

LocalMediaToday

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INNOVATE | EDUCATE | INSPIRE

Digital Agencies – Deals & Promotions

Two 1-Day Summits Coming to Chicago in November

Programs focused on immediate opportunities for growing new revenue.

Local Media Association is offering two back to back summits on November 7 & 8 and each will present deep intelligence on two prominent opportunities for local media companies to capitalize on right now. The Deals & Promotions Summit will be presented on Wednesday, November 7; the Digital Agency Summit will run on Thursday, November 8 with a bonus 2-hour boot camp session on Wednesday evening. Both will be held at the easily accessible and reasonably priced Sheraton Chicago O'Hare Airport Hotel and members-only discounted rates (plus highly discounted multi-summit rates) are available.

Expect to gather powerful insights at the summits. With agendas tailored for local media companies, each program is tightly focused on helping LMA members learn specific lessons and strategies to launch and/or further develop these revenue generating and sustainable initiatives. All members are urged to consider sending a representative to these gatherings; a team traveling to Chicago can also take full advantage of the Classified Multimedia Conference running concurrently, on November 7 -9, at the same location.

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LMA's Classified Multimedia Conference to Deliver High Value

Impressive agenda will deliver cutting edge knowledge and practical ideas.

As the universe of classified advertising for local publishers has shifted, so too has the expertise and strategy for capitalizing on the latest consumer habits and local media company trends in this arena. With this in mind, planners for the upcoming Local Media Association Classified Multimedia Conference, running November 7-9 in Chicago, have assembled a high impact agenda and an all-star cast of presenters to deliver timely and actionable ideas for local media companies to consider now. Since this conference dovetails with the Digital Agencies and Deals/Promotions Summits held simultaneously at the same location, LMA members are urged to consider sending a team of attendees to take full advantage of these important revenue-focused programs.

According to Classified



Roundtable discussions, like this one from last year's Classified Multimedia Conference, and networking with peers from across North America are invaluable components to the conference experience.

Multimedia Conference chair Gloria Fletcher, President/Sound Publishing (WA), "The world of classified advertising is quite challenging and to help LMA members navigate through this new reality we have put together a very compelling agenda for this gathering. There is a boatload of info to learn and explore. You won't be disappointed - the bases are covered in this conference."



Keynote

As of presstime, conference planners have confirmed keynote speaker Kelly Wirges who will educate on the topic of salesmanship for today's multimedia climate. Wirges, owner of ProMax Training & Consulting, Inc, has delivered over 16,000 hours of business seminars for more than 500 newspapers and top media organizations across the country and will draw on her knowledge and expertise to teach attendees about a proven communication track that leads each customer toward the sale, and offers methods to share solutions and recommendations in a manner that entices and

encourages the clients to purchase multimedia programs. She will detail this winning approach and provide every participant with a "plug and play" script that can easily be implemented upon returning home.

Most recently Wirges was a featured presenter at the LMA Virtual Advertising Conference that was conducted as a new no-cost member benefit in July. The two-day event received high evaluation scores from attendees and Wirge's session on prospecting received high marks.

CLASSIFIED, PAGE 14

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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.

LMA Headquarters:

116 Cass Street
Traverse City, MI 49684
888-486-2466;
Fax: 231-932-2985
email: hq@localmedia.org
www.localmedia.org

LMA OFFICERS & DIRECTORS

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LMA STAFF

President

Nancy Lane
843-390-1531 | nancylanesa@aol.com

Vice President of Operations

Al Cupo
888-486-2466 | al.cupo@localmedia.org

Classified Avenue Director of Sales

Deanna Lewis
888-486-2466 | deanna.lewis@localmedia.org

Local Media Today Editor

Deb Shaw
888-486-2466 | debshawlma@gmail.com

HQ STAFF

888-486-2466 | e-mail to hq@localmedia.org

Operations Manager

Bonnie Pitozzi

Accounting & Finance Director

Janice Norman

Membership Manager

Valerie Donn

Database & IT Director

Clara Cherry

Communications Manager

Emily Challenger

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Q & A with...

Joe Boydston

Vice President of Digital Publishing
McNaughton Newspaper Group
Fairfield, California



Joe Boydston is Vice President of Digital Publishing for McNaughton Newspaper Group based in Fairfield, Calif. He leads the technology team for McNaughton and the team took top honors as Innovators of the Year in last year's LMA Community Website Contest for their innovative use of open source software.

Boydston was also one of a small group who took part in the recent LMA Foundation-sponsored West Coast Innovation Mission study tour and, upon returning from this intense one-week study tour, identified 'focus' as a key takeaway. "Prior to IMWEST my vision for our future was growing cloudy, it was hard to see the forest for the trees. Is diversification our future? Will we grow to depend on many small revenue streams instead of a few larger ones?," said Boydston. "My top take-away is this: focus is not something you do, it's something you have."

In this interview, Local Media Today Editor Deb Shaw caught up with Joe to discuss his company's recent merging of digital and online publications and companion changes to their online advertising offerings.

Meanwhile, Joe is eager to pool resources and exchange knowledge with peers in the industry and encourages other LMA members to reach out. He's reached at 530-344-5094, jboydston@gmail.com, or on Twitter @joeboydston.

Merging print & digital

Q I'd like to probe some of your recent strategic moves to streamline your digital/print content and ramp up online ad value & pricing but before we get into that, can you please give me a thumbnail of your company, the markets in which you operate and your role with McNaughton Newspapers?

A McNaughton Newspaper Group operates a few of the last remaining independent newspapers in California; including the Mountain Democrat, the oldest newspaper in California, established 1851. Our markets vary widely, ranging from very rural, suburban and a university town. Combined circulation is approximately 40,000.

In my role as VP of Digital Publishing, I am responsible for all things technology. As digital publishing gains in significance, so does the breadth of my role in the business of community journalism.

Q Tell me about the recent merging of your publications including the strategic impetus behind the move.

A This is about equating digital readership with print readership, and establishing the value of our digital audience.

The way I see it, we no longer have a website. The contents of our printed newspaper are represented consistently in its digital form. Take the best looking news website you can imagine, add in all the utility of a PDF replica edition and multiply that by the intelligence of the printed newspaper and you are on the right track to understanding what we are doing.

We publish online only the stories and ads from the current print edition. The two have truly become one. Same stories, same advertisements, same audience... and (drum roll) same ad rates.

Q Are you still updating your website throughout the day for news updates and breaking news? How does this new approach work?

A We publish online when the press rolls, about 12 am.

This does not preclude us (or our technology platform) from providing ways for the public to access our data outside the scope of our publication. We are not withholding information. The edition is simply a tried and true unit of measurement. Newspapers appear in racks and are delivered once per day, so do the same stories and ads that appear online.

We tweet every story, even the ones

that don't make the cut into print. We share every story that has photos on facebook. These are marketing tools that direct the reader back to the digital publication. Our goal is to quantify readers per edition, not pageviews or uniques.

Breaking news is an abomination in my opinion. By its very nature, news is "old" by the time we report, edit and publish it. Our community deserves better. So we stopped doing "breaking news." Instead we do something called "live news" which is a social media curation tool.

We do not publish stories to the home page between editions, instead a "live bar" appears directing the reader to a page full of real time tweets, facebook updates and other social media reactions to the event.

Q You're a few months into the move now – how have readers and advertisers responded to it and how are you gauging that response?

A Local advertiser response has been very positive. The typical response is "I thought my ads were already going online?" This is very much an intuitive and logical thing to do from the advertiser's point of view.

Reader complaints about advertisements are rare, even though we have more than doubled the size and quantity of ads that appear online. When asked specifically for feedback, some readers even asked if it was OK for them to share the print ads on facebook.

Q Tell us about the preparation for and promotion of these changes.

A While similar to a replica edition in its completeness, the similarities stop there. Our publications have truly merged, meaning that there are no separate print & digital pieces to coordinate. Preparation included months of self reflection, reconsidering of old habits and making sense of daily routines.

