



BUSINESS INSIDER

DATA-DRIVEN EDITORIAL STRATEGY

WHAT WE'VE LEARNED AND HOW WE USE IT



HOW WE USE DATA

DO: Understand what works so we can do more of it.

DO: Offer a personalized experience.

DON'T: Write stories based on trending algorithms.

UNDERSTANDING WHAT WORKS

So We Can Do More Of It

Viking (proprietary CMS) makes data our obsession possible



HOME PAGE ANALYTICS

Real-time feedback on what interests readers

BUSINESS INSIDER Tech Finance Politics Strategy

Australian Fisherman Catches A Rare Filled Shark From The Prehistoric Age
CHRIS PASH, BUSINESS INSIDER AUSTRALIA
11 MINUTES AGO 52 **229** 14

The Downed AirAsia Plane's Alarms Were 'Screaming' Before It Crashed
AFP 20 MINUTES AGO 165 **65** 4

Scientists Will Make A 'Major Announcement' About The Cold War Doomsday Clock On Friday
PETER FARQUHAR 23 MINUTES AGO 79 **98** 6

Snapchat Revenue Boss Resigns
LARA O'REILLY 27 MINUTES AGO 135 **65** 4

This homepage has been in effect for 10 minutes 48 seconds
Red numbers are clicks per hour. Black numbers are total clicks.
Total Heat: 25823
Total Clicks: 4813

Tootsie Roll Stock Soars After CEO Dies At 95
3000 540

SHANE FERRO *14,717 *12

What's Happening Trending

Everything Microsoft Showed Today
MATT ROSSOFF | JAN. 21, 2015, 2:45 PM *24,271 *26 **2767** 498

A LOT More Money For Uber
ALYSON SHONTELL | JAN. 21, 2015, 2:18 PM *3,478 *8 **1567** 282

The Canadian Dollar Is Going Crazy After The Bank Of Canada Cuts Rates *46,382

Stunning Photos Show What Happens To Retired Subway Cars (And It's Not What You Might Expect) *4,373

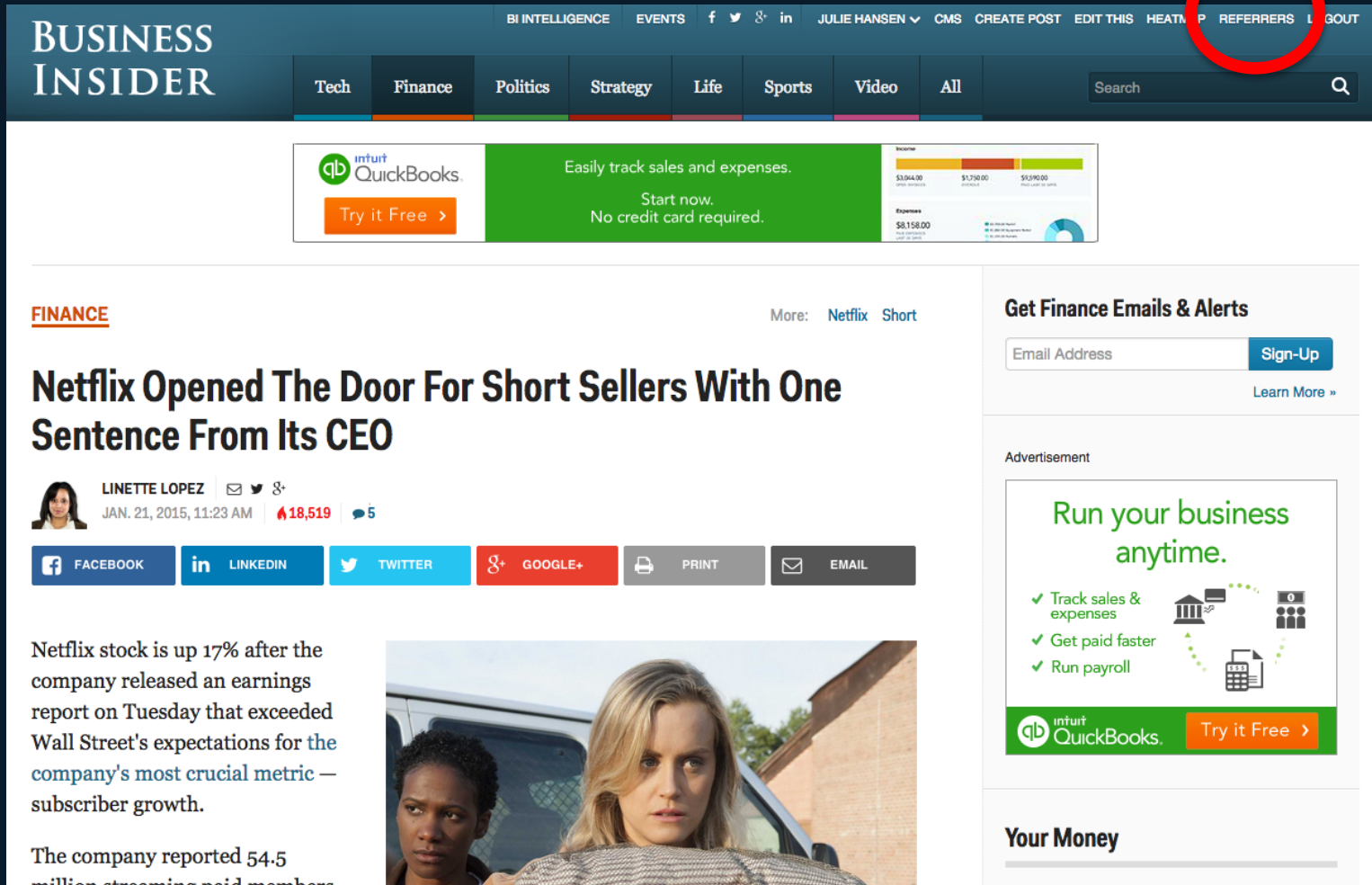
The Surprising Real Names Of 30 Celebrities *1,111,154

