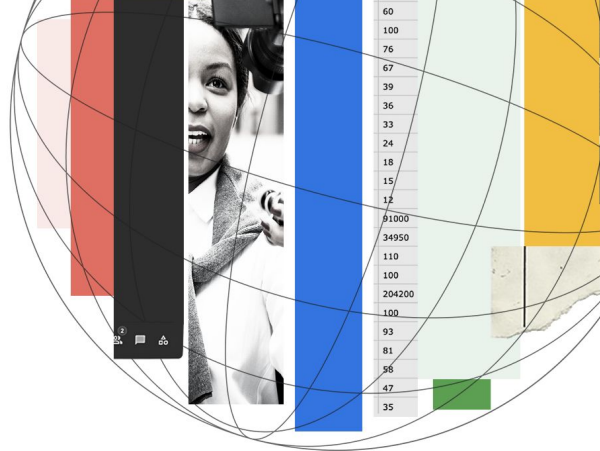
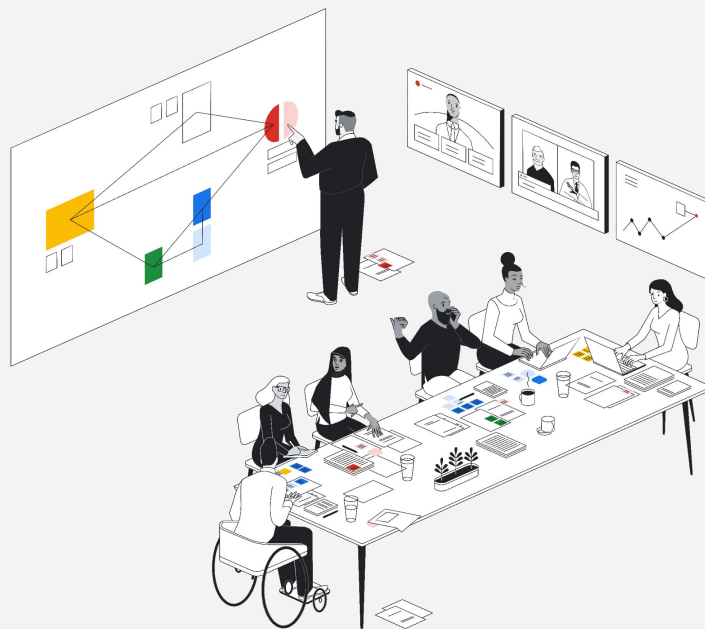


GNI Audience Diversity Academy EMEA 2024

January 2024



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**



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

2024 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 2024 edition of the Audience Diversity Academy, and look forward to receiving your application to be one of them.

2022 participants:



2023 participants:



“As a result of our participation in the Audience Diversity Academy, we feel more confident and motivated as an organisation to tackle all the challenges that we are facing”

Digital Marketing Executive
Project Syndicate

Programme phases



DISCOVERY

Understanding your business and current environment in depth, diagnosing your challenges and identifying your opportunities for growing audience diversity

In-person interviews and data analysis - including Google Analytics, a customer survey, and an internal survey

March - May 2024



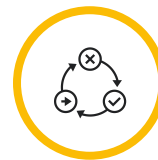
NORTH STAR

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

Develop ideas for experiments in order to test towards your North Star & focus on impact

May - June 2024

This phase includes a module on how AI can be leveraged towards growing diverse audiences



TEST & LEARN

Design and launch experiments that will set you up for success in audience diversity beyond the end of the programme

Develop a roadmap that will empower your organisation to achieve its ambitious strategic goals for diversity

June - September 2024

Discovery phase

We will work with you to understand your opportunities for building a more diverse organisation and audience and build on best practices

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

Cohort masterclasses

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

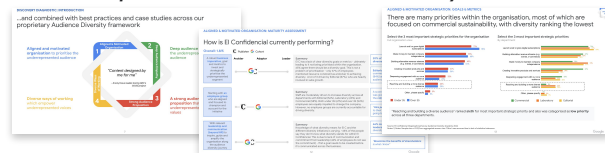
Publisher workshops

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

Outputs

Diagnostic workshops

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



Executive Summary

Covering key strengths, opportunities and proposed solutions



We will co-create a 3-5 year strategy for growing diverse audiences with a clear goal and focus on impact and testing

