

2013 ANNUAL REPORT

LocalMedia
association

RELEASE DATE: DECEMBER 16, 2013



innovate●educate●inspire



ANNUAL REPORT 2013

LOCAL MEDIA ASSOCIATION

Dear Friends, Colleagues and LMA Members,

It is an exciting time to serve as the Board Chairwoman for Local Media Association. We had a terrific year in 2013 and we hope you enjoy reading about it in this annual report.

Our board meets every January to conduct two days of strategic planning. These meetings have served us well over the years and have allowed us to react quickly to the needs of the industry.

We walked away from the 2013 retreat with three major objectives: to grow membership, re-launch our sales certification program and start a new sales training division. All three have been accomplished and the growth is even stronger than expected. We also made a commitment to review and potentially enter into more strategic partnerships. That idea has flourished and certainly fueled our growth. We now have agreements with nearly 30 associations and industry consultants.

In a few weeks we will conduct our strategic planning for 2014. Please reach out to me with your ideas and suggestions. All are welcome and appreciated. I can be reached at gletcher@soundpublishing.com.



Gloria Fletcher
President
Sound Publishing Inc./Black Press Ltd.
LMA Board Chairwoman

1155

ATTENDED A
LMA EVENT

2185

LMA WEBINAR
REGISTRATIONS

220

ATTENDED GOOGLE
ADWORDS TRAINING

124

EXHIBITORS & SPONSORS
PARTICIPATED AT LMA
EVENTS

41

NEW LMA
MEMBERS

176

REGISTERED
FOR SALES
CERTIFICATION



Dear Local Media Association Members and Industry Friends,

What a year it has been!

From Silicon Valley to Berlin, and everywhere in between, LMA was certainly on the go this year.

We spent time at Twitter, Facebook, Google, Plug and Play Tech Center and more, to learn from the world's greatest technology and startup companies. We also spent time at McClatchy, Digital First Media, the *San Francisco Chronicle*, Axel Springer and Russmedia to learn from some of the world's most innovative media companies.

We launched niche conferences and partnered with companies outside of newspapers to showcase case studies and best practices from broadcasters, directory publishers, pure plays and more.

Our new division of the company, dedicated to sales training, launched in April and has already trained more than 200 media account executives and managers to become certified in Google AdWords. Our sales certification program was re-launched in April and to date nearly 200 media executives have taken the course; many have become certified.

Research, especially on new trends, revenue opportunities and sustainable business models, has never been more important. Our Local Media Innovation Alliance issued 11 amazing reports on topics such as native advertising, programmatic buying and video advertising.

2013 was a banner year for the organization and the third year of tremendous growth. We are seeing significant build up in membership, conference attendance, training opportunities and more.

The LMA team is highly committed to helping the industry with the dual transformation of print and digital that is underway. The senior team, all from different parts of the industry, is involved in writing research reports, conducting training, presenting at conferences and much more. Collectively the team has more than 100 years of industry and digital experience and this is a difference maker for LMA.

Nancy Cawley Lane

President, Local Media Association



WE LAUNCHED A NEW DIVISION OF OUR COMPANY IN 2013!

The need for affordable and highly specialized training has never been greater for the local media industry. In April of 2013, we launched a new division to focus on this need and help the industry with the digital transition.



We hired Amie Stein, a former Scripps executive, to run this new division and the results have been fantastic ever since. Amie's specialty has been the Google AdWords training. This program prepares media reps to pass the Google AdWords certification test, a clear competitive advantage for anyone that is selling search. The 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 companies on customized plans.



220
TRAINED IN
GOOGLE ADWORDS

65+
COMPANIES HAVE
PARTICIPATED

10+
COMPANIES
HOSTING ON-SITE
TRAININGS

15+
ASSOCIATION
PARTNERS &
GROWING



*In my years with The Tribune, Thomson Newspapers and Content That Works, we worked with many trainers. **Amie Stein is the best. No one does more homework in advance of the training, better tailors the agenda to your specific needs and challenges, nor is more focused on the day of the event than Amie.** The CTW team is a really smart, pretty skeptical group. By the end of day-one Amie won each of them over with her deep knowledge and no non-sense strategies. More important, since Amie's training, we have been able to track measurable results. In fact, our team has seen so successful they asked me to invite Amie back to help build momentum in the year ahead.*

Paul A. Camp, Chief Evangelistic Officer, Content That Works



*If I had to sum it up, I'd say that the **training was a huge success.** Having our entire digital-services staff trained for Google AdWords Certification at the same time not only gave them more knowledge and confidence, but it was also a tremendous team-building experience. **We've already seen new revenue opportunities created** and closed just days after certification.*

