

Gazeta Wyborcza

national vs. local
learnings from playing both sides

Jesteśmy w Twoim mieście, w kraju, na świecie

400 dziennikarzy codziennie
walczy o Twoje zaufanie

Zostań z nami na dłużej. Teraz dwa kwartały w cenie jednego

TAM, GDZIE

WY

July:
up to
+900%

First published in 1989

Based in Warsaw

24 local editions accross the country

No home delivery, few print subscriptions (!)

Website: 6,7 mln users monthly, 800 000 users daily

Competitors: free content on horizontal portals

Model: ads+reader revenue (metered/hybrid)

wyborcza.pl

Bumpy road, scale vs. \$



digital only

- 2014/15 - rocky start, inhouse e-commerce tools
- 2016 – Online Strategy Team in the newsroom (subscriptions + audience engagement + platforms + online marketing).
Heated debate on the future of local websites.
- 2017
 - focus on \$
 - restrategy of Wyborcza's presence on Facebook: 30 000 of subscriptions acquired on Facebook
 - release of the archives – 4 mln of articles (Wyborcza Classic)
 - 93% - quarterly and yearly subscriptions
 - over 300 000 online transactions in 2017

Why #subscriber first (memo)

Our subscriber is „worth” **160 x more than an anonymous user** *

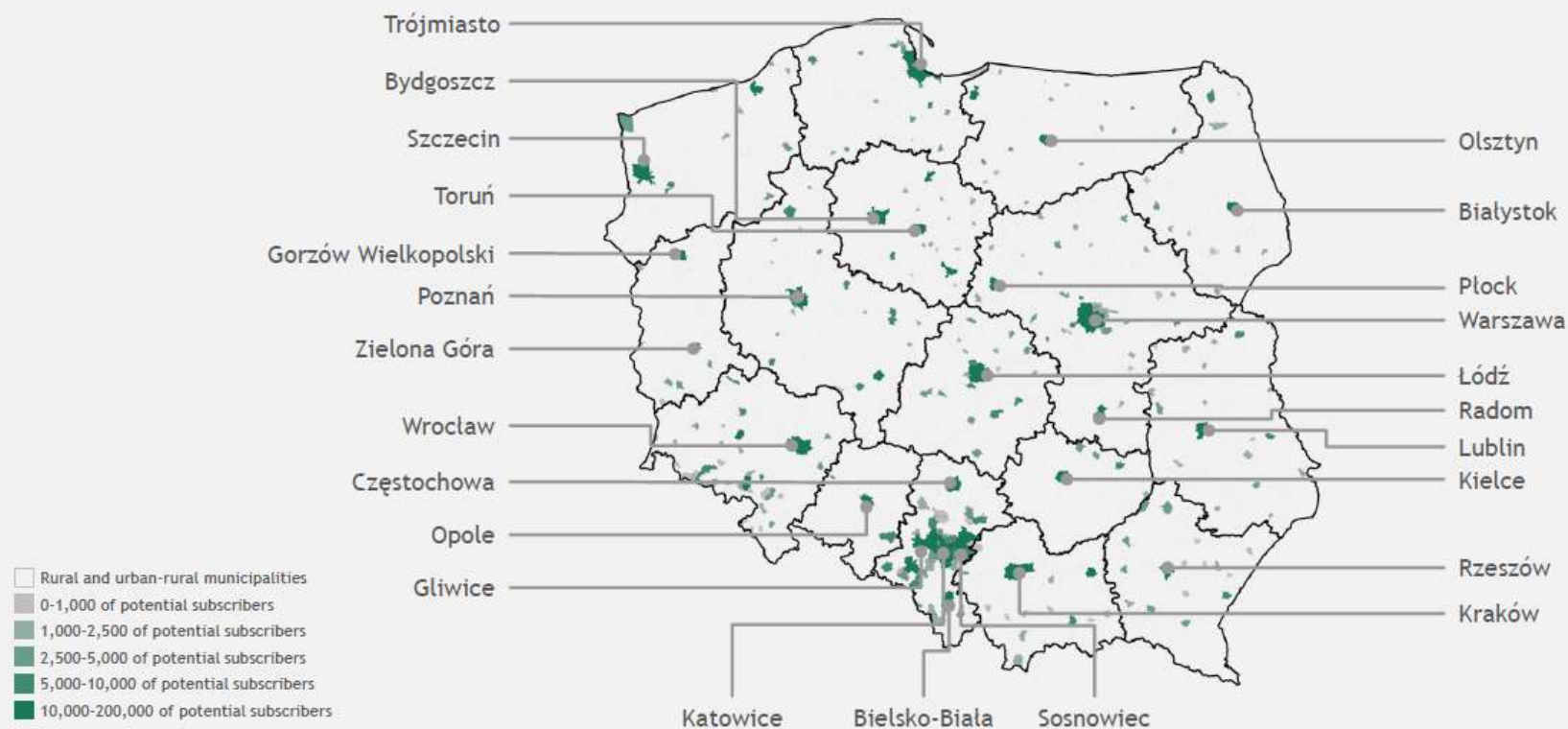
- reads **20 x more** articles
- and consumes **20 x more ads**
- ...ads that are up to **5 x more expensive**
- shares links to social media, **promotes the brand**, discuss the topics with other subscribers (comment section is now available to subscribers only)
- is **ready to pay for your work now and in the future**