North Star strategy

Intensive workshops to develop a fully-fledged North Star framework to drive you towards your ambition

Impactful customer experiments

Designing, executing and analysing
“external” customer experiments to
address your greatest long-term
areas of opportunity

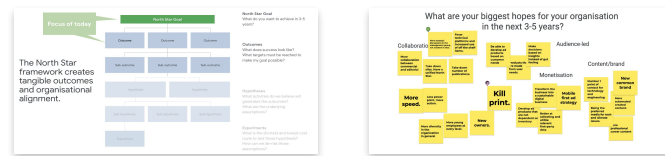
Transformative organisational experiments

Developing, implementing and assessing “internal” organisational experiments to promote diverse ways of working, cultural alignment and empowerment

Outputs

A North Star framework

Defining your North Star goal, outcomes, sub-outcomes and hypotheses



High-priority experiments

Identifying, selecting, designing, and running extensive organisational and customer tests

NORTH STAR FRAMEWORK		EXPERIMENT DESIGN	
GOAL	OUTCOMES	NORTH STAR METRIC	
<p>your overall mission goal for the next 5-10 years</p> <p>becoming the most trusted financial publisher in the US by being a top thought-leadership source for under-30s and 500k paid subscribers by 2027</p>	<p>what you must do to get your outcome</p> <p>Create content (blogs, forums, and channels) that address younger audience needs without compromising your core audience</p>	<p>what you must do to get your experiment</p> <p>For this experiment, we will create a new content series for our audience</p>	<p>what you must do to get your metric</p> <p>We will track the number of new subscribers for our new content series</p>
2027 2026 2025 2024 2023 2022 2021 2020 2019 2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008 2007 2006 2005 2004 2003 2002 2001 2000 1999 1998 1997 1996 1995 1994 1993 1992 1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 			

Artificial Intelligence Module

An introduction to how AI can be leveraged to accelerate your progress towards your audience diversity goals

Core elements

The AI opportunity in news media

A comprehensive overview of how AI can be responsibly deployed in news media

AI use case development

Understanding how to navigate AI use cases specific to the media industry and journalism

AI use case identification and prioritisation

A workshop aimed at helping you identify and prioritise AI use cases which can help you achieve your North Star Goal



Outputs

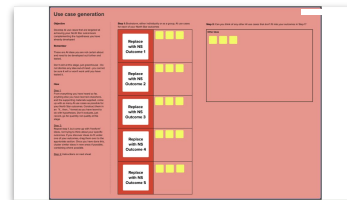
Increased AI Literacy

A thorough understanding of how to leverage AI



A prioritised list of AI use cases

For consideration in future experiments



Executive Summary & Report Phase

We will build a roadmap for your future development to ensure you have the skills required to continue your journey

