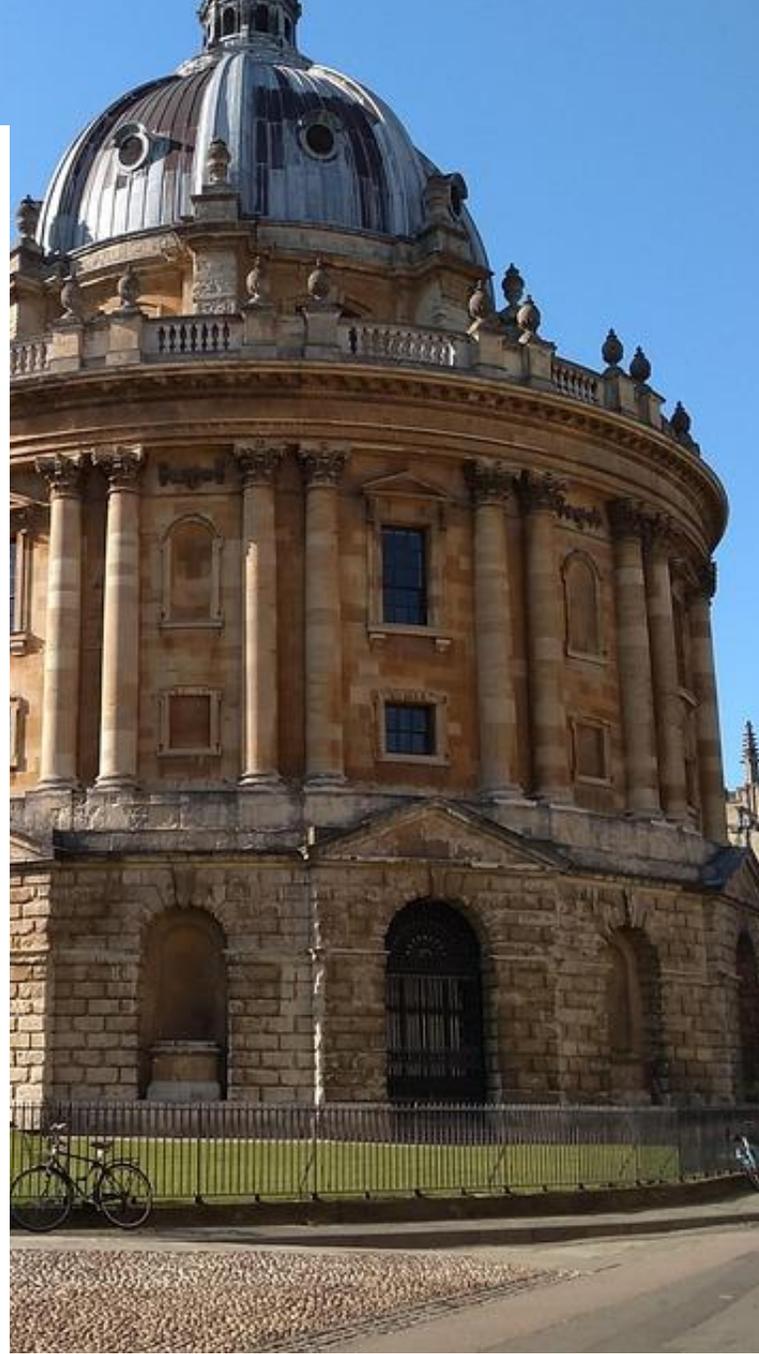


# Oxford News Marketing Programme

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**Programme directors:**  
**Andrew Stephen**  
**Seth Rogin**



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# About the programme

Facebook Journalism Project and Oxford Saïd Business School have partnered to develop this unique programme to respond directly to the acute challenges faced by the publishing industry, brought about by fundamental changes to the very nature of the sector.

The news industry faces unprecedented disruption through digitisation, which has lately even been accelerated due to the pandemic.

It's one thing to be experts at telling others' stories – but it is becoming increasingly important for publishers to tell their own stories successfully and effectively.

