



THE INDEPENDENT

Big Transformations: Reader Revenues as a Change Catalyst

INMA MEDIA SUBSCRIPTIONS SUMMIT 2023



OUR GOAL



To create a global quality news organization in multiple languages and cultures, maintaining annual revenue growth and profitability



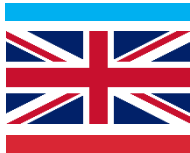
WHO WE ARE

The Independent is the only profitable and successful transformation of a quality newspaper brand to all digital anywhere in the world

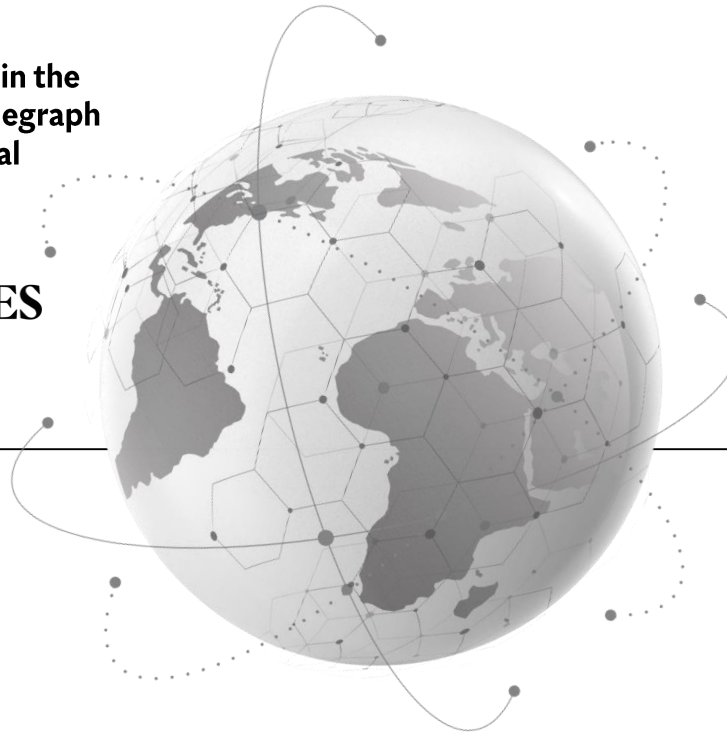
NO.1

The No.1 quality news site online in the UK leading The Guardian, The Telegraph and The Times and ahead of digital pureplays BuzzFeed and Vice.

The Guardian The Telegraph THE TIMES
BuzzFeed News VICE



UK's dominant centre-ground news brand



Headquartered in London with news bureaus in Paris, Moscow, Istanbul, Beirut, Delhi, Islamabad, New York, Washington, Miami, Seattle and Los Angeles.

Commercial teams located in London, New York, Los Angeles and Washington with Ad Ops in India.



INDEPENDENT
Türkçe



INDEPENDENT
اردو



INDEPENDENT
فارسی



INDEPENDENT
عربي



INDEPENDENT en Español

A rapidly growing global news organization with six sites - English, Spanish, Arabic, Turkish, Farsi, and Urdu.



WHERE WE HAVE BEEN

The Independent Timeline 1986 to 2016



30 September 2003: The Indy goes compact
The Independent creates a new model for quality journalism, by taking its paper size down to the compact 'tabloid' format, while retaining all the content of its broadsheet version. Both formats are sold side by side at first, though readers soon make their preference clear. So clear, in fact, that The Times of London switches to same format on 26 November.

2003



27 March 2016: First digital-only edition of The Independent
The Independent makes its first leap into the fully digital - and profitable - future, closing the door on its print era the previous day. Immediately, the digital Daily Edition picks up more paying subscribers than its print counterpart.

2016

1986

7 October 1986: The Eagle lands

The Independent's first edition is launched on 7 October 1986, a free spirit, its journalism independent of proprietorial or business influence.



1997

independent.co.uk
Launches 1997



2010

26 October 2010: The i paper launches

One newsroom, two news brands: the i newspaper is launched alongside The Independent as its quick-read digest format, or younger sibling to great acclaim.



WHAT WE HAVE ACHIEVED



2016



Audience surges across the Atlantic for the presidential election, showcasing The Independent's social media dominance, as the US becomes our largest market.

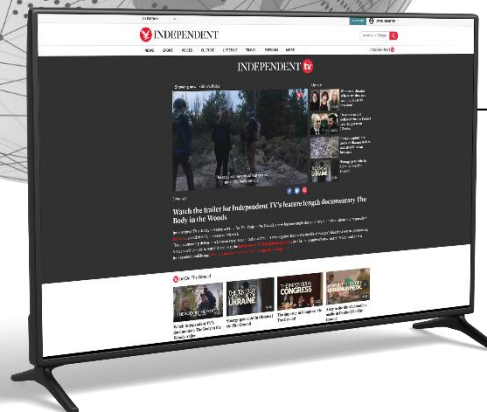
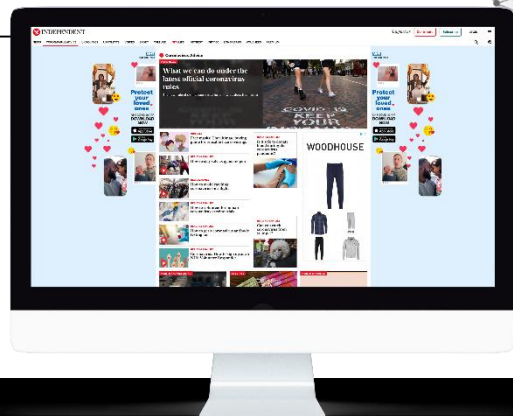
2018-19

The Independent's power to influence demonstrated with Final Say - the largest campaign in our history, garnering 1.3M signatures and bringing millions to marches in London.



