McClatchy Audience

Dan Schaub Corporate Director of Audience Development

A World of Data Sources (Many, Many Sources)

- Nielsen
- Experian
- comScore
- Rentrack
- •D&B
- •Equifax
- Melissa Data
- •US Data Corporation

- Accudata
- •Sales Genie
- •Lead411
- •Sales Loft
- DataLine
- •Omniture
- Quantcast
- Forrester
- •Gartner





A World of Data Sources

- Subscriber records
- Consumer/household data
- Public records
- Demographic data/PRIZM
- Census data
- Transactional records
- •Web usage data
- Social media
- User comments





A World of Partners

- Mather
- •INKA
- Newscycle
- •Mass20ne
- •RAM Panel
- •AdTaxi
- •NSS
- MPP
- •Syncronex
- Piano



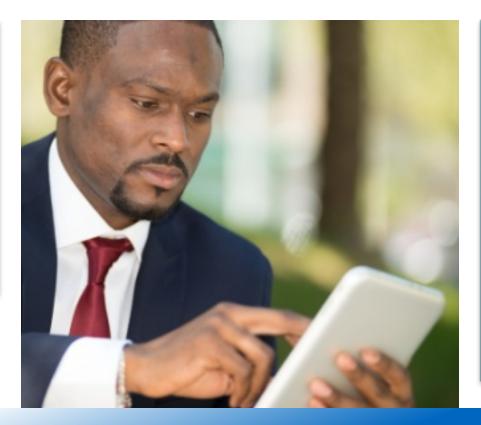
- Impact Sales
 Solutions
- •True Measure
- •Viafloura
- Route Smart
- My District
- •TCN
- •Telereach
- •Leap Media
- •Marketing G2



Goal – Move from Anonymous to WE KNOW YOU!

Demographic

- PRIZM 07 Money & Brains
- Urban living
- HH income \$88,813
- College Graduate
- Home value \$278,140 (condo)
- 1,070sqft, 2 beds 2 baths
- Built 1998



Behavioral

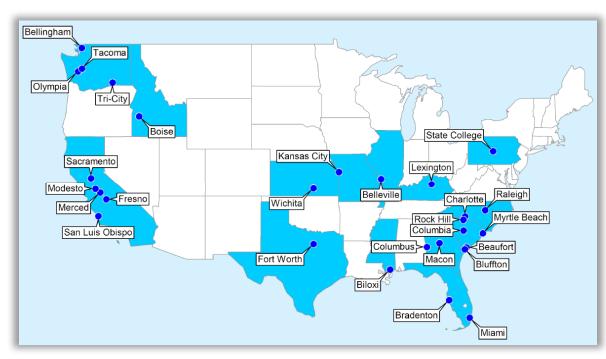
- 97% of traffic from mobile device (Android)
- 645 page views (30 days), 30 unique days on site
- 1 hour spent on site each day
- Checks in frequently (6-7am, 11am-1pm, 4pm then 7pm)
- Top content Latest News – Miami-Dade
- Ad revenue value is very high - Generated \$20 in ad revenue in 30 days (\$240 annualized)



Consumers, businesses and local community partners



McClatchy Markets and Assets It's much more than having a number of product offerings





Print Assets

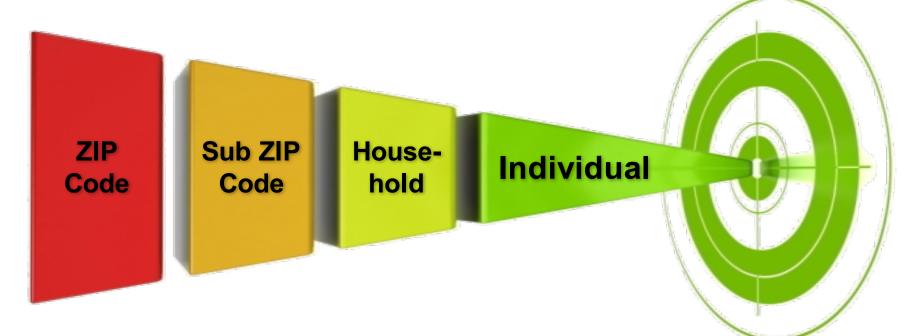
- 29 Daily NPs 28 markets
- 50+ Community NPs
- Sunday Select (YES!) 22 markets
- Total Market Coverage (TMC) 27 markets
- Hispanic Publications 5 markets
- Military, Specialty and Niche Publications
- PID/Direct Mail

