

An aerial photograph of Seattle, Washington, showing the city skyline and the waterfront. The image is split vertically: the left half is a dark, semi-transparent overlay containing text, and the right half shows the actual city scene. The skyline includes several prominent skyscrapers, and the waterfront features the Ferris wheel and the Space Needle in the distance. The sun is visible on the far left, creating a bright reflection on the water.

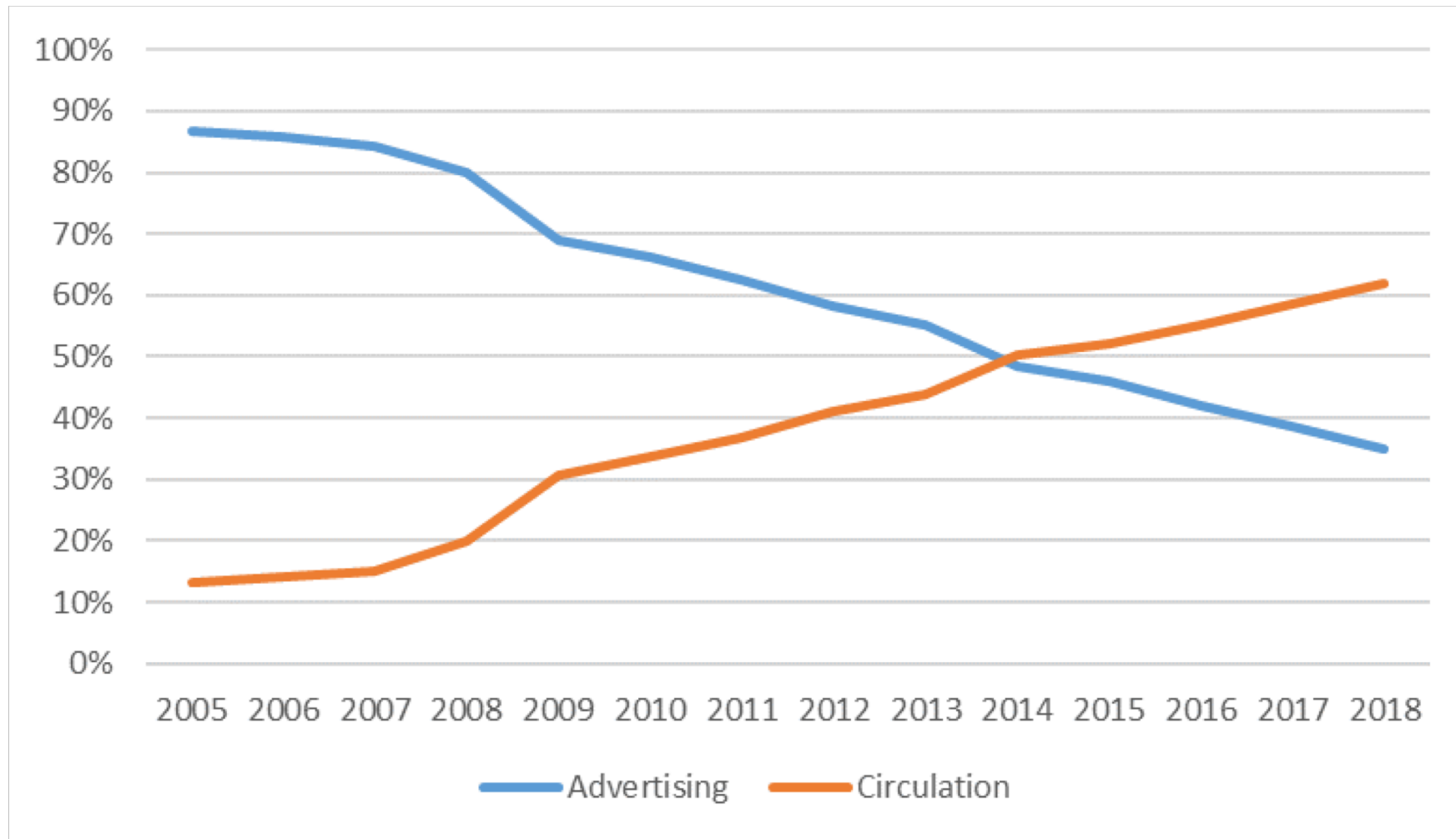
WAN-IFRA

“Digital Subscription Forum”

