

# LocalMediaToday

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INNOVATE | EDUCATE | INSPIRE

## New Webinars, Programs, Events & Services to Be Offered in 2013

### *Member resources abound for the year ahead*

ROI has never been more important to LMA members and the 2013 strategic plan calls for an increase in member programs and services, many of which are offered free of charge. Programming will focus on innovation, best practices and emerging trends on both the print and digital sides of the business. LMA members have communicated their desire for the association to be a leader on digital transformation topics but also don't want to see print ignored.

In a recent LMA member survey, many members reported a 'productivity boost' that they get as a result of LMA offerings. Time and again, members used the words 'progressive, forward-thinking and innovative' to describe LMA and its offerings. One respondent praised the networking opportunities, via webinars and conferences, and cited "interaction with positive, progressive thinkers who are driving the industry's success" as a key benefit. Another saluted the organization for confronting "the realities of the media landscape" to help provide real ideas to navigate the new normal in local media. Yet another recognized LMA as a "cutting edge association that tends to take risks and always holds meetings consistent with trends in the industry."

Members can be confident that the hard work that drives these high levels of satisfaction is going strong and LMA leadership continually keeps its eyes on the horizon to plan top notch services and offerings for its members. Just last month LMA president Nancy



*Of the recent two day LMA Board of Directors Strategic Planning meeting, Director Gordon Borrell (pictured above) said, "It's heartening to see a group of media people working together so passionately to lead the industry in both discourse and action. What impressed me most was the board's commitment to the association's mantra, "Innovate, Educate and Inspire."*

Lane and every member of the all volunteer board of directors, who incidentally paid their own travel and lodging expenses, convened for a two-day strategic planning meeting to chart the course for the year ahead and a five-year outlook. "The two-day board retreat was inspiring and productive," said Lane, "We worked hard to chart a course for the association for the next five years that would enable us to lead on the digital transformation side while not abandoning the

print side. In fact, we must continue to find ways to help the industry innovate on the legacy side of the business. This was a key take-away from the meeting." (See related report on page 3.)

The coveted connection with local communities and their residents bode well for local media, and especially for LMA members who tap intelligence, industry resources and peer to peer networking that pushes thinking, and possibilities, beyond the average and into the next level of performance and profit. To help its members in this pursuit, LMA has set an impressive agenda for this year.

### UPCOMING WEBINARS

Already this year, members have engaged with three January webinars and eight more are planned for Q1 alone. Members can expect a minimum of 24 free webinars this year; several other Interactive Media Alliance (an offshoot membership based program) webinars are also planned. All webinars are announced via e-mail and are listed on LMA's website. And, as an added benefit, all webinars are recorded and archived and can be accessed via the website.

Here's a peek at the Q1 webinar calendar:

#### 1. Leveraging LinkedIn for Professional and Advertiser Use Social Media Workshop #2

Thursday, February 7, 3 PM ET;

**FREE for LMA Members**

Learn how to use LinkedIn to prospect for new clients, participate in groups, adjust your settings and maximize your searches on LinkedIn; and how to utilize the LinkedIn's user tools to develop company pages that will give your organization (or advertising client) a powerful online presence.

Speaker: Gordon Borrell, C.E.O., Borrell Associates

#### 2. Sell Smart: Local Media Association's New Sales Certification Program

Tuesday, February 12, 3 PM ET;

**FREE for LMA Members**

The LMA Sales Certification Program is being re-launched to provide the sales training and accountability necessary to build a successful digital-sales team. Speaker Pete Conti, LMA Sales & Marketing Director, will provide a preview of the updated Sales Certification course, its modules, and explain how you can access this program from anywhere at any time.

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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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# 8 Questions with KELLY WIRGES



## Kelly Wirges, President & CEO ProMax Training & Consulting, Inc [Kelly@ProMaxTraining.com](mailto:Kelly@ProMaxTraining.com)

Kelly Wirges is a 'lifer' in the media industry. From a start at her college paper she's been in the biz ever since with an emphasis on the ad sales and creative sides of the industry. After earning her degree in advertising, she joined Gannett in a sales capacity and was promoted into management and training positions at four newspapers in three states. She also earned a degree in graphic design, and has been a partner at an advertising agency consulting small businesses on their marketing ventures.

She fulfilled one of her lifetime goals to own her own business and launched ProMax in 1993. With 20 successful and fruitful years under her belt, she has partnered with hundreds of leading media organizations across the country and at last count, has interacted with over 100,000 sales professionals.

We caught up with her to get her take on what makes a good rep, tips for the hiring process, the ins and outs of prospecting and, among other things, the art of persuasive communication.

## Salesmanship: Hiring, Prospecting, Persuasive Communications & More

**Q You're a leader in ad sales training so let's start with a fairly loaded question...what makes a good ad salesperson?**

**A** I can answer this question in one word: self-discipline. Self-discipline to learn and apply the critical information regarding the key principles of successful advertising

and marketing practices. Self-discipline to understand and adapt to the changing media landscape and to offer multi-media solutions to each client. Self-discipline to prospect every day. Self-discipline to deliberately incorporate persuasive communication in every sales interaction. Self-discipline to strategically prepare and implement a strategic plan for success.

I close every one of my facilitations or speaking engagements with this comment focusing on self-discipline:

Success is a gift you give to yourself. Successful people do things that unsuccessful people won't or don't do. This is why they rise to the top. Successful people do things THEY don't want to do. They force themselves to accomplish tasks and goals even when they do not feel like it. And, successful people do successful things each and every day. They bound through the doors with enthusiasm and commitment to their current and future clients and the company in which they chose to work.

**Q More specifically now, what are some of the key attributes that those responsible for hiring should be looking for when they are in media rep recruitment mode?**

**A** The Gallop organization states that only 2% of the entire population has the innate ability to be successful in sales. Therefore, I cannot underscore enough that the hiring process be incredible rigid. If you look at any business that is successful you will find that its leaders focus intensely and relentlessly on people selection. While knowledge of media is important, I believe you should focus on hiring people for who they are, and not what they know. In today's environment, companies need people who CAN PERFORM and are MOTIVATED TO PERFORM. With that said, behavioral interview techniques are highly advised, as a person's past behavior is the best indicator of future performance. I recommend a three-step interview process to help uncover a person's motivation level, as well as desire for employment. After the first interview, I recommend providing a case study (we provide behavioral questions and case studies to our clients) to qualified candidates that instructs them to prepare a presentation based on specific guidelines. Candidates are then instructed to call the interviewer to set up the next meeting when they are prepared to deliver their presentation. What is amazing through the process is that some of the presumed best candidates do not even call back! Furthermore, others that had mediocre interviews call the next morning, as they have been working all night on their presentations. These are the type of people we need to join our organization. These are the people that are going to be tenacious in today's highly competitive and ever changing media environment.

**Q The pace of change in the media universe is almost numbing these days but despite that, the fact remains that an ad rep needs to make a true connection with the client in order to become a trusted aid and long term consultant. Talk to us please about some top practices reps should be using to best serve this relationship.**

**A** Many media representatives today are simply professional visitors, and not consultants. To be a successful business partner, it is vital to help businesses build profits and not simply sell advertising.

It is vital to help clients set revenue and ROI goals, as well as increase the: Number of shoppers by developing an effective multi-media advertising strategy with a compelling message or offer.

Conversion rate of shoppers to customers by sharing advertised offers with all people as they enter the store or call the business

Average ticket by suggesting companies' sales teams recommend add-on sales of complementing products, or create packages of products or services that increase the average sale. Point of purchase displays also assist in achieving this goal.