Digital Assets

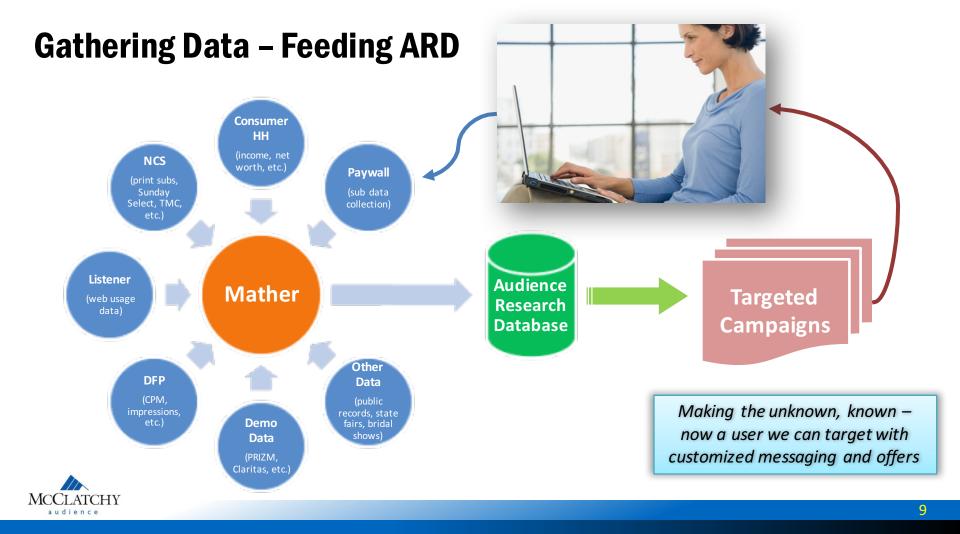
- 59 Newspaper/
- Regional Sites
- 34 Mobile Sites
- 27 Tablets Apps
- Geo-portals
- Yahoo!

- Cars.com
- CareerBuilder
- Impress Local
- FindnSave/Wishabi
- Dealsaver
- E-Marketing

Zeroing-in on Customers Zip Codes to Neighborhoods to Houses to People







Key Sources – Publicly Available Data

- Salary database for public employees
- Health department restaurant violations
- Real estate transactions/values
- School test results
- Political campaign contributions
- Crime rates/reports
- Arrest records





Creating a Source for Data Gathering – Print

- Readership study
- AOR
- Scarborough section readership
- Churn reports
- Payment history
- Subscriber Retention
- Average rate of customers





Creating a Source for Data Gathering – Digital

- How often users visits
- Sections/pages visited
- Time spent on site
- Time when logged on
- Platform used (mobile vs. PC)
- Content preferences

Hour			All			
비	Overall	Desktop	Mobile	Tablet	Phone	Replica
0	2,285	778	1,500	353	1,147	7
1		574	1,014		772	5
2		474	784		593	3
3		495	736		5 49	8
4		647	1,000	264	736	41
5	3,636	1,183	2,314	627	1,687	140
6	5,755	2,054	3,416	934	2,482	285
7	7,592	3,432	3,857	1,043	2,814	303
8		4,772	3,715	959	2,757	259
9	8,108	4,563	3,360	767	2,593	186
10	7,769	4,368	3,261	661	2,600	139
11	8,428	4,693	3,632	609	3,023	104
12	8,314	4,513	3,725	624	3,101	76
13	7,205	3,958	3,183	5 89	2,594	64
14	6,935	3,812	3,077	574	2,503	46
15	7,822	4,057	3,720	688	3,032	45
16	7,696	3,600	4,052	824	3,228	44
17	6,725	2,433	4,247	936	3,311	45
18	6,689	2,118	4,520	1,102	3,418	52
19	7,084	2,118	4,911	1,241	3,671	54
20	7,634	2,247	5,341	1,409	3,932	46
21	8,384	2,291		1,598	4,455	40
22	6,712	1,810	4,869	1,269	3,600	33
23	4,100	1,198	2,886	717	2,169	16

Wichita



Unique Visitors

Demographics PLUS Behavior

Demographic

 N/A – outside of market area – nonlocal visitor, no data available

Targeting

 Given \$0 ad revenue benefit and being a non-local customer with no print upgrade possibilities, recommend a digital only offer - discount for annual term

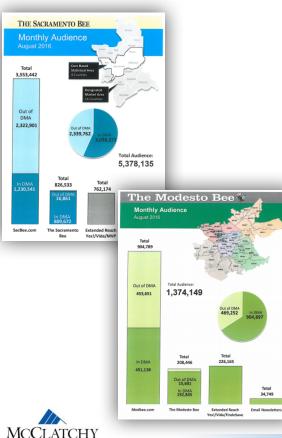


Behavioral

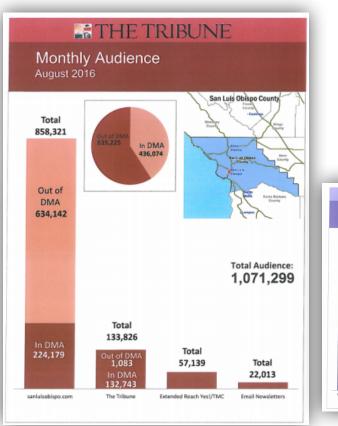
- Laptop user only (Mac)
- 464 page views, 20 unique days on site
- 2.5 hours spent on site each day
- 55% of time spent between 10am and 4pm
- 25% of time spent between 9pm and 12am
- Top content(s) News & Sports
- Top author Manny Navarro
- 78% of visits start at Home Page
- \$0 ad revenue benefit (non-local user)

