An aerial photograph of Seattle, Washington, showing the city skyline and waterfront. The sun is setting on the left, casting a golden glow over the water and the city. The Space Needle is visible in the distance. The text is overlaid on a semi-transparent dark grey box in the upper left quadrant.

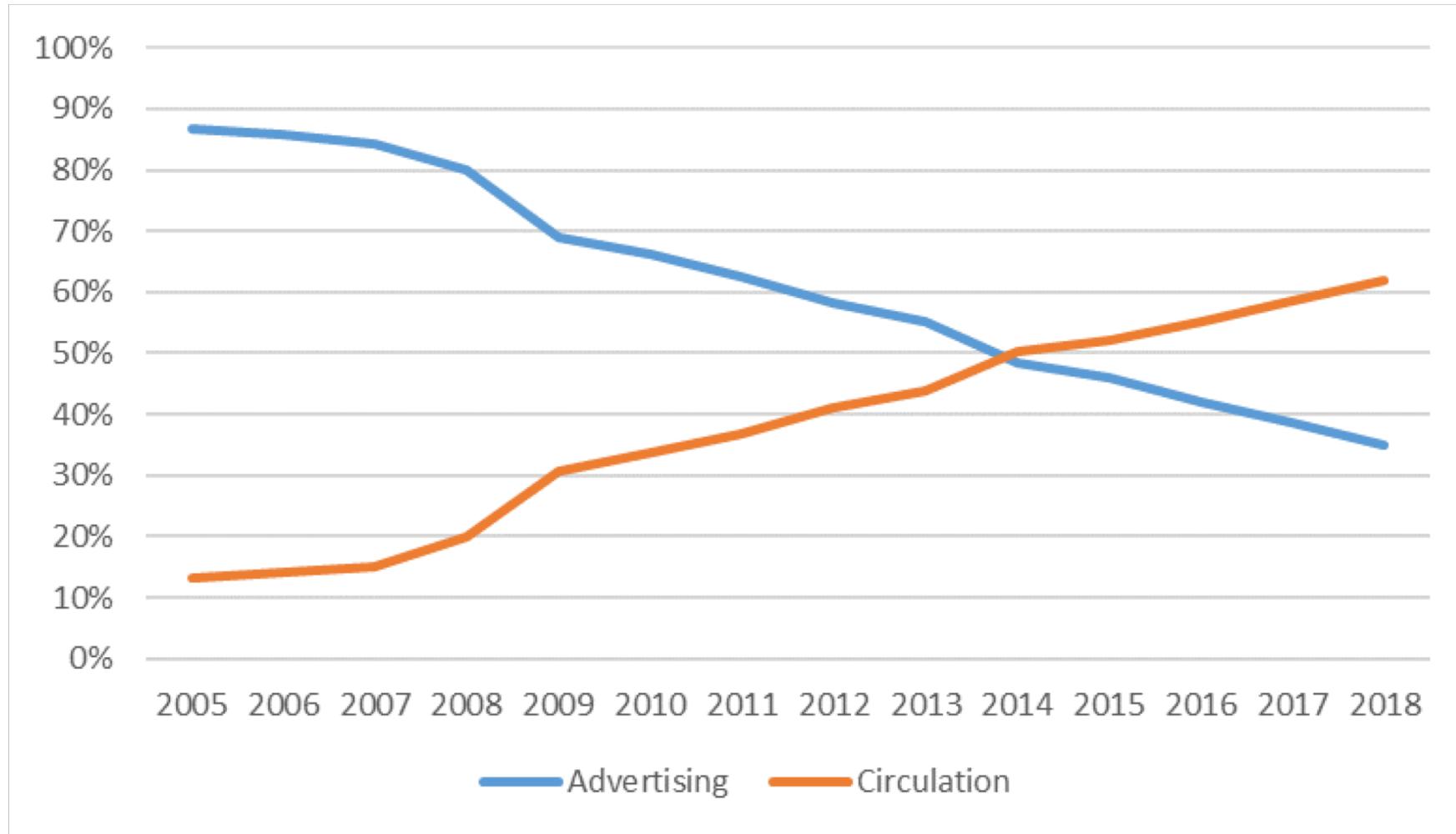
WAN-IFRA

“Digital Subscription Forum”

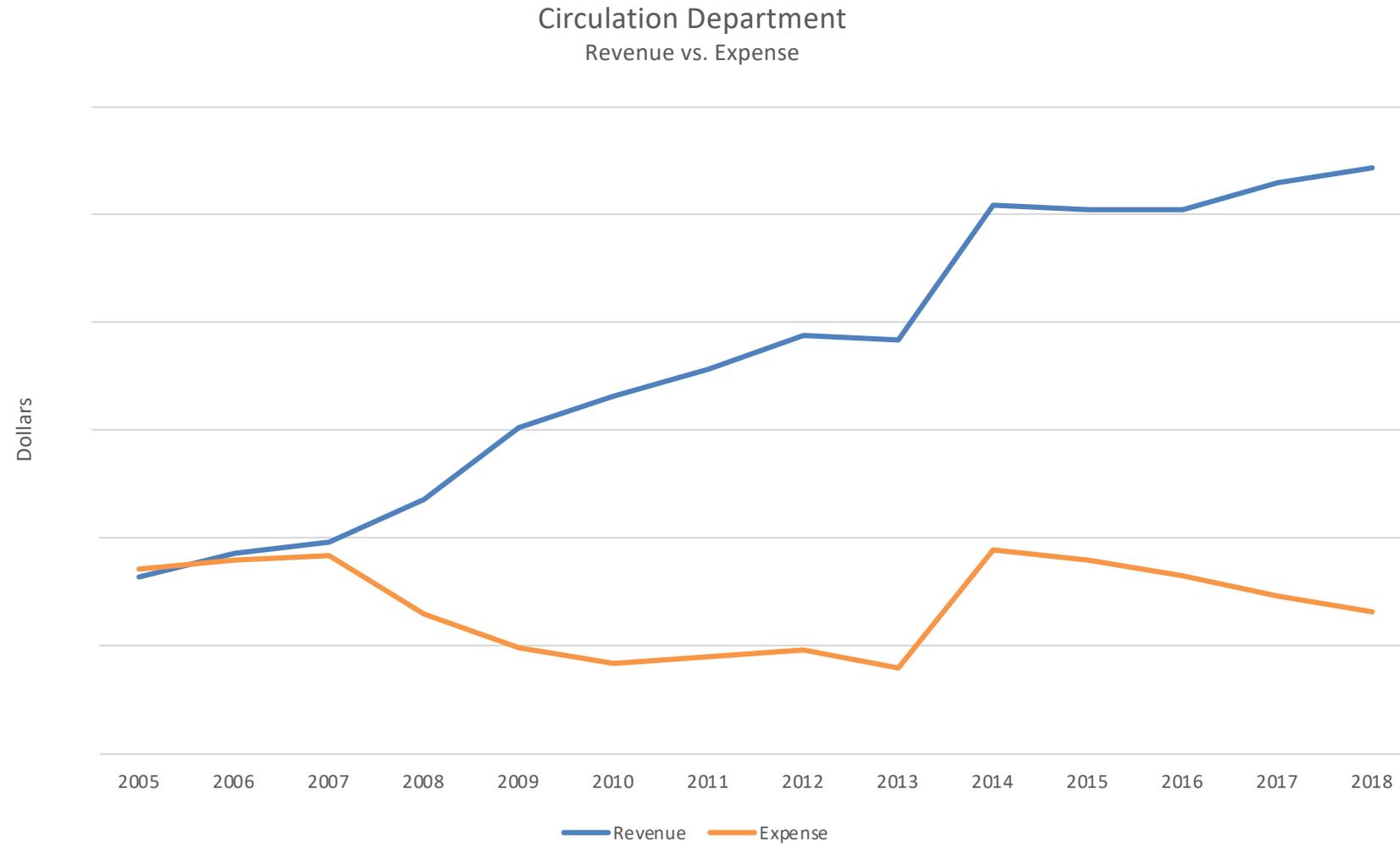
March 29, 2019

Revenue Contribution

AUDIENCE AND ADVERTISING REVENUE TREND, 2005-2018



Circulation Revenue and Expense Trend



Background—Digital Subscription Strategy

2012 WAS A PIVOTAL POINT IN AUDIENCE REVENUE

- Audience revenue increasing importance as print advertising suffers dramatic declines
 - Subscription rate increases, 2008-2012
 - Variable pricing model, 2012-present
- Sizable content reductions
 - 2007-2012
 - Resulted in significant increase in print stops
- More and more consumers getting news digitally for free