The 20 Best Hotels In America, According To Travelers *6,777

Inside One57, *11,111

REFERRAL ANALYTICS

Available on every story, home page in real-time



The screenshot shows the Business Insider website interface. At the top, the navigation bar includes links for 'BI INTELLIGENCE', 'EVENTS', social media icons, 'JULIE HANSEN', 'CMS', 'CREATE POST', 'EDIT THIS', 'HEATMAP', 'REFERRERS' (circled in red), and 'ABOUT'. Below this is a category bar with 'Tech', 'Finance', 'Politics', 'Strategy', 'Life', 'Sports', 'Video', and 'All'. A search bar is located on the right. A banner for Intuit QuickBooks is displayed, featuring a green background and the text 'Easily track sales and expenses. Start now. No credit card required.' Below the banner, the 'FINANCE' section is highlighted, and the article 'Netflix Opened The Door For Short Sellers With One Sentence From Its CEO' by Linette Lopez is featured. The article includes a byline, date, and social media share buttons. A large image of two women is shown below the article title. On the right, there is a 'Get Finance Emails & Alerts' sign-up form and an advertisement for Intuit QuickBooks with the text 'Run your business anytime.' and a list of benefits: 'Track sales & expenses', 'Get paid faster', and 'Run payroll'.

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BI INTELLIGENCE EVENTS f t g+ in JULIE HANSEN CMS CREATE POST EDIT THIS HEATMAP **REFERRERS** ABOUT

Tech Finance Politics Strategy Life Sports Video All Search

intuit QuickBooks. Easily track sales and expenses. Start now. No credit card required. Try it Free >

FINANCE More: Netflix Short

Netflix Opened The Door For Short Sellers With One Sentence From Its CEO

LINETTE LOPEZ JAN. 21, 2015, 11:23 AM 18,519 5

FACEBOOK LINKEDIN TWITTER GOOGLE+ PRINT EMAIL

Netflix stock is up 17% after the company released an earnings report on Tuesday that exceeded Wall Street's expectations for the company's most crucial metric — subscriber growth.

