

The Effect of Visual Information Chunking-Based Marketing on Customer Engagement With Kompas One

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ABSTRACT

Background: Kompas One, a premium content bundle by KG Media anchored on Kompas.id, faced a wide engagement gap in its email marketing: open rates well above the media-industry average were not followed by comparable click-through activity.

Purpose: This study identifies the root causes of low interaction with text-heavy email design and empirically tests whether a Visual Information Chunking (VIC) layout improves customer engagement.

Design/methodology/approach: A mixed-methods sequential exploratory design was applied. Fishbone Diagram and 5 Whys analysis, validated through interviews with three Growth and UI/UX informants, identified root causes. Thirty baseline text-heavy email campaigns (September–October 2025) and 30 treatment Visual Information Chunking email campaigns (November–December 2025), representing a four-month dataset across randomized, non-overlapping cohorts of prospective, at-risk, and churned subscribers, were compared using descriptive statistics, Shapiro-Wilk normality tests, and Mann-Whitney U tests on Open Rate, Click-Through Rate (CTR), and Click-to-Open Rate (CTOR).

Findings/Results: Root causes centered on a mismatch between dense narrative layouts and audiences' need for scannable content, compounded by clipped-message risk. VIC significantly increased CTR (+71.43%, $p = 0.007$, effect size $r = 0.347$) and CTOR (+61.54%, $p = 0.008$, effect size $r = 0.345$), while Open Rate showed no statistically significant change ($p = 0.802$, $r = 0.032$).

Conclusion: Reducing text density and strengthening visual hierarchy lowers cognitive load and drives post-open engagement.

Originality/value (State of the art): The study extends Cognitive Load Theory and the Stimulus-Organism-Response framework to bundled-product email marketing within the Southeast Asian digital news sector.

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INTRODUCTION

Rising internet penetration in Indonesia and across Southeast Asia has intensified competition among digital news outlets while eroding readers' willingness to pay for content that increasingly appears free elsewhere. Subscription-based media platforms across the region, such as Singapore's The Straits Times, Malaysia's The Star, and major Indonesian media conglomerates, have responded by adopting digital paywalls and complex product bundles to sustain journalism revenue. Within Indonesia, KG Media positioned Kompas.id as the anchor platform for Kompas One, a unified premium content bundle combining in-depth journalism (Kompas.id), current news (Kompas.com), business insight (Kontan), regional reporting (Tribun Network), and lifestyle titles (Bobo Digital, Tabloid Otomotif, Sajian Sedap) under a single subscription account. However, product bundling naturally raises the amount of information an audience must process before recognizing an offer's value proposition, creating a substantial cognitive burden documented in bundling literature (Hilken et al., 2022; Wei et al., 2022).

Email is the core permission-based channel Kompas.id relies on to communicate Kompas One's value due to its cost efficiency and capacity to deliver structured information (Rahayu, 2024). Between September and October 2025, Kompas One email campaign averaged a 33.70% Open Rate, comfortably exceeding the 23.9% media-industry benchmark (Campaign Monitor, 2022). Yet these campaigns converted only 0.14% of delivered emails into clicks (Click-Through Rate, CTR) and 0.52% of opens into clicks (Click-to-Open Rate, CTOR), falling drastically short of industry benchmarks of 2.9% and 12.4%, respectively. This disparity reveals a pronounced engagement gap: recipients opened the emails but rarely interacted with the content.

Kompas.id's Growth Division provisionally traced the gap to a text-heavy, linearly narrated layout with little visual segmentation. The diagnosis is consistent with Cognitive Load Theory (Sweller, 1988; Syagif, 2024), which holds that working memory is limited and that presentation choices, not content complexity alone, determine how extraneous cognitive load a reader carries. Dense, unsegmented text

is also known to push mobile readers toward an F-shaped scanning pattern that leaves mid-page content unseen (Pernice, 2017), and to raise the technical risk of “clipped messages” once HTML size exceeds email-client limits (Klaviyo, 2026).

