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The New York Times  
**Times3**

HIGHLIGHTS FROM  
THE NYT BUSINESS SIDE.

*[You can also view this newsletter as a [PDF](#) on our Intranet site.]*

## A Note from Scott

Our rebalancing efforts continue to deliver results. This issue of Times3 once again shares stories from across the NYT Media Group that reflect the impressive organizational fighting spirit in an adverse economy and a tough, competitive marketplace. The results we are delivering are truly exceptional under these conditions. Add to these stories the continuing examples of marketplace success — ranging from the Web and circulation results surrounding the elections to new advertising accounts and campaigns — and the formula for our short- and long-term success is clear.

In the past several issues of Times3, I have saluted the remarkable contributions of our colleagues in advertising, circulation, C&S and production who have confronted some of our most acute challenges. These organizational responses, while notable for the reasons I have cited, are nevertheless of the same stuff we see across the organization. Our colleagues at NYTimes.com face enormous pressures to extend and enhance our Web site in a marketplace characterized by intense change and fierce competition. Similarly, our newsroom and editorial board distinguish themselves by continuing to produce first-class news and opinion while reconfiguring resources and capabilities in a multiplatform world. Our marketing group is developing promotions that capture the vitality of the brand, and it has shown that it can do so for key advertisers, such as the Nielsen campaign during the Olympics. Our colleagues at the IHT have restructured operations and improved overall financial performance, while also implementing integration on the Web and with the NYT newsroom. Every part of our organization has a similar story — financial, HR, systems, labor, strategic planning, news services.

Rebalancing requires us to execute every aspect of our business strategy ever more effectively, whether competing for advertising revenues, growing our subscriber base, printing and distributing more efficiently, or developing new online content and capabilities, to name just a few. We do this to ensure that we live within our revenue means, that we are capable of investing in our digital future, and that we continue to field the journalistic resources necessary for our long-term success. The end result must be that we serve the high expectations of our customers, both readers and advertisers.

Read all about it.

**Scott**

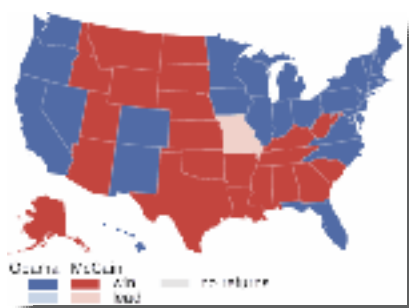
## Election '08: The Demand for Our Brand

As we all now know, the 2008 Election Season proved to be one for the history books. As with every pivotal moment of the past 157 years, The New York Times was the paper of record for every nuance of this major world event — as evidenced in small part by the following highlights, which cover print, online coverage and live events.



On Wednesday, November 5, The Times experienced **unprecedented sales** at newsstands and other outlets around the country. On a typical Wednesday, we sell about 225,000 single copies. To sell that number, we normally print about 325,000 for the single-copy business. In anticipation of the historic election, we increased the single copy print order by 35 percent. Due to demand, we went back on press twice during the week — first for 85,000 copies and later for 150,000, for a total of 235,000 additional copies. The actual single-copy sales of the November 5 paper were 500,000, or more than twice the normal Wednesday street sales. The

dramatic sight of readers lining up to buy papers outside our Eighth Avenue headquarters was [chronicled](#) by our **City Room** with Michele Monteleone's video "Hot Off the Press" and Corey Kilgannon's article "Dead-Tree Editions Sell Out, So Presses Roll Again."



At the same time those lines around the building reaffirmed the enduring value and impact of our print product, NYTimes.com was proving just how powerful our journalism is when delivered electronically. On November 5, **the site broke all records, with 60 million page views**, almost 24 million of which were to the home page alone, with 20 million of those in North America. Moreover, we saw 12.8 million unique visits by readers, a record. And people were using lots of different content on the site, not just the home page — on

average, readers turned 4.7 page views per visit.



On November 5, we ran what **Facebook** says is one of the most successful campaigns in its history. The goals of the campaign were to increase our number of Facebook fans; raise awareness of NYTimes.com as an interactive news center; and engage the Facebook community in a conversation about the

election outcome. From our perspective, the **home page roadblock campaign** was a great success, garnering us 4.3 times the value of our spend. We reached 68.3 million individuals with our brand message. We increased our number of fans more than three times in just 24 hours — from 49,000 to 164,000 — and in the process far exceeded our 2008 goal of 100,000 fans. And we engaged the Facebook community in a lively conversation (more than 34,000 comments shared) on which issues are most important for the President-elect. More than 400,000 New York Times "gifts" (inset above) were given by Facebook users to their friends. Possibly the greatest success of this campaign, however, is that our fans continue to rapidly grow (181,000+ fans as of November 19 ) into a powerful, free word-of-mouth network that we will leverage for future marketing messages.

