7 UNAVOIDABLE SUBSCRIPTION TRENDS

You Need to Follow in 2021

lineup

Empowering your media business

Introduction

At a **300% growth rate in 2020**, the subscriptions sector of the media industry has enjoyed a boost that is revitalizing the industry overall. Media organizations in 2021 are facing a challenge and an opportunity amongst all these influencing factors.

Such substantive acceleration of digital media subscriptions is due, in part, to the global pandemic that has motivated readers to become more deeply invested in quality publisher content. **Digital reader subscriptions rocketed 110%** in just the first three months of the pandemic. Continued growth suggests that the year ahead will be important for organizations trying to strengthen their long-term retention strategies and understanding of this emerging ecosystem. From the interventions of artificial intelligence to the resurging possibility of monetizing local media, we've collected the top 7 subscription trends most likely to impact your business in 2021.

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01 Combined Revenue Models Offer Publishers and Brands More Profitable, Collaborative Relationships

One of the most exciting developments within the subscriptions sector is a revenue approach that promises greater stability for media organizations. Combined revenue models--viewing subscriptions and advertising as two sides of the same coin--present a business approach with greater profit potential to publishers and advertisers alike.

Jarrod Dicker, vice president of innovation and commercial strategy at The Washington Post explained that publishers' relationships to readers through first-party data collected in the subscriptions process can positively shift their relationship with ad buyers for increased revenue: "The relationship with advertisers is no longer a one-way deal. By understanding consumption behaviors, publishers can build richer opportunities for marketers to better understand not just the context a reader is in, but how that type of reader chooses to watch, read and navigate content throughout the entire web."

In early 2020, **The Pew Research Center reported** that print and digital newspaper circulation plunged to its lowest levels since 1940, and the advertising revenue model that has long buoyed the business dropped 62% between 2008-2018. The pandemic that followed the release of the report rocked the industry even harder, deepening challenges facing publishers across the globe. Against this backdrop, **combined revenue models offer publishers a way to reinvent aspects of company structure for more resilient, lucrative revenue potential.** The model offers greater assurance of brand safety for ad buyers and requires quality published content to retain readers--a win-win for everyone.

Head of Marketing at Lineup Systems, Sarah Hartland, explains the trend: **"We've seen from our customers that publishers can successfully sell both content and advertising, with a little experimentation. Publishers who combine advertising and subscription models carefully are well positioned to reap significant rewards. This is especially true as first-party data becomes an increasingly essential commodity within the media industry in the face of growing data privacy regulations. Subscriptions provide publishers with rich first-party audience data. That becomes an attractive selling point for advertisers seeking to maximize their investment in a contextually relevant and brand safe environment."**

The combined revenue model is a welcomed multifaceted solution to a variety of problems that have plagued parts of the industry since migration to digital media spaces changed the reader-publisher relationship. By optimizing the business structure of news media through subscriptions data insights that create more value for advertisers--while also providing real substance for readers--media organizations with combined revenue models will be in position to lead as the industry shifts.

02 Technology Advancements Improve Reader Experience

Reader experience isn't just about reducing churn, it's a critical element for any publisher's success across each revenue model. A valuable reader experience ensures reader loyalty, engagement, and brand safety, but it involves more than just content quality. It's also about rules publishers create for advertisers, the experience on page or in-app, and finding ways to track, analyze, and adjust to reader interest changes. New technologies are helping publishers understand their audiences better, which enables them to create better content, reduce subscriber churn, and strengthen their own brands.

For example, **discovery platform and advertising company Taboola** has recently rolled out technology advancements that help publishers track subscriber propensity and longevity. Their data analytics consider aspects of content that keep readers engaged such as time spent on a page, content that motivates readers to become paid subscribers, and content that subscribed readers are repeatedly interested in. These kinds of technological tools offer publishers support in understanding their reader types and their motivations so they can adapt their reader experiences.

Managing a good ad experience on-site or in-app is also important for the subscriber experience. Digital Product Manager at Lineup Systems, Tiffany Kelly explained the role publishers can play with advertisers to protect the quality of their reader experiences: "User experience is huge now. Over the last 4-5 years, the industry has finally realized that a bad ad experience will drive readers away forever. Even kids can recognize the difference between a good or poor ad experience. If the publisher pays attention and has strict rules with their ad experience, it makes a difference getting loyal readers."

