


#PaidContent
Digital Media Asia
2017 Singapore



An aerial photograph of New York City at dusk, showing a dense skyline of skyscrapers. The word "Innovation" is overlaid in large, bold, white letters. The date "March 24, 2014" is visible in the bottom left corner. The "The New York Times" logo is in the top left corner.

The New York Times

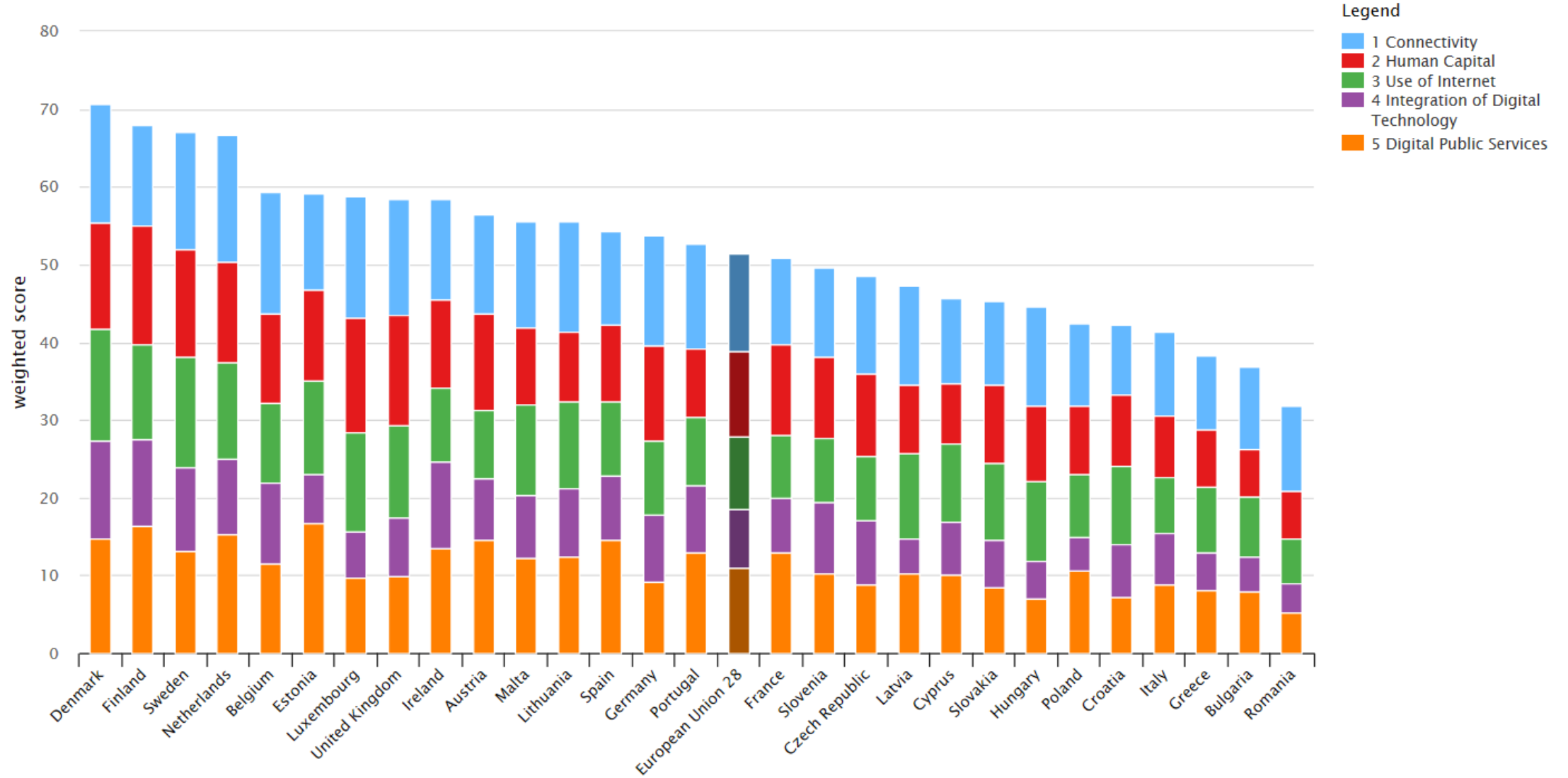
Innovation

March 24, 2014

Digital Strategies
in the Publishing
Industry

From a product
focused to a customer
centric approach

Digital Economy and Society Index



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

TIRSDAG 11. MARTS 2014

Jyllands-Posten PREMIUM

Forside Premium In
Analyser Indblik

Kirsten B


INDLAND 11.03.14 kl. 03:00

Interview: Den nye se
Kirsten Brosbøl vil ge
biodiversitet.

