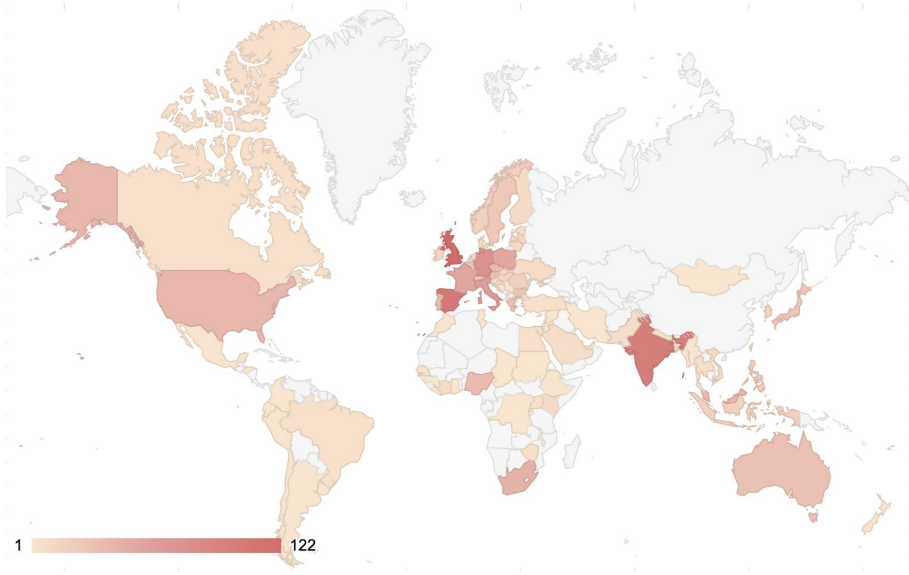


Transaction Support Services from FT Strategies Project Overview

FT Strategies is the strategy consulting arm of the Financial Times. We specialise in media and information service providers



1000+

Publishing and Information clients in the last 4 years

85+

Countries

220+

Organisations supported on AI products / new use cases

We support our clients' strategy, tactics and operations



Business Strategy

Prioritise investments

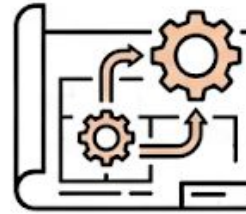
- Scenario Planning
- Revenue Diversification
- Portfolio Strategy
- Transaction Support



Commercial Growth

Grow your revenue

- Audience Strategy
- Access Model & Paywall
- Pricing and Bundling
- Churn Management



Op. Transformation

Become more efficient

- Organisational Redesign
- Newsroom Transformation
- Cost Management
- Print Optimisation

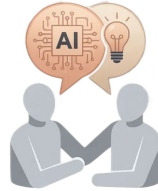


AI, Technology & Data

Implement new technologies

- Content Analysis
- First Party Data Strategy
- AI resilience
- AI Licensing

We offer multiple formats of delivery



Engagements

Bespoke **consulting projects** supported by our data and analytics capabilities

Programmes

Training and advisory support to a **cohort of businesses** with a shared focus, ranging from day workshops to 6-month programmes

Advisory

Training, 1-2-1 consultations and fractional support on e.g. AI, subscriber growth tactics, audience analytics, data strategies

Research

Surveys and insight reports on client satisfaction, user behaviour, brand perception and audience trends

Briefing Sessions

Board-Level presentations on market and technology trends, war-gaming, blue-sky thinking scenarios

> Engagements - Transaction Support

We help investors make informed decisions throughout the deal cycle



FT Strategies leverages its operational, technical and commercial expertise to support transactions, benefiting from a proprietary database with benchmarks and references from hundreds of services worldwide.

FT Strategies also offers targeted projects to address key questions quickly:

	Questions Addressed	Description
AI Resilience Test	<p>How much revenue is at risk from AI?</p> <ul style="list-style-type: none">○ Due to lower search referrals?○ Due to competition from AI services?	Query and content analysis to attribute revenues and determine share of content that is replicable and liable to disintermediation
Content Review	<p>What content is the most attractive?</p> <ul style="list-style-type: none">○ By attracting/retaining subscriptions?○ By generating traffic/ ad impressions	AI-tagged archive metadata and run FT Strategies audience analytics to identify high and low performing content and optimisation opportunities
Subscription Audit	<p>What are the quick-wins to increase revenues?</p> <ul style="list-style-type: none">○ By decreasing passive and active churn?○ By boosting engagement?	Review marketing, engagement and audience metrics to identify quick wins, potential for improvement
AI Maturity Assessment	<p>How can we compete in an AI-driven market?</p> <ul style="list-style-type: none">○ By investing in use cases and workflows?○ By improving our tech stack and workforce?	Rapid diagnostic of capabilities to benchmark AI readiness and identify priority use cases. Focuses on mapping value potential vs. implementation effort.

