

LocalMediaToday

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The Local Media Innovation Alliance Advantage:

Reinvigorate Your Bottom Line for 2013

Contributors: Shannon Kinney, Founder and Client Success Officer, Dream Local Digital; Deb Shaw, Editor, Local Media Today

As many media company executives enter that period of the year known as budgeting hell, buried in spreadsheets and facing ever-increasing tricky times, it's often difficult to find inspiration or the correct road map for strategy and revenue development. But that road map and inspiration are precisely what's needed to guide departments and companies into a bright future. And a bright future it can be, especially with a strategic assist from the Local Media Innovation Alliance.

Formed to help local media companies identify emerging and sustainable business models in the digital age, the Local Media Association Innovation Alliance (LMIA) launched one year ago and, through in-depth monthly reports and related webinars, has offered a boon of deep intelligence, actionable ideas and specific strategies on an array of diverse topics for Alliance subscribers. All local media companies have the opportunity to tap this resource either on an 'a la carte' basis or by annual subscription which enables access to the full suite of twelve annual reports, webinars and related discussions. See the very affordable pricing options on page 7.

★ THE CONCEPT ★

"When we were developing the Local Media Innovation Alliance, we reached out to more than a dozen CEO's from our membership base to see what they might want from this type of program," said Gene Carr, Chairman of the Alliance committee and Local Media Foundation Board Chairman. "We heard over and over again that successful case studies were needed as senior level executives evaluate where to best put their time and resources. These

FROM KEVIN OLSON, CHIEF OPERATING OFFICER

Jackson Hole News&Guide
Jackson Hole Daily (WY)
Jackson Hole magazine
Images West magazine



"The reports are exactly what our industry needs at this time. I'm a firm believer that shared experiences will help us all, big or small, navigate through these tricky times.

When I receive the LMIA monthly reports, I know it's something I need to be paying attention to. As an independently owned and operated media company, I don't have other influences to guide me other than industry insights and customer feedback. I rely on them.

The report I'm most interested in at this moment is the SoLoMo. The wheels are definitely turning in that direction and the report has helped me visualize how I can do it in this market based on how it's been done in others. The blueprint format is extremely helpful."

CEO's also requested that these case studies provide a lot of detail on things like pricing, execution, vendor recommendations, staffing and ROI." said Carr.

And that's exactly what has materialized since the launch of this valuable initiative from the Local Media Foundation. With nine reports issued thus far in the program, there now exists a trove of deep intelligence and specific strategies on many different topics. "The subjects that we have tackled have been diverse, ranging from reseller programs to monetizing Facebook to event marketing. Our primary LMIA author, Shannon Kinney, personally visits the profiled companies for each case study report and this enables her to provide a level of detail that you couldn't get otherwise," added Carr.

"I know of many media companies that are using these reports to drive revenue and make strategic decisions

for their company," added Nancy Lane, Local Media Association President. "One LMIA subscriber told us that the SoLoMo report inspired them to make some major changes to their launch which was scheduled just a few weeks later. They believe that these changes were critical as they would have learned the hard way if they had not read the report. Another subscriber credits our daily deals report with helping them re-launch their program and turn it into a success story. Others are entering into reseller agreements, using the tools of open source software or starting digital agencies in part due to LMIA reports." Read about what some LMA members are doing with this intelligence on page 9.

CONTINUED ON PAGE 6



What is the Local Media Innovation Alliance?

The Local Media Innovation Alliance is a subscription-based offering from the Local Media Foundation and is designed specifically to help media companies put innovation on the fast track by identifying promising trends in their earliest stages and providing the real-time tools to capitalize on these opportunities. Through extensive white paper reports, expertly conducted webinars and thorough case studies, members learn the latest intelligence to turn concepts into practices.

Agility is a critical element of the Alliance and is a prime appeal for joining. Consistent with its goal of taking a short view of issues that are coming to the forefront, the LMIA calendar of topics is not set in stone. Instead, the Alliance identifies emerging and promising trends well before they're considered conventional wisdom and utilizes experts to flesh them out and deliver the intelligence to members on a monthly basis.

How the Alliance Works

LMIA members receive twelve reports annually in the form of white papers, case studies, and best practices as well as unlimited seats to participate in monthly webinars related to each topic. These reports provide in-depth intelligence on emerging and promising trends and opportunities.

The report authors possess the knowledge and expertise to properly conduct the research and write the reports. In most cases, the author spends time at the media companies that are being studied in order to provide the deepest dive possible into these topics. They also conduct the webinar which include guest speakers from the affiliated companies.

See page 7 for pricing options.



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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...



GARETH CHARTER

Gareth Charter, Publisher of Holden Landmark Corporation in Worcester, Mass., took the reins of the Local Media Association Board of Directors at its annual meeting held during the Fall Conference in September. Charter and his crew publish *The Landmark*, an 8,500 circulation weekly, and several niche publications. Using existing resources, they also recently launched Kelly Square Communications, a digital services company geared to local SMB's.

With one month of leadership under his belt now, Editor Deb Shaw caught up with Gareth to get to know LMA's new Board leader and to understand his vision for the organization, his company and the industry at large.

Reach out to him anytime at gcharter@holdenlandmark.com or (508) 749-3166.

Hello New Chairman

Q Welcome to your year of leadership of the Local Media Association Board of Directors. You've just finished your first month as Chairman and, although you are an ardent supporter of LMA and have attended most of its conferences over the past several years, many members do not know you. Can you give us a thumbnail of your background and how you came to be in the local media business?

A I've been in the business for 24 years now, starting as a reporter two months after graduating from college. My career progressed to editor of a weekly, to editor-in-chief of a group of weeklies and small dailies, to Advertising Director and Publisher. I've worked my entire career in local media and all in Massachusetts.

Q Please give us some insight into what you would like to see accomplished within LMA during your year of board leadership.

A We are facing some exhilarating challenges both as an industry and in turn as an association. Our board has a really incredible diversity of experiences and perspectives which I think is perfect to tackle weighty questions over membership requirements and how we best serve those members. The traditional forms of revenue for the association itself are also greatly challenged and I am proud of our continuing work to find new revenue streams and keep membership dues low.

Q What is your assessment of the state of the local newspaper industry?

A I feel a rebound gathering steam. I think there's an increasingly healthy mix of digital innovation and overdue respect for the advantages of print. We are going to have both for a long, long time when executed well. Collectively we need to do a better job of telling our own story to marketers and young readers and stop letting our competitors position us as dead.

Q What are some of the top priorities that you believe LMA members should be focusing on in the immediate future to strengthen their market positions and business models?

