

JULY 2021

BENCHMARKING REPORT

The State of Local Newspaper Advertising

Assessing Newspapers' Digital Sales Efforts

Special Report for

America's  Newspapers



BORRELL

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Acknowledgements

We'd like to thank America's Newspapers staff and members, whose thirst for research and openness to critical analysis is a boon to the industry. Special thanks are due the leadership at Adams Publishing Group, Lee Enterprises, and Ogden Newspapers, who, along with many individual newspaper executives, were eager to heed the call to participate in the research that led to this report.

--Borrell Associates Leadership Team

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Background & Methodology

This is our 20th year conducting surveys on local online operations and our first year compiling this special report for America's Newspapers. This report analyzes data derived from three principal sources:

1. **PER-MARKET DIGITAL ADVERTISING REVENUE:** Our database tracks digital ad revenue for more than 10,000 local media operations in the U.S. and Canada. This includes 1,106 daily newspapers and 676 weeklies, as well as local cable systems, radio stations, TV stations, yellow pages operators, and city magazines and local business publications, and locally based Internet pureplay sites. We call the sum of what these local media companies collect "Addressable Digital Revenue." Those estimates are compiled in Digital Marketing Regions (DMR).¹ A list Addressable Revenue in each of the 513 DMRs appears in Appendix C. The methodology used to compile this data can be found at www.adspending.com
2. **SURVEY OF NEWSPAPER BUYERS:** Expressly for the purposes of this report, we surveyed 844 local ad buyers, of whom 702 were purchasing newspaper advertising. The survey was conducted online from March 26 until April 26, 2021, via email solicitations sent by approximately 40 newspapers to their active client lists. Respondents were offered an incentive in the form of one of three VISA \$100 gift cards, with winners drawn at random when the survey ended. There were three dozen questions; survey completion averaged 11 minutes per respondent. Forty percent of respondents reported that their company's income was less than \$1 million, 20% said it was between \$1 million and \$4 million, and 11% said it was more than \$5 million; 29% said they did not know or couldn't say. Seventy-seven percent worked for companies that had fewer than 50 employees. A disproportionate number of respondents (86%) was from the South and Midwest.
3. **SURVEY OF NEWSPAPER SALES EMPLOYEES:** For the purposes of this report, we conducted an online survey in March 2021 of 220 newspaper employees representing approximately 1,650 daily and weekly papers across 1,112 markets. The survey asked about confidence in products and competency in sales, their opinion of print and digital strategies, frequency of sales training, objections to print and digital advertising, and other issues. They were offered an incentive in the form of a chance to win one of two Amazon Echo Show devices, with winners drawn at random after the survey ended. Of the respondents, 51% were sales reps, 42% were sales managers, and 7% were publishers, GMs, owners, or another key executive. We collectively call them "newspaper managers" in this report. Fifty-one percent of respondents were reporting for a single market, and 34% were reporting for two to five markets.

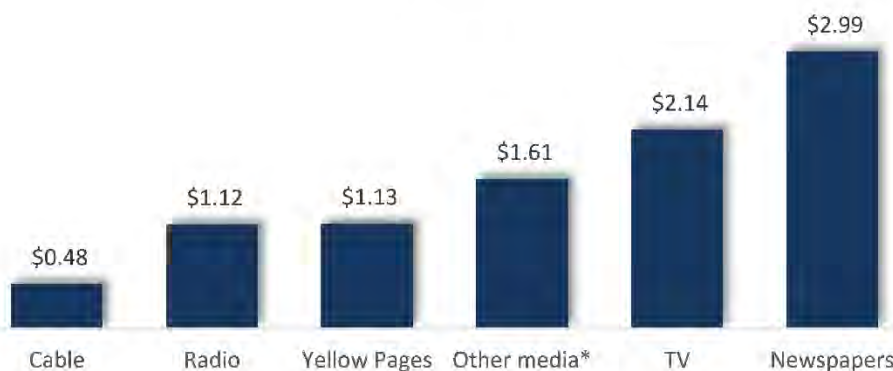
¹ DMRs refer to a multi-county region where local advertisers tend to confine their digital advertising expenditures. There are 513 DMRs. For more information, visit compass.borrellassociates.com/definitions.

INTRODUCTION

One of the more overlooked aspects of print, broadcast, and other local media is that they drive *a lot* of digital sales. In fact, they generated \$9.5 billion in 2020 from selling those non-core advertising and marketing products. Sizeable as it may seem, this media bounty represented less than 13% of the \$75 billion that local businesses spent on digital advertising in 2020. The remaining 87% went to Google, Facebook, Amazon, and hundreds of other out-of-market Internet companies. Still, even some of the smallest media properties have found themselves adding hundreds of thousands of dollars to sales ledgers under the heading, “digital.”

Newspapers dominate. Daily and weekly newspapers in the U.S. received nearly \$3 billion of that \$9.5 billion in digital sales revenue in 2020. Among all other local media companies competing for digital dollars, newspapers have been able to maintain the largest share since the quest to generate revenue from websites began (roughly, the year 2001). In the benchmarking part of this report (Chapter 3), we show how average digital revenues last year ranged from \$171,210 for the smallest daily papers to more than \$10 million for the largest. Comparatively, other media competitors in the broadcast and cable industries average less than half that for their individual in-market properties.

2020 Digital Revenue
for U.S. Media Local Media Industries
\$ billions



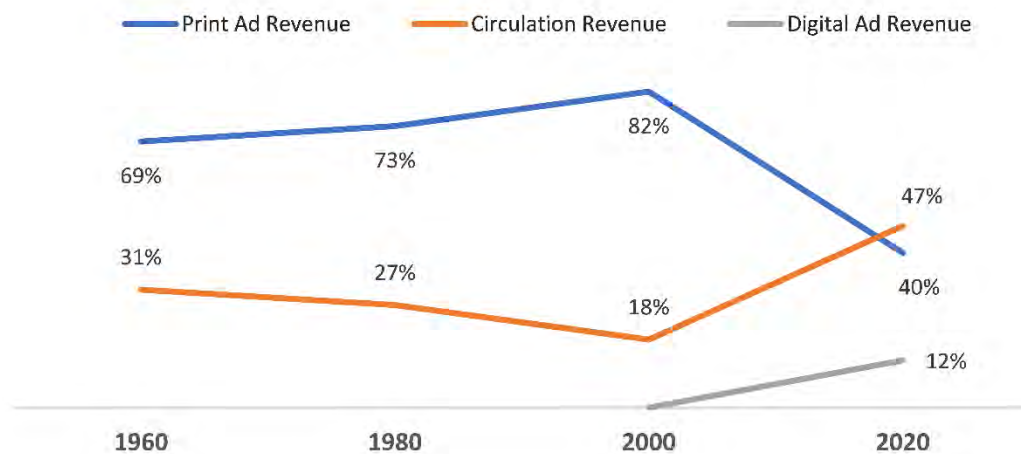
*Includes city magazines, local business publications, out-of-home media, and local “pureplay” websites.

Source: Borrell Associates, June 2021

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Over the past two decades, digital operations have commanded a level of attention incongruous with the amount of associated revenue. Some newspapers have gone so far as to give a back seat to print while embracing a “digital first” mindset. This is a reversal of the early mindset that digital products were merely a value-added (free) supplement to a more valuable print product. Yet, after two decades of increasing focus on digital, the hard truth is that digital sales still account for only 12% of the newspaper industry’s total gross revenue.

Key Revenue Sources for U.S. Newspapers, 1960-2020



*Includes city magazines, local business publications, out-of-home media, and local “pureplay” websites.

Source: Borrell Associates, June 2021

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Whether the industry’s heavy focus on digital and resultant \$3 billion in revenue is a failure or success is in the eye of the beholder. On one hand, it is “only” 12% of total revenue despite endless research, strategy meetings, reorgs, new hires, conference sessions, webinars, product development, and training. On the other hand, ignoring the sweeping migration of readers and advertisers to digital platforms is not likely to have placed newspapers in any better position.

So, how much can a newspaper company expect to achieve in digital revenue? After more than 20 years of collecting data and studying trends, we’ve concluded that the answer depends on four things:

1. The size and composition of the market
2. Management’s willingness to think beyond small, incremental growth
3. The skill of the staff in achieving goals
4. The amount of profit owners are willing to divert and invest

All four are important factors, but the level of commitment to #4 is what propels a company to best-practice status. After examining the performance of thousands of local media properties, we found that the only ones achieving extraordinarily high digital revenue are those that have seen additional, sustained investment from the top levels of their companies. Conversely, those whose only investment in developing digital revenue are “leveraged” from existing resources never achieve higher-than-average digital revenue.²

² Source: Borrell’s database of digital revenue for 10,336 local media properties; top 5% performers in terms of share of in-market digital revenue are more likely to have separate digital P&L and dedicated digital staffing funded by owner/corporate entity.

The clearest examples are *The Washington Post*, *The New York Times*, and *The Dallas Morning News*. Their digital revenue accounts for extraordinarily large shares of their respective local markets.³ But not every owner can be as deep pocketed as the Sulzberger family and Jeff Bezos. Besides, community newspapers are certainly a different animal altogether.

This report dives into just how different things are for community newspapers, compared with larger papers, when it comes to pursuing the digital opportunity. It explores how local businesses feel about their newspapers and where they see their ad budgets headed in 2021. It also probes into the psyche of the sales staff. We wanted to know how they felt about print and digital strategies and what they were hearing from the front lines.

Finally, we took a close look at perhaps the best gauge of all: revenue. What can a community newspaper expect, and what's the upper limit of digital revenue for each market? Once a newspaper's staff knows how much it might be chasing – what's actually achievable in its market – then an informed decision can be made as to how much, and whether, to invest in chasing the digital future.

³ The average digital market share for large-market metro newspapers in 2020 was between 3.8%; *The Post* had a 79% share for its market, *The New York Times*, 54%, and *The Dallas Morning News*, 17.6% share, according to Borrell's digital revenue database.

CHAPTER 1

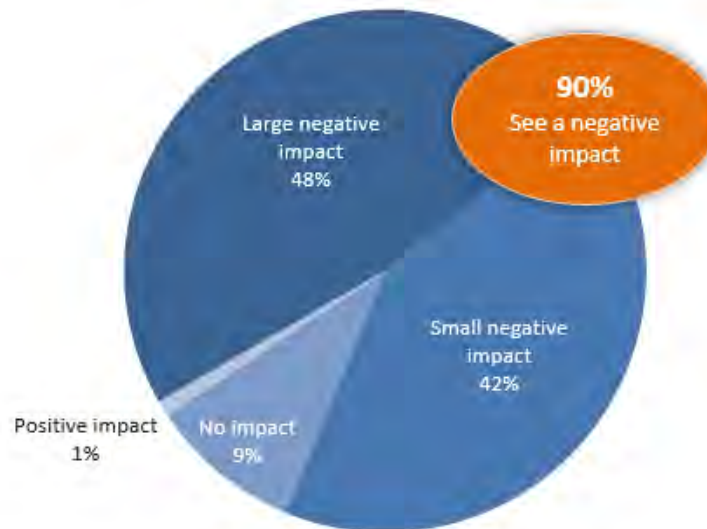
What Community Newspaper Ad Buyers Are Planning

We surveyed local businesses in March and April 2021 to understand how they felt about the business climate, how they viewed community newspapers, and how they planned to spend their advertising dollars this year. The survey was launched through the contact lists of community newspapers, 86% of which were in the South and Midwest. Of the 844 businesses that completed the 25-question survey, 702 (83%) were buying newspaper advertising this year.

Overwhelmingly, all of these businesses – those buying newspaper ads and those who *aren't* – foresee their communities being negatively affected if community newspapers disappeared tomorrow. Ninety percent believed it would be bad, with half saying the impact would be large.

The Impact of No Community Newspaper

If your local newspaper stopped publishing tomorrow and no longer existed, what impact would it have on your community?



Source: Borrell's March/April 2021 Survey of Local Advertisers; N=844 businesses
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There are undoubtedly numerous reasons they feel this way, but two are standouts for any community's business leaders: trustworthy news content and a comprehensive package of information on local shopping. On both counts, local businesses in our survey rated their community newspapers the highest among other competing forms of media, including TV, radio, magazines, social media and Google.