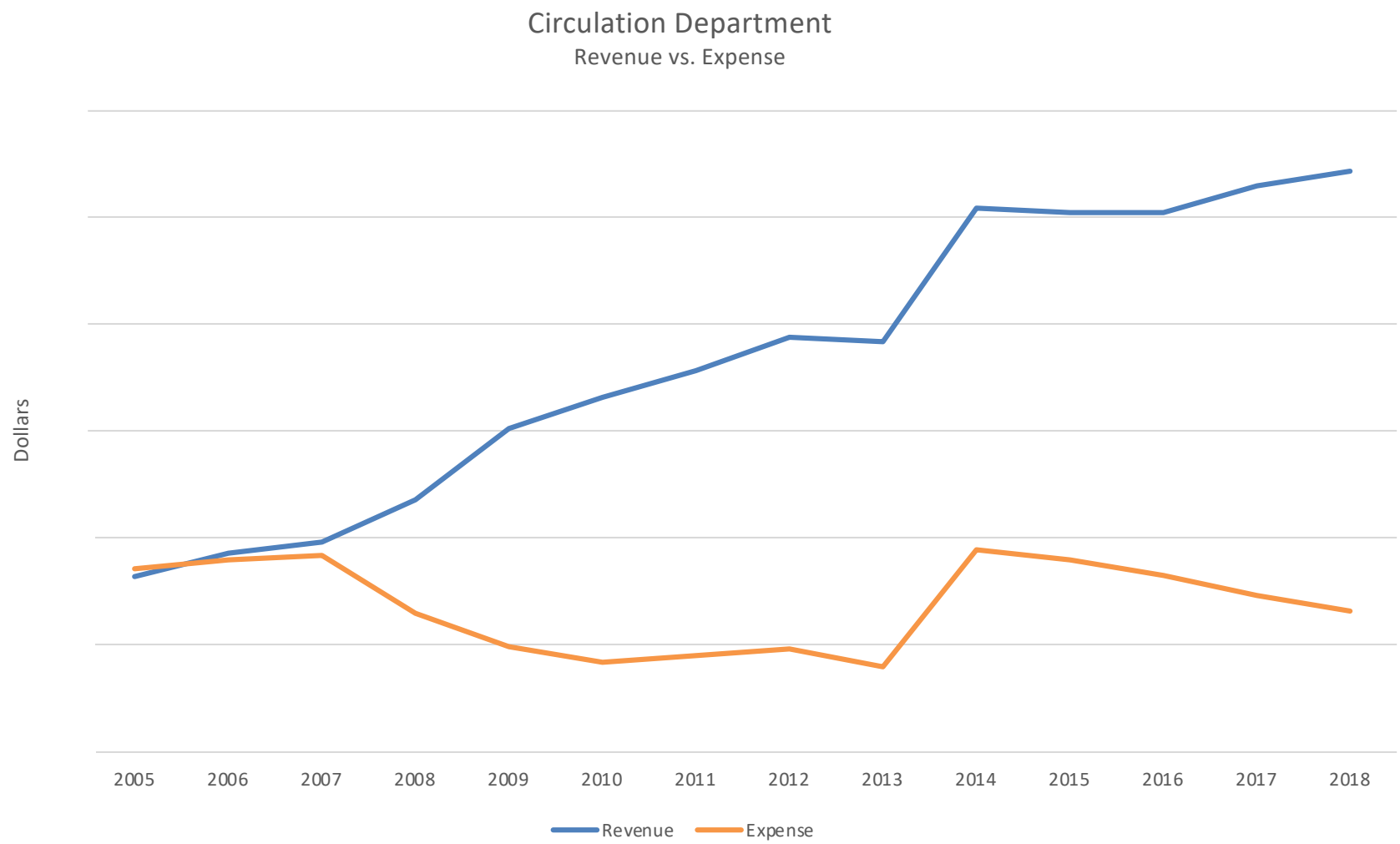
March 29, 2019

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

Mobile site | Mobile apps | Newsletters | RSS | Subscriber services

Wednesday, February 20, 2013 | TRAFFIC | 43°F

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2013: Login Issues

USERS NEEDED MULTIPLE ACCOUNTS TO USE THE SITE



2013: Poor Mobile Experience (Unresponsive)

SITE REQUIRED PINCH AND ZOOM TO USE ON MOBILE



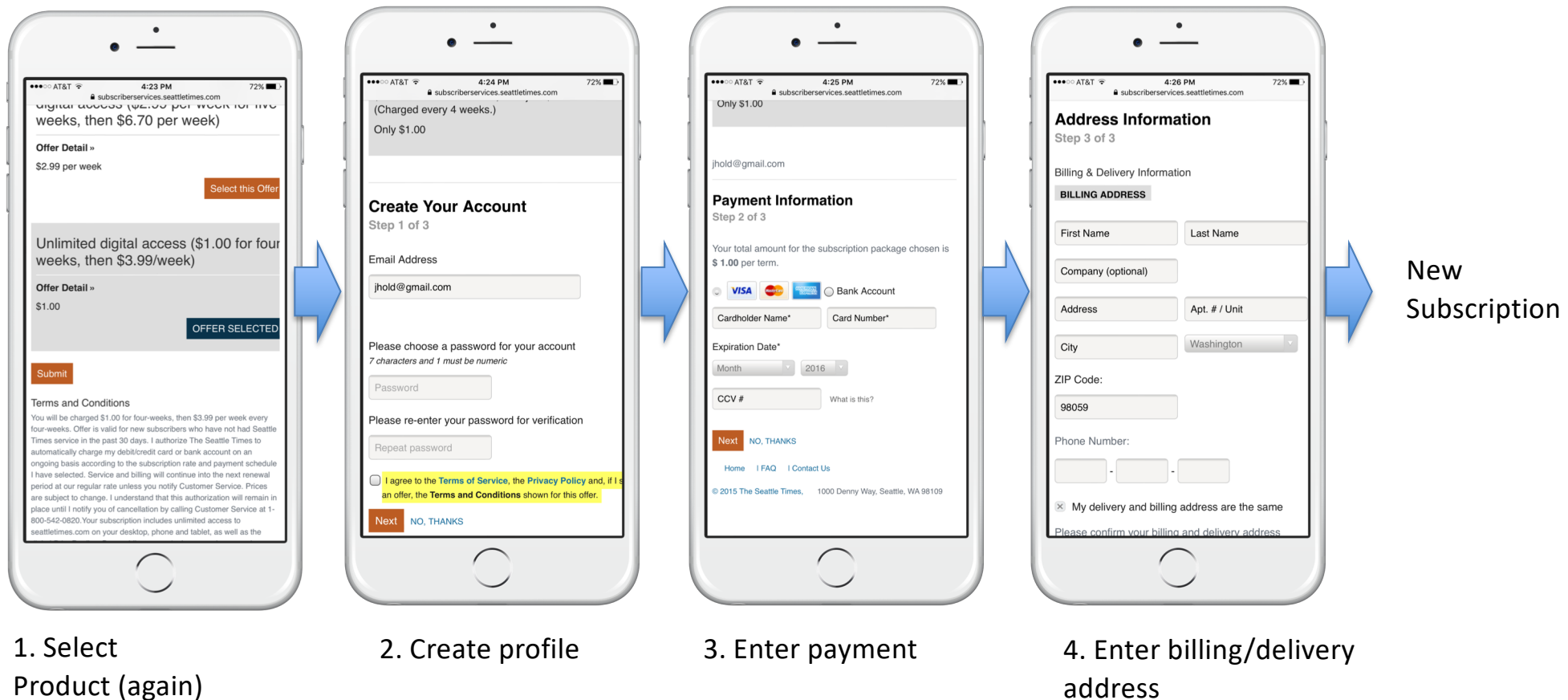
2013: Mainframe Driving Ecommerce

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)