A I'll just list bullet form, because I could really get going on this topic and fill several pages:

- Invest in print, and stop making "the web" the excuse for what is really lousy print execution
- More local. Real local. Cut state, national, movies, whatever you need to in order to fund more local.
- Agency services: local businesses need help with all of these options coming at them. We have the in-house talent and trusted relationships to help them with it... even if it doesn't result in an ad in our own pub.
- Stop chasing every shiny new toy. Compare the cost of the new toy and its chase to the cost of investing same time and money in more reporters, more sales reps.
- Look suspiciously at "experts" who aren't regularly in your market ... in the stores, in the banks, in the restaurants, in the bars. Get out of the office and observe. Sit back and look at who you are competing for, what you are competing against, and what their reality is.

Q Any tips on how media companies can take better advantage of LMA membership?

A Visit the website www.localmedia.org at least once per week. There are so many discussions, webinars, resources, conferences, connections. Engage ... I guarantee you it's worth it.

Q What do you make of the seismic change in our industry over the last decade and what lessons have you learned that help you plan for the future?

A Arrogance has been a killer to the newspaper industry and when I still occasionally see it ... typically from a large metropolitan daily ... it makes me laugh out loud. We have been rocked by a right-left combo of tech advances and economic crisis, and it should cause us to question all of our sacred cows. I mean that both in terms of how and what we report and how we think about our relationships with advertisers.

Q To those who know you from LMA gatherings, it's evident that your intellect and passion for the industry are exceedingly high. Please share some of the things you're thinking about as you strategize for your company's future.

A That's kind, but I wouldn't say we are noodling anything ground-breaking. I'm increasingly confident about this agency services opportunity so I'm focused on how a small company can invest resources into growing it. I'm also thinking a lot about how a weekly in a small town serves its readers and advertisers well in print and online. Not everyone needs or wants "news" about their town every day, at least not in the traditional sense. I think we've kind of lost sight of that in some ways, thinking that we should be pumping out fresh content about a 3,000-household town three times per day, just because we can. Maybe we should do less than that, but do it better.

Borrell Projection:

Newspaper Revenue To Rise In 2013



WITH CONTRIBUTION FROM NETNEWSCHECK

Print ad revenue for the newspaper industry is projected to grow slightly in 2013, according to Gordon Borrell, CEO of Borrell Associates. He addressed the topic during two different webinars last month. Borrell and colleague Kip Cassino spoke to Local Media Association members in late October and Borrell also spoke at a NetNewsCheck webinar earlier in the month.

Borrell predicted that for the industry overall, print revenue will rise 0.5% in 2013 with most of that growth coming to small papers. Mid-sized papers, those in the 50,000 to 100,000 circulation range, are expected to see mixed results, with revenue staying mostly flat. Metro papers will fare differently, said Borrell, with projected declines in the 4% to 6% range.

The U.S. Postal Regulatory Commission's negotiated service agreement with Valassis muddies the waters on preprint revenue and could shift some dollars to direct mail and potentially counteract any growth in other categories.

Borrell predicted that most markets will see local online ad revenue rise 30% in 2013. Targeted banner ads — those related to content readers care about — and video will be the primary drivers behind

the rise, increasing 105% and 43% respectively. The targeted display category is expected to continue growing at a blistering pace for the next five years, rising from under \$5 billion in 2012 to more than \$35 billion in 2017, according to Borrell.

Borrell attributed the rise of video ads to a shift in how users consume their online content from “reading the Internet” to “watching the Internet.” The increase of broadband speeds and the growing popularity of tablet computers have made online video more reliable and more attractive.

And video use is “just going to grow and grow and grow as the Internet becomes much more of a video medium,” Borrell said.

“Ad agencies and the major marketers do most of their exciting marketing in video — made for television — and that usually translates down to a five- to 10-second preroll,” Borrell said. “A lot of that is coming online just as the nature of the Internet becomes more video-centric.”

Revenue for other digital categories is flattening out, according to the forecast. But Borrell, a longtime advocate of digital only sales reps, says that newspapers with dedicated digital reps will see online sales growth.

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The Competitive Advantage

GARETH CHARTER



Chairman
LMA Board of Directors

I'm a pretty competitive person, and whether it's strategy in my fantasy football league or my real business, I find myself often asking the same question: What's the one thing I hope my competitor doesn't do?

I think this technique helps my decisions and preparation. It definitely provides clarity.

So when I consider my media competitors, be they the traditional metro dailies or the non-traditional digital deal sites, you know what the worst possible news would be that I could hear? They're hiring local reporters.

That's right. Reporters. Local news coverage. Real local news coverage provided by real reporters working in my market. That's what I fear.

Real local news and information is relatively expensive to cover, particularly if you're trying to enter a market that has decent local news coverage already. Some start out with big claims but aren't willing to commit to it. Top 10 lists are easy. Three hour planning board meetings that end at 10:30 pm are not.

And this investment of time and journalism standards remains our competitive advantage. The more change that hits our industry and information consumption, the more I'm convinced of this. Does User-Generated-Content (boy I hate that term) have its place? Of course. The ease of sending photos from a breaking news scene might be the best advance our smart phones have given us. Has Twitter become the modern news feed? Absolutely. But the proliferation of news sources and speed of breaking news does not replace the need for context and analysis. I think it can be argued that it increases the need.

And we need to celebrate and support that. We newspapers are proving everyday that we can adapt to the digital tools. I'm

convinced that we have bright futures if we marry those advances to increasingly solid local journalism. And it starts inside our own offices. Advertising sales staffs need to better understand and embrace

“This investment of time and journalism standards remains our competitive advantage. The more change that hits our industry and information consumption, the more I'm convinced of this.”

“the product” they are selling. Translation — you're not selling print or digital; you are selling an audience that values trusted, local news and information. Sales staffs do a better job selling this when they actually read that coverage, and get excited about it and can discuss it with their clients and prospects.

It sounds simple but I'm struck over and over by how much we take that for granted. How can we expect potential advertisers to get excited and engaged with our offerings if we aren't?

So that's my plea for this month — get everyone on your staffs to dive deeper into your editorial. Read it, debate it, critique it, post it on the office refrigerator ... and then go out into your communities and shout about it. It's what we do. And it's going to sustain us.

Cheers!

Gareth Charter is Publisher of Holden Landmark Corporation in Worcester, Mass. and Chairman of Local Media Association Board of Directors. Reach him at gcharter@holdenlandmark.com.



