



LocalMediaToday

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INNOVATE | EDUCATE | INSPIRE

The WOW Factor

LMA releases inaugural Annual Report and it's impressive

Two years ago a name change for this organization started a major reinvention process. Since that time, many new initiatives have been launched including sales certification, a new sales training division, niche conferences with partners outside of the newspaper industry and more. In 2013, LMA experienced tremendous growth in membership, event participation, training opportunities, webinar attendance and more. The details of this magical year, along with an ROI for members, are outlined in the organization's first ever published Annual Report.

Released late last month, the full color, 16 page report has been distributed to all members, key partners, selected industry executives and prospective members in either print or a dynamic, robust, fully interactive e-brochure and the feedback is overwhelmingly positive.

“ We hope you enjoy reading through the many accomplishments of the Local Media Association in one succinct document. The Annual Report gives LMA a chance to, yes...brag a bit. More importantly however, it is to tell you that your association is doing great work on your behalf. Simply a tremendous year. ”



— Gloria Fletcher, LMA Board Chairwoman, Sound Publishing President

The LMA 2013 Annual Report underscores the important accomplishments of the organization and drives home the member-centric focus that compels the near and long term strategy of its leadership. Early in each calendar year, the Board of Directors meets up for two days of intensive strategic planning and the 2013 gathering yielded three major objectives: to grow membership, re-launch the sales certification program and start a new sales training division. All three have been accomplished and the growth is even stronger than expected.

The organization also made a commitment to review and potentially enter into more strategic partnerships. That idea has flourished and LMA now has agreements with nearly 30 associations and industry consultants.

GROWTH & INVOLVEMENT

The numbers are impressive – close to 1,200 members attended an LMA live event, almost 2,300 participated in the webinars, close to 400 have taken the Google AdWords and/or Sales Certification training offered by LMA, 124 R&D partners exhibited or sponsored at an LMA event, and the organization attracted 42 new members in 2013.

LMA cash reserves are at an all time high; this provides stability for the membership for a long time to come. Total revenue for all three entities (LMA, LM Foundation and the for-profit arm SNI) is on track to finish at \$1.76M. LMA had an incredible year and will finish around \$1.16 M, 34% over prior year. The increases are coming from conference attendance, sales training and new memberships.

A true highlight of the year was the launch of a brand new training and development division led by former Scripps executive Amie Stein. She joined the organization as a full time employee last year and her

2013 ANNUAL REPORT

LocalMedia
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major thrust has been to bring expert Google AdWords training to those who are seeking to ad search to their sales effort. The intensive training prepares media reps to pass the Google AdWords certification test, a clear competitive advantage for anyone that is selling search.

This Google AdWords training program is offered in-person (both at individual companies and via group sessions in conjunction with events or partnering associations) as well as through a webinar class (seven one-hour sessions complete with mock exams and study guides). Stein also launched programs for social, basic and advanced sales, strategic planning and more. She also works with com-panies on customized plans.

Another major development in the training division

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KEY EXECUTIVES MEGA-CONFERENCE NEXT MONTH

With just over a month to go, now is the time to make your plans for attending the ultimate in local media conferences – the Key Executive Mega-Conference set for February 24-26 at The Mirage in Las Vegas.

“It surprises me every time how much more we take away from attending a conference in person. Reports and webinars are great, but lack the depth of inspiration you get from a live event,” said Joe Boydston, Vice President of Technology & New Media, McNaughton Newspaper Group, in anticipation of the upcoming event. “Plus, it’s Vegas! I’m looking forward to connecting with colleagues to learn what’s working for them.”

Full story on page 4.

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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 Myra Cortado



Myra is Director of Corporate Development and Strategic Partnerships for Calkins Media and joined the company in June 2012. She holds a BSFS, International Affairs, cum laude, from Georgetown University in Washington, DC and an MBA from Columbia Business School. Prior to working at Calkins, Myra worked at J.P.Morgan in their New York, London and Hong Kong offices.

On a personal note, she's a tireless adventurer and among other pursuits, has trekked the Annapurna Circuit in the Himalayas, Mt. Kilimanjaro in Tanzania, Druk Path in Bhutan, and snow camped in Mt. Lassen in Northern California. We caught up with her for this interview upon her return from two weeks in India.

New Age, New Thinking

Q I'd like to explore your work in the new media landscape but first, how was India? Learn anything there that relates to your work at Calkins?

A I've spent a lot of time in India previously and it was great to be back. It is a country of tremendous possibility, but there are real impediments (corruption, imperfect voting system, education, etc) that are preventing it from realizing that potential. The local newspaper I read in Bangalore was on the lighter side – I saw limited coverage of heavier topics like these. It reminded me that, through watchdog journalism and editorial pieces, local newspapers play an important role in helping a community - or country – grow and thrive.

Q Can you give us a thumbnail of Calkins Media and the nature of the markets in which you operate?

A Calkins Media is a family owned media company with five daily newspapers and three television stations. Our newspaper markets, located in Pennsylvania and New Jersey, are suburban in nature and are defined by strong tight-knit communities. We also own the ABC broadcast affiliates in Sarasota, FL; Tampa, FL, and Huntsville, AL. Over the past two years we have made it a key focus to extend these brands onto digital platforms.

Q Your background springs not from newspapers; rather you are a seriously credentialed business person with an MBA from Columbia and international experience with J.P. Morgan. Although your previous work included some new media work with Paramount Pictures, I'm guessing your mostly outsider perspective was at least part of the decision to bring you into the company. But I'd like to hear about the converse aspect: why did you choose to join a local media company firmly entrenched in print media?

A I wanted to work somewhere that had a sense of urgency about what was going on in digital. Newspapers get it, because they were the first media to be disrupted and it happened fast for them. The management team understood that it was important to try new business models, invest in building new businesses, experiment, and work with partners they would have never worked with in the past. All very exciting stuff.

Q You've been with Calkins a little over a year and half and the lightening fast pace of change within local media companies is part of your normal, everyday reality. You've not brought any legacy attitudes with you so, with the fresh perspective, tell us about the tools and mindset you use to assess partnerships and projects to develop?

A This isn't new to the industry, but the most valuable tool for me in making decisions and structuring partnerships or projects is a financial model. For every project I work on, we build a very detailed financial model from the ground up. We go through each line of the P&L projection and confirm with our partner and operators that this assumption is reasonable and there are sufficient resources for the project to succeed.

Q Questioning the status quo is probably a key ingredient to your work. How do you incubate new ideas and initiatives, and how do you firm up and engender support around new directions?

A A key part is education. You can't say to an operator, "This is what [programmatic advertising/social media/native advertising/etc] is and we're going to do it tomorrow." At least if you want to be successful, I don't think you can do that. What has helped us is a deliberate education process within our company on key themes in the industry.

I chair a Business Development meeting every two weeks with key executives from all of our operating companies. I'll pick a handful of topics (ranging the gamut from digital innovation in obituaries to Facebook algorithm updates to the latest in ad tech). I'll give some brief background and then we'll have an open conversation about it. With that knowledge, we eventually agree as a team what the right direction is. Often we decide not to act (primarily because we have to manage competing priorities), and that's OK. The process of collectively making that decision is just as important.

Having everyone involved in the education process really helps in launching new initiatives. If the team has already collectively decided a general strategic direction, selecting a specific partner or initiative is just the details.

Q When you joined the Local Media Foundation board last month, you said something that really resonated with me. Specifically, that a newspaper's assets of local audiences, relationships with advertisers, and most importantly, a well-known brand with a strong reputation in the community don't diminish in value as the world goes digital. Truer words could never be spoken! But, now, the million dollar question. How are you translating that sentiment into new revenue streams?

A There are a couple of new initiatives that we're really excited about. We are going head first into digital agency - this leverages our existing sales force relationships. Also, we have a new partnership with a digital media start-up in NY that will enable us to monetize our audience in different ways beyond page view impressions or subscription fees. We plan to launch in March and I'll be able to share more details then. These two initiatives alone have attractive returns on investment, which would not be possible if we weren't leveraging existing assets. Additionally we are using our existing brands to launch new tablet and mobile apps, which creates new advertising inventory and sponsorship opportunities for us.

What's your ROI2?

**GUEST COLUMNIST MARK POSS
CEO, RED WING PUBLISHING**

I may have set the record for attendance at the most Local Media Association events in 2013: Mega Conference, Social-Mobile, Digital Agency, Innovation Mission, Fall Publishers and WAN-IFRA in Berlin. I mention this not to brag about how many name badges I paid for or hotel nights I logged. I mention it because I have to ask whether or not it was worth it. Did I get a Return on Innovation Investment (ROI2) in registration fees, travel expenses and time? Honestly and without reservation; Yes it was worth it.

As an owner of a small publishing company, I don't have a corporate team to help us stay on the forefront of changes in our industry. So we invest in LMA. The ROI2 on LMA is huge and keeps us current on innovations both in our core business and helps us shape strategy in our new businesses.

Many of the take-a-ways were old school ideas we could implement immediately resulting in quick dollars. Like the "Pink Paper" for breast cancer awareness month that we learned about at the Fall Conference and implemented within two weeks (\$18,000 return).

On the other end of the spectrum, much of the value of the Innovation Mission comes from experiencing another business culture. Visiting Facebook and Twitter opened my eyes to new and different ways of running a business. The Plug and Play Center made clear the importance of execution over new ideas. There is no doubt those experiences are having

an influence on our small company bringing a new energy and urgency to everything we do.