The relationship between design and behavior can be explained through the Stimulus-Organism-Response (S-O-R) framework of Mehrabian and Russell (1974), in which an environmental stimulus (here, an email’s visual layout) shapes the receiver’s internal state (cognitive ease or cognitive load), which in turn produces an approach or avoidance response. Ligaraba et al. (2023) confirmed this chain within email marketing: layout and visual appeal shape attitudes toward a message before those attitudes translate into behavioral intention. Prior work on visual hierarchy and information chunking, largely set in web and app interfaces, shows that structuring content into visual units lowers users’ mental load and sustains attention (Balasm et al., 2025; Huang et al., 2023; Urano et al., 2021; Valerry et al., 2024). Far less evidence addresses whether the same intervention changes click behavior specifically within email marketing for bundled digital products, where the volume of benefits to be communicated is unusually high. Related Indonesian case-study evidence on structuring value propositions for audiences, for example, Ganjar et al.’s (2023) brand-awareness strategy for a bundled furniture-and-service SME, published in this journal, similarly points to the practical payoff of clearer value communication, but has not tested a chunked-layout intervention on click behavior specifically.

To address these empirical and practical gaps in Indonesian digital publishing, as a representative Southeast Asian market, this study (1) identifies the root causes of low interaction in Kompas One’s text-heavy email campaigns using Fishbone Diagram and 5 Whys analysis; (2) evaluates baseline customer-engagement performance under the text-heavy design; (3) profiles performance after a Visual Information Chunking (VIC) redesign; (4) statistically tests whether the two designs differ significantly on Open Rate, CTR, and CTOR; and (5) establishes a Plan-Do-Check-Act (PDCA) roadmap for Kompas.id’s Growth and UI/UX teams. In doing so, it extends Cognitive Load Theory and the S-O-R framework to a business setting (bundled-subscription email marketing) where the interaction between message density and click performance has so far received only indirect empirical attention.

METHODS

This study was conducted at Kompas.id (PT Kompas Media Nusantara) between September 2025 and April 2026 across three operational phases: 1) *Baseline and Problem Evaluation Phase* (September–October 2025): Documentation of text-heavy campaign performance and initial Fishbone mapping by the Growth Division; 2) *Treatment Phase* (November–December 2025): Implementation of the Visual Information Chunking (VIC) email layout and performance data extraction; and 3) *Validation Phase* (April 2026): In-depth interviews to validate qualitative causal models.

To ensure rigorous experimental comparison and prevent cross-treatment contamination, the baseline and treatment campaigns were dispatched to mutually exclusive, randomized, non-overlapping cohorts of subscribers. Target audiences across both periods represented identical proportions of prospective subscribers, at-risk subscribers, and churned subscribers sampled independently per campaign dispatch. To control for seasonal Q4/year-end promotional confounding effects (e.g., holiday discount spikes or year-end marketing noise), all commercial parameters, including subscription bundle pricing, discount tiers, core value propositions, and dispatch timing schedules, were strictly standardized and held uniform across both testing windows. Subject lines and preview text were similarly standardized across periods to maintain neutral pre-open baseline interest.

A mixed-methods sequential exploratory design (Rasyid, 2022) was used: a qualitative stage explored the phenomenon in depth, followed by a quantitative stage that tested and generalized the findings. Primary data came from participant observation of the campaign-redesign and distribution process, and from semi-structured, in-depth interviews with three purposively sampled informants who each had at least six months’ tenure and direct responsibility for the Kompas One campaign: a CRM Specialist, an Email Specialist, and a UI/UX Designer. Interviews were guided by a protocol built around the Fishbone Diagram’s categories and were supported by session notes and photographs; triangulation across sources (the three roles) and methods (interview, observation, documentation) reduced single-perspective bias (Arianto, 2024).

