



LocalMediaToday

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Announcing new LMA/Borrell Associates conference

MAKING A BUSINESS OF DIGITAL SERVICES Products, Pricing & Profitability



Local Media Association
Borrell Associates
**MAKING A BUSINESS
OF DIGITAL SERVICES**
Products, Pricing & Profitability
August 17/18 | Chicago

The program is laser focused on helping push the profitability needle for any media company who has developed – or is thinking of developing – a marketing services business.

It's become obvious that digital services are an accelerant to driving new growth in media sales. They're at the core of any SMB's needs. When done well, they add to both profits and core-product sales. Done wrong, they detract from both.

LMA is partnering with Borrell Associates to deliver

a program this August that is all about the business of delivering digital services for

SMB's and doing so with the right products, competitive and smart pricing, and with sustained profitability. This conference is for anyone who wants to fine-tune the business of selling digital services. You'll learn not only how to run a digital agency well, but also how to maximize revenue and profitability for the long run.

"We are thrilled to partner with Borrell Associates on this timely event," said LMA President Nancy Lane. "Many local me-

dia companies launched digital agencies in the last four years and many have also shut them down. The lessons learned have been enormous. The successful agencies have turned the corner, are profitable and are growing in new and unimaginable ways. We can't wait to showcase some of them at this event. Selling digital marketing services is critical to media transformation. This is a must-attend symposium for media companies of all sizes."

Plan your attendance now for this important learning experience to be held August 17/18 in Chicago.

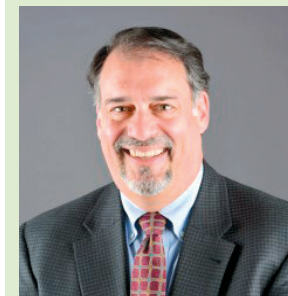


TWO OF THE BRIGHTEST MINDS IN THE LOCAL MEDIA INDUSTRY.

Nancy Lane of Local Media Association and Gordon Borrell of Borrell Associates are collaborating to present the Digital Marketing Services conference this August in Chicago.

Are you doing digital services right?

Mark Weidel, an 'unabashed radio junkie,' heads up interactive for Delmarva Broadcasting. He was good enough to share his views on the opportunities in the digital marketing services business and what it takes to achieve success.



Mark M. Weidel
General Manager
– DBC Interactive

"At DBC Interactive, we have been working with digital clients for more than a decade, but the interest and need from local businesses over the last couple of years has exploded – particularly in social media and search marketing. Any media company desiring to serve SMBs with digital products and services needs to insure that their sales teams, whether digital-only or traditional media reps, receive ongoing training, know their offerings well, and are able to present their clients and prospects with the proper digital marketing solutions that will help them achieve their goals."

WHAT YOU CAN EXPECT

A full range of sessions and expert speakers will cover things like:

- The 3 Biggest Revenue Engines
 - Selling/managing website & mobile design profitably
 - Video production & posting
 - SEO
- Which products drive the most profit, and which are loss-leaders
- Organizational structure – department or stand-alone unit
- Roll-up-your-sleeves case study sessions with the staffs of companies that run successful digital services operations (from TV, radio and newspaper companies)
- Bundling tricks: The latest ideas in packaging print or broadcast products with digital services
- Working with Facebook in managing SMB pages and reselling Facebook ads
- Social media management: Best practices in dealing with Twitter, Instagram, Pinterest, LinkedIn, Facebook, Google Plus & others.

"Anyone who's developed - or thinking of developing - a plan to sell digital services should attend this conference," says conference co-producer Gordon Borrell, president, Borrell Associates "Sessions are designed to help media companies formalize and fine-tune their operations into secure, profitable business units."

THE DETAILS

What: Making a business of digital services: products, pricing, profitability

When: August 17/18, 2016

Where: University of Chicago Gleacher Center, Chicago, Illinois

Who: Local media company executives

Why: Learn latest intelligence and sharpen skills and strategies for getting into/further developing digital marketing services for local clients

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Local Media Today is published in print and digitally by the Local Media Association. LMA is a thriving and innovative association that serves local media companies (newspapers, TV, radio, directories, pure plays, and more) as well as several hundred research & development partners in the industry. LMA assists local media companies with the digital transition via cutting-edge programs, conferences, webinars, research and training.

Our credo is Innovate, Educate, Inspire. LMA provides leadership for its members and support for their endeavors including their pursuits of digital innovation and transformation, 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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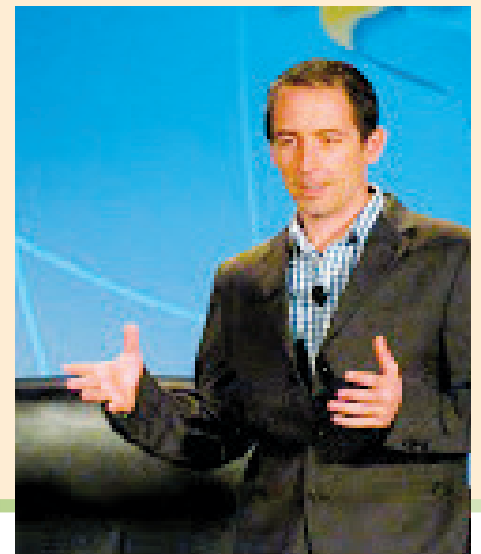
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Q&A with...

“...branching out of advertising and providing a different value proposition – rooted in operational support and lowering overhead in the ways that on-demand services can do – might appeal...”

Michael Boland

Vice President/Director
 of R&D Services
 at BIA/Kelsey
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BIA Kelsey

NOW



Rise of the Local
 On-Demand Economy

The uberfication of local services

Q Please give us a glimpse into your background and your expertise in the local media landscape.

A I've been an analyst in the local space for 10 years, covering mostly local search, social, and now, all things mobile. Mobile is swallowing everything so covering mobile essentially means covering 62 different topics – on demand, local commerce, social media, artificial intelligence, even virtual reality. Before selling out to the analyst corps I was a tech journalist for publications like Forbes, Business 2.0 and Fast Company.

Q You presented at the Mega-Conference earlier this year and stirred thinking on the Local On-Demand Economy. Can you tell us about the fundamentals of LODE?

A The fundamentals – which don't always work out – involve a more direct connection of buyer and seller. We're moving beyond the era of desktop search which was all about a

relatively convoluted process of search term ➡ search results ➡ listings aggregators ➡ reviews ➡ qualifying decisions, etc. The smartphone has conditioned us to expect things more immediately, combined with the growing buying power of millennials, for whom the term “on-demand” is practically a tagline. So add all this up and it's compelled the compression of that search labyrinth.

“The smartphone has conditioned us to expect things more immediately, combined with the growing buying power of millennials, for whom the term “on-demand” is practically a tagline.”

That's all from the user perspective. From the business perspective there are some attractive unit economics that can be achieved if on-demand is done right. They can be dispatched to meet real time consumer demand when it happens, which eliminates some of the overhead of operating a traditional local business (storefront, marketing budget, point of sale systems). On demand services take care of all of that for them and in return they pay a revenue share. That can be more attractive than all that overhead and time/cost they would otherwise spend on customer acquisition.

Q Where is on-demand headed? What does the evolution look like?

A Successful companies in “phase 2” of the on demand movement will provide sustainable value beyond just connecting buyer and seller.

One challenge, especially in big jobs like home services, is that relationships are built between service provider and homeowner, so they tend to sidestep the on-demand provider in the second or third job – a problem known as leakage. It's one of the things that sunk Homejoy. So greater value needs to be provided in every subsequent transaction to justify a position of middleman. That can happen through quality guarantees, payment processing or anything that gives buyer and seller a greater sense of security. Airbnb does a good job at this “security blanket” appeal, which adds a lot of value in situations like home rental. Uber is another example of sustaining value with each transaction... people love the in-the-background payment processing. No cash, tipping, etc. After the ride, you just walk away. The marks of on-demand successes will simply be saving people time and headache.

The other place I believe on demand is heading is variable pricing. This is

where Uber makes a killing (surge pricing) and is applicable to lots of other things that

have volatile demand. So there is an opportunity for better yield optimization via algorithmic demand-based pricing. Think of it like airline pricing for local commerce. I predict we'll see it applied to more local services.

