

LocalMediaToday

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INNOVATE | EDUCATE | INSPIRE

Chicago in Spring Means Revenue

LMA/Blinder Revenue Summit set for May 15-17

Local Media Association has again teamed with The Blinder Group to offer members a fast paced, three-day Revenue Summit that is diametrically opposite of 'same old, same old'. Instead, the Revenue Summit will showcase new ideas and approaches to engage your customers that will yield innovative revenue strategies that can be implemented immediately AND with existing resources. "Big is the key word here as all sessions will focus on substantial revenue gains - not pennies on the dollar," says Nancy Lane, Local Media Association president.

The potent program is designed explicitly for local media professionals who focus on advertising sales to SMB's. The agenda is supercharged, just like moderator and super sales guru Mike Blinder, with a laser focus on local me-



The Local Media Revenue Summit

May 15-17 - Chicago, Ill. -
Avenue Crowne Plaza Hotel & Suites

Presented by Local Media Association and The Blinder Group

Registration for the summit is an affordable \$395 for all three days; optional \$199 registration for one-day only attendance on either

Wednesday or Thursday. Avenue Crowne Plaza Hotel & Suites, Chicago, Ill., is the base for the 2013 gathering and the LMA discounted rate for rooms starts at \$149 for reservations made by April 23rd.

Full agenda and online registration at www.localmedia.org. The LMA HQ staff stands ready to assist and can be reached at 888-486-2466.

dia company sales to Main Street merchants. Blinder, President of The Blinder Group, along with LMA's Lane and VP/Operations Al Cupo have assembled the best of the best to showcase new and pioneering revenue streams. Attendees can expect immediately actionable, big, bold ideas to return home and make more money with existing resources.

"As much as I love the research and predictions that tell us where our industry is going; I like to focus this conference solely on how to make money with what we have today," says Blinder. "I promise you're going

to leave this summit being able to make money immediately."

Great Expectations

Past attendees are practically unanimous in their praise of the Revenue Summit's effectiveness. The 2012 Revenue Summit evaluations included comments like "a fantastic resource of ideas and perspectives throughout the industry and beyond" and "a content-

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Pack & Learn:

2013 Innovation Mission Announced

Hurry! Limited to 24 participants

Late last month the Local Media Foundation opened registration for the 2013 Innovation Mission and now is the time to snag one of just 24 slots for this enriching and powerful study tour. Over

the course of six days, the mission is set to provide a maximum of two dozen participants a front row seat and deep immersion into several progressive and innovative technology and media companies including The Plug and Play Tech Center in Silicon Valley, Facebook, the San Francisco Chronicle, The McClatchy Company, Emmis Radio and The Denver Post/AdTaxi. Twitter is tentatively confirmed and Craigslist has been invited.

The small group, week-long Innovation Mission will commence Sunday, June 2 in San Francisco



and conclude Friday, June 7 in Denver. A true study tour, the agenda is optimized to provide maximum exposure to pioneering visionaries at the companies visited and to fellow travelers. Participants should be

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Special Invitational Webinar Free for LMA members

The LMA board of directors encourages all members to partake in the April 18 webinar entitled Transformation A & B Two Routes to Resilience. Important, transformative lessons to be shared by Deseret Digital president Chris Lee. See details on page 3.



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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 Steve Wagenlander



In the low country of South Carolina, complete with shrimp boats at Shem Creek near Charleston Harbor.

Steve Wagenlander

Director of Audience Development
 The Post and Courier, Evening Post Publishing Company
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Metered Content The Membership Advantage

Q I want to explore your membership conversion initiative but before we get into that, can you give us a thumbnail of your company, market and competitive landscape?

A I get the pleasure of working for a great company in one of the most beautiful and historic cities in our country. The Post and Courier is located in Charleston, South Carolina and is privately held by local ownership. Our primary competition comes from three local television stations, a plethora of other print products and increasing number of local digital companies.

Q And, please share your professional pathway to your role as Director of Audience Development.

A Prior to moving to Charleston in 2000, I worked at both The Indianapolis Star and The Lexington Herald-Leader. My work at these papers included stints as a carrier, district manager, single copy manager, home delivery manager and marketing manager.

Q I understand that last spring your company launched a new program to convert subscribers to 'members' involving print-digital-mobile. We'll drill down in subsequent questions but to get us started, can you please share the general aspects of what this program is and the impetus that drove the decision to make this move?

A We basically came to the conclusion that the on-line strategy we had been using over the past number of years was not effective and we needed to go in a different direction. Creating content, whether that content is news or advertising, is our company's core competency. There are very few successful business models where you can give away your core competency for free and expect to stay in business for an extended period of time. Credit for whatever measure of success we have experienced goes to the leadership demonstrated by our now retired Publisher, Bill Hawkins, and our Membership Committee.

Q Setting the strategy for membership levels and what to charge for them was clearly a key ingredient of your program – can you give us some insight into the various membership levels, how you arrived at them and the pricing to charge for them?

A As indicated by the grid, our pricing strategy was designed to encourage members to take a print paper every day of the week by pricing our Daily Advantage membership most favorably. While other home delivery frequencies are available through our Weekend Advantage and Custom Advantage options, we have been successful in having the vast majority of our members opt for daily home delivery.

Membership grid

	Daily Advantage	Weekend Advantage	Custom Advantage	Digital Advantage	Non-member
Monthly membership	\$20 on EZ Pay	\$18 on EZ Pay	\$26 on EZ Pay	\$10 on EZ Pay	N/A
Post & Courier home delivery	Seven days per week	Friday -Monday	Your choice: Any days	N/A	N/A
Post & Courier website	Unlimited access	Unlimited access	Unlimited access	Unlimited access	N/A
Post & Courier mobile access	Unlimited access	Unlimited access	Unlimited access	Unlimited access	N/A
Post & Courier tablet app	Unlimited access	Unlimited access	Unlimited access	Unlimited access	N/A
Online commenting	Unlimited access	Unlimited access	Unlimited access	Unlimited access	N/A
Post & Courier e-edition	Unlimited access	Unlimited access	Unlimited access	Unlimited access	N/A
Subscriber rewards	Unlimited access	Unlimited access	Unlimited access	Unlimited access	N/A
Specialty magazines	Included with delivery	N/A N/A	Included with delivery	N/A	N/A
Post & Courier archives	Unlimited access	Unlimited access	Unlimited access	N/A	N/A
Sign-ons per account	2	2	2	1	N/A

Q Converting a big circulation base of 65,000 print subscribers to a new program is an enormous undertaking – tell us about the preparation, the timeline and the execution.

A Like any successful large project, the key to our implementation was effective team work. We selected a cross departmental Membership Committee of about a dozen members that were tasked with making this ambitious concept a reality. Our Membership Committee was formed roughly six months prior to our May 1, 2012 launch and met weekly for almost a year.

One key to our preparation was requiring each employee of The Post and Courier to attend a training session where we detailed our plan to convert to a membership model. At these meetings employees not only heard from our Membership Committee but also from Press+, our partner who helped up develop our membership strategy for our digital products.