This programme aims to help media organisations:

- Develop strong, audience-oriented articulations of their story, purpose, and brand identity
- Effectively communicate the value proposition and USPs of their journalism-based products to their audiences
- Establish clear and optimised strategic marketing KPIs and systems for measuring their performance against those KPIs
- Ensure that their strategic marketing and brand-building activities make the best use of current digital media channels and formats

By tackling the fundamental needs of the sector, this programme, underpinned by world-class Oxford Saïd research and informed by the latest industry insight, will transform participating organisations' approach to marketing.

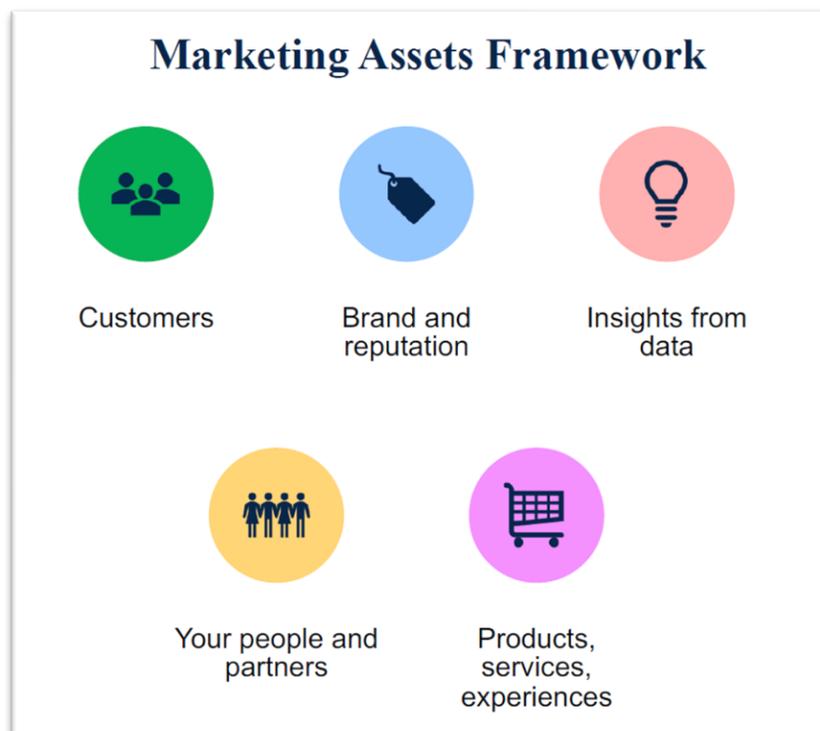
In covering marketing fundamentals, strategy planning, implementation, and analysis right through to the future of marketing, you will learn to market your journalism effectively across all channels.

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# Key learning

## 1. Growth and Marketing Assets

- Marketing’s job is to find ways to drive growth in the business and in value to all relevant stakeholders.
- We do this by cultivating, managing, and leveraging strategic marketing assets.
- Purpose” is increasingly important and demanded by consumers/customers. But it has to be real action, and relevant to your brand. Not just for the stake of it.



**Audit / evaluate your company’s marketing assets. Are they where they need to be to drive the kind of growth your organization needs for the future?**

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## 2. Value Creation and Customer Centricity

- Customers are the most important of the major marketing assets – you need customers to have a viable business!
- Creating value for customers will lead to value creation for the organisation and other stakeholders.
- Customer centricity is a commonsense approach to a business model that puts customer value creation first.
- Customer retention is better than having to always acquire new customers. But not all customers are valuable.

