

# A New Story for National Newspapers

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Then



NEWSPAPER  
MARKETING  
AGENCY

Now



## Executive Summary

In 2012 national newspapers were losing advertising revenue and advertising share. The industry climate was one of unmitigated gloom. Stories about the ageing profile and decline of print readership dominated coverage. The Leveson Inquiry brought bad publicity and the threat of further regulation. Lacking a modern, united voice, the industry was being eclipsed by other media and the new tech companies.

This case demonstrates how Newsworks, the marketing body for national newspapers, adopted a strategy that successfully changed the climate around the industry among media agencies and clients, increased consideration of newspapers as an advertising medium and brought in new revenue.

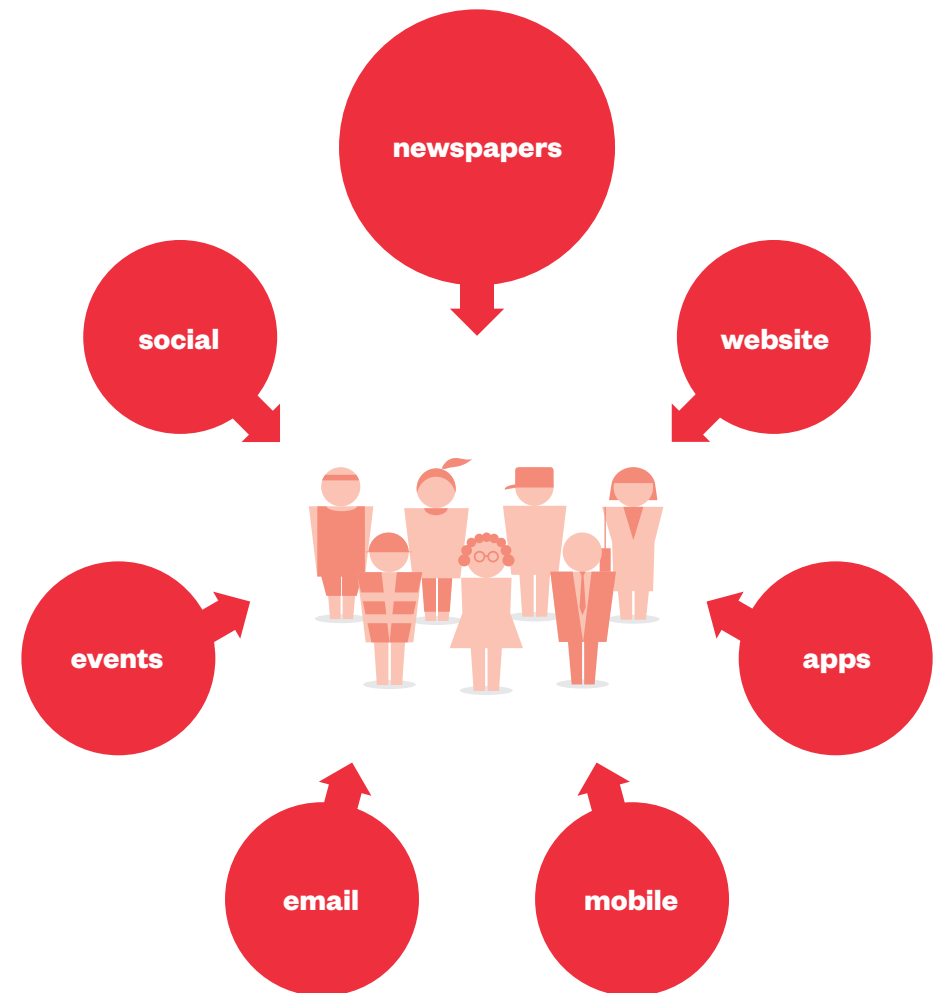
We knew that newspapers worked: for audiences, advertisers and society as a whole. Far from killing them off, technology had extended newspapers'

content and brands onto new platforms to reach more readers in more ways. Between 2007 and 2012, the daily audience for national newspaper brands grew by almost two million. But the message was not getting through.

By investing just [REDACTED] we helped newspapers grow spend from top advertisers by almost [REDACTED] in one year and win back share in the UK's £10bn advertising market. Three marketing tests directly brought in [REDACTED] of ad revenue and triggered spend in newsbrands across an entire category that had previously ignored them.

Above all, we helped write a new story for national newspapers and change the climate around the industry amongst media agencies and clients. Read all about it below.

(240 words)