2019

independent.co.uk becomes largest quality digital title in the UK, beating The Guardian, The Telegraph and The Times.



2017

License of The Independent brand, content and digital translation rights to Saudi Research & Marketing Group.

2018-19

Launch of Independent Arabic, Independent Turkish, Independent Persian and Independent Urdu.



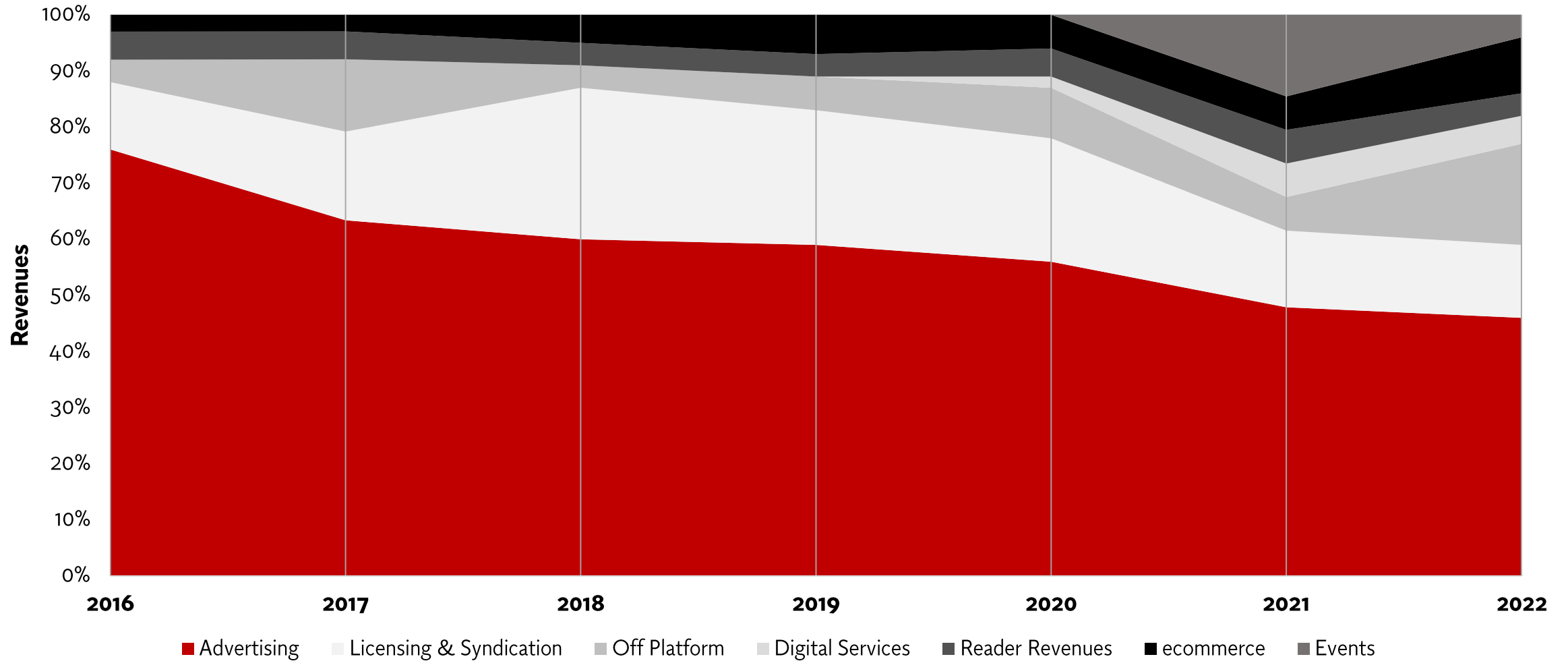
2020

Independent Español launches.

Independent tv launches.



