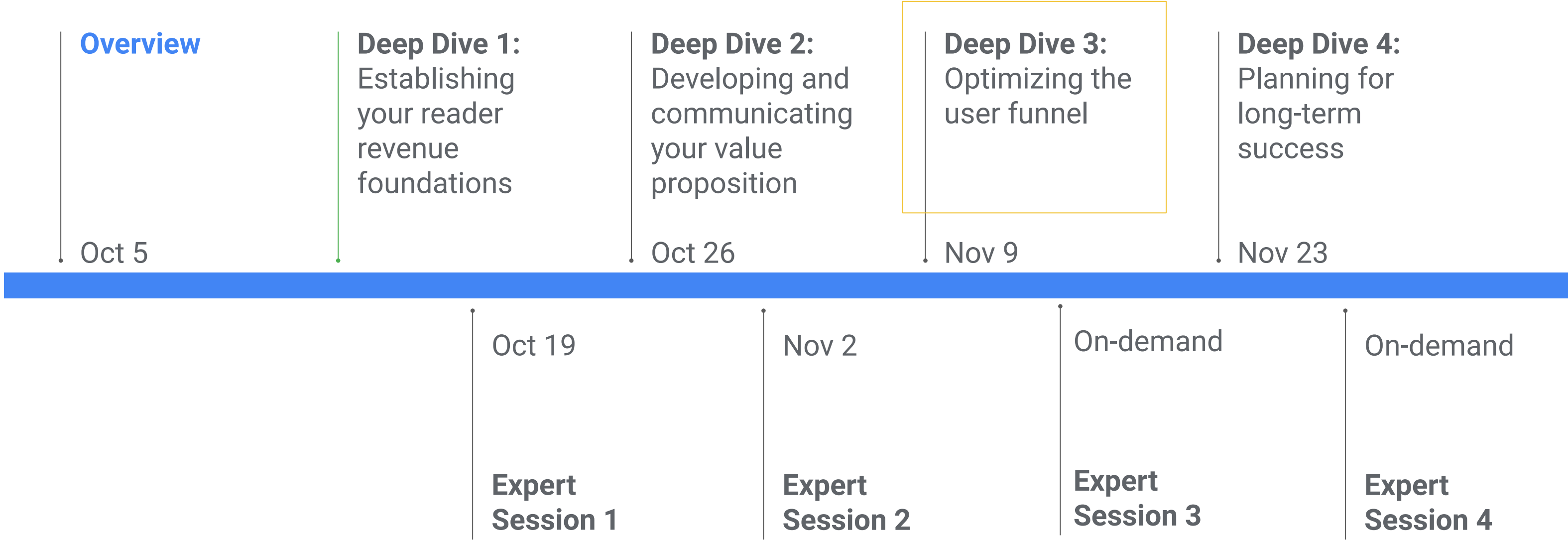


# Reader Revenue

Optimizing the User Funnel



# Upcoming



[newsinitiative.withgoogle.com/digital-growth/na-reader-revenue](https://newsinitiative.withgoogle.com/digital-growth/na-reader-revenue)

# Join us on Slack!

[bit.ly/DGPSlack](https://bit.ly/DGPSlack)

---



- Ask questions
- Share best practices
- Learn from each other

# Before we begin

## Last workshop's takeaways

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- 9.3 out of 10 on willingness to recommend the session to others and 4.7 out of 5 on likelihood to test out anything that was covered in the session
- Respondents really enjoyed the portion on identifying newsroom strengths

# Purpose of today's session

## 💡 Exercise 3: Identify opportunities to strengthen your value proposition

Category	What do your readers want?	What do you currently offer?	What's the gap?	How can you close the gap?
Product and content	<ul style="list-style-type: none"><li>• More education-specific coverage</li></ul>	<ul style="list-style-type: none"><li>• Generalized coverage</li></ul>	<ul style="list-style-type: none"><li>•  </li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
Value added benefits	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
Marketing and positioning	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
User experience	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>

Expand

Our .....  
products / services

help .....  
user segment

who want to .....  
jobs to be done

by .....  
verb e.g. reducing, avoiding

.....  
a user pain

and by .....  
increasing, enabling

.....  
a user gain

Content by Strategizer

# Purpose of today's session

## Optimizing the user funnel

- Growing your readers
- Engaging those readers
- Converting some of those readers into subscribers or contributors
- Retaining those subscribers or contributors

# Key Metrics Across the User Funnel

## Growing your audience

Key Metrics

- Monthly Active Users
- Monthly Active User Growth Rate
- Monthly Unique visitors / in-market households
- # of Loyal Users & Brand Lovers



## Engaging your audience

Key Metrics

- Average Visits Per User
- Average Pages Per User
- Average Page Speed
- Newsletter Opt-in Rate
- % of Known Readers



## Converting your readers

Key Metrics

**Contributions & Subscriptions**

- Conversion Rate
- Reader Revenue ARPU

**Subscriptions Specific**

- Meter Stop Rate
- Paid Stop Conversion Rate
- Payflow Efficiency




## Retaining your readers

Key Metrics

- Churn Rate

# User Funnel Diagnostic



User Funnel Diagnostic

BETA

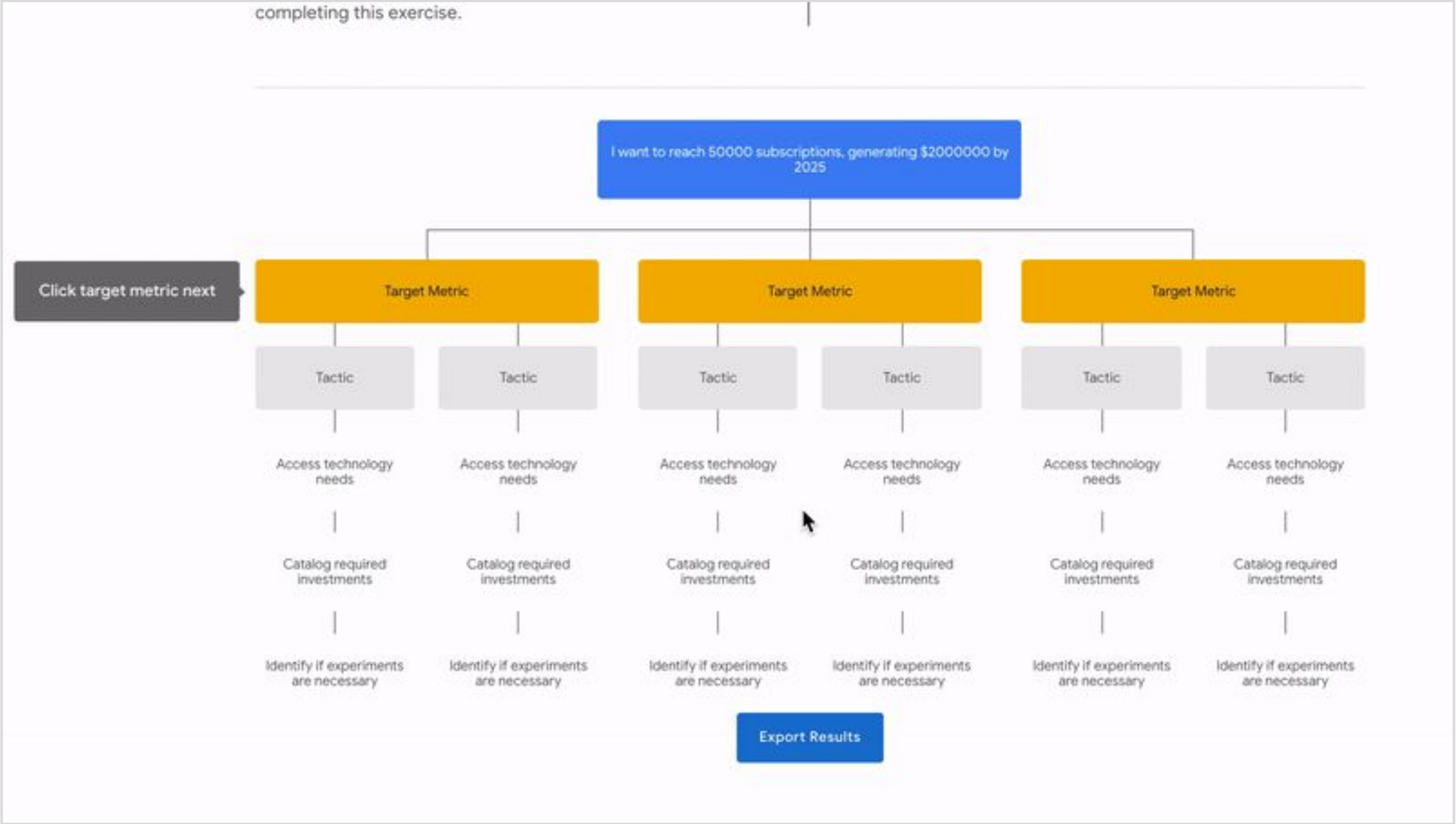
Edit answers

METRICS	YOUR DATA	INDUSTRY BENCHMARK	% CHANGE FROM BENCHMARK	HOW YOU'RE DOING
Engagement Metrics				^
<div><div></div><div>Newsletter Subscriber Rate</div></div>	15%	10%	+50%	<div></div>
<div><div></div><div>Average Visits Per User</div></div>	2.3	2.1	+9.5%	<div></div>
<div><div></div><div>Average Time Spent per visit (seconds)</div></div>	2:25	2:21	+2.8%	<div></div>
<div><div></div><div>Page Speed Score</div></div>	55	55	0%	<div></div>
<div><div></div><div>Known Unique Visitor Rate</div></div>	5%	5%	0%	<div></div>
<div><div></div><div>Average Pages Per Visit</div></div>	2	3.85	-48.1%	<div></div>
Conversion Metrics				^
<div><div></div><div>Conversion Rate</div></div>	2%	0.95%	+110.5%	<div></div>