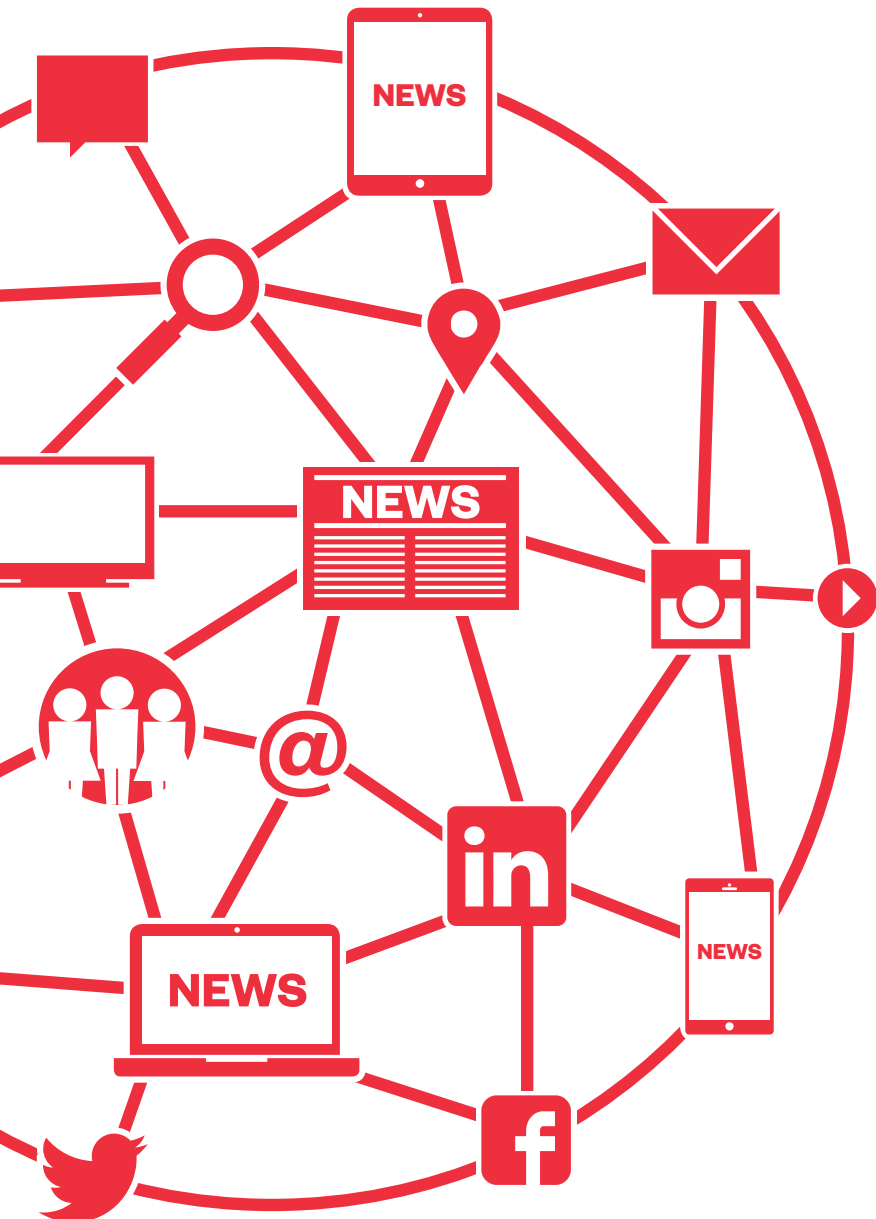


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**“For newsbrands, the tide has finally turned and I’d like to single out Newsworks, which has been instrumental in supporting our reappraisal of a newspaper’s platforms through workshops, research and a new set of awards.”**

Dominic Williams, Head of Trading, Amplifi, Aegis Media  
(Campaign/09/01/14)

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## Background

Too often, myths – that young people did not read news or that no one was willing to pay for news online – were dominating coverage of the sector. The Leveson Inquiry had brought a flow of bad news stories and the threat of further regulation. And rivals such as tech companies and internet-only publishers were lobbying for a greater share of advertising budgets and taking ownership of all things 'digital'.

Far from killing off newspapers, the spread of internet access, smartphones and tablets meant more of us were reading national newspaper brands in more ways and spending longer with them. Between 2007 and 2012, the total UK daily audience for national news brands across print and digital rose by nearly 1.8m from 22.6m to 24.4m (Source: NRS/ABCe/TGI data).

Yet this story of investment and growth was being lost in an industry climate of overwhelming gloom – and a narrow focus on print as the only platform.

In a weak economy and lacking a modern, united voice, national newspapers were typecast as “old” media and marginalized on media schedules. It was no longer even clear what to call an industry that increasingly appeared on screens of all sizes, rather than paper alone.

It seemed the gloomy climate was shaping the mindsets of media agencies and their advertiser clients. In 2012, in spite of their growing audience, UK national newspapers lost advertising revenue and advertising market share for a second consecutive year (Source: Nielsen 2012 data).

Unless these trends were reversed, the fear of

an industry in decline could become a self-perpetuating reality.

Our stakeholders, Guardian News & Media, Independent Print, Evening Standard, Mail Newspapers, Mirror Group Newspapers, News UK and Telegraph Media Group, needed a new, shared story to tell and new ways to tell it.

As the media marketing body for these organizations, we had to lead by example. We would be the modern face of an industry that was embracing, not fighting, change.

We would listen to the needs of clients and media agencies and be alert to the new “meshed media” consumer.

We became thought leaders in emerging areas such as tablets, with the authority to write a new story about how new platforms complemented print, creating new opportunities and growth.

We changed the newspaper industry's vocabulary, adopting the word “newsbrands” to highlight the multi-platform nature and the strength of the industry's brands and content. From that perspective, the story – and the facts – looked different.

Our longer-term objectives were to increase consideration for newspaper brands as an advertising medium, allowing our stakeholders to bring in new advertising investment and, ultimately, grow newspaper brands' share of advertising spend among the UK's top 100 advertisers and the overall market.

## Strategy

We had put our strategy in place the previous year.

Following 60 interviews conducted with senior industry figures, representing █████ billion of ad revenue, by our CEO, Rufus Olins, we had agreed new organizational priorities with our stakeholders.

In May 2012 we changed our name from the Newspaper Marketing Agency to Newsworks and launched a fresh brand identity to emphasize that we represented an innovative and effective industry of dealing with audiences and content across multiple platforms and not just print. Our key audiences were media agencies and clients.

Having agreed the segments and attitudinal values to target, we launched a tracking study in October 2012 with Nigel Jacklin of Think Media to benchmark performance. This would measure progress in changing the perceived effectiveness and consideration of the medium among our target segments as well as perceptions of Newsworks and its competitors.

We restructured our team and made significant hires from the media industry who brought with them first-hand insights and contacts to help execute our strategy in 2013.

We adopted a communications strategy that would engage our target audiences throughout the year. It would introduce ongoing “drumbeats” of small-scale activity complemented by big newsworthy “crescendo” initiatives. To show we were platform neutral we would use PR, social, events and digital formats as well as advertising to engage audiences with different content in different contexts.

The total annual budget for these activities was █████. This figure includes staff costs and other elements not normally associated with marketing. However, since what we did in one context (e.g. research) was integrated into another (client presentations) we cannot sensibly separate out costs, so we use this █████ total as the investment against which we measure our return.



## Objectives



## Execution

Our aim is to leave audiences informed, connected and challenged. To listen as well as to broadcast. To be helpful in supplying key facts and helping to shape views on the fast-changing media landscape.

We researched and collated the facts about the industry and specific topics, such as food advertising, that challenged the myths and misunderstandings surrounding newsbrands. We distributed these via booklets, downloads, videos and 140,000 email 'nuggets' sent across the year.

As part of our 'drumbeats' approach, we took this information into 350 agency visits (almost two every working day) and 70 stakeholder meetings. During 2013, our staff handled 150 incoming agency enquiries.

As well as conducting proprietary research, we worked with partners that added expertise, credibility, creative flair and reach to create newsworthy 'crescendos'.