Interaction with our R&D partners (do you still call them vendors?) is an invaluable opportunity. These entrepreneurs and companies are solving problems for our businesses. I met Ruth Presslaff on the IM and now Presslaff Interactive is helping us build and monetize our e-mail databases in innovative ways. At Mega, we met Real Match and Spin-Go. These two companies are now helping us grow our recruitment and entertainment categories with tools we could never dream of creating.

I have a list of potential partners as long as my arm that I met at these conferences that will be helping us shape our business in the next year.

Big Fish Digital, our agency solution was born this year (or should I say spawned). The entire concept and business plan was shaped by my experiences at LMA conferences and webinars. Between the speakers and the R&D partners, I had access to the best and the brightest minds. I credit those experiences with shortening our time to market and improving the quality of our offering.

It's a bit overwhelming to look back at all of the new ideas we implemented over the past year along with the new business strategies we are putting in place for 2014. Credit for the hard work and good ideas belongs to a long list of members of our team, colleagues, consultants and R&D partners. And the common thread that pulled all of us together was the work of LMA through its conferences, webinars, newsletters, and reports.

My advice; if you're looking to increase your ROI2, there is no better place to start than by engaging with the Local Media Association.



Mark on the 2013 Innovation Mission with Nancy Lane, left, and Ruth Presslaff.



Mark at the Digital Agency Summit, with Emily Walsh Perry.



Mark with Brandon Erlacher at the LMA Fall Conference.



Wow Factor

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was the re-launch of the all new Sales Certification Program in the spring. Under the leadership of LMA Sales & Marketing Director Pete Conti, who joined LMA early last year after serving 11 years as partner and executive vice president at Borrell Associates, two modules have now launched – the Basic Sales Certification and the Advanced Digital Sales Certification programs.

Both of these programs are delivered via an online learning management system and to date, 176 members have undergone the training. On tap for 2014 is the launch of the third and final module, the Sales Management Certification program. The three modules serve as a one-stop training resource for members seeking professional and customized training specifically geared for local media companies.

Wick Communications Director of Advertising Cindy Hefley was among those who took advantage of this new training offering and said "The LMA Sales Certification Course was a perfect fit for our company since we are located in 12 states. I can have the consistency of one training program for new hires, and existing staff, without having costly travel expenses. The courses cover a wide range of topics, and the self-directed model is perfect for busy sales executives and managers."

LEARNING OPPORTUNITIES

LMA hosted five gatherings last year, all designed to bring cutting edge speakers and topics to its members. The Key Executives Mega-Conference, in conjunction with Inland Press & SNPA, the Revenue Summit, in partnership with the Blinder Group, the Social+Mobile Summit, in partnership with Borrell Associates and Local Search Association, the Fall Conference, LMA's signature

event, and the Digital Agency Summit, in partnership with BIA/Kelsey, combined to deliver high level intelligence and strategic planning tools to close to 2,000 participants last year. Conferences were up a whopping 31% in 2013 and this was after a major growth year in 2012.

Additionally, under the Local Media Foundation arm, a six-day Innovation Mission was conducted in the spring and the Local Media Innovation Alliance published eleven in-depth research reports to its members.

The 17 executives on the Innovation Mission visited with the big-three digital innovators—Facebook, Twitter and Google—along with five startup companies, four media companies and the Plug and Play Tech Center. A subsequent report, written by Nancy Lane and Peter Conti, took a deep dive into nine key-takeaways, detailing the lessons learned from the organizations visited. The payoff for attendees has been tremendous with many reporting ROI in the mid-to-high-six figures as a result of attending the Innovation Mission.

SHARE THE GOOD NEWS

Without a doubt, 2013 was a fantastic year for the organization and the outlook for 2014 is positive for continued growth in services to help local media companies grow and thrive. LMA members should take pride in their association with these efforts and are encouraged to share the good news with employees, peers and the community at large.

The e-brochure version of the 2013 Local Media Association Annual Report is accessible at LMA's website, localmedia.org.



Mark in Berlin, with Nancy Lane at WAN-IFRA.

Key Executive Mega-Conference Next Month

New speakers and sessions added; over 500 media execs expected

The Key Executive Mega-Conference is heading to Las Vegas next month and the program just keeps getting sharper and more compelling with new speakers and sessions added to the already outstanding agenda. Convening February 24-26 in Las Vegas at The Mirage Hotel, this conference is jointly presented by Local Media Association, Southern Newspaper Publishers Association & Inland Press Association. The program focuses on the transformation underway combining legacy and innovation, and features a dream team of speakers from both industry & new media. The gathering is expected to attract over 500 participants.

Premium Breakouts; Robust Exhibit Hall

Planners have heeded the call to provide more session choices and attendees will reap the benefit of 21 sessions including 15 breakout sessions. More choices provides deeper learning opportunities and registrations to date reflect many media companies sending multiple participants to glean the best advantage from the powerful program. Additionally, over 70 vendors will be displaying and demonstrating in what has become a world class local media exhibit hall.

Attendees benefit from numerous breakouts and will choose from 5 different sets of concurrently running sessions:

Breakout #1

Re-Inventing the Local Media Consortium - Rusty Coats, executive director, will explain how the Local Media Consortium evolved, where it is headed and why it's important to media companies.

Monetizing Mobile - An \$8 Million Case Study - Dick Larkin, Commando in Chief at Commando Marketing, will deliver the goods on a Chicago text message campaign to local SMBs that has resulted in a revenue stream of \$8 million. It is easy to sell and is delivering great results for the clients.

Take Back Your Classified Marketplace Now! - Janet DeGeorge, president of Classified Executive Training and Consulting will demonstrate how newspapers have seen a return of classified revenues and improvements in circulation.

Breakout #2

Programmatic Buying - Pros and Cons of Automated Sales - Randy

Bennett, president, Bennett Media Solutions and Sam Metcalf, Manager of Digital Yield at Milwaukee Journal Sentinel, will explain the pros and cons of programmatic buying, and the strategies behind successfully optimizing all online ad inventories.

The Importance of a Carefully Drafted Social Media Policy - Camille Olson and Rich Lapp, partners at Seyfarth Shaw LLP in Chicago, will address the need to develop a social media policy and potential legal pitfalls you may encounter along the way. They will also provide pointers on crafting your policy so as to walk the line between protecting your legitimate business interests and staying out of court.

Print Innovation - This session will showcase three awesome examples of new and innovative ideas on the print side of our business.

Breakout #3

Digital Agencies 2.0 - Jason Erdahl, executive director/digital, Minneapolis Star Tribune and Ryan Moffat, director of sales, AdTaxi Express are among the panelists who will dig into the latest in the evolution of this high value space.

Making Print YOUR Competitive Advantage for Online Promotions - Online promotions are exploding and are expected to produce revenue of nearly \$80 billion by 2017 and Julie Foley, affiliate success director at Second Street, will explore how the power of print is a serious advantage for local newspapers.

Paywalls, Memberships Models and Google Customer Surveys: What Paid Content Option Is Right For You? - Local media companies have many choices - from tight or porous paywalls, to meters, to memberships, to "freemium" content, to Google Customer Surveys - and this session will cover them all as well as hybrid strategies such as combining a pay meter with Google Customer Surveys.

Breakout #4

Enablement from the Back End - Rick Surkamer, Surkamer Advisors LLC and former President and COO of Sun Times Media Group, will take C-level executives through the concept of "Zero Capital Budgets" and three significant driving trends behind this initiative: The consolidation of production into print centers; the sourcing of software to the cloud for content, advertising, circulation and finance; and the sale of company facilities and moving to a "hoteling" or a mobile operations model.

10 Circulation Metrics You Must Track for Circulation Growth and Revenue - Learn crucial circulation metrics - and how you can put them to use immediately to grow audience and revenue.

Digital Video: A Promising New Tool for Newspapers - Newspapers are well-

positioned to disrupt local TV stations by producing their own engaging digital video content and this session lays out the specific steps to take advantage of it.

Breakout #5

Subscriptions, Sports, Services: Gannett's new revenue strategies - The nation's largest newspaper publisher is also one of the most aggressive in pursuing new revenue opportunities in the digital era. Learn how Gannett is leveraging its sports content with USA

Today Sports Media Group, which it predicts will be among the top five sports media companies within two years.

Town Hall/Idea Exchange for Small Dailies and Weeklies

Town Hall/Idea Exchange for Larger Dailies

Pick the appropriate peer-to-peer ideas sharing session and you will be inspired by new thinking on increasing revenue, cutting costs, and improving operations with your peers. Bring your best idea and be prepared to share.

Highlight Session

What does 2014 & beyond hold and what can you expect in your market?

Gordon Borrell, CEO of noted media industry analyst Borrell Associates, will educate and inspire in his general session on the 2014 Advertising Outlook. "We're at the dawn of a new era for local advertising and it is revealing a reshaped media landscape where competition is much more intense, rate hikes are unheard of, advertisers are much more in control, and multimedia packaging is the norm. It's a media ecosystem where the smartest can thrive and only fools embrace the notion that 'flat is the new up'."

Borrell's remarks will include vital data and insights that will help media leaders set strategic planning. Some of his focal points:

* Digital media is a giant toy chest for a lot of newspapers. They grab the coolest-looking thing and treat it like a product extension - a new section - and then try to make money doing it. The approach should be exactly opposite: "Where's the money flowing, how much can we reasonably expect to get, and how can we build a product around that?"