Another effective element of these meetings was that each employee was given a guide that provided answers to what we anticipated would be the public's most frequently asked questions. We wanted every employee to feel comfortable that they not only knew what was happening from an internal perspective but felt comfortable in answering questions from their family and friends.

Q Your program involves many perks of membership including retailer discounts and invitations to local events. Managing such a program seems like it could be very labor intense – please comment on the organizational structure needed to support it. We'd also like to learn the details of any R&D partners that are giving you an assist.

A Following launch, our Audience Development (Circulation, Marketing) team was tasked with the responsibility of supporting the ongoing membership model. The team consists of roughly 20 full time employees. No staff was added due to our membership conversion. We partnered with Press+ to provide the technology we needed to have our website convert from free to metered. We also partnered with Rondino Promotions to assist us with our Membership Rewards program.

Q Tell us about the promotional aspects of the launch and the type of promo support you are giving it on an ongoing basis.

A Our marketing efforts were broken into launch and ongoing phases. The launch phase started 30 days prior to conversion and the messaging focused on education and value. The ongoing phase messaging shifted to activation and

Divide & Conquer?

By Gordon Borrell

The CEO of a newspaper chain recently asked my thoughts on separate staffs to manage digital ventures, and whether his publishers could effectively manage those digital staffs. It was the second such query I'd received in the past week and one that seems to be on a lot of publishers' minds these days. My response below applies to any type of traditional media company, and I thought it would be helpful to share with Local Media Today.

Dear CEO,

Your publishers are dumb as punk and will never "get" all this digital stuff.

OK, now that I have your attention..... I *lied*. Your publishers are smart — *really smart*. I've met them. They're so smart, in fact, that they are likely to knock the ball out of the park in print sales while using their heads to score a goal off a corner kick in digital sales.

I didn't mix metaphors by accident. How common is it for an athlete to be at the top of his or her class in one pro sport, and also in another? Never happens, right? The star might be pretty good in the second sport, but

never great. That's why we haven't seen fantastic print innovations over the past six or seven years. We've drawn our print managers too far into figuring out how to conquer the digital space — to the detriment of the product that generates 90% of our revenue.

Don't get me wrong. For 20 years I've been one of the industry's biggest proponents of chasing digital dreams. Those dreams represent the industry's best growth opportunity when pursued with the right strategy, but one of its greatest nightmares when pursued with the wrong one.

Remember "The Innovator's Dilemma" by Clayton Christensen? The author took great care to say that he studied the failure of "great firms" — not weak or mediocre ones — when it came to seizing a competitive opportunity. In every case, smart managers were unable to embrace two competing opportunities without screwing up one of them — or both. It just can't be done.

To succeed in the digital arena, newspaper managers need to reach a critical point in understanding. It's the point when they realize they might

be more of an impediment to the discussion than an asset. The result is a shift in thinking from, "We need to move this effort forward, faster," to, "We need someone to lead us." It is at that moment when they realize that their chief role is one of support, not leadership, control or even guidance.

Have you hired great people to lead you in digital? Many newspaper companies have, but have mitigated that great leadership by putting those people under newspaper management. Hence, your "leaders" are actually the publishers or GMs, not the leaders you thought you hired.

Here's the way I see things forming at successful "media" companies *that happen to own newspapers*:

1. The **publishers** report to the CEO. They are in charge of the



GORDON BORRELL

Local Media Association
Director, CEO,
Borrell Associates

newspaper, its website and related sales. Everything they do digitally is supportive of print goals of serving readers and advertisers; nothing strays from that mission.

2. The **digital managers** report to the CEO. They are in charge of the digital product set. They are charged principally with building a new business.
3. One doesn't report to the other, but #2 usually takes on #1 as a client.
4. There's a simple test to determine where you want to be as a company, versus where your strategy actually is. Simply answer this question: *Is the Internet a sustaining technology, or a disruptive one?*

Just about everyone answers "both," but their organizational structures support only the "sustaining" portion. They are expecting print managers to be a pro in both sports.

The decision is not whether you need a separate staff to manage digital. The decision is what you want your company to be.

Editor's note: We will feature a guest column written by one of our directors for the next five months.

Learn at LMA Webinars

Most are free to LMA members

It cannot be emphasized enough that if you are not taking advantage of the educational webinars that are part of your LMA membership than you are missing out on a huge benefit. Several webinars are produced every month tackling a vast array of topics for all divisions of a local media company. Most are free; some have nominal charges; all are recorded and archived and can be accessed via LMA's website.

E-mail alerts for all webinars with registration links are sent to all members. Alternatively, go to the website and register under the Webinars tab. Mark your calendars for these upcoming webinars.

All webinars are scheduled for 3PM Eastern unless otherwise noted. Here's the lineup for this month.

TUESDAY, APRIL 9 THE NEW DIGITAL ACCOUNT EXECUTIVE

FREE to LMA Members

Speakers: Stephen Warley
In this webinar, sales managers and account executives will learn the innovative teaching-oriented sales

conversation approach. Key topics covered in this webinar include 1. Stop Cold Calling; 2. Get Leads by Educating; 3. Sharing Success Stories.

Excellent training resource for sales managers and account executives.

THURSDAY, APRIL 18 TRANSFORMATION A & B – TWO ROUTES TO RESILIENCE

INVITATIONAL EVENT. The LMA Board of Directors has studied this topic and believes the valuable lessons in this webinar are critically important for LMA members.

All members are invited to attend this webinar at no charge. Register at www.localmedia.org under the Webinars tab.



CHRIS LEE

Speaker:
Chris Lee, president, Deseret News
Chris Lee will present the key

takeaways from a recent Harvard Business Review article, "Two Routes to Resilience," that was written by Clark Gilbert, Matthew Eyring and Richard N. Foster.

At the heart of the issue is the notion that there are two transformations underway in our industry ('A' representing the core business and 'B' representing disruptive opportunities). Lee will dive deep into the concepts presented in the article and will showcase concrete examples. Read more about this webinar in Nancy Lane's column on page 5.

TUESDAY, APRIL 30 RESPONSIVE DESIGN

FREE to IMA & LMA Members; \$89 fee for others

Speakers: Joe Boydston, Vice President for Digital McNaughton Newspaper Group; Todd Gilbert, Director of User Experience, Second



Street Media and more to come. Responsive design is a strategy that — at its heart — is holistic, open to the idea that all users across an audience will come looking for content, information and advertising on a number of different digital devices, made by an array of manufacturers and with screen sizes that vary from the smallest imaginable smartphone to the largest television screens. Responsive design aims to create the best possible experience for a digital audience.

This webinar will take a close look at the technology behind responsive design and explain how many publishers are now using this new technology to deliver their content across multiple platforms.

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packed, extremely well-executed, three-days! Extremely worthwhile." Attendees at this year's program should have high confidence that they too will be fully satisfied and energized by the program. So much so that LMA is offering a satisfaction guarantee or registration fees will be refunded.