In an interesting synergy of print and online media, the **10,000 Words** Web site — which is written by journalist Mark S. Luckie, associate producer for EW.com/Entertainment Weekly and former online producer for the Los Angeles Times and Contra Costa Times, and dedicated to promoting the use of multimedia in journalism — produced a fascinating [time-lapse piece](#) showing The Times's online election coverage as it evolved over the course of election night. (To experience the full effect, be sure to have your computer's sound turned on.)



On November 4, Event Marketing offered readers the perfect way to wrap up the marathon campaign process: **Election Night LIVE at The New York Times**. TheTimesCenter hosted the sold-out event, which was broadcast live on CUNY-TV. It featured insight and perspective on the battle for the White House from key Times political reporters and editors including executive editor Bill Keller, managing editor Jill Abramson, assistant managing editor Rick Berke, editorial page editor Andy Rosenthal, Op-Ed columnists Gail Collins and Frank Rich, and additional Times journalists including Patrick Healy, Jodi Kantor, David Kirkpatrick, Adam Nagourney and Kate Phillips. The discussion was moderated by Times Magazine contributing writer Matt Bai, author of "The Argument: Inside the Battle to Remake Democratic Politics," with Sam Roberts, Times reporter and host of NY1's "The New York Times Close-Up." Afterward, attendees enjoyed an all-American buffet along with televised returns. This 21st-century event was inspired by the festive communal tradition during the 1920s and '30s of enthusiastic crowds gathering in front of The New York Times headquarters for up-to-the-minute election-night returns flashed on the electric "zipper" sign that ran around the Times Tower.



From Left: TheTimesCenter stage; co-hosts Sam Roberts and Matt Bai, with panelist Jill Abramson; the all-American buffet served downstairs during the Election Return party. (Photos: Matthew Arnold Photography)

- Later that evening, our Chicago distributor, Charles Malek, owner of Andrew Distribution, personally delivered the **first copies** off our Chicago press to Obama's hotel, along with six New York Times T-shirts for the President-elect and his family. Malek was assured by hotel staffers and the Secret Service that these were the *first* newspapers delivered to their suite.

## The ABCs of Circulation

The **September ABC results** reflect our continuing strategic focus on growing a high-quality, highly profitable, long-retained core subscriber base. We ended the ABC period with Monday-Friday circulation of 1,000,665, down 3.6 percent versus last year, and Sunday circulation of 1,438,585, down 4.1 percent versus last year.

While our national competitors showed flat circulation, their results hinged on large increases in third-party sales or deeply discounted "bundled" online/print subscriptions. The Times's full-rate copy trends (those sold for at least 50% of basic rates) are superior to those of both USA Today and The Wall Street Journal. Our daily "quality circulation percentage" also remains higher than both of these national newspaper competitors. Further, our daily and Sunday results were ahead of The Daily News, The Post and the average industry circulation results as a whole.

These positive results were achieved despite aggressive price increases (daily single copy rates up 50 percent in the last 15 months and home delivery rates up 8 percent over that same period). Our focus on selling full-rate copies — those readers most prized by advertisers — is helping to drive ever-higher circulation revenue and margin.

## Advertising Update

- Year-to-date results in the **financial services category** as of September show that, despite significant losses from a number of key accounts, the financial team is up in print dollars, for three main reasons — the market response to the financial crisis; advertisers who took advantage of the immediacy of our newspaper to reassure their customers and to gain customers who were disenfranchised from their own banks; and readers' ability to get cash

through CD and account offers. Another factor, of course, is our trusted brand in a time when people do not have trust. Digital advertising is also experiencing strong growth in the category.