User Funnel Diagnostic



# Selecting your target metrics



Goal Setting Exercise

# Growing your audience

There are **two ways** to approach this:

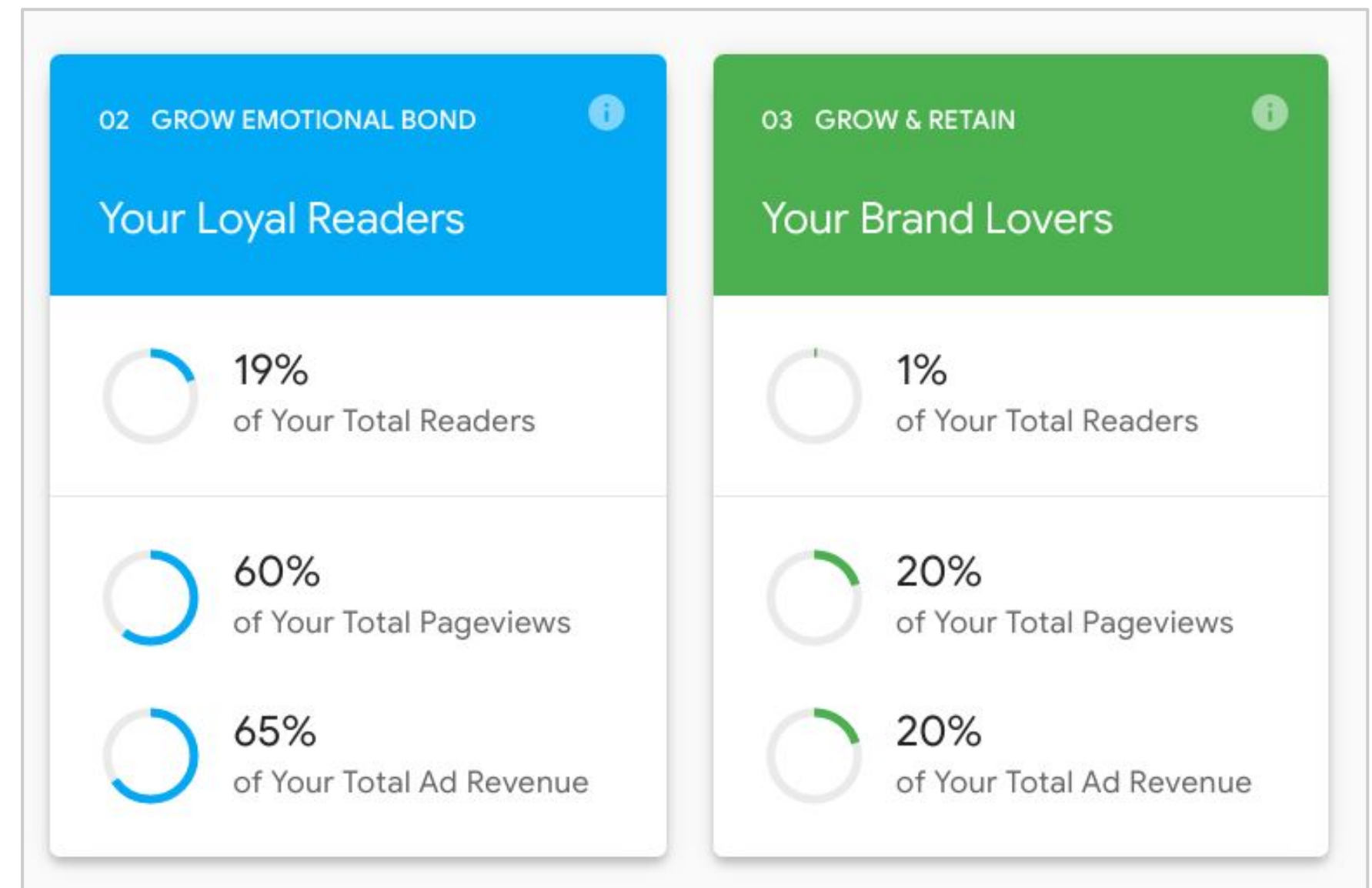
- Increasing your overall reader base
- Increasing readers most likely to subscribe or contribute

*For Reader Revenue, volume is important but it shouldn't be the focal point. Bringing more eyeballs shouldn't happen at the expense of bringing loyal readers to your website.*

# Growing your audience

## Key Metrics

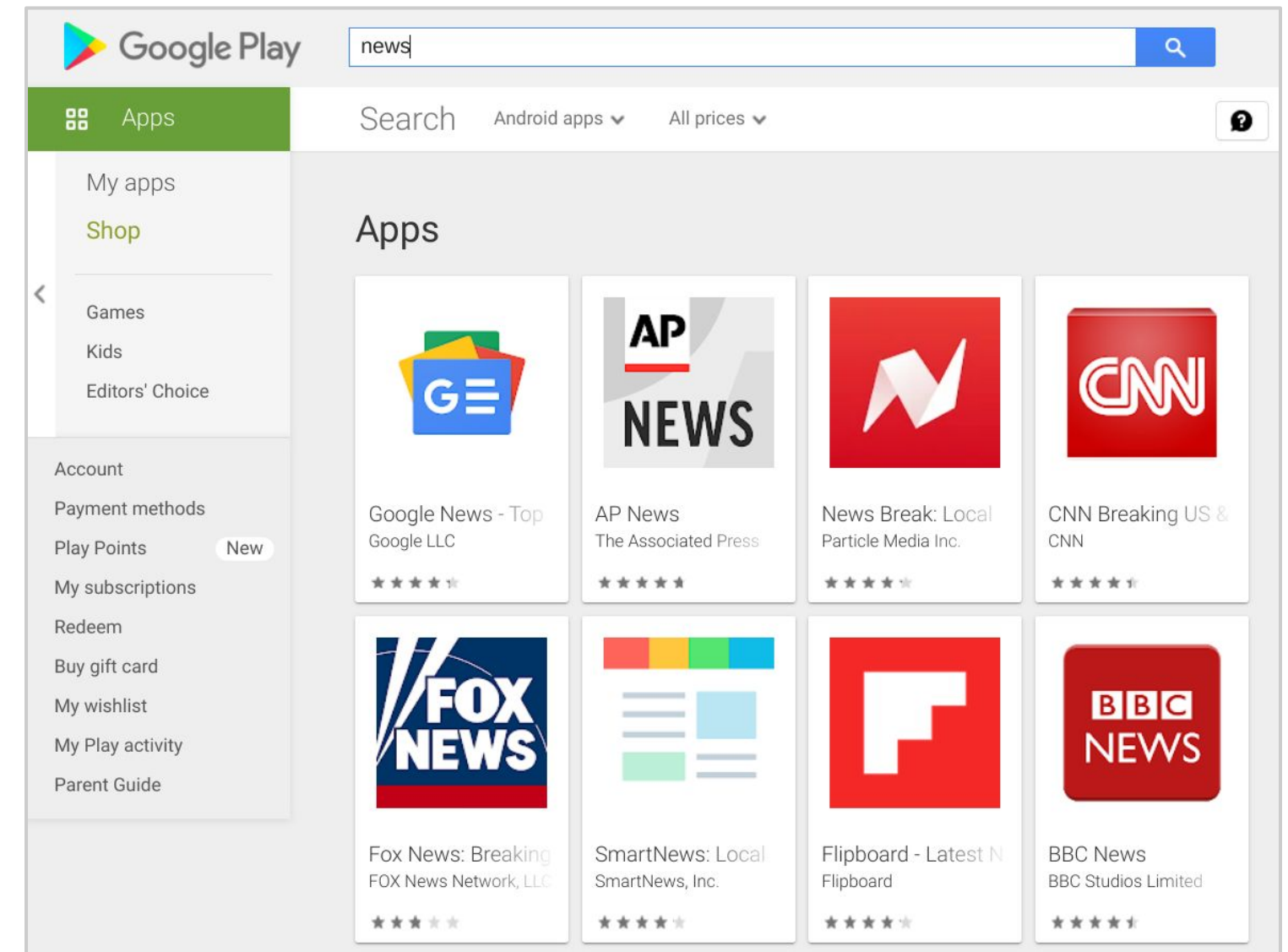
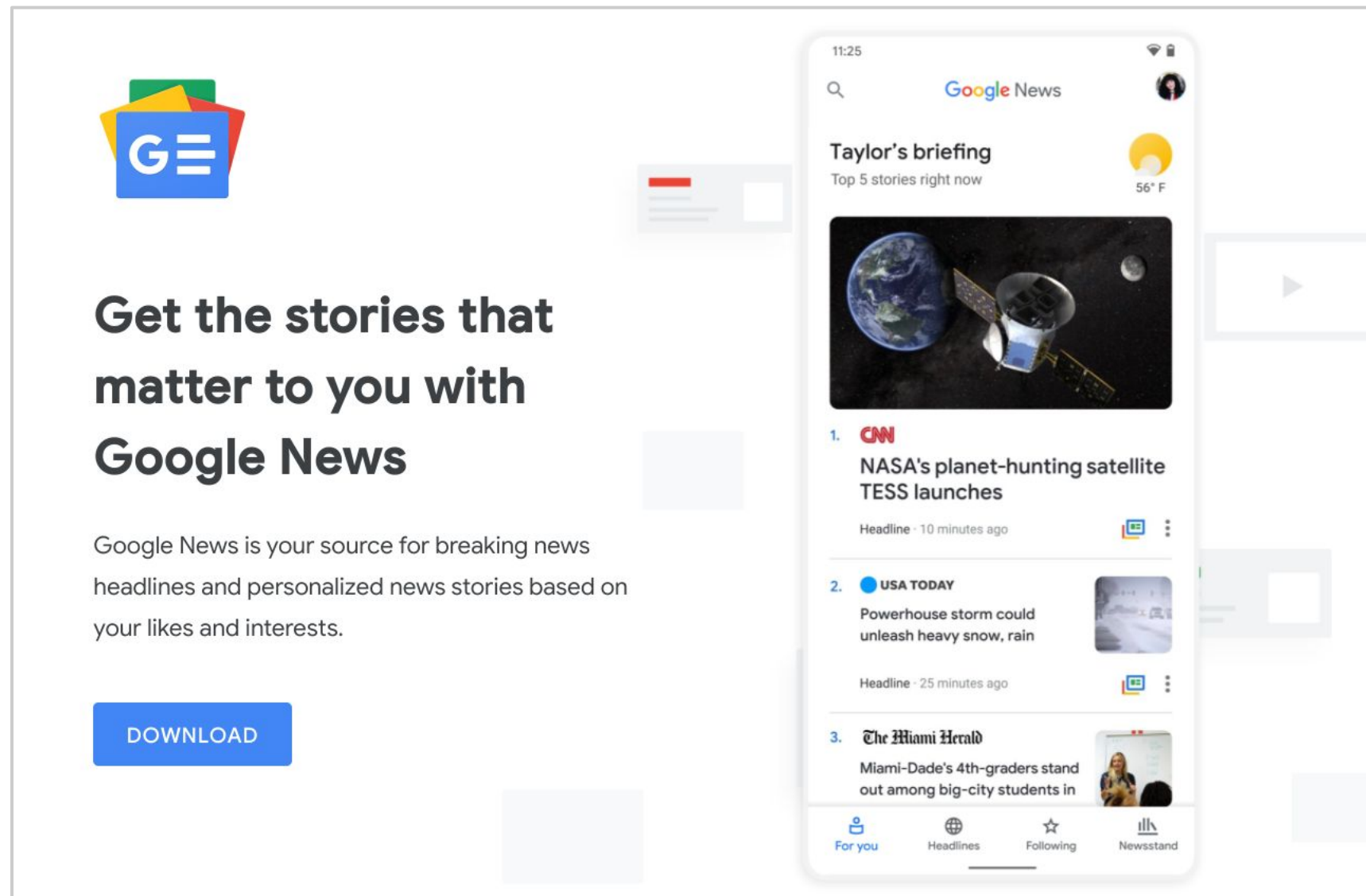
- Monthly Active Users
- Monthly Active Users / In-Market Number of Households
- Monthly Active User Growth Rate
- Number & Percentage of Loyal / Brand Lovers



