



LocalMediaToday

MARCH 2014 WWW.LOCALMEDIA.ORG INNOVATE | EDUCATE | INSPIRE

LMA Announces Major Expansion Plan

Focus is on sales training, adding a new class of membership and reinventing the conference experience

After a dream year in 2013, the LMA board of directors met in early January to set the strategic direction for the next two to three years.

“The thinking was big, bold and even disruptive at times,” said Board Chairwoman Gloria Fletcher. “We were focused on helping our members stay ahead of the curve. We know that we need to think and act differently in order to accomplish that. We came away with some great plans that we think our members will embrace and support.”

The board identified three main strategic-directives during the two-day-planning retreat and fine tuned them at the subsequent board meeting held in conjunction with the Mega-Conference late last month.



The LMA board finalized the plans at the February 24 meeting in Las Vegas. The executive committee, from left, Gordon Borrell, Second Vice Chair, Nancy Lane, President, Gloria Fletcher, Board Chairwoman and Cliff Richner, First Vice Chair.

Expansion of the LMA Sales Training Division

In April 2013, LMA hired Amie Stein to head up the new training and development department. This new division set out to provide highly specialized niche and digital training and soon after Stein's start, LMA launched the Google AdWords Certification training.

Instant demand ensued and to date, over 230 local media executives have participated in this intense and demanding training. Since then, Stein has launched training modules dedicated to social, custom, native and a turnkey 14-week sales training. It didn't take long for Stein, the former Scripps executive, to fill up her calendar.

“We know that our members need this kind of specialized training now more than ever,” said Nancy Lane, president, Local Media Association. “The hiring of a second trainer is in response to our industry's need for affordable, yet high-quality training, during this time of great transition.”

Interviews are taking place now and the new trainer is expected to start in April. In addition to the current offerings, more niche and digital training will be developed.

One of the most exciting parts of the training division expansion is an opportunity to provide sales rep hir-

ing and onboarding services to local media companies through an initiative called Career Connect. A group of ten LMA members has funded an incubator test which begins with active recruitment, administering the interview process with partner companies and then fully training the rep once they are hired. “I had a lot of success with this approach when I worked at Scripps,” said Stein, director of training and development for LMA. “I am excited to bring this concept to LMA and help the industry make great hires on the sales side.” (More on this initiative on page 13).

A New Class of Membership for LMA

When the organization changed its name from Suburban Newspapers of America to Local Media Association, new doors started to open and the momentum has yielded many positive results including increased membership, larger conferences and new partnerships. The ‘Social + Mobile’ conference, in partnership with the Local Search Association and Borrell Associates, probably wouldn't have been as successful with the old name. And the ‘Digital Agency Summit’ in conjunction with BIA/Kelsey probably wouldn't have happened either.

As LMA expanded its programming and partnerships, non-newspaper media companies were

featured with more regularity. Conference participants learned about a \$4 million case study of a directory publisher in Chicago selling text-message campaigns. In addition, they learned about another multi-million dollar success story from two radio station markets and their aggressive, social-management-strategies, as well as a small market TV station that is selling over \$1 million in deals. And the list goes on.

As a result, more and more non-newspaper companies started attending LMA conferences and participating in the association's training programs.

As newspapers expand their digital efforts and products, there are increasingly blurred lines among local media companies. Newspaper organizations can benefit from an association with non-newspaper companies that are engaged in innovative projects.

The LMA board has discussed the idea of expanding membership for some time and, in light of more involvement from non-newspapers, a poll was sent to all members last December.

The poll results showed overwhelming support from LMA members for the expansion of membership. The LMA board spent considerable time at the annual board retreat in January discussing

PRSTR STD
US Postage
PAID
Sound Publishing
98204

ADDRESS SERVICE REQUESTED

LocalMedia association
innovate.educate.inspire

Local Media Association
116 Cass Street
Traverse City, MI 49684

AN OFFICIAL PUBLICATION OF
LocalMedia
association

Local Media Today is published in print and digitally by the Local Media Association, the only non-profit trade association in North America that specifically represents the needs and interests of local newspaper and media companies, their multi-media publishing entities and other community based affiliations.

With a tagline of *Innovate. Educate. Inspire* LMA provides leadership for its members and support for their endeavors including their pursuits of journalistic excellence, sales and marketing expertise, audience development, community-centric initiatives and leadership values through the ongoing development and dissemination of powerful, innovative and valuable resources.

LMA Headquarters:

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

LMA OFFICERS & DIRECTORS

Chairwoman of the Board / SNI Vice-Chairwoman / LMAF Treasurer
Gloria Fletcher | Sound Publishing, Inc.

First Vice Chair / SNI Treasurer
Clifford Richner | Richner Communication, Inc.

Second Vice Chairman
Gordon Borrell | Borrell Associates

Treasurer
Suzanne Schlicht | The World Company

Secretary
Matt Coen | Second Street, Inc.

**Immediate Past LMA Chairman/
Current SNI Chairman**
John Humenik | Wisconsin State Journal

Directors:
Roy Biondi | This Week Community Newspapers
Henry Bird | Community Newspaper Holdings, Inc.
Robert Brown | Swift Communications
Brandon Erlacher | The Elkhart Truth
Kevin Kampman | Winston-Salem Journal
Terry Kukle | Metroland Media Group Ltd.
Chris Lee | Deseret Digital Media
Peter Newton | Gatehouse Media
Mark Poss | Red Wing Publishing
Ben Shaw | Shaw Media
Kim Wilson | The South Bend Tribune

LMA STAFF

President
Nancy Lane
843-390-1531 | nancy.lane@localmedia.org

Vice President of Operations
Al Cupo
215-256-6801 | al.cupo@localmedia.org

Sales & Marketing Director
Pete Conti
888-486-2466 | peter.conti@localmedia.org

Classified Avenue Director of Sales
Deanna Lewis
888-486-2466 | deanna.lewis@localmedia.org

Sales & Marketing Manager
Lindsey Leisher Estes
410-838-3018 | lindsey.l.estes@localmedia.org

Training & Development Director
Amie Stein

Local Media Today Editor
Deb Shaw
888-486-2466 | debshawlma@gmail.com

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

Operations Manager
Bonnie Pitozzi

Accounting & Finance Director
Janice Norman

Membership Manager
Valerie Donn

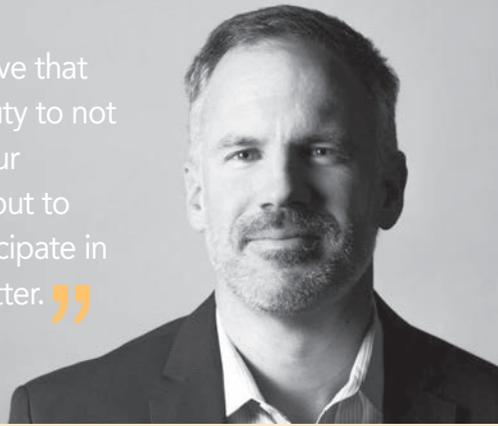
Database & IT Director
Clara Chery

Local Media Today is printed courtesy of Sound Publishing, Inc., the largest community news organization in the state of Washington.

The digital edition of Local Media Today is published courtesy of RealView, a leading provider of stunning online and mobile publishing solutions. More about them at realviewdigital.com.

Q&A with...

“We believe that we have a duty to not just inform our community, but to actively participate in making it better.”

**Chris Edwards**

Vice President of Sales & Customer Care, Iowa Source Media/Fusionfarm

chris.edwards@sourcemedia.net

Evolving A Local Media Company

Q I want to dig into what you'll be talking about at the upcoming Local Media Revenue Summit as well as some of your current initiatives but before we get into that, can you give us a thumbnail of your professional pathway that led to your current position?

A I will spare the long back story about how I wound up doing what I'm doing but after getting a degree in broadcast journalism, I started right out of college knocking on 40 doors a day selling telecom services to small business. I worked my way through the telecom, data and wireless world as rep, manager, director and GM in a number of different places. I then moved to a company that did something quite different - lead management and marketing analytics for Fortune 1000 manufacturers. I led the sales and marketing group and spent a lot of time analyzing and strategizing with prospects and clients about how to manage marketing funnels and evaluate tactics. Five years ago I came here to The Gazette Company and have been heavily involved with my colleagues about how to evolve and grow an old school media company into something that can thrive in today's hyper-connected world.