Q You said in a HuffPost blog that “Mobility has conditioned us to treat the smartphone as a remote control for the physical world.” Great insight! How limitless is this proposition?

A This goes back to the point earlier about us all becoming spoiled by the mobile device and expecting everything on demand. Where it's going next is the continued elimination of friction points, as mentioned earlier for search. The next step could be graduating from the app era. We all somehow accept the cumbersome practice of filling our mobile device home screens with several single-purpose apps. In a lot of cases an app is overkill, so functionality could rather be housed within one app that serves many functions, or even ambient at the OS level. There will also be less typing and more natural language queries. I'm talking about personal assistant apps that know you and your patterns and can even be predictive, such as Google Now, Amazon Echo, and Siri. I'm bullish on this batch of “personal assistant apps,” and meanwhile speech processing is improving so we'll be conditioned to talk instead of type. The newest entrant “Viv” was launched last month and is very intriguing. These types of apps or embedded functionality could replace the standard practice of having a bloated app arsenal.



Broadcasters have a lot to teach us

By Gordon Borrell

Chairman, LMA Board of Directors, CEO, Borrell Associates

Navigating two decades of disruption, it seems logical to think that newspapers would possess the sharpest digital skills among all media competitors.

Turns out, that's not exactly true.

If you ask local advertisers, they're likely to tell you that radio and TV stations are either as good as or better than newspaper companies.

Here's proof: In preliminary results from a recent survey of local advertisers, 27% rated TV reps "very

effective" or "extremely effective" in digital marketing capabilities. Comparatively, 19% gave newspaper reps those ratings. (Source: Borrell Associates, responses from 616 SMBs sampled in April and May 2016).

It doesn't just extend to digital. That same survey had 30% of local advertisers giving high ratings for overall marketing experience to radio stations and newspapers, while 36% felt TV stations were very effective or extremely effective marketers.

While a survey can offer insights, reality at the local

level can be different. Some newspaper companies have transformed into marketing powerhouses whose expertise far surpasses that of any broadcast or pure play Internet competitor. We've been reading about those companies for years in LMA papers and hearing them on webinars and at conferences. But the LMA is evolving rapidly right now. As I write LMA is broadening its membership base to include the most forward-thinking, the most aggressive, and the most successful of all types of local media.

More value for members

What that means is that, if you're a long-time LMA member, you'll start seeing more unfamiliar faces at events. You'll want to get to know these new members. Their presence is the result of aggressive goals we adopted earlier this year to bring more broadcasters into the fold.

Since January 1, membership has expanded to include E.W. Scripps Co. (which, in case you missed the headlines, now owns only TV and radio stations); Woodward Radio Group; Cordillera Communications (TV); Bonneville International (radio and

TV); and the biggest TV company of them at all, Nexstar Broadcasting. They join six other broadcast companies that signed up in 2015, including one that many in the broadcast industry believe to be the best,

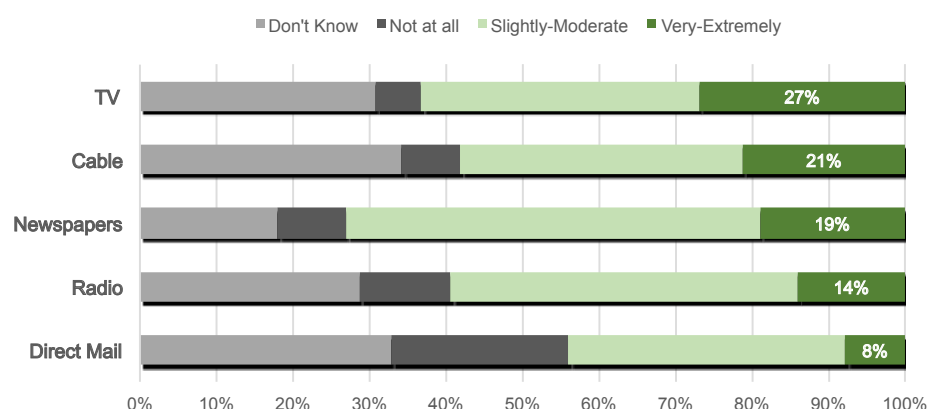
most forward thinking, and most digitally savvy TV station in America, WRAL-TV in Raleigh. Having observed WRAL for the past 15 years, I would agree.

I'm delighted at the path LMA is on, casting the net to broaden membership and selectively reaching the cream of the crop.

We all have a lot to learn from each other.

"LMA is evolving rapidly right now. As I write LMA is broadening its membership base to include the most forward-thinking, the most aggressive, and the most successful of all types of local media."

SMBs Rate Digitally Savvy of Local Media



See page 10 for an early peek at what's being planned!

Southern belle to welcome LMA

SHARPEN STRATEGIC DIRECTION, LEARN AND NETWORK AT INNOCON 2016

Prepare to be dazzled by the awesome city of Atlanta, Georgia when it welcomes media leaders this fall for the 2016 Local Media Innovation Conference and Tech Expo. Running September 20-22 at the Westin Peachtree, LMA's premiere stand-alone conference and its tandem Tech Expo will bring together progressive media leaders from print, TV, radio and pure play digital companies.

The conference is being held in partnership with the Local Media Consortium whose members will convene on September 19-20. Razor sharp programming exploring the latest intelligence and revenue opportunities for local media companies, exhibits, demonstrations and networking opportunities are at the center of this event.

Plan your attendance now for this important gathering that will definitely help define important directions for your local strategies. More details coming soon but meanwhile save the dates!



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*Source: Reynolds Journalism Institute "Tools We Use" report.

WE'RE LISTENING

Heard of a new trend that you think has legs for local media companies? Got a topic you'd like to see further explored at this conference? Planning for this gathering is actively underway and LMA would love to hear what's on your mind. Share your thoughts with LMA Sales & Marketing Manager Lindsey Leisher-Estes at lindsey.estes@localmedia.org

Local Media Innovation Conference & Tech Expo
September 20/22, 2016
 Westin Peachtree – Atlanta, GA



David Arkin

Senior Vice President Of
Content & Product Development
GateHouse Media

gatehouse
newsroom

Insights for today's leaders

Focus on audience

Do you have a clear vision of what you are aiming for in the near term? More to the point, do you have specific goals in place to keep teams laser focused on carrying out the vision?

GateHouse Media's Senior Vice President Of Content & Product Development David Arkin sure does and, upon recognition by LMA as its Local News Innovator of the Year recently, he was good enough to share what's on his immediate agenda.

INSPIRATION FOR INNOVATION

Smart money is definitely on learning from the success, and failures, of others. One of those 'aha' moments for Arkin came during the 2014 LMA Innovation Mission. "During that excellent tour, we visited BuzzFeed. Seeing how their coverage was so focused on engagement has stuck with me today," says Arkin. "They had an approach that clearly stated that if the article wasn't going to ignite some form of emotion or desire to share, it wouldn't move forward."

What was reinforced for him during this visit was that creating content that connected emotionally boosted engagement. Some of that content was serious and some was not. But their goal was clear and it has worked. Arkin better understands now that great stories that make people feel something, make them smarter and make them want to share — for a host of reasons — should be at the forefront of how news organizations think about how they are going to allocate their coverage resources.

TOP PRIORITY & KEY INITIATIVES

Growing audience is the focus of every initiative Arkin and crew are undertaking this year. They are constantly striving to drive the digital transformation into every aspect of the newsroom and have an arsenal of initiatives to that end. Here's a look at a few immediate initiatives.

Data—In their largest newsrooms, they have put a fair amount of focus on digital transformation by using data to drive the story-selection process. This has included revamping the staffing structure, pushing towards a digital-first workflow, implementing digital planning, and using real-time analytics at every level of the newsroom.

"This year, we're working on evolving that transformation with newsroom champions that are focused on mobile, social media, audience and innovation," reports Arkin. "It's clear that those four areas will propel us forward and we need leaders in our newsroom who are working with reporters to develop content that works for our audiences on the different platforms we're providing."