Project description: AI Resilience Test

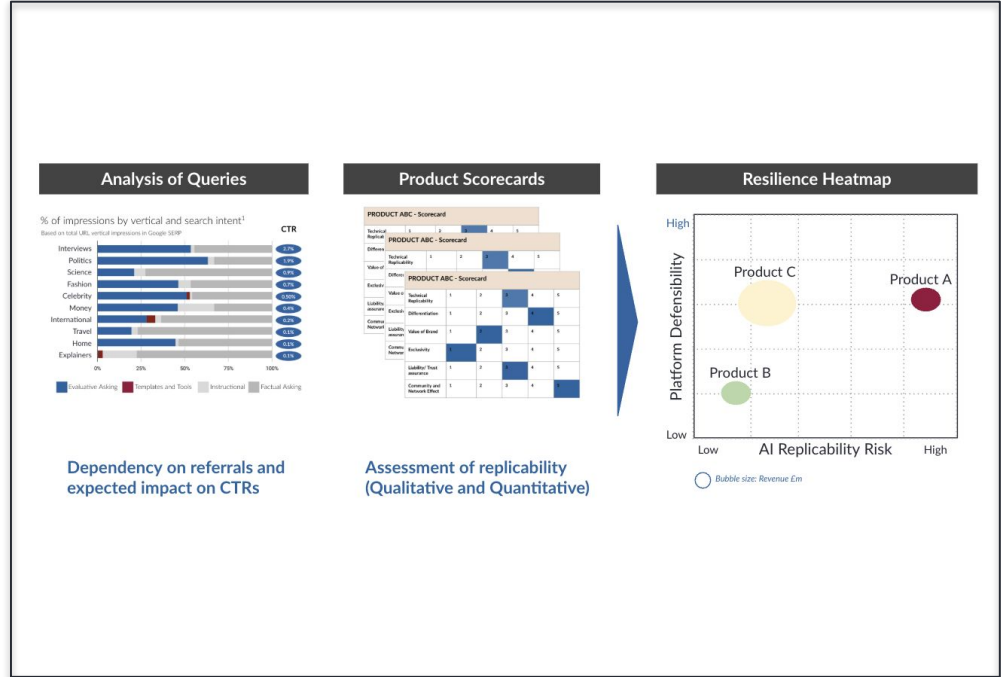
Questions to be addressed

- How much of the revenue (from subscriptions and advertising) is dependent on referrals from search?
- What are the most resilient and the most vulnerable sections of content?
- How easy it is for content to be replicated?
- Is there potential to leverage data and archives for licensing?

Output

Resilience Heatmap with level of risk per content line/feature and recommendations for improvement

Example deliverables:



