

Monetization Strategies for The Caravan

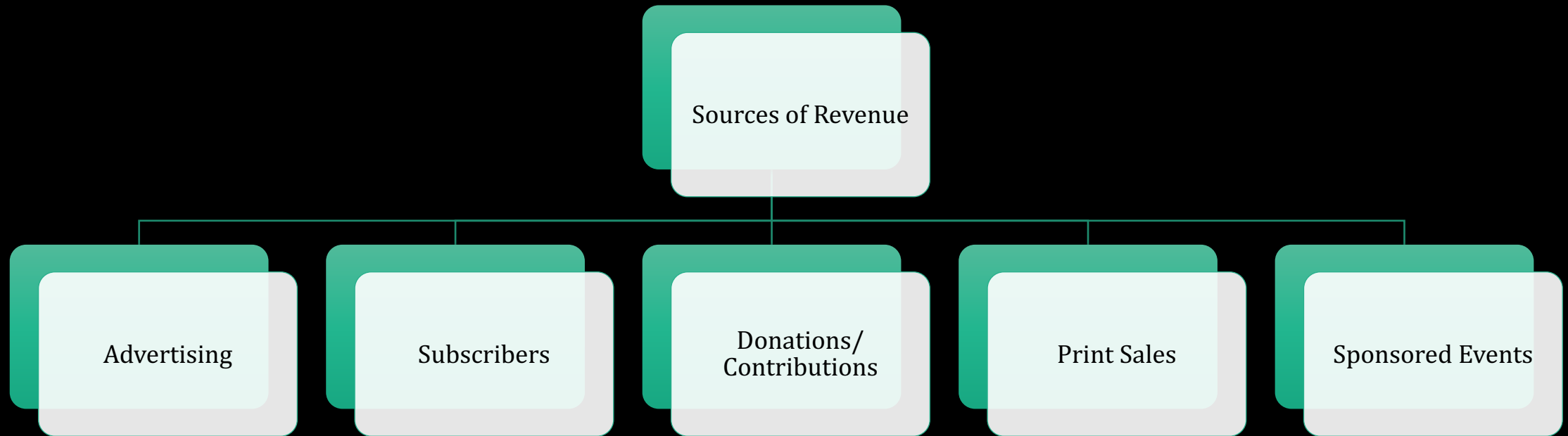
Presentation by Sanjana Ramachandran

7th June 2019

Agenda

- Possible Sources of Revenue for a Publication
- Global Trends in Publishing
- News Startups in Indian Media
- Monetization Strategies for The Caravan
 - Current Scenario for Advertising
 - Increasing Subscription to The Caravan
- Recommendations

There are five ways in which a publication can make money



Global Trends in Publishing

Global Trends in Publishing

- Business models in global publishing through **four cases**:
 1. The Guardian
 2. The New Yorker
 3. Politico
 4. The Atlantic
- What are the trends we can see?

Case I: The Guardian

Ownership

- The Guardian Media Group (GMG) owns The Guardian (daily newspaper), The Observer (Sunday newspaper), The Guardian Weekly (weekly news magazine)
- The Scott Trust is the sole shareholder in GMG
 - Set up in 1936 “to ensure the financial and editorial independence of the Guardian in perpetuity”
 - Made into an LLC in 2008

Single

Monthly

Annual

\$5

\$10

\$20

Other

Email address

sanjanar2019@email.iimcal.ac.in

[Not you? Sign out](#)

First name

Sanjana

required

Last name

Ramachandran

required

Payment method

☒ Credit/Debit card

☐ PayPal

Contribute \$10 a month →

Monthly contributions are billed each month and annual contributions are billed once a year. You can change how much you give or cancel your contributions at any time.
By proceeding, you are agreeing to our [Terms and Conditions](#). To find out what personal data we collect and how we use it, please visit our [Privacy Policy](#).

Help us deliver the independent journalism the world needs

The Guardian is editorially independent, meaning we set our own agenda. Our journalism is free from commercial bias and not influenced by billionaire owners, politicians or shareholders. No one edits our editor. No one steers our opinion. This is important as it enables us to give a voice to those less heard, challenge the powerful and hold them to account. It's what makes us different to so many others in the media, at a time when factual, honest reporting is crucial. **Your support is critical for the future of Guardian journalism.**

- The Guardian does not have a paywall
- It collects cookies
- Has two donation options: one-time and recurring



Your privacy

We use cookies to improve your experience on our site and to show you personalised advertising.

To find out more, read our [privacy policy](#) and [cookie policy](#).

Case I: Offerings

Subscription Options

- The Guardian Weekly – 6 issues for \$6
- Premium App – ad-free, curated feed, daily crossword
 - Rs 470/month
 - Rs 2.4k/6 months (10% off)
 - Rs 4.5k/12 months (20% off)
- Digital Pack = Premium App + iPad App

As a subscriber you'll enjoy

Up to 35% off the retail cover price

Free international shipping

A weekly email newsletter from the editor

Access to every edition on any device, through PressReader

Subscribe to Guardian Weekly today

Choose how you'd like to pay

6 for 6

Introductory offer

US\$6 for the first 6 issues (then US\$81.30 quarterly)

Subscribe now →

Quarterly

US\$81.30 every 3 months

Subscribe now →

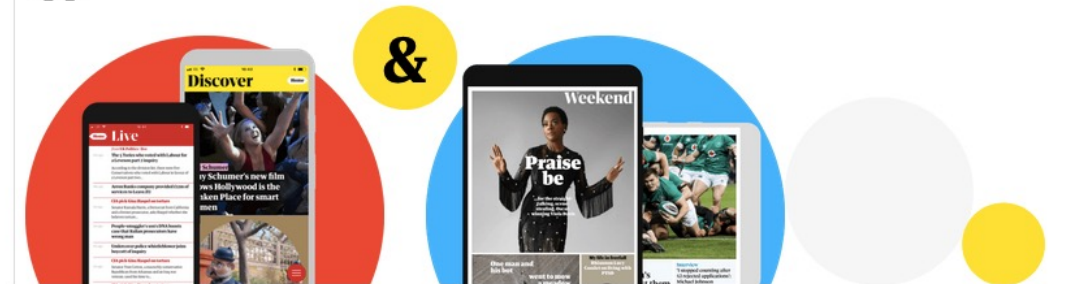
Annually

Save 10%

US\$292.68 for 1 year, then standard rate (US\$325.20 every year)

Subscribe now →

Read the Guardian ad-free on all your devices, plus get all the benefits of the Premium App and Daily Edition iPad app



App premium tier

Your enhanced experience of The Guardian for mobile and tablet, with exclusive features and ad-free reading

● Live New

Catch up on every news story as it breaks

● Discover New

Explore a beautifully curated feed of features, reviews and opinion

● Enhanced offline reading

Quality journalism on your schedule - download the day's news before you travel

● Complete the daily crossword

Get our daily crossword wherever you are

iPad daily edition

Every issue of The Guardian and Observer UK newspapers, designed for your iPad and available offline

● On-the-go reading

Your complete daily UK newspaper, beautifully designed for your iPad

● Every supplement

Including Weekend, Review, Feast and Observer Food Monthly

● Journalism at your own pace

Access a month of issues in your 30-day archive

● The news when you need it

Downloads automatically every day, ready for you to read offline

No ads, no interruptions



Become a Guardian Patron

Invest in the truth for a fairer world

Case I: Offerings

Byline Patrons

£1200 a year

(£711 suggested contribution, £489 benefits)

Our Byline Patrons receive:

- Invitations to 'The Inside Story', our series of events, exclusively for Patrons
- 6 complimentary tickets to Guardian Live events and invitations to post-event speaker drinks
- Backstage tours of the Guardian archives and printing press
- Opportunity to attend Guardian family events
- Regular newsletters and updates to keep you informed about our journalism
- A supporter impact report - to keep you updated on how you're making a difference

Headline Patrons

£2500 a year

(£1825 suggested contribution, £675 benefits)

Headline Patrons receive all of the Byline Patron benefits, plus:

- Access to our morning editorial conference with The Guardian's Editor-in-chief, Katharine Viner
- 10 tickets to Guardian Live events and invitations to post-event speaker drinks
- Ad-hoc bespoke experiences tailored to your interests

[Become a Headline Patron →](#)

Masthead Patrons

£5000 a year

(£4251 suggested contribution, £749 benefits)

Our Masthead Patrons receive all the benefits of Headline Patrons, plus:

- A 12 month subscription to Guardian Weekly
- Opportunities to attend high profile events*. Previous events have included The Observer Food Monthly awards, Glastonbury and other Guardian Partnership events

[Become a Masthead Patron →](#)

*subject to availability

Case I: Business Model

Sources of Revenue	2016	2017	~2018
<u>Advertising</u>	<ul style="list-style-type: none"> “The publisher launched the <u>membership program</u> in 2014 and began stepping up promotion last January in an effort to offset declining advertising revenues” 		
<u>Readers (Memberships + Subscriptions)</u>	15,000 paying readers	200,000 paying readers	500,000 paying readers
Contributors – One time		100,000	300,000
Contributors – Recurring			650,000

The Guardian now gets more revenue from consumers than from advertising. More than 900,000 people pay it through a combination of membership, recurring contributions, print and digital subscriptions and one-off contributions, accounting for 12 percent of the publisher’s total revenue.

... As of Nov 6, 2017

Case I: Business Model

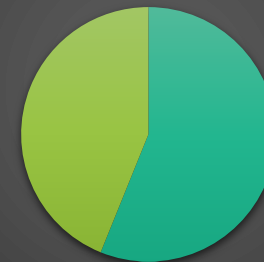
	2016 (GBP)	2017 (GBP)	2018 (GBP)
Group Revenue	209.5m	214.5m	217m
Group Digital Revenue	81.9m	94.1m	108.6m

Revenue
2015/16



■ Digital ■ Print ■ ■

Revenue
2017/18



■ Digital ■ Print ■ ■

Case I: Strategy

The Group continues to implement the three year strategy set out in 2016, which focuses on a growing and far deeper set of relationships with our audience based on their trust in our quality independent journalism, a sustainable business model, and a newly-focused digital organisation that reflects our editorial purpose and our mission. Priorities include enhancing the Guardian's supporter and subscriber offerings, international growth in the US and Australia and developing our digital and commercial capabilities.

Against the backdrop of structural newsstand declines and challenging advertising market conditions, the Group continues to grow revenues and reduce its cost-base, in order to deliver this plan and safeguard Guardian journalism in perpetuity.

In the second year of this plan, the Group has grown its reader revenues, with 570,000 regular paying supporters and an additional 320,000 one off contributions in the last twelve months. The Group has increased its digital revenues and seen good international growth.

Four pillars

- Deeper relationship with readers instead of anonymous reach
- Greater financial contribution from readers
- Better understanding of programmatic advertising
- Agility – actually cutting costs instead of just saying it should happen

Case I: Strategy

Concerns about future financial outlook

- **Declining print circulation:** Guardian's print circulation last month was 134,443, down 9.3% YoY; Declining print circulation means declining cover price revenue
- **Declining print advertising:** Print advertising is 6% of Guardian's revenues
- **Declining digital advertising:** "Second, advertising fleeing to Facebook and Google. It is true that these two companies, who don't like being clumped together, dominate the digital advertising market. In the near term, their domination may increase."

Case I: Tactics

- **Moments:**

To offset that, the Guardian plans to create its own editorial, investigative series called “*moments*,” around which it will market membership sign-ups. A mix of editorial gut instinct and reader data will inform the topics and themes for these editorial series. Data showing what topics people were reading about directly before signing up to either donate or become a member is aggregated to help pinpoint where to increase editorial efforts.

- **Donations:** The Guardian is looking for ways to increase the amount and the regularity of payments; around 20% of people who have given once will **donate again**.

- **Podcasts:** The Guardian has also introduced products that give readers added access. One of these is a monthly podcast called “[We Need to Talk About](#),” **featuring readers’ and members’ email-submitted questions** on topical political, cultural and environmental news issues. Guardian journalists and external experts weigh in on big news issues.

Case I: Key Takeaways

- "The **membership model**, which began as a tiny acorn around five years ago, is now a giant oak, with an ambition to grow it to 2m supporters. Credit to great journalism, to good management and to long-term thinking."
- "The **most important relationship the Guardian has is with its readers**, so we are encouraged and cheered by the hundreds of thousands of people supporting Guardian journalism."
- There is a future – an arguably better one than before – for reader-based journalism:



Case II: The New Yorker

Ownership

- Advance Publications is the owner of Condé Nast, a mass media company that owns The New Yorker, Vogue, Vanity Fair, Pitchfork, Wired, GQ, etc.