BONUS: Register by January 10 and receive a customized Borrell report for your defined market geography which will help recipients determine that first & foremost question: *Where's the money flowing, and how much can we reasonably expect to get?*

* SMBs are more optimistic about the economy, which means local advertising should see a healthy uptick in 2014. Borrell's latest SMB

survey shows 85% of SMBs optimistic and overall ad budgets up more than 10%. He'll delve into what you should be doing to maximize your share.

* Newspaper spending is stabilizing. It's up in some markets, down slightly in others. The big surprise: ROP advertising is actually showing increases for the foreseeable future, possibly due to growth in "sponsored content," or to be vogue, "native advertising."

* The popularity of the digital agency movement is well-founded. Local advertisers are spending the greatest amount of their digital budgets on services, not advertising. Anyone moving in this direction will find themselves awash in sales, as long as they're selling the right products.

Highlight Session #2 **A Native Advertising Case Study From BuzzFeed**

BuzzFeed.com, with over 8- million monthly unique visitors, features the kind of information you want to pass along to your friends on a technology platform that detects what is trending on the Web and connects people in real time to the hottest viral content. The company is focused on delivering original reporting, insight and viral content on an expanding array of subjects - from news, politics and sports to entertainment, travel and food - and Aswini Anburajan, director of partnership development at BuzzFeed, will share tips with local media execs that is sure to enlighten even the savviest digital consumer.

Key Executives Mega-Conference, Feb 24-26, 2014, The Mirage, Las Vegas, Nevada. Full details at www.mega-conference.com

BONUS!

Membership in Local Media Association Delivers ROI

The return on investment in LMA membership increased exponentially last year and the 2014 outlook is even stronger. Look what your membership offers you:

- Free Training Webinars – 45 were offered in 2013 with 2,185 registrations
- New Sales Training Division offers highly specialized & niche offerings
- Sales Certification Program – the best in the industry
- Access to timely research & case studies on emerging trends & new business models
- Conferences & Events that focus on the hottest revenue opportunities
- Strategic partnerships bring case studies/best practices from other media & around the world
- Separate Foundation to focus on the digital transition
- Top Takeways from the annual Innovation Mission are shared with the membership
- Access to LMA Staff with more than 100 years of combined industry and digital experience
- Strong financial reserves provide stability for years to come.



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2,185 LMA WEBINAR REGISTRATIONS IN 2013 – DID YOUR STAFF PARTICIPATE?

We just released an Annual Report for the first time in our history. It was a great exercise that allowed us to really analyze the numbers and member participation levels across the board.

We were delighted to learn that 2,185 people registered for LMA webinars in 2013. Only five member companies did not participate in any of them. We knew from prior member surveys that our webinars were the most valued member benefit. And they continue to grow each and every year.

This will be our sixth year of offering webinars free of charge to LMA members. In 2013, we offered thirty-six free webinars and nine during the free virtual advertising conference, for a total of forty-five. This is one of the ways that we provide immediate value for the dues that you pay to belong to LMA.

Since Peter Conti joined our team (after spending 11 years as a senior VP at Borrell Associates), we have improved the quality of our and we shortened most of them to a ‘Quick Bite’ 30-minutes. The feedback has been outstanding.

Our first quarter line-up is incredibly strong. Please be sure to have your staff take advantage of this awesome LMA member benefit!

Q1 – 2014 Webinars Include:

- The Future of Local Media - with Gordon Borrell & Kip Cassino, Borrell Associates, January 7
- Small Business Marketing Forecast Report - with C. Lee Smith, Sales Development Services/Ad-ology, January 21
- Local Commerce Monitor, Wave 17 Spotlight: Use of Newspaper Advertising - with Rick Ducey, BIA/Kelsey, January 28
- How to Create a (Good) Business Video - with Shannon Kinney, Dream Local Digital, February 4
- Why the Whole Digital Experience Matters for Your Organization - with Sandy Martin, Schurz Communications, February 11
- Chasing SMBs? Secrets Revealed! – with Gordon Borrell & Greg Harmon, Borrell Associates, February 18
- Are You Getting Your Share of the Search Pie? – with Amie Stein, Local Media Association, March 4
- Native Advertising: Three Case Studies – speakers TBD, March 11
- Advanced Digital Sales: Prospecting for Leads – with Peter Conti, Local Media Association, March 25

Please let us know what future topics you would like to see covered. Send idea suggestions directly to Pete at peter.conti@localmedia.org.

Member Voices Want To Be Heard

The industrious group of media leaders who comprise LMA’s all-volunteer Board of Directors are convening later this month for a two-day strategic planning meeting. The result of this gathering helps guide the organization and input that will help shape the discussion is absolutely desired. Members are

urged to share issues of importance that they would like to see addressed.

Email your thoughts to LMA President Nancy Lane at nancy.lane@localmedia.org or Board Chairwoman Gloria Fletcher at gletcher@soundpublishing.com.

Announcing LMA's New 30-minute "Quick Bite" Webinars

With close to 2200 members participating in last year's webinars, LMA knows that these educational and informative sessions are a popular benefit to membership. Enhancing the program, LMA is adding numerous 'quick bite' webinar, just 30 minutes in length, to the 2014 calendar.

Here's a look at the Q1 calendar. All webinars are on a Tuesday and begin at 3 p.m. ET unless noted different. Register online at www.localmedia.org/webinars.

The Future of Local Media

Tues., Jan. 7, 3-3:30 p.m. ET "Quick Bite" Free for LMA members/\$29 for media association partners/\$59 for non-members.

Borrell Associates just completed an exhaustive study of the state of local media that delivers remarkable insights into where everything is headed. Borrell's analysts have painted a clear picture of what's changed in all media – and what hasn't – and coupled it with trending analysis that shows what the local media landscape is almost certain to look like in the future. The webinar is a preview of Gordon Borrell's Mega Conference keynote, where he will



hand out market-specific forecasting information to attendees.

Presenter: Gordon Borrell, CEO; Kip Cassino, EVP of Research, Borrell Associates.

Small Business Marketing Forecast Report

Tues., Jan. 21, 3-3:30 p.m. ET (45 Minutes). Free for LMA members/\$29 for media association partners/\$59 for non-members.

Survey of over 1439 U.S. small business owners in relation to their attitudes on sales, advertising, online marketing and social networking will be presented. What they feel you will have to do to stay at the top of their customer's minds. And, how business owners plan to tackle this challenging market along with projected budgeting plans for media advertising, digital, social networking and more.

Presenter: C. Lee Smith, President/CEO at Sales Development Services, Inc. & Ad-ology Research.

Local Commerce Monitor, Wave 17 Spotlight: Use of Newspaper Advertising

Tues., Jan. 28, 3-3:30 p.m. ET "Quick Bite". Free for LMA members/\$29 for media association partners/\$59 for non-members.



Faster growth in online/digital advertising revenues will drive that faster overall growth, increasing at a 13.8 percent CAGR from \$26.5 billion in 2013 to \$44.5 billion in

2017. That compares with a CAGR of 0.1 percent during the same period for traditional advertising revenues, which will remain flat, growing slightly from \$106.4 billion in 2013 to \$107 billion in 2017. What will 2014 look like for newspapers experimenting with new types of ad inventory and paywalls?

Presenter: Rick Ducey, Managing Director, BIA/Kelsey.

How to Create a (Good) Business Video

Tues., Feb. 4, 3-3:30 p.m. ET "Quick Bite". Free for LMA members/\$29 for media association partners/\$59 for non-members.

Done well, video will draw people in, keep them engaged, and turn them into customers at rates exponentially higher than anything else on the web. Studies have shown that video is 52 times more likely to show up on the front page of Google than any text-based content. 52 times! Marketing with video on your website can increase your conversion rates by 80%. But creating video for your business can be a daunting task. There are a thousand different moving parts. Where to start? What to do?

Presenter: Shannon Kinney, Founder and Client Success Officer, Dream Local Digital.

Why the Whole Digital-Experience Matters for Your Organization

Tues., Feb. 11, 3-3:30 p.m. ET "Quick Bite". Free for LMA members/\$29 for media association partners/\$59 for non-members.

Do you know how to pull your digital offerings together to make it a seamless experience for your audience? Are you maximizing every touch point to ensure advertisers a high ROI? Is your digital organization aligned properly? Sandy Martin will uncover the process that makes for a winning digital strategy.

Presenter: Sandy Martin, Director of Digital Experiences, Schurz Communications.



Buoyed by renewed optimism in the economy, local businesses are increasing marketing budgets again. Who benefits, and which media category is facing pent-up demand likely to explode in 2014? Borrell surveyed more than 900 SMBs across 14 U.S. markets between May and August 2013 and gained insights on how local businesses are spending advertising and marketing dollars across all media.

Presenter: Gordon Borrell, CEO, Borrell Associates; Greg Harmon, Senior Research Analyst, Borrell Associates.

Are You Getting Your Share of the Search Pie?

Tues., Mar. 4, 3-3:30 p.m. ET "Quick Bite". Free for LMA members/\$29 for media association partners/\$59 for non-members.

Local search makes up more than 30% of digital ad revenue. Are you getting your share of the pie? Join LMA's Google AdWords Certification-Trainer Amie Stein as she takes you through the opportunities in local search. Along with a case study, the latest local search ad spending and forecasts will be presented.

