

Acquisition Master Class



Reader Revenue
MASTER CLASS

ACQUISITION



August 2020

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mathereconomics.com

MATHER SPECIALIZES IN APPLIED ANALYTICS

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RETURN ON
INVESTMENT

Our typical client engagement provides a 10-to-1 return on investment. We increase revenue yield and reduce risks from pricing actions.

\$6B+

REVENUE
MANAGEMENT

We provide customer analytics and yield management for over 200 clients with \$6 billion in combined annual revenue and 30 million customers.

200

CLIENTS IN
DIVERSE INDUSTRIES

Mather works with organizations in several industries to help them adapt their business models to digital disruption.

18

YEARS EXPERIENCE &
TURNKEY CONSULTING

Founded in 2002 with offices in North America and Europe. Our consulting services include extensive reporting with A/B testing and model validation. We are fully GDPR, CCPA compliant and SOC2 audited.

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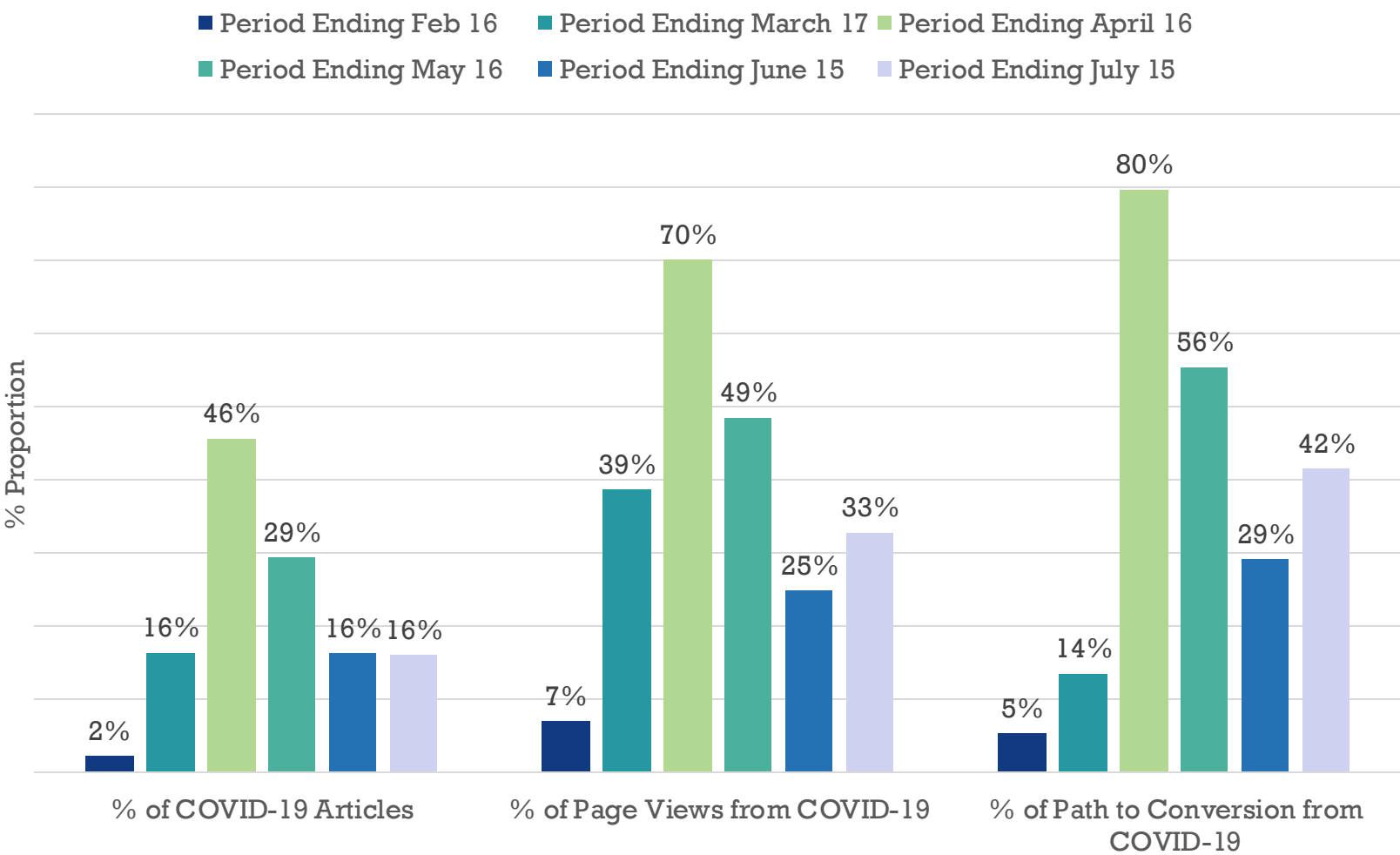
INDUSTRY CONTENT BENCHMARKS

In the most recent 30-day period, explicitly tagged COVID-19 content that appears on the path to conversion has declined to 42% vs. a high of 80% during the April period.

COVID-19 articles produced has stabilized in the last 60 days at 16% of all articles from a high of 46% during the April period.

The impact of COVID-19 content on path to conversion and engagement mirrors the pattern of new COVID-19 cases in the United States.

Ratios of COVID-19 Content Production, Consumption, and Correlation with Conversion



INDUSTRY SUBSCRIPTION BENCHMARKS

New conversion growth is past its peak and slowly trending down towards March levels.

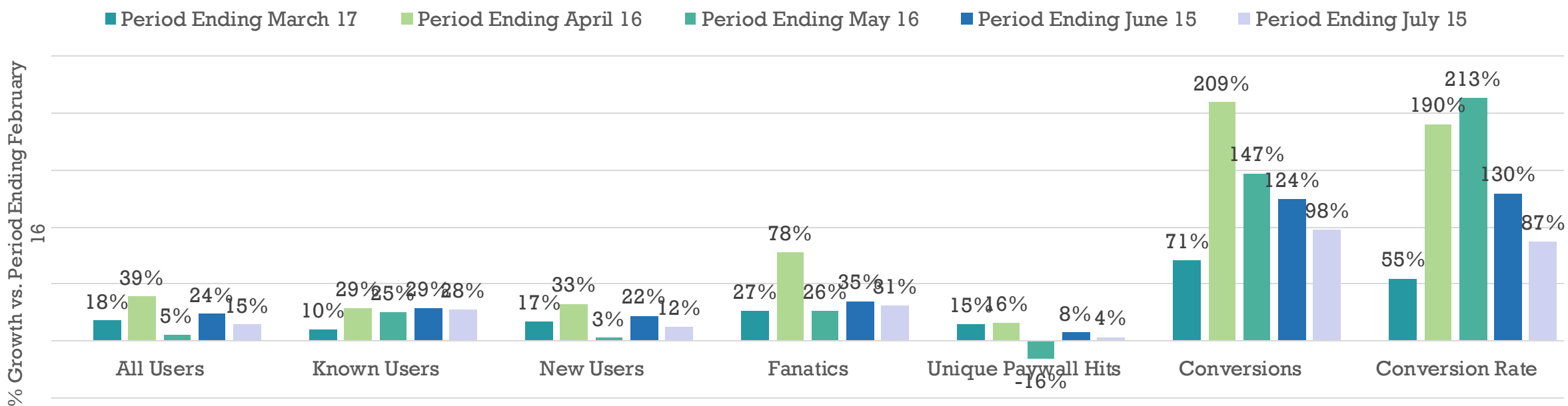
There continues to be relative growth in subscriptions compared to February.

Fanatic and Known users have stabilized since May, suggesting an overall growth in engaged and high propensity users.

The number of users hitting the paywall is only 4% higher than February levels, suggesting non-paywall channels are key for subscription growth.

The Conversion Rate is improved from the influx of Fanatic users as well, making the paywall more effective.

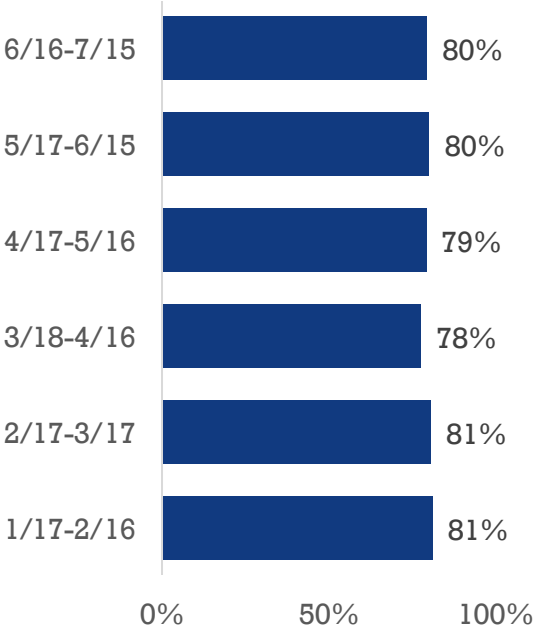
30-day Growth in Key Audience Metrics vs. February 16



KEY METRICS BY AUDIENCE TYPE

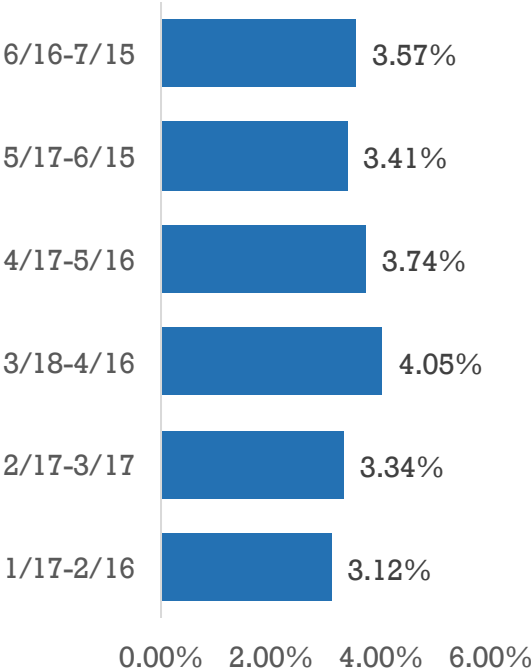
Though the aggregate volume of New Users grew significantly throughout March-April, the *proportion* of New Users has remained around 80%.

% of New Users vs. All Users



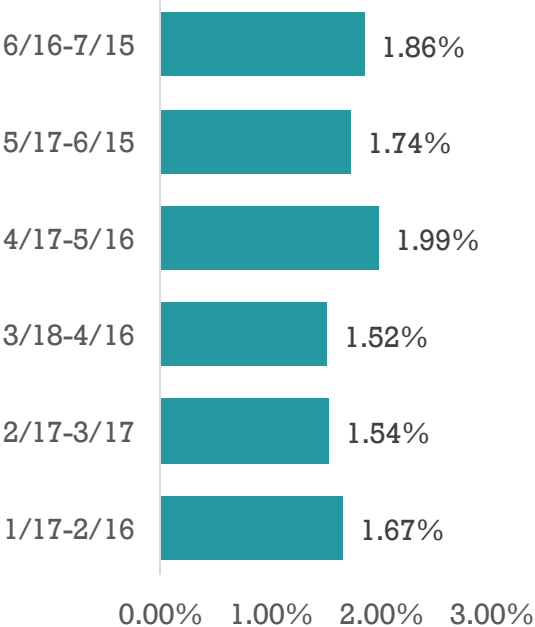
The aggregate volume of Fanatic Users grew significantly throughout March-April, and *proportion* of Fanatics has grown. The proportion has been declining since the April peak.

% of Fanatics vs. All Users



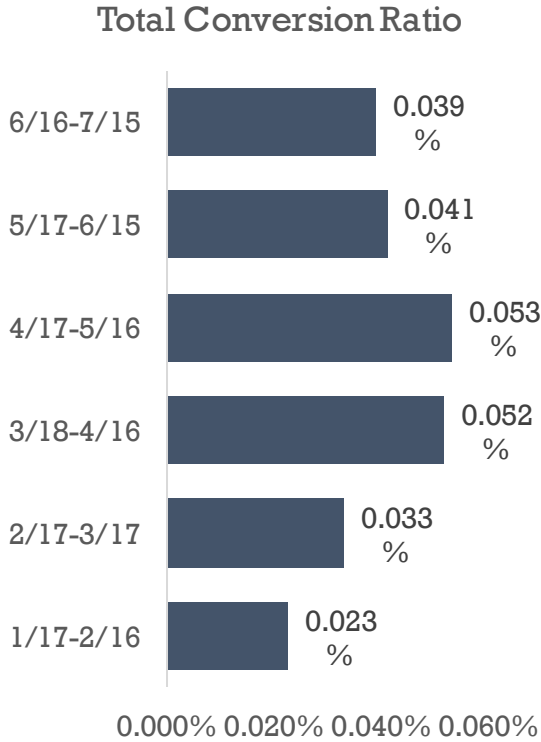
The aggregate volume of Known Users has grown and stabilized since March and the *proportion* of Known Users is hovering closer to 2% in recent months.

% of Known Users vs. All Users

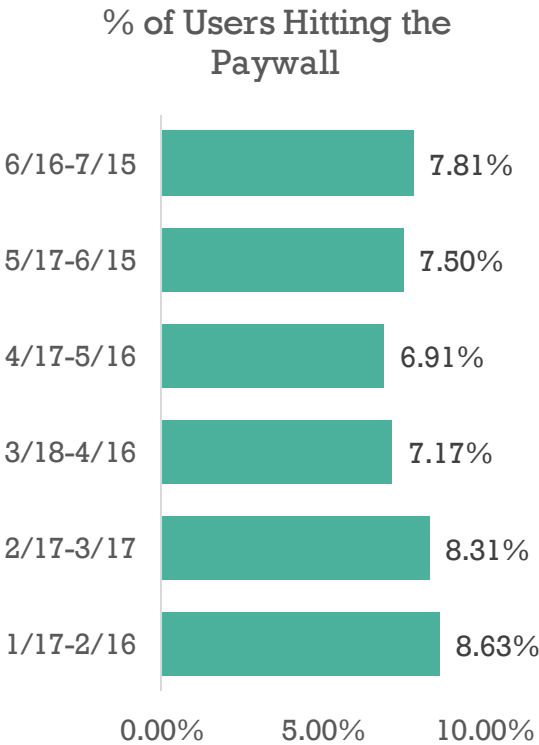


KEY METRICS FOR SUBSCRIPTION GROWTH

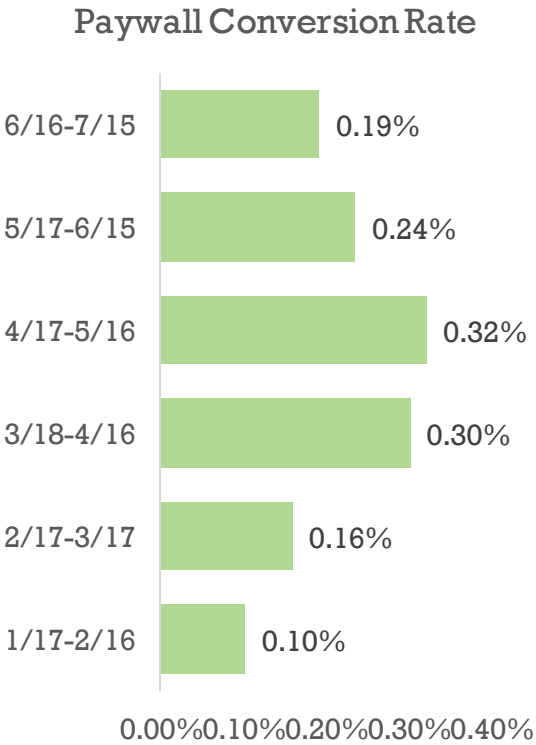
The Conversion Ratio measures all conversions vs. all users. the conversion ratio peaked in April-May though is still higher than the start of the year.



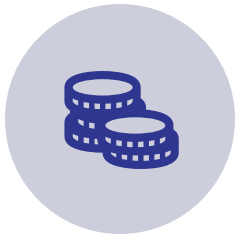
Hitting the paywall includes all types (meter, subscriber only, hardwall). The proportion of paywall hits has declined, likely due to “free” COVID-19 content and one-time users.