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

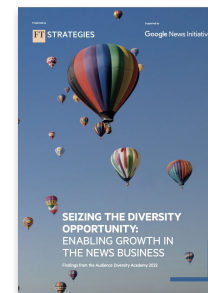
Outputs

Roadmap and governance

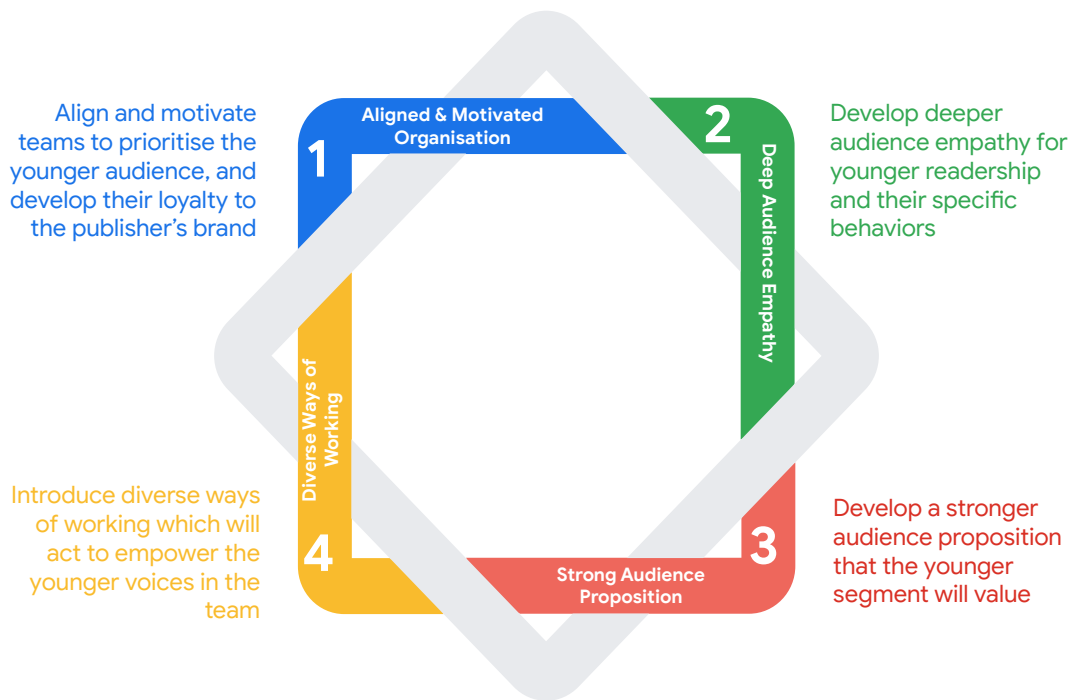
Defining the activities over 12 months & the set-up of people needed to execute them



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



The program will be underpinned by our Audience Diversity Framework throughout



Executive Summary & Report Phase



>1 year of D2C

You should have ideally launched a digital subscriptions business more than 12 months ago and be looking to attract, engage and retain new audiences by strengthening your value proposition both externally and internally

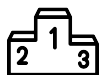
As a guideline, this programme is typically best suited to publications with a newsroom headcount of 40–80 journalists, and more than 250,000 online monthly unique visitors



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

Publisher commitments

✓	Executive sponsor	Can be involved as much as they wish, but at a minimum for the summary sessions at the end of each stage and all-cohort meetings throughout the programme
		~3 hours per week typically comprising a 2-hour workshop, a 1-hour weekly catch up
✓	Project lead	~2 hours for ad hoc catch-ups, work to provide vital information, and masterclass seminars
		Available for two 2-day visits for in-person workshops during the Discovery Phase and the Executive Summary & Report Phase
✓	Core team	Must demonstrate a willingness to experiment, challenge all partners, be transparent with data and information sharing, including providing access to Google Analytics or equivalent, and collaborate with the other publishers in the cohort as part of an ongoing 'community of success'
✓	Wider organisation	Welcome to attend the Inspiration Series workshops to help socialise the programme throughout the business and build some momentum behind its ongoing success

Reports from previous editions

Click below to read the full reports of the previous EMEA Audience Diversity Academies:



[Audience Diversity Academy 2022](#)



[Audience Diversity Academy 2023](#)



Testimonials

THE COURIER

"Being a part of the Audience Diversity Academy has been amazing. We've learned so much about the power of different voices. Now, we're excited to take those lessons into the future. We want The Courier to be a place where younger voices not only thrive but lead the conversation. And we want to represent and help the younger people in our communities."

Special Projects Editor
The Courier

Information

"Thank you everybody for this experience, we learned a lot. Working with consultants on the programme pushed us to rethink our onboarding strategy - we have also been reminded of how simple things can be effective."

Sometimes you get an insight from a million spreadsheet rows, it helps to hear directly from someone in the real world."

Chief Commercial Officer
Dagbladet Information

DAILY MAVERICK

"The exposure to the quality of consulting FT Strategies provide has been enlightening. When you are busy with the day to day of your work, it can be difficult to see the bigger picture."

This programme brings perspective to our operations while teaching our team valuable new skills and keeping us at the forefront of our respective fields."

Audience Development Manager
Daily Maverick

EL MUNDO

"What we are missing is putting ourselves in the shoes of the user to really understand what they like and how they consume."

As a participant of this program, we have been able to understand better our audiences and all the options we have to adapt ourselves to new markets and users."

Subscriptions Manager
El Mundo

About us



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 Subscriptions 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](#) is the consulting division of the Financial Times. FT Strategies has deep expertise in reader revenue, customer engagement and advanced analytics

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