Subscribers are already responsible for 25-30% of the page views.
60% of their visits are **direct** (whereas its's 25% only for non-subscribers).

Focus on **what subscribers read** and how.

Wyborcza present in largest local content markets

Estimated addressable market size for wyborcza.pl local content subscriptions and wyborcza.pl current footprint



Source: GUS, Megapanel, PKW, BCG analysis

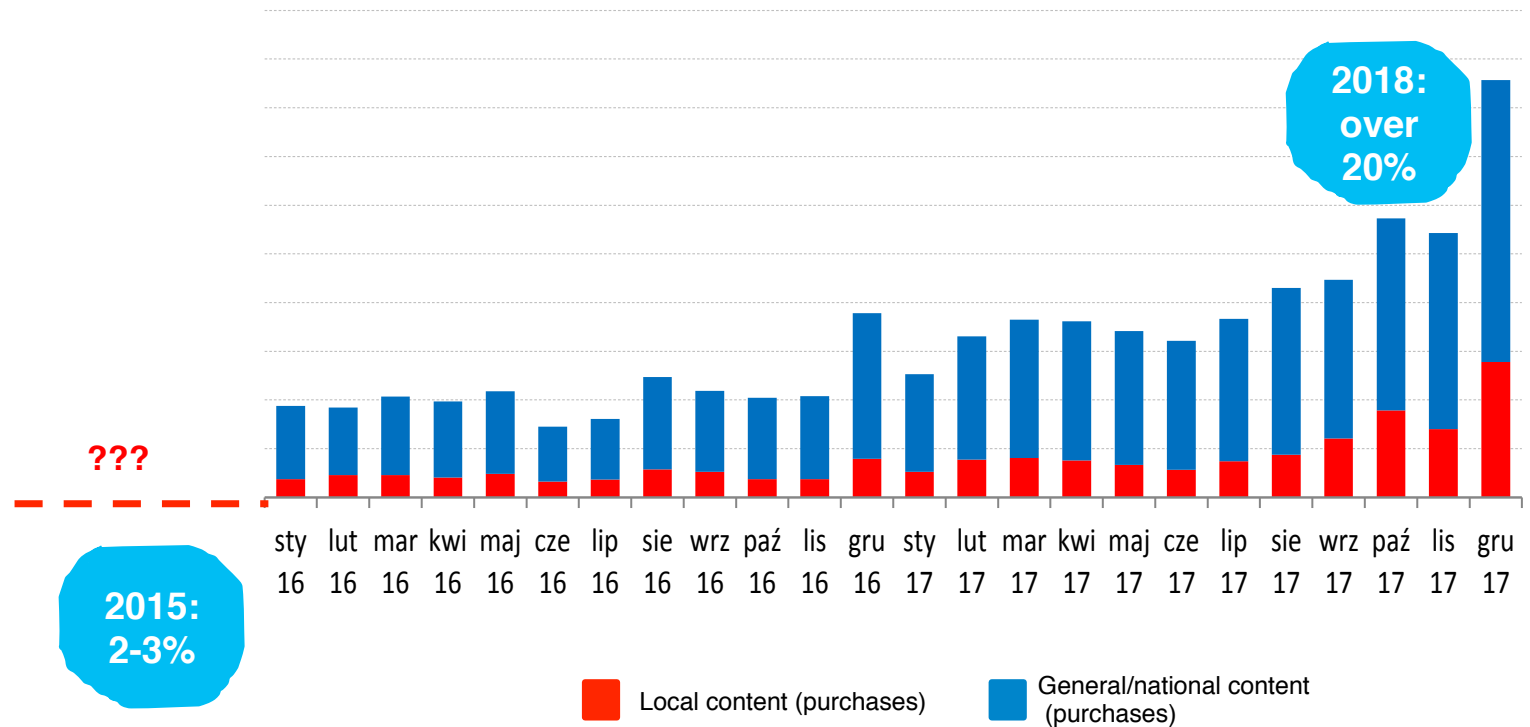
For a long time local content seemed unsellable