Trustworthiness of Local Content

Thinking of the news and other content provided by your local media, please rate your opinion of the trustworthiness of each

	Satisfaction Rating	% Of Respondents
LOCAL NEWSPAPER 	1 - Not at all trustworthy	3%
	2 - Slightly trustworthy	8%
	3 - Moderately trustworthy	27%
	4 - Very trustworthy	39%
	5 - Extremely trustworthy	19%
	N/A - dont know	5%
	TOTAL	100%
SOCIAL MEDIA 	1 - Not at all trustworthy	23%
	2 - Slightly trustworthy	26%
	3 - Moderately trustworthy	27%
	4 - Very trustworthy	11%
	5 - Extremely trustworthy	4%
	N/A - dont know	9%
	TOTAL	100%
GOOGLE 	1 - Not at all trustworthy	13%
	2 - Slightly trustworthy	21%
	3 - Moderately trustworthy	34%
	4 - Very trustworthy	16%
	5 - Extremely trustworthy	5%
	N/A - dont know	11%
	TOTAL	100%
LOCAL TV/CABLE 	1 - Not at all trustworthy	7%
	2 - Slightly trustworthy	15%
	3 - Moderately trustworthy	31%
	4 - Very trustworthy	24%
	5 - Extremely trustworthy	5%
	N/A - dont know	17%
	TOTAL	100%
LOCAL RADIO 	1 - Not at all trustworthy	3%
	2 - Slightly trustworthy	11%
	3 - Moderately trustworthy	34%
	4 - Very trustworthy	29%
	5 - Extremely trustworthy	8%
	N/A - dont know	15%
	TOTAL	100%
MAGAZINES/OTHER PRINT 	1 - Not at all trustworthy	5%
	2 - Slightly trustworthy	14%
	3 - Moderately trustworthy	37%
	4 - Very trustworthy	23%
	5 - Extremely trustworthy	6%
	N/A - dont know	15%
	TOTAL	100%

Source: Borrell's March/April 2021 Survey of Local Advertisers; N=844 businesses
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Comprehensiveness of Shopping Info

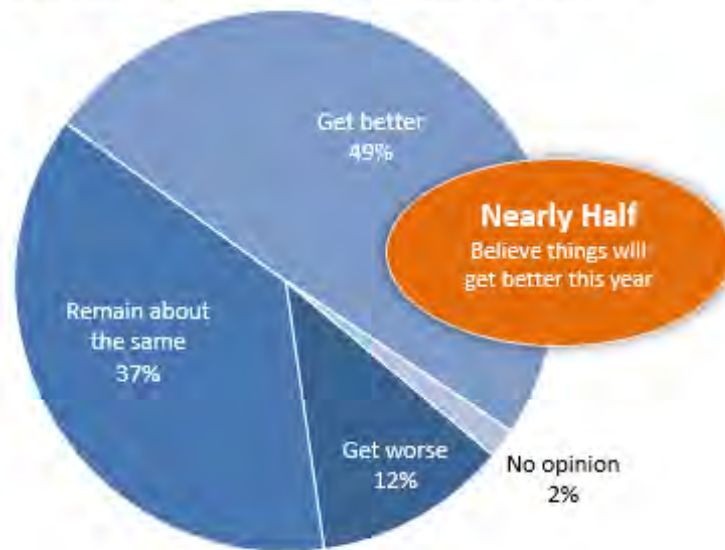
When it comes to providing information on local sales, special offers, availability, discounts, rebates, or other current shopping information, please rate your opinion of each

	Satisfaction Rating	% Of Respondents
LOCAL NEWSPAPER 72% Moderately to Extremely Comprehensive	1 - Not at all comprehensive	3%
	2 - Slightly comprehensive	11%
	3 - Moderately comprehensive	33%
	4 - Very comprehensive	28%
	5 - Extremely comprehensive	12%
	N/A - dont know	13%
	TOTAL	100%
SOCIAL MEDIA 54% Moderately to Extremely Comprehensive	1 - Not at all comprehensive	9%
	2 - Slightly comprehensive	19%
	3 - Moderately comprehensive	28%
	4 - Very comprehensive	18%
	5 - Extremely comprehensive	8%
	N/A - dont know	18%
	TOTAL	100%
GOOGLE 52% Moderately to Extremely Comprehensive	1 - Not at all comprehensive	13%
	2 - Slightly comprehensive	15%
	3 - Moderately comprehensive	27%
	4 - Very comprehensive	19%
	5 - Extremely comprehensive	6%
	N/A - dont know	20%
	TOTAL	100%
LOCAL TV/CABLE 44% Moderately to Extremely Comprehensive	1 - Not at all comprehensive	9%
	2 - Slightly comprehensive	19%
	3 - Moderately comprehensive	27%
	4 - Very comprehensive	14%
	5 - Extremely comprehensive	3%
	N/A - dont know	28%
	TOTAL	100%
LOCAL RADIO 56% Moderately to Extremely Comprehensive	1 - Not at all comprehensive	5%
	2 - Slightly comprehensive	17%
	3 - Moderately comprehensive	32%
	4 - Very comprehensive	19%
	5 - Extremely comprehensive	5%
	N/A - dont know	22%
	TOTAL	100%
MAGAZINES/OTHER PRINT 50% Moderately to Extremely Comprehensive	1 - Not at all comprehensive	9%
	2 - Slightly comprehensive	20%
	3 - Moderately comprehensive	32%
	4 - Very comprehensive	14%
	5 - Extremely comprehensive	4%
	N/A - dont know	21%
	TOTAL	100%

Source: Borrell's March/April 2021 Survey of Local Advertisers; N=844 businesses
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At the time they were taking the survey, governors were just beginning to ease restrictions on gatherings and occupancy, and COVID19 vaccinations were just getting under way. Still, they were split on whether conditions to sustain a small business would improve over the next 12 months.

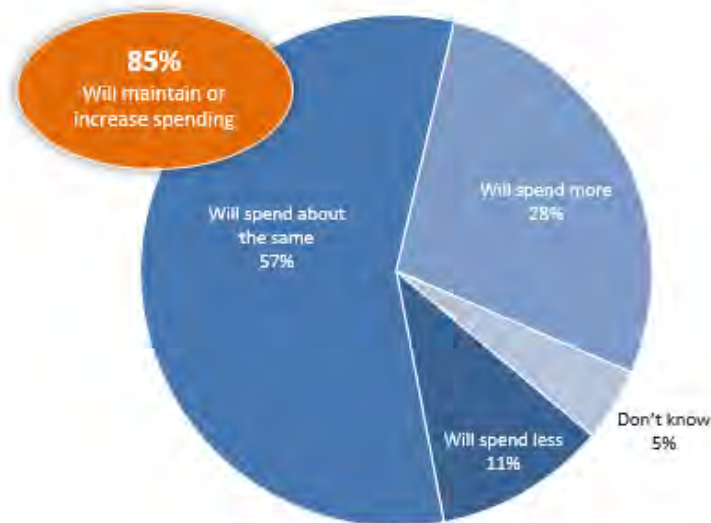
In the next 12 calendar months, do you think conditions to sustain local businesses in your community will get better, worse, or remain about the same as they are right now?



Source: Borrell's March/April 2021 Survey of Local Advertisers; N=844 businesses
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Economic optimism is a barometer for ad spending. We found evidence when we asked businesses about their spending plans. Fifty-seven percent said they planned to hold the line. That is, they didn't foresee themselves spending more later this year than they were spending while restrictions were still somewhat in place this spring. However, optimism can be found in the fact that 28% said they planned to spend *more*. Combined with those who said they would maintain their spending, it adds up to a reaffirming "steady-or-grow" forecast for ad spending for 85% of the businesses surveyed.

In the next 12 calendar months, do you expect your business will spend more or less money on advertising and marketing efforts than it did over the past 12 months?

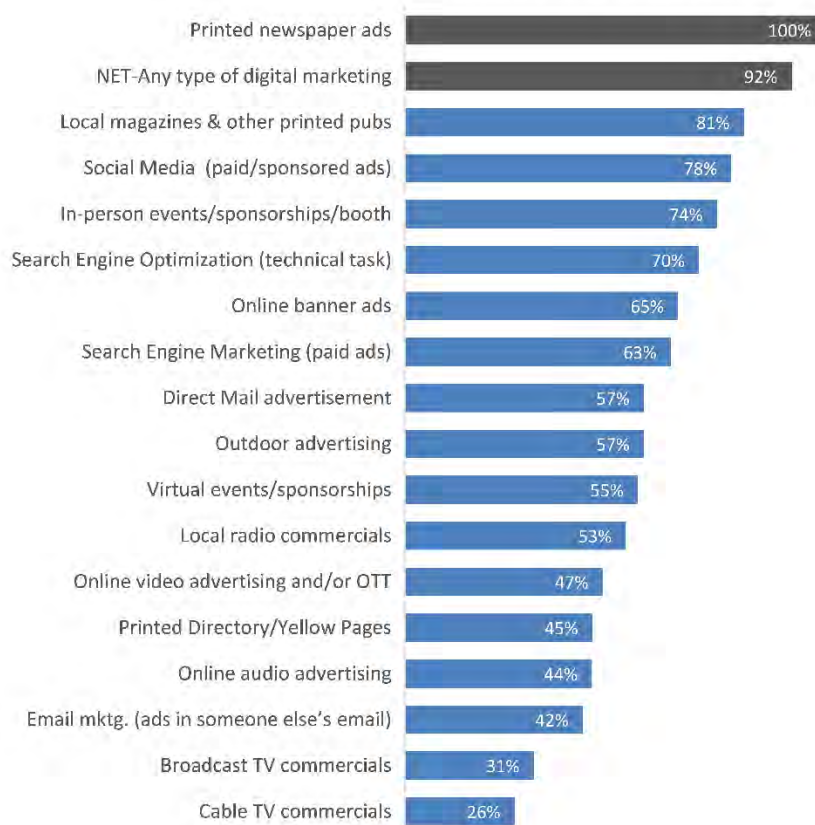


Source: Borrell's March/April 2021 Survey of Local Advertisers; N=844 businesses
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Nearly All Newspaper Buyers Also Buying Digital, But Print Budget Rules

Examining only those businesses that are buying newspaper advertising this year, we discovered that 92% of them are buying some form of digital advertising as well. Social media was the most prevalent form of digital advertising purchased, with 78% of community newspaper advertisers buying it. Among non-digital competitors for newspaper buyers' ad budgets, other print media ranked highest. These include alternative newsweeklies, real estate and lifestyle magazines, and business publications, many of which are owned and sold by local newspapers.

What Community Newspaper Advertisers Buy % of Respondents Saying they will buy in 2021

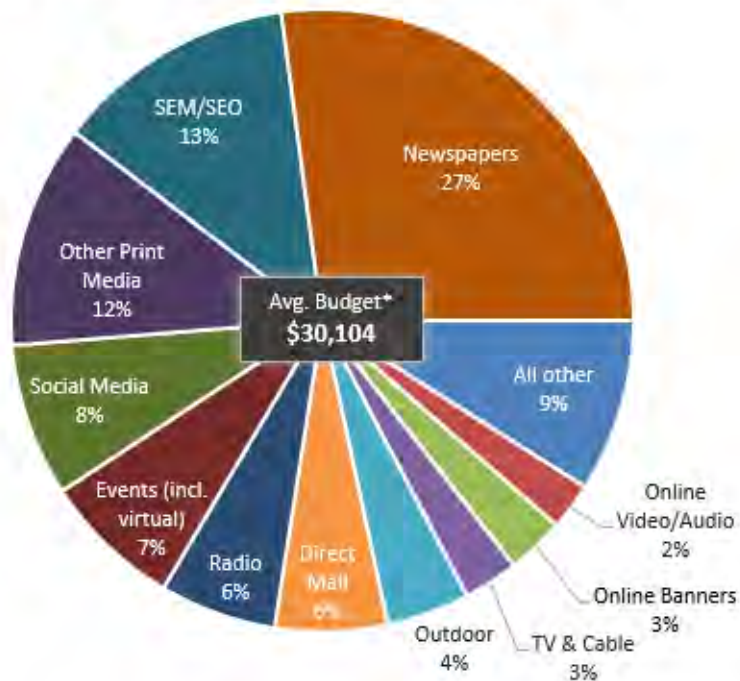


Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
© 2021 Borrell

Examining their budget allocations headed deeper into 2021, we found that those who buy advertising in community newspapers spend the largest portion of their ad budgets there – 27%, on average. That's simultaneously impressive and worrisome. On one hand, it's impressive that businesses invest more of their ad budgets in newspapers than any other form of advertising. What's worrisome is that cost. The top influence on whether to buy newspaper advertising is the cost. (See chart later in this chapter). We should also note that, when spending on all digital formats are added up, they nearly equal the amount of spending on newspaper ads.

Unlike newspaper buyers in larger markets, community newspaper buyers don't spend a lot on TV, radio, outdoor and direct mail. These are, after all, smaller businesses that either can't afford big broadcast or outdoor buys or don't find their audiences practical for their geographic target. The key competitors, outside of the "other print" category, are social media and search marketing.

How Community Newspaper Advertisers Plan to Spend Their 2021 Marketing Dollars



*Represents "trimmed average" of 548 respondents buying newspaper advertising; calculated by removing highest and lowest 5% of responses and averaging the rest.

Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
© 2021 Borrell

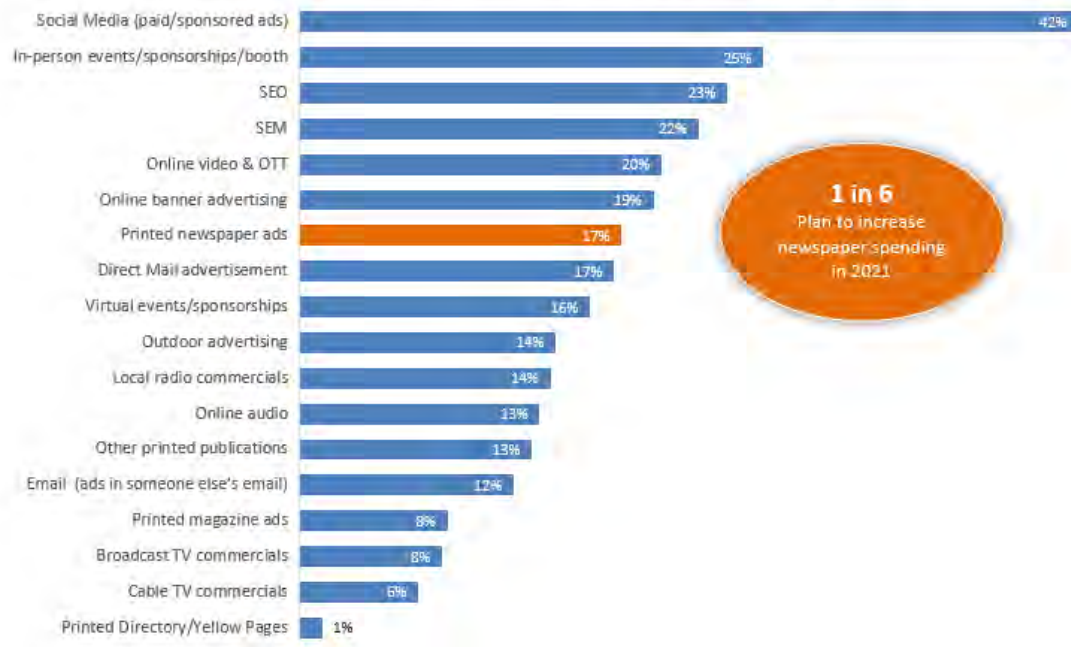
Note the presence of "events" in the budget chart. Its share is similar to that of social media. In the past decade, local advertisers have ranked sponsorships and booths at community events as a top lead-generation activity for their companies. We foresee a quick resurrection of that activity due to pent-up demand from both sponsors and attendees. When we asked newspaper buyers what they planned to increase this year, 25% of them picked events (see next chart).

Newspaper Buyers Believe Social Media Is The Most Effective Marketing Tool

As the summer gets in full swing and restrictions melt away, where will newspaper buyers increase spending? Social media is a sure bet, with 42% saying they plan to increase spending. It may be that the virtual gathering of Facebook and Instagram users is a safer bet at the moment. After all, half of businesses are still not convinced that business conditions won't actually improve anytime soon, as we noted earlier in this chapter. In addition, many local businesses stepped up their social marketing in 2020 and found it to be effective. Research in February

showed that they now feel that social media is the most effective marketing tool for retaining current customers, re-engaging old ones, and acquiring new customers.⁴

What Community Newspaper Advertisers Are Increasing % of Respondents planning to increase spending or start buying in 2021



Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
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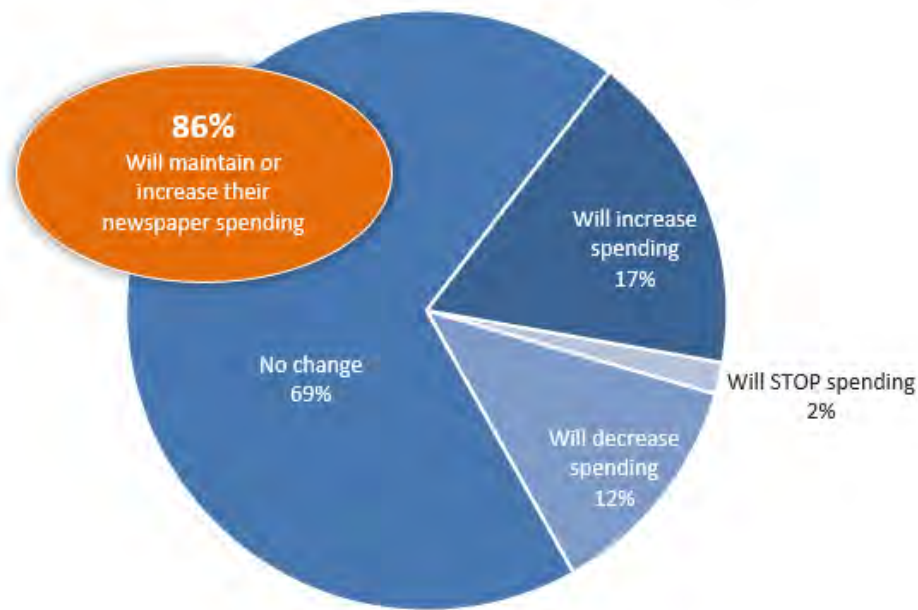
Seventeen percent of buyers said they will increase spending on newspapers this year. Direct mail was the only other form of traditional or local-market media that had more newspaper buyers planning a budget increase. Coming out of COVID19, this is a fair indicator of how advertisers' opinions of marketing may have been altered. No single type of marketing grew in such importance that the majority of newspaper buyers said, "Oh, we're definitely doing a lot more of that this year." Social media, however, comes close.

The Good News for Newspapers

How will newspaper budgets fare as in a post-pandemic world? Nothing in our survey indicates that the industry will be excluded from the bounce-back. Only 2% of newspaper advertisers said they'd stop buying this year, and 12% said they'd curtail spending. Overall, 86% said they planned to maintain or increase spending over the next 12 months.

⁴ "2020 Marketing Focus: New, Existing Lapsed," Borrell's February 2021 SMB panel

How Community Newspaper Advertisers Plan to Change Newspaper Spending in 2021



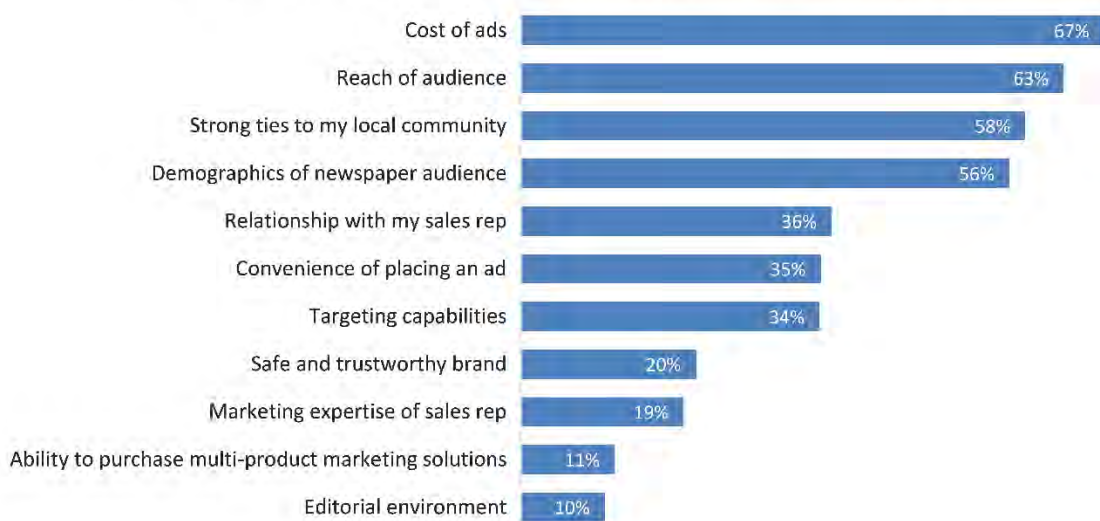
Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
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Biggest Concerns: ROI, Cost, & Measurement

What goes into the decision to buy newspaper ads? Two-thirds of advertisers say it's the cost. It's a resounding theme across the surveys we've conducted of more than 10,000 local businesses in the past three years: the cost of any form of traditional media is a key factor in deciding whether to purchase print or broadcast media. When we've asked advertisers for suggestions they'd like to offer print or broadcast media, the most common words in their open-ended response are ROI, cost, and measurement. It's a reflection of the qualities they see in digital media: lower cost and the instantaneous ability to measure response in the form of clicks, pageviews, "likes," and comments.

A secondary consideration among newspaper buyers is audience reach. Reach could be considered a positive negative thing in this instance; the reach of a community newspaper's audience could be quite positive when compared with that of a Facebook page, billboard, or radio spot. (In Appendix B we hear some of the negatives from the front line: sales reps reporting on what advertisers are telling them.)

Which of the following influences your company's decision on whether to buy advertising from your local newspaper? Select all that apply.



Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
© 2021 Borrell





The expectation of the newspaper sales rep has changed in the past decade. Advertisers have become more empowered by digital media and thus more knowledgeable about marketing. Their hands-on experience with Google, Facebook, Twitter, Instagram, YouTube, and their own websites has led to more questions about marketing. Thus, a sales rep who can help answer those questions becomes a prized "trusted marketing partner."

Their Relationship With the Newspaper's Front Line

How do advertisers feel about their newspaper sales reps? Turns out, pretty good. We asked respondents to grade their interactions on four factors: accessibility, product knowledge, marketing knowledge, and professionalism. In all cases, 3 in 4 advertisers said they were very satisfied or extremely satisfied.

Satisfaction with Newspaper Sales Reps

Please rate your satisfaction with the interactions you've had with your newspaper sales executive(s) in the past six months

	Satisfaction Rating	% Of Respondents
ACCESSIBILITY	1 - Not at all satisfied	1%
	2 - Slightly satisfied	3%
	3 - Moderately satisfied	9%
	4 - Very satisfied	28%
	5 - Extremely satisfied	49%
	N/A - no contact in 6 months	10%
	TOTAL	100%
		
PRODUCT KNOWLEDGE	1 - Not at all satisfied	1%
	2 - Slightly satisfied	2%
	3 - Moderately satisfied	11%
	4 - Very satisfied	30%
	5 - Extremely satisfied	46%
	N/A - no contact in 6 months	10%
	TOTAL	100%
		
MARKETING KNOWLEDGE	1 - Not at all satisfied	1%
	2 - Slightly satisfied	4%
	3 - Moderately satisfied	12%
	4 - Very satisfied	30%
	5 - Extremely satisfied	42%
	N/A - no contact in 6 months	11%
	TOTAL	100%
		
PROFESSIONALISM	1 - Not at all satisfied	1%
	2 - Slightly satisfied	2%
	3 - Moderately satisfied	8%
	4 - Very satisfied	29%
	5 - Extremely satisfied	50%
	N/A - no contact in 6 months	11%
	TOTAL	100%
		

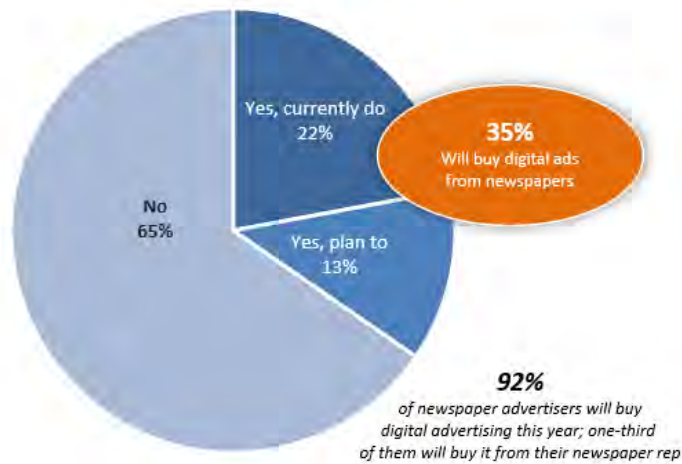
Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
© 2021 Borrell

Almost Everyone Buys Digital, But Not From The Newspaper

The boisterous carnival of digital products has pushed "marketing knowledge" to the forefront of advertisers' expectations from sales reps. Ninety-two percent of community newspaper advertisers in our survey are buying digital products in some form. So, we wondered, how do these businesses feel about a newspaper's digital product set? Further, are they buying any digital products from their newspaper reps?

At the time of our survey, 4 out of 5 were *not* buying digital products from their local newspaper. Even with 13% of newspaper advertisers saying they were planning to do so, it adds up to slightly more than one-third of them relying on their newspaper for digital marketing.

Do you plan to buy digital advertising from your newspaper sales rep?