Offerings

- Paywall after 4 free articles/month

BEST VALUE

The print magazine and digital access

12 weeks for ~~\$12~~ \$6

Get print and digital

Includes:

- ✓ *The New Yorker* print edition, conveniently delivered weekly
- ✓ Access to newyorker.com
- ✓ The Daily Newsletter
- ✓ Access to all of our iOS apps
- ✓ Access to the online archives
- ✓ Google News feed (Android)
- ✓ Access to the Crossword Puzzle
- ✓ Free *New Yorker* tote bag

Unlimited digital access

12 weeks for ~~\$12~~ \$6

Get digital

Includes:

- ✓ Access to newyorker.com
- ✓ The Daily Newsletter
- ✓ Access to all of our iOS apps
- ✓ Access to the online archives
- ✓ Google News feed (Android)
- ✓ Access to the Crossword Puzzle
- ✓ Free *New Yorker* tote bag

Case II: Business Model

- Readers constitute 65% of its revenue
 - Paid circulation rose [by 12% last year](#), even though subscription price rose by 20%
 - “Other publishers are trying to see how far they can go to get readers to pay for content, with *ad revenue flagging*”
 - “The New Yorker can charge a high price because it has an especially *die-hard fan base* (and there’s that coveted [tote bag](#)), so the lessons of its experience are limited.”
- Digital-only paid subscription is 13% of 1.2 million
 - Digital-only increased by 10% YoY
 - Print + Digital increased by 30% YoY — Pricing of P+D (\$20 more than D-only) drives potential subscribers to choose it
- [Ads are sparse](#) – a single sponsor for the home page (e.g. The New York Times subscription offer, Starbucks, Google Chrome)

Case II: Strategy

"commentary is still why people come to The New Yorker...(that) and being part of a broader progressive community."

Data has shown that readers seek out its political and culture coverage. That understanding has helped inform editorial decisions such as:

- **More web-only content:** Helped by the additional circulation revenue, The New Yorker has hired a mix of web-only and web-focused staff writers to focus on areas like Washington and health
- **More diversity in content subject matter:** The publication hasn't cut back, saying the goal is to offer more to readers, as it's found that the more kinds of content people read, the more willing they are to pay up.

Case II: Tactics

Towards diversity in content

- “Not all of exclusive content is heavy duty ... There also is a growing volume of lighter fare.”
 - a crossword puzzle
 - a daily cartoon
 - daily "shouts" humor pieces
 - And the site is home to a few (but well-executed) videos
- The publication has also expanded coverage into areas like [politics](#), business and food

Towards web-only content

- generates 10 to 15 pieces a day for internet eyes only, as well as including all the contents of the print edition in daily servings through the week
- personalized targeting on its site to grow readership and subscriptions

Towards reach and conversion – the importance of data analysis

- 9 email newsletters, the biggest of which, the Daily, has more than 1 million subscribers
- ability to target affinity groups on Facebook and Google using paid posts and paid search keyword
- the magazine tested cutting back the number of articles people can read for free before changing the paywall to 4 from 6, and the conversion rate still went up

Case II: Key Takeaways

- “Advertising is still important to The New Yorker — ad revenue held steady last year — but the **growth in paid circulation has become a huge selling point with advertisers.**”

“Circulation was always the most boring slide in your deck, and now it’s the thing you lead with. It’s nice to have a more balanced business because advertising can be a more cyclical and fickle thing.” – Chris Mitchell, Condé Nast

- “It is all about the editorial stories and being able to find writers who can write the **stories that don’t appear anywhere else.**”
- “**We do need to show subscribers the value;** we always have to come up with different ways to meet different needs for them.” – Monica Ray, consumer marketing at Conde Nast

Case III: Politico

Ownership

- Owned by Capitol News Company, which is headed by Robert Allbritton

Offerings

- **Politico Playbook:** Morning newsletter with a weekly sponsorship cost of \$50-60K paid for by businesses hoping to reach Politicos influential readers - "insiders, outsiders, lobbyists and journalists, governors, senators, presidents and would-be presidents"
- **Politico Pro:** B2B solution for in-depth coverage and analytics in policy areas, upwards of \$8000/area/year, aimed at policymakers/professionals with business interests in policy
- **Politico Magazine:** targeted free readership to 30,000 readers (delivered to Congressional offices and other Washington power centers) and paid subscriptions up to \$200/year. At only 3-4 ads/issue, a loss making venture in isolation but considered valuable in brand building by Allbritton
- **Politico.com:** Free access to the website

Case III: Business Model

\$113mn in revenue in 2018

- Advertising accounts for less than 50%
- PoliticoPro accounts for more than 50%, allowing it to maintain the free site and magazine.
- “If advertising were to disappear over the next few years, it wouldn’t kill us by any stretch of the imagination.” – Allbritton



THE NEW POLITICO PRO

POLITICO Pro has evolved from a subscription-based news service into a **policy intelligence platform**. The Pro platform is intuitive, smart, and data-driven, delivering personalized content, recommendations and intel tailored to our Pros when they need it.

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ASSOCIATIONS

CORPORATIONS

CAPITOL HILL

FEDERAL AGENCIES

HIGHER EDUCATION


MORE

"The idea is that Pro subscribers, a large proportion of whom are lobbyists, trade organization employees and government affairs professionals, can save time and resources researching these areas for purposes like lobbying, for example."



FROM 15 MAJOR POLICY AREAS

POLITICO Pro serves people on the front lines of policy. Pro's reporting arms you with the policy intelligence you need to get the job done, day in and day out.




AGRICULTURE



BUDGET & APPROPRIATIONS
BRIEF




CAMPAIGNS



CYBERSECURITY




DEFENSE




EDUCATION



EHEALTH



EMPLOYMENT & IMMIGRATION



ENERGY



FINANCIAL SERVICES



HEALTH CARE



TAX

"The plan is to create around three presentations a week across each of the policy areas covered by the 12 Pro products: technology, agriculture and food, energy and climate, financial services, health care, transportation, trade, Brexit, sustainability, data and digitization, budget, and competition."

YOUR CONNECTION TO THE BEST REPORTERS IN THE BUSINESS

Pro's newsroom features the most trusted and well-connected policy reporters in the industry. When it comes to policy intelligence, we've got you covered.

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SEE WHO RELIES ON PRO EVERY DAY

POLITICO Pro serves more than 3500 organizations, from federal agencies to the hill, associations to lobby shops.

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Case III: Strategy

“If you’re an essential tool that **someone uses in their job**, and 9 times out of 10 their employer is paying for it, then you’re gonna have sustainable value. You’re not subject to the whims of discretionary spending on the consumer’s behalf. I mean, how many publications out there have got 12 health-care reporters running around, just dealing with health-care policy?” – Allbritton

I don’t know what the future holds for them. I think it’s gonna be a tough business. There’s this idea that you’re either sliding toward a position of having greater market presence, or you’re sliding off that curve, and if you’re dealing with consumer advertising, you’re fighting Facebook, Twitter, Google, now Amazon. Those are really, really big vacuum cleaners that are gonna suck up the vast majority of bucks.”- Allbritton

“We want to use DataPoint [the research tool] as a way to complete the package and give people all they need to do their jobs.”

“Our goal is to make ourselves totally indispensable,” - Nirvi Shah, editor of Politico Pro for Europe.

Case III: Key Takeaways

- Positioning as a premium product for the influential elite of Washington
 - Undertaking targeted brand-building exercises such as free readership to an influential community and a high-end magazine with few ads
- Creating an indispensable product and recognizing the resources that need to go into doing so
- Adding value to a niche but well-defined segment of consumers

Case IV: The Atlantic

Ownership

- Owned Emerson Collective and David Bradley
- Posted its first profit in a decade in 2010 at \$1.8 million

Offerings

- Free website – no paywall
- Subscription – Print only, Digital only, Print + Digital
- Membership – The Masthead
- Events – CityLab, The Aspen Ideas Festival, The Atlantic Festival

1. CHOOSE YOUR LOCATION

✓ United States

Canada

International

2. CHOOSE YOUR PLAN

BEST VALUE!

Print & Digital

\$34.50 78% savings

✓ Selected

- ✓ One-year subscription
- ✓ iOS app access
- ✓ Android edition
- ✓ Ten magazine issues in PDF
- ✓ Ten print issues
- ✓ **Special editorial premiums** like e-books, conference calls, and other exclusive benefits

Digital

\$24.50 69% savings

Choose

- ✓ One-year subscription
- ✓ iOS app access
- ✓ Android edition
- ✓ Ten magazine issues in PDF
- ✓ **Special editorial premiums** like e-books, conference calls, and other exclusive benefits

Print

\$24.50 69% savings

Choose

- ✓ One-year subscription
- ✓ Ten print issues

NEW!

Premium Membership

Sign up for our membership program, The Masthead, and you'll receive exclusive content you can't find anywhere else—and help fund a sustainable future for journalism.

Includes all features in the Print & Digital plan.

[Learn More](#)



The Masthead

FROM THE ATLANTIC

A premium membership worth joining. A mission worth supporting.

When you become a member of The Masthead, you'll not only receive **exclusive stories and insights**, along with **ad-free web browsing** and other perks—you'll also be supporting a **sustainable future for journalism**.

Become a Member

Exclusive Content

Every week, you’ll get members-only stories and insights, including:

- **Conversations with leading thinkers**, writers, and newsmakers across our network
- **Weekly summaries** of major trends and events around the world
- **Extensions and recaps** of Atlantic reporting and writing you don’t want to miss
- **Behind-the-scenes looks** at the reporting and editing process
- **Responses from our editorial team** to questions from members like you

Join Now

Ad-Free Browsing and Listening

When you join The Masthead, you’ll be able to:

- **Browse all sections and stories** on The Atlantic’s website 100% ad-free
- **Listen to our podcasts** —including Radio Atlantic, Crazy/Genius, and The Atlantic Interview—with zero interruptions

Members-Only Perks

Your Masthead benefits also include:

- **Free print & digital subscription** to The Atlantic magazine (the print subscription is optional—it’s yours if you want it)
- **Free digital gift subscription** to share with a fellow reader
- **Discounts and priority access** to signature Atlantic events, including The Atlantic Festival
- **Dedicated Masthead section** within The Atlantic’s iOS app

Join Now

Masthead Community

You’ll be invited to join a private discussion forum, where you can

- **Meet other members** from around the world
- **Join smart and thought-provoking discussions** (or a book club)
- **Participate in Q&As** with journalists, historians, ethicists, and more

Join Now

Become A Member At Our Lowest Rate

The value of these benefits—from exclusive content to ad-free website access—is hard to quantify.

That said, we want to make membership accessible to as many people as possible—and create a sustainable model. On the latter note, we plan to increase the price of The Masthead in the future.

But when you join today, you’ll pay only **\$120 per year for an annual subscription, or \$12 per month for a month-to-month subscription.**

Plus, your order is protected by our full money-back guarantee: If you’re unsatisfied at any point with your membership, just let us know, and we’ll refund you the unused portion of your first year, no questions asked.

If you’re compelled by the opportunity to become a member of The Masthead and support The Atlantic’s journalism, sign up today.

Join Now

Case IV: Strategy

Events

- “Several publishers are now **jumping into the conference business** as a way to get more revenue as margins continue to get thinner. The Atlantic was perhaps one of the few publishers who got a head start — it now produces about 100 events a year.”
- “At CityLab ... The Atlantic raises all the sponsor revenue. We produce it with Aspen and Bloomberg and there are revenue shares. Tickets are a rounding error.”
- “**So if we try to make it ticketed-only, we’d be fighting against our purpose.** The sponsors want to be associated with that event.”

Membership

- “There are **two different sets of readers** we’re interested in using Masthead to connect with: longtime core audiences who come to us through print or digital, and the new readers who’ve come to us through this explosive growth on the web we’ve had. So we have this core audience of Atlantic diehards... we’re eager to connect with them more. Then we have this much larger new audience of people who discovered us digitally ... who’ve come through social and read a piece or two — we really want to... create more loyalty to that audience.”
- “What consistently came back was this: **Atlantic readers want deeper insight into issues of global import.** Certain features that we thought would score highest, like in-person networking and online community, were actually lower on the list.”

Case IV: Tactics

- **Interweaving sponsorship with events on stage**

- “It’s giving them an opportunity on stage to do a 10-minute session. The fear is the audience will leave but audiences are elastic if what’s happening on stage is interesting. We try to coach [the sponsors] to be additive.”

