

2021 STRATEGIC PLAN AND ORGANIZATIONAL GOALS



The Philadelphia Inquirer

2021 STRATEGIC PLAN

- 1. BRAND PURPOSE:** Be the most essential local news source for Philadelphia and the region: *Always Philly*
- 2. BUSINESS IMPERATIVE:** Fulfill the obligation of our Brand Purpose by building a financially strong and sustainable business.
- 3. TRANSFORMATION:** Accelerate our shift from a print-led to a digitally-led organization in our mindset, our processes, and our products.
- 4. READER-FIRST:** The consumer is at the center of our product and revenue strategy.
- 5. CULTURE:** Embrace diverse perspectives throughout our organization and in the work we produce. Create an equitable and inclusive culture that thrives on open communication and collaboration with each other and our community.
- 6. COMMUNITY:** Build relationships in the community to listen, learn information needs, and to inform our sourcing and content. Broaden and grow our digital audience, reader engagement, and how and where people might experience our brand.



2021 STRATEGIC FRAMEWORK



2021 ORGANIZATIONAL GOALS

1. Revenue

We will achieve our 2021 top line revenue goal of

\$111.00M

TOTAL REVENUE

\$8.75M

DIGITAL SUBSCRIPTION REVENUE

up 26%, or \$1.79M, vs. 2020



2021 ORGANIZATIONAL GOALS

2. Diversity, Equity and Inclusion (DEI)

- **Diversity goal:** We will take steps to ensure that all open full-time and leadership positions have applicant pools with sufficiently diverse candidates to allow the company to achieve a goal of filling such positions with at least **40% racial and ethnic minorities and 50% women.**
- **Equity goal:** All full-time employees will have a **performance conversation** with their manager, and set goals for the year.
- **Inclusion goal:** All full-time employees will **receive individual development** plans.

INQ WORKFORCE NEW HIRE DIVERSITY

People of Color	2019	2020	Combined	Goal
New Hires (100)	26.8%	69.0%	39.0%	40%
Promotions (63)	17.4%	41.2%	23.8%	
New Positions Filled (163)	23.1%	58.7%	33.1%	

Women	2019	2020	Combined	Goal
New Hires (100)	46.5%	58.6%	50.0%	50%
Promotions (63)	63.0%	52.9%	60.0%	
New Positions Filled (163)	53.0%	56.5%	54.0%	

2021 ORGANIZATIONAL GOALS: **NEWSROOM**

2a. Newsroom Diversity, Equity and Inclusion goals

- **Hiring goal:** We will take steps to ensure that all open full-time and leadership positions have applicant pools with sufficiently diverse candidates to allow the company to achieve a goal of filling such positions with at least **60%** racial and ethnic minorities and **50%** women.
- **Representation goal:** All desks with more than 10 members will be staffed by **a minimum of 25%** people of color, and **at least one editor** who identifies as Black, Latino or Asian.
- By the end of the year at least **35% of newsroom management** will be comprised of journalists of color (up from 23% now).

NEWSROOM NEW HIRE DIVERSITY

People of Color	2019	2020	Combined	Goal
New Hires (35)	36.8%	68.8%	51.4%	60%
Promotions (11)	30.0%	100.0%	36.4%	
New Positions Filled (46)	34.5%	70.6%	47.8%	

Women	2019	2020	Combined	Goal
New Hires (35)	57.9%	68.8%	62.9%	50%
Promotions (11)	60.0%	0.0%	54.5%	
New Positions Filled (46)	58.6%	64.7%	60.9%	

2021 ORGANIZATIONAL GOALS

3. Digital Audience Growth

- We will achieve a **total digital audience** (Web, App, e-edition, Newsletter, Live, etc.) **of 8.4M** average monthly visitors, including **3.1M average monthly in-market* visitors**, +10% growth over 2020.

4. Digital Audience Engagement

- We will increase the **frequency of regular visitors by 10%** to 5 per month for in-market visitors, and 18 per month for digital subscribers.

5. Operational Excellence

- We will develop, document, measure and continuously improve the underlying processes and policies that drive our goals, and instill discipline and accountability with regular reporting.



BEHAVIORAL GOALS

We will encourage and demonstrate these behaviors to drive our organizational goals:

Communication:

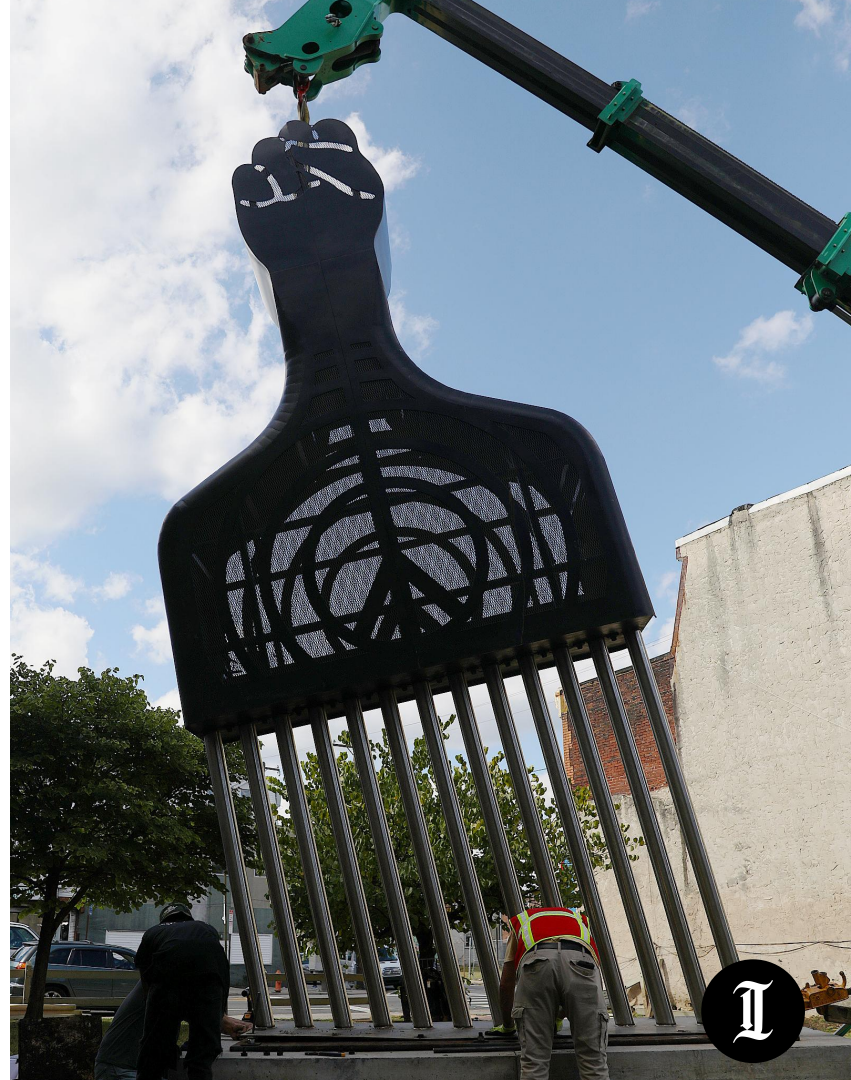
We will communicate with respect, positive intent and empathy.

Teamwork:

We will collaborate and work across departments to find solutions aligned with our goals.

Embrace the Future:

We will welcome new ways of working. We will focus on growing new audiences and on our digital transformation.



2021 STRATEGIC PLAN

1. BRAND PURPOSE: Be the most essential local news source for Philadelphia and the region: *Always Philly*

- Introduce Always Philly to the organization and the community: brand campaign, brand video, sales decks, etc.
- Infuse cohesive brand vision across whole brand from the paper to INQ 2.0 to brand marketing materials.
- Use as framework to evaluate projects and partnerships: does this sync with our brand purpose?

Always
asking on
behalf of
the people.

Always Philly.

The Philadelphia Inquirer
[Inquirer.com/Subscribe](https://www.inquirer.com/subscribe)



2021 STRATEGIC PLAN

2. BUSINESS IMPERATIVE: Fulfill the obligation of our Brand Purpose to be the most essential local news source for Philadelphia and the region: *Always Philly* by building a **financially strong and sustainable business**.

- Grow our in-market digital audience, level of engagement, and digital subscription revenue
- Grow digital ad revenue
- Use data and insights along with improved products to attract new readers and nurture loyal subscribers
- Modernize our systems and automate manual processes from sales prospecting and forecasting, to customer service, to contract management.
- As a business in transformation, we must keep a keen focus on agile business operations as we redirect resources to growth areas.



2021 STRATEGIC PLAN

3. TRANSFORMATION: Accelerate our shift from a print-led to a digitally-led organization in our mindset, our processes, and our products.

Key



Work Begun



Nearly Complete



Halfway Complete



Completed

Print-Led

Digitally-Led

Business Model

Manufacturing-centric: Printing, packaging and distribution; advertising revenue premonitates



Content-centric: consumer experience, product innovation and digital subscriber revenue predominates.



Product

Daily paper with print deadlines dictating publishing cadence



Suite of 24/7 multi-platform products created through collaboration: news, product, design and, marketing



Cost Structure

Weighted toward manufacturing and physical distribution



Weighted toward content, product, engineering, consumer marketing and digital distribution



Marketing

Print circulation, trade deals, and digital subscriptions marketed separately; no brand halo;



Holistic approach to consumer marketing; brand purpose marketing discipline across all products



Org Structure

Siloed, top-down, opaque, fixed



Interdisciplinary, transparent, nimble, iterative



Advertising

Print ads valued by content adjacencies, geographic zones, or marketplace categories



Dynamic, multi-platform ad products; branded content programs; experiential sponsorships



2021 STRATEGIC PLAN

4. READER-FIRST: The consumer is at the center of our product and revenue strategy.

- Develop a deep understanding of who our readers are, what they want, and how we can best meet their needs (unique value proposition)
- Build exclusive experiences that add value to our subscriptions and keep subscribers engaged
- Create targeted monetization strategies that maximize the revenue (consumer and advertising) potential of each reader
- Release and iterate on our Inquirer 2.0 strategy, providing more readable and enjoyable news experiences, particularly on mobile devices
- Build new service-oriented experiences to grow digital audience, build habit, convert subscribers, and create loyalty



2021 STRATEGIC PLAN

5. CULTURE: Embrace diverse perspectives throughout our organization and in the work we produce. Create an equitable and inclusive culture that thrives on open communication and collaboration with each other and our community.

- Build accountability around the organization's diversity, equity, and inclusion goals.
- Grow manager capabilities to create diverse and inclusive teams and to drive equity by growing and developing their people.
- Ensure our commitments to pay equity through Mercer study and formalized performance management.
- Operate as One Inquirer centered around mutual trust.
- Utilize new and existing community channels to build trust with the community.



2021 STRATEGIC PLAN

6. COMMUNITY: Build relationships in the community to listen, learn information needs, and to inform our sourcing and content. Broaden and grow our digital audience, reader engagement, and how and where people might experience our brand.

- Establishment of a Community News Desk in the newsroom
- Launch Community Advisory Board
- Meet Consumer where they are: mobile, social, experiential
- Develop new tools for convening readers and creating positive social interactions



Icons in Orange are new in the last 12 months