Sessions Include:

- *Telesales: The Million Dollar Baby* (Todd Handy, Deseret Digital)
- *Driving Revenue & Innovation at Local Media Companies* (Kirk Davis, GateHouse Media)
- *Building & Monetizing an Email Database* (Matt Coen, Second Street and Scott Stines, mass2one)
- *Ten Hot New-Revenue Ideas from Europe* (Andre Eckert, MediaHouse Austria)
- *Digital Agency Services* (Chris Edwards, Cedar Rapids Gazette, Kelly Boylard, Truth Publishing Compa-



Mike Blinder, left, at the 2012 Local Media Revenue Summit. Shown here in a rare moment of actually sitting down, Blinder is typically moving at the speed of a whirling dervish. He will be moderating the 2013 Summit and his energy, passion and zeal for helping local media reps grow revenue is a big asset of attendance. Expect to be blown away!

ny, Zach Payer, Informed Interactive/Evening Post Publishing Company)

- *Monetizing Social: Local Media Innovation Alliance Case-Study* (Nancy Lane, Local Media Association)
- *Blocking & Tackling: Essential to Revenue Growth* (Bill Casey, Sun-Times Media Group and Rebecca Caparelli, GateHouse Media)
- *Stepping Up: It's Time to Lead, Create & Accelerate* (Mandy Schumaker, Higher Performing People Coaching & Consulting for Organizations & Entrepreneurs)
- *Revenue Roundtables: Growing Digital Revenue, Sales Structure/Compensation and Growing the Core Business*
- *Revenue Case Studies* from Research & Development Partners

Register Now

May is just around the corner so now is the time to make your travel and attendance plans. The block rate for hotel reservations is guaranteed through April 23rd.

Full agenda, registration for the Sum-

mit and links to the hotel reservation system are all found at www.localmedia.org. LMA President Nancy Lane urges all members to send at least one representative with a promise that the program will focus heavily on opportunities to better serve and monetize local businesses. Satisfaction guaranteed!

California Revenue Summit this month

April 24-26 – Los Angeles, Calif. – Sheraton Universal Hotel

LMA and The Blinder Group are also providing the programming for the California Newspaper Publishers Association's annual convention taking place in Los Angeles on April 24-26. A unique revenue summit agenda has been developed. Highlights include

- *Reinvesting in the Core Product*, Presented by Rob Curley, Orange County Register
- *Digital Agency Success Stories*
- *Strategies for Pay Walls/Charging for Content*
- *Mobile Strategies*
- *Understanding SMB's Needs & Opportunities* & much more

LMA members are invited to attend the California event at CNPA member rates. Details and registration are found at www.localmedia.org.

Exhibit & Sponsorships Opportunities

The research and development arm of our industry has never been more vital or valued and the upcoming Revenue Summit is an excellent venue to demonstrate the latest products and services. The audience at this industry gathering is focused on revenue development and includes publishers, advertising directors, retail advertising managers, classified advertising managers, interactive sales managers and senior sales executives.

There are many exhibit and sponsorship opportunities available including a limited number (four) Gold Level Sponsorships. Each of these Gold Sponsorships includes a fifteen-minute revenue related case-study during the Thursday afternoon working lunch. Gold Sponsorship availability is limited to the first four paid registrations.

Visit LMA's website at www.localmedia.org for more info and details, or contact LMA's Al Cupo at al.cupo@localmedia.org or 215-256-6801.

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prepared to be on the go from touch-down on Sunday to takeoff on Friday with full days and numerous working lunches and dinners.

"It's going to be a great week," says LMA President Nancy Lane. "This is our fourth Innovation Mission in six years and every attendee has indicated the ROI was well worth the investment of time and money. Many have made six and even seven-figure decisions based on attending a Local Media Innovation Mission."

What You Can Expect

The six-day chock full itinerary will deliver culture immersion, in-depth looks into business practices, ideology

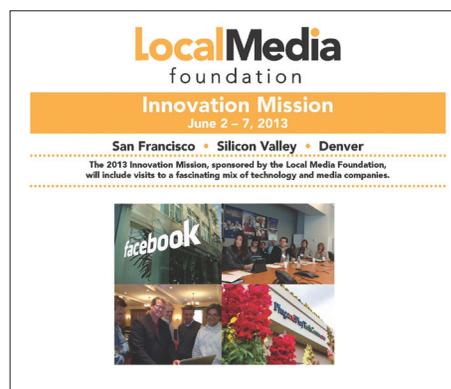
and vision, and first hand interaction with principal executives and fellow participants. In addition to this world class education, a comprehensive report is also included as is a series of follow up webinars and conference calls for attendees only.

Among the 2013 I.M. stops is The Plug and Play Tech Center, one of Silicon Valley's leading start-up business accelerators. They have invested in more than 1,200 start-ups including well known success stories PayPal and Dropbox and they recently announced a major partnership with Axel Springer, Germany's largest media house. Innovation Mission participants will meet with company executives who will showcase three of their project companies that are transforming the publishing world; they will also discuss opportunities for the newspaper industry. This will be a special visit for sure.

Another stop is at Facebook where attendees will meet with members of the Facebook local team and learn more about media partnerships. The stop here will also include a tour and lunch.

The full agenda, with all stops outlined, is found at www.localmedia.org, under the Conferences tab.

Past I.M. participants are unanimous in their praise for the value of this study tour. "I was thoroughly



energized and inspired by the companies that were pushing the envelope of cultural change," said Swift Communication's Dave Schmall after the 2012 West Coast Innovation Mission. Susan Cantrell of The Lawrence Journal-World also gave her 2012 experience two thumbs up. "It was an incredible experience and opportunity to not only visit these great companies, but also get the opportunity to network with such an incredible group of innovators in our own group," commented Cantrell.

The Details

The total cost for the 2013 Innovation Mission is \$3495 for reservations made by April 15; \$3795 thereafter.

The fee includes air from San Francisco to Denver; hotel accommodations for five nights (San Francisco and Denver); four dinners; four

lunches; five breakfasts; transportation to site visits (bus and cabs); all programming; speaker travel costs; room rentals/AV; four follow up webinars to foster the sharing of lessons learned and a comprehensive report that outlines the key takeaways from the trip. Exclusions: Air from home destination to San Francisco and back from Denver; airport transfers associated with these flights and one dinner.

Registration is limited to the first



twenty four reservations and is accepted on a first-come, first-served basis upon receipt of the deposit payment. Deposit of \$1,500 per person due to reserve spot (non-refundable as we will immediately book air and hotel to secure the best rates.) Final payment is due on May 1, 2013. In the event of a cancellation, LMA will refund the amount minus any non-refundable pre-pays that were made (for air and hotel) plus a \$150 cancellation fee.

LMA members are welcome to reach out to President Nancy Lane to discuss this tremendous learning opportunity. She is reached at (843) 390-1531 or nancy.lane@localmedia.org.

Goals for the 2013 Innovation Mission:

- Learn how leading companies create a culture of innovation
- Be exposed to the most promising case studies and new business models being developed by local media companies
- Learn how to think and disrupt like a start-up company
- Develop new ways to grow revenue and audience at your local media company

You're Invited ... Don't Miss This 90-Minute Industry Event on April 18

Join us for the Local Media Association event of the year! On April 18 at 3 PM EDT/2 PM CST we will host a groundbreaking webinar – 'Rebuild your core while you reinvent your business model.' This webinar is free to LMA members and association partners.