Local content stands for **50% of total** number of page views



But in 2014-2015 stood for **less than 5%** of monthly transactions

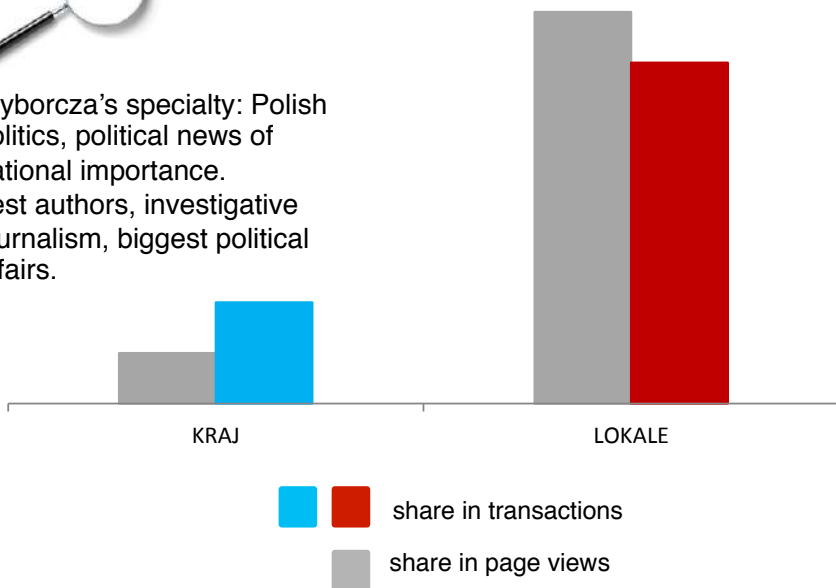


Local content potential too high to ignore

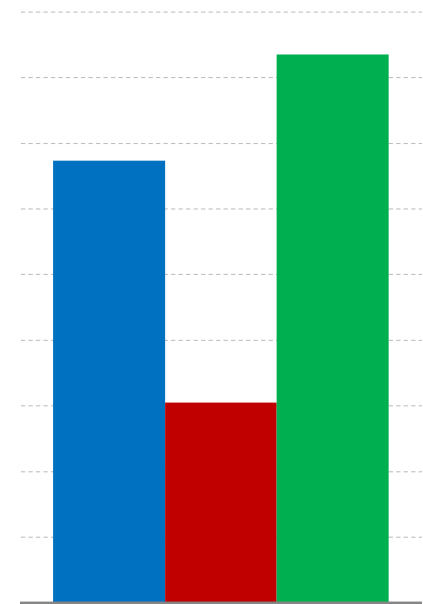


Wyborcza's specialty: Polish politics, political news of national importance. best authors, investigative journalism, biggest political affairs.

Local content



Still, content potential analysis is just a start. Main focus on users segmentation, scoring and their customer journeys.



- „National” desks (Politics, Foreign affairs, Science, Opinions)
- Local content
- Other marketing activities (display, emailing, social media, google, brand)

Obvious and less obvious – basic readership analysis (topics, consumption)

What we thought would work best

Political affairs
Opinions
Russia
High culture
Investigative journalism

What works best and surprised us

Breaking News
Local content
Short political news
Commentaries (in time)
Evergreen stuff (20 - 30 year old stories: Wyborcza Classic)
Women's rights
Children
Literature
TV series
Newsletters



Health
New technologies
Video
Time consuming interactive materials

Local websites

Infrastructure
Accidents
Crime stories

What keeps the subscriber engaged (high loyalty)

Local content
Political news (in time)
Literature
Opinions (in time)