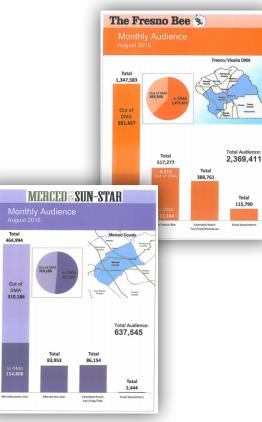


Audience Reporting – Global Picture



audience





Audience Reporting – Usage by Product

THE TRIBUNE

Monthly Audience August, 2016

Product	Current	+/- YOY
sanluisobispo.com DMA	224,179	43,838
sanluisobispo.com Outside DMA	634,142	117,461
Digital Audience	858,321	161,299
The The Tribune DMA	132,743	-22,323
The The Tribune Outside DMA	1,083	647
Print Audience	133,826	-21,676
TMC	48,540	0
Yes!	8,599	602
Extended Reach	57,139	602
E-newsletters/Breaking News	22,013	9,119
Email Newsletters	22,013	9,119
TOTAL AUDIENCE	1,071,299	149,344

THE TRIBUNE

Content / Monthly Highlights August, 2016

Top 10 Online Stories & Publish Date	Page Views
8/8- Health officials warn of high bacteria counts near Pismo Pier	45,515
8/23- Morro Bay police identify apparent murder suicide victim and suspect	21,295
8/21- Day 9 Threat to Hearst Castle lessens even as Chimney Fire grows to	15,423
8/20- Day 8 Chimney Fire threatens Hearst Castle grows to 15439 acres	14,697
8/1- 3 major developments in the works in North County	13,594
8/20- Day 8 Chimney Fire bears down on Hearst Castle some Lake Nacimiento	13,573
8/3- Former Cayucos firefighter sentenced to 167 years in prison	13,383
8/20- Chimney Fire bears down on Hearst Castle some Lake Nacimiento areas evan	12,145
8/5- ExOld Mission School vice principal responds after son's molestation arrest	11,992
8/29- Victims in fatal hit-and-run crash in Grover Beach identified	11,690

Top 5 Videos	Video views
8/20- Chimney Fire threatens Hearst Castle	7,497
8/11- Surveillance video shows attach of store clerk in Arroyo Grande	7,451
8/22- Morro Bay murder suicide investigation	6,406
8/23- How fire crews on the ground are fighting the Chimney Fire	5,723
8/1- Do you know these men?help identifying two buglers	5,453

Top Single Copy Sales Days	Net Sales
Sunday 8/28- Vermont region adjusts to life without its nuclear plant	2,052
Thursday 8/25- Blaze takes toll on weary firefighters, residents	1,218
Saturday 8/27- Growth halted as blaze now 51 percent contained	1,180
Friday 8/26- Destruction slows as some residents go home	1,141
Wednesday 8/24- Apparent murder-suicide victim suspect identified	1,127
Thursday 8/4- SLO County sued over permitting wells in Paso basin	1,093

THE TRIBUNE

Social Media / Email Newsletters August, 2016

Facebook (Likes)	Current	Last Month	+/-
SLO Tribune	32,386	31,028	1,358
SLO Tribune Sports	953	906	
TOTAL	33,339	31,934	1,405

Twitter (Followers)	Current	Last Month	+/-
The Tribune	17,300	16,700	600
Travis Gibson	1,348	1,295	
Cynthia Lambert	1,321	1,304	17
The Cambrian	1,820	1,810	
Sarah Linn	1,028	1,013	
SLOBizBuzz	3,065	3,030	35
TOTAL	25,882	25,152	652

Email Newsletters Distribution	Current	Last Month	+/- YOY
Afternoon Update	11,026	10,624	9,619
SLO Sports @ Night	8,575	8,695	-1,517
Cambrian Newsletter	1,311	1,937	1,162
Morning Headlines	1,101	1,121	-145
Email Newsletters Open Rates	Current	Last Month	+/- YOY
Morning Headlines	30.9%	30.8%	-4.4%
Afternoon Update	23.3%	24.2%	0.1%
Cambrian Newsletter	14.8%	16.0%	-8.7%
SLO Sports @ Night	13.5%	13.5%	-1.5%
Email Newsletters Click-Through	Current	Last Month	+/- YOY
Morning Headlines	10.5%	10.7%	-1.0%
Afternoon Update	7.2%	7.2%	-1.5%
Cambrian Newsletter	6.8%	6.7%	-6.4%

