

PROJECT KOOKABURRA

Testing new business models for regional publishers
March to October, 2020

KOOKABURRA ESSENTIALS

“Publishers that do well on the internet
experiment and test. Test, test, test!”

Richard Gingras, VP of News, Google

Get everyone on the bus

We're on the same journey.

We all want to succeed.

We all have a role to play.

When teams are aligned, things go right.



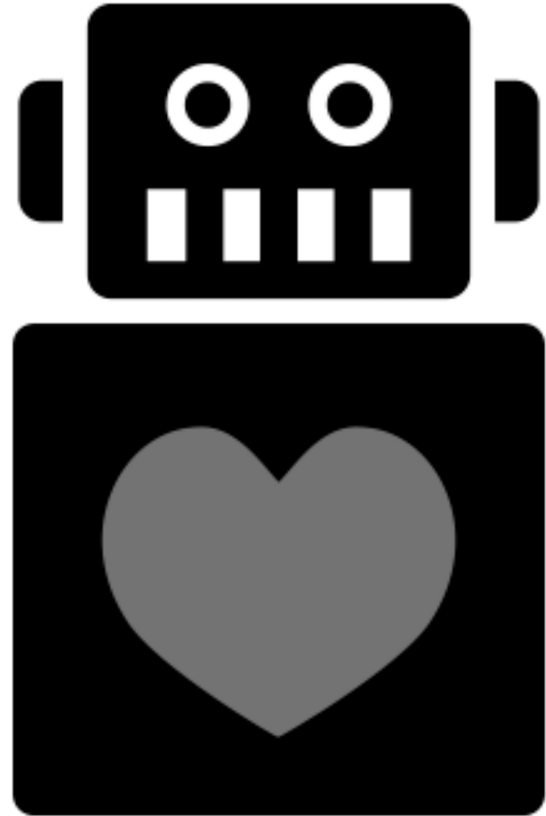
Ensure the tech makes life easier

Great tech gets out of the way.

Great tech allows you to focus on priorities.

Great tech helps you know your audience.

Make sure everyone has access to the tech.



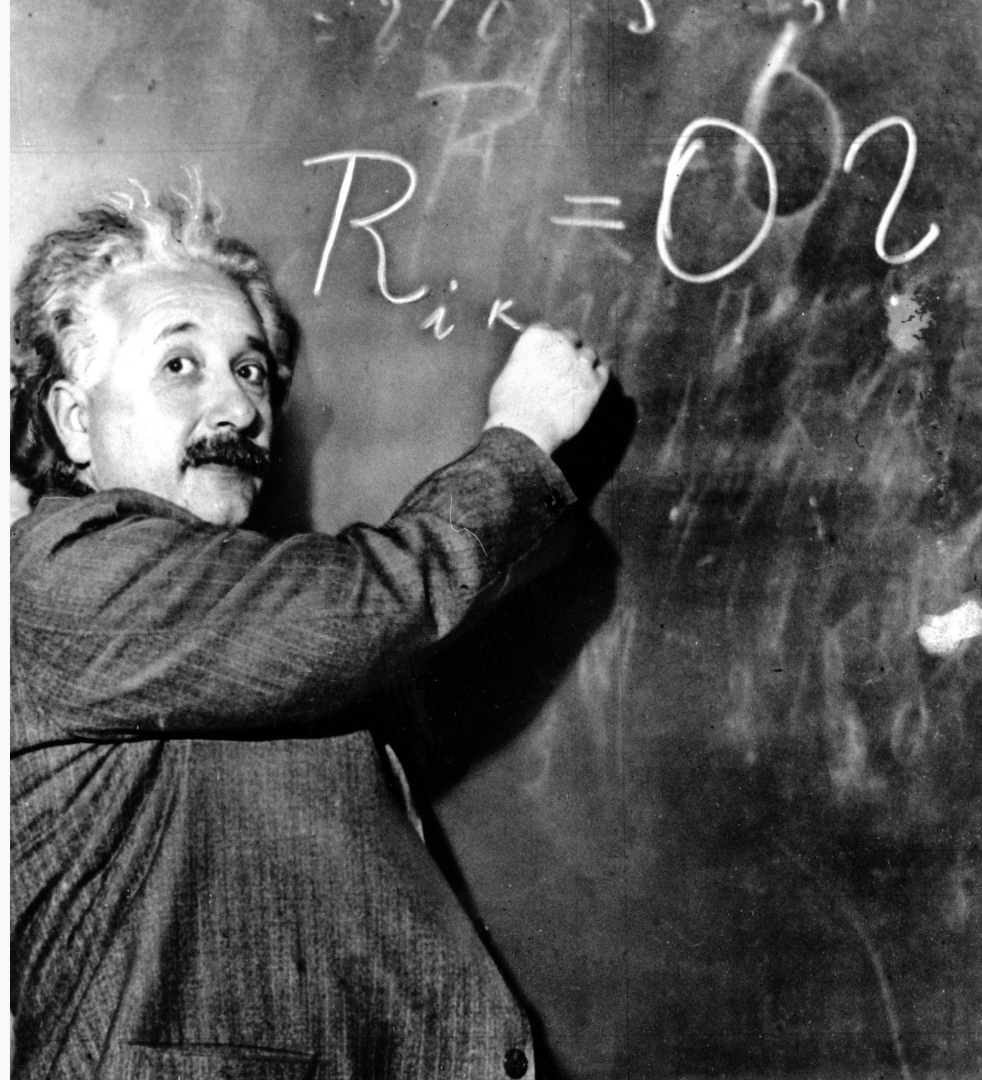
Make decisions based on data

Focus on the metrics that matter.

