

CRAIN

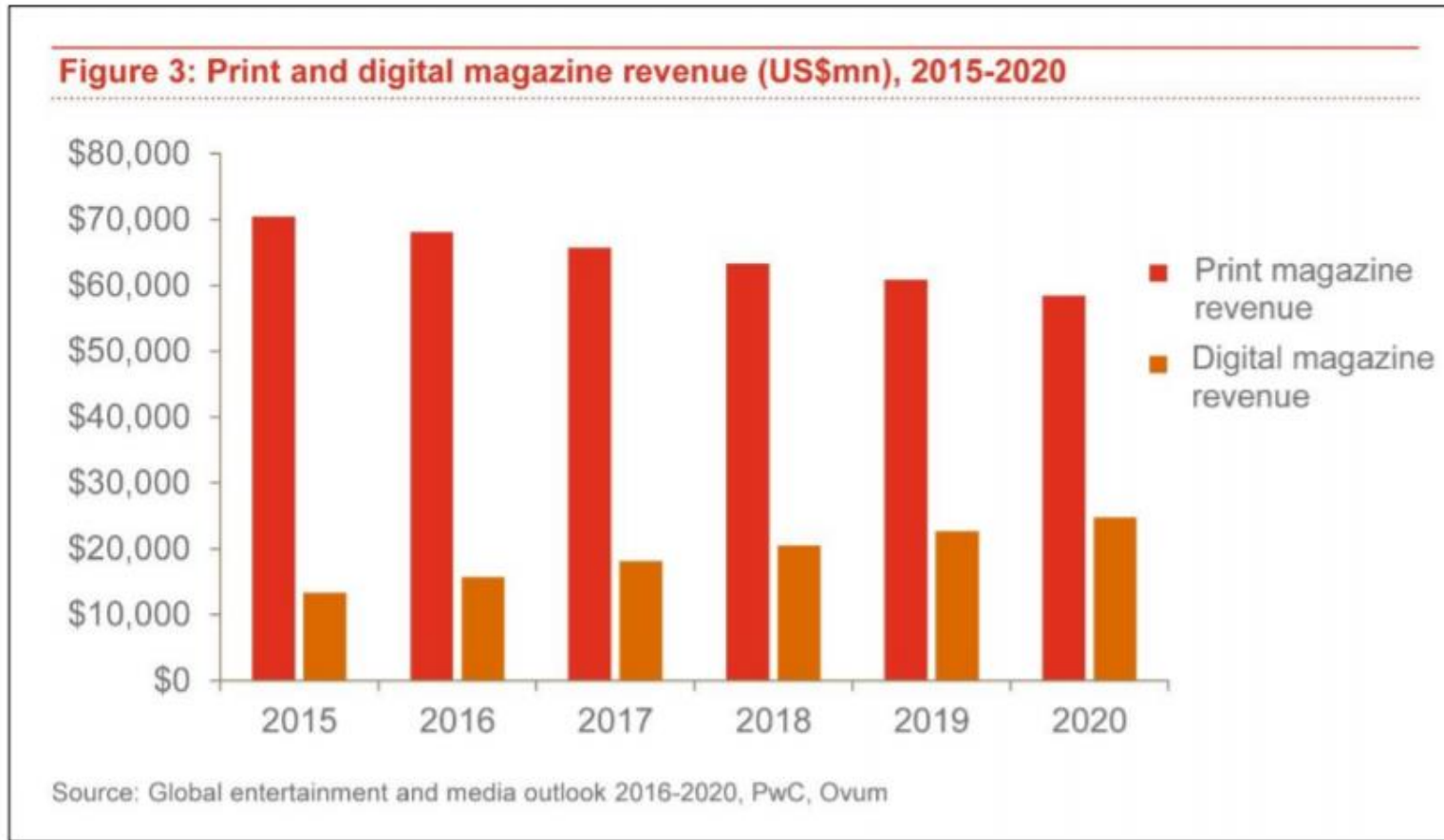
Audience Development: Membership Programs

AABP Summer Conference, June 22, 2018

Agenda

- Membership overview – Jen Mosley, Group Director of Audience Development, Crain Communications
- Panel
 - Springfield Business Journal with Jennifer Jackson, Publisher
 - Des Moines Business Record with Chris Conetszkey, Publisher

