

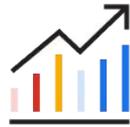
Audience Diversity Lab

Curriculum – April 2023

Program start date: Monday 12th June 2023

The main purpose of Audience Diversity Lab (ADL) is to help publishers **develop their younger readership** through **internal and external** solutions.

The two main outcomes of Audience Diversity Lab (ADL) are younger reader growth and a robust internal alignment to ensure its development



Audience growth

Tangible growth of the underrepresented segment of under 35s within the program timeframe (e.g. grew the # engaged younger readers from 30% to 32%)

Capabilities to **understand and cater to the target audience's needs and behaviors**, coupled with tactics and experiments to accelerate audience growth



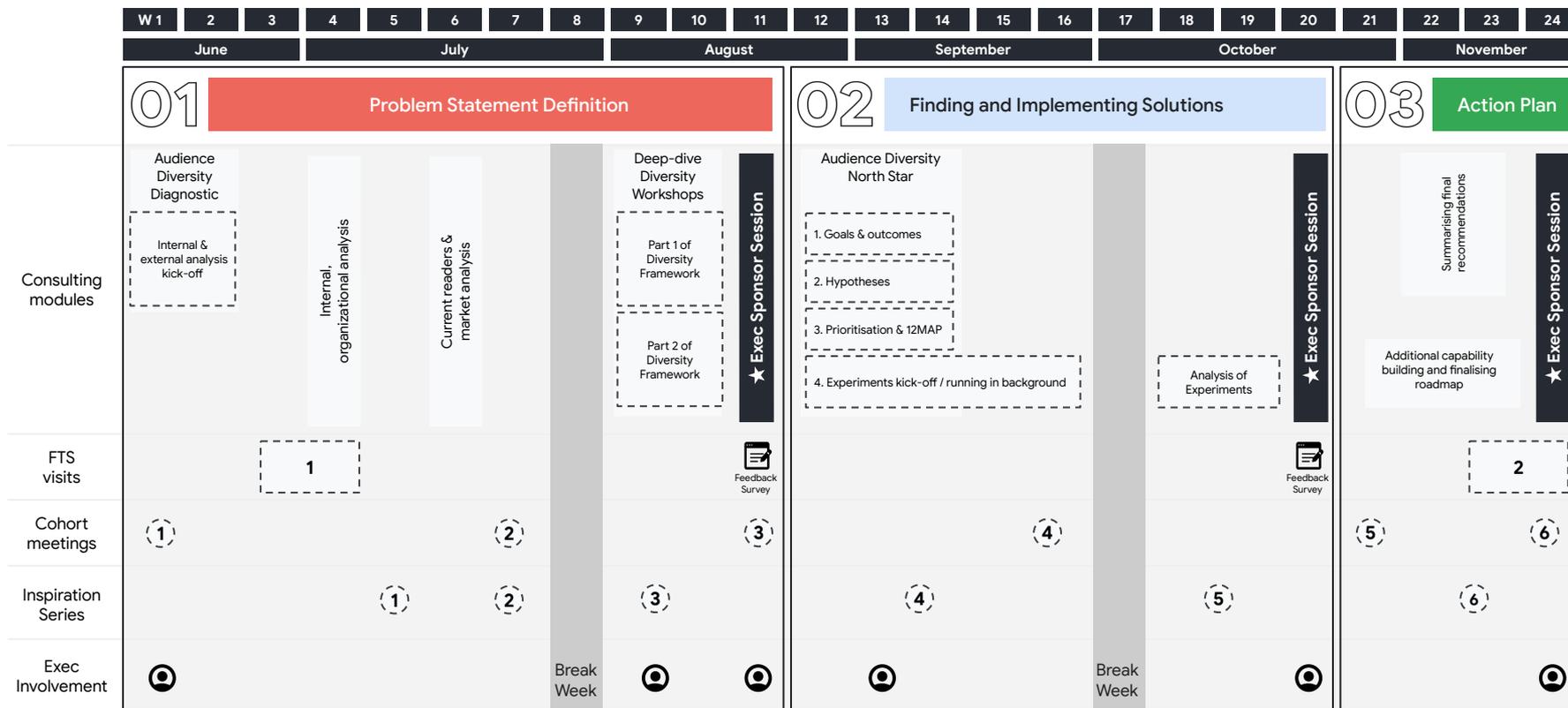
Internal alignment

A **clear, ambitious goal on workplace diversity** that the organization recognizes, with a **framework and 12-month roadmap** to activate efforts

A **focus on organizational diversity** through internal initiatives and **diverse ways of working** to empower younger employees to deliver content and products that appeal to the target audience

Program Timeline with three phases

24 weeks (6 months) with two 1-week breaks



The publishers will explore the four axis of our 'Audience Diversity Framework'



The program starts with a publisher diagnostic with both internal and external data collection on the subject of young readership

Duration:

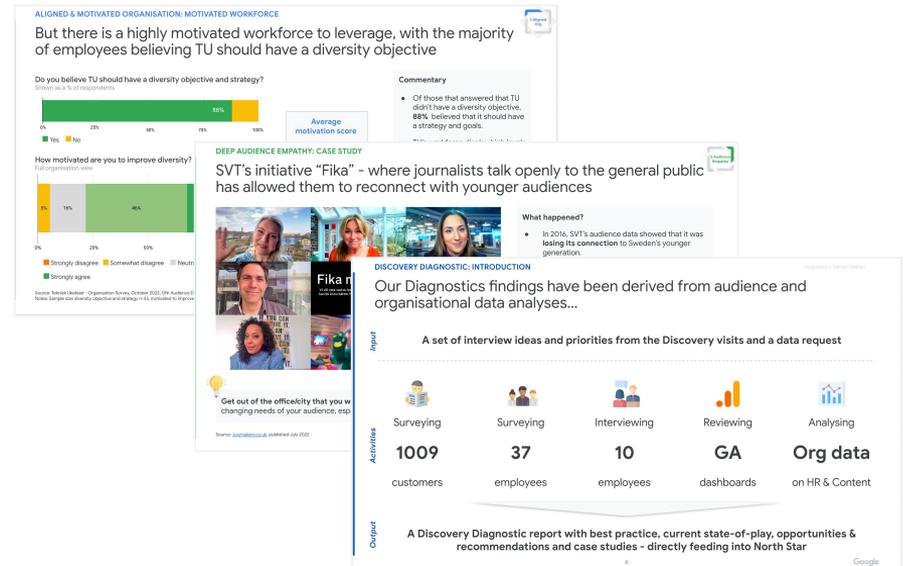
11 weeks (1 break week for publishers)

Format:

Collecting and analyzing data, and interviewing key stakeholders to understand the publisher's business dynamics in depth. Identify target audience and assess size of opportunity. Understand reasons for under-indexing of younger audiences.

Key deliverables:

- Analysis of younger customer's needs, behavior on site and interactions with content, as well as internal diversity light analysis.
- Introduction of Audience Diversity best practices, strengths and opportunities for younger reader development - with examples of success case studies



During the second phase, the publisher team co-create and test a series of hypotheses based on developing a younger reader base

Duration:

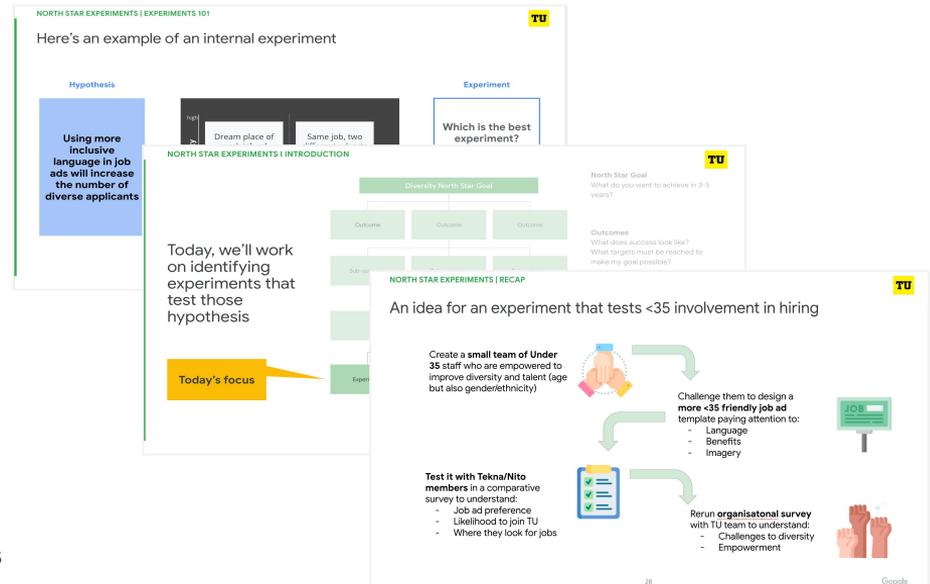
9 weeks (1 break week for publishers)

Format:

Creating a Diversity North Star strategy on audience development to inspire, align and focus efforts. Developing a delivery plan for 2-4 experiments with clear metrics and success criteria. Developing roadmap for the broader hypotheses & tactics

Key deliverables:

- 2 external (user) experiments implemented and measured
- 2 internal (organizational) initiatives to be launched and measured (potentially beyond the program)
- Set Diversity North Star goal, target outcomes and hypotheses connected with the growth of younger audiences



The program will conclude with a graduation and both short-term and long-term action plans for the development of a younger audience

Duration:

4 weeks

Format:

Summarising the work done to date with an impact assessment of the audience growth. Outlining the next steps for roll-out. Continuing experiments. Building an GNI Strategies marketing report on the work done, with case studies on individual publishers.

Key deliverables:

- Measure the impact of initiatives and experiments based on KPIs agreed beforehand
- Action plan for further experiments which addresses key capability gaps

GRADUATION REPORT: AUDIENCE DIVERSITY ACADEMY

With GNI's sponsorship the Audience Diversity Academy set out to help six publishers improve engagement with underrepresented audiences

Agreed outcomes

- ✓ Tangible growth of the underrepresented segment within the programme timeframe
- ✓ Capabilities to understand and cater to the target audience's needs and behaviours
- ✓ A clear, ambitious goal on audience diversity that the organisation recognises, with framework and roadmap
- ✓ A focus on organisational capability

Additional benefits

- + Cross-departmental collaboration
- + Created a cohort community
- + A hypothesis-led thinking
- + Greater transparency among young employees to a wider audience

GRADUATION REPORT: PROGRAMME RECAP

This collaborative process has resulted in six key deliverables

GRADUATION REPORT: KEY FINDINGS

Our six recommendations for TU focused on increasing representation among Under 35s in order to develop a better picture of younger needs

1. Create a goal and KPIs that are embedded into your organisation
2. Develop a deep understanding of young reader needs and interests
3. Develop new channels and ways to listen to and engage with Under 35s
4. Focus on showing younger audiences content that serves their needs
5. Hire and empower diverse range of talent, including Under 35s
6. Ensure development and progression opportunities for younger employees

Final Public Report

FT STRATEGIES

NSMT

Governance Structure

Audience Diversity Academy

North Star Peaks x 2

Diagnostic Report

Roadmap

Google

Thank
you