REVENUE DIVERSIFICATION



WHERE WE ARE NOW



35.1M

Avg UK Unique Visitors

95.8M

Avg UK Page Views

85.3M

Avg Global Unique Visitors

186.1M

Avg Global Page Views

27.5M

Avg US Unique Visitors

42.1M

Avg US Page Views

Global Scale



**UK
Visitors
41.1%**

**UK
Page Views
51.5%**

**US
Visitors
+ 32.2%**

**US
Page Views
+ 22.6%**



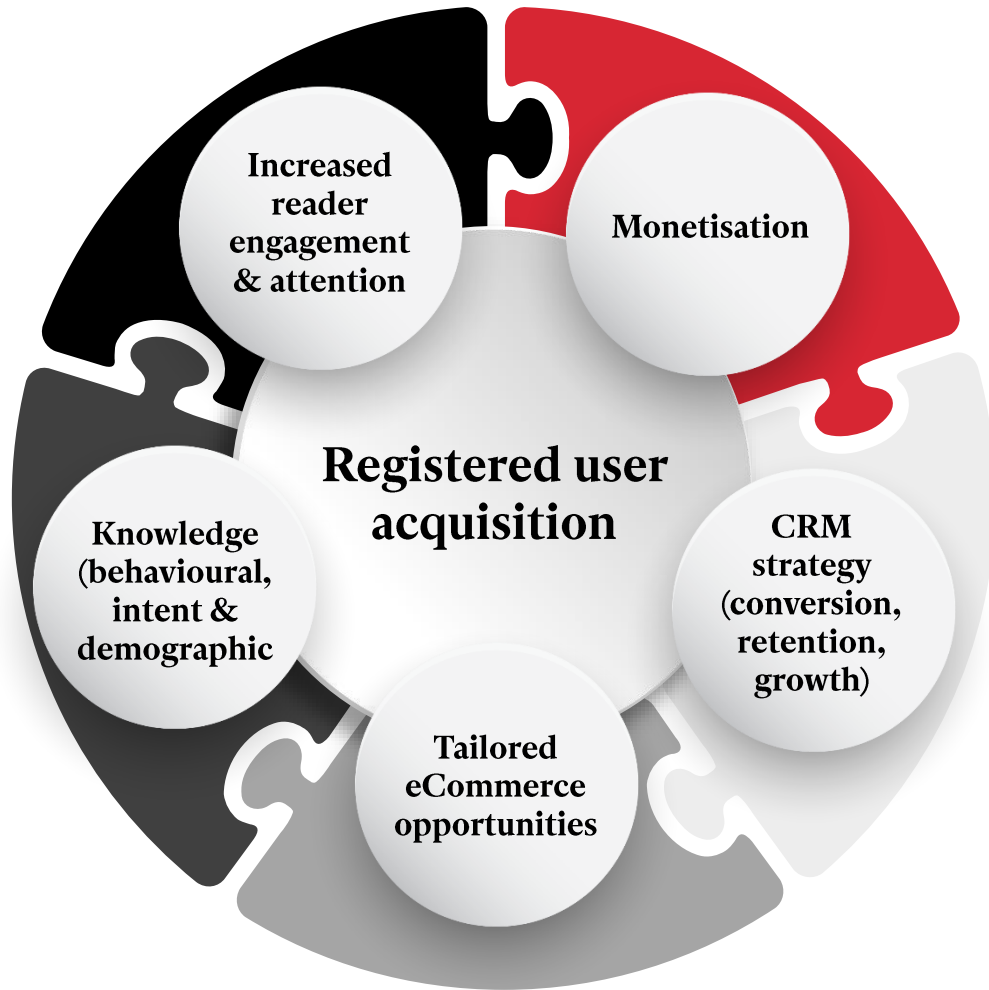
DATA-INFORMED



Data underpins every aspect of IDNML's business: driven through an ecosystem of monetisation across Content & Commercial