Catalyst for Change



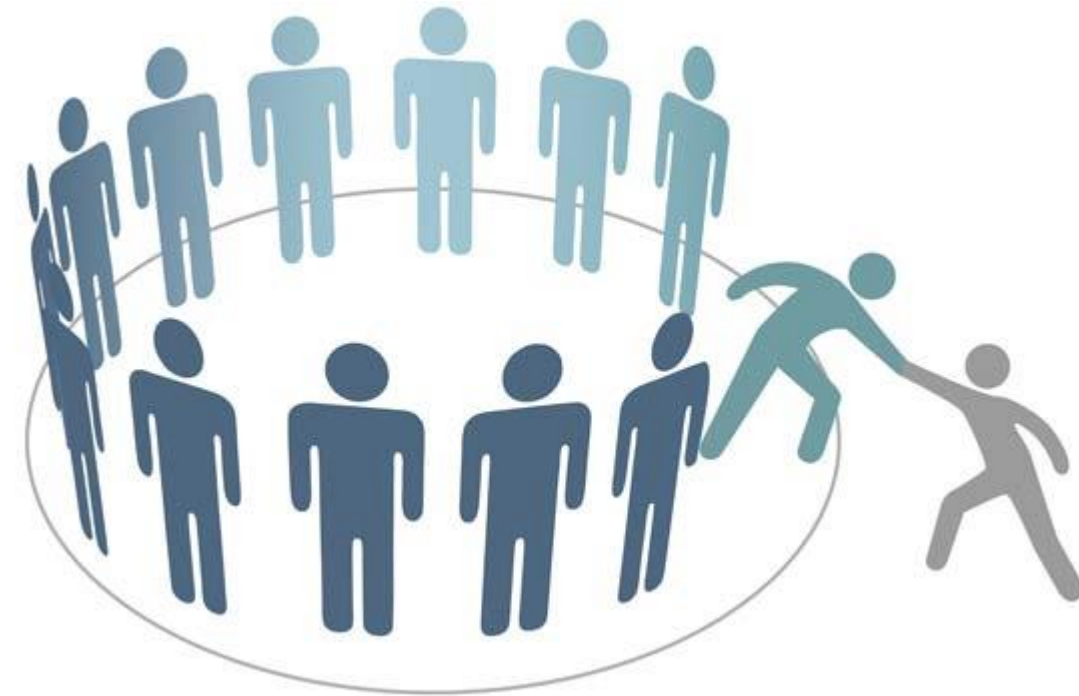
Audience content consumption patterns are changing

In relation, the revenue portfolio at publications are shifting.

Source: <https://www.pwc.com/gx/en/entertainment-media/pdf/newspapers-and-magazines-outlook-article.pdf>

Is Membership an Answer to Industry Change?

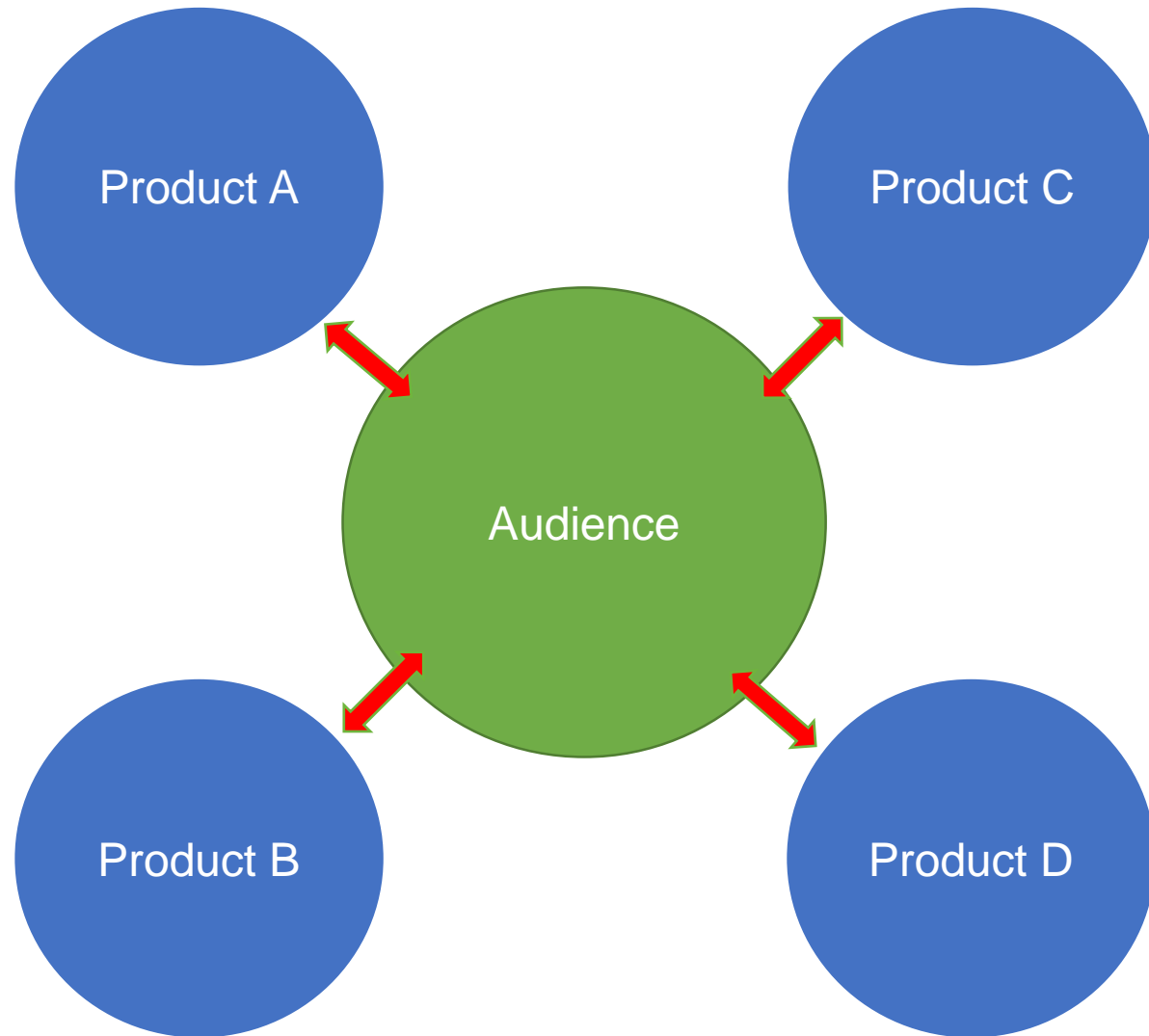
- Converts subscribers to community members, building **rich and durable relationships**.
- Puts our **audience at the center** of our universe
- Elevates *your brand* out of the crowded transactional marketplace and into **lucrative consulting space**.
- Gives audience more **value** from *your brand*.
- Justifies asking our readers to **open their pockets**.
- Builds trust & loyalty with our readers to **weather downturns**.
- Finally, true to **vision statement**: “Help you succeed in business.”



