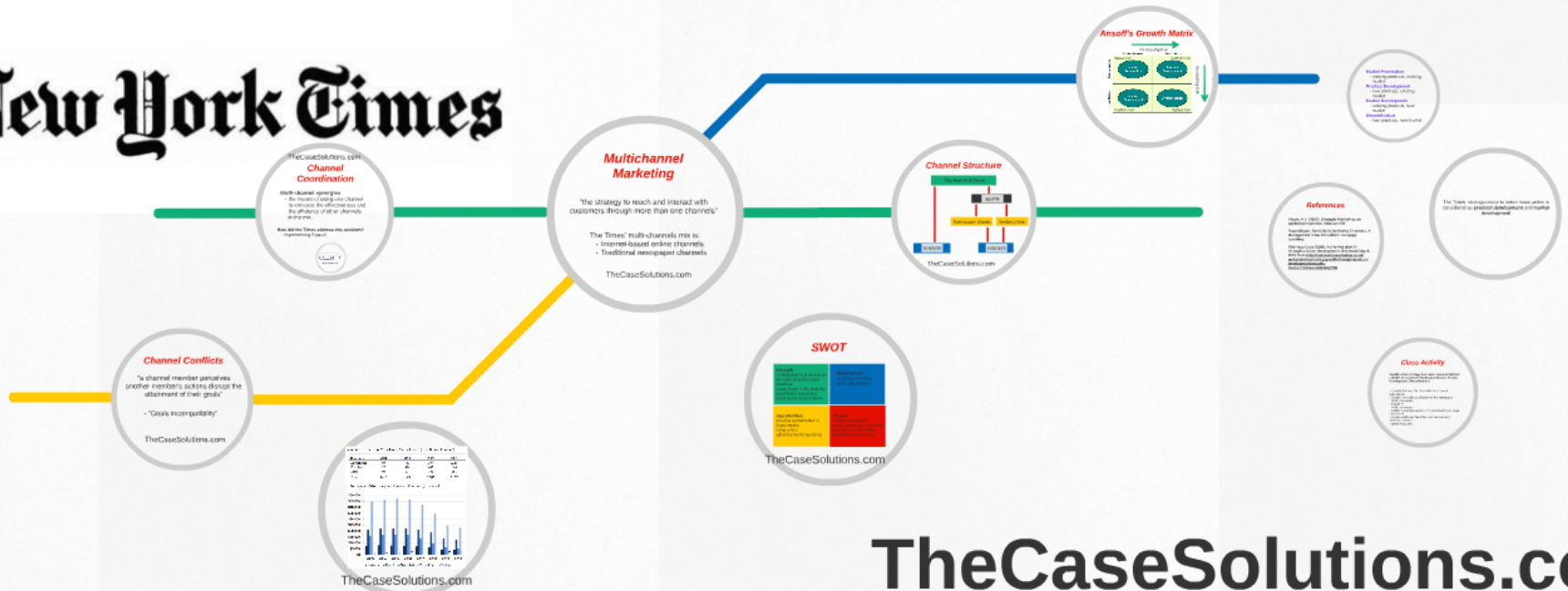


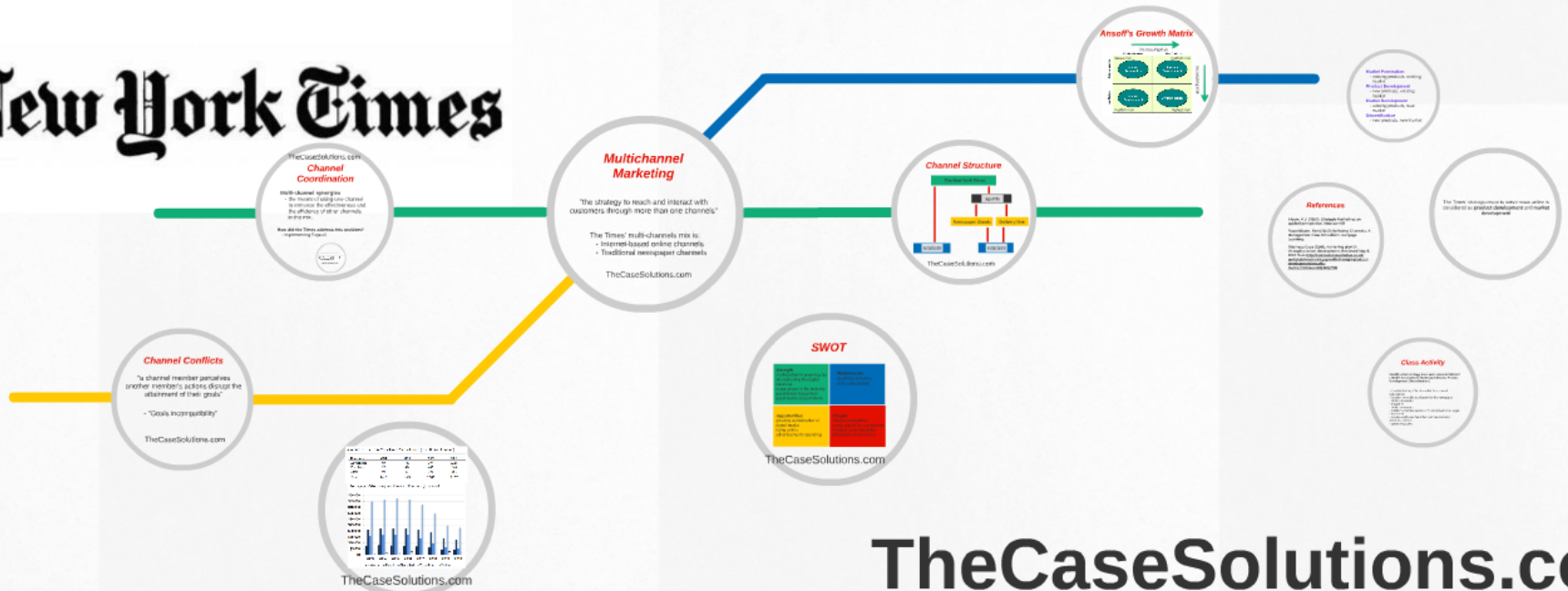
# Peace, Non-Aligned: The Pragmatic Optimism of Lakhdar Brahimi