Learn from content that works, and doesn't.

Growth doesn't happen by accident.

Test and learn as we experiment.



Utilise a funnel approach

Raise awareness of your new offering.

Understand and solve readers problems.

Build regular habits and inspire loyalty.

Once you've built a loyal, engaged audience,
convert it to financial support.



Obsess over the **user experience**

Put your audience first.

Ensure readers can find relevant content.

Ensure the content is accessible for all.

Make sure it works on mobile!



Treat readers like royalty

Learn how your audience behaves.

Ask what they value about your content.

Ask them what they want to know.

Understand what loyal readers read most.



Listen to them

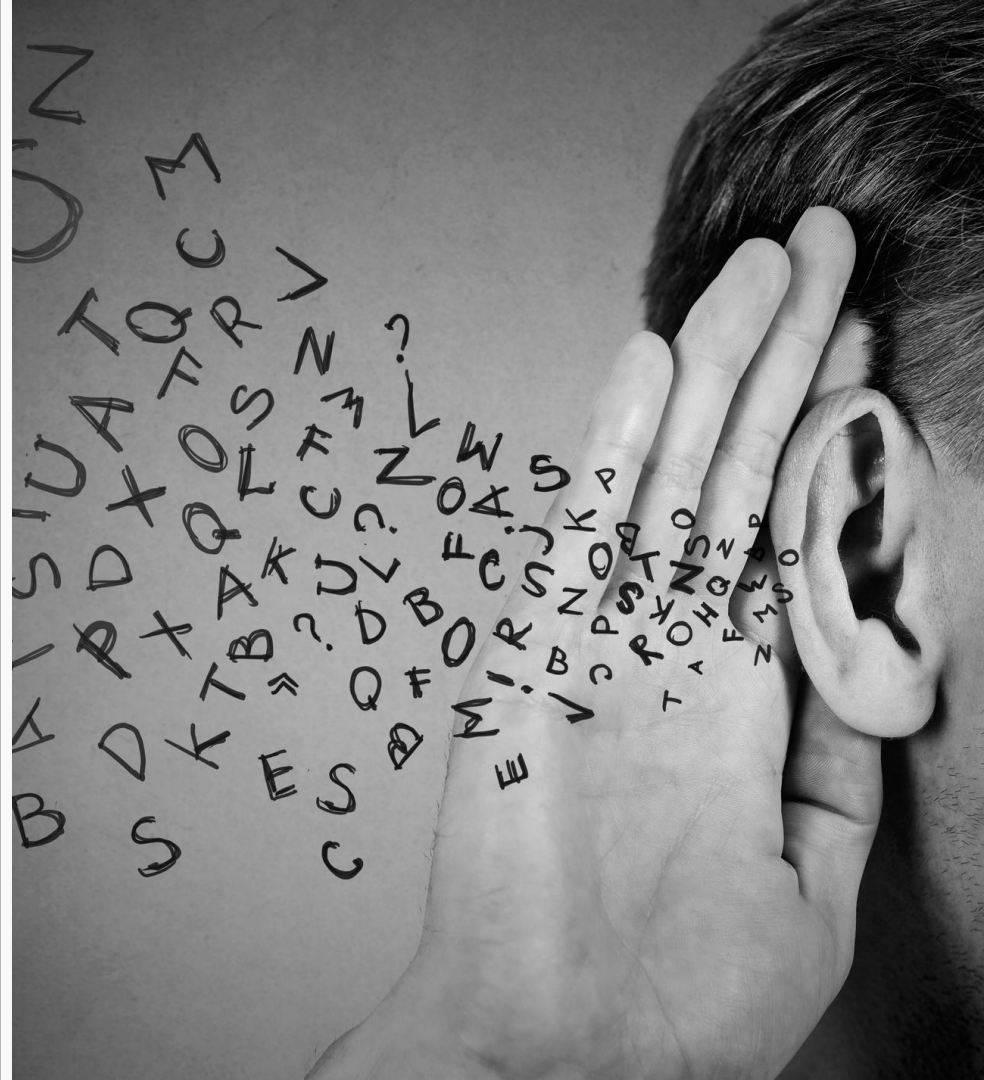
Really listen!

Cultivating audience loyalty is key.

Ask your readers what they want.

Listen to and understand their answers.

Respond to their needs.



The future is
audience-first!

KOOKABURRA TRENDS

State of play in the USA

Enormous business challenges pre-corona.

NewMedia + McClatchy, 700 papers, \$800m.

8000 journalism layoffs in 2019 alone.

New York Times, Washington Post and the Wall Street Journal are success stories.

The New York Times

More Than 1 in 5 U.S. Papers Has Closed. This Is the Result.

Readers across the country told us how they were affected by the decline of local news: “Our community does not know itself.”