- **Membership-only content**

- “Our membership editors are only doing stories for members. There will be an additional draw on our writers’ time, but they’re already writing for print, online, video, for Radio Atlantic.”
- Increasing both subscribers and non-subscribers — recruited through its email newsletters, social media, and the Atlantic website

Trends in Global Publications

- Advertising revenue on the decline — both in print and in digital
- Publications find that focusing on subscribers is good both for them and for the reader: a win-win situation
- All four publications finding ways to add value to their subscriber in the long-term
 - The Guardian — developing strong bonds with a conscientious readership
 - The New Yorker — die-hard readership
 - Politico — an indispensable product for a well-defined audience
 - The Atlantic — engaging their sponsors with events for their readers

News Startups in Indian Media

The Ken

- Headed by Rohith Dharmakumar; Raised funding from many investors including Omidyar Networks
- One article/week day for subscribers; One free article/week for followers; Corporate bundling option
- ~10,000 **paying and active** subscribers

Scroll.in

- Funding from Omidyar Networks and MDIF
- Free website with ads; [Scroll+](#) for subscribers – without ads, subscriber-only discounts and invites, access to archives (?)

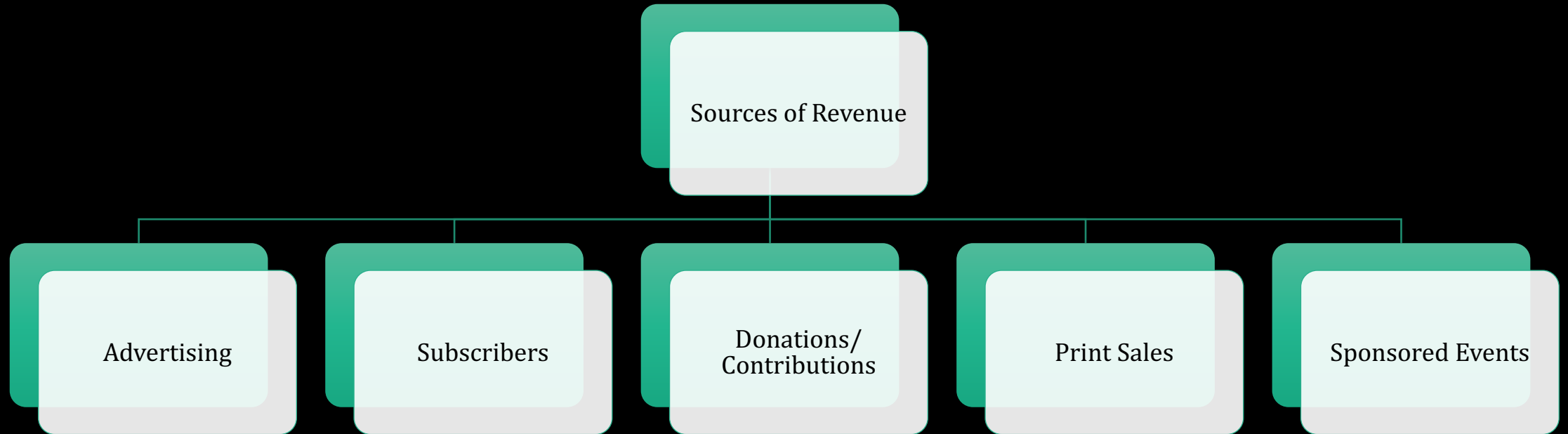
The Wire

- Published by FIJ; Receives funding from IPSMF
- Free website with ads; One-time and recurring support plans available

Newslaundry

- Published by owners; Funding from Omidyar Networks
- Free websites; Two-tier subscription offerings – access to podcasts, interactions with journalists, Facebook groups for subscribers, etc.

Monetization Strategies for The Caravan



Current Scenario: Advertising

What are the key challenges in approaching advertisers?
(in sequence)

Type	Challenge	Solution
Internal	No numerical basis to quantify the case for advertisers	<p>Adopt industry standard methods of soliciting advertisers by knowing inside-out what the magazine is and what we are offering to them</p> <ul style="list-style-type: none">• Develop a profile of The Caravan reader to show the advertiser who he is reaching• Use real, solid data - IRS, digital analytics, and guesstimates to define a numerical case for why the advertiser would see a return on his investment• Providing incorrect figures worsens the problem and Caravan's reputation

Current Scenario: Advertising

Type	Challenge	Solutions
Internal	No method of showing conversion for print ads	<p>Devise methods to define conversion for the advertiser in both quantitative and qualitative terms. Example:</p> <ul style="list-style-type: none">• If The Caravan reaches 20,000 readers/month, what % of those would need to convert for the advertiser to break even? Is that number realistic?• Contrarily, if The Caravan is reaches 20,000 readers/month, and realistically only 3% of them would convert for a given product, how much should you charge for the ad?• Enumerate the benefits of being associated with Caravan's brand

Current Scenario: Advertising

Type	Challenge	Solutions
Internal	Fatigue in the advertising team	Without a fact-based approach with proven results to show the advertiser, getting ads boils down to relationships and “chasing them”, leading to a conversion of 1/50 advertisers—and organizational fatigue

Current Scenario: Advertising

Type	Challenge	Solutions
External	A perception that nobody reads magazines anymore	Correct the perception with facts about (a) Magazine readership and (b) Caravan readership for each: <ul style="list-style-type: none">• Growth-rate in readership – online and offline• Engagement levels• Past results

Current Scenario: Advertising

Challenges		Solutions
External	Caravan is too anti-establishment to advertise in	<p>Find the right fit of advertisers (with in-depth research)</p> <ul style="list-style-type: none">• for whom the political nature of the magazine would not pose a conflict• such that there is a strong match between their product and Caravan's readership, for better conversion results

Current Scenario: Advertising

Challenges		Considerations	Solutions
Internal	Decision to not advertise on social media despite Caravan's strong digital presence	<p>Pros:</p> <ul style="list-style-type: none">• Leveraging strong digital presence might lead to conversions for advertisers, helping Caravan build a track record• Easy-to-track metrics to show conversion <p>Cons:</p> <ul style="list-style-type: none">• Hampers reading experience on social media• Risky to advertisers because of nature of commenters/trolls on social media	<ul style="list-style-type: none">• Native advertising if done correctly could provide a smooth reading experience. For example: a long-form article on the history and evolution of the product of an advertiser, say, a liberal arts course. (Example of native advertising on Scroll.in)

Advertising: Solutions in Summary

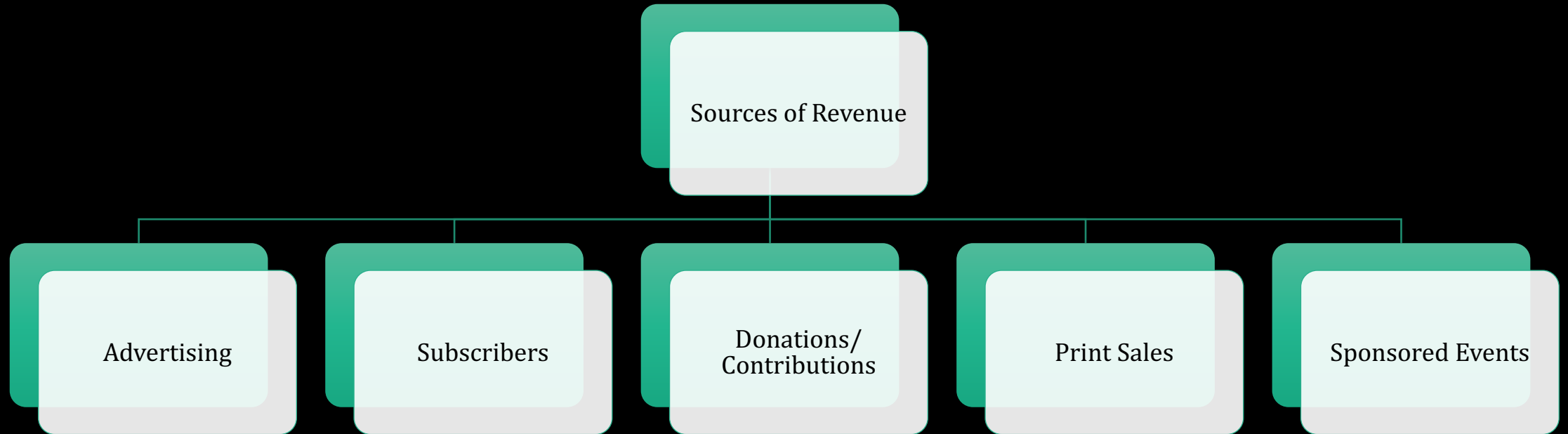
Adopt industry standards

- Use data to define the numerical case for advertisers
- Use insights into readership to develop a profile of the Caravan reader
- Define metrics for conversion in print ads
- Illustrate past record if possible (by using digital ads if needed)
- Reduce fatigue in ad sales team by providing the above toolkit for approaching advertisers

Learn about advertisers

- Segment and profile advertisers through in-depth research on their decision-making process
- Articulate advertiser concerns clearly e.g. (a) low magazine readership (b) anti-establishment
- Address concerns wherever possible such that editorial tone is not compromised
- Narrow down on the segments that would be a right fit for Caravan such that (a) editorial freedom remains (b) advertisers get results (i.e. product-readership fit)
- Approach them with the qualitative-cum-quantitative toolkit described above

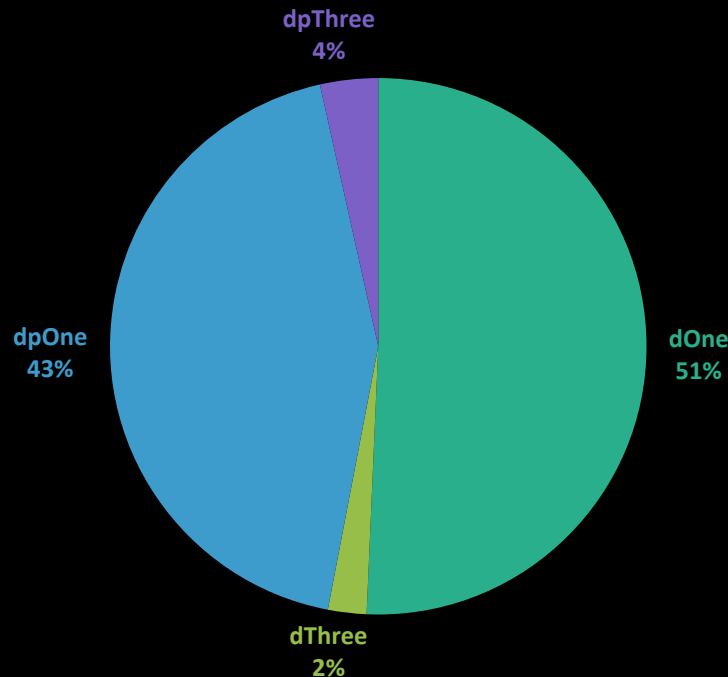
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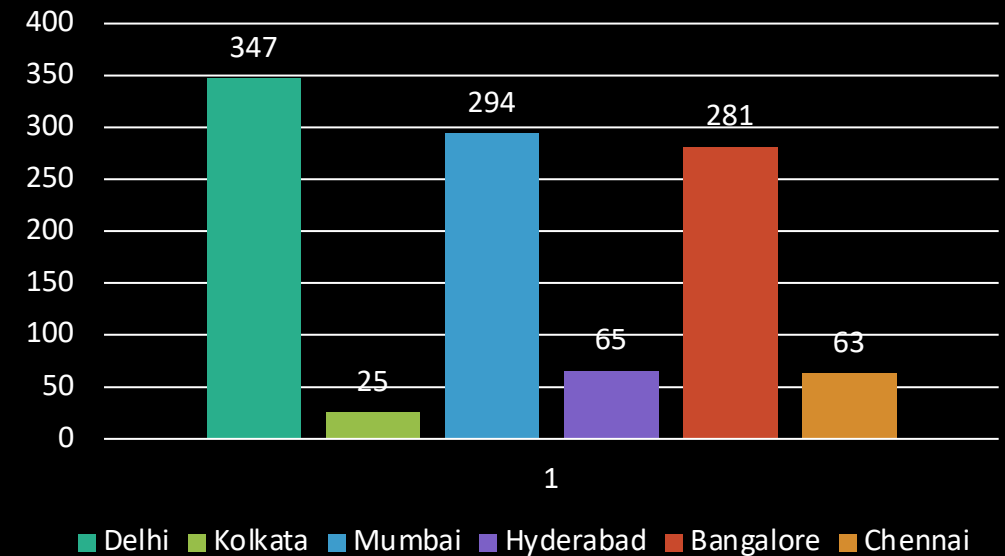
Current Scenario: Subscribers

- There are 3,748 subscribers as of 6 June
 - There were 2,852 as of 1 April — a 35% increase in 2 months
 - 28% of subscribers are from the 6 metros

SPLIT OF SUBSCRIPTION TYPES



Subscribers by Metro



Increasing Subscription to The Caravan

- To do so, the following questions must be answered
 - Who are Caravan's readers?
 - What should Caravan's communication to them be?
 - How should Caravan reach them most effectively?
- ...with the end goal of increasing subscriptions

Who are The Caravan's Readers?



