#PaidContent
Digital Media Asia
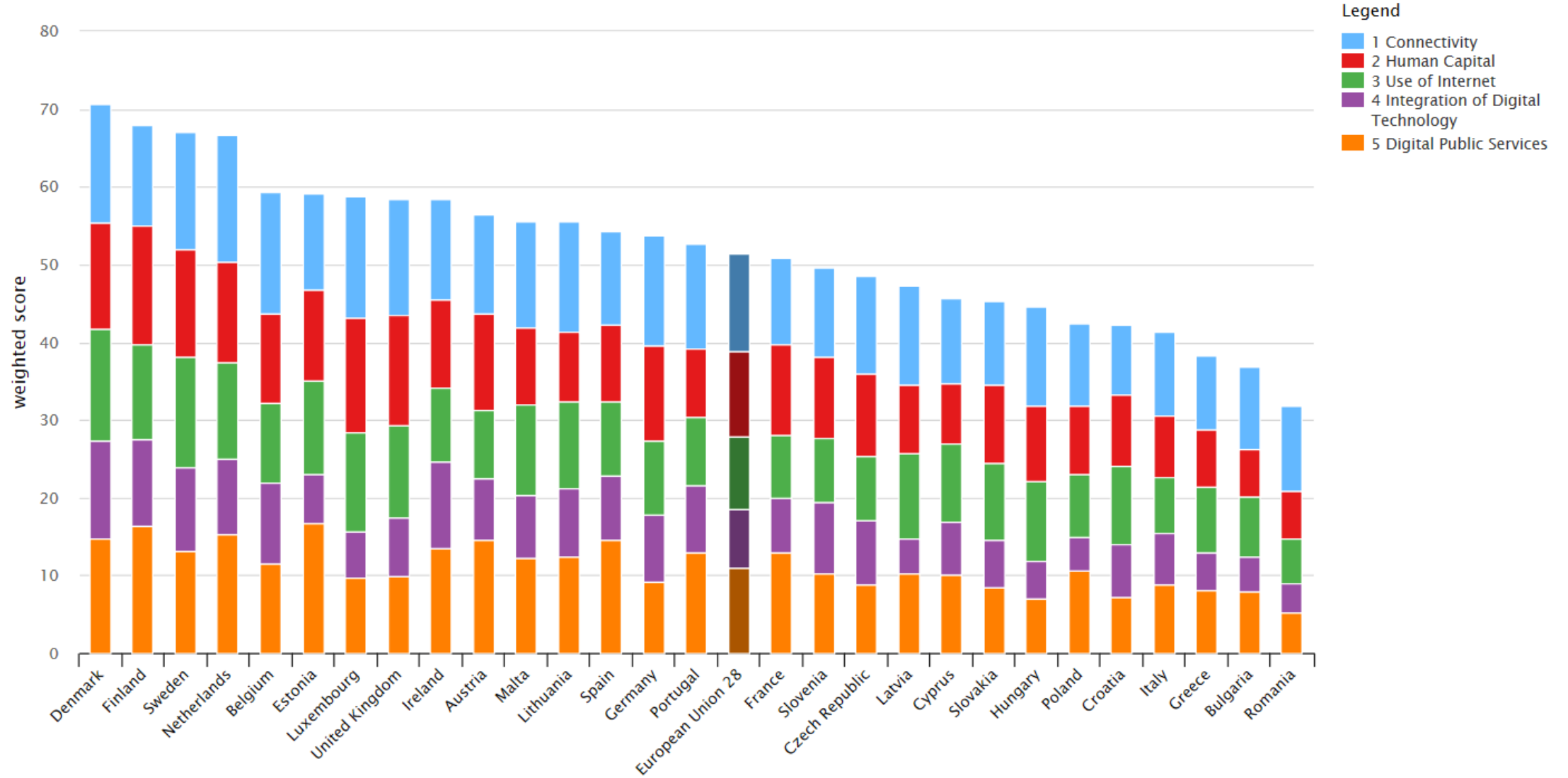2017 Singapore

The New York Times

**Innovation**

March 24, 2014

# Digital Strategies in the Publishing Industry

# From a product focused to a customer centric approach

Digital Economy and Society Index

*European Commission, Digital Scoreboard*

# Big Data & Small Data

# Case: JP Introducing paid content business model

**Big data** is a term for data sets that are so large or complex that traditional data processing application software are inadequate to deal with them.

**Small data** is data that is 'small' enough for human comprehension. It is data in a volume and format that makes it accessible, informative and actionable.

Small Data is what we used to call data. The hype about Big Data should not cause us to look down on Small Data. Small Data's practicality and depth of insight is often better than big data.

**Method triangulation**—Combining multiple methods to gather new insights

Premium paywall introduced in 2013

Graphic dashboards supporting double loop learning in the news room.....

