



Calling All  
Newsrooms  
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# LocalMediaToday

NOVEMBER 2014

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INNOVATE | EDUCATE | INSPIRE

## Mega-Conference Program Unveiled

*Content + Commerce; Inspiration + Ideas*

**T**he industry event of the New Year — the Mega-Conference — is a guaranteed heavy hitter with the power of the three preeminent media groups behind it. Local Media Association is again partnering with Inland Press Association and Southern Newspapers Publishers Association to co-present this important and visionary program beginning February 23 in Atlanta. This enriching conference has grown dramatically in just four years with over 700 participants connecting in Las Vegas earlier this year.

This is the conference you definitely want to put in your 2015 budget. A sampling of what is on the program:

### Have you figured out how to optimize content for \$\$\$

Merging content and commerce in new ways will be a front & center topic. Expect insights from national publishers who are successfully monetizing their content in new ways and growing their franchise with new perspectives and approaches.



**February 23-25, 2015**  
**Atlanta Marriott Marquis Hotel**  
**[www.mega-conference.com](http://www.mega-conference.com)**

Learn how The Atlantic Media Company has strengthened their business with new ventures like *Quartz*.

Get an inside look at why one of the top Silicon Valley VC firms, Andreessen Horowitz, just invested \$50 million with the expectation that it “will emerge from this period as a preeminent media company.” Hear about their formula for attracting young, mobile-oriented audiences and monetizing it.

Learn new native content approaches that get down to the local market level and hear how small newspapers have successfully implemented programs that work for them.

### But does mobile work for the advertiser

Greg Stuart of the Mobile Marketing Association has studies that show that brand advertisers can get greater results by reallocating TV to a greater spend in mobile and print.

### Have you been able to encourage innovation in your operation in ways that produce investable businesses?

Learn new tools to harness good ideas into investable businesses from the Nashville Entrepreneur Center.

### Do Millennials drive you crazy?

It's probably because they are starting to outnumber you. Learn how to attract and motivate them to be your readers and employees.

### Breakout sessions that show how others are:

- Driving big video numbers without excessive spending
  - Reorganizing the newsroom to improve relevance, strengthen brand and be more compelling on a smartphone
  - Finding new revenue from unlikely places
  - Investing in a tablet-first publishing model
  - Beating TV stations to the punch for local dollars with “over the top” programs
  - Converting digital readers into digital subscribers
  - Making money from your advertisers' Facebook pages.
  - Getting new dollars with smarter use of digital ad networks
  - Growing “classified” categories
  - Almost two dozen different breakout sessions to choose from
- All this and much, much more including:
- One of the industry's largest trade shows to learn what R&D partners can do to help develop new revenue, reduce costs and transform your businesses more quickly.
  - Peer to peer networking and intelligence sharing at the Town Halls and workshop sessions.

The excitement is building for this inspiring event that is certain to help media executives build relationships and gain intelligence to move the needle forward in 2015. Plan your attendance now and as always, feel free to contact LMA headquarters at 888-486-2466 or [hq@localmedia.org](mailto:hq@localmedia.org) for assistance.

Full details, registration and hotel details at [www.mega-conference.com](http://www.mega-conference.com).



**KEN DOCTOR**  
Noted analyst and  
'Newsonomics'  
author to deliver  
opening keynote.

## Why Little Data is a Big Deal

*Into the Brave World of Customer-Centric Knowledge and the Dawn of Relationship Newsonomics*

It's a flipped world. Google and Facebook are the new mass media and news media is the new niche. Making the most of big lucrative niches means mining — and creating actionable intelligence from — audience and advertiser data. Leading media analyst Ken Doctor will sketch out the age of relationship business models in news and share best practices from top media companies.

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

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

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## Q&A with...



### Susan Azzopardi

The Hamilton Spectator Director, Digital Operations  
[sazzopardi@thespec.com](mailto:sazzopardi@thespec.com)  
 905-526-3291

Susan with Mark Krueger, Multi-Media Consultant at The Hamilton Spectator.

## \$1.2 Million & Growing

Susan Azzopardi was named by LMA as its 2014 Digital Sales Manager of the Year. We caught up with her to get some insight into how she's racking up such impressive revenue gains and getting all of her multi-media reps in on the action.

**Q** Congrats on your recent recognition from LMA as its 2014 Digital Sales Manager! You had a lot of people from your company pulling for you and I'd like to dig into some of the secrets of your success but first, can you give us a quick thumbnail of your media career to date? And some insight into your market characteristics and your company's print/digital footprint?

**A** My background is print. I started my career at my hometown daily, working in a few different departments before landing in sales. I spent some time at the National Post in Toronto and the London Free Press before coming to The Hamilton Spectator as the Retail Advertising Manager. Metroland Media Group took over shortly after and their style of management really allowed me to flourish. Metroland encourages creativity and outside the box thinking. I feel like I have grown more in these past few years than at any other time in my career.

Hamilton is a large urban market and certainly the size of the market allows for different opportunities. We are a daily paper, well respected in the community with an incredibly robust website.

**Q** I think it's fair to say that, at least on the surface, you appear to be a bit of an anomaly. Conventional wisdom these days is that legacy print ad experts such as yourself may not be the best candidates for digital sales and management yet you've clearly disproved the theory with significant digital revenue gains and widespread respect among your co-workers. Tell me about your learning curve when you took over the reins as Digital Director in 2012.

**A** When I was first approached about the role as Digital Director it was as much a surprise to me as it was to members of the senior management team. I was asked to present a digital strategy plan for the Advertising department to our Senior Management team.

I recall feeling apprehensive initially as I didn't feel as though I had enough digital knowledge or experience to effectively develop the plan. While I had the passion and desire I didn't really understand some of the basic fundamentals.

I spent the next several days searching the web for information and

“ Print was threatened and there were many dollars at risk in this vertical. We met with every builder to determine their goals and objectives and positioned multi-product bundles to secure our dollars. ”

googling industry reports to teach myself about digital. I tapped into the knowledge of a former colleague who gave me a crash course in digital 101.

What I realized the day of the presentation was that while I still knew very little about digital, it was evident that the team likely knew even less. I think they were surprised at some of the content in my presentation, enough so that very shortly afterward the Director opportunity was presented to me. What I didn't realize at the time was that the team had been discussing the need for such a role and had been considering outside candidates... someone with a digital background... safe to say that I was not likely on the short list.

The position was the first in our company. No other division had a “digital asset” so it was mine to evolve. There was no real structure to the position and I feel that was one of the benefits. I think a common mistake, that we sometimes repeat, has been to build a huge structure and then the sales have not been there to support it. In this situation, we started with few expectations, just the knowledge that we needed to get into the digital game as this was the way the industry was transitioning.

**Q** After your self-immersion in all things digital, I understand you began intense staff training and continue ongoing education with your staff. Can you share some particulars about your approach initially and how you continue to reinforce and grow knowledge?