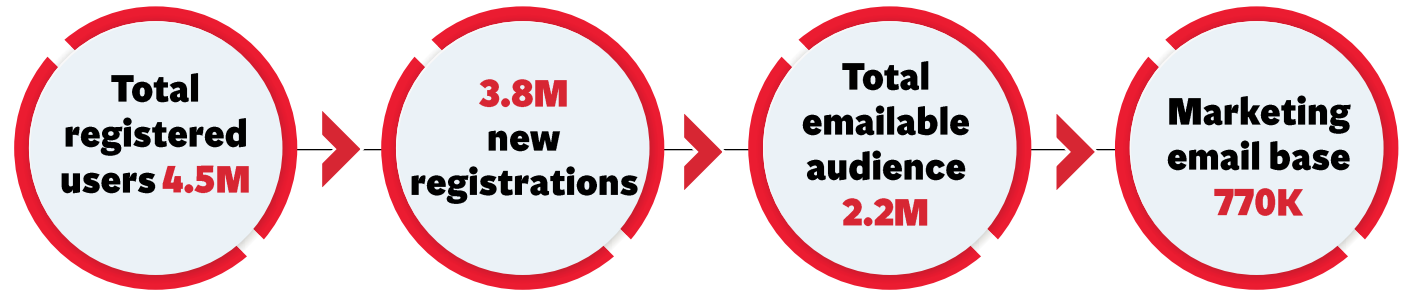
THE INDEPENDENT'S A2K STRATEGY



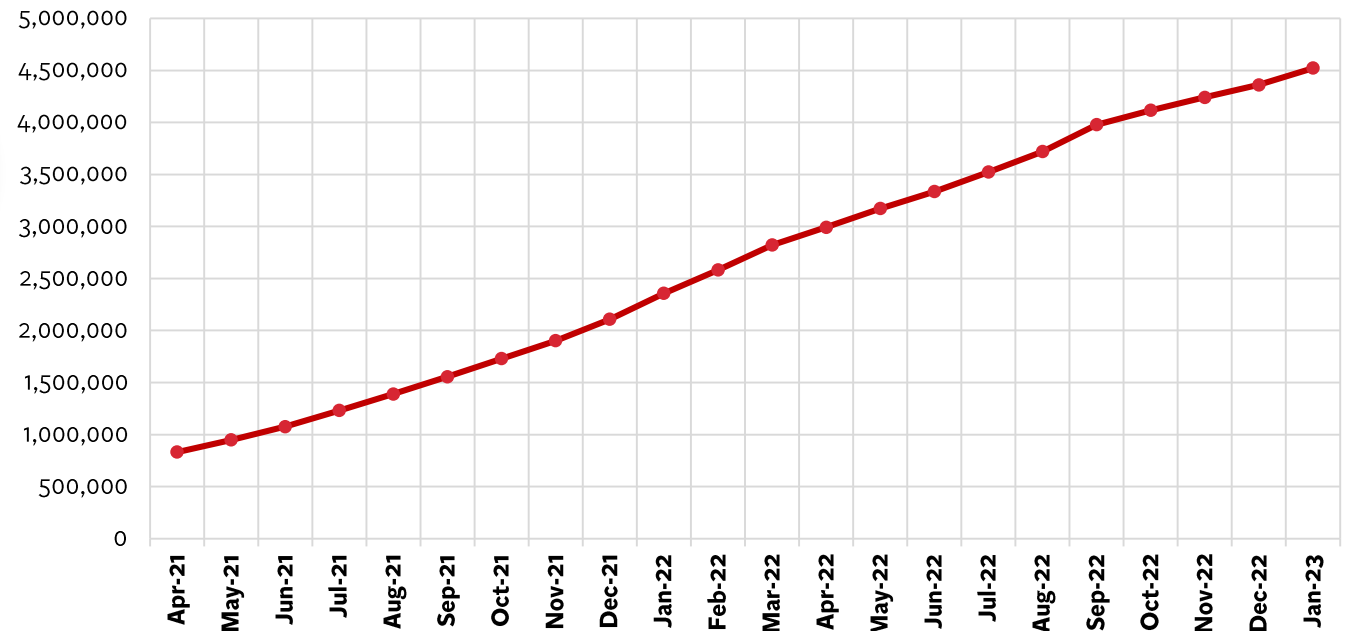
Attention

- **Registered users are 11x more engaged than anonymous users**
- **Subscribers are 62x more engaged**
- **Circa 2% of the audience generate 34% of AVs**
- **Registered users account for over half of newly acquired subscribers**

A2K - REGISTRATION SOURCE GROWTH

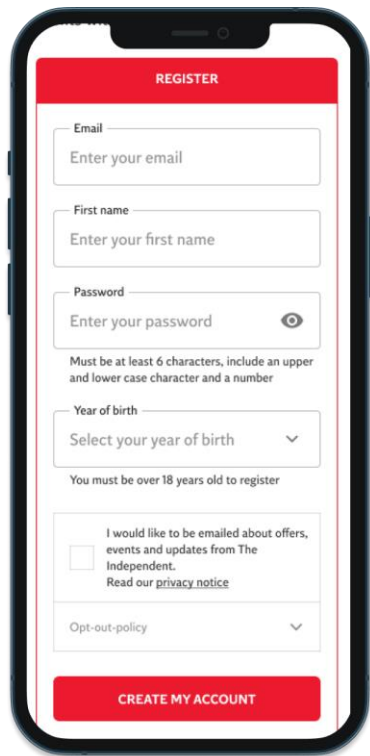


Total registrations Apr 21 - Jan 23



A2K TACTICS

Registration Gating & Lead Generation



REGISTER

Email
Enter your email

First name
Enter your first name

Password
Enter your password

Must be at least 6 characters, include an upper and lower case character and a number

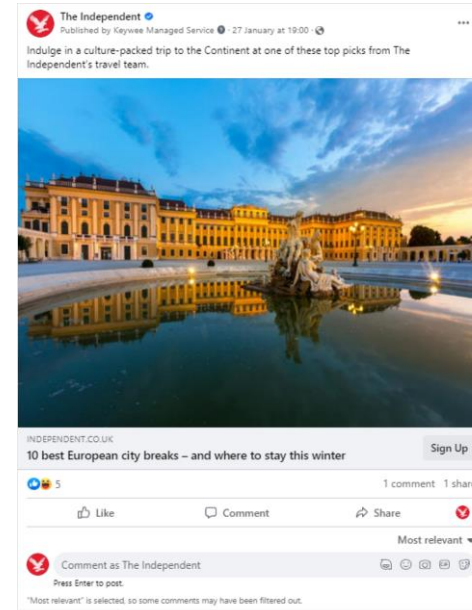
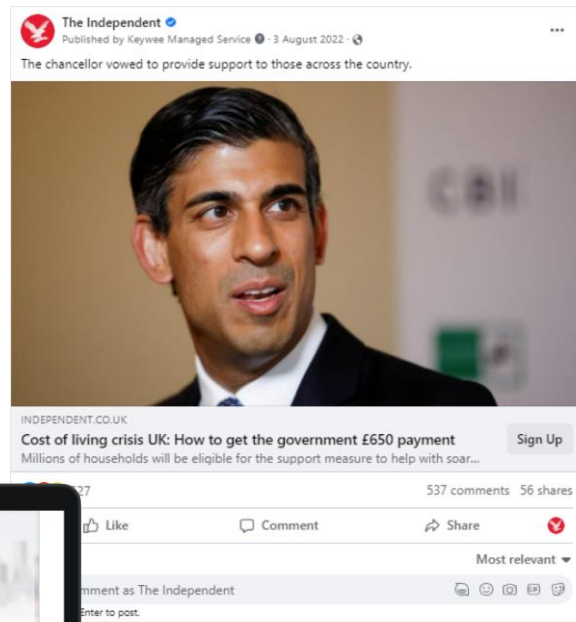
Year of birth
Select your year of birth