NANCY LANE
President, LMA

Chris Lee, president of Deseret Digital, will present the key takeaways from a recent Harvard Business Review article, "Two Routes to Resilience," that was written by Clark Gilbert, Matthew Eyring and Richard N. Foster. To read the full nine-page article visit HRB.org (sign in or register for free) and search "Two Routes to Resilience". There is a nominal fee to purchase. We encourage everyone to read it before attending the

event on April 18.

Lee will dive deep into the concepts presented in the article and will showcase concrete examples. At the heart of the issue is the notion that there are two transformations underway in our industry ('A' representing the core business and 'B' representing disruptive opportunities.). According to the article, "Transformation A' should reposition the core business, adapting its current business model to the altered marketplace. 'Transformation B' should create a separate, disruptive business to develop the innovations that will become the source of future growth."

The Local Media Association board of directors spent considerable time discussing the HBR article at the recent strategic planning meeting in January. The impact was so great that a separate board committee was established to address the dual transformation that is going on in our industry. One of the first action plans from this committee

was to host this event and expose the industry to this way of thinking.

So why did the LMA board spend so much time on this topic and why is it so

important to our association's mission and programming for 2013? Perhaps it is because of the balanced approach. So much of our revenue is still on the print side and yet most of the focus has been on the digital side. Local media executives are frustrated. This article reinforces the need to rebuild your core at the same time that you are reinventing your future business model. It makes sense.

Rebuilding the core does not mean business as usual. It is much more than cost cutting. It requires vision and answering some tough questions. It may also require some investment.

Reinventing the business model requires disruptive thinking and must be run separately from the legacy business. This includes separate staff and P&Ls – all of the things that we learned from the *NewspaperNext* project and Clay Christensen's book, *The Innovator's Dilemma*.

This event on April 18 is a must-attend for anyone that is running a local media company. LMA is pleased to bring this high-level webinar to our members. To register go to: www.localmedia.org



SAVE THE DATE

Show Me The Money! Social + Mobile Event

August 21-22, Chicago, Illinois • Sheraton Chicago O'Hare Airport Hotel

Presented jointly by Local Media Association, Borrell Associates and Local Search Association

Three leaders in their respective fields – LMA, Local Search Association and noted industry analyst Borrell Associates – are joining forces to present a strong program on two of the leading revenue growth areas: Social and Mobile. This is the event that will help you develop an actionable, expert-driven strategy to get your social and mobile business plans on the right track.

The two-day event in August will deliver focused lessons, revenue models and case studies intended to educate and provide immediately useful strategies. "Lots of conferences bring ideas," said Gordon Borrell, CEO of Borrell Associates, "but the smartest media managers place more value on viable business models. This conference will offer a laser focus on defining the revenue-producing models that work for social and mobile ventures."

The collaborative revenue-centric two day provides many benefits to LMA members including the 'best of the best' programming, the earliest opportunity to register for this limited seating event, unique networking opportunities and members-only pricing to attend.

Mark your calendars and look for more details soon.



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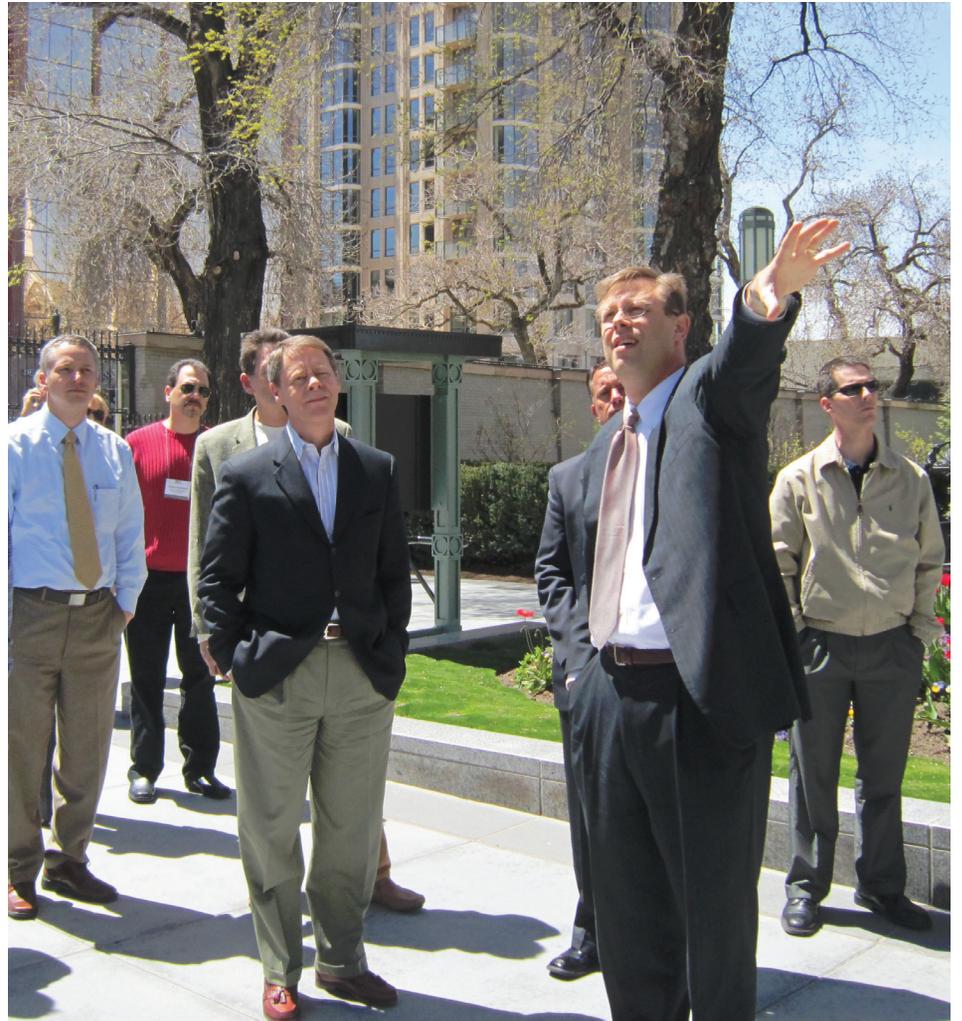
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Bullseye.



Clark Gilbert is shown here pointing the way for the small study group that participated in the 2011 LMA Innovation Mission which visited Deseret headquarters in Utah. Much has transpired since then and Gilbert will give an update in his keynote at the LMA Fall Conference in September.

Mark Your Calendars – September 17 to 20

Fall Conference Heads to St. Louis in September

Among many compelling reasons to join hundreds of media professionals at LMA's largest conference of the year – the Fall Publishers & Advertising Directors' Conference – is the chance to hear directly from Clark Gilbert, a strategic leader in the North American newspaper industry. Gilbert, President and CEO of Deseret Digital Media, will keynote the 4-day gathering that kicks off on September 17 in St. Louis, MO.



Two years after launching a major restructuring, the Deseret News has been cited by the Pew Research Center's Project for Excellence in Journalism as a true leader in the industry. The Deseret News was one of four newspapers identified by the project for a report on news organizations that are "revenue success stories." This recognition comes on the heels of the Deseret News being identified as the second-fastest growing news publication in the nation by the Alliance for Audited Media.