The Conversion rate is exclusive to the paywall channel (no voluntary or email). The conversion rate peaked in April-May though is still higher than the start of the year.



CONCEPTS WE WANT TO SHARE TODAY



PRICING
OPTIMIZATION &
PRICE ELASTICITY
OVER TIME



DIGITAL AUDIENCE
ENGAGEMENT
SEGMENTS



LIMITATIONS OF
ANALYTICS ON
UNKNOWN USERS



DYNAMIC METER
PATTERN
RECOMMENDATIONS



TACTICS TO GROW
DIGITAL
SUBSCRIPTIONS

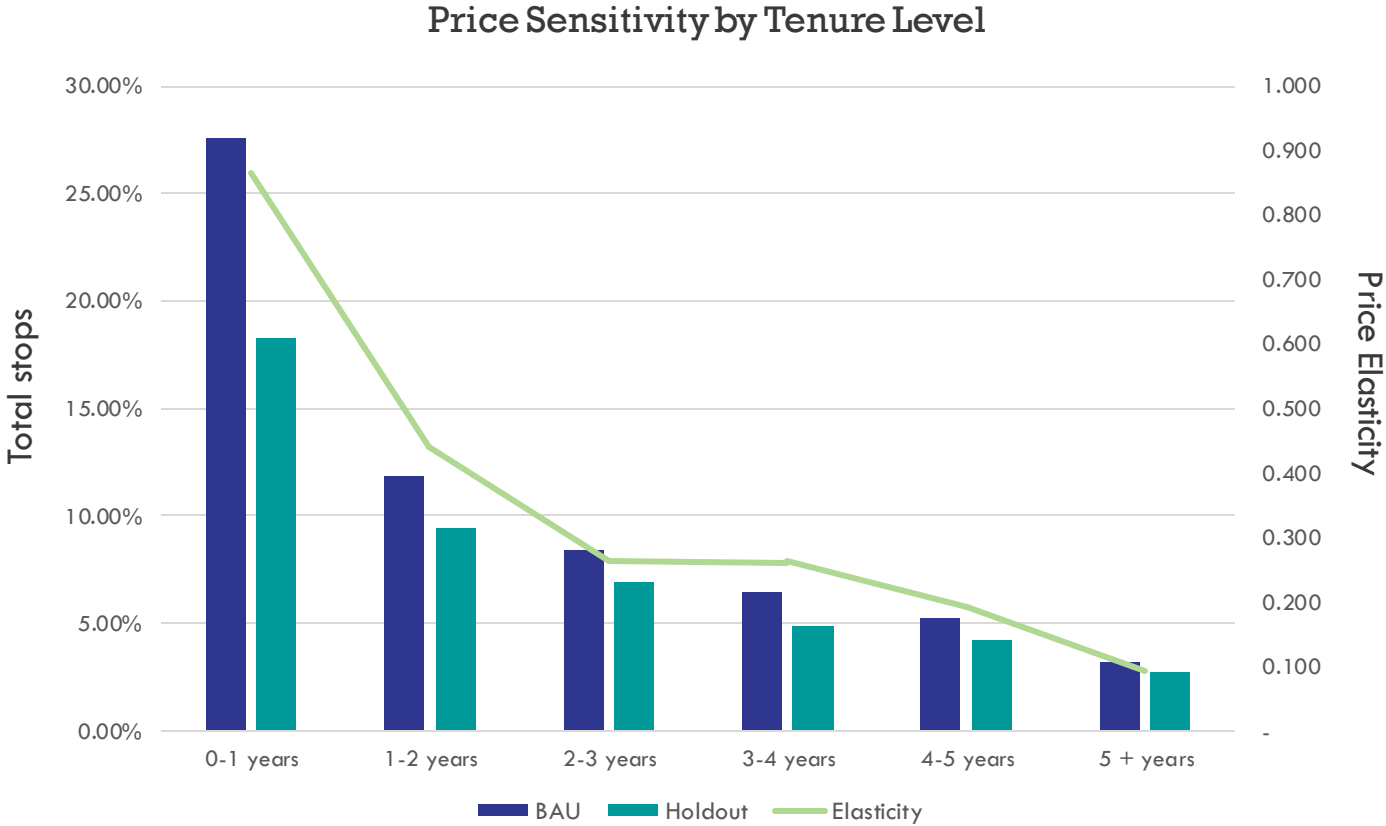
PRICE ELASTICITY/ TENURE

Price elasticity differs greatly by tenure level.

SUB. YEAR	PRICE STOPS	PRICE ELASTICITY
0-1	4.3%	-0.9
1-2	2.2%	-0.4
2-3	1.3%	-0.3
3-4	1.3%	-0.3
4-5	0.9%	-0.2
5-6	0.5%	-0.1

- BAU target subs received 5% increase
- Holdout subs received no increase
- Differences in total stops due to price change

Similar findings are true with Digital Engagement, Income levels and Age groups.



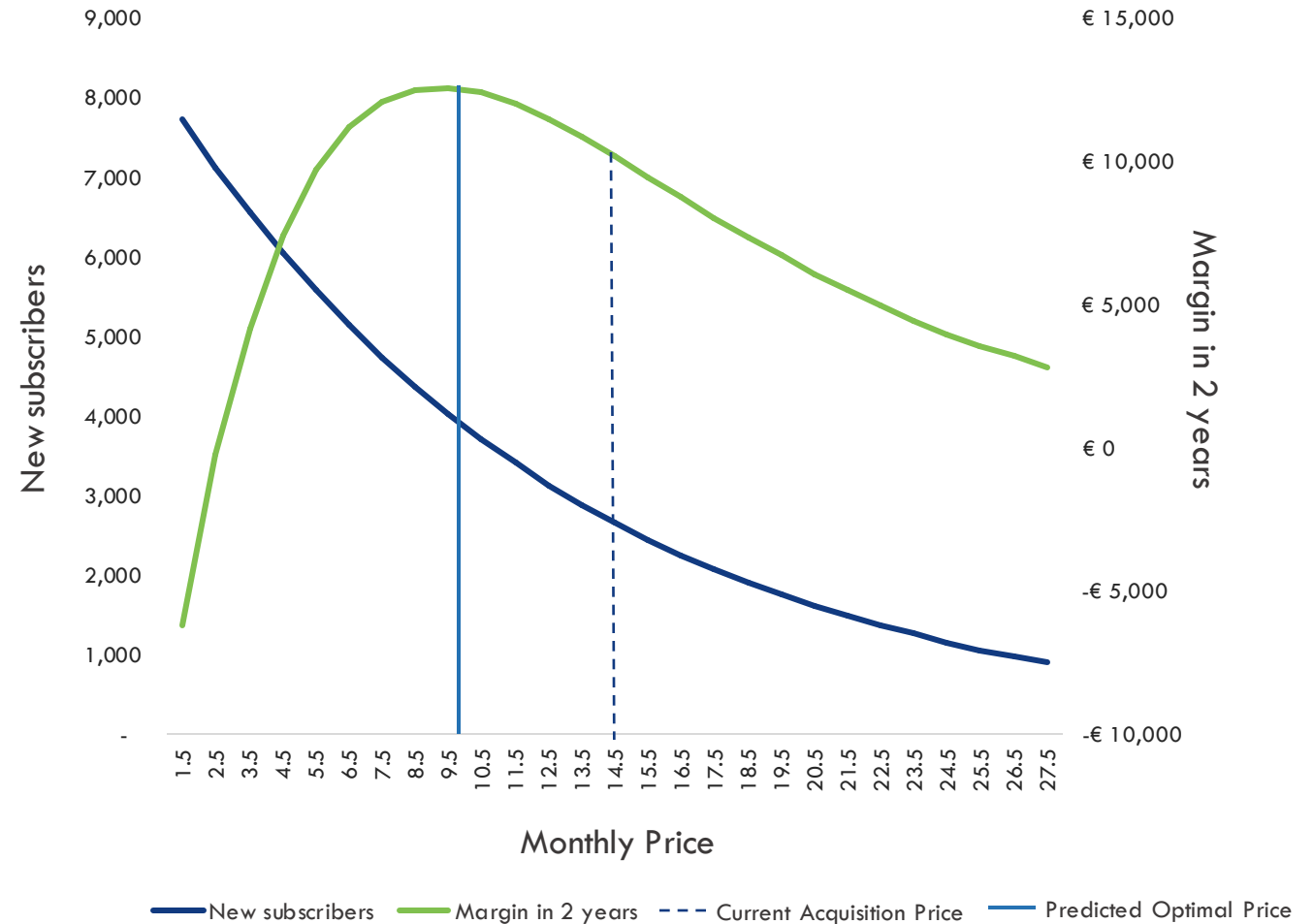
CUSTOMER ACQUISITION – OFFER PRICE

Offer pricing balances quality and quantity:

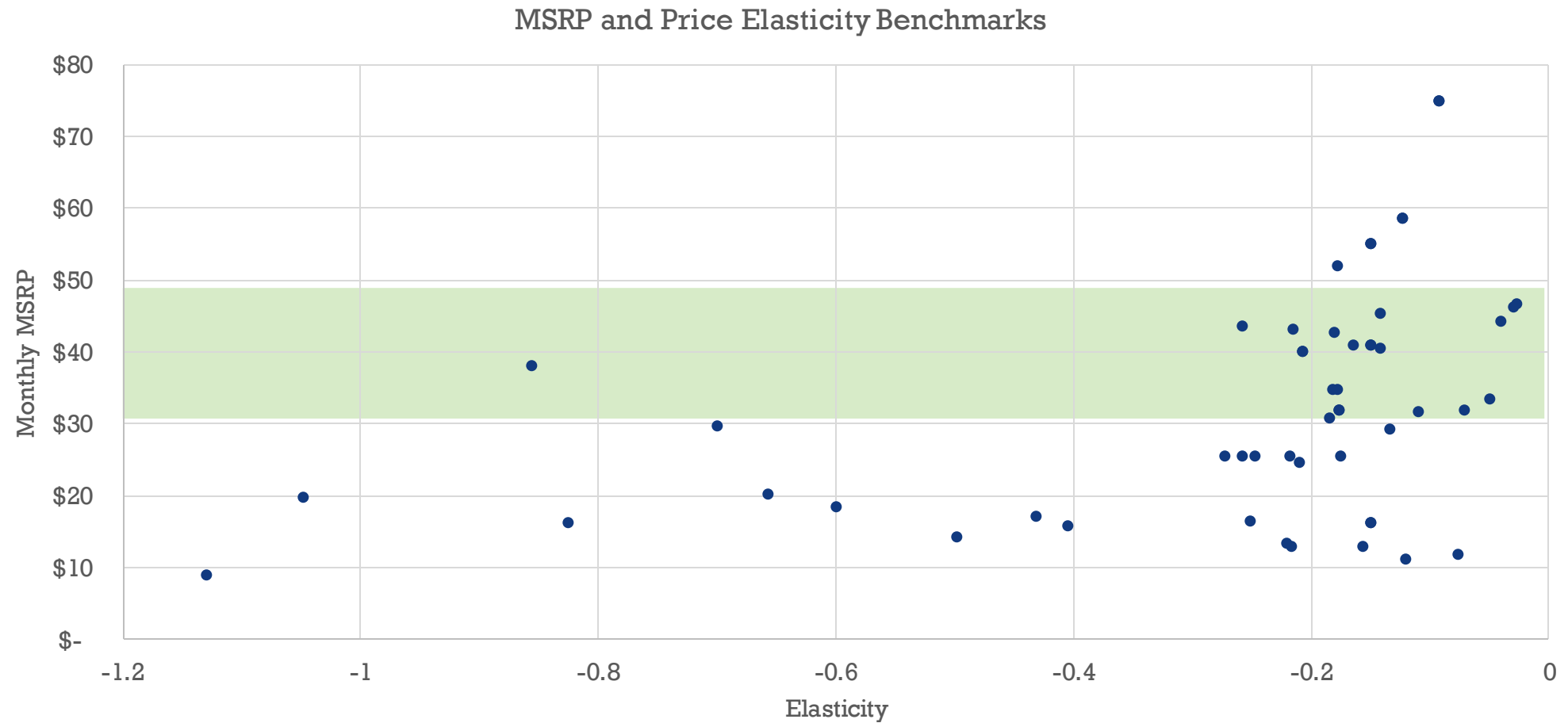
- Higher prices attract fewer customers with less churn
- Lower prices attract more customer with higher churn

Optimal prices maximize total expected operating margins

Mather uses predicted customer retention and conversion rates to find optimal prices



PRICE ELASTICITY BENCHMARKS BY MONTHLY PRICES



DIGITAL AUDIENCE ENGAGEMENT SEGMENTS

	FANATICS	ENTHUSIASTS	STABLE USERS	DABBLERS	FLYBYS	NON-ENGAGED
% OF AUDIENCE	2.0%	4.0%	6.9%	12.2%	44.0%	30.9%
ALL USERS	89,978	181,331	310,245	549,557	1,979,735	1,392,588
PAGE VIEWS	32.4	8.2	4.1	2.4	1.2	1
ARTICLE PAGE VIEWS	14.9	5.6	3	1.9	1.1	0.8
UNIQUE DAYS	5.1	1.8	1.1	0.9	0.6	1
VISITS PER USER	13.9	4.4	2.3	1.5	1	1
TIME PER VISIT	5:33	5:50	4:53	4:35	2:15	0:00
SCROLL DEPTH	54%	49%	49%	48%	42%	0.02%
AD REVENUE	\$0.72	\$0.18	\$0.09	\$0.06	\$0.03	\$0.02
% OF AD REVENUE	27.2%	13.7%	11.7%	13.8%	24.9%	8.8%
% KNOWN USERS	4.07%	0.44%	0.17%	0.05%	0.01%	0.00%
COOKIES PER KNOWN USER	1.71	1.1	1.04	1.03	1	1

LIMITATIONS OF PROPENSITY SCORING

	FANATICS	ENTHUSIASTS	STABLE USERS	DABBLERS	FLYBYS	NON-ENGAGED
% OF AUDIENCE	2.0%	4.0%	6.9%	12.2%	44.0%	30.9%
ALL USERS	89,978	181,331	310,245	549,557	1,979,735	1,392,588
PROPENSITY TO SUBSCRIBE	0.200%	0.067%	0.033%	0.017%	0.008%	0.000%
CONVERSIONS FROM METER	169	91	53	15	0	0
ADV REV PER PAGE	\$0.022	\$0.022	\$0.022	\$0.025	\$0.025	\$0.015
MISCATEGORIZED USER PCT	0.05%	0.05%	0.20%	0.8%	25.0%	n/a
MISCATEGORIZED USER NUM	45	91	620	4,396	494,934	n/a
CONV RATE OF MISCATEGORIZED USERS	0.04%	0.04%	0.04%	0.04%	0.04%	n/a
CONV OF MISCATEGORIZED USERS	0.0	0.0	0.3	2	217	n/a
TOTAL CONVERSIONS	169	91	53	17	217	

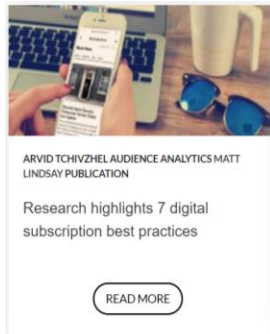
DYNAMIC PAYWALL RECOMMENDATION

Mather recommends a rainbow-like pattern of access, with a tight paywall on the ends of the engagement spectrum and more content offered to the medium-engaged user segments.