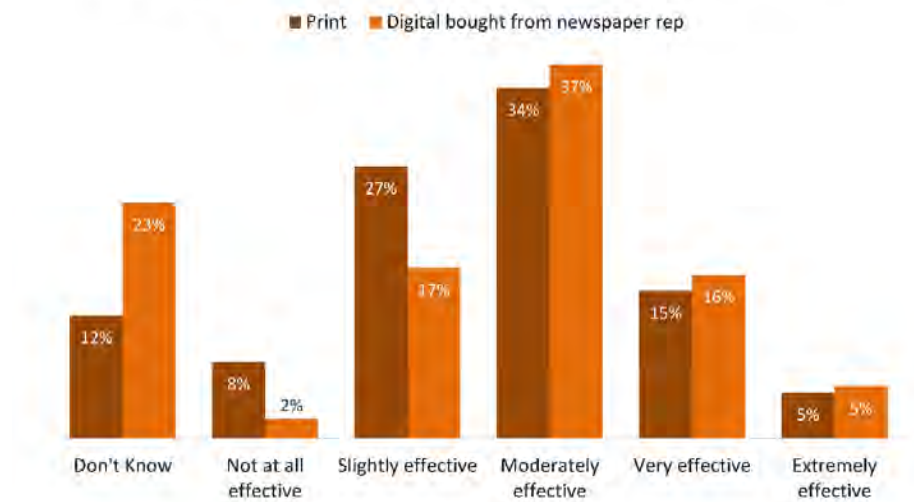


Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
© 2021 Borrell

Could it be the newspaper's digital products are seen as inferior? That doesn't seem to be the case. Similar percentages of newspaper buyers gave ratings of moderately to extremely effective to the print advertising as they did to the digital advertising sold by the paper.

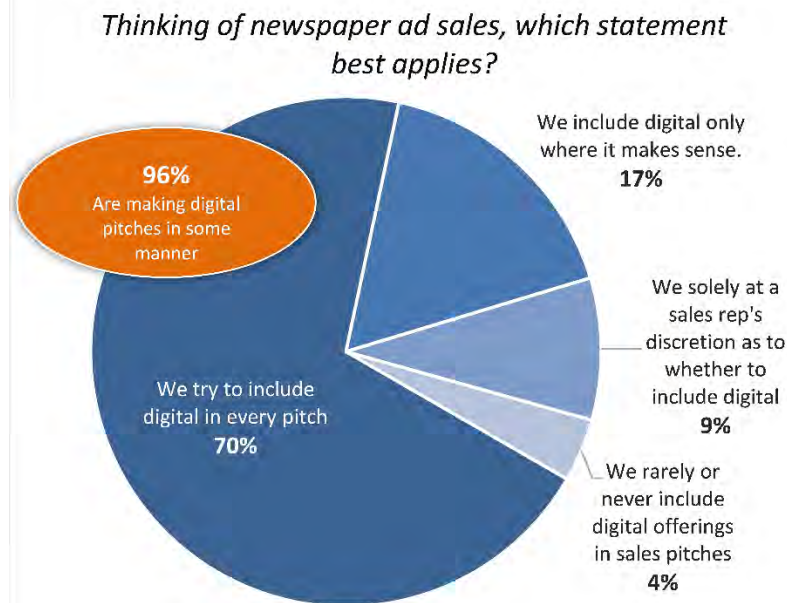
Effectiveness of Print & Digital Products

How effective is the advertising you buy from your newspaper?



Source: Borrell's March/April 2021 Survey of Local Advertisers; N=702 newspaper buyers
© 2021 Borrell

The lackluster uptake of a newspaper's digital advertising products probably can't be attributed to a lack of effort, either. When we asked 220 local newspaper sales reps and managers how they were handling digital sales, we found that only 4% said they rarely or never included a digital pitch in sales offerings. Seventy percent said they tried to include it in every pitch.



Source: Borrell's March/April 2021 Sales Staff Survey; N=220
© 2021 Borrell

If a community newspapers' digital products are seen as effective and the sales staff is keeping the pressure on selling those products, why are so few advertisers buying? We went to the front line for answers. The next chapter explores what they've been hearing and how they're feeling about products, strategies, sales competencies, and training.

CHAPTER 3

Intel from Newspaper Managers & Sales Staff

(For details on how this survey was conducted and who participated, see paragraph 4 in the Background & Methodology section in the front of this report.)

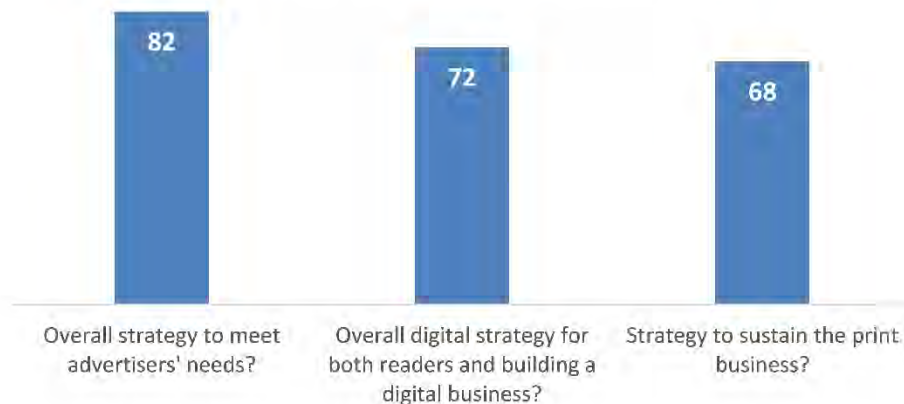
Our survey of newspaper managers and front-line sales reps found relatively high levels of confidence in strategy and products, but unevenness in whether the sales staff possessed sufficient competency to see it through. Given that the staff was judging its own performance, one might have presupposed the opposite. That is, respondents perhaps would have been more likely to blame the company's strategy or its product set, not their staff's ability to perform.

Confidence in Strategies

Respondents expressed a high level of confidence in their newspapers' strategies to serve advertisers, but lower levels in strategies to build a digital business (including readership) and to sustain the print business. Our analysis is that respondents believe they have confidence in the in their own side of the business (advertising) than they do in the company's broader-reaching print and digital strategies.

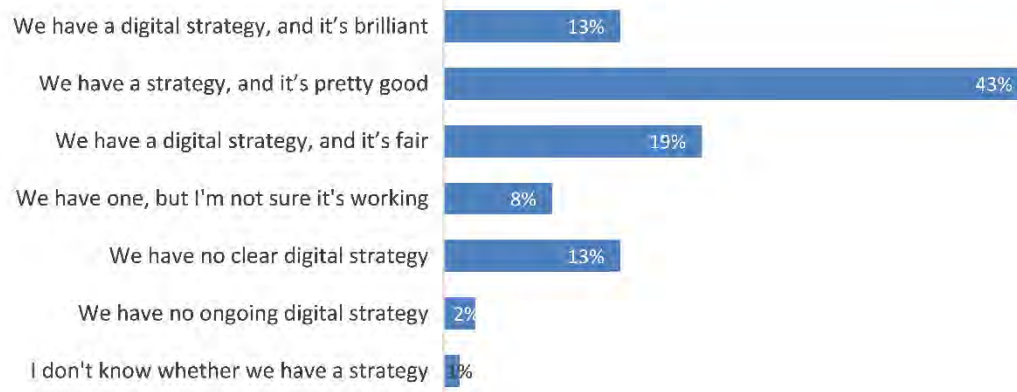
Examining the digital strategy specifically, 56% chose statements that translated to solid confidence in that strategy, while 44% selected statements that represented a mediocre to less-than-positive view. One in five said their newspaper either didn't have a digital strategy or felt that it may not be working.

*How confident are you in your company's ...
(Scale of 1 to 100, with 100 being completely confident)*



Source: Borrell's March/April 2021 Sales Survey; N=220
© 2021 Borrell

Which statement about your company's digital strategy is most accurate?



Source: Borrell's March/April 2021 Sales Survey; N=220
© 2021 Borrell

Confidence in Products & Sales Competency

Two key sales drivers are the level of confidence in the products being sold and the staff's ability to sell them. To dissect these issues, we asked respondents to rate their confidence levels in the three primary things they sell: print advertising, digital advertising, and digital services.

For print, we found high confidence on both equations (effectiveness of product and competency of sales staff). Eighty-seven percent felt strongly that their print advertising products were effective. Likewise, 86% gave high ratings to sales competency.

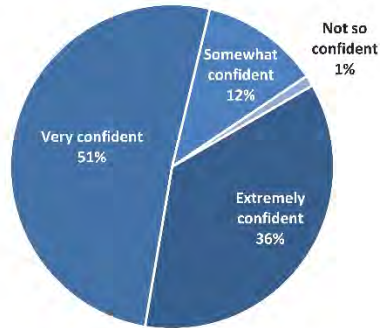
For digital advertising, confidence in the product remained high at 80%, but sales competency was cut in half, at 40%. To put it another way, respondents generally felt they had an effective product to sell but didn't feel as good about their capabilities to sell it.

Digital services retained the high rankings for product effectiveness but fell even further on sales competency. Seventy-three percent gave high marks for the effectiveness of products such as SEO, website design, social media management. Conversely, 24% gave high marks to their sales staff's ability to sell those things.

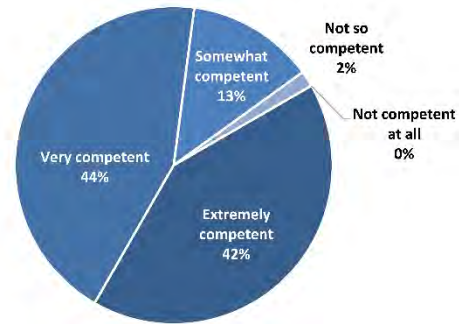
PRINT

87% are very to extremely confident in products
86% say sales staff is very to extremely competent in ability to sell them

How confident are you in the effectiveness of the PRINT PRODUCTS your sales team sells?



How competent is your sales team in its ability to sell PRINT?

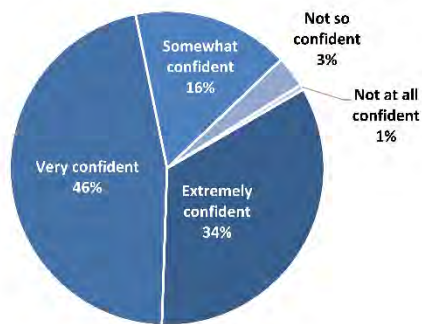


Source: Borrell's March/April 2021 Sales Survey; N=220
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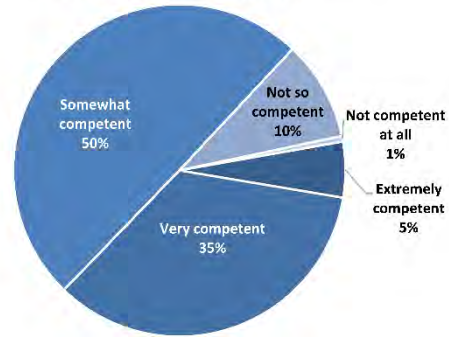
DIGITAL ADVERTISING

80% are very to extremely confident in products
40% say sales staff is very to extremely competent in ability to sell them

How confident are you in the effectiveness of the DIGITAL PRODUCTS your sales team sells?



How competent is your sales team in its ability to sell DIGITAL ADVERTISING?



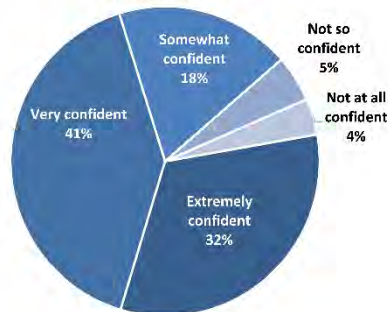
Source: Borrell's March/April 2021 Sales Survey; N=220
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DIGITAL MARKETING SERVICES

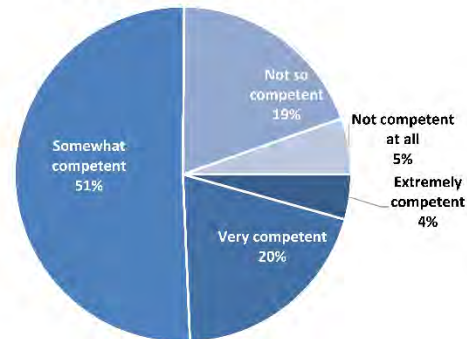
73% are very to extremely confident in products

24% say sales staff is very to extremely competent in ability to sell them

How confident are you in the effectiveness of the DIGITAL MARKETING SERVICES products your sales team sells?



How competent is your sales team in its ability to sell DIGITAL MKTG SERVICES?



