

What is DRIVE?



= Digital Reader Revenue Initiative

DRIVE is...

- 1. a joint initiative by dpa / Schickler and 20 publishers from Germany and Austria**
- 2. a new way to analyze data, gather insights and bring change into newsrooms**
- 3. a data-informed/-driven way to gain digital revenues at higher speed, shared cost**

Every regional publisher has the same questions regarding digital subscriptions. We work together.

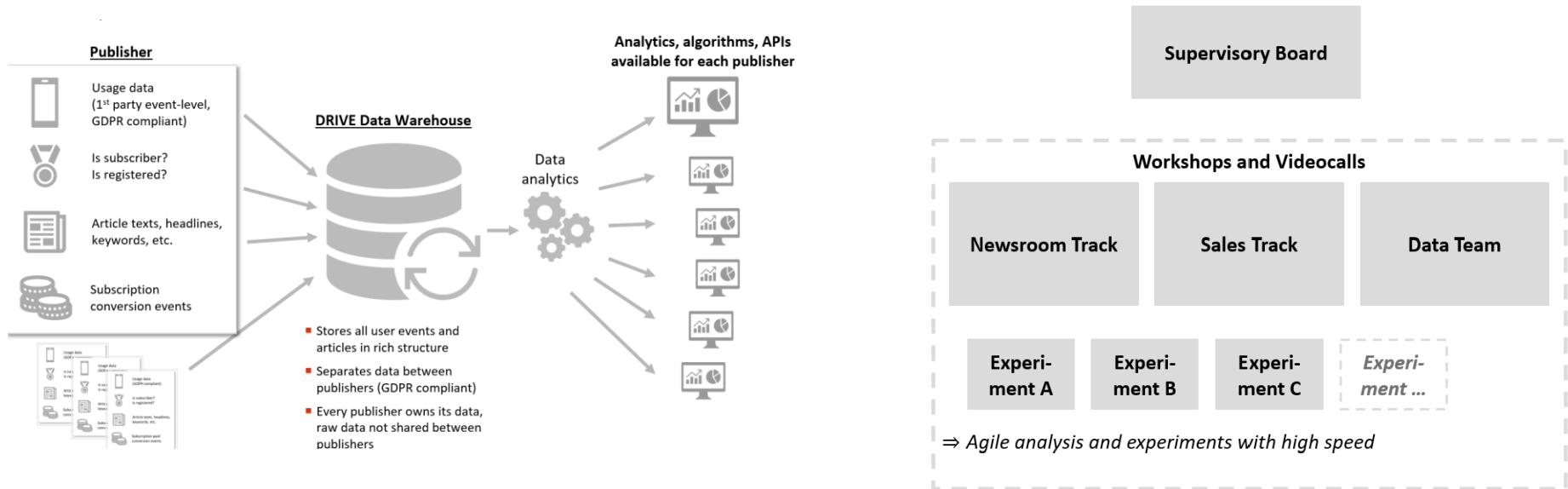
Exemplary core publisher questions

- How can I understand my user's behavior and interests better?
- What content in what writing-style do I need?
- What content drives usage and generates lasting subscriptions?
- How do I need to change the workflows in my newsroom?
- Who can do the analysis, I don't have the data expertise?
- What algorithms do I need? How can I collect data?
- ...

⇒ Every regional publisher has the same questions

⇒ We solve them once, together, for every DRIVE partner

The „DRIVE way“: translate high level data analytics (left) into practical insights and recommendations for editors and product developers (right).



1. Provide central data/AI infrastructure

- DRIVE data tracker feeds central data lake
- DRIVE data team applies analytics and AI algorithms
- Visualization in more than 100 dashboards
- All data and dashboards are available to all partners to allow benchmarking.

2. Translate data analytics into operations

- Media Time as transparent and easy to understand key metric
- More than 100 people (from 20 publishers) in weekly group calls, experiments and A/B testings.
- Permanent documentation/communication in presentations, posts, playbook, whitepapers.

