

# The Boston Globe

**Esfand Pourmand**

Chief Product Officer



## About The Boston Globe

The Boston Globe is a 26-time Pulitzer Prize winning news source featuring premium national and local content daily. With the largest newsroom in the region, The Boston Globe provides more news, analysis and information about community events, sports and entertainment than any other local news source.





# About The Boston Globe

**Spotlight**

**CORRUPTION, SCANDAL & ACCOUNTABILITY**

Three shining investigative stories from  
The Boston Globe Spotlight team

The Boston Globe

## Church allowed abuse by priest for years



JIM DAVIS / GLOBE STAFF

Why did it take a succession of three cardinals and many bishops 34 years to place children out of John J. Geoghan's reach?

- Spotlight' triumphs with Oscar for best picture
- Timeline of key Spotlight report stories
- More coverage of the Spotlight report
- Other Globe investigations
- About the Spotlight team
- A revered guest; a family left in shreds

DEC. 7, 2002 | PART 2 OF 2

### Geoghan preferred preying on poorer children

Psychiatric documents offer added insights into the Rev. John J. Geoghan's troubled mind and the motivations behind his errant actions.

JAN. 31, 2002

### Scores of priests involved in sex abuse cases

Under an extraordinary cloak of secrecy, the Archdiocese of Boston in the last 10 years has quietly settled child molestation claims against at least 70 priests.

- More coverage of the Spotlight report
- Other Globe investigations
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### Ariz. abuse case names bishop, 2 priests

Documents show that the three had sex during the late 1970s and early 1980s with a Tucson teenager who was later given a chancery job to ensure his silence.

### DEC. 1, 2002 Archdiocese weighs bankruptcy filing

The Archdiocese of Boston prepared to take the extraordinary step of filing for bankruptcy, as hopes faded for a settlement with alleged victims of clergy sexual abuse.

- Battle over files intensifies



WENDY MAEDA/GLOBE STAFF

DEC. 4, 2002

### More clergy abuse, secrecy cases

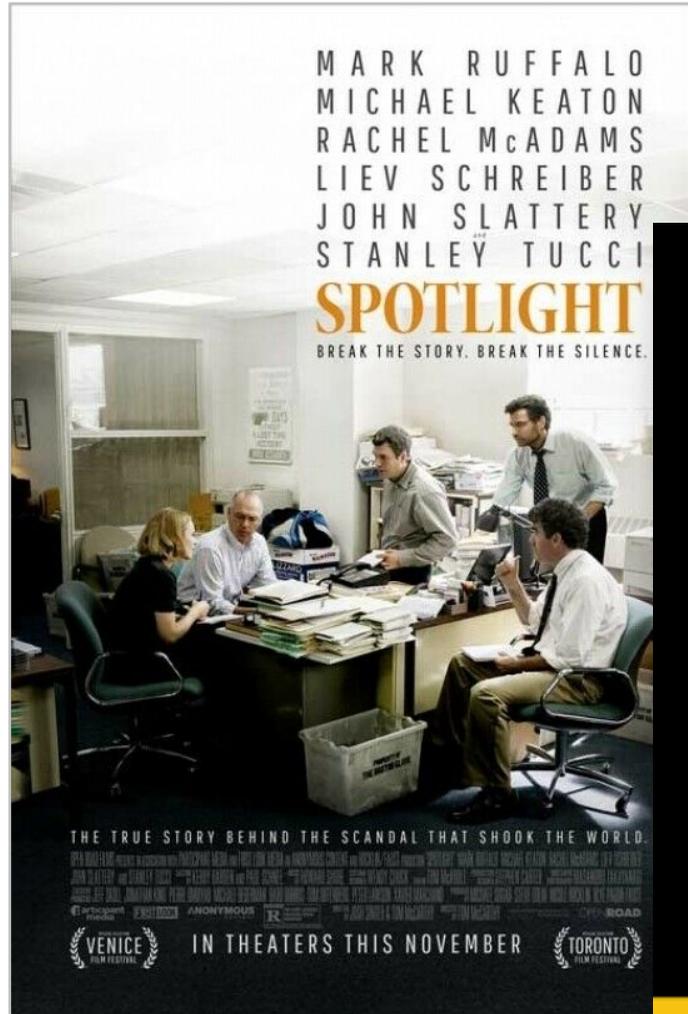
The Archdiocese of Boston for years dealt in secret with allegations against rogue priests, church records show.

- He invoked religion for sexual acts
- Bishop's letters of warning ignored
- Records show a trail of secrecy, deception



# About The Boston Globe

2002 →



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# About The Boston Globe

2017

The Boston Globe SERIES STORIES ▾

# BOSTON. RACISM. IMAGE. REALITY.

● BY THE SPOTLIGHT TEAM [Join the discussion on Facebook →](#)

A 2018 Pulitzer Finalist in Local Reporting

Play

### FOLLOW-UP ARTICLES



**READERS OFFER SOLUTIONS AFTER GLOBE'S SERIES ON RACE IN BOSTON**

**PODCAST: CHRIS GASPER & ADRIAN WALKER DISCUSS BOSTON SPORTS AND RACISM**

**THAT WAS NO TYPO: THE MEDIAN NET WORTH OF BLACK BOSTONIANS REALLY IS \$8**



**THE MAN IN THE SPOTLIGHT PHOTO SPEAKS**

**11 TAKEAWAYS FROM THIS SPOTLIGHT SERIES ON RACISM**

## CORRUPTION, SCANDAL & ACCOUNTABILITY

Three shining investigative stories from The Boston Globe Spotlight team

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<p style="font-size: small;">SEAPORT</p> <p><b>A BRAND NEW BOSTON, EVEN WHITER THAN THE OLD</b></p>	<p style="font-size: small;">HOSPITALS</p> <p><b>COLOR LINE PERSISTS, IN SICKNESS AS IN HEALTH</b></p>
<p style="font-size: small;">SPORTS</p> <p><b>CAMPUS, AS WE LOOK ABROAD</b></p>	<p style="font-size: small;">SPORTS</p> <p><b>THE BIGOT IN THE STANDS, AND OTHER STORIES</b></p>
<p style="font-size: small;">POWER</p> <p><b>FOR BLACKS IN BOSTON, A POWER OUTAGE</b></p>	<p style="font-size: small;">SOLUTIONS</p> <p><b>A BETTER BOSTON? THE CHOICE IS OURS</b></p>



# About The Boston Globe

2018

The Boston Globe

GLADIATOR ▾



# GLADIATOR

## AARON HERNANDEZ AND FOOTBALL INC.



# CORRUPTION, SCANDAL & ACCOUNTABILITY

Three shining investigative stories from  
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The Boston Globe



Part I: Bristol  
**BEHIND THE SMILE**

Hernandez grew up to respect - and fear - his father. He also kept some painful secrets.