Q And, can you also give us some insight into IowaSource-Media Group and Fusionfarm?

A Yeah, our "local media company" name is a real mouthful, isn't it? That's a long story, but it nets out like this: The Gazette Company is our corporate name. Our two most recognizable brands are KCRG-TV9 and obviously The Gazette, which is our daily. Since my first day on the job, we have been integrating everything about those brands and brought them (as well as the multitudes of our sub-brands) under one umbrella for the local media company as IowaSourceMedia Group.

Originally, Fusionfarm was started as simply the name given to the group when we combined the broadcast creative team with the print and online creative teams. From there, we decided to have EVERYTHING digital emanate from Fusionfarm. It became not only the development and creative agency for the local media company, but we put together offerings for the market under this brand and went to market in mid-2012 with a modest host of services many companies offer today such as web dev, SEO and social media management. We continue to

have Fusionfarm as the center of our innovation efforts as it relates to product development.

Q You've been with your company for almost five years so no doubt you have witnessed some amazing strides in the digital transformation at this 130+ year old media company. You've mentioned in other interviews that you find it intriguing to be part of an organization that knew it needed to fundamentally change what they were doing in order to take the next step in its evolution. What are some of the primary changes that have happened in this evolution?

A In terms of change, simply getting the journalists from both sides to work in collaboration, as well as the sales people too, was a massive evolution. Getting the Hatfields and the McCoys to understand that everyone's paychecks said "The Gazette Company" on them and start working together took longer than I would have expected. Having said that, everyone now works pretty well together.

In terms of outsiders looking in, what we consider to be cosmetic changes probably appear rather jarring. We don't have a publisher. We don't have a GM for TV station. We don't have an ad director. I have "sales," my counterpart has "news operations," another has "organizational development" and yet another is solely dedicated to exploring "what's next" and advising all of us on where we should focus our teams. It allows us to be more nimble and less constricted by "brands" or any one medium.

Q I know that at least part of your motivation in joining Iowa Source Media was to assist in the transformation from a legacy media company to a community-centric organization with heightened community engagement. So, how does this play out in the advertising community? What are you and your team doing now that you weren't doing before this fundamental shift?

A This is a great question. My boss, Chuck Peters, is relentless in pursuing two things: First, to change the nature of how (and WHY) we construct news to connect and build a community, rather than just firing out stories about single car accidents and garage fires. Secondly, to get away from having a revenue stream heavily skewed to monetizing news stories through advertising.

We believe that we have a duty to not just inform our community, but to actively participate in making it better. That discussion in and of itself could go on for a long time, so I will focus on the advertising piece. We believe that with the sheer speed at which our world is changing, our advertisers are really at a crossroads. They know they have to evolve their strategies as it relates to both advertising and SELLING their services. But they generally don't have the time or expertise to figure that out on their own. So they either do nothing, or they make the best educated guess they can about how to change and they go with it.

We owe it to them, with our long standing relationships, to help them through that process. That may require us to radically alter our own thinking about what our role needs to be. Some businesses may not need to advertise as heavily as they did in the past because their customers are doing it for them via social. But they had better get a handle on that kind of third party advertising to throttle trolls and delight customers or they will be faced with challenges they've never seen before.

We have to take a totally different approach and mindset with our advertisers that looks less like "hey, I had an idea for next month's insert" to "how are you going to tap into the conversation that's going to happen after you run that insert?". It's no small change, but we have to help them. We can't just sell them space or time any more.

Q What are some of the strategies you use to help your Main Street merchants understand, accept and buy into new media and its offerings? And keep them coming to your company for answers?

A We've been blessed to have worked with a few partners in the past that have shaped the nature of our conversations with advertisers. For our most valuable clients, we have for a long time taken a "time out" call at least one time per year to not sell anything, but to ho-

CONTINUED ON PAGE 14

LMA Expansion » — FROM COVER

the opportunity and it unanimously supported the concept.

Chairwoman Fletcher appointed a bylaws committee to work on the proposed class of membership and structure. Led



Suzanne Schlicht

by LMA Treasurer Suzanne Schlicht, COO of The World Company, the committee also included LMA Directors Bob Brown, president, Swift Communi-

cations; Brandon Erlacher, publisher, The Elkhart Truth and Chris Lee, president, Deseret Digital.

"The LMA board has long thought that there is a place for non-newspapers in our organization," said Schlicht. "We polled our members and we listened. We poured over the responses and discussed them at length at the LMA board strategic planning meeting. We agree with our members that there is opportunity in casting a wider net to learn from other local media organizations outside our core industry. As a result, we have a proposal that we think addresses the opportunity as well as the concerns."

"Digital gives us common ground with other local media companies," said Brown. "The majority of LMA members are in favor of expanding membership and those that are opposed want reassurances that we will not abandon newspapers, and we won't."

"Expanding beyond newspapers allows us to learn from each other," said Erlacher. "The recent niche conferences, 'Social + Mobile' and the 'Digital Agency Summit,' are perfect examples. I learned a lot from the case studies outside of newspapers. In order for my newspaper company to grow, I need this kind of information. I can get newspaper case studies anywhere. I look to LMA to be on the leading-edge."

"LMA has an innovative reputation and isn't afraid to take risks; that's why I joined the association," said Lee. "Like our newspaper members, we need to diversify our revenue. Sometimes this means partnerships that we never imagined even three years ago. The end result should be increased member services and more financial security."

The proposed bylaws change will go out for vote on March 17th. The new class of membership will not be the same as the newspaper class. It will have neither voting rights nor board representation. It is designed as a complimentary membership to their main legacy association. LMA will not offer programming on legacy issues relating to the core businesses of these new members, and will certainly continue to address the dual

transformation of print and digital. Newspaper programming will continue at LMA conferences, events and webinars.

LMA members that wish to discuss this bylaws change can contact President Nancy Lane at nancy.lane@localmedia.org or 843 504-1019, Board Chairwoman Gloria Fletcher at gletcher@soundpublishing.com or 360-394-8807, or other members of the board of directors. Informational conference calls will also be scheduled for members to learn more and to ask questions.

Reinventing the LMA Conference Experience

LMA conferences were up 43% in 2013; so why is reinvention necessary?

The time has come to blow-up the traditional conference and trade-show business models and create something more exciting, dynamic and engaging. LMA conferences are good; they score very high on every annual member survey. However, the LMA board and staff know that they can be even better.

So, expect some dramatic changes in 2014. It all starts with the "Revenue Summit" featuring one of the most interesting programs that LMA and The Blinder Group have ever put together. Attendees will have the opportunity to sit through a live SMB workshop hosted by the Chicago Sun-Times. They will be featuring their native advertising and social offerings.



Brandon Erlacher

Another session will provide a toolkit to build a native advertising business-plan at your company (a \$399 value). Executives from Russmedia, the highly innovative European

company, will be on hand to share their latest plans to grow revenue. Reinvention means new and cool stuff that you haven't seen or heard before, presented in a hands-on, engaging way.

Starting with "Social + Mobile" in August, the exhibit experience will be modernized. Think large-screen monitors and stand-up tables. It will be more engaging and less intimidating.

Moreover, the fall conference is being rebranded as the "Local Media Innovation Conference." The agenda will be the most exciting and "innovative" one in years—literally, a cornucopia of revenue-producing strategies and actionable, business tactics. Prepare to be wowed.

The LMA board and staff are excited about the many new ideas and plans for expansion. Feedback is encouraged. It is going to be an amazing year!

Why Change LMA?

What an exciting year to serve as the LMA Board Chairwoman! After a dream year in 2013, the LMA board has approved a series of changes that will further our transition to being a true local media association.

As outlined in our lead story, these changes have been in the works for the last few years. It is very gratifying to see them come to fruition.

Some of you may ask why we need to change at all. LMA members are very pleased with their ROI (per the recent member survey we conducted) and financially the organization is stable and strong. But when it comes to actually helping our members navigate the digital transformation we feel we are barely scratching the surface and we need to do more. There is simply so much to consider and to learn.