We had a couple of major obstacles to success in digital. One was a general lack of confidence in selling digital products. Another was that our “digital products” were really just banner inventory on our site and our reps didn't really understand the value of this space in a way they could comfortably articulate to their clients. It was really more of a “did you want some digital” with that print order approach.

**A** Another obstacle was that our clients were also not comfortable with digital conversations. They were being approached by many businesses promising to increase their SEO or build websites and they were feeling overwhelmed and confused.

Two things needed to happen. We needed to enhance our product suite to effectively compete in this space. (We had great relationships with our clients and were confident that given the opportunity they would prefer to buy from a trusted partner). And, we needed to offer support to our Reps and clients; work with them to develop their knowledge and skills.

We partnered with Metroland Experts, an outside resource supplying digital solution products to us such as websites, SEO, Social Media management etc. and hosted a series of Client Information meetings. Metroland Experts facilitated the meetings. They reviewed each of these solutions in a format that was more about sharing information than selling the product. We wanted our clients to see that we were in the digital game and that educating them was an important part of the relationship.

At the same time we held numerous training sessions with our reps to upgrade their skills. We continue to host client sessions regularly, likely over 30 this year focusing particularly on new advertising executions that we have implemented. We also continue to coach and support our reps through four-legged calls to their clients.



# Calling All Newsrooms

## Get ready to rumble everyone!

**T**he annual LMA Editorial Excellence Contest is underway and this is a heck of a competitive contest.

With 42 different categories including the coveted Editor of the Year and Journalist of the Year, a win gives bragging rights – great for local marketing and branding – and is validation of the often selfless and hard work being performed around the clock by dedicated newsmen and women in communities far and wide.



A sampling of the more than three dozen categories:

- Best Front Page
- Best Editorial Writing
- Best News Photo
- Best In-depth Reporting
- Best Sports Photo
- Best Special Section
- Editor of the Year
- Journalist of the Year

**Be recognized for the fine work you are producing!**

**Deadline is Friday, November 21**

**Online entry is made simple thanks to Newspaper Toolbox.**

**Full details and entry at [www.localmedia.org/Contests](http://www.localmedia.org/Contests).**



Reigning Editor of the Year Mark Brackenbury, *New Haven Register*, taking the stage at the Innovation Conference to accept his award.

## Our Future is Digital but Print Needs More Focus



**Gene Carr**, guest columnist  
CEO, *The Free Lance Star*

Sound Publishing President Gloria Fletcher presented Gene Carr with the 2014 LMA Lifetime of Achievement Award at last month's Innovation Conference.

**I** see newspapers adapting to the digital age faster today than at any other time and there is a real focus at most levels of every organization. There are new leaders emerging with new ideas and concepts and they are rolling these out quickly. Local Media Association has become the leader in focusing the time, resources and funding to help all of us move forward.

I have always been appreciative of the larger companies who are willing to share and invest in technology and applications that allow others like ourselves to be able to try and launch new ideas and to grow our revenue streams. We have learned so much from their successes and from the ideas that didn't quite work according to plan. LMA, both through its Innovation Mission trips and conferences, helps to facilitate this. No one could have envisioned the changes that have occurred to newspapers and all media companies. To ignore the digital age is akin to burying your head in the sand.

I do see a concerning trend occurring in our industry that is receiving very little attention — less focus on print than ever before in our history. It is hard to imagine an industry outside of ours that derives over 70% of its revenues from print (advertising, circulation and commercial printing in some cases) that would neglect it like we are doing. I rather doubt that this would ever occur in a Fortune 500 company or, for that matter, any consumer driven business that would put the lion share of its revenues on the back burner with so little focus as we are doing.

As I interact with publishers and owners, too many have come to the wrong conclusion that there is nothing that we can do to stop the declines other than try and offset some of the losses with digital as print will just keep declining. One thing that we know for sure is that when we say we can't, we will never succeed. I see failures with so many publishing companies that have forgotten about their customers. Many publishers have priced their home delivery subscriptions beyond what consumers are willing to pay.

I do see some publishing companies growing revenues year over year and focusing in on their core products but too few. Here at The Free Lance-Star and its portfolio of companies we are growing revenue year over year and we

“There are many other ways that publishers are succeeding and growing their print business — it comes with great people, leadership, belief, communication and with great community focused print products. While our future is digital, print is viable and needs more focus. Don't neglect it.”

are growing paid circulation too.

There are many publishing companies launching magazines and focusing on new revenue streams particularly within the medical industry, which traditionally has not been a viable newspaper advertiser.

I see more newspapers bringing back in house ad design and now understanding that the advertiser's message must be a call to action and designed to get results.

I see the need for better training and investing in our sales executives and no organization does this better than LMA.

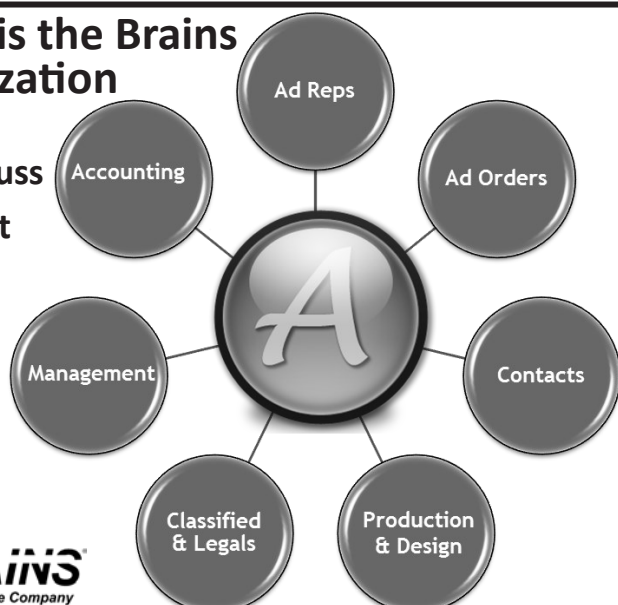
There are many other ways that publishers are succeeding and growing their print business — it comes with great people, leadership, belief, communication and with great community focused print products. While our future is digital, print is viable and needs more focus. Don't neglect it.

I close with the deepest gratitude to Local Media Association for awarding me the 2014 Lifetime Achievement Award. As I look back at the past winners, it is a Who's Who of industry executives that made a difference in how we own and operate media companies today. I learned so much from so many as well as the many wonderful conferences that have taken place. LMA is where many of us truly learned this business and we depended on each other and have made lifetime friends. To the many associates and colleagues that have worked so hard on my behalf and to LMA, Thank You!!

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## BREAKING NEWS

### Major Digital Training Opportunity *LMA partners with Deseret Digital Media*

**L**ate last month LMA and Deseret Digital Media sealed a new partnership that provides a significant opportunity for LMA members to grow their digital prowess and strategies exponentially. Intended specifically for digital media operators (publishers, digital managers, content managers, ad managers and editors) who need to grow, engage and monetize local audiences, the Deseret Digital Media Bootcamp provides a two-day learning experience intended to accelerate digital abilities quickly.

