

## Case Studies:

Don't Bring Green Bananas to the Mother Monkey, and Other  
Life Lessons From My Latina Mother-In-Law

How to Monetize Your Content More Effectively

- Thomas Chaffee, President & CEO, ePublishing, Inc.

# Don't Sell Green Bananas To The Mother Monkey *and other lessons from my Latina mother-in-law*

Building Engagement & Driving Revenue



Thomas Chaffee  
CEO | ePublishing, Inc.

## Your Presenter: Thomas Chaffee

Former B2B Publisher – grew up in one of “those” multi-generational publishing families

- Black Sheep: went off to pursue music, ended up in publishing/technology
- Former Chairman & CEO of Realigent (NASDAQ: HMSK) a major real estate and financial publisher



CEO of ePublishing, Inc.

- Industry-leading EPS – Enterprise Publishing System
- EPS is a complete publishing solution – blending Content Management with Workflow, Community, eCommerce, Video Mobile and CRM/Audience Management
- Acquired Ellington CMS in 2012 and B2B Audience Network in 2013 to strengthen the ecosystem

## Three Reasons To Listen

- 1 | The best practices culmination of over a decade of serving the technology needs of 100's of publications
- 2 | I probably have made more mistakes than everyone in this room . . . *combined*
- 3 | The Wisdom of My Latina Mother-In-Law

	Three Goals For This Presentation
	<ul style="list-style-type: none"><li>1   Create a user-centered strategy</li><li>2   Learn from both large and small publisher success</li><li>3   Drive more revenue per reader</li></ul>

### Abuela Martha Says

*A mamá mona, no le vendas  
bananas verdes*

Don't sell green bananas  
to the mother monkey

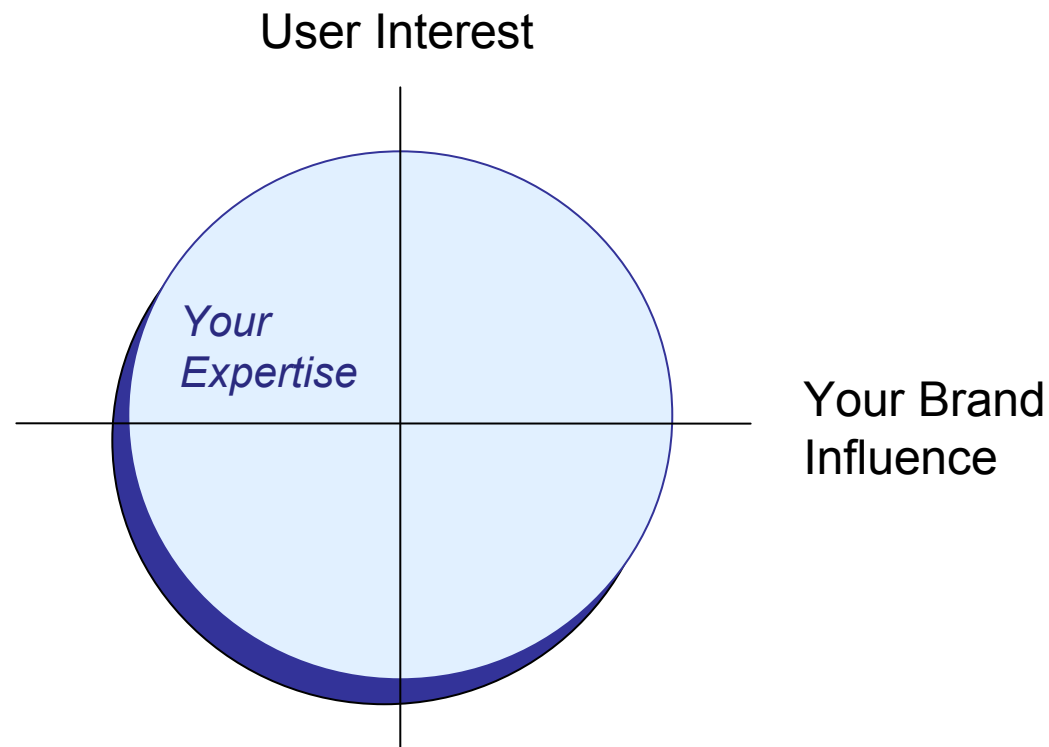
Readers want what matters to them personally,  
not simply as a member of an "audience". They pay for that.