Frequency of customer visits by suggesting coupons, frequent purchasing programs or other incentives to encourage repeat purchases.

Number of customer referrals by recommending incentive programs to encourage current customers to recommend the business to others.

**Q Tell us about persuasive communication and tips for reps to better develop this skill.**

# Integrating Print & Digital



**MATT COEN**

Local Media Association Director  
President, Second Street, Inc

*We will feature a guest column written by one of our directors each month for the next seven months.*

A little more than a year ago, I received a copy of GateHouse Media's special sections calendar and a smile immediately lit up my face. The calendar featured a long list of niche sections for print, and I was excited to see that many of them had online components required as well - plus ten out of more than 100 sections required a contest to support their other efforts.

I knew that by aligning print and digital efforts GateHouse had hit newspapers' sweet spot. Sure enough, throughout 2012, GateHouse generated more than \$3 million in sponsorship dollars from these contests, drove traffic growth of as much as 20% across their network from one contest, and grew their email and deals database by over 46%. They are expecting even bigger results in 2013.

Last month, I attended my first LMA board retreat. It's an honor for me to serve on the board of this incredible organization, and I have deep respect for LMA's mission, members, board leadership, and staff. At the retreat, I wasn't at all surprised that a thoughtful discussion on finding the balance between investments for innovation in digital and innovation in print for our newspapers and for LMA took place.

The growth in local digital revenue is profound, and newspapers have significant opportunities - such as creating digital agencies - to build a business that is entirely separate from our traditional media business. At the same time, while the past five years have been gut wrenching for print business, (and plenty of peril still exists), many are making interesting changes that offers promise for growth in the future.

Both digital and print businesses deserve strategic investments when warranted, but I believe that the sweet spot is at the intersection of digital and

print. The fact that newspapers bring strong digital and print platforms is what continues to uniquely position them for success.

Newspapers need to focus relentlessly on how to serve our readers, advertisers, and their own businesses by leveraging print and digital efforts together.

At Second Street, some ways we encourage newspapers to take advantage of the power of integrating print and digital assets include the following:

- Building integrated sponsorship opportunities centered around contests for advertisers that include components in print, online display, social, email, and more.
- Differentiating new businesses - such as deals programs - by offering print exposure that pure-plays can only dream of to win the best deals from the right advertisers in our markets.
- Leveraging print and digital assets to build new assets - such as a robust email and social database of the majority of adults in their communities - to ensure distribution of their own content and advertisers' campaigns into the future.
- Creating agency contests where they run a contest for advertisers on their site or Facebook page and integrating exposure with print components and other marketing tactics.

**“Newspapers need to focus relentlessly on how to serve our readers, advertisers, and their own businesses by leveraging print and digital efforts together.”**

While I've always been a strong proponent for the digital side of the business, I have a deep appreciation and love for the unique power that print brings to advertisers and consumers. As newspapers continue to realize the value of intertwining their digital and print products, I am excited to see what opportunities the future holds.

I feel fortunate to be a part of LMA. I welcome LMA members to reach out to me at any time to talk about business, new ideas, or ways that our association can deliver more ROI for your company. You can reach me at matt@secondstreet.com.



## Strategic Planning for LMA

*The all-volunteer board of directors for LMA hunkered down last month for two days to discuss and debate strategic planning and to collectively decide on future initiatives. Several top priorities for 2013 were set and LMA President Nancy Lane outlines them in her column on page 5.*

*Fresh on the heels of that meeting, some board members shared their immediate impressions.*

Among the issues we discussed in-depth were the two types of transformations taking place within our industry: Transformation A, which deals with evolving our current newspaper businesses in innovative and powerful ways, and Transformation B, which is more about disruptive innovation and whole new business models, particularly regarding digital opportunities. In the past few years, to many members LMA has appeared to be more focused on Transformation B. One of the goals for the future is making sure that LMA is a leader for its members in Transformation A, too. This is where the bulk of our revenues are, and we believe that there is important innovation taking place on the newspaper side which deserves more attention.

*-Jon Rust, Co-President  
Rust Communications*



Our industry has gone through a tremendous disruption in recent years and the pace of change will likely accelerate. We had a very thoughtful and, I think, productive discussion on how best to align the focus of LMA with the needs of our members. In simple terms, we all must evolve or perish. The board decided to pursue several initiatives that would help guide and support our members through that process.

*-Clifford Richner, Publisher  
Richner Communications, Inc.*

As a board, we spent a lot of our time discussing the needs of our members. Specifically, needs regarding evolving the core print side of the business versus innovation on the digital side. In the end, we resolved to provide comprehensive programming with a bent towards identifying and presenting best practices across the spectrum of needs. We too must continue to evolve along with our members.

*-Mark Poss, CEO  
Red Wing Publishing*

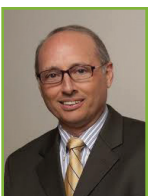


It was an engaged couple of days where we debated a number of topics focused on our relevancy today vs. what will be relevant to members in 3-5 years. The hot topic: where we should apply resources, either in the evolution of our current print products or the digital counterpart. It was clear there was a split of opinions with some feeling we limit our focus on how we can improve our print enterprise for the pursuit of the shiny digital future. The academic label is transformation A (current print enterprise) vs. transformation B (disrupted digital enterprise). In the end LMA is producing more revenue in delivering content around Transformation B but clearly sees the need to identify meaningful content addressing the improvement and evolution of our print business. There will be exciting work around this concept as a Task Force is hard at work now determining the key learnings we need to champion for our print members enterprises.

*-Robert Brown, President  
Swift Communication*

It's heartening to see a group of media people working together so passionately to lead the industry in both discourse and action. What impressed me most was the board's commitment to the association's mantra, "Innovate, Educate and Inspire." I think we'll see those three words come to life even more this year as LMA implements the initiatives we decided. Really proud to be a part of such a positive, active group.

*-Gordon Borrell, CEO  
Borrell Associates Inc.*



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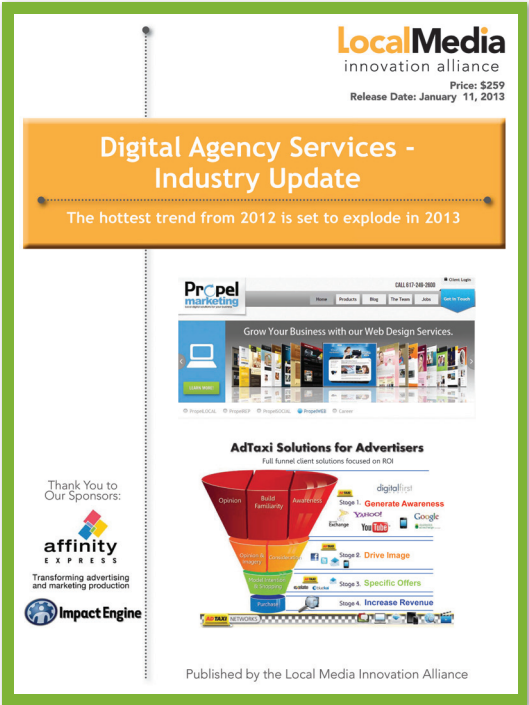
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## Digital Agency Services Report

The most recent release from LMIA is an update on Digital Agency Services. The report shares Borrell Associates data on how much this space is worth and also includes two case studies: GateHouse Media's Propel Marketing and Digital First Media's AdTaxi. These represent two of the bigger and bolder moves that have been made to date. The report also shares intelligence on some vendor recommendations courtesy of Bob Kellagher, former director of Digital Media for Lancaster Newspapers.