AF AXEL PIHL-ANDERSEN

Prøv JP Premium

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Jyllands-Posten

maer Mere

minister

esisk anarki, og
ngen i

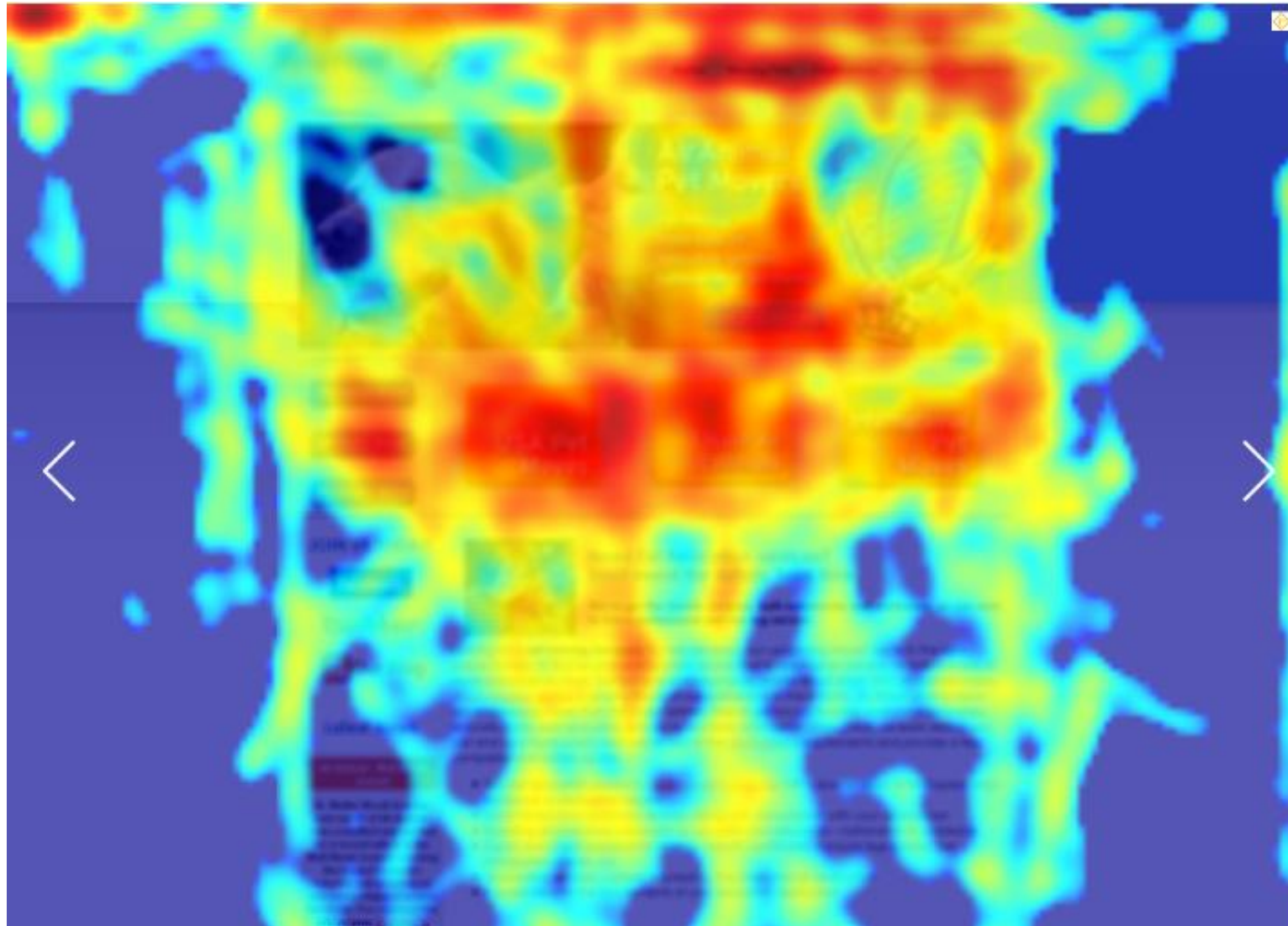
Kirsten Brosbøl er på kort tid gået fra et liv i Libanon til Danmark og fra barsel til miljøminister. En trods travlhed skal der stadig være tid til at hente børn i institutioner to gange om ugen, fastslår hun. Foto: Peter Hove Olesen/Pollfoto



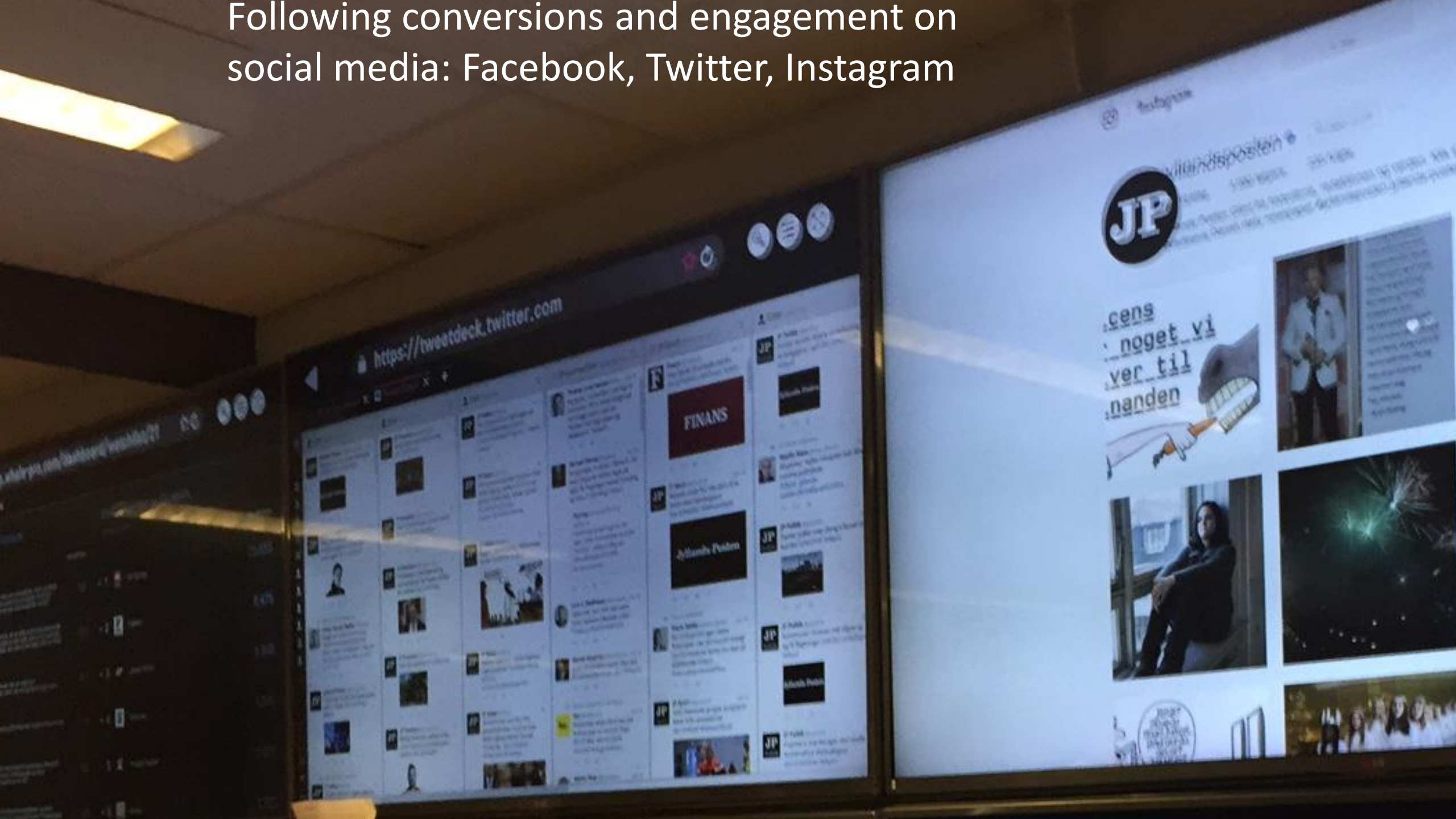
Graphic dashboards supporting double loop learning in the news room.....