## Three Strategic Questions To Ponder

- 1 | Do you deliver content to an audience – or a reader to your content?
- 2 | Are you managing content and users in separate silos?
- 3 | What are you measuring?  
Page views (content)  
*or*  
Average Revenue Per Reader – ARPR (readers)

## Creating Alignment Creates Higher Value Content





	Content Leverage
	<p>Great content, when matched to the proper <i>user</i> will disseminate and find its way to building audience</p> <p>Must be contextualized with semantic metadata (tagging)</p> <p>The usual suspects apply – Facebook, Twitter, LinkedIn, Reddit, YouTube, Flickr, Curators, Search Engines, Associations, Content Distributors, Meta-Engines, Corporate Intranets, etc.</p> <p>Make it easy with something like twitterfeed.com to post content once on your site and have it feed multiple networks</p>

## Content Leverage

Three things matter most:

### 1 | Context

- users share what interests them personally

### 2 | Content Length

- people want more or less
- use summaries, break content into pieces

### 3 | Content Type

- repurpose to proven shareable content types

## Top 10 Most Shared Content Types

- 1 | News-based original reporting
  - notably in b-to-b “people on the move”
- 2 | Negative Stories
- 3 | Slide Show/Photo Galleries
- 4 | “Top 10” Lists
- 5 | Directory Listings

	Top 10 Most Shared Content Types
	<p>6   Market Statistics &amp; Facts</p> <p>7   Research</p> <p>8   Video</p> <p>9   Problem-Resolution Content</p> <p>10   Reviews</p>

	Big Hint
	<p>Use your gating, metering and paywall strategies to reflect content type, not just date, significance or uniqueness of your content</p>

Use your gating, metering and paywall strategies to reflect content type, not just date, significance or uniqueness of your content

## Abuela Martha Says

*Camarón que se duerme,  
se lo lleva la corriente*

The shrimp that falls asleep  
is swept by the current

We must continue to push forward, or risk being  
eaten by our competitors. There are successes we can emulate.



## A Few Success Stories

Three successes driven by user vs. audience centrisism



## Grand View Media | EBSCO

### Brands:

- 10 (Ten) B-to-B
- Diverse Segments
- Numerous Consumer Brands



### Metrics:

- B-to-B Traffic Up ↑ 55%
- B-to-B Visits Up ↑ 16 - 25%
- B-to-B Unique Visitors Up ↑ 24 - 37%

### Results:

- Sales goals drastically recalibrated post launch and now include measurable criteria and audience preferences



## Grand View Media | EBSCO

### Strategy/Execution:

- Become an integrated platform, not a publication
- Create a “single view” of the customer
- Ensure one technology across the enterprise
- Share best practices from each brand to the others
- Use the technology, cross-train, create experts (SEO, etc.)
- More advertiser opportunities with Directories
- Implement syntactic sponsorships
- Drive content distribution through its readers



## Gemini Media: Grand Rapids Business Journal

### Brands:

- 2 Different Business Brands

### Metrics:

- Traffic Up ↑ 500% (seriously)
- External Referrers Up ↑ 44%
- Conversions Up ↑ 21%

### Results:

- Ecstatic publisher is unexpectedly looking for ways to monetize their inventory and are accelerating plans and moving into business models (sponsorships, metering, behavioral data, etc)



## Gemini Media: Grand Rapids Business Journal

### Strategy/Execution:



- Become as contextual as possible
- Focus on the user – how & when they consume content
- Create reasons for users to share
- Follow the “content sharing” roadmap (slide 9)
- Focus on the users, not the audience
- Leverage every social media outlet as brand extension
- Internal search aggregates and presents content in buckets
- SEO every thing, every time
- Became completely friction free – SSO & Deep Integrations

## Gale Media - MDM

### Brands:



- Modern Distribution Management
- IMI Data

### Goals:

- Use leverage to reduce their costs
- Move quickly and provide revenue diversity
- Create more reader engagement at the user level

### Results:

- Massive gains across all Key Performance Indicators, including reducing cart abandonment by 40%.

## Gale Media - MDM

### Strategy/Execution:



- Become number one in their market
- Allow for different gating/metering strategies
- Focus on specific user behavior
- Align along industry sub-segments/topics
- Deliver content through its research arm
- Roll new features & functionality regularly
- Regularly test and reduce cart abandonment
- Focus on monetizing reader behavior, not just demographics

## Gale Media - MDM

### Specific KPI Success:



- Average Time on Site ↑ +80%
- Search Engine Traffic ↑ +34%
- Average Page Views ↑ +20%
- Visits to Subscription Page ↑ +13%
- Free eNews Subscriptions ↑ +175%
- Subscription Revenue ↑ +100%

## Abuela Martha Says

*Aunque la cabra se vista de seda,  
cabra se queda*

Even if the goat dresses in silk,  
a goat she remains

Are the changes we make to adapt to our  
markets and readership really changes – or are they tactics dressed  
up like strategy?