DDM, a proven leader in all things digital, has delivered this bootcamp to companies around the world and now, through this partnership with LMA, is making it available in North America for the first time.

Training will occur at DDM offices in Salt Lake City, Utah on December 10-11 with a maximum of 60 participants. There are two tracks of training – Business Development and Audience Growth – and attendance is limited to 30 per track. Reservations accepted on a first come, first served basis.

Unlike industry conferences and

seminars, where helpful information and context is shared about best practices and trends, the DDM Bootcamp will help those charged with daily digital operations perform at a higher level through proven techniques and learning methods. This supports the DDM mission to reach hundreds of millions of people by connecting more deeply in media organizations and building trust therein while deriving revenue to help support their reach efforts.

Participants will undergo a pre-training assessment of current capabilities, in-person training intended to foster immediate improvement, and several post-training follow ups and certification.

#### Pricing:

LMA Members .....\$795  
3-4 Attendees..... 10% discount  
5-7 Attendees..... 5% discount

Contact LMA Sales & Training Director Amie Stein at [amie.stein@localmedia.org](mailto:amie.stein@localmedia.org) for more information or to reserve your spot.

**Can't make the December dates? Budget for 2015. Four boot camps will be scheduled next year.**

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Homebuyers look to local newspapers most often for information about real estate listings.

Local Newspaper Site **34.6%**

Zillow **22.6%**

Realtor.com **15.4%**

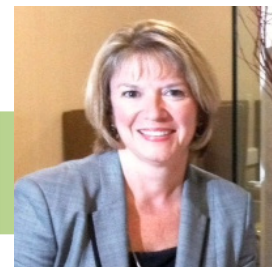
Trulia **9.0%**

Pulse Research

# LOCAL MEDIA ROCKS

**LMA President Nancy Lane**

@localmediarocks • [Nancy.lane@localmedia.org](mailto:Nancy.lane@localmedia.org)



## 12 Ways to Create a Culture of Innovation

**I**t's hard work. You can't fake it. Want to create an exciting work environment that will foster a fabulous culture of innovation? Then consider the following:

**1** Get creative with employee benefits/perks. Take a look at your current offerings. Would these be attractive to the kind of people you want to recruit? If not, get working on it. Creative time off (like Centro's "Ferris Bueller days"), monthly happy hours or providing free coffee/soft drinks goes a long way and doesn't cost a fortune.

**2** Work space matters. Get rid of the cubicles, walls and even private offices. When people start working together, amazing things will happen.

**3** Reward success AND failure. That's right. True innovation happens when people aren't afraid to fail.

**4** Don't be afraid to pivot. All new ventures should be closely monitored. Pivoting is a normal and expected activity. Right Matt Coen?

**5** Develop a mission statement that resonates and motivates the team. If possible, they should be part of developing it. Post it on the walls. Make sure that all new projects are in line with the company's mission. Taglines are great too. The LMA team often recites our 'Innovate. Educate. Inspire.' tagline.

**6** Allow employees to work from home when possible. It is efficient and reinforces your trust in them. They will reward you by working longer and harder.

**7** The CEO and top-level executives must be accessible, open and transparent. Without this, none of the other things on this list will work.

**8** Create fun in the workplace. What does your environment say about your culture? Do you have a lounge with pool tables or ping pong? What would a

prospective top employee think if they visited your office versus one of the disruptors?

**9** Empower your employees in all ways possible. Trust them to make decisions. One of the many signs at Facebook said: Done is better than perfect.

**10** Schedule an internal hackathon in the next three-six months. But bring in some outside tech talent to work with the teams. Make sure that all departments are represented on each team. Schedule it during work hours if you can. Amazing things will happen.

**11** Host regularly-scheduled company meetings with the CEO and top executives (could be weekly, monthly or quarterly). The purpose is to communicate and take questions. The atmosphere needs to be fun (happy hour, coffee & donuts, pizza at lunch, etc.) All the big guys do it (Facebook, Twitter, Google, etc.); you can too.

**12** Get rid of people that can't adapt to a culture of innovation. One bad apple can derail an entire department, especially when that person is in management.

I continue to be inspired when I visit the big disruptors and get to witness their culture in action. I know that legacy businesses have a long way to go but there are so many things that we can and should be doing. Deseret Digital is a great example. It starts at the top with Clark Gilbert and Chris Lee. Forbes Media is another good one to follow. Want a smaller example? Red Wing Publishing, led by CEO/owner Mark Poss, just changed their company name to Big Fish Works. Poss is doing many of things listed above and as a result, he is attracting top talent and growing the digital side of his business in a big way.

Yes, we can do this. Get out of your comfort zone and think like a disruptor. Our survival depends on it.



Markus Feldenkirchen, CEO, PPI Media and Brendan King, CEO & Co-Founder, VendAsta at the offices of Automatic (parent company of Word-Press), one of the stops on the 2014 Innovation Mission.

Nancy Cawley Lane writes a blog about disruption in local media and her thoughts are definitely worth the read. Check it out at <https://www.linkedin.com/today/author/11309770>



# Marketing Spotlight on LMA Members

*Take a bow, all 135 of you who are winners in the LMA 2014 Advertising & Promotions Contest!*

**T**he just announced results offer a bevy of inspirational designs and marketing initiatives that are the driving force behind a heck of a lot of revenue at media companies across North America. A complete summary is found on LMA's website and members are urged to peruse these for inspiration and ideas. Give a shout out to fellow members and chances are good that they will gladly share details of what's working and the mechanics behind their success. Don't forget — LMA's website also has a fully searchable member directory that makes it easy to get in touch with peers in the industry.

Topping the list of winners this year is Metroland Media Company with a

remarkable 31 awards. "I am very proud that Metroland's advertising efforts have received industry leading recognition alongside our editorial accomplishments," said Metroland President Ian Oliver. "We continue to be focused on innovating for both consumers and advertisers, in-print and online."

Following Metroland was Black Press with 25 awards and Antelope Valley Newspapers, Inc. with 23 awards.

Individual honors were given in the Digital Sales Manager of the Year category and the Q&A this month is with first place winner Susan Azzopardi — check it out on page 2. Azzopardi, who has a traditional print background, rose to the occasion when offered the job as Director of Digital

Operations — the Q&A reveals a lot about how she and her team are on track to bill \$1.2 million in new digital revenue this year.

Advocate Digital Media's Jennifer Love was the runner up for this award. Asked for a thought on the win and any driving factors on boosting digital revenues, Love said "I am very honored and proud to say it's all in the team you build around you. We are dedicated in educating, not only



Jennifer Love

ourselves, but our clients as well. The key to our success is building a relationship with your client and providing them with solutions specific to their needs."

