



Google News Initiative

Reader Revenue Playbook: Best Practices and Tools from the Google News Initiative

Ben Monnie, Director, Global Partnerships,
Google News Initiative

Google News Initiative

Supporting the long-term sustainability of the news industry



Welcome to the GNI Digital Growth Program

Helping news organizations succeed online

The GNI Digital Growth Program has been designed to help small and medium-sized news organizations around the world establish and grow their digital businesses through a series of free, easy-to-use [playbooks](#), [interactive exercises](#), [digital workshops](#) and [labs](#).

The material was developed in partnerships with some of the news industry's most [trusted experts](#) and was based on learnings from more than two years of GNI programs across the globe

Explore resources across the topic areas below.



1. Audience Development

Grow your readership and deepen audience engagement.

[Learn More](#)



2. Reader Revenue

Build and strengthen your contributions and subscriptions businesses.

[Learn More](#)



3. Advertising Revenue

Coming Soon



4. Data

Learn how to use data to advance your overall digital maturity.

[Learn More](#)



5. Product

Use design thinking to build products that address real audience needs.

[Learn More](#)



Playbooks

Frameworks and recommendations for solving key business challenges, supported by case studies



Interactive exercises

Exercises designed to personalize lessons from the playbook



Workshops

Training sessions to bring lessons from playbooks to life



Labs

Hands-on, cohort-based programs to create personalized diagnostics action plans

Welcome to the GNI Digital Growth Program

Helping news organizations succeed online

The GNI Digital Growth Program has been designed to help small and medium-sized news organizations around the world establish and grow their digital businesses through a series of free, easy-to-use [playbooks](#), [interactive exercises](#), [digital workshops](#) and [labs](#).

The material was developed in partnerships with some of the news industry's most [trusted experts](#) and was based on learnings from more than two years of GNI programs across the globe

Explore resources across the topic areas below.



1. Audience Development

Grow your readership and deepen audience engagement.

[Learn More](#)



2. Reader Revenue

Build and strengthen your contributions and subscriptions businesses.

[Learn More](#)



3. Advertising Revenue

Coming Soon



4. Data

Learn how to use data to advance your overall digital maturity.

[Learn More](#)



5. Product

Use design thinking to build products that address real audience needs.

[Learn More](#)

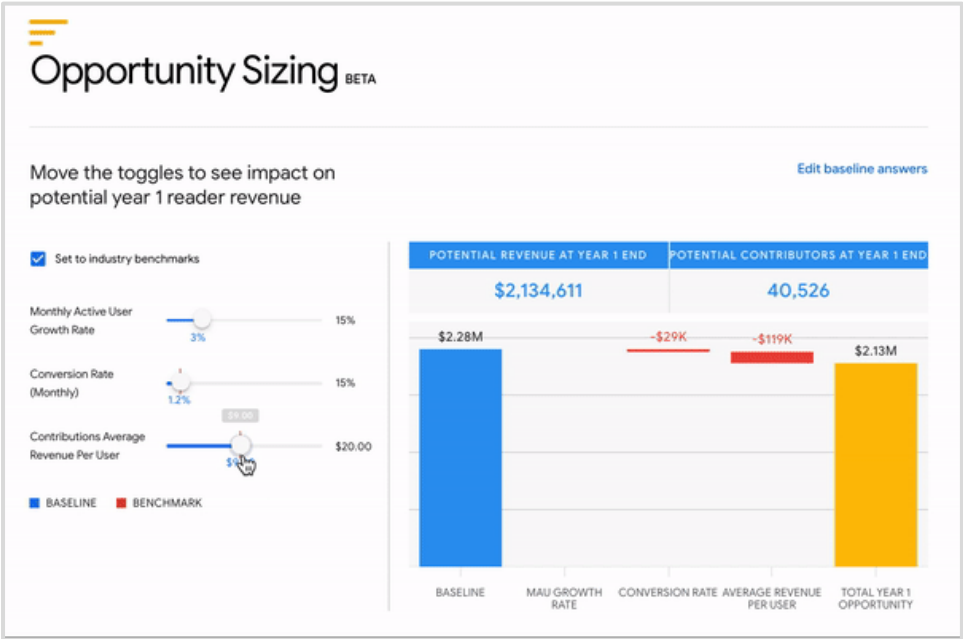
There is no one-size-fits all solution.

But there are core principles.