These partnerships included:

- An alliance with YouGov, the online research group, to investigate attitudes towards tablets and tablet advertising.

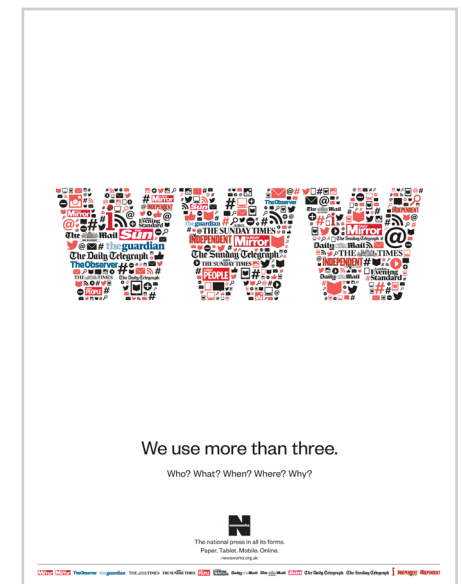
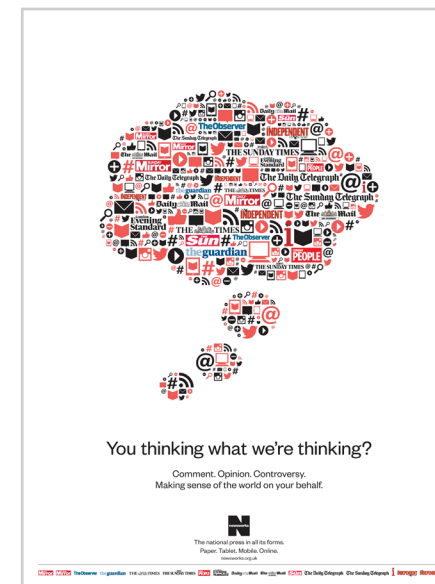
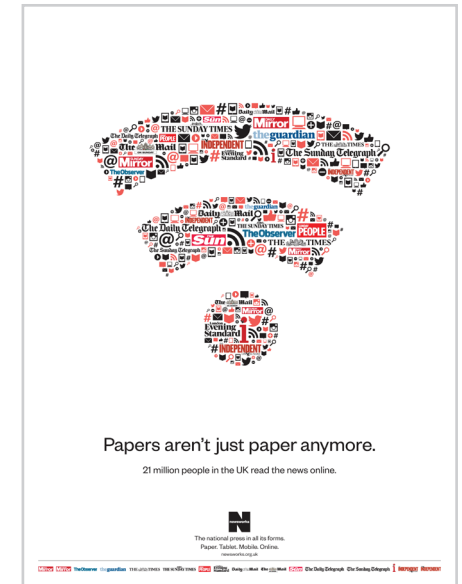
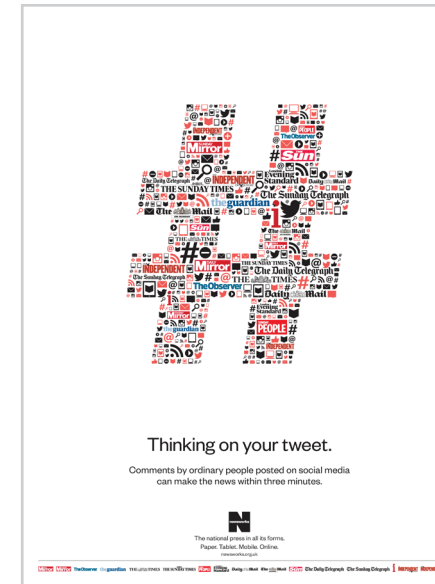
- Co-sponsorship of the 2013 Digital News Report by Oxford University's Reuters Institute of Journalism. The report found the majority of 25-34 year olds would pay for online news, and the total number of people willing to pay for online news had doubled in a year.

- We commissioned Tech Nation, new research into the impact of technology ownership on audience habits. We packaged its insights into an entertaining format that allowed people to identify their own segment using a Geek Calculator.

- Knowing the value of personal contacts in business-to-business marketing, we brought media agencies, advertisers and influential news columnists and editors together for dinners themed on celebrity, politics, arts, rugby, fashion and other themes.

- An advertising campaign developed with John Lloyd, of QI and Blackadder fame, and Tappin Gofton, the designers for Coldplay, to convey that “Papers aren’t just paper anymore” (see images on the right).

Each of the ads playfully highlighted a different aspect of newsbrands – from their relationship to social media to their investigative journalism.





For a more high profile assembly we held the national newspapers' first UK conference, Shift 2013, to demonstrate a united front and highlight the innovation within the sector.

The event included newsworthy appearances from Lord Rothermere, chairman of the Daily Mail and General Trust, and Simon Fox, the chief executive of Trinity Mirror. The conference attracted 250 attendees, more than 24 news articles and a flurry of activity on Twitter and other digital platforms.

To quote one industry commentator:

**"No-one could recollect Newsworks in its former guise ever attempting such an event, and the consensus was that it was long overdue."**

