



Creating Attention

Communicating Product Value

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INMA – Methodologies Master Class, 2021



This is for you if...



YOU HAVE A TON OF DATA AND CAN NEVER FIND
TIME TO DRAW INSIGHTS FROM IT



YOU HAVE A BUNCH OF STAKEHOLDERS
(OR ONE VERY IMPORTANT ONE)



YOU WANT TO MAKE SURE YOUR TEAM GETS CREDIT
– AND RESPECT! – FOR THE TOIL OF MANAGING A
PRODUCT ROADMAP, LIFECYCLE OR PORTFOLIO

This is also for you if you...



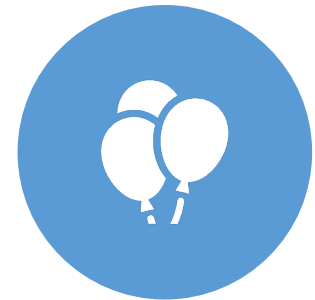
LIKE TO TELL STORIES



HAPPILY RABBIT HOLE INTO
DASHBOARDS



ENJOY SOLVING PUZZLES



GET YOUR CREATIVE YA-YA'S
OUT MAKING PDFS AND/OR
SLIDE PRESENTATIONS

What I'll share today

The benefits – some obvious, some not-so – of treating product communications as seriously as you treat your roadmap

How to create a value engine of analytics, report structures and communication cycles to increase the visibility of what you do

How to match messaging to audience and a cheat sheet to help you figure it out every time

Mistakes were made. Lessons were learned. Wins were big.

A little about me.

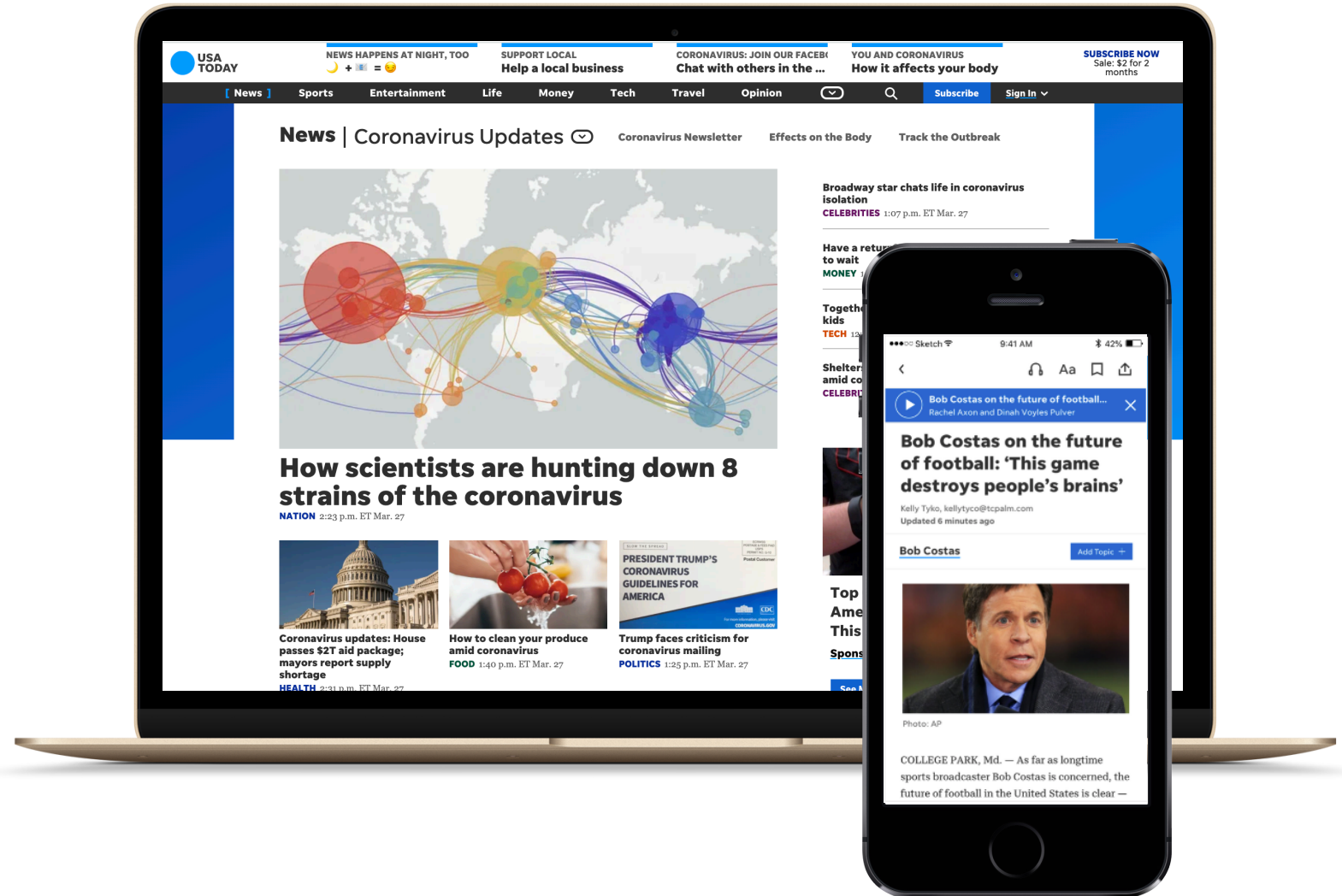
- I started out as someone who plays with words – and I still do
- As a product leader in the publishing industry, it's just as important to tell stories as it is to ship innovative new experiences
- Numbers tell stories too – great ones, it turns out.