Planning with the Future in Mind

WE DIDN'T SIMPLY PUT A PAYWALL IN PLACE, WE RESET OUR AUDIENCE STRATEGY

- Print advertising will decline
- Digital advertising will grow modestly
- Audience revenue will grow
- If we reduce print, we need to:
 - Establish high digital rates
 - Retain Sunday print as a differentiator
 - Ensure that print subscribers adopt digital habits do so with Seattle Times digital

Decisions That Were at Odds with the Industry

WE GAMBLERD ON ASSUMPTIONS THAT WENT AGAINST THE INDUSTRY

- All print subscribers would get digital access included as part of their subscription and encourage their use
- A much-higher than average price point for parity with print to create high perceived value of content versus platform
- A metered paywall versus premium content, hard wall or a two-site strategy
- Variable pricing did not include nickel-and-diming subscribers: premium days, transactions fees, special sections

Paywall Launch in 2013

WE WERE OPTIMIZED FOR PRINT, NOT EQUIPPED FOR DIGITAL AND ECOMMERCE

The screenshot shows the Seattle Times website interface. At the top, there are navigation links for mobile site, apps, newsletters, RSS, and subscriber services. The date is Wednesday, February 20, 2013, with a traffic icon and a temperature of 43°F. The main header features the Seattle Times logo and 'Local News' with a search bar. Below the header is a navigation menu with categories like Home, News, Business & Tech, Sports, Entertainment, Living, Homes, Travel, Opinion, Jobs, Autos, Classifieds, and a Weekly Ad button.

The main content area displays a paywall message: 'We hope you have enjoyed your complimentary access'. It lists benefits of a subscription: unlimited access to seattletimes.com, smartphone and tablet Web apps, and a print replica. A central graphic shows a laptop, tablet, and smartphone with the text '99¢ A WEEK'. Below this is a 'SUBSCRIPTION OPTIONS' button.

For current subscribers, it states 'Digital access is already part of your subscription!' and provides 'SUBSCRIBER LOGIN' and 'REGISTER SUBSCRIPTION' buttons. For new users, it says 'If you've never used MyTimes, register your subscription today.' and provides a 'REGISTER SUBSCRIPTION' button.

At the bottom, there are links for Help, Privacy statement, and Terms of service, and a section for 'MOST POPULAR COMMENTS'.

Keep your Seattle Times access.
We're glad you're here. Continue to enjoy award-winning content on seattletimes.com by subscribing today.

[Subscription options >](#)

Current Seattle Times subscribers: Digital access is already part of your paid subscription!
Log in with your MyTimes account: [Subscriber login](#)
If you've never used MyTimes: [Register your subscription](#)

Time is running out.
You have just one free article remaining. Subscribe today for unlimited access to seattletimes.com.

[Subscription options >](#)

Current Seattle Times subscribers: Digital access is already part of your paid subscription!
Log in with your MyTimes account: [Subscriber login](#)
If you've never used MyTimes: [Register your subscription](#)

Don't get left in the dark!
This is your last free article on seattletimes.com. Subscribe now to stay in the know.

[Subscription options >](#)

Current Seattle Times subscribers: Digital access is already part of your paid subscription!
Log in with your MyTimes account: [Subscriber login](#)
If you've never used MyTimes: [Register your subscription](#)

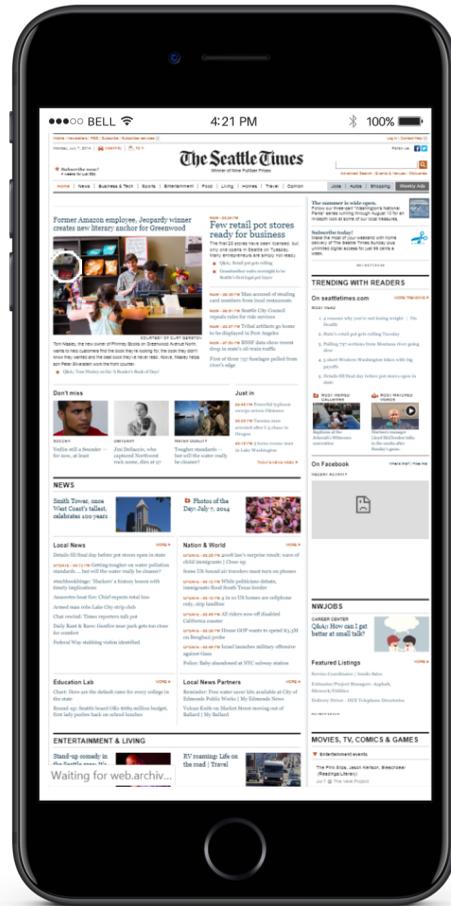
2013: Login Issues

USERS NEEDED MULTIPLE ACCOUNTS TO USE THE SITE

The screenshot shows the top navigation bar of The Seattle Times website. On the left, it displays 'Mobile | Newsletters | RSS | Subscribe | Subscriber services' and the date 'Monday, December 2, 2013' along with 'TRAFFIC' and '41°F'. The main logo 'The Seattle Times' is centered, with the tagline 'Winner of Nine Pulitzer Prizes' below it. On the right, there are links for 'Your profile | Commenter Log in | Subscriber Log in | Contact/Help'. Two orange arrows point to the 'Commenter Log in' and 'Subscriber Log in' links. Below these links is a search bar with a magnifying glass icon and the text 'Advanced Search | Events & Venues | Obituaries'. At the bottom of the header, there is a horizontal menu with links for 'Home | News | Business & Tech | Sports | Entertainment | Food | Living | Homes | Travel | Opinion' and a grey box containing 'Jobs | Autos | Shopping | Weekly Ads'.