Dear LMA Members:

It gives me great pleasure to announce the immediate commercial availability of our Multi-Screen HTML Ads Offering. Thank you to the several LMA members who assisted us during the Beta testing period.

This offering enables you to monetize your premium display inventory at top tier CPM rates across all desktop, tablet & mobile devices. Plus, you will love our flexible working relationship structure.

Capture the opportunity today by reaching out to me directly at: ngreer@impactengine.com or 866-467-2289.

As always, it is our pleasure to serve the LMA membership.

Sincerely,

**Neil Greer, CEO
Impact Engine, Inc.
LMA Foundation Board**



We Need Your Help

Like many of you, I have my favorite personal charities. High on my list are St. Jude's Children's Hospital, my alma mater Villanova University, any of the breast cancer organizations and lots of others that affect various friends and family members such as Autism Speaks, MS, lymphoma and more.

Also high on my list is the Local Media Foundation.

Many don't think of us as a "charity" but the Foundation is a 501 (c) (3) which means that we are a charitable trust, just like the other names mentioned above. As a charitable trust we have stricter guidelines to follow than our 501 (c) (6) trade association. It also means that all donations to the Foundation are tax-deductible.

The Local Media Foundation exists to assist newspaper publishers with the digital transformation. We have a separate and hard-working board of directors that

NANCY LANE



President
LMA

meets twice a year in person (traveling on their own dime) and 4-6 times/year via conference call.

Our signature event is the annual Innovation Mission. This year twenty senior level executives participated on this west coast tour that included a full day visit at Google's headquarters and stops at a wide variety of companies including YP.com, Fisher Communications, Digital First Media, Black Press, McClatchy & more. A report

that outlines the key takeaways from this weeklong study tour is available at <http://www.localmedia.org/Foundation/NorthAmericanInnovationMission.aspx>

The Foundation also launched the Local Media Innovation Alliance late last year. This is a subscription-based program that provides monthly case studies on a wide variety of subjects such as reseller programs, monetizing Facebook, SoLoMo, Event Marketing and more. Subscriptions alone don't cover the costs to produce these reports. We send our author (a respected industry consultant) all over North America to meet with the profiled companies and their management teams in order to provide the level of detail that is needed for a true case study report. Read details about this Alliance beginning on page 1 of this issue.

The LM Foundation also applies for grants and over the years we have been very successful in securing funds to help journalists and advertising executives. This past July we awarded 20 scholarships, thanks to a McCormick Foundation grant, to subsidize training for journal-

ists to help them cover the effect of the bad economy on local mental health services. All travel costs were covered for the 20 winners and we also shared the key takeaways with the entire industry via a webinar last month.

There is so much more that the LM Foundation can be doing to assist local media executives with the digital transition. The only thing that holds us back is funding. A few years ago we launched the "personal giving campaign" and asked our members to contribute. We have been overwhelmed with your generosity and it is time for us to once again make this request of you.

Please join me in making a contribution to the industry that you love and the industry that employs you. I personally contribute every year because I believe in the mission of the LM Foundation. All amounts are greatly appreciated. We promise to put the funds to good use.

All donations received by November 21 will be recognized in the December edition of Local Media Today. Thanks to all of you that have already contributed (see list on page 16).

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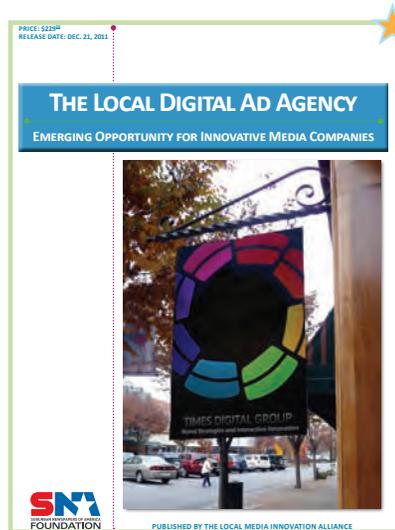
The Local Media Innovation Alliance Advantage: Reinvigorate Your Bottom Line for 2013

CONTINUED FROM COVER

★ TO DATE ★

Through the extensive white paper reports, case studies and the correlated expertly conducted webinars, LMIA members have gleaned the latest intelligence to turn concepts into practices and have benefitted by the accelerated learning curve provided by this comprehensive monthly suite of data. Nine reports have been published to date, with several more in the pipeline for release soon. If you have missed these reports, now is precisely the time of year you should take time to review them and consider subscribing to this valuable offshoot of your membership in the Local Media Association.

So far in the program, LMIA subscribers have received the following reports.



DIGITAL AGENCY:

In this dynamic report, the opportunities that lie in serving advertisers as a digital agency are explored. See detailed case studies of three companies as they have embarked upon this effort. Update: Since this report has been written, Dream Local Digital has offered free reviews and strategic planning discussions to any media company interested in determining their readiness, or interest in this strategy.



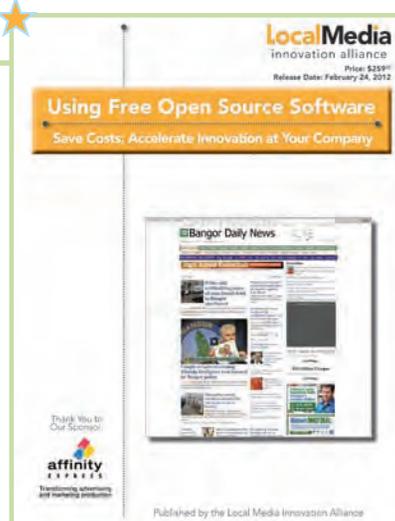
EVENT MARKETING:

This report focuses on leveraging a newspaper's strengths to develop a successful event strategy, and profiles the immensely successful program of the Chattanooga Times Free Press, which has generated millions of dollars in the past three years. The report features specific event types, and steps for success from the project plan to booking entertainment and revenue sources. The company has also benefitted by increasing readership and audience while decreasing marketing expenses, and diversifying their revenue base through this strategy with only 1 1/2 people dedicated full-time to the effort.

OPEN SOURCE SOFTWARE:

In this report, three media companies that have successfully reinvented their newsrooms through utilizing low to no-cost toolsets are explored in detail. The Bangor Daily News successfully replaced an aging front-end editorial system with a combination of WordPress and GoogleDocs, and was able to leverage cost savings to increase their coverage areas and reporter head count while delivering an improved product and data-driven strategy for content development. McNaughton Newspapers replaced vendor solutions that did not meet all of their needs with an open source solution leveraging WordPress, and developed a product strategy that ties in with and mirrors their print strategy. The Journal Register Company / Digital First Media was able to empower their local markets to innovate in entirely new ways, and has developed increased traffic, audience, and connection with several of their communities.