SLO Sports @ Night

1.8%

1.4%



0.3%

ARD List Generator

	Match Rate	Single Br	eakout (Last	30) Tota	als Cross Br	eakout (Las	t 30) Avg	Cross Break	kout (Last 3	0) List Ge	nerator		
							L	ist Ge	nerato	or (Las	t 30 Day	ys)	
		Page Views	Article Page Views	Unique Days	Cookies	Ad Revenue	Impressio	Complaints	Avg. Minutes F on Site	Avg. Week Price	Last Login	Match Type (All)	▼ Eng
	guyw2011@	301	21	30	1	\$18.84	2,084	0	3,933	\$0.00	2016-07-19 🔺		
xample 1	rwdp@bells	464	79	20	1	\$0.00	0	0	2,749	\$0.00	2016-07-10	In Subscriber File	š 🔻 🔳 Eng
	vanmajkic@	147	24	27	2	\$2.82	422	0	2,050	\$0.00	2016-07-19	No	• (Al
	alastra@ap	331	53	18	2	\$19.21	1,676	0	2,026	\$0.00	2016-07-18		
ample 2	asarduy6620	645	239	30	3	\$20.20	2,022	0	1,861	\$0.00	2016-07-18	In Transactions File 🕅	7 🔻 Eng
· -,	rmgphotos@	291	133	19	3	\$14.64	1,851	0	1,630	\$0.00	2016-07-18	(All)	• (Al
	xandergome	217	71	22	1	\$8.97	1,305	0	1,422	\$0.00	2016-07-18		
	exrivera@co	198	99	9	3	\$9.80	1,215	0	1,362	\$0.00	2016-07-17	In Paywall File	x 🔻 🏼 Pa
	kyrargurney	160	110	12	2	\$5.53	784	0	1,359	\$0.00	2016-07-18	Yes	• (Al
	carollojoe@	367	128	30	1	\$19.78	2,072	0	1,215	\$0.00	2016-07-19		
	rodneytriana	166	17	25	1	\$4.00	574	0	1,199	\$0.00	2016-07-14	In Claritas File	Art
	cseiglie2@g	242	86	30	1	\$12.09	927	0	1,137	\$0.00	2016-07-18	(All)	<u> </u>
	boudet306@	251	73	26	2	\$12.50	1,524	0	1,050	\$0.00	2016-07-19		
	galfonso@a	431	106	30	1	\$18.63	1,956	0	1,039	\$0.00	2016-07-19	In Prizm File	Uni
	jorgejlr@att	250	83	30	1	\$17.31	1,834	0	1,035	\$0.00	2016-07-18	(All)	<u> </u>
	prairiefrms@	185	13	28	1	\$15.83	1,417	0	857	\$0.00	2016-07-18		
	nal@sinclairl	152	11	30	2	\$12.03	1,177	0	837	\$0.00	2016-07-18	In Listener File	Uni



ARD List Generator

Example 1	
Contact information	Frederick Weech 3412 Southwest Catskill Dr, Port St Lucie FL, 34953 <u>rwdp@bellsouth.net</u>
Subscription(s)	 \$.99 / 3mo digital only trial, cancelled after promotion No previous print relationship
Web Usage	 Desktop user only (Mac) 464 page views (30 days), 20 unique days on site 2.5 hours spent on site each day 55% of time spent between 10am and 4pm 25% of time spent between 9pm and 12am Top content(s) News & Sports Top author Manny Navarro 78% of visits start at Home Page
Demographics	- N/A – outside of market area – non-local visitor, no data available
Other Data	- N/A – outside of market area – non-local visitor, no data available
Advertising Value	- \$0 ad revenue in 30 days. Possible ad blocker or due to non-local user
Engagement Recommendation	- Given zero ad revenue benefit, being a non-local customer with no print upgrade possibilities = digital only offer - discount for annual term

Example 2	
Contact information	Alex Sarduy 2642 Collins Ave Apt 507, Miami Beach FL 33140 asarduy6620@gmail.com
Subscription(s)	 \$.99 / 1mo trial started in Nov 2014, converted to \$6.95/mo then to \$9.95/mo. Cancelled due to declined/expired credit card No previous print relationship
Web Usage	 97% of traffic from mobile device (Android) 645 page views (30 days), 30 unique days on site 1 hour spent on site each day Checks in frequently (6-7am, 11am-1pm, 4pm then 7pm) Top content – Latest News – Miami-Dade Top author David Neal
Demographics	 O7 – Money & Brains – ubran living, hh income \$88,813, Shop at Nordstrom, drive Jaguar XJL, Hispanic, college graduate, eat at Ruth's Chris Steak House, read New York Magazine
Other Data	- Home value - \$278,140 (condo), 1,070sqft, 2 beds 2 baths, built 1998
Advertising Value	 Ad revenue value is very high Generated \$20 in ad revenue in 30 days (\$240 annualized)
Engagement Recommendation	 Great ad revenue potential, local customer, high demo's. Allow more page views before presenting paywall, digital offer \$2.99/mo or \$29.95/year.



Creating your Connection – Contact Plan







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Miami Herald

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Targeted Efforts – E-mail / Telemarketing / Direct Mail











The pros and cons of repealing The California Death Penalty

Top prosecutors Anne Marie Schubert and Don Heller outline the pros and cons in a conversation with Sacramento Bee editorial page editor Dan Morain. They'll explore Proposition 62 which calls to repeal the death penalty and Proposition 66 which keeps it in place. With the November elections near, this important discussion is one you don't want to miss.