Local variations

Culture, Free time (Kraków, Poznań)

Investments (Katowice)

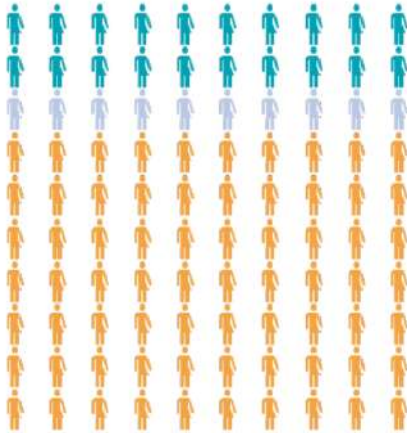
Crime stories (Warsaw, Białystok)

Local content

- builds habits, boosts loyalty (important for metered model)
- reduces churn risk
- source of best stories from regions to reach wider audience across the country, strong in Google search

Are you *really* local?

1



In some cases only 30% of the visits on local websites come from their own channels. Others come from the national homepage. Such dependence on the home page/referrals was fine for the model based on display advertising. It won't work for the business based on brand loyalty/subscriptions.

2

In some cases: 60-70% of the users of the local website come from another geographical region.

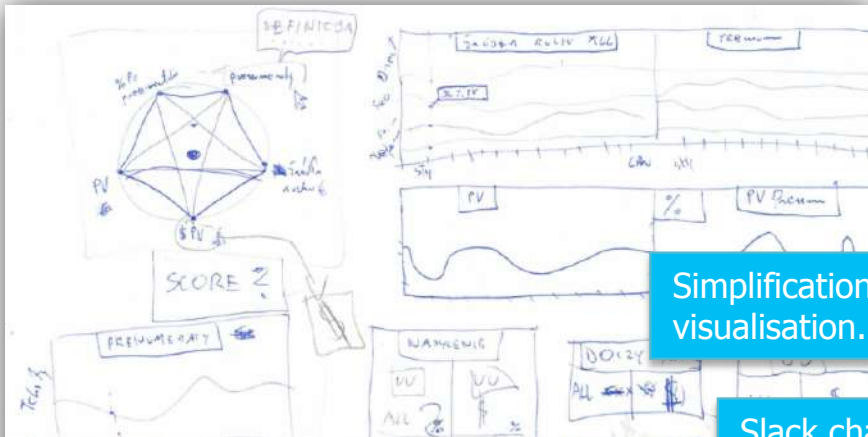
3

Unclear identity: not defined in the local newsrooms.



= new challenge: (re)building communities around local editions
New KPIs for local newsrooms: focus **on regional reach and own channels**
e.g. local editorial newsletters

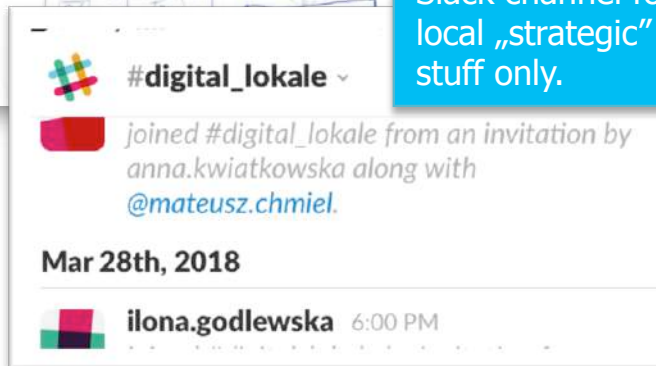
Balancing is tricky but let's make it easier