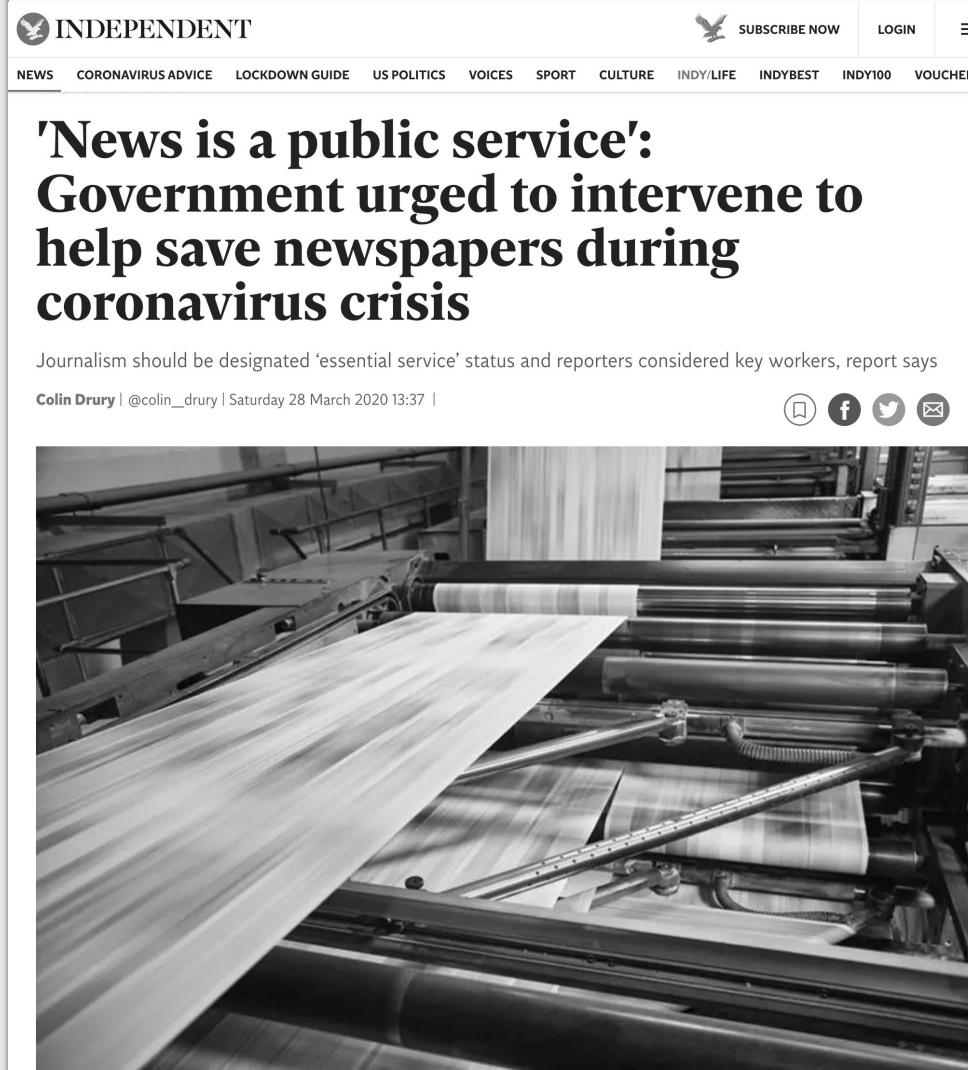


State of play in the UK

From 2005 to 2019 there has been a net loss of 245 UK local newspaper titles.

Sales of local papers have plunged: they fell by roughly half between 2009 and 2019.

Print advertising revenues have fallen even faster, declining in a decade by 69%.



'News is a public service': Government urged to intervene to help save newspapers during coronavirus crisis

Journalism should be designated 'essential service' status and reporters considered key workers, report says