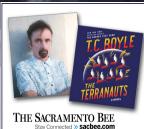
KEEP Anne Marie Schubert



dangerous criminals – murderers, rapists and child molesters – to state prison.



Mr. Heller is one of California's most highly regarded trial lawyers specializing in complex criminal cases in the state and federal courts. Mr. Heller has represented individuals, corporations and other business organizations in state and federal investigations for more than thirty years.



BEE BOOK CLUB Presents: T.C. Boyle New York Times Best-Selling Author

> Saturday, Oct 29 • 5:00 p.m. The Sacramento Bee 2100 Q Street, Sacramento







Beyond Events = Elite Membership



Exclusive experiences created ju

Watch the River Cats in c some of the best seats in



Entertai your share with colum

as you dine Terrace at I advantage for photog designed ju



Exclusive experiences created just for you

Sacramento Kings NBA Legends MEET: Vlade Divac



Spend a very special evening with NBA great Vlade Divac as a part of The Sacramento Kings NBA Legend series. This unique experience includes a special one-on-one interview with Vlade, a questions & answers and group photo opportunity, plus a sumptuous pre-event buffet. And, you will get one final look behind-the-scenes at Sleep Train Arena.



- \$250 per quarter membership
- Access to unique events just for members
- Opportunity to meet Bee journalists and hear their experiences
- Discounted admissions to One Day University events



Single Copy Data To Win on The Streets

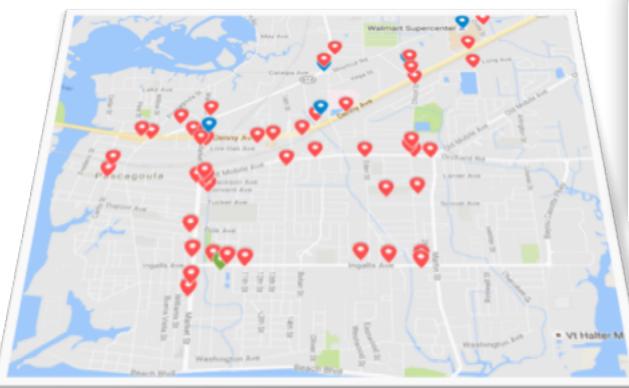








Knowing your Footprint – 1:299







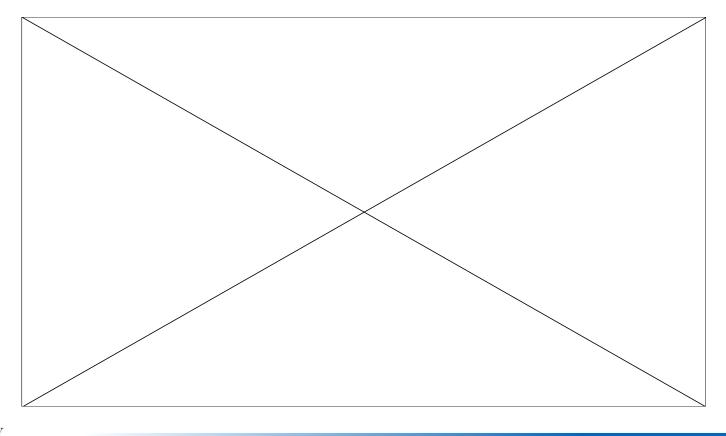
Knowing your Behaviors – Traffic Patterns







Knowing your Buyer – Video From Boise





Knowing and HELPING your Retail Partner AM/PM Promotion







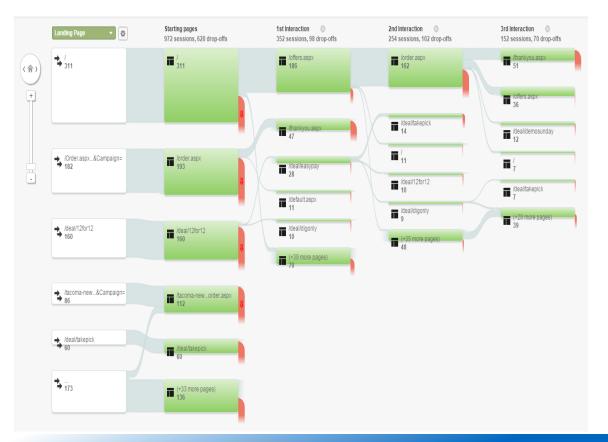
Digital Site Consumers – Watching / Listening







Digital Site Consumers – Watching / Listening





A Quick Question – Digital Surveys







Finding and Serving an Audience – THE TAKE Newsletter

THE SACRAMENTO BEE

The Take

Good morning, On behalf of The Sacramento Bee's Editorial Board, welcome to our opinion politics newsletter.

The Take: Steinberg embraces legalization; let's all prepare to bow down



Erika D. Smith finds detritus from the opioid crisis in a park named for The Bee's founding family. We offer our recommendation on Proposition 55 and take note of Darrell Steinberg's embrace of Proposition 64 on marijuana legalization. Donald Trump supporter Peter Thiel likes it, too. On his <u>excellent Golden State podcast</u>.