Secondary quantitative data comprised 60 campaign reports extracted from the Insider marketing-automation platform, consisting of 30 baseline campaigns (text-heavy design, September–October 2025) and 30 treatment campaigns (VIC design, November–December 2025) sent to comparable audience segments (prospective, at-risk, and churned subscribers) under an equivalent bundling offer, which held price and subject-line quality approximately constant across periods. Campaign performance was evaluated on three metrics computed per campaign: Open Rate (unique opens ÷ delivered emails × 100%), CTR (unique clicks ÷ delivered emails × 100%), and CTOR (unique clicks ÷ unique opens × 100%). Open Rate served as a control metric confirming that pre-open elements (subject line, sender identity) were comparable across periods, while CTR and CTOR were the dependent variables representing the audience’s response to the email’s content and layout.

Qualitative data were analyzed following the interactive model of Miles, Huberman, and Saldaña (2014) data condensation, data display, and conclusion drawing/verification to validate the Growth Division’s initial Fishbone Diagram (categorized as Man, Method, Material, and Machine) and to trace the validated causes to a root cause using 5 Whys analysis (Sakdiyah et al., 2022; Amalia et al., 2026).

Quantitative data were first summarized descriptively (mean, minimum, maximum, standard deviation) for each metric and group. Because each group contained 30 observations ($n < 50$), the Shapiro-Wilk test was used to check normality

(Sianturi, 2025); where the assumption was violated, the nonparametric Mann-Whitney U test was used in place of an independent-samples t-test to compare the baseline and treatment groups, since campaigns in the two periods drew on non-overlapping, independently assigned audience segments. Decisions used a 5% significance level, $\alpha = 0.05$ (Wiguna et al., 2024), against the following hypotheses:

H0: There is no significant difference in customer engagement metrics (Open Rate, CTR, CTOR) between the text-heavy and Visual Information Chunking email campaigns.

H1: There is a significant difference in customer engagement metrics (Open Rate, CTR, CTOR) between the text-heavy and Visual Information Chunking email campaigns.

This hypothesis followed directly from the S-O-R framework set out above: if Visual Information Chunking functioned as a stimulus that eased cognitive processing, its effect should appear as a measurable difference in the response metrics, particularly CTR and CTOR, once the confounding influence of subject-line appeal was controlled for through the parallel Open Rate comparison. Kompas One's email layout (text-heavy versus Visual Information Chunking) was treated as the independent stimulus (S); the audience's resulting cognitive load or cognitive ease was the unobserved organism-level state (O), evaluated indirectly through the pattern of results; and customer engagement (Open Rate, CTR, and CTOR) was the dependent response (R) that this study measured directly. Qualitative and quantitative findings were finally integrated by connecting the causal mechanisms surfaced in the Fishbone Diagram/5 Whys analysis to the statistical results, and the combined evidence was translated into managerial recommendations using a Plan-Do-Check-Act (PDCA) cycle.

RESULTS

At the time of the study, Kompas One was a unified premium content bundle introduced by KG Media, anchored on Kompas.id, the group's most established subscription brand, with roughly 45,000 B2C and 10,000 B2B subscribers and the most complete cross-functional team (engineering, data, product, growth) among KG Media's outlets. The bundle consolidated content previously fragmented across brands in-depth reporting (Kompas.id), current news (Kompas.com), business and financial insight (Kontan), regional news (Tribun Network), and family/lifestyle titles (Bobo Digital, Tabloid Otomotif, Sajian Sedap) into a single subscription account. Three audience personas anchored the bundle's tiers: "Si Efisien" (Standard package; young professionals and students seeking fast, cross-platform news), "The Insight Seeker" (Premium package; professionals and analysts wanting in-depth Kompas.id archives and e-paper access), and "Keluarga Cerdas" (Family package; households wanting multi-account access plus community and lifestyle titles). Email marketing, managed jointly by the Growth Division (segmentation and offer strategy) and UI/UX Designers (visual layout) and executed through the Insider automation platform, was the channel used to move onboarding audiences toward these packages.

During the baseline period (September–October 2025), campaigns used a text-heavy, center-aligned, single-narrative layout that explained the bundle's benefits in three long paragraphs beneath the main banner, without supporting sub-headings, icons, or bullet points (Figure 1). Although intended to convey the full value proposition, the high Open Rate this layout attracted was not matched by a comparable click rate, prompting a formal root-cause investigation.