Q On the surface, when you think about merging papers you think about losing revenue. What impact on revenue have you seen?

A Logistics of producing two publications from a single workflow is hard work, but the biggest challenge has been for our sales staff reconciling the idea of long term gains coming at the risk of declining revenue in the short term.

We're talking about replacing banner ad revenue with additional ROP. It's a

It's Unanimous – LMA members ratify Bylaws Changes

New Category of Membership for Research & Development Partners Tops the List of Changes

A series of bylaws changes were recommended by the Local Media Association's board of directors recently and the membership voted unanimously to approve all of the changes.

Most of the changes that were recommended involved replacing outdated language and also changing language to reflect the new name of Local

want to play a bigger role with our association and we welcome that. This new level of membership will allow them to do that and will provide increased benefits to them. We especially like the term 'R&D partner' as this more accurately reflects their important role in the local media industry."

Currently Gordon Borrell, CEO, Borrell Associates serves on the Local Media Association board and is in fact moving into the chairs and will eventually become chairman of the board in 2015. This fall Matt Coen, CEO, Second Street Media will join the board as the second associate/R&D member. "Gordon's contributions have been significant" said Lane. "He brings a different and welcomed perspective to our meetings and helps us in ways that are different from our newspaper board members. We think that Matt will also strengthen our board and help us in our



Suzanne Schlicht

LMA board member Suzanne Schlicht, COO of The World Company (KS), led the committee responsible for proposing changes to the bylaws and praised the wisdom of LMA members in unanimously supporting the recommended changes. "By adopting updates to the bylaws, LMA members poised the organization to take advantage of the many opportunities afforded us through our new name and identity as we continue to expand our role in providing education, innovation, expertise and leadership in this exciting and changing industry."

Media Association (from Suburban Newspapers of America) which was adopted on the first of the year. Other changes included the right for the immediate past chairman to be a voting member of the board (previously an ex-officio, non-voting member) and a quorum of 30% for future bylaws changes (the previous version did not establish a quorum).

R&D Partners

The biggest and most exciting change was the creation of a new class of membership called R&D partners (Research & Development Partners). This class provides a higher level option for those that provide goods and services to the industry. The new class comes with voting rights and the ability to serve on the board of directors. The changes also allow two associate or R&D members to serve on the board at any given time as opposed to just one in the prior version.

"Our associate members have always been an important part of our membership" said Nancy Lane, president, Local Media Association. "Some of them

efforts to innovate, educate and inspire the industry during this time of great transition."

"I'm proud of the process we are following here," said LMA Incoming Board Chair Gareth Charter, Publisher, Holden Landmark (MA). "We are being thoughtful and inclusive while still leading this important discussion about our changing industry and how an association can best serve its members."

Up Next

Note that the bylaws changes did not include any revisions to membership requirements for newspaper members. The Local Media Association board of directors continues to meet with members and host two-way discussions to better understand their position. The board does expect to recommend further changes to at least address the treatment of online-only members and to possibly expand beyond that. The board welcomes the input of all members. Send comments to board chairman Jon Rust at just@semissourian.com.

Major momentum underway

JON K. RUST



Chairman
LMA Board of Directors

It's been an honor serving the past year as chairman of Local Media Association. Thanks to an incredible staff led by Nancy Lane and a highly engaged and talented board, it's been a pleasure. In an interview just before I ascended into the chairmanship, I quipped that my first goal was: "Don't screw anything up."

So far, so good.

That said, it's amazing how much has taken place in the past year, led by changing the name of our organization from SNA to Local Media Association. Although this change understandably ruffled a few feathers (I can relate, I loved SNA and its proud accomplishments), the new name has helped open doors to new members, exciting partnerships and a broader, progressive visibility. I could provide many specific examples – starting with our expanding membership logs (during a time of economic challenge, now over 2,300). Just one example probably not on your radar is how the new name is helping us launch an innovative, win-win-win Partnership Program, which now includes more than 7 state press associations and is rapidly growing, providing important revenue to LMA and its partner press associations by providing LMA research products and training at rates above membership price-points but well below what non-members would normally pay.

Talking about training, in the past year almost 200 newspaper sales people have been certified via LMA's online sales training program. Dozens more are signed up, and additional courses are in development. This year, LMA also held its first-ever, free-to-members, two-day virtual sales training conference.

Among my goals a year ago was ensuring that the mega-conference with Inland and SNPA continued to grow. Assessment: San Antonio was a smashing success, and New Orleans next year, already being planned, looks like it will outdo anything that's taken place before. As I stated in a previous column, the success is largely due to the great staffs of the three organizations along with the board members who serve on the planning committee. Together, something great has been created, which provides high value to all members.

This past year also saw another dynamic Innovation Mission, a revenue summit in partnership with Michael Blinder that set attendance records, a classified conference and deals summit, a Specialized Reporting Institute sponsored by the McCormick Foundation, several incisive Local Media Innovation Alliance reports, dozens of helpful webinars, plus other events. Some of these projects were specifically organized under the auspices of the Local Media Foundation, which has set high standards under Steve Parker's chairmanship and Nancy Lane's leadership.

Now we are on the cusp of the fall conference in Atlanta and two additional summits in Chicago, including a Digital Agency Summit on Nov. 8, which is a must for anyone already involved or planning to enter this space.

Also accomplished this past year was the first wave of changes in the LMA bylaws. Most of these modifications simply updated the bylaws to the new name and best practices around association governance. Next on the agenda, with your help, will be looking at how – if at all – to modify our membership requirements. At a minimum, I encourage you to think seriously about whether producing a print publication should be mandatory for membership. In the future, there is a good chance that some traditional newspapers will transition to digital-only. Now is the time for us to let them know we welcome them in our midst.

If you ever want to be involved in doing something remarkable, working with remarkable people, let Nancy Lane or incoming chair Gareth Charter know you're interested in becoming involved with LMA -- whether on the board or one of its committees.

As I said, it's been a pleasure. I hope to see you in Atlanta.

Jon K. Rust is co-president of Rust Communications and chairman of Local Media Association.

▶▶ **Summits** cont'd from pg 1



November 8, 2012 - Chicago

Digital Agencies – Hot! Hot! Hot!

Thursday November 8
with a bonus 2-hour 'How
To Launch' boot camp on
November 7 at 4PM
Sheraton Chicago O'Hare
Airport Hotel

Local media companies are increasingly entering the space of offering digital agency services to local businesses for several strategic reasons. First, there is a very real and immediate opportunity to leverage existing multimedia knowledge and local business relationships into a new platform of services. Second, there is money to be made and it's sustainable. Third, if you don't do it, someone else will.

Recognizing this important and timely space for local media companies to enter, or at least consider, Local Media Association has put together an impressive jam packed one day agenda with a bonus 'How to Launch' 2-hour boot camp on the eve of the November 8 full day meeting.

Many publishers are entering this space and one thing that is already clear is that there are several different approaches being adopted. The summit will specifically describe the different structures that are being pursued in addition to lessons learned and best practices.

Here's what you can expect:

From Shannon Kinney, CEO, DreamLocal—*Especially for Newcomers or Those Considering* - This two hour pre-summit boot camp, held on the eve of the full day program, will go over the basics of starting

a digital agency or offering digital agency services. It will provide a review of the most common services that are being offered along with the revenue and business models. All digital agency attendees are welcome to join this session, even if they are not newcomers to this space.

From Gordon Borrell, CEO, Borrell Associates - *Keynote: Five Year Outlook for Digital Agency Services* - In this opening session Gordon Borrell will break down where this space is going and how much money is going to be spent by SMB's on these services in the next five years. This opening session will focus on the hottest opportunities and will set the stage for the entire summit.

From Peter Newton, CEO, GateHouse Ventures *Case Study: Propel Marketing—Launched as Separate Division of GateHouse Media* - This totally separate division of GateHouse Media was launched in early 2012 with the hiring of 28 FTE's in the Boston area. They are now fast-tracking a national roll out with up to 100 new employees. In this session CEO Peter Newton will discuss strategy, structure, implementation and early success stories.

