

GOLFDIGEST.COM
FROM TRANSITION TO
TRANSFORMATION

GOLF IS... Big Sport and Big Business

Approximately
37 million
golfers in the
United States**

*(golf at least once peryear)

\$43 billion
industry,
\$76 billion
including
tourism and
real estate

Golf events
are said to be
worth close
to **\$2 billion**
a year

Golf generates
more than
\$3 billion annually
in charitable
contributions



A game steeped in history and tradition
➔ An image that is **changing**

Technology is changing the way people connect with the game

- › Over 9 million golfers on Facebook
- › 1.9 MM tweets and Facebook posts during the 2013 Masters*
- › 2.4 million core golfers have downloaded a golf-related app



Dustin Johnson (@DJJohnsonPGA)
DJ is clearly one of the more photogenic pros on the PGA Tour. A fact only emphasized with the recent plethora of photos alongside his girlfriend Paulina Gretzky.



GD Golf Digest Magazine
Yesterday

Kate Upton gives Arnold Palmer a putting lesson. Video of their exclusive Golf Digest shoot:
<http://golfdig.st/18bxM82>

It's good to be King.

Like · Comment · Share 136

1,348 people like this.
View 37 more comments

Rory McIlroy
@McIlroyRory

#FTB pic.twitter.com/kOYwBirLFU

9:14 AM - 5 Mar 2013

**SUCCESS ISN'T GIVEN.
IT'S EARNED.
ON THE TRACK, ON THE FIELD,
IN THE GYM.
WITH BLOOD, SWEAT,
AND THE OCCASIONAL TEAR.**

FAVORITES



*Crimson Hexagon

Hunter Mahan
81.9

Bubba Watson
82.0



It's a game with **klout**

Rickie Fowler
83.0

Ben Crane
84.0

In print, Golf Digest is gaining more younger readership (**men 25-34**) than any other men's magazine



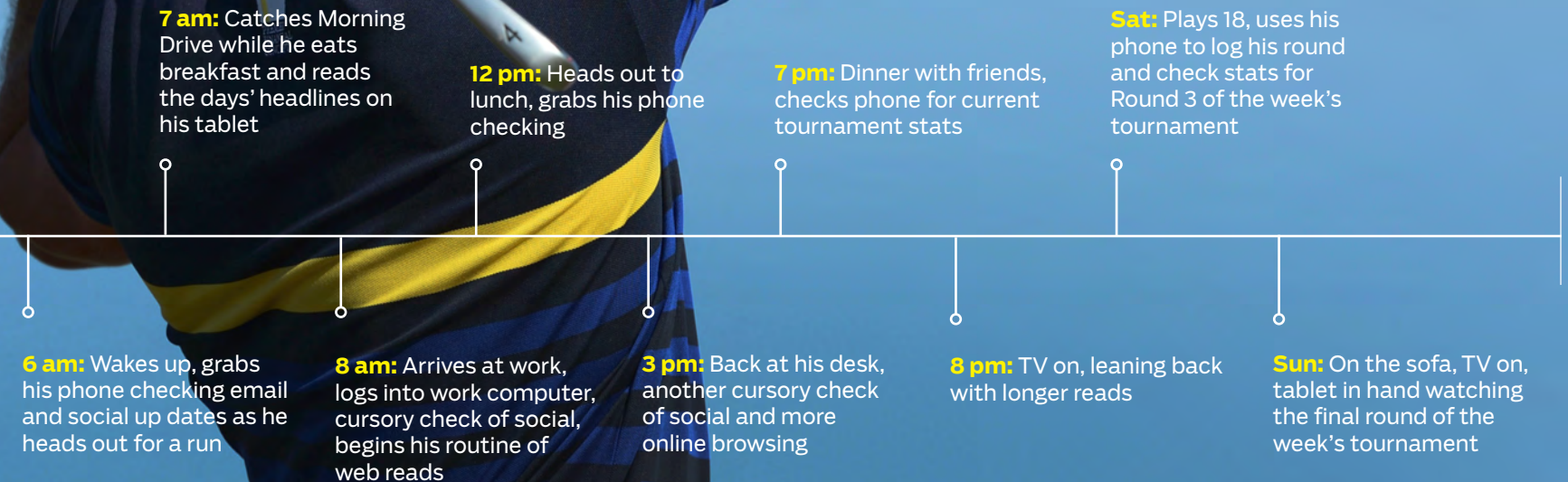
| | |
|--------------------|-------------|
| Golf Digest | +10% |
| Men's Health | +4% |
| ESPN | +3% |
| Men's Journal | +2% |
| GQ | -1% |
| SI | -3% |
| Men's Fitness | -6% |
| Wired | -9% |
| Golf Magazine | -10% |
| Details | -11% |
| Esquire | -16% |
| Esquire | -16% |

Online **GolfDigest.com** ranks highest in its competitive set for Men 25-34 and HHI 100K+

Meet...The Engaged Golfer:



- › Younger, active, and in the know
- › A golf enthusiast—plays frequently, always working on self-improvement, keeps records, uses technology
- › Wants to know about the latest in equipment and gear
- › He is a fan, stays up-to-date on the tour and tournament news
- › He is plugged in, consuming a daily media mix across his devices depending upon when and where



Who is vying for his attention?