Root Causes of Low Interaction

The Growth Division's initial Fishbone Diagram organized candidate causes under four categories Man (audience behavior), Method (email production process), Material (design), and Machine (platform/technical factors) and flagged five interlocking factors likely to affect user experience most directly: cognitive fatigue, loss of scanning focus, linear-narrative framing, text-heavy design, and flat visual hierarchy. Because this mapping was only a working hypothesis, it was cross-validated through interviews with the informants, each speaking to the categories closest to their role.

Validation confirmed, and sharpened, the Man-category hypothesis: audiences expected scannable content, but Kompas One promotions remained long-form. Kompas.id's readership was accustomed to consuming long analytical journalism but did not carry that tolerance over to promotional email, where an F-shaped scanning pattern (Pernice, 2017) concentrated attention on the top and left of the message while center-aligned, mid-page content was often missed, contributing to information overload ahead of the call-to-action (CTA). On Method, informants explained that a linear narrative had been retained to convey the bundle's full value in one continuous read and to meet time-to-market pressure through a standardized template, at the cost of front-loading content ahead of a CTA placed only at the end; systematic A/B testing of layout variants had not yet become routine, though interviews indicated it was starting to be prioritized. On Material, the text-heavy approach was a deliberate choice to protect Kompas's credible, in-depth editorial identity, but the absence of sub-headings, icons, and bullet points flattened the visual hierarchy and, on mobile screens, turned long paragraphs into a "wall of text." On Machine, most of the technical explanations hypothesized at the outset (platform customization limits, load speed, and link reliability) were not corroborated; the Insider platform performed reliably and already supported modular, drag-and-drop layouts. What the validation did surface was an unmonitored risk: email HTML that grows too dense can exceed the roughly 102 KB threshold at which some clients begin clipping messages, silently truncating the CTA from view (Klaviyo, 2026).

The validated Fishbone mapping was then traced to its root using 5 Whys analysis (Sakdiyah et al., 2022; Amalia et al., 2026). Beginning from the observed engagement gap (a high Open Rate not followed by a comparable CTR), the chain of "why" questions moved from audience-level friction (scannable-content expectations meeting a dense, centrally aligned layout, reinforced by F-shaped scanning and clipped-message risk) to the operational choice that produced that density (a linear narrative retained for time-to-market efficiency and brand-identity consistency), and finally

to an organizational root cause: the absence of an internal, evidence-based layout-optimization practice in effect, no A/B-testing routine that could have surfaced an alternative to the linear template before it became the default. This root cause, rather than any single design or technical flaw, explained why the text-heavy format persisted despite its cognitive and technical costs, and it directly motivated testing Visual Information Chunking as the redesign.

Customer Engagement Under The Text-Heavy Design

On average, the 30 baseline campaigns achieved an Open Rate of 33.70% (SD 30.69%; range 6.73%–97.89%) but converted only 0.14% of delivered emails into clicks (CTR; SD 0.10%) and 0.52% of opens into clicks (CTOR; SD 0.20%) (Table 1). The wide range on all three metrics reflected rotation across audience segments rather than a single stable performance level, an explanation corroborated by the CRM Specialist. Within the S-O-R framework, the text-heavy layout functioned as a stimulus that raised cognitive load and induced information overload in the audience (organism), which in turn manifested as low CTR and CTOR (response): the email attracted attention but did not translate that attention into scanning success.