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Subscription vs Membership

Subscriber Model



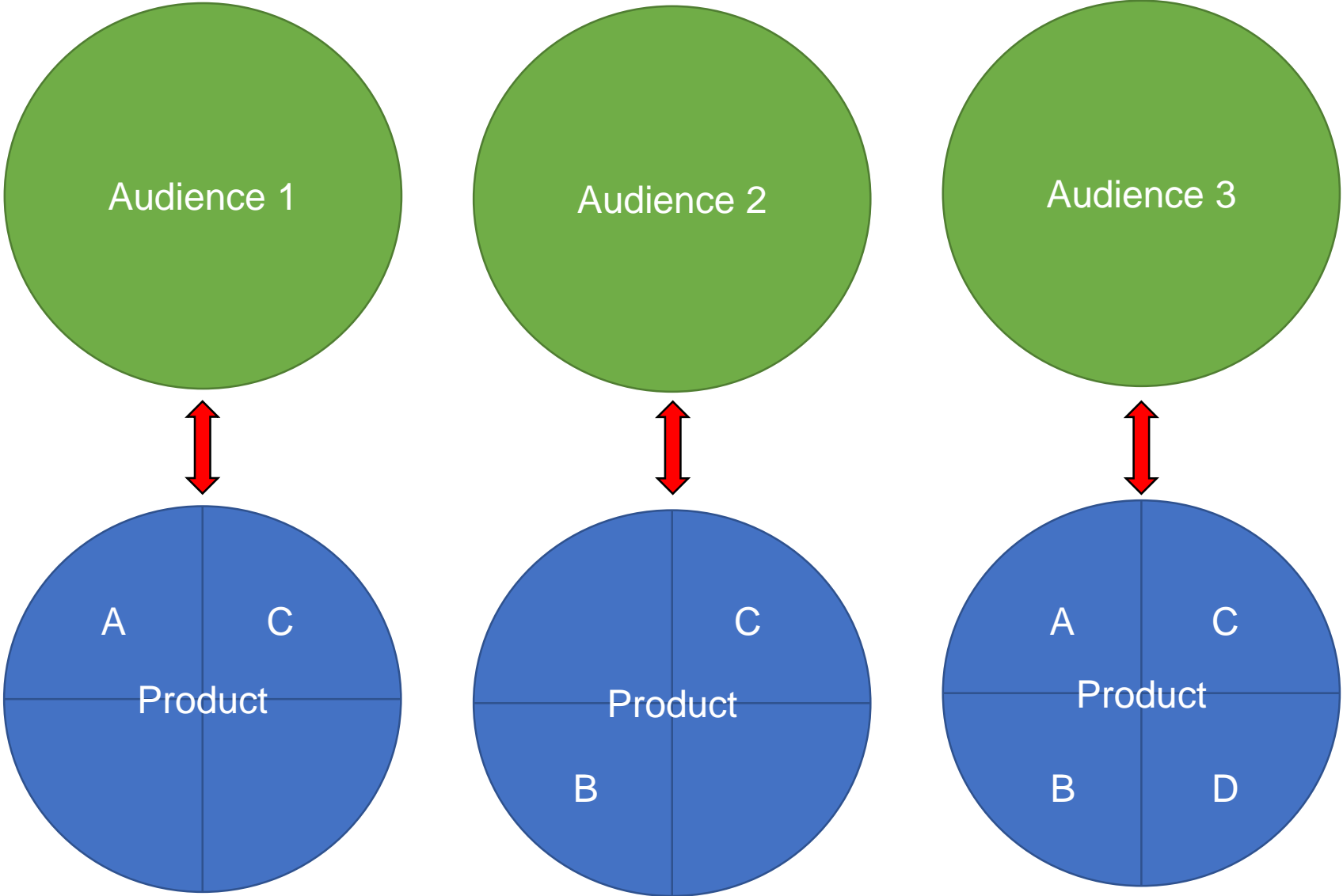
Products are sold individually.

