

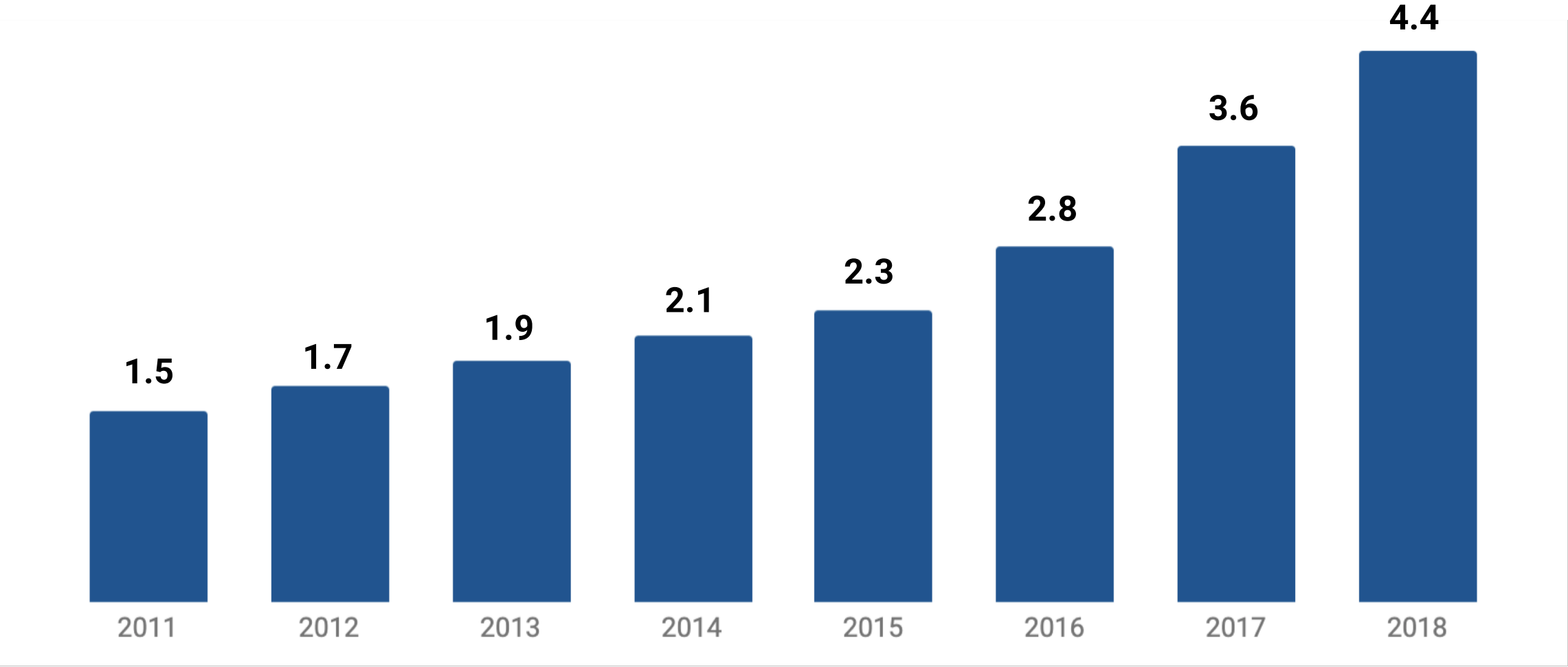
The Evolution of the New York Times Subscription Business