From Brock Berry, VP, AdTaxi Networks *Case Study: Ad Taxi Producing \$3 Million Dollars Per Month for Digital First Media* - AdTaxi is like a digital agency and is based on the premise of selling advertisers what they want to buy. An AdTaxi sale must include two or more of the products offered to count (single products do not count as an AdTaxi buy). Thirty percent of the AdTaxi revenue is currently coming from their ad exchange business (which they are offering to others in the industry via a reseller agreement).

Other products include: Yahoo inventory, mobile, social, video, remnant, search and more. They are having a lot of success with social media packages and this session will showcase numerous examples. Presenter Berry will share structure, revenue models, products, vendor information and more.

From a panel representing smaller publishers *Mini case studies to include Victoria, TX and Lancaster, PA* - In this session you'll hear from peers representing several smaller media companies who have entered this space and they'll provide insights into their approaches, logistics, results and lessons learned to date.

Plus...*Networking, Great Ideas Session and a satisfaction guaranteed promise!*



LMA member Gareth Charter, Publisher of Holden Landmark in Holden, Mass., recently launched Kelley Square Communications, a local marketing, media and design firm and says. "The digital revolution has resulted in a dizzying number of marketing opportunities for small businesses and they need help sorting it out. Our motto is 'It's chaos out there. We can help'."

Deals & promotions – evolving and successful!



Wednesday November 7
Sheraton Chicago O'Hare Airport Hotel

Deals and promotions continue to represent one of the hottest revenue opportunities out there today and studies show that small, local businesses are prime prospects for this form of marketing. LMA's one-day summit, on Wednesday November 7 in Chicago, will focus on this exploding category of business and will take participants through a Deals 2.0 curriculum and the latest on local media promotions that work.

The morning sessions will be dedicated to deals and will include strong case studies and the latest in best practices. The focus in the afternoon will turn to promotions and topics will include contests, social, email, events and more.

For many companies, deals and promotions revenue is now well into the seven figures and growing. This summit is perfect for anyone charged with this area of responsibility for their company or for those that are considering adding more of these sales opportunities.

Combine attendance at this summit with the Digital Agencies summit on the following day (at the same location) to get a one-two punch that is sure to accelerate local innovation at your company. LMA is offering a

SUMMITS, PAGE 5

Presented by Local Media Association
specifically for local media companies

Digital Agency Summit
Thursday November 8

with bonus 'How to Launch' 2-hour boot camp on Wednesday
November 7 at 4pm

Deals & Promotions
Wednesday November 7

Each summit priced at just \$359 for LMA members. Register for both and receive 30% discount off total cost!

Both summits held at Chicago O'Hare Airport. Room rate \$149 per night (single/double) plus tax. Call (888) 627-8117 for reservations. Don't delay - hotel is still taking reservations BASED ON AVAILABILITY. Hotel reservation deadline is October 14, 2012.

▶▶ Summits cont'd from pg 4

30% discount on registration fee for those attending both summits.

The agenda features hyper-focused sessions, expert speakers and pertinent case studies. Expect to learn about:

- Why online promotions? Outline of online promotions, trends and how media companies can succeed.
- Six fundamentals of deal success.
 - Sales Focus (two case studies)
 - Deal Quality (two case studies)
 - Database Growth (two case studies)
 - Database Engagement (two case studies)
 - Evolving the Deals Model (two case studies)
 - Planning Ahead
- Unique deal & promotion ideas.
- Key elements for success with contests
- How to:
 - Develop integrated programs
 - Track promotions revenue in your budget
 - Build & engage an email and social database
- Strategy development: Intersection of promotions including deals, contests, emails (Four Case Studies)
- Peer to peer networking, great ideas, and much more



Second Street is the exclusive Deals & Promotions Summit Sponsor

“We’re thrilled to be working with LMA again this year. Last year’s summit was an incredible learning experience for all of us and today there are more revenue opportunities than ever around promotions!”

– Matt Coen,
Co-Owner, Second Street



Reseller programs & partnerships

NANCY LANE



President
LMA



Chris Hendricks

“We are all about selling other people’s products – as long as we can do it profitably”
– Chris Hendricks, The McClatchy Company

During a dinner meeting at the recent West Coast Innovation Mission, Chris Hendricks talked about the importance of reseller partnerships to his company. They vet a lot of opportunities each year and continue to add when it makes sense. They currently resell products from a diverse number of companies including Google, Yahoo, Pandora, Centro and more. McClatchy’s digital revenue now accounts for 20% of total advertising revenue and Hendricks credits these types of partnerships as part of the reason.

In the latest Local Media Innovation Alliance report we tackle the subject of reseller programs and provide details including how they work, revenue shares, contact information and more. Profiled companies include some of the big guys already listed above and some others such as YP.com, Vendasta, Radiate Media and DreamLocal.

If you are not a Local Media Innovation Alliance subscriber, consider signing up today. For single market companies the annual subscription price is only \$1,750 or \$146/month (you can pay monthly via recurring credit card charge). For multiple location companies or corporate members, the price is \$3,500 or \$292/month. This provides unlimited access to these reports to as many of your employees as you choose plus unlimited seats on each related webinar.

These reports take a deep dive into hot new revenue opportunities and/or new and sustainable business models. Our author visits with profiled companies in order to provide the most in-depth look at each case study.

Many LMA members are using some of the resellers that are profiled in this report



and many are reporting impressive revenue gains. The Google consumer surveys in particular are very lucrative. Digital First Media recently told us that this will be a \$4-\$6 million revenue stream for them in the first year. You can also purchase the report on an a la carte basis for just \$259.

Past reports include: 360 Advertising Sales Strategies/Hot Trends from Europe, Event Marketing, SoLoMo, Mobile Strategies, Using Free Open Source Software and Digital Agencies.

The next report will be Monetizing Social. We are starting to hear a lot of success in this area and can’t wait to showcase some of the examples that are applicable to markets of all sizes.

After that we will tackle Email Marketing Opportunities and then Emerging Content Strategies. While not revenue-related, this last issue is critical to the digital transformation that is underway. We are looking for ideas for the November and December reports. Email them to me at nancy.lane@localmedia.org.

We are receiving tremendous feedback from LMA subscribers. Jon Rust/Rust Communications and Brandon Erlacher/The Elkhart Truth both reported how valuable recent reports were and how they are making major changes at their companies as a result. Gordon Borrell summed up the LMA reports best when he said, “Case studies are interesting, but the usefulness generally stops there. LMA’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.”

To subscribe contact Deanna Lewis at Deanna.lewis@localmedia.org or call her at (888) 486-2466. 10% discount available when annual subscription is paid upfront.

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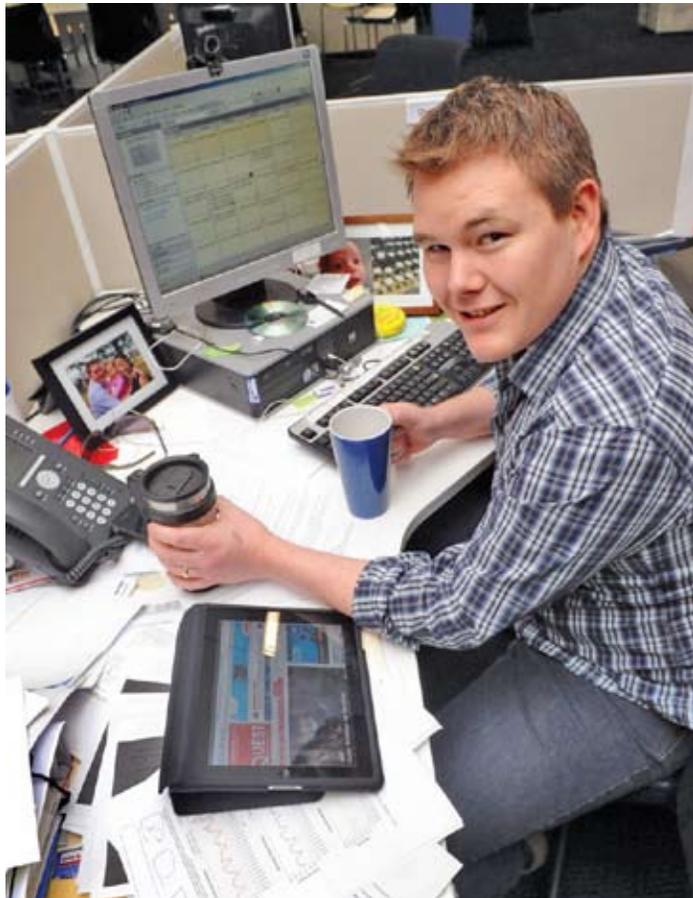
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G'day Mate!