We defined a key metric in DRIVE: Media Time.

Media Time key metric



Media Time

= cumulated time an individual user spent on the website/app in the last 7 days

How much time does a user give us?

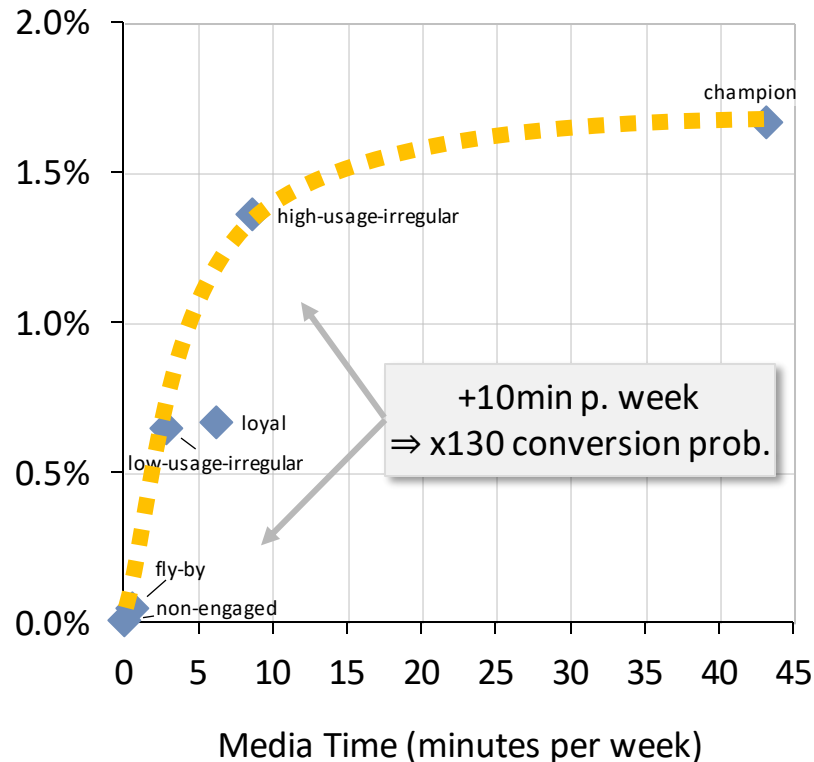
- ⇒ contains several other metrics (# visits, session length; correlates with # articles read, reading depth, ...)
- ⇒ can be analyzed on the user-level, on the article-level, on the editing team level, etc.
- ⇒ easy to understand for editors, analysts etc.; no random score value; directly actionable for articles
- ⇒ can be used for personalization algorithms (expected Media Time contribution of article on user)
- ⇒ is a very good predictor for conversion and for churn

Media Time is a very good predictor for both conversion and for churn.