1,230 distribution37% open rate10% click through rate

his excellent Golden State podcast, political reporters what we'd ask in undup of opinion from <u>swing states</u> ne Cincinnati Enquirer has endorsed n there's Omarosa Manigault.

ntal health advocate, added his name to **Newsom's** initiative to legalize marijuana.

saying 64 "prioritizes strict regulation and al decision-making authority and brings sense tax structure, to what is already a

MCCLATCHY

Market research by Arcview Group and New Frontier Data predicts <u>California's</u> market would hit <u>\$6.5</u> billion by 2020. The report notes capital is flowing into the cannabis space. Peter Thiefs Founders Fund joined "a <u>\$75</u> million Series B funding round of Privateer Holdings, a company that focuses on investments in the cannabis space. Thiel is the libertarian Silicon Valley billionaire and Donald Trump delegate who sued the bejesus out of Gawker, he disliked how he was characterized.

THE SACRAMENTO BEE

The Take

Good morning, On behalf of The Sacramento Bee's Editorial Board, welcome to our opinion politics newsletter.



We offer our recommendation on the bilingual education measure, **Proposition 58**, and provide our analysis of the response by Sacramento police and City Hall to the shooting of **Joseph Mann**. And **Jack Ohman** provides our latest installment of **The Trump Follies**.

Finding and Serving an Audience – Indulge

INDULGE



85k distribution Avg. HHI \$100k+ Avg. net worth \$400k+

















Just Getting Started – ROI Tools

Audience Campaign ROI Tool

		Subscriber Counts					Subscriber Revenue				PreprintRevenue				Total NP\Ink\Prod\Dist Cost						
WeekNumber	Start Retention	7 Day	5 Day	2 Day	SO	Total	7 Day	5 Day	2 Day	SO	Total	7 Day	5 Day	2 Day	SO	Total	7 Day	5 Day	2 Day	SO	Total
Week 33	34%	17	0	51	34	102	\$51	\$0	\$77	\$43	\$170	\$17	\$0	\$37	\$20	\$74	\$34	\$0	\$31	\$11	\$77
Week 34	34%	17	0	50	34	101	\$51	\$0	\$75	\$43	\$169	\$17	\$0	\$36	\$20	\$73	\$34	\$0	\$31	\$11	\$76
Week 35	33%	17	0	50	33	100	\$51	\$0	\$75	\$41	\$167	\$17	\$0	\$36	\$20	\$73	\$34	\$0	\$31	\$11	\$76
			-				A				4	***	**	***		4	***	**			4