You must be over 18 years old to register

☐ I would like to be emailed about offers, events and updates from The Independent. [Read our privacy notice](#)

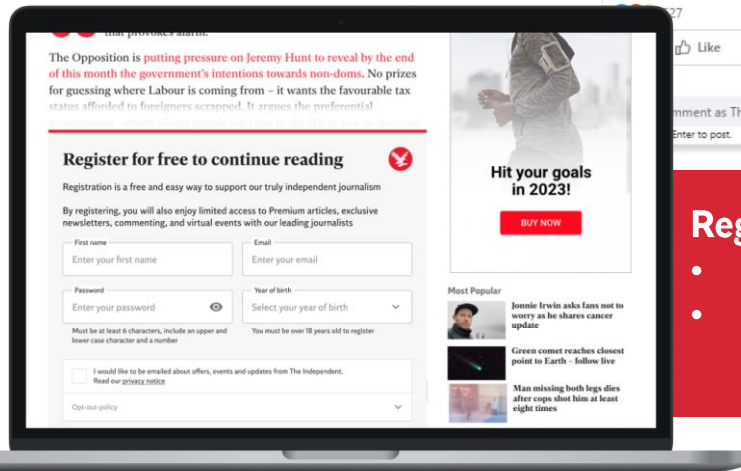
Opt-out-policy

CREATE MY ACCOUNT



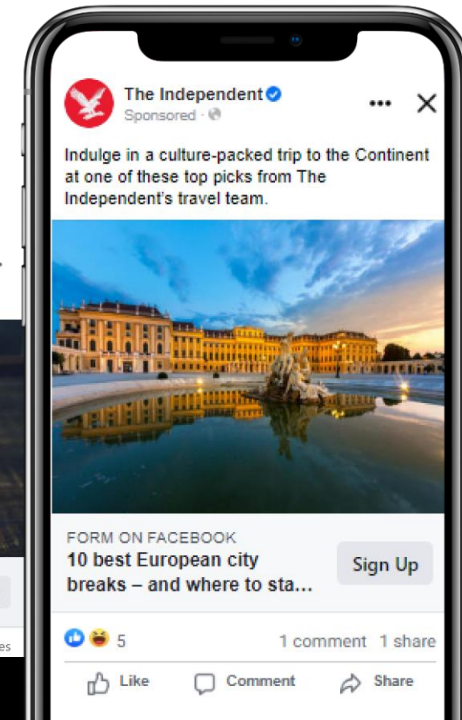
Paid social focus

- 1.5M registrations since Apr 21
- A test and learn approach to content, audiences and campaigns has produced strong results to date
- At the same time decreasing total CPR by 92% to £0.76



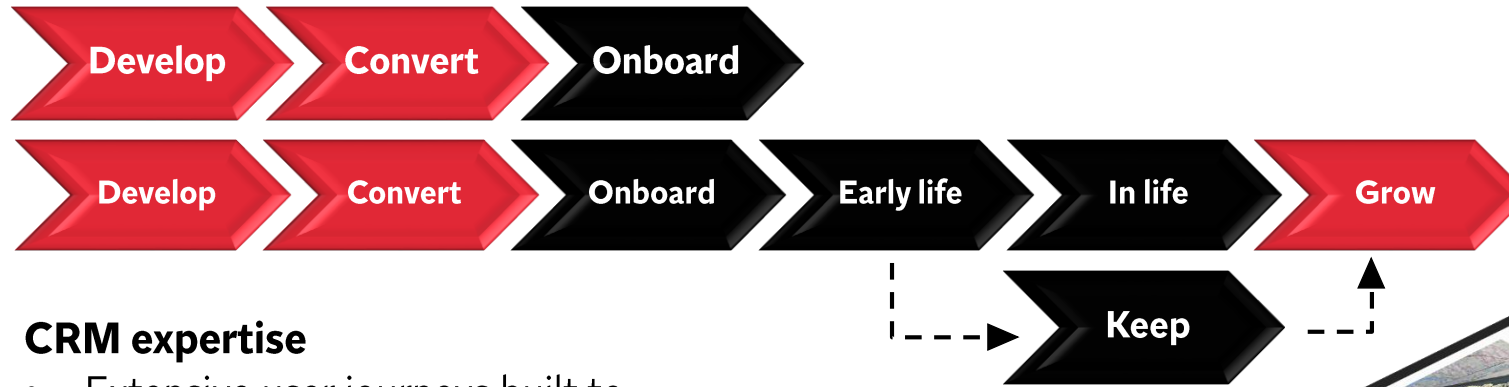
Registration gating

- 1.7M full registrations since April 2021
- Reader trust and goodwill contributing to success in 1P data acquisition