Digital Tools—GateHouse has rolled out a number of new digital tools to its newsrooms like an app reporters can use to shoot video through their phones, a live blogging platform and searchable databases. These tools allow them to find new audiences, and create avenues for engagement they've never had before. In addition to those tools, GateHouse newsrooms are challenged to experiment

FIVE CONTENT INITIATIVES

"The maxim I turn to every day is: Do what's best for readers and by doing that we will grow audience," says Arkin. GateHouse's plan is clear, and their top leadership is laser focused on carrying out their most critical content initiatives.

- Producing consistent in-depth news
- Tailoring content for mobile
- Using data to drive coverage
- Creating more and higher-quality video content
- Driving involvement and interaction with readers

with additional platforms and apps. "Our newsrooms have responded aggressively, using things like Infogr.am, Tableau, MapBox on their own. Really the response from our newsroom leaders has been incredible," says Arkin.

Centralized Services—Centralizing services, where it makes sense, is another element of the GateHouse transformation. "Our Center for News & Design in Austin is incredibly efficient, and produces pages of exceptional quality," says Arkin. He points out that centralization can be effective for initiatives outside of just page design. For many of their properties, they centralized the creation of submitted content like calendar, letters to the editor and community briefs.



Next Month! Virtual Ad Conference for LMA Members

PROGRAM AIMED AT SALES PROFESSIONALS AND SALES MANAGERS; NO CHARGE FOR LMA MEMBERS

As an exclusive benefit to members only, LMA will offer a free-of-charge Virtual Ad Conference next month. Aimed at advertising sales professionals and managers, the conference will feature a roster of sales and leadership experts. Topics will focus on multi-media revenue development, honing sales skills & prospecting tools, leadership, management and emerging practices in media ad sales.

Three partial day programs will be offered on July 26/27/28. All available from the convenience of your desktop!

SESSIONS TO INCLUDE:

- ◆ Digital revenue drivers
- ◆ Sales management symposium
- ◆ Client retention business model
- ◆ Recruiting and retaining the top quality sales reps
- ◆ Sales systems and prospecting strategies
- ◆ Virtual events: Why? Why not?

Watch your inbox for registration links or go to www.localmedia.org for more information

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- Lacey, Rushing Media

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6 ways to grow digital revenue NOW

Where are the industry leaders investing when it comes to growing digital revenue?

Turns out it is all over the board.

Last month we hosted our annual Digital Revenue Summit. We hand-selected six faculty members from a diverse mix of companies (newspapers, TV, radio and all from different market sizes). All of them were killing it in certain areas when it comes to growing digital revenue.

Native, digital marketing services, video, email marketing, audience extension and dedicated staff resources were probably the top six that were mentioned the most or had the biggest potential. None of the faculty were investing in all six. Instead, they all seemed to pick three or four top priorities and concentrate on those only.

As local media executives look to grow digital revenue now (as well as for the long term), here are six areas to consider:

Native – a strategy can be planned and implemented in 90

days or less. Seriously, there are a ton of case studies out there and we have tool kits available at LMA. There are outsource partners such as BrandForge or Content That Works that can take care of the writing. Or just take advantage of the passive opportunity offered by Google, Nativo and others to run national native (programmatically). If you are in a small market, combine it with print or broadcast.

Heck we're even selling native advertising at LMA to our R&D partners. No excuses – get in this game now.

Digital marketing services

– starting a full-blown agency can be daunting and it certainly requires an investment. But, that doesn't mean you can't be selling some of these services now. Pick an area or two and own it. Hearst has sold over 20,000 videos to SMBs to help them with their marketing efforts for example. Others are selling social packages on Facebook, Twitter and more. We still think the ultimate goal should be a separate agency, but don't let that stop you in the short term.



Video – the time to invest is now. Don't have the staff resources to pull off a lot of local video production? Look at options such as

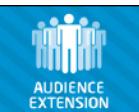
Newsy – it comes with a revenue stream and no upfront cost. Check out Tout as an easy option to get your staff producing local video from their iPhones (also no upfront cost and rev-share model). This is a must-do!

Email marketing

– this is one of the biggest opportunities but very few are really pursuing. Entercom has truly mastered this and the payoff is significant. Nothing is more effective from an ROI standpoint and the CPM's are off the charts. There are no worries about ad blocking, viewability or low click-through rates – why are we not investing in this area? R&D partners such as Second Street or Presslaff Interactive Revenue can help.

Audience extension

– this was delivering a lot of revenue for all six faculty members. They all had become more sophisticated in the



Six faculty members from a diverse mix of media companies took center stage at the Digital Revenue Summit. From left, Georg Burtscher Managing Director, Marketing & Sales/ Russmedia Digital (Austria), Jeff Miller GM/VP, Smart Reach Digital/ Entercom Communications, Lisa Bishop Chief Digital Officer, Heartland Media, Samantha Johnston General Manager, The Aspen Times/Swift Communications, Jeff Folkemer President of Affiliate Relations & Technology LocalEdge / SVP Hearst Newspapers, Mark Bullard Director of Digital Business Development for Lee Enterprises.

"Digital marketing services – starting a full-blown agency can be daunting and it certainly requires an investment. But, that doesn't mean you can't be selling some of these services now. Pick an area or two and own it."

last year in order to maximize this opportunity. A wide range of R&D partners are being used (Centro and Simplify were both mentioned). Many attendees told me during the break that they weren't maximizing this area and

were going to do so upon their return. Find a partner that works for you and put some resources to it.

Dedicated staff resources



as usual our faculty had strong opinions on how to staff and sell digital. ALL of them had dedicated staff resources to grow digital. Heartland Media has digital sales managers at every property. Swift is experimenting with digital-only reps. Russmedia Digital (Austria) is completely separate (print and digital reps compete against each other) and their percentage of digital revenue was the highest of the group. Lee and Entercom have significant resources allo-

cated to digital even though the traditional reps are selling it. Hearst employs a digital team but also has the traditional reps selling it. No matter how you are structured, hiring digital expertise is critical to success.

There are a lot of other shiny new toys out there to sell when it comes to digital. Picking the top two or three makes a lot of sense. Be sure to take advantage of the passive revenue opportunities too (thanks to Mark Bullard from Lee Enterprises for emphasizing this). There are a lot of ways to monetize without even using a sales person but you have to manage these carefully. Technology is a beautiful thing.

What are the top three areas of focus at your company when it comes to growing digital? Same or different from this list? Please share your thoughts with me at nancy.lane@localmedia.org.

More coverage from the Digital Revenue Summit on pages 6/7.

Whose voice do industry leaders seek?

Just ask them.



Kevin B. Kamen
President/CEO

"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.)

"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

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

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Maximum capacity filled The University of Chicago's Gleacher Center last month to hear what the top-notch faculty from all forms of media had to say on the topic of pushing the digital revenue needle. One 'student,' John Derr from Lancaster Media Group, was completely stoked after just the first session, calling it "the best ½ day of a conference I have ever attended" and lauding the information learned as either confirming the direction he and his team were headed was on target with proven success strategies or delivering new ideas to pursue.

The teachers – digital professionals from Russmedia in Austria, Entercom Communications, Local Edge/Hearst, Swift Communications, Heartland Media and Lee Enterprises – got things underway with the top digital growth strategies for the next 18 months and a follow up session, featuring faculty members and Freddie Godfrey from on-fire Newsy.com, on the hottest video opportunities for 2016. And that was just for starters.

The summit was co-presented by LMA and The Blinder Group. "I was amazed at the incredible interaction between our faculty and attendees," commented Mike Blinder, president, The Blinder Group. "As I hoped, we crafted a conference that was not just made up of presentations and PowerPoints but rather an ongoing dialogue of some of the industry's best at creating and growing digital revenue. Everyone I spoke with who attended said they left with actionable ideas that they could take to market to help be more profitable."

Access to the presentations from the Digital Revenue Summit is free of charge to LMA members. Find them at www.localmedia.org/conferences

*Attendees share
top takeaways
"Event received rave
reviews, 'best ever'
from some..."*

Digital Revenue Summit

May 4 & 5 | Chicago

LocalMedia Association The Blinder Group

TOP TAKEAWAYS



From Rita Walker
Digital Advertising Director, Shaw Digital Media

1. This year, I got some great contacts and recommendations of vendors who I can partner with today to drive revenue. The week following the conference, I have had demos with several and I am working to implement services of at least two. One thing that was said in a presentation was it is crazy to build your own technol-

ogy. There are vendors who can build it better and it makes sense to use their platforms.

