


# AUDIENCE DIVERSITY ACADEMY 2023

Programme Explainer





The Audience Diversity Academy helps publishers set a clear goal for growing underrepresented reader segments and craft an ambitious plan for developing initiatives that turn those segments into sustainable audiences of the future

# The 2023 edition of the Audience Diversity Academy will be the second annual European programme

## Objective

The Audience Diversity Academy programme is designed to:

- Build an aligned and motivated organisation to prioritise underrepresented audiences
- Develop deep empathy for these audiences
- Promote diverse ways of working which empower underrepresented voices
- Create a strong audience proposition that the underrepresented segment values

## Expert delivery

The Audience Diversity Academy offers a unique, practical five-month experience to a cohort of publishers that share an ambition to increase diversity of their readership. The group of selected publishers will embark on a journey that will use internal and external interventions to help them, for example, reach new geographic regions or attract underrepresented demographic groups.

Participants will receive dedicated 1:1 support and learn from both shared experiences of other participants and Google and FT Strategies expertise.

## Strong historic results

2023 sees the second edition of the Audience Diversity Academy. The previous edition of the programme received excellent quantitative and qualitative feedback, and publishers have seen strong improvement in key performance metrics in audience growth and internal alignment.

GNI and FT Strategies are excited about welcoming the next cohort of publishers to the 2023 edition of the Audience Diversity Academy, and look forward to receiving your application to be one of them.

2022 participants

**El Confidencial**  
EL DIARIO DE LOS LECTORES INFLUYENTES

**Espresso**

**Jutarnji**LIST

**Kauppalen**

**negocios**

**TU** **TEKNISK**  
**UKEBLAD**

*"I've learned more in these 6 months than in the previous 6 years."*

David Dinis, Executive Director, Espresso

*"The program has been extensive and thorough. The insight and outcomes far exceed what we had envisioned when the process started."*

Jan Moberg, CEO, Teknisk Ukeblad

**FT** STRATEGIES | Google News Initiative

# The programme is fully supported by the Google News Initiative - the only cost to participants is the time and effort necessary to realise its full impact



## Programme overview

An **ambitious, intensive six-month experience** that addresses **building diversity**, from external activities to attract new audiences to looking inward at a company's culture and setup, and the skills publishers need to succeed.



## Publisher experience

Participants will receive **dedicated 1:1 support** and **learn from the shared experiences** of other participants as well as from Google, FT Strategies and FT and external specialists. Programme delivery will be **mostly digital**, with some on-site visits.



## Target outcomes

A clear **diversity goal and a measurement framework** for tracking initiatives against this goal. A **12 month action plan of experiments**, with at least 2 conducted during the programme. Support in building **internal culture that prioritises diversity**, with 2 initiatives set up.

# The programme comprises three phases over a five-month period

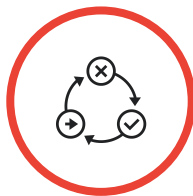


## Diagnostic

**Understanding your business** and current environment in depth, diagnosing your challenges and identifying your opportunities.

Achieved through **in-person interviews and data analysis**, including from Google Analytics, a customer survey, and an organisational survey

**Months 1-2**  
(May - June 2023)



## North Star & Experiments

Use Diagnostic phase to build the **strategic path to your North Star**, setting an ambitious target and identifying the key outcomes necessary to achieve your audience diversity goal

**Start experimenting** in order to test your North Star & focus on impact

**Months 3-4**  
(July - August 2023)



## Executive Summary & Report

Building an **organisational structure** that will set you up for success in audience diversity beyond the end of the programme.

Communicate **impact and performance** with a programme report, focusing on the progress made by each of the cohort members.

**Month 5**  
(September 2023)

Throughout: the Inspiration Series, a series of seminars open to all participant colleagues, delivered by Google and FT Strategies experts on core programme areas and adjacent topics of interest

# Diagnostic Phase: we will work with you to understand your opportunities for a more diverse organisation and audience and build on best practices

## Discovery Phase core elements

Introduction to the audience diversity framework & best practices

Understand the principles of a diverse and representative organisation & audience by deep-diving into the programme framework.

Weekly consulting support and overview of tools such as NCI

A weekly one-to-one the consultants to understand engagement, audience conversations, marketing strategies and talent empowerment.

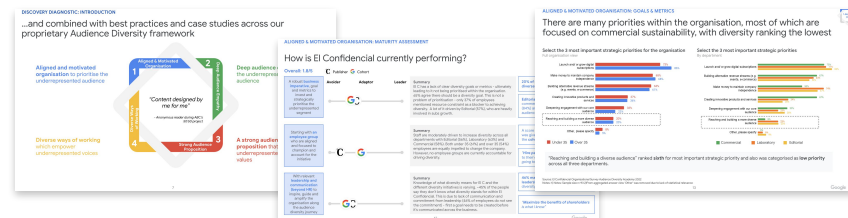
Qualitative and quantitative data analysis and surveying

An organisation-wide survey to gauge internal representation and a customer survey for the target segments' needs, overlaid with GA & content data analysis.