The report cites the Deseret News for two key innovations — improving quality coverage by focusing its editorial voice and separating the digital business from the legacy newspaper.

Fall conference attendees will hear directly from Gilbert about their strategies to date, what initiatives are being currently incubated and how local media companies can translate the Deseret success story in local markets. The opportunity to interact with this visionary and effective leader is especially noteworthy for media professionals responsible for overarching company strategy and market positioning.

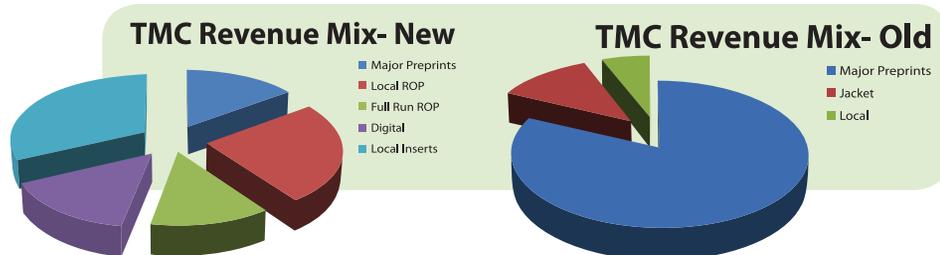
Mark your calendar now for this important event which also includes the opportunity to meet one-on-one with a plethora of media buyers. Another special aspect of this conference will be R&D Tuesday. A new program added to blend with the one-on-one meetings with media buyers on the same day, the R&D sessions will feature 30-minute presentations from a select group of R&D partners who will feature top revenue case studies.

The conference planning committee is hard at work assembling the full agenda and details are expected to be announced in late Spring. Meanwhile, all members are urged to share their thoughts on topics they'd like to see included and should send their ideas to Al Cupo, LMA vice-president/operations at al.cupo@localmedia.org.

Double the Profit from your TMC ...or other non-subscriber products

By Jim Hart

The majority of newspapers non-subscriber products were launched to protect us from a specific competitor. They were a tactic, delivered to 20, 30, 40% of households that allowed us to hang on to grocery and drug stores inserts. Fast forward 15 to 20 years later and they are now delivered to 70 or 80% of households. The number of grocers



and drug stores has declined. We are left with an expensive product delivered to a large audience serving a dwindling number of 'major' advertisers. If this sounds at all familiar, you are not alone.

I average a phone call a week that starts out like this: "we're looking to cut some zip codes" or "we want to move to alternate delivery" or "we just lost a grocery account." After some discussion, maybe an exchange of some more data, the bottom line is always the same... a TMC with a flimsy wrap or jacket, a handful of preprints from mostly major accounts, being mailed to a lion's share of the market. And the desired solution is to cut expenses to keep it going for a while longer.

I attend a lot of industry conferences to try to keep my finger on the pulse of what's going on. SMB, SMB, SMB, SMB. Presentation after presentation. Mostly digital. We're figuring out that the attainable, influencable ad dollars in the market belong to small and medium sized advertisers; that we can begin to rebuild ourselves based on our ability to serve the marketing needs of local businesses. I agree 100%, no question.

There's a lot of talk about trading 'print dollars for digital dimes.' How about the print dimes? Why are so few papers offering SMB's a cost effective print option to reach non-subscribers? At best, most papers offer a pick-up rate

to run ROP ads in the jacket of the TMC. The result is often a mix of a handful of paid ads, some house space and either a sprinkling of classified liner ads, maybe some stories, or both.

Here's an acid test for you. Use Survey Monkey or some other way to do an anonymous survey of your sales staff. Ask them "If you woke up tomorrow and found you were the owner of a small business in our community, would you

spend an appreciable amount of your ad dollars in our non-subscriber product?" Then ask why or why not. I've done this in person dozens of times... still waiting for the first hand to go up.

Here's where many of us go wrong and how to fix it.

Mistake Numero Uno: Trying to break even on a low volume product.

This is so common; I would go so far as to say it's universal. Non-subscriber products have a relatively high 'base' cost, very low incremental cost for adding volume and they typically operate in a competitive environment. For example, the incremental cost of overweight postage is 56% less expensive than the base postage. The incremental delivery cost with alternate delivery is zero.

Setting rates that try to recoup the base costs from a 4 page wrap and a couple of inserts is a recipe for low volume product, one with dissatisfied customers, high churn, etc. One that your reps don't want to sell to their customers.

Solution: Lose the scarcity mentality.

This isn't about what percent of the grocery inserts you have, or how many more preprints are out there that you can realistically get. It's about your share of the overall market from everyone that advertises, or should advertise, in any way shape or form. We have the lowest overall share of ad revenues we've ever had

and if all we do is chase the remaining print then we are circling the drain.

If the future is going to be largely based on share of SMB ad revenue, and I believe it is, then get busy creating a non-subscriber print component that works great for them. Most of them draw business from a relatively small radius around their store. If you are delivering a TMC, or other quality non-subscriber product, you are already spending the money it takes to provide a great solution for them. Bundle with an effective digital solution and you're much better positioned to own a large share of this market as we continue to evolve toward digital.

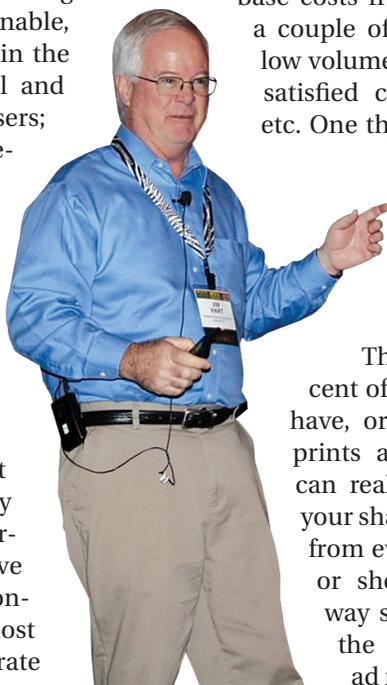
Create a robust marketplace full of local advertisers. No one else in your market is as well equipped to do this as you are. It should be an easy and logical upsell to everything you're already doing.

It doesn't make sense to allow a product, with your name on it, delivered to 70%+ of the households, to atrophy and die. All while we're looking high and low

“Bundle with an effective digital solution and you're much better positioned to own a large share of this market as we continue to evolve toward digital.”

for new revenue sources and/or to cut expenses.

Jim Hart presented on this topic at the recent Key Executives Mega-Conference in New Orleans and is a Partner in DM for Newspapers based in Glendale, Arizona. He's been chasing non subscriber revenue for over 30 years. Reach him at jim@jimhart.com, 623-261-6709.



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Just released by LMIA: The Digital Subscription Debate

In its March report, the Local Media Innovation Alliance takes on the topic of asking readers to pay for access to local news websites. Author Gareth Charter dug deep into the practice and has found strong, differing views on whether paid access to digital news is a key building block for the future or a risky, brand hobbler.

“One thing is clear,” says Charter. “Like many aspects of the digital evolution, there is not a single size solution here that will fit all markets and media companies”

Subscribers received an in-depth report in all aspects of this debate including case studies, outcomes and how-to guides for implementing digital subscriptions. If you are considering the implementation of charging for editorial content on your website, or need to fine tune an existing program, this report delivers the needed intelligence.