A2K TACTICS

CRM Expertise & Newsletters



CRM expertise

- Extensive user journeys built to reflect conversion, retention and growth strategies
- Contributing to impressive reduction in churn, increased engagement and decreased disengagement

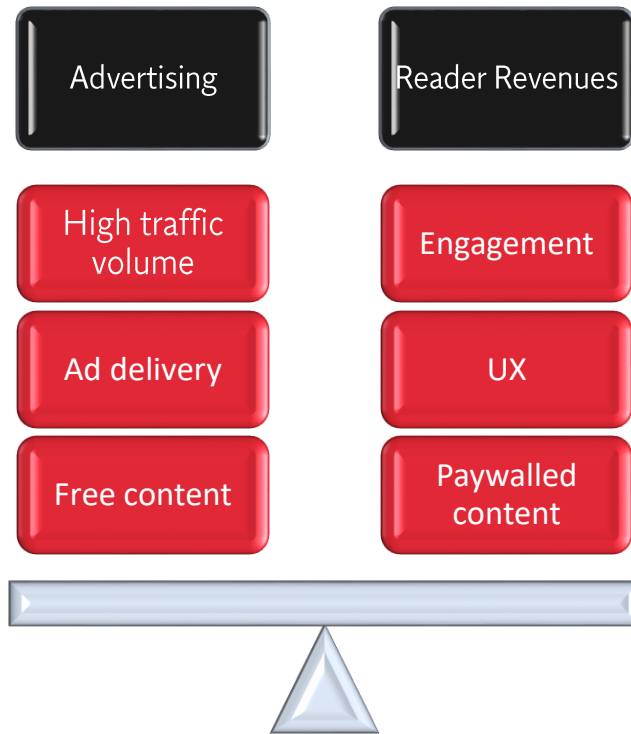
Newsletter growth

- Newsletter list size has grown x7
- Top 3 lists by size: Travel (315k), Health Check (275K), Inside Politics (177K)
- Top 3 categories by growth: Health, Climate, Travel
- Site page views from newsletters have doubled

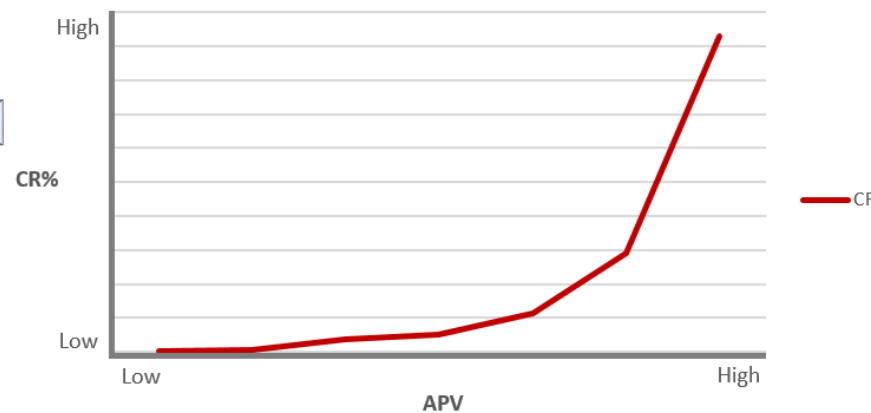


DRIVING READER ENGAGEMENT

APV Model



Conversion Rate vs. APV Score



Balancing advertising revenues with reader revenues

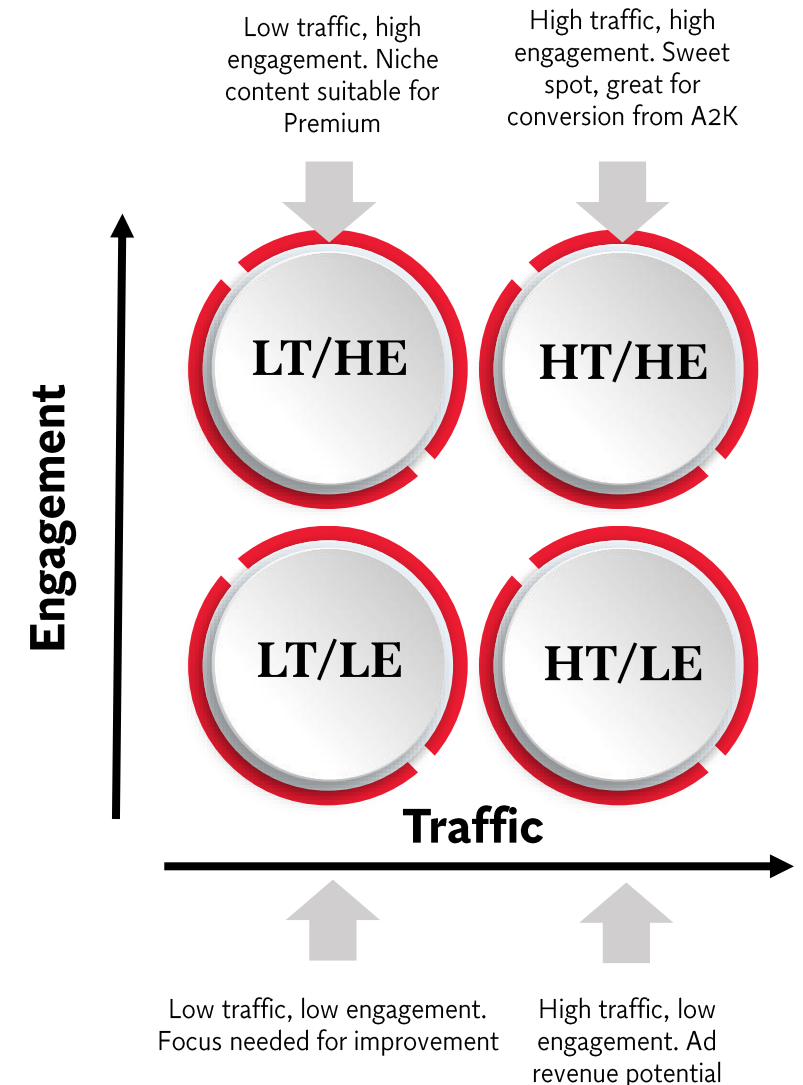
- APV score attributed to each reader
- Score based on 3 key variables; Active days, Premium article mix and Volume of articles read
- Tests using historic data resulted in conversion rate increasing with APV score
- Used for every prompt site-wide, CRM flows and lead generation activity
- Readers are pushed through the conversion funnel, with messaging appropriate to their engagement levels
- Ultimately ending in a subscription and the growth phase of the CRM journey