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 |

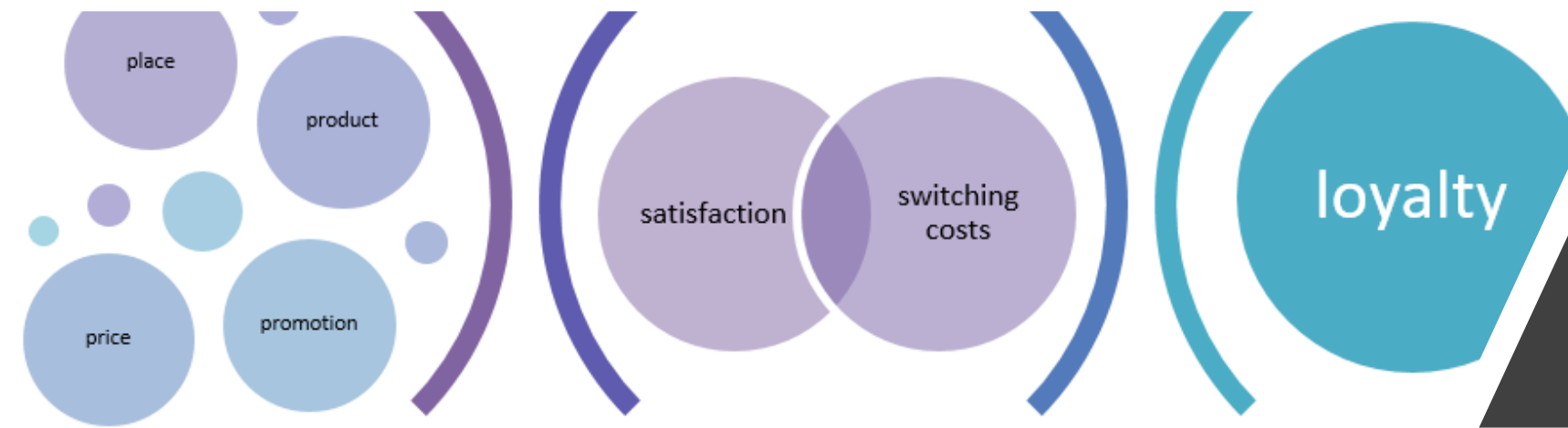
Recordings of the ability to navigating on the website



Picture posed by model



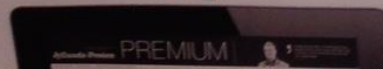
Focus Groups discussing what is premium content and how big is the willingness to pay...



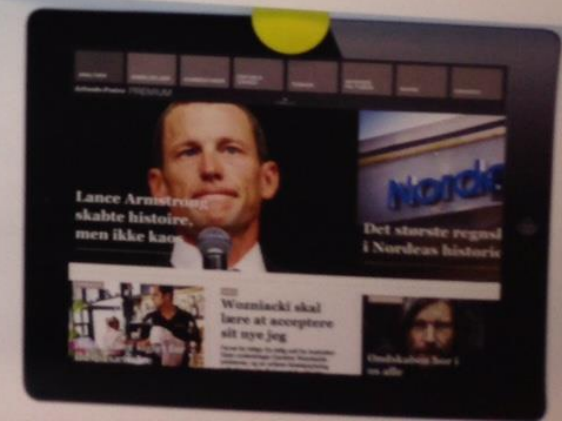
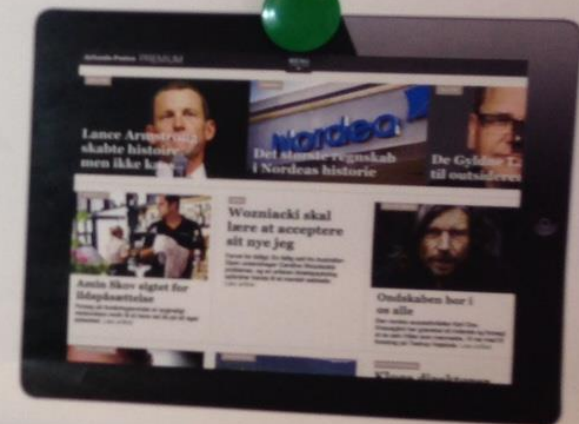
Design Thinking

- Cross departmental team
- Agile proces
- Short iterations

- Brain storming
- Personas
- Prototyping
- Testing
- Adjusting
- Coding using SCRUM



- LONG FORM JOURNALISM
- TABLET UX
- LEAN BACK / LONG NARRATIVE
- UDSTYR - FOTOGJOURNALISTIK / VIDEO
- HORIZONTAL / LANDSCAPE
- SWIPE - BILLEDJUL - GLIDER MENU
- REDUCERET KOMPLEXITET
- NYE BILLEDFORMATER?
- EKSKLUSIV / PREMIUM OPLEVERSE
- MAGASIN-UDTRYK?
- PERSONALISERING
- DESIGN FOR BRAIN, EYES & FINGERS
- SECOND SCREEN
- SINGLES
- SERIOSITET / TEXTTYNGDE
- AFGRENSET UDGIVELSE
- NYE ANNONCEFORHÆFTER. INTERSTITIALS
- Premium el. 3P-APP



Same publisher, same CMS, but different business models....

TIRSDAG 11. MARTS 2014

Jyllands-Posten PREMIUM

Forside Premium Inland Politik International Erhverv Sport Kultur Debat Aarhus Livsstil Temaer Mere

Analysér Indblik Kommentarer Anmeldelser Deadline Editor's choice Gemte artikler Mere

Derfor frygter Putin Vesten

Det er efterhånden ni år siden, at Vladimir Putin fremsatte en ofte citeret udtalelse. JP's udlandsredaktør analyserer udviklingen i Ukraine.

»De er fucking Putins svar på Darth Vader«

Til frokost med revolutionshelte



Nyhedsbrev Udebliver avisen Kontakt Lokalavisen.dk

Vi sætter nye salgsrekorder i Aarhus N!
Skal vi også sælge din bolig?
Estate Jakob Brandstrup Tlf. 86 10 28 28



Lokalavisen AARHUS

Østjylland 112 Sport Annoncer E-avis Menu

Få fuld adgang til Politiken. Prøv første måned for 1 kr.

Aarhus' konservative spydspids: Jeg går efter borgmesterkæden



STOP SPAR 20% PÅ ALT I BYGGECENTRET*

AFTENKUP SPAR OP TIL 75% PÅ UDVALGTE VARER

TORS DAG DEN 12. OKTOBER KL. 18-20 HOS

XL BYG TOMMERGAARDEN AARHUS
Aabyvej 159 • 8230 Aabyhøj
Tlf. 8615 7111

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Tlf. 8615 7111

MEST LÆSTE

46-årig mand er kommet alvorligt til skade i ulykke på motorvejen ved Aarhus

Aarhus får en gigantisk måne på syv meter i diameter

LIGE NU: Motorvejen spærret ved Aarhus Syd

Uggerhøj

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

TIRSDAG 11. MARTS 2014

Jyllands-Posten PREMIUM**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.

**Skotterne og den ukrainske krise**

Dramaet i Ukraine vil få stor indflydelse i Østeuropa, men et blik på Skotland trænger sig på.