Special thanks to Newspaper Toolbox for hosting the online entry process of this contest and to the panel of judges, which included national advertising agency executives, media buyers and industry consultants, for the time and energy devoted to reviewing the voluminous stack of entries.



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# LMA NEWS

## Executive Leadership Team Expands at Wick

Arizona-based Wick Communication has made two additions to their executive leadership team. Michael Shepard and Randall (Randy) Rickman have joined the company as Regional Publishers. Both executives have extensive backgrounds in the newspaper industry.

Michael Shepard most recently served as Senior Vice President for Business Operations for *The Seattle Times*. A second-generation newspaper hand, he earned a degree in communications from Washington State University.

Randy Rickman most recently served as General Manager at *The Pueblo Chieftain*, a 40,000 daily newspaper and commercial print operation located in Southern Colorado. His newspaper career began as an apprentice pressman at the *Quad City Times* (Iowa) in 1979.

## Laboy Takes over in Montrose

Vincent Laboy has been named to succeed Francis Wick as the publisher for the *Montrose (CO) Daily Press*. Prior to taking this position with Wick Communications, Laboy served in a variety of management roles with Lee Enterprises.

According to Tom Yunt, President & CEO of Wick Communications. "Vincent is an excellent addition to our Publisher ranks and senior leadership team and I'm confident that he will continue the Daily Press success and legacy created by his predecessor, Francis Wick."



Randall Rickman



Michael Shepard



Vincent Laboy

## Lancaster newspaper has new name: LNP

The Lancaster, Pennsylvania-based Intelligencer Journal/Lancaster New Era and its Sunday edition, the Sunday News, now share the new name LNP. Since the morning and evening papers were consolidated in 2009, the newspaper company had held on to the three separate names of its dailies and Sunday newspaper.

The corporate name also changed, from Lancaster Newspapers to LNP Media Group Inc.

## Sound Publishing is Growing

Sound Publishing Inc., a Black Press subsidiary based in Washington state, has acquired the three times per week *Daily World*, in Aberdeen, Washington, from Stephens Media. The transaction also includes the *Montesano (WA) Vidette*, the *North Coast News* (Ocean Shores, WA) and the *South Beach Bulletin* (Westport, WA). All are weekly newspapers.

"We feel quite fortunate to add the Aberdeen cluster of quality news products to Sound Publishing" said Gloria Fletcher, President of Sound Publishing. "Of course we value the products but more importantly we value the people and the communities these products faithfully serve."

## Johnston Takes Over in Michigan

Tricia Johnston is the new publisher at *The Holland (Mich.) Sentinel*, a GateHouse Media-owned company. She succeeded Pete Esser, who led *The Sentinel* for the past several years, upon his retirement.

"She is a true professional with great vision. She will bring a collaborative approach with great energy and innovative ideas for our clients and readers," said Dan Tollefson, senior group publisher for the Michigan Community Division of GateHouse Media.

"I was fortunate to grow up in a household where there was always a newspaper," says Johnston. "Newspapers like *The Sentinel* are critical and it's exciting to be a part of the vehicle that brings people together."



Tricia Johnston

## BRIEFS

### New, better pricing for Sales Certification Training

*Best Pricing for LMA members; Preferred Pricing for LMA Press Association Partners*

LMA's Sales Certification Program offers new, very affordable prices on its Basic Sales Certification Course and its Advanced Digital Sales Certification Course for all LMA members. Plus, media association partner members now get preferred pricing. The Basic course now starts at \$295 for members (and reduces with 5 or more participants) and \$345 for partners; the Advanced course is now \$395 for members (volume discounts available) and \$445 for partners.

These online courses empower media salespeople to progress from transaction-focused selling to true consultative selling. Each course has been designed to equip a sales rep with the tactics they need to improve their local media sales and to find more prospects immediately.

Hundreds have taken the online courses over the last 18 months since its introduction. "The options with the LMA training certification program had every-

thing we needed for training on digital expertise, digital sales skills, and most of all, the online video library for individual training," says Dale Z. Darling, VP Sales, Deseret Digital Media.

Full details at [www.localmedia.org/Training](http://www.localmedia.org/Training).

### Newspaper Digital Audience Hits New Peak

According to a new study from NAA, conducted by ComScore, the audience engaged with newspaper digital content reached a new peak in August 2014, rising 18% to 164 million unique visitors (adults 18+) from 139 million in August 2013.

Along with the rise in unique visitors, the proportion of the total online audience reached by newspaper digital platforms has grown. Eight in 10 adults engaged with newspaper digital content in August 2014. That compares with a reach of two-thirds (65%) of adults in June 2013.

The reach of newspaper digital content was highest among those ages 25-34. More than eight in 10 are also reached in the 35-44 and 45-54 age segments.

## Digital Preservation Speaks VOLUMES

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# Local Media Innovation Conference & Technology Showcase

Local media executives looking for ways to monetize their core, digital and offshoot endeavors converged on the City of Brotherly Love last month and the buzz at this vibrant gathering was infectious. “Business is good” was heard repeatedly as hundreds gathered in Philadelphia to participate in LMA’s inaugural Local Media Innovation Conference and Technology Showcase. The upshot was quickly evident – the event was in sync with what folks came to learn.

“Spectacular. Stunning. Timely. Powerful,” said one. “Every session offered actionable solutions,” said another. “Superb” and “an outstanding opportunity to exchange thoughts and ideas” said yet another.

Formerly called the Fall Publishers’ & Ad Directors’ Conference, the new name for this event signaled not just a rebranding but an energized and updated approach to sharing cutting edge intelligence that could be instantly actionable.

According to newly inducted LMA Chairman of the Board Cliff Richner of Richner Communications, “The new, less formal format of the conference was great. Chris Lee, Terry Kukle and the entire conference committee did a great job planning and, as always, Nancy, Al, Pete, Lindsey and the rest of the LMA staff made sure everything ran flawlessly.”

The sessions covered both growth and reinvention strategies; most presentations are now freely available on LMA’s website under the Conferences tab.



