

LocalMedia Today

WWW.LOCALMEDIA.ORG

INNOVATE | EDUCATE | INSPIRE

Last Call for Key Executives Mega-Conference

Nearly 500 of the industry's top executives will gather in San Antonio later this month for 2.5 days of innovative and cutting-edge programming and networking. The Mega-Conference will start on Sunday at 3:30 PM with an optional two hour daily deals summit - espe-

cially prepared for senior level executives (see page 3 for more information). It is worth the earlier flight on Sunday to attend as this space is exploding and truly represents one of the biggest revenue opportunities on the digital side for 2012.

All of the sessions will focus on emerging case studies, best practices and

recent success stories covering topics such as digital agencies, event marketing, mobile, deals & more.

The chock full agenda has been developed specifically for local newspaper companies and their multi-media offspring, with growth and strategic planning as primary components. Superior speakers will address timely topics and this gathering is guaranteed to over-deliver deliberate deep thinking and keen interaction with hundreds of key executives from local media companies throughout North America.

Why You Should Attend

Senior executives will want to attend to learn

CONFERENCE, PAGE 3

RUNS FEBRUARY 27-29 IN SAN ANTONIO, TEXAS – REGISTER NOW!



Donna Barrett



John Paton



Kirk Davis



David Black



Joe Boydston



Keith Wilson



Brandon Erlacher



Rick Surkamer



Ben Shaw



Bill Quick



Matt Coen

Bonus Session
Two Hour Executive Level Summit on Daily Deals Added to Mega-Conference See page 3 for more details.

Three Industry Associations – One Mega-Conference

Co-presented by the Local Media Association, Southern Newspapers Publishers Association and Inland Press Association, the Key Executives Mega-Conference will convene at month's end and registration is underway. Go to www.localmedia.org for complete details.

Some speaker previews

Rick Surkamer, President & Chief Operating Officer, Sun-Times Media, LLC

In the session about End-to-End Transformation, Surkamer will share deep insights about:

Their operational transformation across all assets in a traditional newspaper

The impact on their community, daily and metropolitan brands

How they went from 'heavy asset' to 'asset light'
Their specific approach: focus on operations first which enabled their shift to ENTIRE focus on market-place

The impact on systems, technology, distribution, inter-

SPEAKERS, PAGE 3

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**AN OFFICIAL PUBLICATION OF
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ASSOCIATION**

Local Media Today is published in print and digitally by the Local Media Association, the only non-profit trade association in North America that specifically represents the needs and interests of local newspaper and media companies, their multi-media publishing entities and other community based affiliations.

With a tagline of *Innovate. Educate. Inspire* LMA provides leadership for its members and support for their endeavors including their pursuits of journalistic excellence, sales and marketing expertise, audience development, community-centric initiatives and leadership values through the ongoing development and dissemination of powerful, innovative and valuable resources.

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Q & A with...

Todd Handy

Vice President
Digital Business Development
Deseret Digital Media



Topic: Deseret Digital & Media Sales

Q I want to explore your approach to new media sales but before we get into that, can you please give us a rundown of your professional background and the path that led you to Deseret?

A I've spent most of my professional career in the sales arena- sales management and executive positions. I've been VP Sales and Business Development of several different companies, and have always managed senior sellers who carried large revenue quotas. In addition, I have years of call center background throughout my career. The intersection of those two was in senior executive positions for large call center organizations.

I also had two different stints with America Online, and then earlier in my career also worked with Prodigy, the first really successful national ISP. So, between those positions and time spent, I have a good feel for online and digital. I've also worked with such high tech, blue-chip companies like HP, Motorola, Intel, Verizon, Canon, Symantec and others. So, all combined, I feel very comfortable in the digital space, and working with sellers, both senior and the more entry-level telesales team we've implemented.

I hold an MBA from the University of Utah, and have spent a significant amount of time in national and international travel for business.

Q I understand that over the past couple of years your company has radically shifted the sales approach from legacy reps selling everything to the development of digital only sales teams. Tell us about that evolution and the core philosophy that is driving your advances in new media sales?

A We still have legacy sellers in place, and have worked (and continue to work) to help them be successful in selling both their legacy products, as well as digital. When we launched Deseret

Digital Media, we launched with two specific teams- a dedicated direct Account Executive team, calling on national advertisers and agencies, and a telesales team calling on local long-tail advertisers (mostly SMBs). The direct team was the hardest to help make successful, as the national play was difficult for a local/regional set of properties, but the telesales team was extremely successful from the first month.

The direct team has really been reconfigured into what we call "vertical sellers"- dedicated sellers who sell Deals and Local, and perhaps in the future will sell our print website and our Cars property specifically.

New media, with its three headed value proposition of Targeted, Interactive and Measureable, are more and more becoming the media of choice, and the sales process to sell and prove ROI is more and more appealing.

Our legacy sellers (who sell TV and Radio, both AM and FM stations) have been very successful in the last two years due to our implementation of a Director of Integrated Sales (a senior Deseret Digital Media resource who is embedded with the legacy teams and helps them drive digital sales, both through four-legged sales calls, proposals, etc.).

This Director has done an incredible job of educating and bringing greater engagement and digital awareness to the legacy teams, and we'll be implementing two additional "Digital Subject Matter Experts" in the next month. These two individuals will continue on the tradition the Director of Integrated Sales put in place pre-

sales work, post sales support and order management, fulfillment, reporting, etc., etc.

We've also launched a team of "Account Development Managers" who will act as inside sales/appointment setters, both for digital as well as legacy properties. The idea being that the ADM team augments the prospecting and efforts the legacy sellers engage in- cold calling, prospecting, appointment setting, lead qualification, etc., etc. We have budgeted a large amount of incremental sales through the legacy sellers through the ADM team.