Project Description: Content Review

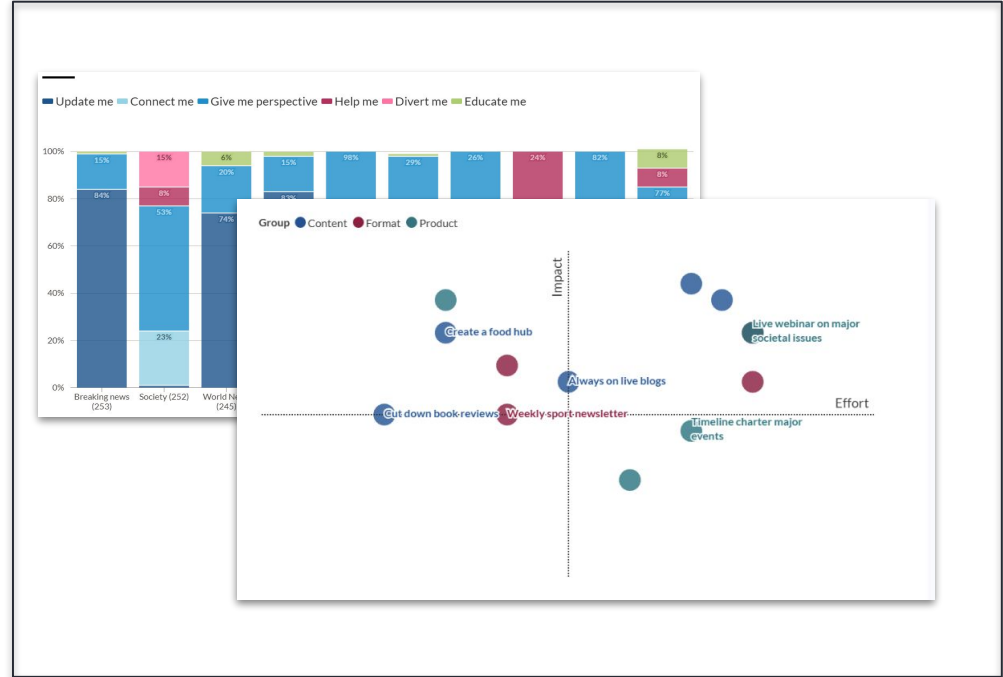
Questions to be addressed

- What content generates the deeper engagement with users?
- What content is being overproduced? What type of content needs to be invested on?
- What are the strengths and weaknesses of content portfolio?
- What are the specific niches that could be further developed in specific products such as newsletters, events and communities?

Output

Prioritised list of actions: where to focus investment, brainstorm new products

Example deliverables:



Project Description: Subscription Audit

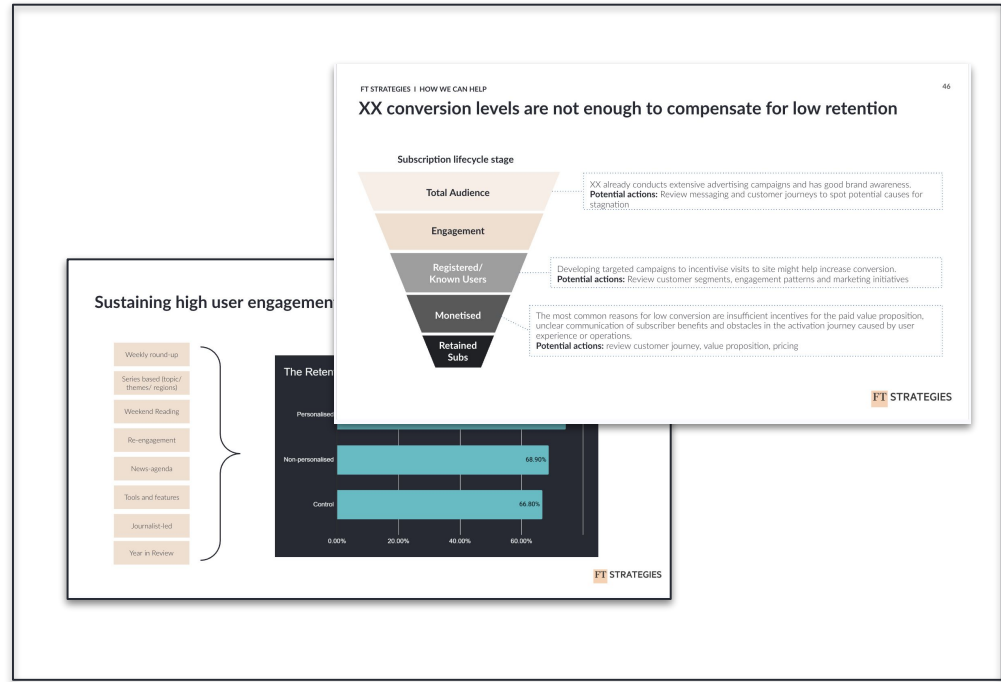
Questions to be addressed

- What steps on the subscription journey could be brought at benchmark levels?
- What are best practices to manage voluntary and involuntary churn?
- What is the potential to increase conversion rates, subscriber retention?
- What is the estimated investment required?

Output

Prioritised list of quick-wins with estimate of potential upside for investments in payment systems, dynamic paywalls, new editorial products

Example deliverables:



Project Description: AI Maturity Assessment

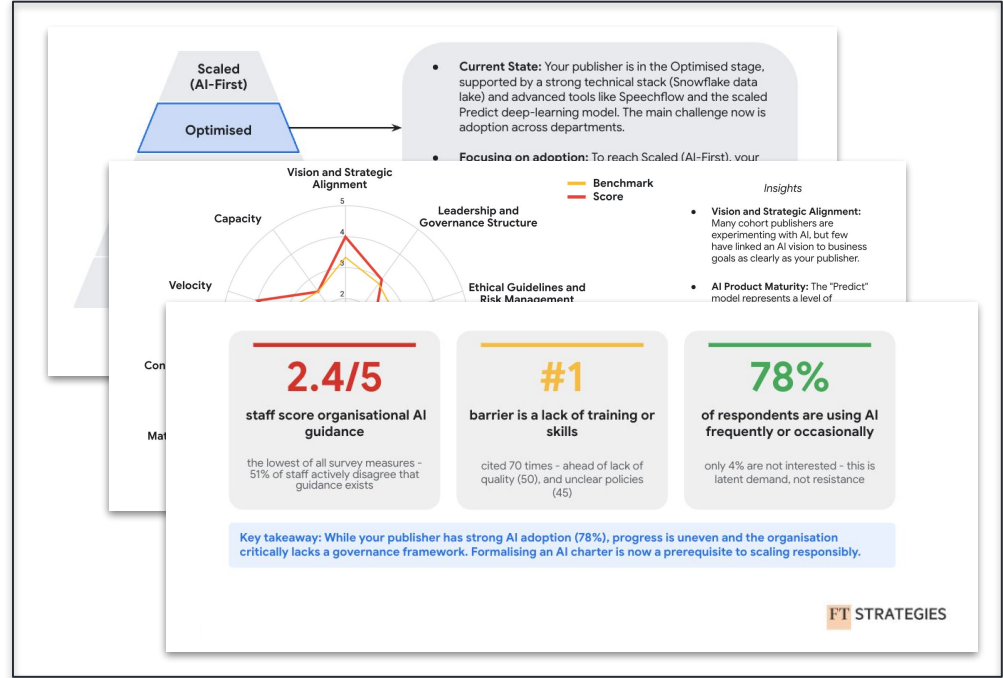
Questions to be addressed

- What is the current state of the tech stack and tech readiness for AI integration?
- Where are the highest impact opportunities for AI automation across the organisation?
- What skill gaps exist within the current workforce?
- What is the estimated investment and time required to upskill and achieve a healthy level of AI maturity?

Output

A comprehensive AI readiness audit benchmarked against advanced publications, across Tech, Workforce capability and Strategy to identify critical gaps and investment opportunities

Example deliverables:



> Research and Programmes for Creators

Our research shows News Creators are navigating a shifting information landscape, building trust to their own standards and grappling with financial pressures



Creators navigate a complex, evolving news ecosystem

Creators are navigating a shifting and complex information landscape, marked by evolving roles, changing media relationships, growing audience expectations and regional challenges.



Creators strive for accurate valuable content

Creators are striving to produce accurate and trustworthy content, often through self-defined standards that reflect their values and context in the midst of evolving technologies.



Sustainability remains a challenge for Creators

Creators are financially vulnerable, driven by unpredictable revenue streams and the difficulties of navigating platform algorithms whilst battling severe burnout.

Example Project: Market research

Questions to be addressed

- What are the key threats publishers are facing from AI and how are they responding to them?
- What AI use cases are delivering ROI to publishers? How is AI enabling meaningfully different content experiences to readers?
- What are the key organisational and commercial challenges facing the creator economy? What services and support can we offer to identify and incubate talent?
- How can we scale the impact and monetisation possibilities for new formats and creator-led content?

Output

Market report underpinned by publisher data, practical recommendations, new frameworks and thought leadership

Example deliverables:

Market Research

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Examples underscore that many News Creators have a 'primary' role that they perform on behalf of their audiences

Investigator	Explainer	Commentator
Bisan Owda	The Daily Aus	Adeola Fayahun
Johnny Harris		
David Hundeyin		
Howtown		
No Lab Coat Required		
Cleo Abram		

FT STRATEGIES | OUR EXPERTISE 13

Our proprietary framework developed by FT Strategies, has helped many publishers to identify GenAI use cases and implement them

Investigation: Proprietary modeling, Content strategy, Lead generation, Dynamic pricing, Diversified content, Advertising and marketing campaign effectiveness.

Content Production: Operations, Automated tagging, Feasibility prediction, Monetization, Copy writing, Editing, Publishing, Revisions, Interview transcription, Fact checking.

Audience Engagement: Content marketing, Social post optimization, User segmentation, Content moderation, Personalized recommendations, Recommendation engine, Audience analytics, Advertising optimization, Generative search, UX.

An example of a Value vs. Feasibility analysis for one participant

Value	Feasibility
<ul style="list-style-type: none"> Automated articles for syndication and social media Income from paid subscriptions premium on AI content AI for proof-reading and tagging SEO optimization plug-in 	<ul style="list-style-type: none"> Integration for content management systems Real-time feedback for less errors Using existing data for recommendations, segmentation and personalization Translation of results

Our use case framework has been developed specifically for the media industry and can be modified according to your particular context. It helps demystify AI and to give managers a way of thinking about AI opportunities.

Once we've identified use cases we score them with your team in terms of value vs feasibility to secure alignment on priorities.