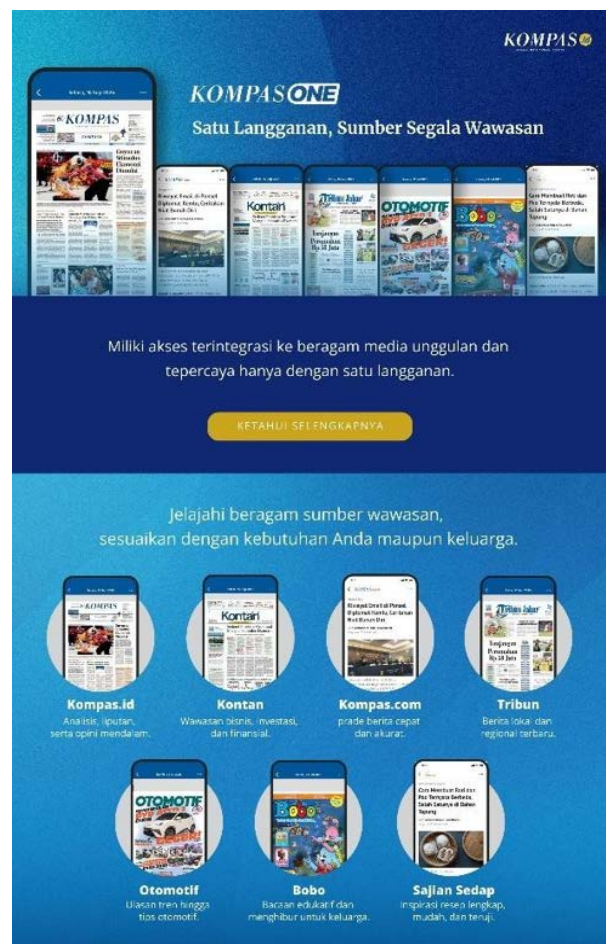


(a)

Customer Engagement After The Visual Information Chunking Redesign

Following the root-cause diagnosis, the treatment campaigns replaced the linear narrative with a modular, Visual Information Chunking (VIC) layout. Information was separated into functional blocks (banner, product discovery, pricing table, partner logos); size disparity and negative space reinforced a visual hierarchy directing attention from the “Kompas One” identity toward the CTA (Ma, 2025; Urano et al., 2021); and Wei et al.’s (2022) bundle-creative components (templates, slogans, and items) were made explicit through a long-form vertical structure, a headline slogan (“*Satu Langganan, Sumber Segala Wawasan*”), and a package-comparison table with partner logos.

Across the 30 treatment campaigns, Open Rate averaged 39.48% (SD 36.03%), CTR averaged 0.24% (SD 0.14%), and CTOR averaged 0.84% (SD 0.41%) (Table 2). Relative to baseline, Open Rate rose 17.15%, CTR rose 71.43%, and CTOR rose 61.54%. Measured against the Growth Division’s internal 50% improvement benchmark, the CTR and CTOR gains qualified as successful, while the Open Rate gain did not a pattern consistent with an intervention that acted on the email’s content rather than on the inbox-level cues (subject line, sender name, preview text) that drive opening decisions.



(b)

Figure 1. Structural Comparison of Email Layouts: (a) Baseline Text-Heavy Layout vs. (b) Redesigned Visual Information Chunking (VIC) Layout

Significance of The Difference Between Groups

Because each metric's distribution failed the Shapiro-Wilk normality test in at least one group (Table 3), the group comparison used the nonparametric Mann-Whitney U test rather than an independent-samples t-test (Table 4). Open Rate showed no significant difference between groups ($Z = -0.251$, $p = 0.802$), so H_0 was retained for this metric; CTR ($Z = -2.687$, $p = 0.007$) and CTOR ($Z = -2.669$, $p = 0.008$) both differed significantly, so H_0 was rejected in favor of H_1 .

This pattern was consistent with Kotler et al.'s (2018) buyer-readiness stages: Open Rate reflected the audience's initial awareness, driven mainly by pre-open cues that Visual Information Chunking did not touch and by a bundling price held constant across periods, whereas CTR and CTOR captured the behavioral response to the message once opened, precisely where the redesign operated. Read through the S-O-R lens, Visual Information Chunking was the stimulus; the reduction in extraneous cognitive load and the resulting cognitive ease (Urano et al., 2021) constituted the organism-level change; and the increase in CTR and CTOR was the behavioral response. The absence of an Open Rate effect strengthened, rather than weakened, this interpretation, since it indicated that the two periods were reasonably well matched on everything except the content layout under study.