March 2019
Paris

The New York Times

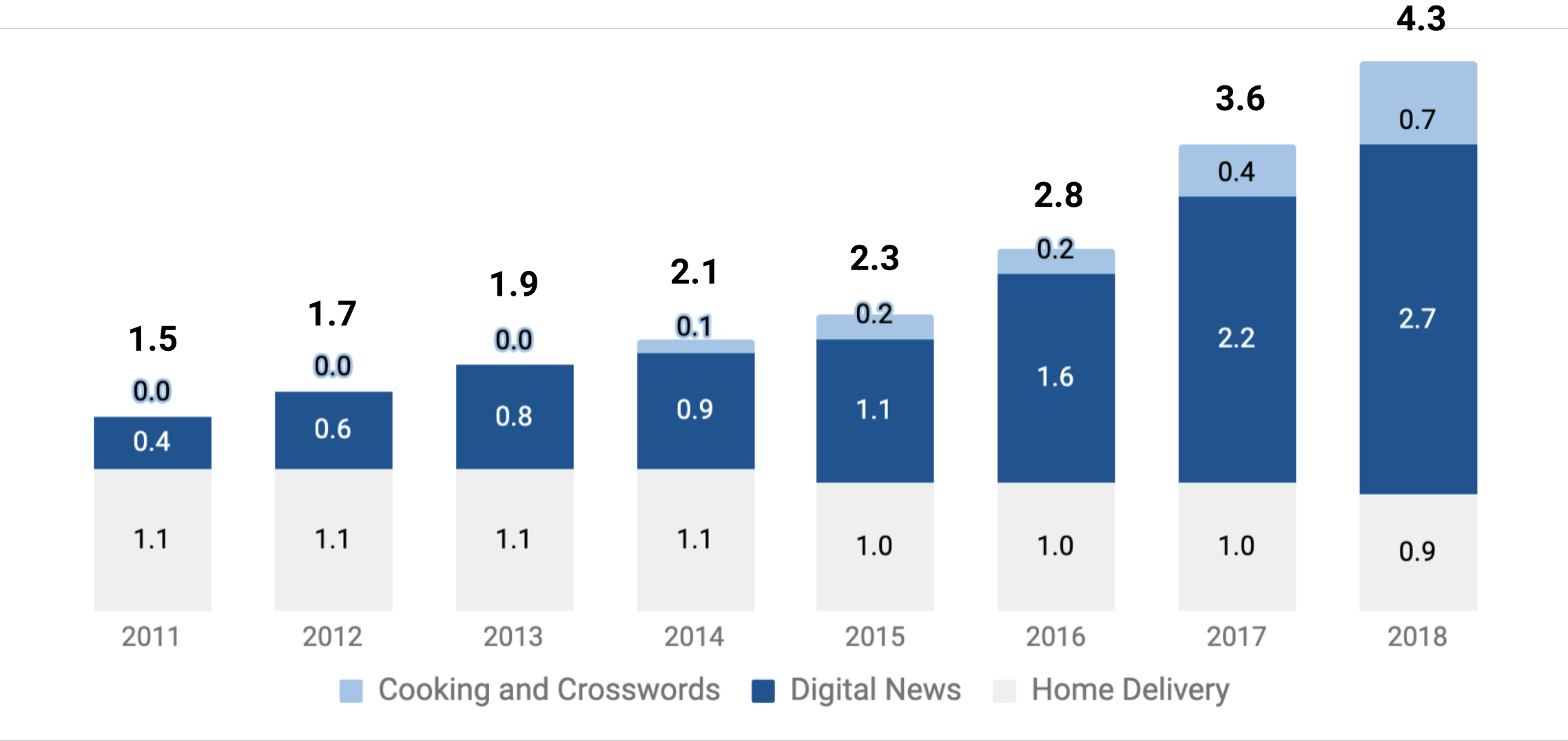
We've now surpassed 4 million subscribers