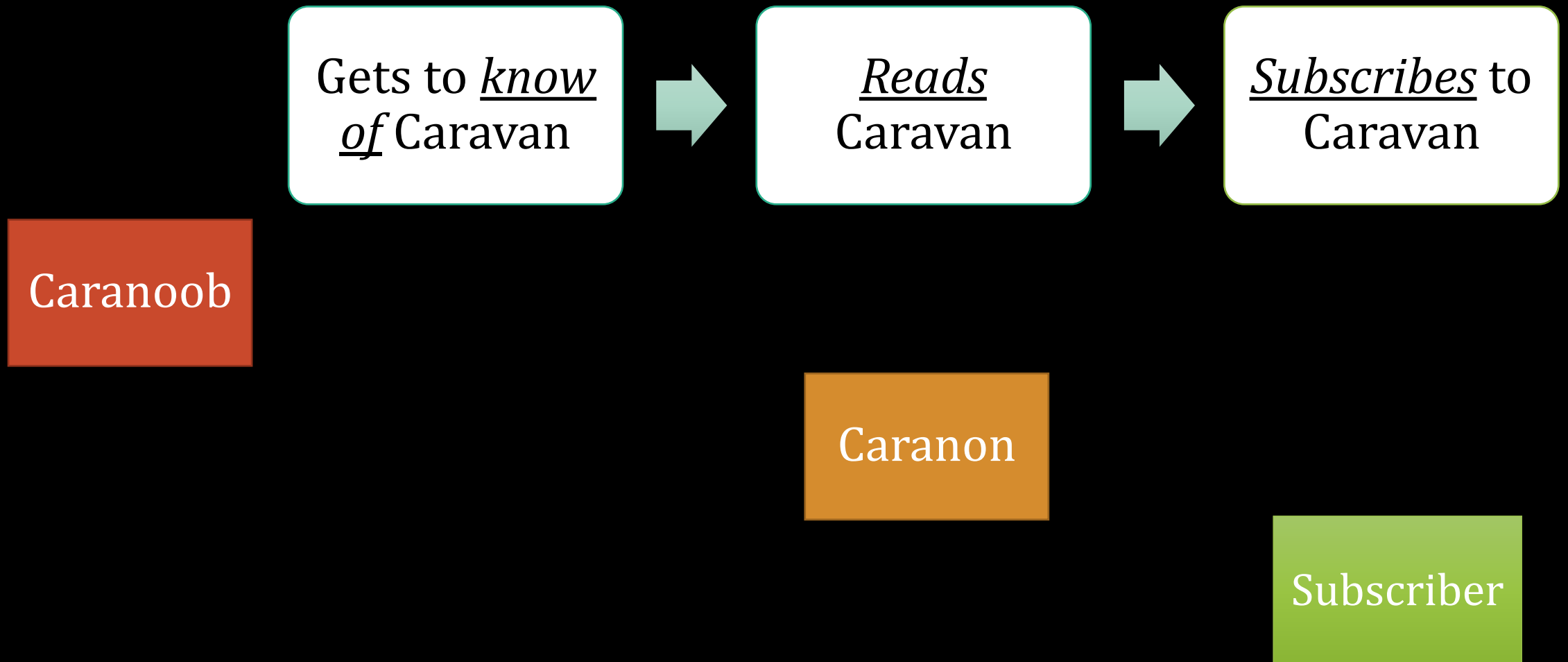
Subscribers

Non
Subscribers
who have read*
Caravan
Caranons

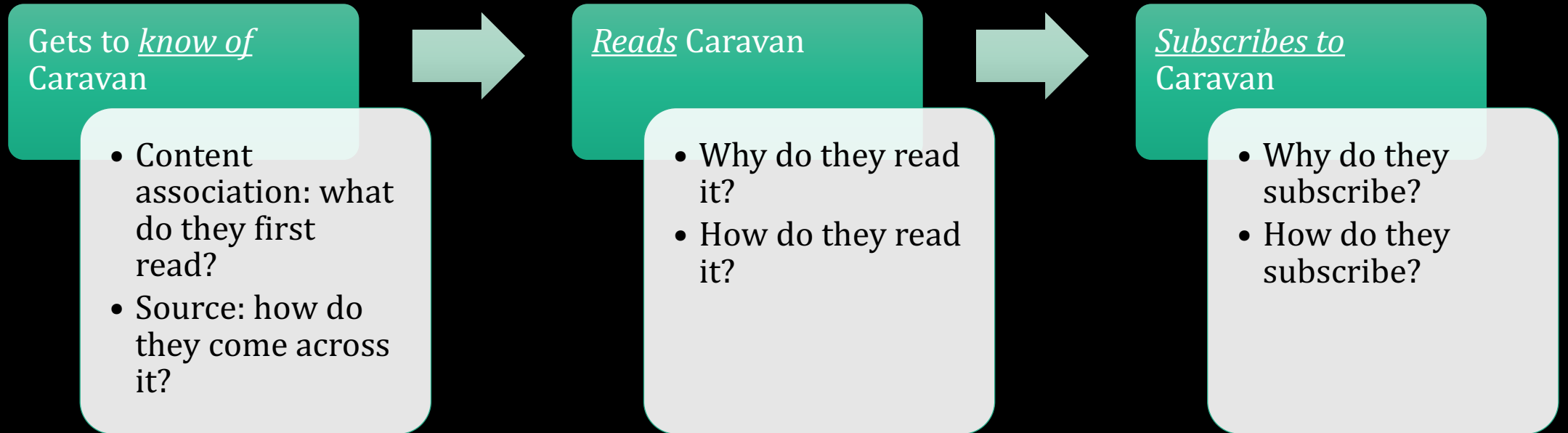
Non Subscribers
who haven't
heard of Caravan
Caranoobs

*Was not able to reach any reader who had heard of Caravan but not read it at least once

How does the Reader's relationship with Caravan evolve?

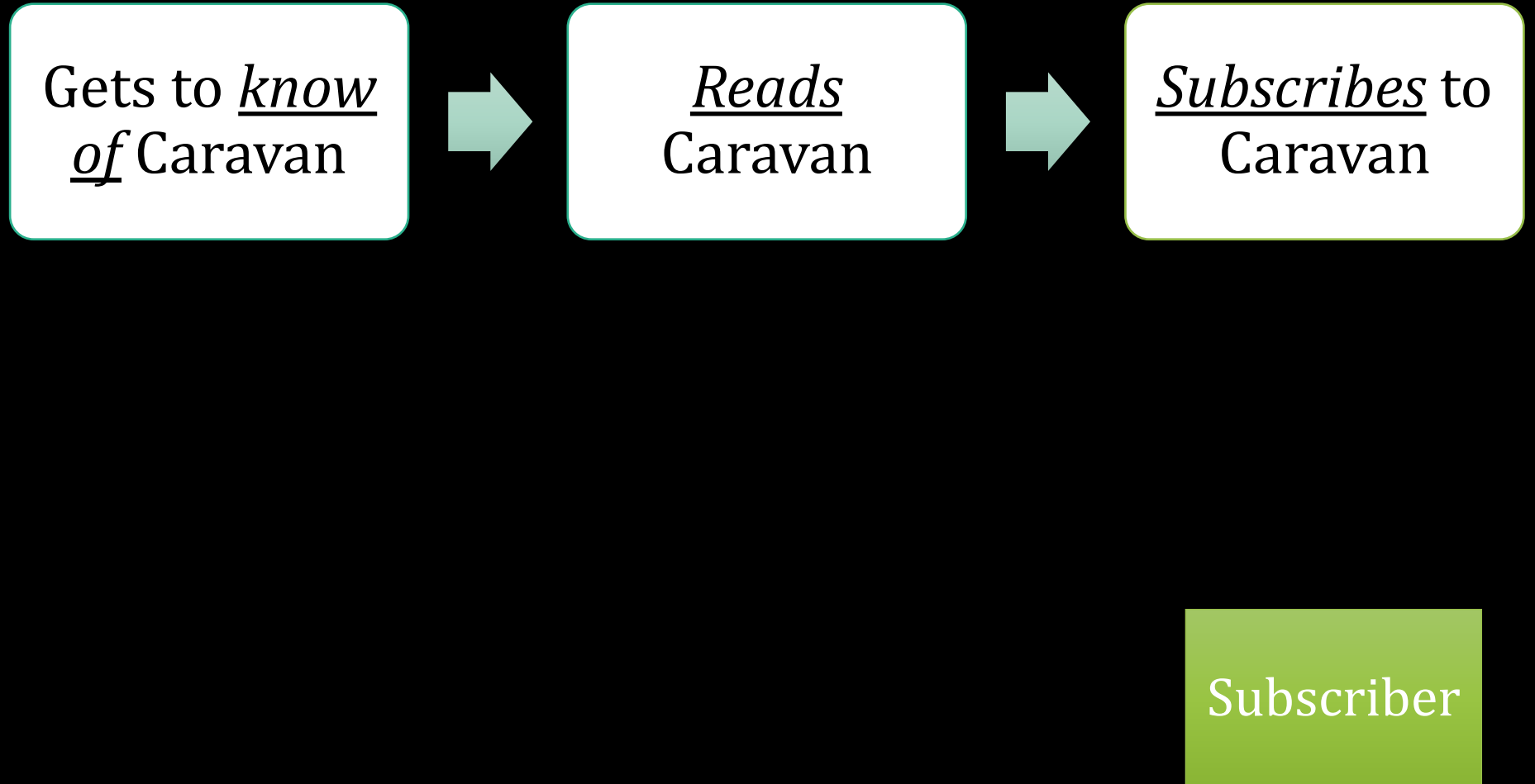


How does each type of reader progress to the next step?



Need answers to two very different questions:
Why does she **read** Caravan?
Why does she **subscribe to** Caravan?

The Subscriber can tell us **why she reads** and **why she subscribes**

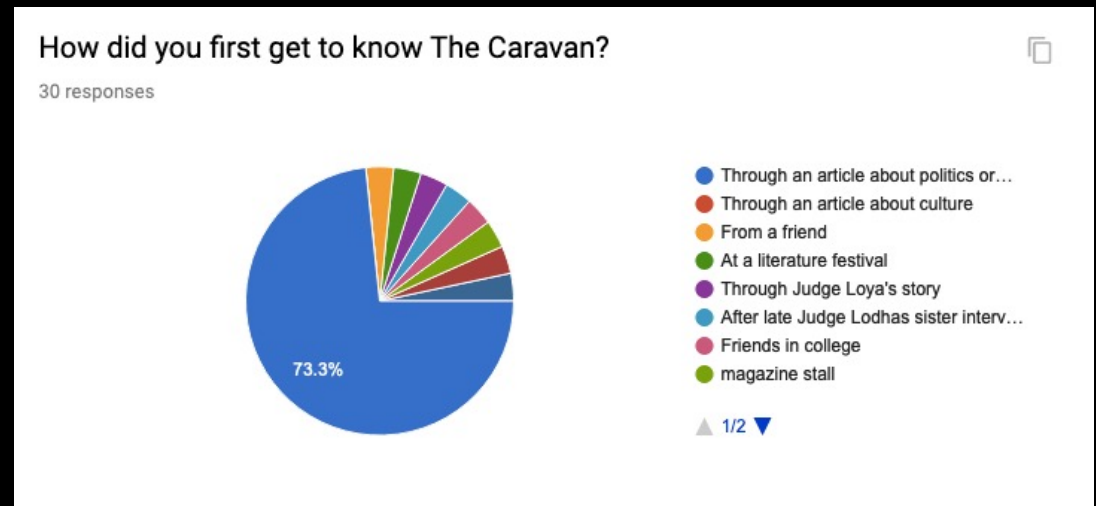


The Subscriber

- Content association: **Through an article on politics**
- Source:
 - Social media
 - When Caravan breaks a story
 - Through friends
 - Magazine stalls
 - Presence in college libraries

Gets to know of
Caravan

- Content association: what do they first read?
- Source: how do they come across it?