First up is expanding the sales training division. Niche areas like Google AdWords and native advertising are critical right now. And the test that we are doing with recruiting and onboarding sales reps (delivered fully trained and certified to your company), could be the most important task that this new division tackles. We'll keep you posted on our results and progress.

Equally as important is changing our bylaws to allow non-newspaper media companies to join at a new membership level. Please don't be worried that you will see 'how to sell more yellow page advertising' on a LMA conference agenda. That is not going to be our focus. But what you will see on LMA programs are case studies from radio, TV, directories and pure plays on the digital side like the \$4 million in text messaging that Dick Larkin shared at the recent Mega-Conference.

All media companies compete on the same battlefield when it comes to digital and we can all learn from each other. We intentionally structured the new membership to be limited with no voting rights or board representation.



Gloria Fletcher

*President, Sound Publishing
Chairwoman, LMA Board of Directors*

Like our newspaper members that now partner with Monster.com, Google, Facebook and more, we too must diversify our revenue streams and forge new partnerships when and where it makes sense.

Another exciting change will happen in the area of conferences and events. We are re-imagining the LMA conference experience and it is very exciting. Expect to see programs that surprise and delight you; programs that are different, more engaging and maybe a bit unexpected. And, of course, these programs will deliver a high ROI. The highly successful LMA Fall Conference will now be known as the Local Media Innovation Conference. I think you will be blown away by the programming.

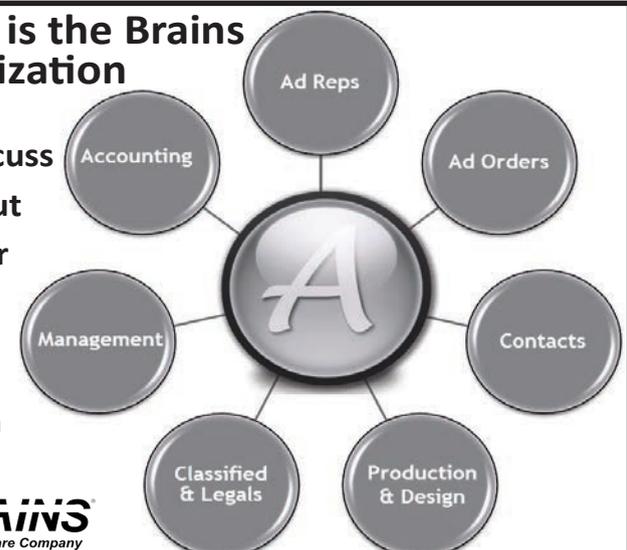
I encourage you to reach out to me with your comments, concerns or support for these initiatives. Send me your ideas as well. I can be reached at gletcher@soundpublishing.com. It is my pleasure to serve as your board chair this year!

AccountScout is the Brains of your Organization

Contact us to discuss how AccountScout can optimize your workflows.

303-791-3301
Sales@FakeBrains.com
www.FakeBrains.com

FAKE BRAINS
An Artificial Intelligence Software Company



Advanced Sales Techniques

Prospecting in the Digital Age

Digital prospecting – using the internet to help uncover leads – is a vital element in the sales arsenal and LMA has launched a specialized training program to teach sales reps how to put this powerful tool to maximum use. Extracted from the overarching Advanced Digital Sales Certification training course, students can now undergo the stand-alone Business Development training for a fraction of the full course price.

According to LMA Sales & Marketing Director Peter Conti, breaking apart sections of the Advanced Digital Sales Certification course and making them available as independent training programs makes especially good sense for reps who find the entire course to be overly demanding in terms of scope and time.

“We heard from so many people who have gone through the course as to how we should take sections of the Advanced Digital Sales Certification Course and offer them as stand-alone courses for sales reps that may not have the time to take the whole Certification Course,” said Conti. “People feel there is a real value in learning new techniques for finding more leads using digital tools. It is time to put down the phone book and hit LinkedIn.”

BUSINESS DEVELOPMENT TRAINING

Many local sales reps rely on cold calling as the primary means to new business development and are overlooking the importance of using the Internet for prospecting. The emergence of search tools, social

media and monitoring tools are creating new and more effective approaches for getting the attention of local advertisers and the LMA Business Development Training course will teach the ‘ins and outs’ of using these approaches for maximum effectiveness.

The training course consists of six video modules with an assessment test after each video. Students access the course online, stop/start at their convenience, and must score a 90% or better to advance to the next module.

There is also a library of resource materials available with this course. Upon successful completion of the course, the sales professional can download a custom certificate with their name on it, to certify compliance with LMA standards. Modules in this section include:

- Prospecting in the Digital Age
- Social Prospecting Tactics
- Using LinkedIn for Business Development
- Digital Conversation Starters
- Focusing Your Leads
- Inbound Leads

The regular cost to LMA member is \$145 but the course is on sale now for just \$125 if you use coupon



code “SAVE20” at checkout. A full course description and registration is found at LMA’s website, localmedia.org under the Resources tab. The cost for the entire Advanced Digital Sales Certification Course is \$495.

SUCCESSIVE MODULES

The Business Development training module now offered is the first in a series of stand-alone training courses that will be offered under the Advanced Digital Sales Certification training program. Near term additional modules, expected to be available by the end of Q1, include:

How To Sell to Different Business Categories – this module will teach the unique approaches that are most effective for particular high-potential local media categories.

Digital Ad Formats – this module will take the student well beyond banner advertising and video pre-rolls and teach the most current approaches in digital ads.

New logo, new look, NEW FEATURES

NEW! Thorough explanation of all our services

Read what our subscribers have to say about us

Answers to all your questions

NEW! Easy online payment option

Click to send us an e-mail from the home page

Click here to see how Toolbox can put the wind back in your sales.

Archived ideas from top publishers in the industry

FREE seasonal SALES WEBINARS

Direct access to Canadian and American Newspaper Association contest sites hosted by Newspaper Toolbox

Our NEW and IMPROVED WEBSITE is now ONLINE!

- sales calendar planning tool
- reader contests
- sales support
- themed special sections
- ready-to-sell money-making ideas
- 13 years of archives
- extensive editorial library and more!

THE REVENUE GENERATOR Newspaper Toolbox

1.877.444.4034
newspapertoolbox.com

'Best in Digital Media' Contest to Launch Soon

Think you have a website worthy of North American acclaim? Does a member of your team sprout innovation at every turn? Are your digital efforts driving eyeballs and advertisers across multiple platforms? Has social media become an integral part of your community outreach? Get the recognition you deserve, and bragging rights, by competing in the Local Media Association's annual Best in Digital Media Contest.

The contest is just getting underway and now is the time to pull your entries together. Your staff works hard to push your digital efforts and this contest provides the venue to strut their accomplishments and compete with other local media companies.

This contest recognizes excellence in numerous categories and will honor the overall Best Local Community Website and, on an individual basis, will award the Local Website Innovator of the Year.

- ADDITIONAL CATEGORIES INCLUDE:**
- Best Local Community Initiative
 - Best New Apps
 - Best Use of Social Media
 - Best Layout & Design (desktop & mobile)
 - Best Advertising Initiative
 - Best Website/Mobile Marketing Campaign
 - Best Use of Mobile/Tablets
 - Best Site Vertical
 - Many more!

WATCH YOUR INBOX for additional details to be announced soon. Kudos to Newspaper Toolbox for hosting the contest platform which has makes the online entry process smart and simple... just like a good website!

Full details and online submission at www.localmedia.org under the Contests tab.

LOCAL MEDIA ROCKS

LMA President Nancy Lane
@localmediarocks • Nancy.lane@localmedia.org



The Evolution of Local Media Association

These are really exciting times for LMA and our members. I am thrilled with the proposed changes that will take our association to the next level.

When we changed our name two years ago, we knew that it would open doors. And boy did it! As I planned this year's Innovation Mission, it was so much easier to get companies like LinkedIn and eBay to say yes. And companies like Google reach out to us on a regular basis to brainstorm ways to better work with our members. In fact, a group of LMA members are sitting down with some Google executives at the upcoming Borrell conference to further these discussions. LinkedIn is also interested in a brainstorming call before our IM visit.

The name change also attracted interest from local media companies outside of newspapers. Our LinkedIn group, Local Media Trends, has a fair share of broadcast executives for example. And our conferences have featured radio, TV, directory and pure play case studies

on the digital side. Our Innovation Mission features visits to non-newspaper media companies (and Ben Shaw will share with Borrell conference attendees this month why the visit to Fisher Communications was one of the three most impactful of the 25+ that he visited).