A little about Gannett

Our Product Portfolio

- 325+ desktop websites
- 325+ mobile
- 800+ native apps (iOS and Android)
- 900+ newsletters
- 150+ Flash briefings, (Amazon and Google)
- 400+ Facebook pages

Lots of stakeholders.
One size does NOT fit all.



**Product
often
speaks and
thinks in
numbers**



Metrics, benchmarks,
estimates, baselines



What you're looking
for though is *the story*

Which data matters

- Overabundance of data can be just as big a challenge as the lack of it. It takes valuable time to sift through all of the data
- Where was volume an asset -- and where was it surprisingly adding little value?
- Measurable, understandable, agreed-upon metrics focuses conversations on what's moving the needle

Are you sending too few emails

- We're all inundated. And yet...
- "Nothing to report" can create a false sense of buy-in and security. Until something hits a speed bump.
- Timely, succinct and descriptive creates a steady beat of progression.

Why should you care

- In the world of inundated emails and piles of data, this is why it's important to think about audience too
- We are all more likely to care about a communication if it directly relates to our interests.
- **Product is not zero-sum:** *Another team's product win can point the way to how your team can win too.*



**It's not
enough to
ship – you
have to ship
with purpose**



The virtues of sharing product impact



Purpose

Context-setting

Organizational visibility

Prioritization

Forecasting

Refocusing

Sharing credit

Creating culture

Communicating Value



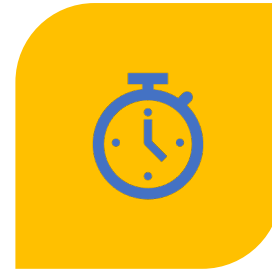
PURPOSE

- Strategic
- Operational
- Tactical



AUDIENCE

- Team
- Organization
- Stakeholders
- Executives



FREQUENCY

- Quarterly
- Monthly
- Weekly
- Daily *



FORMAT

- Presentation
- Report
- Dashboard
- Email

What It Looks Like in Action



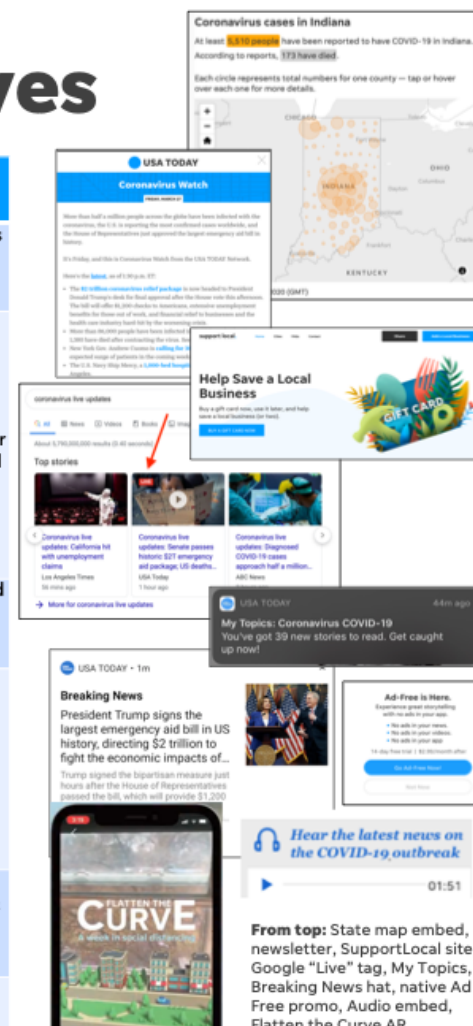
Special Report

- Purpose: Conveying an array of work on a high visibility topic
- Audience: C-suite and/or senior leadership (and everybody else)
- Frequency: As needed
- Format: PDF, email, presentation