The Subscriber

- “There is too much open-ended coverage, just waffling around. The Caravan is **not afraid** to say ‘this is how it is.’”
- “There is a lot of layering, **a lot of perspective.**”
- “**I agree with the magazine** quite a lot... there are very few brave magazines.”
- “Caravan is brave, **thorough, well-researched...** There is no space for disagreement... because it’s just facts.”

Reads Caravan

Why do they read it?

The Subscriber

- She **subscribes** instead of just **reading occasionally** because it **adds value for each of the 12/36 months she pays in advance for**
- It adds value to her value because of some combination of:
 - Agreeing with the magazine's ideology
 - Believing that Caravan's kind of journalism needs to survive
 - It helps shape her thinking
 - It helps her in her profession

Subscribes to
Caravan

- Why?

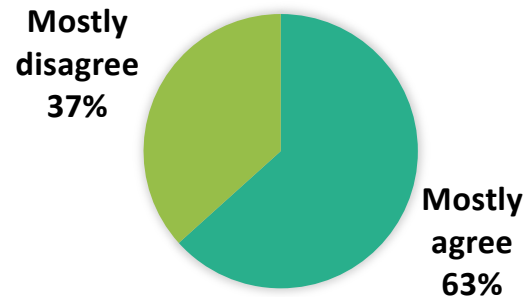
The Subscriber

- Agreeing with the magazine's views*
- Helps in her profession

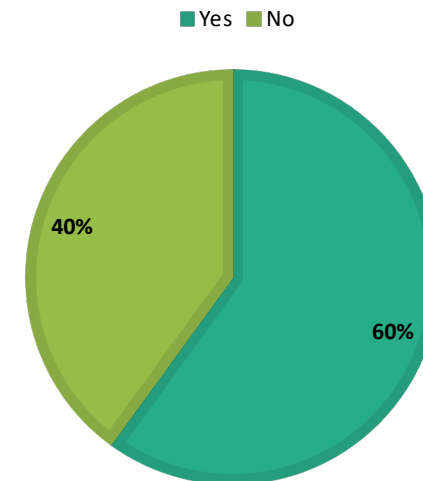
Subscribes to
Caravan

- Why?

WHAT % OF SUBSCRIBERS AGREE WITH THE MAGAZINE?



DOES IT HELP IN YOUR PROFESSION?



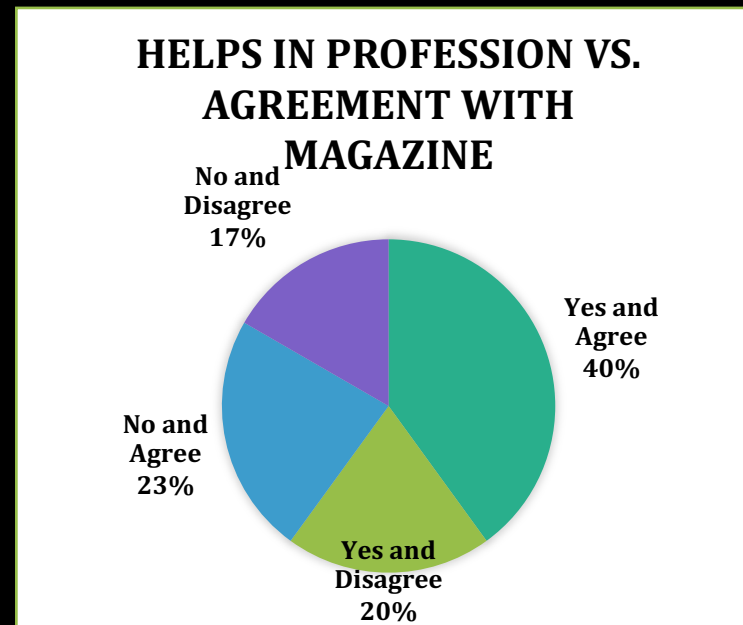
*- Readers were asked to rate themselves on a scale of 1-5, ranging from 'agreeing most of the time' to 'disagreeing most of the time'. "Mostly Agreeing" is defined as a selection of 1 or 2; "Mostly Disagreeing" is a selection of 3, 4 or 5

The Subscriber

Subscribes to
Caravan

- Why?

- Why does she subscribe if she disagrees with the magazine?
 - Does her profession require her to?
 - The chart tells us no correlation was found — but further investigation may be needed to confirm because of the caveats of the survey



The Subscriber

Subscribes to
Caravan

• Why?

What do the people who Mostly Disagree have to say? What can we infer about why they still subscribe?

“Your magazine is fast becoming the articulation of fringe/extreme sections.” – Journalist, 55+, Disagrees at 3, “Yes” to helping in profession

“Love the book reviews and photo-essays. I understand the pivot to digital, but the print issue is very valuable to me. The photos essays, the wonderful artwork all feel better on print and make it collectible.#Dontkillprint.” – Lawyer, 25-34, Disagrees at 4, “No”

“The magazine has suddenly become quite left leaning. It used to be extremely good and neutral earlier. Keep up the good work, and I hope to see a bit more pragmatism and neutrality in the articles.” – Political Consultant, 25-34, Disagrees at 4, “Yes”

“I find caravan very biased” – Accountant, 55+, Disagrees at 5 (An ex-subscriber), “No”

Helps in her profession

Reads it for culture/non-political aspects that she won’t find elsewhere

A subscriber whose views have diverged and hopes for it to change; may not renew if he sees no change

Some people like to read what they disagree with so that they don’t get biased; but such people don’t *need* to subscribe (they can read what is free)

The Subscriber

Subscribes to
Caravan

- Why?

Lawyer
Independent
Journalist
Researcher/Law student
Student
Teacher
Student
Media
Teacher
Salaried
Teacher/Journalist Freelance
journalist
Lawyer
Social work
Political Consultant
Student
Multi-media journalist
Retired

People who said 'Yes' to
Caravan helping them in
their profession

Sales Manager
Student
Writer
Self employed
Student
BUSINESS
Lawyer
Photography
Engineer
Economist
Manager in corporate
accountant

People who said 'No' to
Caravan helping them in
their profession

- What are the professions Caravan is relevant to?
- Broadly,
 - Journalists and other media professionals
 - Lawyers
 - Researchers in political science, social science, economics, etc.
 - People who work in politics
 - Students in the above disciplines
 - Professors in general

The Subscriber

What kind of articles do they like reading in Caravan?

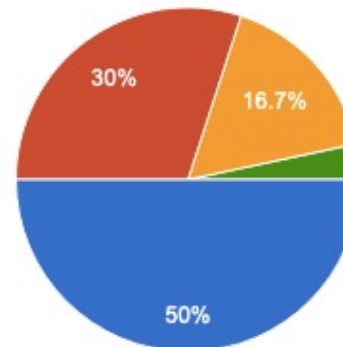
- The options were designed based on a combination of what Caravan offers and what people like about the things they subscribe to
- The chart tells us what subscribers think is most valuable to them in the magazine

Subscribes to
Caravan

- Why?

What kind of Caravan article is your favorite?

30 responses



- In-depth commentary on topics I care about
- Long-form profiles of famous personalities
- Information that tells me something I didn't know before
- Articles on offbeat facets of culture and history

The Subscriber

Subscribes to
Caravan

• Why?

- Key drivers to subscribe: Those who pay for it do so because it adds value to them **regularly**, in ways **not limited to supporting independent journalism**, such as
 - Shaping their thinking
 - Helping them in their profession
 - Because they agree with what the magazine says
- Over 60% of subscribers **agree with the magazine***
- Over 60% of subscribers think Caravan **helps them in their profession***

* Number of subscribers who filled the form = 30. Circulation of survey was only on social media.

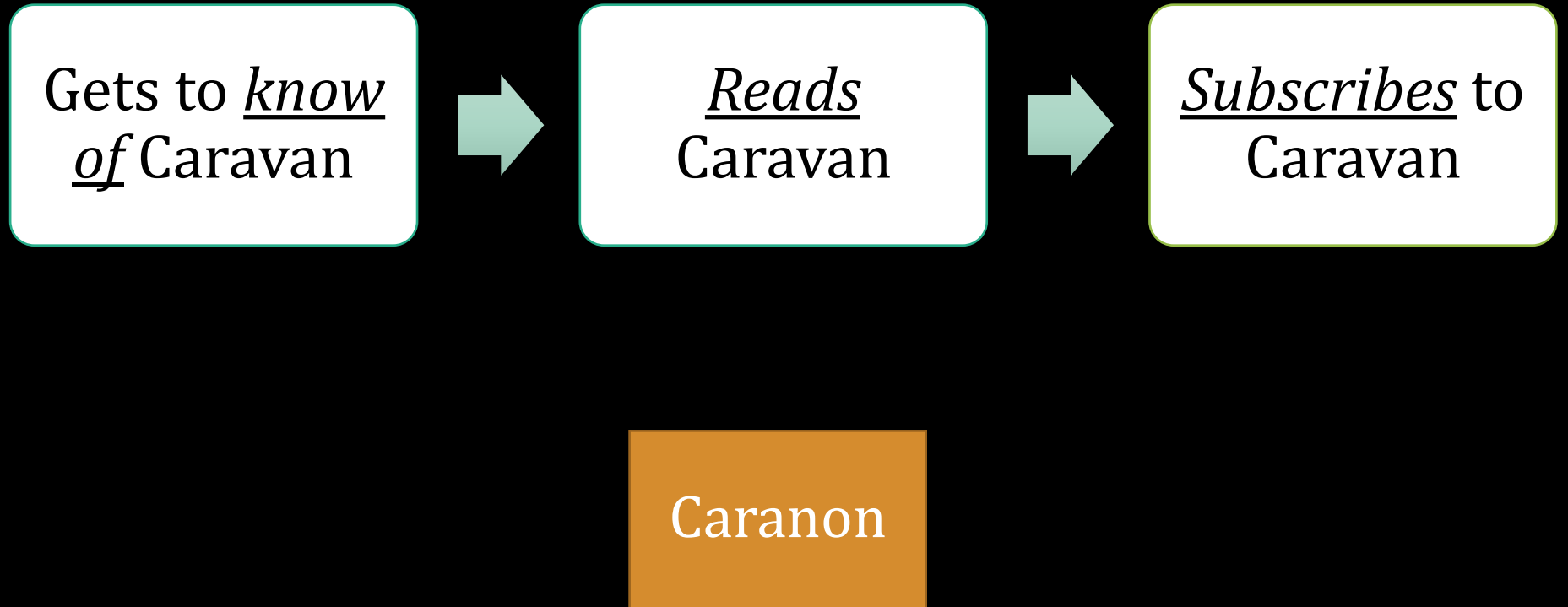
The Subscriber

Subscribes to
Caravan

- Why?

- More deeply, the Caravan subscriber is
 - Urbane in thought
 - Highly **politically conscious**
- The consciousness could have started...
 - At home, through conversation & because of politically involved parents
 - At university, where they may meet people interested in politics
- It is in Caravan's interest to **create that political consciousness** by sparking conversation and engagement in politics by whatever means
 - **At various points in the person's life**
 - Thereby identifying 'Points of Market Entry'

The Caranon tells us *why she reads* and *why she does not subscribe*



The Caranon

- Content Association: **Through an article on politics**
- Source*:
 - Social media
 - Friends
 - College libraries

Gets to know of
Caravan

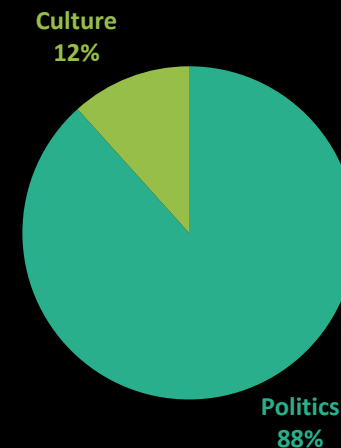
- Content association: what do they first read?
- Source: how do they come across it?

*240 Caranons filled this survey.

*The survey was circulated **only on social media**.

Naturally, there was a high incidence of those who get most of their articles—of Caravan and otherwise—through social media.

HOW DID YOU FIRST GET TO KNOW THE
CARAVAN?