All told, the vertical teams, the telesales team, the digital subject matter experts and the account development team have and will be the game changers we've implemented since 2010, and will continue to change the game in 2012.

Q The results you are seeing?

A We launched DDM at the end of 2009. YoY growth '09-'10 was 70%. '10-'11 was 55%. '11-'12 is projected at 35%. '12-'13 is projected at 25%, '13-'14 at 21% and '14-'15 at 20%.

Growth across all sales channels has been phenomenal, and is supported and driven by the teams and methodologies mentioned in the paragraphs above.

Q How has your management structure changed to support this approach?

A A lot of the management structure we have put in place has driven results, including dedicated digital management- Director of Integrated Sales, Director of Digital Ad Products, Director of Sales Support, Director of Account Development and Digital Business Development, Telesales Supervisors, Vertical Sellers, Account Development Managers, Digital Subject Matter Experts and others.

Q Can you talk about mobile and specifically the opportunity that exists currently for local media companies?

A DDM's digital properties currently include KSL.com and DeseretNews.com, as well as a Deals app. A Local app is forthcoming, as well as other apps.

Across our KSL.com property we receive over 30M pageviews each month. However, to be honest we've been slow to monetize like we need to due to a variety of reasons, not the least of which was proper tagging to allow for specific targeting on the mobile site. We've since implemented the necessary tagging, and will be rolling out our full site mobile strategy in the coming week. With 30M pageviews, inventory is high, and with an even average CPM, the incremental revenue potential is very high. Low hanging fruit will be calls to existing classifieds advertisers who are sponsoring specific sections, with a pitch for an add-on for the mobile site. In addition, many local agencies and direct advertisers who have wanted to jump into mobile advertising will now come on board, as many of them were not interested in ROS, and are more interested in specific targeting.

As we continue to grow out our mobile strategy, geo-fencing, location aware services, mobile video, and in-app advertising all are on the horizon.

The opportunity is very large, with more and more resources shifting from desktop to mobile- and we're planning the same this year (with a slow ramp), and then next year (with a much steeper growth slope).

Q What are some of the strategies that you are deploying/developing to fully exploit new media sales opportunities? Best practices? Any endeavors that haven't worked so well?

A Long-tail sales via the telesales team is one of the largest, which at the end of this year will be around a \$4M line item in and of itself. Most of these advertisers can't afford more traditional media, and don't feel that that's where their investments are best spent. New media, with its three headed value proposition of Targeted, Interactive and Measureable, are more and more becoming the media of choice, and the sales process to sell and prove ROI is more and more appealing.

Best practices include- digital specific pitches, measure-

▶▶ **SPEAKERS** cont'd from pg 1

net, content

The people factor – clients, audience, employees, suppliers

Joe Boydston, vice president/technology and new media, McNaughtonNewspaper Group and Brandon Erlacher Publisher, The Elkhart Truth

In the panel entitled Five Newspapers that are Moving Forward in a Modern Media World, several topics will be discussed including Digital Department Transformation, Hybrid Deals Platforms.

Erlacher will share his plan for a complete digital department transformation that includes sleek new office space and clear separation of duties on the print and digital sides (with overlap on areas that make sense)

Boydston will discuss how open source software can dramatically decrease technology costs and share how open source software can work with your existing vendors to bring your digital operation to a whole new level of productivity. He'll deliver concrete examples of newspapers using WordPress to power their editorial front end systems, pagination tools, digital

advertising, paywall/digital subscription services and more..

Kirk Davis, President & COO, GateHouse Media

Davis will present a session on Leadership, Change Management and Repositioning for Growth and commented that he hopes to deliver "a nice mix of ways to think differently, profit more tomorrow from what we're doing and hopefully find a little inspiration in the message." You can expect him to present:

- a high-energy tour through a host of topics that include 24/7 recruiting for differentiated talent
- How Gatehouse has repositioned to launch innovative businesses through GateHouse Ventures
- How numerous partnerships are vastly strengthening their value proposition in break-out ways
- Some insights that he thinks need to be at the forefront of how we think about the future, which increasingly seems to be -- tomorrow!
- Details of some new services Gatehouse will be marketing to local publishers that will help them grow revenue, as well as lower cost.

▶▶ **CONFERENCE** cont'd from pg 1

about emerging trends and new business models, to drive new revenue streams and to network with their peers and industry partners. David Black, President & CEO of Black Press and a panelist on the opening keynote session, shared his reasons for attending this year's Mega-Conference, "Ad revenues remain low in our industry. I want to meet other publishers to discuss the ways they are coping. All have cut costs. Some have raised circulation pricing dramatically. How has that worked out? Some have cut delivery frequency. Did that have the expected result? Are there other approaches that are being tried that are not widely known at this stage? Most importantly, with still substantial audiences for our papers can we adjust rates and reinvigorate our sales forces to get more ROP advertising?"

Hot topics like those raised by Black will be addressed through the program. Also, don't underestimate the additional value of interaction with hundreds of media executives and vendor partners - learning opportunities will be yours for the taking.

