



From data to value

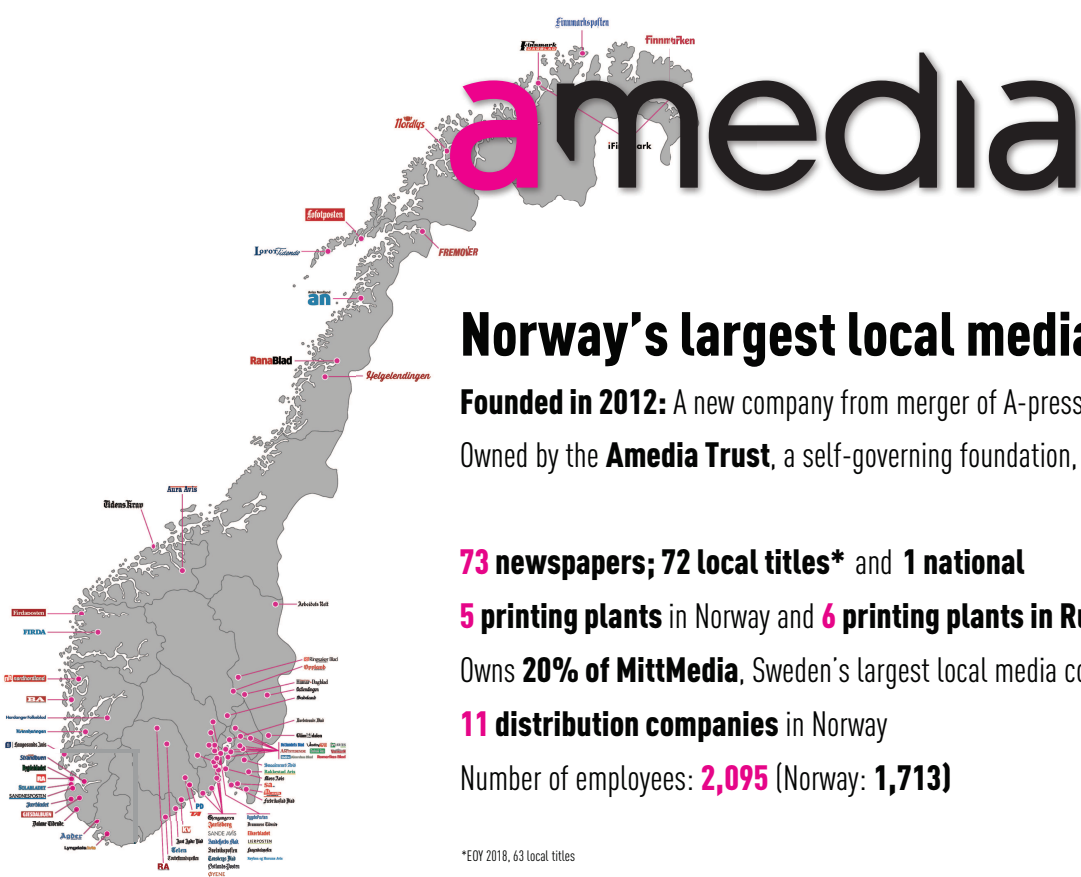
How data, insight and analysis inform Amedia's editorial development

Digital Media Europe, Vienna, April 1, 2019

Pål Nedregotten Executive Vice President

@nedregotten





Norway's largest local media company

Founded in 2012: A new company from merger of A-pressen and Edda Media

Owned by the **Amedia Trust**, a self-governing foundation, since 2016

73 newspapers; 72 local titles* and **1 national**

5 printing plants in Norway and **6 printing plants** in Russia

Owens **20% of MittMedia**, Sweden's largest local media company with **28 newspapers**

11 distribution companies in Norway

Number of employees: **2,095** (Norway: **1,713**)

*EOY 2018, 63 local titles

EBITDA 2018:

467m

NOK €48m
\$55m

Weekly reach

+ 30 %
2.2 mill

Digital ad growth

+ 40 %
NOK 427 mill
€44m, \$50m

Digital subscriptions

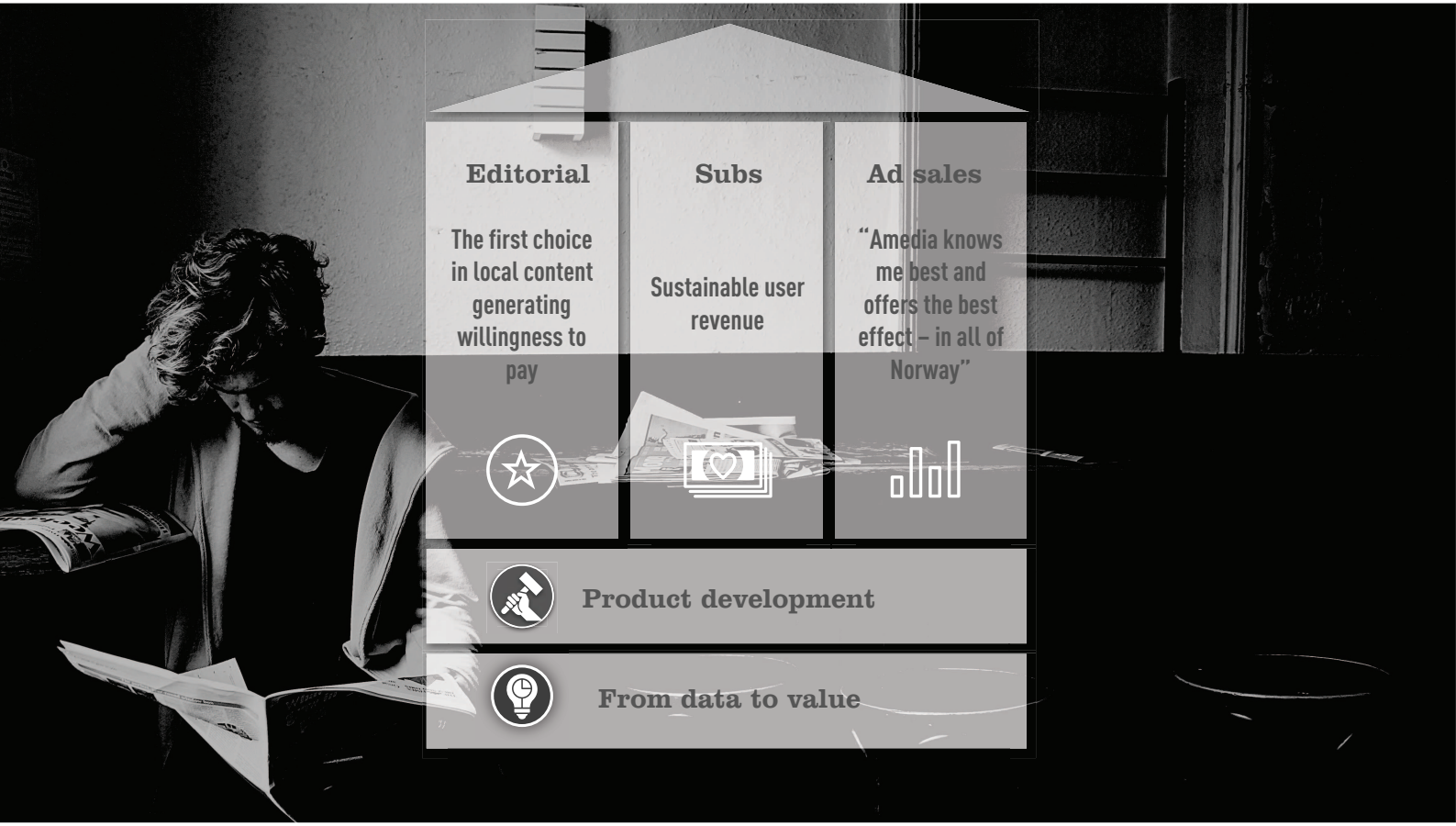
+ 30 %
212,000

Growing across the board

		2016	2017	2019*	
1	Increase in # of digital subscriptions	77,000	159,000	212,000	digital subscriptions
2	Increase in registered users tied to a subscription	435,000	540,000	680,000	digitally active, registered users tied to a subscription
3	Increase in logged-in share of page views	53 %	61 %	76 %	logged-in page views on the local papers
4	Increase in younger customers	61 %	69 %	69 %	of digital subscriptions purchased by customers <50 years
5	Improved per customer revenue on digital subscriptions	1,800	1,950	2,040	average yearly NOK in digital ARPU \$235/€210 for 2019
6	Profitable paper positions through cost adjustments	60	62	63	out of 64 newspapers profitable in 2018