Analyse: Putins reelle hensigt med Krim

En helt ny bro fra det russiske fastland til Krim spiller en afgørende rolle i Ruslands bestræbelser på at neutralisere Kievs indflydelse.

Putin nedtrapper ukrainsk krise

Putin anerkender, at det ukrainske parlament har legitimitet og afviser ikke, at Moskva vil anerkende ny præsident efter valg.

Her er Putins ønsker for Ukraine

Middagsanalyse: Moskva betragter teknisk set stadig Janukovitj som Ukraines præsident og får delvis opbakning fra en USA-støttet radiostation.

Analyse: Putin udstiller Vestens magtesløshed

Præsident Putins beslutning om at indsætte hæren i Ukraine truer med at splitte landet i to

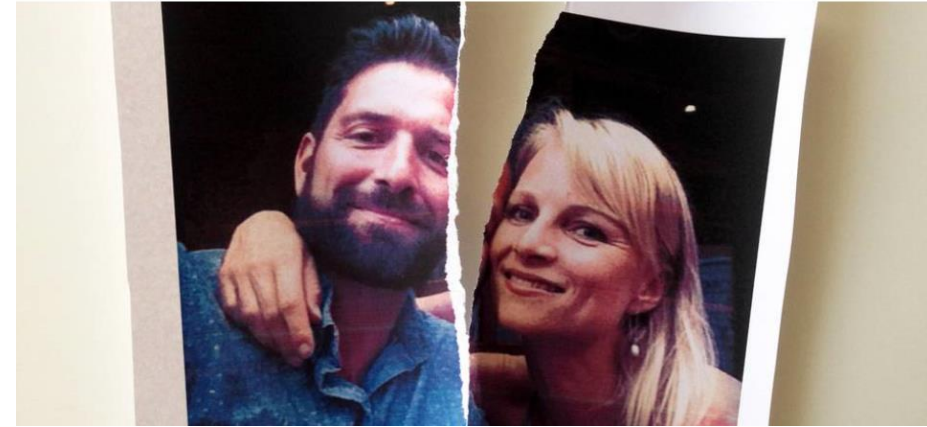
PREMIUM MEST LÆSTE

- 1 Ny minister: Vildt med seks par cowboybukser om året

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



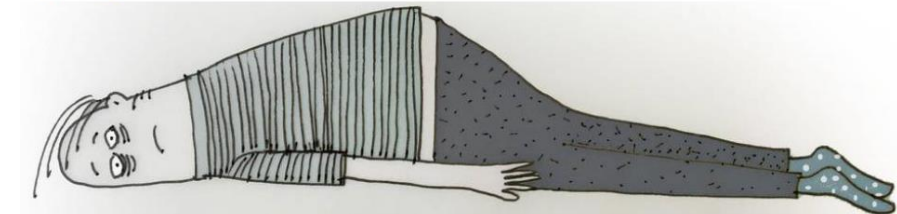
06.05.2016 KL. 09:53 | OPDATERET 02.02.2017 KL. 14:17

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



13.02.2017 KL. 11:11

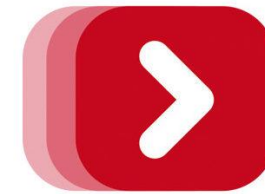
Træthed – og hvorfor træthed ikke blot er et spørgsmål om søvn



EngageReaders The Research Project



MEDIAHUIS



twipe

DIGITAL PUBLISHING

KATHOLIEKE UNIVERSITEIT
LEUVEN



**DIGITAL
NEWS
INITIATIVE**

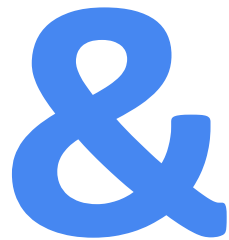
Engagement consists of two uncorrelated dimensions: Active Time and Positive Affect

NEW METHODOLOGY



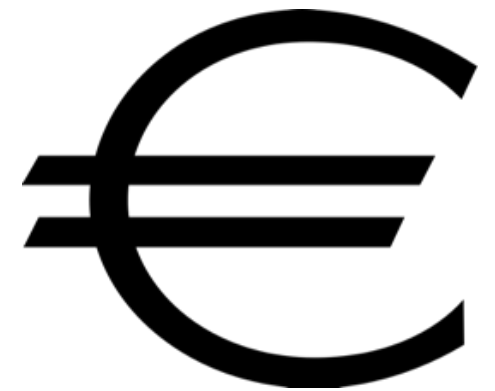
Active

Time



Positive

Affect



More

Revenues

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

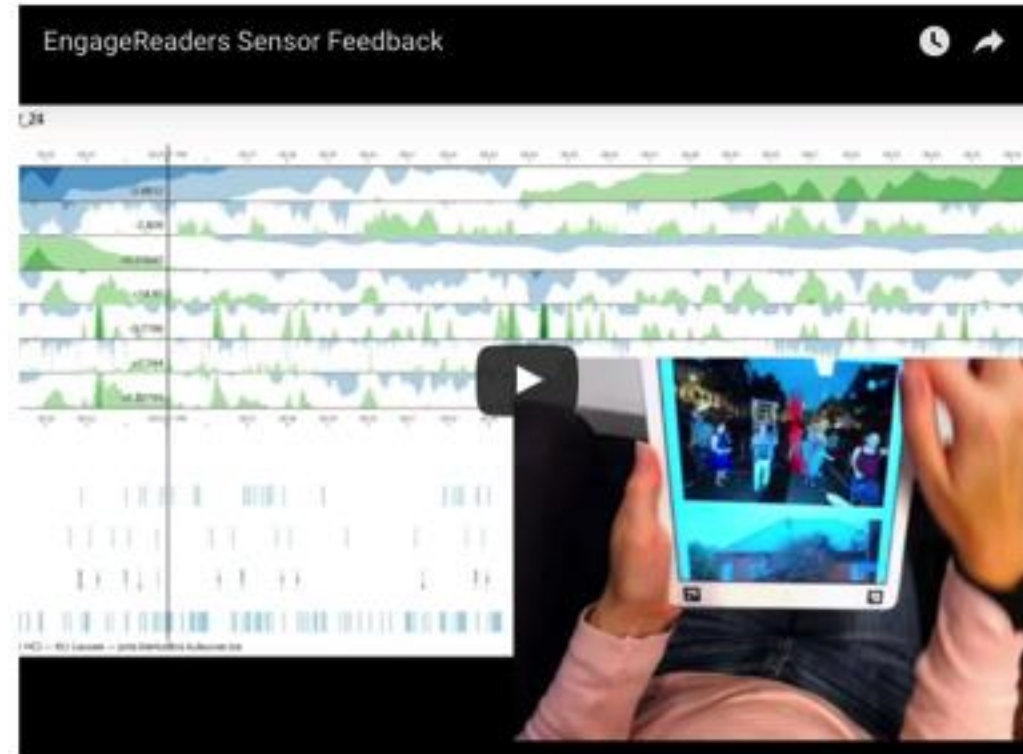
- Full year of academic research on Engagement (University of Leuven)
- Lab experiments and interviews with 60 people from 2 different newspapers
- 3 months of live data tracking and feedback gathering with reader panels of **De Standaard** & **Het Nieuwsblad**



LAB RESEARCH

What happens in your body while reading?