Presenter: Amie Stein, Training and Development Director, Local Media Association.



Native Advertising: Three Case Studies

Tues., Mar. 11, 3-3:45 p.m. ET (45 Minutes). Free for LMA members/\$29 for media association partners/\$59 for non-members.

Join us for a peek under the hood at how three different size newspapers are employing native advertising. You'll learn what works, what doesn't work, cost structures, sales results and more.

Moderator: Nancy Lane, President, Local Media Association.

Advanced Digital Sales: Prospecting for Leads

Tues., Mar. 25, 3-3:30 p.m. ET "Quick Bite". Free for LMA members/\$29 for media association partners/\$59 for non-members.

The most overlooked opportunity in local advertising sales today is using digital tools to develop new business. At a time when cold calling is becoming a less effective sales method for most local media sellers, the emergence of search tools, social media and monitoring tools are creating a new approach for getting the attention of local advertisers. Learn about how to prospect in the digital age.

Presenter: Peter Conti, Sales and Marketing Director, Local Media Association.

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Chasing SMBs? Secrets Revealed (No, really!)

Tues., Feb. 18, 3-3:30 p.m. ET "Quick Bite". Free for LMA members/\$29 for media association partners/\$59 for non-members.

NEWSPAPER OF THE YEAR SPOTLIGHT

NON-DAILIES BELOW 10,000 CIRCULATION

In last month's issue, we unveiled the elite group of 22 newspapers who took honors in the coveted 2013 Newspaper of The Year contest. Starting with this issue, we will spotlight each of the winners including what the judges had to say about them. First up is Class A, representing non-daily newspapers with circulation below 10,000.

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.



County drops Old Martina's Hall suit

New commission extends offer to ex-deputy manager Bellis

Blankenhorn, who took their seats at the beginning of this year. Bellis' position was eliminated at a Dec. 4 meeting, less than a month before outgoing commissioners Andrew Chavez and Nickolas Jaramillo left office. In June, the same lame-duck commission directed the county's legal department to appeal the state's decision to grant a liquor license to Old Martina's Hall after the commission repeatedly denied the restaurant's application. Romero and Blankenhorn each said during the Primary campaign in May that they were in support of the Old Martina's liquor license. They also expressed frustration when the outgoing commission deleted Bellis' post. County government has long had a reputation as being cantankerous and unwilling to cooperate. County residents as well as officials from the town of Taos and Taos Pueblo were at Tuesday's meeting expressing a desire to work together with the new county administration. Blankenhorn and Romero (who has served multiple terms on the board already) have promised to change the tone of county government and appeared eager to establish a new face Tuesday. After meeting in closed session on the liquor license and Bellis' position, the board voted to offer Bellis the deputy county manager job at his previous salary, with backpay and benefits from the date of his layoff. The board also voted to give county manager Stephen Archuleta the authority to "negotiate any remaining points with Mr. Bellis that may still be outstanding as a result of the dismissal." At the December vote to

Canadian hockey team visits Taos
Taos County's top teams, plus local basketball teams have busy up-and-down weekend on the court.

Taos Chamber Music Group performs
The votes Tuesday (Jan. 8) undo two actions by the previous board and signal a shift in the balance of power on the five-member commission. The shift is directly related to the election of commissioners Gabriel Romero and Tom

Tempo
DEATHS
Concepción Aragón, 59, of El Prado, died Dec. 20, 2012.
Stephen G. Kelo, 72, of Taos, died, Jan. 3, 2013.
Benjamin F. "Chank" Sánchez Sr., 78, of Peñasco, died Jan. 2, 2013.
Jerry Wayne Stoy Jr., 27, formerly of Taos, died Dec. 20, 2012.
Obituaries page C7

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Calendar Tempo 36
Taos, New Mexico
5 Sections, 84 pages
Vol. 118, No. 19
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Down TSV numbers may mean new normal for Taos businesses
By J.R. Logan
The resort's shift may mean local businesses need to recalibrate as well. A beneficial swing in the jet stream in mid-December brought a series of recent snowstorms to Taos County, which no doubt helped bolster visitor numbers this year. Blake said Taos Ski Valley had several days during Christmas week with just under 4,000 skiers and riders. She said Jan. 2 was the busiest day of the season so far, with 4,100 people on the hill.

Inmate kills self in Taos County detention center
By Chandra Johnson
Taos County authorities say they will be reviewing the policies and procedures at the adult detention center following an inmate's suicide early New Year's Day (Jan. 1). County manager Stephen Archuleta said the man was pronounced dead at Holy Cross Hospital at about 6:15 a.m. Archuleta said, "It's an unfortunate situation, and it's difficult for every- one."

Murder charge and a chilling 911 tape
PAYSON ROUNDUP
Left homeless
BOMBHELL
Family saved, but dogs die in fire
Not about dying
Too much heart to retire



Kids' Campus earns national accreditation
By Matthew van Buren
The UMA-Taos Kids' Campus has reason to celebrate the new year, having recently achieved accreditation through the National Association for the Education of Young Children. The Kids' Campus Center for Early Learning, located at UMA-Taos Kilauea Campus in Rancho de Taos, opened in spring 2008 and serves children from 6 weeks to 5 years old. According to information from the National Association for the Education of Young Children, the organization has "worked to raise the quality of programs for all children from birth through age 8" for more than eight decades. The National Association for the Education of Young Children's accreditation process includes examining 10 program standards, which focus on four groups of early childhood education stakeholders: children, teachers, family and community partners, and program administration. The standards look at a program's physical environment, teacher qualifications and professional development, curriculum, health and child progress, among other factors. Kids' Campus Director Tracy Jaramillo said the accreditation started with a year of "self-study," which involved examining the program and looking at areas that could be improved. A year of self-assessment then followed, involving parents, teachers and multiple surveys. "It's a pretty rigorous process," she said. Jaramillo said she started in her position about two years ago and has seen it grow in population and in quality. She said the Kids' Campus now serves about 85 families. "We now have four separate classrooms," she said. At the end of the accreditation process, Jaramillo said she was "proud."

Algae blooms in prize creek
Contributing sources include cow manure, fertilizers, septic systems, study shows.
A west bank trout stream heavily flushed by development contains 13 to 180 times more algae than other regional creeks and rivers, a U.S. Geological Survey study shows. The 40-page report, released in late October, assesses the water quality and biological health of Fish Creek, a 15-mile Snake River tributary that flows through agricultural lands and a golf course. Collectively the human inputs had left a mark on the health of the waterway. "The water-quality reveals, as well as an understanding of the groundwater and surface-water interaction, verified that nitrate is entering Fish Creek from groundwater," chief author and U.S. Geological Survey project manager Cheryl Kelly Miller wrote, "and that the source of nitrate is from agricultural lands." The study also found that agricultural lands and a golf course, collectively the human inputs had left a mark on the health of the waterway. "The water-quality reveals, as well as an understanding of the groundwater and surface-water interaction, verified that nitrate is entering Fish Creek from groundwater," chief author and U.S. Geological Survey project manager Cheryl Kelly Miller wrote, "and that the source of nitrate is from agricultural lands." The study also found that agricultural lands and a golf course, collectively the human inputs had left a mark on the health of the waterway.

Retiring superintendent leaves 'political' park post
Scott touts reducing infrastructure backlog, spurring state land buy.
The state's top park official is retiring after 23 years, a move that will leave a void in the state's top park official position. Grand Teton National Park Superintendent Mary Gibson is retiring after 23 years in the position. She started her job in 2004, her career in 1980. "It's an interesting system," Robinson said, "but it's difficult to break into." Inside the state, the vast majority of Cheney's funding comes from state funds.

3RD PLACE Payson Roundup
Payson, AZ - WorldWest LLC
Editor: Peter Aleshire
Judges Comments:
Editorial: Good writing throughout that covers a great diversity of topics; nice editorial page.
Typography: Like the type styles, headline fonts, overall layout and design. Good color and great photos. Handsome name plate.

1ST PLACE NEWSPAPER OF THE YEAR
The Taos News
Taos, NM
Santa Fe New Mexican
Editor: Joan Livingston

Judges Comments:
Editorial: A fine newspaper in every way. Covers local news plus an interesting Editorial paper for tourists to read.
Typography: Clean, creative broadsheet layout. Clean, crisp headlines, type styles. Easy to read. Beautiful photography.
Advertising: Lots of good special sections along with steady ROP ads. Good use of color in ads.

Other comments: Takes great people to create a great newspaper. Readers must love the Taos News!

Publishers Comment:
"I'm very pleased for our entire staff, but also our community, because a good newspaper reflects the community it serves.... I can't say how proud I am of our entire staff and its non-stop endeavor to publish the best weekly newspaper in the United States."
- Chris Baker, publisher

HONORABLE MENTIONS
Half Moon Bay Review
Half Moon Bay, CA - Wick Communications
Editor: Clay Lambert
Gaylord Herald Times
Gaylord, MI - Schurz Communications Inc.
Editor: Jeremy Speer
Pelican Press
Sarasota, FL - Observer Media Group
Executive Editor: Lisa Walsh

Jackson Hole News & Guide
Jackson, Wyoming
Wednesday, November 6, 2013
One dollar

Algae blooms in prize creek
Contributing sources include cow manure, fertilizers, septic systems, study shows.
By Mike Kuhnert

Outside donors fueling race
Enzi's campaign chest filled by PAC money; Cheney's funds coming from out of state corporate bigwigs.
By Michael Pullman

Retiring superintendent leaves 'political' park post
Scott touts reducing infrastructure backlog, spurring state land buy.
By Angus M. Thuermer Jr.