Part II: Florida  
**LOST IN "THE SWAMP"**

A rising star with a violent streak enabled by college football



Part III: Foxborough  
**RUNNING FOR HIS LIFE**

Hernandez was known within the Patriots as a top star who was beyond odd.



Part IV: Murder  
**A KILLER IN THE HUDDLE**

The Patriots became the only NFL team with an active player accused in three murders.



Part V: Prison  
**A ROOM OF HIS OWN**

Hernandez found a mixture of anguish and solace behind bars, until he chose to end it all.

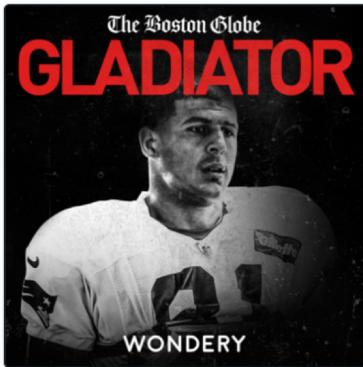


Part VI: CTE  
**A TERRIBLE THING TO WASTE**

Hernandez's most lasting legacy in football may be one of his organs: His brain.

The Boston Globe

# GLADIATOR



WONDERY

Gladiator: Aaron Hernandez Hail Mary | 1

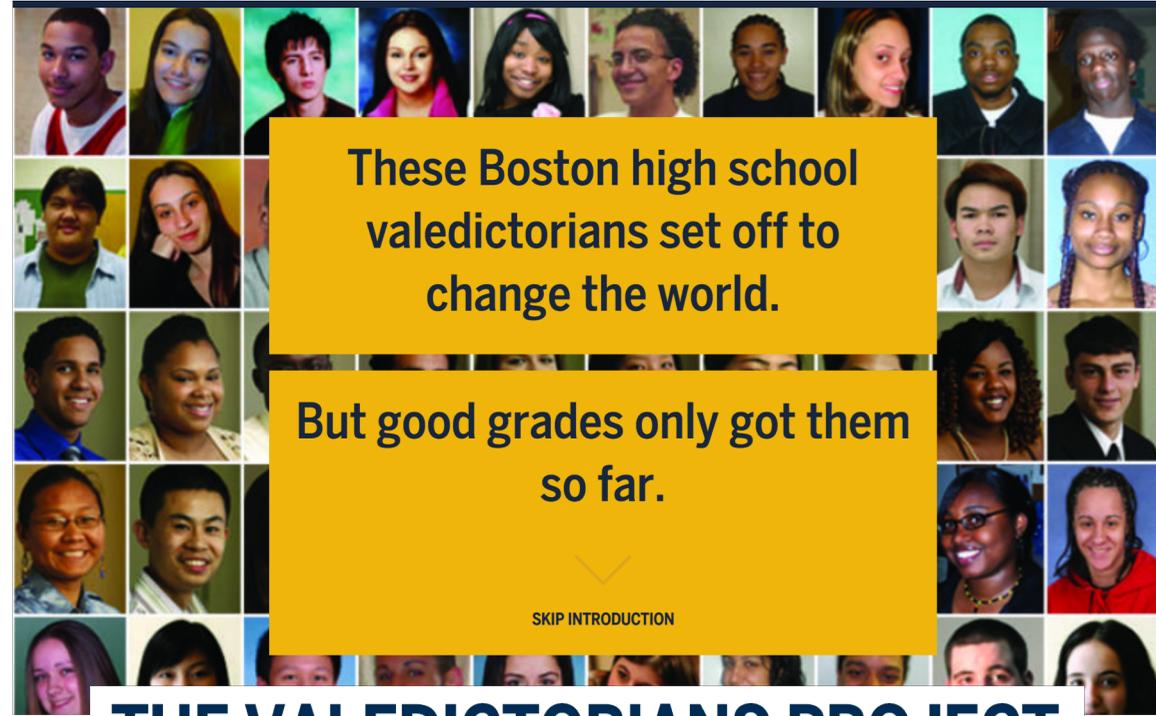
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# About The Boston Globe



2019

## THE VALEDICTORIANS PROJECT

**Spotlight**

**CORRUPTION, SCANDAL & ACCOUNTABILITY**

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The Boston Globe

The Boston Globe  
Events & Experiences

RSVP

### The Valedictorians Project: Where Do We Go From Here?

Tuesday, February 12, 2019  
6:00pm – 7:30pm

RSVP

IS BOSTON FAILING ITS BRIGHTEST?

**THE VALEDICTORIANS PROJECT**  
A GLOBE INVESTIGATION

PART 1  
**AN EPIDEMIC OF UNTAPPED POTENTIAL**  
When being smart, working hard, and finishing first still isn't enough.

PART 2  
**NO DOCTORS IN THE HOUSE**  
None of the Boston valedictorians who dreamed of becoming a doctor has earned a medical degree.

INTERACTIVE  
Explore the data

INTERACTIVE  
Meet the students

PART 3  
**THE EXAM SCHOOL DIVIDE**  
A select few go to Boston's prestigious exam schools. Everyone else swims in a sea of mediocrity.

PART 4  
**LOST ON CAMPUS**  
Even valedictorians sometimes feel like they don't belong in college.

IMAGES  
Photos and videos

FAST READ  
Eight takeaways

PART 5  
**HOPEFUL TO HOMELESS**  
Low-income, immigrant students can falter even after success.