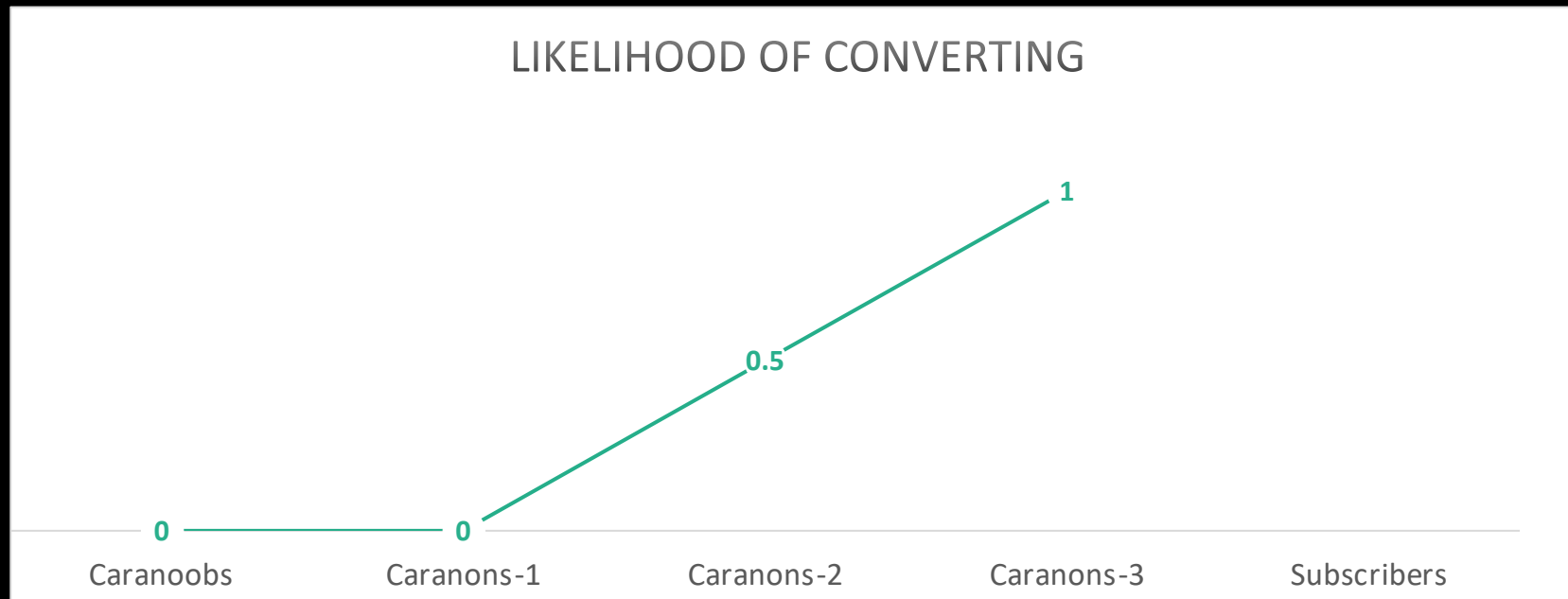


The Caranon

Reads Caravan

Why does she
read it?
Why does she
not subscribe
to it?

Caranons – people who have read the magazine but do not subscribe – form **a wide spectrum of readers** in various stages of their relationship with Caravan



Why does
she not
subscribe
to it?

The Caranon

A few case studies from the unlikely end of the spectrum

"I read from newsletters because they give me **curated** content. DailyPeanut and MorningBrew are my favourites. I also use recommendation services such as Pocket's and social media, and I've followed various pages on Facebook – NYT, Guardian, Mint, NDTV, WaPo, so I get a nice **diverse** set there as well."

"It's difficult to go to websites... which one do you pick?"

"I go through the short articles between work or when I don't have a lot of time... longer ones I save to Pocket and read when I'm on flights, waiting at clinics, or just have some time."

"Which subject I want to read... is just **mood-based** and **based on what I see then.**"

"**I believe in paying money for journalism.** I've got a subscription to the NYT which I use less for the articles nowadays and more for their daily crossword. I also used to have a New Yorker subscription, but that's over now. **I wasn't able to read enough** ... \$12/3 months, I wasn't even reading 60-70% of all the content... there wasn't enough time, **I was reading other stuff.**"

AJ, 23, Student, quizzer, Scrabble and crossword player – a Caranon-1:

- Reads across a breath of subjects – politics, sports, science and technology, Indian culture – **diversity in subjects**
- Likes **diversity in sources**
- Likes **curation of content** so that everything he reads is worth his time
- Will subscribe in support of journalism but only if it **adds value to him consistently**

Why does she not subscribe to it?

The Caranon

A few case studies from the unlikely end of the spectrum

“There are a bunch of newspapers I read online. Indian Express, Mint, I’m on Twitter a lot – I found a woman who publishes the best article she’s read everyday – my friends share good stuff on WhatsApp, HackerNews, Ben Thompson for strategy, Cricinfo, tennis.com. Reddit is amazing for sports.”

“I read the Ken – I want to subscribe, I haven’t yet and I don’t know why. I probably will soon. They do stuff that you wouldn’t know if you read 5/6 articles from elsewhere or worked in the industry. It’s not some great piece of journalism but I learn something new even though it’s just one article a day.”

“The Caravan seems obsessed sometimes. I’m not going to subscribe to it because it’s not like I’m looking forward to every issue... where you sort of add value. There’s usually always some academic treatise on caste – listen, I feel strongly about it but there’s only so much I need to know about it.”

“In choosing what to publish they have their biases. Why is it fine? Too much to expect... let one side have its arguments and get it right.”

“They do some amazing profiles that I keep going back to. That is some of Caravan’s and the country’s best journalism.”

SG, 30, Financial Analyst, avid reader and quizzer – a Caranon-1:

- Reads across a breath of subjects – politics, sports, business and strategy, culture, science and tech – **diversity in subjects**
- Likes **diversity in sources**
- Wants everything he reads to teach him **something new**
- Will pay for something that he **can’t find anywhere else**
- Will subscribe in support of journalism but only if it **adds value to him consistently**

The Caranon

A few case studies from the unlikely end of the spectrum

“I read from the pages I’ve followed on Facebook, Twitter – there are so many great online-only publications you find. For culture I read Scroll, Mint, for politics ThePrint is good – I’m not interested in the daily he-said-she-said of politics. I read only about policy and governance. Internationally, I read NYT, Atlantic, Guardian.”

“I usually come across their articles – mostly politics – on Facebook, and if I click on it and see a paywall, I move on, because there’s a lot to read. I mean, **I can usually find the subject being covered elsewhere when it comes to politics** – Wire and Scroll are good. But **I remember to buy a print copy if it really interested me.**”

“Caravan has some great culture pieces... led me to discover a classical musician I had no idea about.”

“I **don’t rely on Caravan for anything** – daily, monthly, nothing. It’s what I would read last, because it has everything. It complements the news for me.”

“When I think culture... no, I wouldn’t say Caravan would be my first source for culture. Sure, they cover a lot of obscure things nobody knows about, but if I had to think of my top sources for culture, there are others that come to mind – apart from the international ones, Scroll Magazine and Mint Lounge are good.”

MW, 27, Doctor, part-time writer – a Caranon-2:

- Reads across – arts and culture, health and wellness, politics– **diversity in subjects**
- A pragmatist – will not pay for something that he **can find for free**

Why does she not subscribe to it?

The Caranon

A case from the likely end of the spectrum

“Facebook, mainly... I don’t go to websites for links. Also my friends, many of whom read a lot online and share good articles with me.”

“I used Caravan most for their articles on Rafale when I was preparing for interviews... I found it pretty well-researched and covering a lot of detail that Scroll and Wire lack. Sometimes that works against it because **sometimes I’m looking for concise info.**”

“I am a left-leaning person... I started becoming more politically conscious in my 2nd or 3rd year in college. The people I talked to then might of course have had a hand in shaping how I think.”

“I think it’s important for everyone to read and talk about politics — **because if the literate don’t feel responsible to make informed decisions**, then who?”

“I almost subscribed to The Caravan with a friend a few months ago... but then I had to start studying for my interviews. If I were paying for it, I’d have to use it a lot more. It **would also be nice to discuss the articles I read somehow.**”

“I do read long articles... But it usually takes some time for me to get to them. I save them for the weekend or when I’m travelling and then slowly clear my backlog.”

SS, 24, Business Student, aeronautics engineer – a **Caranon-3**:

- Reads across – politics, sports, science and technology, culture, business – **diversity in subjects**
- Someone who is likely to subscribe to the magazine because: (a) **Agrees** with its ideology (b) Would find it useful to **shape his thinking** (c) Therefore believes in supporting its independent journalism

Why does she
not
subscribe to
it?

The Caranon

- Thus, what are the key barriers for these readers to subscribe?
 - They read about a **broad set of subjects**
 - They read from a **diverse set of sources**
 - About Caravan in particular, subscribing would not add value to them because they would not get something from **each issue**, because of:
 - Not learning **something new**
 - **Not doing justice** by reading enough articles
 - Due to **length** of articles
 - Due to lack of interest
- The Caravan Reader Survey was floated with the intention of learning about the above hypotheses

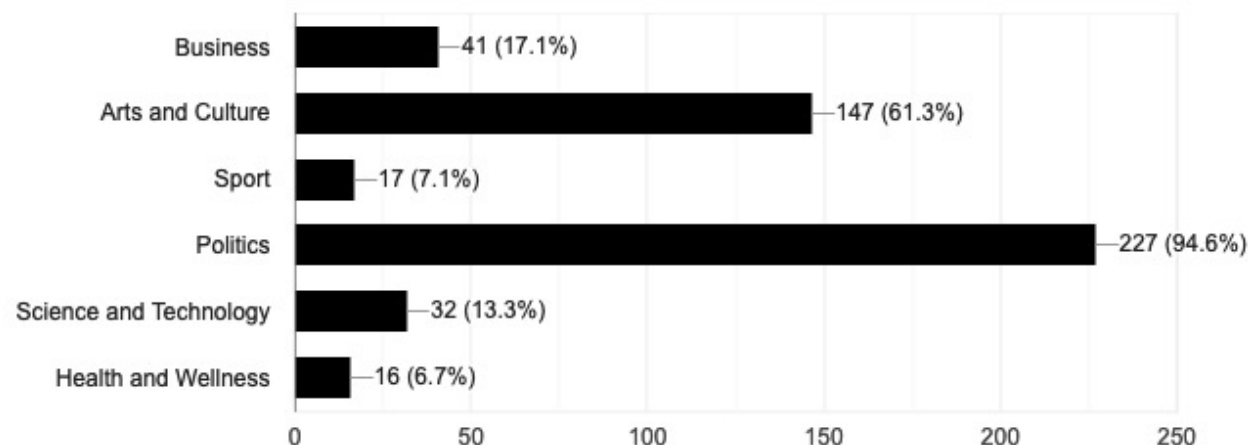
Why does she not subscribe to it?

The Caranon

- Hypothesis 1: Wide breadth of subjects
- 94% of readers had politics as at least one area they spend time on
- Why do they not subscribe to Caravan then?