2ND PLACE Jackson Hole News & Guide
Jackson, WY
Teton Media Works, Inc
Editor: Angus MacLean Thuermer Jr.

Judges Comments:
Editorial: Anyone, from anywhere, could pickup a copy and find it interesting & readable. Solid hard local news coverage.
Typography: Handsome tabloid, well designed. Comfortable to read, easy to find what you want. Beautiful photos.
Advertising: Many locally designed ads, excellent presswork - good special sections, lots of ads - super job on public notices.
Other comments: Must be a great staff in every sense: editorial, presswork, advertising, creative; wish this was my hometown newspaper.

Advertising: Good special sections and well designed local ads.
Publishers Comment:
"We are convinced that small towns across the nation, like Payson, Arizona, rely on its community newspaper and corresponding websites to be the watch dog of their towns. We at the Roundup take this charge seriously. We are just as convinced that an informed public makes for an involved community."
- John Naughton, publisher

Publishers Comment:
"One of the judge's comments was right on the mark... Must be a great staff in every sense: editorial, presswork, advertising, creative; wish this was my hometown paper."
We certainly have a dedicated crew and they rise to the occasion to give our residents and visitors an outstanding community newspaper."
- Kevin Olson, publisher

SPOTLIGHT on LMA's

Research & Development Members

PPI Media Solutions' Multi Channel-Publishing

Media-neutral editorial systems are a vital cornerstone of cross media publishing. Different reading habits and interests in today's diversified users can only be met by those media companies who create cross-media products. And, what's more, also use the specific options provided by each medium to the best, without losing sight of their own brand. Those who wish to reach their target audience all the time must be present in their reader's everyday lives: at the breakfast table, on their way to work, in the office and at home. PPI Media Solutions' Content-X is just the tool for this. Media-specific content is paramount every step of the way and offers the ideal platform for delivering texts, images, animated images etc. on all channels.

This is illustrated by the production of stories which have different starting points and levels of content on each channel and which use the specific features of each medium to the full. A short, direct message on Twitter, a photo for Facebook, a first interview, including a video for the website, and an objective report for the print edition next day. Everything from one system and a single source, and created, saved and published in one process.

The Content-X editorial workflow is first choice for example at Bangkok Post (Thailand), Russmedia (Austria, Hungary, Rumania) or impulse and mediaprint infoverlag (Germany).

"Content-X is simple, small and incredibly efficient. It's never been easier to convert data, process images, create newspaper layouts, fill mobile offers with content or create archives," says Peter Zehrer, technical prepress manager at Russmedia. "With this new editorial solution, ppi Media has positioned itself once again as a leading software supplier and workflow specialist. Large savings and highly automated processed in all areas have made us very satisfied customers who can fully recommend Content-X."

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Affinity Express delivers cost savings and improved quality to Cox Media Group

Cox Media Group, Inc., (CMG) is an integrated broadcasting, publishing and digital media company. Due to cost pressures at its daily newspapers, CMG partnered with Affinity Express to achieve operational efficiencies, adopt best practices, provide print and digital services and support long-term growth.

CMG selected Affinity Express to design print, commercial print and digital ads for The Atlanta Journal Constitution, The Austin American Statesman, The Palm Beach Post and The Dayton Daily News.

"We had a short window to implement. Affinity Express had people on our floors, helping our staff and working with sales. I don't know if anyone else could have delivered as well as they did," according to Senior Manager of Ad Production and Publishing Operations Scott Coulter.

The benefits to CMG are:

- **Quality:** Scott noted, "My rush rates are at 2 or 3% and my year-to-date revision rate averages 1.5%, but I'm producing as many ads as when CMG had internal artists."
- **Cost savings:** CMG achieved considerable cost savings, moving from a large internal staff to a shared Affinity Express team of 45 full-time employees.
- **Faster turn times:** Affinity Express provides designs in 12 hours or less. "The turn times are phenomenal and it wasn't nearly as quick with our internal artists," Scott commented.
- **Cloud-based workflow:** The cloud-based workflow is accessible anytime from anywhere and enables users to place, upload, proof, revise and store orders quickly and easily.

Beyond these benefits, the client feels that customer service has been integral to success. "Anytime we've had questions or issues that needed attention, the Affinity Express team has been incredibly responsive. They listen to us, come up with solutions and implement them," said Scott.

For more information, contact: Kelly Glass, Affinity Express, (847) 930-3205, kellyg@affinityexpress.com.

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SPOTLIGHT on LMA's

Research & Development Members

Virtanza™ Sales Training Delivers for Harris Enterprises Inc.

Harris Enterprises, Inc. competes in six markets in Kansas and Iowa with newspapers and their associated websites. The advertising staff consists of approximately 60 sales executives / managers. They've been aggressive in developing a robust digital and print platform, providing dynamic content for readers and diverse advertising solutions for clients. The combination of products called for integrated client solutions.

Bruce Buchanan, President of Harris Enterprises, Inc. sought a top-notch solution to bring their sales effort together. "Although we provide a good range of services to our clients, we have struggled to deliver a coherent sales message," said Buchanan. "Our sales reps are inundated with products, and they recognize the bulk of our revenue still comes with print. We knew we needed strong sales training, especially for convincing advertisers in rural markets that digital products could deliver customers."

The HDS/Virtanza™ team developed a custom sales training and certification plan for all 6 Harris markets, integrating each publication's print and digital solutions. Utilizing Virtanza™ program methodology and skills, sellers and managers were trained in-market and coached in the field to:

1. Investigate the media background of key target accounts
2. Identify measurable client business needs and objectives
3. Develop and present effective results-focused, ROI-based, proposals
4. Negotiate and close based on value and return, not price

The initial results:

- Over 308 customer growth programs sold.
- \$3,500 average incremental customer spend.
- ROI over 10 times the Harris investment.

"HDS fit well with what we were looking for," according to Buchanan. "The market is still tough, but our reps have responded well. We are counting on similarly strong results with our second round."

For more information on Virtanza™ and the full suite of HDS Premier Consulting Services contact Debbie Holzkamp dholzkamp@aol.com, (714) 932-2284

200 Location Franchise System uses Custom Digital Marketing Solution

Integrated Digital Strategies (IDS) recently completed a multi-location digital marketing program for a home health



care company with just fewer than 200 locations. This company is comprised of franchisees that require consistency of brand across their footprint throughout the country. They were also experiencing a lack of local SEO and organic presence and missing from maps sections with major search engines and on online directories.

Another need was to provide a social media platform that integrated with a reputation management system. The goal was to enable each franchisee to monitor what was being said about them and generate a positive message on social media when favorable reviews were received. If questionable mentions were discovered, they wanted to know about it immediately and rectify the problem. All of these products and services required an analytics dashboard where they could monitor all activity in one place in real time.

IDS worked closely with the franchisor to design one solution for all franchisees that met their needs. The price points for these small serviced based businesses needed to meet their budgets and provide a solid return on investment. The result is that all participating franchisees now have one unified Digital Marketing Program that provides consistency throughout the country.

"We designed a custom program that matched the specific needs and budget for 200 franchisees." – Steve Galligan, CEO Integrated Digital Strategies



Let us create a Digital Marketing Agency for your Publishing Company

Integrated Digital Strategies (IDS) provides a turn-key and cohesive digital marketing platform for publishers, media partners and marketing agencies both domestically and internationally. From digital product development, management consulting, sales training & field coaching support, we offer complete fulfillment and account management with proven "go-to-market" business model.

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- Social Media Marketing
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- Reputation Management
- E-Mail Marketing
- Pay-For-Performance Solutions
- Robust Analytics & Lead Reporting
- White-Label Performance Dashboard

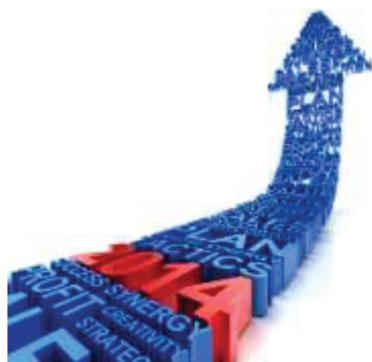


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Integrated Digital Strategies team consists of former media company executives and managers with over 30 years of combined experience in digital marketing for businesses. IDS understands the needs of media sales organizations and how to transform them into multi-media consultants. Our goal is to develop a recurring digital revenue stream and grow your market share. Let us create a full service digital marketing agency for your publishing company.

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For More Information Contact Debbie Holzkamp



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SPOTLIGHT **on LMA's** Research & Development Members

AdMall's Major Account Intelligence Report Informs Local Sales Pitch Strategy; Lands \$100,000 Advertising Commitment.

When Dunkin Donuts gave local media companies in Pittsburgh an opportunity to pitch, Jim Busch with Trib Total Media dug into AdMall's Major Account Intelligence Report for Dunkin Donuts to conduct some background research.

"Each media company was allotted a half hour to do their pitch and Busch knew that his competitors would be talking about how great their media was. Busch used the AdMall data to share insights about their industry, including DD's corporate marketing plans.