## Keynote #1

### Local Media Lessons From Transformation At Forbes

*Lewis DVorkin, Chief Product Officer, Forbes*

- The 97-year-old start up: Forbes reinvented itself and business journalism along the way
- Pervasive disruption and traditional journalism colliding with digital revolution/ social media/mobile gave them no choice
- “We made a bet on the individual content creator”
- Turned content model upside down – now rely primarily on a contributor model (over 1,500 contributors)
- Changed compensation model — contributors get paid by audience size, not word count or story length
- Changed advertising model — native advertising is central. “As long as we’re clear about who’s speaking, the audience doesn’t care. They just want to know who it’s coming from.”
- Nearly 50% of audience comes from mobile now. Audience moving faster to mobile than are advertisers and agencies.
- Ad viewability’ is something new coming into the advertising picture – focus shifting from a ‘served’ impression to a ‘viewed’ impression
- Forbes’ native solution is called ‘Brand Voice’

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## Building A Successful Native Advertising Strategy

*Chris Lee, President, Deseret Digital*

- Audience transition to mobile yields ‘an order of magnitude’ revenue problem – revenue metrics significantly lower in mobile
- Native advertising becomes increasingly important as a result
- Sponsored content needs to reside with other content but be transparent as paid
- Highest quality content is essential: Publish awesome!
- Find a way to measure brand lift for clients; not just CTR
- Management of sponsored content and production should be separate from editorial division
- Organizational conflict needs to be overcome – editorial division needs to “leave it alone or it will fail”
- Deseret’s native solution is called ‘Brand View’



# Inspired Approach & Actionable Agenda Gets High Marks

## Pragmatic Innovation

Moderated by Gareth Charter, panelists included Matt Walsh, CEO, The Observer Group; Doug Phares, CEO, Sandusky Newspaper Group; Kerry Oslund, VP Digital Media, Schurz Communications

### From Doug Phares

- Accept flops and move on – he had several with various niche sites
- 'East of the City' bimonthly magazine was an offshoot from the now defunct entertainment site and it has legs. "We had \$100K in ad contracts before the first edition."
- Native advertising with a spin: Sunday Stories is the print wrapper for Sunday preprints and it contains sponsored content. "It's worth about \$300,000 in a mid-sized market."



Doug Phares

### From Matt Walsh

- Early entry into digital services saw many mistakes – trademark dispute, under-priced services, deadline problems and more
- 2014 brought a renewed effort beginning with almost four full months of mea culpa's for their early disasters
- Two new and more expensive hires were made – a technology/development expert and an experienced agency executive with a master's degree in Internet marketing
- "Heaven smiled on us" with these hires and the ensuing \$400K account from a big client that their new rep attracted
- Focus now is on larger clients with real budgets. "We still offer our services to smaller businesses but when they find out how much it will cost, many say no thank you," Walsh says.
- This year, the newly named Observer Digital Media will generate \$730,000 in revenue, not too far off its goal of \$800,000. Walsh said, "and by 2016, the agency will be profitable."
- Rule of thumb for budgeting for new initiatives is to anticipate investing what it takes in annual revenues to get to break even. "If you think you'll break even at \$600,000 in revenue, that's what you'll have to invest."

### From Kerry Oslund

- His office features the 'hall of failure'. A spectacular one was their big investment in a WiMAX company which was intended to deliver Internet services to the company's newspaper subscribers in rural areas underserved by cable. The effort fell victim to superior LTE technology; the BIG lesson - Schurz now invests incrementally in new initiatives
- The company now 'fires bullets instead of cannonballs' when funding new initiatives. "We start with \$50,000, set a goal and if the initiative hits its target, we invest another \$20,000."
- If goals aren't met, they bail
- Current promising initiative is RedPost, a single copy kiosk with digital signage
- Key to this initiative is audience data. The kiosks track the wifi signals of people's cell phones, tracking how long they spend in front of the kiosks watching the two-minute loop of story promotions and making note of which ads are playing during that time.
- Single copy sales are up 8% in the four markets where these boxes are being used

## The Lean Start-Up

Matt Coen, President & Co-founder, Second Street

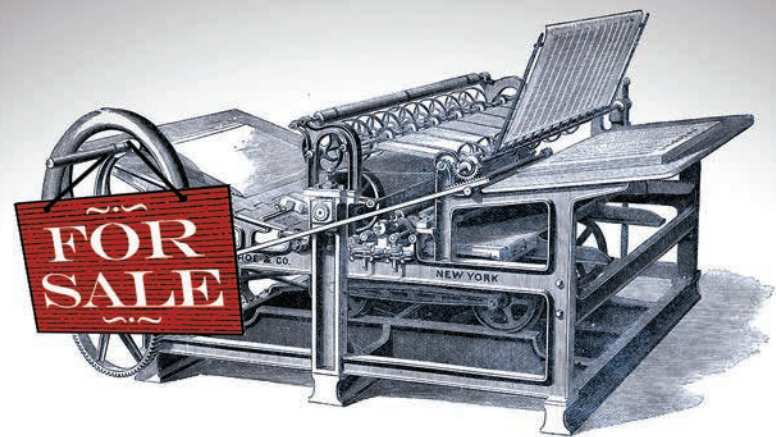
- Entrepreneurs are everywhere
- Validate learning at every stage – the only thing to know for sure when starting a new initiative is that it will turn out differently than you expect
- Avoid the 'just do it' approach – chaos ensues otherwise
- Take a scientific approach – accept extreme uncertainty but test assumptions; build, measure & learn
- Be ready to pivot – keep one foot in the direction you intended while letting the other explore another avenue
- Find moments of pivot quickly
- Practice MVP – minimum viable product. Pursue the minimum you have to do to test what you are trying to accomplish
- Innovation accounting means focusing on pertinent metrics, not 'vanity metrics'
- Three milestones: Establish the baseline; tune the engine; pivot

## Keynote #2

### What Every Local Media Executive Needs To Know About LinkedIn

Yumi Wilson, LinkedIn, Corporate Communication Manager

- LinkedIn is a recruitment tool and a content platform; their Pulse app integrates professional news with reader interests
- Media companies should have a company page on LinkedIn
- Updates that get the most action – insider views; tips & practices; fun facts & quotes; employment opportunities
- "Your biggest fans are your employees." The idea is to empower them to help amplify your content
- Top company pages are NPR & Mashable. Check them out for examples of excellence.
- LMA President Nancy Lane switched her blog to LinkedIn's publishing platform and reports a 20-30X engagement boost as a result



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**SPECIAL BONUS FOR LMA MEMBERS:** October was LinkedIn month on the LMA webinar calendar. If you missed any of them, they can be accessed via the webinar archives on LMA's website at localmedia.org. 'What Every Local Media Executive Needs to Know About LinkedIn' originally played on October 13; 'How to Develop an Exciting & Compelling LinkedIn Profile & Why It Matters to Your Business' in October 20; and 'LinkedIn For Journalists' on October 27.



# Thank You



Brainworks is a proud R&D Partner of LMA

We enjoyed meeting so many LMA members and Brainworks partners at the Innovation Conference & Technology Showcase.

For more information on how we can partner with your local media company, please visit [www.brainworks.com](http://www.brainworks.com)



# Programming for Pizza

**I**t was a Friday night cocktail party with a gregarious host. Chris Wink pumped up a lobby full of computer programmers as well as anyone can expect of, well, computer programmers. The lobby was in the building that houses Philadelphia's public radio station WHY?.

Wink is a co-founder and editor of Technical.ly a Philadelphia-area technology news network. His company connects organizations and people through news, events and services. Their role this weekend was to connect Local Media Association with local programmers for our inaugural local media hackathon on the weekend just before the start of the Local Media Innovation Conference.