LAB EXPERIMENTS



Measuring pulse, eye movement, skin conductance, and body temperature.

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

LIVE PANELS

Title

iPad 19:52 82%

Home dS VOORAAN NIEUWS ECONOMIE SPORT OPINIE DS2 REGIO BIJLAGEN Info

WETENSCHAP

KLIMAAT

Mysterie: meer kalkwezens met minder kalk

De oceanen krijgen, door ons gedoe met fossiele brandstoffen, steeds meer CO2 te verwerken. Dat lost op in het oceaanwater, met koolzuur als resultaat. Dat koolzuur lost kalk op, waardoor het voor schaaldieren, schelpdieren en sommige soorten plankton met een kalkskelet steeds moeilijker wordt om hun kalkschalen te vormen. Tot daar de theorie.

Maar toen Sara Rivero-Calle en collega's de hoeveelheid van dergelijke kalk-algen – coccolithoforen – in zee gingen meten, bleek dat die over de jongste 45 jaar helemaal niet gedaald was. Integendeel, er zijn er nu tien keer meer dan een halve eeuw geleden. Genoeg voor een artikel in *Science*.

Voor het calciumcarbonaat van hun skeletjes hebben ze evenveel calcium als koolzuur nodig. Blijkbaar werd hun groei niet

Van boven naar onder: Discosphae...

OOK DAT NOG

Schuimpje van goud haast zo licht als lucht

Nee, deze foto is niet getrukeerd. Dit 'schuimpje' van twintigkaraats goud, lichter dan het koffieschuim waarop het rust, werd vervaardigd door materiaalwetenschappers van de ETH Zürich. Hun 'aerogel' van goud is duizend keer lichter dan een klompje van hetzelfde formaat, maar is er met het blote oog niet van te onderscheiden. Lichter dan water en haast zo licht als lucht is het de lichtste vorm van het edelmetaal ooit door mensen gefabriceerd.

Om bij hun goudschuimpje uit te komen verhitten de onderzoekers melkeiwitten tot draderige vezels. Die vezels dompelden ze vervolgens onder in een oplossing van goudverbindingen. Zo ontstond een goudvezelschuim, dat uiterst omzichtig met kooldioxide werd drooggedampt om het niet in elkaar te doen klappen.

In het vakblad *Advanced Materials* suggereren de onderzoekers diverse toepassingen voor hun lichtgewichtgoud: in druksensoren en als katalysator voor chemische reacties. Maar ook voor de vervaardiging van lichtgewicht-juwelen en -horloges kan het dienen. Bedrog in de juwelierswinkel valt niet te verwachten: het schuimpje, dat voor 98 procent uit lucht bestaat en voor slechts twee procent uit vaste stof, is eenvoudig te kneden tussen twee vingers. Dat lukt niet met vast goud. De stof bestaat overigens slechts voor vijfde uit goud, de rest is melkeiwit.

Een espuma van goud. (ETH Zürich)

Image

Article

19:54

NIEUWS ECONOMIE SPORT OPINIE DS2 REGIO

Waarom vind je dit artikel goed?

Het leert me iets bij

Het bevat een nuttige tip

Het is grappig

Het leest vlot

Het sluit aan bij mijn interesses, leefwereld

Het raakt me persoonlijk

Het bevatte iets nieuws dat ik nog niet wist

Andere reden

OK

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 clickbait headlines the number of pageviews goes up, but you get negative affect....



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



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

Sita

Page views ↓↑

Comment visibility ↓↑

Comments ↓↑

Emotes ↓↑

Recommendations ↓↑



69.5k

46%

86

1.7k

185

Focus is on social sharing and machine learning.

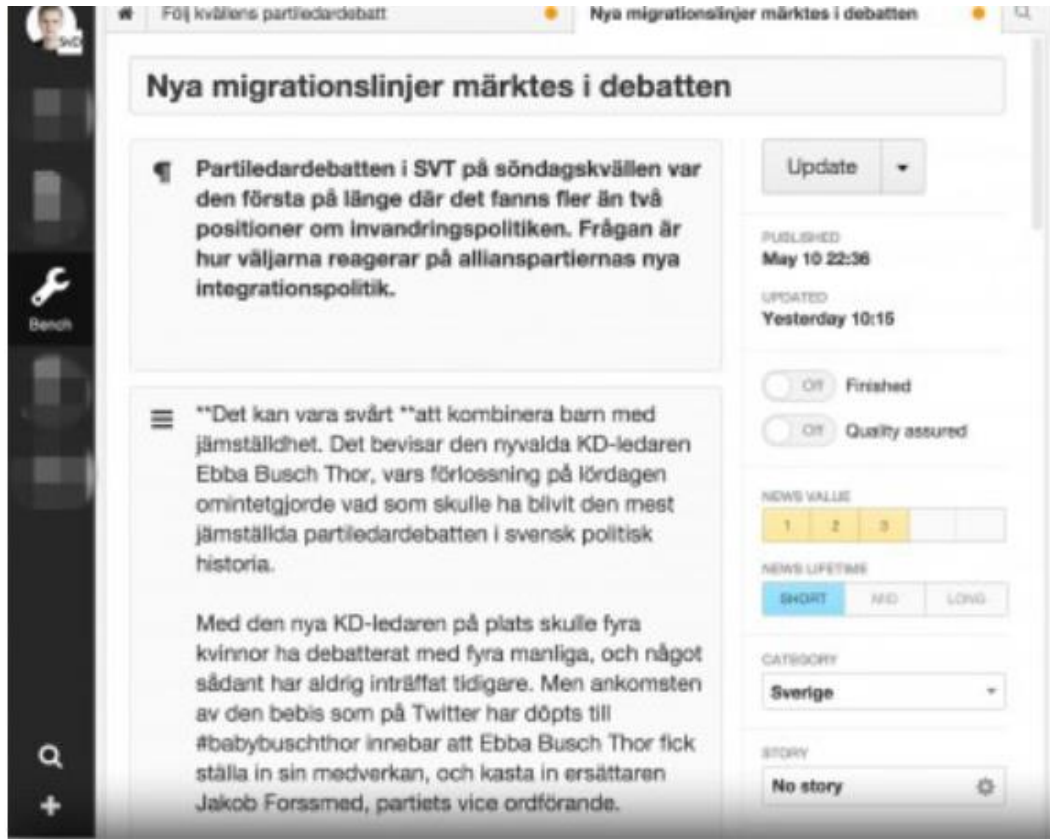
FB emoji reactions can be used to suggesting related articles reflecting the readers reaction on consumed content in the past....