1. Define the market opportunity

- Total monthly active users
- Monthly active user growth rate
- Average revenue per user
- Conversion rate
- Churn rate

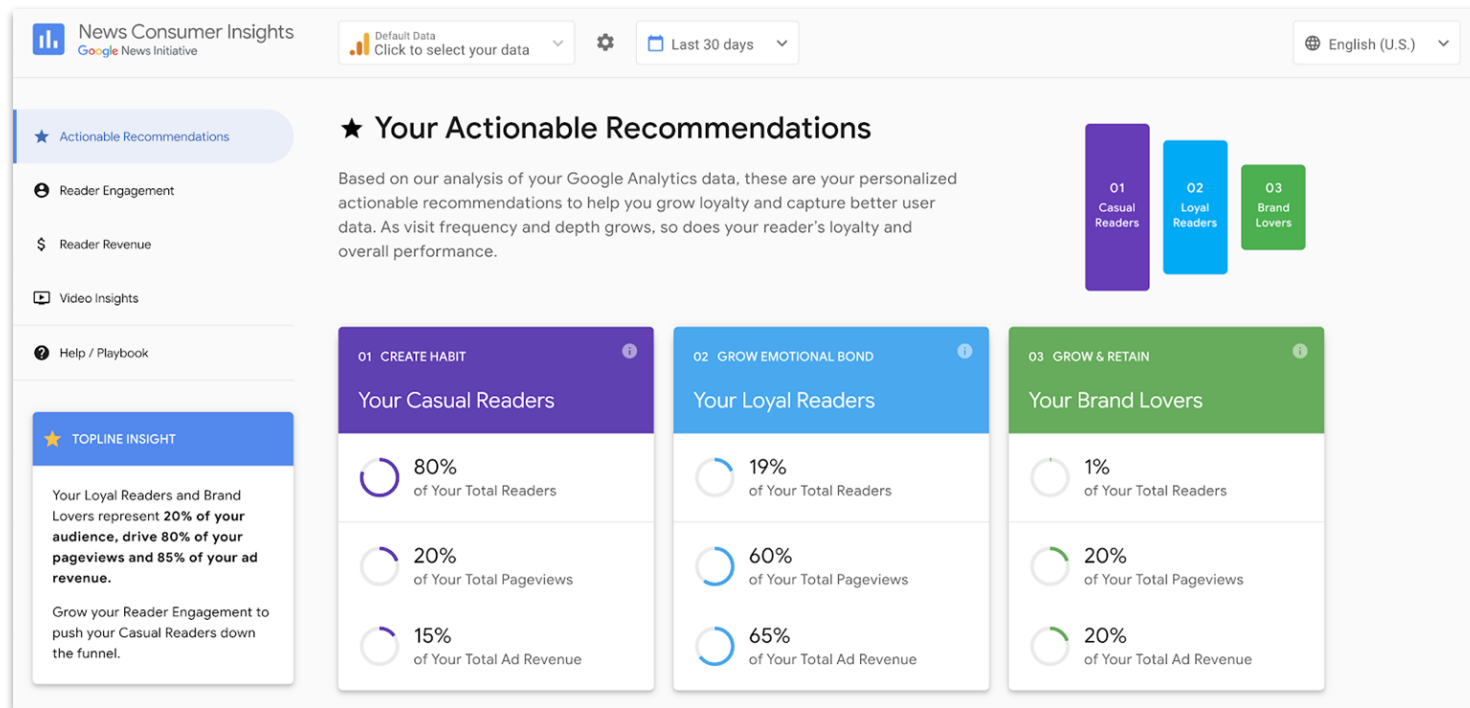
1. Define the market opportunity



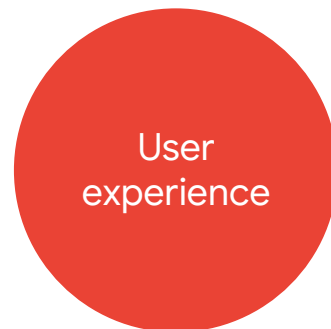
2. Deeply understand your readers' needs

- What do your readers want?
- What do they need?
- What are their core behaviors?
- How do they engage with your content?
- What would they be willing to pay for?