Coronavirus Product Initiatives

FEATURE	PERFORMANCE
State-Level Map Embeds	Leveraged state and county-level data on virus cases and deaths to create state-specific maps for local markets to embed in articles.
Newsletters	<ul style="list-style-type: none"> • Coronavirus Watch: USAT version has Network's second largest audience (150k+ subscribers, ~50% open rate). And 30+ markets launched local versions, serving 1.5 million subs, with ~30% open rates. • Staying Apart Together biweekly newsletter launches this week at USAT, covering mental health, entertainment, recipes and more. • The "Kind" franchise will relaunch its newsletter of "feel-good" videos to serve an audience demand for good news.
Local Business Platform	SupportLocal.usatoday.com, our local gift-card directory, continued its rapid growth, with more than 9,000 businesses listed thus far.
Search Optimization	<ul style="list-style-type: none"> • USAT saw unprecedented search traffic driven by Coronavirus coverage, with 182M search referrals in March (+111% MoM). • Earned red "Live" tag callout in Google results through live coverage structured markup, allowing USAT prominence alongside other preferred publishers (NYT, WaPo, CNN).
My Topics	"Coronavirus COVID-19" was March's most added tag, with 21k+ adds on USAT. My Topics users grew 12% and visits to app from My Topics alerts jumped almost 300% MoM .
Breaking News Alerts	All 10 markets adopting Breaking News "hats" saw double-digit CTR lifts on alerts since March 11.

April 10, 2020



Organization Weekly Update

- Purpose: Keep all invested parties informed about work in progress
- Audience: Anyone who's interested and anyone who should be.
- Frequency: Weekly
- Format: Brief report, inverted pyramid Email

Consumer Products: Crosslinking Case Study - Search as a Strength



Chiles, Kara

Monday, March

Growing search traffic 800% through the power of the Gannett network

David Stone, Director of SEO Product, shares how cross-team collaboration helped us achieve scalable search-strategy success.

USA TODAY's Sports Media Group (SMG) has a large portfolio of sports sites including MMA Junkie, Golfweek and For The recently launching four college-team sites -- AuburnWire, GatorsWire, TrojansWire & LSUWire -- they were struggling to gain organic search. That's when they reached out to the SEO product team for a crosslinking strategy.

Putting "EAT" to Work

The team worked with the Digital Optimization Team (DOT) and SMG to pilot a network-wide crosslinking strategy to position as authoritative and accelerate their growth. This included getting topically related links from our network and seeking opportunities on other sites like Bleacher Report. Links from other sites are important because Google views those links as "votes" from other indicators that the content is showing Expertise, Authority and Trust ("EAT").

Results So Far

Google periodically refreshes its core algorithm and reevaluates websites on a number of factors including EAT; they announced an update on Dec. 4. Within that same week we began to see the "hockey stick" effect for all four sites. Since then the sites, in total, have seen an 800% increase in clicks from Google and average ranking moved from position 14 (page 2) to position 8 (page 1). A dramatic change was the increase in content showing up in the Top Stories carousel, the premium real estate at the top of Google searches like "Gators football." It's a good sign of Google viewing the site as authoritative.

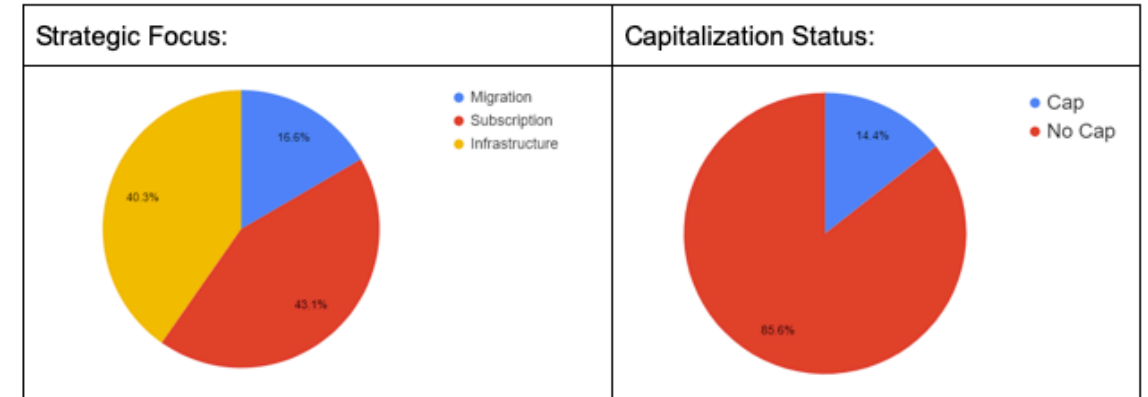
This chart represents traffic from Google to the FL GatorsWire site after implementing the crosslinking strategy. The spikes correspond to notable Florida sports events such as Gators forward Keyontae Johnson collapsing and bowl-game predictions.