2013: Poor Mobile Experience (Unresponsive)

SITE REQUIRED PINCH AND ZOOM TO USE ON MOBILE



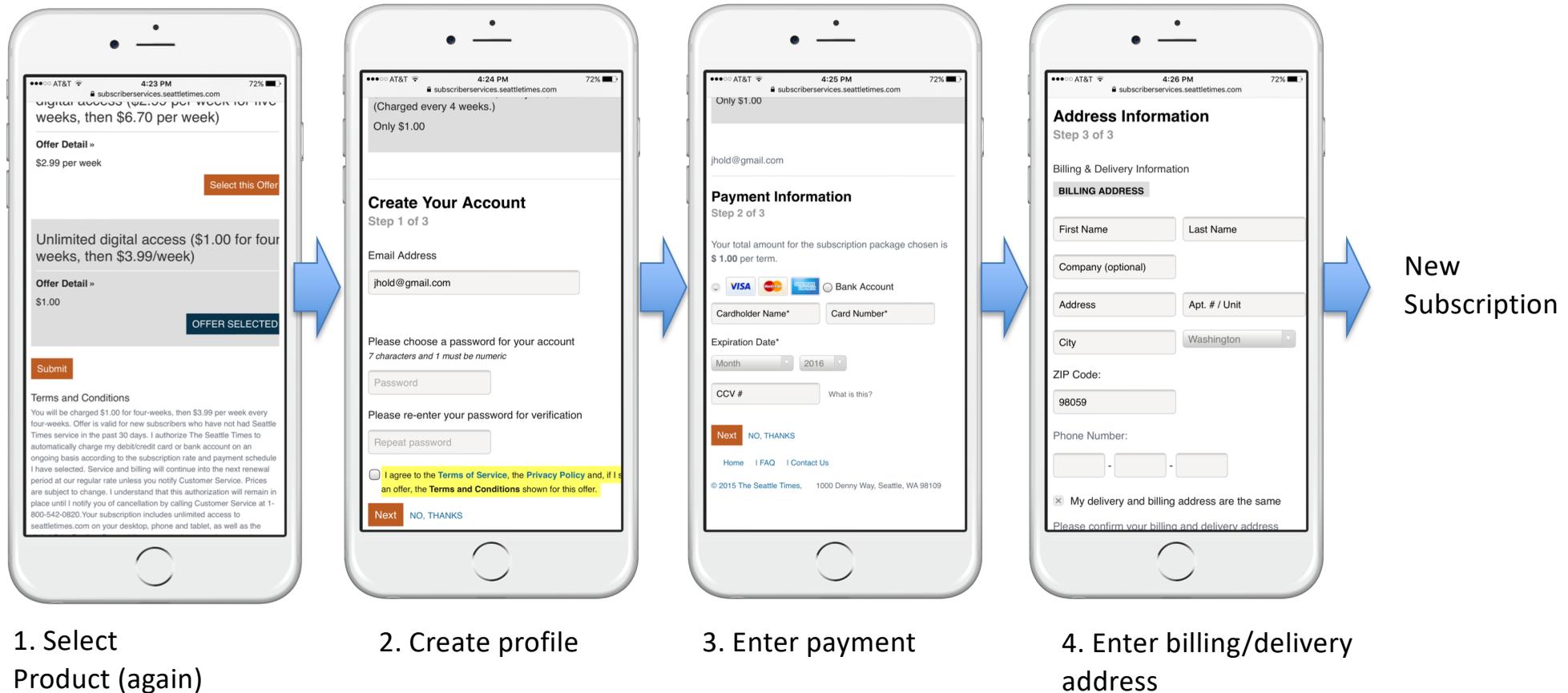
2013: Mainframe Driving Ecommerce

OUR CORE SUBSCRIPTION SYSTEM WAS A MAINFRAME THAT SUPPORTED PRINT, BUT INADEQUATE TO SUPPORT DIGITAL



2013: Hard to Purchase a Subscription

- 24 fields
- Difficult 4 step process
- Vendor controlled with little ability to improve the process (no A/B testing)



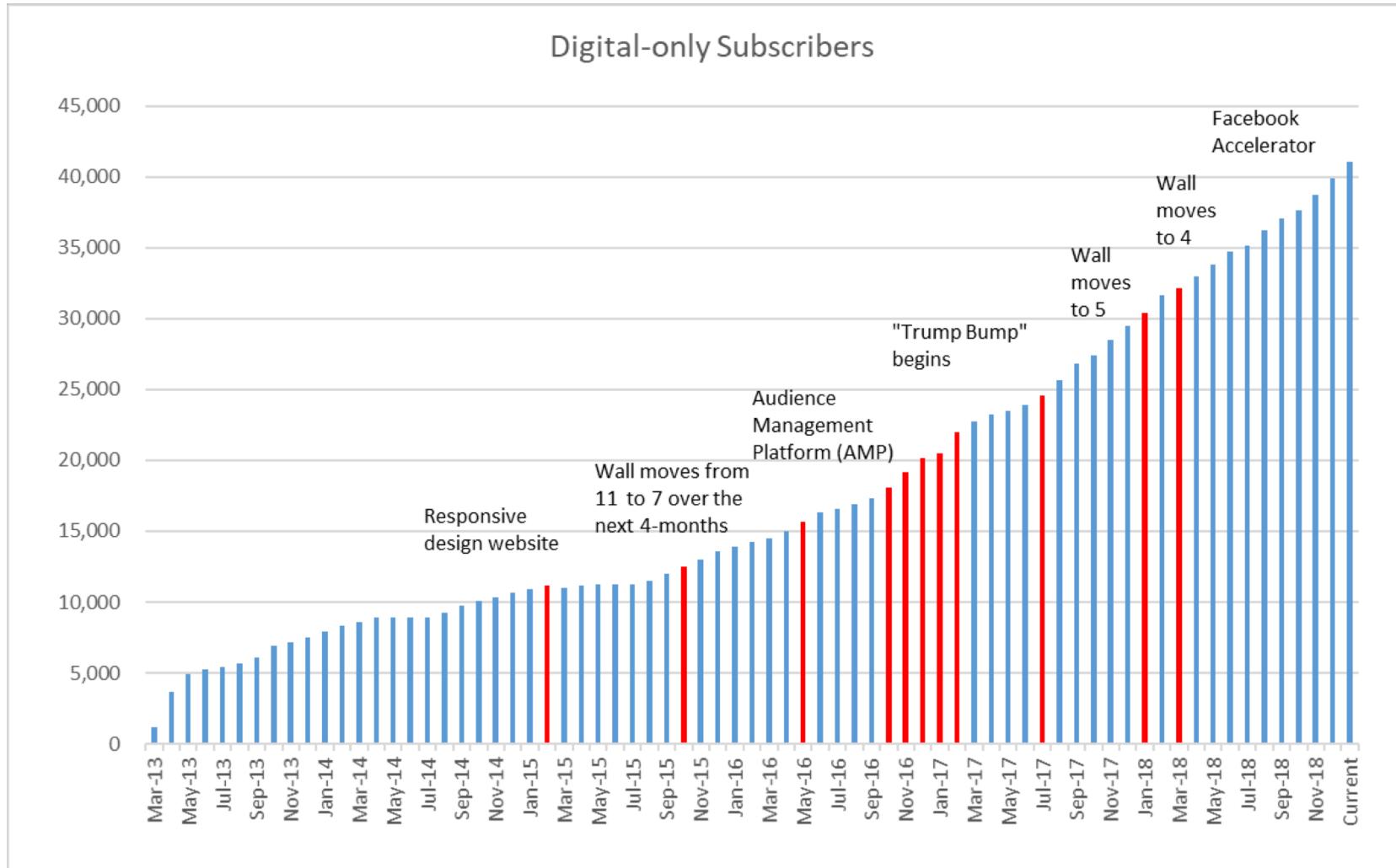
2013: Data

FLYING BLIND



Significant Milestones Since 2013

PAYWALL LAUNCH MARCH 2013 THROUGH 2018



Key Focus Areas for Continued Digital Growth

- Content that resonates with readers and engages them to the point they subscribe
- Get more users to the paywall to force a buying decision
- Make the purchase process as easy as possible
- Once you have a subscriber, get them to stay
- Use data every step of the process

