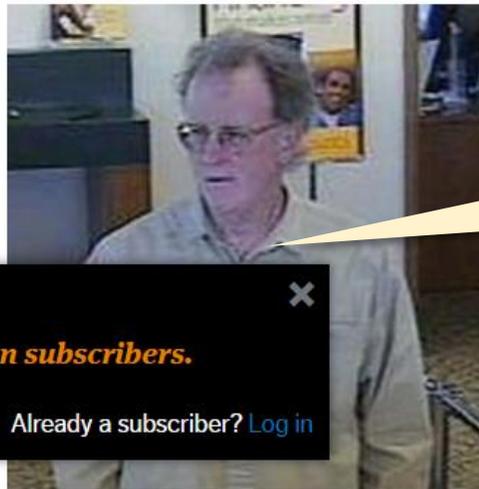
FALL SALE
SAVINGS UP TO 50% NOW—OCTOBER 9TH



[Food & Drink](#) | [Local News](#) | [Starbucks](#)

'Polite Robber' suspect told similar sob story when arrested 8 years ago

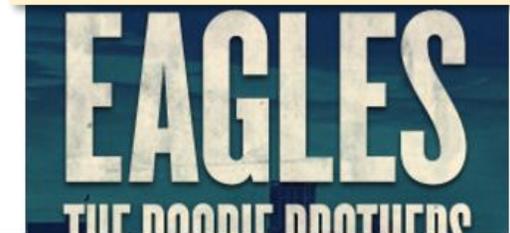
Originally published February 8, 2011 at 7:44 pm | Updated February 9, 2011 at 6:46 am



Publishers can use testing to determine which marketing messages will resonate with users

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Best Practice: The 'Growl'

☰ 🔍

POLITICS | Trump 'Sad' Over Removal of 'Our Beautiful Statues'

Subscribe |      

1.  [Trump 'Sad' Over Removal of 'Our Beautiful Statues'](#)

2.  [Van Hits Pedestrians in Barcelona, Killing at Least One in Terror Attack](#)

3.  [A 2:15 Alarm, 2 Trains and a Bus Get Her to Work by 7 A.M.](#)

4.  [Bannon Mocks Colleagues and 'Alt-Right' in Interview](#)

PAID POST: SHIRE [Could Too Much Screen Time Take a Toll on Your Eyes?](#) 

5.  [Trump Lawyer Forwards Email Echoing Secret Rhetoric](#)

TRENDING

Trump 'Sad' Over Removal of 'Our Beautiful Statues'

By EILEEN SULLIVAN and MAGGIE HABERMAN AUG. 17, 2017

      277



The Trump White House
The historic moments, head-spinning developments and inside-the-White House intrigue.

- Neil Gorsuch Speech at Trump Hotel Raises Ethical Questions AUG 17
- Across the Atlantic, Outrage at Trump — but Little Surprise AUG 17
- Bannon Mocks Colleagues and 'Alt-Right' in Interview AUG 17
- Trump Comments on Race Open Breach With C.E.O.s, Military and G.O.P. AUG 16
- Trump's Embrace of Racially Charged Past Puts Republicans in Crisis AUG 16

See More »