COMMENTS  
Join the discussion

READ MORE  
Solutions

TELL US YOUR STORY  
Your Boston public school experience

READ MORE  
About this project



# About The Boston Globe

**The Boston Globe**  
MONDAY, OCTOBER 29, 2018

2018 WORLD CHAMPIONS

## ONE FOR THE AGES

David Price, Christian Vazquez, and Chris Sale were the first to arrive as the scene of celebrating Red Sox covered on the mound at Dodger Stadium Monday night. Price pitched seven sparkling innings and enroute are left about the door in the sixth inning.

**With a thumping of the Dodgers in the World Series capping a dominant season, the Red Sox stake a claim as one of the greatest teams in baseball history**

**DAN SHUGHNESSY**

**Great finish for starter**  
David Price did what for more than 100 years to do, pitching like an ace and leading the Sox to a World Series championship. **4A**

**Alex Cora, dugout genius**  
What he did in leading the Red Sox will go down as one of the best managerial jobs in the modern era. **6A**

**Joy in Soxville**  
From Fenway Square to Boston Cream, the streets of Boston were alive with shared joy early Monday. **8A**

**Wet Sox reign**  
Monday: Driest and rain, High 56-61, low 38-43.  
Tuesday: Clearing but cool, High 49-54, low 38-43.  
High tide: 3:05, 3:17.  
Source: T.I.S. Smart 8-62.  
Complete report: **B3B**.

**As Pittsburgh — and candidates such as Boston —**  
throughout the nation —  
the victory of a young  
manhood, **AA, B1**.

**Global editorial environment:**  
Chris Baker discusses a new  
word on an ever-higher with his  
goals. **A1B**.

**Vol. 124, No. 121**  
Suggested retail price  
**\$2.50**

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**The Boston Globe**  
MONDAY, FEBRUARY 4, 2019

53 SUPER BOWL 53

## THE DYNASTY ROLLS ON

PATRIOTS 13 RAMS 3

**DAN SHUGHNESSY**  
**Pats rock Rams, tie title record**

ATLANTA — This third-oldest sports event in the world, the Super Bowl, is the most-watched television event in the world. It is a tradition that has become a part of the American psyche. The Patriots' victory over the Rams in Super Bowl LIII not only further cemented the legacies of Tom Brady and Bill Belichick, but showed how powerful Boston is as a sports city.

**Defense dominates**  
The Patriots' defense, led by the Philadelphia Eagles in the first half, was the key to their victory. **1A**

**Party for six**  
Tom Brady and his teammates celebrated their victory in the Super Bowl. **1B**

**Brady to Edelman**  
Tom Brady's connection with Julian Edelman was a key factor in the Patriots' success. **1C**

**Key man? Tech contracts moving to just 'person'**  
The tech industry is seeing a shift in how contracts are structured, moving from company-wide to individual person-based. **2A**

**'Let's make sure [the law] doesn't have a disparate impact on the people we serve and we help.'**  
The law firm is working to ensure that its services are accessible to all. **2B**

**Stricter employee checks worry child care centers**  
New regulations on background checks for employees are causing concern for child care providers. **3A**

**Rules could imperil longtime workers**  
New rules could affect the rights of long-term employees. **3B**

**Eyeing 2020, but facing Nov. 6 test**  
Senators are preparing for a test in November while eyeing the 2020 election. **4A**

**Apartment on the assembly line**  
Modular units may help in local housing shortage. **4B**

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The Boston Globe Sports

# Boston sports, by the numbers

## Has your city won as many championships as Boston?

**By Patrick Garvin**  
FEBRUARY 4, 2019

The New England Patriots' victory over The Los Angeles Rams in Super Bowl LIII not only further cemented the legacies of Tom Brady and Bill Belichick, but showed how powerful Boston is as a sports city.

Boston is one of seven cities that have won at least one championship in professional football, baseball, hockey, and basketball:

City	Number of Championships
New York	53
Boston	39
Chicago	26

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Outline

**Historical Context**  
**Current Performance**  
**Future Outlook**



# **Historical Context**

Current Performance

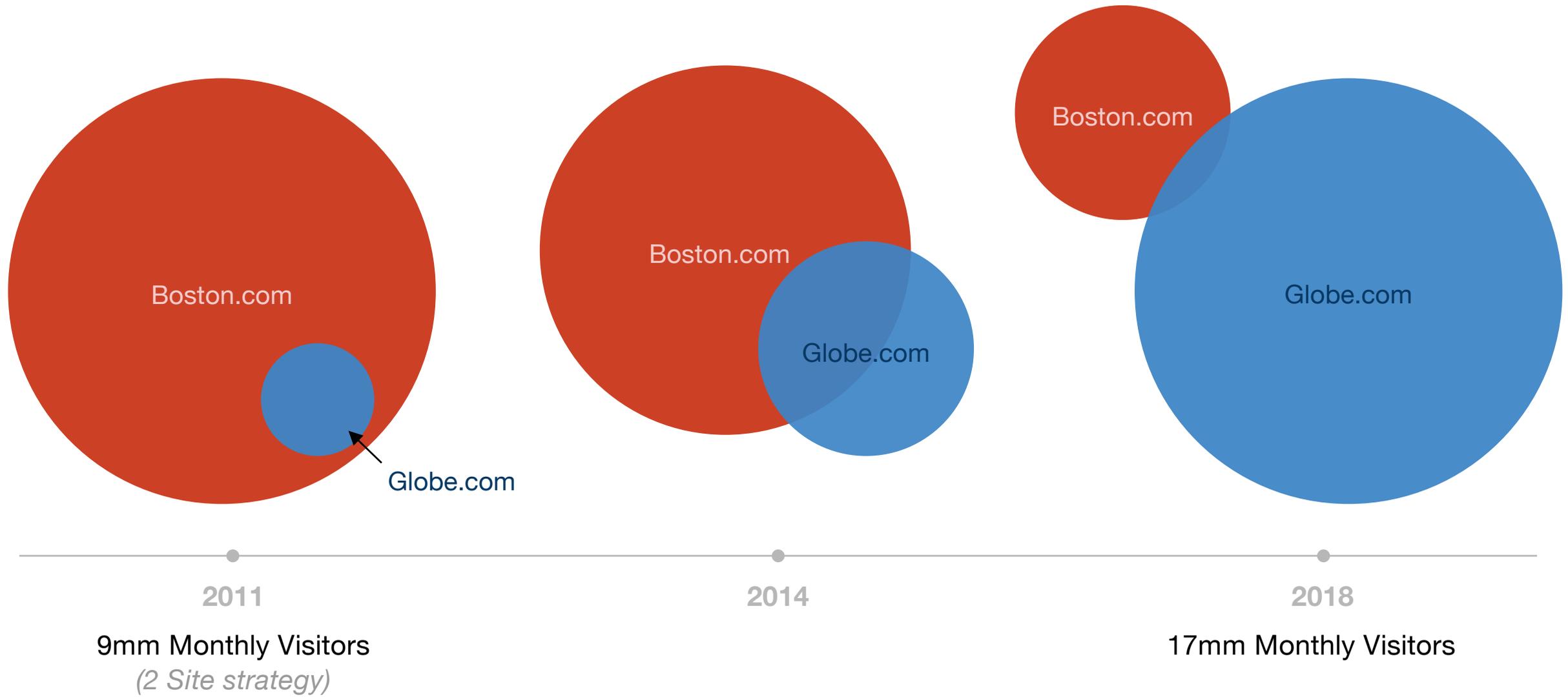
Future Outlook

Digital audience trends

Business model evolution



# Digital audience changed after 2 site strategy

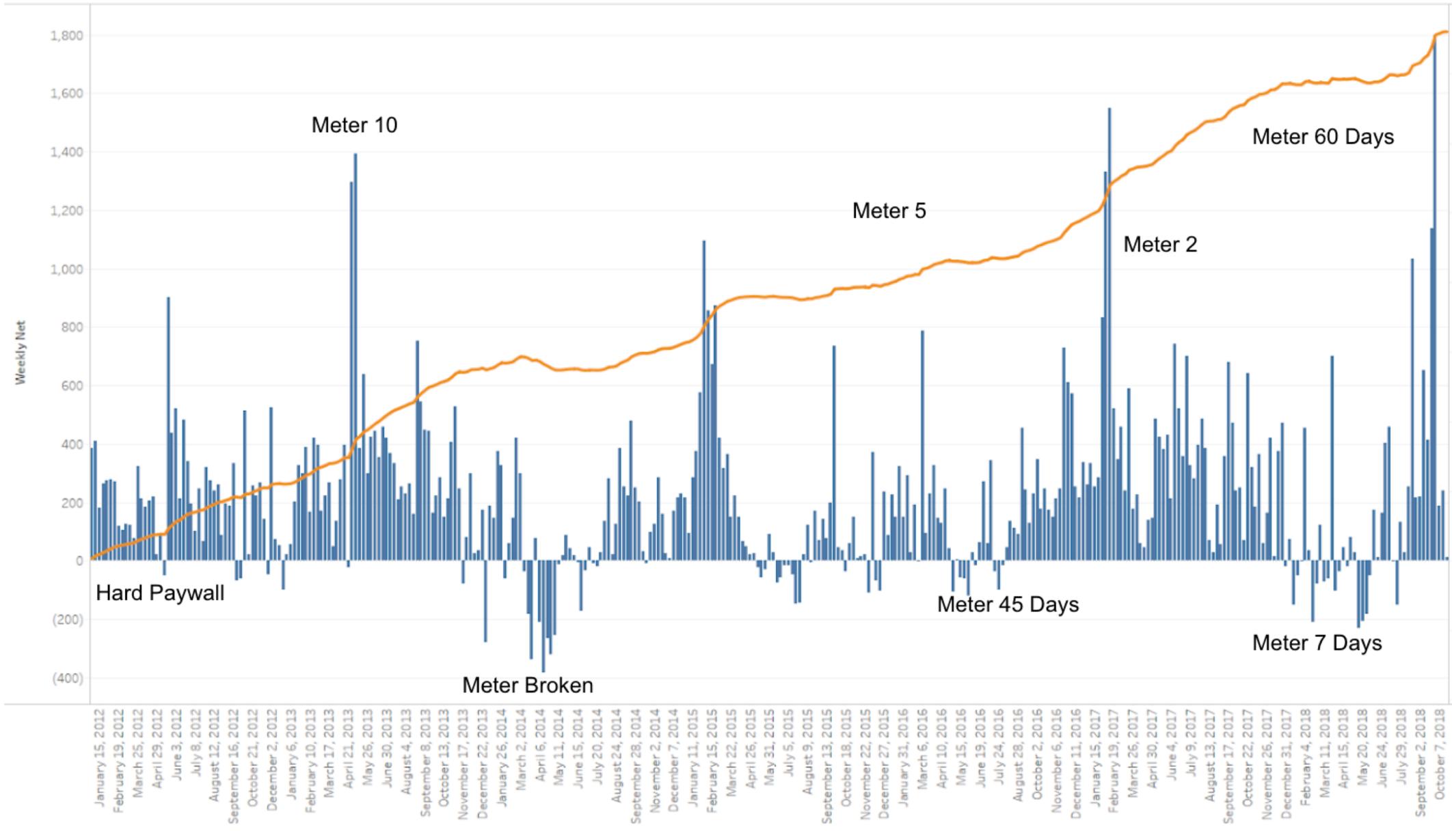


Note: bubble size represents monthly unique visitors



# Subscriber growth requires being experimental

Weekly Net & Cumulative Net Growth YTD



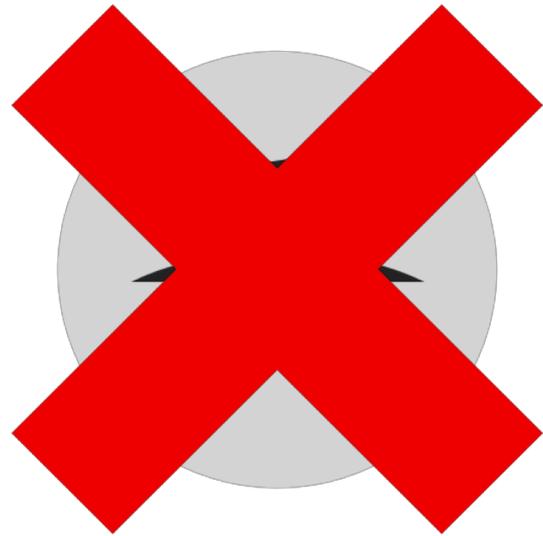


Historical Context  
**Current Performance**  
Future Outlook

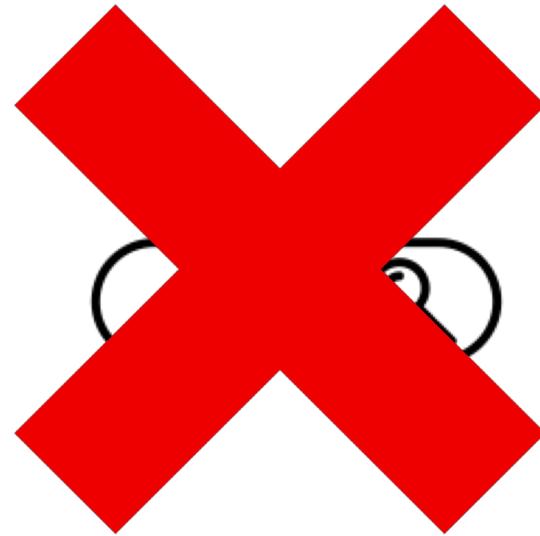
- Pay model rules
- Email
- Subscriber value & retention
- Private browsing
- 2-article meter
- Pricing