2. I loved hearing about how some companies are utilizing the sales skills of their local sellers for higher priced ad units and leaving the lower priced units to programmatic. We are researching how our company can grow revenue by putting this into practice.
3. I learned a lot about how different organizations are using data to better monetize their audience. This will be a longer term strategy to develop, but it is definitely a must in order to better sell our audience in years to come.

My top three takeaways are clear:

- The quality of both brands and minds - big companies plus clever, high ranking individuals equals sessions that were always intriguing and informative.
- The layout of the forum - incredibly inclusive and set out in a way that made it easy to work as well as focus on the summit.
- The objective was clear - the LMA exists to help small- and medium-sized businesses not just survive in the digital age, but thrive. It is through events like this that people can transmit knowledge, share their mistakes and highlight their success stories.

3. Lots of ideas for our native advertising program such as:

- Forcing a print component
- Creating custom packages and even integrate with classified content
- Advice from local experts sponsored content model
- Produce sponsored video



From Chris Weatherly
Director of Digital Sales and Products, CBC New Media Group/WRAL

1. I really enjoyed the blend of views/types of companies that were represented on the faculty.
2. I thought the case studies by the faculty were incredibly beneficial.
3. I really enjoyed the classroom setting. Much easier to focus than in a hotel conference room.
4. I found it interesting that no matter what size the media company, we are all struggling with many of the same key issues (staffing, yield, video, compensation, balancing new products with user experience, etc.).
5. I really enjoyed hearing how Lee Enterprises is using data to make informed decisions



From John Derr
Vice-President, Sales & Marketing, Lancaster Media Group

1. Implementing an annual digital revenue drive. One speaker said they sell their entire digital budget in 15 weeks.
2. Partnerships with people like Newsy to supplement our local video content and give us more video to sell as well as look to them to backfill our excess video advertising inventory. In short, develop ways to monetize video offerings.



From Freddie Godfrey
Director, Content Syndication, Newsy

Being on the panel at an LMA event proved to be both a great privilege as well as opportunity. Not only are you sitting among some of the brightest minds in the business, but you are able to contribute within a forum that has been created to help us all share our ideas.



Classroom-style setting at the University of Chicago Gleacher Center enhanced the learning experience.

Innovative Print Solutions

HELPING YOUR BUSINESS THRIVE

Big Fish Print Solutions provides superior service and quality print solutions, customized to meet diverse customer needs.

As a second generation, family-owned printing company, we have the experience and knowledge to provide the correct solutions for your business and become a true business partner.

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about ad placement and revenue potential. I have already begun calculating our passive and direct RPMs and incorporating that knowledge in to our decision making.



From Sami Jo Weyenberg
Digital Sales Specialist
Fence Talk Digital

- Native - this has been a topic of discussion at our group for some time now. It was nice to hear some suggestions on what has worked well for some groups and what hasn't worked well. Gave us a good idea of where to start moving forward!
- Audience Extension - Another topic just like native. Great to hear who people are using and having success with.
- Video - great ideas on how to use the skills and passions that our team already has to create content and revenue through

potential clients (i.e. - Aspen On The Hill report)

- There was a lot of great information shared at the event. I am so glad I came!



From Mike Blinder
President, The Blinder Group

My best takeaway was about being re-energized on making digital services profitable! So many of my clients have walked away from this massive pool of local dollars that are "up for grabs" in all markets, big or small. I am already shifting some of our deployment strategies to make sure we not only continue to garner dollars with inches and impressions but also "tee up" essential digital service deals in Social Media Management, Mobile Optimized Site Development, SEO, SEM and more.

DIGITAL REVENUE SUMMIT: THE FACULTY



Lisa Bishop
CHIEF DIGITAL OFFICER
HEARTLAND MEDIA



Mark Bullard
DIRECTOR OF DIGITAL BUSINESS
DEVELOPMENT, LEE ENTERPRISES



Georg Burtscher
MANAGING DIRECTOR, MARKETING & SALES,
RUSSMEDIA DIGITAL (AUSTRIA)



Jeff Folckemer
PRESIDENT OF AFFILIATE RELATIONS & TECHNOLOGY,
LOCALEDGE / SVP HEARST NEWSPAPERS



Samantha Johnston
GENERAL MANAGER, THE ASPEN TIMES/SWIFT
COMMUNICATIONS



Jeff Miller, GMVP
SMART REACH DIGITAL/ENTERCOM
COMMUNICATIONS

*Follow the discussion
on Twitter! #RevSum16*



+ Follow

Great first panel discussion. Love the marketing automation concept.

← Reply ↻ Retweet ★ Favorite



+ Follow

Sell display as a supporting character in your media mix, not just lead generation.

← Reply ↻ Retweet ★ Favorite



+ Follow

Don't focus on a platform. Focus on what you can do to solve the customers problem.

← Reply ↻ Retweet ★ Favorite



+ Follow

"Lead leakage" marketing automation to convert leads.

← Reply ↻ Retweet ★ Favorite



+ Follow

Geo-fencing is more than just targeting; it's a marketing intelligence tool.

← Reply ↻ Retweet ★ Favorite



Local Media Association R&D Members

Become a R&D Member

- 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 event

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

INNOVATION MISSION

Innovation Mission 2016

Major learning event; much intelligence to be shared

As we put the finishing touches to this edition of our newsletter, the LMA Innovation Mission is wrapping up the 2016 study tour with a half-day at Facebook to learn about how publishers can participate with instant articles, live video opportunities, partnership reseller programs for media companies and to experience first-hand the culture of the Facebook environment.

Soon, an in-depth follow up report on the entire Innovation Mission will be published (see related article on this page) and the wealth of knowledge it will deliver is enormous.

Here's a quick glimpse into some of the insights learned at the early stops of last month's study tour.

PUBLISHER-FRIENDLY APPLE NEWS



I.M. participant Jon Rust, co-president of Rust Communications, fired off a blog about the first full day of the Innovation Mission which included a visit to Apple. Rust, front row left, is shown here with some of his fellow travelers. In his I.M. blog, he wrote "the first afternoon stop was at Apple's Tribeca offices for an in-depth look at the workings of Apple News, the news app now standard on iOS devices. David Bowers, head of business development at Apple, Inc., made the case for why the platform is a great long-term partner for publishers of high quality content, in large part because of the demographics of the Apple user and the superior design of the user experience. In contrast to previous contacts with Apple, Bowers brought a publisher-friendly style to his remarks, suggesting the company is more amenable to working alongside its content partners than simply dictating to them."

THE DEFINING MOMENT



Innovation Mission report published this month

Video, OTT, location-based marketing, social media, content strategies, disruptive innovation – the 2016 Innovation Mission covered a lot of ground and the report brings it all together with specific recommendations for media companies to consider.

An in-depth report providing an exhaustive look at the experience and top takeaways from the 2016 Innovation Mission is being published this month. Authored by IM leader and LMA President Nancy Lane, the report is the next best

thing to being part of the groundbreaking study tour itself.

This year, the tour group had first hand experiences with E.W. Scripps, Newsy, Apple News, Facebook, YouTube, Calkins Media, NYC Media Lab, Cxense, xAd, COED

Media Group, San Francisco Chronicle, Nextdoor, Thumbtack and Tout.

Immeasurable lessons were learned. Video, OTT, location-based marketing, social media, content strategies, disruptive innovation – this Innovation Mission covered a lot of ground and the report brings it all together with specific recommendations for media companies to consider. Some are

immediately actionable; others are disruptive and will require strategic planning with your team.

The report is available to LMA members for \$299.

To order, visit www.localmedia.org



The I.M. 2016 participants, shown here at the embarkation of the study mission, will share first-hand takeaways in the upcoming industry report.