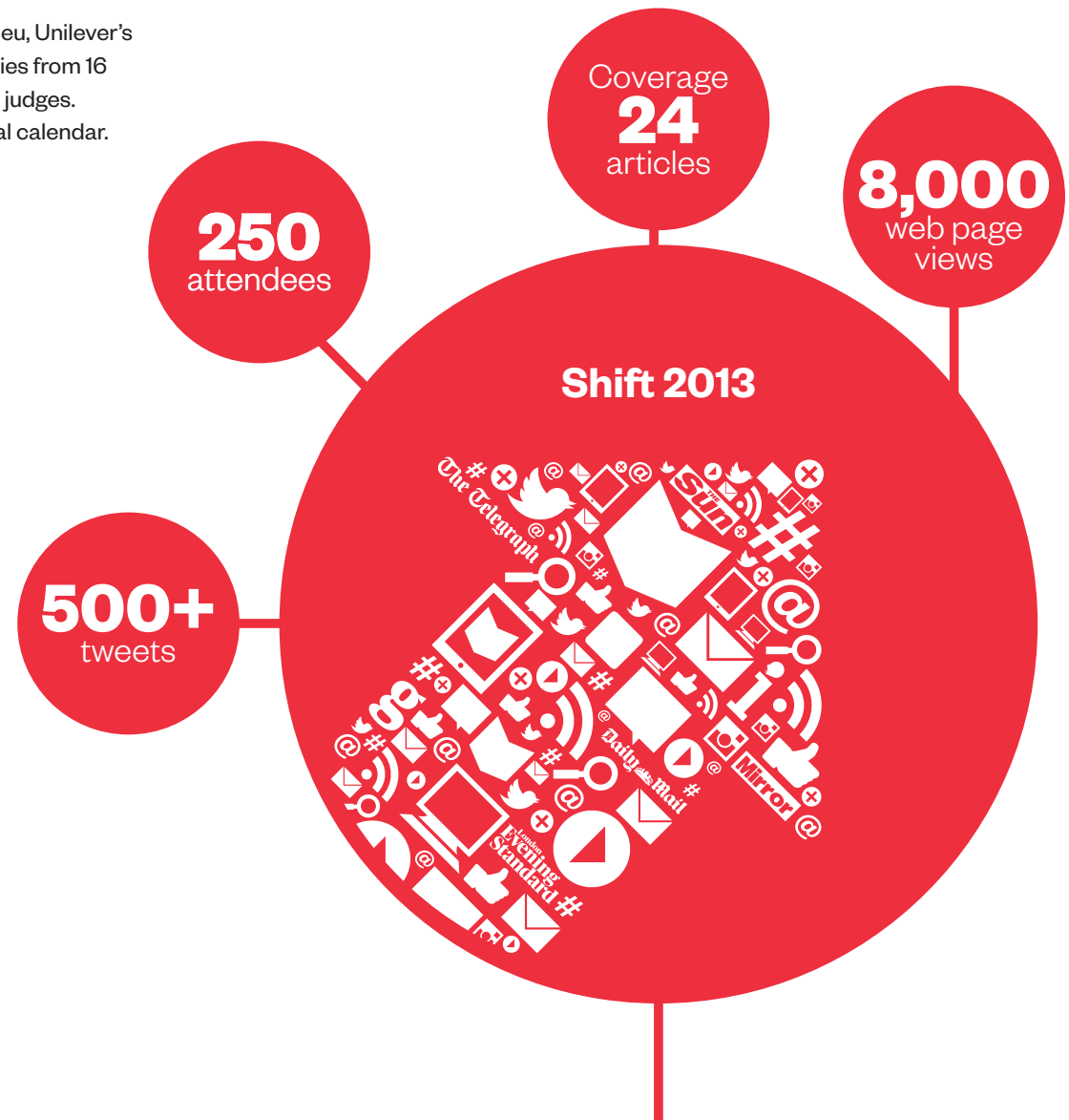
(Campaign, 25/04/13)

**"All of the innovations, the digital leading edge stuff that newsbrands are doing, I thought it was marvellous. It's been a great morning."**

Paul Bainsfair, Director General, IPA,  
16/04/13

And we launched the Newsworks Planning Awards challenging media agencies to show us how their best work embraced the changed realities of newsbrands.

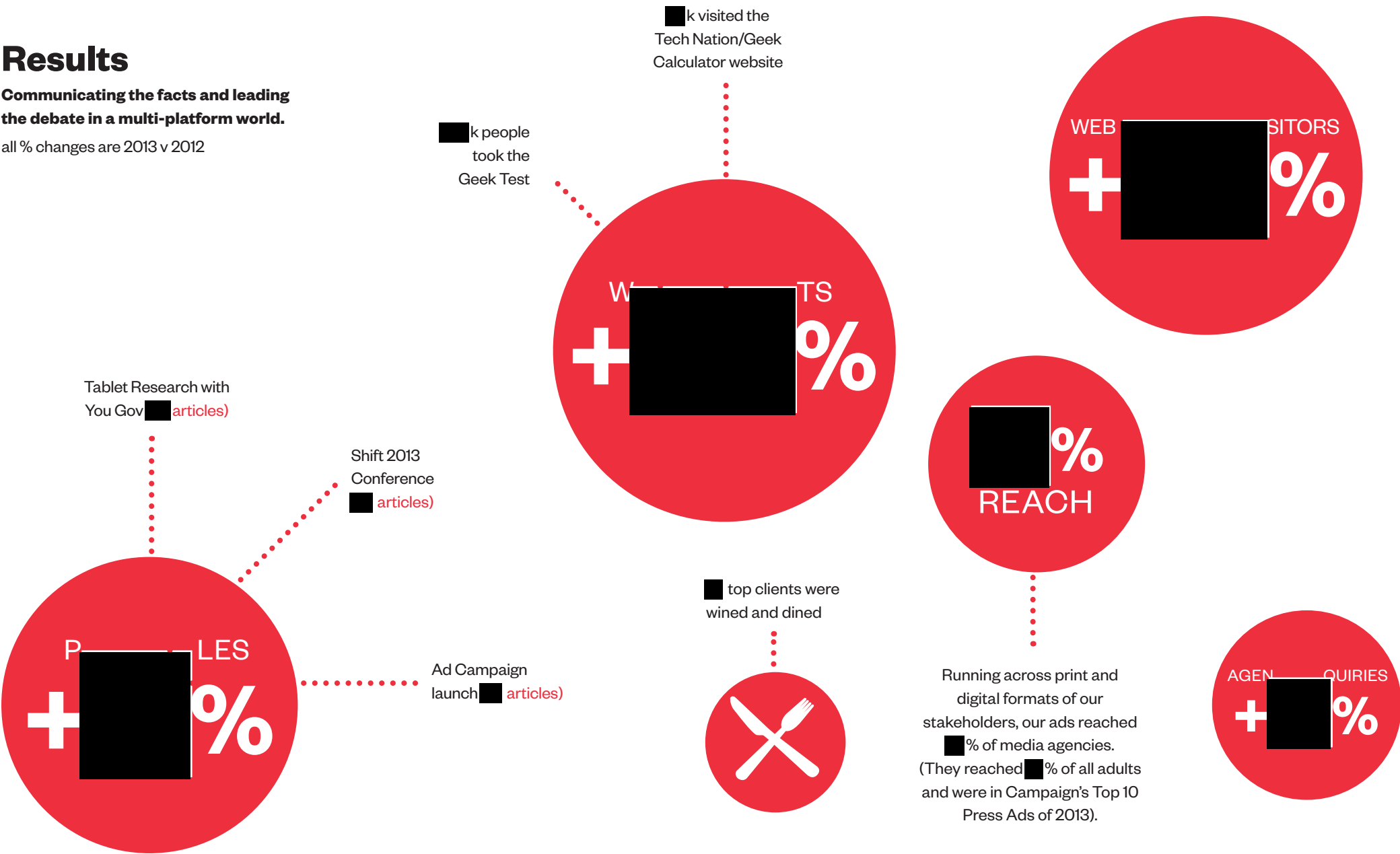
The Awards, chaired by Mark Mathieu, Unilever's SVP of Marketing, attracted 77 entries from 16 media agencies and involved 15 top judges. They will be part of our future annual calendar.