- The transportation team took a large chunk of **Acela's** direct business away from USA Today, even after the plans were set and budgets had been allocated. Acela's commitment to The Times amounts to a 41 percent increase over last year, which doesn't include an additional online commitment.
- **Capital One** has committed to a large buy in the fourth quarter. The program spans all lines of business — including branding, small business and credit card. Buying inventory on Black Friday (the Friday after Thanksgiving, which is the unofficial start of the traditional Christmas shopping season) and Cyber Monday (the Monday immediately following Black Friday, which traditionally sees significant spikes in online shopping) was critical to its program.
- The automotive team has made another breakthrough with **Mercedes-Benz National**, selling the company three center spreads for the launch of its BlueTEC initiative. This coup is the second major accomplishment with Mercedes-Benz National this year.
- **Credit Suisse** signed up for nine section-front strip ads on Weekday Arts in support of the New York Philharmonic. The ads started October 16 and will run through December.
- **Staples** ran its fifth campaign of the year from mid-October through mid-November. All told, Staples's 2008 programs represent an 875 percent increase over its last-year total.
- **Lifetime Television** is promoting two of its shows using polybags. The first, for "Living Proof," ran on October 17, and the second, for "Sex & Lies in Sin City," ran Saturday, October 25.

## Success Store-y

**The New York Times Store** continues its remarkable growth, with year-to-date revenue that has already greatly surpassed the total for all of 2007. And with November and December traditionally representing 30 to 40 percent of annual sales, the best, we hope, is yet to come.



An expanded catalog of sports memorabilia, including popular Yankees- and Giants-themed products, helped boost October revenue by 65 percent over this month last year. An improved online environment and an increase in fine art partners also contributed to this year's rise in revenue. More recently, the phenomenal post-election success of Obama-related merchandise has made a significant contribution to the bottom line.

Helping spread the word, a 60-second video ad for the Times Store will air on all **JetBlue** passenger video screens on flights throughout December. Promoting store products during the peak holiday season, the commercial is expected to reach an audience of one million domestic flyers each week. Click [here](#) to see the commercial.

Note: Mark your calendars now for the store's annual **Holiday Sale**, which will be held in the cafeteria from 10 a.m. to 6 p.m., December 9–11 and 15–17. Items will be on sale for a small percentage above cost, and inventory will be refreshed each day. (Cash, checks, debit and credit cards accepted.) It's the perfect opportunity to get those last-minute gifts for friends and family.

## Happy Anniversary

On September 18, 2008, **TheTimesCenter** began its second year of operation. In its successful first year, TheTimesCenter held 278 events (169 for external customers and 109 New York Times internal events), generating incremental revenue during its first year of operation. The events covered a wide variety of programs ranging from corporate meetings and seminars to film screenings and award ceremonies, and the clientele included large corporations and small nonprofit organizations. For 2009, TheTimesCenter has already booked 239 events.

TheTimesCenter has become home to many of the cultural and educational programs presented by The New York Times, and continues to be the place audiences go to deepen their relationship with The New York Times through live events. Our popular TimesTalks series brought sold-out audiences to hear Times journalists interview guests such as Maya Angelou, Stephen Colbert, John Updike, Javier Bardem, Sir Ian McKellen, Sarah Jessica Parker, Christian Bale and Daniel Radcliffe, as well as a monthly "Inside the News" series focusing on our journalists and the stories they cover. **A reminder: All New York Times employees receive a \$5 discount on TimesTalks tickets when they use the access code "NYTED" while ordering.**

TheTimesCenter also hosted several corporate meetings and events. Mayor Bloomberg's philanthropy organization hosted a press conference with Bill Gates to launch its partnership in a worldwide anti-smoking campaign, and Gillette hosted a consumer press conference to announce Derek Jeter as its Man of the Year. Finally, TheTimesCenter was used extensively for internal and New York Times Company meetings, including Affinity Group/Diversity events, the Annual Meeting of Stockholders, Q&A with Bill Keller (aka "Throw Things at Bill"), Arthur's State of the Times, Janet's Quarterly Media Review of the Company, and the Ad Sales Conference.

## Our Word-of-Mouth Advantage

The New York Times Customer Insight and Advertising Groups announced the results of a study that for the first time offers detailed information about reaching a key group of **affluent, female consumers** who have an exponential influence on purchase decisions — the ones who spend more, know more and talk more about the products they like.

This is the first major public study ever released that focuses on word of mouth among affluent women. It provides much-needed insight into reaching these key consumers in five major industries: finance, fashion, consumer electronics, automotive and travel. Based on extensive qualitative interviews and a survey of more than 3,000 women with household incomes of at least

influential women, "**Marketing Multipliers**," from other affluent women.

Given that studies suggest that a majority of consumer purchase decisions are made or influenced by women, this research fills an important gap in understanding how to increase marketing return on investment in today's challenging economic environment. Significantly, New York Times affluent women are "super" multipliers. Across the five product categories measured, women who read The Times, either in print or online, are generally twice as likely to be Marketing Multipliers.

For more details on this groundbreaking research, read the [press release](#).