# Tactics to grow the top of your funnel

- Ensure you're included and **properly tagged in all news aggregators**
- Improve **structured data** on your website
- Strengthen your **social media strategy**
- Perform **channel analysis** on reader traffic sources and focus on high performing channels
- Ensure your content is **optimally positioned** on audio, video, and voice
- Invest in **paid marketing campaigns**
- Use **engagement focused metrics** to track highly engaged users
- **Experiment** with headlines, tags, and copy

# Ensure you're included and properly tagged in all news aggregators

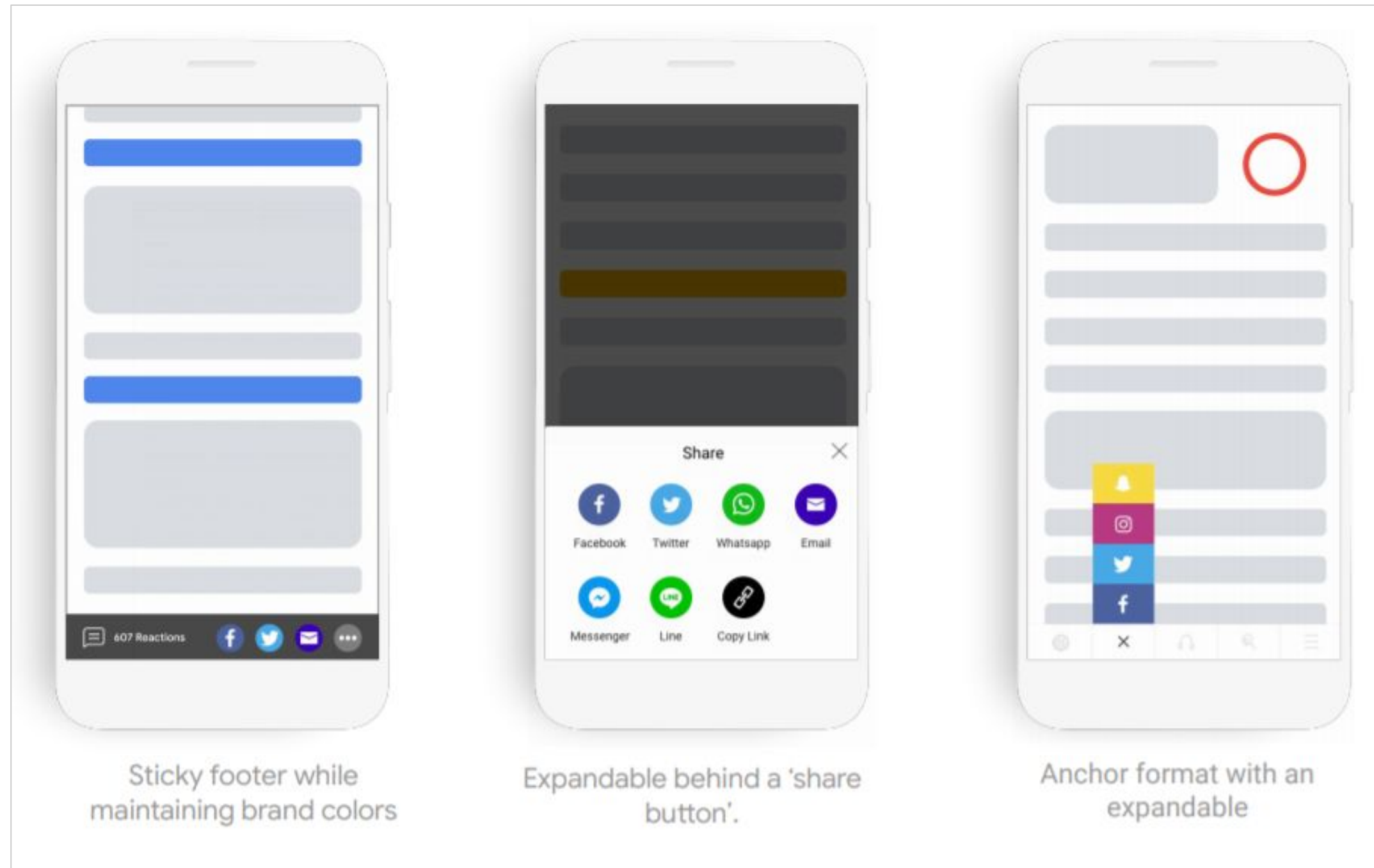


# Improve structured data on your website

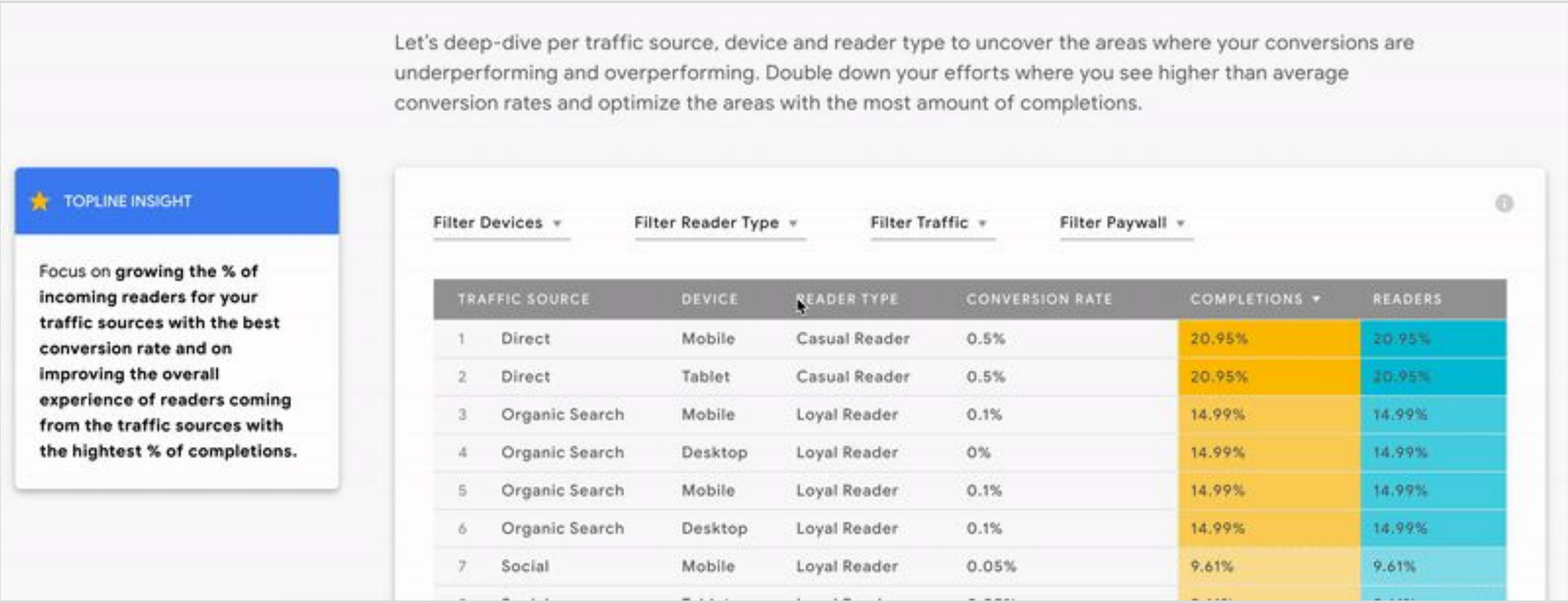
The screenshot displays the Google Structured Data Testing Tool interface. At the top, the title "Google Structured Data Testing Tool" is visible. A "NEW TEST" button is located in the top right corner. The main area is a dark gray workspace with a "1" in the top left corner. A white modal window titled "Test your structured data" is centered on the screen. The modal has two tabs: "FETCH URL" (selected) and "CODE SNIPPET". Below the tabs is a text input field with a globe icon and the placeholder text "Enter a URL". A green "RUN TEST" button is positioned below the input field. At the bottom of the modal, there are two links: "Explore the Search Gallery." and "Learn more about this tool." A play button icon is visible at the bottom center of the workspace.



# Strengthen your social media strategy



# Perform channel analysis on reader traffic sources and focus on high performing channels





# Ensure your content is optimally positioned on audio, video, and voice



Ensure your podcasts are discoverable on Google



Build your presence on YouTube





Learn how to build actions on Google Assistant


# Invest in paid marketing campaigns

New campaign

What's your main advertising goal?

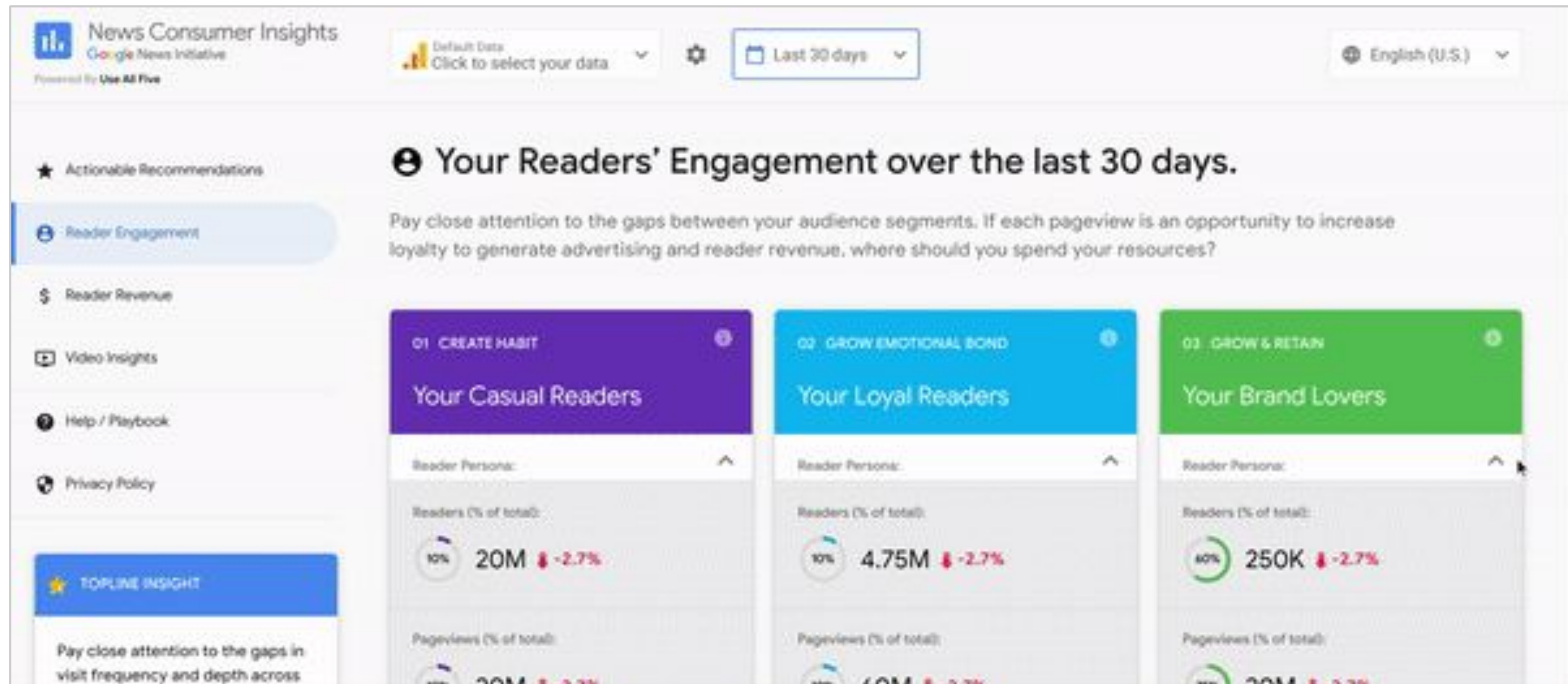
Get more calls

Get more website sales or sign-ups ✓

Get more visits to your physical location


NEXT

# Use engagement focused metrics to track highly engaged users



# Experiment with headlines, tags, and copy

## VANCOUVER IS AWESOME



Good morning,

Thanks again for signing up for our newsletter. We hope you're enjoying our stories.

Here are some different ways you can engage with us—and with others in the Vancouver Is Awesome community:


- 📧 Sign up for more newsletters. Click [here](#) to review your newsletter options.
- 💬 Comment on our stories. If you have a unique insight or experience, add it in the comments. Sometimes reader comments help inform our reporting or inspire us to write new stories.
- 📱 Follow us on social media. Join the conversation on [Facebook](#), [Twitter](#) and [Instagram](#).