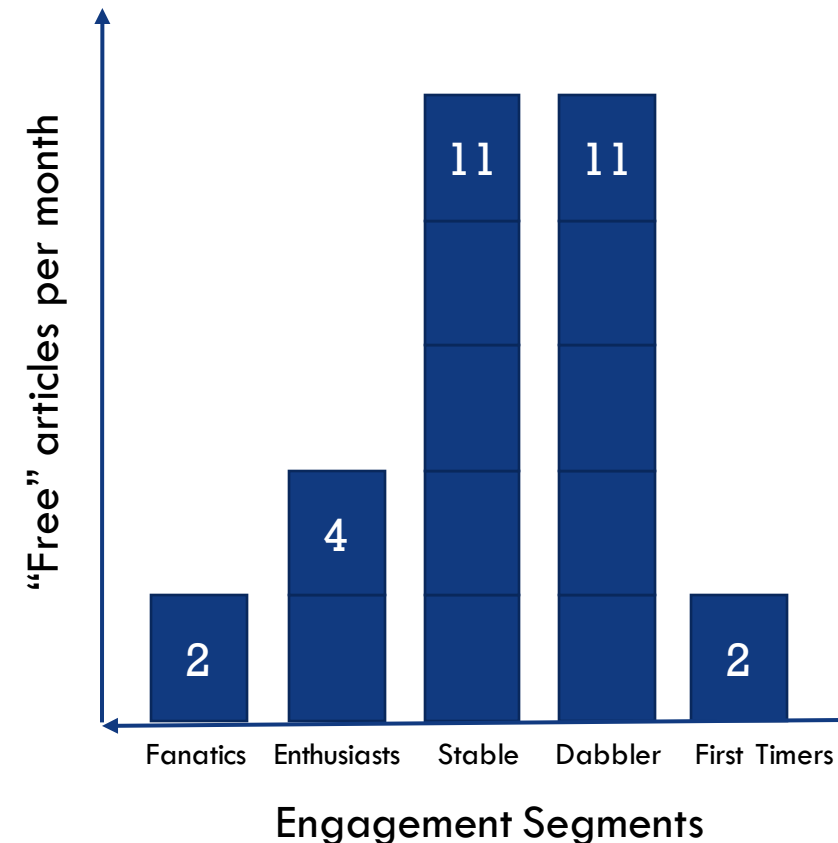
Sample* recommendations by Audience Segment

- Fanatics: 2 articles
- Enthusiasts: 4 articles
- Repeat Low-Engagement (groups 1 -4): 11 articles
- First-Time Users: 2 articles

* Note: these results will differ by product



Read Mather's White Paper
Research highlights 7 digital
subscription best practices



TACTICAL RECOMMENDATIONS



Long-term subscriptions



Extended promotional terms



Increase the share of premium content



Adopt an organizational structure to maximize digital subscriptions



Reduce friction in the checkout process



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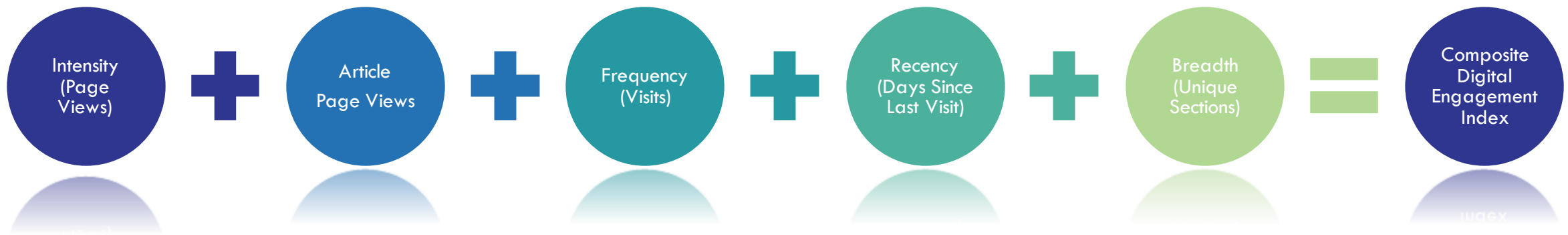
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DATA OVERVIEW - ENGAGEMENT

Publishers often leverage a composite digital engagement index, composed of five different variables measuring intensity, frequency, recency, and breadth of digital content consumption.

A composite index allows for use of **several different types of digital engagement metrics without negative effects of multicollinearity.**



CONCEPTS WE WANT TO SHARE TODAY



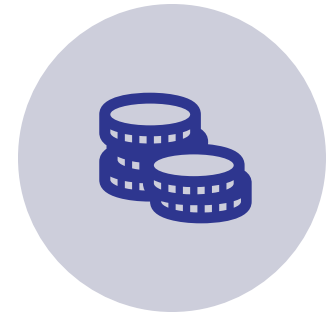
**DIGITAL AUDIENCE
ENGAGEMENT
SEGMENTS**



**THE VALUE OF
KNOWING A READER**



**CHANGES IN
ENGAGEMENT
PREDICT CHURN**

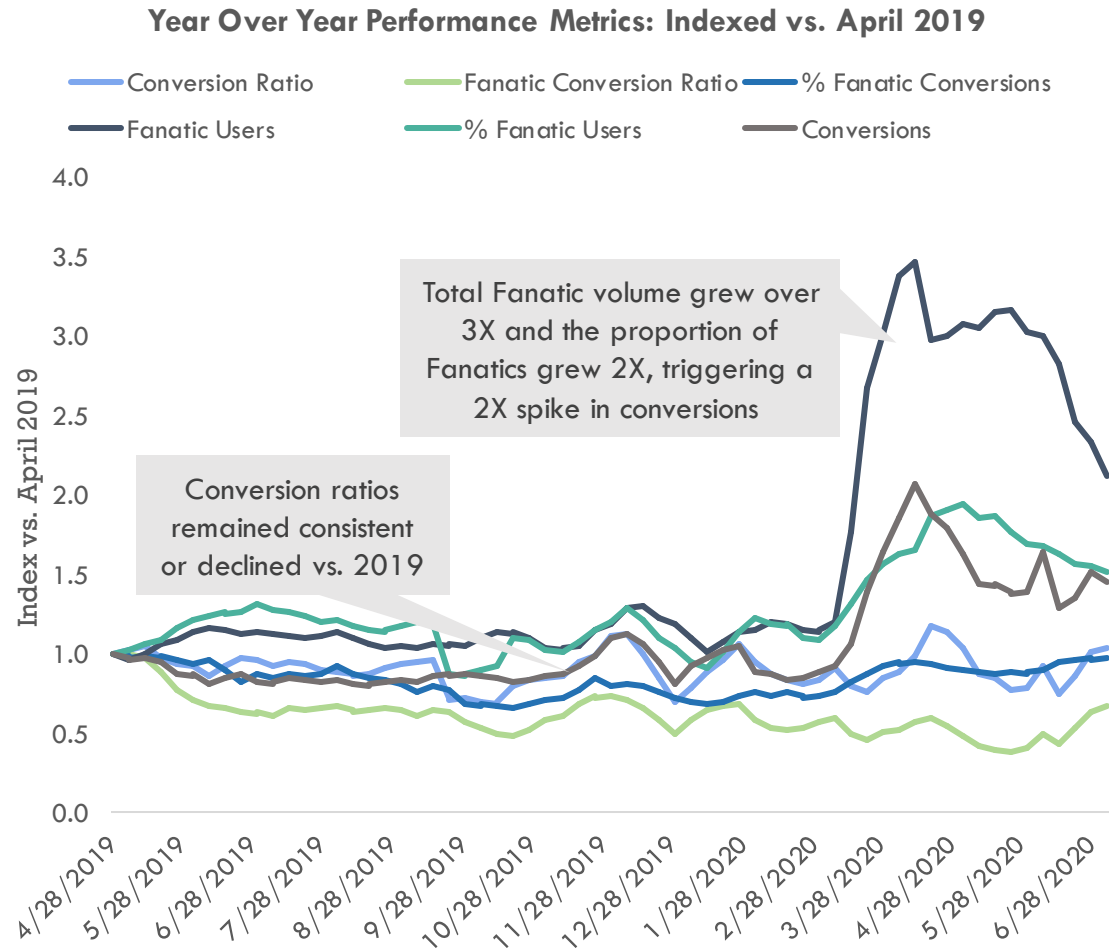


**PRICING OPTIMIZATION
& PRICE ELASTICITY BY
ENGAGEMENT LEVEL**

ENGAGED USERS ARE MUCH MORE VALUABLE

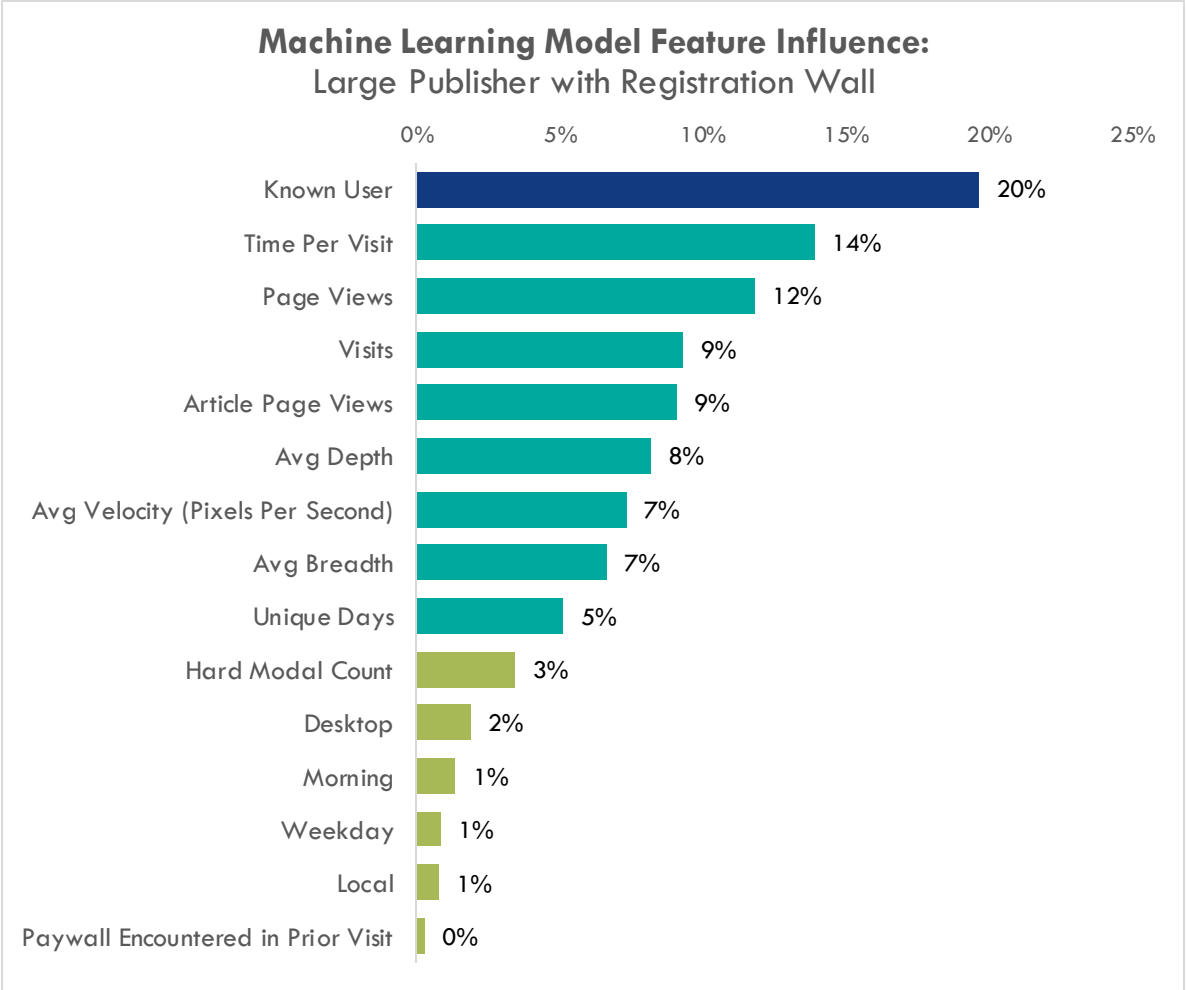
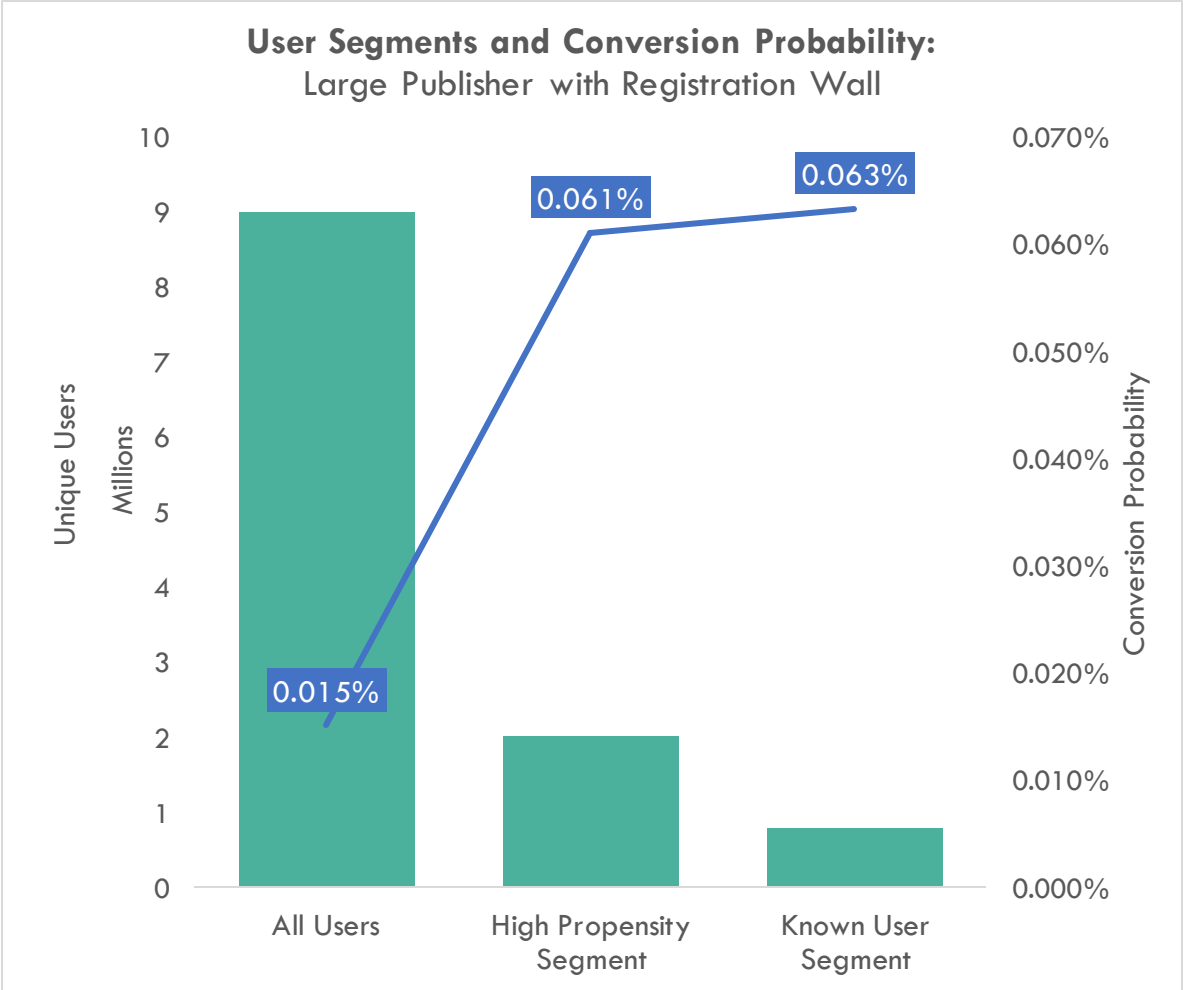
AVG. PER USER PER MONTH	FLYBYS	STABLE USERS	ENTHUSIASTS	FANATICS
ALL USERS	6.9M	595K	340K	167K
PAGEVIEWS	1.4	7.0	14.4	100.7
ARTICLE PAGEVIEWS	0.9	2.6	4.4	27.2
VISITS	1.1	2.6	5.0	26.2
TIME PER VISIT	02:17	06:57	07:40	06:41
SCROLL DEPTH	28%	50%	52%	62%
AD REVENUE	\$0.01	\$0.05	\$0.12	\$1.08
UNIQUE DAYS	1.1	2.1	3.6	9.5
% KNOWN USERS	0%	2%	5%	38%
CONVERSION RATE	0.00%	0.22%	0.28%	0.73%