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...

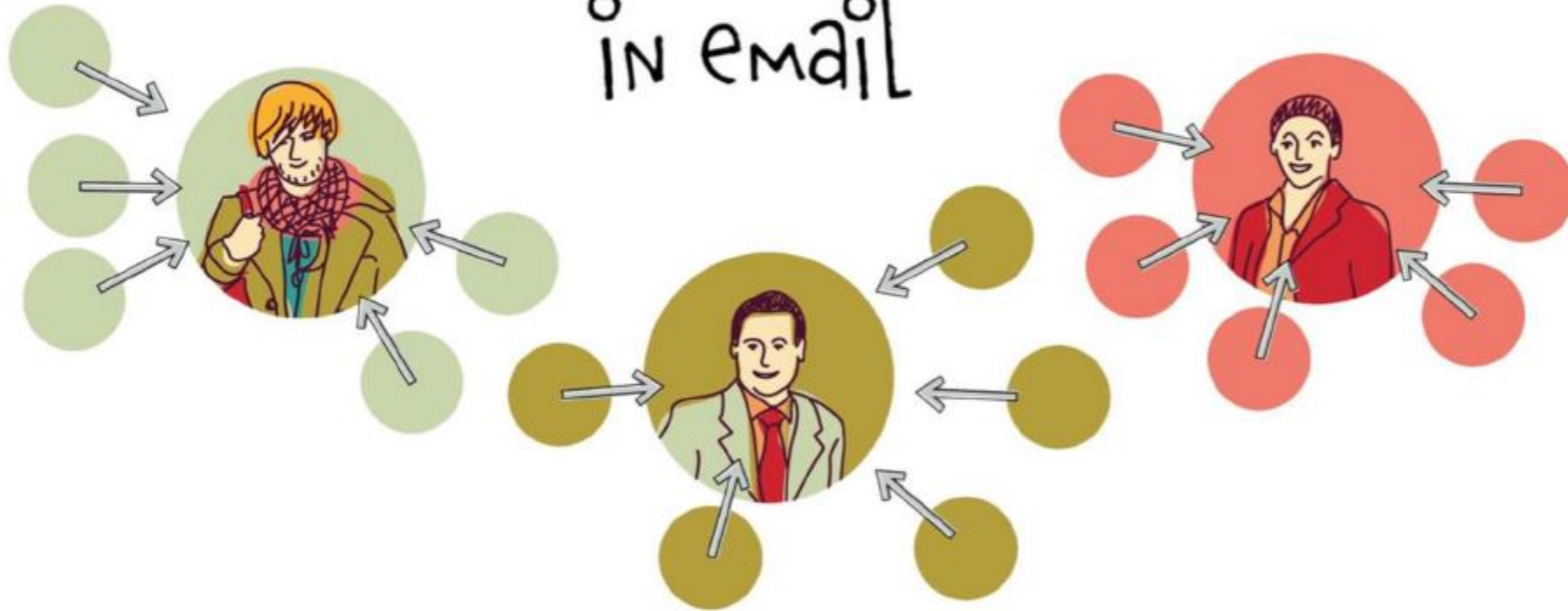


SvD's new CMS, meant to be easy and intuitive, allows reporters and editors to assign stories "news" and "lifetime" values.

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

PERSONALIZED EDITORIAL NEWSLETTERS

collaborative filtering
in email

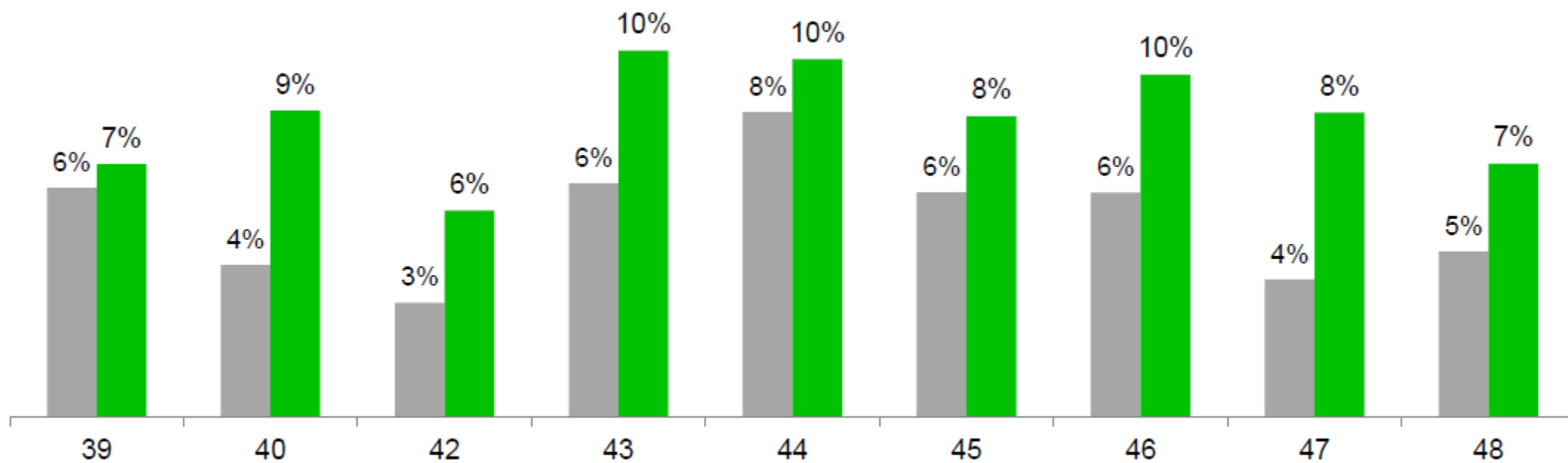


Schibsted Group traces individual usage behavior and curates newsletters accordingly