### About LMIA

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



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

### 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).

## LMA & Blinder Group to Run California Newspaper Publisher's Annual Convention

Local Media Association, in conjunction with The Blinder Group, is honored to provide the programming for the California Newspaper Publisher's Association's annual convention to take place April 24-27 at the Sheraton Universal in Los Angeles.

LMA and The Blinder Group will conduct a "revenue-summit" style program, very similar to the one that is scheduled for Chicago on May 15-17. LMA members and Blinder Group clients are invited to attend at the CNPA member rate.

The program kicks off with an afternoon of sessions covering digital agencies. We'll look at research and data identifying where the money is at and then hear from a panel of digital agency veterans.

The next day we take a deep-dive into



paywalls— their variations and structures and find out from a panel on how they are doing in the space. The day wraps up with a panel on competing media and a session of research focused on SMBs and dedicated sales-staffs. If you need some hands-on ideas and a way to rev up your revenue, be sure to head west to Los Angeles, April 24-27. For more information, go to – <http://cnpa.com>.

# LMA Board Strategic Planning Session Looks Five Years Out

The Local Media Association board of directors gathered for two days in mid-January to work on strategic planning for the organization. As in past years, board members paid their own air, hotel and travel costs to attend. Every board member attended the meeting along with five senior staff members.

The top priorities for 2013 will be: a re-launched sales certification program, continued growth of the Local Media Innovation Alliance monthly case study reports, further development on webinars (including at least 24 that are completely free to LMA members), adding a third day dedicated to social media revenue opportunities to the virtual advertising conference (free to members) and growing the association partnership program.

There are a number of other initiatives that LMA may also explore this year. Several committees were established to further vet these opportunities.

The board retreat featured a number of interesting topics and presentations. Chris Lee of Deseret Digital shared a recent Harvard Business School paper written by Clark Gilbert. The paper

addressed the difference between transformation A (print/legacy) and transformation B (digital and disruptive innovation). The board spent a lot of time discussing this topic and were especially intrigued by transformation



**NANCY LANE**

President, LMA

A possibilities (knowing that we already focus heavily on B.) A committee will work on action plans relating to both A

and B and we will share with members soon.

On the digital side, you can expect LMA to continue to be a leader. We will carefully monitor emerging trends, success stories and new business models and will report the results via cutting-edge webinars, conference programs and research reports. The annual Innovation Mission will push limits again this year (a fabulous program is being developed with a visit to one of the biggest disruptive innovators of our time to kick things off.)

LMA will also be visible at other industry events. We will be speaking at several press association conferences including Colorado, Washington and California. We are also pleased to be leading and managing the California Newspaper Publishers Association's annual convention program in conjunction with Mike Blinder.

LMA members should take pride in the commitment of this current board. They are working hard to ensure that your membership provides a great return on investment. They take the time to look many years out so that



*Brandon Erlacher, publisher, The Truth (Elkhart, IN), led the LMA board strategic planning session this year. He was praised by fellow board members and staff for doing an exceptional job.*

*"It was my pleasure to lead the LMA board retreat and work with such a talented group of local media executives," said Erlacher. "The discussions and debates over the two days helped to further clarify our mission and to set a path for the next five years. LMA members can expect more cutting-edge programs and services from us as we continue to help the industry evolve."*

LMA can continue to serve this evolving industry.

As always, feedback is important. The next board meeting takes place in New Orleans on February 18. If there is a message that you would like to get to the board, simply email me at [nancy.lane@localmedia.org](mailto:nancy.lane@localmedia.org).

## GateHouse Media introduces solutions to help media companies maximize digital revenue opportunities



### Generate revenue from digital ad inventory

adhance media is a Private Ad Exchange bringing together community publishers to attract national ad dollars at a higher rate. Any media company looking to generate revenue from digital ad inventory should consider joining the many media partners already on board with adhance media.



### Provide your company with digital services and solutions

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Find out more at [mediasolutions.gatehousemedia.com](http://mediasolutions.gatehousemedia.com)

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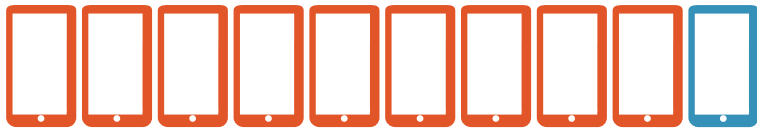
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# New Webinars, Programs, Events & Services

CONTINUED FROM PAGE 2

## 3. The Evolution of Digital Agencies: New Case Studies

Thursday, February 14, 3 PM ET;

FREE for LMA Members

Digital agencies continue to be developed by media companies of all sizes as a way of offering local businesses the products and services they need to effectively market themselves. This webinar will take a close look at how some early adopters of the digital agency model have evolved to meet the needs of the SMBs in their market. *Speaker: Bob Kellagher, director of digital media, Steinman Enterprises/Lancaster Newspapers*

## 4. Email Marketing: Part 1 - Getting Started

Thursday, February 28, 3 PM ET; Free for Interactive Media Alliance members; nominal fee to non-IMA members

Email marketing delivers the highest rate of return of any direct marketing channel and is the perfect way to stop losing your customers to competitors. Learn how your company can take advantage of this tried and true platform. If you've wanted to start an email marketing program, take advantage of the first half of this webinar to learn about steps you can take to get your program off the ground quickly.

## 5. Learning Pinterest & Instagram: Social Media Workshop #3

Thursday, March 7, 3 PM ET;

FREE for LMA Members

Is all this new social media becoming confusing? Dream Local Digital's Shannon Kinney will help attendees cut to the chase and will provide basic "how to" training for Pinterest and Instagram, two of the fastest growing social media platforms in the world. This webinar will provide actionable information that you can use to develop a social media program you can present to SMBs in your market.

## 6. Email Marketing: Part 2 - Program Evaluation and Improvement

Thursday, March 14, 3 PM ET; Free for Interactive Media Alliance members; nominal fee to non-IMA members

Learn how to take your current email program to the next level and become the go-to vendor in your market. Discover how to develop more effective email campaigns that break through the clutter to drive results. Learn how to increase deliverability, improve response rates and enhance your sender reputation (while avoiding legal pitfalls).

## 7. Innovative R&D Bites: What's New?

Thursday, March 21, 3 PM ET;

FREE for LMA Members

Don't have time for a sales pitch but need to know about new and innovative products or services? Then this will only take a minute! Well, maybe four... but no more. Join us for this fast-paced webinar where 10 leading industry vendors will pitch, in less than four minutes each, their best case studies of how their product or service contributed to a client's bottom line.

## 8. Compensation Plans That Boost Local Sales

Thursday, March 28, 3 PM ET;

FREE for LMA Members

What are the best methods to motivate sales reps to increase new business, sell more digital advertising and decrease contract churn? Find out how the Morris Communications and the Tampa Bay Tribune have changed their models of accountability and compensation to do just that.

## ARCHIVED 2013 WEBINARS

### 1. Learning Facebook and Twitter - Social Media Workshop #1

Live on Thursday, January 10 -

Access via the archived recording;

FREE for LMA Members

Designed for newspapers that need a basic "how to" training on Facebook and Twitter for business.

### 2. Uncovering Local Search Trends

Live on Thursday, January 24 - Access

via the archived recording. Free for

Interactive Media Alliance members;

nominal fee to non-IMA members.