Colin Drury | @colin_drury | Saturday 28 March 2020 13:37 |

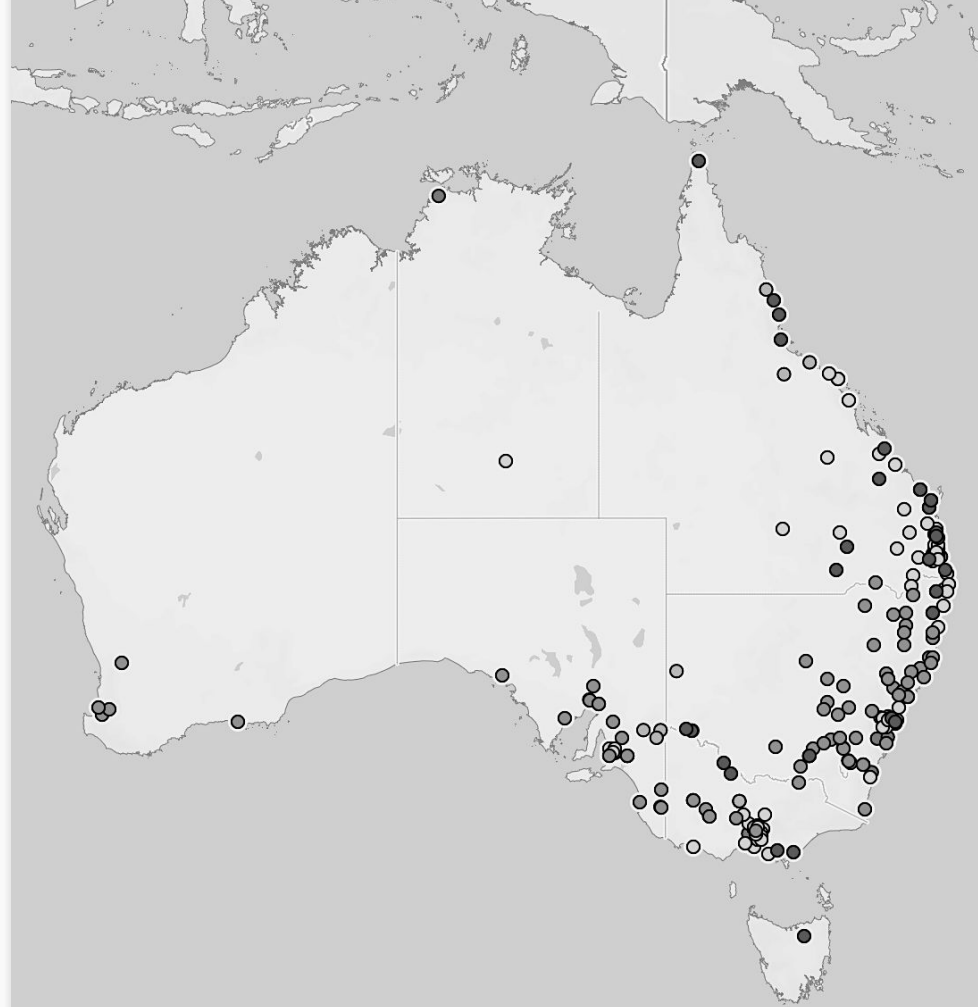


State of play in Australia

Between 2009 and 2019 106 local and regional newspapers closed.

21 LGAS without newspaper coverage.

And then came coronavirus. Today, 200+ publications are closed or suspended.



Success stories What's working?

Making more from digital than print.

Making more from readers than advertising.

Achieving net revenue growth.

*Financial Times, Guardian, The Times, the
Boston Globe* (technically a local paper!)

The Guardian

(actually makes money now)

The Boston Globe

The local ecosystem Fighting good fight

Big innovation communities in US + Europe.

Organisations such as Poynter, Local Media Consortium and the Local Media Association help publishers discover new and sustainable business models.

Big culture of experimentation and sharing.

**SUPPORT
LOCAL
NEWS**

SUBSCRIBE. DONATE. ADVERTISE.

During times of crisis, crucial information about your community comes from local reporters.

Case study:

Reader revenue

Shawnee Mission Post in Kansas is thriving
– by embracing a paywall strategy.

Hit milestone of 1,000 online subscribers at
USD \$5.95 pcm in their first three months.

Now 2750+ subs = \$200k of annual revenue.



*Thank you, 🙌
subscribers!*

Case study: Newsletters

Newsletters encourage loyalty + are a path to monetisation (via ads or subscriptions).

People who receive a newsletter are 5 to 10x more likely to subscribe to news product.

Highly segmented, high open rates if product is good, can be a super premium opportunity.



Case study: Obituaries

A rare growing revenue stream.

USD \$500 million in total annual revenue.

Revenue per obituary ranges from \$300 to \$485 depending on the size of the market.

Vermont Digger makes \$50k from obits:
enough to fund a full-time reporter position.



Case study:

Diversified revenue

Charlotte Agenda built deep relationships with local advertisers – and a big footprint.

27 online sponsorships with local businesses, fixed yearly commitment, like sports sponsor. Jobs board generating \$100k per annum.

Lifestyle-focused \$60 subscription program offering access to events, 800+ members.



Our Partners



OrthoCarolina



The Redbud Group



Atrium Health



Coca-Cola Consolidated



Bojangles



Sonic Automotive



Charlotte Eye Ear Nose &
Throat Associates



Charlotte Motor Speedway



Northwood Office



Bank of America



California Closets



Wyndham
Capital Mortgage



Criswell & Criswell Plastic
Surgery



Diamonds Direct
SouthPark



James, McElroy
& Diehl, P.A.



Killingworth
Environmental



Charlotte Center
City Partners



Charlotte Country
Day School



Charlotte Regional
Visitors Authority



Fisher, P.A.



The Mint Museum



Northwood Ravi



Pearl. Dentistry Reimagined



Red Ventures



UNC Charlotte



Lowe's



Discovery Place Science

“A good newspaper shows you
how you’re related to people you
didn’t know you were related to.
It gets you back to your sense of place.”

Penny Abernathy, Knight Chair in Journalism, UNC

KOOKABURRA

DIGITAL SALES 101

Digital ad market

On the Up and Up

\$9.3bn in 2019 (up 5.6%), according to IAB.

Top categories = Auto, Real Estate, Retail.

Search 45%, Display 37%, Classifieds 18%.

Online video is fastest growing category:
Video 44%, Content 35%, Banners etc 20%.



Digital sales principles

Provide relevant data insights.

Educate your local market.

Create dashboard, tracking opportunities.

Communicate, communicate, communicate!

Audience Insights

Age



● 25-34	37%
● 35-44	21%
● 45-54	15%
● 55-64	11%
● 18-24	10.5%
● 65+	5.5%

[VIEW AUDIENCE INSIGHTS](#)

Digital media products

You can sell a variety of different formats.

Leaderboard (top of page, desktop + mobile).

Banner (standard and large, in article).

MREC (above fold, right side of page).

AAP STUDIO website advertising formats



AD SIZES

Type	Size (W x H pixels)	Keywords (must be added in this order)
Banner 1 desktop	728 x 90 (standard leaderboard) 970 x 90 (large leaderboard) 970 x 250 (billboard)	banner-1 desktop default
Banner 1 mobile	320 x 50 (standard mobile banner) 320 x 100 (large mobile banner)	banner-1 mobile default
Banner 1 tablet	728 x 90 (standard leaderboard)	banner-1 tablet default
Banner 2 desktop	Same as banner 1	banner-2 desktop default
Banner 2 mobile		banner-2 mobile default
Banner 2 tablet		banner-2 tablet default
Banner header desktop	Same as banner 1	banner-head desktop default
Banner header mobile		banner-head mobile default
Banner header tablet		banner-head tablet default
Banner footer desktop	Same as banner 1	banner-foot desktop default
Banner footer mobile (optional fixed)		banner-foot mobile default
Banner footer tablet		banner-foot tablet default
Banner in-article desktop	728 x 90 (standard leaderboard)	banner-story desktop default
Banner in-article mobile	320 x 50 (standard mobile banner)	banner-story mobile default
Banner in-article tablet	728 x 90 (standard leaderboard)	banner-story tablet default
Half-page (no scroll) desktop	300 x 600	hpage-1 desktop default
Half-page (scroll) desktop	300 x 600	side-fix-1 desktop default
Mrec 1 desktop	300 x 250 (standard) 300 x 440 (max height)	mrec-1 desktop default

Segment your advertising market

Divide target market into defined categories.