Results

Communicating the facts and leading the debate in a multi-platform world.

all % changes are 2013 v 2012

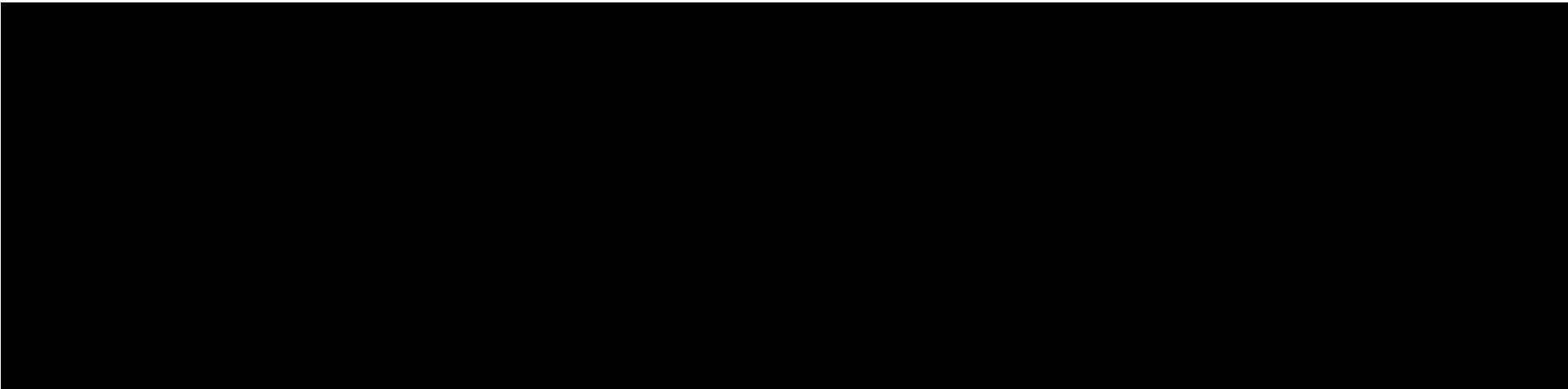


# Results

## Changing the climate: Attitudes towards Newsworks and the Newspaper Industry

The data showed successive increases in positive perceptions among these target groups after our activity had begun.

We completed benchmark research in October 2012, and subsequent waves in March and September 2013. In each, the sample comprised media agencies and advertisers. All figures are for combined data for both groups and covered print and digital platforms.



- Benchmark Wave - October 2012
- March 2013
- September 2013

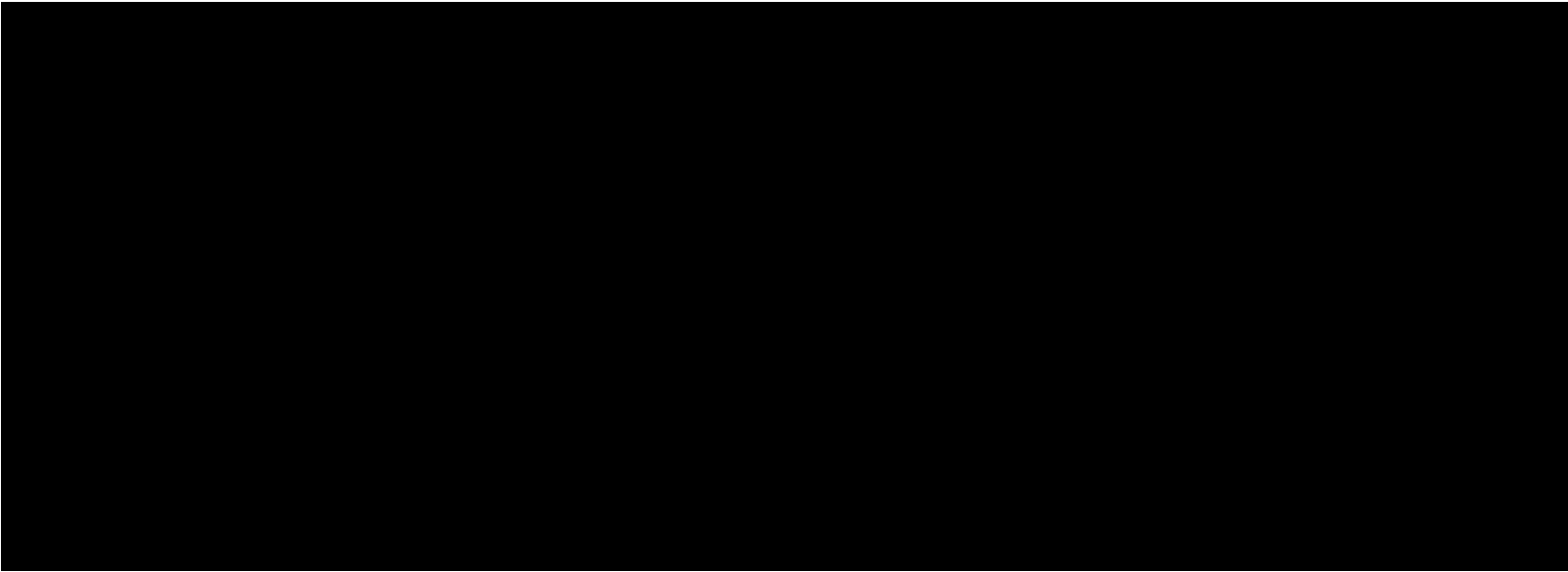
(Source: Newsworks/Think Media tracking survey)

# Results

## Increasing consideration

We've seen consecutive increases in scores agreeing with key messages about the effectiveness of national newsbrands and consideration for the medium.