This report highlight technical specifics and support for each of these efforts, and is a must-read for companies seeking a focus on innovation in their news coverage and products and reviewing systems and process.



RESELLER REPORT:

This report outlines thirteen different opportunities for media companies to resell other products to increase their product offering to attract new customers while offering deeper service to their key accounts. Several new or lesser-known opportunities are featured including YP.com, Pandora, social CRM services and more. Specific tactics and deal points are included.

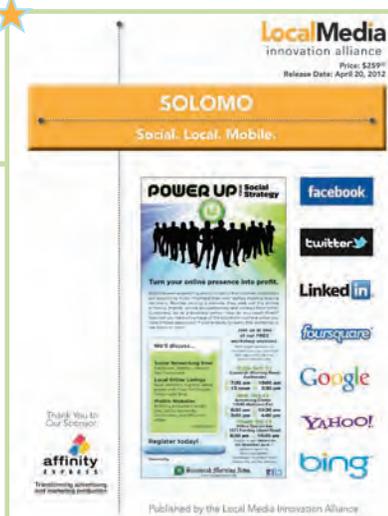


MONETIZING FACEBOOK:

This report highlights tactics for revenue growth through social media with a focus on Facebook. It includes an in-depth case study from the Denver Post that showcases several successful campaigns and approaches.

SO-LO-MO STRATEGIES:

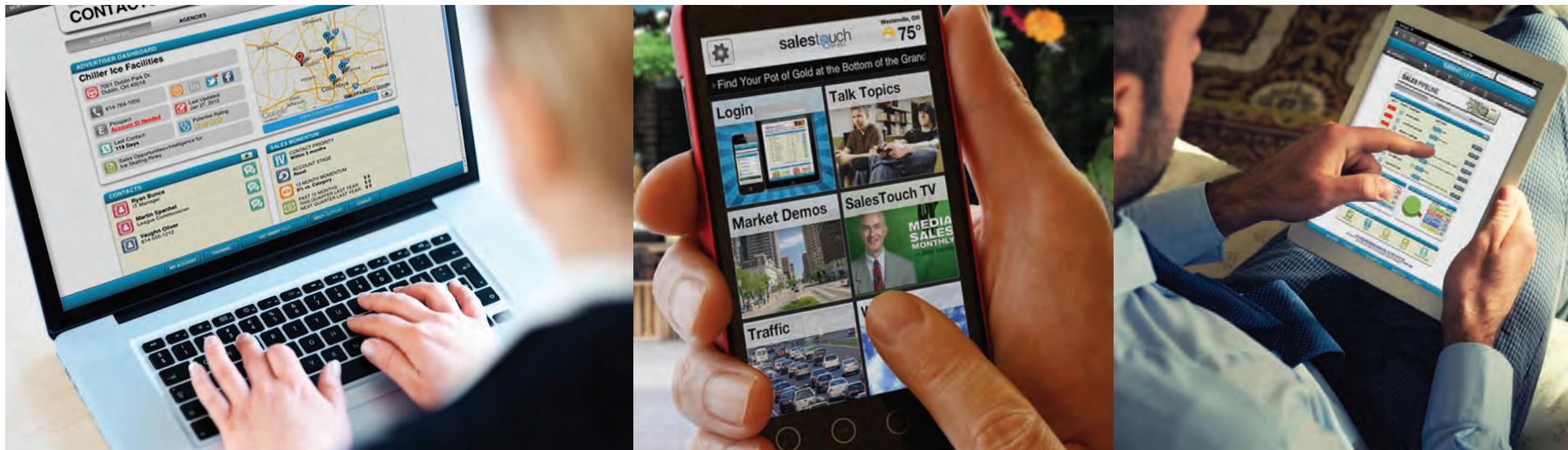
In this report, the very successful Morris Communications SOLOMO (social, local, mobile) strategy is explored in detail focusing on The Savannah Morning News efforts over a six month period. The report includes details on the sales effort, pricing, the strategy, generating leads through a seminar series, the product offering and packaging, and specific keys to success.



360° ADVERTISING SALES STRATEGIES:

This report features the top takeaways from the 2012 WAN-IFRA study tour that focused on 360° advertising sales strategies. LMA President Nancy Lane and then Local Media Foundation Chairman of the Board Steve Parker participated in this tour and in this report they share volumes of data gleaned from our European counterparts. The companies visited had strong digital revenues (average was 25% of total ad revenue coming from digital with a few surpassing 50%). They also greatly value print and continue to innovate on that side of the business. According to Lane, "My favorite takeaways are: large format ads on the home page, investment in mobile and tablets, innovation on the print side of the business, and the multi-channel sales approach."





Finally, a CRM that Reduces Advertiser Churn

93.1% of media account executives feel advertiser churn - reduced budgets and lost accounts - is as big of an obstacle now, or bigger, than it was at the start of 2012.* Yet...

1 in 3 media account executives who have CRMs don't consider them to be helpful in retaining existing accounts. ***That's why we created SalesTouch.***

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*Source: 2012 Mid-Year Local Ad Sales Forecast

LMIA's Emerging Content Strategies Report Preview:

Transforming a media company through disruption, innovation, and commitment to mission

Editors Note: The next Local Media Innovation Alliance report will tackle the topic of Emerging Content Strategies and will feature an in-depth case study from Deseret Digital Media. As part of the background for developing this report, author Shannon Kinney went to Utah and drilled down into their ideology, practices and strategies. In this article, Kinney shares insights from this visit.

BY SHANNON KINNEY, FOUNDER AND CLIENT SUCCESS OFFICER, DREAM LOCAL DIGITAL

Deseret Digital Media President and CEO and former Harvard Business School Professor Clark Gilbert is no stranger to disruption as a business theory. He has been researching, writing, and working with companies for years on the topic. But it's his focus on the media industry in particular that led him to Deseret Digital Media, where he and his dynamic team are transforming the product lines of their traditional media sister companies, the Deseret News, KSL radio and TV stations.

By design, Deseret Digital Media is a separate business unit, "so we can be free to explore new and disruptive models," shared Gilbert in a recent interview. "We are a driving force of innovation company-wide". Informed and data-driven innovation and commitment to being mission-driven are two key factors driving the division's success, which includes half a billion page views/month and a CAGR (combined annual growth rate) of 50% in digital year over year for the last four years, and a decreasing reliance upon traditional media revenue for overall company growth.