Using heat maps to determining how to allocate pixels between paid and free...
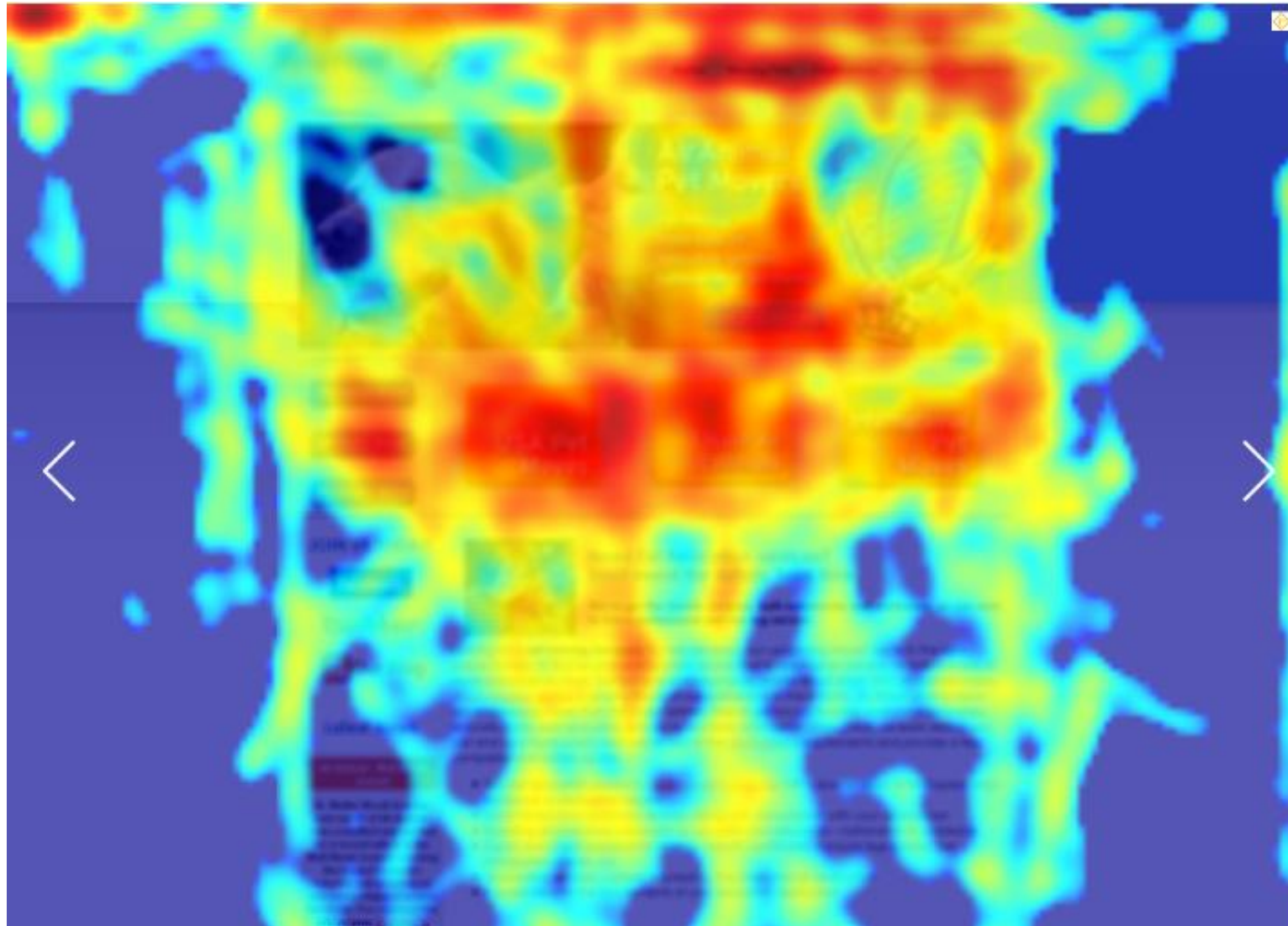
Following conversions and engagement on social media: Facebook, Twitter, Instagram

# Peer learning

# Recordings of the ability to navigating on the website



Picture posed by model

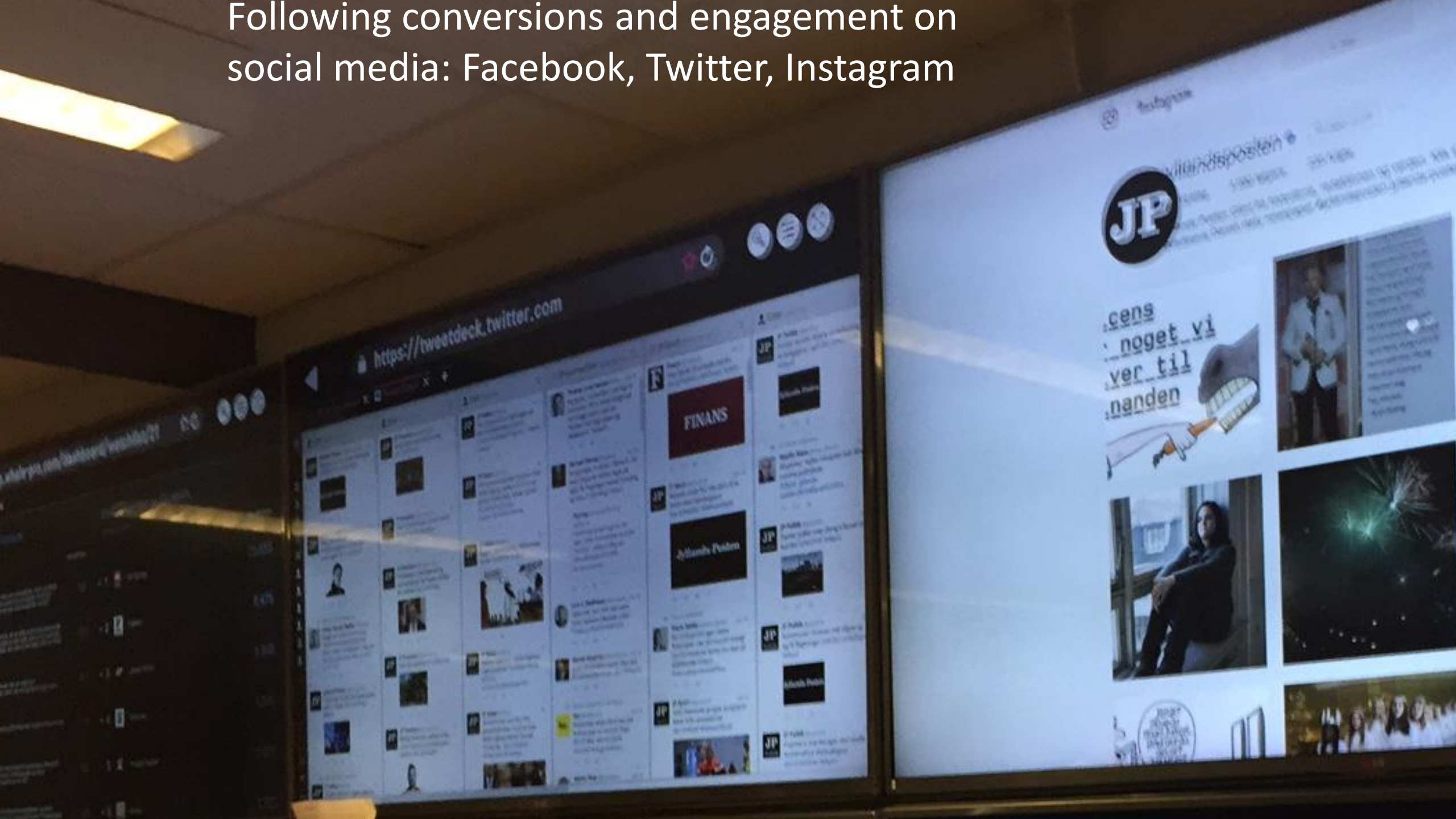Focus Groups discussing what is premium content and how big is the willingness to pay...
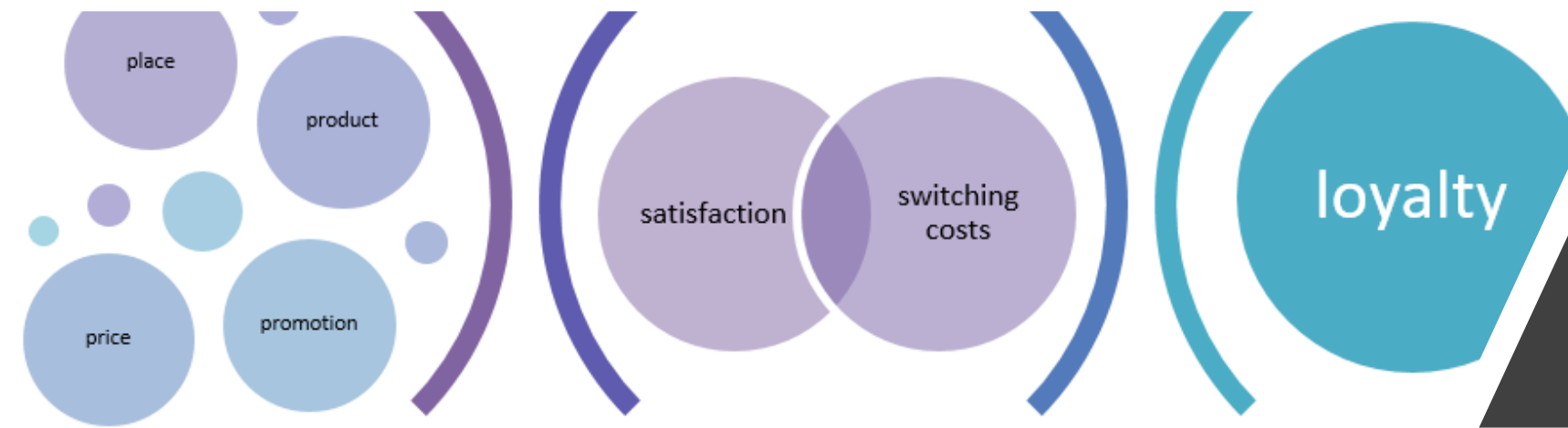
# Design Thinking