- **PGAtour.com**

- › All about the follow
- › Owns the tour
- › A fan site with detailed player stats and tournament scoring

- **Golf Channel**

- › A large site fed by broadcast
- › Heavy tour focus (some Instruction and Equipment)
- › Bulk of content is previously aired tv segments

FOLLOW

- **ESPN**

- › About the follow, content push only during the Majors
- › Golf is a subsection
- › Great app and broadcast arm

- **Bleacher/Report**

- › About the follow
- › Golf is a subsection of all sports coverage
- › Partnership with CNN

DAILY

- **GolfDigest.com**

- **Golf.com**

- › Dominates in URL alone
- › Brand confusion around its relationship to SI
- › Takes the middle road

SERVICE

SEASONAL

Where GolfDigest.com can win



Own the only daily dialogue of its kind around the shared experience of playing golf

Be the online leader in Equipment and Instruction

Be a smart site. Not just a website

Mission:



Service, analysis, inspired writing, the mission of GolfDigest.com is to be both a resource and daily refuge for the Engaged Golfer.



We leverage the full utility of the web to deliver the only guided presentation of its kind for what to play, how to play and where to play.

We surround this service with a vibrant conversation that goes beyond the how-to's, creating 'water cooler' discussion around the phenomena of the game. When it comes to tournament follow, we do more than posting leaderboard scores and win headlines. We bring our audience inside the ropes with intelligence and unique perspective with each round of play.

Finally, we make our site smarter and more personal through a strong analytics foundation and cross-device optimization. **The result is unique:** a site that creates and feeds a 24/7/365 golf content addiction.

How do we deliver upon our mission?

1.
Improve
our web
foundation

2.
Scale it...
1 Million
Uniques and
Beyond

3.
Optimize
for
cross-device
engagement

4.
Make
it
"Smart"



:: NIKEGOLF 

‘I have spent as much money as I can with GolfDigest.com at this point. Until the traffic grows, new advertising opportunities arise, pop-ups disappear, and there is more high quality video, I cannot justify spending any more money than I already do.’

- Ryan Haskins, Associate Media Director – **Nike**

Step 1: Improving the Web Foundation

| GOAL | REQUIRES | ROI |
|--|--|---|
| Modern design that allows for greater content discovery and organization; A publishing platform that allows us to quickly and easily get to market with timely stories | Redesign + Replatform | Early 2014 conversations with endemic partners (Nike and Bridgestone) indicate a willingness to spend more money YOY provided we redesign prior to the Masters in April |
| Tiered content strategy that delivers daily relevance, expanded lifestyle coverage, longform/interactive reads, premium video experience | New blog, new article/slideshow templates, Ability to package content on the fly, CNE video player | Greater Non-endemic revenue growth around Style, Biz/Tech, Health/Fitness, Travel; "Ownership" opportunities for high impact content; More monetization for video |
| Create a home for weekend play, a second screen for Majors | Livifyre enhancements, "Majors" mode for homepage, Aggregation of tournament coverage | Creating a tentpole feel for each Major will drive advertiser interest and incremental revenue from our partners |
| Lead in Service | Rebuild Hot List and Course Finder, New Instruction | Eliminating 3rd Party partnerships will allow GD to capture 100% of revenue |

Introducing: The Digest

Our first step in redefining the site is to channel the authority and perspective of Golf Digest in the form of a robust, active blog. It's one thing our competitors don't do—one thing they can't do. They cover the news and touch on the same core service areas. But creating **one central experience**, expounding on **everything that matters** to golfers with a **distinctive viewpoint**, is something we can call our own.



An Expanded Focus

W

e will venture into areas
untouched by other golf sites:

Style, Business/Technology,
Health/Fitness, Culture and

Personal Life. The goal is not to be all things
to all golfers, but to touch on the topics
that we know will resonate with golfers
in a way that only we can. Our reimagined
version of the blog is not just a string
of 300-word posts. It is a place for
video, a single evocative image,
a snackable slideshow, or an
interactive infographic. It's this
combination of subject matter,
voice and format that will define
and differentiate Golf Digest online.



tk from Sam...departments, blog
headlines, sample posts

Golf's Leading **Voices**

In addition to establishing a deep bench of core contributors as well as greater participation from our all-star staff, The Digest will be punctuated by the foremost names in golf journalism:



Geoff Shackelford: "One of modern golf's ten most influential writers." – The Golfer



David Owen: One of the "The Fifty Funniest American Writers" –Andy Borowitz

Why?