Some Conference Topics

- Mediamorphosis: End-to-End Transformation at the Sun-Times Media Group
- Developing an In-House Digital

Agency

- Leadership, Change Management and Repositioning for Growth
- Industry Innovators: Five Newspapers that are Moving Forward in a Modern Media World
- Managing Digital and Circulation Pricing Strategies and Revenue Analysis
- Paid and Metered Subscription Models
- Daily Deals Poised for Growth of 149% Through 2015
Industry Update: AP's iCircular
- How to Go From Successful Print Sales to Successful Online Sales
- Significant Revenue is Out There in Mobile Opportunities!
Event Marketing: Back and Bigger than Ever

Reserve Today

With THE conference of the year just around the corner, now is the time to make your registration and travel plans for San Antonio, Texas and doing so is just a click away. **The full agenda, with in-depth descriptions of each session, online registration and hotel information** is found on Local Media Association's website at www.localmedia.org. Additionally, LMA headquarters staff stands ready to assist with any last minute needs and can be reached at 888-486-2466.

The growth side of the newspaper industry

JON K. RUST



Chairman
LMA Board of Directors

Has appealing to local community newspapers become the hot zone for major vendors? Maybe not across the board, but at a recent PAGE Cooperative supplier evaluation meeting that I attended, more than one major vendor pointed to an expected decline in their metro business while suburban, community and other local newspaper volume holds steady or grows.

Count me as one of the types who wants to see the entire newspaper industry thrive. For one, I'm concerned that without sufficient newspaper penetration in urban markets, major newspaper advertisers will be more likely to look for substitutes there and elsewhere. Suburban newspapers can deliver to many of the most important neighborhoods – and thus fill those voids – but the success of large newspapers is actually good for all of us, lifting up brand perception and industry valuations if nothing else. Not to mention, American democracy needs the good journalism that responsible newspapers provide no matter the size.

But at the PAGE meeting, which is a buying cooperative for private newspapers, one vendor (who sells plates and other related products) explained a new focus on smaller newspapers with graphs that projected future trends within the industry. The growth side of the business? Local, community newspapers like those who are members of the Local Media Association.

Besides the attention paid to small and medium-sized newspapers, another observation about the PAGE meeting is

how diverse industry vendors are. Years ago the primary focus was on the hard goods of newspaper production: paper, ink, plates, film, and the list goes on. Now the committee spends nearly half its time reviewing vendors who have nothing to do with "print". Technology is the common denominator, and subjects range from geo-application development, deal site platforms, advertising networks to reputation management.

Take a look at your own operation, how much of your innovation is focused on print? And how much is focused on finding necessary new revenue streams – or identifying more efficient ways to operate – where ever they may be to support what many of us truly love to do: original journalism for our communities? If we want to do more than persevere – indeed, prevail – we must continue that innovation.

Jon K. Rust is co-president of Rust Communications and chairman of the Local Media Association. His email: jrust@semissourian.com.

Bonus Session

Two hour executive level summit on Daily Deals added to mega-conference

Quality of summit is comparable to a course at Harvard Business School according to Local Media Association Board Chairman Jon Rust

A bonus pre-conference executive-level summit on daily deals has been added -- at no additional cost -- to the agenda for the Key Executives Mega-Conference in San Antonio.

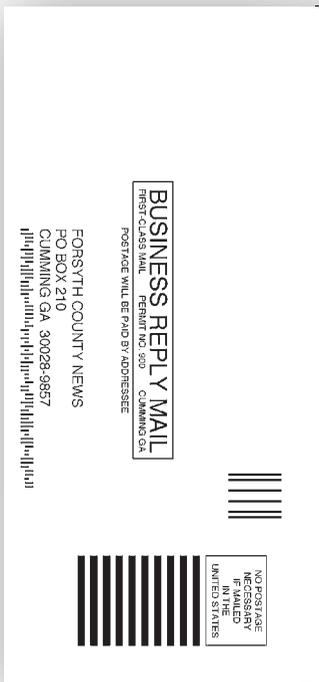
This two-hour session will be led by Matt Coen, president of Second Street Media Solutions. It is scheduled for Sunday, Feb. 26, from 3:30 - 5:30 p.m. Please note this when making your travel arrangements.

"I attended a two hour deals boot camp led by Matt Coen at Second Street Media last year that proved to be one of the best conference sessions of the year for me. I felt like I was back at Harvard Business School it was that compelling. More importantly, I was able to go back and implement changes to our deals program that will set us up for strong growth in 2012. This is a high level summit -- ideal for senior executives. I highly recommend it to my colleagues in the industry."

~ Jon K. Rust, co-president of Rust Communications and publisher of the Southeast Missourian

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SMB Social Media Spend To Hit \$2B

Is that opportunity knocking for LMA members?

Small- and medium-size businesses are expected to double the amount they spend on social media in 2012, according to a new survey from Borrell Associates. Combine that forecast with Nancy Lane's advice (see column at right) that local media companies consider entering the local digital agency business and you can practically hear opportunity knocking.

According to the Borrell report 'Main Street Goes Social' local businesses expect to spend 13.7% of their online advertising budgets on social media this year, according to the nearly 4,000 local businesses surveyed, totaling about \$2 billion, well above the \$1.1 billion spent last year. The amount spent on social media is expected

to double again in 2013, to \$3.9 billion.

Social media was listed as the No. 3 online ad category behind only email marketing (17.4% of online ad budgets) and search engine marketing (15.1%). The category came in ahead of banner ads (8.5%), streaming video (8%) and mobile (5.5%).

Borrell predicts that SMB spending on social media will continue to grow, increasing nearly sevenfold, to \$7.8 billion, by 2016.

Access the Executive Summary of the Borrell report, and details on acquiring the full report, at www.borrellassociates.com. Read Nancy's column at right for more details about the LMA Foundation Digital Ad Agency Report.

Hottest revenue opportunity for 2012

NANCY LANE



President
LMA

"Where should we be investing our time and money in 2012?" This is a question that we get asked a lot. Publishers and Advertising Directors are overwhelmed by the many opportunities that are out there.