Source: Borrell's March/April 2021 Sales Survey; N=220

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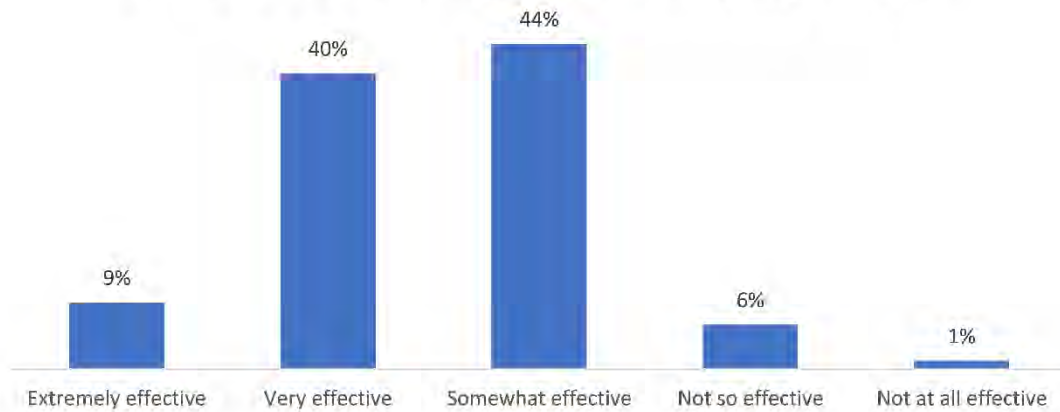
Exploring Sales Mechanics

After gauging levels of confidence in strategies, product effectiveness, and sales capabilities, we wanted to understand some basic things about current sales processes. These included whether, in managers' opinions, compensation plans were effective, whether staffs were selling products or audiences, and how they were communicating with prospects during times of restricted in-person access to clients.

Half of respondents felt compensation plans were very to extremely effective. The other part of that equation, of course, is that half *didn't* feel as positive. When we asked for suggestions, half of respondents chimed in. As expected, higher commission was a dominant theme. Other standout suggestions included the need to incent sales reps in a way that fueled attaining new customers or requiring a "true up" for quarterly goals, implying that budgeted sales goals aren't being met and remain a disincentive all year as reps are unable to catch up. Appendix A has a full list of respondents' suggestions.

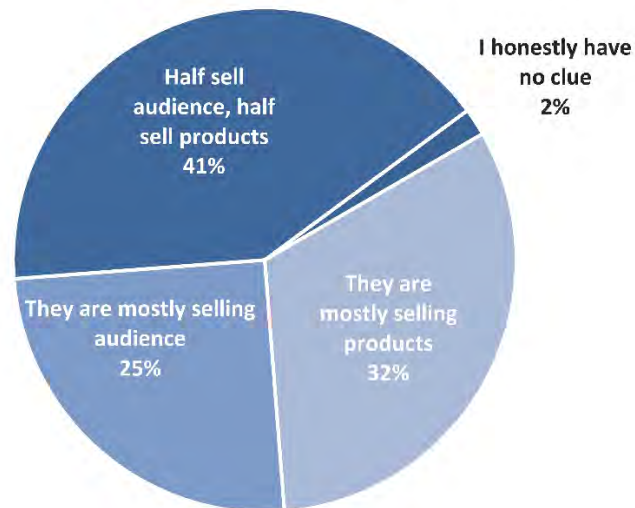
We also wanted to know how the sales team viewed what they were selling. Some argue that the gradual transition to digital requires that staffs sell an audience (delivered via print as well as digital platforms) as opposed to just selling a set of products. Selling an audience, ostensibly, puts the seller in greater control and reduces objections. Our survey found no consensus. Half sell mostly products, the other half, mostly audience.

How effective is your sales team compensation plan in incentivizing reps and driving sales?



Source: Borrell's March/April 2021 Sales Survey; N=220
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In your opinion, does your sales team as a whole sell product or audience?

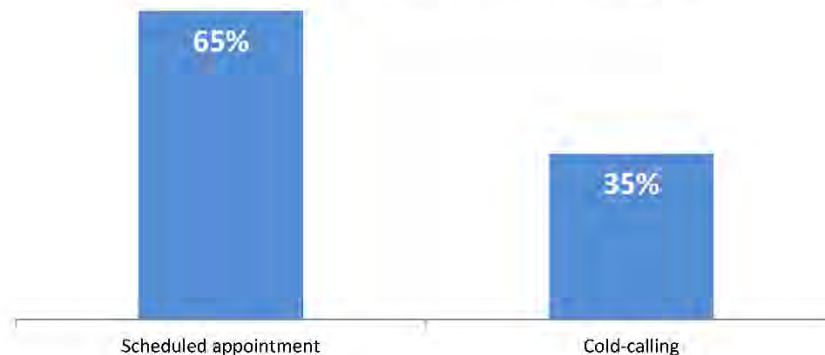


Source: Borrell's March/April 2021 Sales Survey; N=220
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COVID-19 put a damper on the sales rep's most-favored method of closing a sale: the in-person appointment. We wanted to know how that might have changed. Cold-calling accounted for one-third of sales calls in the past 12 months. What's surprising is that cold calling occurred at all, given the health fears and a desire to maintain social distancing.

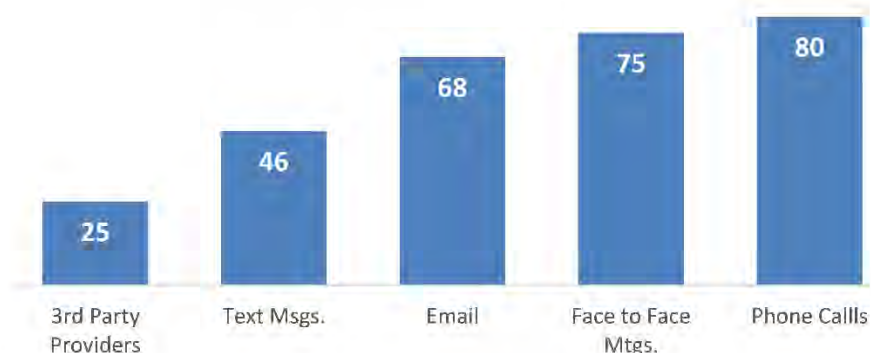
Phone calls and face-to-face meetings ruled in terms of their success in securing a sales appointment. Email ranked third, and text messages (which could be considered virtual cold calling) seemed slightly popular. On a scale of 1 to 100, texting an advertiser rated a 46, meaning it was deemed a mildly successful way in securing an appointment.

In the past 12 months, what % of sales discussions with clients occur via scheduled appointments versus cold-calling?



Source: Borrell/America's Newspaper survey: N=220
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Rate the importance of each in getting an appointment set up with the client
(Scale of 1 to 100, where 100 is highest)



Source: Borrell/America's Newspaper survey: N=220
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Training & Recruiting Sales Staff

Finally, knowing that sales training and recruitment of sales reps are a critical issue for newspapers, we wanted to know how frequent training occurred, what type of training was needed, and what qualities are being valued most in new reps.

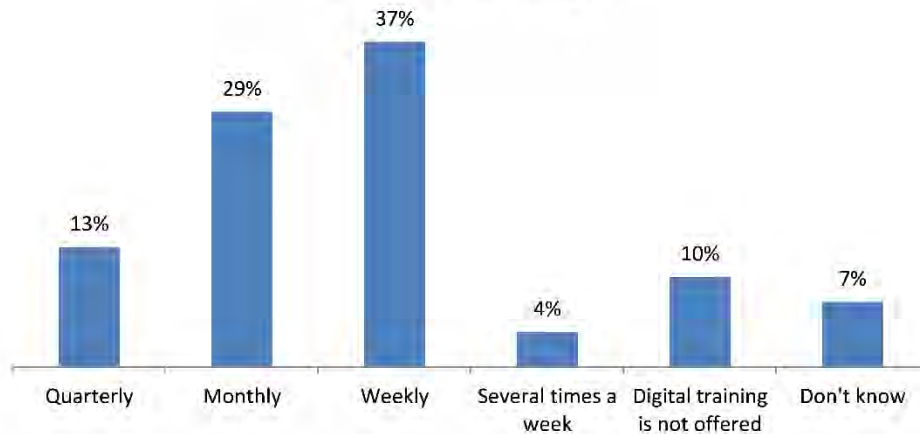
Earlier in this chapter we noted low confidence in the staff's ability to sell digital advertising and digital services. That belief is reinforced by the results of our question on sales training. On the question of what type of training is needed, digital services ranked highest, and "digital advertising" and "selling the package" of print and digital tied for second. One in five believed that the basics of selling might be a good course.



Source: Borrell/America's Newspaper survey: N=220
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Ninety percent of respondents said their companies offer digital training. Of those that do, 83% said it occurs at least once a month, with most saying they do it at least weekly. One-fourth have digital training every three months or not at all.

How often does your sales team receive digital training?



Source: Borrell/America's Newspaper survey: N=220
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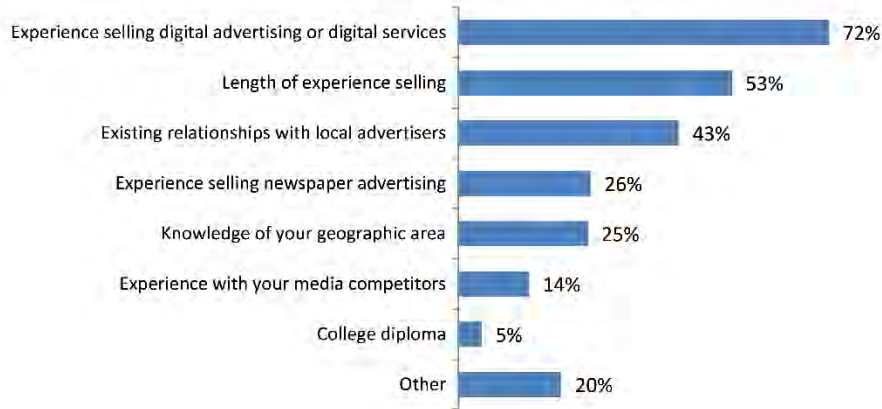
Hiring Practices

The search for a new sales rep is an opportunity to hit reset. Required skills are a reflection of what the company – and the market – needs most. It's logical to assume that a local newspaper company would seek someone with print expertise who knows the area and already has relationships with advertisers. Turns out, more than half of the managers we surveyed don't think that's important. Hands-down, the most in-demand quality is experience selling digital advertising. The majority of respondents also favor length of experience – meaning they're not interested in *untested* reps.

Respondents were told they could pick up to three choices from the eight selections. Twenty percent of respondents selected "Other" as their third choice.

Many of those open-ended responses related to attitude or personality. Write-in comments on what skills should be required included, "the drive to be successful," "desire to be in sales," "COVID-19 changed everything; Few choose to sell," and "Hire the will, teach the skill, in media sales." One listed a "high school diploma" as an important skill level.

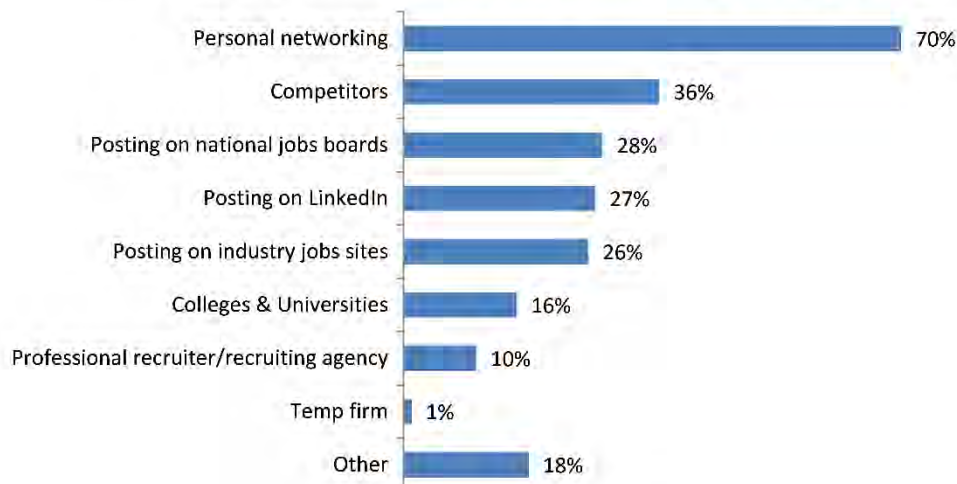
When it comes to hiring sales reps, which skill levels are most important to you?



Source: Borrell/America's Newspaper survey: N=220
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Where can prized reps be found? There are few surprises here, as personal networking was the most popular choice. Culling worthy candidates from competitors' sales staff was noted by slightly more than one-third of respondents. The other methods were a tossup in terms of popularity, with one-fourth or fewer saying the best sources were job boards or recruiting from universities. Few named a professional recruiter or temp firm as a best source. Many of the "other" responses mentioned something we had neglected to include: "advertising in our own newspaper."

What are your best sources of new sales reps?



Source: Borrell/America's Newspaper survey: N=220
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CHAPTER 3

Benchmarking Newspapers' Digital Revenue

How much digital should (or could) your newspaper be making? This chapter will help you answer that question.

We calculated average digital revenue and median digital revenue according to peer groups. For daily newspapers, we also calculated average and median market share.