About LMIA

The Local Media Innovation



Author Gareth Charter is the Chairman of the Marketing Committee for the Local Media Association and currently consulting with a variety of digital media properties and small businesses.

opportunities. Through extensive white paper reports, expertly conducted webinars and thorough case studies, members learn the latest intelligence

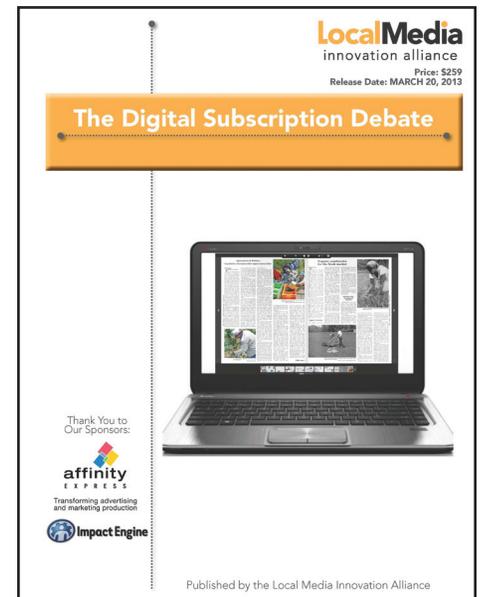
Alliance is a subscription-based offering from the Local Media Foundation and is designed specifically to help media companies put innovation on the fast track by identifying promising trends in their earliest stages and providing the real-time tools to capitalize on these

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.

Pricing

All LMIA reports and companion webinars are available for purchase at the a la carte price of \$259 each. Alternatively, become an LMIA member and receive the annual subscription of twelve reports for \$1750/year (single market media companies) or \$3500/year (multiple market media companies – unlimited subscriptions and webinar seats). Full details and online ordering at www.localmedia.org or 888-486-2466.



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Most Valuable Audience of All: SMB's

By Brittney Head, Marketing Manager, Borrell Associates

The most mind-bending concept for local media is that the world has become *a lot less local*.

That was one of the key revelations from last month's Borrell'2013 Local Online Advertising Conference in New York. We hold the conference annually, bringing together key executives and digital strategists from the newspaper, yellow pages, radio, TV, cable, direct mail and pureplay Internet industries to learn from each other. While the top-name speakers always fetch high marks from the audience, the networking among this eclectic group gets off-the-chart ratings. The lesson is that we actually have a lot *more* to learn about the interactive space from people outside our traditional media silos.

One by one, top executives from ReachLocal, Yelp, Pandora, Facebook, AutoTrader.com, YP and others walked onstage and described how they're competing with local media companies by aggregating "communities of interest" that transcend geographies. It could be car buyers, foodies, classical music enthusiasts or, perhaps the most valuable "audience" of all, SMBs trying



BRITNEY HEAD

Marketing Manager,
Borrell Associates

to figure out how to make social media work for them. In the new world of local, geography has become a weak sister to affinity.

The most riveting presentation came from Seth Godin, a digital marketing guru who's written 14 business books, all of them best-sellers. Godin was the latest in a line of keynoters from past conferences that included Jeff Jarvis, Clayton Christensen, and NPR host and Ad Age columnist Bob Garfield. Their charge is always the same: Challenge the audience to see things differently (which, by the way, is actually seeing things as they are).

Somewhere between the explosiveness of a gurus' thought grenade and the practicality of a grounded media manager rests powerful opportunity. But only if it's acted upon.

In front of a standing-room-only crowd in the massive Grand Hyatt ballroom, Godin told the audience

that interactive media allows people to go well beyond their geographic communities to connect with "people like me." Those "tribes," as Godin calls them, represent strong pockets of influence. Local media companies that continue to limit their strategic thinking to geography, without figuring how to coalesce these communities of interest, will continue to lose cache in the new, interactive world.

"We're discovering that when given the chance," Godin wrote in a [blog](#) posting entitled "Understanding Local Media" the day after the conference, "people are a lot more interested in what they're interested in, as opposed to what their physical neighbors are doing."

(Godin's 55-minute presentation is both entertaining and enlightening; many attendees requested access to the videotaped version to show to their companies. The video is available free to attendees. We're making Godin's video – as well as the Autotrader.com presentation by CEO Chip Perry – available to LMA members at a discount. Just go to <http://bit.ly/10MD2vj> and enter discount code **loac13LMA**.)

Here are a few other highlights from the conference:

- Gordon Borrell opened the conference with two whiplash-inducing charts noting upward surges in "**promotions**" spending and a startling discovery about digital media **profitability**. The first chart showed a recent finding that underlies what may really be happening with local advertising: The rate of growth is slowing below what it should be, as advertisers plow more of their dollars into promotions. The second chart showed that newspaper, TV and radio website operations are indeed profitable – and perhaps wildly so – for those who care to be scientific about the accounting. The chart showed that the average profit

margin for local media websites with more than \$5 million in annual revenue was 49% EBITDA. Those 148 sites that we track reported high confidence in their accounting. (For those with less than \$250,000 in annual revenue, the average margin was negative. Average margins for those with more revenue were

- positive, and inclining with size of revenues.)
- **Facebook** wants to work with local media companies. Dan Levy, director of Small Business, said the company is developing a series of tools that partners can use to help SMBs market themselves on Facebook. Look for rollouts throughout the year.

“Local media companies that continue to limit their strategic thinking to geography, without figuring how to coalesce these communities of interest, will continue to lose cache in the new, interactive world.”

“In the new world of local, geography has become a weak sister to affinity.”

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- **Autotrader** CEO Chip Perry said the company is moving closer toward bridging the gap between the time when consumers shut off their computers and go to a dealer to buy the car. Tests in 2012 show that consumers will go so far as to locate a vehicle and arrange financing. The logical next step, if I'm reading the presentation correctly, is to allow consumers to request bids through Autotrader for the car they want to buy. That would relegate dealers, eventually, to car warehouses. (Don't scoff. It's already been tested, successfully, in a few markets.)
- Gian Fulgoni, chairman and co-founder of **comScore**, cited an amazing study showing that interactive media actually *increases* usage of traditional media. He showed data from NBC revealing that people who used smartphones, PCs and iPads to track Olympics coverage last summer actually watched *twice as much* television. The proper use of interactive media, I believe, can also significantly increase newspaper readership – and perhaps circulation – through the use of "content marketing" via the Internet.

We heard a lot of great conversations. It was heartening to see newspaper people side by side with yellow pages and radio people, comparing notes about how to take the information back home and seize the digital future.

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Good Needs Analysis is Good Business

I have been working on a new series of videos for the LMA Sales Certification Program and recently undertook needs analysis in one session. This is arguably the most important step of the sales process because it allows account executives to determine how they can truly be of service. Asking the right questions is one of the most powerful skills a sales person could master. When they do so, they can collect all the necessary information to analyze a client's needs and come up with a tailored marketing solution.

