



The New York Times The Seattle Times The Boston Globe NZZ

The digital subscriptions tech stack

Workflow and Tools | Vision | Challenges and Opportunities



INFRASTRUCTURE

CUSTOMER DATA ACQUISITION

DATA STORAGE

DATA ENRICHMENT | INSIGHTS AND ANALYTICS

DATA ACTIVATION

RETENTION | RELATIONSHIP MARKETING

The New York Times

❖ infrastructure



CMS

Proprietary NYT systems

CRM

Responsys for Email, backed by ActionIQ

Customer Service

Sugar for full CRM, LivePerson for Chat
Proprietary NYT systems for Online Cancel

Collaborative tools

Total Google suite (email, shared drives, conferencing), Slack

Project Management

Coda for Product/Growth, Workfront for Marketing

❖❖ customer data acquisition and retention



Systems for data capture:

Fully proprietary NYT systems

Data analysis and structuring

NYT infrastructure with layered 3rd party tools

BitQuery, NYT DS SOR, Chartio, Google Data Studio

❖ data storage



Provider(s) of analytics

Fully proprietary NYT systems

Eventracker (NYT product) as primary analytics tool, but supplemented with Google Analytics
Layered with Chartio and other visualization tools

❖ data enrichment | insights and analytics



Data Management Platform (DMP) that brings together every or most pieces of data you or others produce and which includes cookies, anonymous user data, third party data and more.

Formerly Krux, now BlueKai

Content optimization

Proprietary NYT systems (TAFI)

Recommendation tools (Personalization team)

Proprietary NYT algorithms and manual curation

Sales, Marketing and Financial Analytics

Tableau

❖ data activation



Proprietary NYT systems for:

- *Internal marketing assets and pages, including automation*
- *Testing allocation*
- *Integration of pricing and access rules with customer-facing assets*
- *Access model at large*

Marketing optimisation

Optimizely for some testing

Payment processing

Chase Paymentech

Vindicia

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WAN IFRA
World Association of Newspapers and News Publishers

❖❖ infrastructure

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CMS – WordPress



CRM – SalesForce



Customer service – VoicePort, SalesForce Service Cloud



Collaborative tools – Office365, Slack, Skype



❖❖ customer data acquisition

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Systems for data capture – Custom-built proprietary solution for our payment funnel, meter and paywall that integrates with Salesforce, Mather and Google Analytics



mather:



Google Analytics

Data analysis and structuring – Salesforce, Google BigQuery and custom-proprietary solutions.



Google BigQuery

❖ data storage

The Seattle Times

SAAS providers of analytics– Google Analytics, Google BigQuery, Mather, Salesforce, AWS and an enterprise data warehouse



Google BigQuery



❖❖ data enrichment | insights and analytics

The Seattle Times

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mather:  **LOTAME**

Content optimization - Mather

mather:

Recommendation tools - Outbrain

 **Outbrain**

Web Analytics - Google Analytics

 **Google Analytics**

Sales, Marketing and Financial Analytics – Salesforce, Salesforce Marketing Cloud, Zuora

 **salesforce**

 **salesforce marketing cloud**

zuora

Reporting – Tableau, Google Analytics, Mather, proprietary Analytics Hub

 **tableau**

 **Google Analytics**

mather:

❖ data activation

Single Sign-On – Custom-built proprietary system with Facebook and Google integrations

Paywall frontend – Custom-built proprietary solution integrated with WordPress

Marketing campaigns / offers – Salesforce Marketing Cloud and custom-built proprietary solutions