* January 2019. Includes Nettavisen

amedia



Editorial

The first choice
in local content
generating
willingness to
pay



Subs

Sustainable user
revenue



Ad sales

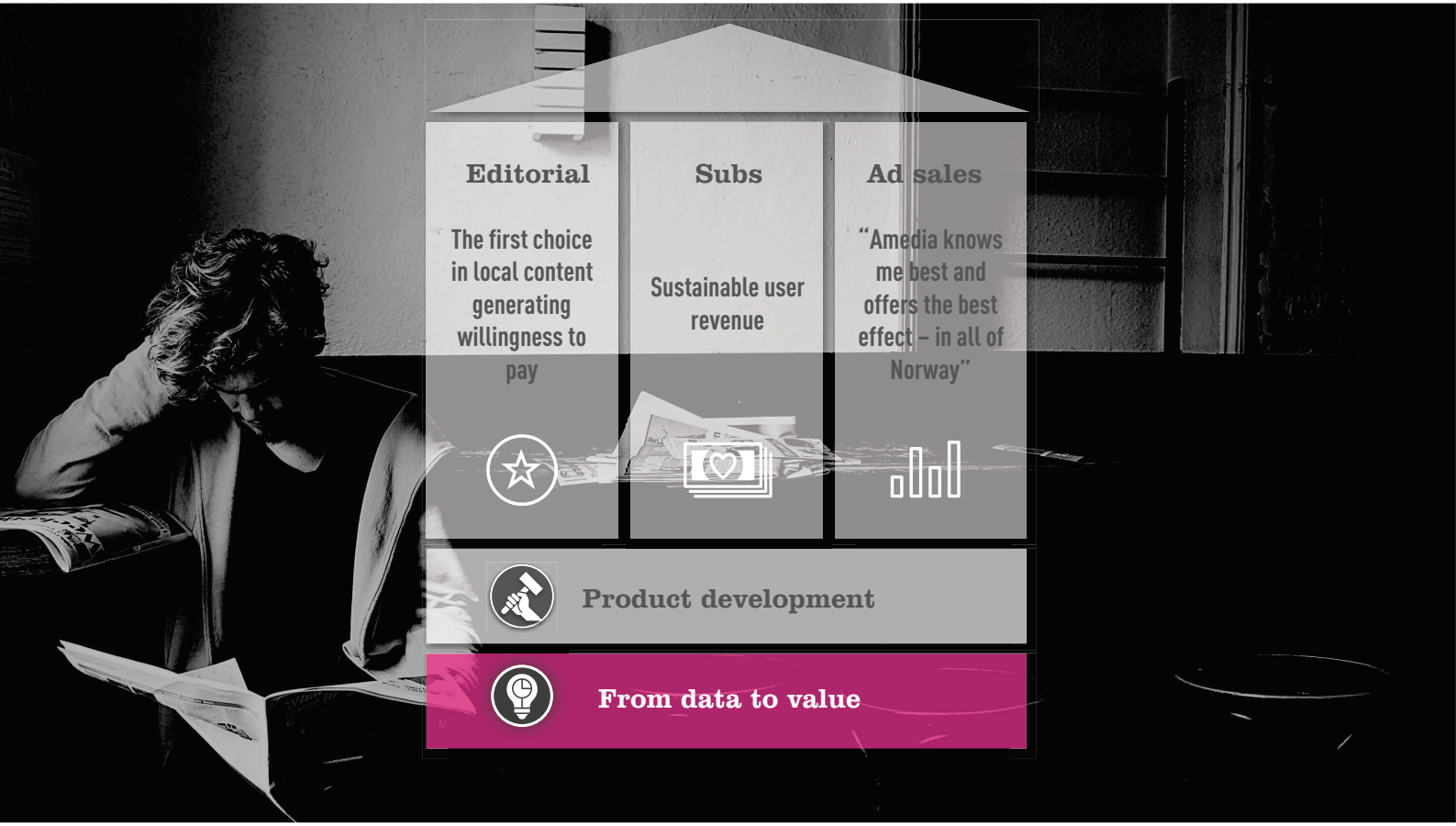
“Amedia knows
me best and
offers the best
effect – in all of
Norway”



Product development



From data to value



Editorial

The first choice in local content generating willingness to pay



Subs

Sustainable user revenue



Ad sales

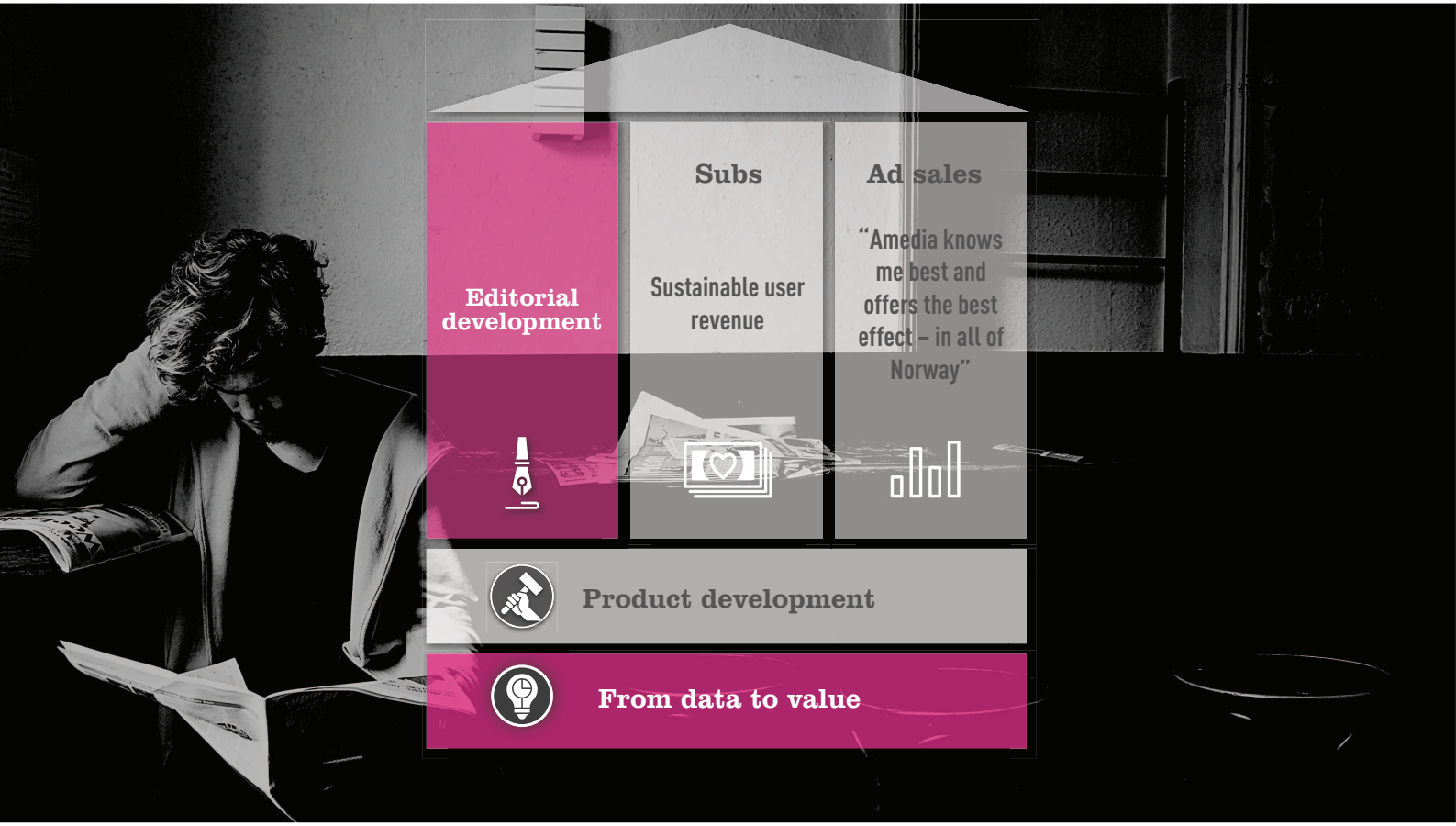
"Amedia knows me best and offers the best effect - in all of Norway"



Product development



From data to value




Editorial development




Subs

Sustainable user revenue



Ad sales

"Amedia knows me best and offers the best effect – in all of Norway"



 **Product development**

 **From data to value**



① **Get them
to log in**





From data to value



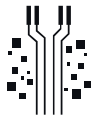
1.2m registered user accounts

And growing. 30% of all adult Norwegians. Deep demographic data on all



570,000 weekly logged-in users

And growing. Deep demographic data on all



1,000 user touchpoints logged per second

A hand and a robotic hand are shown holding a jagged data line that runs across the top of the page. The hand on the left is human, and the hand on the right is a grey, articulated robotic hand. The data line is a black, jagged waveform that starts on the left and ends on the right, passing through the hands. The background is white with a dark grey horizontal band across the top.

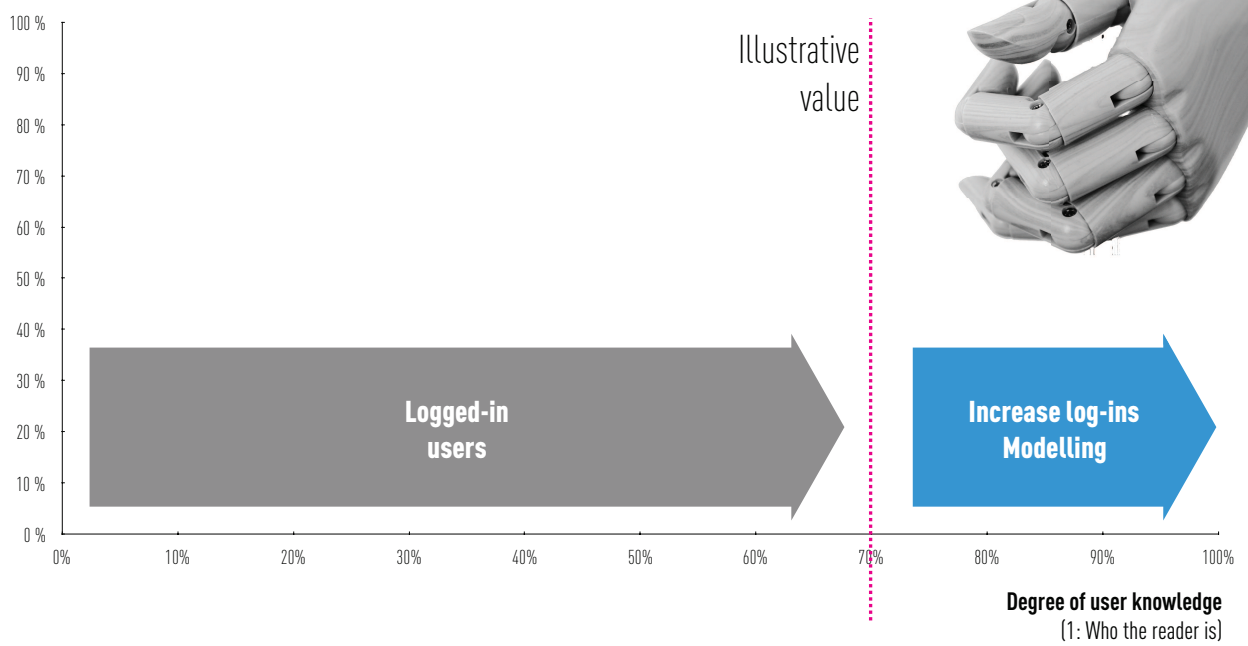
alD: "Norway's largest media panel"