DATA-INFORMED NEWSROOM

Quality Read Scoring

A simple quantifiable set of metrics that score every article published by the level of traffic delivered and engagement once clicked

- Demonstrates what content is resonating with readers and what is not
- Highlights where efforts should be focused to improve engagement and identifies the pain points
- Aids commercial diversification of revenues
- Provides insight into what will drive traffic and advertising revenue and balances this with our most engaging content, which is better desked as Premium to support reader revenues



READER REVENUES

Subscriptions

- Complementary strategy with advertising sales
- Phased improvements to value proposition planned for March
- Re-introduction of high-end commercial placements within subscriber environments
- Push for editorial investment to move from beta



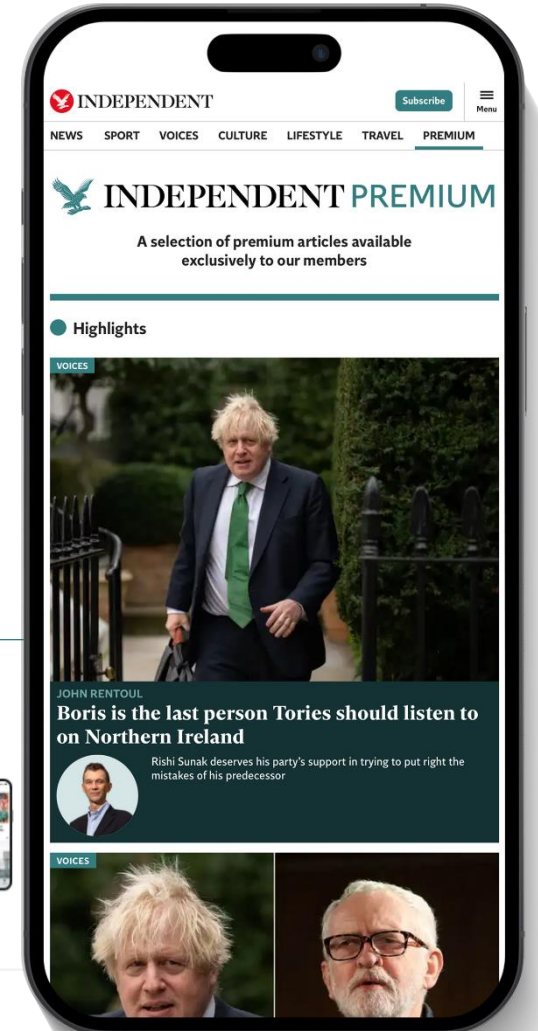
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Enjoy full access to our trusted journalism onsite and in the Independent app, ad-free reading, exclusive events, in-app puzzles and more.

REGISTER

SUBSCRIBE NOW

Already have an account? [Log in](#)



READER REVENUES

1P Data Sales

- Growing pool of fully registered users for monetization
- Declared 1P demographic data for modelling and targeting
- 20+ new behavioural and contextual segments built using 1P data
- Launched to UK trade market in December
- Email addresses for data matching via clean rooms



BEHAVIOURAL
Audiences

Long Haul Travellers	Interest in Personal Finance
Short Haul Travellers	Music Fans / Concert Goers
House Buyers / Renters	Cultural Lovers
Sports Fans	TV/Film Fans
Health / Fitness Enthusiasts	Fashionistas
Alcohol Drinkers	Young Families
Foodies	Tech Savvy / Tech Buyers
Business People	Gifters
SMEs	Environmentalist / Humanitarian
High Net Worth Individuals	Motoring Buyers / Hirers



CONTEXTUAL
Content

Personal Finance	International Travel
Music	Domestic/European Travel
Culture	Property
TV / Film	Sport
Fashion	Healthy Living / Exercise
Families	Alcohol
Technology	Food
Gifting / Seasonal Events	Business
Environment/Societal issues	SMEs
Motoring	Affluence