Chris Trares, Advertising Director, Las Vegas Review-Journal and Director of Digital Sales, Stephens Media



*I found the Local Media Association Google AdWords Certification-Training to be very thorough and easy to comprehend. Amie Stein did an excellent job with the balance of visual and tactical learning components to ensure a higher level of retention. **I would recommend this program to all sales executives that are involved in selling digital.***

Vanessa Koper, Director of Sales Training and Development, Sandusky Newspaper and Radio Group



I highly recommend Amie Stein. We brought her to Elkhart to conduct two days of Google AdWords Certification-Training and it was an exceptional experience. Most of our team, including me, became certified as a result, and this gave us a clear competitive advantage in our market. We will definitely use her for other training needs as well.

Brandon Erlacher, Publisher, The Elkhart Truth/CEO, Strawberry Fields Digital Marketing



*Having just completed the two day Google AdWords Certification-Training, I can make two emphatic statements: 1. My head is ready to explode. 2. **This may be the best training I have ever attended.** The material was excellent and the trainer was outstanding.*

Joe Mathes, Digital Advertising Strategist, Delta Communications

Completely revamped in the spring, the all-new **Sales Certification Program** had its launch in April. The program has educated over **176** sales professionals to date.

THE INSTRUCTORS



Peter Conti brings a wealth of digital expertise to the team. He's launched websites such as Richmond.com, taught Global Internet Marketing at Virginia Commonwealth University's School of Business and spent 11 years as a partner and executive VP at Borrell Associates.



Stephen Warley is the founder and business education innovator for inboundarts.com. Stephen was also the founder of LocalBroadcastSales.com (LBS), the largest on-demand sales training service that revolutionized sales training for the broadcast media industry. He has trained over 1,000 local media reps in his career.

The first course launched in the **Sales Certification Program** was the **Fundamentals Media Course**, which consists of eight video modules.

The second course, launched in August, is the **Advanced Digital Sales Certification Course** and it consists of 26 modules. It was written and produced by Stephen Warley.

The Advanced Digital Sales Course has scored an overall average of, 4.8 out of 5, on exit surveys.

A new online Learning Management System was employed for managing the program in a professional manner. It can scale from one participant to as many as 1,000 complete with reporting, tracking, self-branding, assignment of team leaders, and downloadable library materials.



In the works are individual topic modules, such as "Increasing Sales Using Data," which is being created at this time. A **Sales Management Certification** is in the works for early 2014.



6 DAYS. 17 SENIOR-LEVEL EXECUTIVES.
15 INNOVATIVE COMPANIES. 1 AMAZING EXPERIENCE.

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.

Many of the attendees have reported ROI in the mid-to-high-six figures as a result of attending the LMA Innovation Mission.



Once again, the Local Media Foundation's Innovation Mission delivered for The World Company on ideas for both immediate ROI as well as insight into forward-thinking practices of both newspaper and digital pure-play companies. (I learned one practice from Google) that will bring six-figures into our company annually. Longer term, the information on new digital marketing-programs will assist us in providing effective services to small businesses.

Suzanne Schlicht, COO, The World Company



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.

Cindy Hefley, Director of Advertising, Wick Communications

MEGA-CONFERENCE

This is a collaborative effort between Inland Press, SNPA and LMA. The conference attracts over 550 local-media executives and R&D partners and is quickly becoming one of the top industry events of the year.

REVENUE SUMMIT

For more than five years, LMA has partnered with The Blinder Group to conduct the annual Revenue Summit. This affordable event is laser-focused on revenue growth and always results in high evaluation scores.

SOCIAL + MOBILE

This new conference debuted in August 2013 via a partnership between Borrell Associates, Local Search Association and Local Media Association. Over 170 attended the program that featured top executives from Google, comScore & more. Case studies featured a mix from broadcast, directory publishers, newspapers and pure plays.

FALL CONFERENCE

The LMA Fall Conference is the signature event of the year. Nearly 300 publishers, advertising directors, R&D partners and media buyers attend every year. The robust trade show was up by 43% this year. And over 20 media buyers participated in the one-on-one meetings with our members (often referred to as 'speed dating' by attendees). Keynote addresses from Deseret's Clark Gilbert and McClatchy's Chris Hendricks topped one of the strongest programs ever.

DIGITAL AGENCY SUMMIT

For this two-day event, LMA partnered with BIA/Kelsey this year and attendance increased by more than 60 percent. Like the Social + Mobile conference, this conference, consisted of a broad mix of companies across different media.