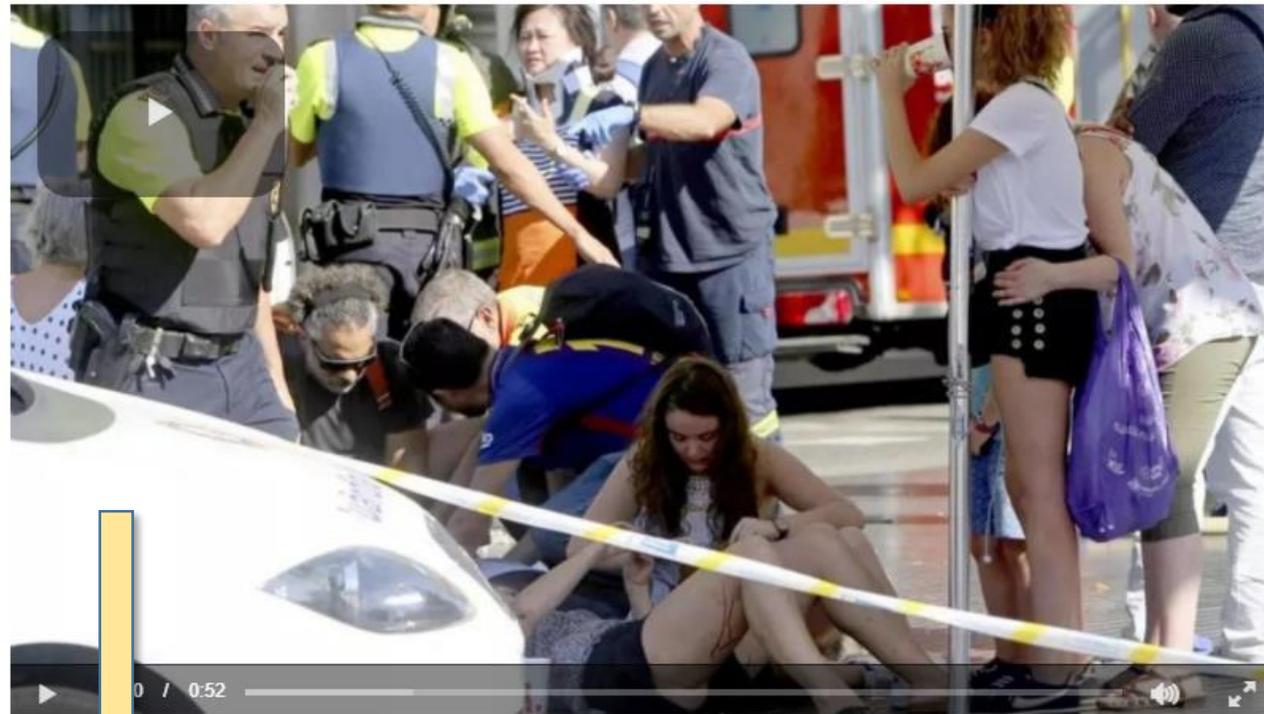
6 ARTICLES REMAINING

Get The Times from ~~\$15.99~~ \$9.99 a month.

SEE MY OPTIONS Subscriber login <

The 'Growl' continued

Multiple deaths reported after van attack in Barcelona



By Associated Press | AUGUST 17, 2017

Top 10 Trending Articles

Most Viewed Most Commented Most Shared

Father, my father: Children of Catholic priests live with secrets and sorrow

Multiple deaths reported after van attack in Barcelona

Father, my father: A priest's son takes his case directly to the Pope

'Free speech' rally in Boston gets its permit — with stiff restrictions

Trump calls Confederate monuments 'beautiful' in new tweets

Around the NFL, QBs are training and eating the Tom Brady way

Speakers list for 'Boston Free Speech' rally include right-wing extremist

Warrants issued for N.H. white nationalist featured in Vice News documentary on Charlottesville violence

Americans must demand Trump's resignation

Clinton was right about 'deplorables' — now they're storming out of the basket

B You have one free article left. Get UNLIMITED access for only 99¢ per week. **Subscribe now** →

'Stop' message best practices

Zero confusion about where you should click!

The screenshot shows the Providence Journal website with a subscription offer. At the top left is the Providence Journal logo and the URL providencejournal.com. At the top right is a 'SIGN IN' button with a close icon. The main headline reads 'Start your unlimited digital access today for just 99¢'. Below this, there are icons for a newspaper, a laptop, and a smartphone. To the right of these icons, the text says 'You have reached your limit of 7 free articles. Get your first month of unlimited digital access for just 99¢!'. A prominent red button with white text says 'Subscribe Unlimited Access 99¢ ▶'. Below this, a section titled 'Current Providence Journal Subscribers' contains two buttons: 'Activate ▶' and 'Sign in ▶'. At the bottom left are 'Help' and 'Privacy' links. At the bottom right is the 'PRESS+' logo and the text 'A Service of Piano Media'.

Single, clear call to action

Emphasizes trial rates

Example: Content-specific 'stop' message

The Boston Globe



Get Celtics coverage that's
second to none for just 99¢
a week for 4 weeks

Pay just 99¢/week for the first 4 weeks

SIGN UP NOW



Frames subscription
in terms of value of
the content

Get the last word on the Celtics from the writers who know them best.