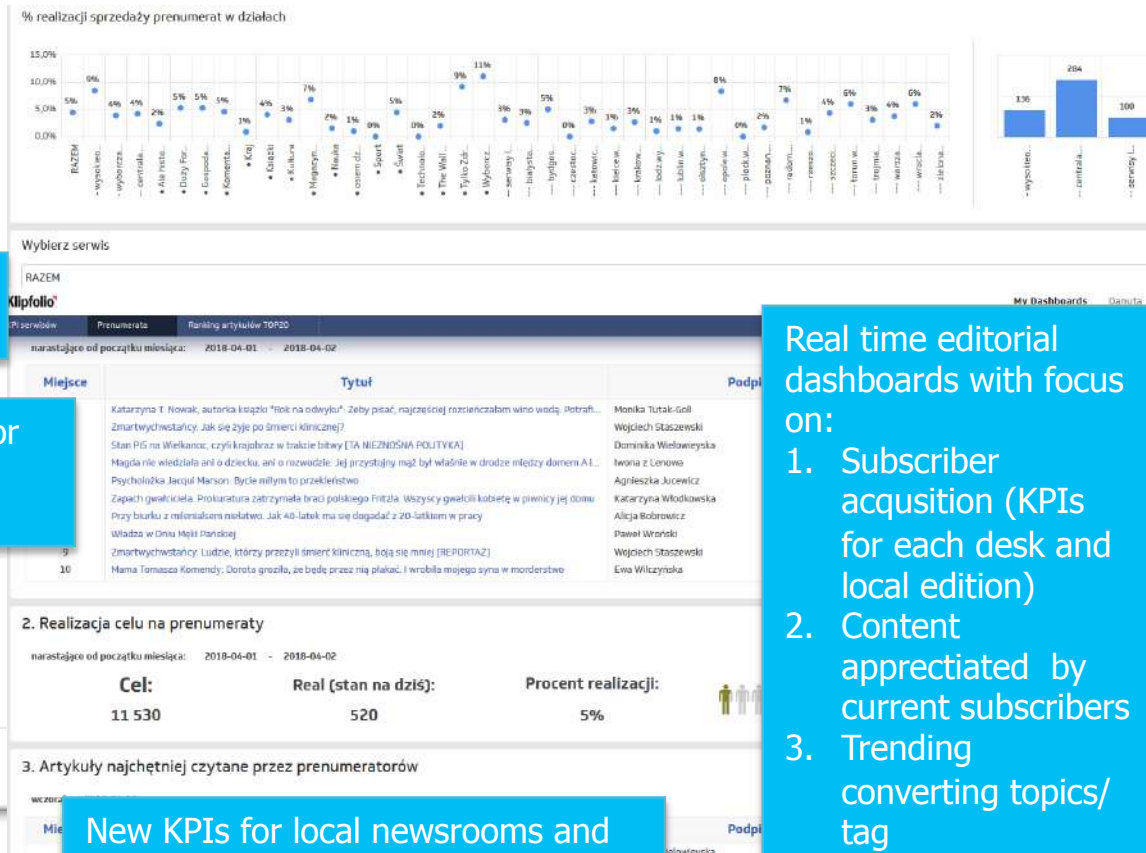
Simplification, visualisation.

Physical presence: monthly reunions in Warsaw, „strategic” workshops „in the field”

Slack channel for local „strategic” stuff only.



24 people in Warsaw + (new) at least 2 in every local newsroom implementing the strategy



Real time editorial dashboards with focus on:

1. Subscriber acquisition (KPIs for each desk and local edition)
 2. Content appreciated by current subscribers
 3. Trending converting topics/tag
- Soon: engagement per region!

New KPIs for local newsrooms and awards for most converting articles. All transparent for journalists

Feeling at home on wyborcza.pl: #subscriber first means also local first



System of colourful notifications about the state of your subscription, new content, gifts, emails that are waiting in the inbox

Adjusted subscription communication on local sites

More local content recommendations on the sites and the home page (IP based) – 10 new features