*"The conversations (at the **2013 Mega-Conference**) were real and on point. The ideas were concrete and offered real playbooks for implementation. Whether it was luring SMBs with the strawberry margaritas of the Elkhart Truth's Strawberry Agency, or the Paxton Media groups "modular" deals for mom and pop businesses, publishers, like me, left New Orleans less bewildered and more energized to embrace new things."*

Jennifer Parker, Editor/Publisher, CrossRoadsNews

"Thanks to LMA and Mike Blinder for providing another great event. The presentations regarding digital agencies were timely and relevant for any newspaper company. I also appreciate the willingness of the participants to share real-life experiences which will help me avoid some of the hurdles they experienced in the development and implementation of new ideas."

Les Borgmeyer, Vice President of Sales, Columbia Daily Tribune/ Tribune Publishing Company

*"I really enjoyed this **Social+Mobile Conference**. I think there was a lot of great information and I'm excited to take what I learned back into my market. My key takeaway was how desperately businesses need help with mobile site presence. Great conference."*

Kelsey Martin, Digital Advertising Sales Manager, Steamboat Pilot & Today

*"The **Fall Conference** gathering, and its focused agenda, was one of the, if not THE, best conference this organization has presented. Very inspirational and energizing... We heard about so many vital topics including the A-B transformation, ABCD sales approach, deals, Google AdWords, paywalls, metering and the list goes on and on."*

Gloria Fletcher, Publisher, Sound Publishing

*"I would rate the **Digital Agency Summit** a ten. After attending the conference I came back to the office with an overwhelming amount of information that I would not have had. Every speaker brought something new to the table."*

Lauren Simons, Advertising Manager, Greater Media Newspapers



PARTNERSHIPS

In 2013 we partnered with more than 25 media associations and industry consultants. Collaborative efforts have allowed us to bring new and different case studies, ideas and trends to our members, including some from outside of the newspaper industry and North America.



WHY PARTNERSHIPS MATTER

Local Media Association partnered with some of the industry's most forward-thinking associations and consultants this year to bring even more value to our members.

We teamed up with Borrell Associates and the Local Search Association to produce a new event 'Social+Mobile'. Bringing broadcasters, directory publishers and pure plays together-with newspaper executives-was a winning combination and a great opportunity to share the best case studies across all media platforms. Our partnership with WAN-IFRA allows us to learn from local media companies in Europe and beyond. For five years we have partnered with The Blinder Group to produce a Revenue Summit, one of our most popular programs of the year. A new partnership with BIA/Kelsey proved to be a home run at the Digital Agency Summit. And the Mega-Conference, a partnership with Inland, SNPA and LMA, has turned into the premier newspaper industry event for community papers of all sizes.

We also work with more than a dozen state press associations to bring our training programs to their members at affordable rates. The Google AdWords program has been the most popular; we conducted in-person training with six state press associations in 2013. Partnerships have been an important part of our growth.



State and Regional Press Association partnerships include: California, Colorado, Florida, Georgia, Illinois, Inland Press, Local Search Association, Minnesota, Missouri, New Jersey, Ohio, Pennsylvania, SNPA, Virginia, Wisconsin and Newspapers Canada.

THOUGHT-PROVOKING AND ACTIONABLE, THE LOCAL MEDIA INNOVATION ALLIANCE DELIVERS.

The LMA was developed to provide much needed research and case-study information on hot trends, new revenue streams and sustainable business models. Eleven fantastic reports were issued in 2013.



Case studies are interesting, but the usefulness generally stops there. LMA's case-study reports select companies who are not only worthy of being copied, but can be copied from a very practical standpoint. I've found their selection of topics spot-on, and the drill downs rich with actionable information.

Gordon Borrell, CEO, Borrell Associates



I thought the report was well done. I especially enjoyed the links with all the supplemental info, which made it available to me, but didn't clutter the flow of the reading. Programmatic is one thing I want DDM to be much better at, so I plan to reach out to some of the pubs featured in the report.

Todd Handy, Vice President, Digital Business Development and Advertising Products, Deseret Digital Media

TREMENDOUS GROWTH IN 2013 FOR LOCAL MEDIA ASSOCIATION

TOTAL REVENUE
AT
1.69 M

RESERVES AT
AN ALL-TIME
HIGH

LMA
REVENUE UP
33%

CONFERENCES
UP
31%

Revenue soared for LMA in 2013 and is projected to finish at \$1,150,000 – 33% ahead of prior year. The key drivers of this growth are: conferences, sales training and new memberships. On a consolidated basis, revenue is projected to finish at \$1,686,000 – 10% above prior year. This is particularly impressive since Classified Avenue continues to deteriorate and is down 26% for the year. (Note: the consolidated numbers include LMA, the LM Foundation and SNI, the for-profit arm of the organization.)