Year-end subscribers
Millions



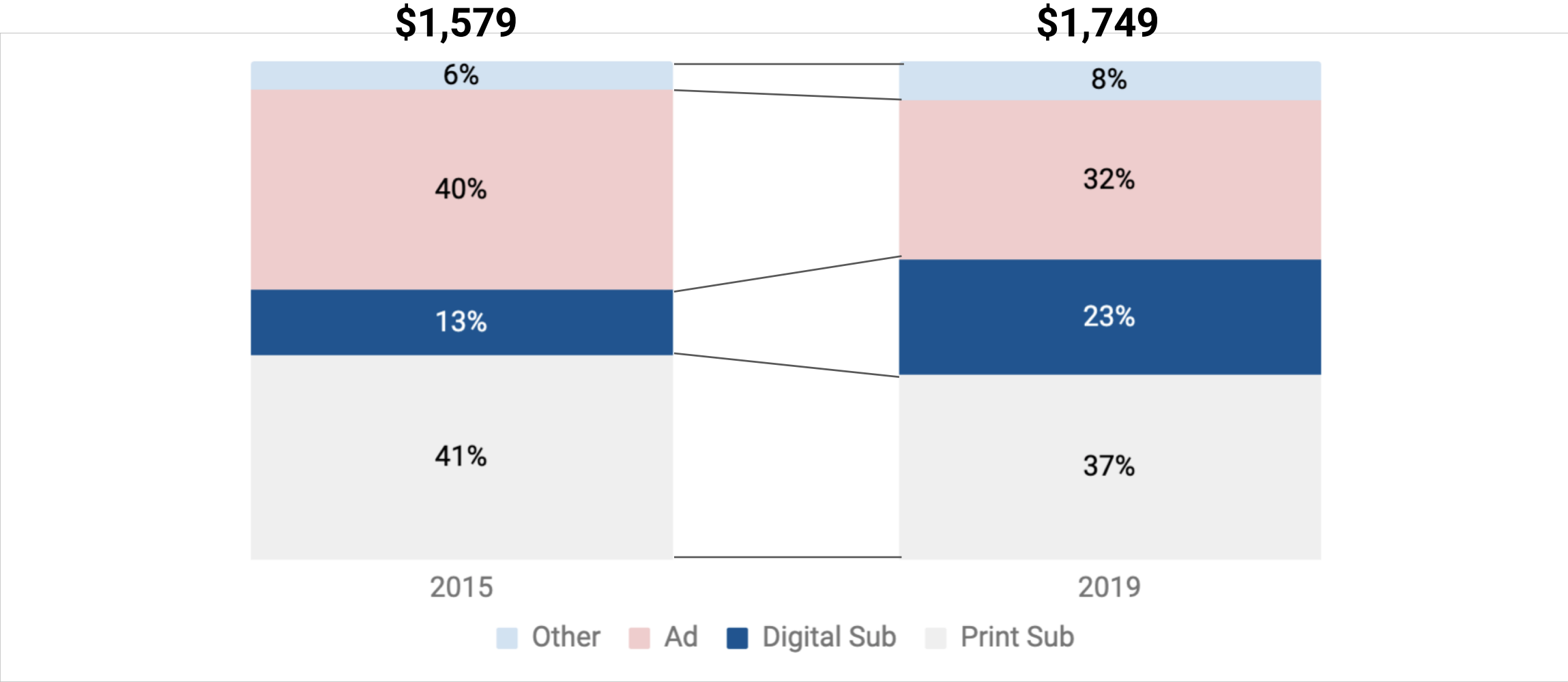
Over 3 million digital, print flat at ~1 million