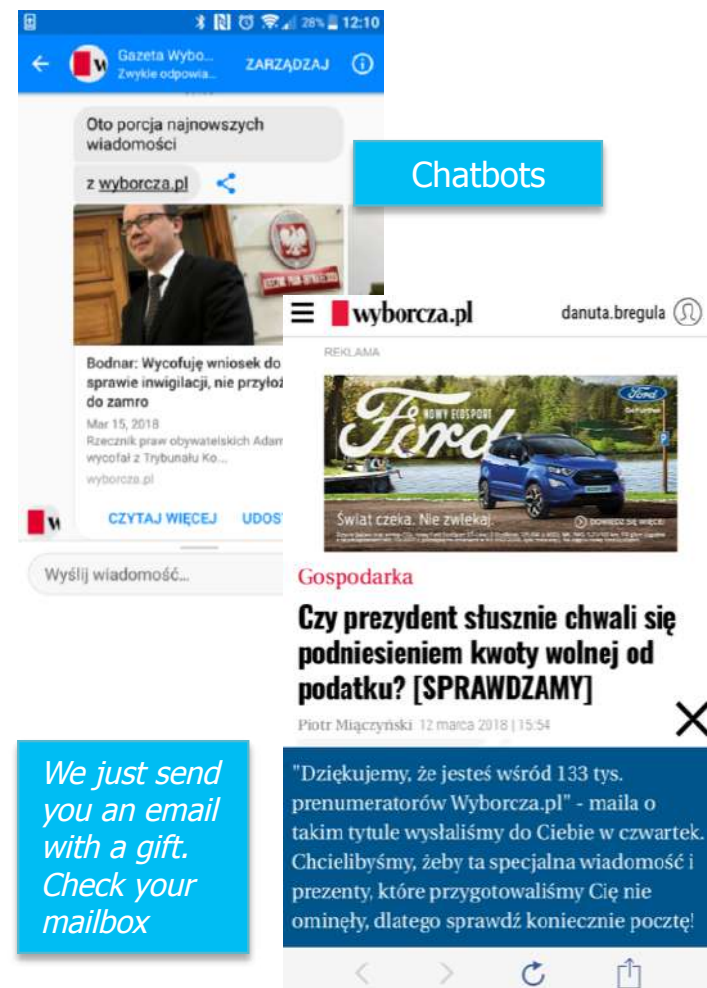
Only subscribers can leave comments

Only subscribers can use Adblock

Local newsletters tested in several regions (general and thematic e.g. bike routes)

„Magazine layout” for local premium articles

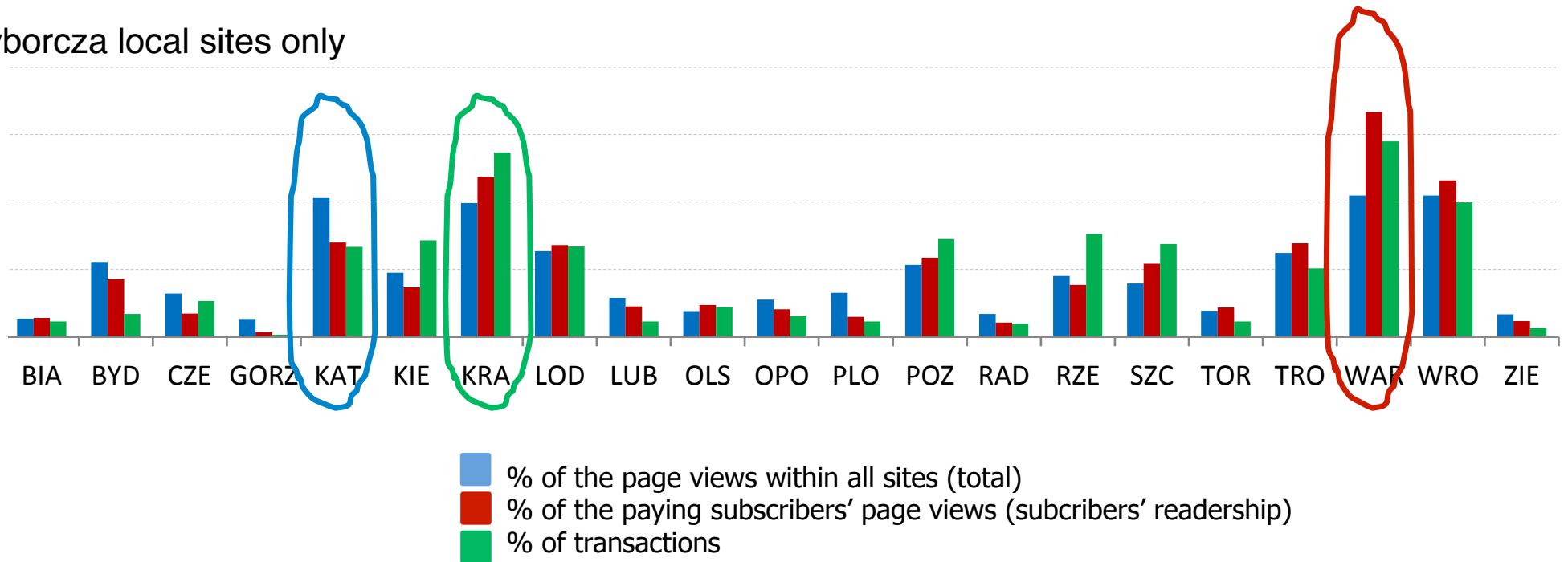
Wyborcza.pl available for free in local coffee shops