We separated benchmarking tables into one for daily newspapers and one for weeklies. For dailies, we included newspapers that publish and distribute a printed edition at least three days per week. Everything else is considered a weekly.

We also separated each table in two ways: Market size and circulation size. That allows for fairer comparisons for community newspapers with lower circulations versus larger metro newspapers in the same markets.

INSTRUCTIONS

To determine how your newspaper compares, you will need to know four things:

1. Frequency of your publication (daily or weekly)
2. Average circulation (rough estimate will do)
3. Your market rank (located in Appendix D)
4. How much digital revenue you made in 2020. This includes all digital advertising and marketing services (SEO, social management fees, site design/development, etc.)

When you have all four things, use the appropriate daily or weekly newspaper tables on the following pages to locate and compare the appropriate benchmark figure. To calculate your market share (offered only for daily newspapers), divide your market's addressable digital revenue (found in Appendix D) into your total digital revenue.

Use the "average" comparisons to see where your company stands against the average of all other newspapers in your peer group. Resist using the median unless a) it's higher than the average figure or b) you need to convince someone that there are valid reasons that revenue performance is below average. Caution: if you find yourself or someone on our staff spending extraordinary time doubting the size of the opportunity, ask this question: Which business is likely to do better – one that prefers to pursue a smaller opportunity, or one that envisions a larger one?

DAILY NEWSPAPERS

Average revenues for daily newspapers ranged from \$171,210 in the smallest markets to more than \$12 million in the largest. Medians could be as much as 60% less than the average, indicating that several top-performing newspapers were driving averages higher in some peer groupings.

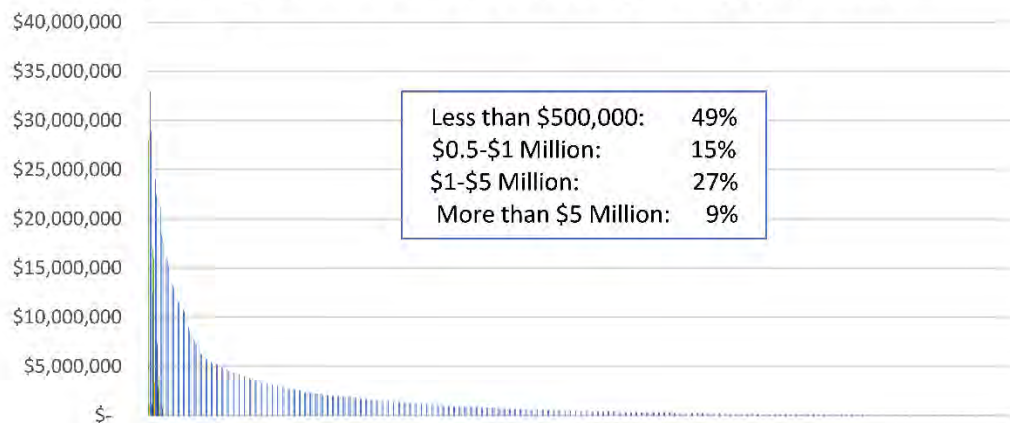
Digital Revenue by Market Size, 2020

(For market size rankings, see Appendix D)

Sample Size			Annual Digital Revenue		
DMR Size	Circulation	# in Survey		Avg.	Median
1 to 10	> 50,000*	30	\$	10,071,804	\$ 5,769,324
1 to 10	< 50,000	43	\$	1,098,120	\$ 502,152
11 to 20	> 50,000	16	\$	12,405,007	\$ 13,346,481
11 to 20	< 50,000	15	\$	679,297	\$ 484,223
21 to 50	> 50,000	33	\$	5,897,667	\$ 5,188,853
21 to 50	< 50,000	86	\$	917,221	\$ 385,012
51 to 100	> 30,000	57	\$	3,342,745	\$ 4,497,309
51 to 100	< 30,000	89	\$	409,680	\$ 254,238
101 to 200	> 20,000	100	\$	1,772,855	\$ 1,552,838
101 to 200	< 20,000	115	\$	376,084	\$ 146,215
201 to 300	> 10,000	59	\$	955,739	\$ 793,500
201 to 300	< 10,000	67	\$	218,052	\$ 102,285
301 to 513	> 10,000	36	\$	355,159	\$ 225,146
301 to 513	< 10,000	83	\$	171,210	\$ 108,749

Source: Borrell's Digital Revenue Database, May 2021
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Total Digital Revenue for 1,016 Daily Newspapers, 2020



Source: Borrell's Digital Revenue Database, June 2021
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Because every market is different, the best measurement of a community newspaper's digital success involves its share of what we call Addressable Digital Revenue. The term is defined as the total amount of digital advertising available to all competing media companies located in their specific market. These competitors include newspapers, TV stations, radio stations, cable systems, and any other in-market company selling the same type of digital products. It factors out digital ad dollars that go directly to out-of-market Internet companies such as Google, Facebook, Pandora, Patch, Hulu, Autotrader.com, Bing, Yelp, and others.

In any U.S. market, this "addressable" amount is now larger than what's spent on newspaper, radio or TV advertising in that market. (See Appendix D for a list of all markets and amounts spent.) Metro dailies average between 3.8% and nearly 21.8% of the addressable share, while smaller community dailies average between 0.5% and 8.6%.

Share of Addressable Digital Revenue, by Market Size, 2020

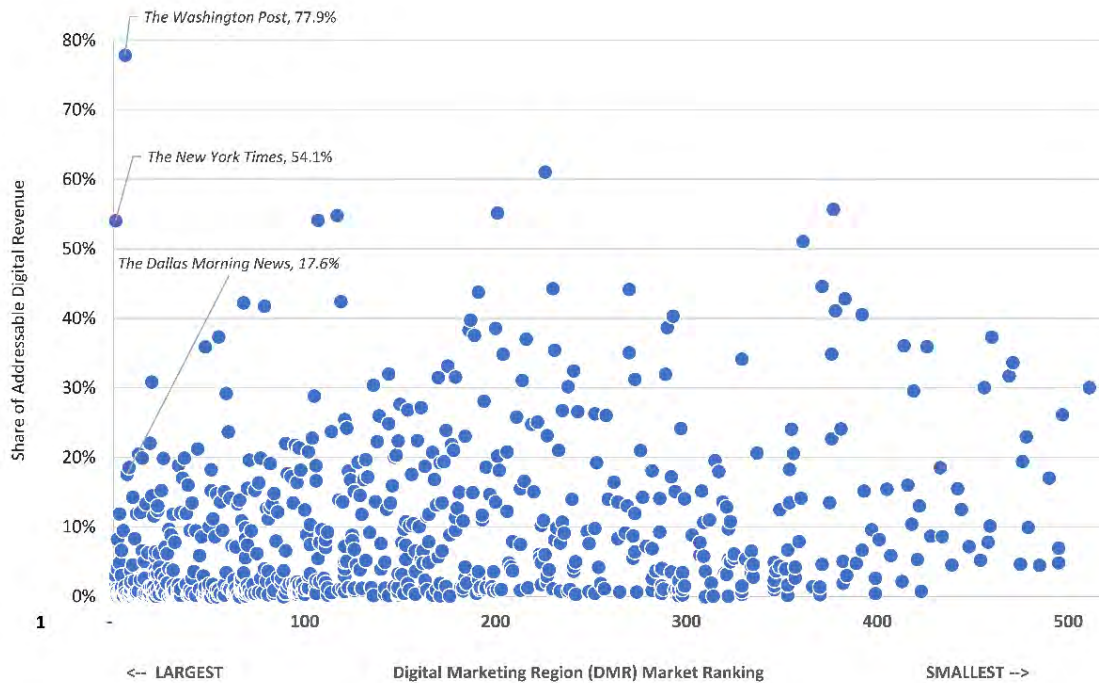
(For market size rankings, see Appendix D)

DMR Size	Sample Size		Share of Local Online Advertising	
	Circulation	# in Survey	Avg.	Median
1 to 10	> 50,000*	30	3.8%	2.8%
1 to 10	< 50,000	43	0.5%	0.2%
11 to 20	> 50,000	16	11.8%	8.4%
11 to 20	< 50,000	15	0.6%	0.5%
21 to 50	> 50,000	33	10.8%	9.6%
21 to 50	< 50,000	86	1.6%	1.1%
51 to 100	> 30,000	57	14.8%	13.3%
51 to 100	< 30,000	89	1.6%	1.0%
101 to 200	> 20,000	100	17.8%	12.6%
101 to 200	< 20,000	115	4.0%	1.4%
201 to 300	> 10,000	59	21.8%	14.6%
201 to 300	< 10,000	67	5.0%	2.6%
301 to 513	> 10,000	36	16.7%	9.9%
301 to 513	< 10,000	83	8.6%	5.4%

Source: Borrell's Digital Revenue Database, June 2021

© 2021 Borrell

Share of 2020 Addressable Digital Revenue for 829 Dailies



Source: Borrell's Digital Revenue Database, June 2021
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WEEKLY NEWSPAPERS

Average revenues for weekly newspapers ranged from \$21,360 in the smallest markets to \$176,125 in the largest. Medians were between 42% and 66% less for the two smallest circulation groupings. One of the reasons is that some of the top-performing publications in terms of digital revenue were located in vacation and high-income markets (near beaches, entertainment/gambling cities, ski resorts). For weeklies with less than 10,000 circulation that are not in those type of communities, the median figures could be a better guide.

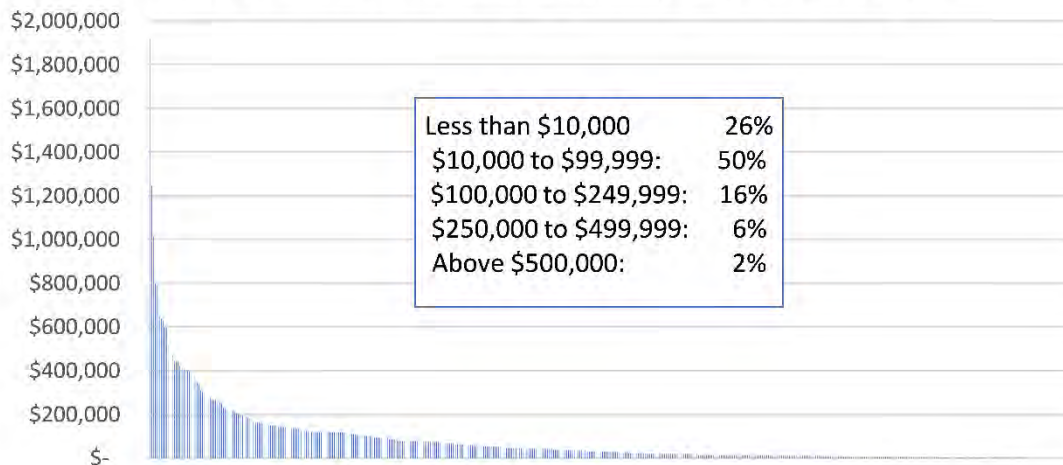
Weekly Newspaper Digital Revenue by Market Size, 2020

Annual Digital Revenue				
Circulation	# in Survey	Avg.	Median	
1,000 to 5,000	228	\$ 21,360	\$	12,279
5,001 to 10,000	120	\$ 59,910	\$	20,432
10,001 to 15,000	53	\$ 49,180	\$	37,973
15,001 to 30,000	98	\$ 99,381	\$	70,276
30,001 or more	127	\$ 176,125	\$	142,355

Source: Borrell's Digital Revenue Database
© 2021 Borrell

Seventy-six percent of weekly newspapers made less than \$100,000 on digital advertising sales in 2020. Only 2% made more than a half-million dollars.

Total Digital Revenue for 676 Weekly Newspapers, 2020



Source: Borrell's Digital Revenue Database
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CONCLUSIONS

A Harvard Business Review cover story last year on strategic missteps contained a few paragraphs on the newspaper industry. It cited a consultant who worked with big newspaper companies in the early 2000s, just as the Internet was beginning to affect media consumption in a small but troublesome way. She noted that newspaper executives considered long-term planning to be three to five years, or into the mid-2000s. Had they looked 10 or 20 years out, she theorized, they might have spent less time defending their position and more time seizing larger, inevitable opportunities in the digital space.

The same opportunity faces newspapers today. Where will the industry be in 2031? There is no plausible scenario that indicates the precipitous decline in print market share over the past decade will suddenly halt or reverse itself, nor that the proliferation of digital consumption of news and information will stop growing.

So, what's your plan? Hope that lower-margin digital sales will eventually stem the decline in print sales? Ride it out to retirement? Or, perhaps, reinvent the business model?