COVID-19 CONVERSIONS VS 2019 – CASE STUDY



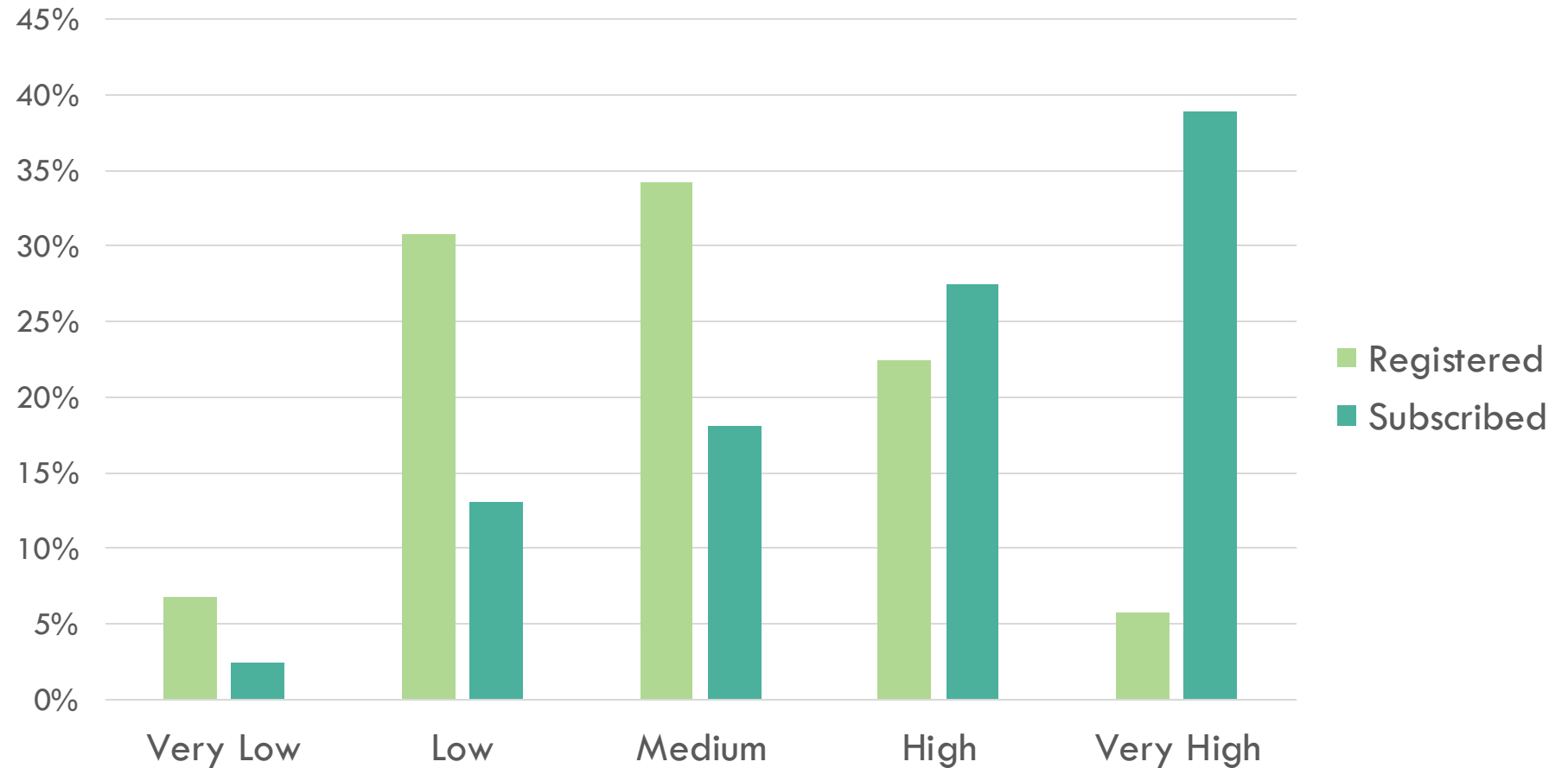
- The growth in volume of Fanatic users is the primary driver of the spike in conversions observed during March – June 2020.
- **Fanatic volume grew** over 3X and the proportion of total Fanatics grew by 2X, impacting total conversions 2X vs. 2019.
- The **conversion ratio** for all users (0.04%) stayed consistent while the **Fanatic conversion ratio** declined (1.4% in 2019; 0.77% in 2020).
- The proportion of Conversions from the Fanatic segment declined slightly YOY (64% in 2019; 58% in 2020).

KNOWN READERS MUCH MORE LIKELY TO SUBSCRIBE



REGISTERED VS. SUBSCRIBED: ENGAGEMENT

Registered users are moderately engaged, but **subscribed users** are **most engaged**.



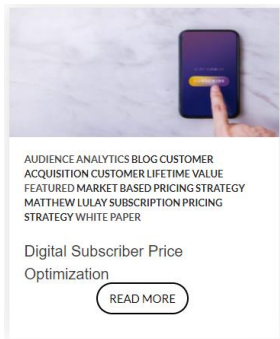
PRICING RECOMMENDATIONS

Mather recommends considering engagement during pricing decisions. You may consider excluding “sleepers” from price changes if they have zero engagement for long period of time

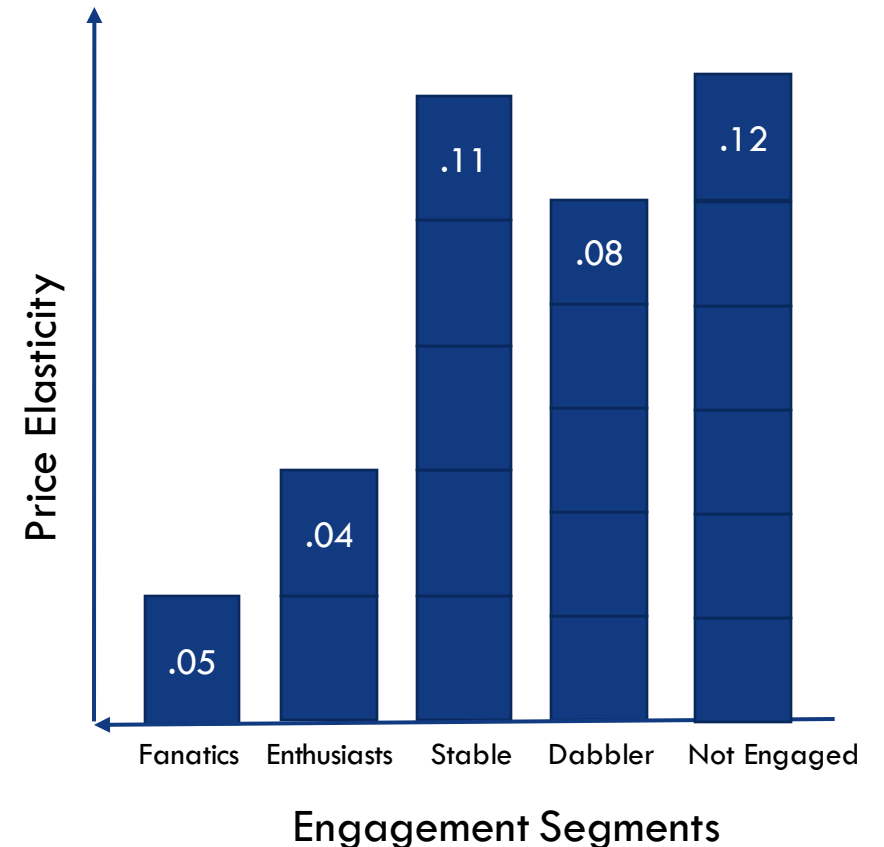
Sample* pricing recommendations by Audience Segment

- Fanatics & Enthusiasts: Regular renewal price change
- Stable & Dabblers: Moderated renewal price change
- Not Engaged: No price increase

* Note: these results will differ by product

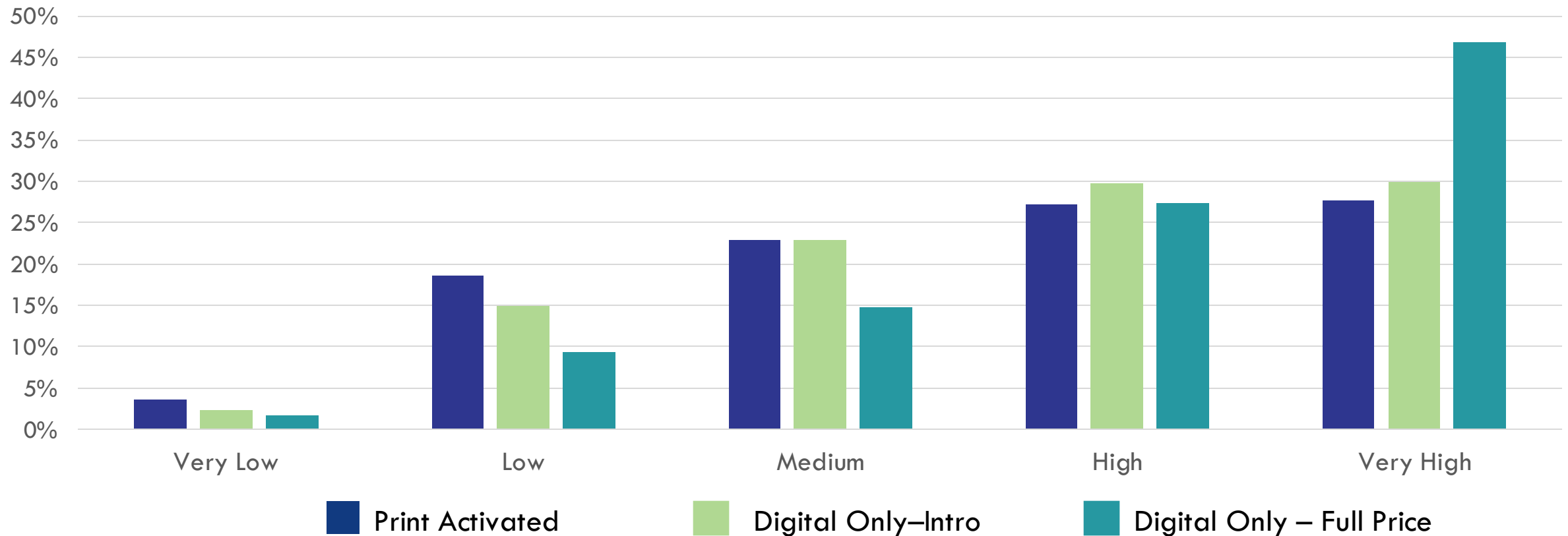


[Read Mather's White Paper
Digital Subscriber Price Optimization](#)

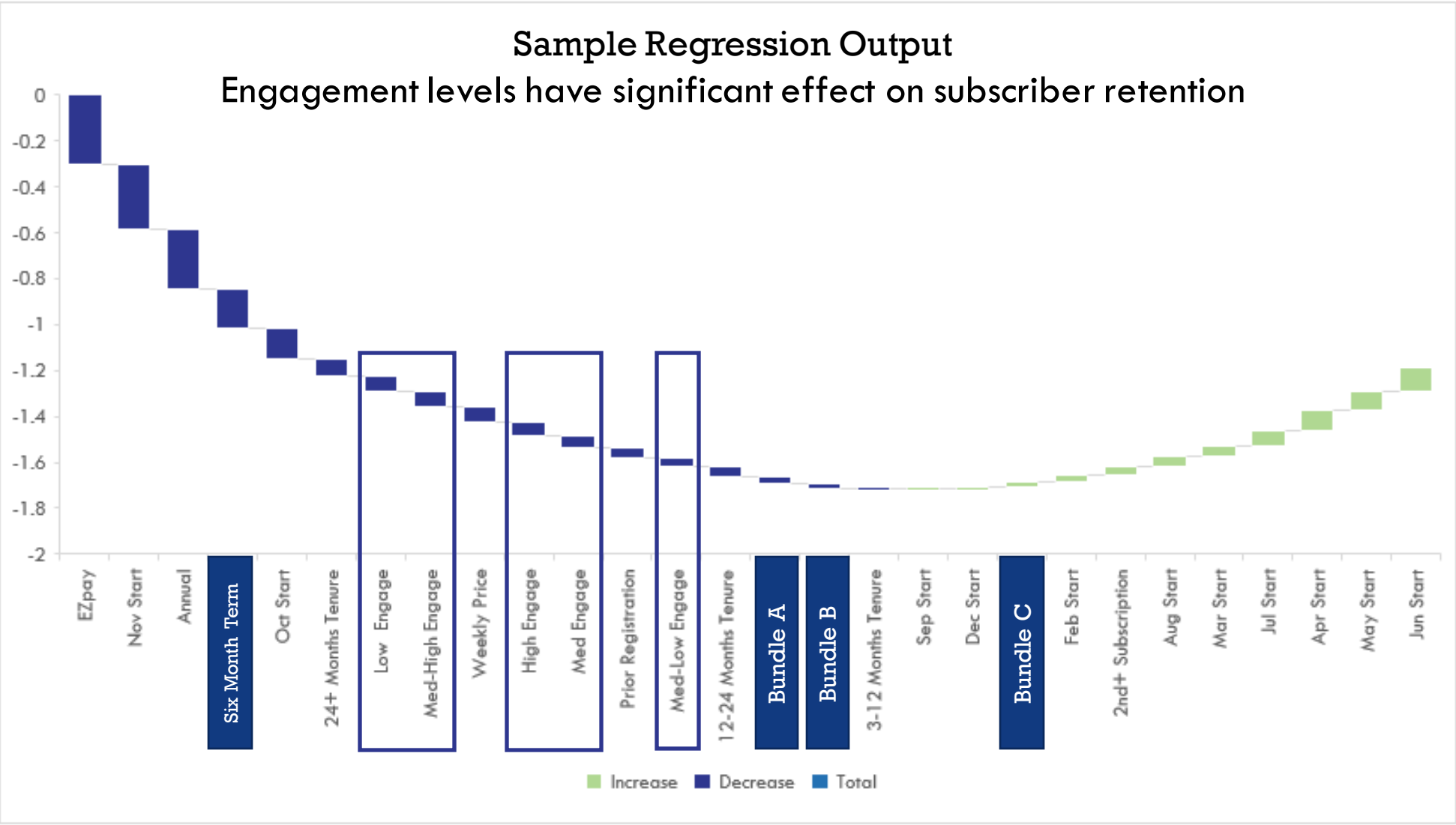


DIGITAL ENGAGEMENT BY ITEM TYPE

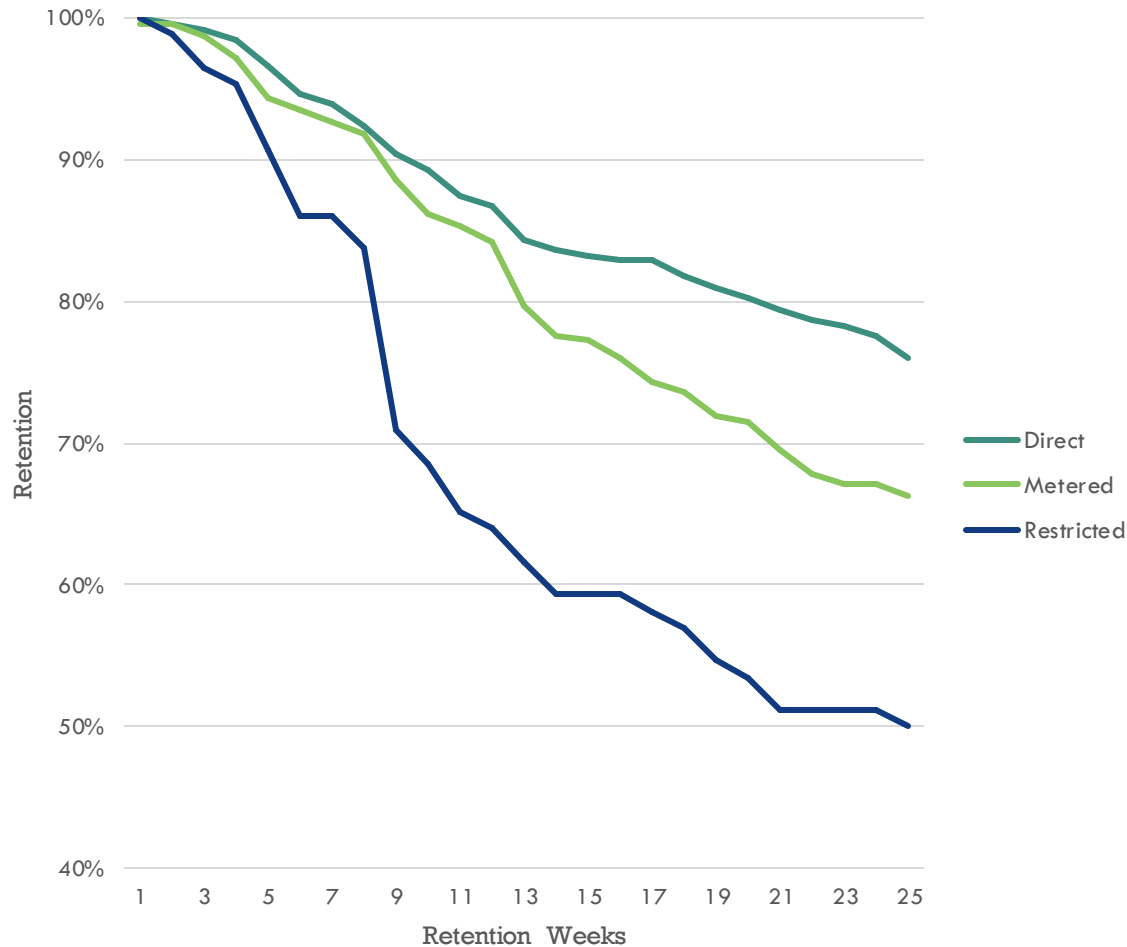
Full price digital subscriptions tend to have the highest engagement, while print + digital and promotional digital-only subscriptions have lower.