- ✍️ Submit an opinion piece. Vancouver Is Awesome isn't just a place to read news—it's a place to be heard, too. Upset about your high rent or property taxes? Have something to say about something happening in your neighbourhood? Write to us.
- 💡 Send tips: Some of our [most impactful stories](#) originated from tips from readers. To send us a tip, reply to this email or contact us [here](#).
- 👤 Become a member. If you think what we do is important, become a supporting [member](#) today.

If you have any questions, please feel free to reply to this email.

Thank you,

The V.I.A. team

## VANCOUVER IS AWESOME



Welcome to the Vancouver Is Awesome daily newsletter—we're thrilled that you've signed up, and we're so excited to be part of your daily routine!

If you don't know us already, here's a little background on who we are. Vancouver Is Awesome was founded by our publisher Bob Kronbauer in 2008. It originally started as a lifestyle publication, showcasing the best of our fine city. We have since evolved into a news source where locals can stay connected to the people, places and happenings that make Vancouver unique.

Today, the need for local news is clearer than ever.

This is why every Monday through Friday, we'll send you the news and stories happening in your neighbourhood. Look for your next email tomorrow.


To make sure our emails reach your inbox, please add [hello@vancouverisawesome.com](mailto:hello@vancouverisawesome.com) to your contacts. And if you ever want to change your newsletter preferences, you can always do so [here](#).

As you become more familiar with us, we hope you consider becoming a [member](#).

One last thing: We'd love to know what you want to see covered more in our city. Reply to this email, or email us at [hello@vancouverisawesome.com](mailto:hello@vancouverisawesome.com). Your suggestion might make it into an upcoming story.

The V.I.A. team

## VANCOUVER IS AWESOME



Good afternoon,

You deserve to know what's happening in your own backyard—from the latest happenings at city hall to that new restaurant on Commercial Drive.

After all, local news is what keeps our community connected.

Here are some stories that have resonated with our readers:

- 1). [Ex-employees go public about workplace abuse at this Vancouver coffee business](#). You can read the follow-up [here](#).
- 2). [Fake list of COVID-19 'wisdom' attributed to Dr. Bonnie Henry makes the rounds online](#).
- 3). [Ryan Reynolds offers a \\$5,000 reward for a stolen teddy bear](#).

Now that you've been reading our newsletters for a few weeks, we'd like you to consider supporting us by [becoming a member](#). While our business model traditionally relied solely on advertisers, we've begun transitioning to a reader-supported newsroom. Our hybrid approach ensures that we'll be around for a long time.