Also unique to their strategy is a strong commitment to finding areas where the company can "be the absolute best", and committing resources to that effort. Through vigorous research, and with an eye toward their overall mission, the team identified six core areas of differentiation where they can excel. Product development, editorial coverage and new syndication product and services are being created in these areas which include:

- Strengthening the family
- Faith in the community (with a non-denominational focus)
- Care for the poor
- Values in the media
- Excellence in education
- Financial responsibility

The Culture

How would I describe my recent visit to Deseret Digital Media? Refreshing. Energizing. Inspiring. Several key members of the team took time to meet with me and there were consistent themes throughout each interview: passion, energy, dedication, commitment to innovation, and most importantly, commitment and clarity on



Shannon Kinney

the vision / mission of the company.

I flew to Salt Lake City on a mission to roadmap the success of Deseret Connect, their self-developed platform and community of nearly 3,000 community contributors. The product represents a formidable effort on the part of the Deseret Digital Media team

to "bridge the gap between our news and the community", and it is truly impressive. Through this system and workflow members of the community who are interested in contributing content to the suite of sites and publications of Deseret Digital Media, sister companies, and the additional markets they serve through national syndication, are given the opportunity to submit content to not only potentially get published but also to receive feedback and mentoring from the editorial teams.

All contributions are screened and edited prior to posting, and through that process editors communicate with contributors on each piece. Contributors can see feedback and statistics on readership of each of their pieces through their dashboards. The learning goes both ways. Deseret Connect GM Matt Sanders shared "Our contributors teach us what's relevant to our audience. We take signals from them. Even our professionals learn here".

Learn More

Deseret Connect and its success will be detailed fully in the Local Media Innovation Alliance's October report on Emerging Content Strategies, which was about to release as we took this issue to press. Subscribers will learn how this network is being integrated into the newsroom through an ambitious dashboard product (internal code name DASH) to give the newsrooms access to this network. The report will also highlight how the company is reinventing itself, how they foster and stay true to their deep commitment to innovation as well as their mission, and their ambitious goals for the future, as they face change and disruption with bold and brave action.

Visit <http://www.localmedia.org/Foundation/LocalMediaInnovationAlliance.aspx> to learn about obtaining Local Media Innovation Alliance reports.

The Practical Side of LMIA Membership

This important research club has gained significant traction over its first year of existence and is widely praised by existing members. Here's what a few of them have to say about this Alliance.

**FROM EMILY WALSH,
CHIEF DIGITAL OFFICER
Observer Media Group (FL)**



As a smaller media group, we're always hungry for information about what other companies are doing. What's working? What's not? The LMIA reports provide key insight into what other media groups are doing and deliver step-by-step instructions and action plans to take your company to the next level. We look forward every month to each report, hoping to garner new and innovative insights into the future of our business.

We may not follow every step, like how to create a digital agency, which was featured in the: The Local Digital Ad Agency report. But we did take bits and pieces of the report that applied to our company and our digital strategy. For instance, we really knew that we needed digital expertise on our sales staff. We transitioned a legacy rep to a Digital Sales Manager and since then our digital sales have doubled over last year!



**FROM PRESTON GIBSON,
DIRECTOR OF DEVELOPMENT
Cape May County Herald (NJ)**

- LMIA membership is a sound investment in our strategic planning.
- LMIA reports are researched thoroughly and written clearly – striking an ideal balance between comprehensive and concise; the webinars are very well presented.
- There are so many new opportunities available to the media industry. Nobody can do it all, and it is difficult to know where to focus or how to get started.

LMIA filters out the chaff, highlighting the opportunities which are most shovel-ready and most likely to deliver a strong ROI.

- For the initiatives presented, LMIA offers contact information for those who are already doing it or for companies ready to offer support services.
- LMIA's reports and webinars help us establish priorities, avoiding misplaced effort and resources.
- The report-webinar combination provides a credible, in some ways preferable, alternative to on-location conferences. We save time and money, relative to conference travel; we are able to easily collaborate with multiple team members; the studies and webinars are available for ready reference; there is opportunity for networking.
- The scope of reports and frequency of delivery is ideal for us. [I doubt we have the capacity to make effective use of more. This highlights the importance of the "triage" aspect of LMIA's work.]



**FROM GORDON BORRELL,
CEO
Borrell Associates**

Case studies are interesting, but the usefulness generally stops there. LMIA's case-study reports select companies who are not only worthy of being copied, but CAN be copied from a very practical standpoint. I've found their selection of topics spot-on, and the drilldowns rich with actionable information"

Access more about the Local Media Innovation Alliance at
<http://www.localmedia.org/Foundation/LocalMediaInnovationAlliance.aspx>

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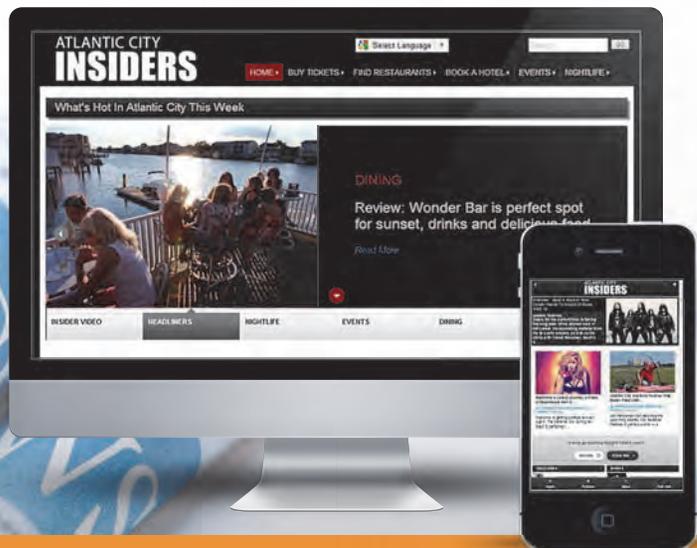
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Member News:

Shaw Media Acquires Suburban Life Publications

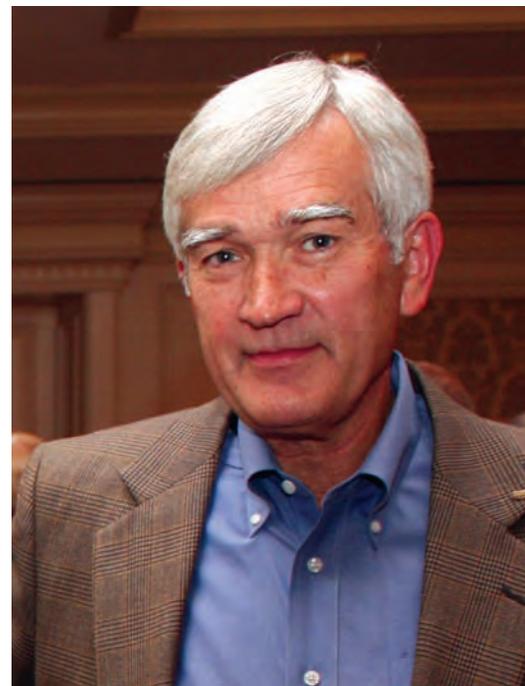
Dixon, Ill.-based Shaw Media has purchased Suburban Life publications and affiliated operations from GateHouse Media. Suburban Life, based in Downers Grove, Ill. is a group of 22 weekly newspapers in Chicago's western suburbs.