The truth is, we are all the same when it comes to selling things like digital agency services. And we can all learn from each other. We hope you will support this by-laws change. We hope you will be excited about it. Rest assured, we won't forget our roots. We remain laser-focused on newspapers. And we won't abandon print in our webinars, conferences and events. But we will strive to be the leader on all things

digital including training. We will also do everything in our power to help the industry find sustainable business models on the digital side.

In addition to the bylaws change, I am super excited about the future of LMA conferences and events. Conference programming is one of our biggest strengths, but we are fully prepared to take these events to the next level. Unexpected programs that are engaging (like attending the SMB workshop hosted by the Sun-Times at the upcoming Revenue Summit) combined with a modernized trade show, will change the experience for the better. And

the Fall Conference's transformation to the Local Media Innovation Conference is going to push limits even further.

Finally, the expansion of the training division is darn exciting. We are providing programs such as

“Change is good for LMA. And it's necessary for us to continue our evolution process.”

Google AdWords certification training for half of what others are charging. The hiring/onboarding project is possibly the most exciting program ever undertaken by LMA. Thanks to the ten companies that are funding the incubation test. If we can find a way to make this work for our industry, it will be ground breaking.

Change can be uncomfortable, even scary. Our industry has been through it all in the last six years. Change is good for LMA. And it's necessary for us to continue our evolution process. I welcome feedback from everyone. I am reached at nancy.lane@localmedia.org. It is my privilege to serve as the president of Local Media Association during these exciting times!

We'll get your babies home safe.



DELIVERY SERVICES



TECHNOLOGY SOLUTIONS



CONSULTING SOLUTIONS

Your babies deserve a reliable, affordable trip into the hands of readers — and PCF is ready to serve. Choose from a range of affordable delivery and stand-alone technology solutions to maximize the efficiency of your distribution operation. Buckle in. Let's ride into the future together.

WELCOME TO THE REBIRTH OF DISTRIBUTION

pcfcorp.com | 1-877-PCF-6668



LEADERSHIP

Great Solutions Come from Great Leadership!

Software Solutions

Circulation Subscription and Audience Management

Financial General Ledger, Accounts Payable, Payroll

Advertising Classified and Display with A/R

Editorial Print, Archive and Web Solutions

Layout Pagination, Ad Layout, Ad Tracking



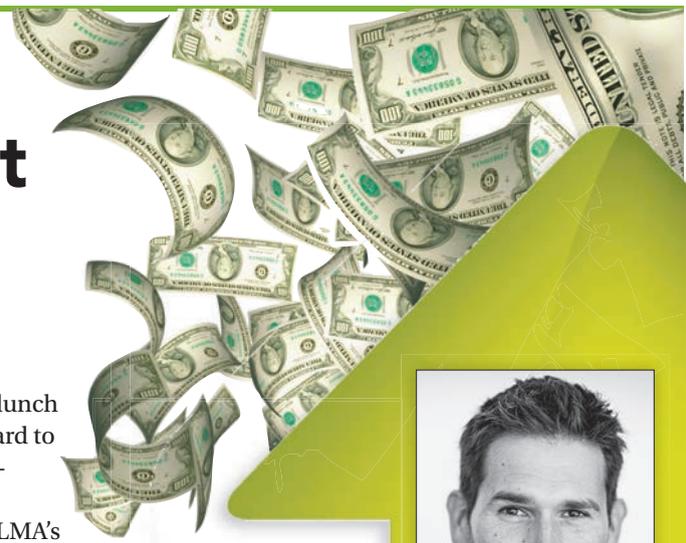
Industry Leadership Since 1990!

Contact Us Today!

800-544-4450 | sales@icanon.com | www.newzware.com

New Revenue Growth Strategies Abound at Local Media Revenue Summit

Presented by LMA and The Blinder Group, May 21-22- Chicago



Among the major strides LMA is taking in 2014 is a purposeful enhancement to the already outstanding conference experience and the upcoming LMA/Blinder Local Media Revenue Summit will absolutely get this 'new & improved' ball rolling. Inventive approaches to growing significant revenue in the near term is a given for this gathering, set for May 21-22 in Chicago (with a fantastic bonus pre-con opportunity...more on that in a minute) but media professionals can now expect an even more high energy and interactive approach. Get your sleep before heading to Chicago 'cause there will be no rest for the weary for these two days....this is one packed agenda!

For starters, attendees will end day one with a first-hand observation of a live SMB workshop hosted by the Chicago Sun-Times. Uber-sales coach Mike Blinder will be leading the group on a focused mission to educate on social media, local advertising (print & digital), native sponsored content and mobile marketing. Witnessing the interaction and interest levels from the Main Street merchants in attendance will pay dividends in helping local media ad managers accelerate their own learning curves for setting similar strategies in their local markets. One can just imagine the buzz over dinner this night!

While most conferences offer a breather over lunch, not so at the

Revenue Summit. During the day two lunch period, attendees will be leaning forward to not miss a morsel of the valuable information LMA Training & Development Director Amie Stein will be sharing in LMA's 'Turnkey 14-Week Sales Training Program.'

She will convey all a manager needs to know to execute the program with their staff. All presentation materials, activities and a facilitator's guide will be provided. This is platform-agnostic program, focused solely on sales. Offered as a bonus to Revenue Summit attendees, this program normally costs \$159.

Cross-industry insights, best case studies from European innovators, and a pre-con Google AdWords training opportunity accent the program that is chock full of imaginative, revenue-centric approaches to multi-media ad sales. LMA President Nancy Lane promises a deep, rich experience. "Mike Blinder and I set out to find the hottest new revenue streams to showcase at this conference," says Lane. "We didn't care if these came from TV, radio, pure plays, directory publishers or newspapers. If a local media company is having success in a new area, we want to highlight it at the Revenue Summit."



Shawn Riegsecker



Georg Burtcher



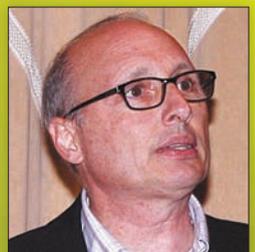
Lisa DeSisto



Michael Mark



Amie Stein



Gordon Borrell

BONUS PRE-CON OPPORTUNITY: GOOGLE ADWORDS CERTIFICATION TRAINING.

Proven Google AdWords expert Amie Stein will conduct an intensive two-day training program beginning Monday, May 19. This add-on opportunity is being offered for the special rate of \$299. Participants will be trained to take the Google-administered final certification exams.

CULTURE DEFINITELY COUNTS

At the tender age of 28, Shawn Riegsecker founded Centro in 2001 and in the intervening years has grown his company to include close to 300 employees. Consistently ranked as the #1 place to work in Chicago, Centro's got the secret sauce to making things happen and Riegsecker will deliver the opening keynote on the importance of culture and how it results in greater productivity, higher sales and retention of top employees. Mindset matters and his remarks will go a long way in helping attendees set an entrepreneurial approach to workplace culture.

TOP 10 IDEAS TO GROW REVENUE FROM THE RESEARCH GURU

Media forecaster and super-smart Gordon Borrell, president of Borrell Associates, will get day two started with his keynote that answers THE million dollar question: "If you were the manager of a local media company, right now, and armed with all the data you have collected in the past few years, what 10 initiatives would you implement over your first year, to significantly raise profitable revenue?" Expect an 'out of the box' session that will definitely get the revenue moving back home.

EUROPEAN INNOVATION COMES TO CHICAGO

From Austria's Russmedia come Georg Burtcher, CEO Marketing & Sales, and Michael

Märk, CSO Regional VN, to share their latest plans to grow revenue in 2014 and beyond. Russmedia is considered one of the world's most innovative media companies...prepare to be wowed as this company thinks more like a disruptive innovator than a legacy media company. This session alone will pay for the trip to the Revenue Summit!

DEVELOPING A NATIVE ADVERTISING BUSINESS PLAN

Amie Stein takes center stage again in this breakout session in which she will provide deep knowledge and the toolkit that any local media company can use to develop a native advertising business plan. Offered independently for \$399, this training is FREE to Revenue Summit attendees).