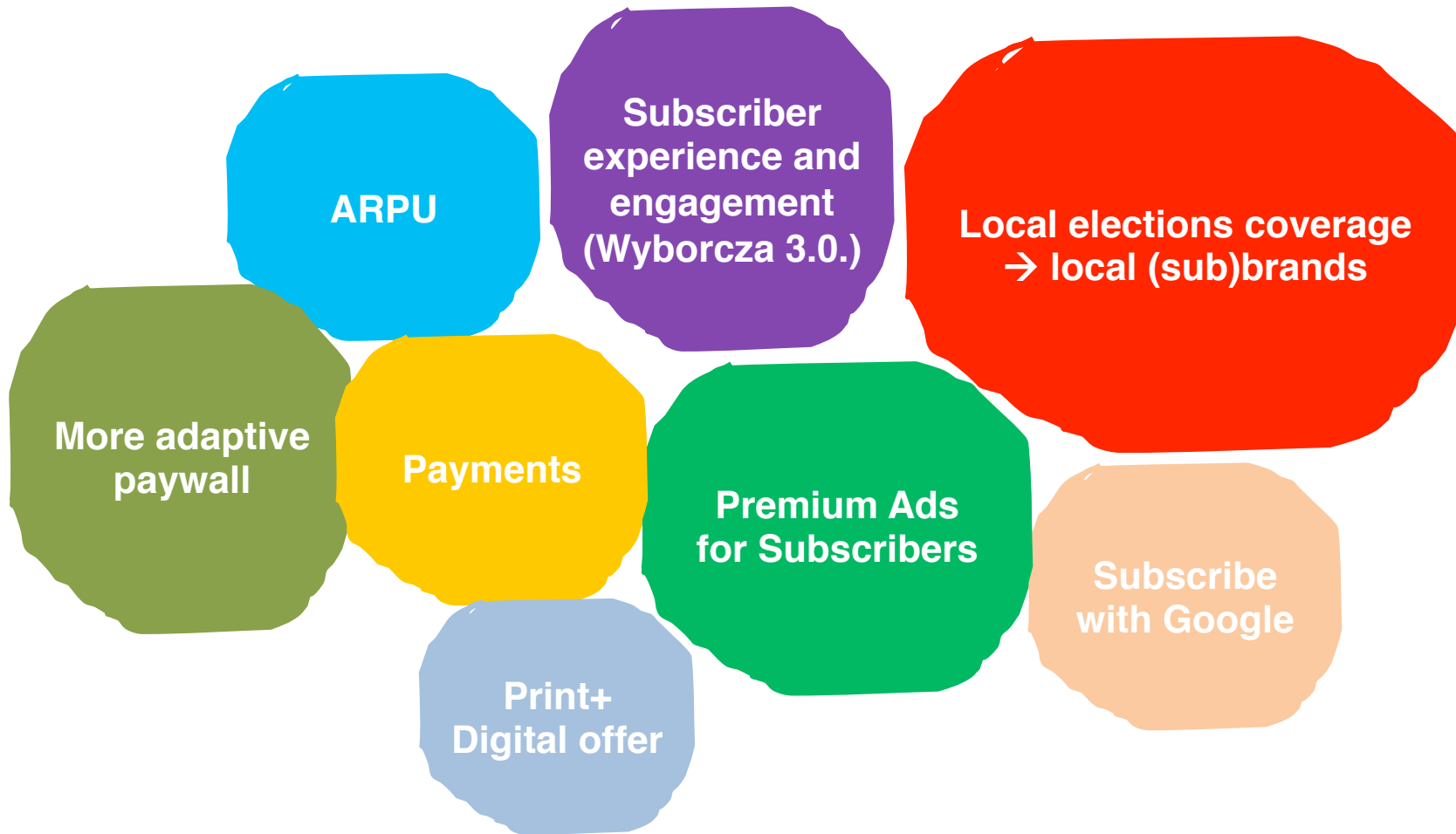
We just send you an email with a gift. Check your mailbox

Transformation is site-specific and takes time

Wyborcza local sites only



Our focus now



Thank you

Visit us: wyborcza.pl
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