## They All Started With A Clean Slate

Crafted Strategy With A Complete Rethink

- 1 | What Game Are You Playing?
- 2 | How Do You Define Winning?
- 3 | How Are You Going To Get There?



## Fun Fact

YouTube – the mother of all high-growth, high-volume content models started as a *dating site*. After a year, they sat down and re-thought their strategy and executed on the change.

It worked out.

## The 4 Strategic Pillars Each Used As Foundation

### Key Engagement & Revenue Steps

1 | Relate

2 | Contextualize

3 | Deliver

4 | Listen

## Build Your Strategy | Relevance

### Strategic Pillar #1 – Relate

- Present a full range of resources; when, where and how readers want it: articles, newsletters, conferences, events, webinars, research, books
- Actionable content – such as self-managed Buyers Guides and Directories (bordering on micro-sites), have become unexpected revenue powerhouses for many publishers
- Relevance turns those browsers into buyers

## Build Your Strategy | Contextualize

### Strategic Pillar #2 – Context

- User context-aware transactions (especially eCommerce) provides the most direct lift to a publisher's bottom line
- Average Revenue Per Reader is the goal
- User Context = any information about a customer, from behavior to data to purchase history to demographics

## Build Your Strategy | Delivery

### Strategic Pillar #3 – Deliver

- Provide knowledge wherever you can
- Data is widely available on the internet, information (the organization of that data) is less so, but still a commodity
- Real value (and thus revenue) comes from knowledge – information that is edited, categorized, reliable and presented in context
  - Context in content
  - Context in delivery channel

## Build Your Strategy | Listening

### Strategic Pillar #4 – Listen

- Customers will drive their context – so listen to them
- Pay attention to more than site metrics, comments, click streaming, questions, tweets, email opens, sales trends and other cues on an individual basis
- Each successful publisher reviews more than just financial and audience metrics – they spend time in the activity stream

## Shared Definition Of Winning

### Measure Your Own Definition Of Winning

- Circulation Growth
- Ad Rate Increases – or introducing new models
- Revenue Growth - eCommerce
- Reduce Churn: Revenue Stability & Predictability
- Increase Engagement
- Raise Brand Awareness
- Create New Products
- New Segmentation & Markets
- Improved Customer Dialog
- Better Search Engine Optimization/Presence
- Easier To Manage – Do More With Less Staff
- Phased, Focused Efforts & Associated Growth
- Lowered Costs/increased margins

### Abuela Martha Says

*Ojo del amo engorda al ganado*

The eye of the owner  
fattens the cattle

Understand your users individually – don't let the  
tyranny of the urgent overwhelm the important.  
There are specifics to execute and measure against.





## The 12 Shared Tactics

### Increasing Average Revenue Per Reader

- 1 | User-focused responsive design
- 2 | Social Media woven into content strategy
- 3 | Partner With Newsfeeds – including co-opetition
- 4 | Allocate resource to traffic generation, no matter how small
- 5 | Offer something of high value for “free”
- 6 | Relevant Contextual Experiences

## The 12 Shared Tactics

Increasing Average Revenue Per Reader

7 | Cross-Channel Marketing/Continual Targeted House Ads

8 | Finer Audience Segmentation/Content Alignment

9 | Deeper Integrations

10 | Full SEO on launch

11 | Trending Content, Community, Search, Commerce

12 | Add personality alongside news content (blogs, tweets, etc.)

## Your Next Steps

### The First Actions

- Analyze the semantic metadata/taxonomy for your publication
- Where is that in play? Do your content consumers use the same taxonomy you do?
- THEN: unify your editorial efforts, simplify your platform (remove silos) and integrate your customer data and content preferences

## Your Next Steps

### Reflect Your Changing Reader

- Functionally, consumption is shifting from a push basis – to a pull basis. It modifies, not changes your job
- Rethink audience development strategy to include more pull and conversation/dialog
- Create more one-to-one relationship with your audience
- Track their usage and your audience and see what type of “burst content” resonates
- Create a seamless PLATFORM where everything is connected/integrated



## Questions?

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