Two topics that you spend the most amount of time reading about in news media are:

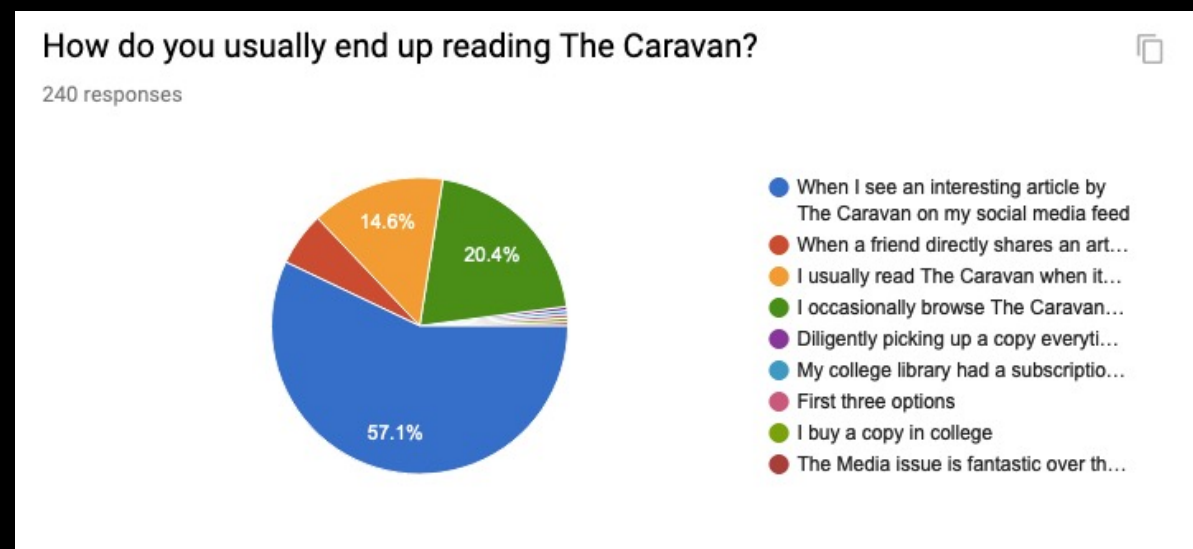
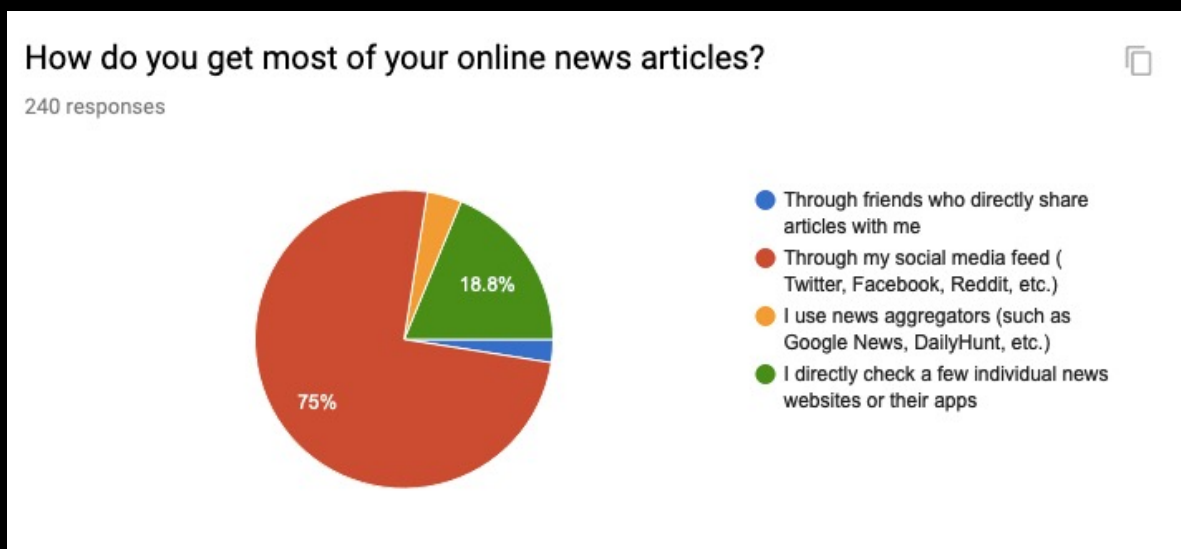
240 responses



Why does she not subscribe to it?

The Caranon

- Hypotheses 2: Diversity of sources
- The first chart below indicates 79% of readers use a medium that gives them many options (social media/aggregators)*



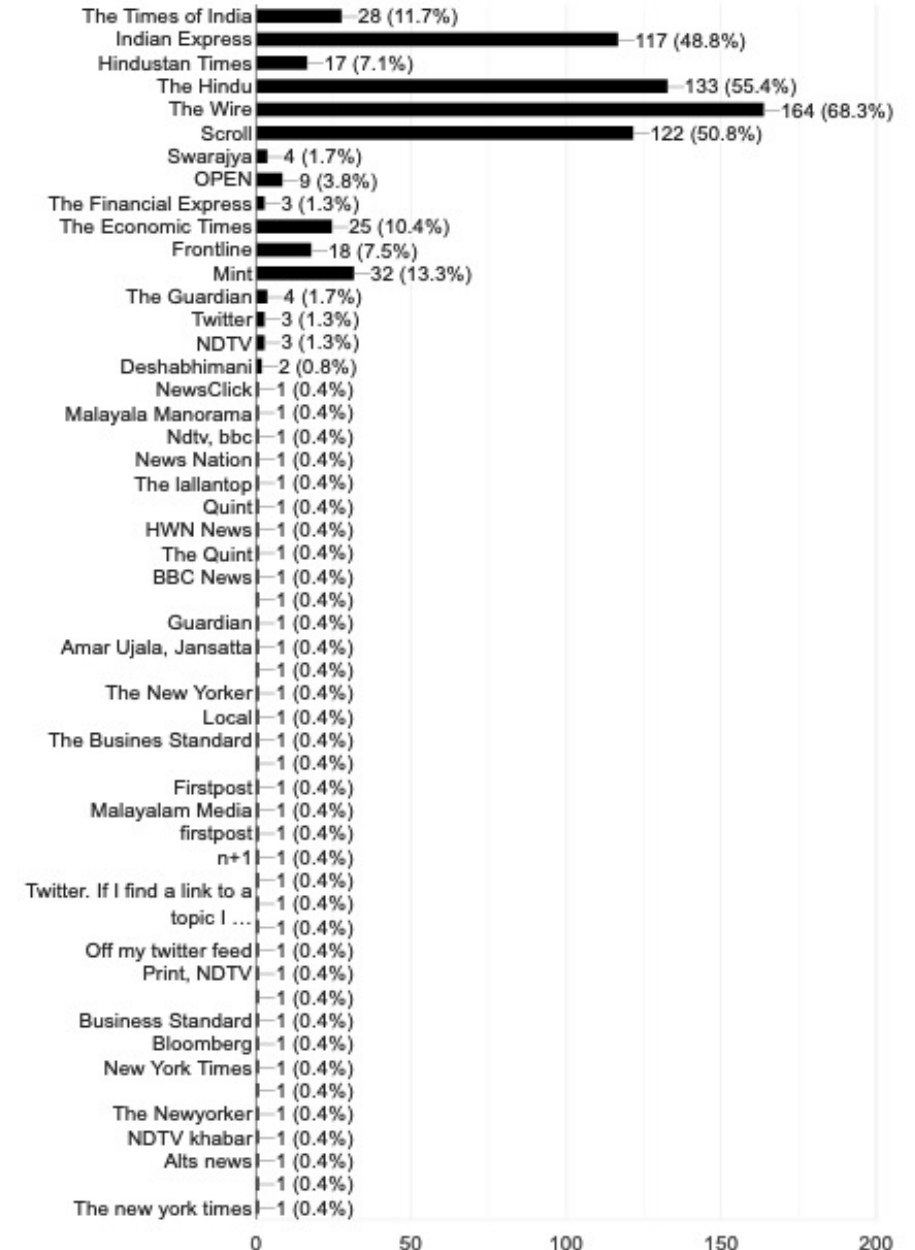
*The survey was circulated **only on social media**.

The Caranon

- Hypotheses 2: Diversity of sources
- The chart to the right indicates:
 - The top four — The Wire, The Hindu, Scroll, Indian Express
 - Wide variation in the third source
- Note on the results in this hypothesis: The survey was circulated on Facebook and Twitter (naturally showing a bias in both the medium (social media) and the source that these readers use) — but 44.3% of our digital traffic comes from Facebook and Twitter

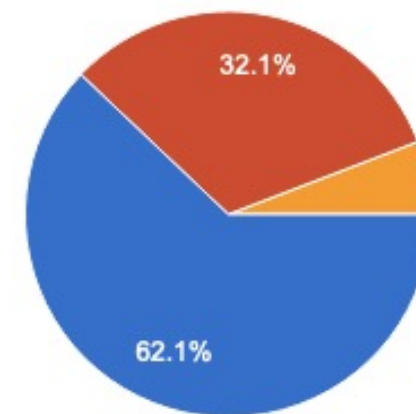
What are 3 news sources you use the most?

240 responses



The Caranon

- Hypotheses 3a: About the Caravan in particular –
 - Do they feel they would not do justice to a Caravan subscription due to length of articles?
 - The chart tells us that for a majority of people (62%) the length of Caravan's articles should not be a problem — therefore there is some other reason they are not subscribing



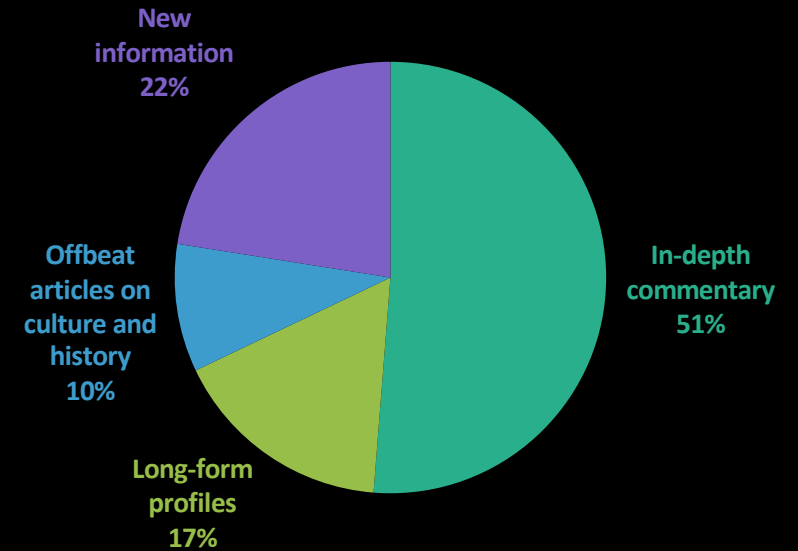
- I like long articles and make it point to read a few periodically
- I like long articles but don't always get around to reading them
- I dislike long articles

The Caranon

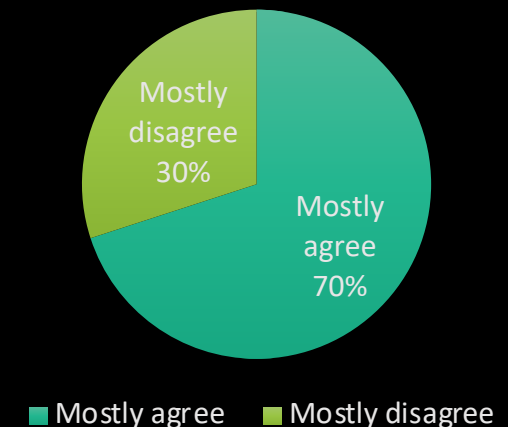
- Hypotheses 3b: About the Caravan in particular –
 - Do they feel they are learning anything new?
 - The options for this question were designed based on the sections Caravan has to offer and what qualitative respondents told me about what value they see in what they subscribe to
- The 1st chart tells us that 51% view Caravan similarly to MW — as an **in-depth ‘last read’—if time permits and really necessary**—that complements the news
- The 2nd chart tells us that despite Mostly Agreeing with Caravan whenever they do read it, they still do not subscribe — **because the amount they want to read is available for free (now or within a month)**

*Note that this question is different from what was asked to subscribers which was about how often they agree with Caravan.

FAVOURITE KIND OF ARTICLES IN CARAVAN



What % Strongly Agree with The Caravan?*



The Caranon

Some comments from the survey

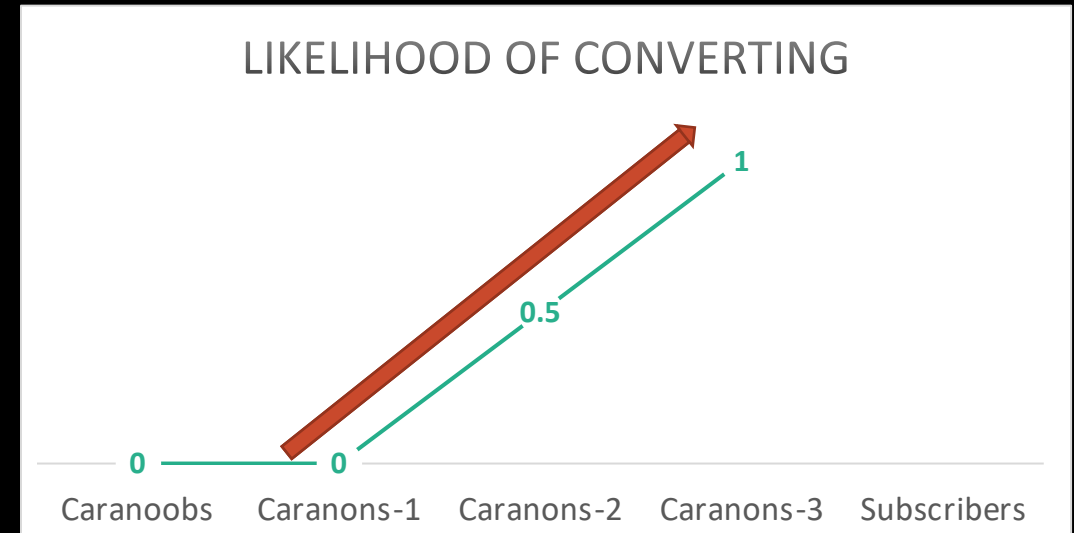
“It's a very well researched magazine, the only problem remains the availability of the print magazine in my local area. Have to go to three railway stations far to get a copy. I read a story about liquor sale in bihar by Zumbish which made me an all time fan. **I am not sure about the subscribing business because there are so many of them which I want to support but can't afford to.** I am extremely thankful for keeping such kind of journalism alive.”