Media Time and Conversion / Churn

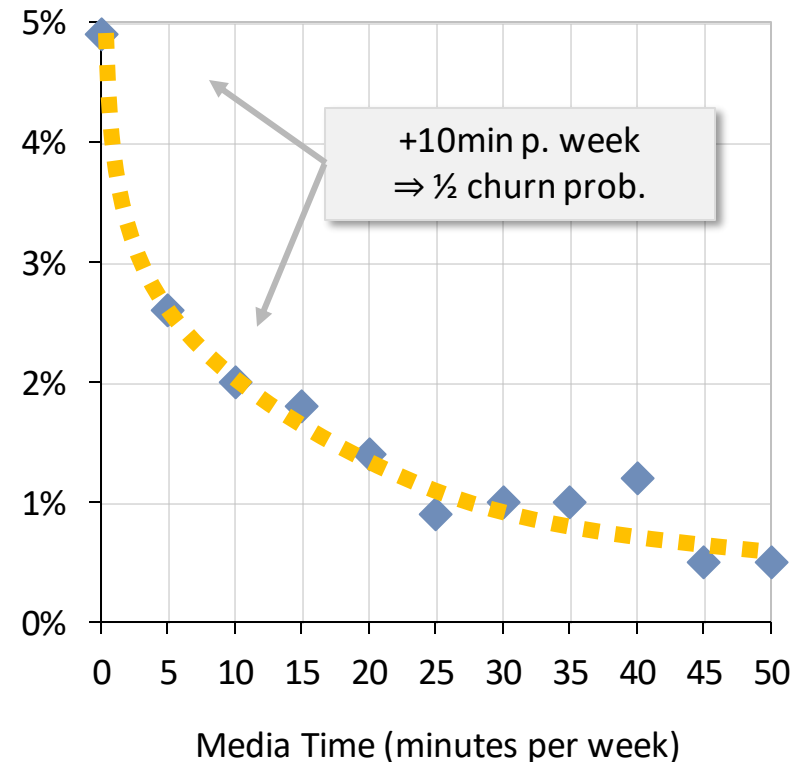
Impact of Media Time on Conversion

(probability of conversion, 6 months, 1.5m users)