The Washington Post recognized this kind of problem with their own digital experience--ads loaded too slowly on their site, and outside of Facebook and Google, they failed to cater to reader needs in ways that kept their publication competitive. To solve this, the organization created their own technology tools to ensure readers enjoyed a better encounter with the ads showing up in publisher contexts; **the tool offers** solutions like predicting data patterns, speeding up ad loading times, and decreasing the quantity of ads readers see without losing quality of ad performance for ad buyers. **Jarrod Dicker helped spearhead** the project and said, "The Post team formed the view that, away from the main big tech platforms, much of the web environment was "very slow, very janky and very not user-friendly. We needed to create an environment that was on par, if not better, than what readers and advertisers were getting from the platforms."

Carefully cultivating the entire subscriber ecosystem leads to reader loyalty that benefits everyone, especially subscribers more likely to remain engaged with content and increase revenue potential for publishers. Lineup Systems Founder Michael Mendoza explained the importance of this creative vision, saying, **"What's clear is that a publisher's tech stack has an enormous impact on revenue across the board. Advertising technology impacts the efficacy of subscriptions strategy--and vice versa. Gone are the days when audience and ad teams can operate in silos: collaboration between these teams isn't just nice anymore; it's necessary."**

Chris Scott, CPTO at Zephr, user experience platform, told Lineup Systems, **"As the media industry continues to shift from advertising revenue - which is increasingly less viable as a sole source of income - to digital subscriptions, the level of competition between subscription businesses is really heating up. Those who are on older tech stacks have found it hard to keep business agility, which is essential to react to change in these unpredictable times. The most exciting developments have been around dynamic product offers and bundles, combined with no-code solutions to test, learn and iterate on subscription strategies."**

Publishers' marketing teams will also benefit from such easily-configurable technology because they can adjust to determine the best possible user experience.

03 Personality-Based Subscriptions Empower Individual Writers While Also Benefiting Brands

In just four years, influencer marketing is expected to nearly double its fiscal returns in social and digital media spaces--to the tune of a projected $15 Billion by 2022, according to a ***Business Insider* report**. The trend is affecting subscriptions-based media, as well.

Mike Donoghue, co-founder and CEO of Subtext--a subscriber-based business for creators via text--suggests that the influence of individual journalists and writers is carving out its own space in the digital media subscription market: **“Not every writer has the personal brand to be able to facilitate this but it highlights a really interesting trend of what I would call atomic monetization...Put simply, innovative media organizations are looking at their roster of editorial talent and ascribing significant value to the relationships that talent is cultivating with their audience.**

When executed well, this means media companies can generate incremental revenue, reduce subscriber churn, and improve engagement by giving their readers unique access to the topics and personalities they care about free from the vitriolic white noise of the social platforms and the din of email newsletters. If the model sounds familiar it should — it’s the Patreon, OnlyFans, Subtext...., Cameo, Substack model applied to media on the enterprise level…”

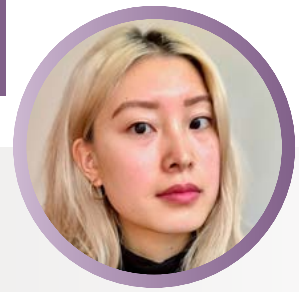
Influencer marketing is already driving media subscription trends, but through the voices and personalities of individual writers rather than an organized newsroom. The model drives sponsorships and advertising revenue opportunities alongside subscriptions that can boost the brand credibility of the publisher, writer, and ad buyer, depending on the structure of the relationship. It’s another example of why strategic revenue decisions should be in sync across subscription, advertising and content teams as well.

Founders of Substack told the *The New Yorker* that this more autonomous subscriptions-based media model may be the way of the future: “The subscription-based news industry...could someday “be much larger than the newspaper business ever was, much like the ride-hailing industry in San Francisco is bigger than the taxi industry was before Lyft and Uber.” Personality-based subscriptions build off accelerating influencer marketing models to open a whole new way of engaging digital media audiences.

The model certainly creates pathways for writers to dip into the digital media subscription market, but it also has plenty of untapped potential for publishers too. Building off the resurging importance of email and its ability to create consistent followers and grant readers choice of quality editorial content, the model offers another angle for driving subscribers to trusted publisher brands.

For example, in May 2019 four writers for the *Wall Street Journal* launched content on Substack -- “a collaborative newsletter...called Elevate with clear WSJ branding,” **according to *What’s New in Publishing*.** The journal is not the only news media company beginning to build loyal subscriber followings on this kind of tech platform, and with the model growing in popularity, it’s a trend sure to offer publishers potential in 2021 and well beyond. We’ve all heard it--content, content, content! But if content is king, creators are quickly becoming emperors.