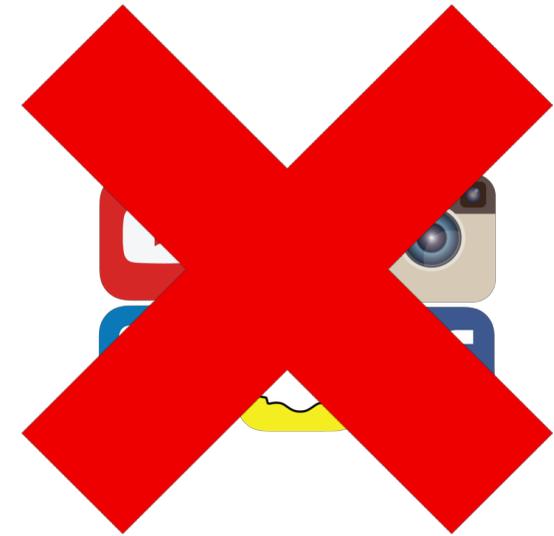
Do not allow any paywall exceptions



**Private Browsing**



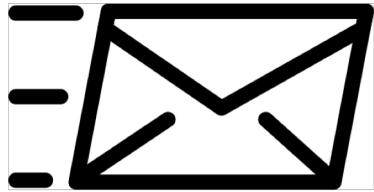
**Search**



**Social Media**



# Newsletters and email marketing are critical to digital growth



**1.4B**

On pace to surpass  
1.4 billion emails  
deployed in 2018



**2.1M**

There are 2.1M unique and  
active daily newsletter  
subscribers



**10X**

Site visitors that are known  
have a conversion rate of 10X  
that of anonymous visitors



# Publishers should bet on a subscription business

Total Digital Revenue

80% Subscription Revenue

10%  
Subscriber  
Ad Revenue

10%  
Non-subscriber  
Ad Revenue

90% of digital revenue is from subscribers

Subscriber revenue includes e-reader revenue

Ad revenue based on \$409k per month (56.5% non-subscriber, 43.5% subscriber, based on PV allocation of Logged In vs Logged Out)