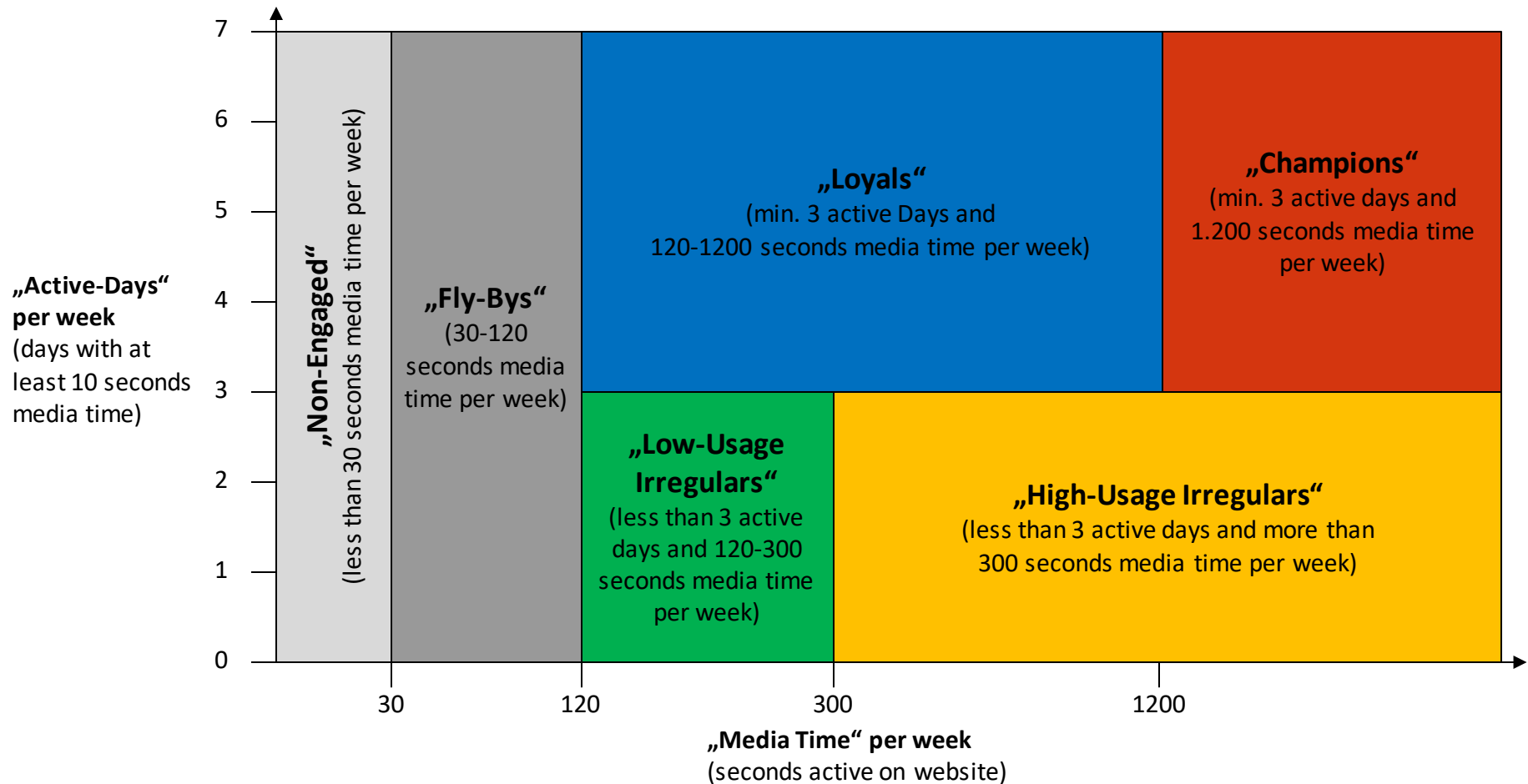


Impact of Media Time on Churn

(probability of churn in next 30 days, 10k subscribers)



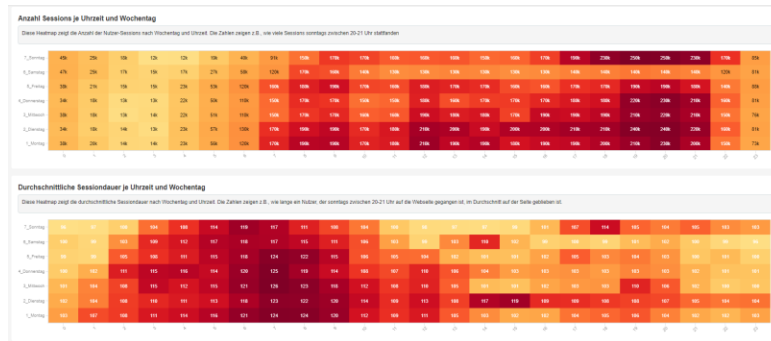
Based on Media Time we defined six user segments.



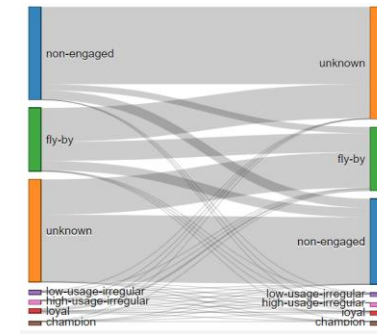
**All analysis is available through dashboards for DRIVE partners.
Direct benchmarking and comparison between partners.**

Example dashboard analysis

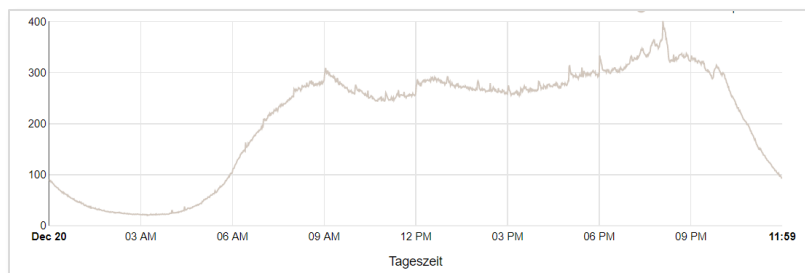
Access times over the week



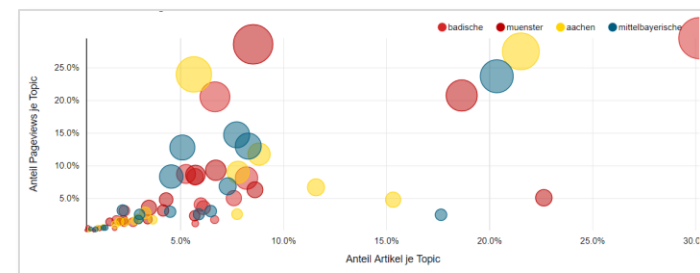
Movement of user segments



Persistent minute-exact peaks

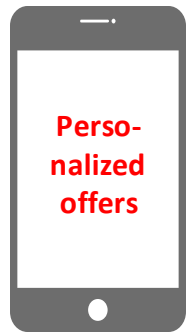


Volume of content published vs. performance



**Over 200 analysis in dashboard. Always direct comparison between partners.
Every day new questions and new analysis are triggered by DRIVE partners.**

From One-size-fits-all to segmentation and personalization: by applying the DRIVE backfill modell publishers can adress individual user preferences.