04 Subscriptions Throw a Creative Lifeline to Local Media Companies Too



As the coronavirus pandemic raged in 2020, the Columbia Journalism Review said finding ways to sustain local newspapers was now a **"civic necessity."** More than half of all Americans have **trusted local journalism as their critical source** of reporting and information about the virus, as authorities scrambled to react and respond to the evolving, ongoing crisis. Publishers who can find ways to keep the trend going beyond the pandemic will breathe life into local journalism using evolving strategies for subscriptions.

In fact, **Mark Jacob at Northwestern University's *Local News Initiative* argued** that expanding--and retaining--new subscribers will be local publishers' greatest opportunity in 2021. "The pandemic and other major news events have helped boost digital subscriptions dramatically at local news outlets in 2020, with a new industry analysis putting the overall increase at about 50% in a year's time... They need to do things like revisit their organizational structures, and consider shifting resources to marketing, social media engagement and newsletters – the things that research shows drive subscriptions. And they need clear, actionable insights into the interests and habits of their paying readers so they can retain the ones they've added [in 2020]."

The consequence of losing local newspapers is significant; **researchers in the United Kingdom** found that increases in local media circulation directly correlate with increases in voter turnout in that daily news' covered area, and as local media diminished in an area, the local voter turnout diminished too. Yet the growth of the subscription-based news media ecosystem offers what may be a creative lifeline for smaller publishers who can establish strong subscriber retention strategies.

Delia Cai at Nieman Labs suggests the model opens a pathway for resurrecting struggling local brands: **"[What] I think will be most interesting to watch in 2021 is how the larger culture shift around digital subscriptions...--this phenomenon of People Willing And Able To Pay For Good Content--will benefit all the outlets in the middle part of the spectrum, between the Individual Star Creator and, like, The New York Times. I'm talking about outlets like Discourse Blog, Defector, Brick House, The City--newish outlets and collectives that launched (some from the ashes of ad-supported media sites we all watched crash and burn) with the subscriber model front and center."**

Pew Research Center findings on media trust and journalism indicate that irrespective of party affiliation and age, communities who feel valued and personally connected with their news sources trust the media industry at-large and view publisher brands as more professional. Local publishers have potential to know their readerships more intimately and dive deeply into journalistic content impacting their immediate audiences in relevant ways. While not necessarily exclusive to local publishers, the ability to meet reader needs differently is a reality that can be leveraged to the financial benefit of smaller publishers with subscriptions-based business models.

Chris Waiting, CEO of European news service, The Conversation, believes that appetite for trusted news that centers readers as valued and understood in their context has significant profit potential: "We must be ruthlessly focused on our readership, building engagement and loyalty. Traffic in recent months tells us that the public is hungrier than ever for high-quality journalism. The challenge is to convert this interest into sustainable business models."

Local publishers are uniquely positioned to do just this. With an audience-centered approach buttressed by quality, relevant editorial, local publishers can use the subscriptions growth they've seen as a launching point to build the trust and content access readers are looking for long-term. For local media publishers, 2021 will be the prime opportunity to optimize more sustainable subscriptions models that center readers and deliver on the journalism subscribers crave.

05 Streaming Successes and Failures Reveal Important Subscriptions Lessons

While the media and entertainment subscriptions market has mostly witnessed profound growth, there have also been failures along the way that point to trends publishers can learn from. One of last year's most public failures in the market was the launch and flop of Quibi, a streaming service designed for on-the-go users. Short for 'quick bites,' Quibi content rights have now been purchased by Roku and will stream free with ads--a model fundamentally different from the original creation. Speculation is still circulating about why Quibi failed--and while the pandemic certainly created a situation less than optimal for its original content structure, the start-up's failure ultimately offers larger lessons for the broader industry trying to leverage subscription trends.

The problems could be boiled down to two main issues: content depth and audience awareness. Originally, Quibi created their platform based on original content and paid subscriptions, but this left a large gap for audiences being introduced to the platform and brand for the first time. Trying to model their business just on subscriptions to original content may have actually harmed their competitive chances, **according to NBC**: "Quibi planned to rely solely on original content with A-list stars serving as actors and producers. But that meant it would need at least one huge hit to entice subscribers. While engaging shows from the likes of Kevin Hart, Jennifer Lopez and Steven Spielberg may have entertained viewers, they didn't result in the growth numbers Quibi needed to be successful...It is really hard to break in now as a new player on the content side, especially as a subscription app without a free initial offering."