Identify niche market opportunities.

Understand your customers needs.

Articulate how you can help solve them.



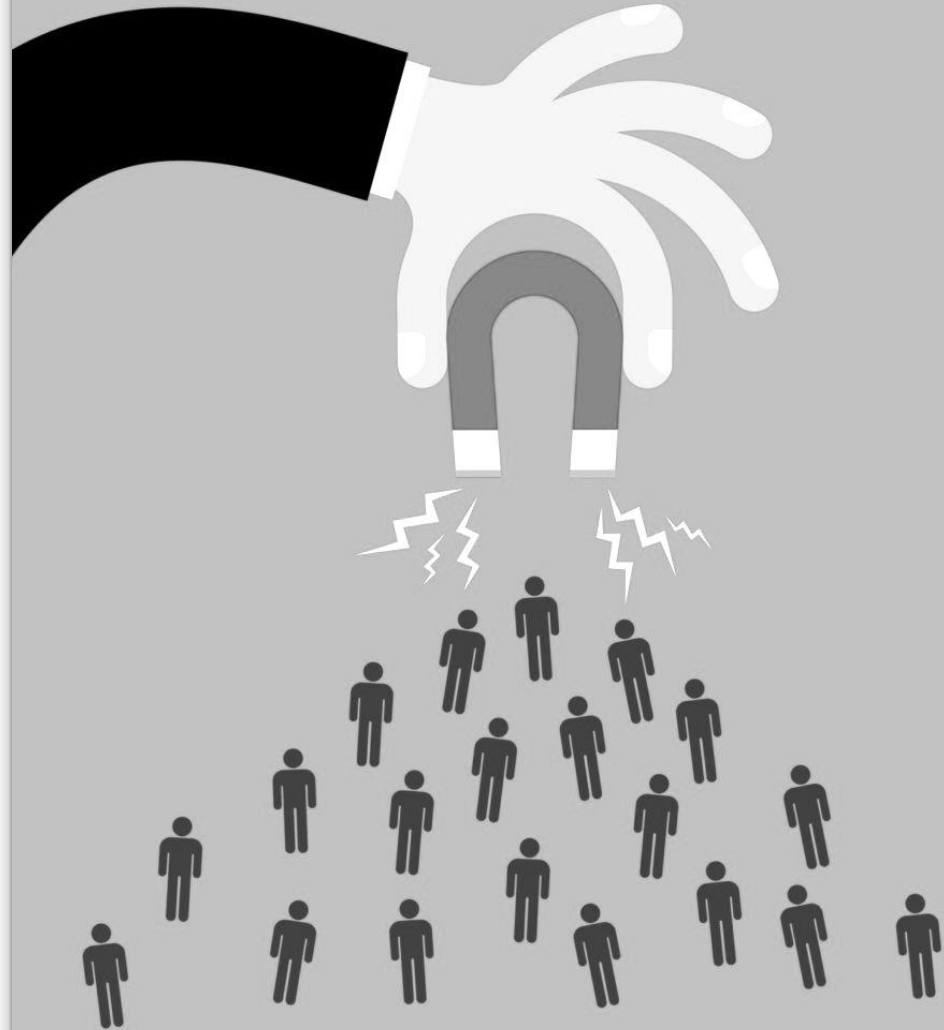
Refine your **Go To Market**

Affirm your brand values.

Be specific about your value proposition.

Differentiate your brand from competitors.

Attract and convert quality leads.



Why YOU?