Deep demographic &
interest data on
every single
user

Enabling us to
model
those who
aren't
logged in

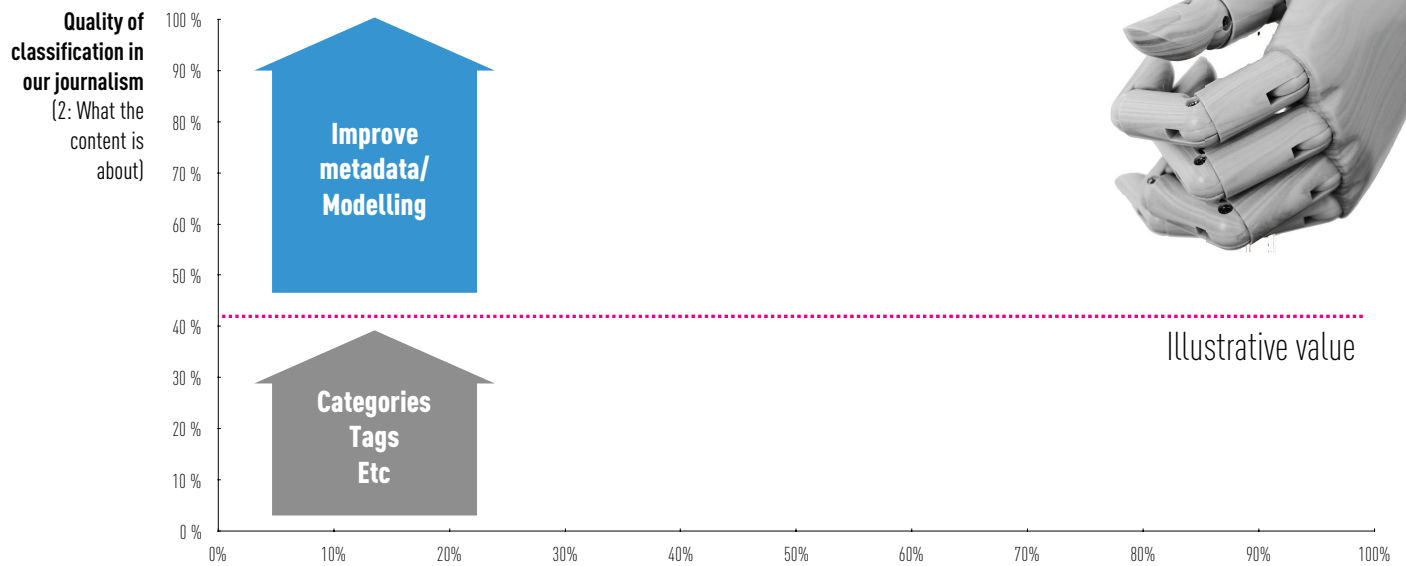
Modelling based on our data strengths

Known users + data on content (metadata) = quality of knowledge about the reader

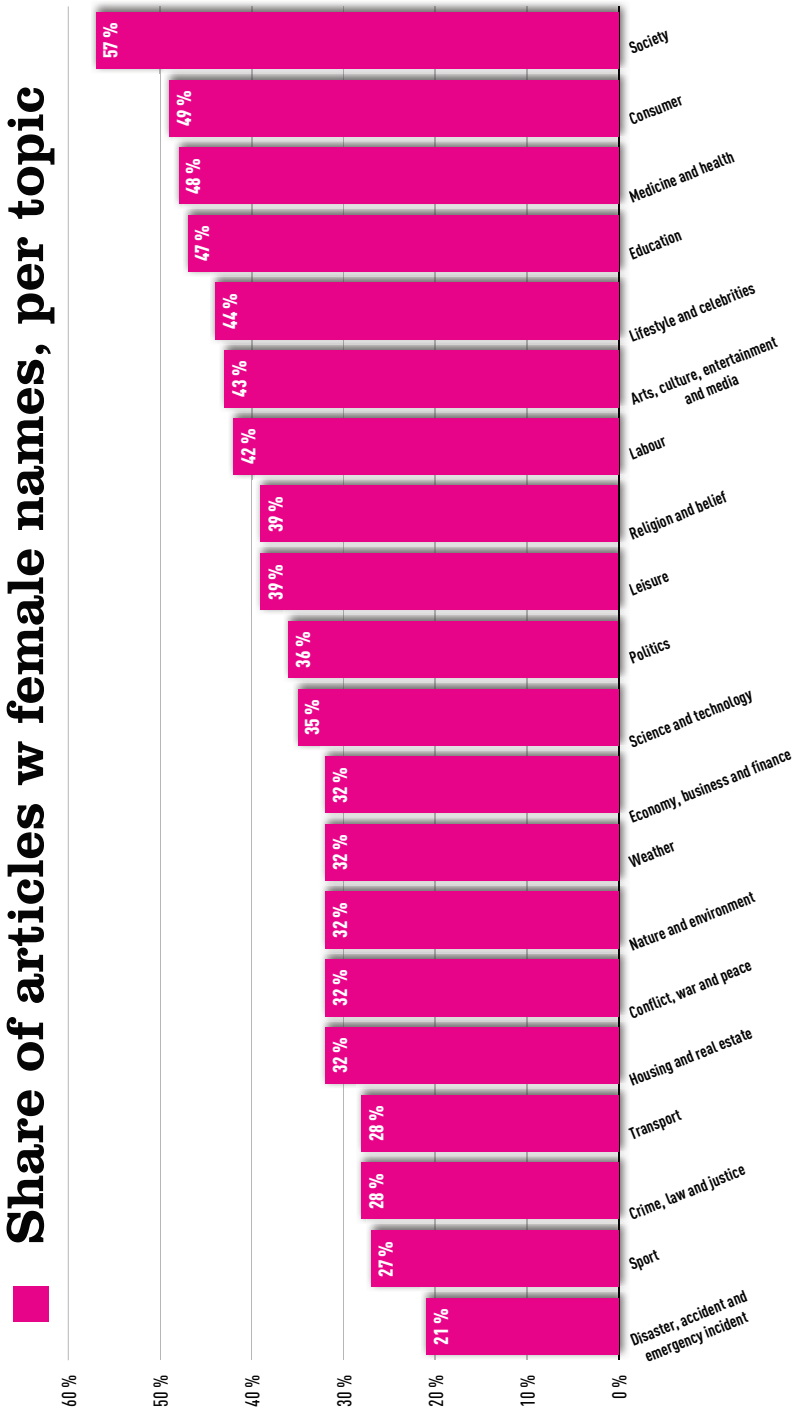


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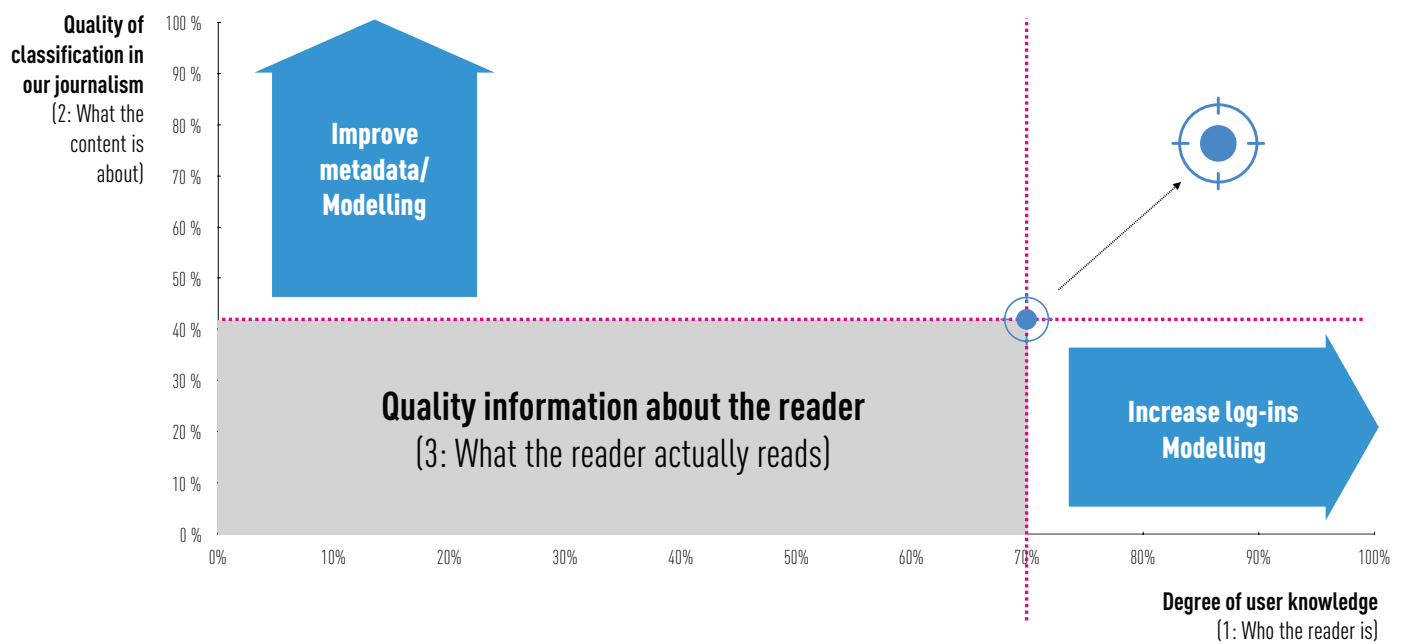
Share of articles w female names, per topic