Conversion Rates—Purchase Process/Funnel

STREAMLINED DESKTOP AND MOBILE PURCHASE FUNNEL

- 9 fields now required to make a purchase
- Alternative payment options available: PayPal and Amazon Pay

The screenshot shows the subscription page for The Seattle Times. The header includes a menu icon, the logo, a 'Subscribe' button, and links for 'Log In | Subscribe | Search'. The main heading is 'Support independent journalism' with a subtext: 'We rely on paying subscribers. Choose a plan that's right for you. Cancel anytime.' Below this are three subscription cards:

Plan Name	Price	Post-Trial Price	Additional Features
Unlimited DIGITAL Access	\$1 for 4 weeks	\$3.99/week after trial period	Unlimited desktop + mobile access to seattletimes.com, Unlimited access to our iOS app, Access to The Seattle Times Print Replica
Digital + SUNDAY Delivery (TOP PICK)	\$1 for 5 weeks	\$3.99/week after trial period	Unlimited desktop + mobile access to seattletimes.com, Unlimited access to our iOS app, Access to The Seattle Times Print Replica, Sunday home delivery
Digital + 7-DAY Delivery	\$3/week for 5 weeks	\$8.70/week after trial period	Unlimited desktop + mobile access to seattletimes.com, Unlimited access to our iOS app, Access to The Seattle Times Print Replica, 7-day home delivery

At the bottom of the card area, there is a link: 'Have a promo code?'.

Content That Resonates— by Topic

Content By Section - Start Here | Subscriber Behavior | 1/1 - 8/31/2018 Posts by Secti... | Sections | Subsections | Posts Jan-Aug | inDMA and Sub PV - VERY RO... | 1/1 - 8/31/2

Content By Section

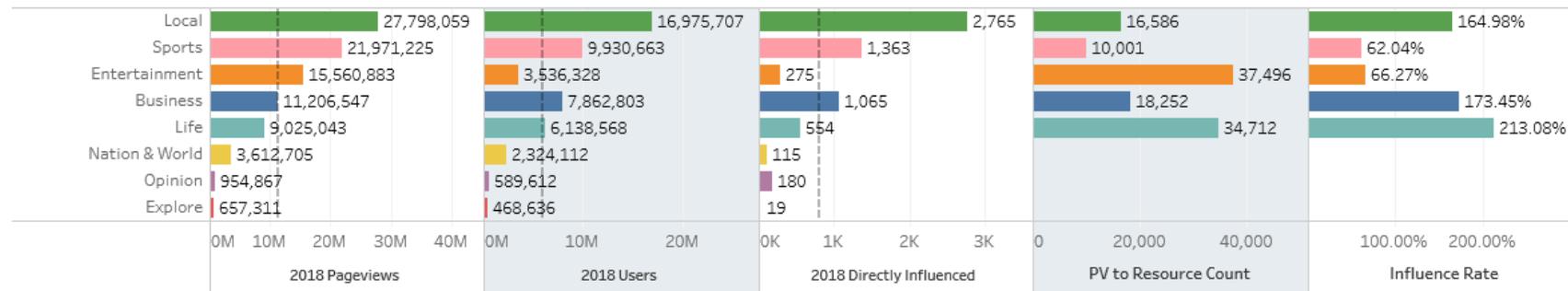


- Local
- Business
- Opinion
- Sports
- Life
- Explore
- Entertainment
- Nation & World

