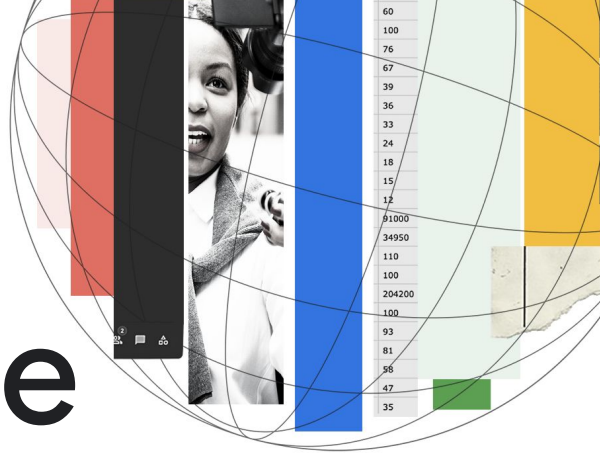
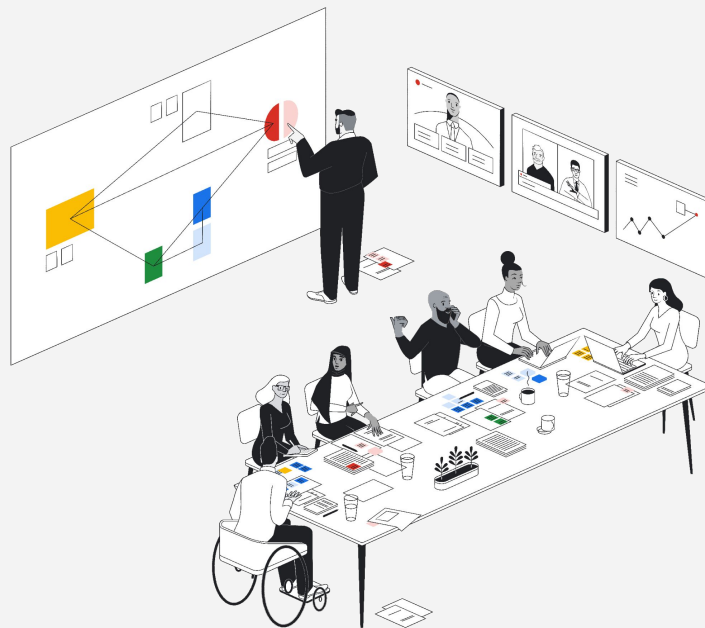


GNI Digital Revenue Launchpad EMEA 2025



Digital Revenue Launchpad
helps publishers understand
and **test new reader
revenue models**, craft an
**ambitious plan for the
future** and create a **culture
of experimentation** to
future proof their business



This programme aims to deliver the following six crucial outcomes

1. Clear **understanding** of the different **digital reader revenue models**
2. Ambitious **reader revenue centred North Star goal** that unites the organisation
3. Proven **methodology to experiment new ideas** to achieve the North Star goal
4. **Foundations of a governance structure** to sustain the progress after the programme
5. Foster **collaboration and knowledge sharing** among participating publishers
6. Draw **inspiration and gain valuable learnings** from seasoned experts in the industry

These outcomes will be achieved via a practical, engaging and collaborative three-phase process



Discovery

Understand the current context and identify **the key future reader revenue opportunities** and challenges



North Star

Co-create an ambitious, yet achievable **reader-revenue focused goal** for the organisation to align around

This phase includes a module on how AI can be leveraged towards reader revenue objectives



Test & Learn

Run **experiments** to put the North Star **framework into practice** and set the organisation up for post-programme success

Discovery phase

*Understand the current context and identify **the key future reader revenue opportunities** and challenges*

Core elements

Introduction to reader-revenue models

Interviewing key stakeholders to understand your progress to date, and holding a reader revenue workshop with FT experts

Introduction to user needs, audience engagement and reader-centricity

Workshops to help you develop your USP and understand the nature of your user needs

Launching a reader survey

Sourcing quantitative and qualitative information from real readers to inform your future development

Outputs

Diagnostic workshops

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



Executive summary

Covering key strengths, opportunities and proposed solutions



North Star phase

*Co-create an ambitious and achievable **reader revenue focused goal** for the organisation to align around*

Core elements

North Star strategy

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

12 month action plan

Creating hypotheses for growth and prioritising them in a roadmap for the first 12 months of your North Star plan

Initial experiments

Choosing from template experiments to address your high-impact, low-risk opportunities