This webinar provided updates on local search trends, statistics and sales strategies.

### 4. The Power of 5

Live on Thursday, January 31 -

Access it via the archived recording;

FREE for LMA Members

Bill Cummings presented the Power of 5, a well-defined sales metric designed for outside and inside sales teams.

## CONFERENCES, REAL & VIRTUAL

"Exceptional seminars and conferences that I don't find anywhere else," is how one member described LMA meetings and 2013 will bring even more opportunities for members. In addition to several on-site conferences, a three-day virtual advertising conference in July, free to all members, will be offered this year. A quick peek at the conference year ahead:

**February 17-20, Key Executives Mega-Conference**, New Orleans, LA. Co-presented by LMA, Inland, SNPA

**April 9 - Lessons from Around the World: Best Practices in Revenue Generation**, LMA led session at America East

Technology and Operations Conference, Hershey, PA.

## Special offering for LMA

### West Coast Members:

**April 24-27, LMA/Blinder Group Revenue Summit**, Universal City, CA. Co-presented with The Blinder Group and California Newspaper Press Association (see related story on page 4).

**May 15 - 17, LMA/Blinder Group Revenue Summit**, Chicago, IL. Co-presented with The Blinder Group.

**June 2 - 7 - The 2013 Innovation Mission.** Small group, week long study mission that will include a visit to Facebook. Details to be announced soon.

**July 16-18, Virtual Ad Conference**, from your desk! *FREE for LMA Members.* Second annual virtual ad conference with a special third day added this year to focus on social media revenue opportunities.

**September 17-20, Fall Publishers' & Ad Directors' Conference**, St. Louis, MO. This conference offers registrants the added benefit of meeting one-on-one with numerous media buyers representing a wide array of important accounts.

**November 6 - 8, Digital Agency Two-Day Summit and Automotive Real Estate/Recruitment Forums.** Running concurrently in Chicago.

## MUCH MORE

Webinars, conferences and study trips are major member services but there are numerous other member benefits ready and waiting for the taking. Among them are real time feeds, presentations and articles from conferences on LMA's website; intelligent, monthly in-depth reports from the Local Media Innovation Alliance (see page 4 for LMIA details); provoking interviews and articles in this newsletter and on LMA's website; member-to-member networking via the web-based membership directory; access to major advertiser and agency contacts facilitated by LMA; participation in the national classified ad network Classified Avenue; industry research reports; and direct access to the brainpower of LMA leaders Nancy Lane, Al Cupo and Peter Conti. Avail yourself and your staff of these important resources - you'll be glad you did.

More info and all contact info at [www.localmedia.org](http://www.localmedia.org).

**Q2 webinars** are in active development right now and all members are urged to suggest topics they would like to see explored. Share them with Sales & Marketing Director Peter Conti at [peter.conti@localmedia.org](mailto:peter.conti@localmedia.org).

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# Five game-changers for the local media business model

Excerpted from a post by Steve Gray on his blog. Read the full article, including links to the spreadsheet they used and other resources, at [www.MediaReset.com](http://www.MediaReset.com)

It was an interesting assignment: Forecast the next three years' revenues and cash flows based on current activities, then come up "game-changers" that could produce significantly better results.

At Morris Publishing Group — 12 daily newspapers and dozens of digital and non-daily properties — we came up with five that I'll share here.


This two-part exercise was required preparation for this year's Morris budget meetings — a week of presentations to the Morris family by the various business units they own.

We wanted to keep the forecast part of it fairly simple. We broke revenue into several major categories, like display advertising, preprints, consumer revenue, plus sub-categories

About a dozen of us — a mix of corporate execs and publishers — filled out the spreadsheet individually, then we averaged the results. Some of us filled out all the sub-categories, and some of us just filled in the bottom line of each category. Close enough; this is just educated guesswork, not precise science.

For us, forecasting the track of our two biggest and newest revenue initiatives was part of the exercise. These are our All-Access program involving significant price increases for our newly combined print/digital consumer subscription products, and our new, stand-alone digital sales division, Main Street Digital. We expect both of these to be big revenue contributors in the next three years.

Even with those factors, the averaged forecast among our group came out very close to flat, although there were both optimists and pessimists. Compared to the



About  
**STEVE GRAY**

**Steve Gray**, former managing publisher of *The Christian Science Monitor* and former managing director of API's Newspaper Next project, consults, speaks and writes about solutions to media disruption from lifelong experience.

Since 2009, he has been a full-time consultant with Morris Communications, coordinating a major strategic transformation in the newspaper division, Morris Publishing Group.

last several years in the newspaper business, flat is good. But it's certainly not good enough; we need a way to return to growth. This exercise — plus forecasts from outfits like Borrell Associates and BIA/Kelsey — show that our core business isn't likely to provide it.

Which brings us to the game-changers.

Our group brainstormed for 90 minutes or so, trying to figure out where we could achieve some break-out growth. In our group, we pretty much assume — based on plenty of evidence over the last six years — that advertising adjacent to news won't do it. And we assume that the All-Access program will run into upper limits on subscriber rates in two or three years. So we knew we needed to look beyond those areas.

As a business that's inherently local, with thousands of customers — both consumers and businesses — and a well-known brand, what alternative business models could we pursue?

Here's what we came up with:

### 1. E-Commerce

The idea of a media company selling goods and services is hardly new, but it's been just a small sideline business for most publishers who have done it. We pictured attempting it at scale, as quite a few magazines have begun to do.

*Yoga Journal*, for example, has grown e-commerce into a \$2-million a year business that's gone from selling digital content packages to yoga mats and clothing to liability insurance for yoga instructors. A horse magazine is selling a roadside towing service for equine vehicles. Some soft-crafts publications now offer catalogs of several thousand SKUs — patterns, kits and materials. In these cases, the items sold are right in the sweet spot of the particular passions that drive the magazines' audiences.

For newspapers, it's hard to think of similar passions. However, we're thinking the e-commerce offerings might relate either to news or to local living — the latter providing a far larger set of possibilities. We would market them through our existing media channels, and the offerings could be digital goods (single-issue digital publications, repackaged collections of existing content and archives), physical goods bought by us at wholesale and fulfilled by us, or physical goods and services sold by us but fulfilled by a retailer or service business with whom we would partner.

In our brainstorming group, Mark Nusbaum, president of TU Media and publisher of the Florida Times Union, pointed out that we have thousands of relatively affluent customers in our markets, and that they spend barely \$20 a month with us. In e-commerce and in several of the other ideas below, we began to focus on how we could expand on those relationships and win a larger share of these customers' spending.

Now we're setting out to figure out the best way to structure the e-commerce business, and what we might sell that would be attractive to people in our markets. This looks like the lowest-hanging fruit among these five new business ideas.

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▶▶▶ CONTINUED ON PAGE 14

# What's New What's Next What's Bull

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# Digital Agencies: Swimming Upstream?

Digital agencies are attracting publishers like refrigerator magnets. So, what's all the fuss about? Already, about a quarter of LMA-member newspapers say they have a "digital agency," with about 15 percent more forecasting to come on-line in the next six months.

But, already we have seen a few digital agencies beat a hasty retreat and we haven't had more than a handful of big success stories to report... yet. Our industry demands returns in less time than it takes for Domino's to deliver, so it may not be that surprising that the necessary patience and resources needed to insure success may wane.

If you only have one foot in the agency door, the results will be disappointing. One alarming response from LMA members surveyed is that only 7 percent of their digital agencies have been developed as a completely separate brand or staff. Which means the remainder are just stylistic makeovers: reinvigorated account executives with new business cards. This represents a lukewarm effort at best.