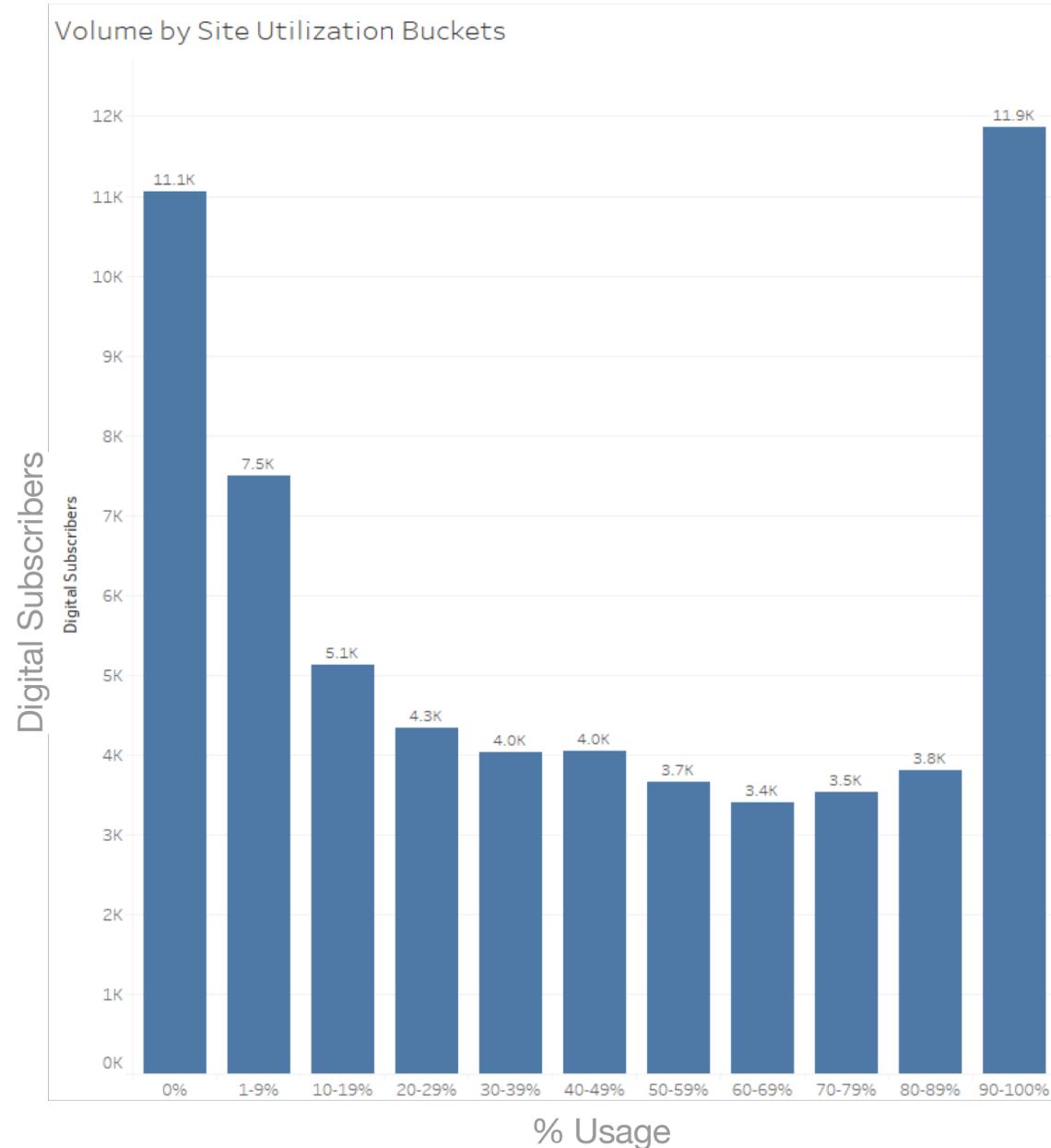


# Most digital subscribers are either highly or very low engaged

On an average day, 45% of digital subscribers visited the site.

~18% of digital subscribers did not visit the site last month.

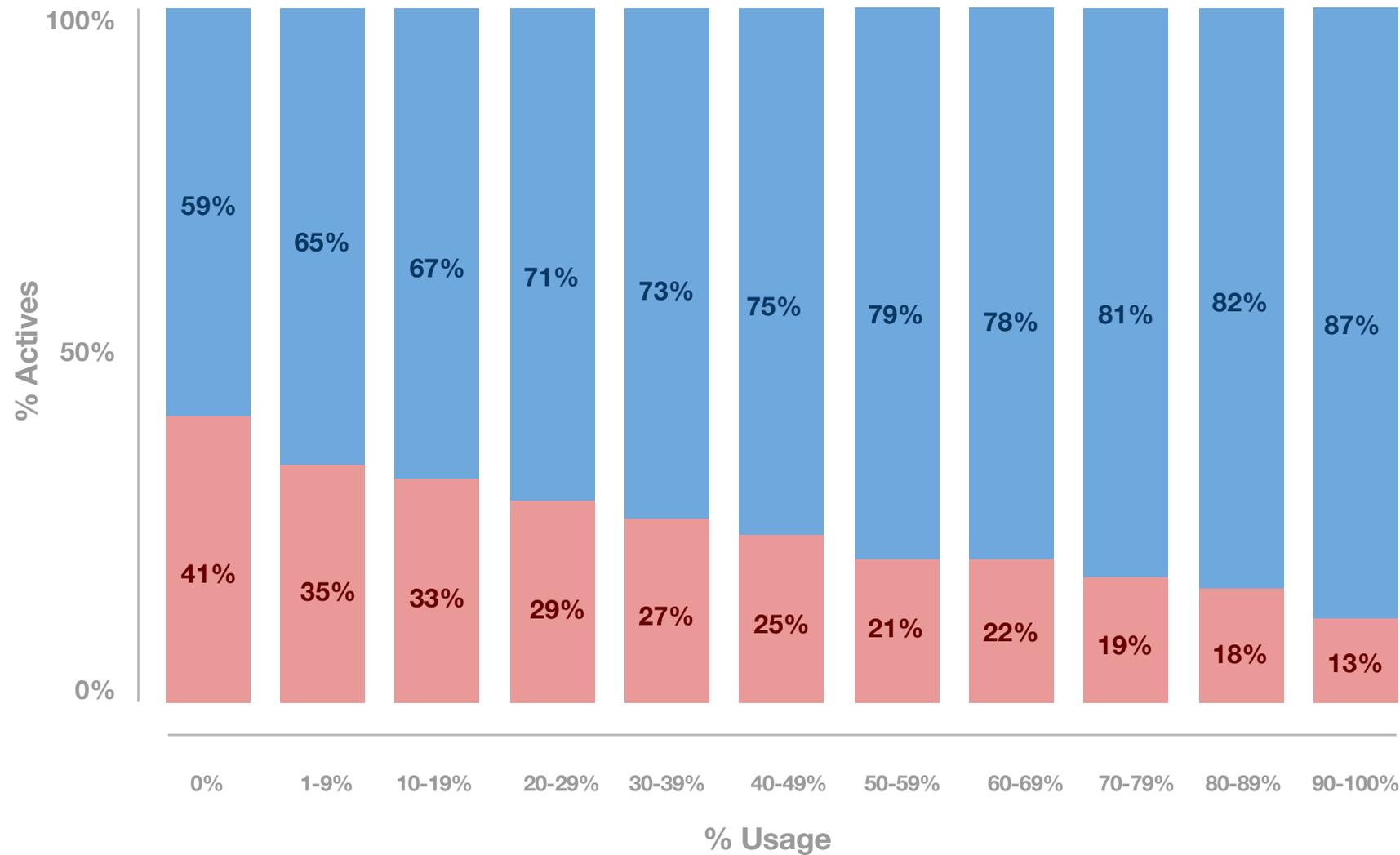
If each subscriber moved up one engagement bucket, we would have ~1,700 additional subscribers a year from today.