Will you support us today?

Count me in!

Thank you,

The V.I.A. team



# Example: VLT of Bonnier News

- Wanted to maximize conversion without limiting reach
- Open access to all readers for one hour
- Resulted in a new base of traffic and 20% increase in overall conversions four weeks after launch



*“Nothing is as effective at increasing reach and acquisition as using existing customers as ambassadors.”*

# Example: The Independent

- Wanted to scale audiences to replace print revenue
- Featured “sticky” stories in paid marketing campaign
- Reached almost 70 million UVs and has solid market penetration (2.54X)/ Developed considerable audience in the US – accounting for 10% of conversions



*“Thanks to our trusted brand, and through the power of data, we have created a large online audience that can fuel sustainable revenue streams. We are now focusing on the segmentation and the engagement of that audience to drive subscription opportunities.”*

# Engaging your audience

## Key Metrics & Benchmarks

### Average Visits Per User

- 1.9 (Mather Economics)
- 2.3 (FTI Consulting)

### Average Pages Per User

- 3.6 (FTI Consulting)
- 4.1 (Mather Economics)

### Average Time Spent

- 2:15 (FTI Consulting)
- 2:27 (Mather Economics)

### Newsletter Opt-in Rate

- 10%+ (News Revenue Hub)

### % of Known Readers

- 5%+ (FTI Consulting)

### Average Page Speed:

- 25+ for mobile (FTI Consulting)
- 50+ for desktop (FTI Consulting)
- 60+ for desktop (FT Strategies)

# Tactics for engaging your audience

- **Newsletter:** Experiment with newsletters. Improve visibility, positioning, and ease of sign-up
- **Regi-wall:** Test a regi-wall. Effective way to capture emails, which increases likelihood to convert
- **Web Push Notifications:** Use web push notifications to increase average visits per user
- **Re-circulation Strategy:** Maximize visibility of recommended content, employ a sticky header, and implement advanced re-circulation formats to increase average pages per user
- **Page Speed:** 50% of all readers will leave a page if it takes 3 seconds or longer to load and page speed is a ranking factor for search ranking
- **Video Engagement:** Users spend 88% more time on a website that has video
- **Optimize landing page on mobile:** Make it attractive to subscribe or contribute on your mobile landing page



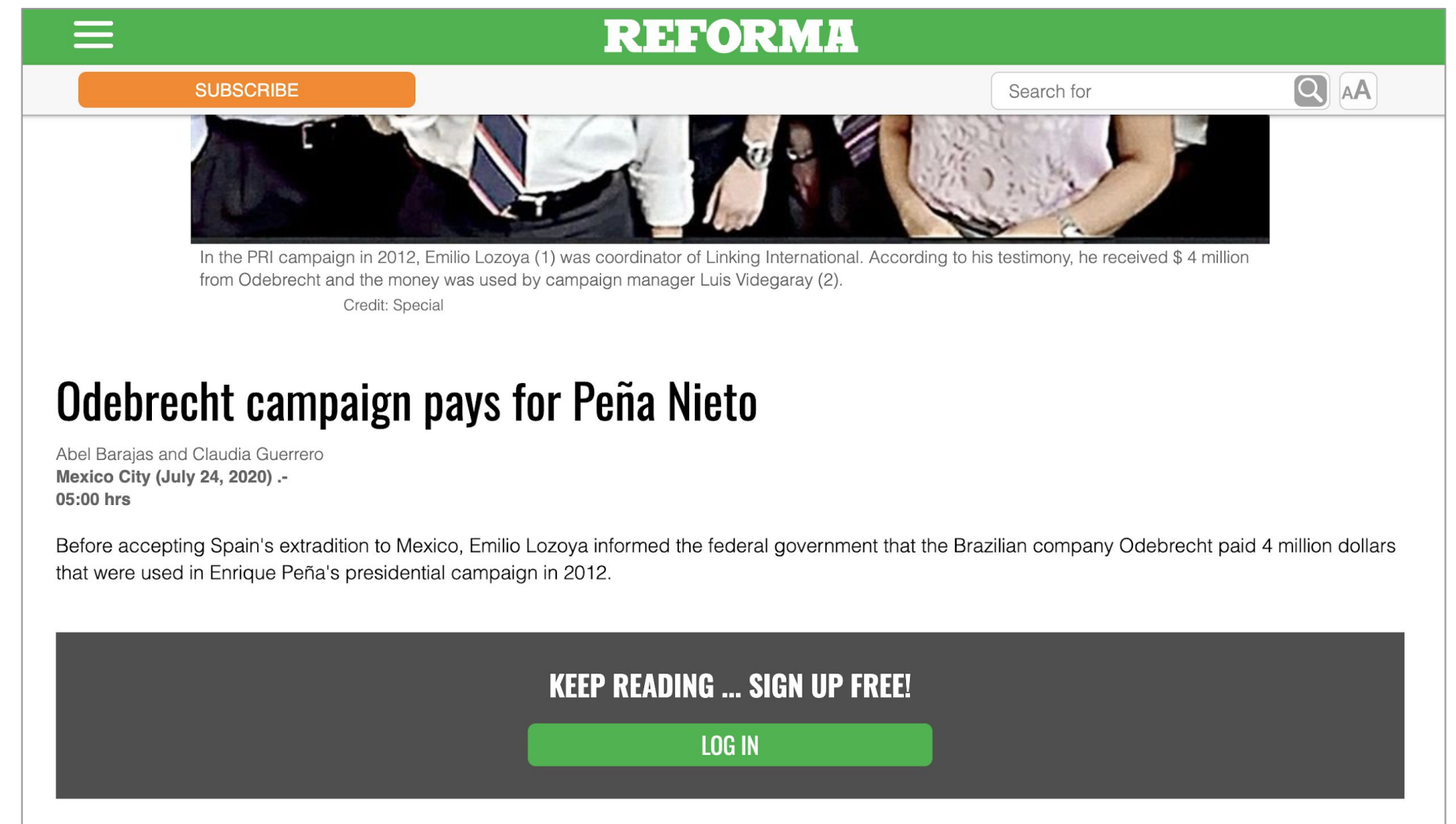
# Engaging your audience: Regi-wall

## Key Insight

Known readers are significantly more likely to convert

## Tactics

- Set up a registration wall to capture emails and serve your readers with opportunities to subscribe or contribute.



Reforma, which has historically had a hard paywall, implemented a regi-wall for one article in the wake of the GNI Subscriptions Lab.

# Example: Dennik N

- Leverage loyalty of its fans to grow registrations
- “Unlock for a friend” feature drove about 70% of total new registrations
- Subscribers have created more than 250,000 shared links for friends with a 70% click rate.

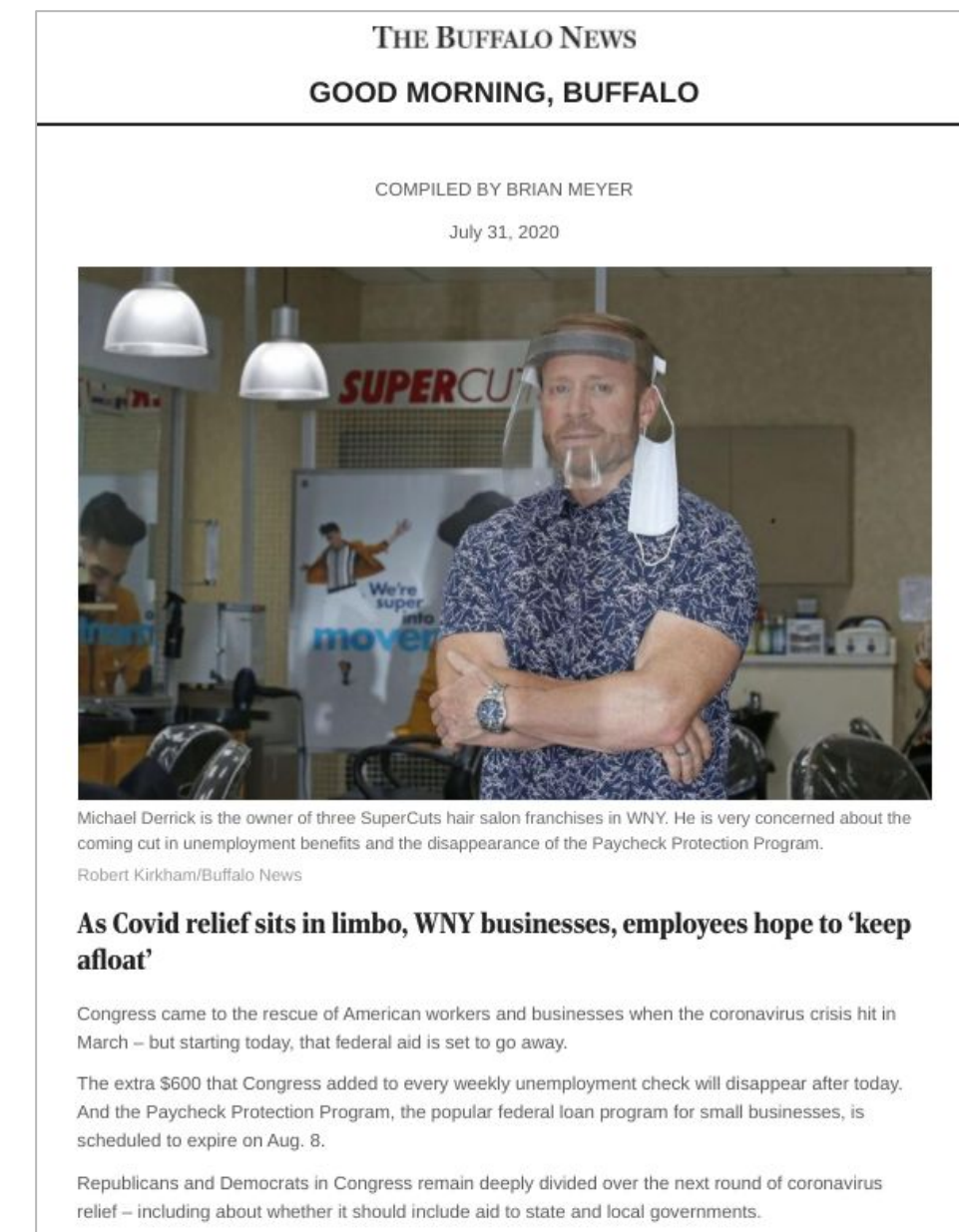


*“The main learning for us is that we need to further leverage the advocacy of our superfans and stress the value of their relationship to us.”*