“It would be great if there's a subsidised subscription for **students**. I did, at some point have the Caravan app. Even after online subscription, the app never worked.”

The Caranon: Strategy to Convert

In order to increase subscription, Caranons need to be moved higher up along the line by addressing

1. **Breadth of subjects** — would have to cover more topics from a different angle than of governance
2. **Diversity of sources** — short of entering the aggregator business, achieve the goal of increasing subscribers by
 1. Making Caravan an important **one of the many sources** people use
 2. Then **increasing the frequency** with which they use Caravan



The Caranon: Strategy to Convert

Caranons need to be moved higher up along the line by addressing (3) the feeling of not doing justice to the subscription

- Do not compromise on the length of existing articles – instead blurbs can be given for articles to make it easier for people to decide whether to get into it
- Editorial consideration on whether to enter more forms of content, such as:
 - Video Essays a lá New Yorker, Bloomberg, Economist
 - Crosswords a lá Guardian, New York Times
 - Competitions or training for students of journalism and writing

The Caranon: Strategy to Convert

Caranons need to be moved higher up along the line by addressing (4) perception of bias

“Is it good journalism? Sometimes. Is it necessary? Not always.”

“Caravan started off with some phenomenal articles. It is slowly getting type cast into a left leaning and blind to reality. To be fair there has not been a single article pointing out what an utter failure left is and how redundant it is. You need an influx of centre-right journalist too, to get a sense of balance. Several articles reek of elitism Whether critical of a govt. or not, there was a lot more substance earlier. Few years back I would have expected Caravan to have a defining article on a big event like elections, but the best article came from a Bangladeshi publication about reasons behind death of liberalism and obstinacy of Islam as a contributory factor. That being said the promise meter was very well made.”

Translating Strategy into Tactics

Strategy	Steps Forward
Become one of the Caranon's important sources	<ul style="list-style-type: none"> • Define micro-conversions in Google Analytics • Increase number of visitors to the website • Increase number of repeat visits to the website – use Google Analytics to track the tipping point at which conversions happen (my own limited findings on this follow)
Increase breadth of subjects covered from a non-governance lens	<ul style="list-style-type: none"> • Editorial-cum-managerial consideration in the long-term to cover more subjects • e.g. Long-form on history of other kinds of personalities; include institutions as well (<i>“A long form piece when well done, no matter what the subject, will be interesting to read. I might enjoy spending an hour reading something about the history of, say, Chelsea.”</i>)
Diversify types of content available	<ul style="list-style-type: none"> • Consider making video essays a lá New Yorker, Bloomberg, etc. • Competitions or training for students of journalism and writing • Crosswords a lá The Guardian, New York Times • The Caravan Review — a book recommendation list; should be a matter of prestige for an author to feature on; a list the reader can rely on for quality recommendations; useful for brand-building • Letters to the Editor — increases interactivity with the magazine; giving subscribers something to check for in subsequent issues; useful for improving retention
Correct the perception that Caravan is biased	<ul style="list-style-type: none"> • Greater publicity for current articles that show our balance • Start a ‘Throwback’/‘On This Day’ feature to publicize old articles to show our balanced coverage over the years • An editorial introspection must be undertaken to rule out bias if any—view magazine also as a bundle of articles

Increasing Visitors and Frequency of Visits to the Website

- On Google Analytics
 - Macro-Conversion: Buying a subscription
 - Set up several micro-conversions that lead to the macro-subscription
 - For example:
 - New visitor visits website -> Returns once/month -> Returns twice/month -> Returns 'x' times/month -> Decides to subscribe (Find 'x' through Google Analytics – (x-1) should be the number of articles free before paywall)
 - New visitor visits website -> Spends 2 mins/session on avg. -> Spends 6 mins/session on avg. -> Spends 'x' mins/session on avg.-> Decides to subscribe (Find 'x')
 - Set up 4-5 such metrics to measure readers' overall relationship with Caravan
 - Use data to **spot trends that show what made each type of reader evolve to the next step**; Example: How much time passes on avg. between a person visiting the website for the first time and her becoming a subscriber? How many articles does she read on avg. in the week before she just subscribed?

Current Paywall System

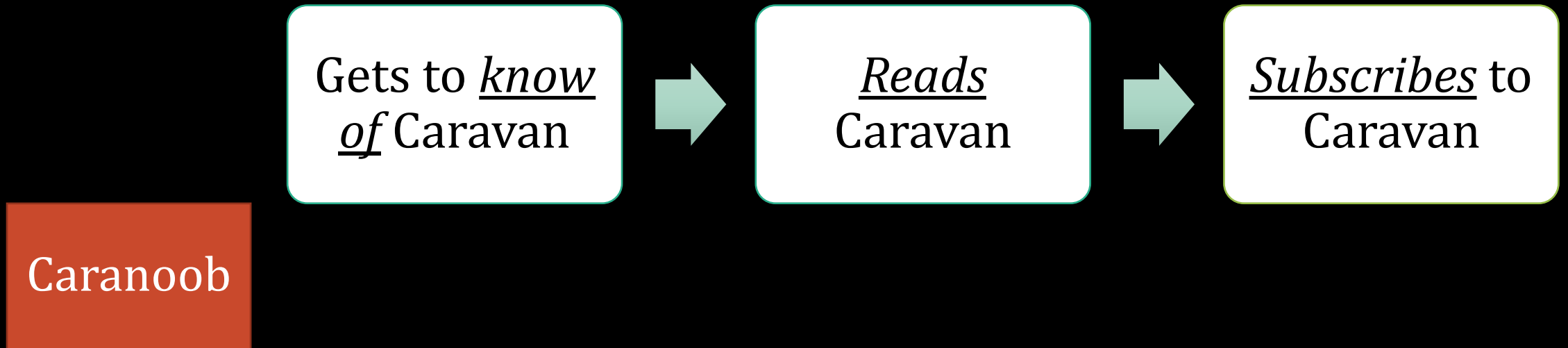
The Caravan's current paywall system is confusing. Two things are possible.

- **Visitor realizes that the last year's issues are free after current month:** Given that Caravan is not hyper-topical, she is okay with waiting for the month to pass to read the few articles that she wants to read
- **Visitor does not realize that last year's issues are free:**
 - She hits another paywall and decides to move on
 - She chances upon a free article, but may not be able to again, or has to buy the magazine to have enough exposure before deciding to subscribe — too many steps (risk of losing potential customers with each unnecessary step); bad customer experience
- Remember: Decision to subscribe takes place after reader develops **a habit** of using Caravan — **not generally a spur-of-the-moment/impulse purchase**. Therefore imperative to make it easy for the reader to become a regular Caravan user, gradually increasing frequency of use until she feels the urge to subscribe.

Recommendations: *Until you find 'x'*

- Keep only Web free – put everything else behind the paywall
- Keep t-3 years free instead of more recent issues because people who figure out the system can choose to wait

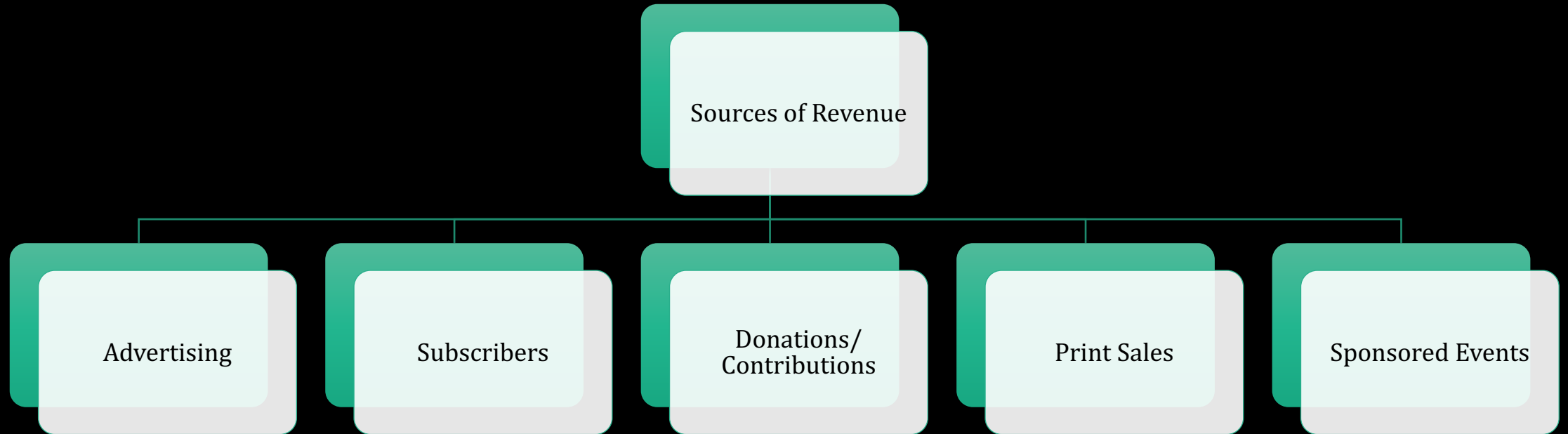
The Caranoob tells us **why she does not read Caravan**



The Caranoob

- Has not heard of Caravan before the survey/my interview with them
- Hypothesis: **Not very politically involved**
- Survey had only 6 responses from this category
- Recommendation: **Increase brand visibility**
 - Publicity through anonymous reach
 - Target for 'Reach' on Facebook and Twitter – Remove politics as interest filter

Monetization Strategies for The Caravan



Advertising: Solutions in Summary

Adopt industry standards

- Use data to define the numerical case for advertisers
- Use insights into readership to develop a profile of the Caravan reader
- Define metrics for conversion in print ads
- Illustrate past record if possible (by using digital ads if needed)
- Reduce fatigue in ad sales team by providing the above toolkit for approaching advertisers

Learn about advertisers

- Segment and profile advertisers through in-depth research on their decision-making process
- Articulate advertiser concerns clearly e.g. (a) low magazine readership (b) anti-establishment
- Address concerns wherever possible such that editorial tone is not compromised
- Narrow down on the segments that would be a right fit for Caravan such that (a) editorial freedom remains (b) advertisers get results (i.e. product-readership fit)
- Approach them with the qualitative-cum-quantitative toolkit described above

Subscription: Translating Strategy into Tactics

Strategy	Macro-Goals	Steps Forward
Widen Caravan's scope to be essential to a bigger pool of readers	Become one of the Caranon's important sources	<ul style="list-style-type: none"> • Define micro-conversions in Google Analytics • Increase number of visitors to the website • Increase number of repeat visits to the website – use Google Analytics to track the tipping point at which conversions happen (my own limited findings on this follow)
	Increase breadth of subjects covered from a non-governance lens	<ul style="list-style-type: none"> • Editorial-cum-managerial consideration in the long-term to cover more subjects • e.g. Long-form on history of other kinds of personalities, institutions
	Diversify types of offerings/content	<ul style="list-style-type: none"> • Consider making video essays a lá New Yorker, Bloomberg, etc. • Competitions or training for students of journalism and writing • Crosswords a lá The Guardian, New York Times • The Caravan Review — a book recommendation list; should be a matter of prestige for an author to feature on; a list the reader can rely on for quality recommendations; useful for brand-building • Letters to the Editor — increases interactivity with the magazine; giving readers something to check for in subsequent issues; useful for improving retention
	Correct the perception that Caravan is biased	<ul style="list-style-type: none"> • Greater publicity for current articles that showcase balanced coverage • Start a 'Throwback'/'On This Day' feature to publicize old articles to show balanced coverage over the years • An editorial introspection must be undertaken to rule out any possible bias—view magazine as bundle of articles
Increase the pool of readers	Convert more Caranoobs into Caranons	<ul style="list-style-type: none"> • Increase brand awareness by reaching people at various Points of Market Entry • Remove 'politics' as an interest filter on social media

Miscellaneous Recommendations

1. Set up a donation payment system
 - Explain the problem to readers
 - The Guardian experimented with 30 different messages
2. Fix the current paywall system
3. Events and member-benefits
 - [Algebra](#)
 - [The Atlantic Events](#)

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