MOVING FROM DIGITAL MANAGER TO PUBLISHER – LESSONS LEARNED

Lisa DeSisto, publisher of the Portland (Maine) Press Herald and CEO of MaineToday Media, made the transition from 'digital guru' at Boston.com to head of a legacy media company. In this fascinating session she will share what it takes to grow an entire legacy media company from the perspective of a digital expert.

CROSS-INDUSTRY INSIGHTS – BEST REVENUE IDEAS FROM TV, RADIO & DIRECTORY PUBLISHERS

Three Chicago-based, local media competitors from TV, radio & directories will talk frankly about what they are doing to drive more local business through innovative multi-media offerings. Each will provide actual, real-world case studies including results. Also, each will speak about their sales infrastructure, staffing and compensation models. This is a unique chance to 'borrow' some best practices from competing media.

The robust agenda will also include sessions and breakouts on:

- Native Advertising – How to make money with sponsored content
- Cause Marketing – Make money while helping worthy causes
- Inbound Marketing – New revenue opportunity!
- Selling With Social – Prospecting & positioning your own brand
- Monetizing Social Media – Going beyond Facebook & Twitter
- Programmatic Buying – Sell advanced-targeted, real-time media for incremental new revenue



Non-Dailies with circulation between 22,500 and 37,500

An elite group of just 22 newspapers took honors in the coveted 2013 Newspaper of The Year contest. This is the third in a series of six spotlights on the winners who garnered the judges' attention in various circulation categories in the daily and non-daily classes.

This month we are featuring Class C, representing non-daily newspapers with circulation between 22,500 and 37,500.

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.

SECOND

Langley Times

Langley, BC
Black Press

Judges Comments:

Editorial: Photos are dynamic, especially on front page. Hard news dominates. Clearly, this publication covers everything in Langley! Writing is clear and witty.

Typography: Classic tabloid design and typography with good use of hierarchy. Feature pages sparkle.

Advertising: Clearly, an ad-rich publication.

Other Comments: Certainly a valued publication to readers!

Editor Comment:

The Langley Times serves a fast-growing, vibrant and very passionate community. Many of our residents live in urban areas, but the majority of our land base is devoted to farming, and we also have many fine parks and recreation areas. The overall community is very important to residents and we do our best, twice a week, to inform readers of what is happening around their homes. The many ideas we receive from readers and their ongoing communication with us, using everything from the post office to Twitter, keeps the ideas flowing and the newspaper and website lively. It is an honour to be recognized by the Local Media Association for the work our dedicated staff does every day.

- Frank Bucholtz, Editor



Langley's 'Red Hot' Firefighter... (caption text partially obscured)

Advertisements for 'Highest Prices Paid for Gold & Silver' and 'Creative Goldsmiths'.



Commissioner Paul Caragiulo's style is to study a topic and take a stand. His latest fight? The noise ordinance.

INDEX: 4A Ops Cover, 11A Opinion, 9A Sports, 15A Vol. 111 Times sections, Classifieds, 11B Obituaries, 10B Real Estate, 6B Weather, 106 YourObserver.com

SEEN CARAGIULO PAGE 2A

Newspaper of the Year

Sarasota Observer
Sarasota, FL
Observer Media Group

Judges Comments:
Editorial: Strong mix of news, public service and features. Well-written and strongly edited. Amazing amount of "refrigerator news" for readers to clip. "Seasons" magazine is a special treat.
Typography: Classic use of typefaces that are easy to read. Strong hierarchy of fonts. Teases, indexes & sells are well-executed.
Advertising: Color palette for locally produced advertising without being garish. Borders to editorial are consistent. The "block" of ads make for smooth editorial layout. Ad directories are smart-looking!

Other Comments: Much to read and savor here. Everything about this publication is well-thought-out.

Every week we believe it's an honor to provide our communities with the best local content we can. And that's our greatest reward: serving our readers and partners every week with news and products that matter to them.

But it's always nice to be recognized for your efforts, and now we have a new goal: third time's a charm.

- Kat Hughes, Executive Editor

THIRD

St. Albert Gazette

St. Albert, AB
Great West Newspapers, LP

Judges Comments:

Editorial: Nothing that happens in St. Albert escapes notice of the Gazette. Strong breaking news and interesting features, particularly in education.

Typography: Clean layouts.

Advertising: Plenty of it, in a variety of sizes.

Other Comments: Strong, strong mix of service stories. Ads and information that really serve community.

Editor Comments:

Awards from our peers in the publishing industry are always very flattering, and the work involved is the result of many talented people at the St. Albert Gazette working together. A quality community newspaper should reflect the flavour and nature of the people it serves, offering accuracy and relevancy, and those are always top goals for The Gazette. The toughest judges we face every week are our readers, subscribers and advertisers and our efforts are always aimed at giving them the top quality product they want and deserve.

- Stewart Salkeld, Editor

'Paper' for iPhone

Facebook's new "Paper" app is nothing short of brilliant. It serves as an online newspaper for viewing and sharing articles and other content on an iPhone. Compared to the regular Facebook app, Paper is radical. In fact I don't think I will go back to using the traditional app.

"Paper makes storytelling more beautiful with an immersive design and full screen, distraction-free layouts," Facebook said in a blog post announcing the new service.

However, Paper is much more than a new Facebook app.

It contains themed sections and stories so people can follow topics such as news headlines to tech to finance to food.

The interface is simple yet extremely robust, managing to feel intuitive from the get-go. A voice over guides you through your paces the first time.

It has a tiled design and you swipe up or down, or sideways, to view stories and content. Tiles flip open with a satisfying response akin to swiping pages on a Kindle.

You can customize your display and set up a personal Facebook feed. One

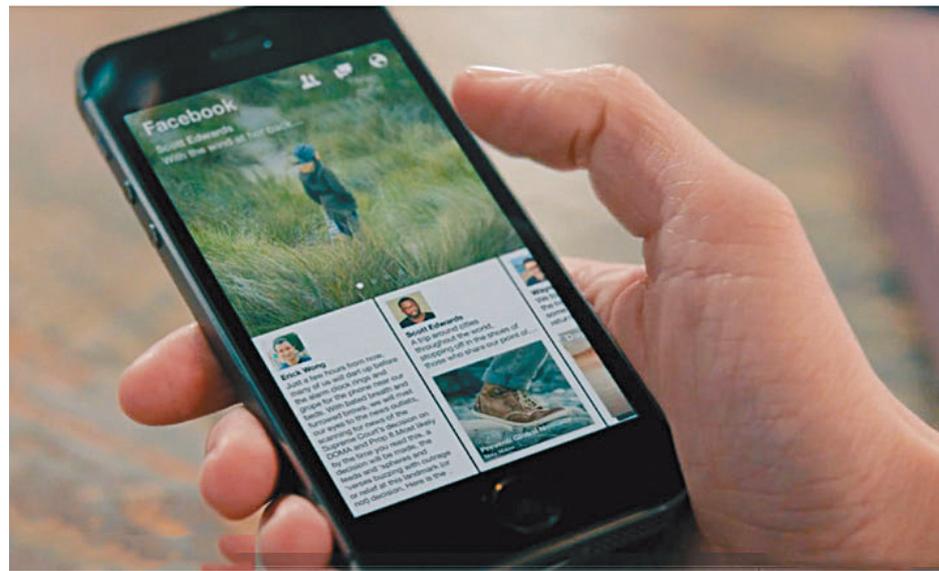
feature allows you to quickly swipe into a friend's article posting and move through the article with ease. All the articles are presented in a responsive design that is seamless. What's amazing is how uncluttered and distraction-free it seems for such a small footprint.

More than just a collection of Facebook feeds, Paper allows you to customize feeds of content and articles from The New York Times, USA Today, the Huffington Post and others.

While in the early stages, Facebook is evaluating how people are using the app before they start monetizing it according to remarks made by Facebook COO Sheryl Sandberg at the Goldman Sachs Technology and Internet Conference. Sandberg said, "When we launch products, we are willing to invest for a long time before we put ads in it. It's quite easy to see how ads could fit into [Paper] ... but there's no reason for us to do that right now -- we've



Peter Conti
Sales & Marketing
Director, LMA



so much to do with the current monetizing of current products we have."

