



Managing the Platforms

Digital Media Europe

April 2018

...7 months ago...

New York Times + Platforms

WAN IFRA Visit
October 2017



Broad Off Platform Approach

Assess opportunities through the lens of consumer revenue first and foremost

Measurable engagement tied to revenue-related performance goals

This gives us guidance on what we will -- and importantly, won't -- engage with

Where we see opportunities for testing and think future potential is promising we are willing to experiment but will negotiate commitments to revenue to cover the differential/value of content

Not all platforms play the same role

We have to be thoughtful about what platforms contribute and how to exploit it

We are now operationalizing this

Operations and Newsroom partnership to develop distribution strategies by platform
Also important is connecting our distribution to the work we're doing on community development

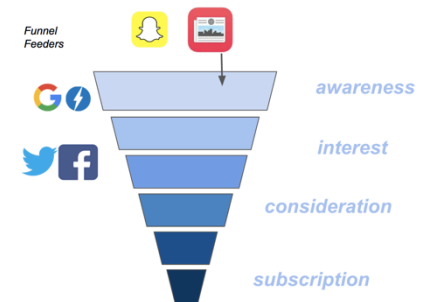
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October 2017 2

The roles the major platforms play

The Engagement Funnel is used to understand user propensity to subscribe/retain based on behaviors observed on our platform and products



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Today

- Internet research agency
- False news
- Anti-Semitic ad targeting
- Snapchat redesign
- Fake stories about breaking news
- Platform data harvesting
- Cambridge Analytica
- Messenger monitoring
- ~~270k accounts compromised~~
- ~~50m accounts compromised~~
- 87m accounts compromised
- Platform GDPR policies
- ...



The collage features several news articles:

- recode:** "Snapchat's redesign is baffling publishers" (MEDIA | SNAPCHAT | SOCIAL). Subtext: "Some publishers are seeing spikes. Others are seeing declines. Everyone is still trying to figure out Snapchat's new algorithm."
- MOTHERBOARD:** "Fake News About the Parkland Kids Is Still Going Viral on Facebook". Subtext: "Misleading stories from sketchy sites are..."
- ProPublica:** "Facebook Enabled Advertisers to Reach 'Jew Haters'" (MACHINE BIAS). Subtext: "After being contacted by ProPublica, Facebook removed several anti-Semitic ad categories and promised to improve..."
- recode:** "Facebook Says Cambridge Analytica Harvested Data of Up to 87 Million Users" (TECHNOLOGY). Subtext: "Leer en español". By Cecilia Kang and Sheera Frenkel, April 4, 2018.
- CNBC:** "Facebook saves extensive call, text data made by Android users" (TECH). Subtext: "TECH | MOBILE | SOCIAL MEDIA | ENTERPRISE | CYBERSECURITY | TECH GUIDE".
- Facebook:** "Facebook suspends 273 accounts and pages linked to Russian misinformation agency" (TECH | FACEBOOK | ENTERPRISE). By Adl Robertson, Apr 3, 2018, 6:22pm EDT.
- SLATE:** "What We Know About How Russia's Internet Research Agency Meddled in the 2016 Election" (FUTURE TENSE). By April Glaser, Feb 16, 2018, 6:42 PM.
- The New York Times:** "It's True: False News Spreads Faster and Wider. And Humans Are to Blame." (TECHNOLOGY). By Steve Lohr, March 8, 2018.