## Seeing Is Believing

NYTimes.com has launched a **new video platform** that introduces video into more sections of the site and provides enhanced user functionality. This new platform emphasizes The Times's strong commitment to video as an important journalistic medium. High-definition players are now available on the home page, article pages, in blogs and in the video library, making video an even more integral component of the NYTimes.com experience.

The video platform also introduces:

- Widescreen format — high-definition videos are now displayed in a 16x9 widescreen frame
- Redesigned video library ([www.NYTimes.com/video](http://www.NYTimes.com/video)) — the library offers a clean layout and a black background for optimal viewing comfort
- Individual video pages — an individual playback page for each video that provides a better viewing experience and enhanced searchability
- "Most Viewed" — a continually updated list of the most-viewed videos across the site
- Share tools — the ability to share videos to social sites such as Digg, Facebook, LinkedIn, Mixx and Yahoo! Buzz

For additional details, read the [release](#), or view the [new video library](#).

## Sign of The Times



As Barack Obama headed into the final stretch of his 21-month quest for the White House, Time magazine captured this image of the candidate arriving in Columbus, Ohio on November 2. And what was the soon-to-be President-elect holding as he waved to the assembled crowd? The newly released issue of **PLAY: The New York Times Sports Magazine**.

Sadly, less than two weeks later, PLAY magazine would become yet another casualty of the worsening economic climate. On Friday, November 14, the decision was made to shutter PLAY. It was a sad decision for all those involved in its creation,

and, no doubt, for the many readers who were entertained and enlightened by its world-class journalism — including the best long-form sports nonfiction to be found in America, such as David Foster Wallace on Roger Federer, and Michael Lewis on place-kicking, both of which are already ensconced in anthologies.

The magazine was nominated for a National Magazine Award for General Excellence last year, a nomination that speaks not only to the quality of PLAY's writing but also to its captivating design and excellent photography. Everyone involved can be proud of that legacy.

## College Point Kudos

The College Point project has been selected as the **Best Industrial Project for 2008** by New York Construction News. And there's more good news: the **2008 Queens Chamber of Commerce Building Awards** have been announced, and College Point won in three categories: Industrial Interiors, New Construction Landscaping and New Construction Industrial. The awards event will take place on December 3 at Terrace on the Park. Congrats to everyone involved.

## You've Got Questions, We've Got Answers

From moves to mice and elevators to ergonomics, answers to the **most frequently asked building-operations questions** can be found on the **New Building** portal near the bottom of the left navigation bar on The New York Times Company [Insite](#) website, or directly by downloading this [PDF](#).

## Also of Interest

- A tip of the hat goes to Systems & Technology for the numerous **changes that allowed the smooth consolidation of the Metro and Sports sections into Main News and Business** — such as changes to many applications and translation programs including PPI, CCI, Scoreboard, Virtual Plan Creator, and P4, as well as the design templates used for section fronts and other pages. Extensive planning and coordinated end-to-end testing by a dedicated cross-functional team throughout September resulted in a clean, seamless rollout with no production delays or Newsroom user problems.
- A nod also to Production, which reports **another new high in its First Good Copy Index**, above and beyond the previous milestone we noted in the August newsletter. For those who may have forgotten, the term “first good copies” refers to the first copies that are actually sold to our readership. As the press run starts, waste copies are unavoidable as production gets color and registration up to spec. Before distribution, the first copies from each press line are sent to the quality assurance department, which analyzes them to create the index. Production’s current average is 76 percent better than it was one year ago.
- In October, the Syndicate launched **two new video series** featuring a pair of its most popular columnists. In **Classic Jack**, Jack Welch, the former CEO of General Electric, offers his singular take on the challenges facing business leaders around the world. In **Conversations with Noam Chomsky**, the political activist and MIT professor discusses global politics and the worldwide impact of U.S. foreign policy. Each set of videos is available as a separate buy for all clients, as a stand-alone service or as a multimedia supplement to the writers’ columns.
- **Book Development** has overseen the publication of two collections of popular New York Times features: “Hurt Yourself,” by the Times business columnist Harry Hurt III (St. Martin's Press), and “Eat, Memory: Great Writers at the Table,” edited by the Dining columnist Amanda Hesser (Norton). Activity remains at a fever pitch, with the unit supervising the publication of nine new books, including “Loot: The Battle over the Stolen Treasures of the Ancient World” by the former media reporter Sharon Waxman (Times Books) and “The Jazz Ear: Conversations Over Music” by the Times music critic Ben Ratliff (Times Books). Also recently released are “The New York Times on the Presidency” and “The New York Times on the Supreme Court,” the first installments in a series of academic reference books published by CQPress.
- News Services’ base of **Middle Eastern clients** continues to grow. With sales to major regional media groups in October, the Paris-based sales staff has doubled its number of new clients there year over year. These 10 new media outlets in six countries bring the total number to 25 clients in nine Mideast nations.
- Last spring, strategic planning worked with advertising and the IHT to plan the launch of the Key real estate magazine in the international market, with the goal of interesting foreign buyers in U.S. residential and commercial properties. On October 13 the fruit of their combined effort was realized when more than 170,000 copies of **Key International** were distributed by the IHT throughout Europe and the Middle East. The launch issue ran 40 ad pages, 15 pages above plan.
- In September, 19 new daily and 32 new Sunday ZIP codes were opened for **home delivery**, resulting in projected increases of 230 daily and 500 Sunday copies. Markets with expanded delivery include Baltimore; Cleveland; Louisville; Kalamazoo, Mich.; and Stuart, Fla.
- During Election week, Marketing and Circulation collaborated with **Amazon.com** to drive monthly subscriptions and single-copy sales through a special “sampling” offer to users of **Kindle**, Amazon's wireless reading device. All Kindle users had free access to New York Times content November 2–5. We supported this initiative through print and online ads, public relations and buzz marketing. As a result of this effort, 8,500 sample copies of The New York Times were downloaded to Kindle readers who do not subscribe to The Times on their device. This allowed us to introduce readers to The Times on Kindle reading experience. We now have more than 10,000 paid subscribers to The Times on Kindle as well as more than 2,000 subscribers to the various NYTimes blogs available via the device. We are considering a similar