While still contemplating how Paper will be used it no doubt will be able to serve a highly target audience based on intel gathered from the numerous customization features. If they can make the ads engaging and organic they will be on to something big because the user experience is so easy and so much fun to use. It is the type of app a newspaper should aspire to be—one that aggregates content from a variety of sources and serves it up in an engaging way.

While it remains to be seen how customers will interact with Paper, and how often, everyone in this business should download this app and keep an eye on

“ This looks like a newspaper app that may break the barrier to engagement and revenue.”

how Facebook improves it and monetizes it. This looks like a newspaper app that may break the barrier to engagement and revenue.

Contact Peter Conti at peter.conti@localmedia.org

Attractive Print Ads for Your Newspaper

MediaBids has attractive, custom-size print ads from well known brands available for your next issue.



Contact us to find out more!

Call: 1-800-557-2971 E-mail: info@mediabids.com

MediaBids.com
The Newspaper and Magazine Advertising Marketplace

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.

info@kamengroup.com

www.kamengroup.com

KAMEN & CO. GROUP SERVICES
NY (516) 379-2797 • FL (727) 786-5930 • FAX (516) 379-3812
626 RXR Plaza, Uniondale, NY 11556

2014 Innovation Mission Announced

June 1-6; New York City – Silicon Valley; LinkedIn and eBay among stops

Registration is now open for the 5th annual Local Media Innovation Mission, an enriching and powerful study tour, which will bring a limited number of senior executives together for a game changing, week long program. Over the course of six days beginning June 1st, a maximum of 22 executives will traverse the country to learn from companies and people who exemplify innovation and forward thinking at its best. Visits to LinkedIn and eBay headline a long list of impressive hosts that have agreed to welcome the IM attendees this year.

Sponsored by the Local Media Foundation, the 2014 IM is scheduled for June 1 to 6 and registration is now underway on a first-come, first-served basis.

The study tour is a non-stop six-day program that, due to its small size and high level interaction, enables partici-

pants to dig deeply into the practices, ideologies and outlooks from a select group of companies on the tour. The 2014 focus is on e-commerce, content strategies, social media, and disruptive innovation. Attendees will cross the country with stops in New York City, San Francisco, Mountain View and San Jose.

Confirmed visits include: LinkedIn, eBay, New York Times, CBS Local Digital, Gawker, BuzzFeed, Russmedia Digital and GateHouse Media. Pending visits include: Digital First Media, Pandora, Pinterest and Twitter.

Ben Shaw, Chief Digital Office for Shaw Media, said that last year's experience "will be worth well into the six-figures for my company...it's a no-brainer to attend the annual Innovation Mission. The ROI is substantial."

The full agenda and registration



Twitter was one of the stops on the 2013 Innovation Mission. Here the group has some fun with the cornhole on the rooftop lounge.

details are at www.localmedia.org under the Conferences tab. Or, contact LMA President Nancy Lane at nancy.lane@localmedia.org to discuss. Registration is limited to a maximum of 22 participants and, as of press time, only six slots remained.



"What I love about the Innovation Mission, and this one is no different, is that we go visit some of these new technology companies that are... really focused on users and how we solve user problems. For me, it comes all the way back to how do we solve user problems in media. These visits will cause us to re-examine our strategy and make some changes."

Eric Bright, V.P. of E-Commerce for Deseret Digital Media

DV & M

TIMES-SHAMROCK COMMUNICATIONS

HAS SOLD



CLEVELAND (OH) SCENE

35,000 weekly distribution

SAN ANTONIO (TX) CURRENT

35,000 weekly distribution



ORLANDO (FL) WEEKLY

36,000 weekly distribution



DETROIT (MI) METRO TIMES

43,000 weekly distribution



TO EUCLID MEDIA

We are pleased to have represented Times-Shamrock in this transaction.

Dirks, Van Essen & Murray

Santa Fe, NM t: 505.820.2700 www.dirksvanessen.com

Changes at GateHouse Media Top Level

Industry leader and GateHouse Media veteran Kirk Davis has been named Chief Executive Officer of the company. Davis has been with GateHouse Media since 2006, most recently serving as President and Chief Operating Officer. He is also a past Chairman of the Board for LMA.

Davis succeeds Mike Reed who has taken the role of Chief Executive Officer of New Media Investment Group Inc. "I have worked side by side with Kirk since 2006 and there is no better person to lead GateHouse Media," commented Mike Reed. "Kirk has a deep passion for our industry and is a true believer in the value and importance local media has in the communities we serve."



Kirk Davis

In addition to overseeing the strategic direction and operations of GateHouse Media, Davis will also oversee Local Media Group Holdings LLC. Both are wholly owned subsidiaries of New Media Investment Group Inc.

Charles Pittman retiring at Schurz Communications



After 11 years with Schurz Communications and a total of 33 years in the newspaper industry, Charles Pittman will retire at the end of this month. Pittman serves as senior vice president for publishing at Schurz Communications.

"I have strongly mixed emotions," Todd Schurz, President and CEO of Schurz Communications, said about Pittman's retirement. "While I am thrilled that Charles and Maurese can move together into the next chapter of their lives, our company will miss his vision, wisdom and integrity."

Pittman, 66, brought a broad range of experience to his job with Schurz Communication...college football All-American, professional football player, banker, newspaper promotion manager, newspaper classified manager, newspaper sports columnist, corporate vice president for newspapers and newspaper publisher. ■

Mega-Conference Moments

With contribution from NetNewsCheck publisher Kathy Haley

A full house of close to 700 attendees were on hand to hear what Gordon Borrell had to say in the 2014 Advertising Outlook keynote.



"We're done being on the defensive as a traditional medium and we're really thinking more on the offensive," said Gloria Fletcher, LMA's board chair and president of Sound Publishing Inc., which owns about 50 daily and weekly papers in the greater Seattle area, in an interview she gave to NetNewsCheck at the start of last month's Key Executive's Mega-Conference.

Fletcher was joined by close to 700 media executives who came together for this exciting and fast paced gathering which featured a bounty of sessions and breakouts, and included an exhibit/demo hall with over 70 R&D partners. Co-presented by LMA, Inland and SNPA, the conference's attendance shattered previous records, underscoring the curious nature symbolic of the progressive local media industry.

In a particularly insightful moment at the start of the 'What Would Digital Natives Do?' session, John Temple, the John S. Knight Journalism Fellow at California's Stanford University, a newspaper industry veteran, asked how many in the audience had looked at a smartphone prior to the start of the session. All but one hand in the room went up. When he asked how many had sat and read a newspaper, only one or two hands, in a room full of newspapermen and women, rose.

"Our audience is us," Temple said. "We live in an era in which the relationship is so dramatically different yet we still think of ourselves as pushing out to people. We like to tweet our stories. Big deal. That's not a relationship." He and the panel went on to share insights and tips on how to po-

sition for the digital only audience. In the opening keynote, Borrell Associate's Gordon Borrell gave his '2014 Advertising Outlook' and made a clear point that digital agency services are tied to growth. According to Borrell, the majority of traditional media companies are choosing to only put a toe in the digital waters rather than a deep dive into the wider sea of digital media and marketing.

The good news: Many of those legacy players will survive and generate higher profit margins, at least initially, than those that expand into digital agency services, says Borrell. The bad news: Companies that hold course will end up at least 20% smaller, in terms of total revenue, than those that immerse themselves in the world of helping their customers win business with an array of digital tools.

Newspaper companies can take comfort in the fact that their core revenue is stabilizing somewhat after a plunge that has ravaged the industry since its peak in 2004, Borrell says. In fact, he predicts that ROP revenue will grow from \$13.8 billion last year to \$17 billion by 2018 although that gain will be tempered by flat growth in classified revenue and a \$2 billion decline in pre-print dollars during the same period.

While the newspaper industry stabilizes, its competitors will remain on choppy seas, Borrell predicts. "Political advertising is bolstering TV and cable," Borrell says, even as their local revenue is slipping and total radio revenue is "already down this year."



Roy Biondi, right, and Doug Dixon, both of ThisWeek Community News, flank Molly Mortin, Athlon Media Group.



Suzanne Schlicht, The World Company, at the trade show which featured over 70 R&D partners.