# Engaging your audience: Newsletter

## Key Insight

In our GNI North American Subscriptions Lab, we learned that newsletter subscribers are **10x more likely to convert to digital subscriptions** than anonymous visitors.



When the Buffalo News focused on growing their newsletter subscriber base, they found that more than 14% of their news digital subscribers came from the newsletter subscriber base.

# Example: Gazeta Wyborcza

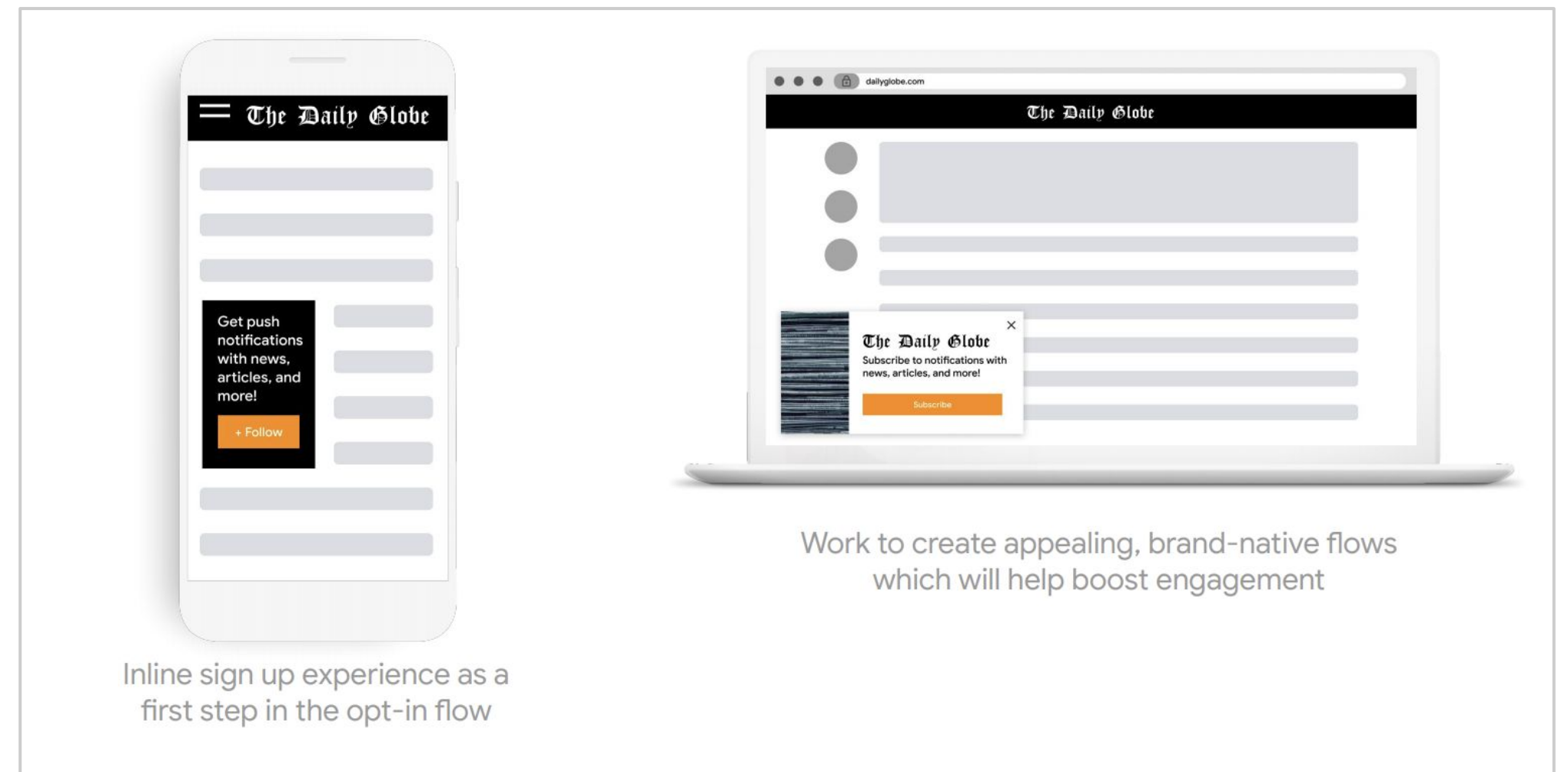
- Gazeta Wyborcza has more than **40 newsletters**
- After signing up for a newsletter, non-subscribers **view 34% more pages** and **spend 37% more days** per month on the website



# Engaging your audience: Web Push Notifications

## Key Insight

When targeted, web push notifications -- according to the News Consumer Insights team -- can have a **25% clickthrough rate** and an **opt-in rate between 5 and 15%**. This can be a powerful tool to drive readers on mobile devices back to your website for multiple visits.



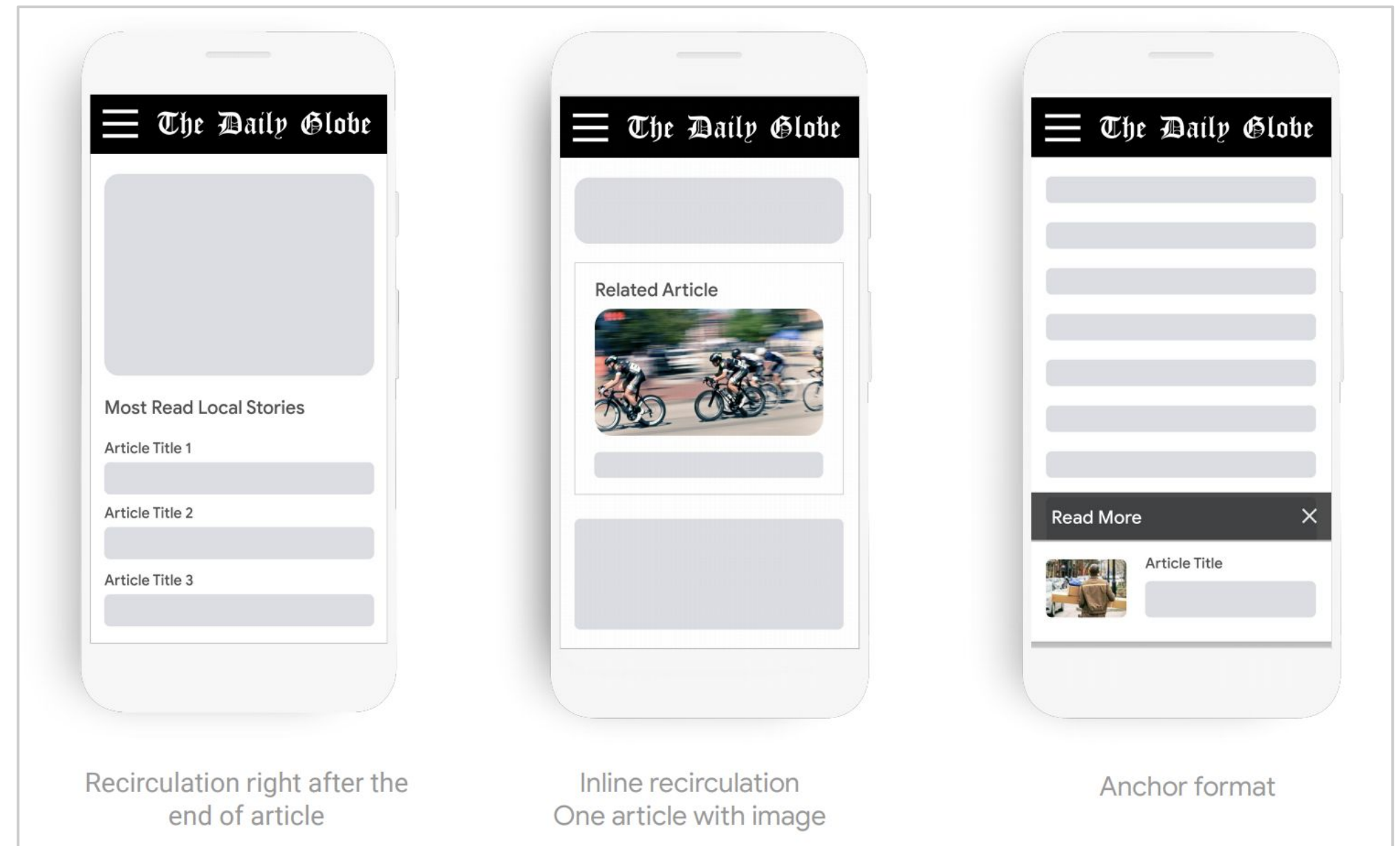
Learn how to build your own web push notification or work with a 3rd party, improve the UX of your prompts, and fine-tune your native vs. custom prompts strategy in the [News Consumer Insights Handbook](#).