Key messages for advertisers

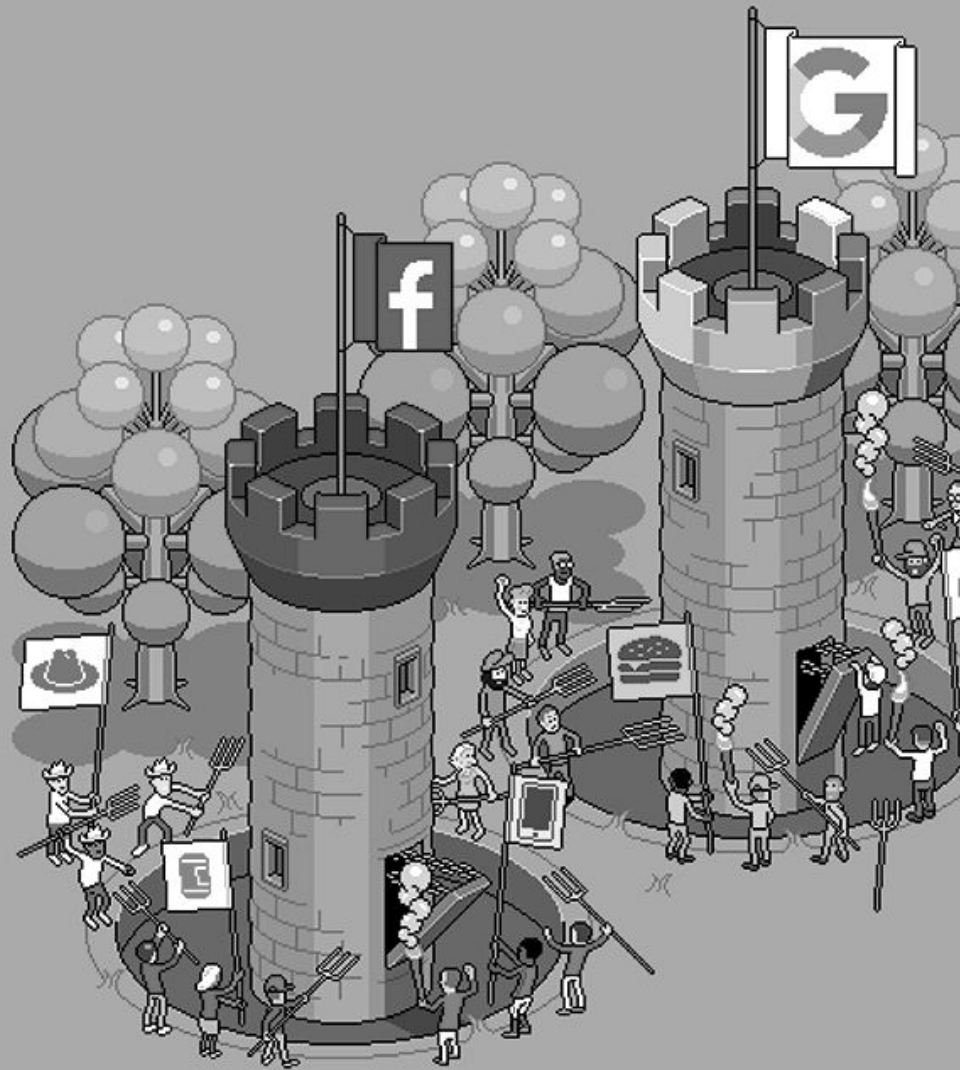
Key messages for advertisers

Brand safe environment

Highly targeted, local content

Engaged, regular audience

Local business supporting local businesses



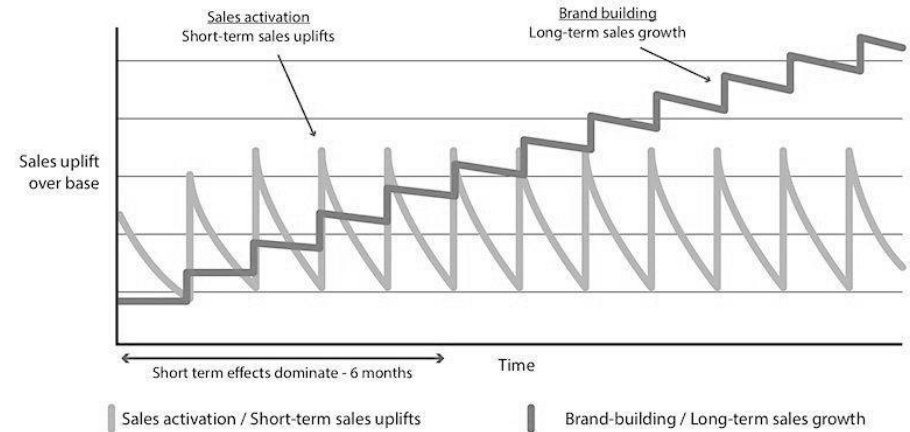
Measuring ad effectiveness

Your advertisers should balance short-term campaigns with long-term strategy.

Two paths to growth: sales activation and brand building. You want to do both.

Repeat, repeat, repeat. Frequency is essential to the success of any ad campaign.

Brand-building and sales activation work over different timescales



Source: Les Binet and Peter Field, *Media in Focus: Marketing Effectiveness in the Digital Era*, IPA, (Figure 02)



“Any idiot can do short-term.
Any idiot can do long-term.
The trick is to do both.”