660,000 articles, 21 months production across 64 local newspapers

Modelling based on our data strengths

Known users + data on content (metadata) = quality of knowledge about the reader

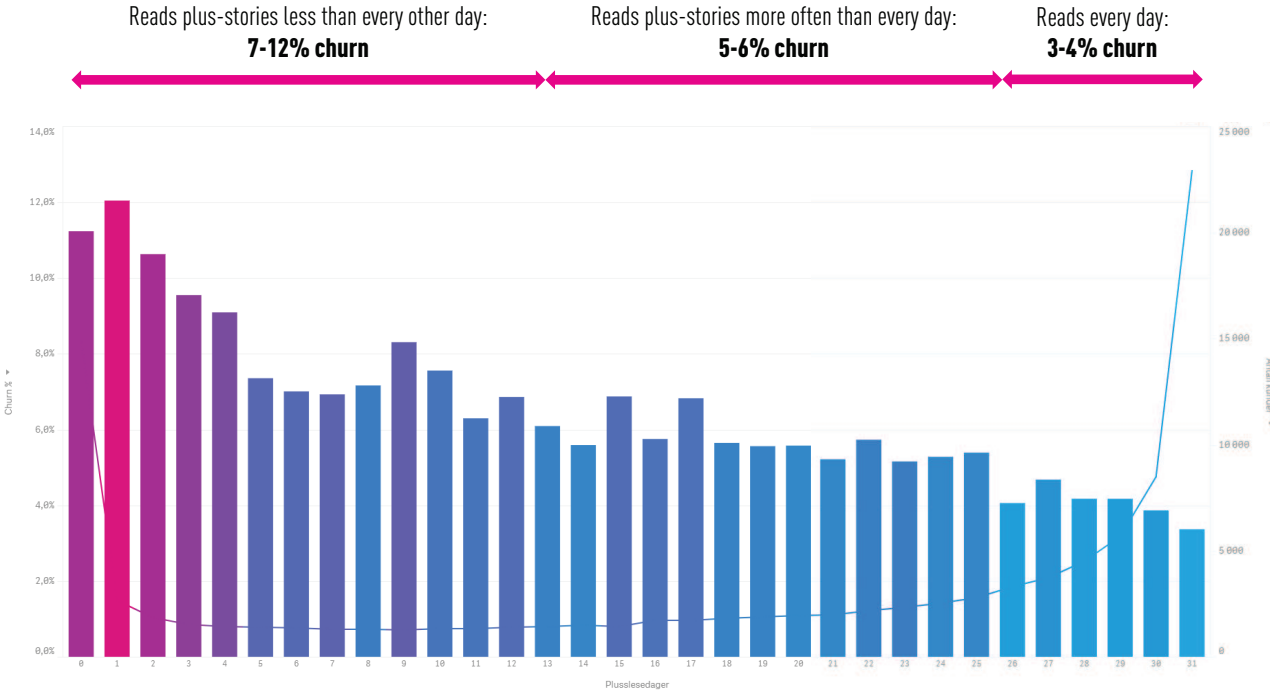




**Set the right diagnosis
& offer the right medicine**



First: The more you read, the less you churn



Amedia's hierarchy of editorial needs

New formats

Podcasts, Voice,
Instagram, etc.

Hit the right target groups

to recruit young subscribers and other crucial target
groups in your most important geographies

Produce the right videos

There's a substantial willingness to pay on certain video content, and
it should be a natural part of your journalism

Be first on breaking news

Crucial to make subscribers and non-subscribers revisit

Write enough well-read stories every day

More than anything else to keep and recruit subscribers

Organization, leadership and culture

crucial for succeeding with everything else

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A woman with long blonde hair, wearing a black top and blue pants, stands at the head of a conference table, presenting to a group. She is holding a white mug. The room has a whiteboard with handwritten notes in Swedish. A man on the right is also holding a white mug and looking towards the presenter. A woman on the left is looking at a laptop. The table is dark and has several laptops, mugs, and a water bottle on it.

Since 2016, we've been working closely with our newsrooms

- On organizational issues, including **leadership and culture**
- On explaining Amedia's strategy and **making the editors own the strategy**
- On how to make the content **more relevant to readers**
- We work to empower the editor-in-chief. **The editor is the key to engage the entire newsroom**

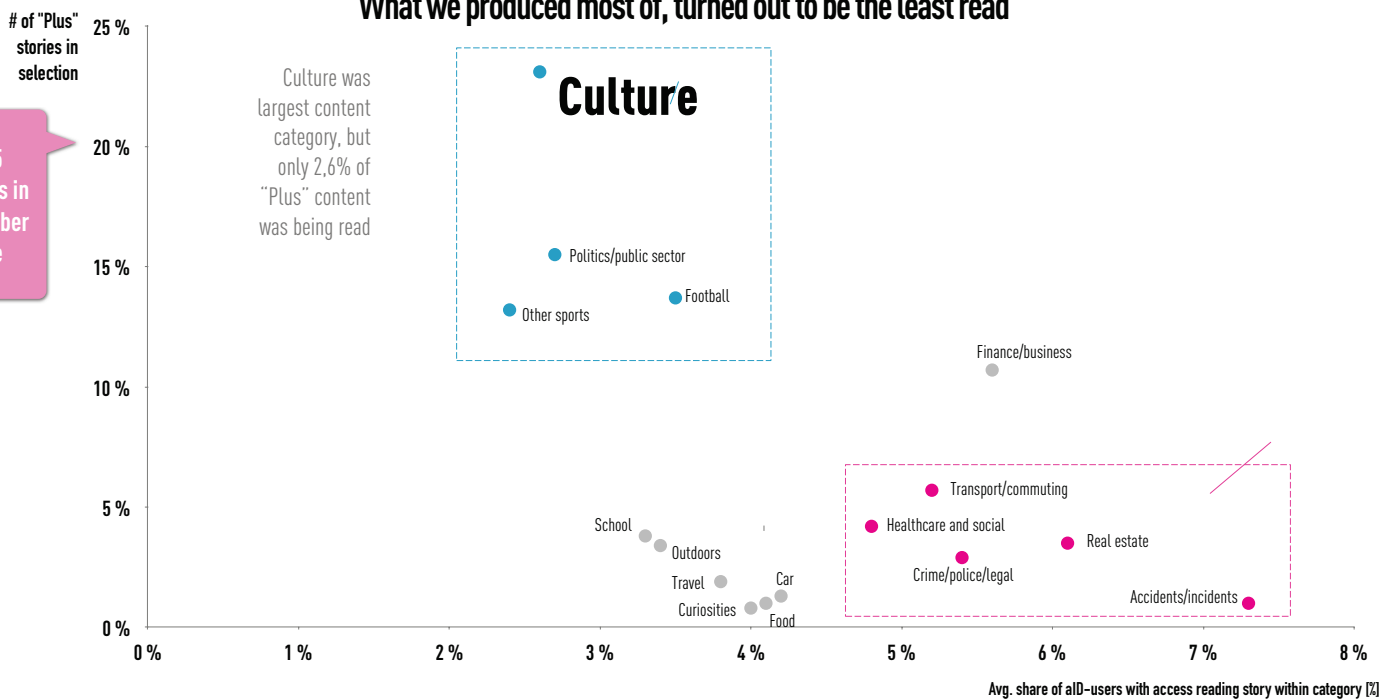
Meet the editorial development department

- ▶ The **editorial development department's** main task is to support the newsrooms to improve their editorial content and attract new audiences
- ▶ The department has expertise in **editorial management, data journalism, video, data analysis** and **qualitative analysis**
- ▶ 9 of 11 employees in the department have a **journalistic background** and have previously worked in **local media**
- ▶ **“Data is our superpower”**