Example: Female user (age 45)

- Regional topics
- Italy
- Cooking, gardening, family
- Classical culture, literature
- Travel reports
- Limbic type: harmonizer
- (her husband is interested in sports and finance)

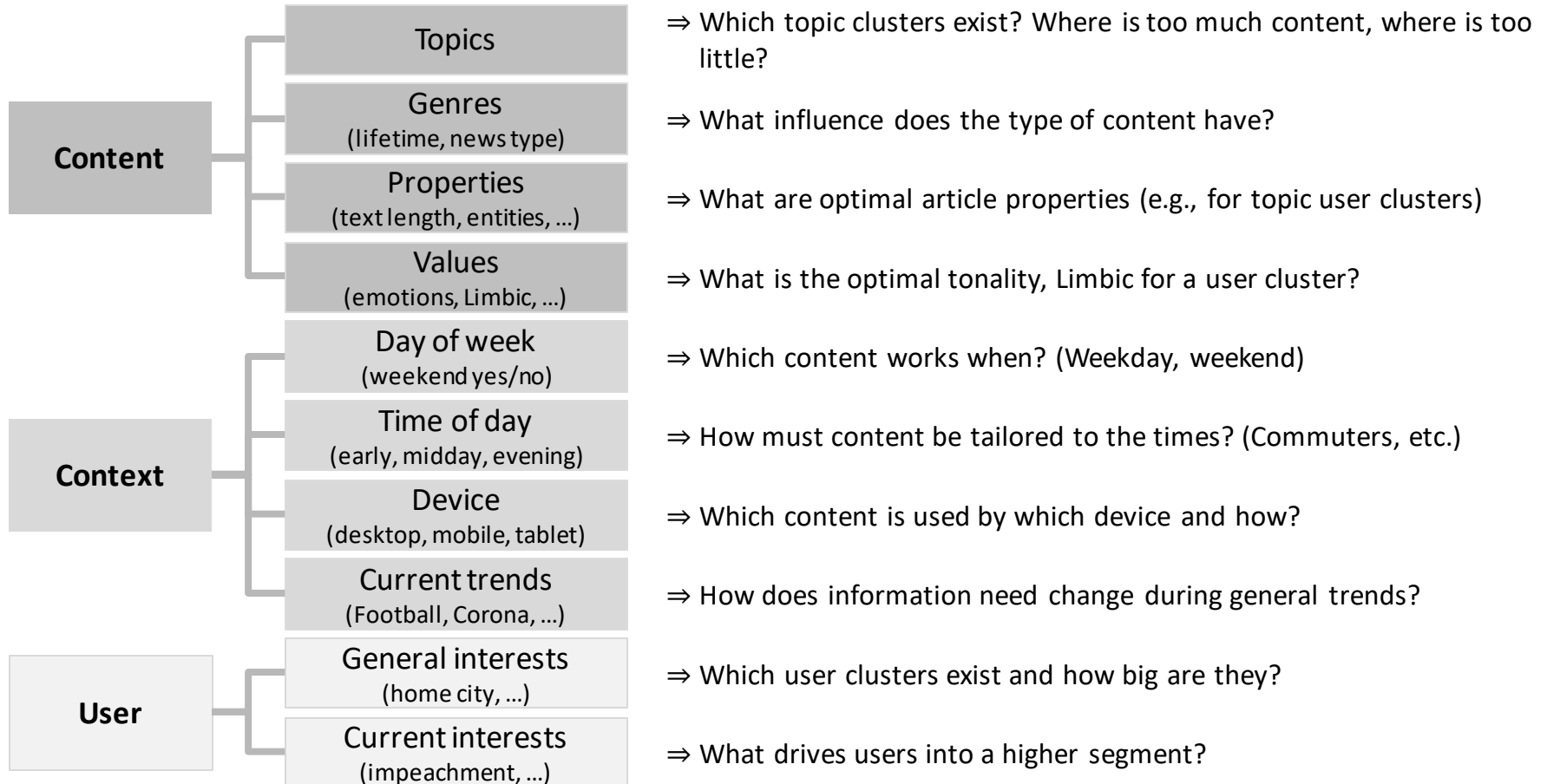
The backfill concept

- Younger audiences expect publishers to meet their individual preferences as they are used to from Netflix or Spotify.
- Algorithms identify the interests of target groups and individuals
- Publishers can backfill their limited content productions with additional stories from the agency or partner publishers
- Personalised content will be published automatically
- Workflows are based on standard content topic models and KPI's



We structure analysis in three dimensions: content, context, user.

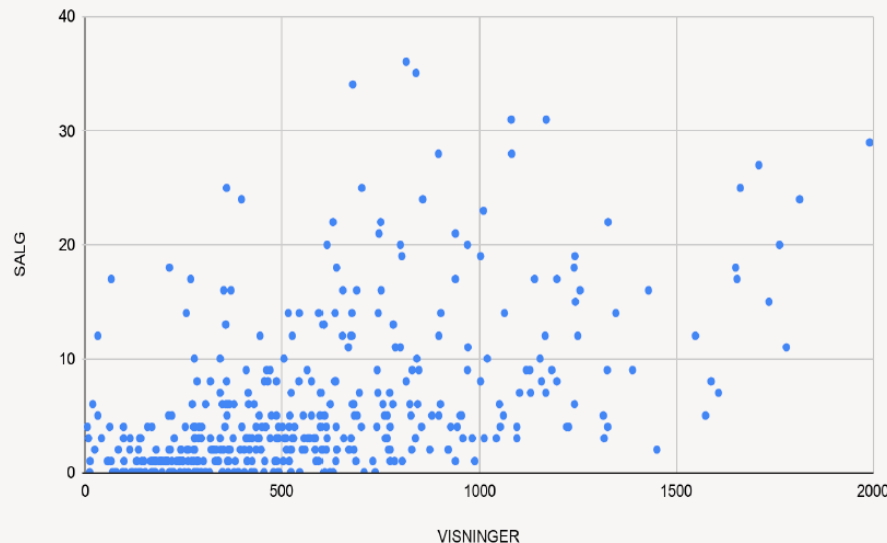
Analysis structure



The great mismatch: most stories fail to meet user needs and preferences

(By Frederic Karen, Corp. Strategy Schibsted)