Adding agency services may very well be the best opportunity for 2012 and beyond. The Local Media Innovation Alliance, a division of our Foundation, recently published a 25+ page report. The report features one main case study from Kingsport, TN and three side studies from Dow Jones Local Media, Deseret Digital and the Augusta Chronicle.

The premise is simple – as the trusted partner to local small to medium size businesses (SMB's) in your community, you are in a great position to add on other services. SMB's need help with their web sites, search, social, mobile & more. Innovative media companies are increasingly offering these types of services on an ala carte basis.

Many of the early adopters are focusing on search, web and social. The Times Digital Group in Kingsport offers full agency services and has been at this longer than most.

Much of the work can be outsourced and paid when a sale is made. Not surprisingly, a champion needs to oversee this process. For some like Deseret Digital, this means hiring an agency pro to head up

their new division. For Dow Jones Local Media, it means hiring digital specialists at each property. For others like Gareth Charter, publisher of Holden Landmark Corporation, this means personal oversight and contracting with local experts.

Charter accompanied the author of the report to Kingsport to learn about their model as he was close to launching agency services in his market. He returned even more excited and "Kelly Square Communications" was launched earlier this year.

All of the companies that were interviewed were making the digital agency a top company priority. Many talked about seven-figures in the next year. All had plans to expand their offerings in the short and long term.

The digital agency just makes sense. SMB's are strapped for time. They don't have expertise on the digital side and they

desperately need help. They need facebook pages and improved web sites. They need help with search, mobile, video, email marketing and more. We intend to closely follow this emerging business model throughout 2012.

The first step for interested companies is to purchase the report – The Local Digital Ad Agency. It can be purchased a la carte or via a membership in the Local Media Innovation Alliance. The membership provides unlimited electronic copies of the report and

unlimited seats on a related webinar (with the profiled companies that allows for a deeper dive into the specifics and also for personal Q&A). Contact Tanya Henderson for options at tanya.henderson@localmedia.org or visit www.localmedia.org and click on Foundation and then LMIA.

All member companies should be able to launch some aspect of a digital agency in their market this year. Yellow page publishers and local broadcasters are rapidly entering this space and going after this business as well. Now is the time to strike and watch your digital dollars grow.

LMA members take note!

SAVE THE DATE
Sept 11-14, 2012

Annual Local Media Association Publishers' & Advertising Directors' Conference

The 2012 gathering will take place in the welcoming city of Atlanta, Georgia and all sessions will be held at Sheraton Atlanta Hotel. Mark your calendar and watch for details in the coming months!

Update Your Bookmark...

The new web address for Local Media Association is www.localmedia.org
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Local Media Foundation awarded McCormick Foundation Grant

20 journalism scholarships to be awarded for specialized training on "Stress, suicide and the economy - the recession and mental health"

The Robert R. McCormick Foundation has awarded a \$710,000 grant to The Poynter Institute will fund journalism training workshops, or Specialized Reporting Institutes (SRIs), as well as Webinars and other online resources for reporters over the next two years.

Poynter administers this training program for McCormick, and the two organizations have selected seven SRI hosts for this year to carry out training on these topics:

- **Stress, suicide and the economy – the recession and mental health.** (Hosted by Local Media Foundation (formerly Suburban Newspapers of America) and Associated Press Managing Editors, which plan a workshop this summer in Chicago. Details to come.)
- **Iraq/Afghanistan war veterans return home,** straining government resources for veterans beyond capacity. (Hosted by the New England Center for Investigative Reporting at Boston University, which plans a workshop March 5-7 in Boston. Details at www.necir-bu.org.)
- **Covering globalization at the local level** -- beyond the G8/NATO summits. (Hosted by the Chicago Council

on Global Affairs, DePaul University and Poynter, which plan a workshop March 19-21 in Chicago. Details at www.poynter.org/training.)

- **Covering Super PACs.** (Hosted by the Sunlight Foundation, which plans a workshop April 21-22 in Washington, D.C.)

"We are thrilled to receive this grant from the McCormick Foundation again this year", said Nancy Lane, President of the Local Media Foundation, "Last year we provided 20 scholarships to community journalists to help them cover the effects of the economic downturn on the average American family. This year we are expanding that focus even further to address the mental health issues that affect families during times of economic stress. We will once again award at least 20 scholarships and we will also videotape several of the sessions to extend the learning reach as far as possible."

- **Covering social protest movements in an age of social media.** (Hosted by California State University, Fullerton, and the Orange County Press Club,

which plan a workshop in October at Cal State Fullerton.)

- **Covering school violence and discipline.** (Hosted by Columbia University Graduate School of Journalism, which plans a workshop in October in Chicago.)

The Poynter Institute will host the seventh workshop funded by the grant, on a topic to be determined later.

Each workshop host also will conduct a Webinar on the topic on Poynter's e-learning site, News University (www.NewsU.org), create a page of reporting resources for NewsU and host a live chat on Poynter's website (www.Poynter.org). McCormick and Poynter will accept applications this fall for training hosts and topics for 2013.

"SRIs have documented impact as a valuable resource for journalists and news outlets constrained by budget shortfalls and dwindling resources for staff training," said Clark Bell, McCormick Foundation Journalism Program director. "We look to Poynter's expertise to extend the outreach and digital distribution of SRI content."

Poynter and the SRI hosts will announce dates, locations and application instructions for each workshop as they become

available. Participants attend for free, with grant funds paying their hotel and travel costs.

"The list of topics is so strong. These workshops are going to be really helpful to journalists in terms of depth and timeliness," said Stephen Buckley, Poynter's dean of faculty.