**Customer Lifetime Value =  
function of {profit margin per  
customer, retention rate}  
LESS acquisition cost**

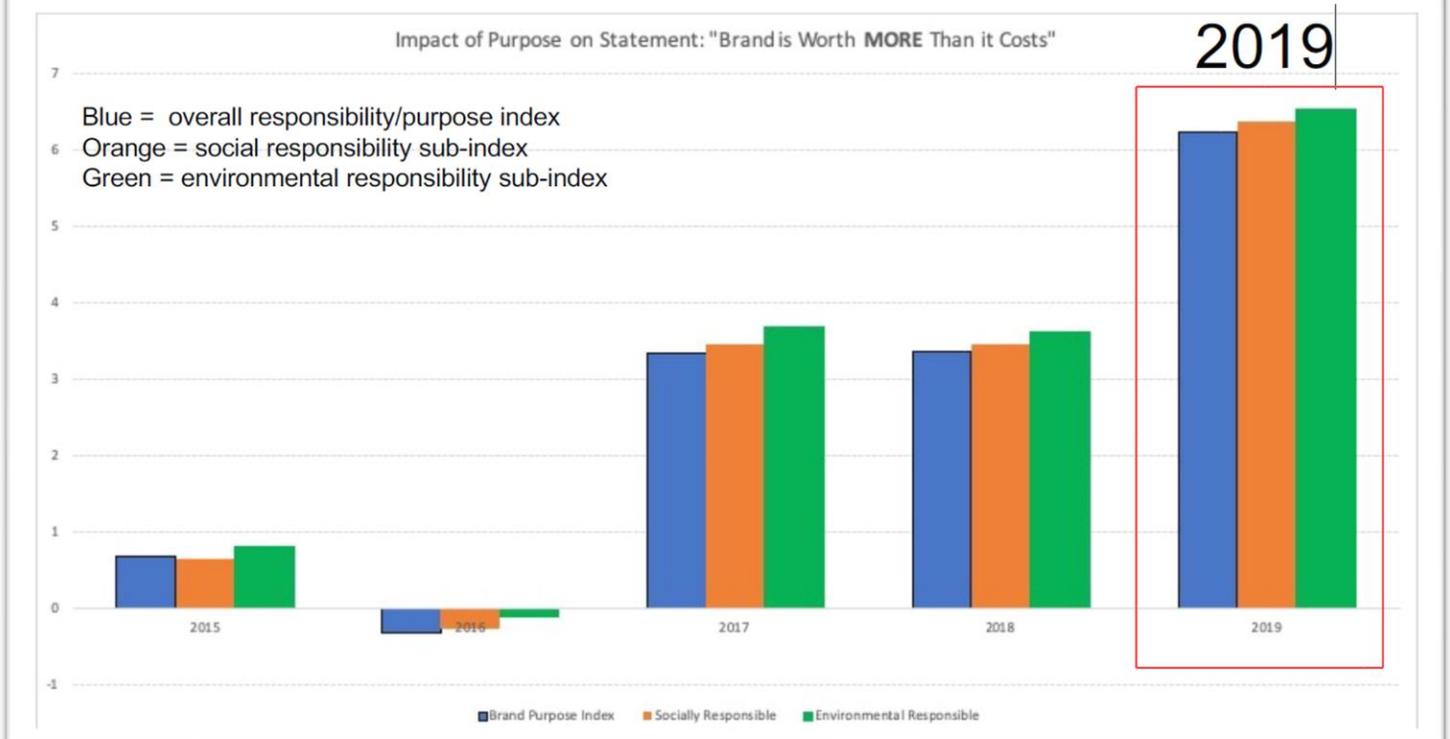
**How can publishers maximise customer lifetime value?**

**Segmentation, value of segments, loyalty/retention programs**

### 3. Brand strategy

- Your brand is one of your valuable marketing assets
- Mission statement ≠ Brand.
- Valuable brands are strong brands.
- To build and maintain a strong brand you have to understand your customer/audience.
- Focus on making your brand meaningful (relevant), different (clearly distinct), and salient (well known) to your target audience – i.e., not necessarily to everyone.
- Everything you do should be consistent with the brand strategy.