The company reported 54.5 million streaming paid members

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Your Money

READERSHIP ANALYTICS

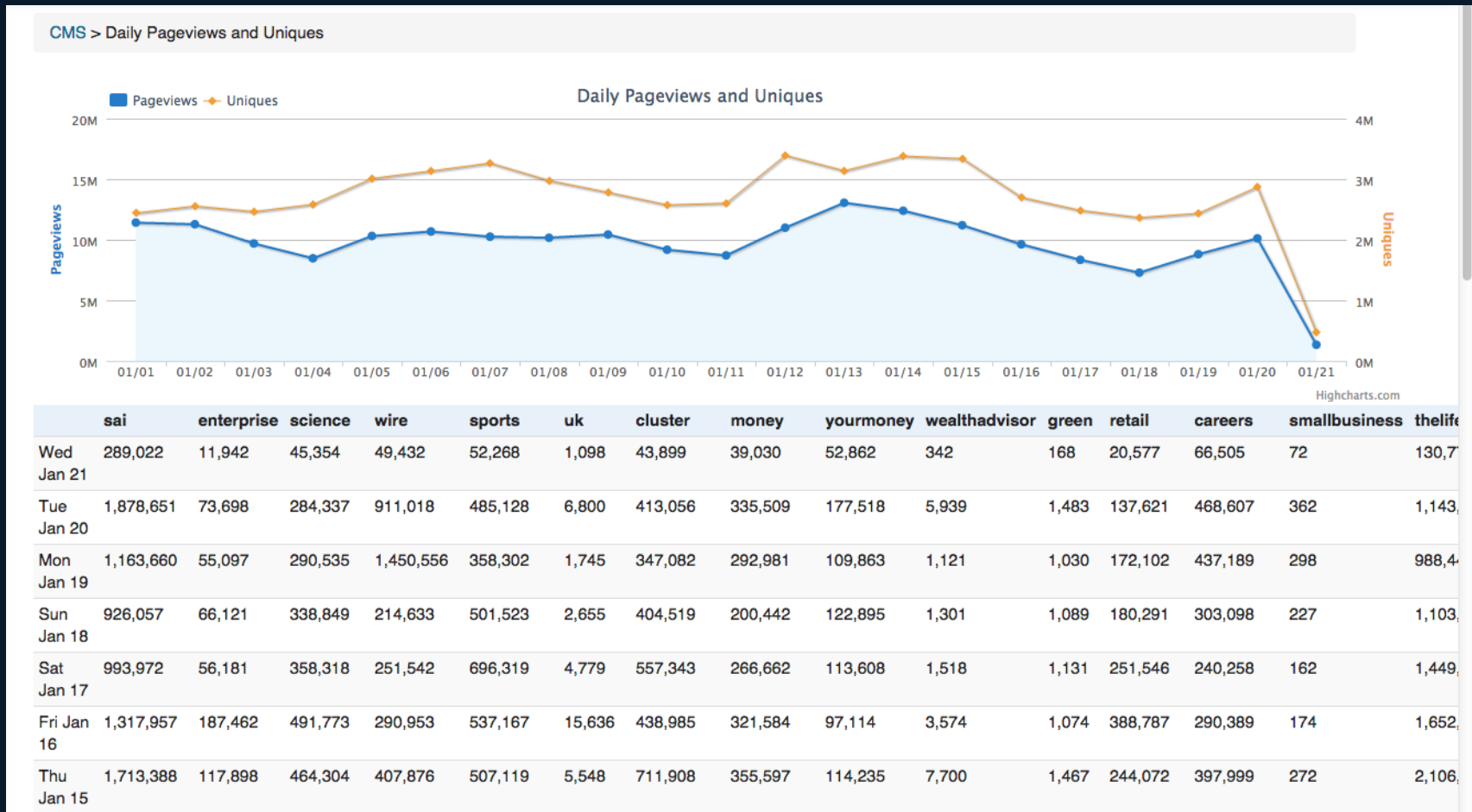
The lifeblood

Measurement of readership by:

- Site section
- Writer
- Editor
- Keyword (tag)
- Format (post, video, slide-show)
- Referral Source