- Cross departmental team
- Agile proces
- Short iterations

- Brain storming
- Personas
- Prototyping
- Testing
- Adjusting
- Coding using SCRUM
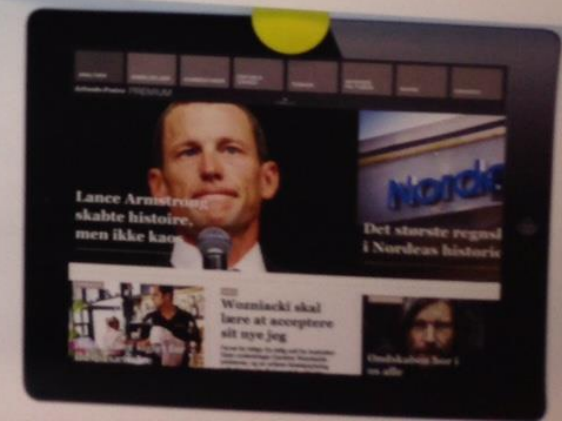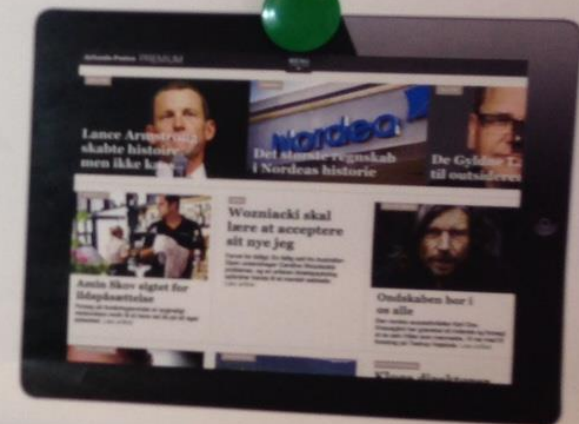
# Same publisher, same CMS, but different business models....



1st screen of leading Danish paid daily's PREMIUM section and frontpage of leading Danish free weekly newspaper.

# PREMIUM SECTION

- Exclusive look and feel
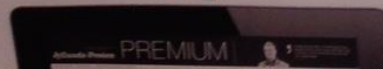- Aesthetics
- No or high end commercials
- Lean back mode
- Reduced complexity
- White space (or negative space)

# CONTENT TYPES

- Long narratives
- Reviews
- Themes
- Multimedia productions
- Comments
- Editorials
- Columns
- Etc.

# Results

➤ building of an editorial tool monitoring individual content units' conversion rate enabling editorial double loop learning

➤ cultural change towards a more agile, customer centric & data driven approach to product development

➤ improved space management between free and paid content

➤ better understanding of churn & retention

➤ improved customer journey

Når kærligheden kollapser – sådan undgår I at gå fra hinanden
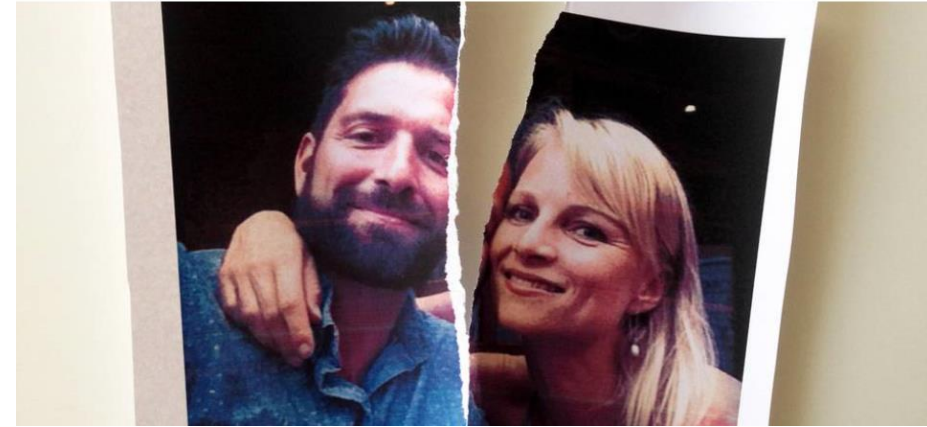
06.05.2016 KL. 09:53 | OPDATERET 02.02.2017 KL. 14:17

Stor guide til SUV-klassen - test af 16 biler i Qashqai-klassen

13.02.2017 KL. 11:11

Træthed – og hvorfor træthed ikke blot er et spørgsmål om søvn
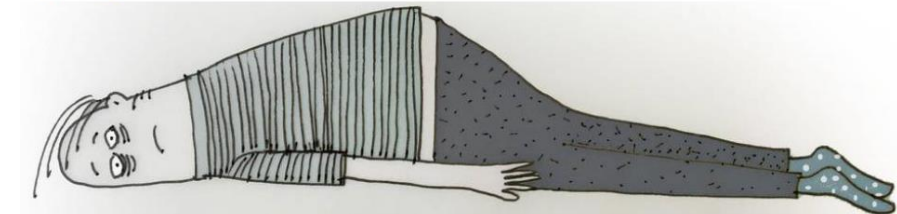
EngageReaders
The Research
Project