"I spent 20 of the 30 minutes talking about the Pittsburgh market, audience habits of eating out, and the tea-drinking audience," Busch recalled. He only spent 5 minutes talking about his media, and left the remaining 5 minutes for questions.

Dunkin Donuts officials were impressed. They had confirmed the accuracy of everything Busch included in his presentation. They gave Trib Total Media a commitment of \$100,000, which included 100% of the print budget; "and the account is still growing," says Busch.

Busch believes that AdMall is "instant expertise - one click and you know it all." He especially likes the Major Account Reports when pitching a local SMB - to show what the national competitors are doing. "AdMall takes the discussion away from price," states Busch, "and turns it into a discussion about value..."

AdMall® is the most powerful advertiser business intelligence available for local+digital media sales, with a proven track record of generating millions in new business for our clients. AdMall's business intelligence tools provide a multitude of ways to Sell Smarter™. For more information, contact Barry Shawgo at barry@admall.com

It is Time to Sell a Stellar Reputation Management Suite

Vendasta Technologies is a leading provider of online reputation and social presence management tools built for local small and medium businesses (SMBs) and sold by media organizations that provide advertising and marketing solutions to SMBs. Delivered through a white labelled business center or available via APIs, these tools offer branded solutions that generate new streams of digital revenue for media companies while helping their SMB clients monitor, manage, and build stronger reputations.

Vendasta currently serves 250 media institutions operating over 1,800 media properties including national local agencies, search engine marketing companies, radio, TV, newspaper, Internet yellow pages, and pure play digital companies. Combined, these companies represent a digital sales force of 8,550 professionals and have sold Vendasta solutions to over 100,000 local SMBs in North America.

Vendasta's partners include top brands such as Hearst Corporation, The McClatchy Company, Boston Globe, and The Seattle Times.

Platform That Sells Itself

Vendasta recently announced the release of Snapshot, a powerful prospecting tool that allows partners to create a complete snapshot of a prospect's online visibility, reputation, and social media progress.

This puts our partners ahead of the competition in providing real value to their SMB clients and signing more business.

World Class Support

Being a purely white label provider, Vendasta sells only through its partners. Therefore, we have a strong focus on helping our partners succeed. Learn more about our partner support here. For more information, visit www.vendasta.com

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A Sampling of What's Ahead in 2014

The New Year brings a time of contemplation, with many setting goals, making resolutions, and so on. The same is true for business leaders and a handful of LMA members were good enough to share some thoughts to this question: Moving into 2014, what are the top one or two initiatives that your company is expanding upon, developing or implementing?



From Kirk Davis, President & COO, GateHouse Media

GateHouse Media enters 2014 firmly committed to growing our digital agency, Propel Marketing. Propel is a high conviction play for us and our reseller partners. A second major focus in 2014 is to apply what we learned from two major research initiatives we invested in last year related to consumer content preferences and the multimedia experiences we offer. Otherwise, business development in mobile will loom large, as will increasing our engagement with our employees. I'm so inspired when I have the opportunity to meet with employees and hear their ideas. They're savvy, possess high standards and frankly not interested in any excuses from management. They know that we choose to be in the leadership roles we have, so we need to demonstrate that we're listening, learning and innovating quickly - a great corporate resolution for 2014.

Finally, we successfully recapitalized our company last year so we hope to also grow through acquisition in 2014, providing we see the right opportunities. Late last year we brought Local Media Group (formerly Dow Jones Local Media) under management and the

management teams see exciting possibilities in 2014!

Perhaps if I publicly acknowledge that I should personally lose 15 lbs I'll be more committed to getting that done too. So there you have it. Let's see what 2014 brings!

From Robert Brown, President, Swift Communications

Swift's key focus in 2014 is refining significant initiatives launched over the past two years.

Transforming our sales organization from a one size fits all to a more custom fit to clients buying needs.

1) We are slimming our outside sales effort aligning our best consultative sellers with our key clients. Then we are expanding our sales capacity with



a targeted inside sales team (a more transactional buying process). This group will handle high volume of clients at lower investment levels. We

will be rounding out our advertising sales offerings with a self serve option for those clients that don't require our advice and/or support.

2) Core Product Transformation focus:

- (a.) Execution of Content strategies
- (b.) Circulation Acquisition and pricing

(c.) Compensation aligned with organizational goals



From Rick O'Connor, President & CEO, Black Press

We are so geographically diverse across North America and each region has different goals and objectives for 2014. However, at the top of each area's list is to improve the quality of the print,

▶▶▶ CONTINUED ON PAGE 13

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Matthew Larson, Director of Business Development • mcl@our-hometown.com
Jeff Rapson, Marketing Consultant • jdr@our-hometown.com

▶▶▶ CONTINUED FROM PAGE 12

digital and vertical products we produce to make the reader experience better and more relevant in 2014. Tied in with that is audience retention and development.

Now that the economy is showing signs of life in many of our areas again, those media companies who have the most valuable audience will grow their advertising revenues. A second area of focus is development of new vertical marketing platforms, print and digital that will tap into new or previously undeveloped revenue streams.



From Matt Coen, co-founder, Second Street

1. We are moving all of our products to a new platform over the course of 2014 that is built from the ground up for mobile and social to allow our partners to maximize those opportunities.

2. We're investing in a new training platform for our partners to supplement their internal sales and operations training programs. We know that training and education are a huge part of the formula for our partner's success.

1,000 local media reps now registered, there's a lot of chatter and debate on topics that are sure to inspire and educate. Get in on the action at LinkedIn, group name Local Media Trends.

And, don't forget the ubiquitous social media connection. Find LMA on Facebook and Follow us on Twitter @LocalMediaAssoc.



What's On Your Mind?

Dialogue with peers from across North America is another of the many benefits of membership in LMA and an easy way to get in on the discussion is via the LinkedIn forum Local Media Trends. With over

Digital Preservation Speaks VOLUMES

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Digitally preserve your newspapers and bound volumes



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The newspaper archive scanning service from SmallTownPapers™

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Feb. 24-26, 2014

The Mirage, Las Vegas

The Mega-Conference is the premiere industry event for newspaper executives and the companies that do business with newspapers.

Register by January 23 to receive the early-bird registration rates.

Session Spotlight:

A Native Advertising Business Model



BuzzFeed features the kind of information you want to pass along to your friends on a technology platform that detects what is trending on the web and connects people in real time to the hottest viral content. The company is focused on delivering original reporting, insight and viral content on an expanding array of subjects- from news, politics and sports to entertainment, travel and food- that its viewers can rate with badges like “LOL” “AWFUL” “HOT” “TRASHY” “CUTE” “WIN” “OMG”. The website reaches more than 80 million monthly unique visitors. What tips will Aswani Anburajan, director of partnership development, give to newspaper executives?

Session Topics Include:

- The 2014 Advertising Outlook in YOUR Market
- Monetizing Mobile: An \$8 Million Case Study
- Native Advertising: Leveraging Our Core Competencies
- Programmatic Buying- Pros and Cons of Automated Sales
- Digital Agencies 2.0
- Re-Inventing the Local Media Consortium
- Innovating Local News
- Local Media Sales Transformation Playbook

22 Total Sessions to Choose From Including 15 Breakout Sessions! Perfect for Publishers and Top-Level Advertising & Digital Managers.

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MEMBER NEWS

John Humenik Promoted



JOHN HUMENIK

Lee Enterprises promoted John M. Humenik, president and publisher of the Arizona Daily Star in Tucson and past president of the LMA board of directors, to publisher of the Wisconsin State Journal in Madison and group publisher for both divisions. As publisher of the Wisconsin State Journal, Humenik also becomes a principal officer of Madison Newspapers, Inc., which is owned jointly by Lee and The Capital Times Co.

Mary Junck, Lee chairman and chief executive officer, said Humenik also will become a member of Lee's executive team, helping guide 50 daily newspaper print and digital operations in 22 states.

Humenik succeeds William K. Johnston in Madison, who previously announced plans to retire after 40 years in Lee. Bobbie Jo Buel, editor of the Daily Star, will become interim publisher in Tucson during the search for a successor.

"I'm excited about the awesome opportunity ahead. Madison is an incredible community, and getting to know

the staff as quickly as possible will be an enjoyable experience," Humenik said. "By staying connected and involved with our Tucson operation, together we will be able to explore important synergies. I believe that relationship will prove to be a tremendous advantage for our group, especially as we build upon our print and digital successes."

Bird receives community award



HENRY BIRD

Herald Bulletin publisher & LMA board member Henry Bird received the William P. Riethmiller Community Partnership Award from Anderson University. He was specifically honored for the work he has done with several organizations in Anderson beyond the school. AU President James Edwards touched on Bird's history, specifically noting that he came to Indiana in 1992, around the same time Edwards took over as president.

He said wherever Bird went, from Ireland to Montana to Wisconsin and finally to Indiana, he always served the community. In the Anderson area, Edwards mentioned Bird's work with the United Way, Special Olympics and the YMCA, just to name a few. "Henry

has been an active community leader," Edwards said. "Thank you for your tireless support of the community. We would not be the same community without so much caring."

Jenkins Joins GateHouse; Dennison Promoted

Harry Jenkins has joined GateHouse Media as their new Senior Vice President Digital, succeeding Michael Moreau, who left the company earlier last year.