For the uninitiated, a hackathon is an event (usually a weekend) in which computer programmers collaborate on software to come up with solutions for a goal. In this case, the goal was to offer applications or software solutions for local media companies.

A new experience for me, the vibe was punky and fun as Wink got things rolling amidst a respectable supply of local Philly beer and large platters of gourmet sandwiches that definitely helped fuel the brainstorming party. Armed with two very large whiteboards, Wink jotted away as the ideas sprouted. On hand was a mix of local media company sponsors (Calkins, Metroland & Swift) to help the programmers shape their ideas.



**Peter Conti**  
Sales & Marketing  
Director, LMA

Saturday morning the boards took up the head of a large room as Wink stood by and whittled down the ideas to a Top 10 of solid goals.

The 30 programmers in the room and the media sponsors then selected which ideas they wanted to work on. Teams were organized, final projects selected and the six teams were off and running. For two full days they toiled, tried, experimented and at the end of the Sunday session the programmers shared the fruits of their labor. An panel of independent industry judges, including LMA President Nancy Lane, listened, asked questions and ultimately

judged the top three.

A main theme of all these projects – even with the sponsor's instructions of collaboration between business units and content units – was to be a focus on the media company audience. Common themes that were highlighted were:

1. We don't know enough about our audience
2. We have data available but we're not connecting the dots
3. We need to start with what we have and work toward the goal (starting now is better than not acting)

The top three went on to present their projects and solutions at the Local Media Innovation Conference hackathon session. The Data Punks impressed the room of local media attendees as their large geographic unfolded across the screen.

## The top three:

**THIRD PLACE** – A team from Calkins Media, and programmers, focused on using data-driven decisions across the enterprise including analyzing what content the newsroom should produce.

**SECOND PLACE** – The team of Swift, Metroland, and programmers, focused on solving everything every publisher and editor has said at least once – “how do I get my sales team to read the product?” It used multiple data feeds to alert sales reps when clients are mentioned online to ensure sales teams are aware of mentions and can then act on these mentions.

**FIRST PLACE** – A non-media members' team of programmers known as the Data Punks created a simple tool that allows readers to rate an article by positive, neutral or negative (actually Like, Meh or Hated It!). It differs from Facebook likes and story comments and it provided reporting of these ratings via geo-groupings mapped out on an infographic. It enables an editor to figure out what stories are rated highly in different cities.



**Data Punks Prevail!** Get a taste of what the hackathon winners created at <http://nims.servermill.org>

**Check out LMA's Sales Certification training programs at [www.localmedia.org](http://www.localmedia.org) or contact Pete Conti at [peter.conti@localmedia.org](mailto:peter.conti@localmedia.org) for details.**

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# The \$500K Video Program

**A**t last month's Local Media Innovation Conference & Technology Showcase, one of the 'Growth' track breakout sessions showcased how Calkins Media in the Philadelphia region is turning video production into a new revenue stream. And killing it while they're at it!

2014 will see about half a million dollars of new revenue from video and the 'on air' personalities, staffers from the newspapers, are having fun and becoming local celebrities at the same time.

Calkins Philadelphia Region President & General Manager Mike Jameson shared that many newsroom personnel have been essentially repurposed to push the needle in video. They started small and initial steps included the hiring of a consultant to teach the staffers how to produce videos and become show hosts, the purchase of iPhones and an editing station, and the conversion of their old dark room into a make-shift studio.

"Very low cost of entry," said Jameson in describing their initial efforts.

The flagship video program is the daily News Update, a short 5 minute program that highlights top news of the day along with sports and feature segments. *The Courier Times* News Update program has a sole sponsor, the local hospital, who pays \$9K per month for the rights. St. Mary's Hospital gets a pre-roll, an ever-present onscreen logo throughout the News Update program and associated promotion on social media, in-paper and anywhere else the *Courier Times* promotes the News Update program.

Asked how they arrived at the \$9K/month price tag, Jameson admits they wing it. "When it comes to pricing, we have one strategy," said Jameson. "We make it up." So far, it's working. The hospital has continuously renewed for six-month terms since the News Update partnership began.



Calkins Media Philadelphia Region President & General Manager Mike Jameson sharing details of their video program at the InnoCon.

## Game On!

### Videographer's dog becomes local celebrity

When Mark Zimmario joined Calkins 11 years ago, the 'old normal' career track had him covering sports and then moving into a news beat in the Burlington County Times newsroom. The 'new normal' has seen Zimmario morph from municipal meetings reporter to on-air host of a weekly football program and made his dog, Blake, a local celebrity who has his own Twitter account.

Zimmario, video reporter for the Burlington County Times, covers a lot of local sports and among his duties has taken on hosting the weekly Game On video program which focuses on the local high school football scene. Every Thursday in football season the 15 minute program previews the upcoming games, talks with a panel local insiders, interviews players, and highlights the games to watch. Of course the program is a hit — it's high school football after all — but it's the quirky feature at the end of the program that's getting the buzz.

Zimmario's dog Blake, a mixed breed, 50#, adorable rescue dog, 'picks' the winner of the game of the week through a variety of approaches that Zimmario cooks up. 'Blake's Takes' is now a routine part of the Game On program and the loveable Blake has become a true local personality in his own right.

It all started when Calkins Media Philadelphia Region President Mike Jameson got his team to move into the video realm and brought in a consultant to give pointers about how to shoot video and become 'on air' personalities. This basic training included homework assignments and Zimmario used his recently adopted dog Blake as a test subject for his skills development projects.

Zimmario took to the medium and his skills have flourished, all the while making Blake the subject of his increasingly goofy videos. Colleagues at the paper got good chuckles from his collaborations with Blake so when Zimmario took over hosting duties for the



Reporter turned videographer Mark Zimmario and his beloved dog Blake have become local celebrities.

Game On program, he decided that Blake, a natural on camera, needed to be a part of it. He's made regular appearances ever since.

This year, Zimmario has turned to Hollywood for inspiration for his Blake's Takes feature. Filmed weekly in his basement, Zimmario has themed his dog and his picks along such lines as Raiders of the Lost Ark, Apollo 13 and The Godfather. Week four of the 2014 football season featured Blake in 'Blaxetrix', a spoof on The Matrix, and the big pick involved the red toy for the Rancocas Valley Red Devils or the blue toy for the Northern Burlington Greyhounds.

Blake picked red and improved his record to 3-1 when the Red Devils easily prevailed over the Greyhounds in a 40-19 win.

"It's hard to imagine how I got to this point with it because using Blake was just a goofy thing in the beginning," says Zimmario. "I do enjoy it. When I'm editing I sit in my cubicle and make myself laugh out loud."

## Local Media Association R&D Members



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

### The upcoming schedule includes:

#### DIGITAL AGENCY SUMMIT November 11-12, Chicago

LMA's Nancy Lane, Al Cupo, Lindsey Estes & Amie Stein welcome media industry executives to this revenue-centric event; presented in partnership with BIA Kelsey.