2. Deeply understand your readers' needs




3. Build your value proposition around those needs



3. Build your value proposition around those needs

🧠 Exercise 3: Identify opportunities to strengthen your value proposition

Category	What do your readers want?	What do you currently offer?	What's the gap?	How can you close the gap?
Product and content	<ul style="list-style-type: none">• More education-specific coverage•	<ul style="list-style-type: none">• Generalized coverage•	<ul style="list-style-type: none">• ••	<ul style="list-style-type: none">••
Value added benefits	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Marketing and positioning	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
User experience	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••

Expand 

3. Build your value proposition around those needs

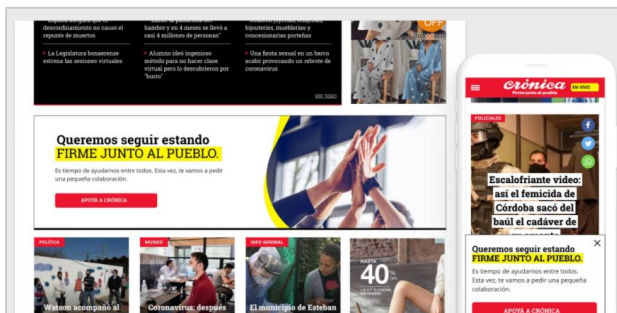
Our (products / services)
help (user segment)
who want to (job to be done)
by (verb e.g. reducing, avoiding)
..... (a user pain)
and by (increasing, enabling)
..... (a user gain)

Content by Strategizer

4. Communicate your reader revenue program simply and powerfully

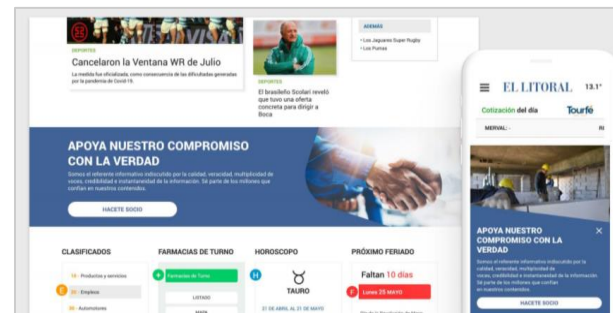
Crónica

“We need the support of the people to put responsible, original and unconditional journalism into practice. It's time to help each other.”

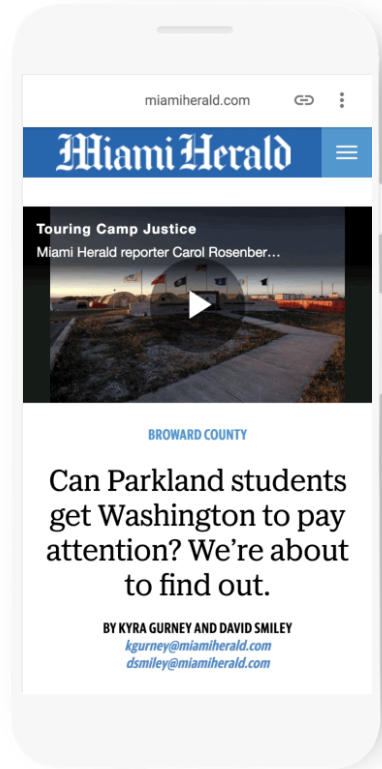


El Litoral

“We build El Litoral together. We are a benchmark for quality and truth, a diversity of voices, and credible, accessible information. Be part of the millions who trust our content.”