"We are proud to welcome Suburban Life to our growing portfolio of family-owned, community focused media operations," said Tom Shaw, Shaw Media President and CEO. "Our ongoing commitment to excellence and growth has helped us prosper, even in the most challenging times. We are extremely excited to be returning these respected titles to their family-owned roots."

In markets where Shaw currently operates, Shaw acquired the St. Charles Republican, the Batavia Republican and the Geneva Republican, all in Kane County, and the Farmside, in southwestern McHenry County.

"Adding Suburban Life expands our print and digital footprint in the Chicago suburban region, and will give us opportunities to better serve our readers and advertisers," said John Rung, Shaw Media's Senior Vice President for media operations. Rung announced that J. Tom Shaw – the publisher at Shaw's Kane County Chronicle in St. Charles – will also serve as publisher of the Suburban Life publications.

Michael Reed, Chief Executive Officer of GateHouse Media, said, "Illinois is and will continue to be an important market for GateHouse Media. However, given the Chicago marketplace, Suburban Life is an



Tom Shaw

extremely good fit for Shaw Media based on their penetration and focus in the surrounding Chicago market. We believe the employees, readers and advertisers will benefit long-term given Shaw Media's focus on the region."

In addition, Shaw Media has agreed to participate in advance media, GateHouse Media's online private ad exchange, to fill unsold inventory for Shaw Media's digital properties. advance media's private ad exchange comprises more than 500 local, hyper-local and major city newspapers and broadcast sites nationwide. By leveraging the combined scale of these sites, advance media provides agencies and advertisers with a wider national reach with locally targeted audiences.

T&G wins Newspaper of Year in New England

The Telegram & Gazette (MA) was named Newspaper of the Year for the second year in a row by the New England Newspaper and Press Association at its fall conference last month.



The T&G won in the category for newspapers in the 60,000 and above circulation category. The Boston Herald received a merit award in the category.

Editor Leah M. Lamson accepted the award on behalf of the staff. She said the honor was particularly meaningful coming on the heels of the recent awards for writing, photography, design and digital work from another media organization, the New England Associated Press News Executives Association, in September.

Cox Media Group to Create Georgia News Service

Cox Media Group has announced its intentions to create a statewide Georgia news service in order to fill the significant void that will be left when the current Statewide News Network ceases operations later this year.

The new Georgia News Service powered by Cox Media Group will be headquartered in CMG's Atlanta flagship facilities at WSB radio. "The Cox name has long been synonymous with excellent news coverage throughout the state of Georgia," said Ben Reed, vice president and general manager of CMG Atlanta. "This gives us the opportunity to bring our experience and assets together in order to provide a high-quality news service to outlets across the state of Georgia."

Cox Media Group is currently contacting potential network affiliates across the state of Georgia and intends to be fully operational by Jan 1, 2013.

SMBs Spend 2.5x More on Digital 'Services'

Borrell Associates released research last month that shows SMBs spend an average of \$17,000 on online marketing services – **two and half times** what they spend on digital advertising. CEO Gordon Borrell says: "This certainly explains the rush to create digital agencies."



The Borrell report includes 14 charts and tables that examine the various expenditures on digital marketing. It separates these online services into five key categories: **web presence** (web design, hosting and social media management), **public relations** (email management, press release management, reputation management and opt-in list management), **marketing support** (SEO, blog development, site visitor analysis, email list purchase and listings claiming), **ad production** (online agency/exchange fees, display ad design, video production, app design, and contest/game development), and **consulting and research**.

Because not all SMBs are the same, the report offers a glimpse at how they're spending their money by business size cohorts – the smallest of the SMBs, the medium size, and the largest. Three market examples are also examined to illustrate differences between local markets. In the end, the report finds that SMBs spend an average of \$17,000 on online marketing services, which is two and a half times more than what they spend on traditional online advertising.

For more on the report, www.borrellassociates.com

For more on creating a digital agency, see page 6 about the Local Media Innovation Alliance report on this topic.

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PROUD HOST OF THE 2012 LOCAL MEDIA ASSOCIATION CONTESTS

LMA Board Member Profile:

Getting to Know Mark Poss

At the annual business meeting held during the Fall Conference, Local Media Association members unanimously approved five new members to the association's all-volunteer Board of Directors. Over the course of a few issues, we'll get to know these folks as they answer four key questions.

First up is Mark Poss. He is the Chief Executive Officer of Red Wing Publishing in Red Wing, Minn. Red Wing operates 11 traditional newspapers as well TMC products. Total weekly distribution reaches more than 120,000 homes. They also publish seven specialty magazines and operate two commercial printing plants.



Mark & Becky Poss at the recent LMA Fall Conference in Atlanta.

Please tell us a little bit about yourself and give us some insight into your career path in the news media industry.

Do you remember the golden age of Audiotext? Unfortunately, so do I because my first project twenty years ago was getting that system up and running. Since then I have managed a centralized printing operation overseeing the installation of new presses and the conversion to pagination. And was general manager of a small daily where I got the chance to learn every aspect of the newspaper (I wasn't allowed to write editorials). I rely on all of these experiences every day as I manage our group of community weekly newspapers.

Thoughts on LMA and your aim for involvement as a Board member?

I love LMA and the forward thinking they bring to our industry. They help shape our vision by

identifying trends and best practices from innovative companies. My hope is that I can inject the perspective of a smaller community newspaper publisher with limited resources as we look at ways to move our industry forward. I'm already serving on the marketing committee and thoroughly enjoy vetting new ideas.

What do you think are the absolute essentials for a community newspaper to be doing in the digital arena?

We must establish value for our content. Creating e-subscription programs and print/digital bundled offers won't dramatically change the bottom line immediately, but we need to start now in order to stop the erosion and build consumer revenues. We believe strongly in this strategy and are even implementing it with our free distribution news products.