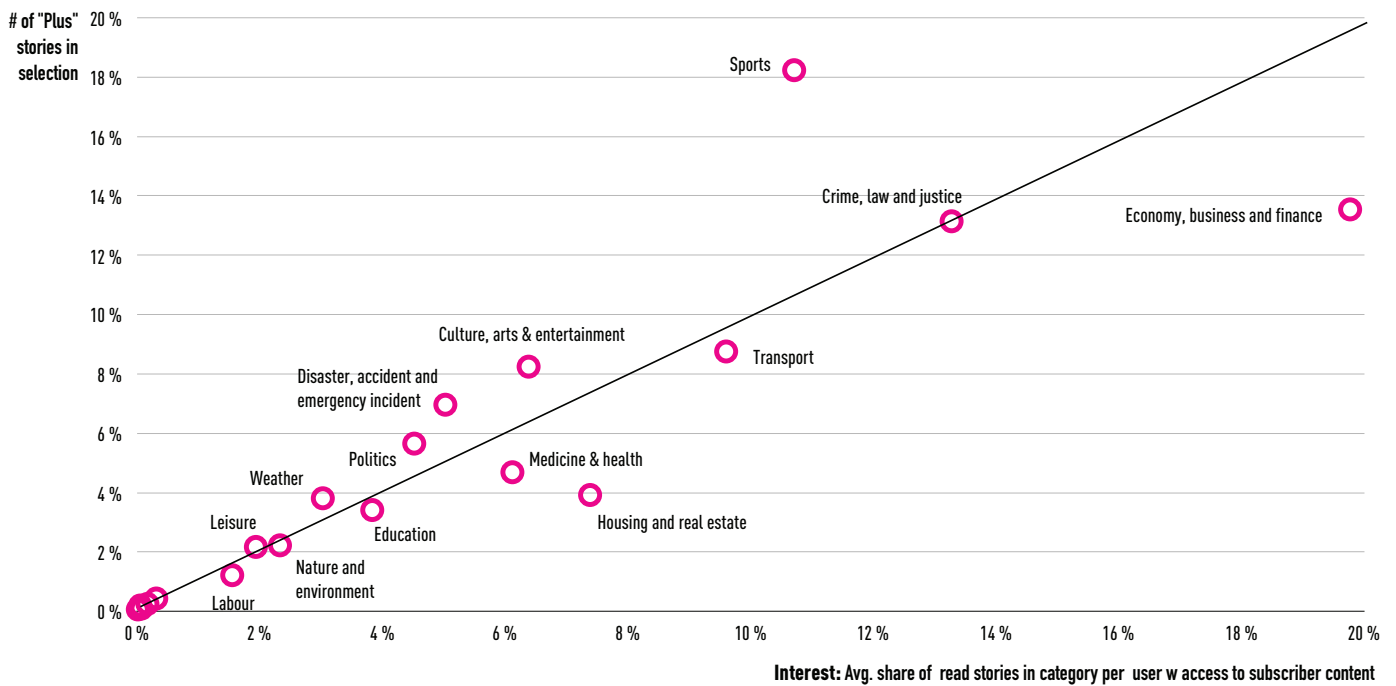
2015: Editorial/readership analysis

What we produced most of, turned out to be the least read

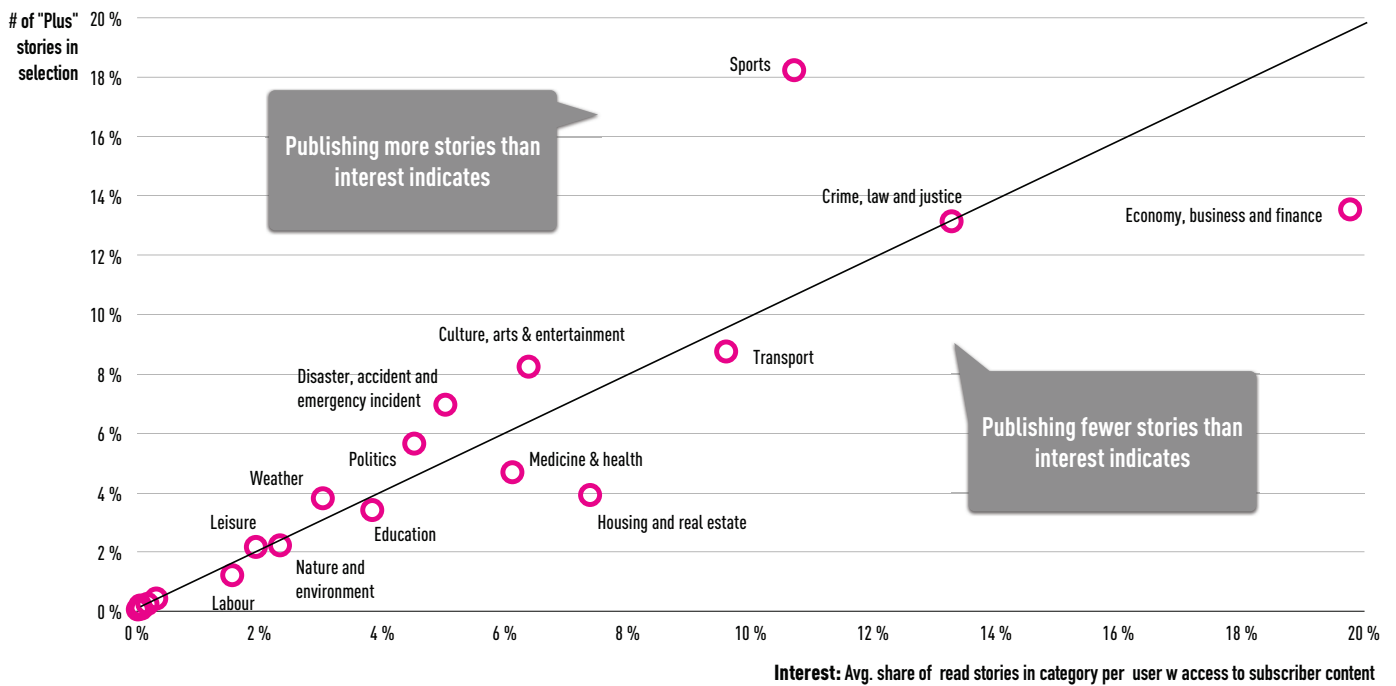


2015 analysis in subscriber base

Q1 2019: Editorial/readership analysis

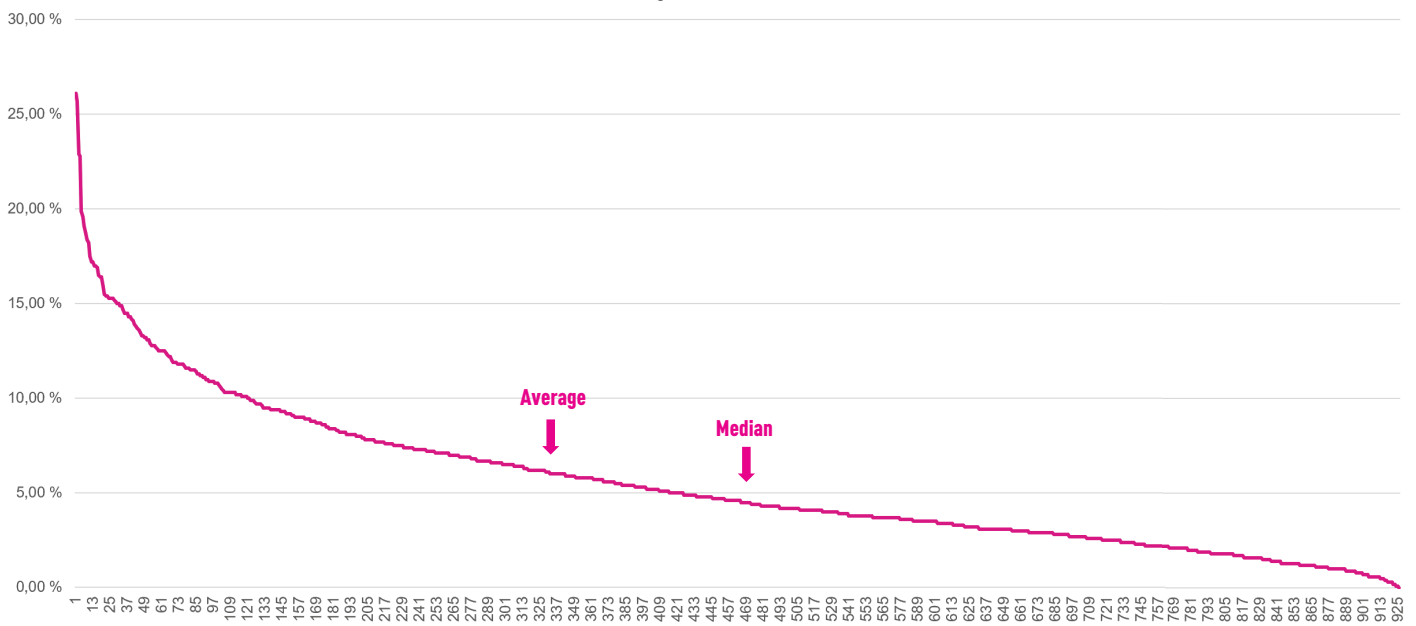


Q1 2019: Editorial/readership analysis



Average numbers aren't telling the whole story

Stories categorised with "Politics"



What do we find when we look closer?

In the case of politics:

The stuff that works:

- Revelations – the stories politicians and administrators **don't want you to read**
- Stories that explain how politics have **direct consequences in people's lives**
- Stories where we get to **meet those affected** by the policies

The stuff that doesn't:

- Politicians that want to **spread a message/campaigning**
- **Archive photos**

Frykter rasering av Larvik sentrum: - Jeg tror svært få er klar over konsekvensene



Per Marvik mener det er svært viktig at alle i kommunen får å se konsekvensene før det er for sent å gjøre noe med det. Foto: Lasse Nordheim/Larvik Tidning

Ar Beinhov-Sundbøl 11. november 2017 kl. 19:00

Frips Per Marvik er ikke i tvil. Dersom ny jernbanetrasé legges via Kongegata i Larvik, vil det få store negative konsekvenser for byen og bli en dårlig løsning. [Klikk her for å lese mer.](#)

- Dette vil bli et signalbygg. Et landemerke som synes fra Vestby sentrum, toget og E6



Svømmehallen i Vestby nord

Ar Beinhov-Sundbøl 10. november 2017 kl. 16:28

Torsdag ble skissene til svømmehallen i Vestby nord lagt frem. Nå starter kampen for å få svømmearbeidet inn i budsjettet.

Buttikken tre mil fra Tromsø sluss mot kjedene med bare én og en halv ansatt: - Støtten vi får er viktig



APFA (NG) Kvaløyveien landhandleri hadde tidligere tre ansatte, men ble opphørt som forretningsdrift i 2015. Nå er det bare én og en halv ansatt igjen. Foto: Dagbladet, Foto: Ole Solberg

Ar Beinhov-Sundbøl 09. november 2017 kl. 12:25

Kvaløyveien landhandleri tjemper for hver eneste kunde. Da kommer støtten fra kommunen veldig godt med.

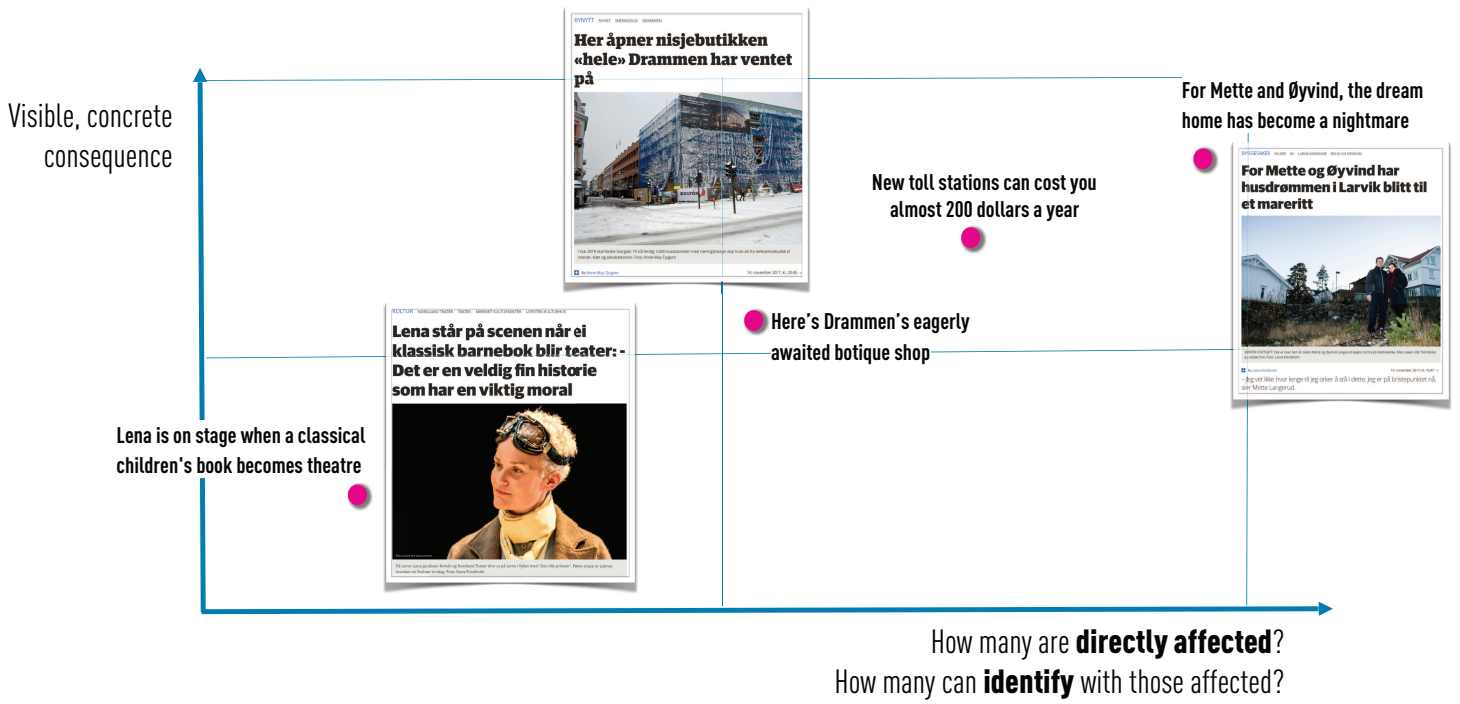
Solveig (96) rammes av omsorgskutt: - Noen dager kommer jeg ikke ut av senga før lunsj