THEY CONSISTENTLY OUTPERFORM MANUALLY CURATED ONES

CTR in A/B-tests

■ Manually curated ■ Personalized



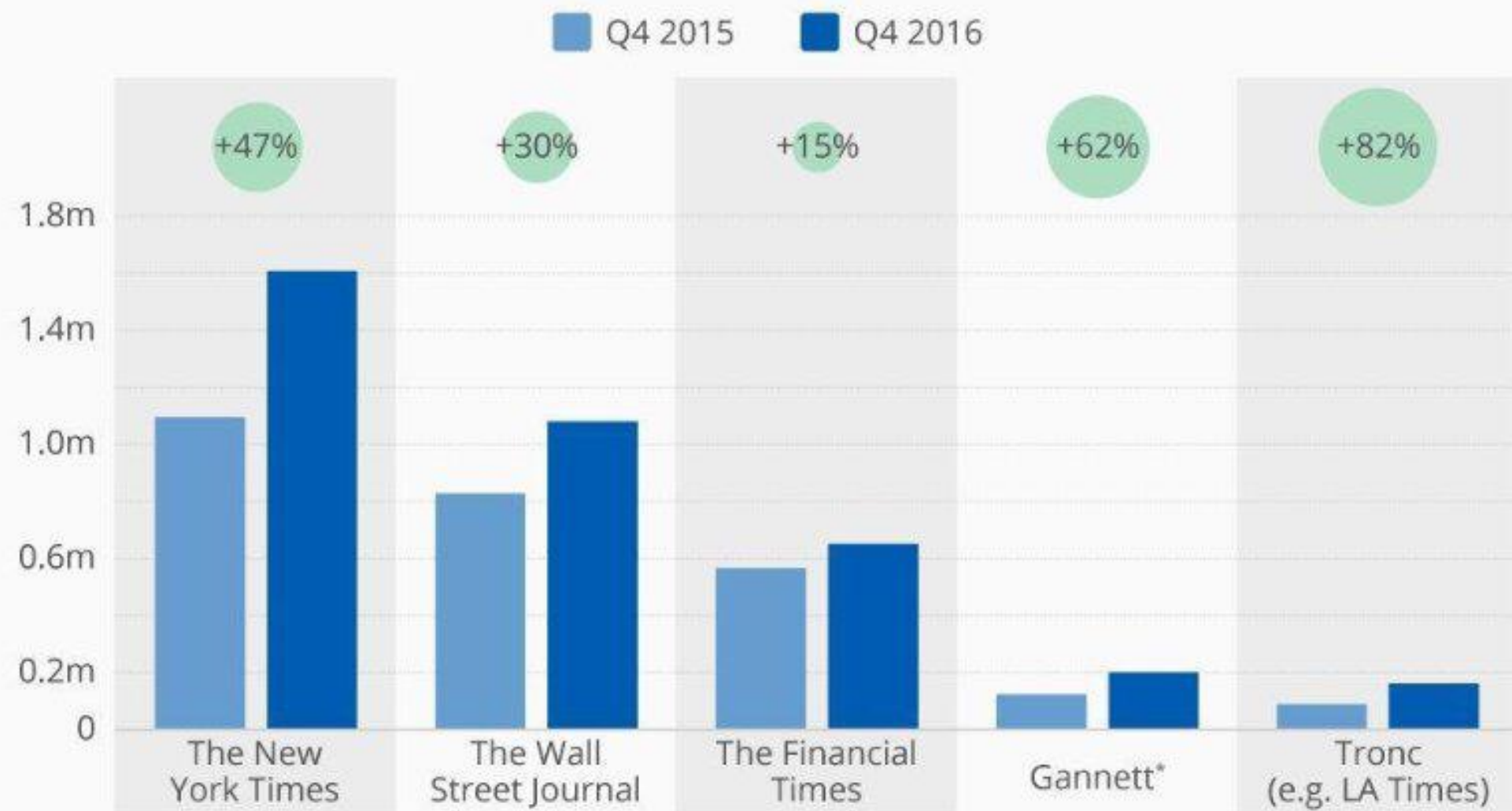
Position				Article	Performance metrics					
Placering	Gruppe	Tid i gruppe	Artikkel		Salg	Salgs mål	Paywall visninger	Paywall mål	Konverteringsrate	Konverteringsmål
L-row-03	1	2i 22m	VG-psykologen svarer: – Jeg kan bli helt satt ut av angst	17	10	5688	4579	0.30%	0.24%	
L-row-07	2	3i 27m	Gettigens 30 beste nå	11	9	1061	2681	0.56%	0.35%	
L-row-14	3	3i 27m	Bill 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	3i 25m	VG-sjekk av proteinpulver: Nyttig eller bortkastet?	2	4	1195	1504	0.17%	0.32%	
L-row-21	4	3i 25m	John Carew: – Jeg er blitt et annet menneske	0	1	1504	846	0.00%	0.29%	
L-row-25	4	4i 35m	Gro Harlem Brundtland om sønnens selvmord: - Tapet av et barn er forferdelig	3	2	965	863	0.31%	0.29%	
L-row-28	4	2i 23m	Norske kjendiser: Dette betyr morsdagen for oss	0	1	599	449	0.00%	0.29%	
L-row-29	4	4i 35m	Åpenhjertig Prinsesse Astrid: Å fylle tomrommet etter ektemannen	0	2	1178	863	0.00%	0.29%	
L-row-37	4	3i 27m	Sexologens beste råd: Er du redd for å være evtg singel?	0	1	733	652	0.00%	0.29%	
L-row-37	4	4i 35m	Da Anne Marie Ottersen møtte Lasse Lindtner: – Jeg var grusomt forelsket	1	2	2376	863	0.04%	0.29%	
L-row-45	4	4i 23m	Åpenhjertig Trygve Hegnar: – En god partner var jeg aldri	5	2	2118	826	0.24%	0.29%	
R-in-box-1	4	4i 35m	Bill med på innsiden av det norske rednecks-miljøet: – Du skal ikke kimse av en god flatfyll	2	2	586	863	0.35%	0.29%	
R-in-box-2	4	4i 35m	Gettigens 30 beste nå	0	2	136	863	0.00%	0.29%	
R-in-box-3	4	4i 35m	Norske kjendiser: Dette betyr morsdagen for oss	1	2	229	863	0.44%	0.29%	
R-row-01	4	4i 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	4i 34m	Michael Mosley: Senk blodsukkeret – og ras ned i vekt	9	2	912	860	0.99%	0.29%	
R-row-12	5	4i 34m	Det digitale håpet: Kan kunstig intelligens redde kreftpasienter?	0	0	408	290	0.00%	0.24%	
R-row-26	5	4i 34m	Mobbet, forlatt og giaktplaget i ung alder: Farmen-kjendisenes sterke historier	0	0	387	290	0.00%	0.24%	
R-row-28	5	4i 34m	Nordmenn forteller: Når vond barndom ødelegger parforholdet	0	0	170	290	0.00%	0.24%	
R-row-33	5	4i 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



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

34% GROWTH IN DIGITAL SUBSCRIBERS Y/Y



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



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.