From left, Steve McPhaul, CNHI, Kevin Kampman, World Media Enterprises, Deborah Kampman, Gloria Fletcher, Sound Publishing.

Yellow pages and direct mail revenue will suffer the steepest declines between now and 2018, Borrell predicts. "Newspapers ought to go after that revenue," as advertisers won't stop spending, but instead

will move their money into other media, he says. For more from the conference and the insightful reports from NetNewsCheck's Kathy Haley, go to mega-conference.com.

SUNDAY MORNING CALL

"On a recent Sunday morning, I got a call from an Ad Director who was so excited he could not wait until Monday to tell me how the One Page sales program was a "game changer" for newspapers."

To learn more please visit: www.pulseresearch.com/one



Contact us and we will show you why the One Page is changing the way newspapers relate to local businesses.

Pulse Research
John Marling
(503) 784-5772
marling@paper.net

classified avenue update:



Deanna Lewis
 Director of Sales,
 LMA Staff
 deanna.lewis@localmedia.com

Revenue Share Opportunity

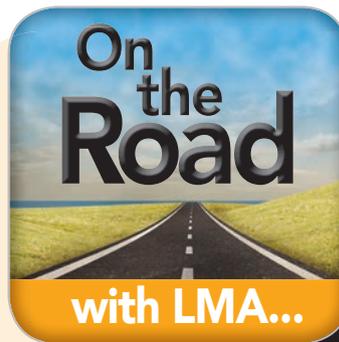
As you may know, Classified Avenue, the for-profit division of Local Media Association, offers a 2x2 network that provides advertisers throughout North America a one-stop option for placing their ads in community publications. Newspaper participants in this network share the proceeds of these ads with other network members and Classified Avenue. Specifically, Classified Avenue sets aside 50% of all 2x2 network revenue to pay participating newspapers. Actual payment amounts are pro-rated based on each

participating newspaper's total circulation.

Classified Avenue also receives requests for larger size ads. These ads are sent to network participants for review; like the smaller 2 x 2 ads, publishers have the right to either accept or decline the placement request(s). Newspapers that have accepted these larger ads have been happy with the quality and the incremental revenue they produced for them.

Recent ads in the 2x2 network have included online education, satellite, gourmet food and medical ads.

We ask that you consider joining the Classified Avenue 2x2 network. It is easy, and free! Please feel free to contact me with any questions.



The **LMA staff** is on the go speaking at various industry events and conducting training across North America.

The upcoming schedule includes:

BORRELL LOCAL ONLINE CONFERENCE

March 3- 4, 2014 New York City
 LMA President Nancy Lane will be speaking about the takeaways from the last few LMA Innovation Missions; she will be accompanied by IM attendees Ben Shaw and Brandon Erlacher.

UNIVERSITY OF ALABAMA CAREER FAIR

March 3-5, Tuscaloosa, AL
 LMA Training & Development Director Amie Stein will be onsite participating in Career Fair events and screening potential candidates for the Career Connect initiative currently being tested by LMA and ten media company partners. More details about this program on facing page.

CNBAM CONVENTION

March 26-29, Austin, TX
 Amie Stein, LMA training & development director, will be participating in the annual convention for College Newspaper Business & Advertising Managers.

AMERICA EAST

March 31-April 2, Hershey, PA
 Amie Stein, LMA training & development director, will be attending America East and presenting a half-day workshop "Monetizing Social" on Monday, March 31st.

NATIONAL ASSOCIATION OF BROADCASTERS/NAB SHOW

April 5-10, Las Vegas, Nevada
 Amie Stein, LMA training & development director, will be exhibiting and conducting a full day Google AdWords training to 25 NAB members on Thursday, April 10.

INNOVATION MISSION

June 1-6, New York City and Silicon Valley
 LMA President Nancy Lane will lead a group of 20+ senior level executives on the organization's 5th annual Innovation Mission. She will be accompanied by Peter Conti, LMA's Sales & Marketing Director. Together they will write a report that covers the key takeaways.

PPI OPEN DAYS

June 23-24, 2014 Hamburg, Germany
 Alongside the CIO of the Times of India and other internationally acclaimed news media innovators, Nancy Lane, president of LMA, will be sharing top revenue ideas from North America with this European-based audience of 200+ newspaper executives.

To schedule training or to discuss conference speaking opportunities, contact Lindsey Estes at Lindsey.l.estes@localmedia.org.

Digital Preservation Speaks VOLUMES

Protect and Share
 Digitally preserve your newspapers and bound volumes



www.ArchiveInABox.com



The newspaper archive scanning service from SmallTownPapers™

CLEARANCE RACKS



HUGE SAVINGS
 ON THOUSANDS OF
 NEWSPAPER RACKS

\$15~\$30 EA

Hurry, supplies are limited!

Call today!

(425) 736-0066

Media Companies Tap New Recruitment Initiative

Swift Communications President Bob Brown said he couldn't sign up quick enough when LMA initiated a beta recruitment program to connect college graduates with pertinent degrees for waiting sales positions within media companies. Factor in that the recruits undergo LMA's Basic and Advanced Digital Sales Certification training programs PLUS Google AdWords training before crossing the threshold of their new employer and the power of this program becomes almost a dream come true.

It's no dream...it's a reality come true in the form of a brand new LMA initiative called 'Career Connect'.

LMA's Training & Development Director Amie Stein is spearheading this program to connect talented media professionals, both seasoned and recent college graduates, with career opportunities available in partner's media organizations. Upon successful recruitment, and before starting their jobs, Stein puts the incoming employee through additional training to supplement their current skills and knowledge base with nearly two weeks of comprehensive training to candidates that are hired by LMA's media partners through this program.

"When the question was asked - are you interested in hiring candidates that are top advertising sales graduates from U.S. colleges and universities that will be delivered to your operations prepped and trained for media advertising sales with an emphasis on digital, I asked where do I sign up?" said Brown.

Swift Communications already works with The Center for Sales Strategy on recruiting and selection strategies but Brown says this pipeline mostly uses the traditional channels (advertising, job boards, LinkedIn, referrals). "We do not organize our resources to recruit top sales graduates from universities so the chance to partner with LMA to lead and coordinate a recruiting effort on our behalf at the signature annual event for these students who are seeking careers couldn't be a more win-win for Swift and our industry."

The signature event Brown refers to is the upcoming College Newspaper Business & Advertising Managers (CNBAM for short) conference in Austin, Texas. This late March gathering of soon to be graduating college students who are highly focused on finding careers in their majors provides the perfect backdrop for LMA's Stein to attend. She will be presenting, judging a student sales competition and actively showcasing and recruiting for the employment opportunities with Career Connect partner media companies during the conference job fair.

Stein is also participating in a University of Alabama event in early March at which she will be interviewing staff of the Crimson White, participating in a corpo-

rate showcase day with the Sales Program, which is part of the Business School, and taking part in their career fair and annual sales award banquet.

BETA UNDERWAY

So far, 10 media partners are involved in the program. The impressive list includes BH Media, CNHI, Deseret Digital, Gatehouse/Propel Marketing, Schurz Communications, Sound Publishing, Swift Communications, Richner Communications, The World Company, and ThisWeek Community News.

Kevin Kampman, publisher at the Winston-Salem Journal



and V.P. of Community Newspapers for Berkshire Hathaway Media Group, applauds the effort and is excited to be part of the beta program. "Bringing in new top quality sales executives is critical to any success we will have in the future," says Kampman.

Stay tuned as this program gets rolling and to learn about how your media company can get involved.



AMIE STEIN

LMA Training & Development Director

"Finding enough good talent is a tie that binds most publishers. We look forward to finding ways to infuse great candidates into their organizations while promoting LMA, the industry and the exciting opportunities for a career in advertising to a new generation of professionals."

Thanks for 25 outstanding years.

TownNews.com was born 25 years ago in the back shop of a weekly newspaper. Today we offer one of the most advanced publishing systems for web, print, mobile and social media. We give you all the tools you need to thrive in the digital age.

Why wait? Call 800-293-9576 today to get started.