Year-end subscribers
Millions



Subs revenue is now 60% of company revenue

NYT revenue by source
Millions

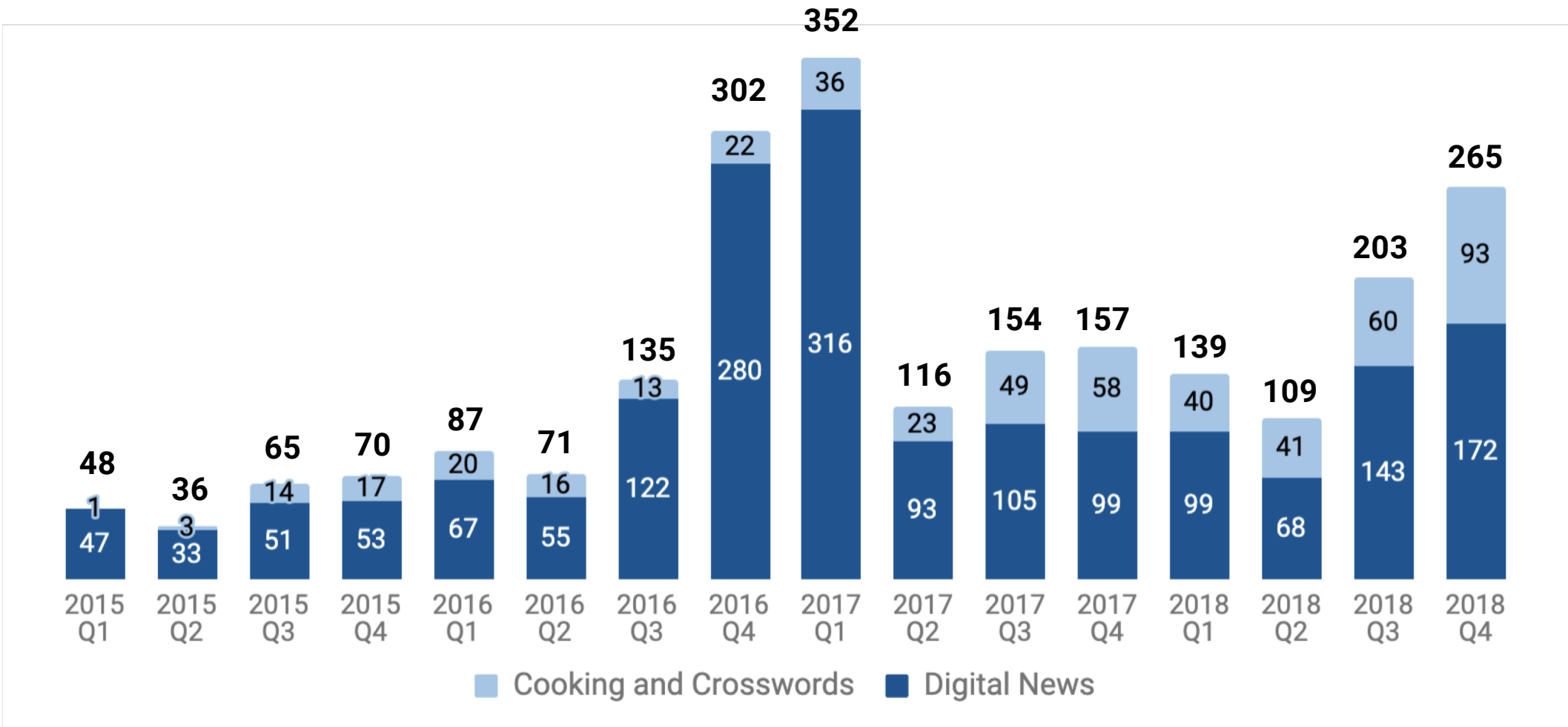


While we still have some outside help...



...we've positioned ourselves to take advantage

Digital net adds by quarter
Thousands



Today, I'll be diving into two strategy areas

- 1 Overhauling our marketing and growth efforts
- 2 Optimizing our pricing and bundling

Our subscription ambitions made us look beyond our sector for inspiration



96MM+




100MM+



150MM+

Demonstrate to more people that the New York Times helps them understand the world



Convince readers
and subscribers
we're worth paying
for

Inspire readers
and subscribers to
engage with us in
more impactful
ways

Expose readers to
subscription offers
and convert them
*(and convince
subscribers to love
us and stay)*

But we didn't have team or capabilities in place

Commit to building a comprehensive growth org

1

Gaining control of our data

2

Hiring and training the smartest people we could find

3

Diversifying the current program

A new growth model comes with advantages and disadvantages

Limited experience marketing in this way


- No benchmarks
- No clear competitive set
- Difficult to attract top talent
- Noise from external factors

Designing everything from the ground up

- Measurement infrastructure
- Cross-functional alignment
- Single media team
- Minimal spend history

So, how are we doing?