This initiative supports the Robert R. McCormick Foundation's commitment to ensuring that citizens have access to quality news content by providing resources and training to journalists. The ongoing transformation in the way news is reported and shared has created a need for specialized training for those whose work helps keep the public informed.

The Robert R. McCormick Foundation developed the SRI program in 2007 to provide journalists and others with subject-specific expertise and practical reporting training in key issues. This is Poynter's second year administering the program. The training convenes a diverse group of journalists, often from small to mid-sized news organizations, plus educators for a program lasting two to three days. Participants represent all media platforms.



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MEDIA SALES CERTIFICATION PROGRAM



The mission of Local Media Association's Media Sales Certification Program is to deliver training in a changing media environment resulting in a highly proficient sales representative capable of maximizing revenue opportunities.

Local Media Association has consulted with some of the leading media companies in America and together with Borrell Associates and training specialist Kevin McCrudden, President of Motivate America created a data driven webinar training series. The webinar programs are "self-directed" and can be taken at home or in the office at your staff's own pace.

Congratulations to these Recently Certified Sales Professionals



Mark Faenza
Record-Journal
Meriden, CT
Basic Online

"The SNA (Local Media Association) Sales Certification Training Course was one of the first things I did as a new employee of the Record-Journal. As a recent college graduate, I had no sales experience and this course gave me the skills I needed to launch my career. I would recommend this course to anyone looking to sharpen their sales skills."



DeAnna Nelson
Standard Democrat
Sikeston, MO
Basic Print and Online

"I really don't have much patience, so for me to sit through nine presentations was really something. But I've got to say, it was good, especially at this particular time because we are gearing up to really hit the Internet hard. It helped reinforce some of the things we're doing, and the fact that we're headed in the right direction."



Anthony Cossey
Trumann Democrat
Trumann, AR
Basic Print and Online

"I just recently completed the SNA (Local Media Association) Sales Certification Training Course. Being new to newspaper sales, I found the course to be very informative and a great help in my approach to sales. Thank you SNA (Local Media Association)!"

The Following Courses Are Currently Available:

Basic Print Certification prepares a Media Sales Representative to present a "solution" to the client in an effective and persuasive presentation, providing details of a current product that matches their needs or a creative solution that provides a positive outcome.

Basic Online Certification covers much of the same materials as the Basic Print certification program with the addition of online specifics, so that representatives can successfully answer clients' questions, as well as present effective solutions that drive client value and generate ROI.

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A bright future for Local Media Association

STRATEGIC PLANNING SESSION ADDRESSES SHORT AND LONG-TERM OPPORTUNITIES

“We’ve changed our name – now what else needs to change?” asked Suzanne Schlicht, Chief Operating Office, The World Company, during the opening session of the Local Media Association’s annual strategic planning session.

This was a familiar response when board chair Jon K. Rust, co-president of Rust Communications and publisher of the Southeast Missourian, asked all board members to share what they hoped to accomplish over the two day planning meeting. While most of the answers focused on the recent name change, board members also wanted to discuss new member services, staff resources and a vision for the organization.

Membership was a hot topic and consumed a healthy portion of the meeting. In the coming months the Local Media Association board will meet with current members (both in person and via phone meetings) to solicit input. Any changes to the membership criteria would require a vote by the membership (since it would involve a bylaws change). The board strongly feels that the requirements need to change to at least allow for digital

products (current bylaws only apply to printed newspapers). Many also feel that all providers of local news and information should be eligible for membership. And still others think that all local media should be eligible to join (the ‘more inclusive the better’ camp).

While the board is 100% behind the need for some change, they also want to take the proper time to solicit input and consider all options. “We clearly decided on change when we adopted Local Media Association as our new name”, said Cliff Richner, publisher, Richner Communications and Broad Street Media, “but change should be a process. We can’t be one thing today and the polar opposite tomorrow.”

Chris Lee, Vice President Digital, Deseret Digital Media, urged the board to “make decisions that will raise the profile of the organization” and Gordon Borrell, CEO, Borrell Associates, added that “we should understand what we can handle and then develop a clear vision for Local Media Association.”

Chairman Rust appointed a strategy committee led by Schlicht to tackle some of the bigger issues that emerged. The



Rick Surkamer, President and COO, Sun Times Media Group, leading a discussion on priorities for next 18-24 months.

committee includes Gareth Charter, publisher, Holden Landmark Corporation, Gordon Borrell, Chris Lee, Cliff Richner, and Brandon Erlacher, publisher, The Elkhart Truth. This committee will make some recommendations at the next board meeting on February 27 in San Antonio. All Local Media Association members are invited to weigh in on all of these issues (contact any board or staff member via email or phone – full directory listing can be found at www.localmedia.org under resources).

Member Services

New and improved member services were discussed at length and a plan was developed for the next 18-24 months. These include:

- Sales certification program – the advanced and management courses will be launching in the next 30-60 days. The program will be made available to other trade associations (interest level is high) as this will result in a nice revenue stream for the association. (Local Media Association members will be guaranteed the lowest pricing).
- Local Media Innovation Alliance – this newly launched arm of the Local Media Foundation will produce monthly research reports designed to follow the hottest and more promising new trends and business models via case study formats. The board spent several hours with the Foundation executive committee providing topic suggestions and feedback.
- Innovation Mission – the decision has been made to host a U.S. based study tour in 2012 that will include stops at some of the most innovative media companies in the world (think beyond newspapers). Details will be announced

in the next 30 days.

- Partnerships with other associations – this will be expanded in 2012 to include many new partners.
- New opportunities for associate members including different levels of membership. This was based on feedback from a group of members that provided feedback prior to the meeting. Associate members are the R&D arm of our industry and their role in the association continues to grow. The board acknowledges this and will work with a committee to propose appropriate change.
- Many other options were discussed but those listed above made the top list of priorities for 2012.