Good sales people ask many questions, but often they don't ask the right questions. Closed questions will probably get them some information, but they also restrain a spontaneous response. If the AE can ask an open-ended question, they will get a more truthful unprompted answer, much more honest, and the client will attach more importance to it since it required some thought.

Here's an example of this kind of questioning that an average sales person at a car dealership will ask a customer – "What sort of car are you looking for? A family car? One for commuting? Or maybe a sports car?" But, the top performer will ask "tell me, Mr. Smith, what would your ideal car be like?" See the difference in this questioning? The top performer asks a good open-ended question that lets the prospect unveil their true thoughts without being led into a series of simple responses.

Open-ended questions give adver-



PETER CONTI
Sales & Marketing Director,
LMA

tising prospects more room to respond and to "open up." Then, it's up to the account executive to listen carefully, mark points of interest and go deeper into them, much like a doctor making a diagnosis. A doctor does not prescribe remedies before a thorough exam and the analogy is similar: You don't want to start selling products and services until you have thoroughly analyzed the situation.

When done properly, the needs analysis will also help an AE uncover many issues that the prospect may not have thought of. This prepares the AE to do a better job of insight selling if a prospect reveals that his or her marketing plans are in a state of flux. Remember, even in a needs analysis situation the AE is not so much searching for a solution to match the problem as they are about uncovering unseen marketing needs. Sometimes an AE may find that they will need to match products and services in new ways and that the knowledge gained through the right questioning will help them focus on a winning marketing strategy.

The AE may even find that the elements necessary for this strategy are beyond the products and services they offer. If they don't have, or can't bring,

the complete solution to the table, a good AE should be prepared to assist their prospect or client in finding what they need. Let's say the AE is proposing an online "cutest pet" contest for their client in order to build up an email list. If they are a newspaper AE, they will be most certainly suggest ads be placed in the paper that direct readers to the contest online. But, if they are a great AE, they will also suggest that the client if their budget affords it look into running cable spots on the Animal Planet.

Being able to take a holistic marketing approach for the advertiser involves a complicated series of trust building with the advertiser that comes first from properly applying needs analysis and insight selling. I'll talk more about the do's and don'ts of needs analysis questioning in next month's column.

The new "Fundamentals of Sales" module in the LMA Sales Certification program will be available in April. If you have any questions about it, please contact me at peter.conti@localmedia.org or 804-360-9434.

The needs analysis is an inquisitive process and it will help account executives uncover potential issues, problems, opportunities and challenges. They do this because:

- By encouraging the prospect to speak and offer information, an AE is building trust and educating them self.
- They are able to qualify the prospect and see if they are interested in the advertising products and services.
- It will also prepare the AE to create the right kind of strategy as they move forward in the sales process.

The needs analysis is different from ordinary questioning because it focuses on asking the prospect questions and then listening so that the AE can learn while still looking for opportunities to help the advertiser, and, to do business. This is different than going in to visit a prospect with just a desired outcome of a sale. A proper needs analysis sets the stage for preparing the right kind of presentation to come. An AE should be in a learning mode when they apply good needs analysis.

By using the needs analysis in meetings with prospects, an AE is attempting to:

- Discover opportunities
- Build a case for doing business
- Lower sales objections
- Gain a buy-in from the prospect
- Be client focused
- Build a mutually beneficial partnership



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New Sales & Marketing Manager at LMA



LINDSEY LEISHER ESTES

Lindsey Leisher Estes joined the staff at Local Media Association last month as the new Sales & Marketing Manager and has hit the ground running. Lindsey brings five years experience working at the Newspaper Association of America as a member of the Business Development team, as well as a recent stint as the event manager at Catholic Relief Services.

In her new role at LMA, Estes will work closely with senior management to plan, develop and oversee marketing programs associated with membership development, webinars, Local Media Innovation Alliance Reports and all LMA conferences/events. “We are happy to welcome Lindsey to the LMA team” said Al Cupo, vice president of Local Media Association. “Lindsey brings tremendous marketing and technical knowledge to the association. Her previous experience as an event planner, and the marketing work she was involved with at NAA will prove beneficial to LMA and it’s members in a very short period of time.”

In her role with NAA, she was responsible for marketing and promotion of special projects, webinars and the NAA Advertising Planbook. In addition, Estes was responsible for the marketing, promotion and logistics for the annual mediaXchange conference. She holds a bachelor’s degree in Communications/Public Relations from Virginia Tech University.

“I couldn’t be more excited to join the LMA team. The first event I ever attended in the newspaper industry was a LMA (SNA) conference and from that experience on, I have always been so impressed with the work and support LMA provides to the industry,” said Estes.

LMA members can reach her at lindsey.l.estes@localmedia.org or (410) 838-3018.

Kudos To Two Who Do It Right



MARK POTTS



CHASE RANKIN

Among the list of ‘10 Newspapers That Do It Right’, as spotlighted annually by the trade magazine Editor & Publisher, are two LMA members.

The *Arizona Daily Star*, based in Tucson, Ariz., was lauded for its competitive zeal in crafting a program to win back grocery store advertising that had dwindled to just one account. The *Lawrence Journal-World*, Lawrence, Kan.,

was selected for its major commitment to local news that has resulted in a diverse blend of multiplatform content that local residents can’t get anywhere else.

Chase Rankin, vice president of advertising, sales, and marketing, led the *Daily Star* on a mission to recapture lost grocery inserts, which had diminished to only one advertiser in spring 2011. The goal was set high, and Rankin accurately predicted that once the leading grocer in the market returned to the paper, others would follow suit. Fry’s Food (a division of Kroger) began by running ROP ads in both the *Daily Star* and the paper’s nonsubscriber product, *Buyer’s Edge*. By fall 2012, Fry’s moved its full insert business to the paper, and Safeway and Sprouts weren’t far behind.

As the inserts grew to add value to the Wednesday edition of the *Daily Star*, the circulation department capitalized by adding Wednesday to all subscription options, resulting in a 47 percent increase in Wednesday home-delivery and even greater value for Wednesday advertisers.

Meanwhile at the *Lawrence Journal-World*, world news coverage is taking a back seat to local news on every platform – print, mobile, and online. The roughly 26,000 circulation daily newspaper has intentionally scaled back national and international news to provide more local news.

“Our objective is to reach audiences and advertisers through every channel, medium, and device they want us on,” said vice president of content **Mark Potts**. “We don’t talk about just being digital-first; we want to be audience-first.”

The E&P spotlight notes that their audience-first strategy means not ignoring print, and the *Journal-World* has recently launched a new print Sunday arts section, plus new health and business pages. Further plans to augment the print edition include sections aimed at shopping and nightlife.

MEMBER NEWS

KRASNE TO LEAD IN LANCASTER

Robert M. Krasne has been named President and Publisher of Lancaster Newspapers, Inc. (PA), which publishes the Intelligencer Journal/Lancaster New Era and the Sunday News as well as LancasterOnline.com. Krasne is also Vice Chairman of the Board of Directors for all Steinman companies. He has served as interim CEO since last September.

Also at Lancaster Newspapers, Nancy Fisher has been promoted to Vice President of Finance and Administration. Fisher previously served as Director of Finance. She began her career at Lancaster Newspapers in 1999. Krasne, a lawyer and former business school professor, said, "Our mission is twofold: We will continue to be the leading source of news and information about Lancaster County and for Lancastrians, and we will be the most effective means for every business and individual to communicate directly with the residents of Lancaster County."