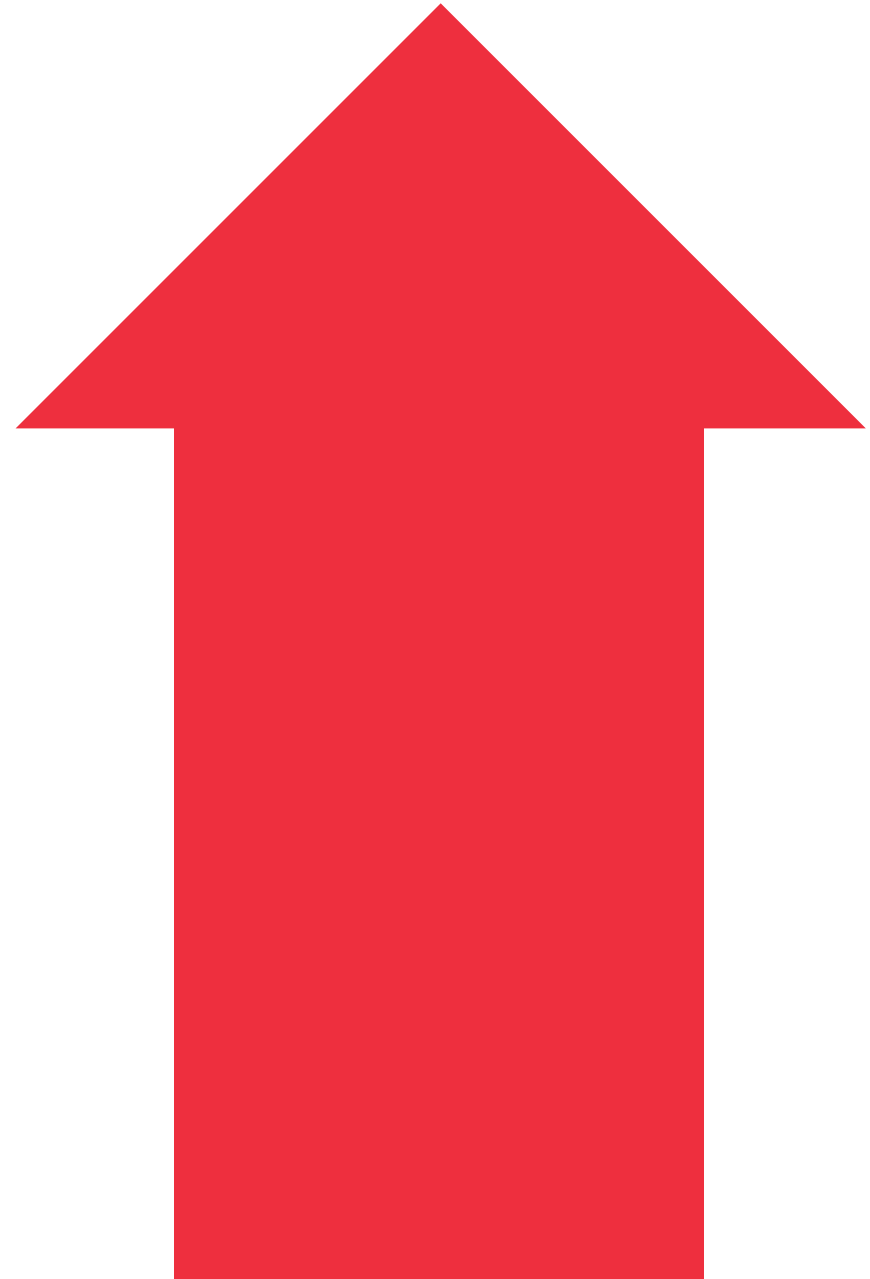
Changing the climate: Consideration  
% agree strongly that newsbrands are:



- Benchmark Wave - October 2012
- March 2013
- September 2013

(Source: Newsworks/Think Media tracking survey)

**We helped grow share of  
advertising for newsbrands**



## We opened up new sources of revenue for our industry

During the year, we ran three projects that persuaded non-believers to change their views on the role and effectiveness of newsbrand advertising.

Having identified that 96 of top 100 advertisers used news brands, we targeted the remaining four in the price comparison sector. We persuaded two, MoneySuperMarket and Go Compare, to invest £[REDACTED] and £[REDACTED] respectively in news brand platforms.

We also attracted £[REDACTED] from [REDACTED] advertisers for tablet campaigns.

In each case, newsbrands matched the investment with free ad space, thereby doubling the value of inventory attained.

For the purposes of calculating ROI for this case, we have taken a conservative approach. We have only counted the £[REDACTED]m of direct investments in 2013 from these projects.

These projects alone paid us back more than 83p for every £1 of our £[REDACTED]m budget. However, the real return from the price comparison sector will be longer-term and bigger.