The most important revelations from this report are:

- Nearly all who buy newspaper ads also buy digital advertising
- The vast majority buy it from someone else, not newspaper sellers
- Businesses have the highest trust in newspapers for news & information
- Businesses have the highest trust in newspapers for comprehensiveness of shopping information
- Newspaper managers have high regard for their print and digital products, but low regard for the sales team's ability to execute on digital sales

All of this points to a gaping strategic opportunity. Newspapers make more money than any local media competitor from digital sales. Yet, it's obvious they can make a lot more. The trust that local businesses place in newspapers remains high, but may not last forever. Leveraging that trust into a strategy to win their digital business seems paramount.

As stated in the first chapter, the most important element is an unwavering commitment from the highest levels of the organization – the owners. They must share that 2030 vision and agree to invest in it.

A good start would be to envision the “Best Practice” numbers in this report rather than the averages and to build a plan around exponential, not incremental, growth.

APPENDIX A

Newspaper Sales Staff Suggestions on Commission (1 of 2)

<i>Other than offering more base pay for sales reps, describe what could make your compensation plan more effective.</i>
Higher Commissions
I think that offering an extra bonus for certain projects completed or a certain dollar amount reached on a specific project. Such as bonus if you sign 3 new businesses a week
Additional bonus plan for exceeding budgeted revenue goals.
Pay the federal mileage rate
Increasing incentive payouts and offering additional types of compensation such as days off, trips, etc.
Higher commission rate
We could use an incentive structure that involves cash prizes.
More spiffs for digital, more contests.
Higher commission as higher tier levels of sales are met.
Offering higher commission for goals reached/exceeded.
Adjustment of commission for digital sales.
Increase the sales to bonus/commission percentageEncourage/reward early Friday leave if hitting budget goal % to date
Achievable goals
Reward for digital client renewals
Bonus based on meeting an activity goal or stretch goals.
Better commission percentages.
We need to incentivize new business and digital growth
Pre Booking BonusRetention and Growth Bonuses
Creating a more defined path each month for each rep to make their digital goal so they actually achieve that goal more often and get more commission as a result.
Higher percentages on every dollar brought in. No salary caps, bonuses based on participation in certain products
Sliding Percentage scale
Quarterly "true up"
Additional bonus potential for quarterly and annual revenue attainment. (Keeps the pressure on to push for sales even with down months.)
Comp plans that directly align with company initiatives. E.g., quarterly goals and quarterly initiatives. Less special section/special event selling, more solution based selling.
Paying from dollar one
The incentives seem to focus on "new clients" and not so much on incentives for bringing existing clients into the digital fold. In a market with few new businesses & an older market, we spend quite a bit of time having to teach people what digital marketing even is. Some of these clients either don't have a website or barely have a website and give little thought to marketing outside of print or Facebook.
Currently offer commission accelerators for hitting goal in consecutive months. Would like to build in quarterly true-ups for quarter goal attainment.
Reps get paid a sliding percentage of their revenue based on performance to goal. Upping those percentages for hitting additional benchmarks, i.e., digital sales, could make the comp plan more effective.
Commission for new contracted revenue over 3 months.Incentives for making goals early and consecutively.
Bonus on 100% of Total Revenue and Digital Revenue.Spiffs on specific digital initiatives
We are adjusting compensation plans to include a higher percentage for selling digital/Amplified products which we didn't previously offer. Reps have print goals separate from Digital goals.
Higher percent on return - currently at less than 1.5%
I think our plan is quite strong here, I'd suggest better training.
incentive for landing new customers/new contracts
Additional incentive on digital services
Offer varying spiffs for selling long term (3 mo. min.) contracts, varying based on revenue and contract length.
In some ways I feel that if reps are paid a little bit on every \$ they sell, with our current climate that they would be happier and sell more.
For some reps, I think paying them once they hit 80% to last year drives them more to achieve that number.
Compensatio based on percentages over goal, the more you sell the higher the percentage of compensation over all.
Bonuses and Spiffs for greater digital sales and growth
A higher percentage in payout, print vs digital.
More focus on new account growth.
Simple and goal based
Paying commission from dollar one instead of needing to reach 80% and having a higher percentage pay out
Tie in to digital revenue, less payouts below goal attainment.
Incentive bonuses and stretch goals.
Monthly spiffs have proven to be very effective in moving the dial on specific items
Commission percentage more rewarding
Make new revenue a separate goal or additional incentive tier when a sales rep achieves new business goals
Tiered structure based on performance in digital and digital services sales. In addition added elements for contests and events.
More commission tied to exceeding plan
We have a fair amount of triggers for making more money based on performance-- it's finding people that love the space and have a PASSION for success.
Bonus pay not connected to a specific marketing tactic in order to encourage sales staff to provide solutions that meet each client's business goals.

APPENDIX A (Page 1 of 2)

Newspaper Sales Staff Suggestions on Commissions

Other than offering more base pay for sales reps, describe what could make your compensation plan more effective.

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APPENDIX B (Page 2 of 5)

Newspaper Sales Staff Open-Ended Responses: PRINT OBJECTIONS

<i>What is the biggest objection to PRINT advertising?</i>
Coverage too broad
Dying media- reduced reach
Right now, is cost. The pandemic has everyone hurting financially.
No one reads newspapers anymore.
We, along with every competitor has drummed into the public that newspapers are a thing of the past.
Nobody reads the paper anymore.
Circulation
Limited market and hard to track
Print advertising is dead. No one reads the newspaper anymore
Circulation declines not delivering the results they used to get.
Difficulty in gauging results.
Nobody reads the newspaper anymore
No money
Lack of Circulation
Decline in circulation.
No budget which is an excuse.
Facebook is free "Nobody reads the newspaper anymore."
Does not reach a big enough audience, a young enough audience and our newspaper is printed 3 days per week.
"I can advertise on social media."
Cost
Efficacy and cost.
"I do everything on facebook."
No one reads the paper
No one reads the newspaper anymore.
They are non-relative & gaining client confidence when we discuss the full audience reach
Not effective in reaching target audience
Limited audience and too expensive. Can purchase other forms of advertising with more precise targeting at lower cost.
Out of date
No body reads the paper
False narrative 'no one reads the newspaper anymore'
Perceived ROI not as strong
No one reads the print paper anymore
Decline of readership
People don't read the paper anymore. Its too expensive.
No one reads it.
When bundled -- it's great. Alone? It's dead.
Too expensive to run frequently
Print advertising doesn't reach my target audience
Declining audience.
Nobody reads newspapers anymore
Older market, young audience doesn't read print
Perception that it is antiquated and demo is too old
No one thinks anyone reads print anymore.
The belief no one reads print.
Loss of readers, it is not a relevant as it was.
Declining circulation - expecting a decrease in rate
People believe that print is dying and a waste of money
No one reads print
Perceptions of high price and dying industry
No one reads the newspaper
I feel the age of our readership is getting less and less.
Perception it is dead or on the way.
The perception that print is "dying"

APPENDIX B (Page 3 of 5)

Newspaper Sales Staff Open-Ended Responses: PRINT OBJECTIONS

Print is dead - no one reads the paper anymore
No one reads print. Print is dead.
Circulation and readership are declining
Budget
Declining audiences with aging demographic
Reach. There's a general perception that print advertising is not read by anyone.
Not enough people see it.
It's dying and not enough distribution
Reach Decrease from 20 Years Ago
Challenges businesses are facing from COVID- inventory issues, employment, financial issues. Print specifically may not be best for clients needs.
Price and switching to digital.
No one reads the paper
Declining audience
Covid foot traffic still down
Price to Reach
Nobody reads the newspaper anymore
No one reads the paper anymore.
No one reads the newspaper any more.
Limited audience
Audience
No one reads the paper.
Too Expensive
There is a perception of print being less effective. That is untrue but we constantly have to fight that perception.
Cost
To expensive and no one reads newspapers anymore
People think it's a dying industry
Cost & Reach
No one reads the newspaper anymore; no way to measure ROI
Preception
Everything is going to digital. Print is too expensive for the readership
Circulation decline
The decline in printed copies in some cases is not reflected in rate decreases. Part of that can be rebutted with the online presence of the print ads, but it does not fully make up for audience loss. Also the idea it is only seniors that read print still.
Declined print subscribers
No longer as effective because of diminished reach
Effectiviness
It doesn't work anymore. Declining readership
Declining audience
People think it is a dying form of media and the high cost is always a factor
Circulation
Declining Circulation/Readership
"Circulation decline" (perceived lack of reach/audience)
Shrinking audience numbers & cost
shrinking audience
Print is dead
No one reads your paper anymore. The paper is thin, nothing in it anymore
Nobody reads the paper anymore
Shrinking reach and frequency; shift of print consumers to digital; fragmentation of marketing tactics landscape (need for advertisers to spread their budget across dozens of media tactics).
Lack of knowledge about what "works" means!
Advertisers say we are on Facebook
"It's dead" Circulation is down, nobody reads the paper. I tried it before and ROI was awful.
People don't read thre newspaper anymore
Less trackable return on investment, higher cost.
Moving more budget to digital.
"Old fashioned" to larger major accounts
We try not to sell "print advertising." We sell the audience of our print and digital readers combined. Customers buy audience, not delivery method. That said, customers are experimenting with digital platforms, which can reduce spend with print. They need to do this and learn and compare/contrast ROI of all media to know the value of our audience versus other audiences.
Not enough potential customers read it.
Perception of dwindling reach.
Lack of trackable performance
Limited circulation
Print is dead. Circulation is down
old school, tired, outdated, grey, boring, for older folks

APPENDIX B (Page 4 of 5)

Newspaper Sales Staff Open-Ended Responses: PRINT OBJECTIONS

No ROI
Too costly and not effective.
Convincing advertiser to run a campaign
Price and circulation
Not enough reach, not the right audience
Nobody reads the newspaper anymore. Newspapers are dying.
No one reads print anymore
Readership.
Perception that print is not relevant
Old way of doing things
No one reads printed products, only online.
Mis-Perceptions of newspaper readership
Nobody reads the paper any more
Emphasis on digital, social media
Price
Declining readership
Nobody reads prints anymore?
Nobody reads print newspapers
Dinosaur - hear this all the time. It's the "old" way of advertising. Digital is in.
ROI
Mind set that people do not use a newspaper
Shrinking audience and mostly older
It doesn't work for my business.
Too Expensive
No one reads the paper any more
Effectiveness
Decline of circulation and old media
No one reads or subscribes to the paper anymore.
Advertisers question its effectiveness and price compared to digital
Advertisers having a misconception that print is dead. Advertisers lumping our VERY healthy publication in with the "rest" of the industry
Reach
Declining Circulation.
High price vs dwindling reach/results over the years as readership continues to decline.
Price/ value for the price
Size of our audience as we grow being new in the market
Inability to determine ROI
No one subscribes to newspaper.
Too expensive for the reach. And Print is dying
No one reads the paper anymore.
No money
cost and no one reads the paper anymore
"No one reads the paper anymore" added to by national agencies staffed by people who have no idea about the market they're discussing.
Out of date media
audience reach is declining and may not have their particular target anymore
When an advertiser states they tried print before and it didn't work. When we dig further, we find most of the time that they only ran an ad one time, which is does not provide frequency.
Not able to track results
Declining circulation - "Nobody reads the newspaper."
Falling readership and older demographic
Nobody reads the paper or gets the paper anymore
In general the downfall of newspaper in general.
No one reads print anymore
No one reads newspapers anymore.
Advertiser cannot track how effective it is, they have the perception that newspaper advertising does not work.
Print is Dead. Circulation is down.