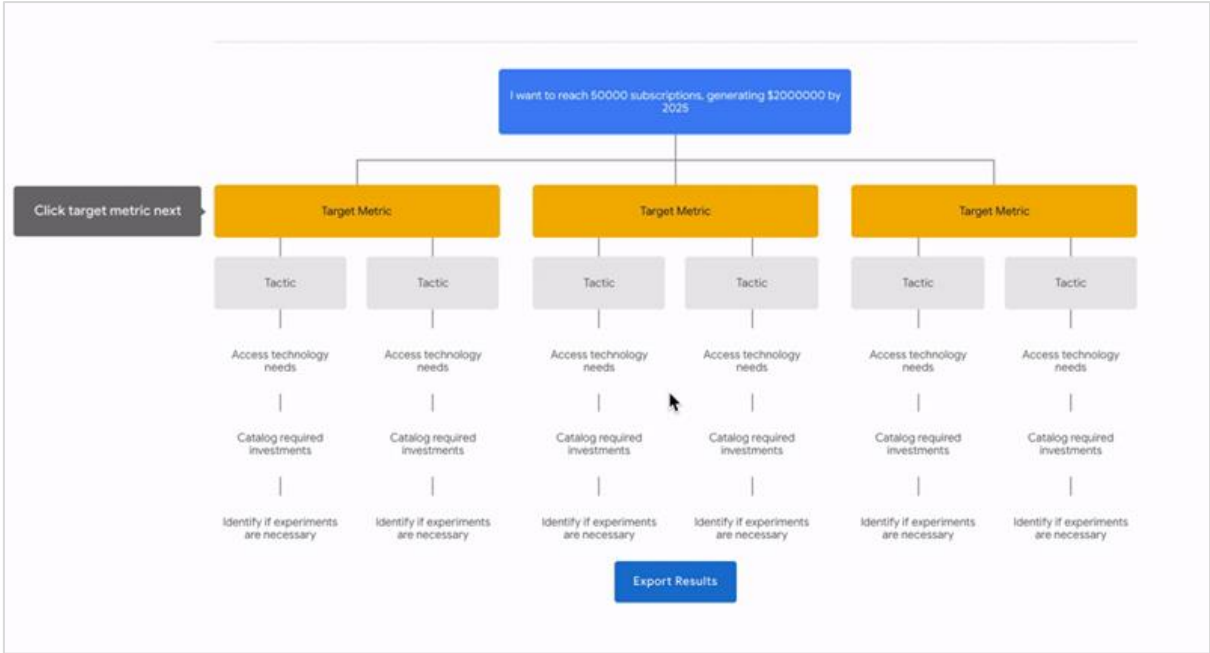


5. Make it easy for readers to pay and enjoy your content

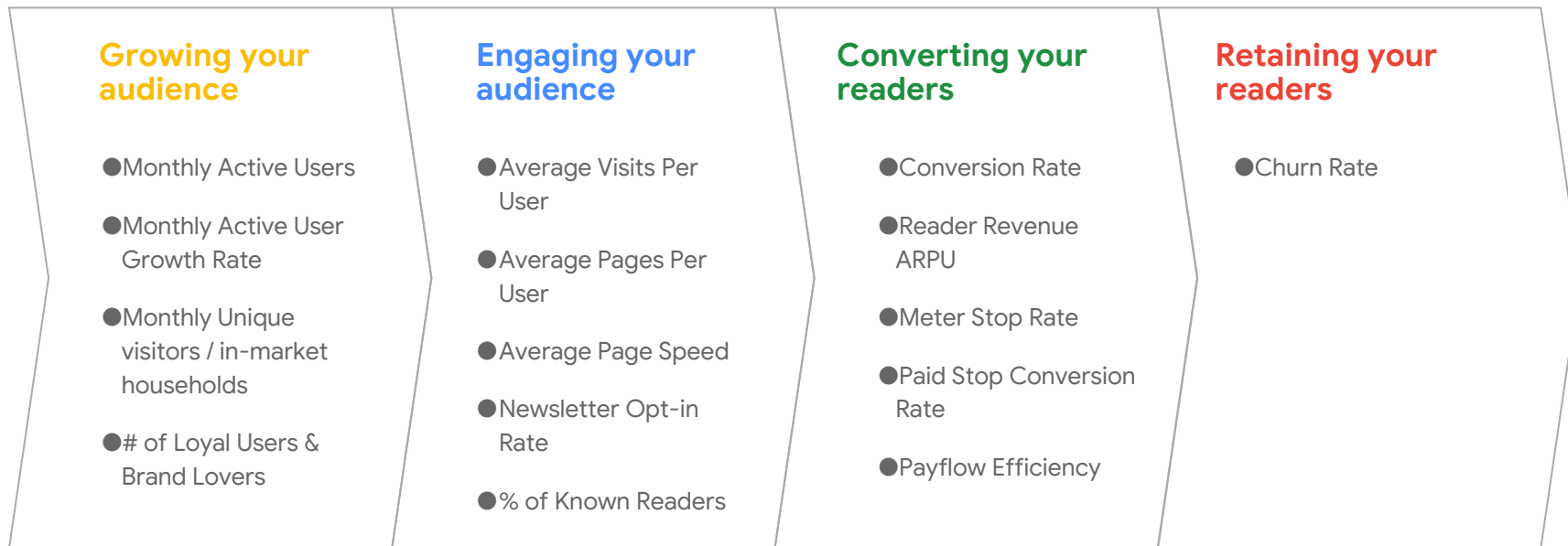


- **Optimize conversion** with a low-friction and secure payments flow
- **Improve engagement** by keeping readers signed in across the web
- **Own the reader relationship** with access to a reader's email