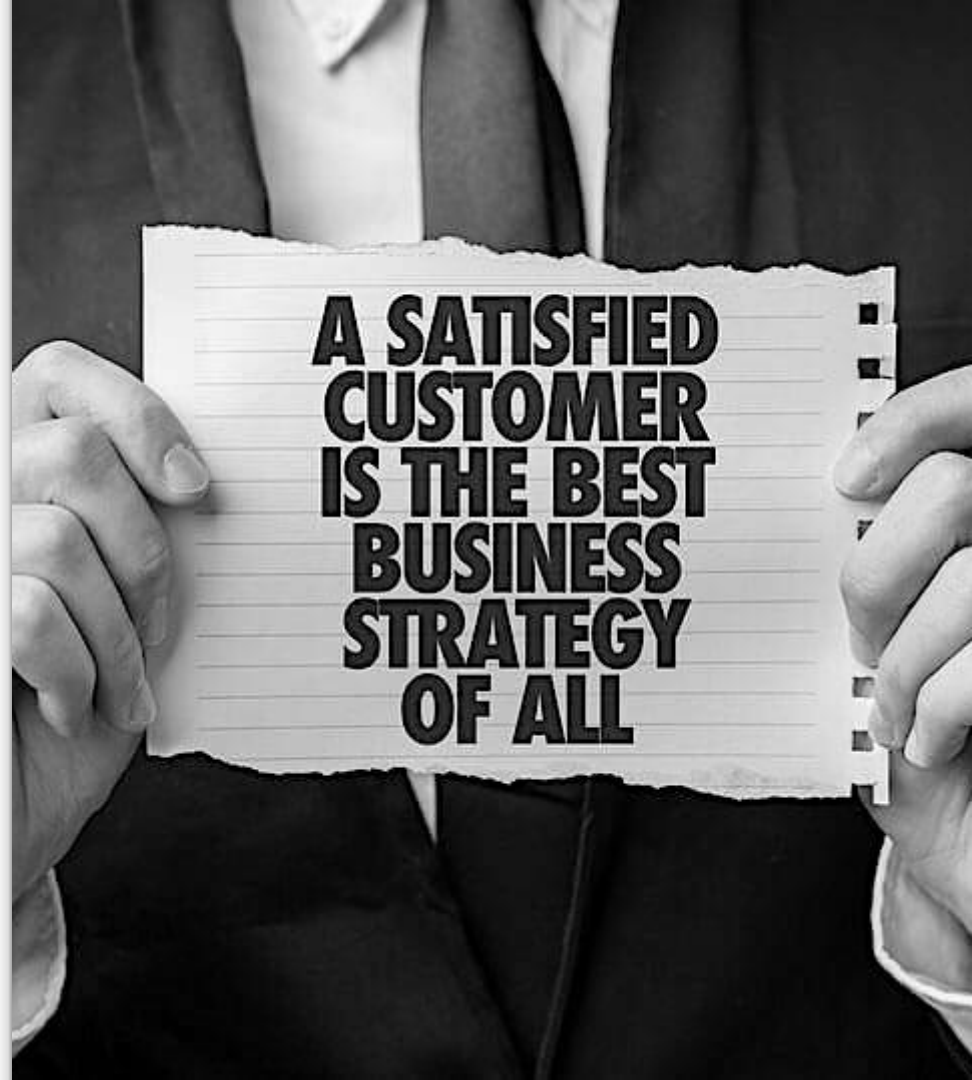
Hugh Johnson, Chief Financial Officer, Pepsico

Reporting your ad performance

Track and report on your ad campaigns.

Demonstrate campaigns are performing
the way your customer expects them to.

Show ROI. Keep your customers happy!



KOOKABURRA

YOUR EXPERIMENT

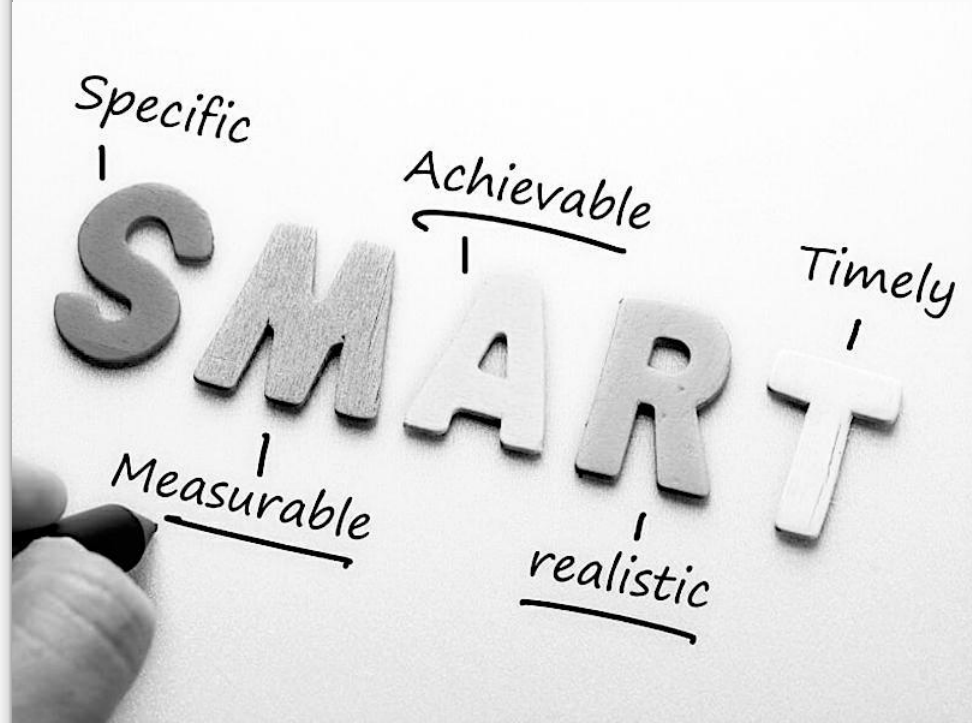
Reinforcing your **test-and-learn**

What?

Trial a new business model designed for your current and future operating environment.

Why?

To gain insights to drive your business forward: and help other regional publishers!