Please share a current best practice from your own company.

On the advertising side, we cannot allow our customers to drift away from us in search of digital advertising products. We must retain the relationship as a trusted partner by providing digital solutions that work. That may mean focusing on one or two products to begin with and then building out a digital portfolio.

One project we are excited about is our Digital Skills Program for all of our reporters. Each newsroom employee is expected to master specific goals regarding our digital efforts. But reporters who demonstrate a higher level of proficiency in the use of social media and digital technology can earn a stipend towards the purchase of a smartphone or tablet as well as an ongoing data plan subsidy. This is our twist on the "smart phone for every reporter" strategy and allows us to put the technology in the hands of the staffers that will more fully utilize the tools available.

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LMA Board Member Profile:

Getting to Know Kim Wilson

Kim Wilson is President and Publisher of the South Bend Tribune in Indiana. A division of Schurz Communications, the Tribune is a 63,000 circulation daily newspaper serving the town that is also home to the University of Notre Dame. Their close geographic and community connection to this institution has recently resulted in a first-of-its-kind initiative. Beginning with this semester, Schurz is collaborating with The University's Computer Science & Engineering program on an 'innovation challenge' that will initially focus on mobile development. Read more about this initiative in the August issue of this newsletter, accessible digitally at www.localmedia.org.

Kim joined the LMA Board in September for voluntary service to a 3-year term.



Kim Wilson

Please tell us a little bit about yourself and give us some insight into your career path in the news media industry.

I have been in the newspaper industry for the past 21 years, ever since graduating from Penn State University in 1991. I started out as an advertising account executive, and worked my way up through the advertising division. Prior to becoming President and Publisher in South Bend, I was President and Publisher for a Gannett newspaper in Fort Collins, CO. In all, I have had the opportunity to work at newspapers in various roles for eight different markets.

Thoughts on LMA and your aim for

involvement as a Board member?

I am looking forward to participating on this board because the LMA is so forward thinking and interested in transformation to preserve our chosen trade. Everyone is so willing to share their opinions, successes and failures. Conversations are respectful and productive and everyone is focused on our future. This group believes that together we will figure this out — and I agree!

What do you think are the absolute essentials for a community newspaper to be doing in the digital arena?

I don't think that our core mission as a news organization has really changed — although the way we deliver it has. At

“I am looking forward to participating on this board because the LMA is so forward thinking and interested in transformation to preserve our chosen trade.”

the end of the day, we all continue to have local content, local commerce, and local connections. Regardless of platform, I believe if we stay focused on the mission, and the “why” we do what we do that we will be successful in identifying new business models to sustain our future.

Please share a current best practice from your own company.

We are becoming very disciplined in our approach to innovation and execution. Each month, the leadership team reviews each of our major initiatives and compares actual results to projected results. These results are also shared across the company. When strategies are not meeting expectations, we work together to correct assumptions, change the course as needed, and set new plans for success.

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Honor Roll



The Local Media Foundation thanks the following individuals for their support of the Personal Giving Campaign in 2012

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Steve Parker \$500.00 \$4000.00
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Joe and Madonna Smyth \$500.00 \$1500.00
Independent Newspapers

Tanya Henderson \$255.00 \$1,395.00
Marketing Solutions Group, Inc.

Peter Bakke \$750.00 \$1270.00
Wick Communications Company

Clifford Richner \$500.00 \$1200.00
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Nancy Lane \$390.00 \$1105.00
Local Media Association

Brandon Erlacher \$1046.82 \$1046.82
The Elkhart Truth

Gordon Borrell \$1000.00 \$1000.00
Borrell Associates Inc.

Innovation Level (\$500 - \$999)

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The Observer Group, Inc.

Robert Zimmerman \$500.00 \$500.00
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Digital Level (\$250 - \$499)

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Jennifer Parker \$150.00 \$400.00
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The Local Media Foundation thanks the following individuals for donating items to the 2012 Silent Auction.

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Henry Bird (CNHI)
Thomas Bonner (Victoria Advocate)
Gordon Borrell (Borrell Associates Inc.)
Joe Boydston (McNaughton Newspaper Group)
Robert Brown (Swift Communications)
Karen Coleman (Athlon Sports)
Hotel Cass - Holiday Inn Magnificent Mile Chicago
Gloria Fletcher (Sound Publishing, Inc.)
Paul Hay (Durango Herald - Ballantine Communications Inc.)
Hyatt Hotels
Bryce Jacobson (Craig Daily Press)
Chris Lee (Deseret Digital)
Nancy Lane (Local Media Association)

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Local Media Innovation Alliance (LMIA)
Jennifer Mayo (Villeroy-Boch)
Tom McIntyre (Passageways Travel)
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Bonnie Pintozzi (Passageways Travel)
Jennifer Parker (CrossRoadNews, Inc.)
Steve Parker (Recorder Community Newspapers)
Clifford Richner (Richner Communications, Inc.)
Jon Rust (Rust Communications)
Sheraton Atlanta Hotel
Emily Walsh (Observer Media Group)
Kim Wilson (South Bend Tribune)

Thank You

Q&A with Gareth Charter



Gareth Charter, right, is shown here discussing the value of Local Media Association's Media Sales Certification program with Deanna Lewis, Classified Avenue Director of Sales, at the recent Fall Conference in Atlanta.

I think there's an increasingly healthy mix of digital innovation and overdue respect for the advantages of print.

CONTINUED FROM PAGE 3

What makes Gareth Charter tick? Motivates you? Keeps you awake at night?

I love sports, arts, performance. Watching my kids play sports or act on stage is just an incredible feeling ... I am literally overcome with emotions all the time by it. Coffee and beer make me tick too. I'm motivated to get myself, my company, my employees and my industry off our heels. We do cool, meaningful work. Celebrate it. Sell it ... in every sense of that word.

Finally, you're a robust leader of a vibrant company but we all need inspiration. To whom or what do you look for yours?

I still just love great writing, in all forms. Esquire magazine. "It's Always Sunny in Philadelphia." "Modern Family." "Marketplace" on NPR. Bill Simmons. That Samsung TV ad poking fun at the people in line for the next iPhone. Oh, and "Drinking Made Easy" on the AXS channel. That Zane Lamprey figured out how to turn bar-hopping across the US into a job. Now that's inspiring.

Thank You Rust Communications and Amber Overbey!

For the past year, Rust Communication's Amber Overbey has volunteered her time and energy to the graphic design of this newsletter and LMA is so very grateful for her services. Immense gratitude goes to Amber and a salute to her for a job well done, month after month.