LOCATION BASED MARKETING IS THE NEXT BIG THING



After the I.M. stop at xAd, study tour participant Shannon Kinney, Dream Local Digital founder and client success officer, wrote a blog about location based marketing. Kinney wrote "Over 90 percent of commerce happens offline, and xAd is at the heart of it. Agencies, publishers and brands partner with xAd to add precise location targeting to their campaigns, and gain deep insights into foot traffic driven into the business as a result of ad campaigns. Automotive is their fastest growing segment currently, and quick service restaurants are high spenders as well."

Big Fish Works CEO and I.M. participant Mark Poss wrote a blog after the I.M.'s opening kickoff presentation from Tom Sly, standing, vice-president/business development, E.W. Scripps Company and Freddie Godfrey director/content syndication, Newsy. Poss wrote: "Tom pointed to a decision back in 2012 to centralize all digital operations as the most defining moment in the company's history. At that point, Scripps pulled from its various media enterprises across the country any digital responsibilities having to do with strategy, content and fulfillment. They left the digital sellers at the individual properties but they now reported up to the central leadership in Cincinnati. It was with this singular move the company was able to align behind a singular vision of their digital future and have each business unit marching in the same direction."



"Many LMA members have used previous reports to provoke thought and strategic discussions with their teams that have led to meaningful transformational strides," says LMA President Nancy Lane. "I personally guarantee that the 2016 report will have a huge impact for anyone who reads it. I encourage every member to make the modest investment to gain the vital and game-changing intelligence we learned on our study tour this year."

HELP WANTED

ADVERTISING DIRECTOR

The Antelope Valley Press, a family owned newspaper in the fast growing Southern California market, is seeking an experienced professional to lead our advertising sales team, to implement creative sales strategies, and build alliances with advertisers.

The position requires the ability to direct, coach, and motivate the sales staff to partner with clients to grow business and increase revenue. Must have 3 to 5 years of sales leadership experience, be detail oriented, organized and passionate about building relationships and partnering with businesses to help them grow. Prior management experience required; newspaper advertising experience preferred. Strong communication and presentation skills a must. PBS and DTI computer experience a plus.

The AV Press is the source for all of the Antelope Valley's local news, sports, advertising and more.

Send resume by mail to P.O. Box 4050, Palmdale, CA 93590-4050 or e-mail personnel@avpress.com.

SALES & MARKETING LEADER

Independent Newsmedia Inc. USA is looking for a proven sales & marketing leader for a key position in Arizona --- a person with the potential to eventually emerge as a candidate to become a group president for our values-driven company.

We publish community newspapers and websites in several states, are strong financially and expanding. We are owned by a non-profit trust and view our role in our communities as a vital public service and a sacred responsibility. Industry experience preferred, but exceptional candidates from other fields will be considered as long as they appreciate the importance of local journalism and share our values.

Resumes may be sent to CEO Ed Dulin at edulin@newszap.com.



Constant motion is one way of describing the LMA staff. Always moving forward and moving around including attending conferences, speaking at various industry events and conducting training across North America and Europe. The upcoming schedule includes:



LMA President Nancy Lane at the National Association of Broadcasters' Digital Future Exchange earlier this year. Lane was a presenter at this event.

SECOND STREET PROMOTIONS SUMMIT

June 6-7,
St. Louis, Missouri

LMA Board Chairman Gordon Borrell will be the keynote speaker at this multi-media event. The Summit takes a deep dive into how promotions, email and data move digital strategies forward.

ILLINOIS PRESS ASSOCIATION

June 8 & 9
Springfield, Illinois

LMA's Amie Stein will be attending the 2016 Annual Convention and conducting a half day workshop for sellers covering social selling, the digital sales process and the customer journey. In addition, she will be speaking to publishers and ad directors about the lucrative opportunity for media companies to create events divisions.

OKLAHOMA NEWSPAPER ASSOCIATION ANNUAL CONVENTION

June 11
Oklahoma City, Oklahoma
LMA's Amie Stein will be presenting the afternoon advertising track for publishers and advertising directors.

WAN-IFRA WORLD NEWS MEDIA CONGRESS

June 12-14

Cartagena, Columbia
LMA's Nancy Lane will be conducting a small market workshop at this international gathering along with LMA board member Peter Newton (Chief Revenue Officer/GateHouse Media) and Rick Ducey, Senior Analyst, BIA-Kelsey.

NEW YORK NEWS PUBLISHERS ASSOCIATION

June 12-14, Sarasota Springs, New York

LMA's Amie Stein will be a featured speaker at NYNPA's Ninth Annual Sales and Marketing Conference and will conduct a session on Google Grants and a Social Media Bootcamp.

FLORIDA ASSOCIATION OF BROADCASTERS

June 22-23, 2016
Miami Beach, Florida

LMA Chairman Gordon Borrell will be a presenter at the annual convention on Monday, June 22 and will focus his remarks on political advertising.

NEW JERSEY STATE BROADCASTERS ASSOCIATION

June 22-23

Atlantic City, New Jersey
LMA Chairman Gordon Borrell will be a presenter at this annual convention on Tuesday, June 23.

ASSOCIATION OF ALTERNATIVE NEWSMEDIA

July 7-9

Austin, Texas

LMA's Amie Stein will be presenting a full-day advertising sales workshop at this annual gathering.

GREATER PUBLIC

August 10-12

Boston, Massachusetts

LMA Chairman Gordon Borrell will be the August 11th keynote speaker at the Public Media Development & Marketing Conference.

LEAP MEDIA SOLUTIONS ROUNDTABLE

August 24-26

Vail, Colorado

LMA's Nancy Lane will be one of several faculty members at this gathering and her lecture will revolve around the takeaways from the 2016 Innovation Mission.

INTERNATIONAL BROADCAST IDEA BANK

Oct 16-19

Buffalo, New York

LMA's Amie Stein will be speaking to leaders from over 100 radio broadcast companies about best practices for strategically setting up and running a digital agency.

To schedule training, inquire about these events or to discuss conference speaking opportunities, contact Peter Conti at Peter.conti@localmedia.org

R&D partners take note! InnoCon16 Booth & Sponsorships OPEN NOW

The ideal opportunity to maximize your marketing investment and position your company front and center with local media decision makers representing newspapers, TV, radio and pureplay digital companies is coming to Atlanta this fall. The Local Media Association's 2016 Innovation Conference and Tech Expo gets underway on September 19 and exhibit booths and sponsorship opportunities for this event are now open. Selections are offered on a first come, first served basis.

PRIME REAL ESTATE

You can't get any closer to conference attendees than what is planned for this year. The exhibit hall will be in the grand ballroom, the same location in which all of the general sessions will be held. Exposure to your company's offerings has never been more inclusive.

Additional exhibit spaces will be offered in two lounge areas in the foyer to the grand ballroom. Rest assured, LMA will be working hard to provide maximum exposure to all exhibitor's goods and services.

Full details, floor plans, pricing and special sponsorship opportunities are described within the Innovation Conference tab at www.localmedia.org/events; alternatively, reach out to deanna.lewis@localmedia.org or lindsey.estes@localmedia.org for more information.



ATLANTA – SEPTEMBER LMA & Local Media Consortium

The 2016 Local Media Innovation Conference and Tech Expo will take place at the Westin Peachtree Plaza in Atlanta.



The Tech Expo will get underway with a joint Local Media Association/Local Media Consortium opening reception on Monday, September 19 and will close Wednesday afternoon at the conclusion of the Wednesday sessions. The Innovation Conference programming will continue through Thursday mid-day.

'Distributed Content' white paper available to LMA members

Published by the Local Media Consortium, the report digs into strategic options and things to consider for local content distribution options.

The Local Media Consortium released a white paper report last month on 'Distributed Content' and for a short period of time is making it available to LMA members at no charge.

For many digital content brands, the website home page long represented a plurality of online traffic, but no longer serves as a major go-to place. One need only study the

millennial generation to see how news consumption is changing. An increasing number of people let news find them and consume that news on mobile devices through social media and search. This paper describes the significant players in this game at the moment, what they offer, and what early adopters say about them.

LMA has partnered with LMC on various projects in the past and this offering reflects the ongoing relationship between the two organizations. Download the report at <http://bit.ly/25cb1Cx>





GATHER-LEARN-GROW

LocalMedia

Innovation Conference and Tech Expo

September 20-22, 2016 *Westin Peachtree Atlanta*

Transform!