The Local Media Association board of directors all paid their own way to attend the two-day meeting. They volunteered considerable time before, during and afterwards to make this retreat productive and successful.

“I believe we’ve set a solid foundation for the organization going forward for many years” said Chairman of the Board Jon K. Rust, “There are many specifics still to address, but the discussions (and debates) were inspiring.”

“Local Media Association members should be proud of the dedicated and loyal board of directors that governs and leads this organization”, said Nancy Lane, president of LMA, “they all care so much and bring tremendous passion to the table. They all sacrificed time away from work and family to attend the board retreat and help plan the future. We all owe them a big thank you.”

For more information about the strategic planning session, contact Jon K. Rust at just@semissourian.com or Nancy Lane at nancylanesna@aol.com.

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LMIA and Sales Certification in San Antonio

TANYA HENDERSON



Advertising & Membership
Relations Director

The association has been through a number of changes over the past several months: The launch of a new sales certification program for sales reps; the launch of a new innovation alliance and of course our name change.

There hasn't been the usual lull you see in December and January – we are still moving quickly without pause. And

during uneven economic times that is a positive sign.

As we move into February we look forward to our Mega Conference in conjunction with Inland Press and Southern Newspaper Publishers Association (SNPA). We hope to see many of you on site as this conference will be the industry conference of the year. Last year nearly 500 attendees convened in St. Petersburg, Florida. We expect another powerhouse conference – make sure you visit the conference website for more information: www.mega-conference.com/

San Antonio is also the perfect place to learn more about Local Media Association initiatives. I will be on site and will be available to meet with any of you who are interested in learning more about these programs.

The Local Media Innovation Alliance

(LMIA) – This new alliance was created by the association's Foundation to provide a deep dive into particular topics with monthly innovative reports and corresponding webinars. Our first report “*The Local Digital Ad Agency*” was released in late December and the first webinar took place last month. A lot of great information can be found in this case study report including profiles of vendors of the companies featured in the report. Membership rates are based on company size/locations.

Sales Certification – Local Media Association has consulted with some of the leading media companies in America and together with Borrell Associates, a leader in Media Research and Kevin McCrudden of Motivate America have created a data driven, webinar based media sales certification program.

Each course consists of eight to ten 30 to 45 minute webinar training sessions that address our membership's concern for short training periods and also coincide with adult learning acceptance and focus.

After each course there is an automated “test” to confirm retention of the materials covered at each level.

A “Passing Grade” of 90% is required for certification. Those that score under 90% are required to retake the test.

The Webinar programs are “self directed” and can be taken at home or in the office at your staff's own pace.

An introductory discount is available for companies who sign up at the conference.

Contact me at 804.262.3341 or email Tanya.Henderson@localmedia.org for more information and your personal appointment in San Antonio.

Member News:

NYT'S REGIONAL MEDIA GROUP SOLD

The New York Times Company has sold its Regional Media Group, consisting of 16 regional newspapers, other print publications and related businesses, to Halifax Media Holdings LLC for \$143 million in cash, subject to certain adjustments.

“These news organizations have served as trusted institutions in their communities, delivering news and information that matter most to their readers,” said Arthur Sulzberger Jr., chairman of The New York Times Company. “The sale of our Regional Media Group will enable The New York Times Company to continue our transformation to a digitally-focused, multiplatform media company.”

“The purchase of the Regional Media Group reflects Halifax Media's belief that a good newspaper is an essential part of any vibrant community. The strong local news coverage these papers provide represents not only an important community service, but, in our eyes, a good investment,” said Michael Redding, CEO of Halifax Media.

CURLEY LEAVING AP

Tom Curley, president and CEO of The Associated Press since 2003, will step down this year and the search for a successor has been launched by the AP Board of Directors.

Curley, who turns 64 this year, charted AP's move into the digital space, from overseeing creation of a digital database of all AP content to assuring its availability on every platform in every format. All the while, he insisted on maintaining the values of accuracy and trust that have been a hallmark of AP since its founding in 1846. It is these news values, he said, that distinguish AP from other agencies and assure its future.



Tom Curley

FREEDOM COMMUNICATIONS SELLS SEYMOUR (IN) TRIBUNE TO HOME NEWS ENTERPRISES

Freedom Communications has sold The Tribune, a 6,800-circulation community newspaper in Seymour, IN, to Home News Enterprises LLC, a family-owned publisher of five other newspapers throughout Indiana with headquarters in Columbus, IN.

“We have had a great partnership with Freedom through our printing of the Tribune in our Columbus plant,” said Jeff Brown, CEO of Home News Enterprises.

“The Seymour and Columbus markets are contiguous so this is a logical growth step for us.”

Dirks, Van Essen & Murray, a newspaper merger and acquisition firm in Santa Fe, New Mexico, represented Home News Enterprises in the transaction.

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**NEW YORK TIMES CO.
HAS SOLD ITS**

REGIONAL MEDIA GROUP

**14 daily newspapers, 2 weeklies
and affiliated publications and websites
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Revenue Summit Heads to Tampa Bay In May

Brought to you by The Blinder Group, Local Media Association & the Florida Press Association

The 2012 Local Media Revenue Summit will assemble the best of the best to showcase new and innovative revenue streams. Big is the key word here as all sessions will focus on substantial revenue gains - not pennies on the dollar. This summit is designed to include best practices from all local media outlets including broadcast, digital, print and more. Senior level advertising managers and executives that focus on local SMB's as their bread and butter will not want to miss this one-of-a-kind summit that will expose you to new ideas and new ways to engage your customers.