promotion around the inauguration in January.

- With holiday parties fast approaching, here's some news we can all use. **About.com Health** has announced the launch of Calorie Count Groups, a free online social dieting network that allows members to connect and communicate about topics of interest, and motivate each other to achieve health and weight goals. To date, some 26,000 Calorie Count members have joined more than 300 groups in categories such as motivation and challenges, foods and cooking, and losing or gaining weight. For more information, check out the [press release](#).
- For those worried about that *other* big holiday concern, shopping, **ConsumerSearch.com** has [launched](#) a redesigned Web site that helps value-conscious shoppers by making it easier to access the reviews and analysis the site has amassed on a wide range of products and services. Rather than having to visit multiple review sites to see what experts and users think of a particular product, ConsumerSearch.com saves shoppers time and effort by analyzing those findings and then making its own product recommendations.
- And technophobic shoppers can rejoice: NYTimes.com recently launched its new **Holiday Technology section**, with three exciting features designed to provide consumers with expert guidance on the vast array of electronic products available on the market — The [Pogue-o-matic](#), an interactive product finder with video of David Pogue, The Times's personal technology columnist; [Gadgetwise](#), a new blog devoted to helping readers get smarter about buying and using personal electronics in their daily lives; and [The Technology Gift Guide](#), an interactive slide show offering gift recommendations from Times editors and reporters for four distinct groups: road warriors; home entertainment aficionados; outdoor and athletic enthusiasts; and preteens. The [press release](#) provides even more details.

## New York Times Media Group People News

### Marketing and Circulation

- **Laura Billingsley** took on a new role as NYTimes.com marketing manager, responsible for overall brand positioning of NYTimes.com and marketing for news (including politics & sports), opinion, jobs and IHT.
- **Marnee Muskal** was promoted to NYTimes.com marketing director, vertical and SEM marketing.

### News Services

- In October, news services welcomed **Christine Topalian** as its new director of online strategy and U.S. sales. Topalian comes to the Syndicate from NYTimes.com, where she was a senior manager of business development and strategic planning. Before coming to The Times, Topalian was a manager of strategic partnerships and business development at BusinessWeek Online.

### Production

- On the delivery nightshift, **Elgin McCargo** was promoted to assistant shift foreman.
- Also on the delivery nightshift, **Ron O'Keefe** was promoted to shift foreman.

## For Additional Information...

- On **Times Company news**, visit <http://web.nytimes.com/xpedio/groups/public/@insite/documents/dynamicpage/insite.hcst>.
- On **The Times's newsroom**, visit <http://ahead.nytimes.com/>.
- On **NYTimes.com innovations**, visit <http://ahead.nytimes.com/ahead/archives/innovation/>.
- On **Times Company Diversity**, visit <http://nytdiversity.nyint.com/>.
- And the latest **Company press releases**, visit <http://nytco.com/press/index.html>.