MEDIAHUIS
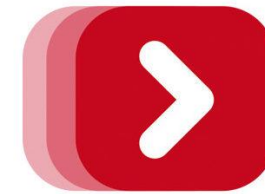
twipe
DIGITAL PUBLISHING

KATHOLIEKE UNIVERSITEIT
LEUVEN

DIGITAL
NEWS
INITIATIVE

# Engagement consists of two uncorrelated dimensions: Active Time and Positive Affect

**Active**
**Time**

**&**
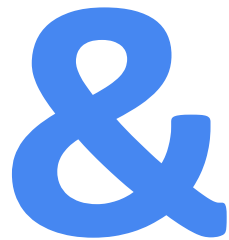
**Positive**
**Affect**
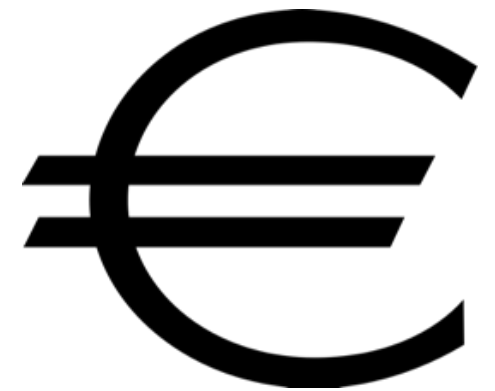
**More**
**Revenues**

# Scientific research on Digital Reader Engagement by Twipe, Mediahuis, and University of Leuven (Belgium)

- Full year of academic research on Engagement (University of Leuven)
- Lab experiments and interviews with 60 people from 2 different newspapers
- 3 months of live data tracking and feedback gathering with reader panels of **De Standaard** & Het **Nieuwsblad**



LAB RESEARCH

# What happens in your body while reading?
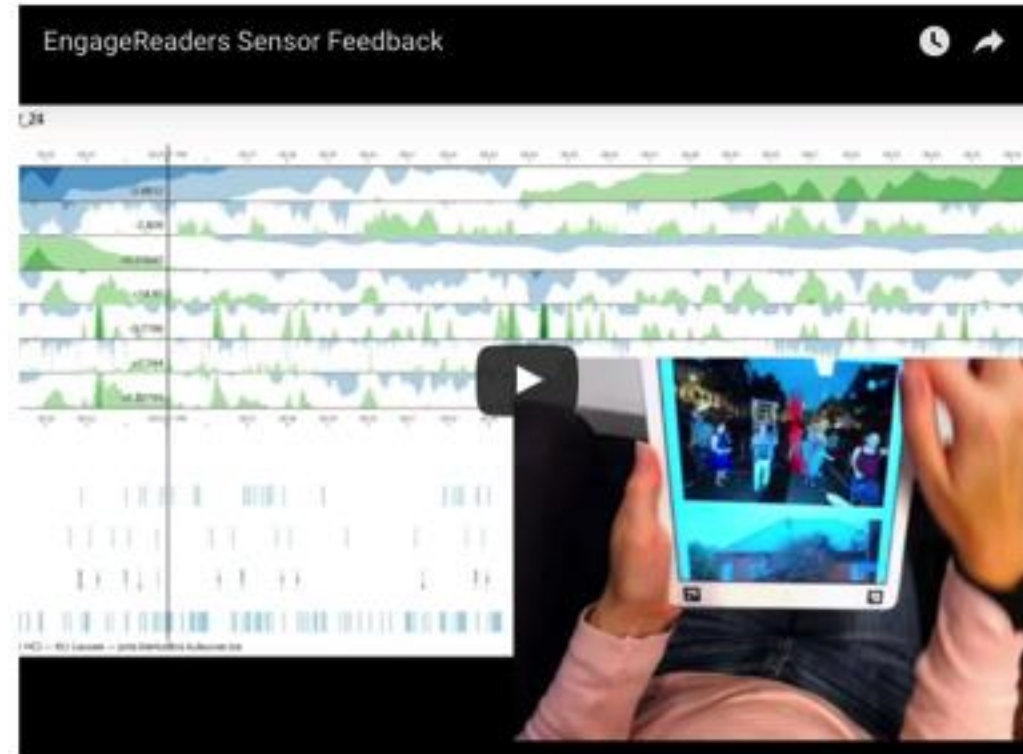
Measuring pulse, eye movement, skin conductance, and body temperature.

# In-app survey to get feedback on title, image and full article

**Title**

**Image**

**Article**

Positive or negative affect + options: it was fun; a usefull tip, it touched me, it was new knowledge...

# Some of the findings

- **About measuring & predicting Reader Engagement**
  - There is no correlation between Attention Time and Positive Affect
  - Time on Page can be predicted pretty accurately

- **About Positive Affect**
  - Positive Affect is driven by **content** (fit with interest, learn something new, …), **composition** and fulfilling the objective within given **time constraint**

- **About Customer Satisfaction**
  - Number of pageviews per visit or time on site per session is not valid measures.
    If you present click bate headlines the number of pageviews goes up, but you get negative affect....

How was your Lounge Experience today?

Hvor tilfreds er du med den **personlige betjening**, som du har fået i dag?

It is simple to measure customer satisfaction.

Do you now the level of satisfaction of your individual online reader?

A man accused of driving drunk and causing a crash that killed a father of four was in court Monday. Rene Miles, 40, faces several charges, including DUI manslaughter in the death of Cecil ...

NBC-2.com    Dec 14, 2015

Strangers idling in driveways creeping out Cape residents ⏵

Video: Witness captures Alexandria shooting on cell phone

**THANK YOU FOR VOTING!** 83

powered by Vuukle

| 16% | 4% | 0% | 1% | 75% | 5% |
|---|---|---|---|---|---|
| HAPPY | UNMOVED | AMUSED | EXCITED | ANGRY | SAD |

YOU MIGHT LIKE:

🔴 56% Feel Angry
Teen employee slapped on behind by Cape Coral businessman

🔴 70% Feel Angry
Woman in Fort Myers Beach rape report withdraws statement

🔴 58% Feel Angry
2 children spotted wandering in Cape Coral

🔴 72% Feel Angry
Baby dies in Lee County crash

Focus is on social sharing and machine learning.