Multiple interactions occur with one audience member.

Have to rely on audience to know your product portfolio.

Missed Opportunities.

Membership Model



Begin to package/bundle products based on **Audience Segments.**

Ability to offer products for a wide variety of **consumption needs.**

Drive deeper, repeated engagement.

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You're ready, Now what?

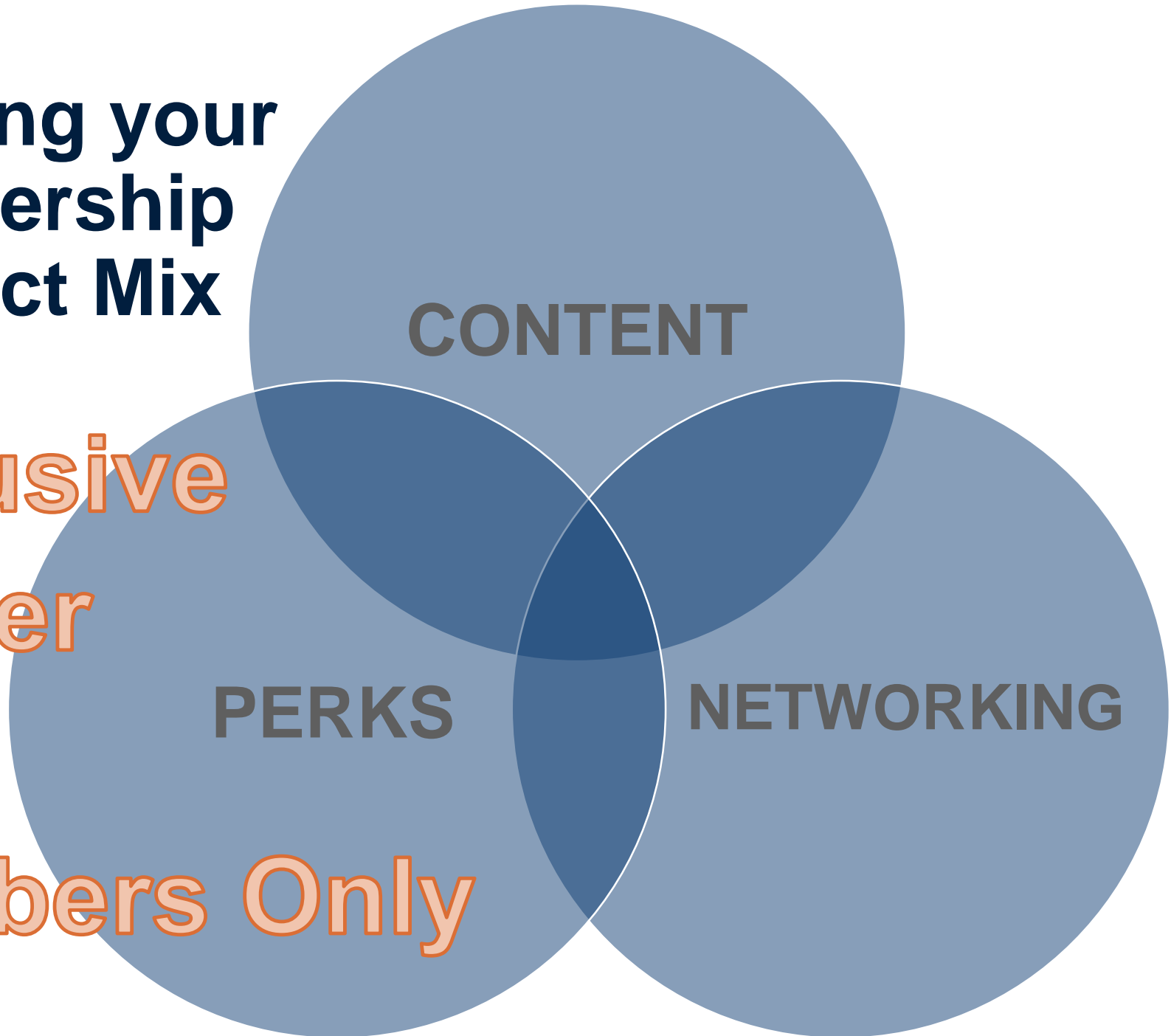
Do you have what it takes?