Establishes a unique value proposition and identity for GolfDigest.com



Gives readers a reason to come daily, bridging the seasonal peaks and valleys of traffic



Daily relevance drives scale helping us to get closer to our goal of 1MM uniques



Helps program our social footprint by continually peppering the social sphere with fresh content which helps feed interest and engagement with the brand and bring in new users and traffic Driver for non-endemic revenue growth

› Biz/tech (Bofa, IBM, Morgan Stanley)

› Style (Dunning, Lacoste, Polo)

› Health/Fitness (Under Armour, Gillette, Dove Men)

› Travel (Capital One, Chase, Hilton)

A home for **weekend** play, a 'Second Screen' for **Majors**

It can be said that in golf, the week really begins with the weekend. And four times a year (five if it's a Ryder Cup year), interest in the game is at an all-time high—some would even say a frenzy. GolfDigest.com has the opportunity to capitalize on these “summits” of audience interest by creating tournament hubs for our week-long and weekend coverage.

For the Majors, these hubs become more like ‘second screens,’ incorporating a daily live component to our coverage. We envision an experience that goes beyond the social trending stats and leaderboards which are ubiquitous on our competitors’ sites. Our approach will combine:

- › A real-time social wall feeding in fan, player, and editor voices through twitter, facebook, and instagram
- › A daily roster of programmed “live” chats, blogs and video with our editors from the tournament grounds:
 - › Editor-led fantasy drafts
 - › Equipment chats from the practice rounds
 - › Panel discussions with formable names such as Jaime Diaz, Dan Jenkins and Tim Rosaforte
 - › Interviews with golf luminaries in attendance
- › Interactive polls and games bringing the audience into the action during game play
- › Packaging of all tournament related content so that it falls within its own section
 - › A flexible homepage design that can be versioned for Majors coverage, thus providing me for our audience for all things Masters, US Open, British Open and The PGA for the week.

Why?



MTV has the VMAs, ESPN the ESPYs – Golf Digest should have a robust “Golf Digest at The Majors” platform



Packaging of content will provide ownership opportunities—something that we currently cannot do and our competitors can. Today, we are often left to having Ad Ops target dozens of urls individually in order to ensure only sponsors run against Majors coverage



Provides the opportunity for a ‘Win’ Ads strategy to tap into those budgets that have historically gone to print magazines or other Golf web properties (ie. PGATour.com)





Intuitive Service

Golf Digest owns Instruction and Equipment in print, and our digital edition is a pioneer using video and interactivity in presenting what to play and how to play. Online, our site stats don't lie: Consistently each month Equipment and Instruction rank highest in pageviews and search terms. There's no denying we meet supply and demand. And yet, we rely on third party technology for our bread and butter content. Let's cement our leadership position in Equipment and Instruction on the web by being the only site to:

- 1** Intuitively organize our service content so that users can search by a number of entry points...fix a problem, improve a skill, by instructor, breaking 100/90/80/70,
- 2** Recreate the way we present Instruction content on the web, taking cues from the way the digital edition incorporates video and rich media elements—i.e. rich media cheat sheets
- 3** Last but not least, eliminate our dependency on third parties by building our equipment and course finders to live under our own roof

Why?



Establish our leadership position by being first to market with the only truly intuitive service presentation of its kind



Makes service more marketable to endemic advertisers through an enhanced presentation with contextual and seamless ad adjacencies next to content



High **Impact** Content

NYT's Snowfall. ESPN's Outside the Lines. New Yorker Interactive: March Madness. The flexibility of modern web design allows for a truly rich story presentation. Photos and video paired with text and layout allow for a longer read, and interactive graphics bring a new dynamic and interactive element to story-telling. These features coupled with Golf Digest's archive of assets and deep bench of writing talent will allow us to produce compelling web-original features, further positioning our web brand's point of difference.

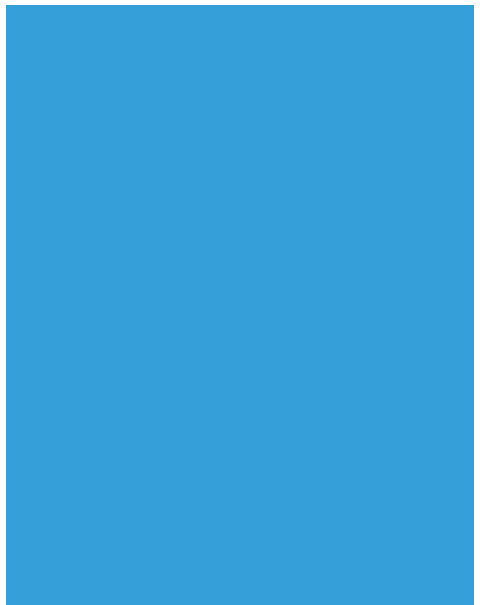
Why?