nouts	# of Estimated Subscriptions Sold			WeekNumbe Week 1	r Start Retention 92%		1 7 Day 5 Day 2 Day 50 Total 6 5147 50 5222 5124 \$493	7 Day 3 Day 2 Day 50 Total 3 \$49 \$0 \$107 \$39 \$211	7 Day 5 Day 2 Day 50 To 599 50 591 533	Audience Revenue (Annualized)	
	7 Day	50		Week 2	100	49 0 147 98 29	4 5147 50 5221 5123 549	0 \$49 \$0 \$106 \$79 \$214	599 50 590 532	1221	
	5 Day	150		Week 3 Week 4	97% 96%	48 0 145 97 25 48 0 144 98 28	0 5144 50 5218 5121 5481 8 5144 50 5216 5120 5481			7 Day	\$ 4
	2 Day Sunday Only	150		Week 3	95%	48 0 143 95 28	8 5144 50 5216 5120 548 8 5144 50 5215 5119 547			5 Day	
	Total Units Sold	300		Week 6 Week 7	92%	46 0 138 92 27	6 5138 50 5207 5115 \$460		593 50 \$84 \$30	208	
	Term of offer (in wks)	13		Week 8	91%	46 0 137 91 27 45 0 134 90 26				2 Day	\$
	Weekly Rate of Offer	\$ 3.00		Week 9 Week 10	885					Sunday Only	Ś
	7 Day 5 Day	5 5.00		Week 10 Week 11	87%	44 0 131 87 26	4 5132 50 5198 5110 544 2 5132 50 5197 5109 548		589 50 581 529 589 50 580 529	Total Audience Revenue	\$1
	2 Day Sunday Only	\$ 1.50 \$ 1.25		Week 12 Week 13	86% 84%	43 0 129 86 25 42 0 125 84 25	8 5129 50 5194 5108 5480 1 5126 50 5188 5105 5419			174	
	Activation Fee	\$ 5.00		Week 14	815	41 0 122 81 24	4 \$123 \$0 \$183 \$101 \$403	7 \$41 \$0 \$88 \$49 \$17	\$83 \$0 \$75 \$27	Preprint Revenue (Annualized)	
	# of Full Run Eg Inserts\wk			Week 15 Week 16	80%	40 0 119 80 23 39 0 117 78 23				5380 7 Day	Ś
	7 Day	25		Week 17	72%	36 0 108 72 21	6 \$108 \$0 \$162 \$90 \$360	0 \$36 \$0 \$78 \$43 \$15	\$73 \$0 \$66 \$24		
	5 Day 2 Day	20		Week 18 Week 19	70%	35 0 105 70 21 34 0 103 68 20				5 Day	
	Sunday Only	15		Week 20	625	31 0 94 63 18	8 593 50 5141 579 5313	a 531 50 548 538 \$130	\$63 \$0 \$58 \$21	2 Dav	\$
	Avg Insert Rateland	\$ 40.00		Week 21 Week 22	59% 57%		8 590 50 5134 574 5297 2 587 50 5129 571 5287			Sunday Only	Ś
_	Av	1.00		Week 23	53%	26 0 79 53 15	8 \$78 \$0 \$119 \$66 \$26	a \$26 \$0 \$57 \$32 \$11	\$53 \$0 \$45 \$17	118	
-		Ten	+	Week 24 Week 25	45%	23 0 65 45 13 21 0 62 41 13	6 \$69 \$0 \$102 \$76 \$223 4 \$63 \$0 \$93 \$31 \$203		\$46 \$0 \$42 \$15 \$42 \$0 \$38 \$14	Total Preprint Revenue	\$
74	mk\Production Cost		∇A	Week 26	40N	20 0 60 40 12	a \$60 \$0 \$90 \$30 \$200	0 \$20 \$0 \$43 \$24 \$8	\$40 \$0 \$37 \$13	Total Revenue	\$ 2
	Daily Sunday	\$ 0.15		Week 27 Week 28	30%					506 TO COL THE COLOR	
	Distribution Cost			Week 29	20%	19 0 57 30 11	4 \$37 \$0 \$86 \$48 \$190	0 \$19 \$0 \$41 \$23 \$83	\$35 \$0 \$35 \$13	500	
-	Daily Sunday	\$ 0.15		Veek 30 tek 31	37%	19 0 56 37 11 18 0 53 36 10				Sales Cost	\$1
	Other Costs	51		18.32	35% 34%	17 0 51 34 10	4 531 50 578 544 5173 2 531 50 577 548 517			Total NP\Ink\Prod\Dist Cost (Annual	ized)
	Audience Revenue (Annualized) 7 Day	\$ 4.209		34	345 335	17 0 50 34 10	1 551 50 575 548 516 0 551 50 575 541 516		351 511	576 7 Day	Ś
	5 Day	s-			32%	16 0 48 32 9	6 \$48 \$0 \$72 \$40 \$160	535 515 57	534 50 531 511 532 50 529 511	572 ST	
	2 Dey	\$ 6,305 \$ 3,501			81% 81%		4 548 50 571 538 5151	7 516 50 534 519 560 7 516 50 534 519 560		5 Day	
	Sunday Only Total Audience Revenue	\$ 3,501 \$ 14,015			315	12	2 545 50 569 539 \$153	8 \$15 \$0 \$33 \$19 \$6	\$30 \$0 \$28 \$10	2 Day	Ś
	Preprint Revenue (Annualized) 7 Day	\$ 1,403		-	30%	0 46 31 9	2 545 50 569 539 515 0 545 50 568 538 515			569	
	5 Day	ş			29%	15 0 44 29 8	8 545 50 566 536 514	7 \$15 \$0 \$32 \$17 \$64	\$30 \$0 \$27 \$10	surroay Only	
	2 Day Sunday Only	\$ 3,026		-	29%	14 0 43 29 8 14 0 42 28 8	6 542 50 565 536 5143 4 542 50 563 535 5140			Sea Total NP\Ink\Prod\Dist Cost	\$
	Total Preprint Revenue	\$ 6,110			28%					Other Cost	
	Total Revenue	\$ 20,125			27%	14 0 41 27 8 13 0 40 27 8	2 \$42 \$0 \$62 \$34 \$137 0 \$39 \$0 \$60 \$34 \$137			34	
	Sales Cost	\$ 10,500		41	26%	13 0 39 26 7	8 \$39 \$0 \$79 \$33 \$130	0 \$13 \$0 \$28 \$16 \$5:	\$26 \$0 \$24 \$9	fiotal Cost	\$ 1
_	Total NP\Ink\Prod\Dist Cost Cost (Annual 7 Day	ized) \$ 2,036		(49 (8.30	26%		8 539 50 539 533 \$130 6 539 50 537 531 \$120			510 534	
	5 Dey	5+	- V .	4ek 31	25%	12 0 37 25 7	4 536 50 536 531 \$121	3 \$12 \$0 \$27 \$15 \$54	\$24 \$0 \$23 \$8	\$55	
	2 Day	\$ 2,571 \$ 924	-74	Neek 32	24%	12 0 37 24 7	3 536 50 536 530 \$123 \$4,209 50 \$6,305 \$3,501 \$14,015			535	
	Sunday Only Total NP\Ink\Prod\Dist Cost	\$ 6,331					34,207 30 36,305 33,501 314,019	5 51,405 50 53,026 51,681 56,11	22,636 20 52,571 5924 5		\$3,
	Other Cost	5115	. A							ROI	<u>, כך</u>
	RO	,293									