SECTION ANALYTICS

UUs and PVs for every section of the site, in real-time



TOP PAGES

Site-wide view of what's catching fire

CMS > Top Pages (Today)

| page | views | |
|---|--------|--|
| / | 51,377 | |
| /obama-i-know-cause-i-won-both-of-them-2015-1 | 41,296 | |
| /ceos-meeting-preparation-2015-1 | 16,671 | |
| /lasting-relationships-rely-on-2-traits-2014-11 | 15,459 | |
| /lumio-on-shark-tank-2015-1 | 14,765 | |
| /most-popular-passwords-of-2014-2015-1 | 14,159 | |
| /best-iphone-accessories-2015-1 | 13,079 | |
| /why-one-man-lies-on-his-resume-2015-1 | 9,180 | |
| /1700-private-jets-are-flying-to-davos-2015-1 | 8,001 | |
| /afp-airasia-plane-climbed-at-speed-beyond-normal-then-stalled-2015-1 | 7,442 | |
| /best-iphone-accessories-2015-1?op=1 | 7,202 | |
| /this-city-is-offering-7000-towards-your-student-loans-2015-1 | 7,007 | |
| /here-comes-obamas-state-of-the-union-address-2015-1 | 6,604 | |
| /las-vegas-super-bowl-point-spread-2015-1 | 5,947 | |
| /rich-people-who-lost-their-money-2015-1 | 5,493 | |
| /marvel-universe-is-ending-2015-1 | 5,316 | |
| /the-cost-of-living-worldwide-2015-1 | 5,078 | |
| /abstaining-from-alcohol-significantly-shortens-life-2013-12 | 4,903 | |
| /2012-seahawks-draft-2015-1 | 4,800 | |

TOP POSTS TODAY

Published today, by section, with referral data

Top Posts, Wed

| Rk | Vertical | Post | Author | Date | Alltime | | Today's Referrers From | | | | | | | |
|---------------------------|----------|--|--------------------------------|------|---------|----------|------------------------|----------|----------|--------|--------|-------|------|-------|
| | | | | | Views | Comments | direct | homepage | internal | search | social | email | feed | other |
| 54bf67c9eab8ea5542021292. | sai | UNBOXING: The Davos Swag Bag | Henry Blodget | Wed | 6486 | 1 | 96 | 0 | 529 | 3 | 10 | 0 | 7 | 270 |
| 54bf785edd0895bc0f8b45e0. | sai | Shazam Is Now A Billion-Dollar Company | Rob Price | Wed | 195 | 0 | 41 | 0 | 134 | 2 | 0 | 0 | 0 | 18 |
| 54bf7578dd0895bc0f8b45d5. | sai | Apple Acquires London Music Startup Musicmetric | Joshua Barrie | Wed | 168 | 0 | 60 | 0 | 87 | 7 | 0 | 0 | 2 | 12 |
| 54bf7d4ddd0895ab068b45be. | sai | 10 Things In Tech You Need To Know Today | James Cook | Wed | 143 | 0 | 22 | 0 | 110 | 0 | 1 | 0 | 0 | 14 |
| 54bf7f3bdd089575468b45ad. | sai | Starbucks Launches Free Wireless Charging In London | Joshua Barrie | Wed | 70 | 0 | 19 | 0 | 47 | 0 | 0 | 0 | 2 | 3 |
| 54bedfd16bb3f7f54d44f8b2. | sai | THE NATIVE-ADVERTISING REPORT: Spending Trends, Format Breakdowns, And Audience Attitudes | Mark Hoelzel | Wed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 54beb6186da811977e62170g. | sai | Ringly Has Raised \$5.1 Million To Make Cocktail Rings That Light Up When You Get A Notification | Madeline Stone | Wed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

“What gets measured
gets managed.”

– Peter Drucker

AUTHOR ANALYTICS

We expect writers to attract an audience

CMS > Per-Author Viral Uniques

December 2014

| | |
|--------------------|-----------|
| John Grisham | 1,779,906 |
| Stephen King | 1,667,682 |
| Michael Crichton | 1,587,021 |
| Neil Gaiman | 1,408,403 |
| George R.R. Martin | 1,389,988 |
| Stephen King | 1,372,054 |
| Michael Chabon | 1,345,087 |
| Stephen King | 1,326,386 |
| Michael Crichton | 1,248,506 |
| Stephen King | 1,197,506 |
| Michael Crichton | 1,182,119 |
| Stephen King | 1,177,882 |
| Michael Crichton | 1,163,647 |
| Stephen King | 1,127,200 |
| Michael Crichton | 1,096,503 |
| Stephen King | 1,079,513 |
| Michael Crichton | 1,055,143 |
| Stephen King | 1,011,746 |
| Michael Crichton | 990,961 |
| Stephen King | 962,514 |
| Michael Crichton | 958,658 |