TownNews.com
Web • Print • Mobile • Social

Local Media Association R&D Members

Become a R&D Member to receive the following:

- Right to vote on all Local Media Association issues
- Monthly logo and contact listing in Local Media Today
- Quarter page advertisement in the annual R&D partner issue of Local Media Today
- Premium listing in the exhibit/ sponsor brochure at LMA conferences and events

Contact Al Cupo
al.cupo@localmedia.org
for more information

Q&A

Chris Edwards CONTINUED FROM PAGE 2 >>

listically look at what they are doing and what they want to be doing in a totally non-selling, neutral environment. Then we craft a program for them that will work for extended periods of time which address their challenges, with check points to make sure we are on track. We need to take this concept to that next level of client. The guy who might not be spending six or seven figures on advertising, but who is valuable to us and will grow.

As well, we need to radically increase our new business activity and make sure we are aggressively approaching those non-customers in new ways, with new conversations. They aren't looking for advertising. If they were, they'd call us like they did a decade ago. They are looking for HELP, and they are looking for partners because for these customers hiring that expertise is not financially possible in most cases. This is where we have to go.

Q Tell us about what's happening these days at Fusionfarm. What's the hot seller in digital agency business? What's trending as the next big thing in these services?

A First off, let's keep it real. Anyone who tells you that there is a "hot seller" in digital in and of itself is probably lying to you. This stuff is hard to sell. There are very popular products and all the data points to that, but there is no such thing as a "hot seller". Some of our best sales people struggle with this stuff. The key question is, "Are we taking the data points of the exploding use of these services and framing that properly for customers to make decisions?". We are getting better at it, but we have a ways to go.

For the reps that are doing this well, we are finding that the key offering these days centers on the customer's website. Reconstructing it is popular. Adding features to it is popular. Getting it found in the first place is crucial (SEO and other directory oriented services are growing for us). What seems to be coming out of all that is a new sense of needing a way to manage the visitor experience to the improved site. That means content marketing (blog posts, white papers, case studies and good old fashioned email marketing) and marketing funnel management (inbound marketing tying everything together in a measurable process) is what we see as key for helping our clients in the near term.

We've added several clients recently, and you do get paid for these services. The P.S. to all of this is that after you've done this, you discover all sorts of opportunities to tack on other key services like social and reputation marketing to the mix because as the site traffic grows, more people are evangelizing (positively and negatively) the client out in the marketplace.

Q Can you also comment on staffing for this company? Do existing media reps sell the services, dedicated reps or some combination? And, how do you attract and keep top sales talent?

A We allow all of our advertising reps to sell every product we have, both "core" (newspaper and TV) and "digital" (display and marketing services). In addition, we have a separate "Fusionfarm" sales team that sells only those services, and primarily to non-media company customers.

In terms of attracting talent, we have always used sales aptitude profiling tools. They give a very accurate assessment of a candidate's ability to do the job. Generally, we retain a high percentage of our reps, with an attrition rate of around 10% annually. We pay well

and we have made investments in training, vendor support and provide a suite of robust products. Having said all of that, our greatest challenge is finding people who are well versed or at least comfortable with digital and emerging services while still possessing classic attributes of great sales people. Namely, strong interpersonal skills and a thick skin. The combination of those attributes in today's workforce is very low and we are struggling to find enough quality candidates. We are currently re-evaluating and refining our recruiting strategies in our effort to staff up.

“ We have to take a totally different approach and mindset with our advertisers that looks less like “hey, I had an idea for next month's insert” to “how are you going to tap into the conversation that's going to happen after you run that insert?”. It's no small change, but we have to help them. We can't just sell them space or time any more.”

Q Switching gears, you are on the agenda for what's become a really hot couple days for revenue producing managers – the Local Media Revenue Summit co-presented by LMA and The Blinder Group – and your topic has to do with new revenue development and specifically inbound marketing. What is that exactly?

A The concept of inbound marketing is really the summation and process for what we discussed earlier. First, let me give a little background, and this also relates to whole concept of the dearth of great sales people out in the workforce in general. Companies are moving more and more toward electronic transaction models. Whether that is an inventory based scenario like Amazon, or a service based model like all of our deals programs – the sheer number of sales people out hawking products is at an all-time low. Why? Because theoretically it's less expensive, if your product is easily understood and not (generally) a big ticket item.

However, simply cutting sales people out of the cost equation doesn't really work financially if you don't have a way to maintain gross revenue (assuming the business wants to grow). The discipline and process of sales still needs to exist, even if the thing doing the selling is your website. It isn't enough to simply drive traffic to your site, have people look at your products or services and

assume they will just purchase on the spot through the site or immediately pick up the phone and call in their order. They need to be walked through the education process, given the opportunity to get additional information and express when they are ready to purchase.

Inbound marketing is an all encompassing process for creating multi-touch strategies in order to maximize the number and QUALITY of leads and/or sales a client gets through their marketing efforts via their web site. You will be hearing more and more about this concept in 2014 if you aren't already well versed in it.

Q Can you share some real life examples of how this strategy is creating new revenue?

A There are a few examples I will share during the presentation at the Revenue Summit. The interesting thing is that our very first inbound client was a 6 month set up and consulting gig with an international finance company (non-disclosure prevents me from naming them here, but we're working on a testimonial from them). So, if you can demonstrate expertise, you don't have to go after small deals. Additionally, our next two clients were in our backyard, but literally had never been called on by any core ad reps because they aren't brick and mortar. They sell sporting goods online and are HEAVY e-commerce. We were able to help them improve their funnel and provide content to help drive traffic and move visitors through the funnel. The moral of the story is that inbound customers aren't necessarily the most obvious.

Q Finally, as you look ahead in the sales & marketing realm, can you comment on some of the things you're incubating or plan to experiment with? Are there any new initiatives that you're particularly stoked about and can share?

A We're always screwing around with something, though I also think that we have way more things to sell than we are actually selling to levels I find acceptable, so we need to focus on that for awhile before we go too crazy.

Having said that, I think a version of "native advertising" is intriguing. I have been relatively unimpressed by what people are calling "native advertising" thus far simply because it hasn't been terribly interesting. Fixed placement "native" spots on a website that customers can buy into are more next-level banner advertising.

I think we can really leverage an advertiser's expertise by either helping them or letting them write content and get PREMIUM placement in any or all of our products. We just did our first experiment with this where a combination of two local hospitals paid us to air a 30 minute live panel meeting on our TV station's main channel immediately following our news, moderated by us, to talk through health care. We then posted that content online for viewing after the fact. We did promotion on all products leading up to it – and the advertisers paid for the whole thing. It was a pain in the neck to work through with both the advertiser and the newsroom, but in the end everyone was pleased with it.

Most importantly, our audience thought the content was valuable and that's the key to success with anything you consider "native". I am curious to see how everyone evolves their own versions of it.



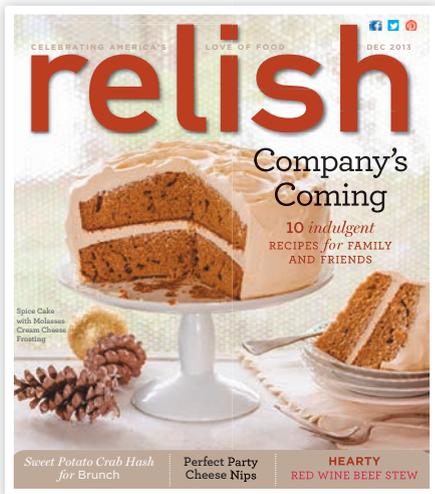
*IN **100 YEARS**, A LOT HAS CHANGED IN MEDIA, EXCEPT THE NEED FOR TRANSPARENCY AND TRUST — EXPERIENCE COUNTS.*

A century ago, publishers, advertisers and agencies came together to bring order to a troubled media world. The result was the formation of an independent auditing organization that paved the way for the age of advertising. Today, its nonprofit mission to deliver confidence in a chaotic media landscape is more important than ever. With deep experience in digital media platforms and unique tools like the Consolidated Media Report and the Media Intelligence Center, AAM is enabling its members to keep pace in the new world of media.

See why the leading minds in media are counting on AAM for the next hundred years at auditedmedia.com/100

100 YEARS OF CONFIDENCE & COUNTING

Alliance for Audited Media



AthlonMediaGroup



A national presence
celebrating
the strength of
community.



4 award winning national magazines
40+ million circulation
1,600 newspaper partners across the country



Call 615-440-5522 to add these to your editorial package.