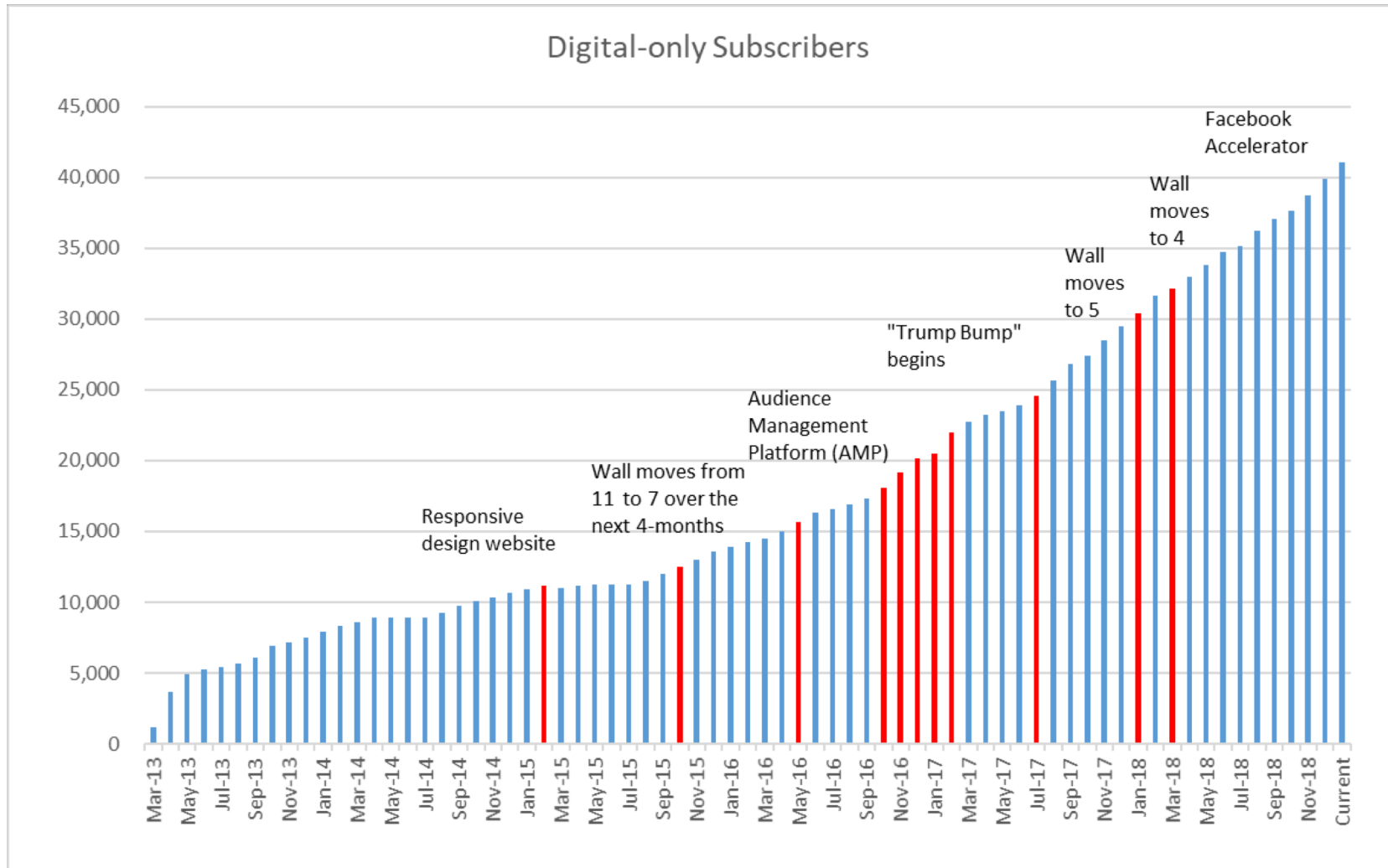
2013: Data

FLYING BLIND



Significant Milestones Since 2013

PAYWALL LAUNCH MARCH 2013 THROUGH 2018



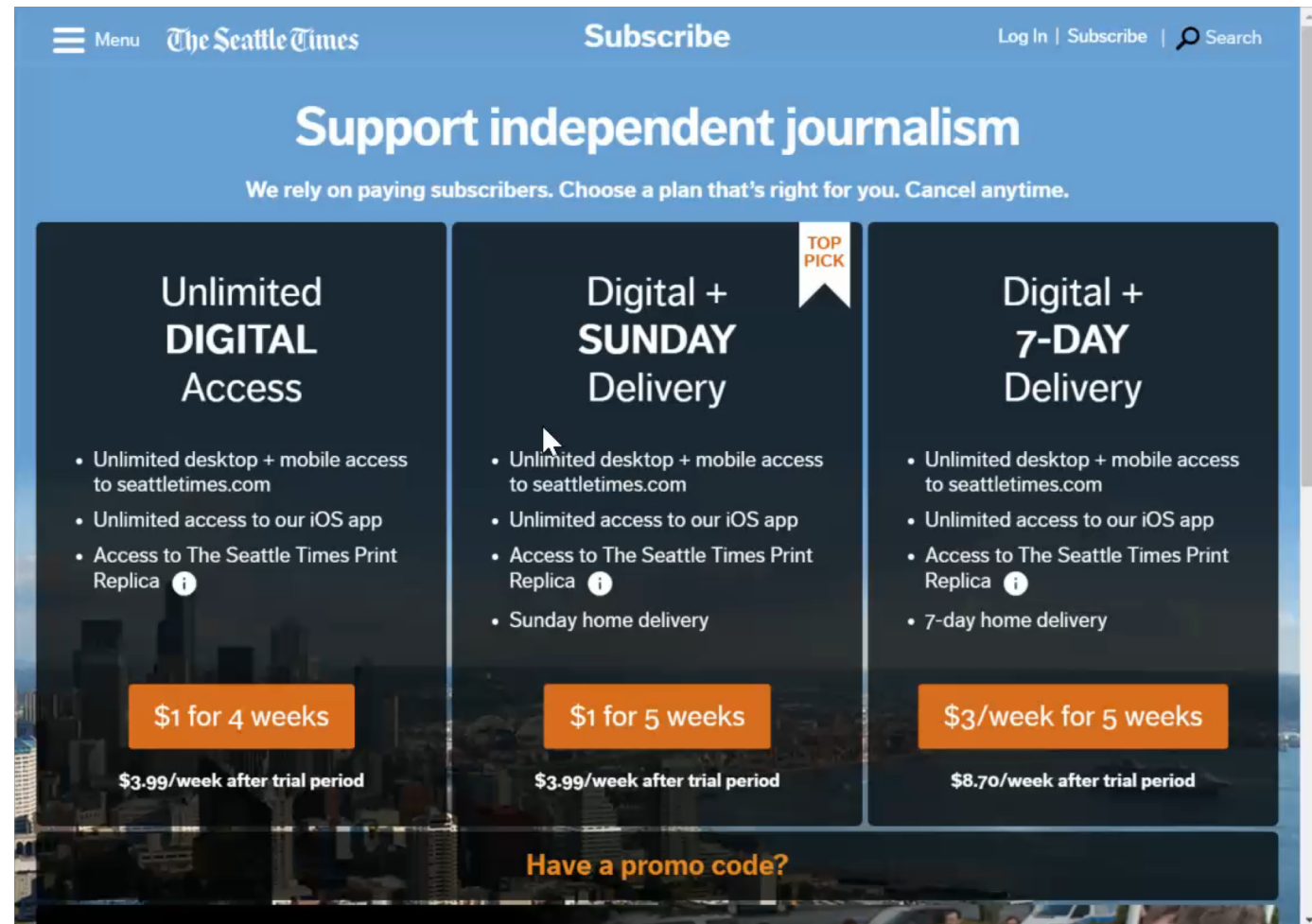
Key Focus Areas for Continued Digital Growth