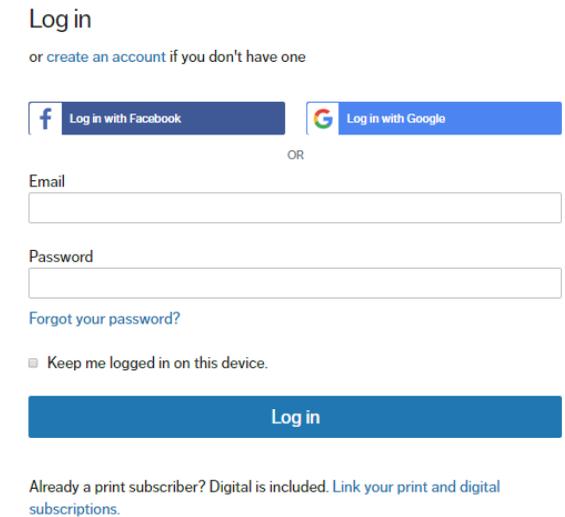
Marketing optimisation – Google Optimize (A/B testing platform)



Marketing automation – Salesforce Marketing Cloud



Transaction- Payment processing – Zuora integrated with Cybersource (credit cards and Apple Pay), PayPal and Amazon Pay



⚡ retention | relationship marketing

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Customer Data Platform – Salesforce, Zuora and custom-built proprietary solutions



ZUORA

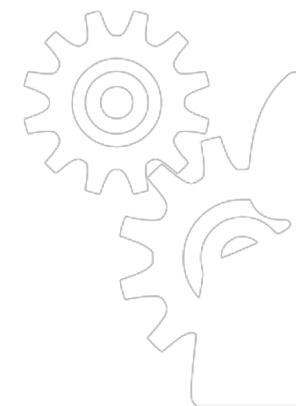
Marketing automation - Salesforce Marketing Cloud



marketing cloud

Subscriber management tools - Salesforce and custom-built proprietary solutions





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technology



Profiles

Customer Data Platform (CDP)

blueconic

Data Management Platform (DMP)

krux

Analytics

OMNITURE

3rd Party Data

acxiom

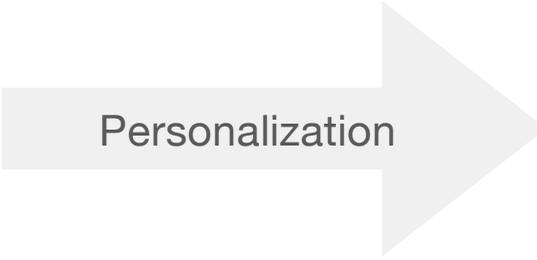
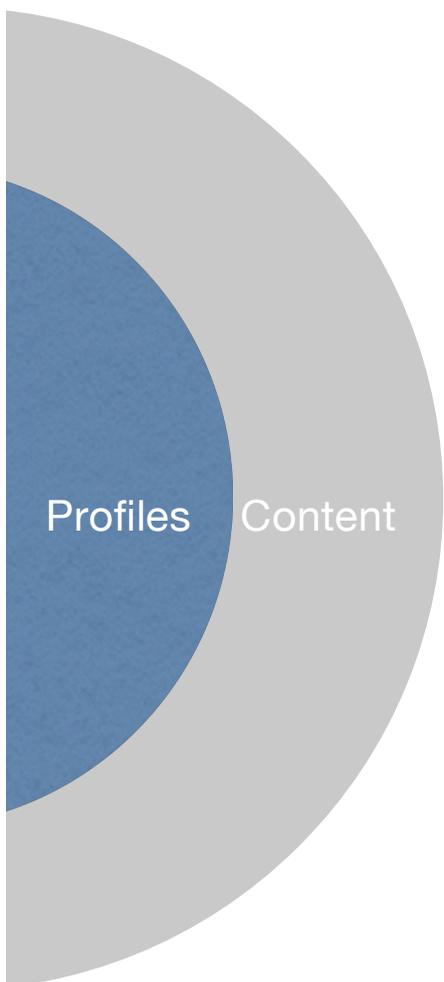
Newsroom

Chartbeat

Predictive/Propensity Modeling

THE GLOBE AND MAIL Digital
mather: Print Pricing

technology



The Washington Post
arc publishing
ExactTarget® MailChimp



DoubleClick
for Publishers



blueconic
ExactTarget®

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Core Technology Platform