## Output

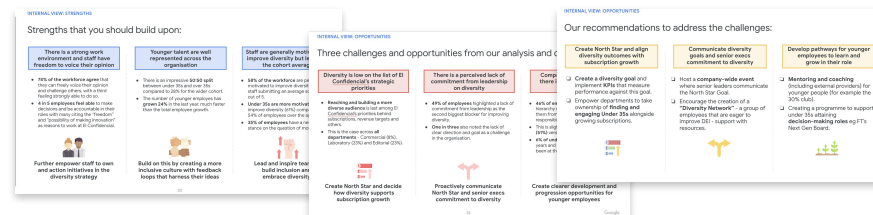
### Diagnostic workshops

Covering cohort & publisher analyses, FT & industry best practices across the lifecycle



### Executive summary

Covering key strengths, opportunities and proposed solutions



## FT STRATEGIES | Google News Initiative

# Executive Summary & Report Phase: we will build a roadmap for your future development to ensure you have the skills required to continue your journey

## Test & Learn Phase core elements

### 12 month roadmap

Prioritising your hypotheses, initiatives and experiments into a timeline with an analysis on capabilities & needed investment for your first year of North Star

### Organisational structure

Creating a cross-departmental governance structure that will continue the focus and sustain the impact of the programme beyond the duration

### Impact and performance report

Capture and communicate the learnings of the programme and your case study in a public report that will help you proudly spread the word internally & externally.

## Output

### Roadmap and governance

Defining the activities over 12 months & the set-up of people needed to execute them



### Final programme report

Focus on the challenges, recommendations and best practices with a dedicated case study on your business





# Full programme timeline

## Onboarding, Kick off and Cohort meeting 1

After the closing of the application process in April 2023, the programme will launch in May 2023.

This will include virtual onboarding of publishers and meeting the cohort.

## Diagnostic audit

Following the Discovery, will complete Diagnostic and Capability Assessment in June.

This will help us measure where publishers are now and who are their readers. There will be decreased interaction during August to allow for summer break.

## Experiments

In July & August, we will support publishers through the experimentation and implementation process.

## Exec Session & Report

In September, we will have an exec session to present back learnings, the 12 month roadmap and graduate. Throughout October 2023 the cohorts will be receiving the report to help communicate their goal

### April - May

### May - June

### June- July

### July - August

### August - Sep

### Sep - Oct

## Discovery

We will be conducting stakeholder interviews and customer research.

We are aiming to hold in person interviews and meet the teams.

Data request sent to prepare for analysis.

## Exec Session & Cohort meeting 2

In July, we will have an exec session to present the findings of the Diagnostic and start the North Star workshops to define your goal and experiments.

## Cohort meeting 3

In July, we will host a cohort meeting as we go into experiments phase.

## Cohort meeting 4 & 5

In August-September we will host cohort meetings focused on sharing knowledge and experiences. We will conduct a study into ongoing governance and communications to sustain the progress against the goal..

INSPIRATION SESSIONS THROUGHOUT THE PROGRAMME

# Application criteria



## D2C Reader Model

You should have preferably launched a digital subscriptions model and be looking to attract, engage and retain new audiences by strengthening your value proposition both externally and internally.

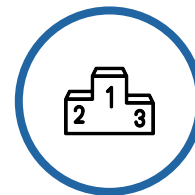
As a guideline, this programme is typically best suited to publications with a newsroom headcount of 40-80 journalists, and more than 250,000 online monthly unique visitors.



## Growth potential

CEO / senior management Senior leadership must be aligned with diversifying into new audience segments as an immediate strategic priority, and be willing to engage with the programme.

You should also be able to demonstrate that you need help to get to the next level - the programme is designed to make a difference to your business that would not be achieved otherwise.