- 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



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

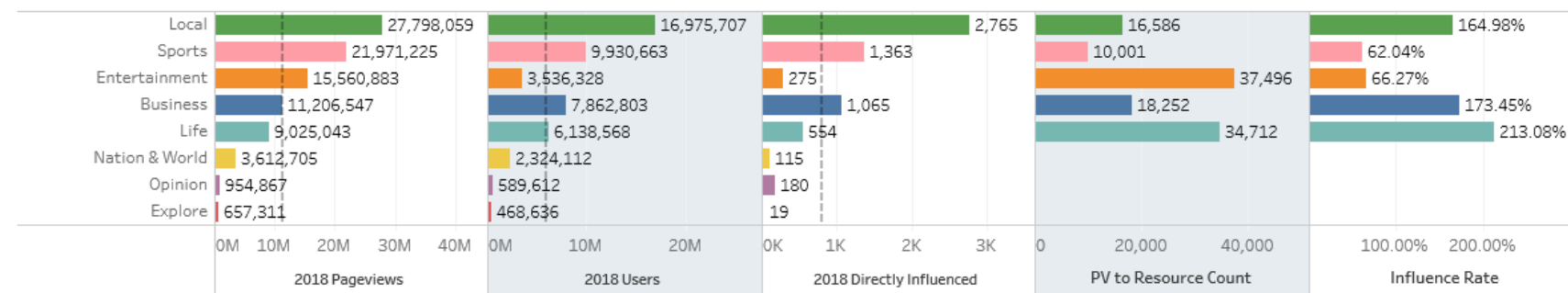


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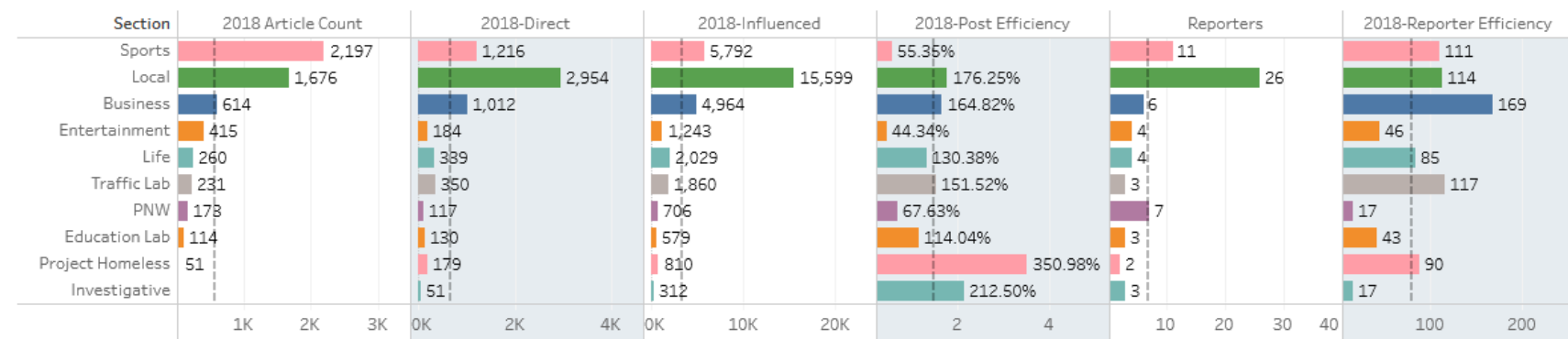
2018