A great opportunity is presenting itself to the newspaper industry and some are taking the same view of it that they may have had with online and mobile: an interesting fad, "maybe we can spend a little and make something out of it." But, fortunately, we have seen many



**PETER CONTI**

Sales & Marketing Director • LMA

others who seized the opportunities and challenges of growing a new business line.

A digital agency can mean a new and substantial revenue stream. One that will replace the long lost classifieds and even shelter you from the storm of diminishing preprints. In our latest LMIA report, "Digital Agency Services – Industry Update," (you can order it at -- <http://tinyurl.com/LMIAorder>) LMA President Nancy Lane has profiled two digital agencies to see how they are doing. They are capitalizing on a marketing services industry that, according to Borrell Associates, was forecast at \$390 billion last year.

Doesn't a spending category that large command some respect? And, resources?

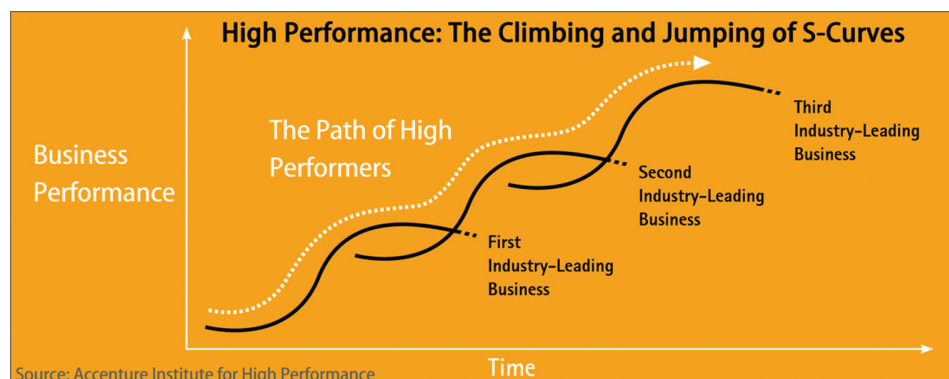
In order to do it right, history has repeatedly taught us that it probably demands a business model that is divided from the core business: in this case, free to sell all kinds of digital services and all types of media unrestricted from the constraints of the newspaper mothership. Think about how high the bar is.

A few years ago, I came across a report from Accenture, "Jumping the S-Curve," that explains—that in order to survive—your business has to keep jumping the S-Curve. An S-Curve is a new business or product's trajectory lifespan. The S-Curve is like salmon leaping upstream. It's a simple, but tested theory that holds up. Companies that execute repeated climbs and jumps of the S-Curve define high performance. The companies that achieve high performance develop a new product or business to out pace a dying product or business *well before* the previous ones' collapse. The theory being that most companies falter and collapse because they have not ramped up a new (or replacement) business early enough. They dismiss the threat of failure because current business is so good (and usually still growing).

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Apple is a textbook example of a company that has continuously jumped the S-curve. Originally known for computers, Apple released the iPod (a new business), and as the iPod reached maturity in market penetration, the iPhone was released (another new business), and then as the iPhone reached its zenith, the iPad (another new business) debuted. All industry-leading businesses from one high-performing company.

"Jumping the S-Curve" reveals what these high performance companies do to successfully climb a business S-curve:

- They see and pursue the "big enough" market insights that can take a company to the top of an industry.
- They reach "threshold" competence before deciding to scale the business.
- They become worthy of the efforts and commitment of "serious talent."

Jumping the S-curve is an interesting look at how companies can thrive in a fast environment that requires you always be leaping your successful business lines. As you pursue new business lines, such as a digital agency, it may be worth a pause to examine the secrets of lasting high performance companies.

For more on "Jumping the S-Curve" you can reference the e-edition of *Local Media Today* for direct links to --

<http://tinyurl.com/s-curvePDF>

<http://tinyurl.com/s-curveBook>

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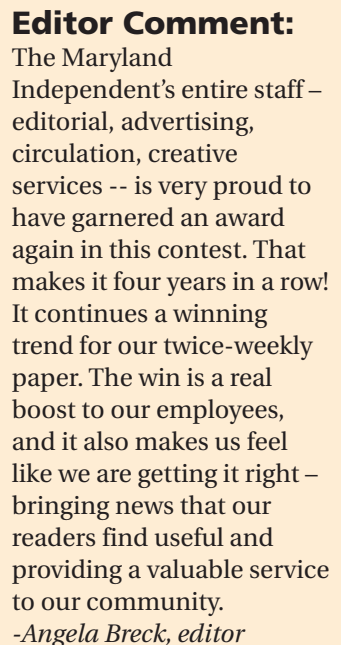
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**Special thanks** to the Donald W.Reynolds Journalism Institute, Missouri School of Journalism,Columbia, MO for judging this contest and to Newspaper Toolbox for hosting the online contest entry platform.

Longboat Key, FL  
The Observer Group, Inc.

This is a very diverse publication with strong blend of hard news, feature and information. Headlines are clear, with good layering that let readers scan. Photos are exceptionally strong and widely used. It's clear that the Longboat Observer sets the area agenda, and reflects it. Advertising is plentiful - front page "stickies" and inserts show a burgeoning advertising load. Classifieds are easy to scan as are the directories. House ads are also lively and well done.

-Lisa Walsh, publisher and executive editor



**SEE FLIGHTS / PAGE 10A**

This is clearly a must-read paper, with strong stories on a public shooting and the end of a ferry subsidy. Tough stories shoulder

**Editor Comment:**  
Like most newspapers, we've tightened our belts and are tightly staffed, so we really have to hustle

and prioritize to make sure the Herald is hitting all the bases in its news and feature coverage. We have a great team and there is good communication between departments, so the entire office really clicks. I thank all of our departments and, particularly, my newsroom colleagues, Kipp Robertson and Megan Stephenson, for their every effort.

*-Richard Walker, editor*

# MEMBER NEWS

## SEAN BURKE NAMED PUBLISHER OF GATEHOUSE MEDIA NEW ENGLAND

Sean Burke has been appointed president and group publisher of GateHouse Media New England.

GateHouse has six daily newspapers, 108 weeklies, eight regional websites and more than 160 hyperlocal community websites in Massachusetts.

"In a career that spans more than 25 years, Sean brings a wealth of experience and inspired leadership to his new role," said Kirk Davis, chief operating officer for GateHouse Media,



SEAN BURKE

which publishes The Patriot Ledger and The Enterprise of Brockton (MA).

Burke has been the publisher of The Herald News, of Fall River, and the Taunton Daily Gazette since February 2007. He oversees operations for O Jornal, a Portuguese journal, and has served on GateHouse Media New England's executive committee.

## NORTH ANDOVER OPERATIONS DIRECTOR NAMED E&P 'PRODUCTION ALL-STAR'

David Lavigne, operations director for CNHI's North of Boston Media Group, has been named one of Editor & Publisher magazine's "E&P Production All-Stars for 2013." Lavigne oversees publication of four daily newspapers on a Goss Metro press at a production

facility in North Andover.

"It's difficult to find an operations director who regularly rolls up his sleeves to repair equipment, but also has a handle on online and mobile advertising," said general manager Jim Falzone. "He's comfortable coordinating the installation of an ad production and e-proofing system, or changing the drive chain on the gripper conveyor." He also credits Lavigne with forging partnerships such as a joint effort to produce a total-market-circulation product with the Boston Globe.