- **See what's happening with the Celtics** with Adam Himmelsbach and Gary Washburn.
- **Stay up-to-date on all things Sox** with Peter Abraham, Nick Cafardo, Julian Benbow and Dan Shaughnessy.
- **Get the latest on the Patriots** with Ben Volin, Jim McBride, Michael Whitmer and Christopher L. Gasper.
- **Enjoy unbeatable Bruins coverage** with Fluto Shinzawa and Kevin Paul Dupont.
- **Get award-winning journalism, a weekly magazine** and more from New England's most respected news source.

Maximizing your 'real estate'

Our Privacy Has Eroded, and We're O.K. With That

By ANDREW ROSS SORKIN
9:05 AM ET

The trade-off we make for free online content, social sharing and convenience is the willful relinquishing of our privacy. It's part of the deal, our DealBook columnist writes.

■ 114 Comments

Federal Deficit Projected to Top \$1 Trillion by 2020

By THOMAS KAPLAN

The new Congressional Budget Office analysis, which includes the cost of the Republican tax cuts, projects the national debt to reach a level economists say could court a crisis.

■ 694 Comments

For Bannon, Tariffs Are Ultimate Test of Trump's Beliefs

SMARTER LIVING



Leverage Your Local Community to Save Money



Choose Plane Seats Wisely to Avoid Getting Sick

Get a weekly roundup of the best advice from The Times on living a better, smarter, more fulfilling life.

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Opt out or [contact us](#) anytime.

Real journalism. Like nowhere else.

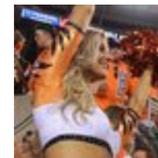
[SUBSCRIBE TO THE TIMES](#)

Pro Cheerleaders Say Harassment Is Part of the Job

By JULIET MACUR and JOHN BRANCHELL
M ET

Many women who work for professional sports teams dread being sent to interact with fans at games and promotional events: "It's literally like you're calling for an escort."

■ 50 Comments



about 15 feet off a walkway in Canarsie Park, in eastern Brooklyn. It was still unclear who she was or how long her body had been there.



18h Only 10 women have given birth while serving in Congress. **Tammy Duckworth, 50, is the first U.S. senator** to do so. Maile Pearl Bowsbey, a daughter, was born Monday.



19h A body found floating off California may be one of the **three teenagers missing** after a family's fatal S.U.V. crash. Reports of abuse also emerged in the case.



21h On Sunday, **"The Simpsons" responded to criticism** that its character Apu is an offensive stereotype with a dismissive nod that some viewers called tone deaf.



21h Consumer groups say YouTube is breaking the law by **improperly collecting children's data**. Over 20 organizations are filing a complaint with the Federal Trade Commission.



1d **Tony Robbins has apologized** for comments that suggested women are hurting themselves by speaking out about harassment as part of the #metoo movement.



1d Even as other retailers close brick-and-mortar



Building Engagement & Conversion

Content Strategy | Email & Newsletters | Site Optimization |
Meter Optimization | **Marketing & Promotion**

Marketing Message Variations

- **“Get more, better content.”** Marketing campaigns focused on the idea of getting more, deeper, better content have been shown to work. Since the 2016 election, these campaigns often focus on independent journalism as a particular value. (Example: “More to see, more to read.”)
- **“The world at your fingertips.”** Marketing campaigns focused on convenience and the unlimited, instantaneous access to news have been shown to work. (Example: “In the know—anytime, anywhere.”)
- **“You are what you read.”** Marketing campaigns that focus on the idea of the user becoming a certain type of person—informed, savvy, plugged in, in the know—often work particularly well in the wake of an initial launch. (Example: NYT’s “Become a digital subscriber” campaign at launch.)
- **“Just try it.”** Marketing campaigns focused on the low introductory rate have been shown to succeed. (Example: “All your local news—for less than that cup of coffee you’ll drink as you read it.”)