Quibi demonstrates despite the importance of creative, engaging content, that alone is not always a sufficiently strong strategy for some media creators in oversaturated spaces. Quibi's structure placed a huge risk burden on breakout content drawing subscribers, but could never quite see the momentum needed to entice audiences when faced up against competitors with larger libraries they could offer for free. **In a similar way, start-up, recovering, or smaller publishers who do not develop nuanced enough strategies to compete in spaces where larger organizations may already monopolize sections of the market--and offer their content for free--may see otherwise original and engaging content fail.**

S&P Global Market Intelligence explained that even with free initial trial periods, Quibi's content also couldn't break past saturation points to differentiate it from competitors...resulting in inaccurate, slanted success metrics and, ultimately, churn: "...[Much] of Quibi's usage was likely stemming from free trial users kicking the tires who churned out when the promotional trial period expired...some households could be reaching a saturation point where encouraging them to subscribe to additional offerings — especially smaller services with a limited content catalog — may present a challenge." At the end, the purchase by Roku converted what was left of Quibi away from a subscription-based model altogether, to an advertising-based revenue model.

Many analysts also view Quibi's failure as a question of audience

05 Streaming Successes and Failures Reveal Important Subscriptions Lessons *(cont.)*

awareness. **According to *Variety*,** "With no immediate ability to watch content on anything but a phone screen, no thought of letting viewers screenshot shows in order to share them, and no compelling answer to "isn't this just expensive YouTube?", Quibi didn't have a grasp on what its audience might want until well after it launched."

This dynamic demonstrates the importance of understanding what audiences want--not only in terms of content, but also experience. For instance, even if otherwise entertaining, original content failed to produce a breakout subscriber drive to the platform, could a smarter digital experience have created fan followings more organically through screenshots becoming social media shares? Had Quibi better understood its nuanced value proposition for users, perhaps other risks would have been mitigated for the company to see higher subscriber acquisition and retention.

As with much of the growth in the media subscriptions market, the key for this year will be finding ways to sustain user retention, not just ballooning subscriber numbers. This will require organizations to focus on aspects of their business like diminishing subscriber churn, ensuring quality user and ad experiences, and offering competitive value. **Deadline explained** companies will need to "be seen by viewers as essential," something Bob Iger--CEO who led Disney's shift to subscriptions-based streaming--reiterated to investors: "As we increase our output, the emphasis will always be on quality, not volume." This applies to quality of content and quality of audience awareness simultaneously.

2021 forecasts a flood of movie subscriptions offerings, and the companies that stand out will be those who have shored up their value propositions and digital experiences for fast-growing streaming subscribers in an increasingly saturated market.

06 Artificial Intelligence Will Reduce Subscription Churn

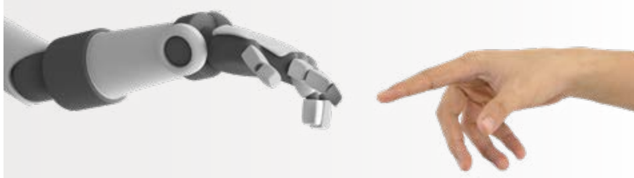
Although the digital media subscription market saw record growth throughout 2020, that inflation also presents challenges for 2021 as companies adjust. This is especially true for subscription churn where, **according to industry analysts at PYMNTS.com**, about 18% of digital media subscribers are projected to end their subscriptions whenever the global pandemic ends. Advancements in artificial intelligence, however, may help stave off these problems with subscriber churn.

For publishers managing these risky sides of their businesses in fast-evolving digital spaces, artificial intelligence may offer some solutions in 2021. For instance, some companies offer AI tools that automate support--telling publishers which actions they can take, at which points along their development trajectories, and insights on patterns in their unique subscription churn.

These tools can help organizations learn the underlying motivations behind their subscribers' churn--as well as why other readers stay--by analyzing large amounts of data quickly and suggesting changes to proactively keep readers invested in their content. **Indian media company Inc42 proposes** that such advancements will also empower decision makers in the media and entertainment industry to grow revenue streams through better targeting. "AI has added a cognitive, human-like dimension to mining and saturating this unstructured data. Engineers are using AI, ML, and Natural Language Processing to consolidate a company's predictive capacity to forecast user engagement with the content. This Targeted efficiency leads to better monetization opportunities."