David Earley, Community Newspapers of Australia's 2012 Rising Star

LMA delights in welcoming Australian David Earley into its midst at this month's Fall Publishers' & Advertising Directors' Conference in Atlanta. Earley, a relative newcomer to the newspaper business, was selected by Community Newspapers of Australia as their 2012 Rising Star and, as part of that honor, is traveling to the United States on a comprehensive five-week learning mission.

Over the course of his North American sojourn, beginning with his arrival in early September, Earley will attend the LMA Fall Conference and conduct extended visits with Jon Rust/Rust Communications in Missouri and Marg Middleton/Metroland, Toronto Community News in Ontario. He is also popping over to San Francisco for the Online News Association Conference in late September and concluding his tour with a week at Journal Register Company/Digital First Media in Connecticut.

"Altogether a very busy 5 weeks for him!," said Louise Lambert, Treasurer and Director

of Community Newspapers of Australia.

About Dave

A 2007 graduate of the School of Journalism and Communication, University of Queensland, Earley currently serves as Digital Editor at Quest Community Newspapers in Stafford, Australia. He is responsible for Quest's group of news websites across South-East Queensland, as well as driving the company's digital strategy, which includes extensive use of social media to market and drive content and conversation around its brands, promoting new opportunities for engaging readers and distributing content online.

He has overseen a dramatic increase of digital and social media integration across the stable of print titles, increased community engagement through digital platforms and a doubling of web traffic since the complete redesign and relaunch of questnews.com.au as an integrated local presence on the couriermail.com.au website.



Already Earley is a recognized industry leader in the field of digital journalism, and an expert in the many and varied avenues of all things social and multimedia, including online communities, citizen journalism, social media, mobile journalism, newsroom management, processes and workflow, print and digital integration, search engine optimization, social media optimization and marketing, to name a few.

Reach out to Dave through Google+ and linked in, among other social media. You'll be glad you did.

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*"I am very pleased with the results we've seen since we started using the Newspaper Toolbox. As resources get tight, the monthly book and the website have become the place that we turn to when planning out our months in advance, as well as during the month when we need a quick revenue hit. **Newspaper Toolbox is a part of our plans for next year, and will be well worth the minimal investment required.**"*

PETE VAN BAALEN, CNHI,
CAPITAL & CENTRAL DIVISIONS

*"Toolbox for newspapers is the best thing that the Herald Mail newspaper in Hagerstown, MD has implemented. My numbers for the month have increased 50%! By having toolbox in my "back pocket" it has allowed me to obtain additional sales that I would not have had before, therefore allowing me to make goal for the month of June. Out of all the sites at the Herald Mail, Hagerstown was #1 again for the 3rd month in a row, and that is because we used Toolbox, made calls, and got sales. I couldn't have hit my goal in June without Toolbox. **We have reached the \$70,000 mark in Toolbox sales this month. All of this in less than 6 months!**"*

SUSIE SLIFER, INSIDE ADVERTISING
CONSULTANT, HERALD MAIL
NEWSPAPER, HAGERSTOWN, MD
SCHURZ COMMUNICATIONS

"The Toolbox definitely helps us earn more revenues and more profits. I strongly recommend the monthly Newspaper Toolbox as an indispensable product for all weekly newspaper publishers."

MARC-N. OUELLETTE,
VICE-PRESIDENT, LOCAL SOLUTIONS
GROUP, TC MEDIA

*"As an inside sales rep, I rely on sponsor pages and features. I turn to Toolbox on a daily basis for inspiration. Most of your ideas adapt well to small markets, **I wait for the new issue every month.**"*

BRENDA KELFORD, EMC

"It's great! A very helpful service. I feel you provide a lot of choices that help me with my special pages. Your reader contests are wonderful, bright, attention getting... Love the Who am I, we will be implementing your idea as I did with "It happened in 2011" Editorials send great messages, fulfill the name of the game."

DAILY DEMOCRAT, IA

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"The ready-to-sell concept pages are just wonderful. Most times they pretty much sell themselves. They are very well presented and the ideas are great! I don't think I've ever went looking for something that I didn't find. Love it!"

LYNDA DUBUC, FORT ERIE TIMES

"Toolbox is a very helpful resource. There are good ideas and being able to access the creative allows more time for selling!"

REBECCA GICANTE, THE STANDARD

"We want to thank everyone at the Newspaper Toolbox for your assistance in helping us increase our sales throughout the year. You make it so easy for us... especially when the ad dept. has turn over in sales representatives,

I find the readymade ideas and pages make it so easy for a new rep to go out and sell – builds up their confidence in sales presentations. All The Best in 2012 – Keep up the good work!"

PETER PADBURY
ADVERTISING SALES MANAGER
STANDARD-FREEHOLDER, CORNWALL

"...I would estimate that we have sold at least \$100,000 in new business with Toolbox pages and ideas over the last 7 months. Our publishers and general managers love the service. It has helped to breathe new positive life into our staffs during these tough times. It gives our sales folks something special to sell all the time. It can be the "foot in the door" for many calls. Thank you for your excellent service!"

BILL BREHM JR., PRESIDENT
BREHM COMMUNICATIONS, CA

"My new inside sales person sold \$45,000 worth of Toolbox concept pages in a period of 16 weeks while working part time and while selling other projects on the side.

Thank you Toolbox!

JOEL CAYA, SUN MEDIA PUBLISHER,
CANADA

Sent by a Publisher to her Regional V.P.

*"Linnie,
You asked me to keep you posted on the Toolbox venture I recently signed up for. Attached is a copy of the page running tomorrow. This is one of thousands – yes thousands – of ideas for sig pages that Toolbox provides as a way of building revenue. This page paid for the year's charges. There are about 90 CNHI newspapers already involved with this and offering testimonials. Don't know why we just found out about it – but it's tremendous. **One of the single best things I have ever seen. Simple-quick-ka-ching! \$\$\$!"***

DIANE CROWE, PUBLISHER
LOCKPORT UNION-SUN & JOURNAL,
NY, CNHI PUBLICATIONS

"Newspaper Toolbox is one of the most helpful companies I have ever had the pleasure of dealing with. If you cannot find what you are looking for be sure and contact the company for more info. Not only is Newspaper Toolbox a great selling tool, the staff are very knowledgeable and encouraging. Do not miss out on this wonderful product"

MADELEINE WRIGLEY, SHELBOOK
CHRONICLE ADVERTISING SALES

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New Member Benefit: A Resounding Success!

More than 200 LMA members participated in the first annual virtual advertising conference that featured some of North America's leading sales and management trainers. The two-day event received high evaluation scores from attendees. They particularly praised Kelly Wirge's session on prospecting and Steve Waterhouse's session on becoming a top performer although all of the sessions received high marks.

LMA will continue to utilize this group of speakers in the coming year to build upon this training. Kelly Wirges from ProMax is already confirmed to lead a dynamic session at this year's Classified Conference (November 7-9 in Chicago); Shannon Kinney from DreamLocal will be presenting at this month's Conference (September

11-14 in Atlanta) and the one-day digital agency summit (November 8 in Chicago) and Mike Blinder will once again team up for the annual Revenue Summit (May 2013/Chicago).