January 2015

| | |
|--------------------|-----------|
| John Grisham | 1,672,736 |
| Stephen King | 1,215,803 |
| Michael Crichton | 1,116,168 |
| Neil Gaiman | 977,988 |
| George R.R. Martin | 943,198 |
| Stephen King | 939,996 |
| Michael Chabon | 848,043 |
| Stephen King | 845,566 |
| Michael Crichton | 841,861 |
| Stephen King | 809,356 |
| Michael Crichton | 768,974 |
| Stephen King | 726,909 |
| Michael Crichton | 718,262 |
| Stephen King | 670,978 |
| Michael Crichton | 655,169 |
| Stephen King | 655,154 |
| Michael Crichton | 651,172 |
| Stephen King | 644,214 |
| Michael Crichton | 637,056 |
| Stephen King | 611,283 |
| Michael Crichton | 593,396 |

VIDEO TOO

Both creators and content are tracked

CMS > Video Dashboard

Business Insider Video Dashboard

Top Editors This Month

| Author | Views | Avg. Time |
|----------------|---------|-----------|
| Tom Ichniowski | 118,941 | 01:50 |
| Michael Sauter | 104,297 | 03:20 |
| Michael Sauter | 58,500 | 02:20 |
| Tom Ichniowski | 51,972 | 01:19 |
| Michael Sauter | 32,079 | 01:10 |
| Tom Ichniowski | 29,724 | 02:00 |

Top Verticals This Month

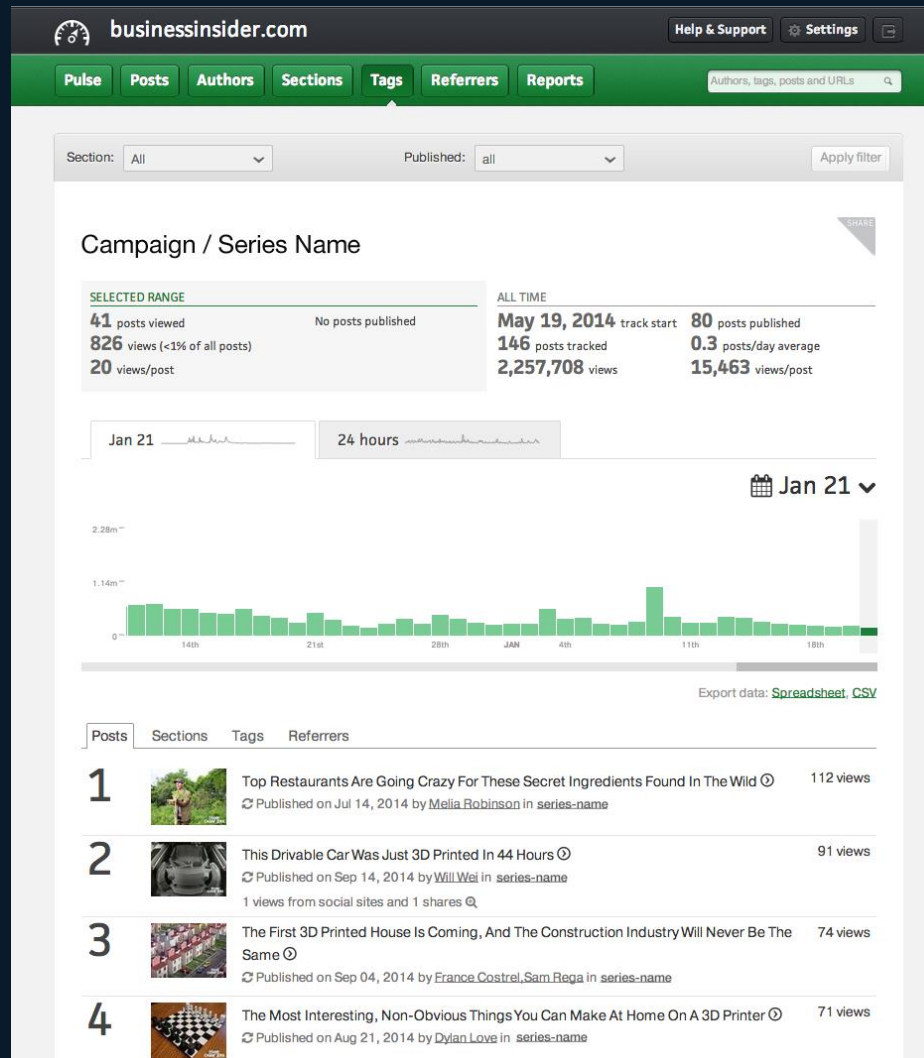
| Vertical | Views | Avg. Time |
|---------------|---------|-----------|
| Politics | 118,941 | 01:50 |
| Life | 104,297 | 03:20 |
| Entertainment | 58,500 | 02:20 |
| Science | 51,972 | 01:19 |
| science | 32,079 | 01:10 |
| Strategy | 29,724 | 02:00 |