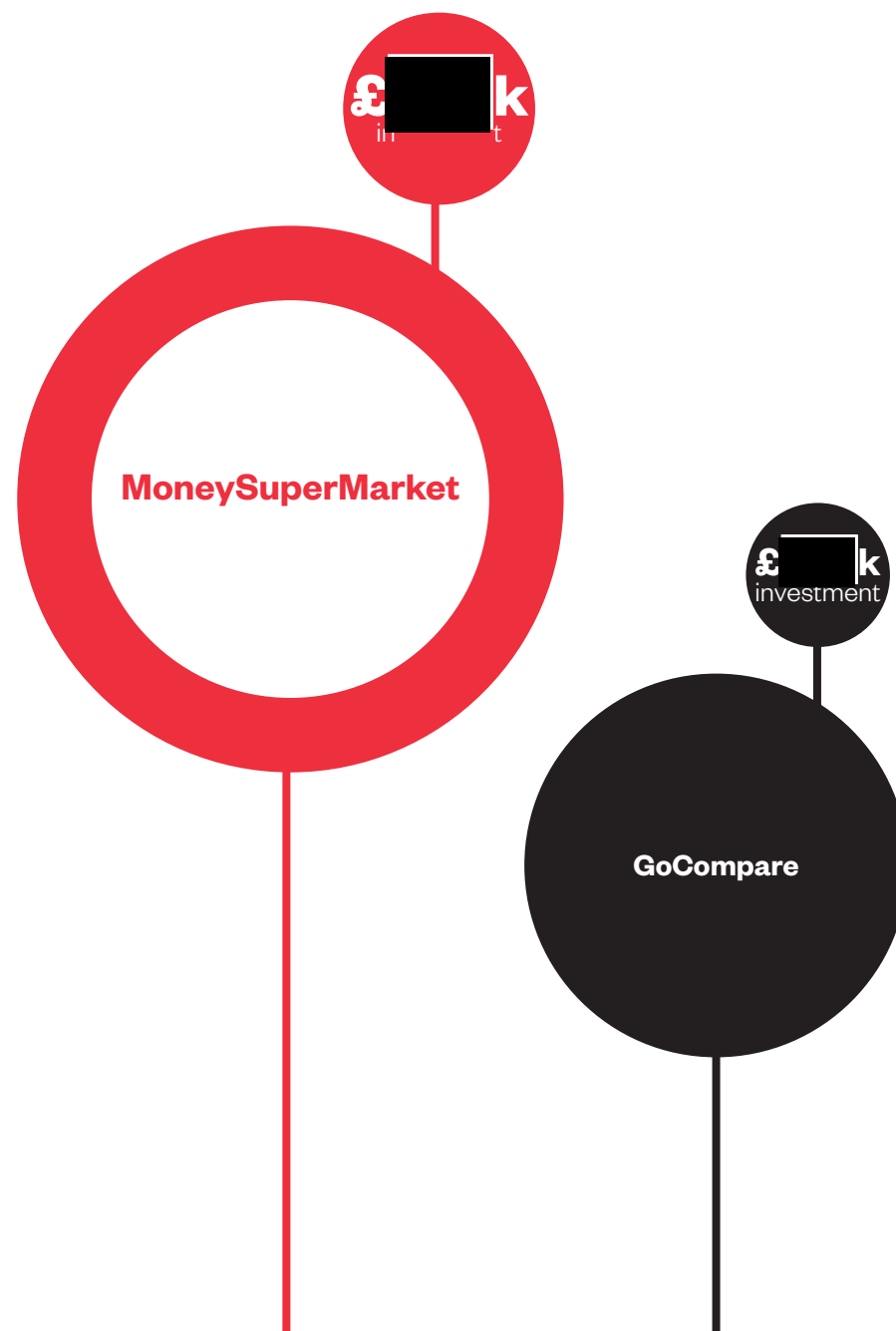
For instance, following MoneySuperMarket's investment, Confused.com and Comparethemarket.com bought advertising space worth approximately £[REDACTED] between them.

To quote Gareth Helm, Brand Director of MoneySuperMarket, **"Whilst news brands weren't considered before in our media mix, we think differently now"**. They will be investing again soon.

We believe, as do our stakeholders, that it is a reasonable assumption that some of the increased spend by top 100 advertisers and the general market with newsbrands was due to our success in changing industry attitudes.

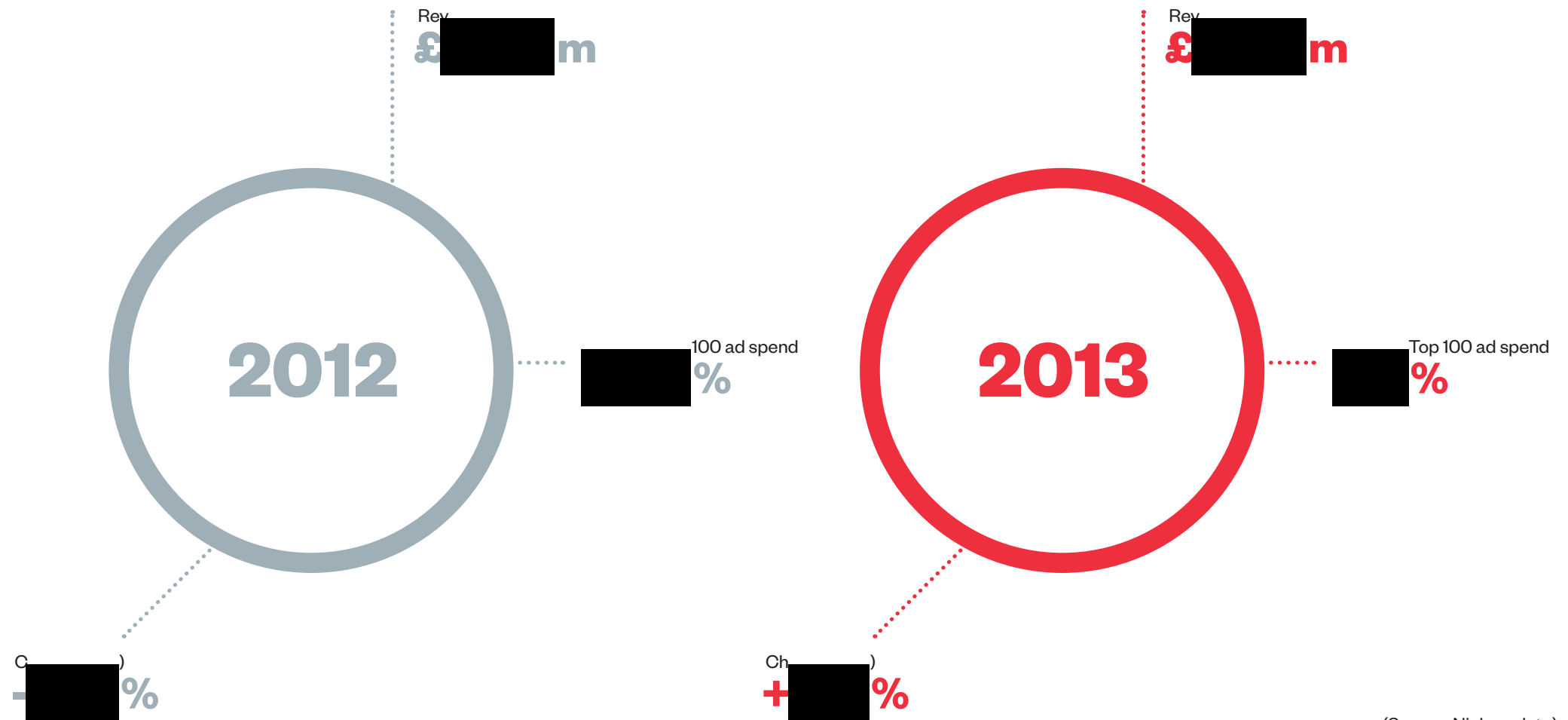
We can discount factors that could have driven these increases. We were not in a rising market. In 2013, the totals spent by top 100 advertisers and the general ad market both fell (Source: Nielsen data).