Crain Communications possesses multiple features inherent to its business model that helps support a membership offering:

- ✓ Niche Audience
- ✓ Unique Content
- ✓ Array of Products

Building your Membership Product Mix

Exclusive
Insider
VIP
Members Only



MORE about Membership Product Mix

Content

- Website – updated routinely
- Weekly Magazine
- Research & Data Center
- Webinars
- Newsletters
- Whitepapers

Networking

- Events
- Advisory Boards
- Exclusive Social Media Communities
- Mentor / Partnership opportunities
- Inside Access to Industry Influencers
- Sharing of Content with Colleagues

Audience Perks

- VIP Event Experience with Priority Seating and Member-Only Speaker Q&A
- Member's Only Roundtable with Publisher & Editorial
- Participation in Advisory Committee
- Mention of Corporate Members in Event Agendas & 4 times per year in the Magazine
- First Look at Content

Even MORE about Membership Product Mix

As a membership model is being built, it is crucial to look at the product mix in order to:

- ✓ satisfy audience needs,
- ✓ identify value proposition and
- ✓ identify profit margin.

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Membership Implementation

Actionable Timeline

Membership Implementation



Phase 1: Development (5 - 6 months)

Identify Audience Needs

- Build a reader panel of influencers that you can survey regularly
- Review data on product usage and engagement

Generate **staff buy-in**

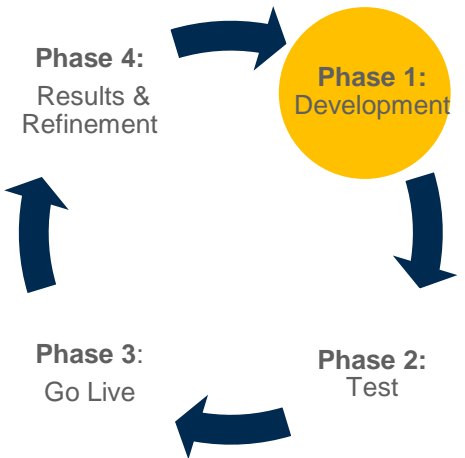
Build Membership Product Mix

Prepare Audience Development Plan

- **Pricing / Step-up Retention Strategy**
- Financial Modeling
- Teaser, Launch, Post-Launch Marketing Strategy
- KPI Baselines established

Fulfillment Strategy

Competitive Analysis



Phase 2: Test (3-4 months)

Beta Launch with Reader Panel

- Summarize Reader Panel Feedback
- **Finalization of Product Mix**

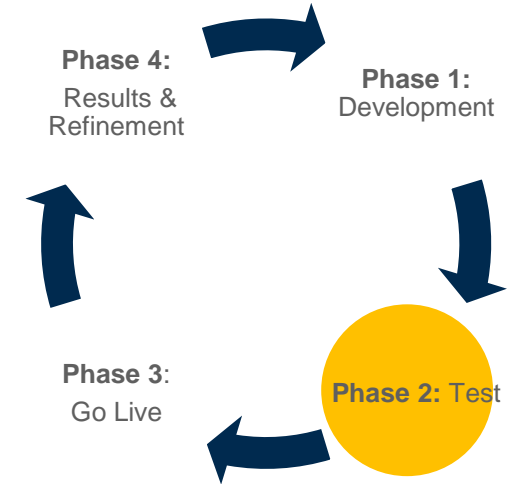
Pre-Launch Marketing Go-Live

Audience Development materials revised

- Renewals/Invoices
- Automated emails and journeys

Train Customer Service and Fulfillment teams

Keep your internal **staff excited**



Phase 3: Go Live (1-3 months)

Launch Marketing

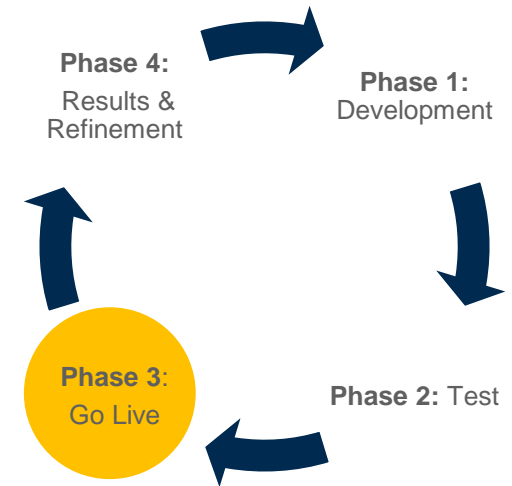
- **Segmented messages**
- Multiple channels
- Build opportunities to upsell

Database Changes Live

Monitor go-live data, **are there any fire drill problems?**

LISTENING to Audience Feedback

& RESPONDING Authentically!