FB emoji reactions can be used to suggesting related articles reflecting the readers reaction on consumed content in the past....

| Site | Page views ⇅ | Comment viewability ⇅ | Comments ⇅ | Emotes ⇅ | Recommendations ⇅ |
|---|---|---|---|---|---|
| nbc-2.com | 69.5k | 46% | 86 | 1.7k | 185 |

Machine Learning & Personalization

# Machine Learning Algorithm Outperforms Front-Page Editor

The editor in charge only has to make two decisions. How important is the story, and the lifetime of the story. The rest is done by predictive analysis…
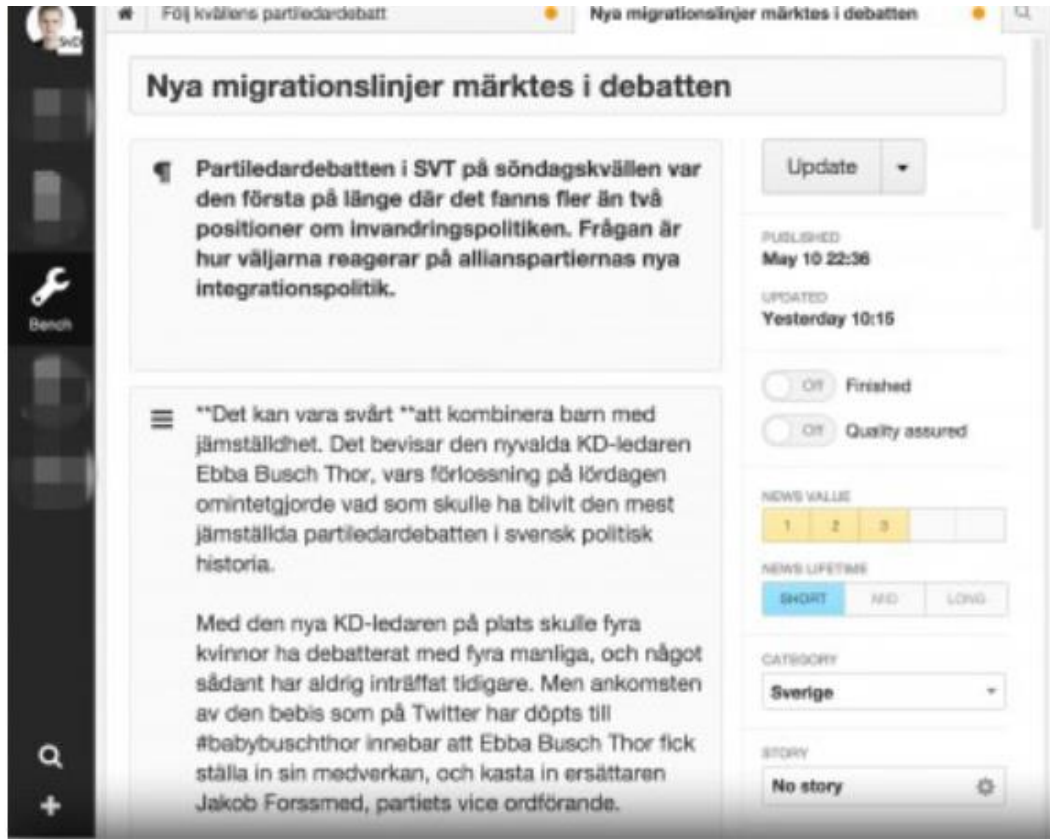


*SvD's new CMS, meant to be easy and intuitive, allows reporters and editors to assign stories "news" and "lifetime" values.*

Schibsted Group's own CMS The Creation Suite implemented at Swedish publisher SvD.

# PERSONALIZED EDITORIAL NEWSLETTERS

collaborative filtering in email
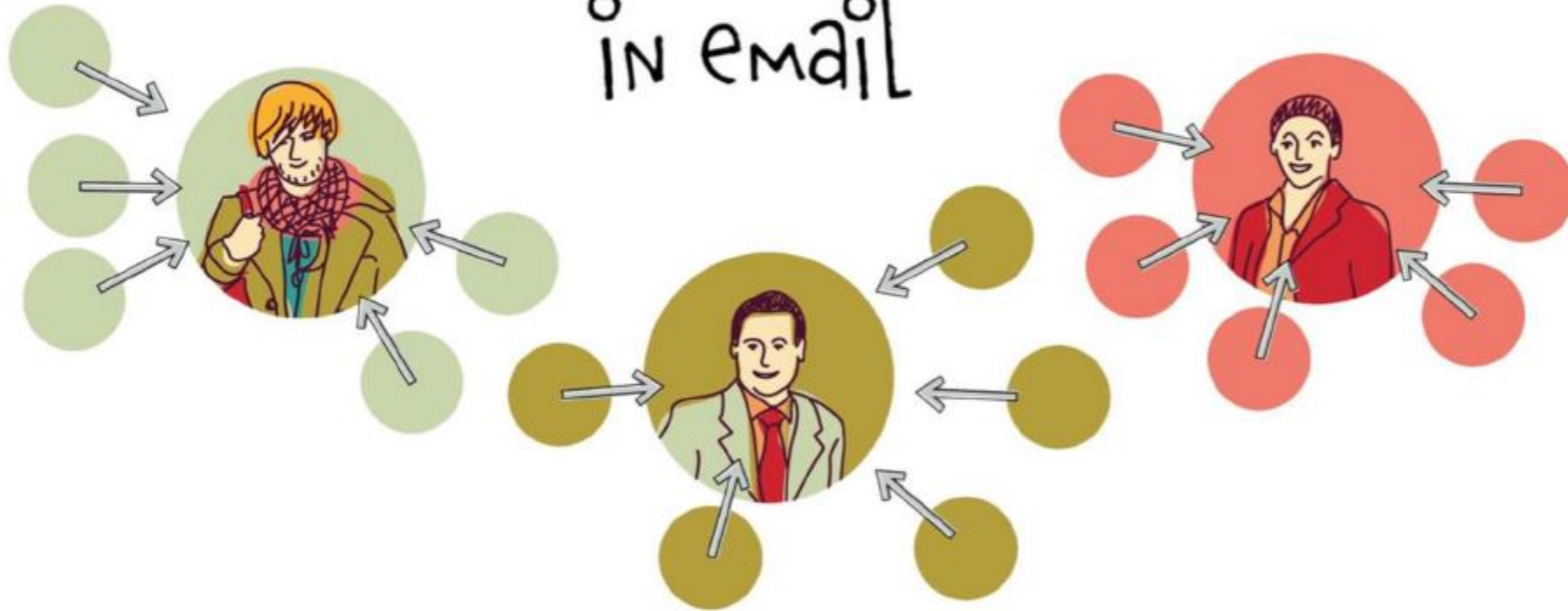
Schibsted Group traces individual usage behavior and curates newsletters accordingly