Nor were there extraordinary events – such as a World Cup or General Election – to boost spend. In fact, we faced tough comparables from the feel good Olympic year of 2012. Likewise, there was no decline in trade body competitor activity and no significant changes in pricing or distribution that affected our medium.



## Newsbrands advertising revenue & share of ad spend from Top 100 Advertisers

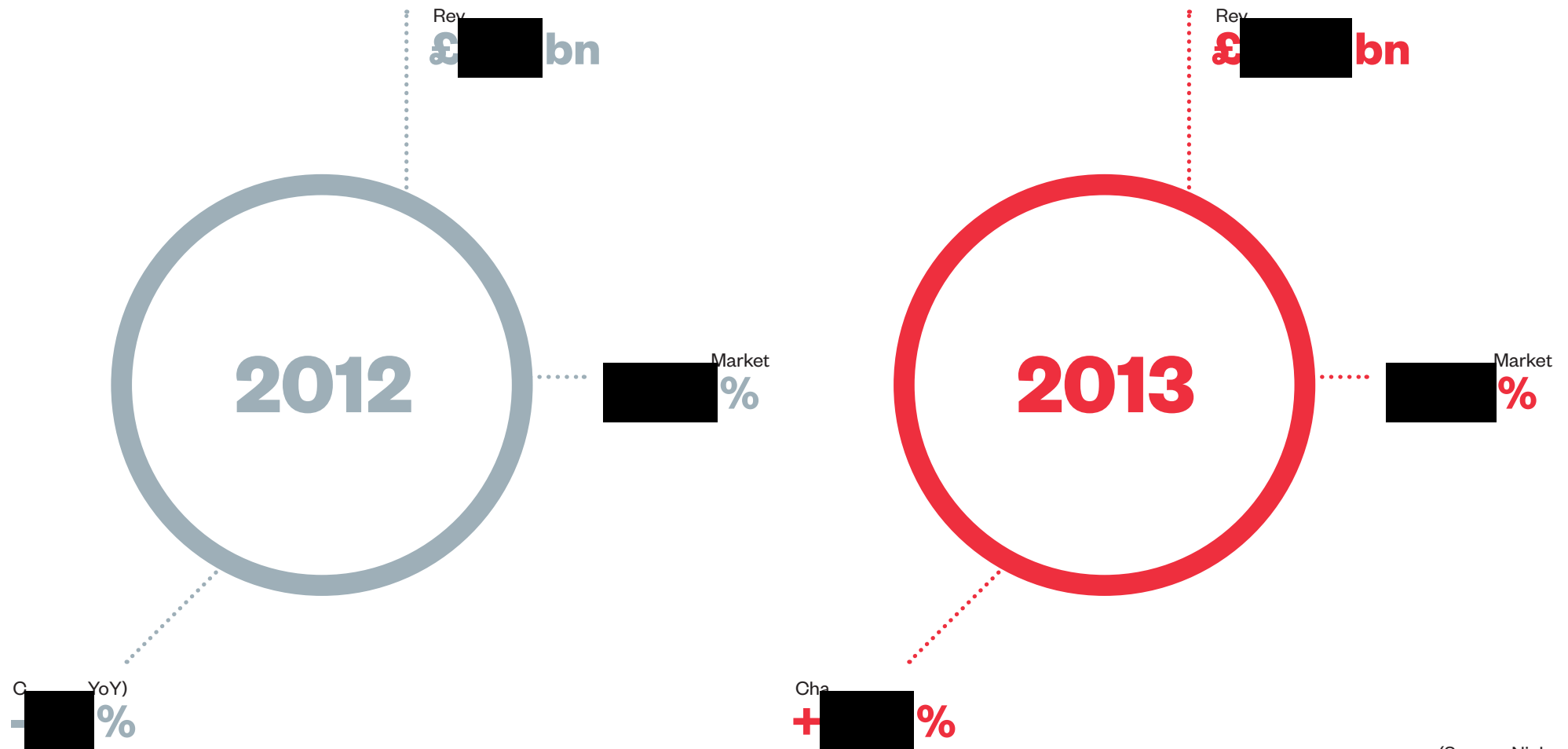
(All figures combine newsbrands in print and online)



(Source: Nielsen data)

## Newsbrands advertising revenue & share of ad spend in Total UK Advertising Market

(All figures combine news brands in print and online)



(Source: Nielsen data)



## Changing the industry

### Written Off

**The true measure of print sales decline,**  
(Roy Greenslade, The Guardian, 09/12/11)

**Under-pressure newspapers deserve tax breaks,**  
(BBC News, 16/02/12)

**Is print newspaper advertising becoming an irrelevance?** (Cream media agency, 03/04/12)

**How long have newspapers got?**  
(Media Briefing, 19/10/2012)

**UK Newspaper advertising facing bleak forecast for 2013,**  
(The Guardian, 11/12/12)

**UK newspaper advertising faces up to dismal 2013 prospects** (The Drum, 20/12/2012)

### A New Story

**From Newspapers to Newsbrands**  
(Mailconnected, 14/01/13)

**News readership set to increase among young tablet computer owners,** The Guardian, 16/01/13)

**Newsworks captures shift in press sector**  
(Campaignlive.co.uk, 25/04/13)

**Message to advertisers, farewell newspapers, hello newsbrands**  
(Roy Greenslade, Guardian, 21/05/12)

**Survey says number of people accessing paid for online news has doubled in a year,**  
(Press Gazette, 20/06/13)

**Newsworks launches ads underlining the value of newsbrands,** (Media Week, 23/09/13)

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We believe we demonstrated that newspapers still worked by introducing a new narrative about our industry to change attitudes, increase consideration of newsbrands as an advertising medium and bring in incremental revenue.

We gave our industry a new story and we're working on the next chapter now.

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(1997 words)