Among others, this could look like expanding specific content offerings to readers based on their distinctive data stories or finding ways to extend the time spent on a publisher's app or site.

Keeping readers engaged and subscribed to content is important for a variety of reasons, but especially because subscriber acquisition is more expensive than retention. AI and other tech tools may help publishers move beyond reactively guessing reasons behind churn, but really understanding their reader segments and what interests them in advance of them taking action to unsubscribe.



Is it Really 'AI'?

Artificial Intelligence and Machine Learning have become buzzphrases in the marketing and audience technology sectors. Be sure to ask your vendor(s) what they mean by AI - the answer could range from advanced task automation to predictive modeling.

For example, **content intelligence platform Chartbeat** argues that subscriber behavior differs from non-subscribing reader behavior in ways that can be tracked and organized--everything from which headlines gain interest, to which homepage articles are most compelling on which kinds of devices, to how long certain content keeps subscribed reader's attention: **"Subscribers have different reading behaviors than other reader groups... This matters. There's endless value in tracking the pace of subscribers' consumption in real time across your sites and apps and identifying retention-friendly content wherever your readers live."**

Artificial intelligence can power reader-focused content and engagement strategies grounded in more accurate, timely data narratives. With these tech advancements at their fingertips, publishers will be able to allocate team resources more effectively to engage readers in the ways they are looking for from different publisher brands.

07 Publishers Bundle Subscriptions With Brands to Broaden Audience Base

James Henderson, CEO and co-founder at Zephr, explained to Digiday, **"The goal is to bring in subscribers that publications have identified as crossover target audiences beyond their traditional reach...The benefit of connecting publisher and non-publishers together through this subscription bundling model goes beyond the top-line subscription revenue grab and the membership perks that a company's customers get with the access to free subscriptions... People often think it's just about driving subscriptions, but it's not. It's about driving to a connected relationship where you continue to earn the right to be connected, but you are the business that can leverage the first-party data relationship..."**

Reducing subscriber churn and ensuring brand safety are not the only options available to media organizations. Subscription bundling with brands is another innovative development in 2021 that will likely increase the value offerings of publishers, non-publisher brands, and advertisers--to the benefit of these businesses and their audiences.

Chris Scott, CPTO at Zephr, calls it a solution to fight subscription anxiety and churn: "The average consumer is already balancing multiple, overlapping subscription commitments--whether for streaming media, SaaS or other memberships. The feeling of subscription-anxiety is becoming far more common and customers want to feel like they are getting real value if they sign up for the long term. Bundling caters to more audiences with the right product at the right price for each individual consumption style. Subscription bundling is not only effective for acquisition but also a vital strategy to avoid customer churn as it keeps the product relevant for the customer."

However, this approach is not without its challenges, and **research suggests** that reader choice matters in a bundling strategy in order to maintain the 51% of consumers who view the savings benefits of bundling as one of the top three reasons they buy: "Nearly one-third of consumers consider [financial savings] to be the most important reason [to buy a subscription bundle]...But it's not all smiles...more than two-thirds of consumers [say] they would prefer to bundle their subscriptions if they could choose which ones to include."

If constructed well, a subscriptions bundling structure can strengthen the relationship between readers and publishers, but also between publishers and other brands. It enables both publishers and brands to extend beyond their traditional audiences or subscriber bases and create new relationships--bringing publishers new readers and brands new consumers. Because the model depends on access to first-party data voluntarily offered by readers, subscription bundles force an increase of quality offered to readers by publishers and brands simultaneously.

It is no secret first-party data collection, brand security, and reader quality must be central focal points for media publishers in 2021. Opening up to the possibilities of smartly structured subscriptions bundles is one way organization can hold these various tensions deftly.

Stepping into the Future of Subscriptions

Exciting opportunities are on the horizon for publishers this year as digital media subscriptions growth offers new market potential alongside tech advances that are empowering deeper connections with readers and revenue prospects. These subscriptions trends for 2021 point publishers towards key insights for ongoing success.

Publishers who know their audiences deeply and connect with them in relevant ways will be positioned for competitive advantage--no matter the size of the media organization. This must occur on at least two fronts: quality content and subscriber experience. Leveraging artificial intelligence data insights and new tech tools to create this connection more precisely will drive retention, giving publishers confidence that they are adapting to their readers' interests and offering real value.