# THEY CONSISTENLY OUTPERFORM MANUALLY CURATED ONES

## CTR in A/B-tests

■ Manually curated   ■ Personalized

# Position     Article     Performance metrics

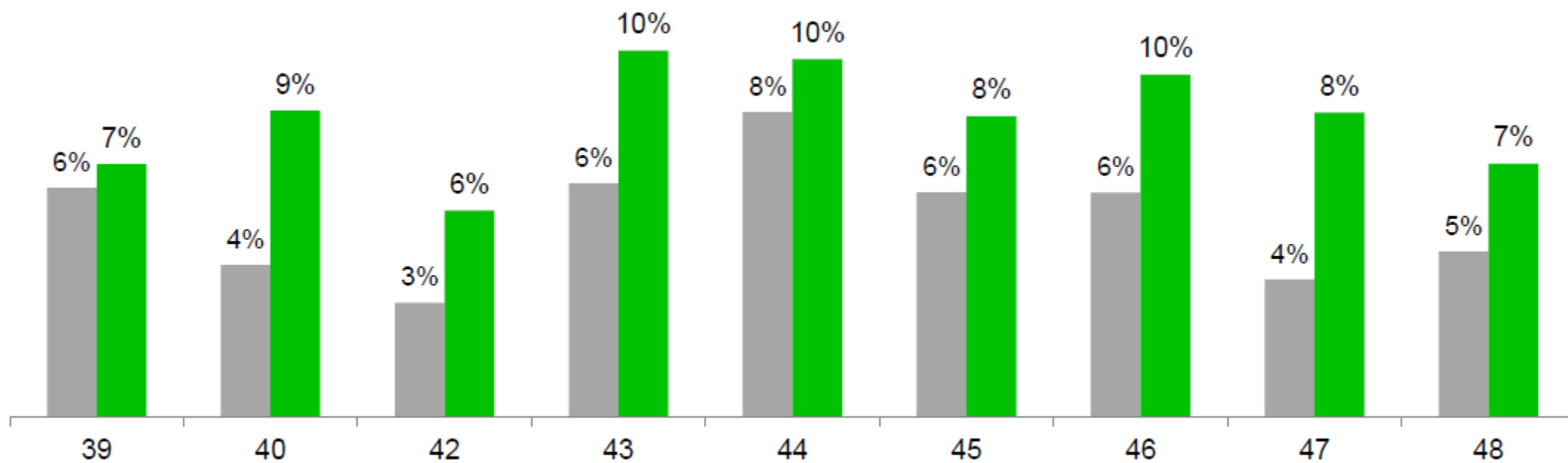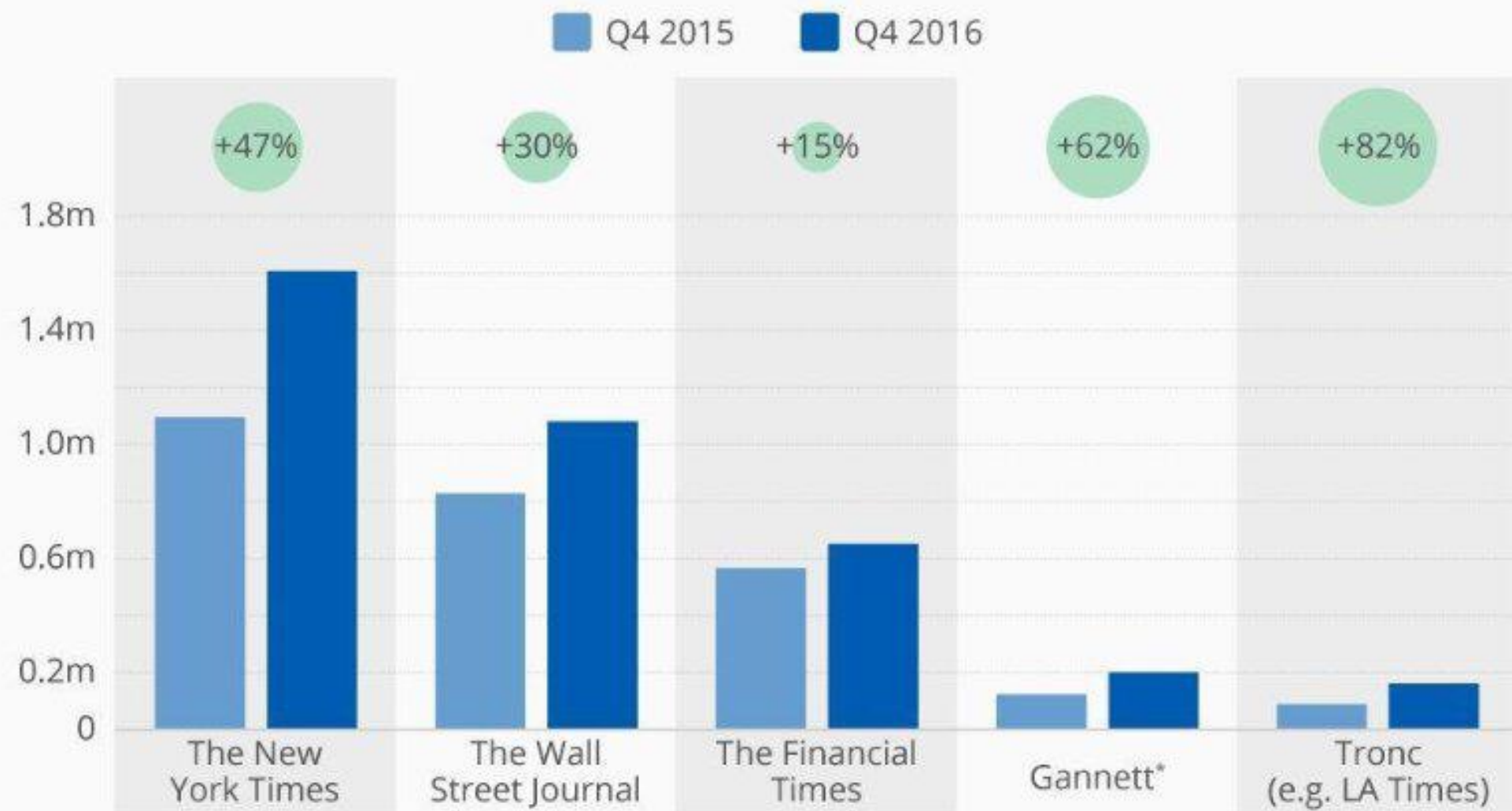| Placering | Gruppe | Tid i gruppe | Artikkel | Salg | Salgsmål | Paywall visninger | Paywall mål | Konverteringsrate | Konverteringsmål |
|---|---|---|---|---|---|---|---|---|---|
| L-row-03 | 1 | 2t 22m | VG-psykologen svarer: – Jeg kan bli helt satt ut av angst | 17 | 10 | 5688 | 4579 | 0.30% | 0.24% |
| L-row-07 | 2 | 3t 27m | Getligaens 30 heteste nå | 11 | 9 | 1961 | 2681 | 0.56% | 0.35% |
| L-row-14 | 3 | 3t 27m | Bli med på innsiden av det norske rednecks-miljøet: – Du skal ikke kimse av en god flatfyll | 6 | 4 | 6470 | 1519 | 0.09% | 0.32% |
| L-row-17 | 3 | 3t 25m | VG-sjekk av proteinpulver: Nyttig eller bortkastet? | 2 | 4 | 1195 | 1504 | 0.17% | 0.32% |
| L-row-21 | 4 | 3t 25m | John Carew: – Jeg er blitt et annet menneske | 0 | 1 | 1504 | 846 | 0.00% | 0.29% |
| L-row-25 | 4 | 4t 35m | Gro Harlem Brundtland om sønnens selvmord: - Tapet av et barn er forferdelig | 3 | 2 | 985 | 863 | 0.31% | 0.29% |
| L-row-28 | 4 | 2t 23m | Norske kjendiser: Dette betyr morsdagen for oss | 0 | 1 | 599 | 449 | 0.00% | 0.29% |
| L-row-29 | 4 | 4t 35m | Åpenhjertig Prinsesse Astrid: Å fylle tomrommet etter ektemannen | 0 | 2 | 1178 | 863 | 0.00% | 0.29% |
| L-row-37 | 4 | 3t 27m | Sexologens beste råd: Er du redd for å være evig singel? | 0 | 1 | 733 | 652 | 0.00% | 0.29% |
| L-row-37 | 4 | 4t 35m | Da Anne Marie Ottersen måtte Lasse Lindtner: – Jeg var grusomt forelsket | 1 | 2 | 2376 | 863 | 0.04% | 0.29% |
| L-row-45 | 4 | 4t 23m | Åpenhjertig Trygve Hegnar: – En god partner var jeg aldri | 5 | 2 | 2118 | 826 | 0.24% | 0.29% |
| R-in-box-1 | 4 | 4t 35m | Bli med på innsiden av det norske rednecks-miljøet: – Du skal ikke kimse av en god flatfyll | 2 | 2 | 566 | 863 | 0.35% | 0.29% |
| R-in-box-2 | 4 | 4t 35m | Getligaens 30 heteste nå | 0 | 2 | 138 | 863 | 0.00% | 0.29% |
| R-in-box-3 | 4 | 4t 35m | Norske kjendiser: Dette betyr morsdagen for oss | 1 | 2 | 229 | 863 | 0.44% | 0.29% |
| R-row-01 | 4 | 4t 34m | Se den prisbelønte dokumentaren «Mea Maxima Culpa»: De mørke hemmelighetene i den katolske kirken | 2 | 2 | 1345 | 860 | 0.15% | 0.29% |
| R-row-08 | 4 | 4t 34m | Michael Mosley: Senk blodsukkeret – og ras ned i vekt | 9 | 2 | 912 | 860 | 0.99% | 0.29% |
| R-row-12 | 5 | 4t 34m | Det digitale håpet: Kan kunstig intelligens redde kreftpasienter? | 0 | 0 | 408 | 290 | 0.00% | 0.24% |
| R-row-26 | 5 | 4t 34m | Mobbet, forlatt og giktplaget i ung alder: Farmen-kjendisenes sterke historier | 0 | 0 | 387 | 290 | 0.00% | 0.24% |
| R-row-28 | 5 | 4t 34m | Nordmenn forteller: Når vond barndom ødelegger parforholdet | 0 | 0 | 170 | 290 | 0.00% | 0.24% |
| R-row-33 | 5 | 4t 34m | Keeperhelten Torbjørn Bergerud takker kjæresten for suksessen | 0 | 0 | 243 | 290 | 0.00% | 0.24% |

