Learning Loyalty

Studying engagement to grow digital subscriptions

TAMPA BAY TIMES
Conan Gallaty
Chief Digital Officer
DIGITAL SUBSCRIPTIONS – National success

New York Times subscribers

- Digital subscription growth from 2012 to 2018
- Print subscription decline from 2012 to 2018

Source: the company

WSJ Subscriber Volumes

- FY15 Q4: 1,890 (Digital 1,137, Print 753)
- FY16 Q4: 2,035 (Digital 1,087, Print 948)
- FY17 Q4: 2,277 (Digital 1,007, Print 1,270)
- FY18 Q4: 2,475 (Digital 885, Print 1,590)

Note: The bar charts show thesubscriber volumes for the respective fiscal quarters, with Digital and Print subscriptions depicted in different shades. The trends indicate a significant shift towards digital subscriptions.
... starts to become regional

The Boston Globe now has more online subscribers than print ones
So what’s the local potential?

Most local media have converted 0.5% to 1.5% of digital audience

<table>
<thead>
<tr>
<th></th>
<th>Audience converted</th>
<th>Total dig subs</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSJ</td>
<td>4.5%</td>
<td>1.6M</td>
</tr>
<tr>
<td>NY Times</td>
<td>3.6%</td>
<td>3.3M</td>
</tr>
<tr>
<td>Boston Globe</td>
<td>2.3%</td>
<td>114,000</td>
</tr>
<tr>
<td>Minneapolis Star Tribune</td>
<td>1.3%</td>
<td>60,000</td>
</tr>
<tr>
<td>Gatehouse</td>
<td>0.9%</td>
<td>171,000</td>
</tr>
<tr>
<td>Seattle Times</td>
<td>0.6%</td>
<td>42,000</td>
</tr>
<tr>
<td>Dallas Morning News</td>
<td>0.4%</td>
<td>30,000</td>
</tr>
<tr>
<td>Tampa Bay Times</td>
<td>0.2%</td>
<td>9,000</td>
</tr>
</tbody>
</table>

But conversions take time and growth has not peaked
Tampa Bay Times Goal

GOAL: Acquire 50,000 digital subscriptions by end of 2021

Guidelines

• Generate $5.4M in annual revenue
• Keep churn to less than three percent each month
• Focus on engagement tactics for retention
Tampa Bay Times Goal

Active Digital Subscribers vs Goal

8,949 17.9%

50,000 Goal
Acquisition funnel

- **6,305,426** Unique Visitors - Last 30 Days
- **189,246** Gateway
- **31,600** Offer Presented
- **9,110** Checkout Started
- **1,781** Subscription Success

**Goal = 7%**

- **1,2%** % of Gateway
  - Goal = 1%
Gateways per day
<table>
<thead>
<tr>
<th>Avg. Per User per Month</th>
<th>NON-ENGAGED</th>
<th>FLYBYS</th>
<th>DABBLERS</th>
<th>STABLE USERS</th>
<th>ENTHUSIASTS</th>
<th>FANATICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL USERS</td>
<td>1,512,247</td>
<td>1,309,765</td>
<td>507,875</td>
<td>170,848</td>
<td>80,035</td>
<td>22,881</td>
</tr>
<tr>
<td>PAGEVIEWS</td>
<td>1.0</td>
<td>1.3</td>
<td>2.8</td>
<td>8.0</td>
<td>28.7</td>
<td>108.1</td>
</tr>
<tr>
<td>ARTICLE PAGEVIEWS</td>
<td>0.5</td>
<td>0.7</td>
<td>1.3</td>
<td>3.5</td>
<td>10.9</td>
<td>31.6</td>
</tr>
<tr>
<td>VISITS</td>
<td>1.0</td>
<td>1.1</td>
<td>1.5</td>
<td>3.5</td>
<td>11.4</td>
<td>28.8</td>
</tr>
<tr>
<td>TIME PER VISIT</td>
<td>00:00</td>
<td>02:07</td>
<td>05:50</td>
<td>06:43</td>
<td>06:28</td>
<td>07:25</td>
</tr>
<tr>
<td>SCROLL DEPTH</td>
<td>0%</td>
<td>27%</td>
<td>43%</td>
<td>41%</td>
<td>43%</td>
<td>49%</td>
</tr>
<tr>
<td>AD REVENUE</td>
<td>$0.02</td>
<td>$0.02</td>
<td>$0.05</td>
<td>$0.13</td>
<td>$0.47</td>
<td>$1.78</td>
</tr>
<tr>
<td>UNIQUE DAYS</td>
<td>1.0</td>
<td>1.2</td>
<td>1.5</td>
<td>1.9</td>
<td>4.0</td>
<td>8.0</td>
</tr>
<tr>
<td>% KNOWN USERS*</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.1%</td>
<td>0.4%</td>
<td>2.3%</td>
<td>5.2%</td>
</tr>
<tr>
<td>COOKIES PER KNOWN USER</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>2.4</td>
<td>2.2</td>
</tr>
</tbody>
</table>