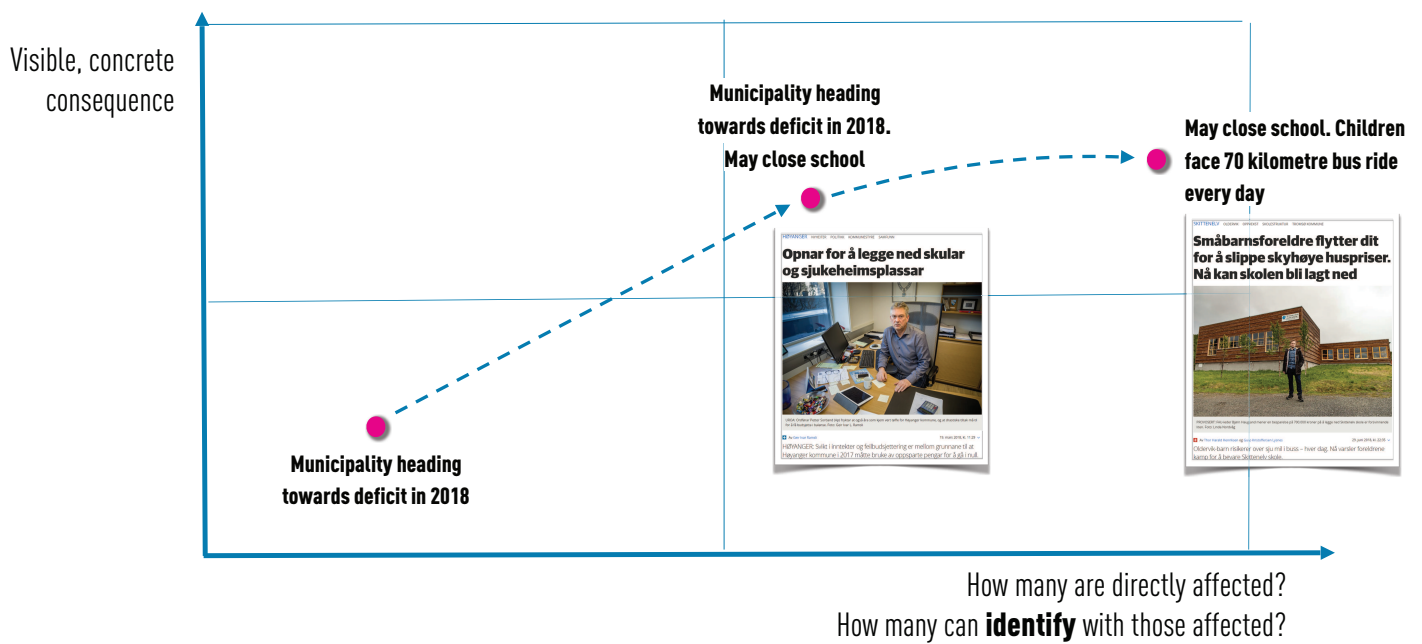
Solveig (96) rammes av omsorgskutt. Noen dager kommer jeg ikke ut av senga før lunsj. Foto: Ole Solberg

Ar Beinhov-Sundbøl 10. oktober 2016 kl. 21:08

Visible, concrete consequences

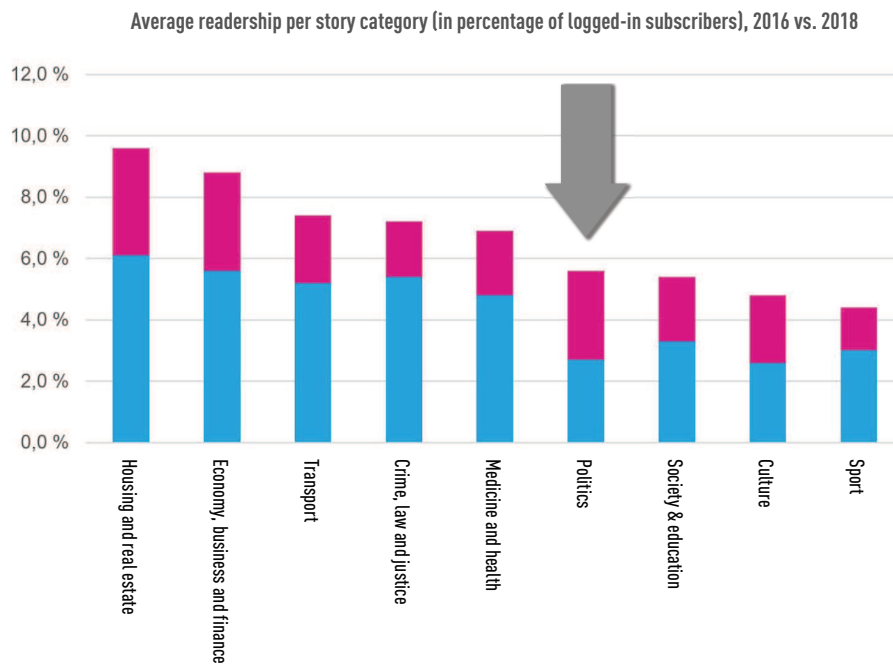


How to make an important story well-read



2016-2018:

Doubled readership in politics, higher readership in all categories

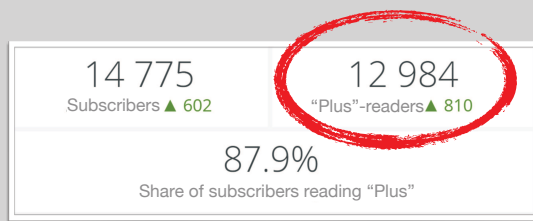




Feeding the beast

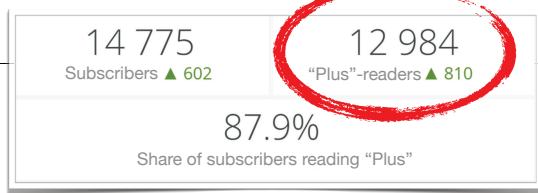
Write enough well-read stories every day

More than anything else to keep and recruit subscribers



The "plus"-reader

Our most important editorial metric

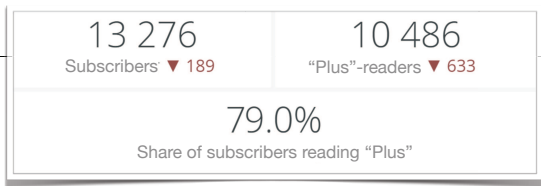


**Volume actually matters:
On a good day, we publish a host
of stories that appeals to different
subscribers**

**20
"plus"-stories
read by more
than 1,000
subscribers**

Tittel (med lenke)	Plusslesere	Snittlesetid	Alder (snitt)	Andel som faller av
1 Foreldre vil ikke stille på dugnad: Sier tvert nei til omstridt vaktordning [dashboard]	5 361	1:49	50,5	3,8%
2 Syvbarnsmor funnet død - sønn pågrepet [dashboard]	5 358	2:31	51,4	2,8%
3 40 år gammel småbarnsfar mistet livet på E16 [dashboard]	3 694	1:06	51,5	7,4%
4 Da portalen ble demontert dukket 1700-talls dekor opp [dashboard]	3 313	1:14	51,2	9,7%
5 Meteorologen: - Det har blåst fra seg [dashboard]	3 229	1:06	50,7	7,1%
6 Etablerer nytt russenter i sentrum: - Håper naboene synes det blir kult! [dashboard]	2 639	1:31	51,7	5,9%
7 Lokale talenter svindlet av falsk agent: - Foreldre må være våkne [dashboard]	2 587	1:59	48,6	8,7%
8 Friele-produsenten sier opp ansatte: - Krevende [dashboard]	2 381	1:26	52,7	5,1%
9 - Forferdelig tragisk og familien er hardt rammet [dashboard]	2 192	1:50	50,9	3,3%
10 Mattilsynet er bekymret over bruk av tremel [dashboard]	2 162	1:37	51,6	3,6%
11 Gjorde mistenkelig funn [dashboard]	2 151	2:04	51,0	7,0%
12 Naboer raser mot Entra - igjen [dashboard]	2 011	1:25	53,8	7,7%
13 Martin selger høyttalere som koster mer enn tre Teslaer [dashboard]	1 980	1:57	46,4	5,0%
14 Frustrert busspassasjer: - Flere slet med å få på seg beltet [dashboard]	1 887	1:26	51,5	4,2%
15 Erlends plan for å fjerne russcenene [dashboard]	1 840	1:49	50,1	5,0%
16 Hver krok blir utnyttet i det gamle bergenshuset [dashboard]	1 674	1:51	48,8	4,9%
17 Brann-trekket som kan gi underholdning [dashboard]	1 210	1:38	49,3	7,0%
18 «En fremmed mann sto og så på meg i stuen i 04-tiden. Nå er jeg både sint og redd» [dashboard]	1 197	1:38	51,3	4,4%
19 Denne uken er det storkontroll i Bergen [dashboard]	1 137	1:22	48,1	17,0%
20 Politimannen godtok bot, men angrer. Det kan koste ham jobben.	1 074	1:16	50,0	11,2%

- ← Sports, Society (parent's perspective)
- ← Crime
- ← Accident
- ← Weather
- ← Urban development
- ← Sports/crime
- ← Local businesses
- ← Food security
- ← Real estate
- ← Public transport
- ← Real estate
- ← Elite sports