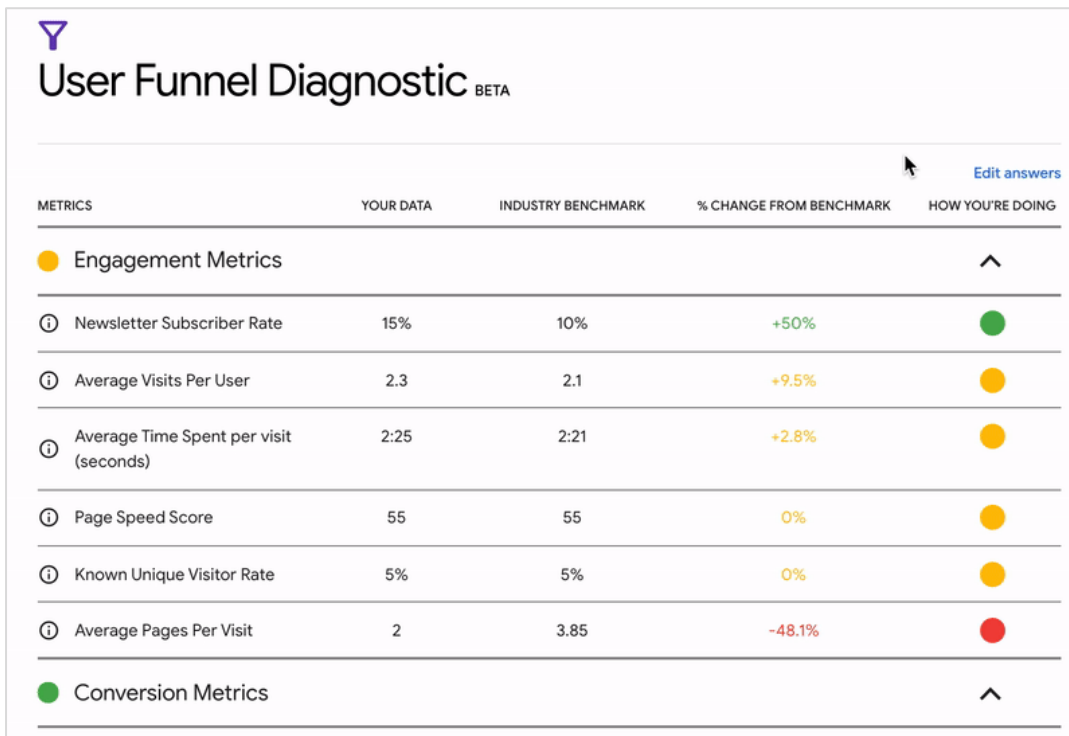
6. Focus the whole organization on unified goals



7. Benchmark, test and optimize



7. Benchmark, test and optimize



The image shows a 'User Funnel Diagnostic BETA' interface. It features a table with five columns: METRICS, YOUR DATA, INDUSTRY BENCHMARK, % CHANGE FROM BENCHMARK, and HOW YOU'RE DOING. The table is divided into two sections: Engagement Metrics (indicated by a yellow circle) and Conversion Metrics (indicated by a green circle). Each row in the table includes an information icon (i) and a status indicator (circle) in the 'HOW YOU'RE DOING' column. An 'Edit answers' link is visible in the top right corner of the table area.

METRICS	YOUR DATA	INDUSTRY BENCHMARK	% CHANGE FROM BENCHMARK	HOW YOU'RE DOING
Engagement Metrics				
<i>i</i> Newsletter Subscriber Rate	15%	10%	+50%	●
<i>i</i> Average Visits Per User	2.3	2.1	+9.5%	●
<i>i</i> Average Time Spent per visit (seconds)	2:25	2:21	+2.8%	●
<i>i</i> Page Speed Score	55	55	0%	●
<i>i</i> Known Unique Visitor Rate	5%	5%	0%	●
<i>i</i> Average Pages Per Visit	2	3.85	-48.1%	●
Conversion Metrics				

In summary

1. Define the market opportunity
2. Deeply understand your readers' needs
3. Build your value proposition around those needs
4. Communicate your reader revenue program simply and powerfully
5. Make it easy for readers to pay and enjoy your content
6. Focus the whole organization on unified goals
7. Benchmark, test and optimize

Thank You!

g.co/gnidigitalgrowth
goo.gle/datatools