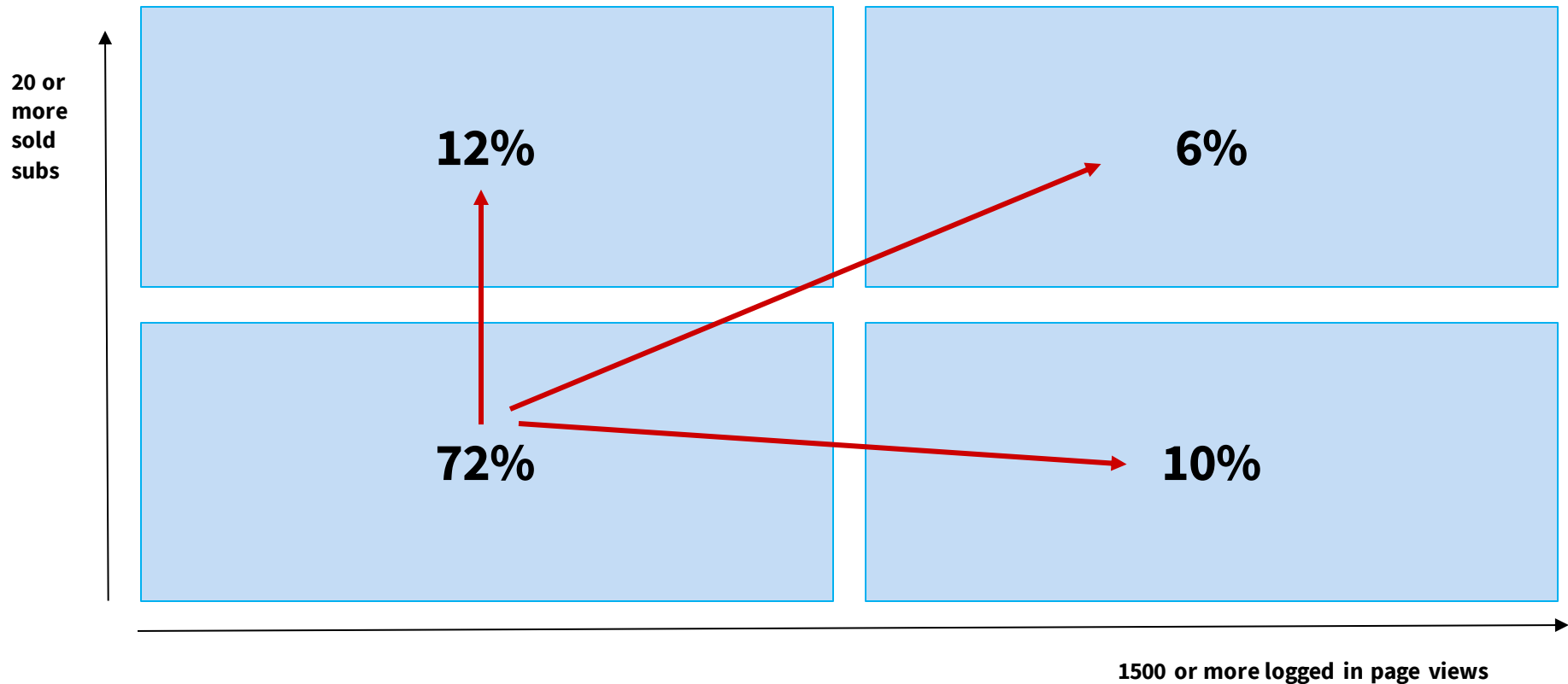
A sad picture for most newsrooms...



- An analysis of 450 articles published during one month on E24.no (all hard locked) shows a clear pattern of what the readers are willing to pay for.
- It also shows that a vast majority of the journalism the newsrooms is locking (and believes will sell subscriptions) is performing quite badly.
- If we take a deeper look at the stories that are performing very well, we learn that is all about meeting and understanding the readers needs.