Capacity Planning

- Purpose: Increase confidence in delivery, velocity
- Audience: Internal product teams
- Frequency: Monthly
- Format: Spreadsheet, Presentation

January 2021 Total Points Completed (ORD, CMREV, GUP, WP): 432



DELIVERY DATE		Count 10
January '21		
1	4 Cart Abandon - onsite unit (GCI sites with email journey trigger) 6-7% lift estimat...	Launched
2	Accuweather - Add Forecast Icon	Launched
3	Accuweather - USA Today	Launched

Cross-Functional Business Review

- Purpose: Socialize, align on high-level priorities established across teams
- Audience: Decision makers, team leads, dev teams
- Frequency: Quarterly
- Format: Presentation

Completed - OBJECTIVE 1: Consumer Products & Migrations Projects



Full-stack pilots

Three GHM pilot sites launched and are undergoing a six-week evaluation period. The rest of the GHM sites will migrate over the course of Q3/4.



Web Platform Relaunch

Build out of the Tangent web platform to fast-loading and adaptive experience that supports both desktop and mobile web. 38 Gannett legacy sites transitioned by end of Q2.



Parse.ly Rollout On Legacy Gannett

Integration completed with advanced feature set: tracking apps and alternative platforms, subscription conversion attribution, audience segmentation, video analytics and multi-site content rollups.



Re-platform GateHouse Native Mobile Apps

Built out supporting structure for legacy native apps in 92 markets to relaunch on Euclid platform. This introduces more robust ad map, personalization features and ad-free capabilities.

Q3 NOT DOING - OBJECTIVE 1: Consumer Products & Migration Notable Projects we won't get to this quarter



Taxonomy and Classification Re-architecting

While we have put in place an initial process for managing ongoing taxonomy and classification, we are deferring the bigger pieces of this job until legacy GH and Gannett newsrooms system are fully merged.



Freelance Authoring in Presto

While we focus on integrating tools and workflows for our full-time journalists, we will ensure freelance authoring can still be handled through legacy tools (Naviga and CUE) as they are today.

2020 MIGRATION IMPACT

Local Sites to Tangent Web

337
websites

217 GateHouse and 120 Gannett sites including the USA TODAY mobile web.

Mobile Apps to Euclid

92
native apps

Completed in December. Expands the ad inventory and personalization features.

Site Newsletters to Postino

839
newsletters

Migrated in coordination with web; adding Daily Briefing and providing CMS, Salesforce integration.

Google Analytics Migration

\$1M
annual savings

Integration of new analytics platform will continue to be refined as click tracking integration points are added.

OneTrust Integration

+\$365k
est. annual increase

With support for data privacy compliance, restored ad capabilities to sites from EU visitors with GDPR compliance.

Gannett RE to Homes.com

\$2M
annual savings

Transitioned legacy Gannett real estate pages from Placester to [Homes.com](https://www.homes.com)

Gannett Autos to Best Agent Today

\$300k
annual revenue

Unified Autos vendor pages under GateHouse agreement.

Job sites to ZipRecruiter

+10%
subscription sales

Anticipating 10% growth on our partner subscription sales in the first two years

Digital Comics Standardization

\$1.4M
annual savings

Reduce expenses with Andrews McMeel in next 2 years; incremental revenue.

AccuWeather Navigation

\$300k
annual savings

Unified placement offers expense reduction; opens referral revenue opportunity.

**We had
a lot of
impact.**

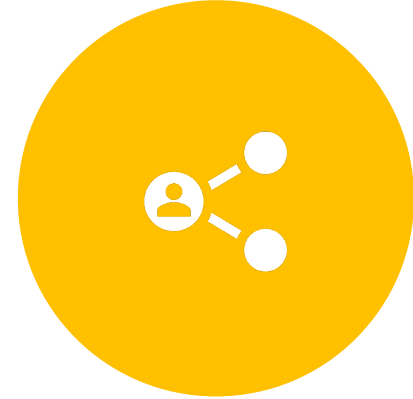
Hard-won Truths



IT'S SURPRISING HOW OFTEN IT'S NOT THE LACK OF DATA, BUT OVERABUNDANCE. BE SELECTIVE. MEASURE WHAT MATTERS.



SETTING UP DASHBOARD-DRIVEN FEEDBACK LOOPS IRONICALLY MAKES THEM EASIER TO MAINTAIN AND MORE POWERFUL TO USE CONSISTENTLY



AND MORE HELPFUL IN SHARING THE VALUE OF THE WORK.

$$I^R + D^R + T^R = P^V$$

Right insight from the right data, at the right time equals Product Value



You're not just sending a report, you're building an artifact.



Week after week, month after month, you're telling a story that accumulates and builds value.



For us, this has proven hugely valuable at managing and setting expectations, framing issues, mapping long-term trends.

**Your
process is
always in
progress**

Follow my product story here...



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-Thank you.