#### Effect on “Premium Index” – willingness to pay more, etc



Make your brand “premium”: more meaningful, different, and salient

## 4. Communications and media

- Go back to thinking about the customer and the desired behaviours you want from them – content consumption and maybe other things too. What do you want them to think and what do you want them to do?
- Then build comms and media plans, campaigns, etc to serve these objectives
- Using a combination of paid, owned, and earned media tends to work best, but it can be hard to get the right mix. Tackle this challenge by experimenting (“test and learn”) with media mixes that you think make sense and also that might be novel (e.g., trying out “influencers”)

NO SILVER BULLET

### Media plans that have worked and how channel mix can be improved

	TV	Facebook	Outdoor	YouTube	Cinema	Newspapers	Point of sale	Online display	Magazines
Awareness	● ↓	↑	● ↓	↑	↑	●			
Association	● ↓	●	● ↓	↑	↑		↑		
Consideration	● ↓	●		●		↑	↑	●	↑
Motivation	● ↓	● ↑	● ↓	↑	↑				



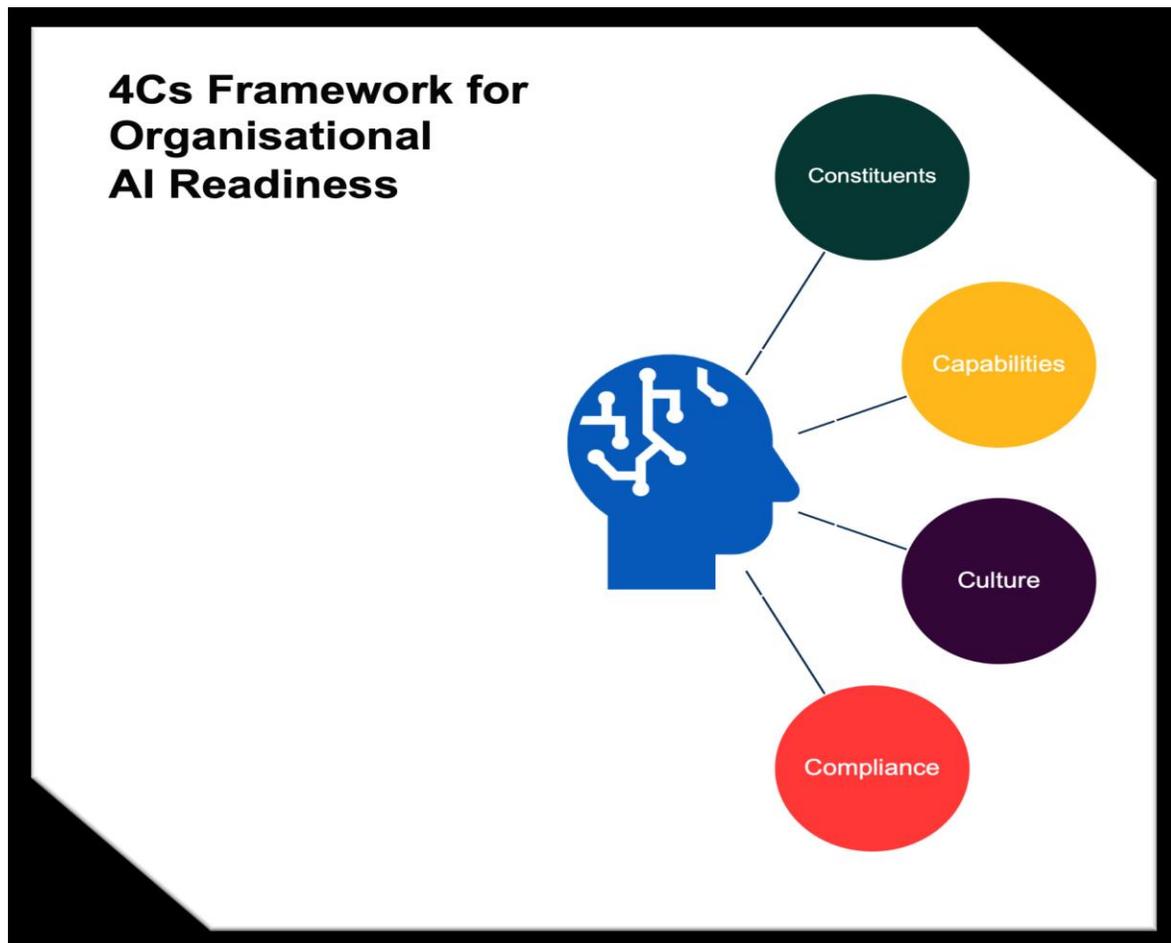
What has worked in the past: ● Major Channel      ● Minor Channel  
 Channels to Upweight ↑      Channels to downweight ↓