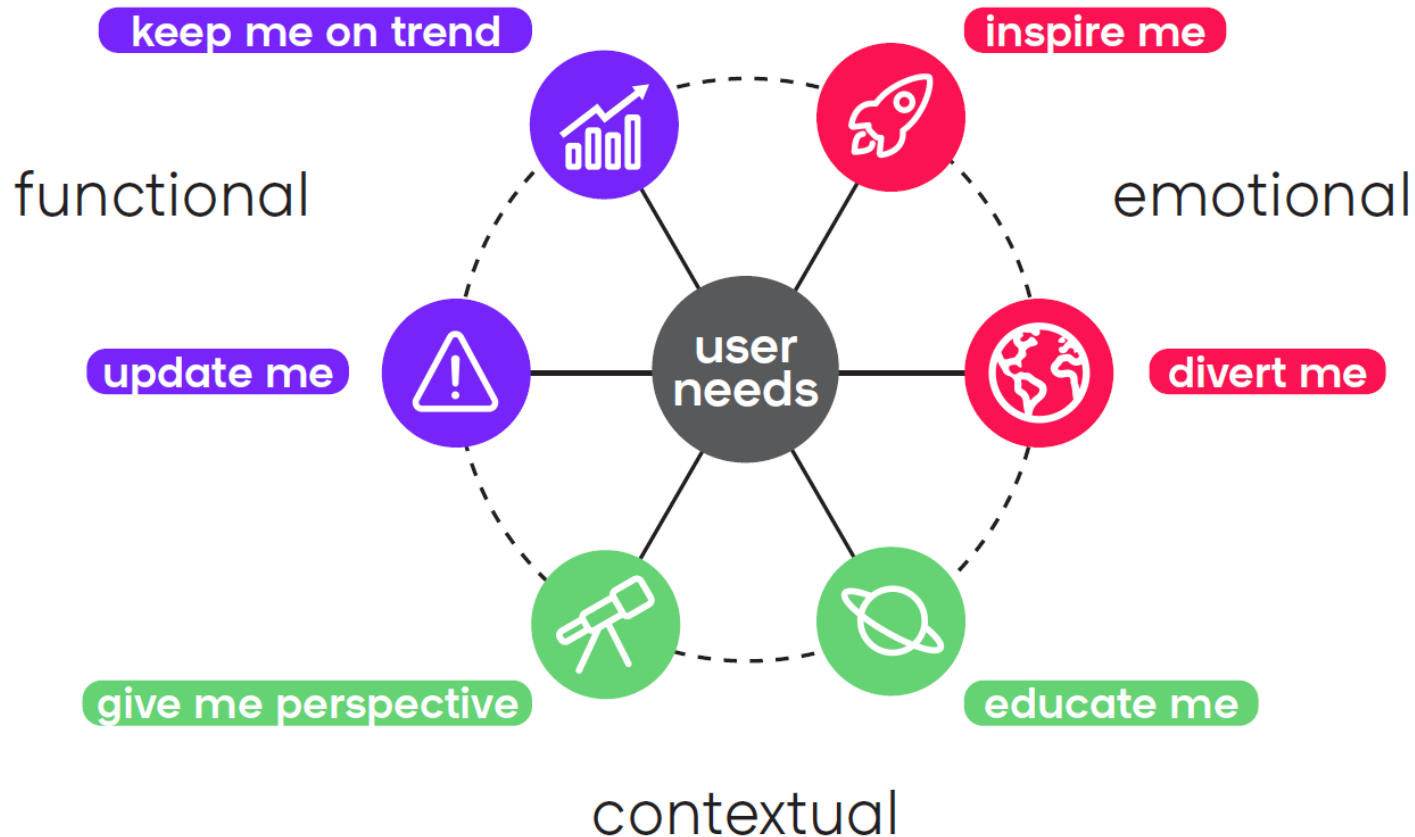
- Was haben die am besten performenden Artikel gemeinsam?
- Welche Bedürfnisse bedienen diese Artikel?

Applying AI and data analytics to create relevance and performance



The end of the one-size-fits-all package - serving individual user needs and different user motivations

User needs – model developed and applied by the BBC



Source: Smartocto

Taking DRIVE to the next level

- **Personalization:** The age of one-size-fits-all media is over. We need to “spotify” the news in order to stay relevant for GenZ and Millennials.
- **Internationalization:** DRIVE can be applied to every market and every media business model
- **The European Media BI Grid (EMBIG):** create an independent platform for data analytics, tools and algorithms to drive the digital transformation of European media in cooperation.

European Media Data Space: the benefits of collaborative industry

- Scalability in order to reduce cost and complexity
 - Create and promote widely accepted industry standards
 - Could/ should be open to all media industry players (e.g. publishers, broadcasters, private&public)
 - Should support all relevant business models (e.g. subscription, advertising)
 - Could serve as a single interface for licensing
 - Could help to introduce data privacy and data security rules in order to reduce complexity for single media
 - Could strengthen market options for European media vs. platforms.
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- **Contact: ellers.meinolf@dpa.com**

**Independent
media
matters.**

„Without facts you can't have truth.“

Maria Ressa, Nobel Peace Price Winner 2021