The beginning: simpler, symbiotic times

2007

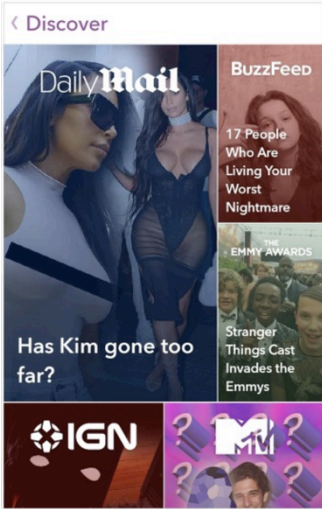
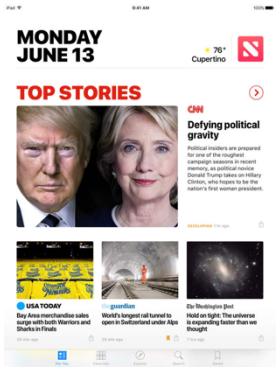
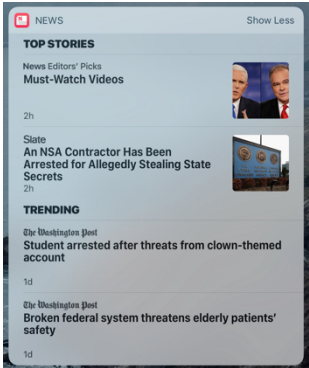
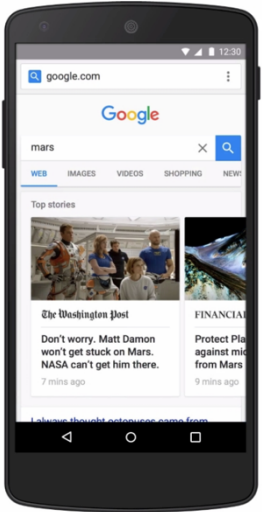
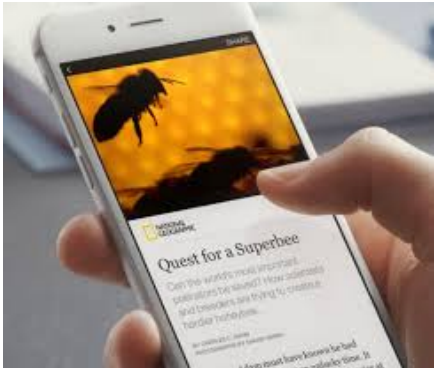


Recently: sharp, contrasting turns

2015



News



The New York Times

We are in the business of readers

2015



Our Path Forward

October 7, 2015

From our earliest days, The New York Times has committed itself to the idea that investing in the best journalism would ensure the loyalty of a large and discerning audience, which in turn would drive the revenue needed to support our ambitions. This virtuous circle reinforced itself for over 150 years.

And at a time of unprecedented disruption in our industry, this strategy has proved to be one of the few successful models for quality journalism in the smartphone era, as well.

The New York Times

Our focus dictates how we work

2017

Operational (day-to-day)

Exploit the value of the platforms for what they can offer to drive our consumer business.

- Optimize feeds
- Build user engagement from referrals
- Drive virtuous behaviors (newsletter sign-ups, downloads)
- Exploit as a marketing channel

Strategic (longer-term)

Prioritize the products that are core to our strategy, and work with the platforms to influence their activities.

- First Click Free
- Subscribe with Google
- Apple News Subscriptions UX

Operational (day-to-day) Approach

2017

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Operationalize against platform goals

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Strategic (longer-term) Approach

2017

Direct relationship with the customer

Ownership of the relationship with the customer, including contact data, pricing, bundling, customer experience, customer support

User insights

Connect user activities between the platforms and our own to understand path to engagement and cannibalization

Business drivers: branding, promotion, pricing, paywall

Control over branding and promotion, messaging, pricing of our bundles, levers that drive the business (eg. meter; gateway)

Where are we now?

Platforms are changing fast and slow

2018

- They have **woken up to their impact**:
 - on global politics,
 - divided communities,
 - human psyches,
 - news & publishing.
- They are **shifting toward quality news**.
- They are taking **small, directionally positive steps** in support of subscription businesses.
- They have **still not done enough**.

What is our path from here?

Future

- **Stay the operational + strategic course** for now.
- Remain **focused** on our journalistic and business goals.
- Invest in producing **quality journalism**.