Jenkins was selected after an exhaustive search and brings world class experience to the position including 3 years with The Walt Disney Company as Vice-President of Software Production at Disney Interactive, and 6 years at Scripps Networks where he worked as Vice-President of Emerging Media & New Ventures. Most recently, Jenkins worked with DIRECTV developing their TV Everywhere initiative which involved creating rich user experiences, new



BRAD DENNISON

advertising services, publishing systems, and social and mobile products.

In other news from GateHouse, Brad Dennison,

who currently oversees their Large Daily Division, became Senior Vice President-Publishing. He will maintain his current duties, but now also manages other senior executives who oversee corporate services including: News & Content, Advertising Sales and Marketing, Consumer Marketing and our other publishing groups, which include New England, Community East and Community West.

Ellis now leading NJPA

Stan Ellis, publisher of Burlington



STAN ELLIS

County Times, became president of the New Jersey Press Association late last year. He was formerly first vice president of the group. He replaces Stephen

W. Parker, co-owner of the New Jersey Hills Media Group.

"Stan Ellis is a strong advocate for the importance of local newspapers within any community, and especially within Burlington County," said Patricia S. Walker, executive editor of the BCT. "He will work tirelessly to make sure the rights of citizens are protected and access to records and information is available to all."

Who can you call for accurate information?

When Forbes Magazine needed a media appraiser to judge the sale of The Boston Globe to entrepreneur John Henry, who did it call?
Kevin Kamen of Kamen & Co. Group Services

"Still, the Globe didn't lose all of its value at once. In 2010, when entrepreneur Aaron Kushner came calling only to be turned away by Times Co. management, a sale would likely have fetched \$120 million in the view of media appraiser Kevin Kamen. By February of this year, he'd adjusted his estimate down to \$63 million, just \$7 million off the actual price Henry paid. (Kamen was similarly on target in guessing how much Tribune Co. would sell Newsday for; Cablevision CVC +5.2% paid \$650 million for it in 2008.)"

— Jeff Bercovici, Forbes Magazine, Aug. 3, 2013

Getting it right matters!

Considering selling your publication? You should have your title financially valued correctly and listed for sale. Call or come visit Kamen & Co. at our New York office on Long Island and select the proven experts at Kamen Group to assist you.

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In 2013, Dirks, Van Essen & Murray assisted in the sale of more than 58 publications in 12 transactions.



We are pleased to have represented Freedom Communications, ABARTA, Landmark Enterprises and John W. Henry, among others, in these transactions.

Dirks, Van Essen & Murray

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classifiedavenue update:



DEANNA LEWIS
Director of Sales, LMA Staff

What is on tap for 2014 with Classified Avenue & the 2x2 network?

After seeing a nice increase in new advertisers in the fourth quarter of 2013, I realize there is still a lot of potential for Classified Avenue, our long-standing classified ad network. My goal for 2014 is to continue building new relationships and keeping

these new advertisers in the network.

The 2x2 network is moving in the right direction and offers a great opportunity for advertisers to reach our high quality audience and to boost local revenue to your company. We split the revenue we receive 50/50 with participating newspapers. The ads we typically receive are satellite companies, education ads, and product ads. They are great additions to use as fillers and are top quality.

We would love to see an increase in our circulation and I encourage you to check in with me to see if either or both of these networks make sense for your company. There is no cost to join; you receive ads weekly from me; revenue and rebate checks come your way. Make a resolution to contact me and we can discuss. Deanna.lewis@localmedia.org or 888-486-2466.

All the best for a terrific New Year!

Community Newspapers Rock

A recent survey conducted by the National Newspaper Association found that readers of community newspapers — local daily or non-daily newspapers with a circulation of 15,000 or less — prefer these publications for getting their news and advertising information. These results are consistent with those from previous studies.

Forty-nine percent of community newspaper readers with Internet access said they never read local news online, indicating that small-town residents still rely on printed newspapers for this information, and 47 percent of online users said they would choose a newspaper's Web site as their favorite source of local news information.

Other key findings include:

- 71 percent of respondents read a community newspaper at least once a week.
- 84 percent say they look forward to reading newspapers.
- 75 percent read all or most of their community newspaper.
- 75 percent of readers are entertained by newspapers.
- 89 percent of readers say community newspapers carry stories about their particular interests.
- Community newspaper readers spend nearly 40 minutes a day reading the local paper — an increase of 2.5 percent from the previous year.
- The pass-along readership rate of

community newspapers is 2.18 readers per copy.

- 92 percent of community newspaper readers think local newspapers are informative.
- 83 percent of readers said they and their families rely on the newspaper for local news and information.
- 69 percent believe that newspapers provide valuable local shopping and advertising information.
- 84 percent of local newspaper readers read grocery ads and inserts.
- More than half of community newspaper readers clipped a print story or shared a Web site story link in the past year.
- 78 percent believe governments should be required to publish public notices in newspapers.
- 85 percent of community newspaper readers read public notices.
- More than half of community newspaper readers prefer their local newspaper over television and radio for information about their community.
- Seven of 10 local newspaper readers believe the coverage and accuracy of their paper is either "good" or "excellent," demonstrating their trust in the product over other media sources.
- 96 percent of readers pay for their community newspaper.
- 84 percent of readers find local newspapers easy to use.



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The new multimedia ad program that is changing the way we connect.

Advanced Digital Sales Habits

Successful people are simply those with successful habits. If you are selling digital products, it takes a completely new approach from traditional newspaper selling. You need to learn new habits. Moreover, a sales team needs to be prepared and well informed. They need to understand and put into play new and advanced techniques day in and day out. With the proper training, they can have a leg up on the competition. The LMA Advanced Digital Sales Course was designed to introduce sales reps to both new and successful habits.

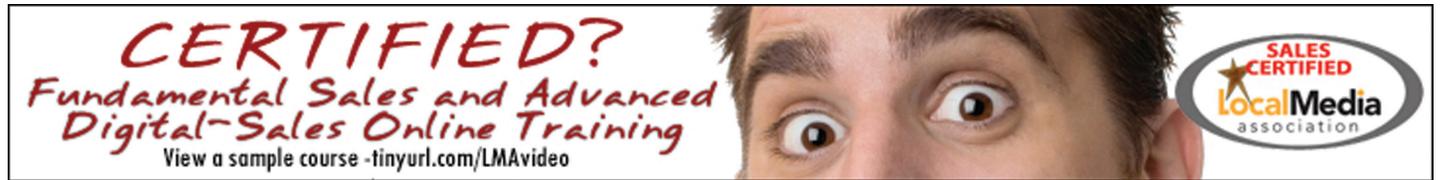


PETER CONTI
Sales & Marketing Director,
LMA

Here's what a sales rep will learn in the Advanced Digital Sales Course

Advanced Leads & Business Development

The most overlooked opportunity in local advertising sales today is using digital tools to develop new business.



At a time when cold calling is becoming a less effective sales method for most local media sellers, the emergence of search tools, social media and monitoring tools are creating a new approach for getting the attention of local advertisers.

Multi-Platform Proposal Development

The biggest shift in local media sales over the last decade has been the move from selling just one advertising product to an extensive line of 20+ advertising products. This requires a completely different sales approach. The focus is no longer "selling" a prospect on one advertising product, but rather understanding their unique marketing needs, so local sellers can pitch the right mix of advertising products.

Setting Client Expectations

The most intimidating aspect of selling digital advertising is how best to establish expectations for clients.

Forget the digital jargon and metrics. Most local advertisers only care about the unique metrics of their business. Share your success stories with digital. You'll feel more comfortable selling digital than ever before and you'll disarm your prospects in the process!

Digital Advertising Formats

All digital advertising isn't created equal and each digital advertising format has its own unique marketing strengths. Understanding the nuances of each format will help you pitch the best mix of digital advertising opportunities for each of your prospects.

Digital Sales Ideas by Business Category

Hard to believe Web advertising has been around for almost 20 years now! Over that time, each advertising category has developed preferences for different digital advertising formats and they are constantly changing. Understanding the different basic marketing needs and digital advertising preferences of categories such as Automotive, Retail and Healthcare, etc., is paramount.

I have often heard that much of what we do every single day is the result of habits that we have formed over time. Now is a good time for sales reps to start learning new selling habits through the Advanced Digital Sales Course.

MORE DETAILS AVAILABLE!

More details about the Advanced Digital Sales Certification course as well as the Fundamentals Sales Certification course at www.localmedia.org/Resources.