Taskmaster

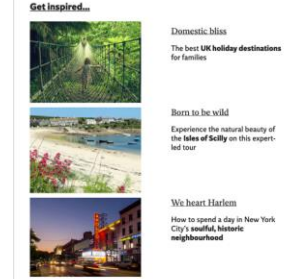
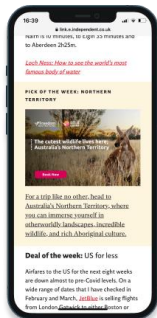
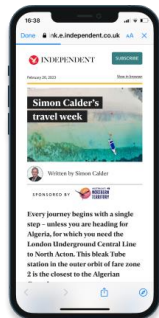
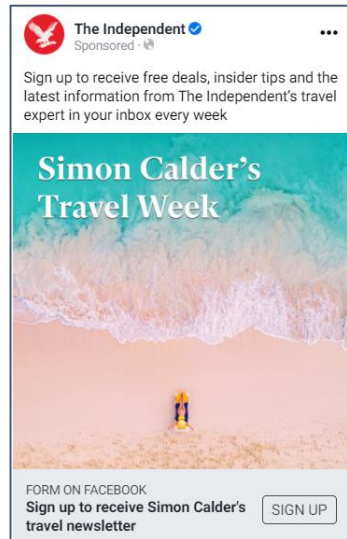
New series
Thurs 29 Sept 9pm

STREAM FREE ON **ALL 4**

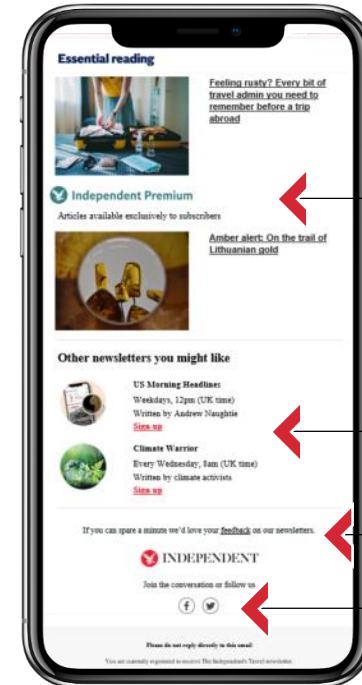
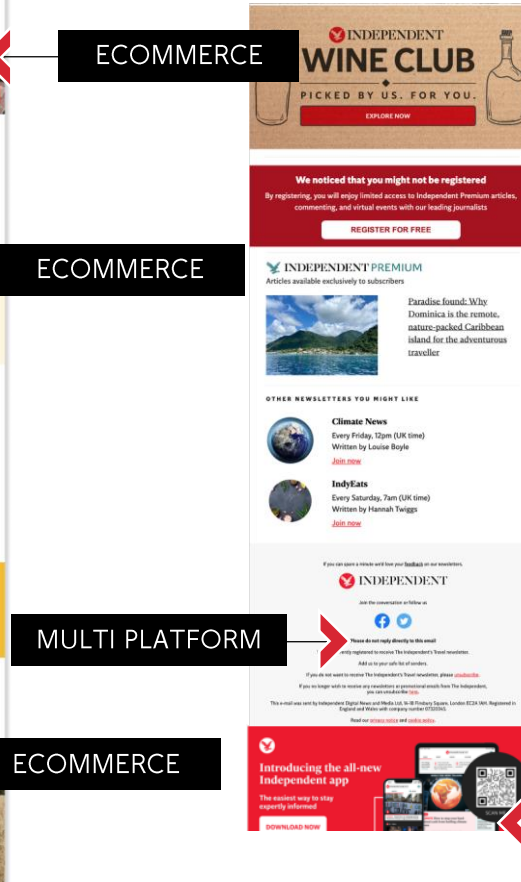
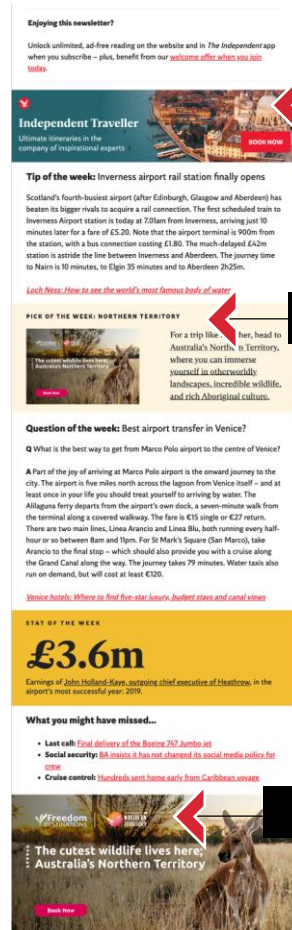
READER REVENUES

Newsletter Sponsorship

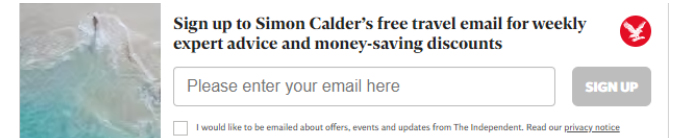
Lead generation ad social



Email engagement



Lite registration onsite



APP PROMOTION



FOCUS FOR THE FUTURE

38% news consumers actively avoiding news



**Younger generation using social media
(but not Facebook) as their primary news source**



Only 32% trust news sites enough to part with their data