Most Popular Videos Today

| Video Title |
|---|
| How To Respond To 8 Illegal Interview Questions |
| These Amateurs Recreated Hollywood-Like Action Scenes — And The Results Are Pretty Awesome |
| Watch That Dash Cam Video Tribute Of A Police Officer Singing Taylor Swift's 'Shake It Off' |

SPONSOR CONTENT AS WELL

Marketers can monitor their success in realtime



BUT WAIT!

**Aren't editors prized for
their “newsjudgement”?**

**Aren't writers “taste-
makers”?**

YES.

They still are.

***But data makes them
better at their jobs.***

USING DATA TO PERSONALIZE

PERSONALIZED EMAIL

The algorithm beats the editor

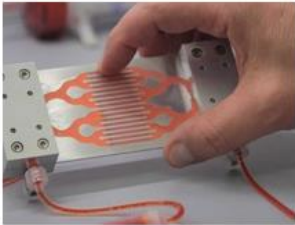
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October 24, 2014

Researchers At Harvard Discovered A Potential New Treatment For Ebola

VIDEO: The Wyss Institute at Harvard University has developed a device that can remove Ebola among other viruses from the bloodstream. [Read»](#)


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The 18 Most Cliché Halloween Costumes Of 2014

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October 24, 2014

Americans Are More At Risk For These Contagious Diseases Than Ebola

VIDEO: This series of maps show where contagious diseases are concentrated in this country by state. [Read»](#)


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**Researchers At Harvard Discovered A Potential New Treatment For Ebola**


VIDEO: The Wyss Institute at Harvard University has developed a device that can remove Ebola among other viruses from the bloodstream. [Read»](#)

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technology in 2010**

60%!

more clickthroughs

“RECOMMENDED FOR YOU”

No really, they are. And they clobbered curated links in an A/B test

50%
better

Recommended For You



**Why Most
Restaurants On
'Kitchen
Nightmares' Fail**



**The Pirate Bay Is
Coming Back**



**Windows 10 Will
Be A Free Upgrade
If You Have
Windows 7 Or 8**



**One Of Apple's
Biggest
Competitors Just
Slammed The
iPhone 6 Plus In Its
New Video Ad**



**Scientists Have
Detected A
Mysterious Radio
Signal In Space**

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Consulting Firms Reveals How
Companies Are Thinking About
The Oil Crash**



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Surging**



The Oil Freak-Out Is Everywhere

**We also use a personalized
“Slider” that recommends
content based on your
browsing habits**



RECOMMENDED FOR YOU

**PODCAST: The iPhone 6 Plus
Bending Story Is 'Stupid'**

Powered by Sailthru

**So are we going to
replace all our writers
with data scientists?!**

NO.

**Algorithms can't
produce great stories.**

“ Great (digital) stories
drive everything.

– Henry Blodget

**Great storytelling drives
sharing, search, repeat visits.**

There are no shortcuts.

Thank you.