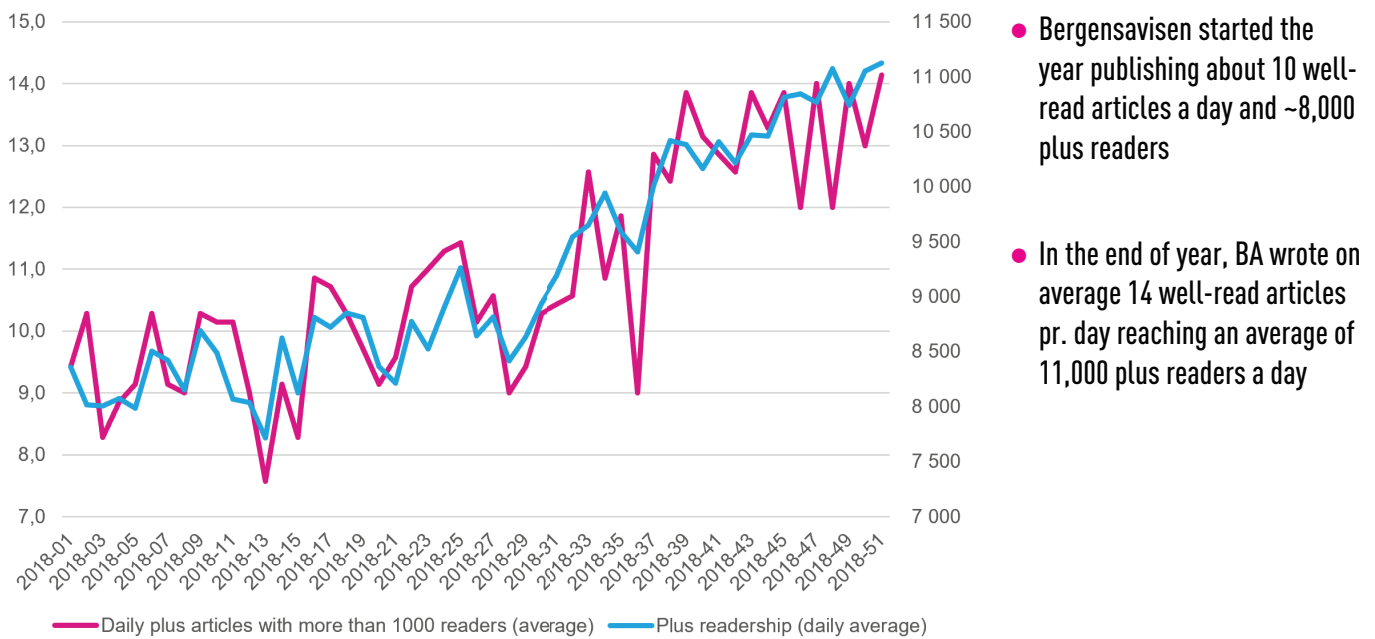


A poor day: we fail when we have too little to offer

Tittel (med lenke)	Plusslesere	Snittlesetid	Alder (snitt)	Andel som faller av
1 Meglervurdering blåste opp verdien av leiegårder [dashboard] ↗	2 809	2:40	48.6	6.6%
2 Venter på penger for praktvillaen [dashboard] ↗	2 794	1:50	52.1	4.9%
3 Nå venter man i spenning! [dashboard] ↗	2 561	0:55	52.6	15.4%
4 Snølagte veier og flere utforkjøringer i bergensområdet [dashboard] ↗	1 989	1:04	53.1	5.4%
5 Her kjører bussen forbi kilometer med ke i motsatt kjørefelt: - Jeg har sett sniking før, men ikke i det omfanget [dashboard] ↗	1 764	1:08	52.7	4.0%
6 Da politiet sjekket DNA-registret to år etter voldtekten, kom gjennombruddet [dashboard] ↗	1 650	1:17	51.5	7.5%
7 Forrykende åpning av splitter ny aktivitetshall [dashboard] ↗	1 621	0:54	51.3	31.5%
8 Kompisene blir rivaler på søndag [dashboard] ↗	1 620	2:12	49.5	7.2%
9 Pub til pub på Austevoll [dashboard] ↗	1 546	2:04	48.3	12.1%
10 BA ble med de ferske TV-stjernene på jobb: - Berget er som knekkebrød! [dashboard] ↗	1 340	1:44	50.0	18.2%
11 Kurt-Ivar (48) skulle bare rydde snø. Så satte buksen seg fast i snøfreseren [dashboard] ↗	1 042	1:14	50.0	5.7%
12 Kjersti Elvik: - Jeg har alltid myst mot Bergen [dashboard] ↗	1 022	1:48	54.4	17.8%
13 - Den så litt forvirret ut [dashboard] ↗	864	1:12	51.3	16.8%
14 - Han har skuffet oss så jævlig [dashboard] ↗	773	1:55	55.0	9.9%
15 NRK-serie om å reise i Norge [dashboard] ↗	769	0:50	53.0	24.5%
16 «LAN» vil bytte på midtbaneanker [dashboard] ↗	725	1:38	51.4	3.3%
17 Lærere skylder elever å bruke ørene sine [dashboard] ↗	679	1:46	48.8	12.7%
18 Bompenggeordningen har utviklet en betydelig skjev sosial profil, må vurderes på nytt [dashboard] ↗	620	2:06	55.9	3.7%
19 - Nå er vi i gang! [dashboard] ↗	515	1:32	53.1	12.3%
20 Bamba kan snart bli norsk statsborger: - Jeg tror ikke jeg skal flytte tilbake til Afrika noen ganger [dashboard] ↗	498	1:28	51.8	8.3%

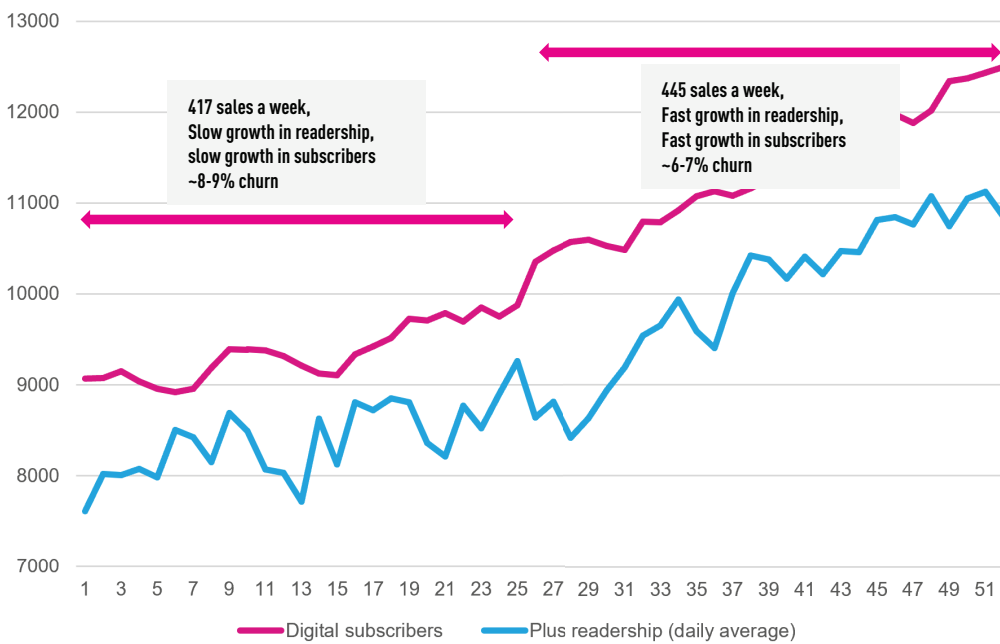
**March 9th:
12 "plus"-stories
read by more than
1,000 subscribers**

Readership tracks the amount of well-read stories a newsroom writes every day



- Bergensavisen started the year publishing about 10 well-read articles a day and ~8,000 plus readers
- In the end of year, BA wrote on average 14 well-read articles pr. day reaching an average of 11,000 plus readers a day

And “plus”-readership tends to correlate with development of subscriptions



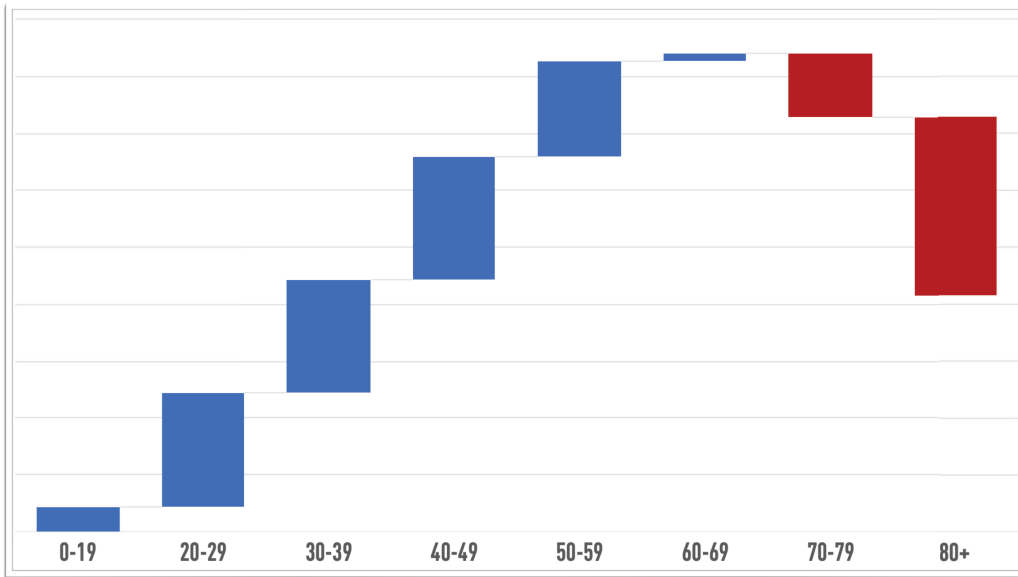
- A rise in plus readership means that **new subscribers establish a reading habit and become loyal**
- Sales are **worth little, long-term** without an increase in readership



Hit the right target groups

**Recruit young subscribers and other crucial target groups
in your most important geographies**

Growth is now coming from our younger readers



- Sales/churn by age cohort
- New sales, February 2019
(numbers are indicative for levels since summer 2018)

Best-selling stories more and more often contain younger sources



Linnea (22): - Jeg vil ikke lenger være en av dem som lever i en bubble

195 sales (RB)

PARKERING SPESIALT ANVENDT SYSTEM

Per-Espen trodde ikke sine egne øyne da han så boten: - Det får da være grenser!



144 sales (TB)

NYHETER LÅN FORBUDSÅK

Slik gikk det med Jostein (26) etter Luksusfellen: - Alt virket lovende idet de gikk ut døra...