"We wanted to provide added-value to the members this year knowing that the economy is still tough and that training dollars are tight", said Nancy Lane, president, Local Media Association, "This free two-day virtual conference was a huge success and we will definitely plan to do it again next year and make it even bigger and better."

Access to archive recordings of this conference are available to LMA members only. Request a link by e-mailing LMA headquarters at hq@localmedia.org.

“The LMA webinars were fantastic! We had our entire sales team and group of managers in the room on Tuesday! Thank you for organizing and bringing such a wonderful training opportunity to all of us, it was greatly appreciated and very valuable.

The key takeaways we found most valuable were creating an impressive sales flyer for each sales consultant and asking the key question: If we had the perfect promotional program for you, how would it be different from what you're doing now? ”



Liz White,
Associate Publisher for New
Media, Record Journal (CT)

“What an awesome training opportunity provided to us from LMA at no charge! All our sellers at the Southeast Missourian participated in the 3 sales training sessions offered. Each seller took away at least one thing they personally could implement. For our group though, we are creating sales bio pieces for each rep, with their specific benefit statement and client testimonials. This was a key item that Kelly Wirges discussed in her "Prospecting that Pays" presentation.

A big thank you to LMA for providing this tremendous new benefit! ”



Donna Denson
Ad Director
Southeast Missourian
Rust Communications (MO)



LMA members welcome to join

WAN-IFRA North American Study Tour: Digital Advertising Strategies

Media company challenges digital minds to create "game changer" mobile breakthroughs.

This six-day tour is scheduled for November 4 through November 9, 2012 and includes stops in Washington DC, New York City and Chicago, IL. Local Media Association members can register for this study tour at WAN-IFRA member rates.

Join media professionals from around the world as they visit some of the top digital innovators in the US and learn what platforms and technologies they are using and how they make money with digital.

Highlights include stops at The New York Times, Associated Press and The Daily in New York. You'll experience Election Day first-hand in Washington D.C and be the guest of the sales team at the Washington Times. In addition, you'll meet with Gordon Borrell, CEO, Borrell Associates and visit The Chicago

Tribune and Cars.com in Chicago.

Topics discussed along the way include:

- Successful digital campaigns
- Cross-media campaigns/packages
- Platforms and products: what is offered and in what packages
- Prices for digital advertising products
- Process/workflow: cooperation with media agencies or direct sale?
- How is the sales team organized: how companies make sure that they have the digital expertise

Complete program details are available on the WAN-IFRA web site at: <http://www.wan-ifra.org/events/study-tour-digital-advertising-strategies>

Website paywall study findings

The Newspaper Association of America recently examined 156 newspapers that have enacted some kind of paywall on their website. A few tidbits:

- Metered paywalls are the most common, with 87 percent of newspapers allowing readers access to a certain number of articles before requiring a digital subscription. The blog Ebyline, which really dug into the data, notes that the average number of articles allowed before the paywall is 11.2.

- Free digital access for print subscribers is not a given. Just 53 percent of the papers

give print subscribers free digital access, with the rest offering print subscribers a discounted rate.

- Of the paywalled papers included, six percent have a circulation over 250,000; four percent have a circulation between 150,000 and 250,000; and 89 percent have a circulation under 150,000.

- Ebyline has a great graph showing the pace of paywall adoption. It shows a major spike in paywalls in 2011, at around the time that the New York Times added its metered paywall, and adoption accelerating again through 2012.

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Betty Carr To Receive Dean S. Leshner Award

Local Media Association's highest individual honor salutes leadership, innovation and achievement.

From a humble start as a part timer in the classified department of Oshawa This Week, Betty Carr forged an outstandingly successful decades-long career in the community newspaper industry. Now, capping off her professional career from which she just recently retired, Carr has been selected to receive the Local Media Association 2012 Dean S. Leshner Award and will be honored at this month's LMA Fall Conference



in Atlanta. This lifetime achievement award, LMA's highest honor is bestowed annually on an individual who has enhanced the industry through leadership, innovation and achievement of excellence in both their company and community.

In honoring Carr, who retired from her position as vice president of Metroland Media Group's Toronto division and publisher of Toronto Community News in the spring, LMA

is saluting one of the industry's finest. She has made a vast imprint on the local community newspaper industry, within her company and in her community. According to Peter Haggert, Editor in Chief of Toronto Community News, "(Betty is) someone who fought an uphill battle, took a one-paper publisher's job nobody wanted, and turned it into an incredibly successful franchise of community newspapers in Canada's largest city."

"Betty was my publisher for the past two years and every day I reap the benefit of what she's done for this company, this industry and this community," added Haggert. Her staff and colleagues praise her instincts and skill at enabling an innovative and progressive work place. She is regarded as the type of leader who innately knew when to step in and when to give staff room to grow, build and flourish. Her thirst for new ideas and growth opportunities for her company was complimented by her desire to do good by her staff and the combination has yielded outstanding achievements and a prevailing pursuit of excellence that is a hallmark of her company. Metroland is frequently a leader in total number of awards in LMA contests and just last month took 16 awards, the most of any non-daily member, in the 2012 Local Community Web Site Contest.

Carr has been a key driving force behind expansion of Metroland's Toronto division and has implemented business strategies to build a strong, successful brand in a very competitive market. Under her leadership, TCN has transformed into one of Metroland's best-performing and most diverse divisions, publishing nine community publications and reaching over 500,000 homes each week. She also guided the expansion of TCN's advertising arm and today, the company has grown to become the largest flyer distributor in the city of Toronto.

Metroland Media is part of TorStar Corporation and its Board Chairman John Honderich praised Carr's selection as the Dean S. Leshner award recipient. "Betty's business acumen is nothing short of exceptional. Her dedication to her community was legendary," said Honderich. "Every once and a while, a

publisher comes along who makes a huge difference. Betty Carr is one of those."

Within Local Media Association

With an easy smile and affable nature, Carr was a welcome face and a fixture at Local Media Association annual conferences over the past many years. She inevitably came to these gatherings with an armful of handouts, prepared to share innumerable new ideas and initiatives that were blazing trails, and revenue, in her company. One of those initiatives included a digital platform for preprinted circulars, www.flyerland.ca that was launched well ahead of the now popular move to online for deals, coupons and circulars.

Her increasing involvement with LMA led to a position on its all-volunteer, very dedicated and hard working board of directors and culminated with her leadership of that board in the 2009-2010 term. Her service to the organization came during a time of significant transition for the industry and the association. Through a pioneering spirit and focused vision, she contributed to numerous strategic initiatives that have been implemented over the last several years. As board chair, Carr was instrumental in preparing Suburban Newspapers of America (now Local Media Association) for a solid future. She was a strong advocate of the name change and embraced any opportunities, even if they were risky, to help the membership with the digital transformation.

Nancy Lane, President of Local Media Association, praised Carr as a farsighted leader, friend and mentor. "Betty Carr was simply one of the best board chairs that we ever had", said Lane. "She served as a mentor to me and I am a better leader and person because of my exposure to Betty. She was extremely loyal, engaged and hard-working during her time on the board. I am thrilled that she is getting this much deserved recognition."

About the Dean S. Leshner Award

Since 1982, Local Media Association (formerly Suburban Newspapers of America) has awarded the Dean S. Leshner award annually in recognition of outstanding leadership within the local newspaper industry. This highest individual honor is LMA's most prestigious award and is named after legendary American newspaper publisher Dean Stanley Leshner, founder of Contra Costa Times (CA) and the Contra Costa Newspapers chain. He was also a well-known philanthropist in the San Francisco Bay Area.

Leshner died in 1993 at the age of 90, eleven years after receiving the award named in his honor. In 1995, Leshner's heirs sold the Contra Costa Times to Knight-Ridder for \$365 million.