## DUBY PETIT RETURNS TO IV PRESS AS GM

For Duby Petit, the idea of turning full circle within Schurz Communications was an honor and a surprise she never expected.

Having begun her career with the Schurz family some 10 years ago as an employee of Imperial Valley Press (CA), Petit recalled the warm and loving camaraderie she had felt at the newspaper company as she



DUBY PETIT

transitioned from classified director, to marketing, to one of the first digital directors for the newspaper.

"The leadership of Schurz is just unmatched," Petit said.

Now back at the Imperial Valley Press, Petit is using her diverse skills in media for her new position as general manager for the advertisement, circulation and digital departments.

## LEE ENTERPRISES APPOINTS DIRECTOR OF AUDIENCE DEVELOPMENT

Lee Enterprises has appointed Brett Riley of *The Times of Northwest Indiana* to director of audience development.

Suzanna Frank, Lee vice president of audience, said Riley will be based at the corporate headquarters in Davenport, Iowa and will have responsibility for developing companywide resources and programs to grow Lee's digital and print audiences and subscription revenues.



BRETT RILEY

# COMPANY NEWS

## SOUND PUBLISHING BUYS SEATTLE WEEKLY

Sound Publishing, based in Poulsbo, WA, has acquired the Seattle Weekly. A freely distributed newspaper in Seattle and nearby cities, The Weekly was purchased from Village Voice Media Holdings.

"We think highly of the Seattle Weekly and its faithful readership," said Gloria Fletcher, President of Sound Publishing. "The Weekly fits quite well into Sound Publishing's culture of delivering unique and relevant content to both print and digital readers."

The purchase of the Seattle Weekly came in tandem with a separate purchase of the SF Weekly by the San Francisco Examiner which is owned primarily by David Black, Chairman of Black Press and other Black Press executives. Black Press is the parent company of Sound Publishing.

## FOCUS ON DIGITAL FOR ONEIDA DAILY DISPATCH

*Move Includes Launch of Sunday Edition*

The Oneida Daily Dispatch is launching a new digitally focused publishing schedule that includes expanded online, mobile and electronic offerings and a change to a three-day print schedule. The paper is a division of Digital First Media which operates MediaNews Group, Journal Register Company and Digital First Ventures.

February 3 also marks the launch of The Oneida Daily Dispatch's new Sunday print edition that, along with Tuesday and Thursday editions, will comprise its new three-day print schedule.

The Oneida Daily Dispatch's digital offerings – including free access to [www.OneidaDispatch.com](http://www.OneidaDispatch.com), free downloads of tablet, iPhone and Android mobile applications, and access to The Dispatch's e-paper replica edition – will be provided to all subscribers. The website will remain free and accessible to all users.

"Changes in the marketplace have allowed us to accelerate our transition to a more comprehensive, multi-platform offering," said Jan Dewey, Digital First Media's New York Publisher. "We know this is where our readers are and we know this is where our future is."

## SAN MARCOS DAILY RECORD ACQUIRED BY LOCAL NEWSPAPER GROUP

Community Newspaper Holdings Inc. has sold the San Marcos Daily Record (TX) to San Marcos Publishing LP, managed by veteran newspaper executive Jim Moser.

"It's truly been our privilege to work with the talented, hard working team in San Marcos through the years, and to serve as stewards of this important local newspaper. We wish Jim Moser and his company all the best as they move into this dynamic community," said CNHI President and Chief Executive Officer Donna Barrett.

Moser is a veteran newspaper executive who also serves as president of his family's company, Moser Community Media, which manages newspapers in central and south central Texas.

## NOT AT MEGA-CONFERENCE?

Be sure to follow the action from this month's Key Executive Mega Conference kicking off on February 17<sup>th</sup>. Watch for real time web posts and twitter feeds. [#2013MegaConf](http://www.localmedia.org).



## LAUNCHING THIS MONTH!

### 2013 Local Community Website Contest

Behind every great website is a lot of work!

The 2013 LMA Local Community Website Contest will be launching later this month. Members will have the chance to vie for recognition in many categories including Digital Innovator of the Year.

Watch your inbox for details.

# Five game-changers for the local media business model

▶▶▶ CONTINUED FROM PAGE 8

## 2. Local Transactions

Our traditional business model is built mainly on advertising — an ever-smaller piece of the local commerce pie. Meanwhile, billions of dollars change hands in consumer-to-business transactions in local markets. Advertising is just a small derivative of this huge flow.

How can media businesses get a piece of that bigger action? Five years ago, in the Newspaper Next 2.0 report, I recommended that newspaper companies should attempt to become the Amazon.coms of their communities. In our Morris brainstorming session last month, we saw this as still a viable possibility.

National retailers are doing more and more of this, inviting consumers to buy their items on the stores' websites and pick them up in the local stores. But very few local businesses are set up to do this.

However, we have business relationships with hundreds or thousands of these local businesses, and credit-card accounts with tens or hundreds of thousands of local consumers. And we have more digital know-how than most of these businesses.

We'll be exploring the idea of providing a white-label platform on which local businesses can offer their products and/or services, sell them directly online, and either provide delivery or in-store pickup. The sales might be processed through the credit-card accounts we already have with many of these customers.

Our role would be similar to the one Amazon has with thousands of online sellers. We would provide the shopping cart, process the transaction and collect a small percentage of the sale. And we might include (as an upsell or not) online marketing support — whether through advertising, landing pages, a marketplace or some other approach.

This differs from No. 1 because the goods and services would be sold under the local businesses' brands — not ours.

This operation, like No. 1, would be a business of its own kind, with very different activities and functions from those of a newspaper. It would need its own team,

separate from the core business, to make it successful.

We'll be going into research mode on this possibility in Q1. It's a fairly close cousin to the previous business model, so presumably it might be built on the same e-commerce platform

## 3. Super-Serve Our Customer Base

This is a more extreme version of No. 1, derived from Nusbaum's insight about the untapped capacity of our core customer base. Our subscribers are older than average. We worry about that, and rightly so. But they are also relatively wealthy people who find themselves with new needs and wants as they advance in age.

Many are near or well into retirement, which creates both challenges and opportunities for them. Our brainstorming group visualized that we might be able to expand our brand or add a sister brand that would become a trusted source of lifestyle solutions, such as healthcare, home care, home maintenance and repair, leisure and travel, legal and financial services and so on.

Outside the media industry, many smart people are creating or expanding businesses to target the burgeoning needs of the huge Baby Boom segment. Why shouldn't we consider it, too, since our businesses are already well known and generally trusted in this segment of our communities?

Closest to our traditional role as news providers would be a new practice of vetting and endorsing products and services. But it's hard to see any revenue stream there. Instead, we might vet and co-brand selected products and services from local providers, as a separate function from our traditional news operations. Or we might go a step further by offering products and services under our own brands, fulfilled by contracted providers we have vetted and approved. Sears, The Home Depot and others do this with repair and installation services.

This entire business would need to be kept a safe distance from our core business, leaving the editorial objectivity of our news departments untouched.

## 4. Back-End Business Services

Small businesses often lack solutions for the back-end necessities of running a business. We could broker those services.

This is another potential business suggested in the Newspaper Next 2.0 report. The report pointed out that many small business operators went into business to do something they love, only to discover that the nitty-gritty requirements of running a business are a constant distraction.

Our new all-digital sales division, Main Street Digital, will be reaching many new SMBs that our core sales teams don't currently serve. And they will be providing a range of business services going beyond advertising into promotion, reputation management and other services.