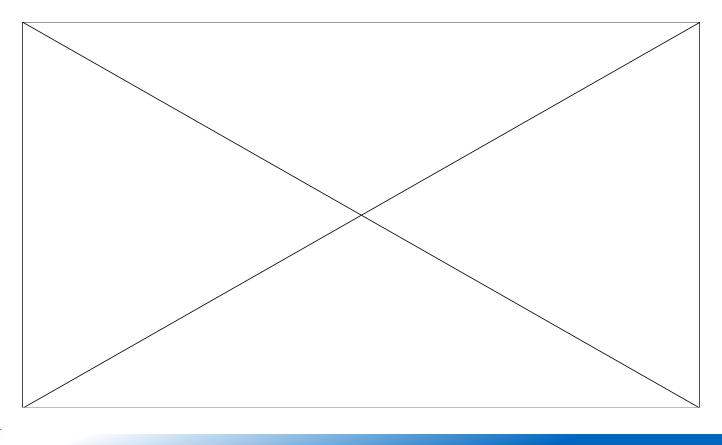
Other ROI Tools being Deployed

- New Start ROI estimate ROI on new starts by modeling different attrition rates, average subscriber rates and CPOs
- CPO Reduction help newspapers manage acquisition budgets and get to company CPO targets
- Retention Calculator estimate potential revenue gains from improvements to subscriber retention

				_				_							
How much reven	ue do we	keep by increas	sing retention by	X percer	it?										
Market		MCC *													
Warket		Mice													
Retention Percent	t	2%]										_		
		52	51		50		49			48	47		46		
Week		2015-39	2015-40	2015-4	1	2015-42		201	5-43	2015-	44	2015-45	_		
Stop Count		12,239	14,129		13,408	1	3,639		13,0	78	13,445		12,895		
Stop Revenue		\$ 45,831	\$ 53,334	\$	50,194	\$ 4	9,503		\$ 47,1	78	\$ 50,270	\$ -	47,010		
Avg Stop Rate		\$3.74	\$3.77		\$3.74		\$3.63		\$3.	61	\$3.74		\$3.65		
Cumulative Stop I Lost for Year	Revenue	\$ 2,383,222	\$ 2,720,018	\$ 2,	509,715	\$ 2,42	5,650		\$ 2,264,5	37 \$ 2	2,362,706	\$ 2,1	62,438		
Revenue @ 0.02		¢ 017	¢ 4.005		¢ 2.000		2 0 0 0		ć t o		65.001		6 074		
Retention		\$ 917	\$ 1,986 \$ 1.068		\$ 2,989 \$ 1,003		3,980 \$ 991		\$ 4,9 \$ 9		\$ 5,931	\$	6,871 \$ 941		
							5 991	_	5.9	45	S 1.005		\$ 941		
	what	is the KOT for Inc	reasing starts by X	c per wee	ĸr										
	-														
		ncrease Per Wee		100											
	Weekl	y Average Start F	Rate	\$ 2.54											
	Weekl	y Start Attrition F	Rate	1.96%											
_	CPO		L	\$ 35.00											
	-														
	Week		;	2015-39	2015-40	2015-41	2015-		2015-43			2015-46	2015-47	2015-48	
		onal Starts/wk		100	100	100		100	100	100	100	100	100	100	100
	Additio	onal Expense		\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,5	500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
	Reven	ue with 100 Extra	a Starts	\$ 254	\$ 503	\$ 747	\$ 9	987	\$ 1,221	\$ 1,451	\$ 1,677	\$ 1,898	\$ 2,115	\$ 2,327	\$ 2,536
				\$ 254	\$ 254	\$ 254	\$ 2	254	\$ 254	\$ 254	\$ 254	\$ 254	\$ 254	\$ 254	\$ 254
					\$ 249	\$ 249	\$ 2	249	\$ 249	\$ 249	\$ 249	\$ 249	\$ 249	\$ 249	\$ 249
						\$ 244	\$ 2	244	\$ 244	\$ 244	\$ 244	\$ 244	\$ 244	\$ 244	\$ 244
							\$ 2	239	\$ 239	\$ 239	\$ 239	\$ 239	\$ 239	\$ 239	\$ 239
									\$ 235	\$ 235	\$ 235	\$ 235	\$ 235	\$ 235	\$ 235
										\$ 230	\$ 230	\$ 230	\$ 230	\$ 230	\$ 230
											\$ 226	\$ 226	\$ 226	\$ 226	\$ 226
												\$ 221	\$ 221	\$ 221	\$ 221
													\$ 217	\$ 217	\$ 217 \$ 213
														\$ 213	\$ 213 \$ 208
															<i>\$</i> 208



Why We do This





A Vision + Key Tactical Programs + DATA + having Fun Again....

- Taking action
- Call A Time Out
- Move to a RELATIONSHIP STRATEGY
- Develop a targeted team approach (Audience/News/Advertising...)
- Find the right business solution (Partners)
- Begin to capture data (the right data)
- Develop communication campaigns (Targeted)
- Learn, Adjust and HAVE FUN