Three premier companies have teamed up to bring you this summit. The Blinder Group and Local Media Association are working together for the third straight year on this program. The Florida Press Association, one of the strongest state associations in the country, will join the partnership this year.

The Revenue Summit will take place over two full days – May 9 and 10 – with a bonus day on the 11th dedicated entirely to weekly newspaper opportunities. Registration for the revenue summit is an affordable \$395 (with Friday for free for those that wish to stay); the weekly-only program is just \$99.

“The SNA/Blinder Group Revenue Summit was a smashing success last year”, said Nancy Lane, president of Local Media Association (formerly SNA). “This year we



“I promise you’re going to leave this summit being able to make money immediately with your current resources,” says Mike Blinder, President of the Blinder Group and Revenue Summit leader. “I understand the world that local newspapers operate in. I work with hundreds of them every year and tens of thousands of advertisers. I look at this world from the street up. This summit is about that street and about monetizing it immediately with existing resources.”

are going to push limits even further with the goal of exposing attendees to the most innovative and promising new revenue streams and success stories out there – regardless of platform. We will focus heavily on opportunities to better serve and thus monetize local SMB's.”

The Doubletree Westshore by Hilton in downtown Tampa with close proximity to the airport will serve as the host hotel and with room rates of only \$99 per night, this is a very affordable few days.



The 2011 Blinder Revenue Summit drew a big crowd and rave reviews for its on-point and productive agenda. Make your plans now to attend the 2012 Summit in Tampa Bay beginning May 9.

Some Impressions From the 2011 Revenue Summit

“Both Content and presenters were excellent. Would recommend to any revenue manager...”

Judy Beckwith, Retail Sales Mgr., Metro Group Inc.

“Very insightful, packed full of good speakers, studies, and ideas to hit the ground running with...”

Teri Manning, Digital Media Sales Mgr., Lakeway Publishers

“Enjoyed it. Finding good value in real practices.”

Candy Hodson, SVP Sales & Mkt., Black Press

“Each session has been fantastic!”

Toni Nuttall, Ad Dir, East Bay Newspapers

“Great ideas, “synergy, refreshing & engaging!”

Ron Hanson, Online Sales Mgr., Rochester Post-Bulletin

▶▶ Q&A cont'd from pg 2



Todd Handy is part of the Deseret Digital Senior team led by President & CEO Clark Gilbert who is shown here making a point to the 2011 Innovation Mission participants who made a stop at Deseret last spring.

ment of multiple data points, industry specific trainings and learning, and cross-platform selling.

Most endeavors have proven fruitful, but one of the most difficult ones to create success in was the original DDM direct Account Executive team. The national opportunities were few and far between, as agencies and advertisers are normally buying coast to coast, or just the coasts, or through networks. Local advertisers are already engaged with local legacy media sellers, so the opportunities there were more sparse. The approach of vertical sellers (Deals, Local, Cars, etc.) will most likely prove out better, and we're hoping to drive that as a great new opportunity in 2012 and beyond.

Please comment in the most important things that you think legacy media companies should be doing right now in new media sales?

At the risk of sounding redundant, most of what I would suggest to legacy media companies would be those items listed above: implement a long-tail telesales team, utilize digital subject matter experts, put in place vertical sales teams, focus on measurement and ROI, and double down on new, high growth ad unit opportunities like video, local, innovative ad units, etc.

Considering the exponential increase in the penetration of smart phones and tablets, is traditional online media going away? How do you think local media companies should be positioning themselves for the next stage of the digital evolution?