THE LOCAL MEDIA INNOVATION CONFERENCE AND TECH EXPO IS HEADING TO ATLANTA THIS FALL

Planning for LMA's premiere stand-alone conference, The Local Media Innovation Conference and Tech Expo, is well underway and media leaders from print, TV, radio and pure play digital companies are encouraged to block out the dates to attend this vital gathering.

RUNNING SEPTEMBER 20-22, THE WELCOMING CITY OF ATLANTA, GEORGIA WILL PLAY HOST THIS YEAR

InnoCon16's theme is Transform! and the program reflects the evolutionary pursuit of sustainable business models for local media. The conference is being held in partnership with the Local Media Consortium whose members will convene on September 19-20.

"The landscape is rapidly changing for local media companies across all platforms," said LMA President Nancy Lane, "Transform! will address these changes and showcase companies that are truly committed to transforming their business model. We are seeing an amazing amount of innovation and culture change at these companies and we can't wait to showcase them to the industry in Atlanta."

SESSION HIGHLIGHTS INCLUDE:

- Facebook Instant Articles – How Media Companies Can Maximize This Opportunity
- 3-5 Media Transformation Case Studies from a Diverse Mix of Companies (Newspapers, TV, radio)
- Hiring Sales Reps That Can Sell Digital – Best Practices
- Transformation Alert: Progressive Media Companies are Making Strategic Digital Acquisitions
- Events – Go Big or Go Home
- Native – Local, National, Programmatic, Video and More – Choosing the Right Strategy
- Managing an Integrated Sales Team – Best Practices
- Innovation Mission – What Did We Learn on the 2016 Trip That Can Help the Industry Transform
- Tech Expo to Feature 40+ of the Industry's Most Progressive R&D Partners
- Will Driving Traffic to Our Websites Still Matter?
- Video Strategies: Content, Monetization, Partners & More
- Two tracks – one for executives and one for advertising
- Private one-on-one meetings with retail and agency media buyers
- Facebook – Reseller Best Practices
- Using LinkedIn's Sales Navigator to Sell & Prospect
- Revenue Stages in Tech Expo to Address Video, Location-Based Marketing, Google, Native & More
- OTT – Should You Be Developing a Strategy Now?
- Using Data & Analytics to Drive Revenue
- Best Practices in Programmatic/Yield Management
- Ad Blocking – What You Need to Know

And much more!!

Mail

WATCH YOUR INBOX FOR MORE DETAILS AND EARLY BIRD REGISTRATION OFFERS OR CHECK THE LMA WEBSITE AT WWW.LOCALMEDIA.ORG

Happenings

Local Media Membership News



Poss on the road

Big Fish Works CEO Mark Poss snapped a selfie at a stop during his 788 mile motor home trek to bring the news of the company's successes to their "170 awesome team members."

MAXIM TO GEORGIA FOR MORRIS MULTIMEDIA



Morris Multimedia Inc., based in Savannah, Georgia, has brought on **Lori Maxim** for

the newly created corporate position of director of revenue. In the role, Maxim will be responsible for the growth of revenue at all daily and weekly newspapers, magazines, specialty print products, media websites and digital advertising agencies in nine different states and the Caribbean.

Maxim is a veteran of the media industry, having most recently served as vice president of Sound Publishing based in the state of Washington. She also served as president of the Washington Newspaper Publishers Association.

Morris Multimedia Inc. owns and operates more than 65 publications, network affiliate television stations, and other media related ventures.

LEWIS NAMED PUBLISHER IN ILLINOIS



Darrell K. Lewis has been appointed publisher and advertising director of the Effingham Daily News (Illinois) and will also oversee the Shelbyville Daily Union, a sister publication. Both are part of the CNHI family.

"Darrell is a great fit for the Effingham Daily News and the market it serves," said Robyn McCloskey, senior vice president of operations for CNHI. "He has the experience, leadership skills and vision to lead our

dedicated team in Effingham with confidence and inspiration."

MURRAY TO WILKES-BARRE



Mike Murray has become the publisher of the Times Leader Media Group based in Wilkes-Barre, Pennsylvania. Prior to this appointment, he had served as vice president of circulation for Civitas Media, the Times Leader's parent company.

BH MEDIA GROUP NAMES MASTERTON AS VP OF SOUTH REGION



Bill Masterton Jr., president and publisher of Tulsa World Media Co., has been named vice

president of BH Media Group's South region. In his expanded role with BH Media, Masterton will have oversight of all BH properties in Oklahoma, Texas, Alabama and Florida.

SCRIPPS PROMOTES DAVIS AT KGTV 10NEWS



Joel Davis is the new vice president and general manager for KGTV 10News, the

ABC affiliate in San Diego. For the past seven years, Davis has been a leader at the station owned by The E.W. Scripps Company, beginning as new director when he arrived in 2009.

"Joel is an award-winning journeyman in the news industry," said Brian Lawlor, senior vice president of Scripps broadcast division.

"He personifies the Scripps mission with his concentration on journalistic excellence and his creative solutions for supporting businesses in the San Diego area."

HOEFT JOINS TRUMEASURE



Tru Measure, McClatchy's advertising analytics and technology subsidiary, has brought

on **John Hoeft** as its new general manager. Hoeft previously served as the associate vice president of digital at the Star Tribune in the greater Minneapolis-St. Paul area.

"John has an exceptional track record in data-driven marketing and sales," said Christian Hendricks, McClatchy's vice president of products, marketing and innovation. "He is a self-described 'results oriented change agent with an entrepreneurial drive' which is directly in line with the mission of Tru Measure."

BARRETT PASSED NAA BATON TO HUNTER



The Newspaper Association of America has elected **Tony**

Hunter, president of national revenue and strategic initiatives at Tribune Publishing Company, as chairman of the Board of Directors of NAA. Hunter, who previously served as Board secretary, succeeds **Donna Barrett** in this position. Barrett, the president and CEO of Community Newspaper Holdings, Inc., will continue to serve on the NAA Board of Directors as immediate past chairman.

FLECK JOINS LEE LEADERSHIP TEAM



Robert Fleck has been selected as Lee Enterprises Vice President

- Business Development. He joins Lee following a 24-year career with the Tribune Company and the Chicago Tribune. He most recently served as general manager and publisher of the Suburban Media Group, a division of the Chicago Tribune Media Group.

Kevin Mowbray, Lee president and chief executive officer, said Fleck's initial responsibilities will be oversight and launch of the "Edison Project," a top initiative to restructure the company's

advertising programs aimed at local advertisers.

SANTOSTEFANO TO STATE COLLEGE



Janet Santostefano has been promoted to publisher of the Centre Daily

Times in State College, Pennsylvania. She had previously served as vice president of advertising and marketing for the McClatchy-owned property.

"The opportunities in our industry energize Janet," said Pat Talamantes, McClatchy's president and chief executive officer.

"I am confident she will elevate the Centre Daily Times' mission of high quality, community service journalism."

ROGERS HEADS WEST FOR SWIFT



Don Rogers has taken the reins as publisher at The Union in Grass Valley, California.

For the past six years he had served as publisher of Vail Daily (Colorado), a Swift Communications sister newspaper of The Union, and prior to that served as publisher of the Record-Courier in Gardnerville, Nevada



DIGITAL FIRST MEDIA HAS SOLD

BERKSHIRE (MA) EAGLE

17,800 daily circulation

20,900 Sunday circulation

BRATTLEBORO (VT) REFORMER

7,000 daily circulation

8,000 Sunday circulation

BENNINGTON (VT) BANNER

5,800 daily circulation

6,500 Sunday circulation

and related publications and websites

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UPCOMING LMA CONFERENCES

LMA VIRTUAL AD CONFERENCE

JULY 26-28, 2016

From the comfort of your office

FREE TO LMA MEMBERS!

Three partial day programs will be offered on July 26/27/28. All available from the convenience of your desktop! See page 4 for more details.