#### New to Agency Services?

Pre-con bonus session on Monday, November 10

Amie Stein and a panel of experts will offer a pre-con bonus session. Specifically designed for those who are new to digital agency services or considering entering this space, this late afternoon session will cover how to launch with a small staff and small resources, realistic revenue expectations and the various infrastructure choices a media company can establish.

#### CHICAGO RAPID INNOVATION TOUR November 12-14, Chicago

Beginning at 4PM on Wednesday, November

12 and concluding at Noon on Friday, November 14. LMA President Nancy Lane, with an assist from LMA's Lindsey Estes, will lead a small group on a mini-Innovation Mission. Visits to include: Groupon, Salesforce, Centro, Razorfish, Chicago Tribune, Aggrego/Sun-Times, ESPN & more. A lot of punch will be packed into these 20 hours!

#### GOOGLE ADWORDS REGIONAL TRAINING November 13-14, Chicago, Illinois

LMA's Amie Stein conducts regional Google AdWords two-day training workshops and next up is Chicago in November. Open to all, her intense training prepares attendees to take the Google-administered certification exams.

#### DESERET DIGITAL MEDIA BOOTCAMP December 10-11, Salt Lake City, Utah

In partnership with LMA, Deseret Digital Media is hosting a two-day concentrated digital training learning experience intended to accelerate digital abilities quickly. Maxi-

um of 60 participants. There are two tracks of training – Business Development and Audience Growth – and attendance is limited to 30 per track. First come, first served basis for reservations. Additional training dates in 2015 to be announced. See related story on page 5.

#### ALBERTA WEEKLY NEWSPAPER ASSOCIATION SYMPOSIUM February 14-15, Alberta, Canada

LMA's Amie Stein will be conducting two modules of training at this industry gathering. In her Leadership & Training module, she'll conduct three sessions

- *Mastering Sales Fundamentals*
- *Time Management and Modeling for Leaders*
- *Managing Performance and Developing Your Teams*

In her Social Media & Social Selling module, she'll conduct two sessions:

- *Social Platforms 101*
- *Social Selling*



LMA Staff, from left, Al Cupo, Amie Stein, Nancy Lane, Pete Conti, Lindsey Estes, Deanna Lewis, Mike Martoccia

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#### KEY EXECUTIVES MEGA-CONFERENCE February 23-25, Atlanta, Georgia

LMA is partnering with Inland Press Association and Southern Newspapers Publishers Association to present this expansive industry gathering. Last year this event attracted over 700 attendees and the 2015 program promises to deliver key intelligence on the latest and emerging best local media practices for driving revenue, audience and company performance.

#### AMERICA EAST

March 30-April 1, Hershey, Pennsylvania

LMA's Amie Stein will be on hand at Pennsylvania News Media Association's America East Media Business and Technology Conference to conduct two ½ day boot camps on

Monetizing Social. This training is focused on helping news media personnel understand the advertising opportunities across various social platforms and how to translate them into meaningful strategies for revenue development.

#### NATIONAL ASSOCIATION OF BROADCASTERS

April 11-16, Las Vegas, Nevada

Amie Stein will once again be conducting Google AdWords training at NAB this April in Vegas.

*To schedule training or to discuss conference speaking opportunities, contact Lindsey Estes at [Lindsey.Estes@localmedia.org](mailto:Lindsey.Estes@localmedia.org)*

# Thank you

*We had an amazing time at the LMA conference, and we hope you did too.*

The best thing for us was the great response to our new **MAST 10X platform** — it gets us really excited to find out how well this idea resonates with you! If you want to hear more about Vendasta and our transformative MAST 10X program, contact us at **306.955.5512**, email **[sales@vendasta.com](mailto:sales@vendasta.com)** or visit us at **[tinyurl.com/mast10x](http://tinyurl.com/mast10x)**



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## Q&amp;A

## Susan Azzopardi

CONTINUED FROM PAGE 2 »

**Q** At the time of your nomination for the LMA 2014 Digital Sales Manager of the Year award, your revenue gains in digital were impressive at \$350K over prior year. What are some of the strategies and products you've created to move the needle?

**A** The first thing we did this year was insist on 100% participation from all of our sales reps. This was actually a metric that came from corporate, who had also insisted on an average monthly billing of \$4000 per rep. Based on this, and taking into consideration what each rep had billed the previous year, we set specific digital targets for our reps and managed them. We offered incentives for monthly and quarterly achievement and we constantly kept their personal targets in the forefront. We met with reps regularly to review strategies, built client proposals together, offered "printernet" bundles or special impression campaign pricing to support our goals.

Once we had achieved our 100% participation we stepped our game up and focused on growing our billings, rewarding reps who sold 1 million impression campaigns.

As our annual target became closer we started to count down our dollars to target with a large visual in the department. We achieved this target just last week! In 2014 we are on track to bill \$1.2 million. Total billings in 2013 were \$746K.

**Q** What metrics do you watch and how do you use these metrics to maximize revenue?

**A** We watch the numbers. What is our target, how far from target is any particular rep, how many impressions are available, is our special position inventory SOLD OUT, and then we react.

**Q** Can you share an example or two of how you work with the editorial division to create sales opportunities? And, please describe some of the multi-media offerings that result from these collaborations.

**A** We have collaborated on a number of projects with our Editorial team, particularly around special community events. What's great is that our Editorial team is always mindful of including banner inventory on any niche site that they are developing. For instance, we currently have a SpecVotes site for our municipal election that has banner inventory.

One of the best multi-media collaborations was our War of 1812 project. We produced a broadsheet section and incorporated the layar technology within our editorial and advertising content. This was a terrific way to add in more visual content including video. We also created a video trivia contest that we promoted within the section and on thespec.com.

*Editor's note: Layar technology is an interactive print solution. Images and content can be enhanced. It allows you to associate additional links, slideshows and videos etc with print and image content. Example: In the War of 1812 project, they had a photo of a soldier trio. When you use the layar app technology and hover your smartphone/ipad over this image, a video plays.*

**Q** I understand you charge your reps with varying digital sales tasks depending on their selling styles and digital comfort levels. Tell us about this.

**A** Not all sales reps are created equal and at least from a digital perspective it was obvious that there were early adapters and then there were a lot of other folks. For some the only pressure we applied was to have at least one digital billing in the month, regardless of the amount. Forcing the sale was not going to get us the buy in or the results long-term. We let them bite off little amounts, the bundles for example that were easy to execute.

For others the expectations looked different. We coached them to be collaborative with their clients and develop annual customized multi-media programs. This required a lot of four-legged calls but had many benefits. Each time was an opportunity to coach and develop the reps as well. This worked amazingly well with our Real Estate team. Many of the local builders were further ahead with their marketing tactics and were looking for digital solutions. Print was threatened and there were many dollars at risk in this vertical. We met with every builder to determine their goals and objectives and positioned multi-product bundles to secure our dollars.