CHURN MODEL RESULTS – ENGAGEMENT



ENGAGEMENT AFFECTS RETENTION



Sales channels attract customers with different levels of engagement:

- **Direct sales** to customers that go to the subscription page directly are most engaged
- **Metered customers** have next highest engagement
- **Premium/restricted content sales** have the lowest engagement

Retention of these customers reflects their engagement levels at time of the subscription purchase.

Challenge – increase engagement following the sale, particularly those from premium content.

TACTICAL RECOMMENDATIONS



Convert anonymous visitors to known readers



Segment audience by engagement for acquisition and engagement



Consider engagement levels when adjusting subscription prices



Trigger retention campaigns when engagement falls below historical pattern



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Reader Revenue
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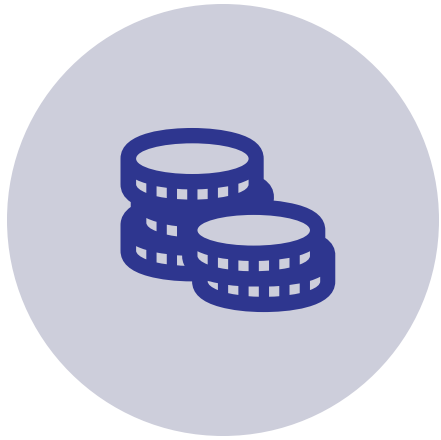
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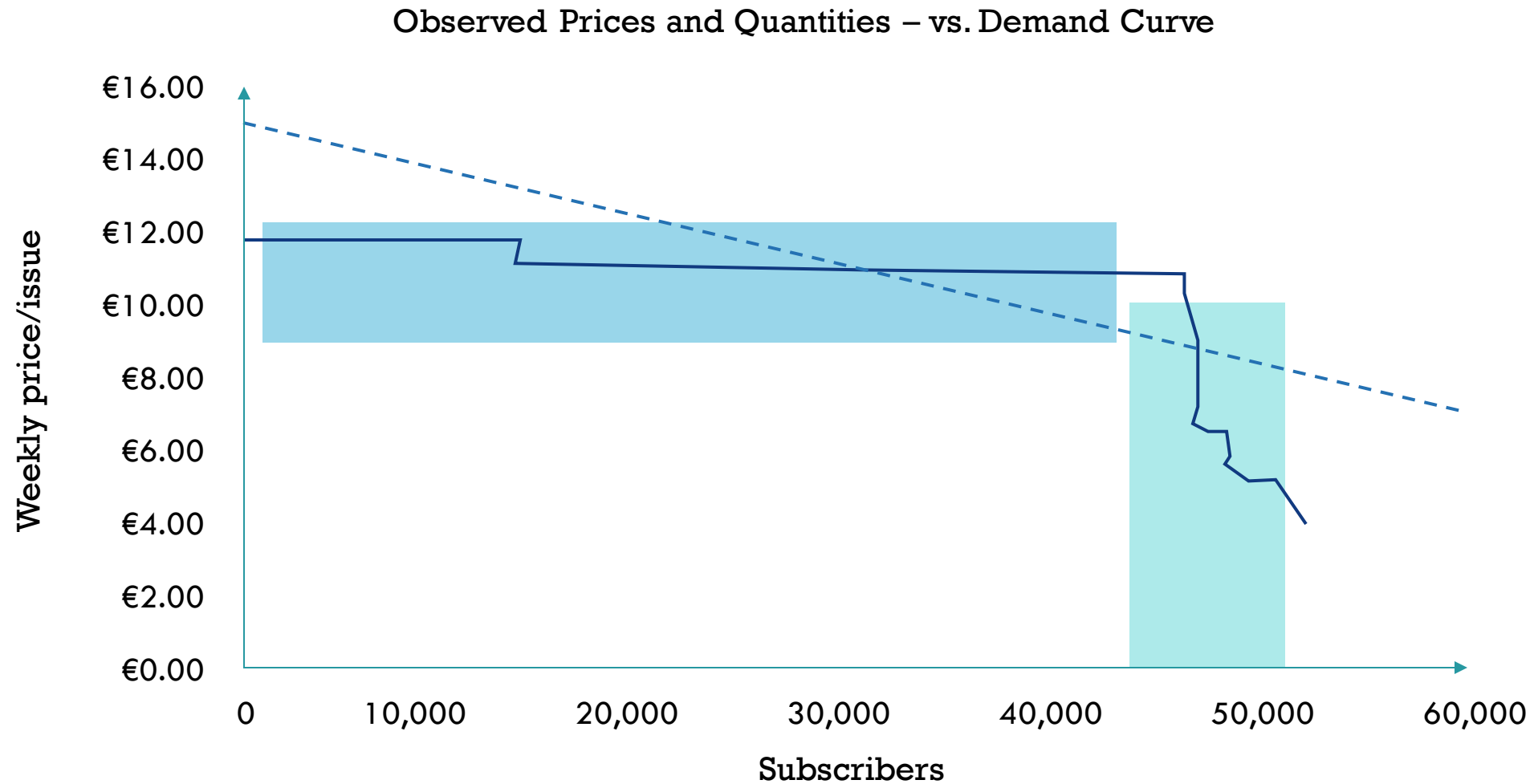


**CHURN PROPENSITY
MODELING**



**RETENTION CAMPAIGN
TACTICS**

DEMAND CURVE



RENEWAL PRICE ELASTICITY

Elasticity = % (change in quantity) / % (change in price)

- Assume 5,000 active subscribers
- Assume a 15% change in price
- Assume 250 subscribers stopped
- $250 / 5,000$: 5% stops
- $5\% / 15\% = -0.33$ elasticity

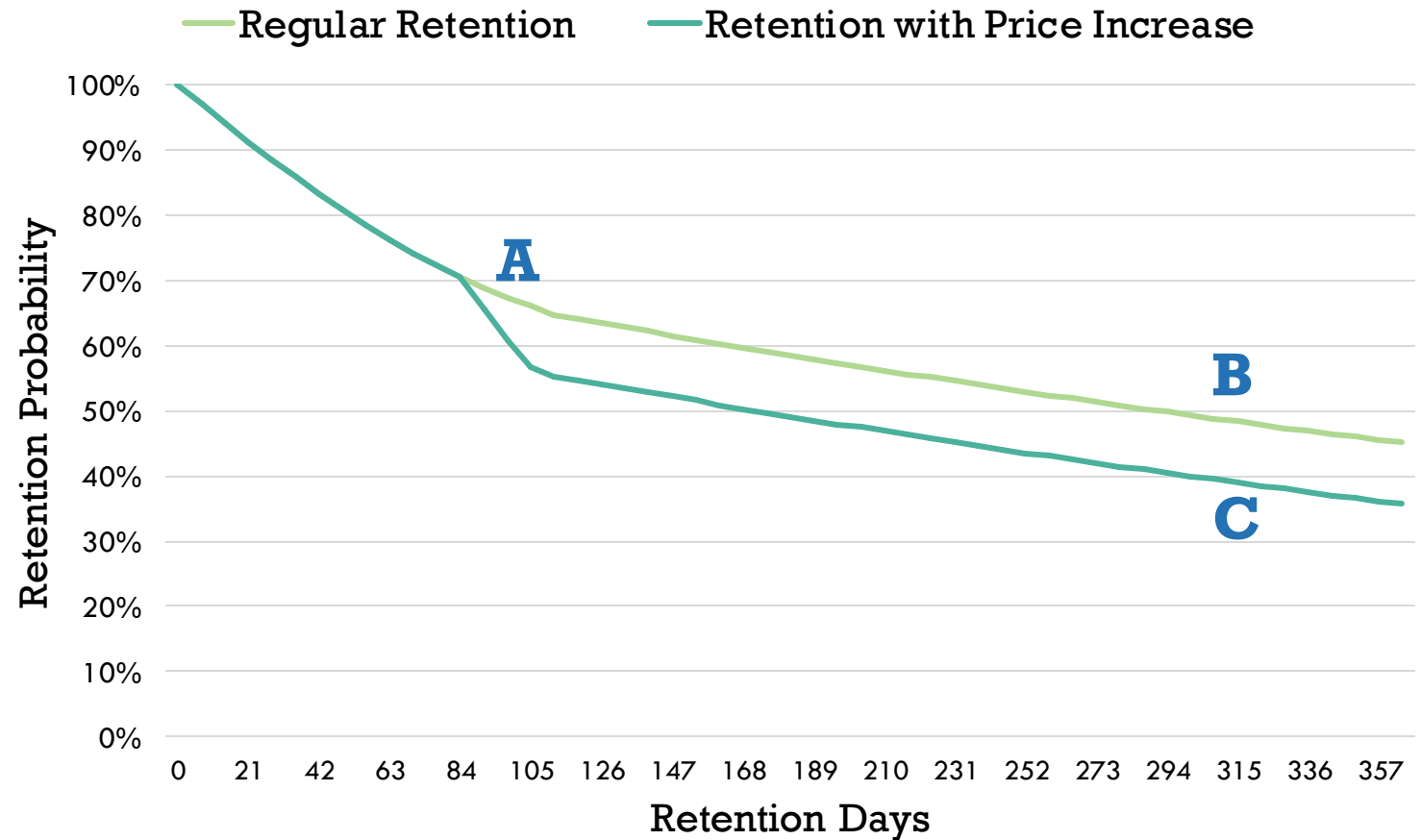
RETENTION EXAMPLE

Point A:

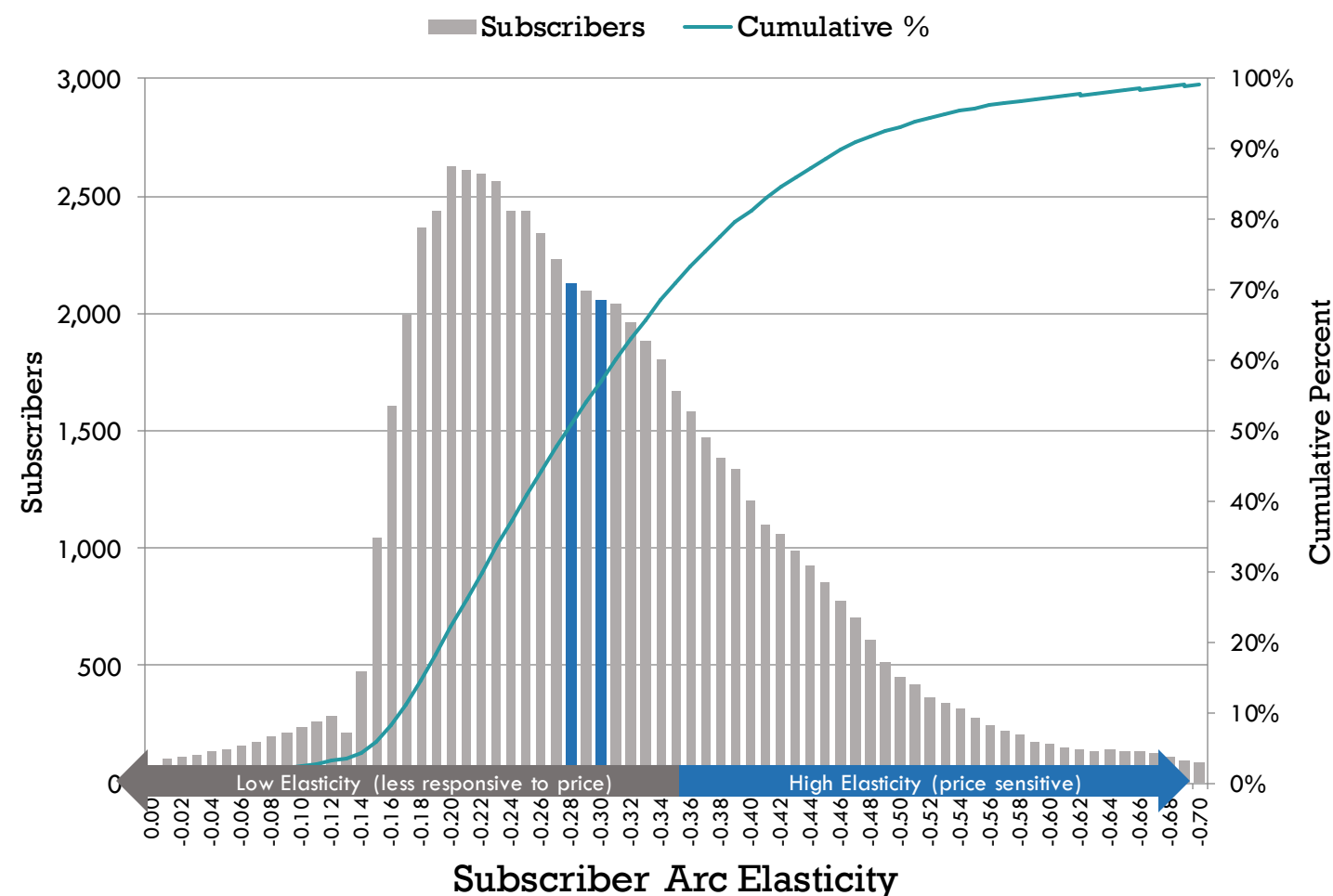
Customer status prior to a renewal price increase

Point B vs. C:

The expected retention probability per customer with and without a price increase



RENEWAL PRICE ELASTICITY DISTRIBUTION



Each subscriber has an overall churn risk and price elasticity.