**REAL TIME BENCHMARKING OF PAID ARTICLE PERFORMANCE IN RESPECT TO THEIR CURRENT POSITION AND TIME IN THIS POSITION ON VG.NO**

# U.S. Newspapers See Surge in Digital Subscriptions

Paid digital-only subscribers of selected U.S. newspapers and news publishing groups

■ Q4 2015　　■ Q4 2016

+47%　　+30%　　+15%　　+62%　　+82%

| | 1.8m | 1.4m | 1.0m | 0.6m | 0.2m | 0 |

The New York Times　　The Wall Street Journal　　The Financial Times　　Gannett*　　Tronc (e.g. LA Times)

* includes digital-only plus Sunday subscriptions sold by the 109 local news properties owned by Gannett

statista ⌐

# 34% GROWTH IN DIGITAL SUBSCRIBERS Y/Y

More than 500 000 **digital subscribers**

244,000 in Norway

304,000 in Sweden

Schibsted's VG.no & Aftonbladet.se: approx. 10% of daily visitors pay for content

# NiemanLab



## This paper has a text marketing editor (who compares the job to picking people up at a bar)

Süddeutsche Zeitung's text marketing editor selects which stories will be only available to subscribers and tries to format those pieces to attract new subscribers.

New roles in the newsroom:

The rise of the:

- Premium Digital Editor
- Chief Digital Officer
- Head of Data & Insights
- Snapchat Editor
- Cross Platform Content Editor

and many more....