The Dean & Margaret Leshner Foundation, established in 1989, continues to be administered by Leshner's heirs, and it grants hundreds of thousands of dollars annually for community improvement and educational scholarships.



The Gavel Passed From Parker to Carr

"I'm very proud of the fact that I nominated Betty to the executive committee of the SNA board. There was more than a little self-interest in that decision because I knew that eventually she would be my wing-man during my own tour of duty as board chair. And by that point I knew no one was more dependable than Betty Carr. When she volunteered to help, you could really count on it. This was brought out in high relief when, early in her board tenure, she presided over one of the best-ever fall conferences, in Toronto. I think she personally accounted for a third of the attendance. As a bonus, she got all conference attendees free access to the owners' box for a Toronto Blue Jays ball game.

But with Betty you got a boatload more than just dependability. She was brighter than the rest of us ink-stained wretches. This was manifest in the myriad of thoughtful presentations she made at SNA conferences over the years. At the board level, she was brilliant in her strategic brevity. Somewhere in her upbringing she learned that, in the verbal arts, less can be more. I can recall several instances during sometimes interminable board discussions where Betty, quiet up to that point, synthesized seemingly incompatible views in such a way as to render moot further discussion. Lest this make her appear something of a shrinking violet, let me be clear that Betty has a backbone of steel, which made her a powerful and effective advocate for SNA and its various initiatives such as Local Point Media and Zip2Save."

— Steve Parker, Co-Publisher, Recorder Newspapers (NJ) and 2008-2009 Chairman of the Board for Local Media Association (formerly Suburban Newspapers of America). Steve currently serves as Chairman of the Board for the Local Media Foundation.

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▶▶ Classified cont'd from pg 1

Other Sessions

Selling and securing classified advertising is increasingly more



Gloria Fletcher



Kelly Wirges

challenging each year and the committee planning this conference knows well that it's important to deliver an agenda that educates, inspires and provides an ROI that makes attendance worthwhile. You won't be disappointed. Expect to learn about:

Real Estate – Multimedia Packages that Work

Hear firsthand how RE professionals are working with media companies like yours to customize and build successful marketing programs that include readily available print and online products.

Research Report - Uncovering the Mystery of Recruitment Advertising Spending

Noted media analyst Gordon Borrell, CEO, Borrell Associates, will delve into the realities of today's recruitment ad spend and will explore surprising insights and the Borrell forecast for 2013 and beyond for this important

category.

Social Marketing/Social Commerce 2.0

This session will provide real life examples of how today's social media platforms like Facebook, Twitter, Linked in, Pinterest and Instagram are being used successfully by media companies and their advertisers to increase their overall marketing impact.

Expanding Mobile Technology This session will look at mobile applications well beyond the standard garage sales & open houses. Case studies demonstrating current practices at local media companies are planned.

Value Proposition - Online and Print Products

Expect to take a practical look and hear candid discussion about selling multimedia in today's dizzying environment. It can be a challenge to pinpoint the right mix of print and online options that will deliver maximum results for your advertisers and this session will identify marketing programs that work (and those to avoid).

Plus much more including: Interactive Employment Opportunities – Hyperlocal Partnerships

Roundtables on Pay Per Inquiry and Automotive/Strategic Partnerships

Total Business Solutions: Outbound Call Centers

LMA Classified Multimedia Conference

November 7-9, 2012

Sheraton Chicago O'Hare Airport Hotel
Chicago, Illinois

Who Should Attend: Classified Managers, Advertising Directors, Publishers, Interactive Managers, Employment Managers, Real Estate Managers, Automotive Sales Managers, Call Center Managers and Senior Level Executives.

Registration Fees

for LMA Members:

Classified Avenue Participants: \$259.00 per attendee
Non-Classified Avenue Participants: \$395.00 for the first attendee, \$345.00 for each attendee thereafter

for Partner Association Members:

\$495.00 for the first attendee, \$445.00 for each attendee thereafter

for Non-Members:

\$595.00 for the first attendee, \$545.00 for each attendee thereafter

Hurry! These early bird rates expire October 19, 2012.

Hotel Information

Sheraton Chicago O'Hare Airport Hotel
6501 North Mannheim Road
Rosemont, Illinois 60018

Room rate \$149 per night (single/double) plus tax. Call (888) 627-8117 for reservations. Hotel is still taking reservations BASED ON AVAILABILITY. Hotel reservation deadline is October 14, 2012.

Member News:



James McClure



Nancy March



Matt DeRienzo



Nancy Conway



Greg Moore



Michael A. Anastasi



Bob Moore



Glenn Gilbert



David Little



David Butler

DFM Revamps Editorial Structure

James McClure Named Company's East Editor

Digital First Media, which operates MediaNews Group and Journal Register Company, has restructured its editorial management to improve newsgathering efforts, communication and collaboration across the company's newsrooms.

James McClure of the York Daily Record/Sunday News has been appointed East Editor, and will manage editorial content for Digital First Media's properties in Connecticut, Massachusetts, New Jersey, New York, Pennsylvania and Vermont.

Additionally, the DFM has appointed several supervising editors who will deliver key support and work to improve newsroom communication, provide coverage coordination on regional stories and improve collaboration between newsrooms.

Matt DeRienzo, who currently oversees its Connecticut properties, will now supervise all DFM properties in Connecticut, New York, Massachusetts and Vermont. **Nancy March**, Editor of The Mercury in Pottstown, Pa., will supervise Pennsylvania and New Jersey properties.

Nancy Conway, Editor of the Salt Lake Tribune, will supervise Colorado and Utah properties. **Glenn Gilbert**, Editor of the Oakland Press, will supervise properties in Ohio, Michigan and Minnesota. **Bob Moore**, Editor of the El Paso Times, will continue to oversee properties in Texas and New Mexico.

David Little of the Chico Enterprise-Record will supervise Northern California community newspaper properties, and **Michael Anastasi** will assume his recently announced role overseeing the Company's Los Angeles News Group properties.

"One of the challenges in managing such a large physical footprint in a time of transformation is making sure our newsrooms are getting the best and most recent information possible," said Jim Brady, Editor-in-Chief of Digital First Media. "Elevating these excel-

lent editors into broader regional roles will unquestionably improve communication across the company."

"This is an important step for us as we move forward with full web and print redesigns, the rollout of Project Thunderdome and as we head into election season," said Brady. "Our newsrooms deserve the best system of communication we can provide, and these appointments will allow that to happen."

CNHI Elevates McCloskey, Quillon to SVP

Community Newspaper Holdings Inc. (CNHI) has appointed two new senior vice presidents and division managers.

Robyn McCloskey, regional publisher of the Kokomo, Ind., Tribune and Pharos-Tribune of Logansport, Ind., will lead the company's newly created Midwest Division. **Robin L. Quillon**, publisher of The Tribune-Democrat in Johnstown, Pa., will lead the new Allegheny Division.

"Robyn and Robin are industry veterans who understand the important job of local newspapers as the foremost providers of news and information in their markets," said Keith Blevins, CNHI's chief operating officer. "In these challenging times, our industry needs visionary leaders who find new ways to connect with readers and advertisers. I cannot think of more talented executives than Robyn and Robin, who have demonstrated high expectations for quality products and revenue performance."



Robyn McCloskey



Robin L. Quillon

Member News:

Burl Osborne, GateHouse Media Board Member, Dies

Burl Osborne, one of the newspaper industry's most respected leaders, died suddenly last month at the age of 75. Mr. Osborne is best known in the industry for his time at the Dallas Morning News. He had been a director of GateHouse Media since 2006 and dedicated his career to journalism.



Burl Osborne

"We were deeply saddened to hear the news of Burl's passing," said Michael E. Reed, Chief Executive Officer of GateHouse Media. "It was truly a privilege to know and work with Burl and I considered him both a mentor throughout my career and a great friend. He truly was one of the nicest and most respected individuals I had the pleasure to work with. Burl's dedication and passion to our industry will be sorely missed."