~-0.30

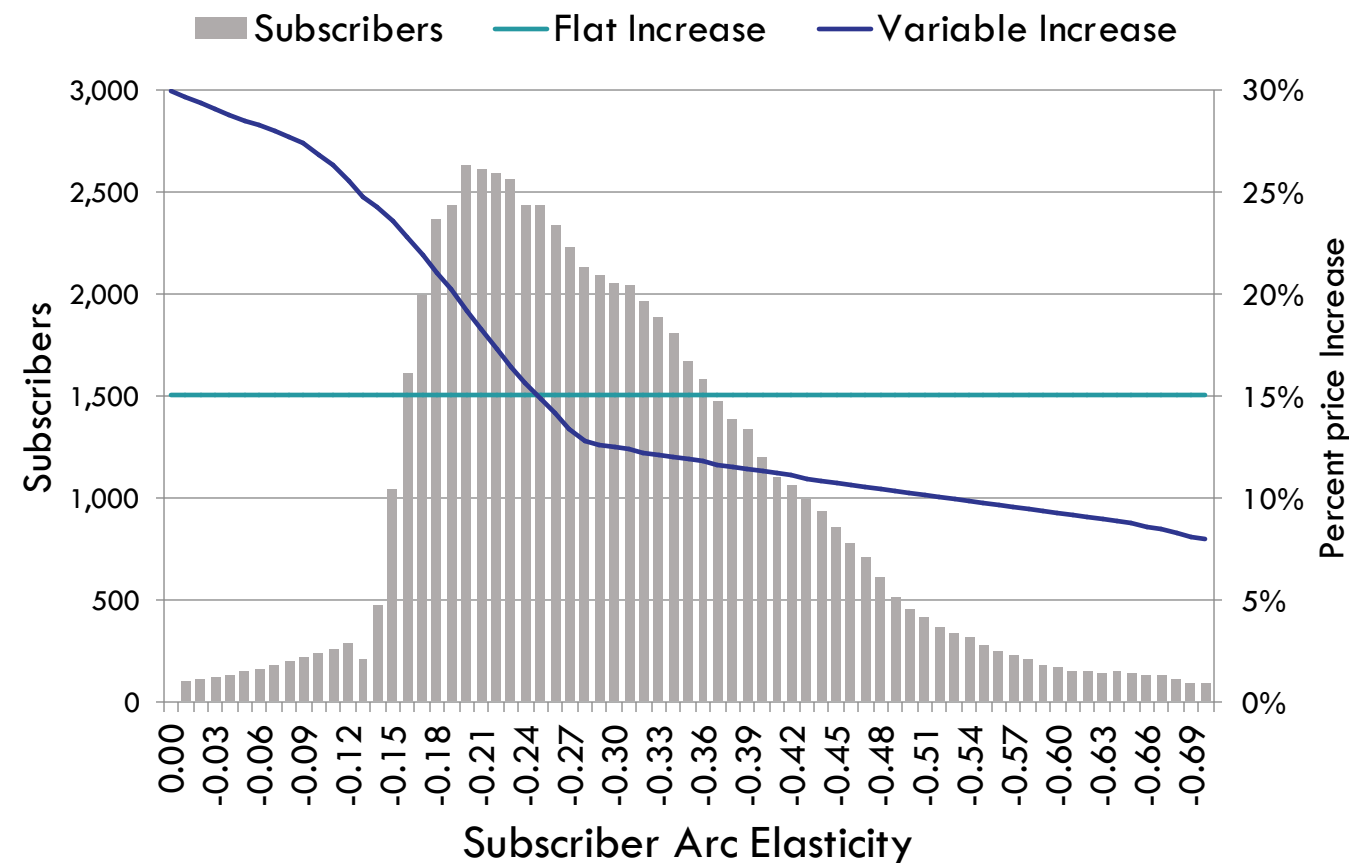
Mean Elasticity

~-0.28

Median Elasticity

ELASTICITY DRIVEN PRICE INCREASE

MBP applies a higher price increase on customers with lower price elasticity.



**Average variable price increase is still 15%*

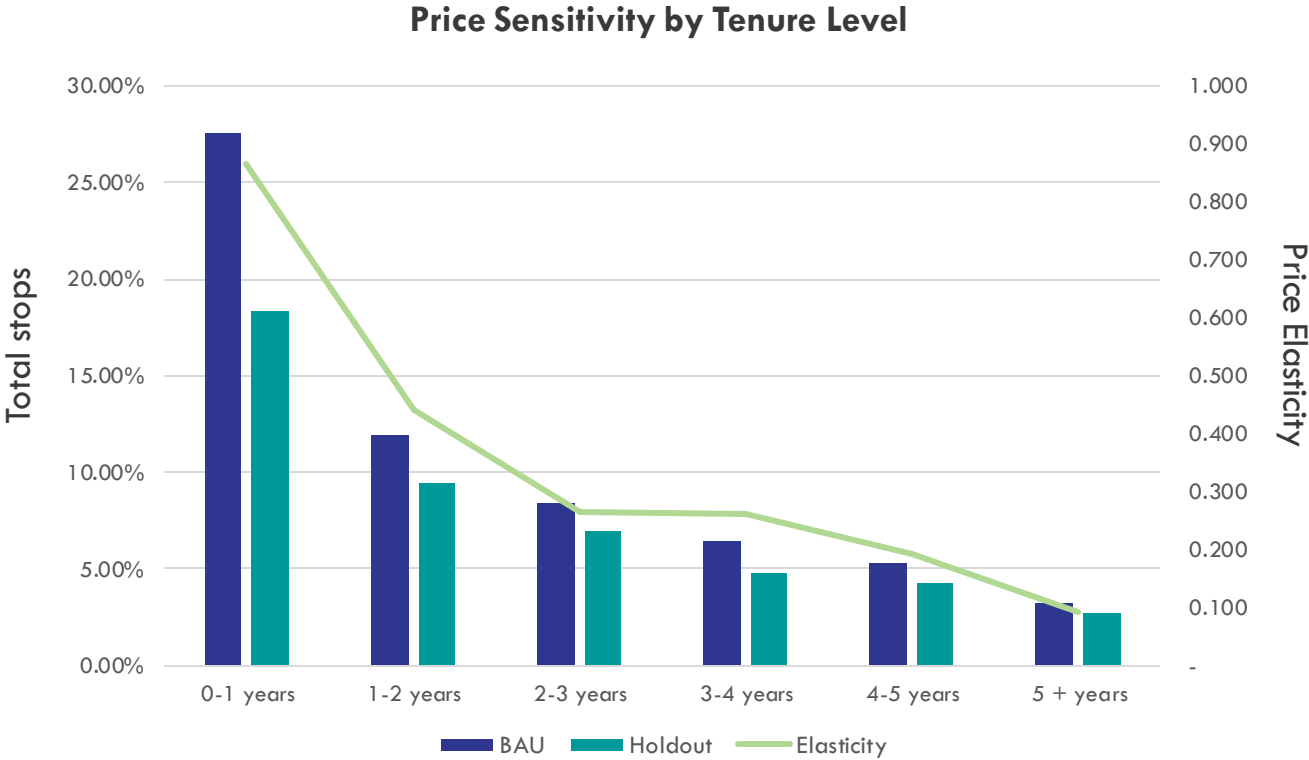
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TENTURE YEAR	PRICE STOPS	PRICE ELASTICTIY
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- BAU target subs received a renewal price increase
- Holdout subs received no increase
- Differences in total stops due to price change

Similar findings are true with Digital Engagement, Income levels and Age groups.



MARKET BASED PRICING (MBP)

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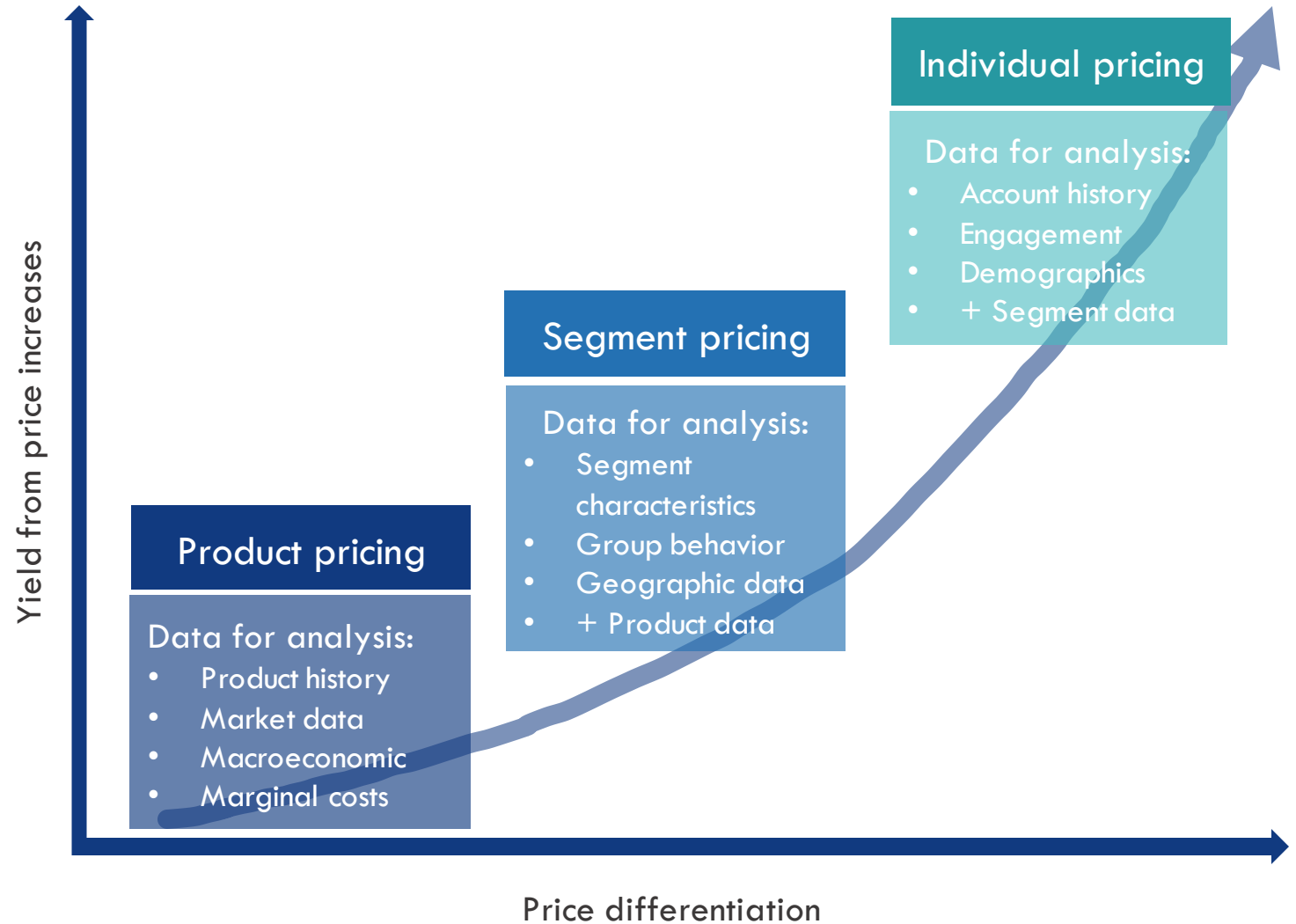
MBP – APPLICATION OPTIONS

Increasing pricing intelligence and flexibility increases yield.

Analytics can identify customers with high or low sensitivity to price

More accurate targeting improves performance and efficiency

Tradeoffs between complexity and yield can be measured



VALUE PROPOSITION

The return on a **targeted** 10% price increase vs. an **across-the-board** 10% price increase to 100,000 subscribers:



SUBSCRIBERS

Subscriber: 100,000
Monthly price: \$50
Monthly rev: \$5 million
Annual rev: \$60 million

Average increase: 10%
Gross incr. rev/Mo: \$500,000
Gross incr. rev/Yr: \$6 million



ACROSS THE BOARD

Avg. ren. price elasticity: -0.4
Lost subs from pricing: -4,000
Lost monthly revenue: -\$240K
Lost annual revenue: -\$2.64M

Remaining subs: 96,000
Price per month: \$55
Annual revenue: \$63.36M
Net yield on increase: \$3.36M
Yield percentage: 56%



TARGETED PRICING

Reduction in price stops: 50%
Lost subs from pricing: -2,000
Lost monthly revenue: -\$120K
Lost annual revenue: -\$1.32M

Remaining subs: 98,000
Price per month: \$55
Annual revenue: \$64.68
Net yield on increase: \$4.68M
Yield percentage: 78%



REVENUE YIELD

Targeted pricing reduces pricing-related subscriber and revenue loss while improving revenue yield for this pricing action by

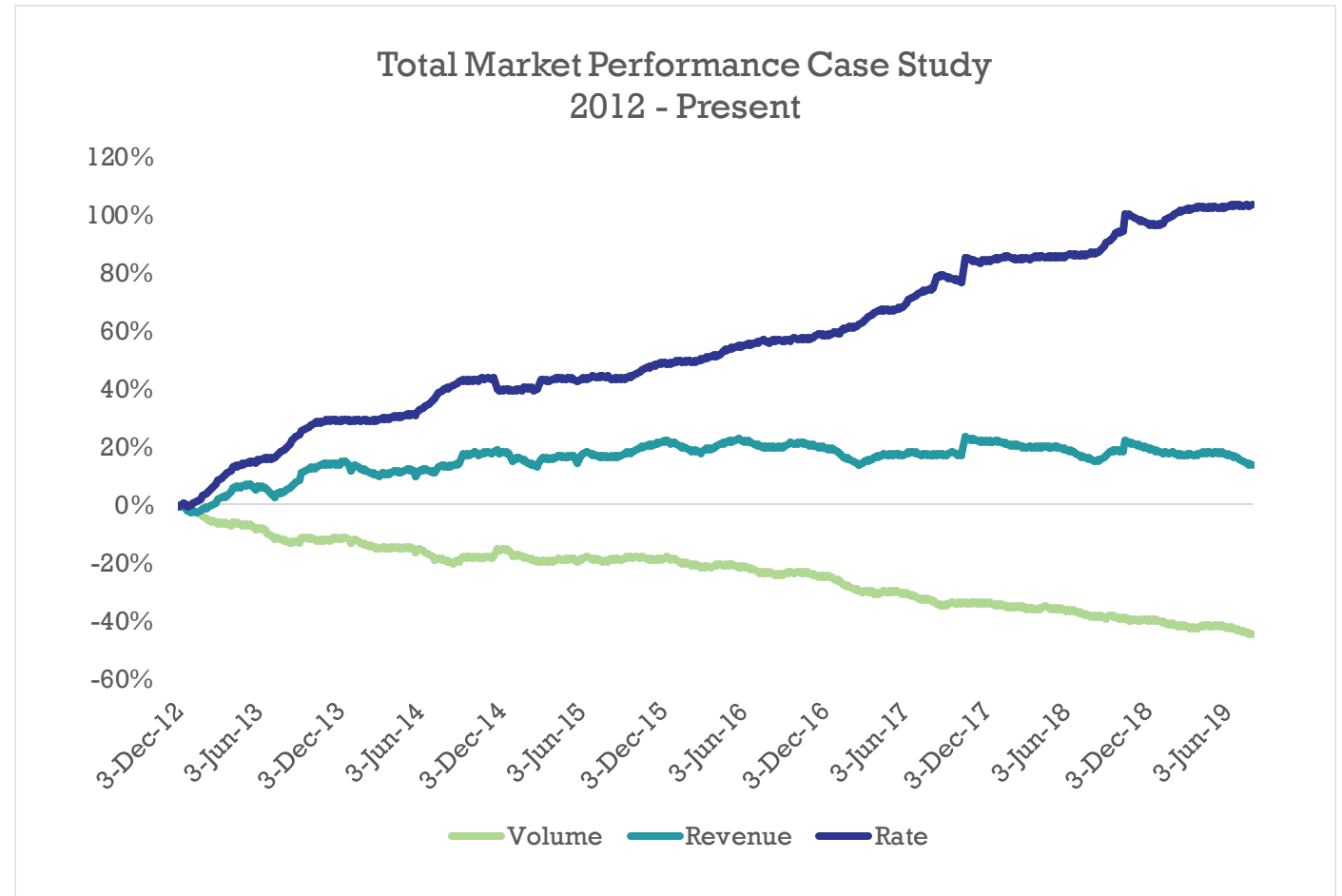
**\$120,000/month or
\$1,320,000/year &
20% better yield**

LONG TERM REVENUE STABILITY

Market Based Pricing helps to stabilize customer revenue over the long term

Declining customer volumes in disrupted services can be offset by targeted rate adjustments.

Revenue stabilization provides an extended runway to invest and grow new products.



CHURN MODELING



mather:

ART & SCIENCE OF CHURN MODELING

Churn modeling calculates the likelihood that an individual will discontinue services due to a specific event.

Once we've answered **who** is likely to churn, the question then becomes **what** can be done about it?