# Engaging your audience: Recirculation Strategy

## Key Insight

A great way to ensure that your readers consume more articles per visit is with a **re-circulation strategy** that highlights additional content for readers to consume.



Learn how to maximize visibility of recommended content, employ a sticky header, and implement advanced re-circulation formats in the [News Consumer Insights Handbook](#).

# Engaging your audience: Page Speed

## Key Insight

50% of all readers will leave a page if it takes 3 seconds or longer to load and page speed is a ranking factor for search ranking.

## Tactics

- Use Google's Page Speed Insights to receive a page speed score for your website.
- You can use Google Lighthouse to improve the quality of web pages, remove resources that are unnecessary, optimize your images, and enable lazy loading. Learn more in the [News Consumer Insights Handbook](#).
- Implement Accelerated Mobile Pages.

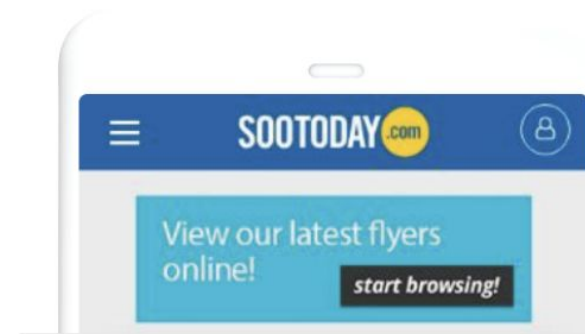
**VILLAGE**  
media.ca

**+19% in visits, +4% pages per visit**

By reducing the page load time from 6 seconds down to 3 seconds,

Village Media found that applying lazy-loading images had the greatest impact on page load times.

These are just some examples of all the work done by Village Media to improve reader experience across the site.



PAGE SPEED

**1 second**

Your current page speed on 4G networks is **fast**.

# Converting Your Readers

## Key Metrics: Subscriptions & Contributions

### Conversion Rate

- Subscriptions: 2-4% (FTI Consulting & Mather)
- Contributions: 0.8-1.1% (News Revenue Hub)

### Digital Reader Revenue Average Revenue Per User (ARPU)

#### Developed Markets

- Subscriptions: \$10-15 (FTI Consulting)
- Contributions: \$9-15 (News Revenue Hub)

#### Emerging Markets

- Subscriptions: \$5-7 (Mather Economics)
- Contributions: \$3-5 (GNI Contributions Labs)

## Subscriptions Only

### Meter Stop Rate

- 5-7% (FTI Consulting)

### Paid Stop Conversion Rate

- 0.5% (FTI Consulting) - 0.9% (Mather Economics)



# Conversion Rate

The number of your monthly active users that are subscribers or contributors.

## Benchmarks

---

- Subscriptions: 2-4% (FTI Consulting and Mather Economics)
- Contributions: 0.8-1% (News Revenue Hub)

# Average Reader Revenue Per User (ARPU)

The average amount your readers pay in either subscription or contributions per month.

## Benchmarks

---

- Developed Markets
  - Subscriptions: \$10–15 (FTI Consulting)
  - Contributions: \$9–15 (News Revenue Hub)
- Emerging Markets
  - Subscriptions: \$5–7 (Mather Economics)
  - Contributions: \$3–5 (GNI Contributions Labs)

# Meter Stop Rate (Subscriptions Only)

The percentage of unique users who hit your subscriptions paywall.

## Benchmarks

---

- Subscriptions: 5-7% (FTI Consulting)

# Paid Stop Conversion Rate (Subscriptions Only)

The percentage of unique visitors that hit the paywall and go on to subscribe.

## Benchmarks

---

- 0.5–0.9% (FTI Consulting and Mather Economics)

# Tactics for converting your readers

## Average Reader Revenue Per User

- Implement tiered Pricing
- Run pricing test
- Test price and discount sensitivity

## Payflow Efficiency

- Simplify check-out flow simplification (data points, UX)

## Meter Stop Rate

- Test impact of locking more content
- Run experiment on meter settings
- Implement a dynamic paywall

## Paid Stop Conversion Rate

- Segment the paywall
- Special offers on abandoned carts
- Develop a crude propensity score and test conversion campaigns with targeted discounts
- Provide exit intent promo offers

## General Conversion Rate

- “Try before you buy” newsletter
- Third party subscription (Subscribe with Google) and new payment methods
- Upselling campaigns (trials on premium tier offer)
- Increase visibility of premium content on-site and off-site

# Subscriptions: Paid Stop Conversion Rate

## Paid Stop Conversion Rate

Percentage of unique visitors that hit the paywall that go on to subscribe (New Subscribers / Unique Visitors Hit the Paywall)

- **Optimize payflow**
- **Improve call-to-action**
- **Exit intent promo**



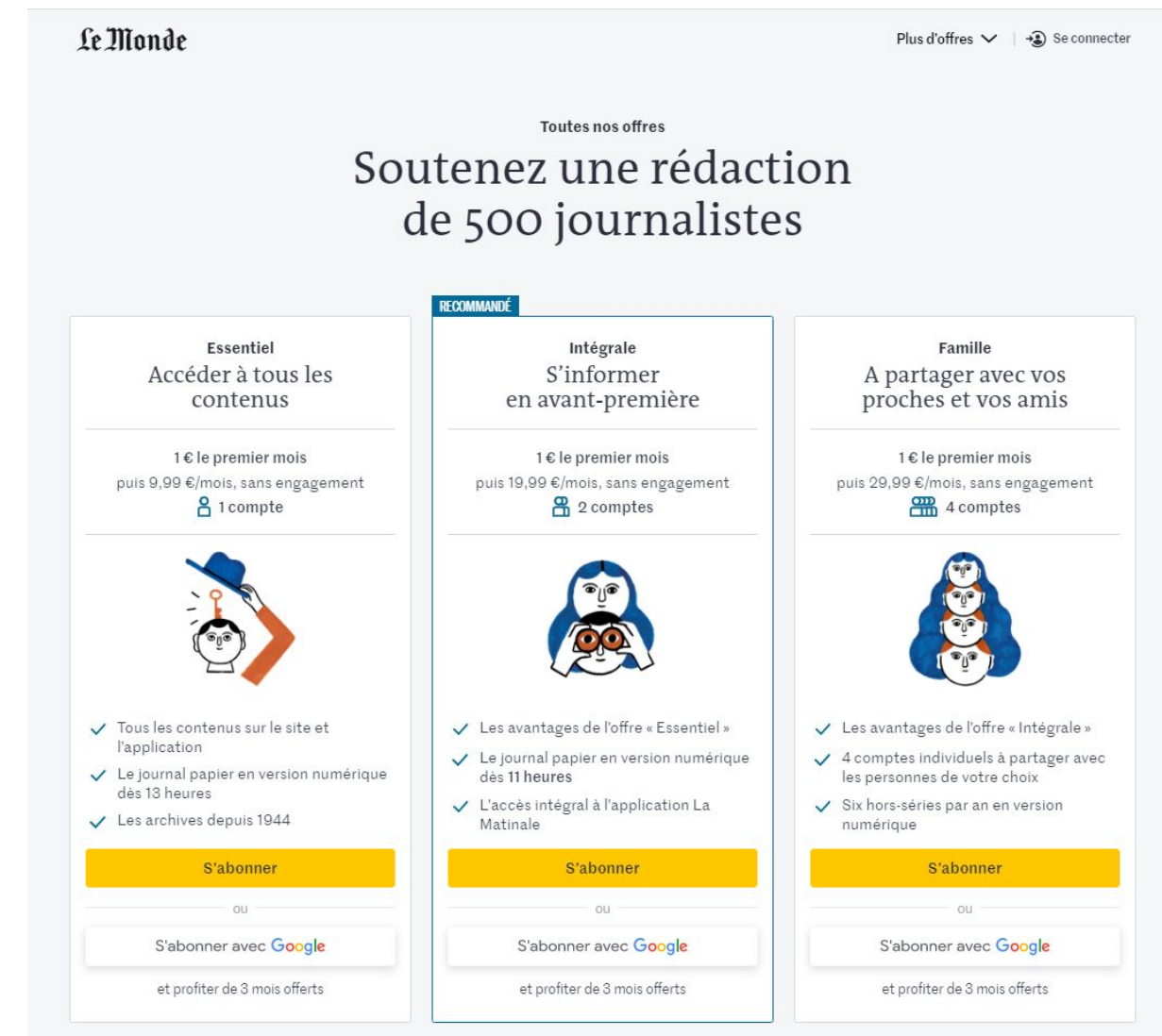
An example of an exit intent promotion offer from The Baltimore Sun

# Subscriptions & Contributions: ARPU

## Average Reader Revenue Per User

Increasing average subscriptions revenue per user is usually contingent on smart, effective pricing strategies.