Specific

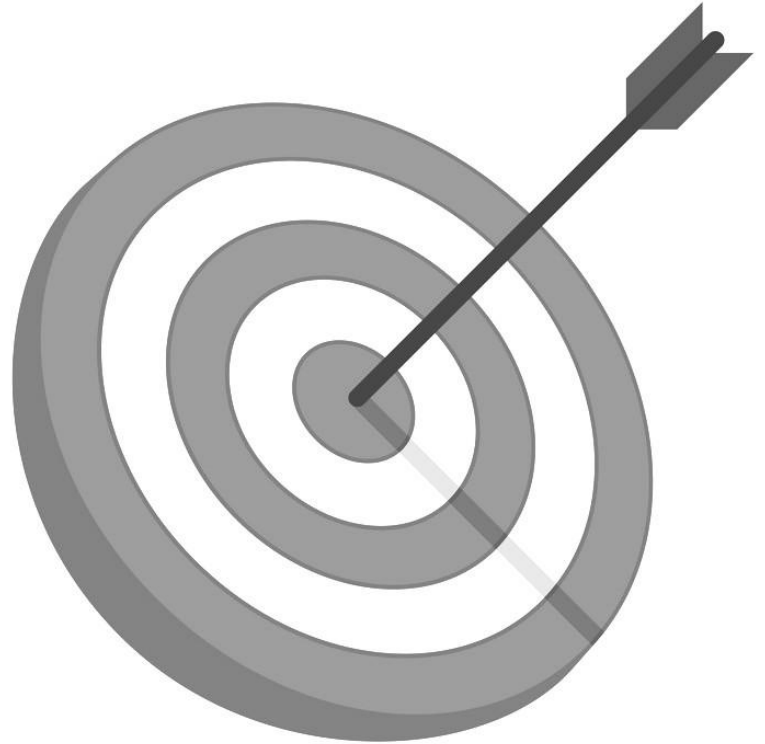
What's the plan?

What exactly are we going to do?

Who is involved?

When are we doing it?

Why is this important?



Measurable Tracking progress

How will we set quantifiable metrics?

What specific data will we track?

How will we know we've succeeded?

What is the key success metric?



Attainable Nailing it

What tasks do we need to complete?

Do we have the resources we need?

If not, how will we get them?

Do we need any specific training? Tech?

Who is responsible for each task?

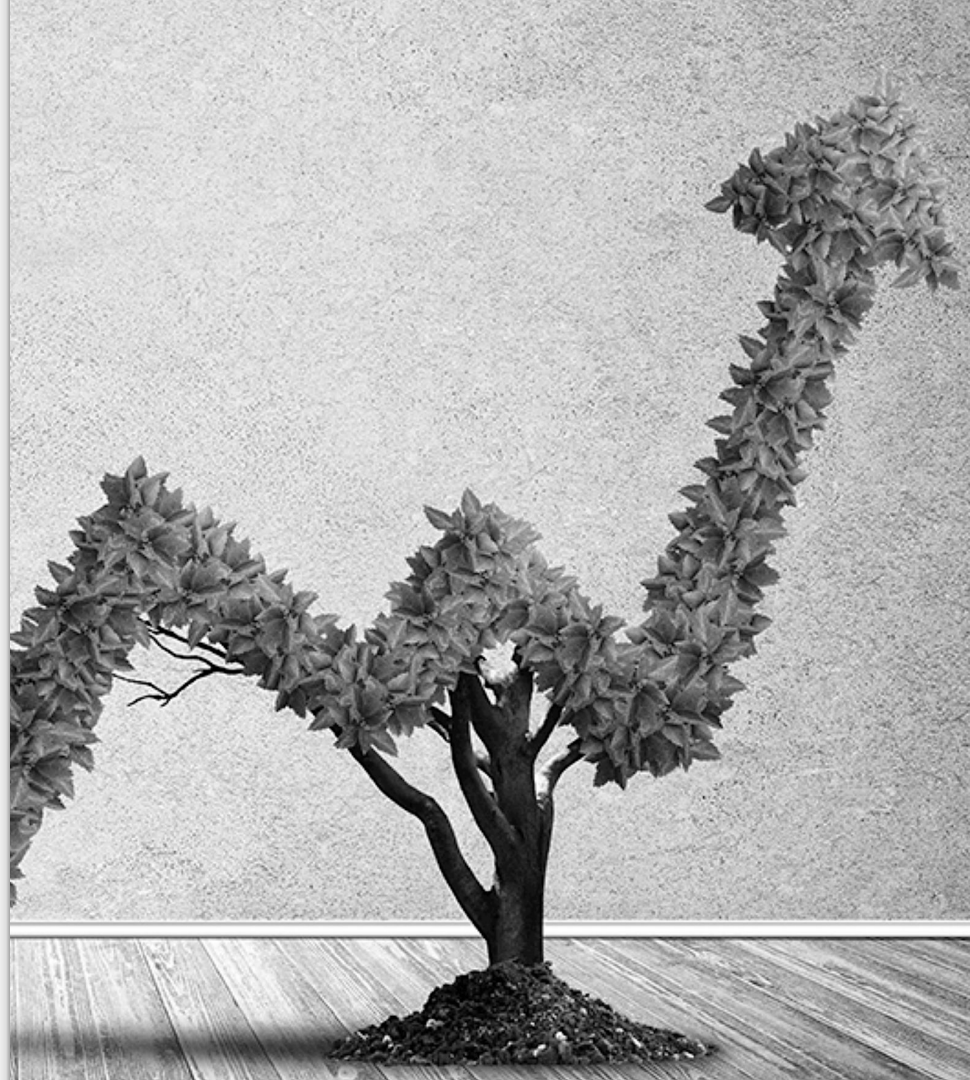


Relevant Aligning with goals

Does the plan fit with key goals?

Will insights help drive business forward?

Is it a worthwhile use of team time?



Timely

What's the deadline?

What are the key deliverables?

When do we need to get them done?

The beauty of a Kookaburra experiment is that it's finite! Pick a time in the future – 3 months, 6 months – and aim to do a full review of your experiment outcomes then.



Checklist for publishers

Get everyone on the bus ✓

Ensure the tech makes life easier ✓

Use a funnel approach ✓

Make decisions based on data ✓

Obsess over the user experience ✓



Thanks for your time!

Megan Brownlow and Simon Crerar.

PROJECT KOOKABURRA