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Q&A:

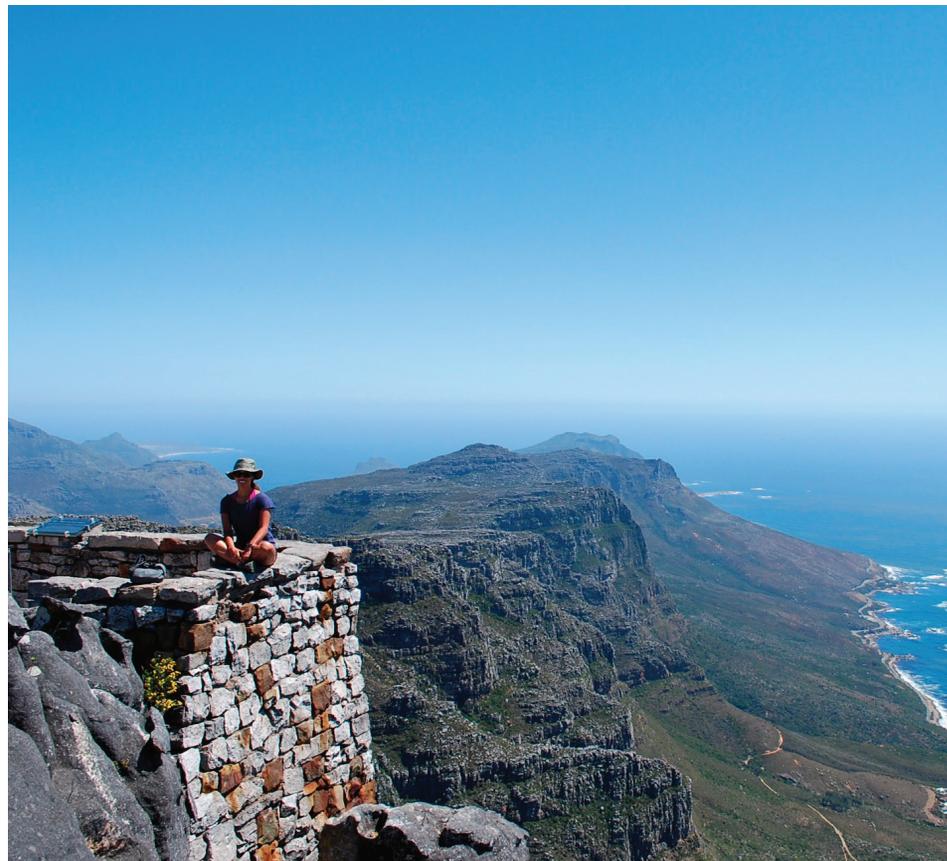
▶▶▶ CONTINUED FROM PAGE 2

Q I know that when you joined the company you were charged with identifying ways to connect Calkins-originated content with national content distribution platforms --either in print, broadcast or digital. Can you share details of this strategy and the value of the results to date?

A We are still in early stages here and we've learned a lot from talking to potential partners and through our own experiments. We've learned that different platforms, such as mobile or OTT, require a different content format than what we are currently producing. It is not an optimal user experience if we are just taking our news broadcast from over the air and putting directly it on the web or on Roku. People interact with these mediums in different ways and the content should reflect that, whether it be through modifying the content or creating content specifically for that platform. We are in the process of building these capabilities.

Q What do you view as the most viable up and coming digital streams?

A Video. Also, there will be a lot of money made in mobile, though I think we're going to see varying levels of success across newspapers here. There are



Myra atop Table Mountain, South Africa

so many different ways that mobile can be monetized beyond the digital subscription and banner ad (such as e-commerce, push notifications, tablet publishing, the list goes on) and mobile revenue will depend on individual newspapers success with these various initiatives.

Q Moving into 2014, what are the top one or two initiatives that you are developing or implementing?

A In addition to the ones I've mentioned above, a big initiative for us is rolling out programmatic advertising in a way that makes sense for us – it is money being left on the table at the moment.

Q Finally, I'd like to turn now to what's on the longer term horizon. Can you share any up and coming 'light bulb' ideas that are percolating?

A We are investing in our capabilities in digital video at our newspapers, which will open up a lot of opportunities for us in the long term particularly as the adoption rate of OTT accelerates. We are also building pathways towards deeper relationships with our advertisers (through offering a wider range of digital marketing solutions) and subscribers (by experimenting with various platforms and content types to increase engagement).

Big data is also going to be huge in our industry, once we figure out how to use it. For journalism, big data will enable us to describe trends in our communities using local data – check out Tableau Public (<http://www.tableausoftware.com/public>) and you'll see what I mean. Big data will enable us to more effectively market to and retain customers. We'll be able to give advertisers very granular information on how best to reach the exact customers they want and then send that customer a tailored marketing message on the platform that they engage with the most. I predict we'll all be recruiting data scientists in a couple of years, if not sooner.

SAVE THE DATES

Mega-Conference, Las Vegas
 February 26-28

LMA/Blinder Revenue Summit,
 Chicago
 May 21-22

Local Media Foundation
 Innovation Mission
 New York and Silicon Valley
 June 1-6

LMA Fall Conference, Philadelphia
 September 30 – October 2

Social+Mobile and
 Digital Agency Summit
 Dates will be announced soon.



AAM and CAC: Joining Forces to Build the Most Comprehensive Source of Newspaper Data

Together, the Alliance for Audited Media and the Certified Audit of Circulations address the needs of the media industry by serving as a source of reliable media data.

Here's How:

Data Integration

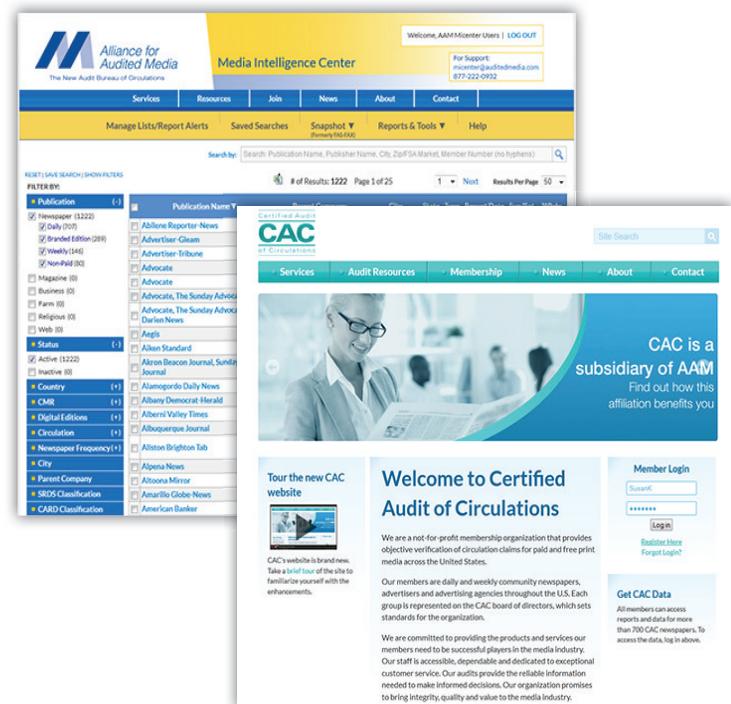
AAM and CAC are working on a multiphase project to incorporate CAC into the Media Intelligence Center, AAM's database that's accessed by thousands of media buyers.

Greater Visibility

When CAC data is fully integrated in 2014, the Media Intelligence Center will house independently verified data for nearly 2,000 daily and weekly papers that are members of AAM or CAC.

More Resources

CAC recently relaunched its website with enhanced navigation, new resources and more information about CAC's relationship with AAM.



Industry Support

The project was driven by media buyers and supported by both organizations.

"I think it is important for Novus and for many, many agencies and advertisers to have that common database. It's going to make life easier. While Novus is used to digging out information, there are a lot of agencies that aren't. I think a lot of publications that aren't AAM-audited get overlooked."

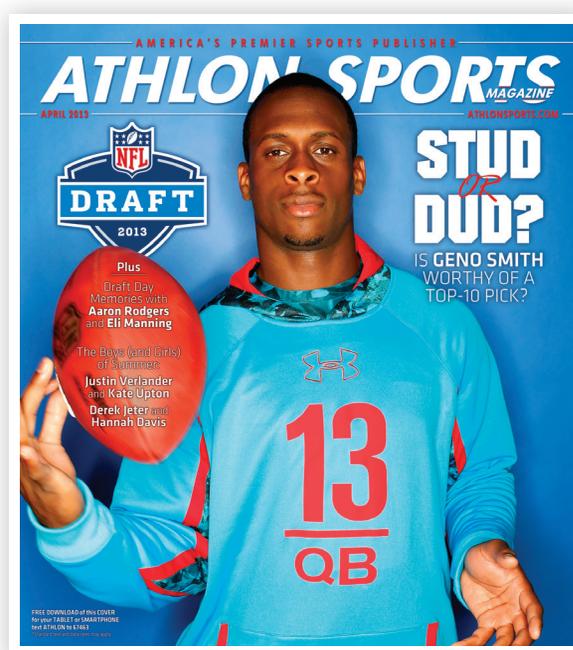
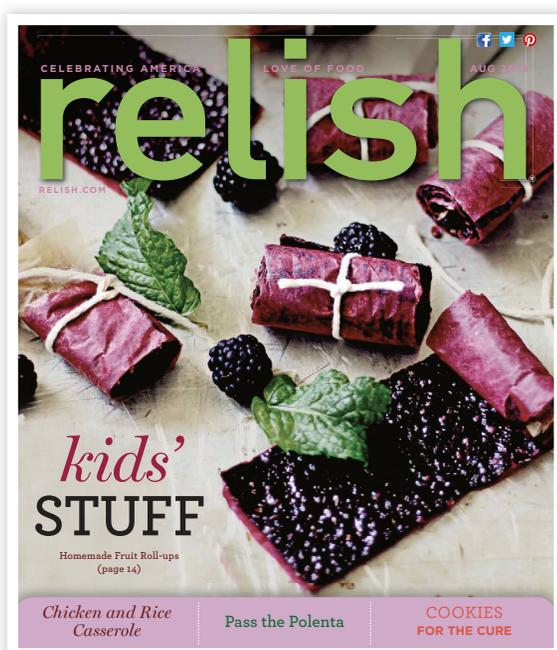
– Marsha Lawrence, director of media investment at Novus Media Inc., and CAC director

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