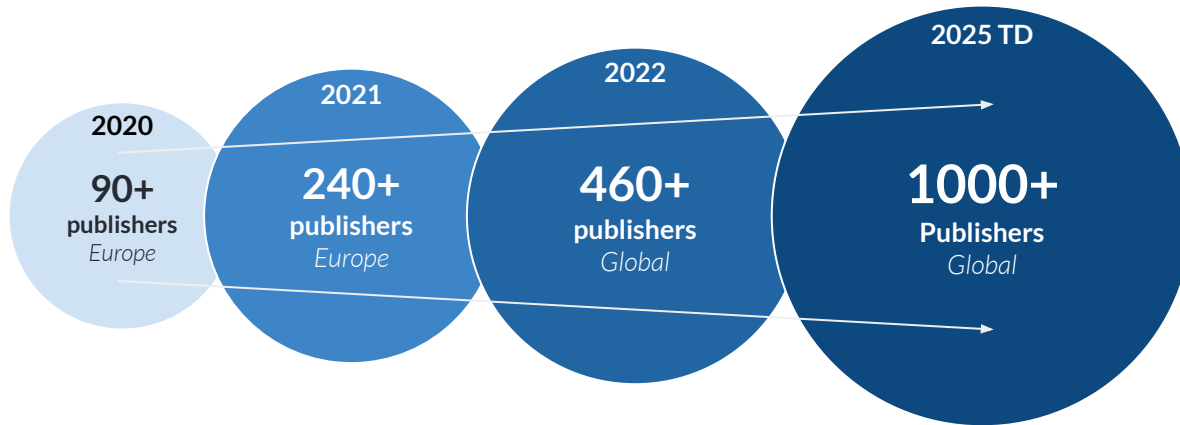
Note: The framework outlined above is supported by capabilities including content and technology.

FT STRATEGIES

We've run publisher and creator programmes for 5+ years, delivering impact to each cohort

FT Strategies' consulting programmes allow us to provide a cohort of publishers or creators with analysis, case studies and a peer support community

These range in length and target segment (*from nascent publishers to the extremely mature*), and in focus area (*from organisational alignment to economic resilience*).



In partnership with the Google News Initiative, we have been able to deliver significant impact, at pace, for an ever-increasing number of publishers globally, in addition to tailored consulting and research engagements.

EXAMPLE programme

The **Digital Revenue Launchpad** programme engages a group of selected publishers to **explore and experiment with digital reader revenue models** through a reader survey, capabilities diagnostic, followed by targeted, practical experiments.

To date, we have delivered this programme to over **25 publishers** from **Europe, the Middle East, Africa and Southeast Asia**

*"Thank God I attended today. I learned so much. **Thank you for recognizing us at the front lines** because usually we are not heard! So it's so great that we had the space to share the ideas. **I will cascade these learnings** to my team."*

Healthcare Reporter, Manila Times

Example Project: Accelerator programme

Questions to be addressed

Programmes will focus on a thematic area TBC e.g. Reader revenue, AI resilience, New Formats and then seeks to answer:

- How is our business positioned to seize the opportunity? What are our key threats and opportunities based on the diagnostic?
- What experiments can we design and launch to rapidly test and learn in these areas?
- How do our capabilities prepare me to scale these efforts going forward? What will we take forward from these experiments and operationalise?

Output

Identifying and codifying what makes a viable news company and learning about a chosen topic as a cohort

Example deliverables:

Programme for a cohort of publishers

GNi AI Launchpad | EMEA | Cohort Graduation

You did not go through it alone - 8 leading EMEA-based publishers shared their progress and challenges with AI along the way

Map of participating publishers:

- Netherlands: De Persgroep, De Telegraaf, Aardbeelden
- Switzerland: Tages-Anzeiger, Tages-Anzeiger, Zurich
- Spain: EL PAIS, El País, Madrid
- Austria: Kronen Zeitung, Vienna
- Estonia: Delfi, Tallinn
- Türkiye: (unlabeled)

FT STRATEGIES | Google News Initiative

Capital launched a short-form video series during **Next Gen Formats Lab**, expanding reach and driving record follower growth

Next Gen Formats Lab 2025

Capital launched **Next Gen Explainers**, a short-form video series simplifying economic topics for younger audiences on Instagram and TikTok, co-created with Gen Z input. The series achieved 6x higher reach and drove a 41% increase in TikTok followers during the programme.

+41%
TikTok followers during the programme

Outputs: Video series featuring participants like Just Dierker.

Participant testimonials: "I liked the Next Gen Formats Lab very much. It was everything! I was expecting from an FTs programme: it gave my team and me the knowledge, structure, and framework we needed to improve our short video production."

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Proprietary and confidential 20

FT STRATEGIES

Partner with FT Strategies to navigate complex transactions and make informed decisions through deeper insight and execution.

Book a Discovery call



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