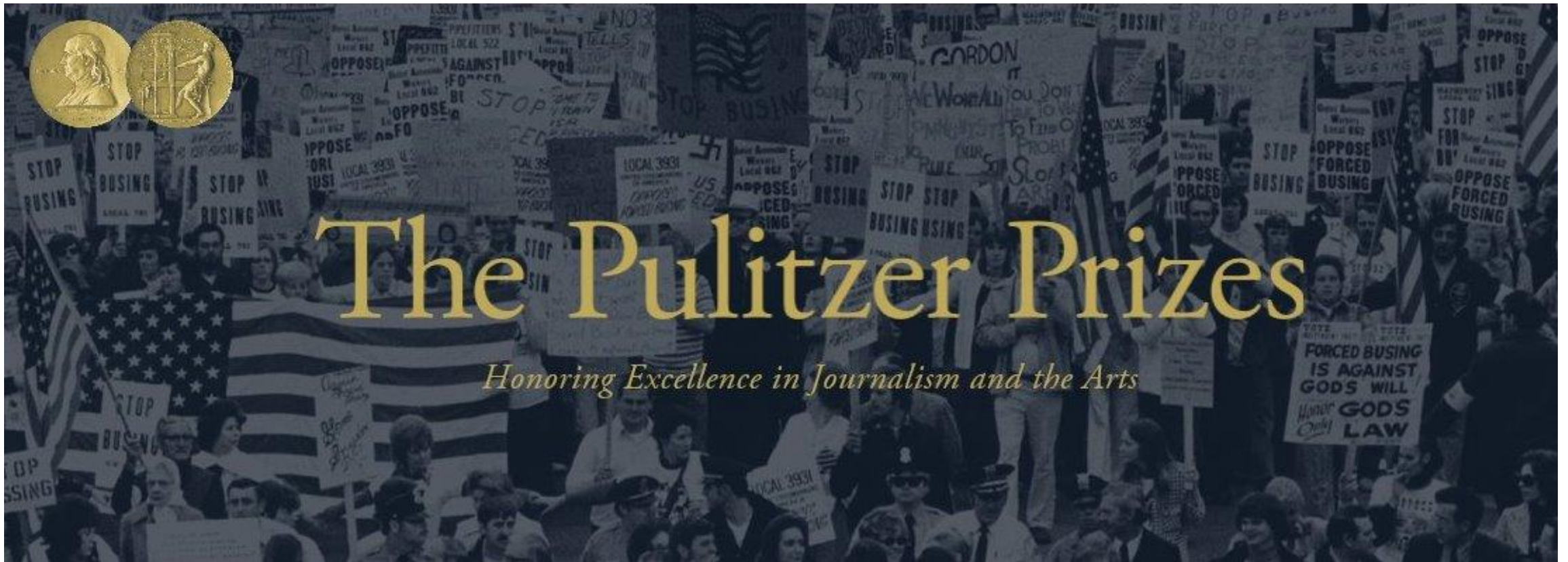
New roles in the newsroom:

The rise of the:

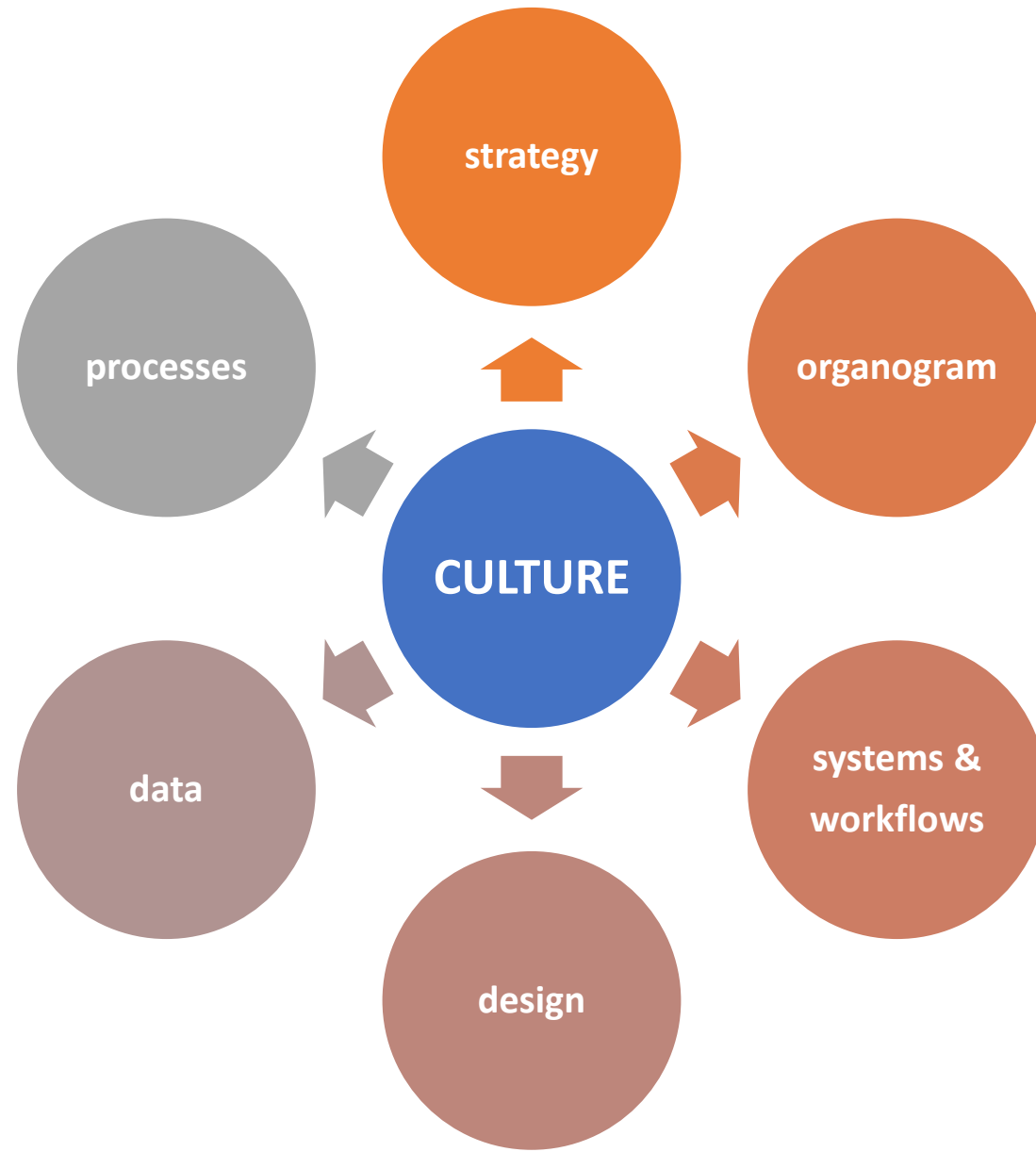
- Premium Digital Editor
- Chief Digital Officer
- Head of Data & Insights
- Snapchat Editor
- Cross Platform Content Editor

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