Anderson to Peoria

Dennis Anderson has joined the Peoria Journal Star (IL), GateHouse Media's largest newspaper, as its new executive editor.

"I've been in community journalism my entire career. It's where news matters to people personally and where, as journalists, we can make a difference as a watchdog, story-



Dennis Anderson

teller and a community partner," said Anderson. "I believe we have an opportunity in Peoria to expand and develop our digital offerings. To me, that's a fun and exciting challenge."

Anderson comes to the Journal Star from the Lawrence, Kan., Journal-World, where he worked as managing editor for seven years. The paper was an industry leader in multimedia storytelling under his leadership. The Journal-World won three consecutive Associated Press Media Editors Digital Storytelling Awards (2007-2009), and finished second in 2010 and 2012.

Freedom Communications Gets New Owner

2100 Trust, LLC has acquired Freedom Communications Holdings, Inc. The company, under its new ownership, will continue to operate as Freedom Communications.

Freedom Communications publishes the following daily newspapers, as well as a full complement of associated non-daily and specialty publications and websites:

- Colorado Springs (CO) Gazette - 54,400 circulation
- Orange County (CA) Register - 170,300 circulation
- Barstow (CA) Desert Dispatch - 2,900 circulation
- Marysville (CA) Appeal-Democrat - 15,700 circulation
- Porterville (CA) Record - 7,800 circulation
- Victorville (CA) Daily Press - 20,300 circulation
- Yuma (AZ) Sun - 18,100 circulation

Over the past several months Freedom completed the sale of its other newspaper assets and broadcast properties. Terms of the transaction were not disclosed. Dirks, Van Essen & Murray, a newspaper merger and acquisition firm in Santa Fe, New Mexico, represented 2100 Trust in the transaction.

Freedom's incoming CEO, Aaron Kushner, said "For many years Freedom Communications has stood for journalistic excellence and dedication to the communities that it serves. We are honored to take the reins of such storied franchises and look forward to working with the many dedicated employees of our newspapers."

2100 Trust, LLC is a privately held company that believes strongly in the future of journalism and the newspaper industry. The company is dedicated to enhancing and enriching the integral relationship that its newspapers have with their local communities through a dedication to rich content and quality reporting.

Buffet Bullish on Small Market Papers

Warren Buffett's Berkshire Hathaway Inc. has nearly doubled its stake in newspaper publisher Lee Enterprises.

Buffett, who three years ago said he wouldn't touch a newspaper stock, has recently has been beefing up his investments in them. The famed value investor favors small-city newspapers that he feels have deep ties to their communities and more limited competition.

Except for the St. Louis Post-Dispatch, all of Lee's 52 newspapers are in small cities and towns.

Newspapers are selling at a third of the price of a few years ago but newspapers still turn out operating profits equaling 10 percent or more of revenues, notes long time newspaper industry analyst John Morton. "There are industries that never expect 10 percent margins in the best of times, and newspapers are doing it in their worse times," he said.

Sequim Gazette Honored

Staffers at the weekly Sequim Gazette (Sound Publishing) recently earned several individual awards at the National Newspaper Association's Better Newspaper Contest. The Gazette also was named a General Excellence Award winner in the non daily, circulation 6,000-9,999 division.

Schurz Seeks Student Innovation Cash Awards Offered For Innovators At Indiana University's School Of Informatics And Computing

Schurz Communications is collaborating with Indiana University on an innovation challenge beginning fall semester. Hoosier undergraduates, graduate students and faculty will be asked to consider real-world digital solutions and opportunities for 21st-century media companies. There will be sizable cash prizes for winning prototypes that meet agreed guidelines. Beyond money and resume

enhancement, participating students will be competing for local, statewide and national media recognition, as Schurz Communications operates cable, high-speed data, TV, radio, print and digital (mobile, social and desktop) media businesses in Indiana and across the U.S. Winning innovators will have opportunities to advance their ideas, as Schurz and its investment partners are actively seeking early-stage technologies.

To enliven projects, the IU School of Informatics and Computing will receive custom feeds, application programming interfaces and real-world datasets from Schurz Communications' wide array of media businesses and vendors.

"We are delighted to partner with Schurz Communications on this exciting collaboration," said Informatics Dean Bobby Schnabel. "Partnerships like this energize our students and create even more excitement about the breadth of opportunities available in the school. Together, Schurz and our school can push the envelope of innovation, encourage entrepreneurial activities and have real impact on the world."

DV
&M

FREEDOM COMMUNICATIONS HOLDINGS HAS SOLD

ORANGE COUNTY (CA) REGISTER
170,300 daily circulation

COLORADO SPRINGS (CO) GAZETTE
54,400 daily circulation

VICTORVILLE (CA) DAILY PRESS
20,300 daily circulation

YUMA (AZ) SUN
18,100 daily circulation

MARYSVILLE (CA) APPEAL-DEMOCRAT
15,700 daily circulation

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Borrell Benchmarking Reports

Quick turnaround; good tool for budgeting

To help companies with their 2013 budgets, Borrell Associates is now offering a benchmarking report that helps companies understand how they are doing in the marketplace and what the potential is. Intelligence like this can help make the case for additional resources and aid in identifying prime areas to focus expertise, energy and budgets.

A recent report, done for a TV group, revealed some compelling highlights such as:

- Local online ad spending within the company's footprint will be approximately \$901.5 million this year.
- In 2012, the company will achieve a 1.32% share, or \$11.9 million.
- The company is benchmarking high against its peer group. (If they were benchmarking "average," they'd get \$5.3 million less.)
- Digital revenues have experienced a 5.8% Compound Annual Growth Rate (CAGR) since 2008.
- Advertisers in this market have increased their online ad spending by 10.5% CAGR.
- The company's market share has declined 1.25 points in that time period.
- The company's market potential vs. peer-group best-practices is \$29.6 million.

The report is \$2,495 and takes a few days to turn around. Borrell follows it up with a webinar to discuss the results. "It goes a LONG way toward underscoring the potential, and thus the need for additional resources. Lots of newspapers managers need that right now," says Gordon Borrell, CEO, Borrell Associates.

For details, contact Gordon at gborrell@borrellassociates.com or 757-221-6641



The Welcome Mat Is Out

Help us welcome these folks who have joined LMA recently:

Alliance Publishing Company
Alliance, Ohio
Ron Waite, Jr., rwaite@dixcom.com,
www.the-review.com

Colorado Mountain News Media
Gypsum, Colorado
Jim Morgan, jmorgan@cmnm.org,
www.swiftcom.com

Deseret Digital Media
Salt Lake City, Utah
Christopher Lee, cleee@deseretdigital.com,
www.deseretnews.com

Durango Herald
Durango, Colorado
Ken Amundson,
kamundson@durangoherald.com,
www.durangoherald.com

Enterprise Publishing Company
Blair, Nebraska
Mark Rhoades,
mrhoades@enterpriseub.com
www.enterpriseub.com

Greeley Publishing Company
Greeley, Colorado
Bart Smith, bsmith@greeleytrib.com,
www.swiftcom.com

The Greeneville Sun
Greeneville, Tennessee
Gregg K. Jones, gregg.jones@jonesmedia.biz,
www.greenevillesun.com

Nevada County Publishing Company
Grass Valley, California
Jeff Ackermanjackerman@theunion.com,
www.theunion.com

News-Review Publishing Company
Roseburg, Oregon
Pat Bridges, pbridges@nrtoday.com,
www.swiftcom.com

The Columbus Republic
Columbus, Indiana
Chuck Wells, cwells@therepublic.com,
www.therepublic.com

Shelby County Reporter
Columbiana, Alabama
Tim Prince,
tim.prince@shelbycountyreporter.com,
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Sierra Nevada Media Group
Carson City, Nevada
Mark Raymond,
mraymond@sierranevadamedia.com,
www.swiftcom.com

Suffolk News-Herald
Suffolk, Virginia
Steve Stewart,
publisher@suffolknewsherald.com,
www.suffolknewsherald.com