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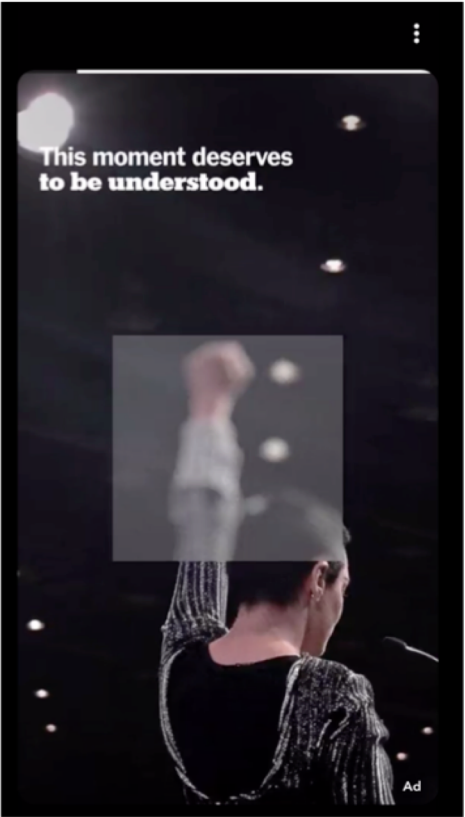
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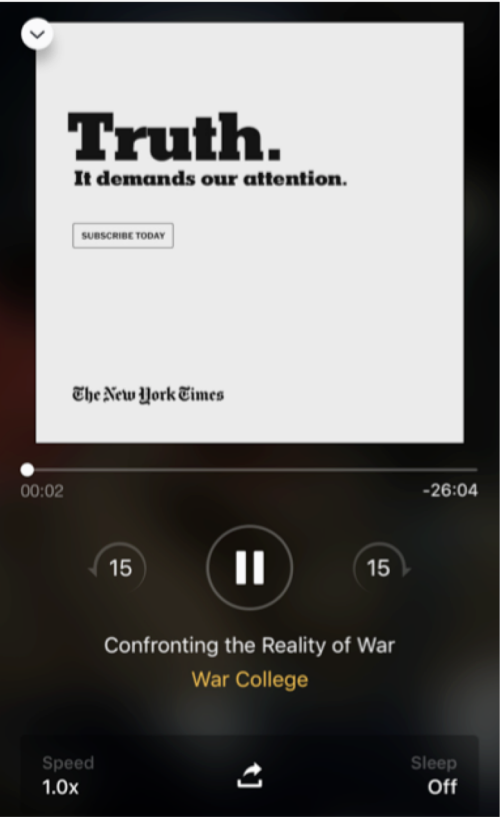
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She said. She said. She said.
She said. She said. She said.

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This moment deserves
to be understood.

Ad



Truth.
It demands our attention.


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 **Crossword**

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Share Digital Access with a family member			●	●
Convenient delivery of the newspaper				●