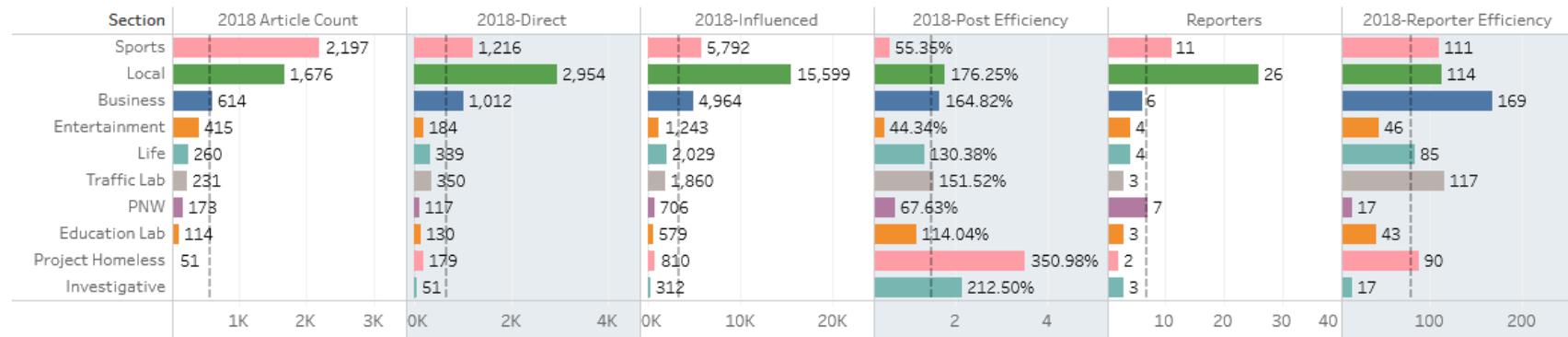
2018

Directly Influenced

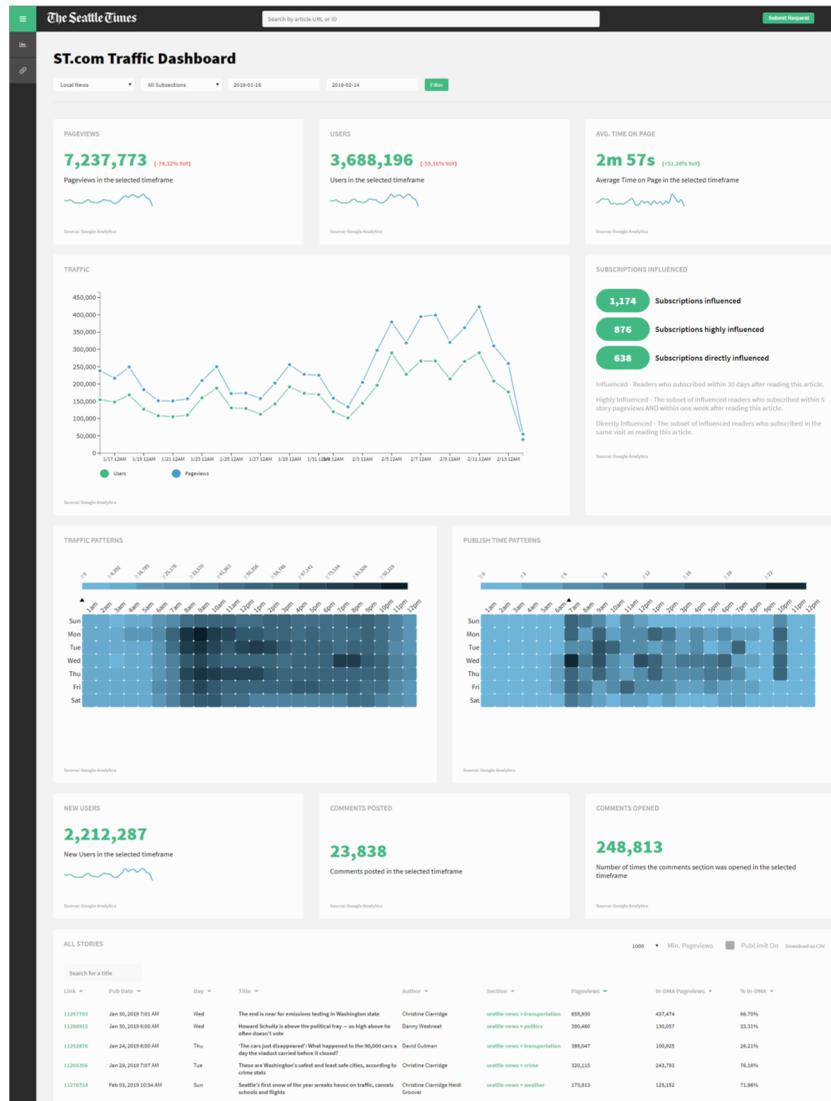
Drill down by Section



Drill down by author

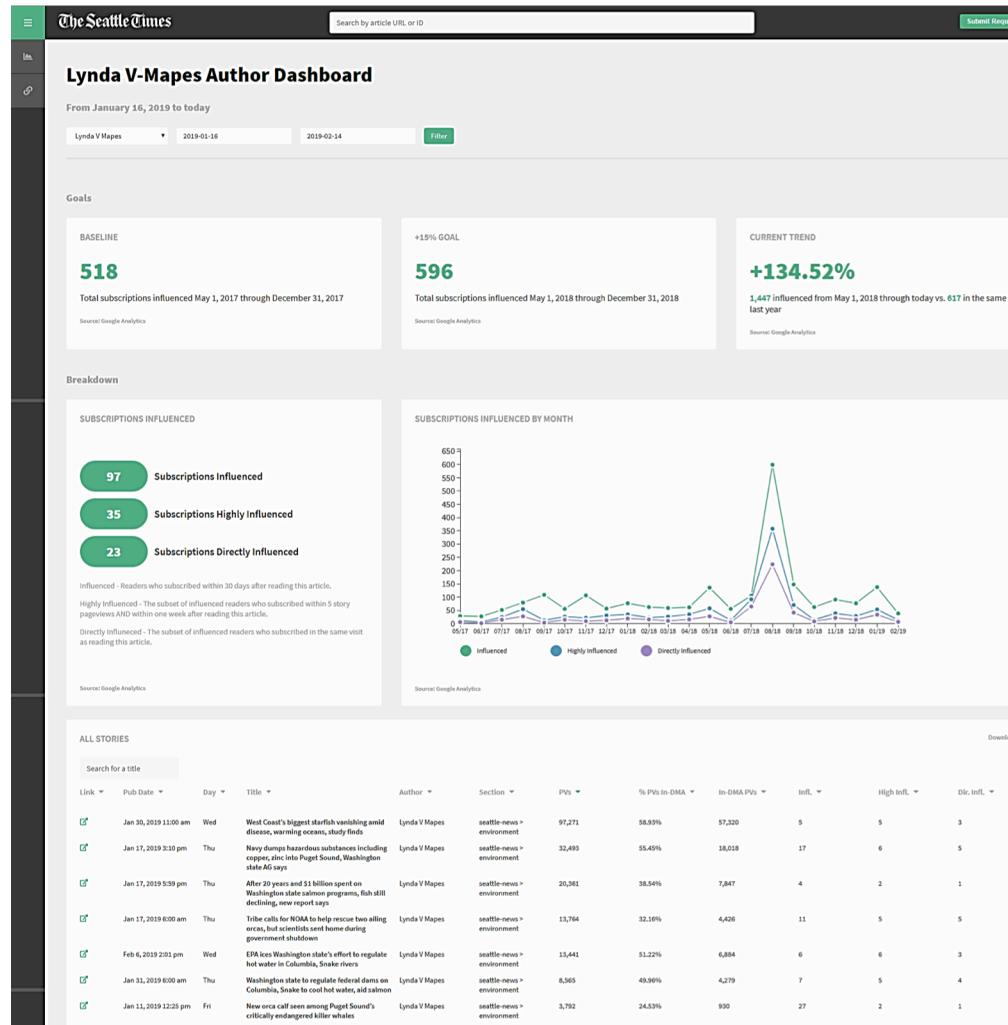


Content That Resonates— by Section



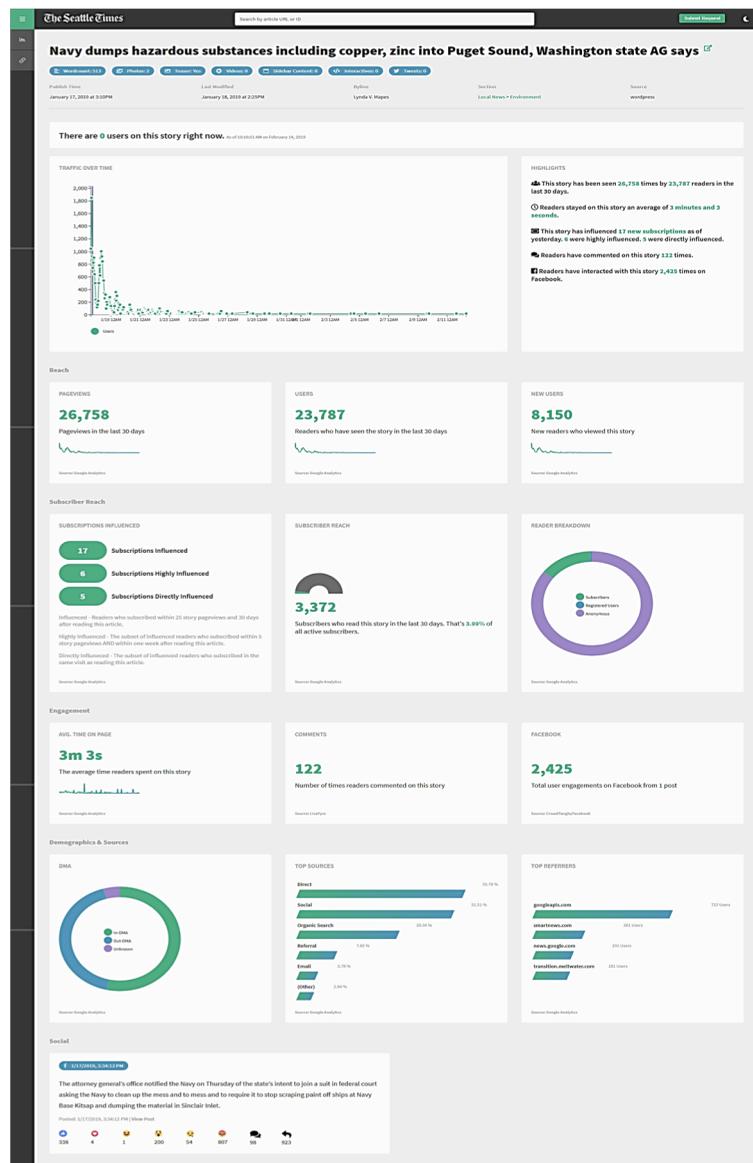
- Highlight key metrics in terms of quantity, engagement and influence scores
- Discover insights by comparing when articles are published to when they are read
- Mine articles viewed for insights into topics/stories that resonate with readers
- The end result is that we now have visibility into content that moves the needle and content that does not

Content That Resonates— by Author



- Give authors the ability to track their individual performance
- Highlight the authors who resonate with your visitors and influence them to subscribe
- Help authors optimize their time by highlighting which articles show a good return for their effort and which do not

Content That Resonates— by Article



- Look at the characteristics of visitors who read particular articles so you can serve them better by asking:
 - Where are they geographically?
 - What source brought them to this article?
 - How long do they invest reading the article?
 - Did it bring new visitors to the site?
 - Was it promoted via social media?
 - To what degree was it read by existing subscribers?
 - Most important, did the article influence people to subscribe?