## The New York Times



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# ***Multichannel Marketing***

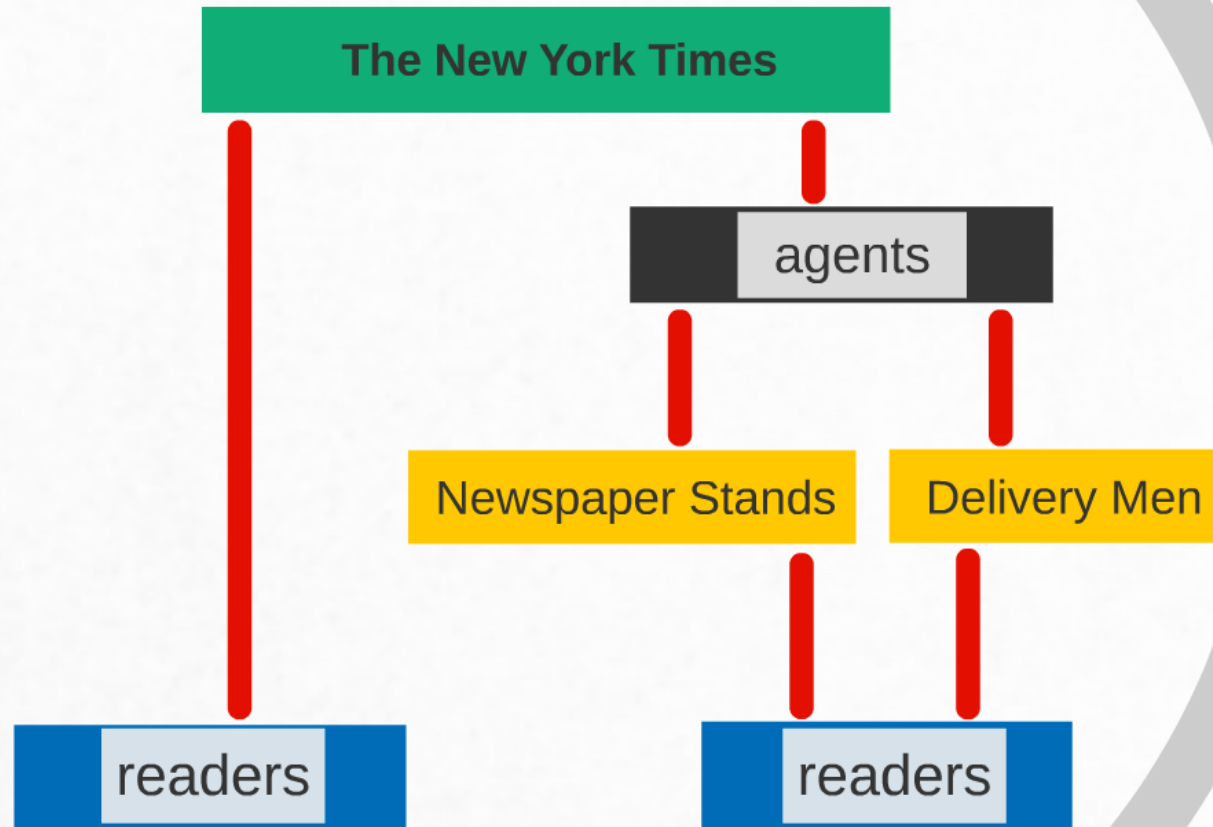
"the strategy to reach and interact with customers through more than one channels"