Phase 4: Results and Refinement (1 year)

Review performance:

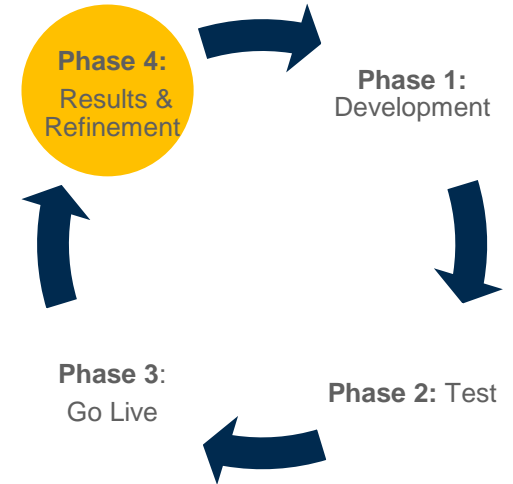
- Against KPI's
- Data on Usage and Engagement
- ROI on products

Adjust and Refine the product portfolio

Engage Influencers and your Top Tier Purchasers

Survey Audience Responses

Rinse and REPEAT!



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Crain Membership Examples

Diversity and growth

1

WHO IS CRAIN

We're content experts who connect brands to executive-level audiences. We are award-winning writers, editors and designers delivering news and insights daily, defining the industries we serve. From publications, websites, and digital newsletters to webinars, direct mail, mobile apps, research, white papers and more, Crain delivers exceptional news products across all platforms.

OUR BRANDS

CRAIN'S NATIONAL
 CRAIN'S DETROIT BUSINESS
 CRAIN'S CHICAGO BUSINESS
 CRAIN'S NEW YORK BUSINESS
 CRAIN'S CLEVELAND BUSINESS
 Automobilwoche
 AUTOWEEK
 Automotive News Europe
 Automotive News Canada
 Automotive News Modern Healthcare
 Pensions & Investments
 STAFFING INDUSTRY ANALYSTS
 AdAge
 CREATIVITY
 InvestmentNews
 Plastics News
 TIRE BUSINESS
 Plastics News Europe
 Plastics News China
 Rubber & Plastics News
 EUROPEAN RUBBER JOURNAL
 Urethanes TECHNOLOGY



Crain's Detroit

Launched Q1 2018.

Significant Price Increase.

Shifted Focus to a more differentiated target audience.

Booked Audience Revenue +15% yoy.

11 Premier Members.
434 Enhanced Members.
22,647 Classic Members.

BENEFITS	CLASSIC	BEST VALUE ENHANCED	PREMIER
	\$3.25/week	\$7.67/week	\$24.98/week
+ ACCESS TO <i>CRAIN'S DETROIT BUSINESS PRINT</i> + DIGITAL CONTENT	●	●	●
+ EARLY ACCESS NEWSLETTER	●	●	●
+ ACCESS TO CLASSIC EMAIL NEWSLETTERS	●	●	●
+ MEMBER-ONLY WEBINARS	●	●	●
+ DISCOUNT TO ALL <i>CRAIN'S DETROIT BUSINESS</i> EVENTS	10%	20%	30%
+ FULL ACCESS TO <i>CRAIN'S</i> LISTS AND DATA		●	●
+ ACCESS TO INSIDER EMAIL NEWSLETTERS		●	●
+ ADDITIONAL AWARD-WINNING JOURNALISM		●	●
+ WAIVED NOMINATION FEE			●
+ DIRECT ACCESS TO <i>CRAIN'S</i> NEWSROOM REPORTERS, EDITORS & PUBLISHER			●
+ VIP EVENT PASS			●
	SELECT	SELECT	SELECT
	<u>Exclude print</u> \$169	<u>Exclude print</u> \$399	<u>Exclude print</u> \$1,299

Advertising Age: Round 1

Launched 2014 - 2015

Learnings:

Hosting annual “members only” events, didn’t have the resources to do properly.

Differentiation between Premier and Premier Plus not clear in market.