Force More Buying Decisions—Content Format

GETTING USERS TO CONSUME MORE CONTENT TO BUILD THEIR HABIT AND HIT THE PAYWALL



September 25, 2018 at 3:31 pm
Seahawks Mailbag: What happens now to Rashaad Penny? Was Michael Dickson off his game Sunday?

With Chris Carson reeling off a 100-yard performance, Rashaad Penny got just three carries Sunday. But coach Pete Carroll said Monday it's too soon to...

SPORTS | SEAHAWKS



September 25, 2018 at 3:09 pm
Seahawks waive former UW tight end Darrell Daniels, sign defensive end Branden Jackson to 53-man roster

The Seahawks made a move Tuesday that may be designed to add depth on the defensive line if Dion Jordan is sidelined.

SPORTS | SEAHAWKS



September 25, 2018 at 6:00 am
Seahawks Play of the Week: Illustrating Russell Wilson's mastery on the opening score vs. Cowboys

Jaron Brown scored his first touchdown as a Seahawk in Seattle's 24-13 win over the Dallas Cowboys. But the play on which he scored also...

SPORTS | SEAHAWKS

The Seattle Times | seattletimes.com/sports | SEPTEMBER 26, 2018 | WEDNESDAY

SPORTS

GOLF>CHAMBERS BAY SET TO SHUT DOWN FOR A GREENS MAKEOVER>C8

THE NFL
SEATTLE @ ARIZONA, 1:05 P.M. SUNDAY, Oct. 13

Seeking truth behind 'consequences'

Despite Carson's big game, it's too early to pass judgment on first-round pick Penny

SEATTLE—The man got away with more under Carroll? Would it matter if they were the highest rated coaches?

Matt Colburn Times columnist

The word of the day for Pete Carroll and his Seahawks is "consequences." It's a word that has been used in the past few days to describe the coaching staff's reaction to the team's performance in the game against the Arizona Cardinals.

What happens when Pete Carroll says "consequences" to his coaches? Is it a warning? Is it a threat? Or is it a statement of fact?

"There's always consequences," Carroll said.

Are there, though?

PHOTO BY: JEFF BLUMBERG FOR THE SEATTLE TIMES

Pete Carroll has not revealed what might happen to Earl Thomas.



TOUR GUIDE KNOWS HIS STUFF

SEAHAWKS LINEBACKER BOBBY WAGNER, CENTER, SHOWS GARFIELD HIGH PLAYERS AROUND THE NFL TEAM'S HEADQUARTERS IN RENTON ON TUESDAY AS PART OF A SURPRISE TOUR. WAGNER ALSO GAVE A SPEECH TO THE TEAM, WHICH PLAYS TOP-RANKED EASTSIDE CATHOLIC ON FRIDAY.

It's up to Sounders if record streak leads to glory

SEATTLE—Seattle Sounders FC's record-breaking streak of 17 consecutive wins in the MLS regular season is set to end on Sunday as the team faces the Los Angeles Galaxy in a 3:30 p.m. match at CenturyLink Field.

The Sounders have won 17 of their 27 matches in the regular season, a record for the franchise. They are currently in first place in the Western Conference.

Los Angeles Galaxy forward Zlatan Ibrahimovic (10) scores a goal in a 3-0 victory over the Sounders on Sunday. After winning an MLS record nine consecutive matches, the Sounders have lost two in a row.

Freshman Otton makes a strong early impression as UW tight end

SEATTLE—Freshman tight end Otton made a strong impression in his first game for the University of Washington on Saturday, helping the team to a 27-10 victory over the Oregon Ducks.

Otton, a 6-foot-7, 245-pound tight end from California, was named the game's Most Valuable Player.

He had two receptions for 33 yards and a touchdown.

Force More Buying Decisions—Recirculation

GETTING READERS AND USERS TO CONSUME MORE CONTENT TO BUILD THEIR HABIT AND HIT THE PAYWALL

Most Read Stories

- 1 As Seattle home prices dip, outer reaches of metro area are humming along
- 2 'The Property': A family's getaway cabin defined its dreams, until a tragic Sunday morning [VIEW](#)
- 3 Helicopter rescues trail horse in Central Washington, but injuries were too severe [WATCH](#)
- 4 Starbucks plans corporate shake-up and layoffs, starting with senior execs

Latest in Local News

Yakima officer on desk duty amid probe into kicking of teen at fair

Officer Ian Cole kicked the 17-year-old in the backside, sending him to the ground after he pepper-sprayed the boy. [New 9:49 am](#)



Seattle bike commuting hits 10-year low, census data...

Last year, just 2.8 percent of workers who live in Seattle biked to work as... [New 6:00 am](#)

Man injured in Burien shooting that police say is 'not random'

The man suffered non-life-threatening injuries and is cooperating with police. A sheriff's spokesman said it was not yet known if the incident was gang-related, but... [New 7:01 am](#)



When a million bucks 'is nothing': Bidding opens...

A historical house on Beacon Hill is on the market, and a \$1 million offer... [New 6:00 am](#)

The Kavanaugh nomination



Supreme Court nominee Brett Kavanaugh, a federal appeals court judge. (AP Photo/Andrew Harnik)

- [Third woman comes forward with sexual-misconduct allegation](#)
- [Second accuser in standoff with GOP over testimony](#)
- [What the 4 affidavits supporting first Kavanaugh accuser say](#)
- [Hearing on allegations puts #MeToo to the test](#)
- [Anita Hill says Kavanaugh controversy not a referendum on #MeToo](#)
- [Kavanaugh's "choir boy" image in Fox interview rankles Yale classmates](#)
- [Meet Rachel Mitchell, the prosecutor who will question Ford at Senate hearing](#)
- [Sen. Ted Cruz, wife are shouted out of restaurant over his Kavanaugh support](#)

Force More Buying Decisions—Newsletters

GREAT SUCCESS IN DRIVING ENGAGEMENT, BUILDING HABIT AND RESONATES WITH SUBSCRIBERS

The Seattle Times
MORNING BRIEF
WEDNESDAY, SEPTEMBER 26, 2018



Where to find fall color at fu

Washington Park Arboretum's spectacular slow-m erupting, with more than 200 acres hosting oak country's largest public collection of Japanese more. A park curator shares a recommended rou (Steve Ringman/The Seattle 1

NEED TO KNOW

Another orca is struggling in the critically enda southern resident killer whales, but [aerial images hope](#): At least three others are pregnant. The sol lost three members just this year. More:

The Seattle Times
BREAKING NEWS

BREAKING: Another orca is whales are pregnant

Another orca is ailing in the critically endage resident killer whales. Aerial images show K25 male, to be thinner now than in previous year: collected this week also show K27, K25's sister along with two other females.

READ STORY



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The Seattle Times
FAN FIX
WEDNESDAY, SEPTEMBER 26, 2018

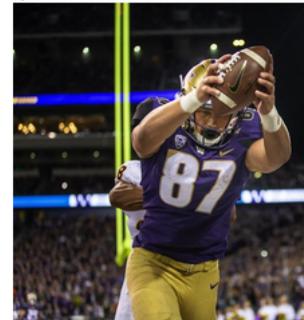
If you're enjoying our sports coverage this season, try a subscription to The Seattle Times and get unlimited access to all of our journalism. Stay informed and engaged, and support the free press for as little as \$1 to start.