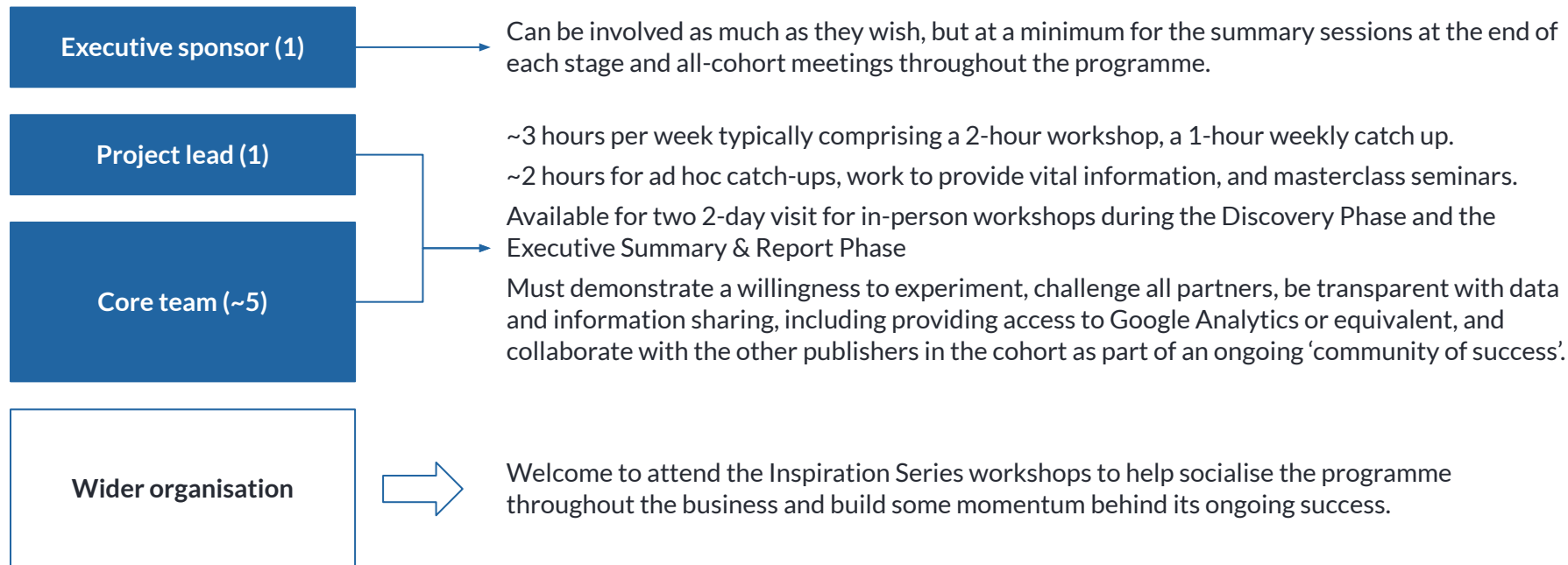
## A top strategic priority

Building a sustainable and profitable D2C revenue stream from diverse audiences must be a top strategic priority.

It does not have to be your only revenue stream, but you should consider D2C as an indispensable strategy that can work hand in hand with existing models.

You must be located in EMEA and have a project team fluent in English.

## Your time and energy are the only investments required - from 6 to 8 hours per week for the most involved team members



# As a publisher participating in the programme, it is essential that you are fully “onboard” so that you can get the most benefit out of the sessions



Looking to **attract new audiences**

Have a steady subscriptions / membership growth and strong retention rate

Launched a digital subscriptions business more than 12 months ago

Diversifying to attract a new audience segment is an immediate strategic priority



**Senior management** is bought in

CEO or proxy agrees to participate in all-cohort meetings to review progress

Senior management and leadership are open to embracing cultural changes and internal interventions



**‘Skin in the game’** operationally

Assign a project lead, who can coordinate the programme on your side.

A working team across key functions, including Marketing/Subscriptions team member and a data analyst. Ad hoc commitment from members of Product, Tech, Editorial.

Ready to commit the core team to ~7 hours of engagement on a weekly basis (varies from week to week) including a recurring update meeting

Commitment to designing and launching live experiments during ‘Test & Learn’ phase

A participating leadership team in the 1-2 key meetings regarding strategy, alignment and culture.



Willingness to **share knowledge** the with ecosystem

Be a full participant in an ongoing ‘community of success’

Share subscription performance data with cohort for benchmarking purposes

If needed, be ready to share (with FT Strategies team only) potentially sensitive internal data, such as aggregated gender statistics

Agree to contribute to industry report and appear in case studies

# About the Audience Diversity Academy partners

## Google News Initiative Digital Growth Programme

The [Digital Growth Programme](#) is an initiative within GNI (Google News Initiative), to help publishers grow their digital business online. The programme offers multiple labs, workshops and tools, of which Audience Diversity Academy is a part of.

### Google teams will:

- ★ Manage success of overall programme, providing advice and expertise as needed
- ★ Leverage the News Consumer Insights tool in the customer research phase

## FT STRATEGIES

FT Strategies is the consulting division of the Financial Times. FTS have deep expertise in reader revenue, customer engagement and advanced analytics

### The FT Strategies team will:

- ★ Lead execution of programme including managing all modules and project phases / deliverables
- ★ Lead cohort in the development of their North Star Model, experiments and other deliverables
- ★ Introduce FT subject matter experts via cohort meetings

To apply for the programme, please fill  
in the [application form](#)

Thank you