Common characteristics of successful initiatives driven by churn scores:

- Personalized to individual customers
- Measured accurately (A/B tests, metrics reporting)
- Implemented soon after churn signal observed
- Authentic and effective messaging copy and creative



SAMPLE CHURN MODEL RESULTS

A positive coefficient indicates a contribution to increased churn risk, while a negative coefficient indicates contribution to decreased churn risk.

Base Variable	Variable Description	Variable	failure	Restricted failure	Unrestricted failure
	Weekly Price	wp	wp	-0.0235***	-0.0281***
	Increase Amount	wpsp	wpsp	0.000469	0.00695***
nonEZpay	Ezpay	_IEZpay_1	EZpay==1	-0.454***	-0.386***
Vol	DM	_Isource_2	source==DM	0.591***	0.502***
	EVENTS	_Isource_3	source==EVENTS	0.629***	0.565***
	FSI	_Isource_4	source==FSI	0.551***	0.465***
	OTM	_Isource_5	source==OTM	0.472***	0.368***
	OTHER	_Isource_6	source==Other	0.968***	0.817***
	TV	_Isource_7	source==TV	0.782***	0.706***
	WEB	_Isource_8	source==WEB	0.441***	0.436***
	WEB_NYTD	_Isource_9	source==WEB_NYTD	2.308***	1.943***
	WEB_Other	_Isource_10	source==WEB_Other	1.313***	1.281***
	WEB_PDSRCH	_Isource_11	source==WEB_PDSRCH	2.024***	1.730***
	WEB_REGIEMAIL	_Isource_12	source==WEB_REGIEMAIL	2.051***	1.639***
	WEB_SOCIAL	_Isource_13	source==WEB_SOCIAL	2.680***	2.408***
	Failures in the trailing 28	fail_last_28_1	fail_last_28_1		-0.000621***
	Starts in the trailing quarter	starts_last_q	starts_last_q		0.0000110***
	Individual avg Comps versus Zip avg	sub_zip_comp_28_2	sub_zip_comp_28_2		0.000481***
Dig Eng. Score = 1	Dig Eng. Score = 2	use_bucket==2	use_bucket==2	0.0435*	-0.264***
	Dig Eng. Score = 3	use_bucket==3	use_bucket==3	-0.254***	-0.316***
	Dig Eng. Score = 4	use_bucket==4	use_bucket==4	-0.302***	-0.382***
	Dig Eng. Score = 5	use_bucket==5	use_bucket==5	-0.324***	-0.408***
	Dig Eng. Score = 6	use_bucket==6	use_bucket==6	-0.382***	-0.415***

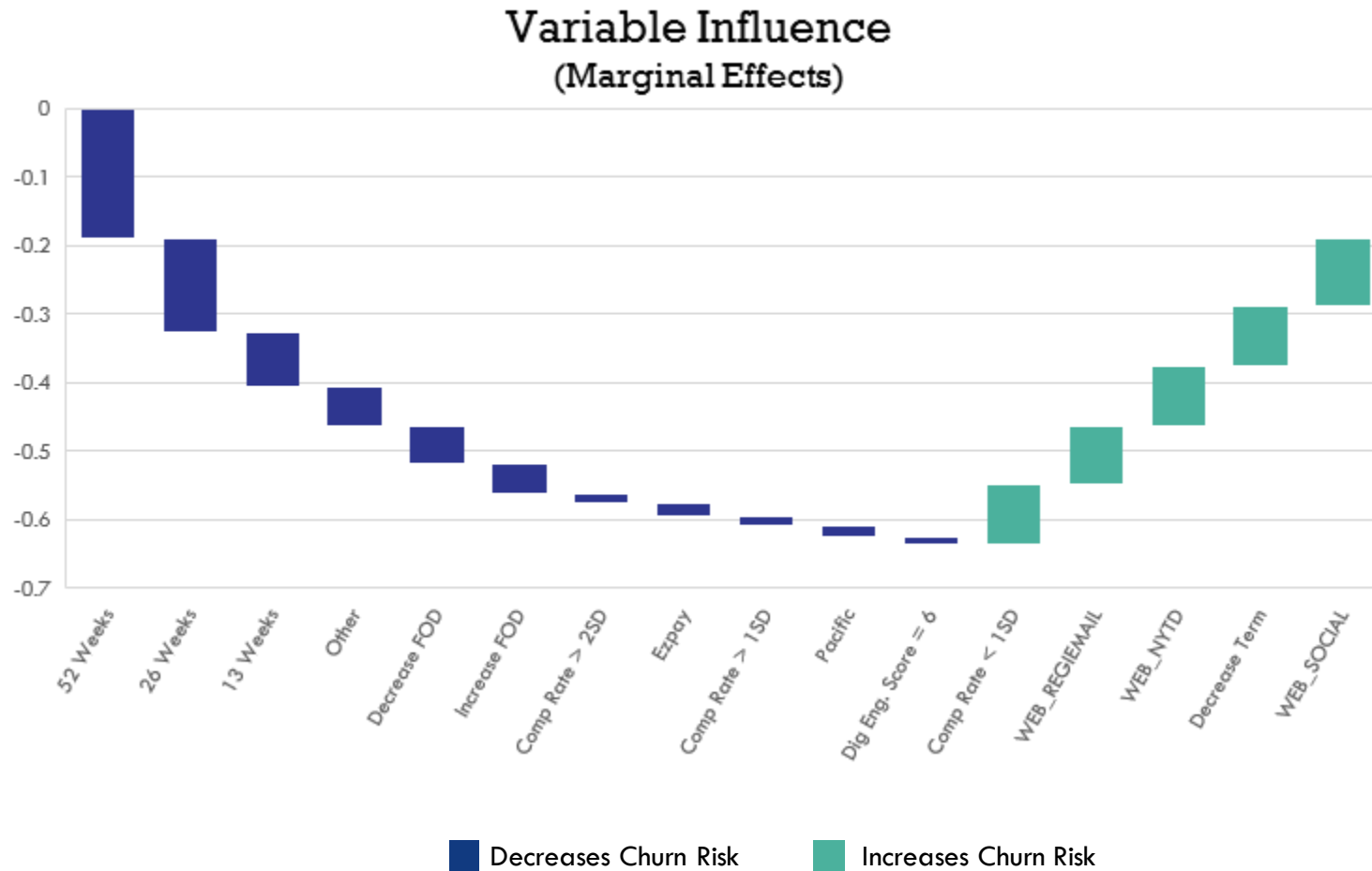
Churn risk decreases with increased subscription rates

Source==WEB show the highest churn risk, voluntary lowest

Greater number of starts in trailing quarter increases churn risk

Churn risk decreases with higher levels of digital engagement

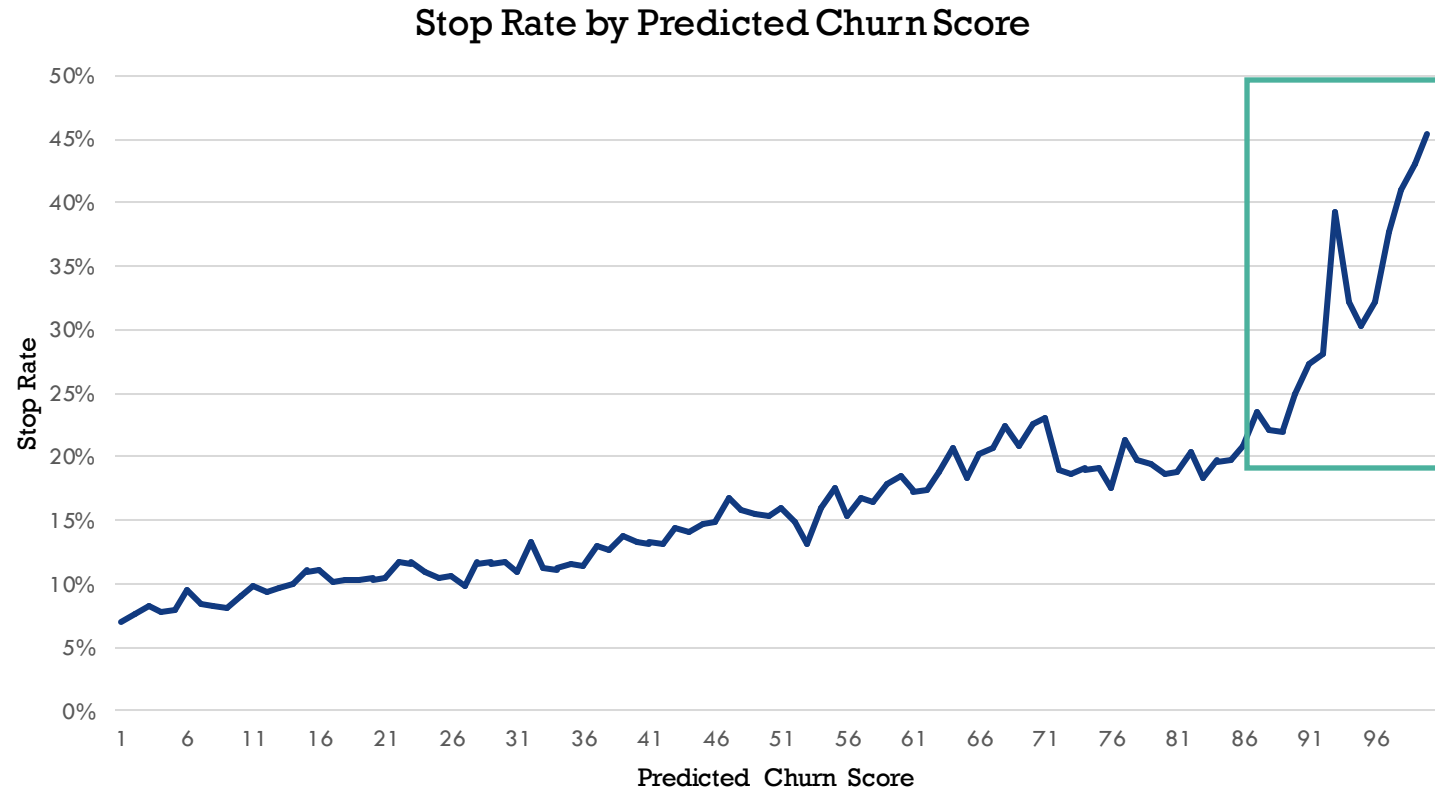
VARIABLE INFLUENCE



The chart shows the influence of individual variables on the churn score.

Out of all variables, the **52-week term** length has the largest contribution to **decreasing** churn risk, and the **WEB_SOCIAL start source** is largest contribution to **increasing** churn risk.

CHURN SCORE TESTING & VALIDATION



Actual stop rates are tracked, along with predicted risk, to validate the model.

Stop rates often spike in the upper **10-20%** of the Predicted Churn Score. 10-20% has a higher stop rate.

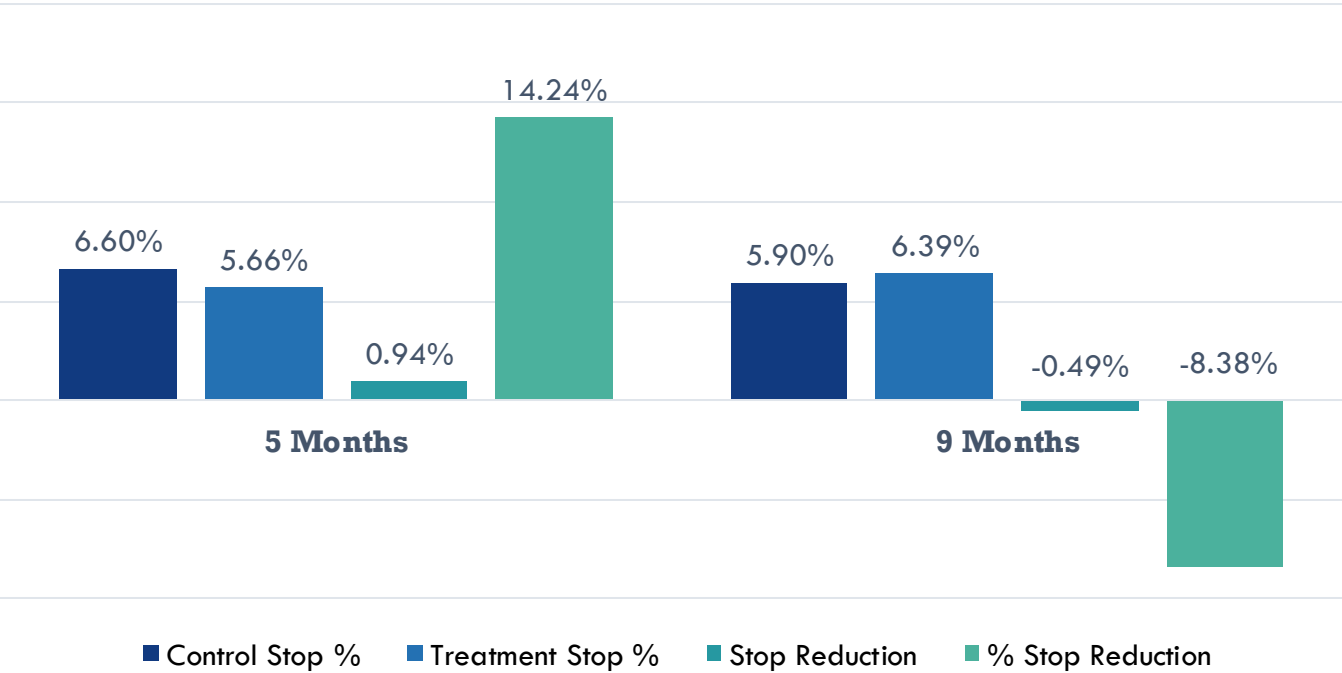
These pockets are often where the largest percentage reduction in churn rates can be obtained with application.

CHURN CASE STUDIES

mather:

GIFT CARD CASE STUDY

Retention Impact
Gift Card



Test: \$10 gift card issued upon receipt of payment (high churn/high CLV, \$10.50/wk).

Results: Short lived positive impact on retention that disappears over several renewals.

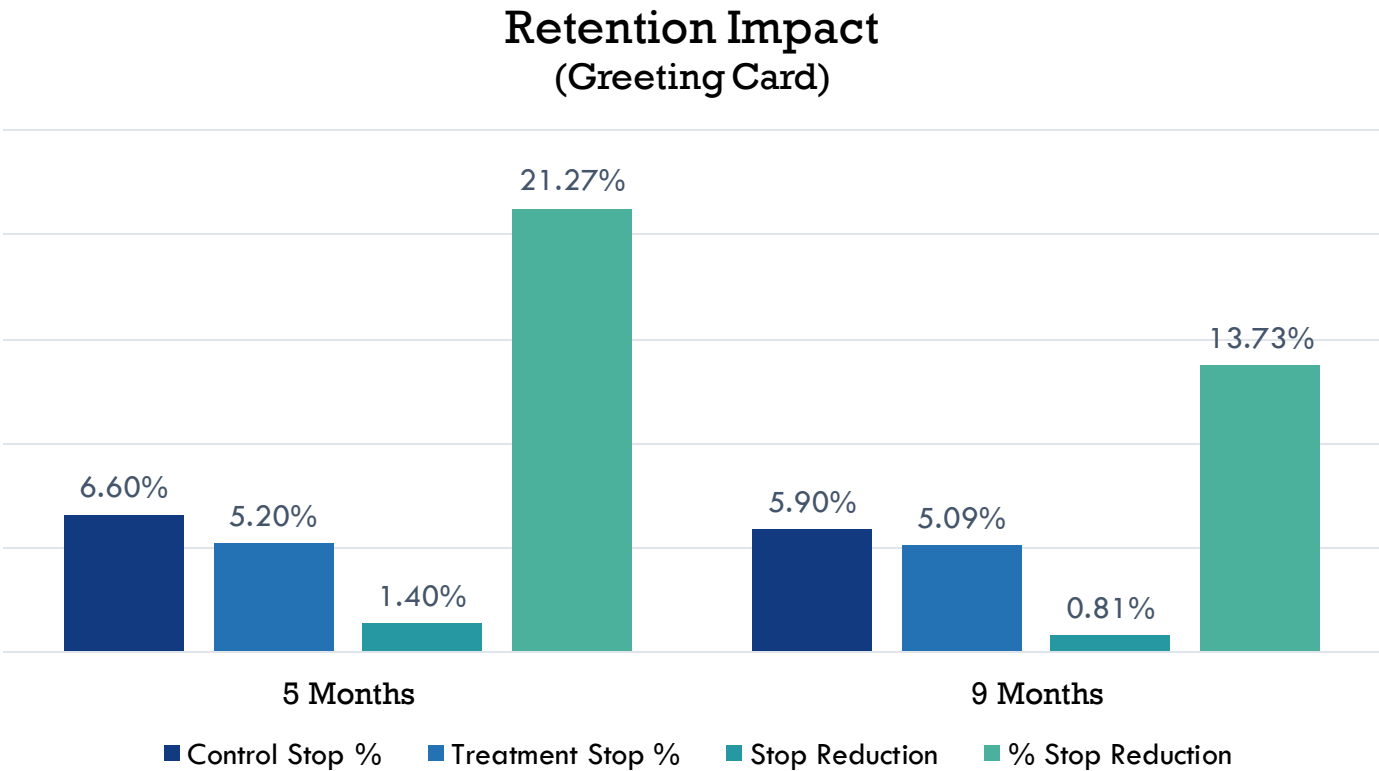
Insight: Gifts do little to reinforce brand value on core subscribers.