Once again the net operating income for LMA will be positive. Under the current leadership, the organization has never experienced a loss or needed to access funds from their reserves. In fact, reserves have grown and are now at record highs. The LMA finance committee meets quarterly to discuss and manage the association's long and short term reserves and has done an outstanding job.

LOOKING AHEAD



Once again, the LMA board will gather for two days of strategic planning.. They will consider many new opportunities as well as the expansion of existing programs and services. These will include: further building out of the LMA sales training division, a new technology expo to better connect R&D partners with media companies, a review of the bylaws and how we might further diversify while providing even more benefits and services to our core members, local newspapers, and many more. We are excited for the new year and expanding on the great work from 2013.

The Local Media Foundation's primary goal is to help the industry with the digital transition. A separate board of directors oversees the efforts of the Foundation.

Major projects include:

Annual Innovation Mission

The Local Media Foundation has conducted an Innovation Mission for four out of the last six years. LMA members have visited innovative media organizations in Scandinavia, the hot-test technology companies in Silicon Valley, the most progressive and innovative media companies in North America and an assortment of startup companies. A thorough report is issued outlining the top takeaways from the trip each year. In 2014, the Innovation Mission will split time between New York City and Silicon Valley.

Local Media Innovation Alliance

This is a subscriber-based 'research club' designed to report on the new and emerging trends, business models and revenue opportunities. The goal is to provide case study information and present it in a 'how to' format. As new trends emerge, publishers need information and industry intelligence before deciding which opportunities to pursue. LMIA helps publishers make those decisions.

WAN-IFRA Partnership

The Local Media Foundation has partnered with WAN-IFRA for the past few years on a number of projects including reciprocal study tours. In 2013, an LMA-delegation of ten members participated in the World Publishing Expo hosted in Berlin. LMA led a two-hour session on the "Revenue Stage" showcasing top success stories from North America. A side study-tour was also arranged with the help of WAN-IFRA, and LMA members had the opportunity to visit with two of Europe's most innovative media companies, Axel Springer and Russmedia.

Donate Today

The Local Media Foundation is a charitable trust and relies on private and corporate donations to operate. To make a tax-deductible donation, visit:
<http://www.localmedia.org/Foundation/Donate.com>



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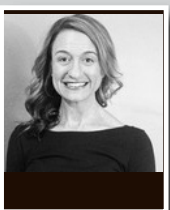
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DIRECTOR



LINDSEY
ESTES
SALES &
MARKETING
MANAGER

The Local Media Association’s staff brings passion, energy and experience to the organization. LMA President **Nancy Lane** has grown the organization substantially during her 13 years at the helm. Prior to LMA she served as publisher of dailies and weeklies in Pa., Mo., and Conn. and ran operations as large as \$50 million. Each year she leads and plans the organization’s annual Innovation Mission, writes a number of research reports and speaks at numerous industry events. She is a graduate of Villanova University and serves on the VU Alumni Association board of directors.

Al Cupo has been with LMA for ten years now; he came to the organization with a strong advertising background. He worked in the newspaper industry for many years as an advertising director for dailies and weeklies in the Philadelphia area. He also spent four years at NSA Media and in the marketing department for a regional retailer. **Peter Conti** brings a wealth of digital expertise to the team. He’s launched websites such as Richmond.com, taught Global Internet Marketing at Virginia Commonwealth University’s School of Business and spent 11 years as a partner and executive VP at Borrell Associates. He holds a bachelor’s degree from the University of Maryland.

Amie Stein is the newest member of the LMA team; she worked in various advertising and management positions at E.W. Scripps for the past six years. And she has held senior leadership positions with JRC, Putlizer and Lee Enterprises directing virtually all advertising categories bringing her total time in the industry to 18 years. She holds a bachelor’s degree from the University of Missouri.

Deanna Lewis has a strong classified advertising and newspaper background. For the last 11 years, she has sold classified advertising in more than 1,000 newspapers through LMA’s Classified Avenue program. **Lindsey Estes** has a strong background in marketing and social media and spent five years working for the Newspaper Association of America. While at NAA, she specialized in helping smaller-market publishers and organizing the annual mediaXchange conference. She is a graduate of Virginia Tech University.

All LMA staff members stand ready to help industry executives in all areas of their operations. Call on us anytime, for any reason.

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Co-President
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