It's not too great a stretch to imagine that we might also offer other non-advertising services through these relationships. These might include accounting, payroll, legal, financial, human resources, IT services and support. We wouldn't necessarily need to provide the services; this could be done through contract relationships with qualified experts in these fields.

## 5. Acquire Other Types of Businesses

The previous models are not proven. Here's a less risky alternative: Diversify our revenue streams by acquiring other types of successful businesses in our markets.

There's no guarantee that the drastic changes occurring in the media business will provide any sure way to replace fully the advertising and subscription revenues we once took for granted. So now, while our cash flows still remain strong, we could diversify by buying stable, profitable, non-media businesses with solid future earnings potential. (By the way, this is a distinctly different strategy from acquiring sexy startups that may or may never make money.)

The idea would be to target business segments that are largely sheltered from the digital disruptions we're experiencing in our core business, that have shown more stability in recessions than advertising, and that have organic growth potential. Synergies with our core business would be a plus but might not be a requirement.

Our local-market knowledge and connections could help us to identify good prospective acquisitions and negotiate attractive prices with owners who want to sell to people they can trust.

This strategy has been used successfully at many levels of our industry. The Washington Post Co. enjoyed years of strong earnings from Kaplan, Inc., its educational services division. Woodward Communications, owner of the Telegraph Herald in Dubuque, IA, and several radio stations, acquired two ad agencies that have contributed good earnings. And the Monroe Publishing Co., where I serve as chairman of the board, has just closed on the purchase of a well-established local B2B printing and office services company.

At Morris, we may or may not ultimately decide to pursue all five of these possible business directions. But given the likely future of our industry, they're definitely worth exploring. And we'll be doing that.

I'd be very interested to know — what alternative businesses is your media company exploring? Please email me — [steve.gray@mediareset.com](mailto:steve.gray@mediareset.com) — if you have ideas to share.

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## ▶▶ 8 Questions with Kelly Wirges

### ▶▶▶ CONTINUED FROM PAGE 2

Research has proven that people purchase emotionally, and rely on logic to help justify and support their purchasing decisions. Therefore, it is important to *deliberately* include persuasive, emotional language in all written and verbal sales communications. I recommend explaining benefits, discriminately communicating potential losses, as well as sharing client testimonials.

Most representatives are more comfortable sharing information or product advantages assuming the client will naturally convert them into benefits. However, this is rarely the case. One of the easiest ways to speak benefits is to consider what the client wants to achieve with his or her advertising and incorporate it in your communication. For example, determine what a customer who is selling his house wants when he places an ad? Then incorporate these elements in your communication, such as: “To sell your house just as quickly as possible at the price you are asking, I recommend...” Here is an example for a recruitment ad: “To fill this important position, just as quickly as possible, with the most qualified candidate who will help grow your business, I recommend...” For a retail business you might say: “To ensure customers buy from you and not the competition, I recommend...” And for a person placing an ad to sell pets: “To find a loving home for your litter of kittens, I recommend...”

Loss includes speaking about what the client will lose if they do not advertise, such as customers, profits or market share. It is important to use loss sparingly. An easy way to incorporate it is to add it to a benefit statement, such as: To increase the likelihood that people will buy from your business, and not the competition. For more impact you could even add: To increase the likelihood that people will buy from your business, and *not the other 45 direct and indirect competitors in the market, not to mention the vast number of online competitors trying to steal your customers.*

**Q** A vital component of growing revenue year over year is developing new business yet prospecting can be challenging at best and is often detested by salespeople. Please share some elements of the methodology you advocate that can prepare reps to proactively develop and implement a fruitful prospecting sales strategy.

**A** Research indicates that 80 percent of sales are made between the 5th-12th contacts, yet most Account Executives quit long before the fifth call. This is because media representatives think that they have to attempt to sell each time they visit a prospective client. Quite the opposite is true. The goal of prospecting is to set up a needs analysis meeting to learn about the business goals, challenges and objectives in order to develop strategic, long-term solutions. Most business owners will not allow a meeting until they believe the account executive has value to offer their business – beyond selling advertising. Therefore, successful AEs first build a professional relationship by sharing relevant research, industry data and competitive intelligence. Each sales contact should be focused on communicating information that creates a need for the business to advertise. Once a need has been established, the salesperson can share various advertising options to achieve each company’s goals.

**Q** Multimedia offerings out of local media companies are commonplace nowadays and many LMA members have set up their sales reps to sell many if not all of their menu items – print, digital, mobile, social media and increasingly, agency services. What is your view on multimedia reps versus dedicated reps?

**A** The challenge that I witness is that media representatives believe that in order to sell each product they need to know -- and be able to communicate -- all of the technological specifications to clients. When representatives share too many details, customers get overwhelmed and do not buy. I do believe that account executives can sell the buffet; however, I advise that media organizations have internal champions that finalize the details of the plan. For example, the representative recommends “big picture” solutions, secures the agreement and then, as needed, brings a technical person into the discussion to finalize the program. This is a best practice of many technology companies.

**Q** Classified advertising has seen major changes over the digital decade and your keynote at the LMA Classified Multimedia Conference in late 2012 was lauded for invigorating attendees and sending them home with a renewed zest for this segment of our business. What are you telling clients about classified these days and how can local media companies make better inroads in this arena, especially in the face of so much competition much of which is free?

**A** It is vital that our classified teams create a phenomenal customer experience and not simply take orders. This is vital in today’s self-serve classified

advertising world. The incredible customer experience begins the moment the representative answers the phone and does not end until the representative helps the customer achieve his or her goals. Call flow, control and follow-up are vital for this to occur. Leaders must demand persuasive communication skills be used and unparalleled customer service provided. Lessons should be learned from Zappos, Amazon and other companies that provide customer service excellence.

**Q** Finally, put yourself in the shoes of a small market media company sales leader who is seeking to get their sales team to a higher level of performance and productivity. Think great people on the team and limited resources. Advice for making 2013 a banner year in ad sales?

**A** Building a high-performance team, one in which each member is involved and engaged, requires everyone actively participating in and contributing to its success. I recommend implementing a CPO (Chief Project/Program Organizer) Strategy. Volunteers (or designated people) are responsible for a team project, duty or venture. The program is not simply designed so managers can delegate unwanted chores. A CPO Strategy serves several important purposes. It inspires individuals to contribute to the team’s success, as opposed to simply working to meet individual goals. It develops people to become more skilled, professionally fulfilled and motivated and it encourages respect among team members.

Most importantly, it increases overall efficiency and productivity, giving the leadership team additional time to focus on higher priority projects and strategic issues.

## Web Measurement Standard Eyes 2013 Debut

The ‘Making Measurement Make Sense’ initiative, launched by the IAB, ANA and 4As in 2011, and intended to standardize online audience measurement, is expected to roll out later this year. “We wanted to make a systematic taxonomy and classification system that everyone could incorporate into the transaction process,” said IAB’s Sherrill Mane.

According to a report by NetNewsCheck, the new standard would mean a sea change in the often wildly divergent world of online measurement.

Those inconsistencies have had a hampering effect on digital and cross-platform ad sales, though, fittingly, the size of that problem is hard to measure.

The 3MS response has been to lay out five guiding principles for measurement. Preeminent among them are to transition from a served impression to a viewed impression, better ensuring that content measured is actually seen by users. And to use gross rating points as a transactional currency. Another deals with ad classification and taxonomies.