↓
**FURTHER
ESTABLISHES
THE
EDITORIAL
VOICE AND
IDENTITY FOR
GOLFDIGEST.COM**

↓
**DIVERSIFIES
THE SITE'S
CONTENT MIX**

↓
**CREATES
"OWN-ABLE"
CONTENT FOR
SPONSORS,
ALONG WITH THE
OPPORTUNITY
FOR A MORE
PREMIUM,
HIGH-IMPACT AD
PRESENTATION**



Premium Video Strategy

Crucial to GolfDigest.com's future success is to build out a programmed video content platform as part of our overall content strategy. While companion video content will remain a key piece to our instruction presentation, creating serialized stand-alone video will position Golf Digest as a multi-platform media brand compete for audience and dollars in the video space.

To do this we must:

- › Improve video UX
- › Focus on categories that are both on brand and marketable:
Equipment, Instruction, Style, Health & Fitness, Humor & Interest
- › Leverage existing video opportunities to create serialized, stand-alone content
- › Evaluate existing library of 1200 videos to identify higher quality assets, properly tag and repackage if necessary

Why?



A premium video experience designed to allow for better discovery and viewing will not only drive views, but increase time spent on the site



Currently sold out of all video inventory, whatever we can get, we can sell



Skinning players and offering high impact placements around video (in addition to pre-roll) drives higher CPMs



Prescription Drug advertisers require that there are synched ads to link up with an advertiser's pre-roll in order to show the the required warnings/side effects; without this opportunity, we are completely excluding ourselves from this vertical of business

Step 2: Scale it...1 Million Uniques and Beyond



In order to get a large enough audience that can compete for non-endemic business (biz/fi, auto, etc.) we need to grow large enough so that we start popping on comScore and @Plan rankers. Generally, this starts happening around the 1MM unique number (based on comScore/@Plan).

According to Forrester, nearly 1/3 of all Americans look to social networks as their preferred source for content discovery – up from 18% in 2010.

How do we do it?

- › Harness the power of our High Value Audience to grow the site:
 - › Create a year-long calendar of thematic social campaigns
 - › Optimized our email newsletter effort
- › Focus on strategic partnerships with high returns , i.e. PGATOUR.com



Step 3: Taking GolfDigest.com Everywhere



- › A singular digital brand experience that transcends screen size to deliver a universal consumer access point to the brand
- › Focus on the 3-inch, transcending the current mobified experience to deliver a web-served “native” experience

Why?



Consumers are spreading their time and (advertisers, their budgets) across multiple screens



Our ability to optimize custom programs and user experiences seamlessly across all screens will allow us to tap into these budgets and effectively sell an integrated program



Step 4: Make the Site Smart

- › Provide a real reason to register to the site
- › Lay a strong analytics foundation with the long-term benefit of creating big data stories
- › Create an “inbox” to the brand where all opt-in/subscribed media can reside

Personal Dashboards to the Brand

- › Allow users to log individual game stats (rounds played, scoring)
- › Provide 'smart' recommendations based on data and behavior:
 - › Instruction: So you're breaking 80...try this Butch Harmon tip, watch this video...
 - › Product recommendations: What's in Your Bag... the Cleveland 588 RTX
 - › Reading history: New stories since your last visit
 - › Archive user discussion threads
- › Allow users to save/favorite tips
- › Social layer to create public leaderboards
- › An inbox to access and read other web-served branded media, i.e Stixx, Golf World e-products

Why?



The more we can know about our audience and how they move through the site, the better. Data will allow us to potentially look at more sophisticated targeting and allow us to charge premiums for such targeting



For example – most manufacturers are interested in golfers with a specific handicap or better, or who play a certain number of rounds a year, if we know that certain readers are looking at a certain subsets of content related to these topics, that group is very valuable to our best partners



Smart, technology-driven platforms drive interest from top-tier advertisers like IBM, CDW, ADOB



Building the Future

| | | |
|------------------|--------|--|
| Phase I | April | New Homepage, New Blog/Daily Content Strategy, Robust "Majors" Environment, CNE Player |
| Phase II | 2-3QTR | Rebuild Hotlist & Course Finder, Instruction Article Redesign + IA |
| Phase III | 4QTR | Mobile + Dashboard |

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