Outputs

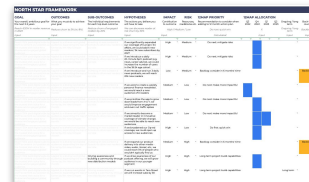
A North Star framework

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



Action plan

For prioritising, planning, and mapping the roll-out of all your ideas

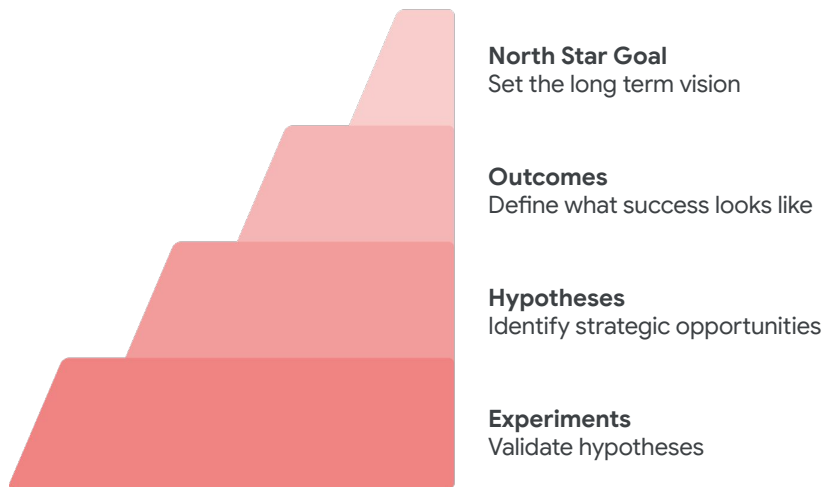


North Star phase

North Star is the **strategic model used by the Financial Times** that helped achieve the goal of 1M paying subscribers in 2019, a year ahead of schedule

Key benefits:

- Promotes **organisational alignment** by using a single shared goal to align resources
- An outcome-driven approach that enables **focused prioritisation** on what truly matters, eliminating non-critical projects
- Sets **ambitious goals** that promote bigger and bolder ideas among the whole company



Artificial Intelligence module

*An introduction to how **AI can be leveraged** to accelerate your progress towards your reader revenue 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

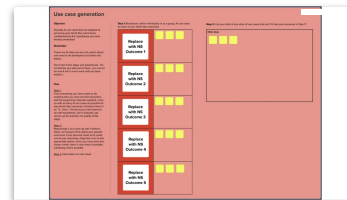
Increased AI Literacy

A thorough understanding of how to leverage AI



A prioritised list of AI use cases

For consideration in future experiments



Test & Learn phase

Run **experiments** to put the North Star framework into practice and set the organisation up for post-programme success

Core elements

North Star goal setting

An introduction to the North Star methodology and setting an ambitious growth goal, leading to experiment options

Impactful experiments

Developing, implementing and analysing experiments to address your greatest long-term areas of opportunity, supported by a 'Data 101' masterclass

Capabilities assessment

Analysing your technology, digital skills and organisational capabilities to create a development roadmap

Outputs

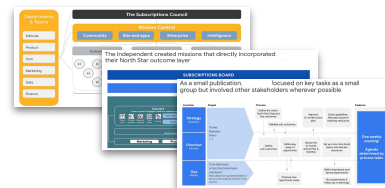
High-impact experiments

Identifying, selecting, designing, and running extensive organisational tests



Capabilities roadmapping

A concrete plan for development to support North Star implementation and roll-out



Required commitments



Reader revenue is a **strategic priority**

Revenue diversification beyond advertising is a top three strategic priority

Have had a digital business for at least 12 months



Have baseline **data and technical** capabilities

Ability to track experiment results in a spreadsheet

Ability to execute changes to the website (e.g. new call-to-action button) in a quick time frame for experiments



Senior management is bought in

CEO or similar C-Level stakeholder agrees to participate in and attend the Executive Summary sessions (maximum of three sessions)



Time commitment throughout

Assign a project lead, and working team across key functions, including tech and editorial

Ready to commit the core team to ~6 hours of engagement on a weekly basis (varies from week to week) throughout the programme

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

Fully participate in cohort activities over the programme duration



Willingness to **share knowledge** with ecosystem

Be a full participant in an ongoing 'community of success'

Share performance data for (anonymised) cohort benchmarking purposes

Agree to contribute to case studies

Testimonials from previous DRL participants



"DRL has been great for us and has opened our eyes to different ways of working and how to potentially monetise our websites in the future, bringing in much needed revenue."

"We have been given plenty of help and support to implement the changes we need to on our websites and indeed with other aspects of our business."

Head of Editorial
Bullivant Media



"The whole programme has completely changed the perception of our business and helped us to embark on a path that has a clear goal through clear steps."

"It not only taught us to think differently about things and processes, but also allowed us to find out how similar businesses work in other countries. At the same time, it opened our eyes to the use of technology and we gained more confidence in what we do."

Chief Financial Officer
DRBNA



"The culture of hypothesis, experimentation and review is now being used in multiple departments within Iliffe Media as a direct result of learnings from the DRL."

"Aside from the practical outcomes of the DRL, I would recommend it to anyone looking to progress the digital transformation of a newsroom from a management point of view"

Group Audience Development Manager
Stratford-upon-Avon Herald



"Working with FTS was extremely satisfying both in terms of content and on a personal, human level."

"Knowing that a brand like FT faced the same challenges as we, the small publishers, gives us courage to overcome our own issues."

Brand Manager
Tygodnik Powszechny

About us

STRATEGIES

FT Strategies is the specialist media and publishing consultancy from the Financial Times. FT Strategies' deep expertise enables its clients to future-proof their business, empower their teams, and fulfil their goals with our proven data, digital and change consulting expertise.

News Initiative

The **Google News Initiative** represents Google's largest-ever effort to help journalism thrive in the digital age. In collaboration with editors and journalists worldwide, the Google News Initiative (GNI) strives to foster a more sustainable, diverse, and innovative news landscape.

Through a comprehensive suite of programs, digital tools, training, and resources, the GNI empowers journalistic endeavors, enabling journalists to effectively discover, verify, and narrate compelling stories while upholding the highest standards of quality journalism.

To apply for the programme,
please fill in the application
form

Thank you