The demand for innovative, investigative, and high quality journalism is higher than ever. This is good news for ambitious journalists eager to make a difference in their newsroom. They are the scarce resource when it comes to building a paid content digital audience...
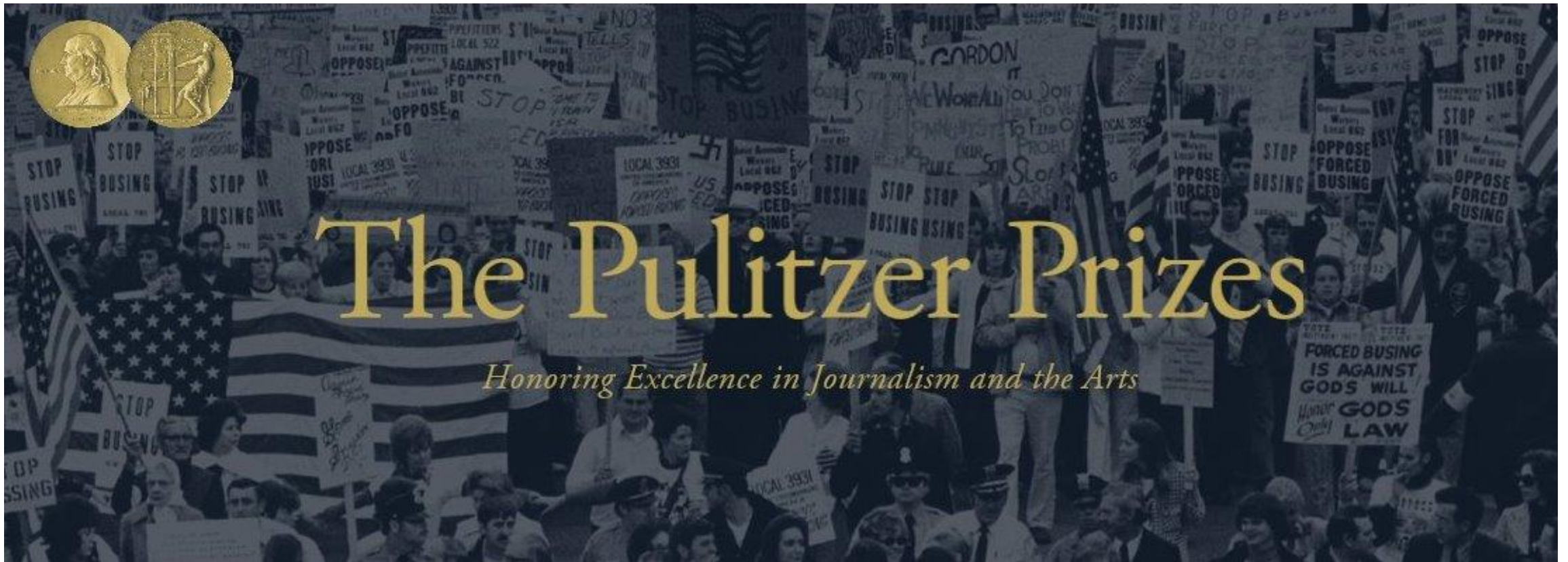
The Building Blocks for Success in Digital Publishing (twipe: 2015)
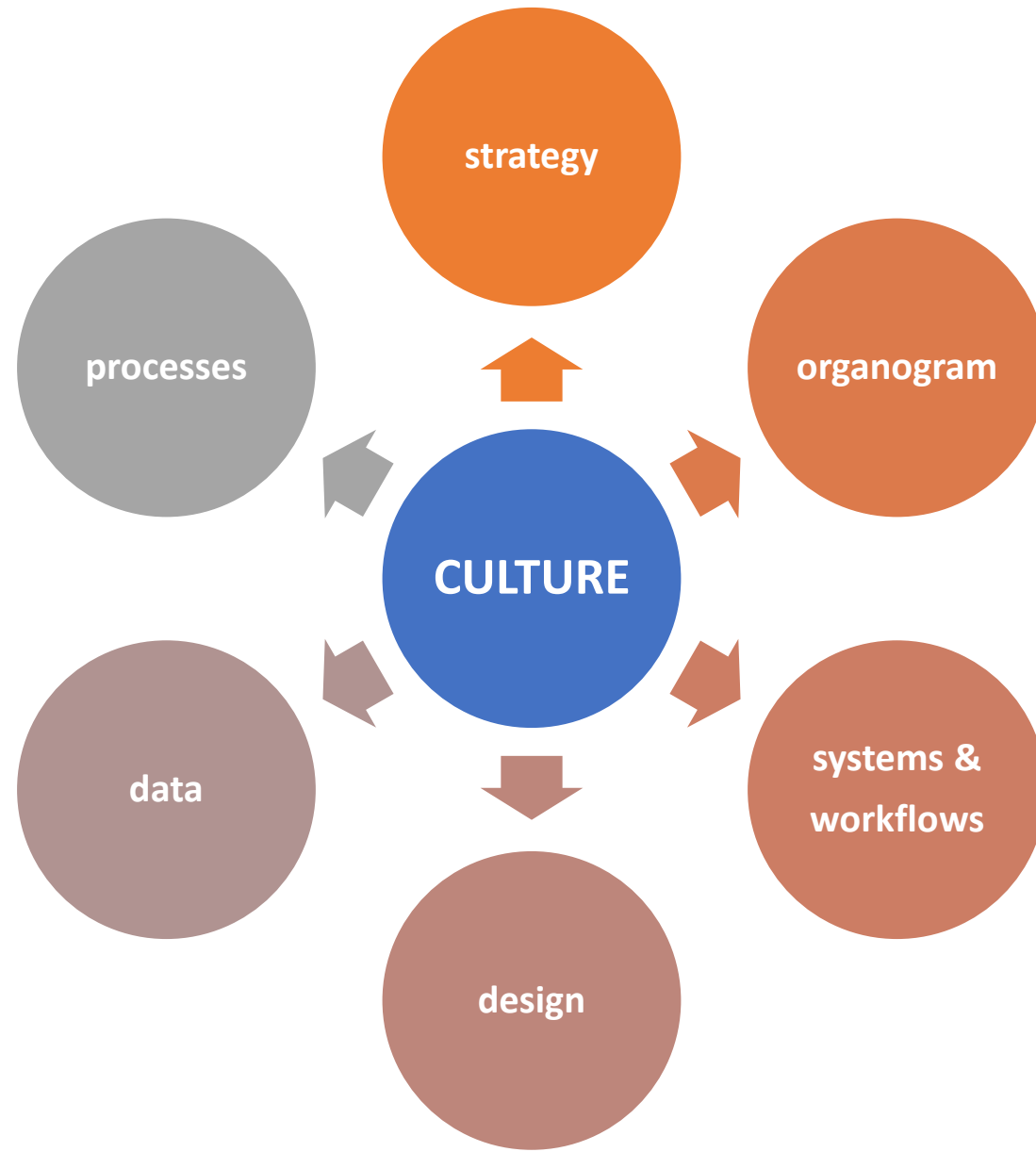
# 5 take aways

➢ Combination of big data and small data often gives you new valuable insights
➢ Engagement and positive evaluation is more than pageviews and time spend
➢ Delivering big data tools to the news room facilitates double loop learning
➢ High frequent usage drives digital subs and reduces churn
➢ There is no one-size-fits-all. Each publisher must tailor own solution
   Big or small - start working with your data and your digital subscriptions
   Cooperation with universities and vendors can compensate limited resources

# Thank you & let's meet on LinkedIn!

Steffen Damborg

MEDIA MANAGEMENT ACCELERATOR

WAN IFRA
ADVISORY SERVICES
INSIGHTS THAT TRANSFORM YOUR BUSINESS