- **Implement dynamic pricing**
- **Run pricing tests**
- **Implement tiered pricing**



Through the Digital News Innovation Fund in Europe, [Société éditrice du Monde's \(FR\) project](#) used deep reader insights to launch a three-tiered subscription program, which led to improvements in both subscriber acquisition and retention.

# Subscriptions: Meter Stop Rate

## Meter Stop Rate

Percentage of unique users who hit your subscriptions paywall (Unique Users who hit the paywall in a month / Total Monthly Active Users)

### Set a tighter paywall

- Mather Economics found that a meter of 2 tends to maximize net revenue
- FTI Consulting's exercise to estimate the impact that tightening a paywall can have on advertising revenue

### Run meter experiments to better understand tradeoffs

- Run A/B tests to have a more informed sense of optimizing the mix between advertising revenue and subscriptions revenue

### Implement a dynamic paywall

- Dynamic paywalls change depending on a reader's level of activity
- A reader with high engagement will see the subscriptions paywall at a lower number of articles than a reader with lower engagement
- This assumes that readers with higher levels of engagement will have a higher likelihood to subscribe than readers with lower levels of engagement.



# Example: Gazeta Wyborcza

- Hard lock exercise yielded conversion rate 100% higher versus other measured groups
- Conversion rate was up to seven times better than pre-experiment paywall
- Gained more than 20,000 new subscriptions in first three months
  - 150% increase on paid stop conversion rate



# Subscriptions: Paid Stop Conversion Rate

## Exit Intent Promo Offer

- Another tactic -- recommended by FTI Consulting -- is to provide a promo offer for those subscribers that indicate they are going to exit the subscriptions payflow. This can help capture readers that may be more price sensitive.



An example of an exit intent promotion offer from The Baltimore Sun

# Retaining Your Readers

## Key Metrics

- Churn Rate: 3-5%

## Retaining Your Readers Tactics

- **Email targeting**
- **Automated retention touchpoints**
- **Reinforcing value proposition**

# Retention: Email targeting

## Email targeting

Email targeting of subscribers who are dis-engaging can be a powerful way to prevent churn. In the Latin America Subscriptions Lab, for example, sending subscribers who were beginning to disengage a series of emails led to a 30% decrease in churn for El Espectador.



Emails series called "Why so lost?" sent out by El Espectador to disengaged subscribers

# Retention: Automated Retention Touchpoints

- Regular and frequent touchpoints with readers early in the relationship are crucial to putting the relationship with the subscriber or contributor on strong footing
- Optimizations led to 81% increase in overall digital subscriptions for the Southeast Missourian

**SOUTHEAST MISSOURIAN**

# Retention: Reinforcing value proposition


- Ensuring that your readers are reminded of why they became subscribers or contributors and continue to get value from their relationship with your news organization is at the foundation of retention

*“For our city to overcome its challenges and reach its potential, we need more people working together on the solutions. The whole idea behind The Devil Strip is to support a community of people who are committed to making Akron a better place to live, which we do by serving Akronites who are already deeply engaged while making it easier for others to get involved.”*





# User Funnel Diagnostic



User Funnel Diagnostic

BETA

Edit answers

METRICS	YOUR DATA	INDUSTRY BENCHMARK	% CHANGE FROM BENCHMARK	HOW YOU'RE DOING
Engagement Metrics				^
<div><div></div><div>Newsletter Subscriber Rate</div></div>	15%	10%	+50%	<div></div>
<div><div></div><div>Average Visits Per User</div></div>	2.3	2.1	+9.5%	<div></div>
<div><div></div><div>Average Time Spent per visit (seconds)</div></div>	2:25	2:21	+2.8%	<div></div>
<div><div></div><div>Page Speed Score</div></div>	55	55	0%	<div></div>
<div><div></div><div>Known Unique Visitor Rate</div></div>	5%	5%	0%	<div></div>
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Conversion Metrics				^
<div><div></div><div>Conversion Rate</div></div>	2%	0.95%	+110.5%	<div></div>

User Funnel Diagnostic

# Identifying tactics to improve performance

	Growing Readers	Engaging Readers	Converting Readers to Subscribers or Contributors	Retaining Subscribers or Contributors
Tactics				
Expand				

# Planning for long-term success

### Reader Revenue Goal

Setting a long-term goal can be a powerful moment in energizing an entire organization around a long-term vision that makes reader revenue a shared priority. Many news organizations quantify this as either the number of subscribers / contributors or the overall reader revenue they would like to drive. You can learn more about how to approach this in the [Reader Revenue Playbook](#).

#### Enter a custom Reader Revenue Goal

I want to reach   , generating \$  by

Enter

Target Metric

Tactic

Access technology needs

Catalog required investments

Target Metric

Tactic

Access technology needs

Catalog required investments

Target Metric

Tactic

Access technology needs

Catalog required investments

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Access technology needs

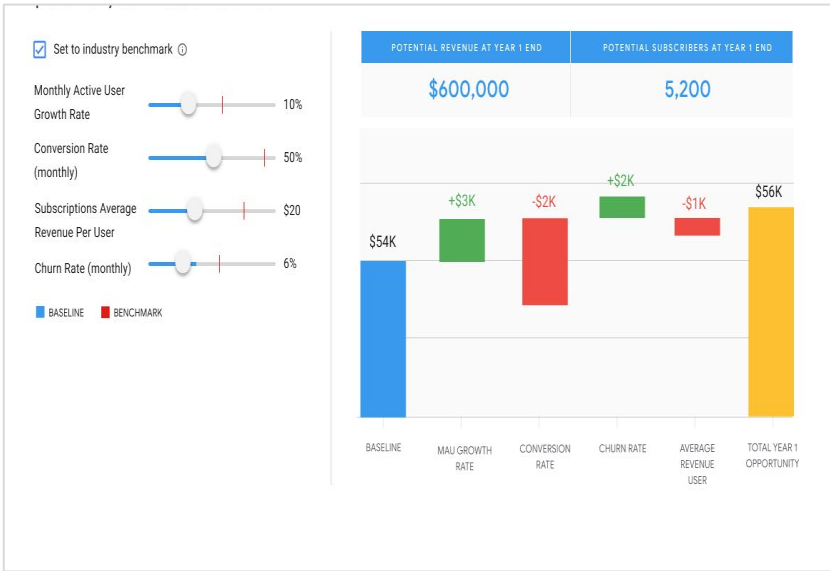
Catalog required investments

Q&A



# Reader Revenue Workshop Modules

- Reader Revenue Overview
- Deep Dive 1: Establishing your reader revenue foundations
- Deep Dive 2: Developing and communicating your value proposition
- Deep Dive 3: Optimizing the User Funnel
- Deep Dive 4: Planning for long-term success



Deep Dive 1 Exercise

### 🔗 Activity 5: Refine your value proposition.

Now, we invite you to take a moment to revisit the value proposition worksheet we introduced earlier. Based on the tips in the last three sections, add additional ideas for how you can close the gap across each of the areas below. Be sure to be as specific as possible.

Category	What do your readers want?	What do you currently offer?	What's the gap?	How can you close the gap?
Product and content				
Value added benefits				
Marketing and positioning				
User experience				

< Expand ⓘ

Deep Dive 2 Exercise

Metrics	Your Data	Industry Benchmark	% Change from Benchmark	How You're Doing
Engagement Metrics				
Average Visits Per User	3	2.4	+5%	🟢
Newsletter Subscriber Rate	14%	10%	+4%	🟢
Average Time Spent	2:43	1:63	+5%	🟢
Page Speed Score	40	50	+1%	🟡
Average Pages Per Visit	4.8	6	+2%	🟡
Known Unique Visitor (%)	8%	14%	-4%	🔴
Conversion Metrics				
Meter Stop Rate	12%	8%	+4%	🟢
Paid Stop Conversion Rate	0.4%	0.7%	+3%	🟡
Conversion Rate	0.4%	2%	-1.6%	🔴

Deep Dive 3 Exercise



Deep Dive 4 Exercise

# Expert Speaker Series

Date	Language	Topic	Panelists
Available On-Demand	English	Best practices for building and growing a <u>subscriptions model</u> in US & Canada	1.Pete Doucette (FTI) 2.Anna Marie Menezes (Torstar) 3.PJ Browning (Post & Courier)
Available On-Demand	English	Best practices for building a successful <u>contributions model</u>	1.Mary Walter-Brown (News Revenue Hub) 2.Ariel Zirulnick (Membership Puzzle Project) 3.Lance Knoebel (Berkeleyside)
Nov. 17, 11:30am SGT (UTC +8)	English	Best practices for building and growing a <u>subscriptions model</u> in Asia Pacific	1.Matt Lindsay (Mather Economics) 2.Malaysiakini, Lynn D’Cruz 3.SPH, Fiona Chan
Dec. 2, 11am UTC -3	Spanish	Best practices for building and growing a <u>subscriptions model</u> in Latin America	1.Juan Pardinás (Reforma) 2.Natalia Piza (El Espectador) 3.Gabriel Dantur (La Nacion)



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# This week's winner is...



Thank You

