**What**  Objectives, target outcomes and Program overview

**How**  Project deliverables and required commitments

**When**  Expected timeline

**Who**  Google, WAN | IFRA, FTI Consulting project teams
## Program objective and overview

<table>
<thead>
<tr>
<th>Program objective</th>
<th>Engage a group of selected publishers in a journey that will help them define an ambitious vision for their digital subscription business and build the engine that will take them to their goal</th>
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<tbody>
<tr>
<td>Program overview</td>
<td>The Lab offers an ambitious, intensive four-month experience that will address every step of the digital subscriptions process from discovery to conversion to retention</td>
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<tr>
<td>Publisher experience</td>
<td>Participating publishers will receive dedicated 1:1 support and be asked to share their successes and learnings with the broader industry towards the end of 2020</td>
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</table>
Target outcomes

Business Performance

Increase in total digital subscriptions revenue and growth rate

Improve in **key subscriptions metrics** (e.g. conversion rate, average revenue per user, retention, etc.)

Capability Building

Successful implementation of technical and business recommendations made during the program

Adoption of a **continuous optimization process** based on best practices
Key phases

Discovery
Understand where you stand on the maturity curve and size the opportunity

Roadmap
Identify short term tactics and long-term opportunities to scale reader revenue

Build, test, learn
Build the path to reader revenue growth by experimenting, learning and improving

August
September - October
November
How
Program modules and deliverables

Discovery

Business review
- Market opportunities, challenges, strengths and weaknesses
- Focus growth areas and quick wins

Subscriptions diagnostic
- Top to bottom analysis of subs business performance
- Performance benchmarking across conversion funnel

Capabilities assessment
- Overview of subscription model capabilities
- Identification of development areas to grow subscriptions

Roadmap

Roadmap strategy
- Identification of short term initiatives and long term opportunities
- Building of experiment roadmap and long term roadmap

Build, test, learn

Continuous improvement framework
- Framework and methodology to build strategic path through experimentation and learning
- Comprehensive dashboard monitoring progress
Publisher journey and approach

The Publisher Partner Journey

Data  FTI Assessment  Publisher Virtual Onsites  Roadmap Development  Cohort Sessions  Publisher Bootcamps

The APAC Subscriptions Lab will start with analytics and executive interviews to develop a baseline for current digital subscription operating model.

We will work with publishers to develop strategic action plans and make recommendations to address digital subscription gaps across people, process and technology.
## Required publisher commitments

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<tr>
<th>Commitment</th>
<th>Description</th>
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</table>
| Digital subscriptions is a strategic priority | Digital subscriptions is a top three strategic priority  
Launched a digital subscriptions business; seeing growth |
| Senior management is bought in                                           | Senior executive application letter  
CEO or proxy agrees to join SteerCo |
| ‘Skin in the game’ operationally                                          | Assign a project lead, and working team across key functions  
Commitment to testing / iteration during ‘on-site’ phase  
Fully participate in cohort activities over the Program duration |
| Willingness to share knowledge with ecosystem                            | Be a full participant in an ongoing ‘community of success’  
Agree to fully participate in cohort activities, off-site workshops  
Share conversion performance data with cohort for benchmarking purposes  
Agree to participate in industry bootcamps, appear in case studies |

**Note:** These publisher commitments also serve as important selection criteria for publisher selection.
**When**

**Full program timeline**

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<tr>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td><strong>Public Announcement</strong></td>
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<td>Subs Lab announced at WAN</td>
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<td>IFRA Asian Leaders eSummit. Publisher application process opens.</td>
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<td><strong>Publisher Workshops</strong></td>
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<tr>
<td>We will complete Subscriber Model Diagnostics and Benchmarking Analysis in August-September.</td>
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<td>**Roadmap</td>
<td>Experiments**</td>
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<td>We will develop individual publisher roadmaps to grow reader revenue along with designing experiments to gain quick insights.</td>
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<td><strong>Kickoff and Pre-Start</strong></td>
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<td>Program will launch in mid-August. Onboarding of publishers and data requests.</td>
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<td><strong>Cohort Meetings</strong></td>
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<td>We plan to have multiple publisher cohort meetings throughout the Lab, designed to share best practices and a forum to learn from peer publishers facing similar challenges.</td>
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<tr>
<td>**Lab Wrap Up</td>
<td>Bootcamps**</td>
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<tr>
<td>The Lab sessions will wrap up in November followed by Publisher bootcamps to share learnings broadly with the APAC region and the industry at large.</td>
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Program stakeholders

Google News Initiative

The Google News Initiative is a global $300 million initiative focused on partnering with the news industry to help journalism thrive in the digital age.

WAN-IFRA

WAN-IFRA serves as a knowledge hub and a leading global resource for publishers, with three focus areas: Press Freedom and Journalism, Media Sustainability, and Media Innovation.

FTI Consulting

FTI is a leading global management consulting firm, with deep expertise (300+ client engagements) in the publishing industry.
Apply for consideration [here](#).
The deadline is August 7, 2020.

**Thank You!**