Lineup Systems founder, Michael Mendoza, explained that publishers will need to continue monitoring trends and making adjustments within their business and tech systems to remain competitive for the future. "Lineup Systems focuses on understanding the shifting landscape of media revenue and offering agile tech tools to explicitly support publishers in media and entertainment in a changing environment.We consider the question, 'how can we maximize reader revenue specifically for media publishers in ways that span advertising, subscriptions, and other elements of the industry?' **We look at all the ways a media business benefits from having a reader interacting with their content."**

Nimble and resilient publishers will remain open to evolutions to their business structure--whether optimizing combined revenue models or leveraging the staying power of influential writers pioneering emergent platforms. A collaborative approach with ad buyers and brands for subscriber-choice bundling will keep publisher offerings fresh and accessible to growing readerships with varied needs and interests. Publishers with this kind of visionary approach will be better positioned to break through oversaturation with multi-dimensional value propositions for subscribers.

For publishers poised on the precipice of an evolving ecosystem offering more promise than many have felt in recent years, opportunity to stand out, build brand loyalty, adjust business structure, and offer meaningful connection with readers hungry for quality content and experiences is brighter than ever. The surge in digital media subscriptions and the varied trends coming with it presents a prime moment for publishers to seize on their strengths, make smart changes, and move with confidence into the future.

7 Things You Can Do To Leverage These Trends

At Lineup, we often preach the importance of keeping up with always-changing industry trends. We create and share resources that are designed to answer questions, report on the media landscape, and offer recommendations. However, we also know that information without action is just noise.

Now that you're up to speed with some of the top subscription trends, consider these action items as next steps:

01

Sync up your advertising and subscription strategies.
It's no longer possible to separate the impact these strategies have on one another. Advertising will increasingly depend on quality, first-party data, and subscriptions can't afford churn due to poor ad experiences. If you're not already, work to align these areas as soon as possible.

02

Modernize your tech stack.
Technology innovations only benefit your business if you're using them.

03

Tap into the talent in your newsroom.
You may be able to leverage "micro influencer marketing" trends easier than you'd think. If there are stand-out personalities on your editorial team, don't sleep on their revenue potential!

04

Don't let up as the pandemic ends.
Local media got a significant boost from the pandemic, as readers became eager to stay connected to local news. Trends show this presents huge ongoing opportunities, so as the pandemic ends (knock on wood), don't let up! Keep emphasizing the power of local media, invest in strong marketing, and enjoy the boost.

05

Don't assume you know your audience.
The lessons from streaming media are fascinating, and reveal that assuming you understand your audience is dangerous. Make sure you consistently analyze each reader and have the tools in place to quickly pivot if need be.

06

Ask your vendors the right questions about artificial intelligence.
Artificial intelligence shows incredible promise in reducing subscription churn, improving experience and identifying monetization opportunities. But be careful; not all AI is created equal.

07

Build strong partnerships with brands and other publishers to open up bundling possibilities.
The potential for subscription bundles is clear - start building relationships with others in the subscription economy if you want to leverage this trend.

About Lineup

Lineup Systems is the world's leading provider of media sales technology. Lineup's flagship product, Adpoint, is the preferred advertising system for media groups such as News Corp, ESI Media, Admeira, Telegraph Media Group, The New York Times and many more. Lineup also offers expert configuration and development services, empowering media brands to focus on what's most important to their bottom lines. The latest addition to Lineup's product portfolio is Amplio, a groundbreaking subscriptions management platform built to accelerate success in the subscription economy. For more information or get in touch, visit **lineup.com**

About Zephr

Zephr is revolutionising the subscription economy for the world's leading media and publishing companies providing everything from paywalls to identity management tools.

With Zephr's intuitive, no-code to operate platform, business users leverage the best in-breed solution to easily create high-conversion user journeys, rapidly build stronger customer relationships and dramatically boost ad yields. Zephr empowers teams to create, tweak and implement effective data and paywall strategies in minutes; enabling them to capture consented 1st party data while offering deeply personalised user experiences and creating long-term customer value. The subscription economy just got personal. For more information visit **https://www.zephr.com/.**

Contributors

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Chris is the CTO and technical co-founder of Zephr, with more than 10 years of experience as a technology leader in UK startups and scaleups.

Chris previously founded a data journalism startup which was purchased by the Daily Telegraph newspaper in London and scaled the commercial team for a content marketing startup which exited in a high-value trade sale.

Chris brings a deep understanding of web-scale architectures and multi-tenancy, as well as a passion for building beautiful, polished and usable SaaS products.