RONQUIST TO MICHIGAN

Neal Ronquist has been named publisher of the Traverse City (Mich.) Record-Eagle. Ronquist is a 22-year veteran of the newspaper industry who most recently was group publisher of five daily newspapers in central Indiana including the Chronicle-Tribune in Marion.

BIRD HONORED

The Hoosier State Press Association has honored Henry Bird, a senior vice president and regional manager for Community Newspaper Holdings Inc., with its Distinguished Service Award.



ROBERT M. KRASNE



HENRY BIRD

Bird also serves on the LMA board of directors. He was recognized for leading newspapers and media organizations throughout his career, as well as his work on behalf of the association and its foundation.

ANDREAS TO LEAD IN NEW ENGLAND

Karen Andreas has been named regional publisher of CNHI's newspapers, websites and magazines in Massachusetts and New Hampshire.

She continues to oversee The Salem News, where she has been publisher for more than five years, while taking on the publisher's assignment for The Eagle-Tribune of North Andover, The Daily News of Newburyport and the Gloucester Daily Times.



KAREN ANDREAS

CORRADO JOINS DIGITAL FIRST MEDIA

Kevin Corrado has become President and Publisher of New England Newspapers, Inc. and Edward Woods was named Regional Vice President of Sales. New England Newspapers, Inc. is part of Digital First Media.

Corrado will lead all New England Newspaper, Inc. (NENI) operations including The Berkshire Eagle (MA), The North Adams Transcript (MA), The Bennington Banner (VT), The Brattleboro Reformer (VT), The Manchester Journal (VT), and The Advocate (MA). Woods will lead all sales efforts on all platforms for the group.



KEVIN CORRADO



Photo credit: Thomas Cooper / Courtesy

Steamboat Pilot & Today General Manager Scott Stanford was named the 2012 Colorado Newspaper Person of the Year, an honor bestowed by the Colorado Press Association at their winter gathering.

Suzanne Schlicht, who oversees the operations of the Steamboat Pilot & Today's parent company as chief operating officer of The World Co., was named Colorado Newspaper Person of the Year for 2006 and was publisher of the Pilot & Today when she hired Stanford as the newspaper's editor in May 2001.

"Scott has transformed his organization from a print-focused approach to one that seamlessly provides news and information across multiple platforms," Schlicht told an audience of more than 250 people at the annual Colorado Press Association convention. "He has relentlessly promoted an audience-first approach that delivers content as it happens."

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▶▶▶ CONTINUED FROM PAGE 2

also reinforced value.

All marketing materials were produced in house and heavily leveraged our existing marketing resources.

Q Let's turn to the results you're seeing so far. What were some of your prime goals for the program; the results to date; and the trends you are building on to further grow membership?

A Like any significant project, we track many data points regarding our membership conversion. We certainly were interested in minimizing disruption to our web traffic and unique visits as well as maximizing revenue and the number of digital only subscribers we acquired.

As expected web traffic and uniques saw an initial decline over our first sixty days of conversion. In general, 60 days post-launch we were experiencing traffic and unique declines in the 20-25% range. But again, as expected, traffic and uniques began to normalize after the first 60 days. Today, both traffic and uniques have returned to pre-launch levels.

Through 10 fiscal periods we have just over 1,600 digital only Advantage Members and over 20% of our member base have activated their suite of digital membership benefits.

Overall, this conversion has generated a seven figure positive impact on revenue and has exceeded our budget expectations by about 15%.

Q Hindsight being 20-20, what do you know now that you wish you knew when you started this program? And, feel free to share any noteworthy evolutionary aspects of it.

A When properly executed, a membership conversion can not only drive reader engagement but also drive reader value. If I were starting over again on this project, I would have spent more time planning member events for the early days following launch. In hindsight, our member events have been the single most impactful element of our membership model and, frankly, were added to our mix late in the planning stage. Moving forward, we will continue to focus on driving reader engagement and value through the use of the elements of our membership model.

Q Finally, let's shift gears. While I've got you on the hook, I'd love to hear about what's on your horizon on the moment. Got an up and coming best practice or 'light bulb' idea that's percolating?

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The Post and Courier
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A In the rapidly changing landscape of newspapers today, it's easy to get so busy looking at the trees that you miss the forest completely. In my opinion, newspapers' "forest" is the print product. It is not only understandable, but mandatory, that newspapers work diligently at delivering content how our audiences want to receive it. These days that means more digital delivery of content, both news and advertising.

However, as we continue to develop new digital products to serve our audiences, we need not lose sight of the print product. I realize that is not a "light bulb" idea but I think it's good to be reminded that there is nothing wrong with dedicating resources to maximizing the profit our companies can derive from our printed products. Our audience development team firmly has a foot in both the digital and print worlds as we drive value for both our readers and advertisers.

DEANNA LEWIS
Director of Sales, LMA Staff

Extra! Extra! It's Rebate Time!
Classified Avenue members not only get the benefit of weekly ads from our national network, they also earn quarterly cash rebates. Now is the time to get your affidavits submitted so we can cut your check.

The weeks to submit with the affidavit are the weeks of 3/10/13 OR 3/17/13. If you didn't get the email with the affidavit, you can email me and I will get it right out to you.

So far 2013 has been mixed. We had an influx of Satellite ads for awhile, which was great for revenue, however, the client's results expectations were a bit under par. I urge all network members to help me and our ad clients by running our ads in the appropriate classification and if needed, create a header that will help draw attention and results.

As we come into Spring, I am targeting Education/Training & Travel categories with new special offerings. Meanwhile, the 2x2 network continues to grow, and interest in it grows more every week. If you are not a 2x2 participant, please contact me for more information.

As always, I'm just a phone call or e-mail away so please don't hesitate to be in touch if I can be of assistance. Happy Spring everyone!



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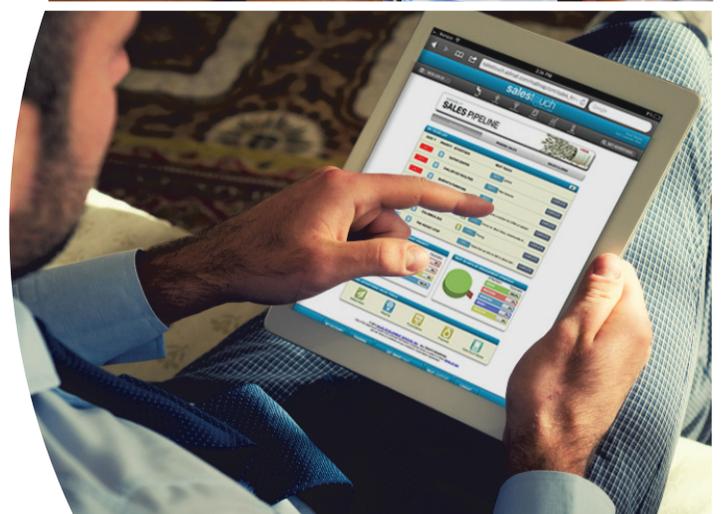
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