\*Based on May 2017 site usage data



# Linear relationship between engagement and retention



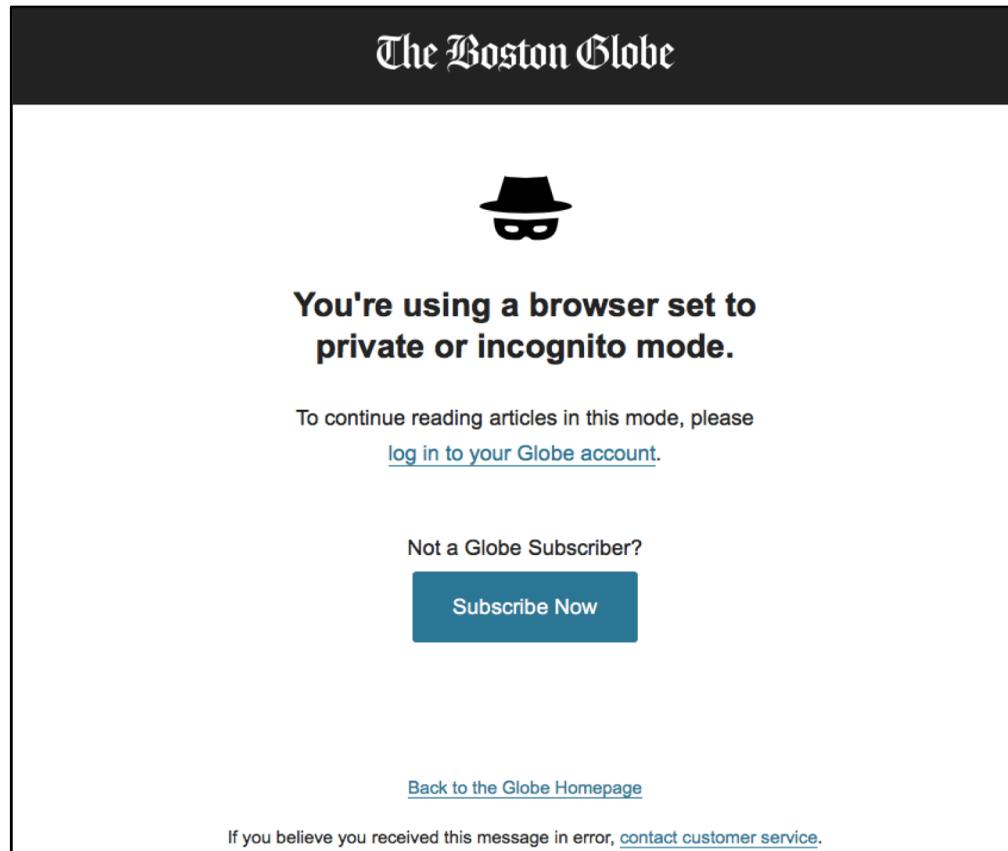
The correlation between site usage and retention is a linear, 1:1 relationship.

Subscribers who use the site on 90–100% of possible days have a one year retention of 87%, 3x that of our least engaged segment.

\*Based on May 2016 site usage data



No exceptions. Readers will pay if you ask them to.



## Private browsing stats:

About 6-8% of our audience browses privately

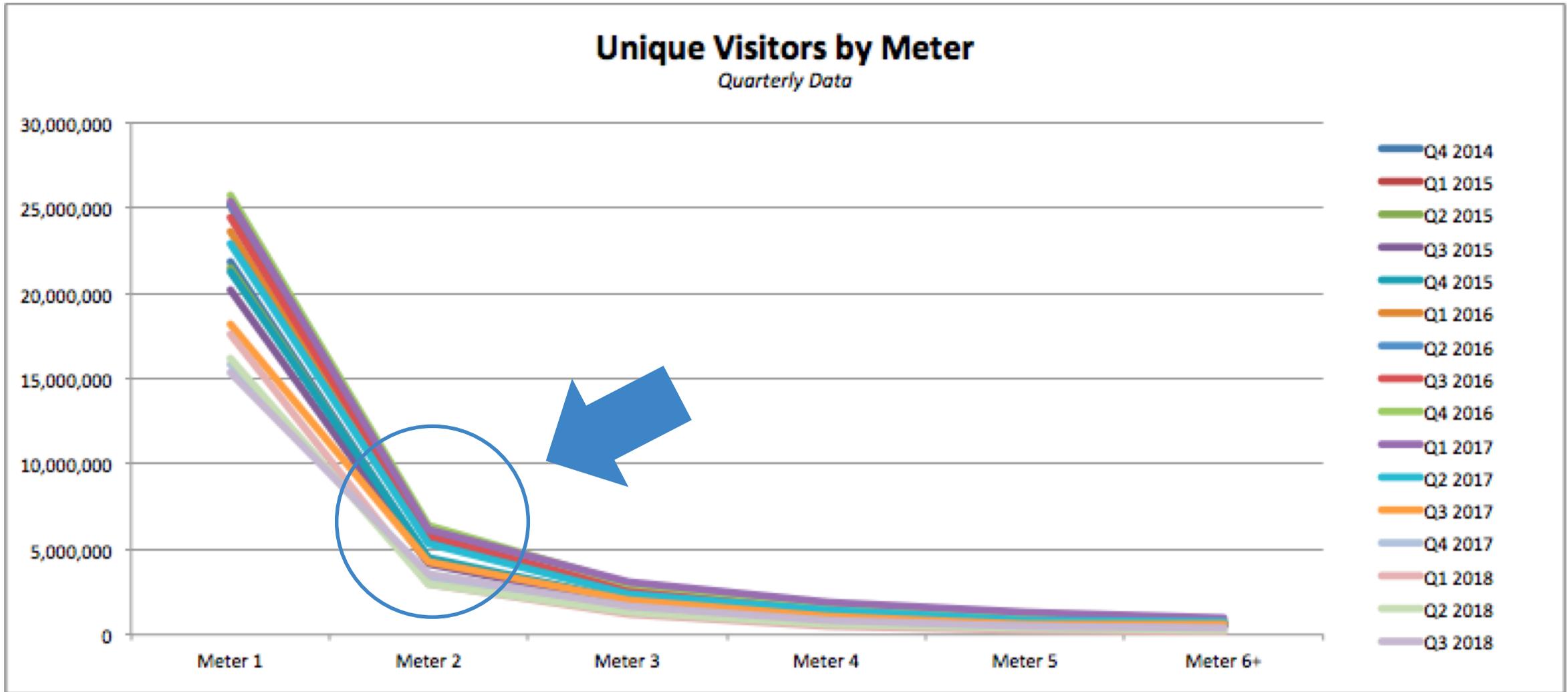
We convert about 6-10 new digital subscribers per day that are in incognito status

No impact on advertising

Support in marketplace



Reader behaviors don't change. Change the meter to catch the volume.