As shown in Table 4, the difference in Open Rate between designs was not statistically significant ($Z = -0.251$, $p = 0.802$), exhibiting a negligible effect size ($r = 0.032$). Conversely, CTR ($Z = -2.687$, $p = 0.007$, $r = 0.347$) and CTOR ($Z = -2.669$, $p = 0.008$, $r = 0.345$) both showed statistically

significant improvements with medium effect sizes. The statistical non-significance of Open Rate ($p = 0.802$) provided important support for the study's theoretical framework. In email marketing, Open Rate is governed almost entirely by inbox-level cues, namely sender reputation, subject-line intrigue, preview pre-headers, and dispatch timing (Kotler et al., 2018). Because pre-open metadata and commercial package pricing were held constant across testing periods, subscriber interest prior to opening remained statistically equivalent. Visual Information Chunking operated strictly as a body-level stimulus within the email message. Thus, VIC directly reduced extraneous cognitive load during reading, driving post-open processing (CTR and CTOR) without artificially skewing pre-open curiosity.

These findings directly aligned with Cognitive Load Theory (Sweller, 1988; Syagif, 2024) and the S-O-R framework (Ligaraba et al., 2023; Mehrabian & Russell, 1974) by demonstrating that visual presentation acted as a decisive stimulus that altered user processing ease and approach behavior. Furthermore, the study extended general web and app chunking research (Balasm et al., 2025; Urano et al., 2021) into promotional email marketing for bundled digital news media, a sector where information density is uniquely high. In contrast to traditional editorial strategies that rely on long-form narrative text, these results showed that multi-brand media bundles required modular visual chunking to overcome audience scanning friction. Finally, the study advanced regional Indonesian research on bundled value propositions (Ganjar et al., 2023) by offering explicit quantitative evidence on how visual hierarchy converts open attention into measurable click engagement.

Table 1. Customer-engagement performance under the text-heavy design (N = 30)

Metric	N	Min	Max	Mean	SD
Open Rate	30	6.73%	97.89%	33.70%	30.69%
CTR	30	0.05%	0.48%	0.14%	0.10%
CTOR	30	0.19%	1.10%	0.52%	0.20%

Source: Insider campaign reports (2025)

Table 2. Customer-engagement performance under the Visual Information Chunking design (N = 30)

Metric	N	Min	Max	Mean	SD
Open Rate	30	4.85%	95.77%	39.48%	36.03%
CTR	30	0.05%	0.45%	0.24%	0.14%
CTOR	30	0.37%	1.69%	0.84%	0.41%

Source: Insider campaign reports (2025)

Table 3. Shapiro-Wilk normality test results

Metric	Group	Sig. (p-value)	Distribution
Open Rate	Baseline	0.000	Not normal
	Treatment	0.000	Not normal
CTR	Baseline	0.000	Not normal
	Treatment	0.003	Not normal
CTOR	Baseline	0.055	Normal
	Treatment	0.013	Not normal

Managerial implications

The significant gain in CTR and CTOR implied that Kompas.id's digital marketing should shift from a brand-centric communication style, which emphasizes conveying the company's message, toward a user-centric style that accounts for audiences' cognitive capacity and visual comfort (Wijaksana et al., 2026). To make this shift actionable and continuously improvable, the findings were organized into a Plan-Do-Check-Act (PDCA) matrix covering three linked strategies (Table 5).