**Q** How has your sales culture changed since the focus has shifted to digital? How do you get your reps to recognize that multi-media is part of the core portfolio?

**A** As well as things are going from both a revenue and budget perspective, it is sometimes disappointing when you consider the opportunity vs. the dollars. There is lots of work to do. There is still a percentage of the team that don't position digital as a regular part of our day to day selling. But, I feel very satisfied that we have turned a corner and are heading in the right direction. We have challenged print reps to do what they know...sell! Making it second nature is the next step. We focused on removing the barriers to make digital selling easier. The next step is theirs. We always tell them, you know this stuff. Just ask for the order.



**Q** On the client side of the equation, how are you helping local merchants understand the importance of multi-media marketing and how do you manage their expectations as they get more involved in the services that you and your team are offering?

**A** We really do try to get in front of as many clients as possible. We are trying to sell multiple solutions and that is not something managed through email or on the phone.

Our client information sessions are very effective and we have at least a 50% closing rate when we have our clients in. Whether they buy or not, we still view it as an opportunity to share information and educate them about our product suite. We have been on many, many four-legged calls with our reps. We share results and best practices with our clients and encourage bundling of solutions for optimal results.

Managing expectations is still a challenge sometimes but one thing that is vital is that we remain connected with our clients, not be afraid to share results and offer alternative solutions to drive the campaign further.

**Q** Finally, can you share a 'best practice' or two from your experience in the digital arena? Would be especially interested to learn about integrative solutions or packages that have worked especially well.

**A** We have positioned many integrated bundles to our sales team this year and it has been a very effective way to add digital into the equation. We include value add within these bundles. The bundles make it easier for reps to sell multiple products at one time to their clients so this solution actually has multiple benefits. While the bundles can be customized, clients cannot opt out of the digital portion.

We also have recently started to forward interactive pdf sales sheets to our clients. These sales sheets offer multiple products that the client can simply check the "best fits" for their business and forward back to the rep. This has had surprising results. It is a particularly good way for those reps who may not feel comfortable selling digital to ensure that the message is reaching the client. I think a common fear with reps initially was that they were going to lose print dollars to digital and they felt they needed to protect this from happening. I think through offering these integrated solution packages, both the rep and the client have seen the value of combining these two powerful mediums and illustrates how effective the pairing can be.

## Whose voice do industry leaders seek?

### Just ask them.

"Kevin Kamen works relentlessly. Whenever he speaks about the publishing business or companies, I pay close attention."

— Paul Tash (Mr. Tash is Chairman of the Pulitzer Board and CEO/Chairman of the Tampa Bay Times.), August 1, 2014

"Kevin Kamen is one of the world's best-known and most-prolific brokers of media properties and companies."

— Gypsy C. Gallardo, CEO/Publisher of The Power Broker Magazine, July 30, 2014

## Whose judgement do they trust?

"Kevin Kamen correctly predicted as far back as 2010 that a buyer would be willing to pay \$42 million to \$51 million for The Journal ... 'They paid about \$4 million to \$5 million more than they should have,' Kamen told WPRI.com ... Kamen suggested Gatehouse was motivated to pay a premium in part to ensure a competing newspaper chain didn't get The (Providence) Journal instead."

— Ted Nessi, WPRI 12, Providence, Rhode Island, July 23, 2014

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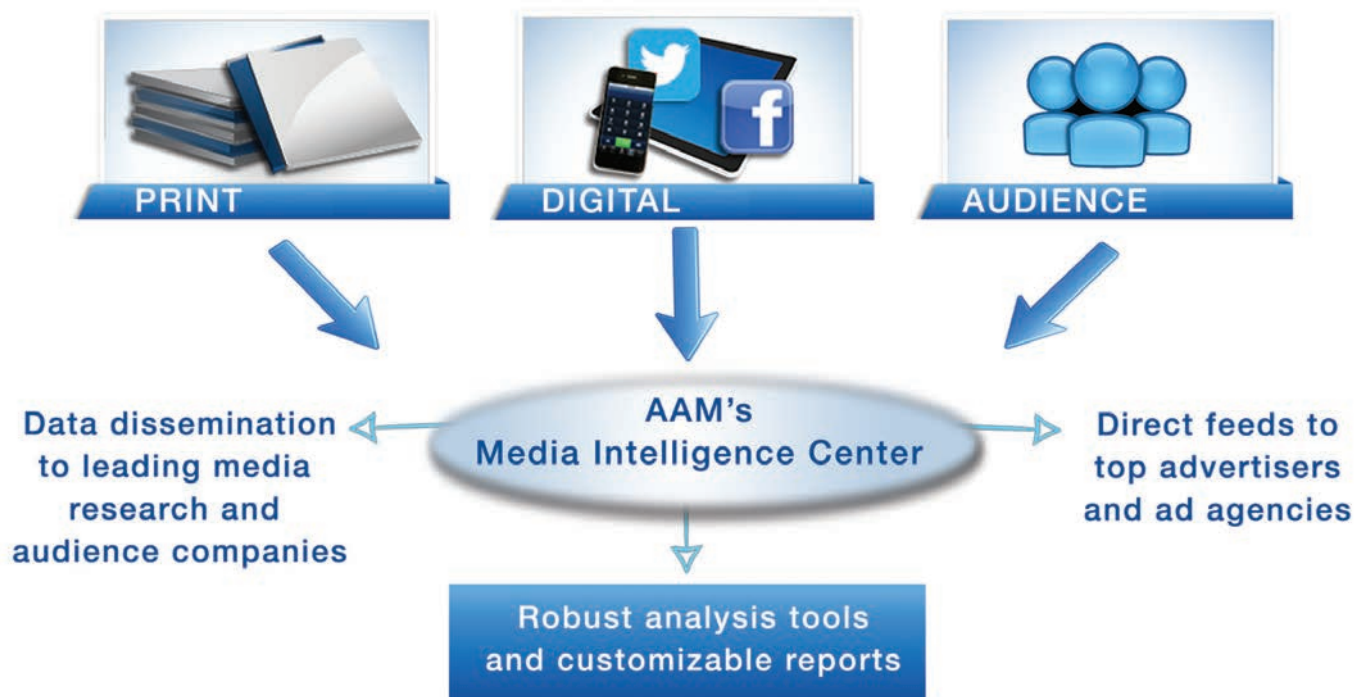
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- AAM's sophisticated database, the Media Intelligence Center, has more than 5,000 active registered users and is relied upon daily to analyze newspaper distribution and geographic information.
- We have data dissemination partnerships with leading organizations like SRDS, Gfk MRI, NDX, Nielsen and others, which greatly expands the reach of AAM-audited data.
- We also directly feed ZIP code-level data to leading advertisers and agencies, including ACG Media, Best Buy, Newspaper National Network, NSA Media and more.

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