## Boost Your Happiness: Read A Newspaper

*Excerpts from a recent column written by Editor Carol Stark in the Joplin Globe.*

Want to know one of the key differences between the most- and least-happy folks who participated in a University of Maryland study that analyzed how 30,000 people spent their free time?

The happy people preferred to peruse a newspaper than stare at their TV.

I couldn’t help but do a double take when I read an article in Prevention magazine called “6 Weird Things that Make You Happy.” Subtitled “Unexpected ways to boost your bliss,” the article examined “happiness triggers.”

Complete disclosure here: Reading a newspaper came in at No. 6.

**Here are the other things that triggered happy buttons:**

1. Tear-jerker movies. Apparently when we watch a sad movie, our own existence seems much better.
2. Getting older. As we age, our gray cells react less intensely to the negative things we see and hear. About 42 percent of those over age 50 said they felt optimistic about life’s next chapter.



Carol Stark is shown here accepting her award as LMA's 2012 Editor of the Year for daily newspapers

3. A fake smile. According to the study, even a fake smile is better than no smile at all.

4. Thursdays. People say they get a little happiness “bounce” by Thursday. Yep, it’s the new Friday.

5. Doing less for your kids. Parents who tend to think they have to do everything for their kids are less happy than those who let their kids figure it out by themselves.

And then there’s No. 6 — reading a newspaper. The article in Prevention says that reading “a broadsheet instead of gawking at the TV emerged as a key difference between most-and least-happy folks.”

“I’m not sure I like the fact that the people who conducted the study labeled reading a newspaper as a “weird” thing if it makes you happy,” said Stark.



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# classifiedavenue update:

The 2x2 network is continuing to build momentum and I am pleased to report that the two education ads that started at the end of 2012 have extended into 2013. I am hard at work to attract new clients and could definitely use a boost in circulation. Please consider joining this no-cost network!



**DEANNA LEWIS**  
Director of Sales, LMA Staff

Meanwhile, Classified Avenue is 'holding its own' - our faithful long time advertisers continue to do well and bring in a good amount of new clients when the timing is right for them. Because we have a solid foundation of local community newspapers, the agencies & advertisers trust us and our papers.

Don't forget, if you are looking for a bump in your revenue for 2013, you can upsell campaign into Classified Avenue. You can offer a national buy, regional buy, or a custom buy that I can make up for you based on states in your area. We offer a very good commission for our participating newspapers and also offer periodic contests for advertising sales reps. Our CPM is very competitive, so it is a win/win for everyone involved!

If you have any questions on Classified Avenue, or the 2x2 network, please don't hesitate to contact me!

—Deanna  
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207-384-5022

## In Brief

### Daily Newspaper Deals at New Post-Recession Highs in 2012

In total, 84 daily newspapers were sold last year in 25 transactions worth \$642.83 million, according to statistics compiled by Dirks, Van Essen & Murray, a newspaper merger and acquisition firm based in Santa Fe, NM.

The increased activity shows renewed optimism about the industry, as new buyers who entered the market in 2011 continued to build in 2012. Looking forward in 2013, the firm expects the deal flow to remain strong.

"Although the environment for financing transactions is still challenging, many of the buyers entering the marketplace are bringing financial strength that enhances their ability to close," said Phil Murray, executive vice president of Dirks, Van Essen & Murray.

Several prominent buyers who started to acquire newspapers in late 2011, including Warren Stephens, Warren Buffett and Phil Anschutz, remained acquisition-minded in 2012 and contributed to the increased deal volume.

### Donald W. Reynolds Fellows Sought

Do you have an innovative idea to improve the practice or understanding of journalism you've wanted to try but haven't had the resources or time? The Reynolds Journalism Institute is now accepting applications for the 2013-2014 class of Donald W. Reynolds Fellows.

The opportunity involved devoting eight months to intense thinking, research and experimentation with the goal of advancing the practice of journalism in important ways.

Both residential and non-residential fellowships will be awarded. Full details at <http://www.rjonline.org/fellowship>

## Better Newspaper Contest

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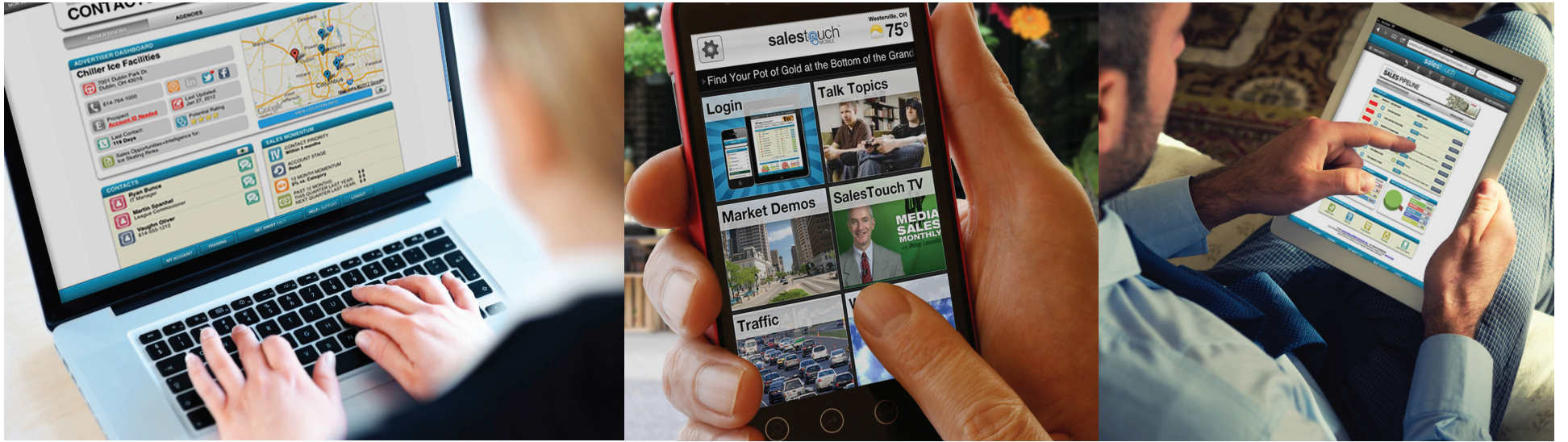
The New Audit Bureau of Circulations

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ALLIANCE FOR	<i>actionable data</i>
ALLIANCE FOR	<i>Credibility</i>
ALLIANCE FOR	<i>GOLD STANDARD AUDITS</i>
ALLIANCE FOR	<i>MEDIA INTELLIGENCE</i>
ALLIANCE FOR	<i>Whatever's next</i>

#### **WE'VE CHANGED OUR NAME. NOT WHAT WE STAND FOR.**

The Audit Bureau of Circulations is now the Alliance for Audited Media. An alliance for informed decisions, more intelligent data, and industry professionals who know smart media is audited media. It's all about publishers, advertisers, and agencies coming together to bring accountability and confidence to the new world of media. To find out what the Alliance for Audited Media can do for you, visit [auditedmedia.com/TheNewABC](http://auditedmedia.com/TheNewABC)

*This publication proudly stands with thousands of other members of the new Alliance for Audited Media.*



# Finally, a CRM that Reduces Advertiser Churn

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

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


SalesTouch was designed to not only increase revenue with its **full AdMall® integration**, it focuses on **RETENTION** of your existing accounts with our **exclusive Momentum™ Dashboard**. It doesn't just count what they sell, it actually **HELPS** them sell.

**Looking for a CRM? Or not totally happy with the one you have?  
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\*Source: 2012 Mid-Year Local Ad Sales Forecast

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