Division of ‘traditional’ vs. ‘digital’ channels is a false dichotomy. Exploit a mix of attention types. TV is an effective bedrock but shouldn’t dominate investment

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## 5. Data, Analytics, and Technology in Marketing

- Get relevant and actionable insights from your data. This requires to know what you want to find out from data, use analytics (statistics, machine learning), interpret analytics outputs and craft a narrative to inform decision making
- Nurturing a data-driven (or data-fueled or data-informed) culture is essential. But not everyone must be a data scientist!
- The strategic challenge for leaders is to actively prepare their organisations for an even more data-driven world with more advanced analytics (e.g., using AI)



How prepared is your organization for advanced analytics, AI, and machine learning?

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# Programme directors



Andrew Stephen

Andrew is one of the world's leading academic marketing experts. He is a leading academic voice on the future of the marketing, media, and advertising industries. He has a particular interest in issues that lie at the intersections of marketing, consumer behaviour, and technology—particularly artificial intelligence. For this work, he's regularly recognised by the American Marketing Association as one of the top marketing academics in the world, and the #1 in the UK. He's also been featured as one of the top 40 business school professors under 40 by Poets and Quants (in 2015) and has won numerous awards for research excellence.

Andrew's duties at Oxford Saïd include his leadership of the School's group of marketing faculty and research staff and overseeing of the marketing curriculum across undergraduate, MBA, EMBA and executive programmes. He is also the School's Associate Dean of Research and member of the School's Senior Leadership Team. In addition, Andrew is the founder and director of the Oxford Future of Marketing Initiative, which is a collaborative network of academic-industry partnerships aimed at producing relevant research and practical thought leadership that shapes the future of the marketing profession. He also co-directs the Oxford AI x SDG Initiative, which looks at how AI can be used in support of the UN's Sustainable Development Goals, and the Oxford Executive Diploma on AI for Business.

As a prolific researcher in marketing, Andrew has published in all of the leading academic journals in marketing, as well as in professional outlets such as Harvard Business Review and MIT Sloan Management Review and top psychology journals. Recently, he served as Co-Editor of the International Journal of Research in Marketing and is currently Editor of the Journal of Consumer Research. He is also on the editorial boards of the Journal of Marketing, Journal of Marketing Research, and Journal of Consumer Psychology.



Seth Rogin

Seth Rogin is CEO of Magnolia Media Partners, LLC, confidentially advising next generation media and tech companies.

Seth was the founding President & CEO of Nucleus, a joint venture of Hearst, Gannett, McClatchy, and Tribune, creating technology, marketing, and revenue leadership for the American news industry.

Seth is often called the industry's 'Dean of Digital Advertising.' From 2013 until 2016, he was Mashable's Chief Revenue Officer. During his tenure, the company grew by triple digits, secured its first three rounds of venture investment, reached peak valuation, and expanded across the globe.

Seth worked for The New York Times for 13 years in various roles, including 7 as Vice President of Advertising. He led sales and business operations of The New York Times Magazine and The NY Times Style Magazine, including the creation and highly successful launch of its first website.

Seth is an award-winning leader, named 'Industry Luminary of the Year' by iMedia. He's been inducted into MIN's Media Sales Hall of Fame and was recently named one of the 50 Male Advocates for Equality in Media and Marketing.

Seth is a member of the Board of Directors of The Jerry Garcia Foundation alongside rock legend Bob Weir. He has served on the Board of Directors of the Ad Council and the Advisory Council of Ad Week NY and Europe. He currently sits on The Digital Marketing Standards Board, where he co-authored the policy to increase the industry's Diversity and Inclusion.

Business Insider called Seth 'one of the 30 best people in advertising to follow on Twitter.' He is also an investor in the recent Broadway production of 'The Inheritance,' which won four 2020 Tony Awards including Best Play of the Year.