SEE SUBSCRIPTION OFFER

HUSKIES

Young tight end Cade Otton continues to improve replacement in UW offense

By Adam Jude



As is the case with most tight ends in this UW offense, Otton's value is in his passing game. [Read more.](#)

The Seattle Times
PACIFIC NW
WEDNESDAY, SEPTEMBER 26, 2018



Color share how they navigate the workplace

by Ruchika Tulshyan
as by Erika Schultz
blad, Emily Eng, Ruchika Tulshyan, Corinne Chin

Read More

As the research catches up, writer Ruchika Tulshyan and other women of color describe the challenges they face at work.



The Seattle Times
EATS & DRINKS
WEDNESDAY, SEPTEMBER 26, 2018

Destination dining at the cutest cidery you ever did see. Finnriver Farm & Cidery in Chimacum has all the makings of a great day trip: cider flights (with various infusions like habanero and cranberry-rosehip), pizza topped with local Port Townsend cheese curds, apple trees, grazing sheep ... this place is prime for your PNW autumn aspirations.

Happy birthday, PCC! The local grocery co-op turns 65 this year, and it's celebrating by releasing the recipes to some of its most popular salads. [We share them with you here.](#)

Conversion Rates—Subscription Sales

EMAIL AND SITE WIDE SALES ARE A MAJOR DRIVER FOR NEW SUBSCRIPTIONS

Today only! Save over 90% on unlimited digital access. | [Try it now >](#)

Menu | Weather | Traffic **The Seattle Times** Log In | Subscribe | Search

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

ONE DAY ONLY: \$1 FOR 8 WEEKS UNLIMITED DIGITAL ACCESS **SIGN UP** 02 47 09 HOURS MINUTES SECONDS 

Tolls on downtown streets? Seattle mayor pushes for plan to cut traffic, greenhouse gases

Police investigating possible murder of 26-year-old woman in Redmond

Phnom Penh Noodle House, a community staple in Seattle, is closing after 30 years

Bashed by the bay: Felix falls apart in Mariners' 10-1 loss to San Francisco Updated 9:06 pm

Facebook hackers likely hit most users Updated 8:26 pm

Trump's war with Amazon is phony, but the company is winning the real one | Danny



Education
Seattle School Board selects first Native American superintendent in city history

Denise Juneau speaks with reporters at Seattle School District headquarters Thursday, March 29, 2018. Juneau is the former Montana superintendent of public instruction. (Erika Schultz/The Seattle Times)

ONE DAY ONLY: \$1 FOR 8 WEEKS UNLIMITED DIGITAL ACCESS **SIGN UP**

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The Seattle Times
SEATTLETIMES.COM

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- Unlimited access to Print Replica, an exact digital copy of the printed newspaper
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Save 90% off the regular rate. Cancel any time.

Subscribe today >

Unlimited digital access for \$3.99 per-week \$5 for 12 weeks.

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Conversion Rates—Personalization

CHANGING THE USER EXPERIENCE BASED ON THE CONTENT THE USER READS

The screenshot shows a subscription page for The Seattle Times, specifically tailored for Seahawks fans. The background is a large stadium filled with fans. At the top, there's a navigation bar with 'Menu', 'The Seattle Times', 'Subscribe', 'Log In', and 'Subscribe' with a search icon. The main headline reads '12s! Don't miss a punt, pass or play.' followed by 'Keep up with the Hawks, every day, every play. Choose the plan that's right for you. Cancel anytime.'

There are three subscription plans displayed in columns:

- Unlimited DIGITAL Access**
 - Unlimited desktop + mobile access to seattletimes.com
 - Unlimited access to our iOS app
 - Access to The Seattle Times Print Replica

\$1 for 4 weeks
\$3.99/week after trial period
- Digital + SUNDAY Delivery**
 - Unlimited desktop + mobile access to seattletimes.com
 - Unlimited access to our iOS app
 - Access to The Seattle Times Print Replica
 - Sunday home delivery

\$1 for 5 weeks
\$3.99/week after trial period
- Digital + 7-DAY Delivery**
 - Unlimited desktop + mobile access to seattletimes.com
 - Unlimited access to our iOS app
 - Access to The Seattle Times Print Replica
 - 7-day home delivery

\$3/week for 5 weeks
\$3.99/week after trial period

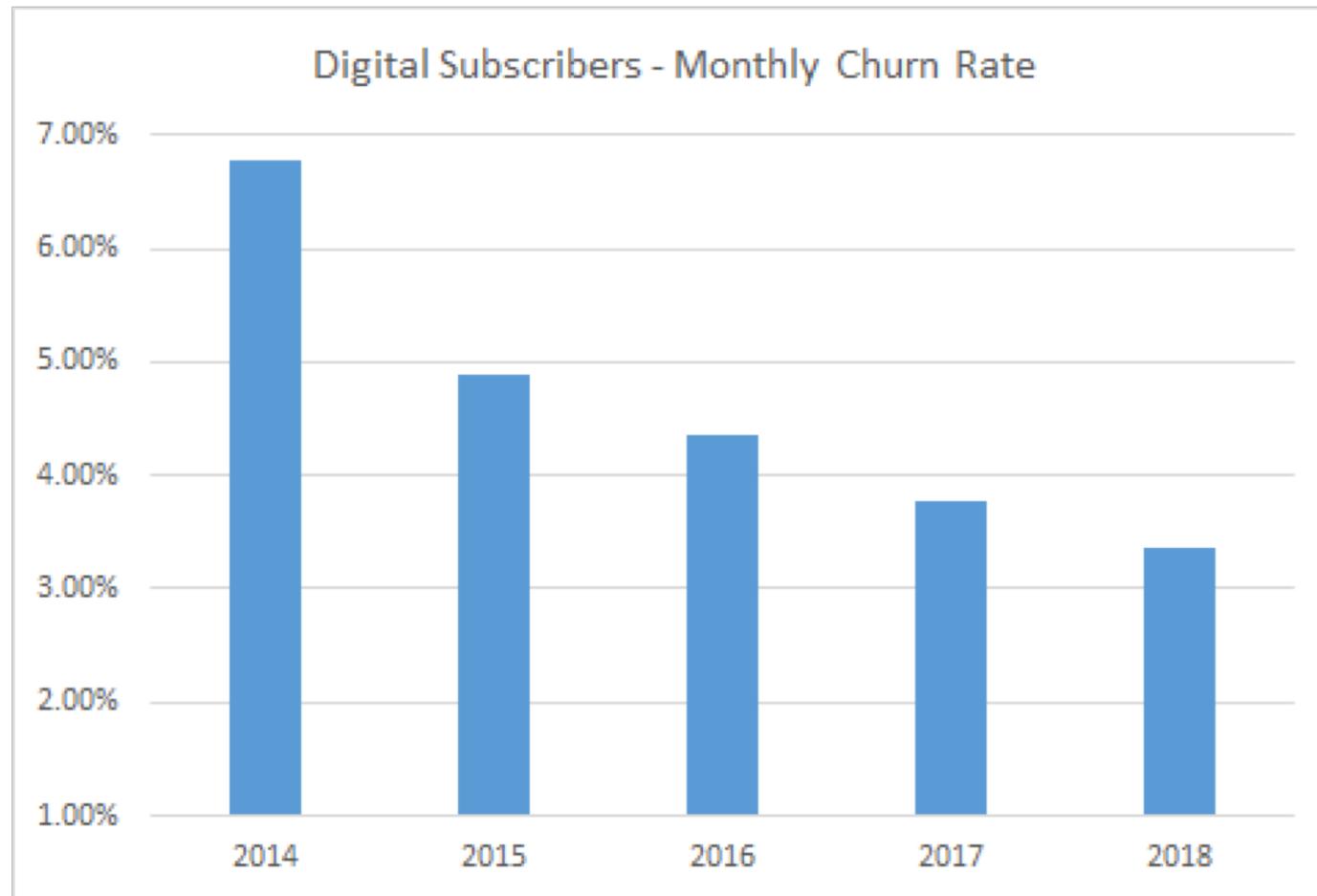
Below the plans, there is a link: 'Have a promo code?'