...to bundles aligned with customer value

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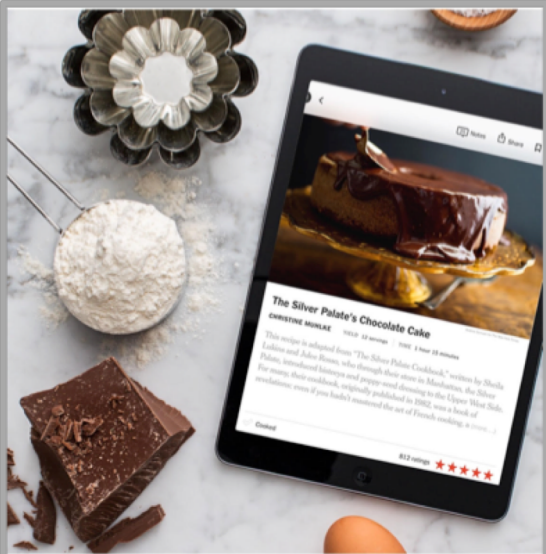
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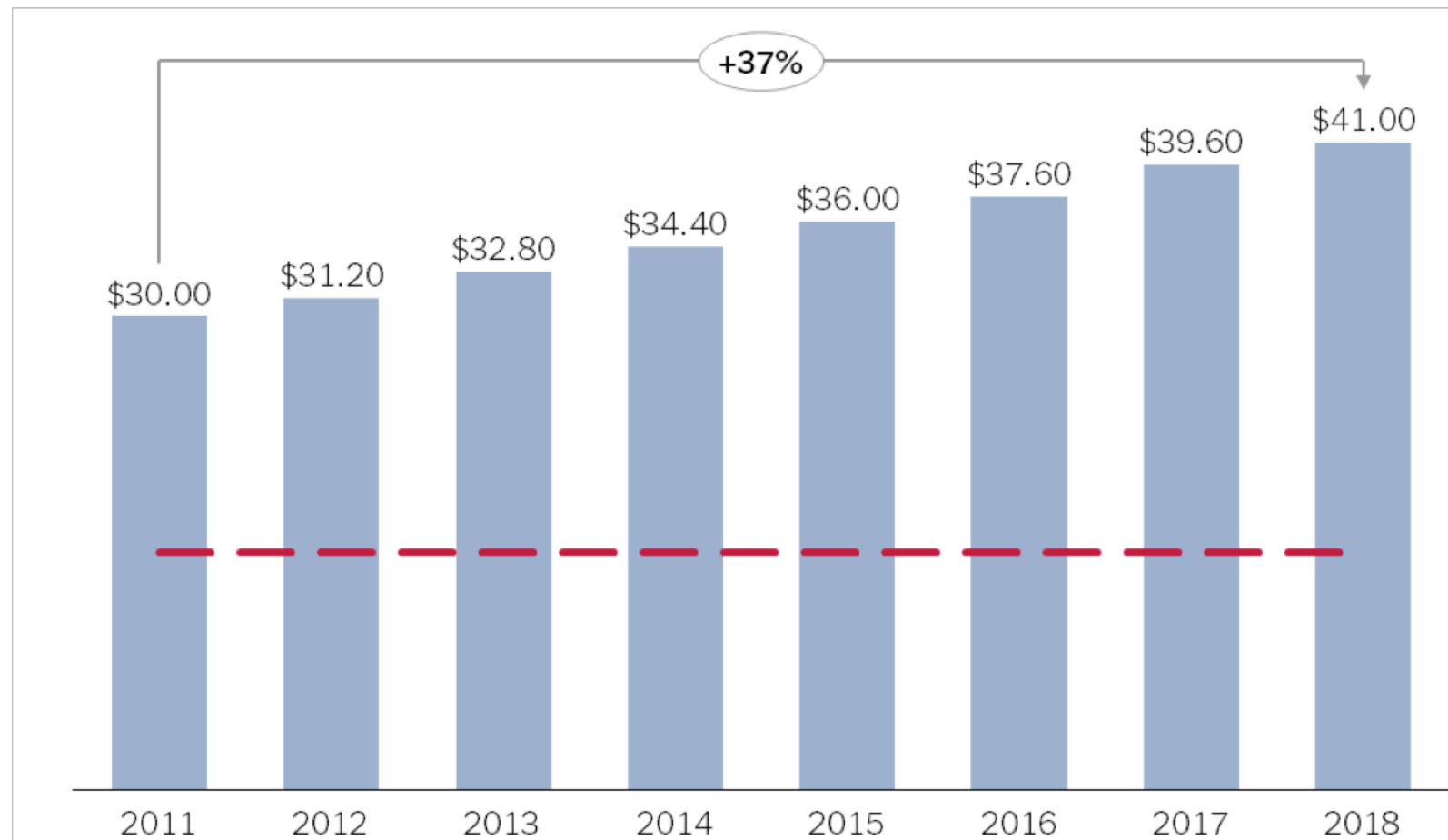
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