Directly Influenced

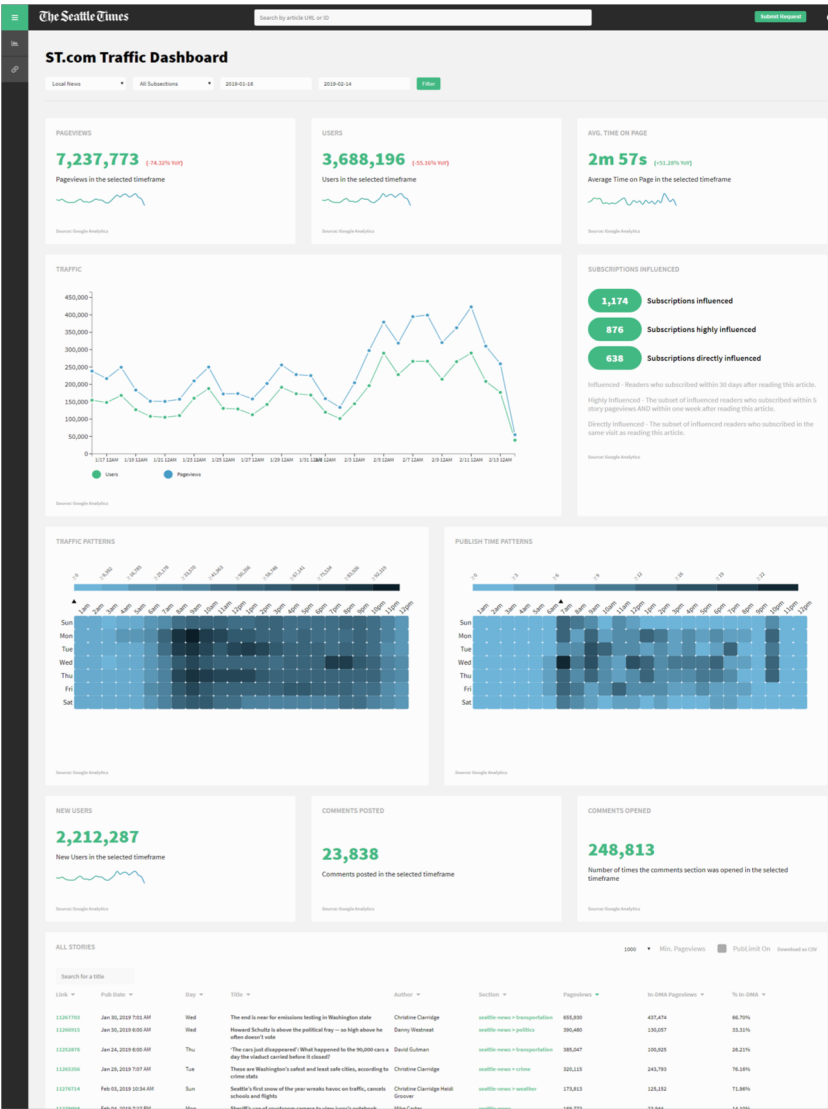
Drill down by Section



Drill down by author

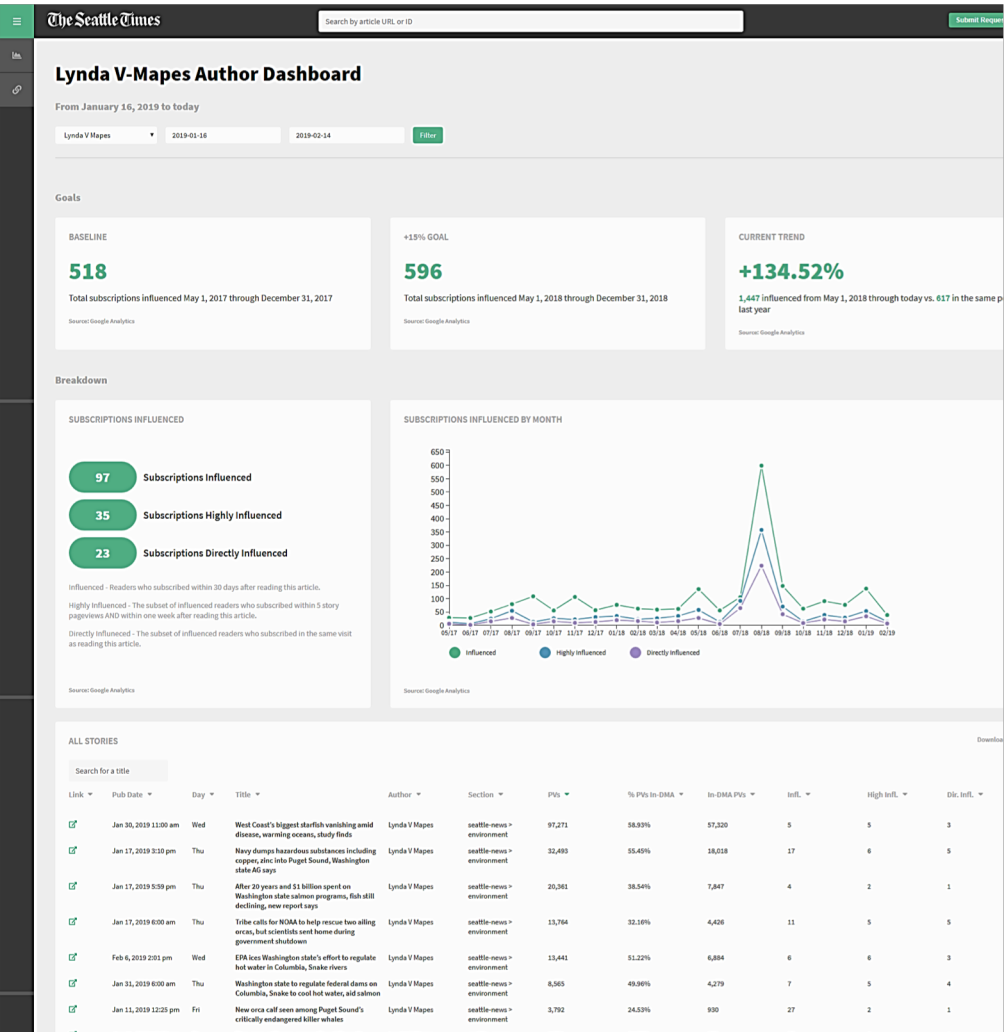


Content That Resonates— by Section



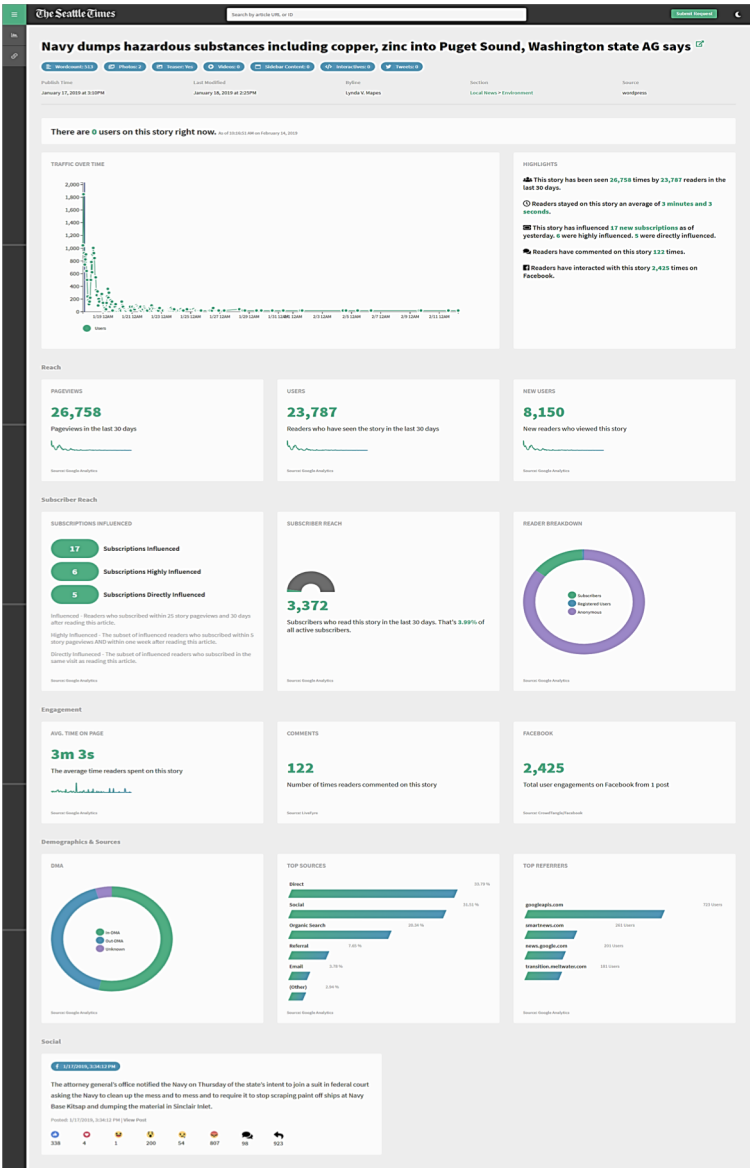
- Highlight key metrics in terms of quantity, engagement and influence scores
- Discover insights by comparing when articles are published to when they are read
- Mine articles viewed for insights into topics/stories that resonate with readers
- The end result is that we now have visibility into content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

Content That Resonates— by Author



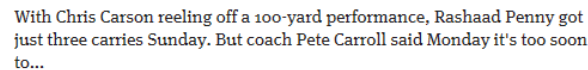
- Give authors the ability to track their individual performance
- Highlight the authors who resonate with your visitors and influence them to subscribe
- Help authors optimize their time by highlighting which articles show a good return for their effort and which do not

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?

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



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



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...

The Seattle Times Let's work together

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 T

NEED TO KNOW

Another orca is struggling in the critically endai southern resident killer whales, but [aerial images hope](#): At least three others are pregnant. The sou 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 endange 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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FAN FIX

WEDNESDAY, SEPTEMBER 26, 2018

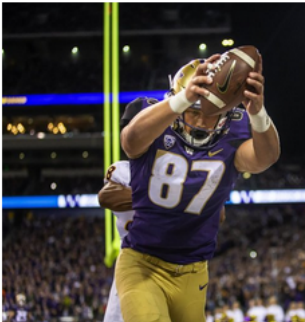
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HUSKIES