*logged in users on web
DIGITAL SUBSCRIPTIONS

All Users

- Flybys: 36%
- Stable Users: 14%
- Dabblers: 2%
- Enthusiasts: 1%
- Non-Engaged: 42%

All Pageviews

- Fanatics: 23%
- Stable Users: 16%
- Dabblers: 13%
- Non-Engaged: 13%
- Enthusiasts: 14%
- Flybys: 21%
- Fanatics: 23%
- Stable Users: 13%
- Dabblers: 13%
- Non-Engaged: 13%
- Enthusiasts: 21%
TAMPABAY.COM AUDIENCE & GROWTH

Pageviews vs Unique Visitors

1.7 pageviews per visitor

5.9 pageviews per visitor
Customer lifecycle

- Anonymous
  - Introduce value proposition

- Medium propensity
  - Engage, register, newsletter
  - Acquire via paywall or email

- High propensity
  - Churn prevention, continuous engagement
  - Strengthen value proposition

- New subscriber

- Retained subscriber
<table>
<thead>
<tr>
<th></th>
<th>Known</th>
<th>Unknown</th>
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</thead>
<tbody>
<tr>
<td>Articles per visitor</td>
<td>5.5</td>
<td>1.3</td>
</tr>
<tr>
<td>Ads seen per visitor</td>
<td>50.5</td>
<td>6.9</td>
</tr>
<tr>
<td>Visits per visitor</td>
<td>6.0</td>
<td>1.4</td>
</tr>
<tr>
<td>Total time per visitor</td>
<td>11:49</td>
<td>2:41</td>
</tr>
<tr>
<td>Average page depth</td>
<td>82%</td>
<td>39%</td>
</tr>
</tbody>
</table>
### Digital Subscriptions

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Print Subs</td>
<td>171,138</td>
</tr>
<tr>
<td>Digital Subs with Login</td>
<td>110,945</td>
</tr>
<tr>
<td>Registered</td>
<td>20,361</td>
</tr>
<tr>
<td>Logged in within last 30 Days</td>
<td>44,133</td>
</tr>
</tbody>
</table>

#### Engagement Rate
- Registered: 20,361 (0.00% - 100.00%)
- Activated: 40,722 (0.00% - 70.00%)
- Engagement Rate: 39.78%  (0.00% - 100.00%)
ENGAGEMENT

DISTRIBUTION OF VISITS OVER LAST 30 DAYS

- 02 to 10 Logins a month: 57.53%
- 01 Login a month: 28.77%
- 11 to 20 Logins a month: 6.85%
- 21 to 30 Logins a month: 6.85%
CANCELLATION/ENGAGEMENT RATIO

ENGAGEMENT AT CHURN

- 01 Login: 2.32%
- 02 to 10 Logins: 6.13%
- 11 to 20 Logins: 3.67%
- 21 to 31 Logins: 4.63%
- No Login: 83.25%
Tampa Bay Times Digital Subscriber Journey

Cumulative Total  Cumulative Added  Cumulative Lost
DIGITAL SUBSCRIPTIONS – Audience Overview

What's the "gender" split?
Let's be real, this is oversimplified.

What devices are people using?
Don't forget to be mobile friendly.

What are their interests?
Google's best guesses.

Where do they live?

How old are users?
DIGITAL SUBSCRIPTIONS

Subscribers

Active Digital Subscribers vs Goal
150,000 Goal

8,219 16.44%

Subscribers and Forecast by Date

48K

8219 156 85
Active Subscri... This Week's St... This Week's Stops

4,153 1,450 = 2703
2019 Starts 2019 Stops 2019 Net

Starts, Stops and Churn

Cumulative Total, New, and Lost Subscribers

Cumulative Total: 19,237
Cumulative Added: 8,299
Cumulative Lost: 11,018
DIGITAL SUBSCRIPTIONS

- Starts
- Net
- Churn/%
THANK YOU

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