	Basic Print + Digital \$2.10 a week → <u>Digital Only</u>	Premier Print + Digital \$3.63 a week → <u>Digital Only</u>	Premier Plus Print + Digital \$6.33 a week → <u>Digital Only</u>
24 issues of Advertising Age	●	●	●
Access of Adage.com and Creativity-online	●	●	●
Invitations to Member-Only events	●	●	●
Two free Research Reports annually	●	●	●
\$100 off an annual Datacenter subscription	●	●	●
Monthly case studies		●	●
Premier Member Webcasts		●	●
Quarterly Trend Reports			●
Event Live Streaming			●
Complete access to all Research Reports			●

AdAge: Round 2

Launched Q4 2017.

Rebranded.

Shifted Focus to a better defined and
differentiate target audience.

Booked Audience Revenue +7% yoy.

5 Editor's Circle Members.

2,634 Insider Members.

15,676 All Access Members.

BENEFITS

- 24 issues of Ad Age
- Unlimited article access on AdAge.com
- A ringside seat to our industry-leading honors and awards
- Leading insights from Creativity and Datacenter editors
- Access to the Ad Age Resources Library
- Early-bird invitations and discounts to Ad Age events
- A dedicated Ad Age Insider newsletter from Editor Brian Braiker
- Access to trend reports, forecast reports and the Leading National Advertisers webcast from Datacenter
- Curated case studies, added monthly
- Special offers for Ad Age Careers
- Subscription to Ad Age Datacenter
- Personalized consulting services for Ad Age awards and honors submissions
- Invitations to Editor's Circle Breakfasts and Cocktail Receptions
- Select VIP privileges at Ad Age events

ALL ACCESS \$109

Digital + Print

Subscribe
\$2.10 a week

Digital Only



Best Value

INSIDER \$279

Digital + Print

Subscribe
\$5.37 a week

Digital Only



EDITOR'S CIRCLE \$2379

Digital + Print

Subscribe
\$45.75 a week

Digital Only



Staffing Industry Analysts

Memberships range from \$1.3 - \$30k per year.

Pricing based on Company Size.

The traditional subscriber acquisition methods are not employed: **hands on selling.**

Booked Audience Revenue +7% yoy.

- **Overview:** Corporate Membership is a one-year, company-wide subscription to the data, news, research reports and the expertise of Staffing Industry Analysts.
- **Benefits:**
 - **Research & Reports:** Access to research reports, tools and templates that are summarized in our [Corporate Membership Research Agenda](#).
 - **Advice:** Our team of expert analysts are available to share detailed, personalized insights and advise you on your company's challenges and opportunities.
 - **Networking:** Opportunities to meet in person and on calls with your peers and the ability to share your expertise with the entire ecosystem of contingent work through discounted registration prices at our [conferences](#) and [certification classes](#).
 - **Webinars:** Research presented by our analysts in monthly webinars

Crain's New York

Memberships are approximate
\$10.5k / year.

The traditional subscriber acquisition
methods are not employed: **hands
on selling.**

Extra complimentary tickets are given
as a perk dependent on event
capacity.

Crain's Business Breakfast Forums Corporate Member

Crain's New York Business brings the New York business community together with political and elected officials about key topics, changes and insights that affect the economy.