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

By Adam Jude




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

The Seattle Times

PACIFIC NW

WEDNESDAY, SEPTEMBER 26, 2018



color share how they navigate the workplace


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

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EATS & DRINKS

WEDNESDAY, SEPTEMBER 26, 2018

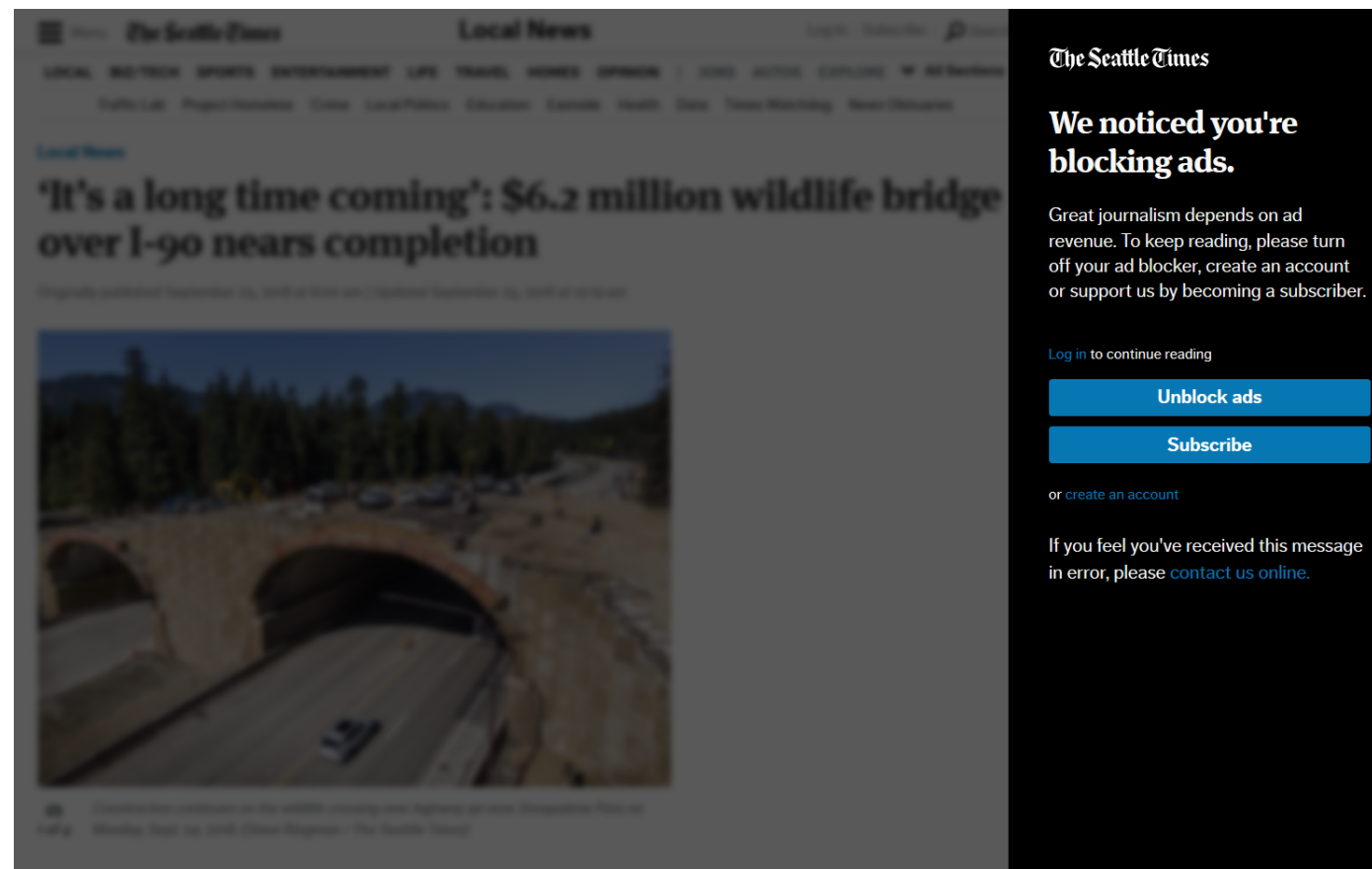


Destination dining at the cutest cidery you ever did see. Finnriver Farm & Cidery in Chimacum has [all the makings of a great day trip](#): cider flights (with various infusions like habanero and cranberry-rosehip), pizza topped with local Port Townsend cheese curds, apple trees, grazing sheep ... this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

Force More Buying Decisions—Paywall Experiments

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



Conversion Rates—Subscription Sales

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The Seattle Times

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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

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
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Conversion Rates—Personalization

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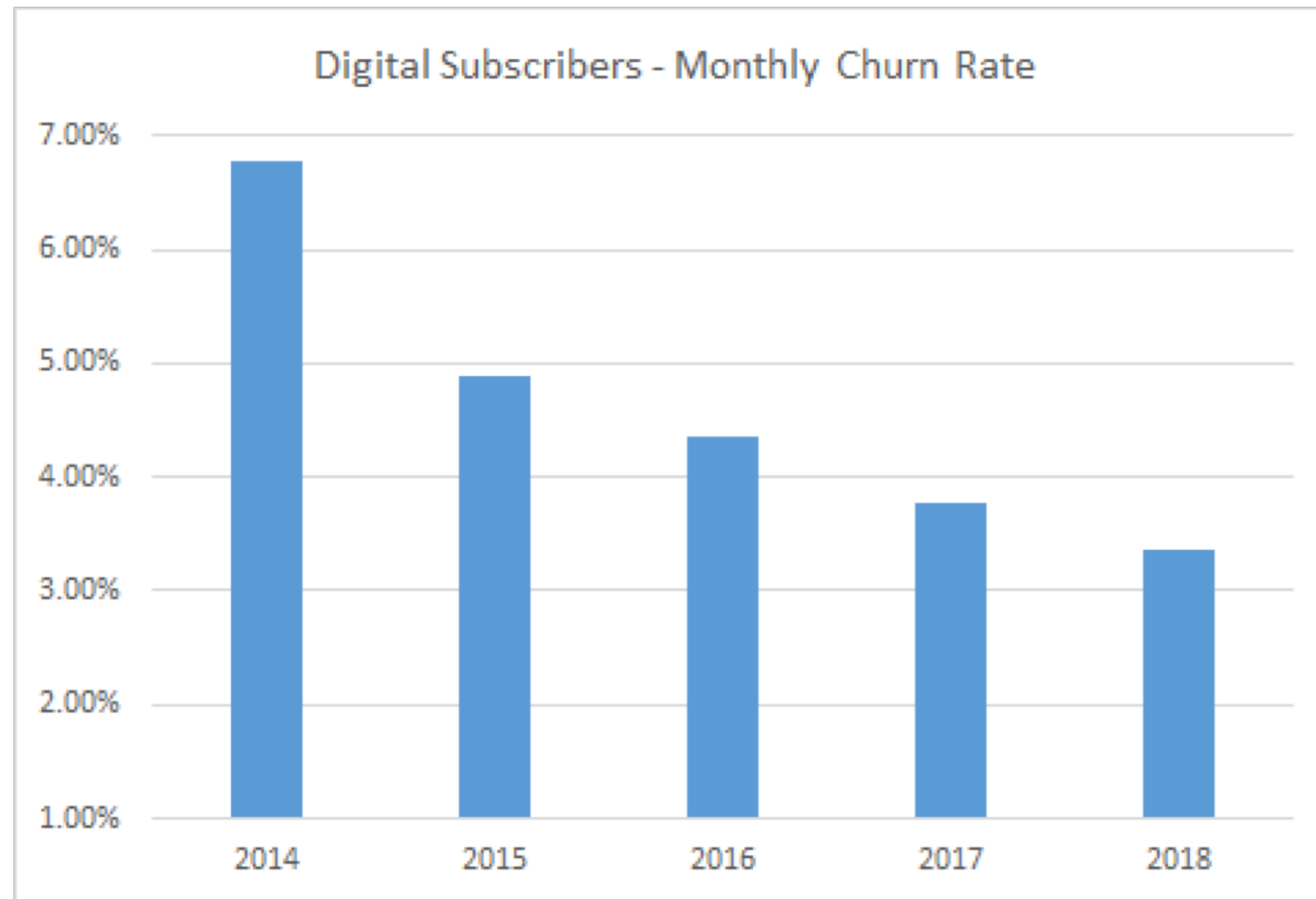
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Starting point in Seahawks' may have been fear of miss
Originally published January 6, 2019 at 5:06 am | Updated January 6, 2019 at 5:06 am