MAKING A BUSINESS OF MARKETING SERVICES: PRODUCTS, PRICING & PROFITABILITY

PRODUCED BY BORRELL ASSOCIATES, LOCAL MEDIA ASSOCIATION

AUGUST 17/18, 2016

University of Chicago Gleacher Center, Chicago

Revenue from digital marketing services is projected to grow substantially over the next five years. This conference will take a deep dive into this opportunity area for local media companies with a specific emphasis on profitability. See page 1 for more details.

LOCAL MEDIA INNOVATION CONFERENCE & TECH EXPO

SEPTEMBER 20/22, 2016, THE WESTIN PEACHTREE, ATLANTA

The only conference dedicated to local media innovation across all platforms, this is LMA's signature event. The program is laser-focused on helping local media companies develop innovative cultures/strategies and discovering new and sustainable business models. The Tech Expo, in conjunction with the Local Media Consortium, will showcase progressive R&D partners who are helping media companies push the transformation needle forward.

LOCAL MEDIA EVENTS SUMMIT

NOVEMBER 2016 - DATES TO BE ANNOUNCED SOON – CHICAGO

Did you know that media companies that have invested in events divisions are seeing profit margins of 30 to 50% and revenue in the seven-figures? This summit showcases best practices and ends with a half-day exercise to develop a three-year business plan to launch or expand an events division.

KEY EXECUTIVES MEGA-CONFERENCE

FEBRUARY 23/25, 2017, ORLANDO, FLORIDA

Jointly presented by Local Media Association, Southern Newspapers Publishers Association and Inland Press Association, this program brings hundreds of media leaders and R&D partners together for a deftly created program tackling the important issues and initiatives for local media.

Full details for all conferences and online registration found at localmedia.org/events

Upcoming webinars Most in 30-minute 'quick bite' format **FREE TO LMA MEMBERS!**

The next set of LMA-sponsored webinars currently scheduled are at NO COST to LMA members so mark your calendars and register today for these 'quick bite' 30 minute sessions. The presenters will succinctly deliver their message and allow time for Q&A. Don't miss these golden opportunities to expand your knowledge.

An exception to the quick-bite format is the June 9 webinar about this year's Innovation Mission. LMA President Nancy Lane will be joined by fellow travelers to share key insights from this year's study tour. Invest an hour and reap the dividends that are sure to follow.

ARCHIVES AND REGISTRATION

If you missed any of these or other webinars in real time, not to worry.

All webinars are archived on LMA's website and are free to access by LMA members. Access registration links and archives at localmedia.org/webinars.

Thursday, June 2, 3-3:30 ET

ROADMAP: THINKING LIKE A START-UP

FREE TO LMA MEMBERS!

Words like "disruption," "innovation" and "culture" are kicked around a lot, but for local media companies effecting transformation, what do these concepts actually mean in practice? In this webinar, Vendasta's Jed Williams (who's worked at two growth-stage startups and advised several local media companies) brings the hype down to street level with best practices and actionable case studies for moving nimbly in a time of dramatic change. From hiring and motivating top talent to plotting ambitious yet achievable digital growth strategies, local media decision makers will emerge with new ideas for driving their organizations forward.

Presenter: Jed Williams, VP Business Development and Strategy at Vendasta

From the LMA Center for Professional Development

LMA'S AMIE STEIN IS CONDUCTING THREE DIFFERENT TRAINING WEBINAR SERIES THIS MONTH. REGISTRATION IS OPEN NOW. THESE ARE VALUABLE EXPERIENCES THAT WILL PAY DIVIDENDS IN INCREASED REVENUE FOR YOUR COMPANY.

GOOGLE ADWORDS CERTIFICATION TRAINING

NEXT SET OF WEBINARS RUNS MONDAY TO FRIDAY, JUNE 20-24 FROM 12PM-1PM ET EACH DAY



Maximize your ad share through the LMA Google AdWords Certification-Training Program. With the Google-approved certification your sales professionals will be in high-demand by local advertisers. As the Google experts they will be able to maximize search campaigns for clients and sell more of this in-demand service. The training will be conducted via the GoToTraining platform, so training is easily accessible via your own computer.

"Amie is a talented, knowledgeable and charismatic trainer."

CREATING AND GROWING A MONEY-MAKING EVENTS DIVISION

NEXT SET OF WEBINARS RUNS MONDAY TO FRIDAY, JUNE 20-24 MONDAY JUNE 20, 1PM-3PM ET; TUESDAY JUNE 21 THROUGH FRIDAY JUNE 24, 1PM-2PM ET

Events are critical to local media transformation. They have the potential to bring in more revenue than digital can at this time (in some markets). And local media companies are in the best position to leverage their strong brands to create full-blown events divisions. Based on the success of our recent Events Workshop and the heavy interest within the industry to grow their events divisions, LMA is now offering an online training program designed to provide publishers, ad directors, marketing directors and events specialists with the tools and industry best practices to start developing their own strategic plan.

Interested in diversifying your revenue to offset print and broadcast losses? Then be sure to attend the training that can result in a six- or seven-figure revenue boost in most markets.

"The training, study materials and mock exams provided my team with the best foundation possible to not only pass the Google Analytics exams, but pass well above the exam requirements."

"I am very impressed with (Amie's) ability to teach very technical and detailed materials and be succinct in communicating."

GOOGLE ANALYTICS CERTIFICATION-TRAINING

NEXT SET OF WEBINARS RUNS MONDAY TO FRIDAY, JUNE 20-24, FROM 4PM-5PM ET EACH DAY



This training is aimed at both your content development and sales teams. Is your sales rep equipped with the competence, and confidence, to have meaningful conversations with their advertisers regarding the importance of analytics? Are your editors, reporters and audience development managers just scratching the surface when it comes to using analytics to understand your audience? This training will help everyone gain a better understanding of what data is available and how to apply it in a practical fashion.

For more details about these and other training options from the LMA Center for Professional Development, go to www.localmedia.org/training or reach Amie Stein directly at amie.stein@localmedia.org

Thursday, June 9, 3 - 4:00 ET

INNOVATION MISSION TOP TAKEAWAYS

FREE TO LMA MEMBERS!

Fresh off the 7th annual Local Media Innovation Mission, LMA President Nancy Lane will share the top takeaways from this year's trip. She will be joined by several attendees who will also share their thoughts and action plans. The 2016 trip features a day at Facebook including meetings with the Instant Articles team and Ad Reseller team. Other visits include: YouTube, Apple News, Instagram, E.W. Scripps, Thumbtack, Nextdoor, NYC Media Lab, xAd, Calkins Media, San Francisco Chronicle, Newsy, Cxense, COED Media and Tout.

Presenters: LMA President Nancy Lane and participants from the 2016 I.M.

Thursday, June 23, 3-3:30 ET LOCAL MEDIA TRANSFORMATION – 3 WINNING STRATEGIES

FREE TO LMA MEMBERS!

LMA has identified native, events and digital agencies as the three most important areas of focus for local media companies that are looking to truly transform their business. LMA president Nancy Lane recently presented these recommendations at NAB's Digital Futures Exchange and BIA-Kelsey's ENGAGE conference and will share them with LMA members on this 30 minute quick bite webinar.

Presenter: LMA President Nancy Lane

SPONSORED CONTENT

Smart automation now trumps the traditional sales model

5 questions with Vendasta's Chief Marketing Officer Jeff Tomlin



Q. What does Vendasta do?

Vendasta does many things, but our core focus is on making enterprise-grade software accessible and affordable for small businesses. We offer a white-label platform for marketing automation, sales pipeline management and lead generation for agency partners, helping them to generate regular recurring revenue.

We also provide an exciting product and service marketplace, allowing companies who sell to local businesses to profitably market, sell and fulfil digital and traditional solutions at scale.

market share, it's critical to find those people that are ready to engage. By delivering smart, personalized content, agencies can identify which prospects are ready to consider the digital solutions they offer.

When we provide personalization at scale, we drive efficiencies in our sales organizations, driving down customer acquisition costs. In contrast to a traditional sales model where salespeople go door-to-door or phone-to-phone, smart automation programs create a point of contact for many prospects simultaneously, while providing valuable

talking about simply using the prospect's %%First_Name%%. If you want to drive a response to email marketing, especially in local, you need to go beyond just inserting their name into the salutation. Big data can now provide us the ability to send personal insights into a business's marketing practices, show them what's working and what's not, how they compare to their competitors and how they stack up against industry averages. When someone reads insights into their own business practices and sees helpful insights and analysis, they become engaged, and engagement creates response and conversion.

