

## THE NEW YORKER

### About Condé Nast and *The New Yorker*:

Founded in 1925 and published by Condé Nast, *The New Yorker* is considered by many to be the most influential magazine in the world, renowned for its in-depth reporting, political and cultural commentary, fiction, poetry, humor, and cartoons. In addition to the weekly print magazine, *The New Yorker* has become a daily digital destination for news and cultural coverage by its staff writers and other contributors.

### About News Consumer Insights:

The News Consumer Insights framework and dashboard emerged out of a series of findings from Project Fuse. Project Fuse was an initiative in 2017 to help publishers better understand their audience segments – and the value of individual users – to inform data-driven, decisions on audience growth.

### *The New Yorker*: How data became the collaboration backbone leading the way for consumer revenue growth

How can publishers work across traditional organizational barriers and foster collaboration between business units?

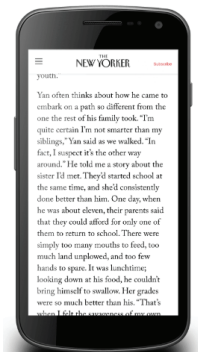
While developing a true data-driven culture can be seen as a challenge for large companies, Condé Nast used data to create a unified front and common language to work collaboratively across the company to grow its digital subscriptions business.

Leveraging [the News Consumer Insights data framework](#), key business teams across *The New Yorker* including Audience Development, Consumer Marketing and Product have worked hand in hand to address the subscription conversion funnel.



#### 1) Top of funnel: getting *The New Yorker*'s readers to fall in love with the brand

A simple way to encourage casual readers to build a deeper engagement with a publication is to provide a great user experience by making sure they get access to the content quickly. Regardless of the quality of their content, if a page does not load fast enough publishers risk losing readers. After running a page speed test with [Page Speed insights tool](#), the product team was able to identify quick changes to help their pages load faster. For *The New Yorker*, the main culprits were the heavy images.



RESULTS

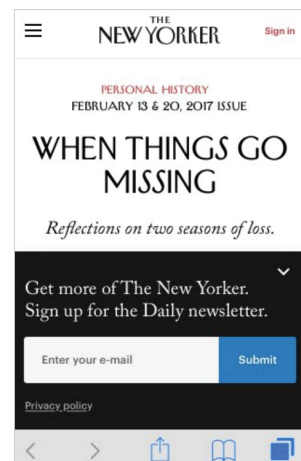
The Brand Lovers conversion rate (subscriptions / users) increased by 17% between October and January.

The mobile conversion rate increased by 18% between October and January.

Getting a casual reader to read their first ever article is a major achievement and presents a key opportunity for engagement. Publishers, like *The New Yorker*, have been rediscovering email newsletters as a reliable way to transform casual readers into loyal ones.

Building on previous learnings, *The New Yorker's* audience development and analytics teams used the [NCI framework](#) to confirm that readers who received their newsletter read more articles than all other types of readers. Newsletter subscribers read twice more articles than the average reader and were most likely to convert to subscribers.

The team agreed with their *consumer marketing* department to prioritize newsletter capture modules instead of subscription promotion messaging for specific low converting audiences.



2) Down the funnel - Making these brand lovers to convert

Building their number of “brand lovers” helped *The New Yorker* teams increase the appetite for subscriptions. To close the loop, *The New Yorker* teams decided to follow the [NCI Consumer Revenue best practices](#) chapter to optimize the last steps of the subscription funnel:

A) Identifying the profile of potential subscribers:

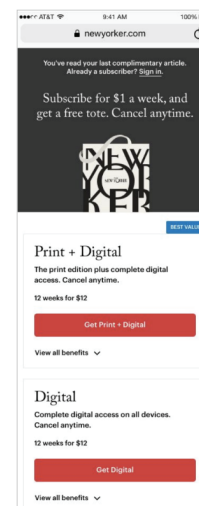
Leveraging the Google Analytics [ecommerce tracking](#) feature, they managed to detect the audiences with the highest conversion rates based on source of traffic, device and user type. This analysis helped them prioritize certain audiences to focus on for their marketing efforts.

B) Optimizing subscription value proposition:

With [Google Surveys](#), Condé Nast’s *consumer marketing team* was able to ask questions to their readers on key topics such as their expected subscription benefits and brand attributes perception. The insights they got helped them build better subscription offerings and set an appropriate tone for their branding campaigns.

C) Making it easy and attractive to subscribe:

With the initial insights collected earlier, *the consumer marketing, product and design teams* agreed to joint efforts to optimize all their call-to-actions on the site (design, location, messaging). The teams used promotional offers with the notion of urgency to entice users to take action.



They also A/B tested their paywall messaging to display their subscription offers to their readers directly. This would remove one step of the subscription funnel and increase the overall paywall conversion rate.

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NCI partnership was tremendously helpful in our goal of breaking silos & building trust via data, simplifying our understanding of a complex ecosystem, and focusing on strategies that make the user journey seamless to drive subscriptions.

AINUL HUDA  
VP OF AUDIENCE DEVELOPMENT & ANALYTICS

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Working with the NCI team was incredibly helpful. The insights provided to our cross functional team of Consumer Marketing, Audience Development, and Product enabled us to leave the workshops with immediate, actionable, and measurable next steps to drive consumer revenue.

DWAYNE SHEPPARD  
SVP OF CONSUMER MARKETING

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## Looking ahead:

Encouraged by the initial collaboration results, Condé Nast leadership announced they will deploy the News Consumer Insights framework to other key publications to facilitate information sharing and internal conversations across the company.

As for *The New Yorker*, the teams will work together on the following projects to maximize impact on their subscriptions business:

- 1) Developing free access trials by offering “Guest Passes” in exchange of a newsletter sign-up for low conversion rate audiences
- 2) Optimizing their promotion strategy on paid channels (search and social) using their first party data
- 3) Launching new landing pages to boost their overall subscription conversion rates

Learn more about how you can partner with Google at [g.co/newsinitiative](https://g.co/newsinitiative).