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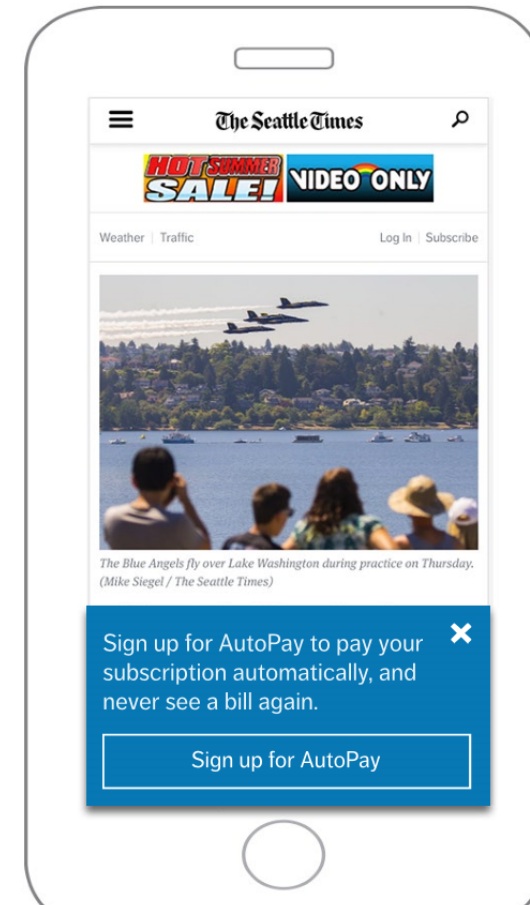
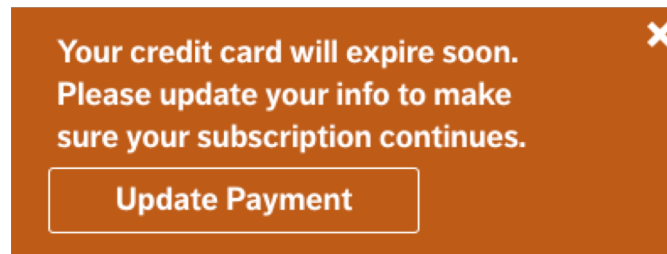
ONCE THEY BECOME A SUBSCRIBER, GETTING THEM TO CONTINUE AS A SUBSCRIBER



Subscriber Retention

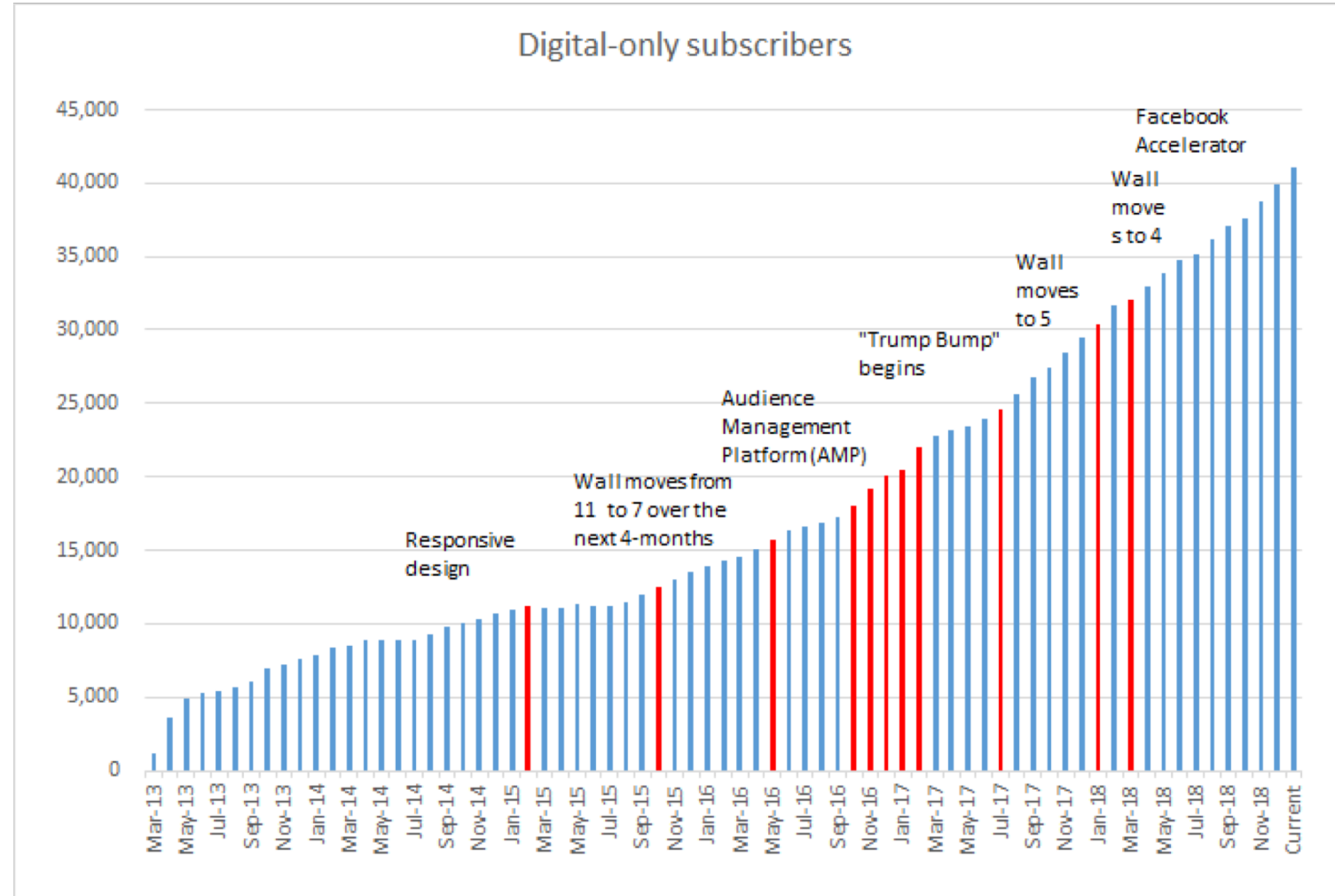
ONCE THEY BECOME A SUBSCRIBER, GETTING THEM TO CONTINUE AS A SUBSCRIBER

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



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