"Personalized and smart marketing automation is the only way to scale the sales process..."

Through the Vendasta platform or their own, agency partners can access everything they need—an app store of best-in-class white-label digital solutions.

Q. Vendasta was named one of Deloitte's Technology Fast 50 and Fast 500 companies. That's quite an accomplishment. What led to this?

As a company, we've been very focused on areas where we can add value. High growth is difficult to achieve and maintain, so you have to have everyone pulling in the same direction. That direction has been toward several focused areas where we can help our channel partners grow their business. A critical component to our success has been listening to our partners and learning from them. By doing so, we've been able to identify clear areas where we can add real value, and that's where we focus our resources.

Q. Can you talk about the role of marketing automation solutions for agencies and others serving SMBs?

Automation has become mission critical for marketing organizations in order to deliver personalized, relevant and timely communications to their audiences. Marketing automation allows personalization that drives engagement, for agencies to capture

content to SMBs.

Cost of acquisition is significantly higher in the traditional sales model, as the salesperson does not have specific insights about the SMB prospects, and therefore does not know how to best allocate their time. Automation quickly surfaces the opportunities that are most ready to have a dialogue about the relevant solutions offered by the agency, so the salesperson can focus on those who have shown interest recently. Personalized and smart marketing automation is the only way to scale the sales process and make the funnel more efficient.

Q. What do you think is the #1 thing missing from email marketing?

There are two essential things missing from email marketing, and they go hand in hand: helpful content and personalization.

Something many marketers have forgotten is the very basic intent to be helpful. Most email marketing messages are self-serving and do not provide any value to the recipient. If you sit back and consider how you can first be helpful, you will arrive at a very different set of content than if you keep thinking about how to get your message across or generate a conversion. People don't want to be sold to, they want to be helped.

The second biggest thing missing from email marketing is real personalization, and I'm not

Q. What data points are local businesses looking for through email marketing?

SMBs are thorough guardians of everything



related to their business—it is crucial to provide them with insightful data that is specific to them and their business. The four foundations of their online presence—website, social media, reputation and listings—affect the way consumers see them online. These are aspects of their online presence that they have some control over, but may not yet have a lot of insight into it. Of course, these numbers by themselves are irrelevant. Telling a business how many online listings they have is great, but if you provide context, they'll have a better understanding of what the number truly means. For example, being listed on seven sites may sound good, but if the industry average is 27, the business has a lot of work to do. Providing this kind of data also follows the guidelines of being helpful, which is another reason relevant data is so important.



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Q How do you envision SMB's incorporating on-demand into how they do business?

A It could be a change in the way they think about acquiring new customers. The traditional method is an upfront marketing or ad budget. They could instead acquire customers by joining a system where they are matched to customer demand in real time. And instead of a marketing budget, they pay as they go by sharing revenue with the LODE provider – usually on the order of 10-20 percent. That may seem like a lot but is attractive to some local service providers because it involves less upfront capital and risk than traditional methods of customer acquisition. Beyond customer acquisition it unloads other operational headaches such scheduling and booking systems, payment processing, insurance, etc.

Q What are the likely verticals that will shift into on-demand successfully?

A I think the next big area it will move is urban parking. It has all the ingredients for on-demand services including variable demand, steady supply, and the opportunity for demand-pricing – especially in situations of temporal relevance such as events.

Q How does/will LODE affect local advertising dollars? Do you envision a sizeable displacement of local marketing dollars?

A So far, it's mostly been "1099 workers" in the on demand economy, such as Uber drivers. But does the lack of capital investment and risk make sense for small businesses? And if so, will they join on-demand networks instead of the traditional model of upfront advertising to acquire business. If that happens en masse, we'd certainly see local ad dollars migrate from local media companies to on-demand companies. We're already seeing it happen in some categories like home services. HomeAdvisor has been doing a lot with on-demand, and other startups in the local space will follow.

"The opportunity for traditional media companies is to beat others to the punch using their existing assets – advertiser relationships, aggregated audiences, and capital."

Q What are the best opportunities for local media companies in this evolution?

A The opportunity for traditional media companies is to beat others to the punch using their existing assets -- advertiser relationships, aggregated audiences, and capital. Provide something better to compel advertisers to continue spending money with you. Even better, grow that spend by providing incremental services and value. This is a key point because the opportunity isn't just increasing ARPA but in reaching more local businesses. In other words, 19 percent of local businesses advertise. That leaves the remaining 81 percent that don't advertise for a reason. But branching out of advertising and providing a different value proposition – rooted in operational support and lowering overhead in the ways that on-demand services can do – might appeal to them. So by diversifying an advertising product with an on-demand offering, the broadened appeal potentially grows the addressable market for a given local media company. It potentially taps into that other 81 percent.

Q Put yourself in the shoes of the ad manager at the local media company – be it TV, radio, newspaper or pure play. What would you be doing to counter and prepare for the impact on ad dollars from on-demand?

A Think about how an on demand model might have synergies with the core product, and therefore be a more natural integration. That includes alignment with both customer interest and a likely advertiser/supply base. For example the New York Times just last month launched an on demand delivery play, which has natural synergies with the paper's established strengths in food and restaurant content/reviews.

Q What are the limits of on-demand? What are the hindsight lessons learned so far in the on-demand economy?

A We've learned that the initial excitement that imposed on-demand services on every local vertical imaginable... doesn't quite work. It works great in areas where service providers are relatively interchangeable with not a lot of variability and specialization (i.e Uber drivers). It has failed in areas like home services because there is so much specialization and categories of service. In those situations, achieving a network effect is harder because can't happen in one big marketplace... it's siloed into hundreds of different subcategories of specialization. So then it becomes

harder to achieve ideal buyer/seller match within each of these fragmented sub-marketplaces. And quality control is a lot more complex. These are the things that make or break an on demand marketplace.

Q Shifting away from on-demand... Can you put your bright lights on and tell us what you see coming down the digital evolution road? Any particular strategies or tactics that media companies should be sharpening to prepare for what you think lies ahead? Pitfalls to avoid?

A The next step will be an even greater compression of the friction points that I mentioned earlier about local search. I mentioned the new batch of personal assistant apps. A close cousin to that is "conversational commerce." It builds on increasingly popular messaging apps like Facebook Messenger. But instead of just millennials chatting with each other, these apps are being positioned as a venue for conversing or even transacting with local businesses. We're talking things like scheduling service or product queries. The advantage over apps is that – again – they are bloated and overkill for a lot of functionality. If you conduct all your local commerce within Facebook messenger instead, that's just one app you need, and all your favorite businesses can be in your friend list within the app. Beyond that, Artificial Intelligence and the "chatbot " movement is automating the business response so it's scalable and tenable for them to answer all those customer queries. It's like having Siri or Amazon Alexa act as a friendly customer service rep for your local dentist, florist or car dealer.

But I'll stop there... usually futuristic visions of tech involve Artificial Intelligence in some way, so I guess I've fallen into that cliché. There's also Virtual Reality and Augmented Reality but that's an whole different interview.

"...instead of just millennials chatting with each other, these apps are being positioned as a venue for conversing or even transacting with local businesses."





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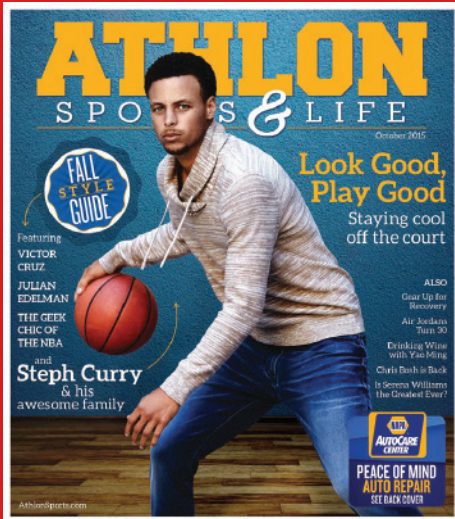
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