Kudos too to Jon Rust, Co-President of Rust Communications and Immediate Past Chairman of the Local Media Association Board of Directors, for his generous support of our graphic needs.

Finally, a big shout out to Rebecca Zimmer, our new design partner, and her Publisher Roy Biondi, of This Week Community Newspapers, for their help and support moving forward.



Amber Overbey

Step Up For Our Industry

It's personal giving time for the Local Media Foundation and before you skip over this and leave it for others to support, please STOP and consider the important work that your contribution will aid.

The Local Media Foundation is all about helping local media companies continue to forge the innovative and sustainable path to long term success through the seismic digital revolution and beyond. The Foundation mission is simple: To educate and guide media companies through their digital transformation to better serve local communities.

Programs such as the recent Innovation Mission, the Specialized Reporting Symposium, and several e-learning modules developed in tandem with the Poynter Institute are indicative of the organization's commitment to assist the community media industry during this time of unprecedented change. Along with Local Media Association, both organizations strive to provide a leadership role in the industry by steering solutions to problems instead of just reporting on them or covering them at conferences.

The responsible stewardship of your donations made to support this mission is of paramount importance to the Foundation leadership and all donations, at any level, are needed and appreciated. As a 501(c)(3) charitable trust, your donation to the LM Foundation is also tax deductible.

All contributions will be recognized in Local Media Today's December edition (funds received after November 15 will be recognized in a later edition). Support the Local Media Foundation today by making a donation.

Pledge online at www.localmedia.org/Foundation.



"We are all trying to figure out the complex transformation of our business. The Local Media Foundation is our partner in this journey. There are many exciting, informative and cutting-edge projects the Foundation works on to help us succeed. I look at my donation to the Foundation as an investment in our industry's future."

—PETER BAKKE, Director of Digital Media at Wick Communications

"I am proud of what the Local Media Foundation has accomplished so far but I also know how much more we could do if we had more funding. I donate to the LM Foundation because I want to help this industry with the digital transition by providing more research, case studies, best practice reports, educational webinars and more. Please join me in making a personal contribution. We promise to put the money to good use."

—NANCY LANE, president, Local Media Association and Local Media Foundation.



"We have found that the Local Media Foundation and what it provides our little company is tantamount to having a first-rate R&D department that we could never afford otherwise. If you want to stay in business, ahead of your competitors and abreast of trends, I believe you will find this is a small investment with a worthwhile ROI."

—MATT WALSH, CEO/Editor/Publisher, The Observer Group, Inc.

in brief.....

Newspapers Sites #1

Newspaper websites are among the most frequently visited on the Internet. According to the Newspaper Association of America, U.S. newspapers attracted 113 million online visitors in the first quarter of 2012, up 4.4% from a year earlier. What's more, the number of minutes spent on newspaper sites rose 19%.

The audience also grew more attractive from an advertising perspective: unique visitors in the vital 21-to-34 demographic rose 7%, and the number of high-income users (above \$100,000) rose 6%.

Deals, Digital Agencies & Classified

As we take this issue to press, organizers are putting the finishing touches on three November events in Chicago. If you can't be there in person, the next best thing is to keep your ear to the web for live coverage and the December issue of this newsletter for extensive coverage of these important meetings.

On November 7 & 8, two individual one-day summits are convening to tackle Digital Agencies and Deals/Promotions respectively. Each of these summits will deliver in depth lessons to assist in the creation and improvement of these initiatives at local media companies and there is a plethora of valuable intelligence to be shared.

Running concurrently is the Classified Multimedia Conference, November 7-9. The winds of change are blowing hard in classified and progressive use of multimedia tools to capture and invigorate this segment of business are proving fruitful for many media companies.

LMA members should visit www.localmedia.org for live updates from these meetings and next month's newsletter for full coverage.

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From now until the insertion week of 12/16, when a sales rep sells \$2500 (net) or more in Classified Avenue regional or national sales, they will receive a check for 10% of their sales!

How about the advertisers? They get a great deal too, buy 3 weeks — get 3 weeks FREE!

How does this work?

On a national sale, your sales rep sells a 25 word liner for 6 weeks (on the buy 3 get 3 free promo) for \$3390 (\$1130/week). You pay Classified Avenue \$2781. That is \$609 commission for one easy upsell!! And, the sales rep will get a check for \$278.10 from us!

What kind of ads work?

A *hot* category to go after is any online education opportunities that originate in your area, but would benefit from national exposure. Most colleges are offering online degrees, many masters, some bachelors.

Real Estate, and especially high end, tough to sell local residential is a good upsell, as are

DEANNA LEWIS



Director of Sales
LMA Staff

any vacation properties, waterfront properties, timeshare (sales and rentals) and land or foreclosures.

Virtual employment is also low hanging fruit for our network. Any companies in your area that offer virtual employment (ie: Jet Blue, Home Shopping Network, any reservations type of industry) are prime prospects and should definitely be targeted.

Franchise opportunities & Business Opportunities are always great national categories too.

I would be happy to talk to you about this further, conduct a quick conference call to your staff and/or get you our rate card/circulation lists. Tap me – I am a great resource if I do say so myself! Reach me at 207-384-5022 for more information.

Help Wanted

Production Manager

Packet Media Group, publisher of The Princeton Packet, PM magazine and eleven other award winning weekly newspapers covering the Central Jersey region seeks a results driven leader for our fast paced production department. This position oversees pre-press, press, and post-press operations, with responsibilities for commercial printing, facilities and customer service.

This is a high profile position on our management team, requiring a minimum of 5 years newspaper production experience, a proven track record and excellent communication skills. The ideal candidate will be a "hands-on" manager capable of multitasking and stepping in where needed to train or support our press, pre-press and mailroom staff. Candidate should also have ability in staff development, coordinating work flow, budgeting, and quality assurance. IT knowledge and bilingual skills are a plus. Come grow with a family-owned company with a bright future and a history of community service dating back to 1786 with the founding of our flagship newspaper, The Princeton Packet. We offer a strong benefits package including health insurance and 401K program.

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Photo of the month



I've Been Mugged!

The 'Pretty in Pink, Wicked in Spurs' Ranch Rodeo brought out ten all-female teams for the competition in Kenedy, Texas recently. In this shot, a member of The Motley Crew Cowgirls wrestles a steer during the mugging competition.

Photographer: Pat Kopecki,
Wilson County News (TX)

All LMA members are invited to send photos for consideration for this feature. E-mail them, along with pertinent details, to editor Deb Shaw at debshawlma@gmail.com.



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