143 sales (FB)

AMBULANSETJENESTEN TRUCKS LØSNING UTDANNING

Maja i NRK-suksessen «113» sluttet i protest: - Det var et vanskelig valg



137 sales (Nordlys)

BALSFJORD SKUTERLØSNING

Her står skuteren etter dødsulykka: En person så hva som skjedde - dette har han forklart til politiet



122 sales (Nordlys)

NYHETER BLODD POLITI 30784

Toppblogger plaget av mann i tre år: - Det har vært jævlig



121 sales (BA)

BERGEN FOLKESKOLEN HISTORIE

«Plonsjen» var Fyllingsdalens fryktede gjengleder



116 sales (BA)

KULTUR UNDERHOLDNING NRK LØSNING NRK TV

Slik slipper du unna TV-lisensen



114 sales (BA)



Et år etter dette kvester den polske sjaføren to til i en ny utkle

110 sales (Nordlys)

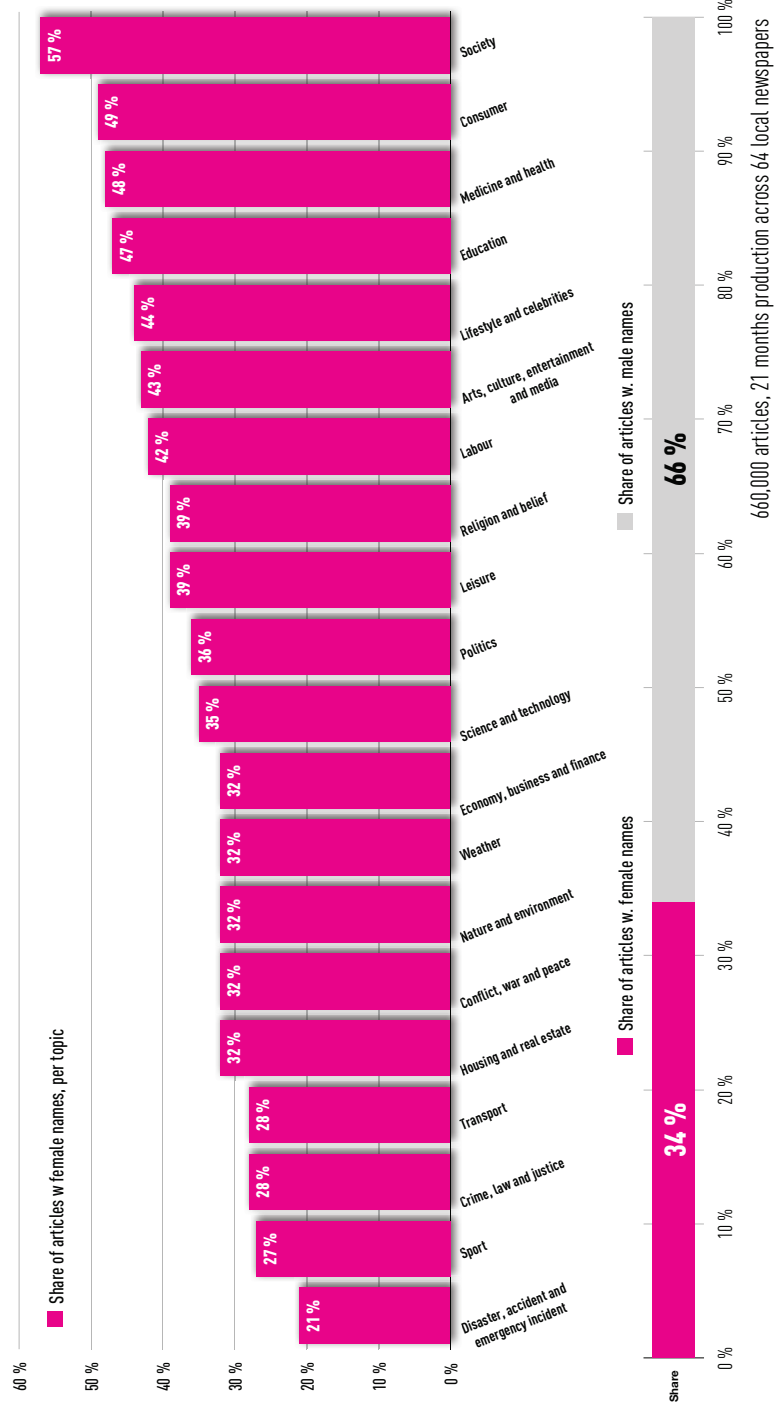
NYHETER POLITI LÅSN TRUCKS SPESIALT ANVENDT SYSTEM

Sebastian (18) ble pågrepet av fire fra politiet en lørdagskveld: - Jeg er bare glad i å trene

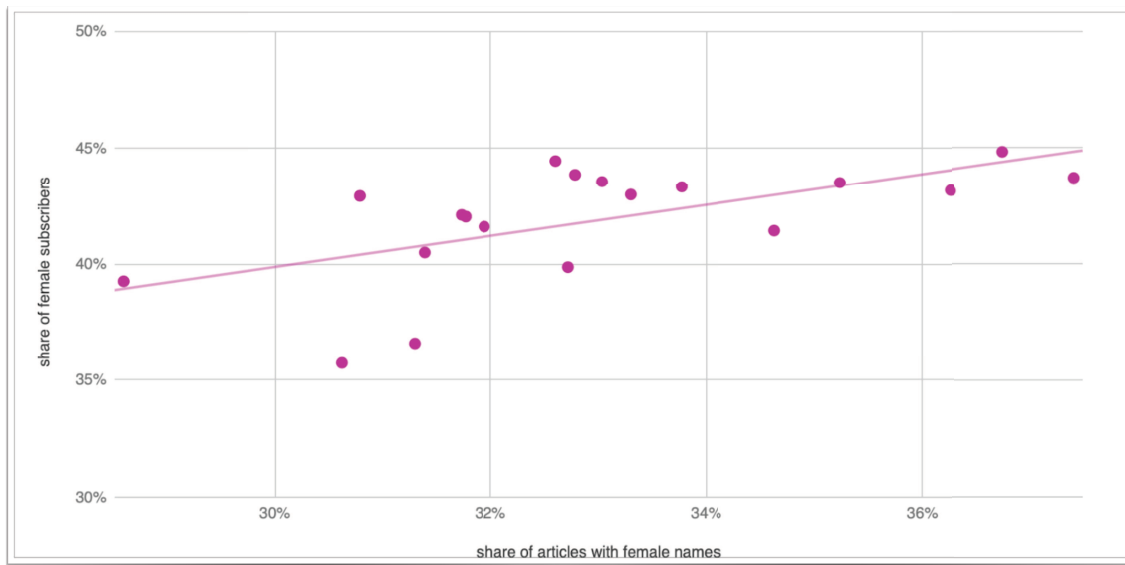


109 sales (Hadeland)

A few more words on gender



Gender equality in sources sell subscriptions



Relationship between **share of female names in articles** and **share of female subscribers** across Amedia's 19 largest newspapers

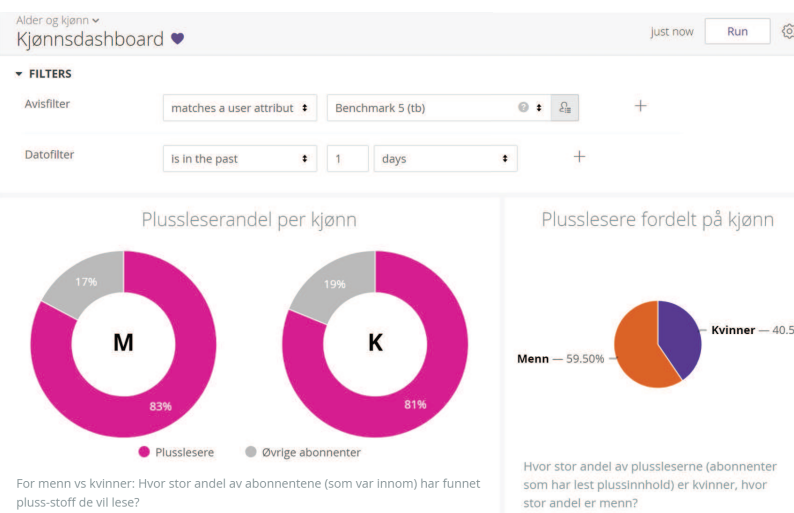
Newsrooms are able to follow which stories female readers tend to read



Da mamma Siv (37) fikk beskjed om at datteren skulle få enda en ny kontaktlærer, reagerte hun

Merk: Kun i kolonnen "Dersom 40 avvik på 4% for kvinner på denne saken. Kolonnen "Kjønnspreferanse" baseres direkte på avviket. Saken markeres med ett symbol per to prosentpoeng avvik i kjønnets "favør" (Avvik kvinner: 4% => Kjønnspreferanse: 8%).

Lenke	Tittel	Kjønnspreferanse	Antall abonnenter (med kjent kjønn)	Antall kvinner	Andel kvinner	Avvik kvinner
1	Petter om å bli vraket av sine egne: – Jeg har behov for å la dette synke inn		3 456	1 349	39%	-1.5%
2	– Kvernede hvitevarer i store hauger øker risikoen for selvtantning		2 532	995	39%	-1.2%
3	Økokrim er koblet inn i Revac-saken	♂	2 217	839	38%	-2.7%
4	Det er ikke bare borreløse flåttene kan gi deg: – Nå bør folk vaksinere seg	♂♂♂♂	2 001	974	49%	8.2%
5	Revac-sjefen om brannårsaken: – Det blir bare spekulasjoner	♂♂	1 895	674	36%	-4.9%
6	Åpner ny Europris-avdeling med åtte ansatte	♂	1 763	672	38%	-2.4%
7	Datteren har hatt fem forskjellige kontaktlærere på fire år. Det får mamma Siv (37) til å reagere.	♂♂♂♂	1 725	867	50%	9.8%



Gender and age as basis for tests on personalisation

(It seems to work quite well)



Denne lokale dagligvarebutikken går så det suser

Lærer om Krister (17): - Har vist evner som overgår det vi kan forvente av en gutt på hans alder

- Folk aner ikke at vi finnes, selv om vi når ut i verden

Segments	Age + gender + geo
Start	14/3
End	

Test: 159
plusssekunder per bruker ▲ 20% mot kontroll

Kontroll: 133
plusssekunder per bruker

Test: 2.0
plussaker per bruker ▲ 131% mot kontroll

Kontroll: 1.8
plussaker per bruker

tb.no



Key takeaways

Data is transforming the business

Controlling the data is a prerequisite for insight

Prioritise organization and news first

There's a hierarchy of needs in editorial development – make sure you prioritise right

Better journalism leads to better results

Amedia's 2018 EBITDA: €48m/\$55m and 13% margin