GREETING CARD CASE STUDY

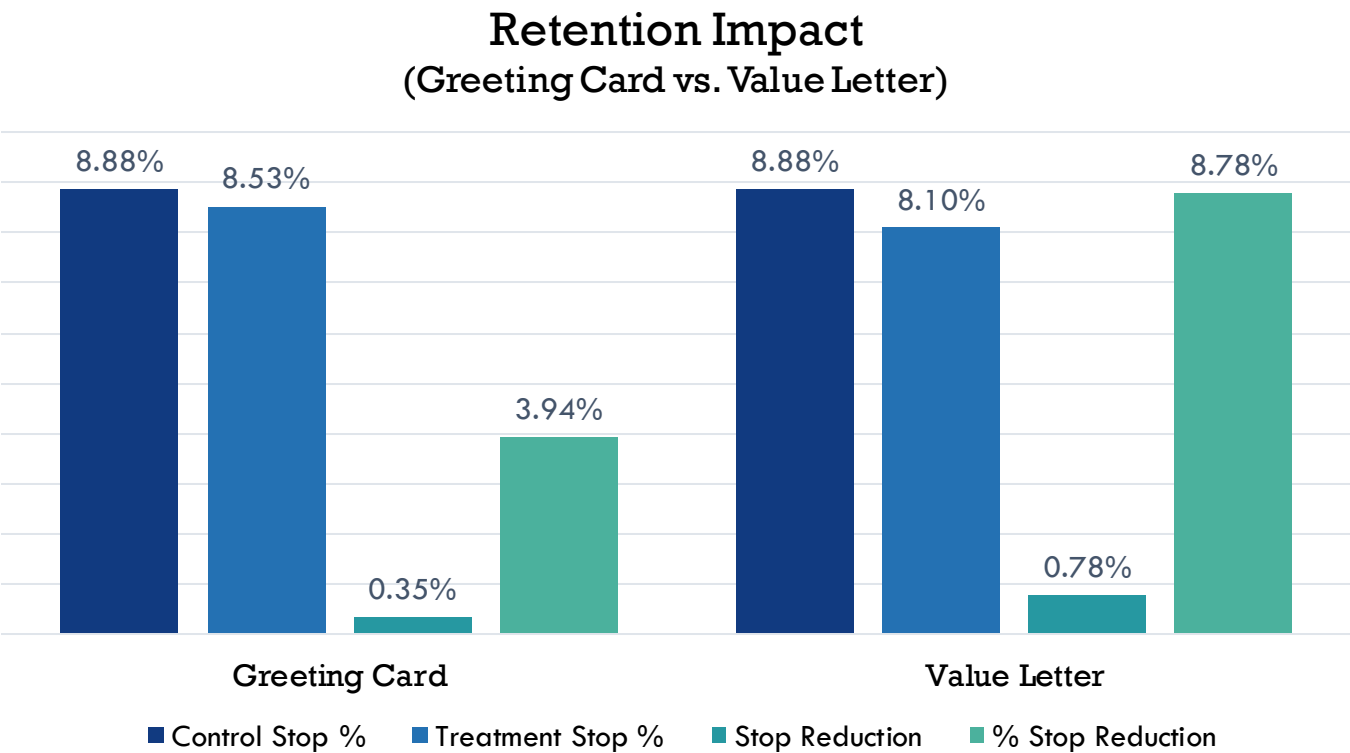
Test: Greeting card sent at time of expiration (high churn/high CLV - \$10.50/wk)

Results: Short and long term positive retention impact

Insight: Messages that reinforce brand value have positive effects on core subs



GREETING CARD VS VALUE LETTER



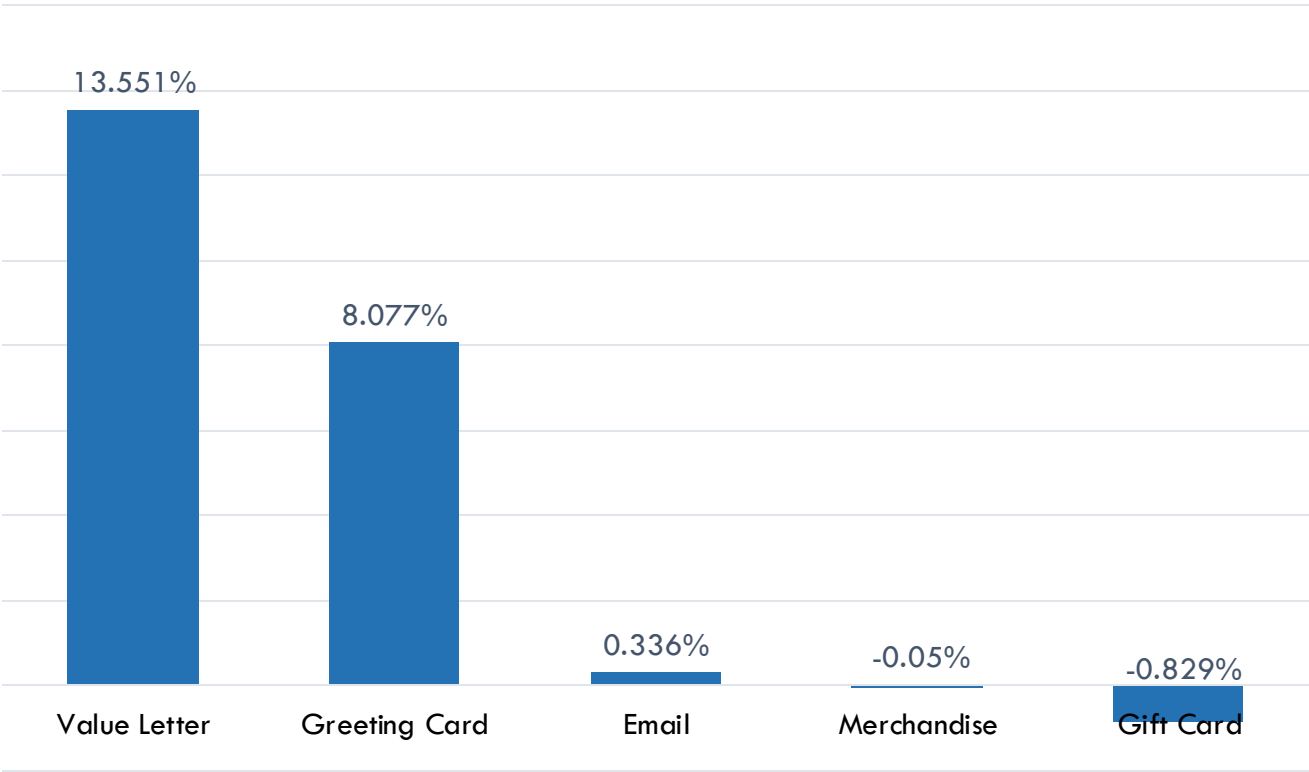
Test: Greeting card or value letter sent at expire (high churn/mid CLV - \$3.75/wk)

Results: Both messages had positive retention impacts, value letter outperforms

Insight: Highlighting importance of journalism reinforces value to subscriber

INCENTIVE SUMMARY

Aggregated Retention Impact by Incentive

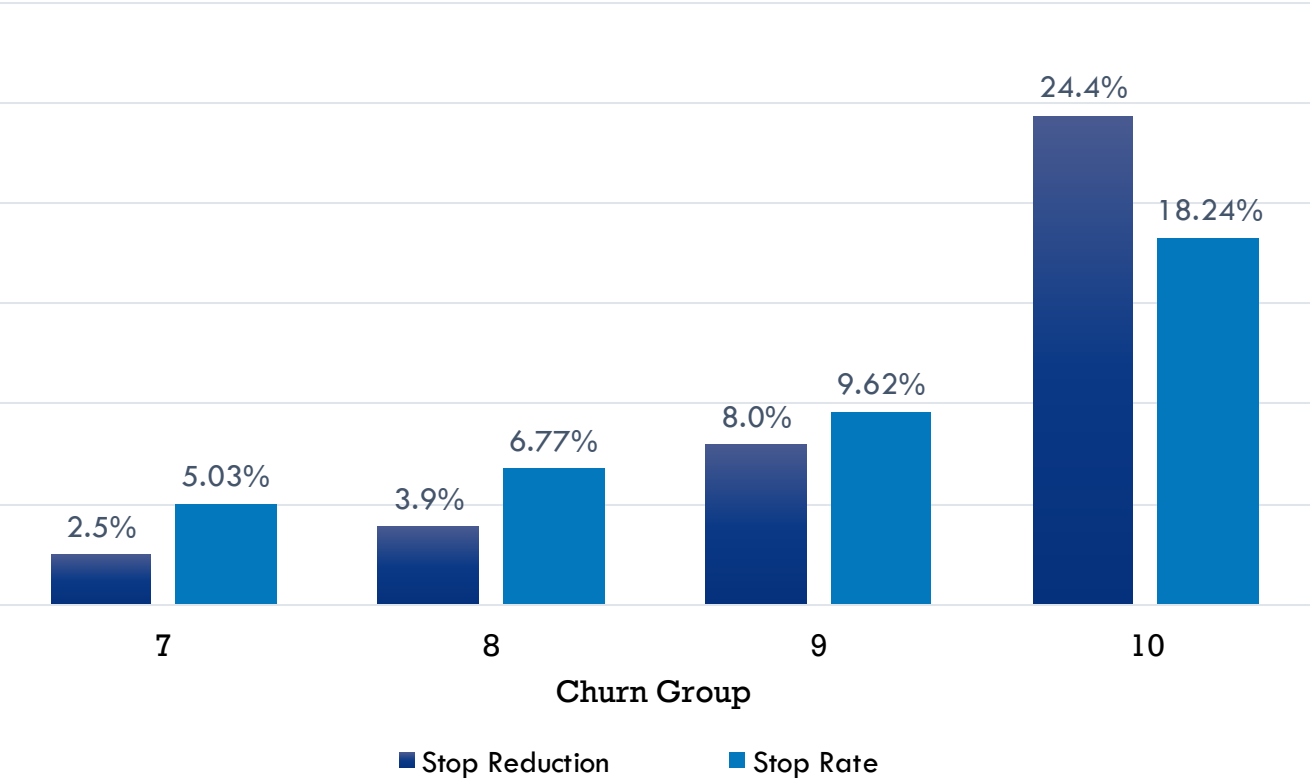


Results: Value letter and greeting cards showed the largest positive retention impact. Merchandise and gift cards did not improve retention

Insight: High Cost Incentives are not necessarily the most effective

IMPACT BY CHURN GROUP

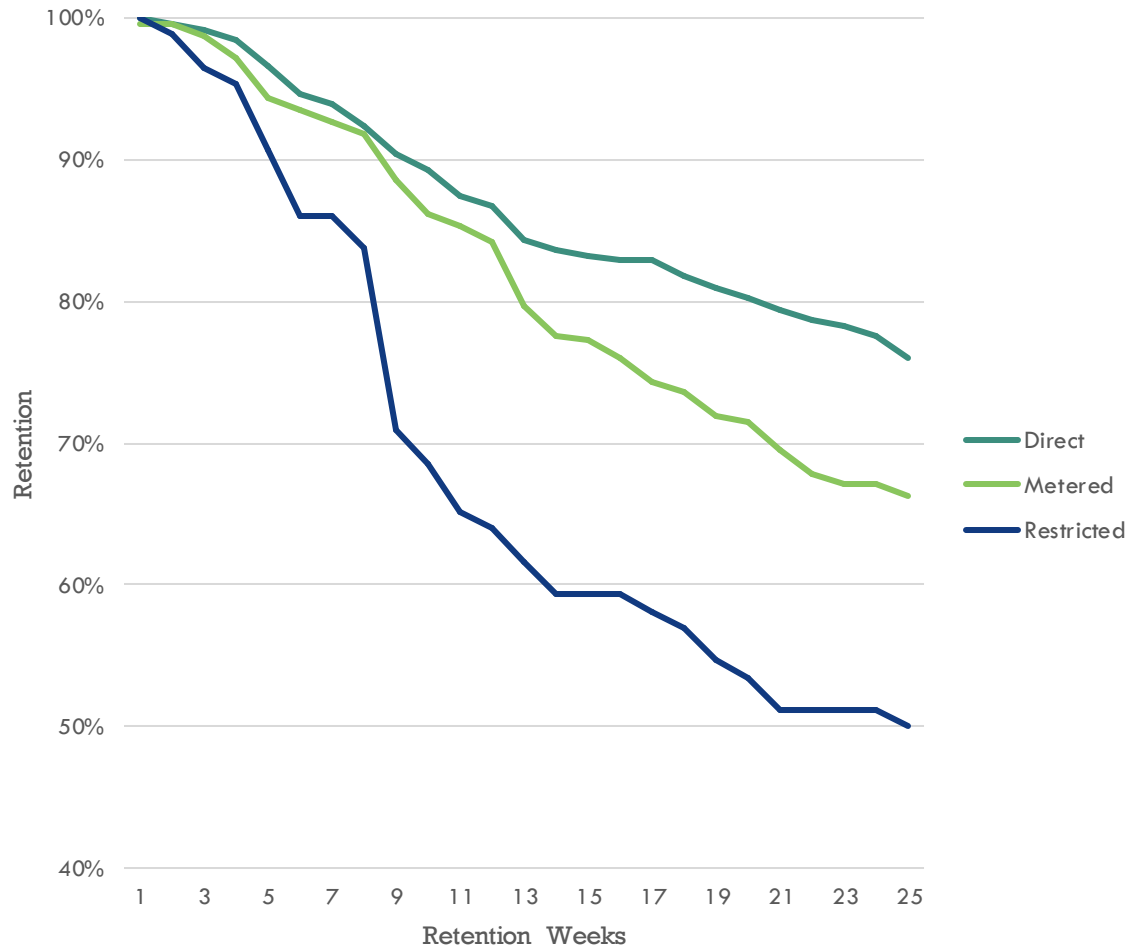
Aggregated Retention Impact by Churn Group



Results: Retention improvements positively correlated with churn risk

Insight: Highest ROIs observed on subs with highest estimated churn risk

ENGAGEMENT AFFECTS RETENTION



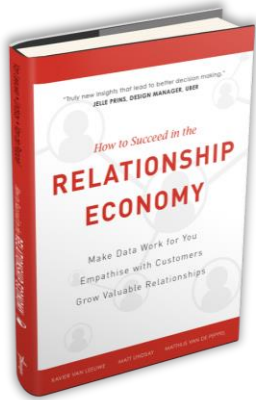
Sales channels attract customers with different levels of engagement:

- **Direct sales** to customers that go to the subscription page directly are most engaged
- **Metered customers** have next highest engagement
- **Premium/restricted content sales** have the lowest engagement

Retention of these customers reflects their engagement levels at time of the subscription purchase.

Challenge – increase engagement following the sale, particularly those from premium content.

ACCOLADES



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**Follow up
questions?**

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