The Times' multi-channels mix is:

- Internet-based online channels
- Traditional newspaper channels

[TheCaseSolutions.com](http://TheCaseSolutions.com)

# *Channel Structure*



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## ***Channel Conflicts***

"a channel member perceives another member's actions disrupt the attainment of their goals"

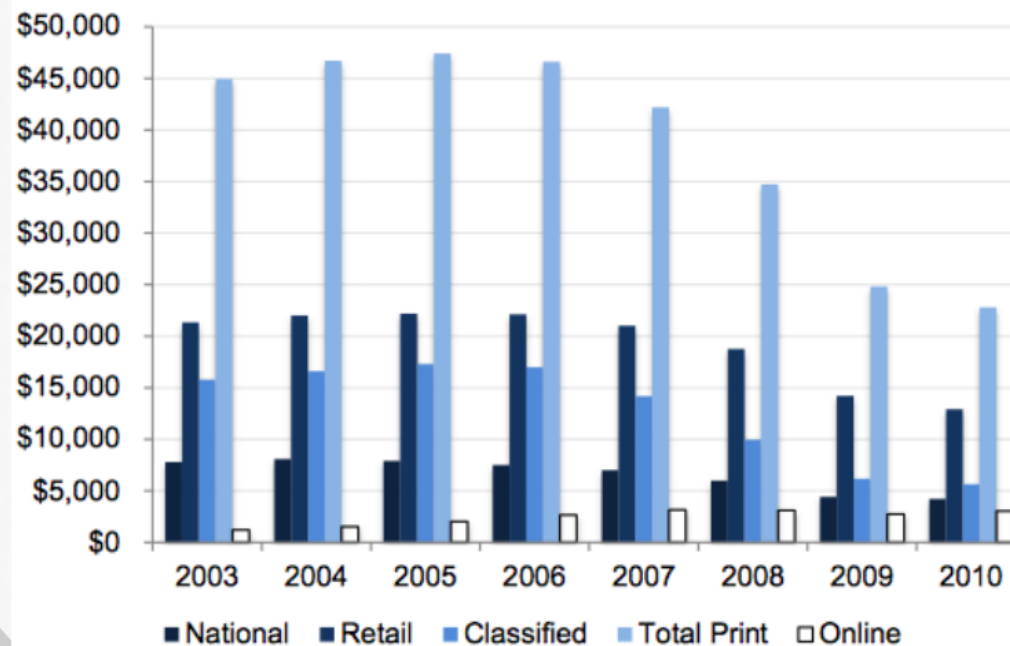
- "Goals incompatibility"

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Revenues of The New York Times Media Group (in millions of dollars)

Revenues	2011	2010	2009	2008
Advertising	756	780	797	1,068
Circulation	705	684	683	668
Other	93	93	101	181
Total	1,555	1,557	1,582	1,917

Newspaper Advertising and Classified Revenues (\$ millions)



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# ***Channel Coordination***

## **Multi-channel synergies**

- the means of using one channel to enhance the effectiveness and the efficiency of other channels in the mix.

## **How did the Times address this problem?**

- Implementing Paywall

Table 18 Pricing of Digital and Print Editions of The New York Times, 2012 (per month)

	Digital	Print	Digital + Print	Digital	Print
Subscription					
NYTimes.com - Standard	\$12	\$12	\$24	\$12	\$12
NYTimes.com + Tablet	\$16	\$12	\$28	\$16	\$12
All Digital Access	\$12	\$0	\$12	\$12	\$0
NYTimes.com + NYTimes + Tablet	\$16	\$12	\$28	\$16	\$12

Source: Data from [www.nytimes.com](http://www.nytimes.com) as of September 2012 and based on the data provided.

Source: Company website.

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**Table B** Pricing of Digital and Print Editions of *The New York Times*, 2011 (per week)

Digital		Print Home Delivery	
Subscription	Price	Subscription	Price
NYTimes.com + Smartphone	\$3.75	Seven Days	\$15.40
NYTimes.com + Tablet	\$5.00	Friday–Sunday	\$10.80
All Digital Access	\$8.75	Sunday	\$7.80
(NYTimes.com + Smartphone + Tablet)		Monday–Friday	\$7.70

Note: Print home delivery prices are approximate and depend on location.

Source: Company website.

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# SWOT

## Strength

multi-platforms presence by strengthening the digital business  
major player in the industry  
good brand recognition  
good quality of journalism

## Weaknesses

declining revenue and subscription

## Opportunities

growing consumption of digital media  
rising online advertisements spending

## Threats

intense competition  
easily copied by competitors  
industry crisis (declining circulation and revenue)

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