New Associate Members
Anygraaf USA, Inc.
Owings Mills, Maryland
Bill Ryker, bill.ryker@anygraaf.com,
www.anygraaf.com

Block Electronic News Network (BENN)
Pittsburgh, Pennsylvania
Jack Ratzsch, jratzsch@blockonline.us,
www.blockonline.us

Ebyline, Inc.
Sherman Oaks, California
Bill Momary, bill@ebyline.com,
www.ebyline.com

HDS Premier Consulting, LLC
Laguna Niguel, California
Debbie Holzkamp, dholzkamp@hdspremierconsulting.com,
www.hdspremierconsulting.com

LSN Mobile
Atlanta, Georgia
David Grayson,
dgrayson@lsnmobile.com,
www.lsnmobile.com

NewsCred
New York, New York
Alicianne Rand,
alicianne@newscred.com,
www.newscred.com

Profile America
Atlanta, Georgia
Patty Lundy,
pattylundy@profileamerica.biz,
www.profileamerica.biz

The Center for Sales Strategy
Tampa, Florida
John Henley,
johnhenley@csscenter.com,
www.thecenterforsalesstrategy.com

Virtual Paper Inc.
Longueuil, Quebec
Genevieve Allard,
gallard@myvirtualpaper.com,
www.myvirtualpaper.com

▶▶ Boydston cont'd from pg 2

chick or egg scenario. It takes a lot of guts to forgo easy (but low margin) banner revenue for the more lucrative but slower sales cycle of ROP.

Q Can you share some of the key steps you've taken to accomplish replacing banner ad revenue?

A Take existing home page banner ads and call them remnant. Any time an A1 ad is sold, it takes over the home page ad position. As this picks up steam, a tipping point is reached. The value of banner ads is diminishing as the ROP value increases. This provides a natural incentive for advertisers to move from banner ads back into ROP.

Q Digital sales are growing phenomenally in your company with one of your papers showing increases of over 5000%. Details please!

A The math is simple. Your home page is your digital A1 - increase digital rates accordingly.

I'm totally serious. At davisenterprise.com, ads on the home page are the same ads that appear on A1, and vice versa. It's "one rate to rule them all."

Much to our surprise and pleasure, we are now selling more A1 advertising than ever before.

The math is simple. Your home page is your digital A1 - increase digital rates accordingly.

I'm totally serious. At davisenterprise.com, ads on the home page are the same ads that appear on A1, and vice versa. It's "one rate to rule them all."

Q I understand that substantial rate increases for your digital offerings are planned for 2013 - can you give us some insight into the thinking behind this as well as the strategy for executing this with your advertising community?

A When we were selling banner ads, our slogan could have read: "We deliver your message to half our audience, half of the time." This is because ROP ads did not exist for our digital readers. On top of that, we often rotated the banner ads, making it difficult to actually find a specific clients' ad.

Our new slogan: "We deliver news, information and advertising. Would you like paper or plastic today?"

Digital presentation of ROP ads is not an upsell, nor is it "value added." Instead we have positioned our digital publications on equal footing with print.

The strategy behind a rate increase goes like this: "Should we apply ourselves to affect a percentage rate increase to the digital publication or regular ROP? Which would be more profitable?" Ultimately, newspapers need to evolve past print vs. digital. Journalism must deliver value greater than the sum of its parts to survive.

Our future lies not in a digital revolution, but rather a digital renaissance of the values, principals and economics that once made newspapers great.

Q Now that you have the benefit of some hindsight wisdom relative to the merging of your publications and companion changes, can you share any tips for others who might like to adopt similar strategies? Best practices, things to avoid?

A Go all-in. Choosing to go to market with a single publication is challenging, but it becomes more so if you allow exceptions to creep in. Make sure your sales reps can say with confidence that every ad, with every story is consistent on every device.

Ignore stats. We are perfectly capable of selling ROP advertising without quoting clicks-thru rates, or guaranteeing impressions. We are not selling clicks or distribution, we sell access to our audience. It's not that ads aren't clickable, they are. But this is not what the advertisers is paying for.

Ads are also optimized for mobile, providing click-to-call for all ROP ads. Advertisements are also shared to facebook and Twitter, but these are all qualitative statements that describe why our publication is so great, not a description of individual products.

Q And finally, can you give us some insight into how you practice innovative thinking in your company? I know that could seem like a vague or odd question, but perhaps you can share some guiding principles or practical examples of your culture and/or mode of operation that enables you and your colleagues to 'think out of the box' and plan for a productive and successful future.

A The easy answer is: "Question everything you do" and "say yes" to staff when they show initiative to change something. You can't encourage people to think outside the box, if it's not safe for them to challenge existing assumptions and patterns. This means saying yes wherever possible. Even if you think it's a bad idea, or you don't like it. People are smarter than we give them credit for, they need room to fail in order to thrive.

Have a clear mission that tells the world why we exist: "We care about freedom of speech, democracy and our community. We practice journalism because it enhances these things."

Fully articulate your strategy so that staff understands that it's based on integrity and long term growth rather than current fads or manipulation.

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Photo of the month



Photographer: David F. Sherman • The Amherst Bee (NY)

Firefighters waded into the heart of the blaze on Main Street on a cold wintry night in Snyder, New York. Several businesses were affected, resulting in an estimated \$1 million in damage.

classified avenue update:

DEANNA LEWIS



Director of Sales
LMA Staff

ClassifiedAvenue.net Expands Reach & Footprint

This NO COST program is available to all LMA members

The ClassifiedAvenue.net marketplace is up and running, albeit in beta mode, but already numerous LMA members have partnered and the ad volume on the site is growing steadily. All are invited to participate and doing so will enable added exposure and value to your classified advertisers by giving them the extra digital punch brought by this professionally created and maintained site.

This new classified website has been developed in partnership with AdPerfect with the purpose of providing local publications a North American wide platform to offer their local, regional and national advertisers. All LMA members are invited to upload their classified ads from the following categories: business opportunities, antiques, help wanted, education, adoption, professional services, real estate, rental properties, financial services, health/wellness, pets and miscellaneous items for sale.

A major asset of the ClassifiedAvenue.net design is the ability to drive all searches back to the local publisher's website; this mutually beneficial partnership is the perfect way to share content and drive traffic to members' local websites.

Other benefits

- Absolutely no cost to Local Media Association members to participate
- Customers are delivered back to the website of origin when accessing a classified ad; this feature creates a two-way street between ClassifiedAvenue.net and the local website(s)
- More traffic to the newspaper sites
- Attracts consumers who otherwise may not have visited the local newspaper site
- Maximizes customers advertising reach
- Competes with, and provides an alternative to, other online classified

aggregators

- Creates cross-category & cross-community shopping possibilities
- Extends the local publishers' brand exposure through strategic logo placement
- Increases the value of advertising in your publication
- Generates additional leads and inquiries for your advertisers
- Increases advertiser exposure beyond your local website and marketplace

Key Features

- Search engine optimization (SEO): classified search is trending towards beginning at the search engines, not specific classified sites. A SEO approach increases ad visibility and provides better coverage
- Multi-faceted search: consumers can search by keyword, category, location, etc.
- Mobile-ready site: content can be made conveniently available to consumers on any smart phone
- Geo-location awareness: con-

sumers are shown ads that are closest to their location

Hosted by AdPerfect: no downloads, no updates

Uploading your ads to www.ClassifiedAvenue.net is a turn-key process. AdPerfect will work within each publisher's existing framework to develop a customized upload procedure for each participating publication. Current AdPerfect clients' ads can be seamlessly incorporated onto the site. The only request made of participating publications is that they include a 'widget' on their marketplace pages that links directly to www.ClassifiedAvenue.net

This is an excellent, no cost opportunity for every LMA member. If you are interested in participating in ClassifiedAvenue.net, please contact Deanna Lewis, Classified Avenue Sales Director: deanna.lewis@localmedia.org or (207) 384-5022.



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