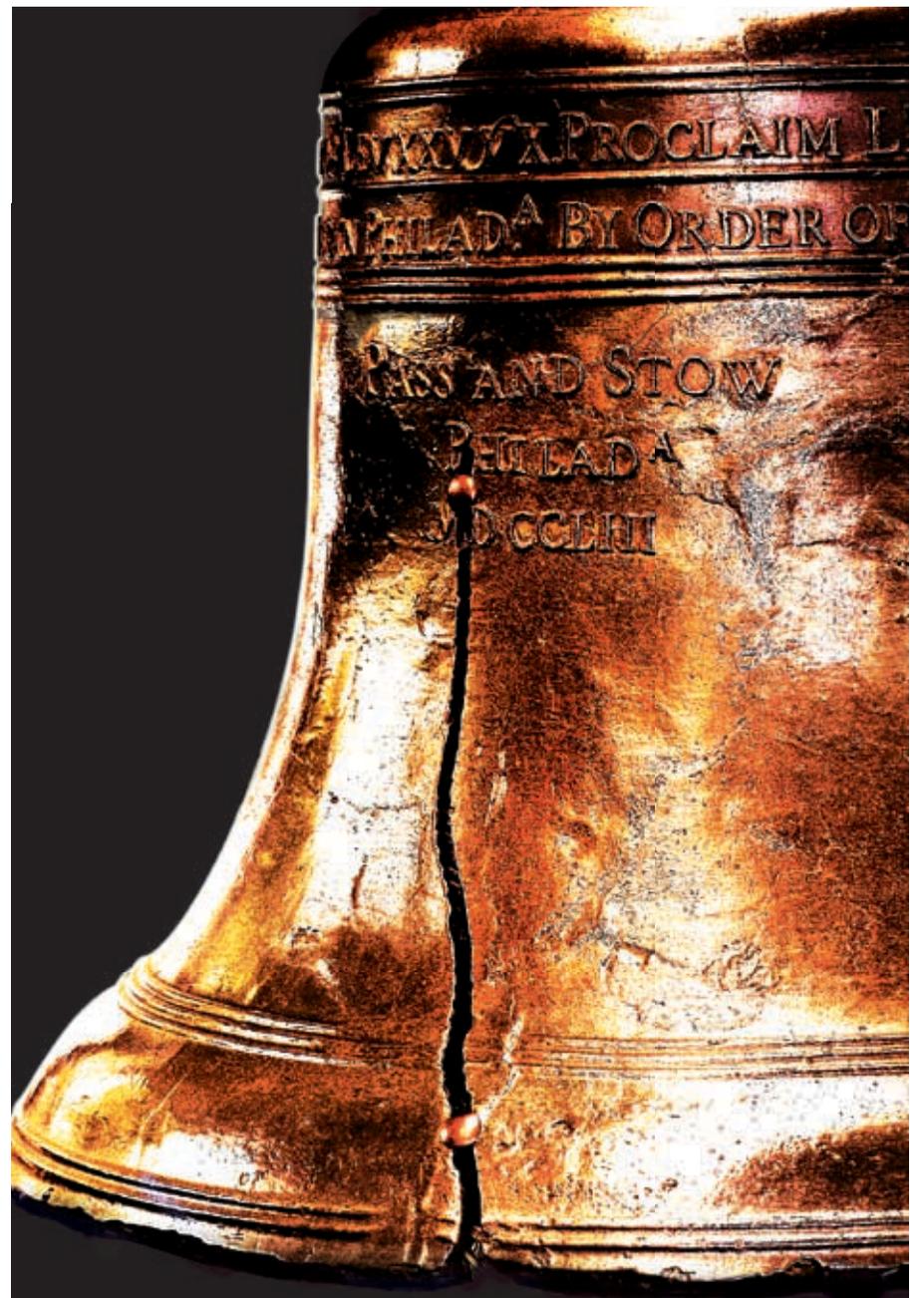
I don't believe that traditional online

media is going away any time soon. Desktops will continue to be in place in schools, libraries, many homes, most offices, etc., and thus the desktop will still be a viable source for online media and advertising. However, with the proliferation of smart phones and tablets, more and more media will be consumed out of home, out of the office, and on a mobile basis. Thus geo-fencing, local aware services, just-in-time offers, etc. will be more and more appropriate and successful, and thus will command higher dollars and most likely higher CPMs.

Local media companies must position themselves to take advantage of this evolution by migrating content from desktop only solutions to mobile format, mobile optimized sites, location aware services, app-based content and advertising opportunities, etc. At DDM, one of the things we are doing is also reflecting this in our budgets, such that we're reflecting the cannibalism of traditional/desktop advertising revenues by mobile pageviews and impressions, and trying to gauge the CPM difference (most likely erosion) from desktop to mobile.

Finally, can you share some of the initiatives you are developing for 2012 and beyond?

The 2012 initiative and beyond include the implementation of the Account Development Management team, the further expansion of the Digital Subject Matter Experts, a move in the telesales team from "universal sellers" to "hunters and farmers"- closers and account managers, and also more vertically targeted sellers (property-specific, etc.)



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Photo of the month



Photographer: Nicholas Holsten

**The Daily Journal
Kankakee, IL
Small Newspaper Group**

This photo took first place in the Best News Photo category in last year's Editorial Contest. Photographer is Nicholas Holsten of The Daily Journal, Kankakee, IL (Small Newspaper Group) and depicts President Barack Obama giving a brief speech to a crowd at the Abraham Lincoln National Cemetery, in Elwood, Ill., before putting the Memorial Day ceremony under a rain delay. The weather eventually cancelled the event.

Show your photojournalistic pride! Submit photos and cutlines to debshawlma@gmail.com

classified avenueupdate: My curiosity needs your input

DEANNA LEWIS



*Director of Sales
LMA Staff*

As I am sitting here planning out some specials & groups to target, I am trying to figure out what the hot category is going to be for 2012.

For many, many years, Business Opportunities "ruled" the network. You would think with so many people out of work, that it would still be a hot category, however, it is not anymore. I attribute

that to the fact that they have monetary investments that people cannot afford right now. As for franchises, the same conditions apply.

I think one of the break out categories this year might be Education & Training. For the last few years, it has become more and more popular, but with many schools now offering online divisions, 2012 might be the year to tap this category.

So, now I am curious, do you have a thriving Education & Training category? If so, do you have all liners, or a mixture of liners & display? Do you offer special sections and/or online components?

Also, what are your hot categories right now?

The word eager understates my desire to receive your feedback and I hope you'll take a minute to drop me a note. Email me at deanna.lewis@localmedia.org and next month I will compile the results!

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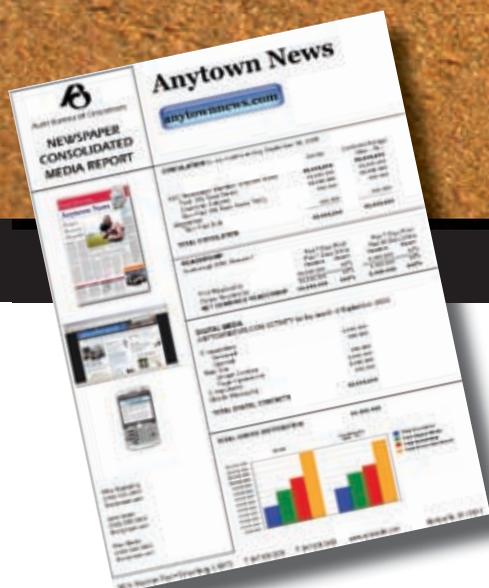
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**We look forward to sharing with you at the
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