We've got game.
The Seattle Times has 360-degree Seahawks coverage and deep-dive analysis you won't find anywhere else. Don't miss Bob Condotta's daily behind-the-scenes football coverage, report cards, player profiles, stats, standings and exclusive features like the Guest Guesser contest, an annual tradition for 80 years. Hardcore fans need hardcore coverage, and they'll find it here, all year long. Subscribe today to stay one step ahead of the game.

At the bottom right, there is a small image of a laptop displaying a news article titled 'Starting point in Seahawks may have been fear of miss' with a photo of players.

Subscriber Retention

ONCE THEY BECOME A SUBSCRIBER, GETTING THEM TO CONTINUE AS A SUBSCRIBER



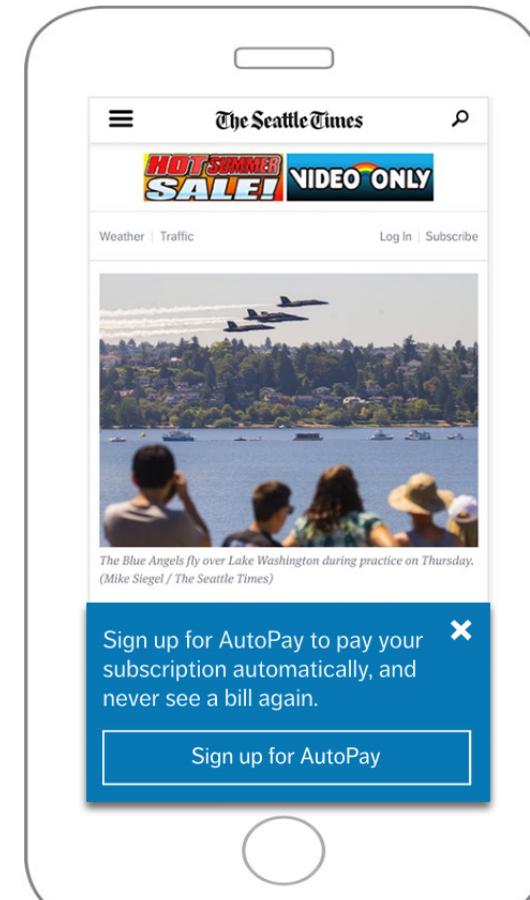
Subscriber Retention

ONCE THEY BECOME A SUBSCRIBER, GETTING THEM TO CONTINUE AS A SUBSCRIBER

- Driving engagement and use with the same strategies to engage subscribers
- Areas of focus:
 - Credit card management
 - Alternative payment options

Your credit card will expire soon. Please update your info to make sure your subscription continues. ✕

[Update Payment](#)

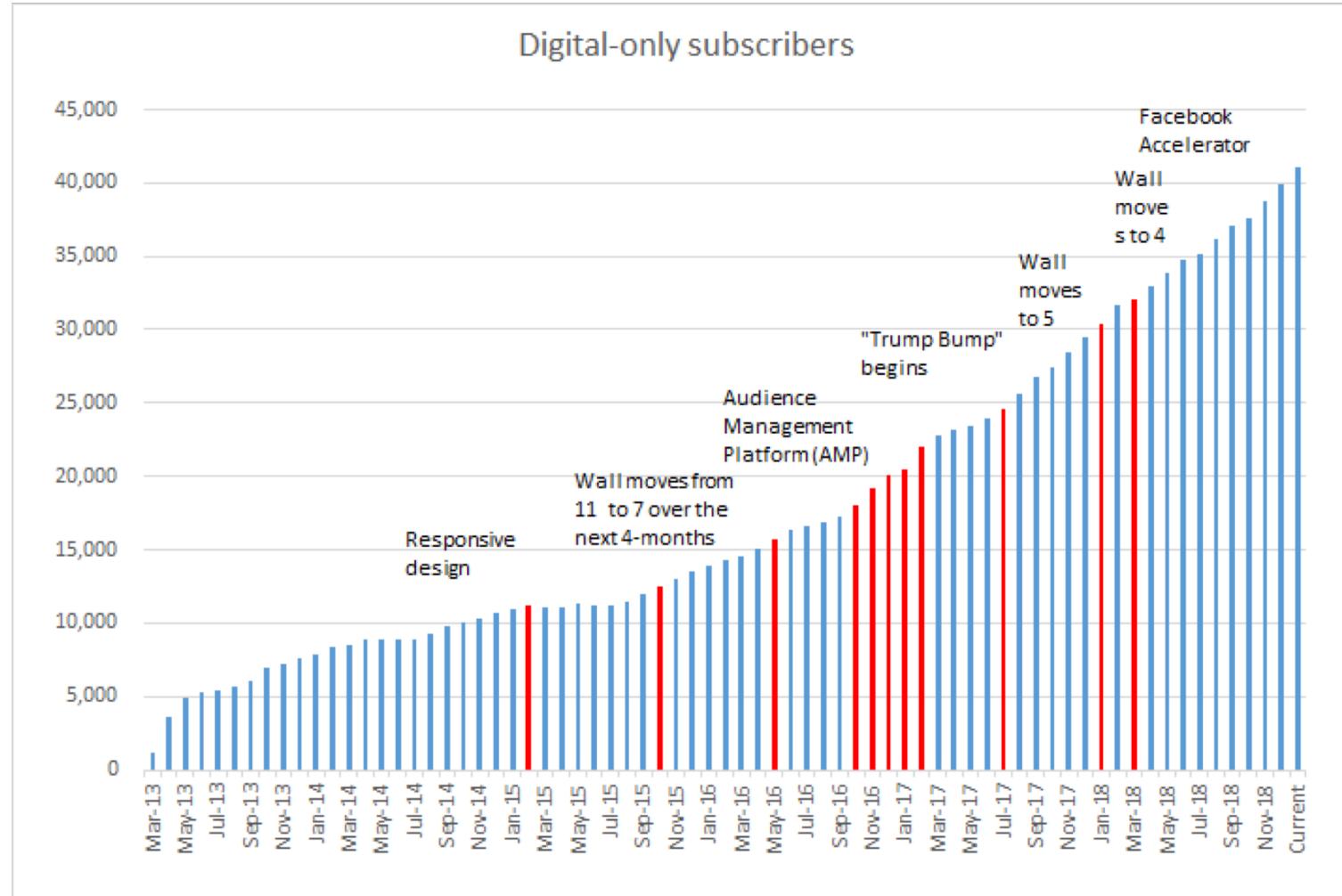


⚠ Our records show your bill is past due. Take a few minutes to pay it now, and get back to your reading. ✕

[Pay your Bill](#)

Digital Subscription Growth

PAYWALL LAUNCH MARCH 2013 THROUGH 2018



2019 Priorities

SUSTAINING GROWTH

- Building on implementation of tools and cultural change to accelerate growth, particularly collaboration with news
- Personalization—dynamic meter and funnel experience
 - Targeted site messaging based on user and behaviors
 - Dynamic meter
 - Funnel experience
- Informed decision making
 - Analytics
 - A/B testing
- Quality registration growth
 - Registration walls
 - Trial offers without credit card
- Price testing
 - Pricing elasticity of digital subscribers