Ask readers to subscribe, and they will

**11%**

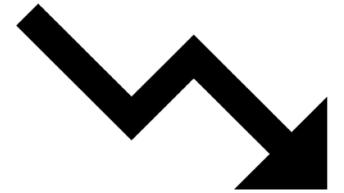
Roughly **11%** of visits are challenged with a paywall each day. That is up from about 5% earlier in the year.



**Conversion rates** have remained relatively consistent

**39K**

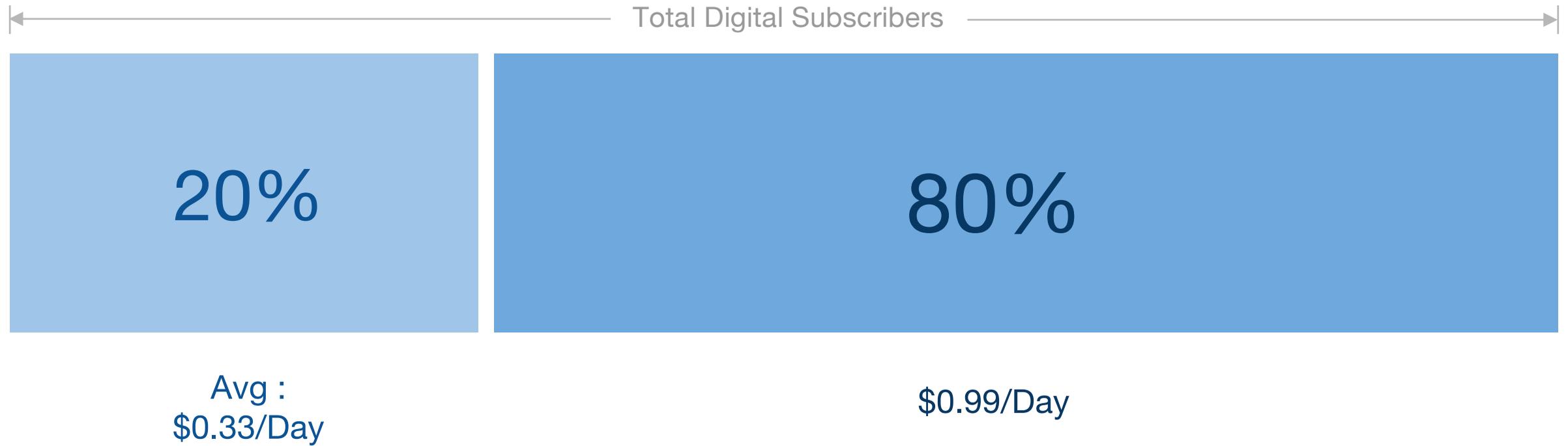
We have sold about **39K** new digital subscriptions YTD



Subscriber **cancellation rates** continue to decline



Get readers to subscribe. The pricing is less important.





Historical Context  
Current Performance  
**Future Outlook**

Vision  
Revenue Breakdown  
Paths to Digital-Only  
Flexible Technology Stack  
Diversify



## Our Vision

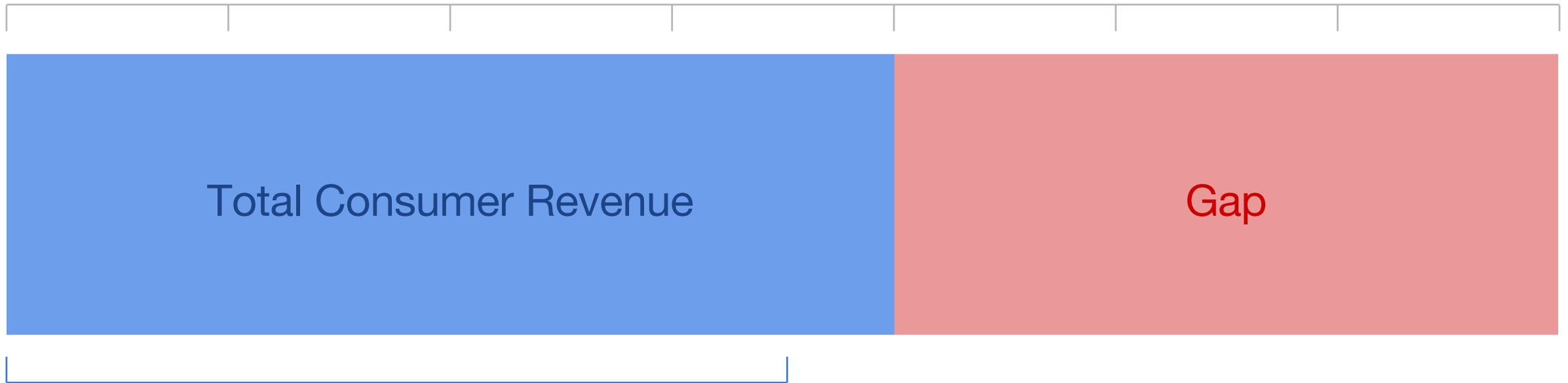
Boston Globe is the **steward of the communities** we serve. We inform, educate, and entertain our community, safeguard and support it, while always serving to connect people, ideas, and causes.

We strive to be a **consumer-revenue driven business** that serves and grows our paid-customer base with; quality journalism that adheres to our mission, products worth paying for, and technology that allows us to capture and retain those customers.



# Minding the gap - current view

Current cost of operation



50% is cost to run the newsroom



Choose a path

## **Risk Averse**

---

Print-centric  
Business as Usual

Heavy production and  
distribution costs

## **Aggressive**

---

Home Delivery Pricing

Slow path, normal print  
declines

## **Bold**

---

Move to Digital

Some areas will be priced  
out of print, capture those  
who will migrate to digital &  
realize cost savings from  
production and distribution

## **All in**

---

Digital Only

The one path to  
financial sustainability



## Diversify

Focus on leveraging the current core newsroom core products, identify portfolio of complements deployed across new and current business extensions

- Subscription business models
- Media delivery opportunities
  - Podcasts
  - OTT
  - Documentaries
  - Other media
- New forms of training programs
  - Professional newsrooms/Journalism schools/Corporations
- High-end exclusive events and experiences, including travel

All will be made possible with strategic partnerships and connections.



Thank You