Example: Digital House Ads

TRY THE VANCOUVER SUN DIGITAL ACCESS | ONLY **99¢** FOR THE FIRST 30 DAYS | **SUBSCRIBE NOW ▶**

ALL ACCESS PRESS READER PASS | **All the news.**
Unsurpassed local coverage. | **GET STARTED HERE**

**MORE TO SEE
MORE TO READ**
WITH DIGITAL ACCESS | ONLY **99¢**
FOR THE FIRST 30 DAYS

The New York Times
GET THE FULL STORY
BECOME A
DIGITAL SUBSCRIBER



99¢ FOR YOUR FIRST 4 WEEKS | **GET UNLIMITED ACCESS ▶**

JUST 99¢
for **4 WEEKS**
OF A DIGITAL SUBSCRIPTION

TRY IT NOW ▶

THE SACRAMENTO BEE 



MORE ON YOUR LAPTOP



The StarPhoenix | **TELL ME MORE ▶**



MORE ON YOUR LAPTOP



ONLY **99¢**
FOR THE FIRST 30 DAYS

THE WINDSOR STAR

Examples: Year Round Holiday Promotions

THE KANSAS CITY STAR.
MEDIA COMPANY

Lucky you!

UNLIMITED DIGITAL ACCESS
\$0.99 FOR ONE MONTH

GET THE OFFER

ONE DAY ONLY SALE!

95% OFF!
GET OFFER

CELEBRATE EARTH DAY

Unlimited Digital Access
KansasCity.com E-Star Apps

Just 99¢ for 3 months

GET OFFER

THE KANSAS CITY STAR.
MEDIA COMPANY

THE KANSAS CITY STAR.
MEDIA COMPANY

Surprise Mom with a Happy
MOTHER'S DAY

Unlimited Digital Access
Just 99¢ for 3 months

GET OFFER

THE KANSAS CITY STAR.
MEDIA COMPANY

Calgary Herald

HELPING CALGARIANS BUY AND SELL REAL ESTATE

This Father's Day cut ties with the old.
Give Dad the gift of
Digital Access to Calgary Herald

Get 12 MONTHS
for the price of 10

Only \$99⁵⁰/year

CALGARY HERALD | calgaryherald.com/FathersDay

Examples: Seasonal Promotions

WHAT'S THE BUZZ
this Spring?

Unlimited Digital Access
\$0.99 One Month Trial
KansasCity.com E-Star Apps
92% OFF
GET THE OFFER

Get Ready
for
Summer
with the
THE KANSAS CITY STAR

Beach reads • Local events • Travel ideas

UNLIMITED DIGITAL ACCESS:
3 MONTHS FOR 99¢

GET OFFER

THE KANSAS CITY STAR
MEDIA COMPANY

BACK TO SCHOOL SALE
Unlimited Digital Access:
3 months for 99¢

Get 3 months of unlimited digital access for only \$0.99! Includes access to kansascity.com, the E-Star, apps and more!

GET OFFER



Examples: Flash Promotions

blink FITNESS If you can't see this message, click [here](#).

JOIN NOW • LEARN MORE • LOCATIONS • TRY US • TIPS

JOIN FOR \$1. REST OF APRIL FREE

00:00:00
HOURS MINUTES SECONDS

**FLASH
FRIDAY
SALE**

JOIN FOR \$1

COME JOIN THE GYM FOR EVERY BODY.

Examples: Content-Specific Promotions



Don't miss a second of the madness! Take advantage of this unbeatable offer to subscribe to The Kansas City Star digital subscription for only \$0.99! You'll receive unlimited access to [KansasCity.com](#), the E-Star, and apps where you'll find tournament coverage, pre and post game analysis, photo galleries and more!



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Example: Retargeting & Abandonment Marketing

Complete your purchase at Jewelry by Garo...

Jewelry by Garo <jewelrybygaro@gmail.com>
Reply-To: jewelrybygaro@gmail.com
To: Nick Thomas <nickthomas5152@gmail.com>

Sun, Aug 27, 2017 at 4:35 PM



Hi Nick,

You recently visited our online store and we noticed that you didn't complete your order for the following items:



1 x Red Ruby & Diamond Three Stone Engagement Ring 14K White Gold 1.24 Carat Birthstone Handmade

Ring Size : US 7.25

Enter coupon code **handmade** during checkout to receive 10.00% off each item you purchase!

To complete your order right now, just click on the link below:
[Complete Your Order](#)

We look forward to receiving your order!

Jewelry by Garo
<http://www.jewelrybygaro.com/>

Some readers are a little afraid of commitment. Don't give up on them! They may just need an extra push.

Thank You!

matt@lenfestinstitute.org

973.818.4698