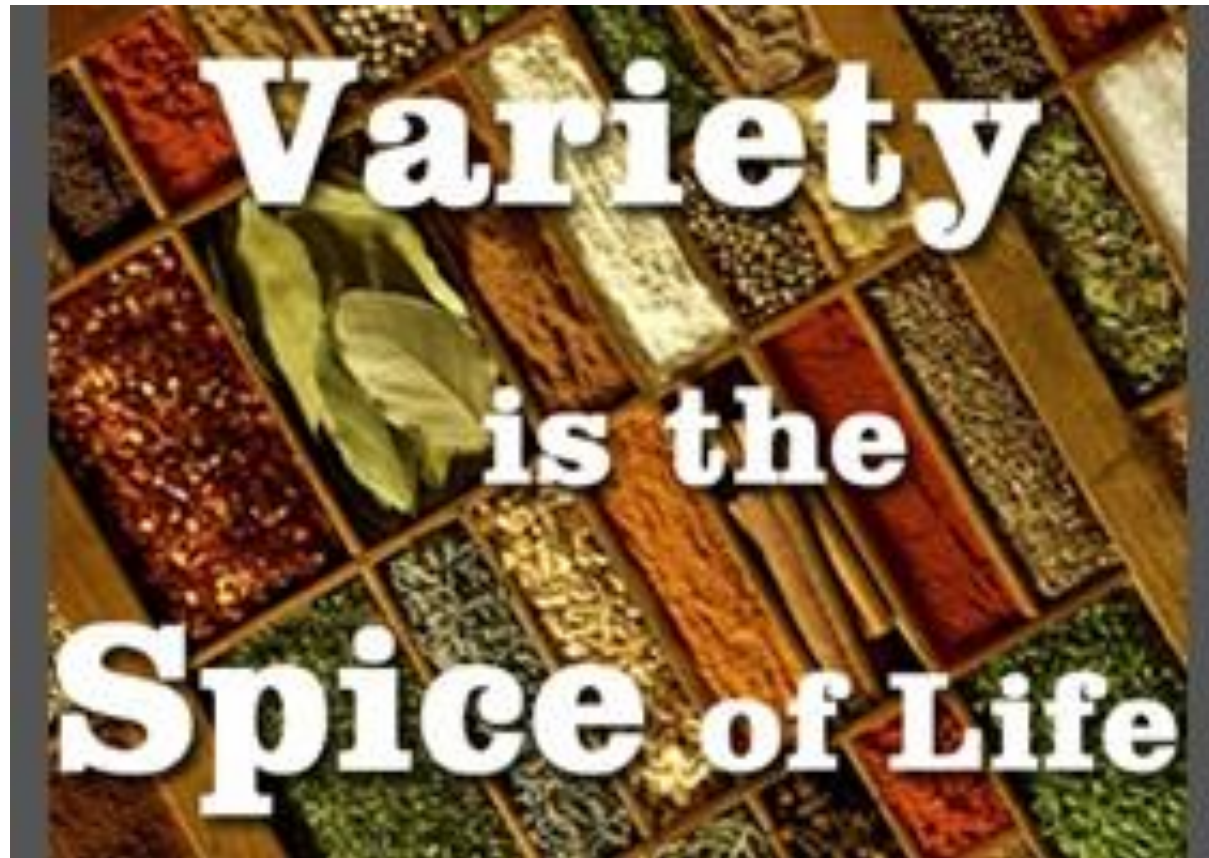
Become a member today to ensure your company is always informed on the latest happenings and connected to the New York business community.

As a Member You Will Enjoy the Following Benefits:

- Priority table of ten (10) at all Crain's Breakfast Forums and a special discount for purchasing additional tickets or tables (all forums within a 12-month cycle of the membership activation date).
- Early notification of Crain's forums.
- Corporate members to be acknowledged on a quarterly basis in Crain's (print).
- Acknowledgement as Crain's Corporate Member in printed Crain's materials at breakfast forums.
- Acknowledgement as a Crain's Corporate Member on Corporate Membership home page.
- Participation on the Crain's Forum Advisory Committee.
- Members only roundtable with the Crain's newsroom hosted at the Crain Communication office.

If you're interested in becoming a member, contact Courtney Williams at
212-210-0257 or cwilliams@crainsnewyork.com

Remember:



Even More Variety!

Catching up with:

Jennifer Jackson, Publisher of Springfield Business Journal

Chris Jackson, Publisher of Des Moines Business Record

Even More Variety!



Full Access Premium Pass

Position your employees to know as much as your competitors know. Subscribe to the Full Access Premium Pass for you and nine fellow employees, giving your company access to the business news and tools to edge out your competition.

Includes:

- Springfield Business Journal Monday Print Edition
- 10 Copies of Springfield Business Journal Early Friday Digital Edition
- 10 Copies of Monday Morning Business Leads
- 10 Copies of Book of Lists Digital Edition
- Daily Update Stories FULL ACCESS
- Blogs, Photo Galleries, Events Calendar
- Archived articles older than 60 days
- Springfield Business Journal Early Friday Digital Edition
- 10 Unlimited sbj.net 24/7 Access Passwords
- Book of Lists
- Daily Update E-mail and Breaking Stories
- sbj.net Articles FULL ACCESS
- sbj.net/life
- News Submissions and Award Nominations

Even More Variety! Business Record

Want to become a member?

Hate being at a meeting where everyone starts talking about the new development in town...that you don't know anything about?

Business moves fast. Competition is intense. Time is one of your most valuable commodities. For over 30 years Central Iowa business and community leaders have made time to read the Business Record because they trust it to give them a competitive edge by keeping them connected to and informed of news affecting the local business community.

With a variety of ways to get the content important to you and your business (print, digital, online) you can access the information you need to stay competitive in the format that suits you best.

And now Members receive even more. A one-year All-Access membership to the Business Record not only contains 52 issues of the print and digital weekly publication and the Book of Lists but also:

- Insider access to all Insider content on businessrecord.com.
- Periodic Insider emails with the latest breaking news, story behind the story, extra analysis, etc.
- A 15% discount on Business Record event tickets.
- One click access to send emails to people featured in the "On the Move" section.

Can you afford to let your competition pass you by? Of course not. Get YOUR competitive advantage by starting a membership to the Business Record.

One-year All-Access membership - \$74.95

BECOME A MEMBER