The first strategy was designed to standardize Visual Information Chunking as the default layout: a UI guideline should codify modular structure, Gestalt principles, spatial contiguity, and tabular comparison to reduce extraneous cognitive load, and should be applied through heading, sub-heading, icon, and bullet-point conventions that keep content scannable; CTR and CTOR, tracked periodically on Insider, should determine whether a design is promoted to Standard Operating Procedure (SOP), with 5 Whys used again if performance later declines. The second strategy was designed to mitigate clipped-message risk by capping HTML size near 102 KB (Klaviyo, 2026), compressing code and trimming excess text, verifying rendering on mobile and desktop before sending, and fixing a rule that at least one primary CTA sits above the fold. The third strategy was designed to formalize A/B testing as an organizational learning routine, the mechanism the 5 Whys analysis identified as missing, by testing design variants on 10–20% of an audience, comparing them with the statistical test appropriate to the data (independent-samples t-test or Mann-Whitney U), and documenting the results in an internal research base that informs future templates and campaign decisions.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study set out to explain, and then test a remedy for, the engagement gap in Kompas One's email marketing. Four conclusions follow from the evidence. First, the low click performance of the text-heavy design was not attributable to any single design or technical defect but to the absence of an internal, evidence-based layout-optimization practice: without routine A/B testing, a linear-narrative template continued to be used for its production efficiency and brand-consistency benefits even though it raised cognitive load, encouraged F-shaped scanning that skipped mid-page content, and carried a clipped-message risk from oversized HTML. Second, under that text-heavy design, Kompas One campaigns opened well (meaning Open Rate 33.70%) but converted poorly (mean CTR 0.14%; mean CTOR 0.52%), consistent with an S-O-R chain in which text density functioned as a stimulus producing avoidance rather than approach behavior. Third, replacing the linear narrative with a modular Visual Information Chunking layout raised mean CTR to 0.24% (+71.43%) and mean CTOR to 0.84% (+61.54%), changes the Mann-Whitney U test confirmed as statistically significant ($p = 0.007$ and $p = 0.008$, respectively), while Open Rate moved from 33.70% to 39.48%, a difference the same test found not significant ($p = 0.802$). Fourth, this split real effect on post-open behavior and no detectable effect on the decision to open—indicates that Visual Information Chunking's contribution operates specifically on how the message is processed once opened, not on the inbox-level cues that govern opening decisions.

Table 4. Mann-Whitney U test results (independent-samples comparison)

Metric	Z-statistic	p-value	Effect size (r)	Decision
Open Rate	-0.251	0.802	0.032 (Negligible)	Retain H0
CTR	-2.687	0.007	0.347 (Medium)	Reject H0 in favor of H1
CTOR	-2.669	0.008	0.345 (Medium)	Reject H0 in favor of H1

Table 5. PDCA matrix for optimizing Kompas One email marketing

Strategy	Plan	Do	Check	Act
Standardize the visual layout	Draft a UI guideline for chunked, scannable layouts	Apply modular design to daily/weekly campaigns	Track CTR and CTOR via Insider	Codify the layout as SOP; investigate with 5 Whys if performance drops
Mitigate clipped-message risk	Set a 102 KB HTML ceiling and a monitoring routine	Compress HTML and trim excess text	Run rendering tests across devices	Require a primary CTA above the fold
Strengthen A/B testing	Design test scenarios and build an internal evidence base	Distribute two variants to 10–20% of the audience	Compare variants statistically (t-test/Mann-Whitney U)	Roll out the winning design to the remaining audience; log insights

Recommendations

The practical implication is that Kompas.id's Growth and UI/UX teams should treat Visual Information Chunking, rather than the text-heavy template, as the default standard for Kompas One's promotional emails, embedded in three linked routines: a standing UI guideline for modular, chunked layouts checked periodically against CTR and CTOR; an HTML-size ceiling with pre-send rendering checks and an above-the-fold CTA rule to prevent clipped messages; and a resumed, better-documented A/B-testing practice that builds the internal evidence base whose absence this study identified as the root cause.

Two limitations bound these conclusions and point to future research. The qualitative strand relied on internal informants only, because data-privacy policy restricted direct researcher access to subscribers; future studies could add external audience input, through usability simulation or, more directly, eye-tracking, to verify the scanning-behavior mechanism proposed here. In addition, the quasi-experimental before/after design cannot fully rule out seasonal or promotional confounds despite the controls applied; a sequential explanatory mixed-methods design, or a within-period A/B split, would let subsequent research isolate the layout effect with less reliance on time-separated cohorts.

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