APPENDIX B (Page 5 of 5)

Newspaper Sales Staff Open-Ended Responses: PRINT OBJECTIONS

Everyone asks digital
ROI
Nobody sees it and we can't track the success.
Price based on household / zip code penetration (large year over year circulation decline)
Nobody reads the paper anymore.
Declining circulation
Cost
Budget
"Nobody reads print"...with the pandemic everyone is becoming more digital and that's really what our customers want
Print is dead - people don't read or pay for print anymore
Legacy, bad press, declining circulation, inability to sell the audience
Before COVID, it was "we don't have money (for advertising)"
Social Media
Circulation numbers and fighting the impressions that newsprint is out of style.
Budget
People think digital is the way to go
Hard to track results
Not as effective as it used to be.
Print is dying.
No one reads the paper anymore.
No one reads the paper
As of now waiting on the economy with the virus situation
It is dead. People just throw away newspapers.
Lack of readers. Everyone is using digital
"Not in our budget right now"

APPENDIX C (Page 1 of 4)

Newspaper Sales Staff Open-Ended Responses: DIGITAL OBJECTIONS

<i>What is the biggest objection to DIGITAL advertising?</i>
Too many options
Clutter
Cost....
We have someone that handles that for us.orWe run on Facebook.
Too much of it, so mom & pops try facebook as they believe everyone is on there.
Already have some form of digital
Price
Don't know how it works or the desire to learn and customers don't click on ads
There's too many options and you can't tell for sure which one is working.
Other search platforms and social media are more effective at less expense.
Difficulty in gauging results.
Clients don't really understand it
Don't understand how it works
Many business owners think the can post on Facebook for free and get the same results as a targeted program.
Lack of Circulation
Customer doesn't know what to do, too many channels.
Facebook is free
When they click on the site they don't see their ad. Customers do not understand ROS and that just because they do not see their ad does not mean it's not running.
"I can advertise on social media."
Ineffective
Quantity of conversions
"I am spending my advertising budget elsewhere."
They have facebook to get messages out
I can buy this from anyone in town or I'm doing facebook or social media which they equate to digital advertising.
Not able to have large enough budget to do both adequately
I didn't see my ad?
Confusing. There's also an obstacle for local news agencies that are only selling digital on their owned and operated sites. The cpm is far more expensive than through other ad networks that can offer more targeting and thus more effective campaigns with great ROI. Many newspapers, including ours, are still not in the digital services/programmatic advertising sector.
Not understanding how it works
I already advertise on social media
Rep's understanding of tool, market obsession with social media
Options are confusing
Don't understand it so they don't think other people use it
Despite client training and data shared most businesses don't understand how to effectively measure ROI. When the do measure ROI their expectation are often far off benchmarks
Customer's lack of knowledge. Customer's haven't tried it-or tried it before and either didn't get expected results or were not provided with enough information (reporting) on the results to understand it.
Don't understand it.
When bundled -- it's great. Alone? It's dead. We have to have a full-service plan.
I am already doing digital advertising and I don't need any help
Afraid of making a mistake so they stick with something they've already bought
Effectiveness
I'm already doing that with another company
Almost too many digital solutions. Can be confusing.
Lack of knowledge of the product
Higher cost to be effective and be seen.
Getting potential clients to understand we are more than print and provide full digital services.
Lack of understanding
Already handled through someone else, getting the foot in the door when the client thinks we are new to digital advertising when we are not
Too much money
Too many other options
Companies are doing it themselves or have an agency of record to help them. For smaller businesses, they don't understand the products.
Its all click bate
More people are using online sources to read the news therefore Digital advertising is the most effective.
They don't understand it.
They already have a provider
I can't see it - it's hard to know where my money is going. Already doing it with someone else cheaper.
There are SO MANY digital products and so much lingo. I think small business owners say no because they don't have time to learn it and really understand what they are being sold.
Lack of understanding
Budget
Been burnt in the past with digital advertising promises that weren't fulfilled, or didn't live up to expectations.
An understanding of how digital works and how it can be used to drive ROI. I do see this issue improving in our markets.
Not sure people are seeing it.
Everyone sell the same products

APPENDIX C (Page 2 of 4)

Newspaper Sales Staff Open-Ended Responses: DIGITAL OBJECTIONS

Utilizing the correct tactic
Challenges businesses are facing from COVID- inventory issues, employment, financial issues. Clients aren't 100% aware of all the capabilities we are able to help them with targeting their specific audience or their comfortable with their current agency or whoever has been handling their digital marketing.
Price and lack of knowledge.
I can do that on my own
Doesn't convert
spend levels to be enough to buy a good foothold of the market
Already working with an agency/vendor
Cost perception vs. ROI
Advertisers don't understand it so they think that they don't need to succeed.
I can buy programmatically and have your paper's website included.
Lack of understanding
Price and understanding
We have someone who handles for us.
In our market, there are a lot of small businesses that are unaware of the need. The customers don't always understand.
Getting businesses to understand that we are experts in digital.
Value
Client not understanding digital advertising
Can't see/feel it; don't know its working
Afraid of unknown
I already have enough customers, they don't say it, but many business owners don't understand it and reject it due to that
can't quantify the results
Lack of Knowledge or Competition
Can't touch it
Unfamiliarity - long time smaller advertisers know they need to do it but don't know enough and really need to trust someone to do it. Many think they can do it themselves. Additionally the number of digital players in any market is huge (not O&O but digital agency)
Expense
Hard to track ROI' 'I just run facebook and SEO, I don't need to advertise'
Trust
O&O - resultsDMS - running with someone else
Lack of understanding
Understanding ROI
Cost and competition in the marketplace offering same SEO, SEM, PPC, targeted display at lower costs
None
Lack of knowledge (how products/tactics really work) and/or cost
Already working with digital partner and are happy with the results.
Lack of understanding
I never see my ad online
My Facebook gets a lot of response, so they don't want to invest in other digital capabilities
How can I trust that your services are live and working?
Advertisers don't see the ads themselves (because they are often not part of the target audience); misunderstanding of how digital should be applied in a marketing plan; misunderstanding of the digital metrics.
Too many options
We already are on Facebook...that is the common answer from our small town local customers
I'm already doing it with someone else.
They don't understand it
Most people ignore digital advertising.
Cost. Many seem to believe they can "post on Facebook or other social media" but in reality they are preaching to the choir. Those people are already their customers.
Unsophisticated advertisers/community digitally speaking
It is cool to buy Google and social. Our reputation of trusted media is building, but we're not as cool. Most customers buy based on emotion, according to Ryan Dohrn. The emotional bond to local and news media is building momentum again, but still not as cool as Google and social platforms. We win when it comes to audience trust. Our click rate is 4x the general Internet rate because we rent the trust to advertisers on our platforms. That should help us grow share in the future. Media buyers are seeing this now. Google and social networks monopolistic behavior also eats up more than their fair share of spend.

APPENDIX C (Page 3 of 4)

Newspaper Sales Staff Open-Ended Responses: DIGITAL OBJECTIONS

Not enough potential customers understand it.
Competition in our market for the digital, lack of understanding from the customer, and past results.
Time and Product Knowledge
Lack of understanding it's value
Clients not understanding the value and reporting that can be done .
Don't understand it, hard to see in action, lack of digital savvy.
Client has their own internal digital marketing group.
Too costly. General lack of interest in digital advertising.
Reporting results
Already have someone doing this for them or it's done internally
Understanding
They don't understand how it works and is beneficial for their business.
I don't see my ad
I've tried it and it didn't work.
Fear & lack of understanding
Don't understand it.
Confusing/expensive.
Advertisers do not fully understand products
already do facebook, not need to do anything else
Emphasis on Social media or they have their own digital firm.
Lack of knowledge
Confusion
All I really need is Facebook.
I do it myself on social media
Proof of results? How do they know people are seeing and responding. Targeted Display can prove this. Geofencing analytics is the proof.
ROI/Knowledge
Lack of understanding what value they receive
lack of busiensses understanding digital how it works, and or cost of digital
I never see local ads only national ads.
Managing expectations
I'm doing it with someone else and I'm happy with them
Lack of understanding. Cant prove ROI.
Rep not understanding how it works and how it can help client
You can't see it.
Lack of knowledge and understanding by reps and advertisers
Digital is not as important in our market as it is in many others. In fact, we do not offer any digital solutions at this time. Print is the dominant media in our market.
The sales staff ability to convince customers of the value.
Budget or Knowledge.
Long term print customers do not see us as a digital marketing resource and results/ROI are hard to see in many cases.
I can buy your site programmatically. Other sites (Facebook) are more effective/ provides more metrics
Unfamiliar with its success
Being scared or ignorant by digital advertising.
I can do it myself on social media.
Expensive, no or bad website.
We already advertise for free on _____ social media.
Don't have a website
Already doing digital (son, nephew, family member does our digital)
People don't understand it (locally) and agencies won't discuss it (nationally).
Lack of knoweldge
Not spending enough money to get the results they need.
When clients state that they already advertise digitally through Facebook or other social media platforms and it's free.
Budget
Facebook is perceived to be less expensive.
Using the correct medium
People aren't confident in return of investment because they are not as familiar with the digital products like they are print
Nothing, just need reps to sell it.
too much ad clutter
Facebook is more effective
They think doing their own Facebook campaign is good enough and don't know about all the other digital options that are effective as well.
I am doing it myself or a family member is taking care of it
Reach...

APPENDIX C (Page 4 of 4)

Newspaper Sales Staff Open-Ended Responses: DIGITAL OBJECTIONS

Too fragmented
We can do facebook and instagram ourselves and we already have an email newsletter.
lots of competition. print reps. still not comfortable with digital - local mom and pop see facebook as their marketing vehicle and someone in house or family manage
Not targeted enough.
Advertisers think that posting on their own on social media covers their digital marketing needs.
Don't understand it
Unfamiliar with how it works
Very scattered and lots of options to help the customers navigate...additionally, in our market, we still run into mom and pops with no websites, etc.
They don't think that we can help them with digital because we are a newspaper.
Trust, results, understanding, being a recognized expert
We haven't pitched digital in years.
Lack of the customers belief and cost effectiveness of Digital
Getting seen, viewed in a fragmented market...and fulfillment.
Our digital reach isn't far enough.
100% of people in my area get the print but there are too many digital (more than 195) platforms. Internet accessibility is another problem.
Not as tangible as print and price to some degree.
Lack of understanding on the part of the advertiser.
Nobody sees it.
No one goes to your website.
On social media
As of now, waiting on the economy with the virus situation
I don't understand it.
Cost. Smaller firms selling for less
"I already do it on my website and on my social media."

2020 "Addressable" Digital Advertising Estimates

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
ALASKA			
Anchorage	118	\$	10,167,790
Fairbanks	260	\$	4,033,693
Juneau	393	\$	1,657,691
Ketchikan Gateway	498	\$	370,744
ALABAMA			
Anniston	269	\$	3,129,604
Birmingham	59	\$	24,808,289
Dothan	194	\$	5,569,341
Florence	289	\$	2,910,527
Hamilton	449	\$	783,279
Huntsville	84	\$	17,493,884
Mobile	119	\$	11,011,413
Mongtomery	137	\$	8,234,575
Monroeville	470	\$	576,520
Selma	448	\$	647,057
ARKANSAS			
Bentonville	190	\$	4,864,995
Bluff City	459	\$	732,459
El Dorado	404	\$	1,022,981
Fayetteville	204	\$	4,908,543
Fort Smith	207	\$	4,973,242
Hope	490	\$	454,809
Hot Springs	339	\$	1,337,244
Jonesboro	295	\$	2,052,284
Little Rock	81	\$	16,252,622
Mountain Home	422	\$	1,099,574
Paragould	440	\$	844,295
Pine Bluff	382	\$	1,205,500
Russelville	398	\$	955,017
ARIZONA			
Phoenix	12	\$	76,579,821
Tucson	74	\$	19,232,630

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising CALIFORNIA	
Bakersfield	102	\$	20,946,026
Chico	252	\$	2,610,638
Eureka	337	\$	1,324,860
Fresno	91	\$	14,273,521
Lake Tahoe	92	\$	16,646,083
Los Angeles	2	\$	286,559,284
Modesto	122	\$	14,069,105
Oakland	25	\$	72,421,664
Redding	255	\$	3,031,028
Riverside	22	\$	53,298,808
Sacramento	34	\$	46,017,485
Salinas	111	\$	11,369,278
San Diego	17	\$	67,153,858
San Francisco	20	\$	80,086,408
San Jose	33	\$	41,050,826
Santa Rosa	90	\$	18,739,171
Yuba City	327	\$	2,886,421
COLORADO			
Alamosa	480	\$	576,210
Colorado Springs	76	\$	24,361,576
Columbine	420	\$	899,973
Denver	13	\$	85,500,762
Durango	223	\$	4,288,206
Fort Collins	150	\$	5,323,988
Greeley	202	\$	4,059,560
Hugo	499	\$	356,724
Montrose	195	\$	5,863,224
Rio Blanco	263	\$	3,270,906
Vail	376	\$	741,661
CONNECTICUT			
Hartford	52	\$	27,412,747
New Haven	26	\$	58,530,318
New London	162	\$	7,548,955
DISTRICT OF COLUMBIA			
Washington D.C.	6	\$	125,854,440
DELAWARE			
Wilmington	54	\$	29,837,424

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising FLORIDA	
Cape Coral	51	\$	44,869,750
Daytona Beach	66	\$	26,312,697
Fort Walton Beach	166	\$	6,774,085
Gainesville	138	\$	9,059,092
Jacksonville	45	\$	40,691,511
Miami	10	\$	167,325,142
Ocala	175	\$	5,863,102
Orlando	16	\$	58,822,098
Panama City	214	\$	3,443,035
Pensacola	139	\$	7,633,289
Sarasota	82	\$	12,632,482
Tallahassee	120	\$	11,301,338
Tampa	18	\$	66,708,045
West Palm Beach	27	\$	49,872,345
GEORGIA			
Albany	307	\$	2,104,257
Americus	439	\$	764,337
Athens	220	\$	3,812,103
Atlanta	5	\$	146,375,302
Augusta	132	\$	10,485,521
Brunswick	284	\$	2,862,529
Columbus	178	\$	6,145,264
Dublin	342	\$	1,966,205
Hazelhurst	453	\$	517,982
Hilton Head Island	226	\$	5,320,105
LaGrange	359	\$	1,256,758
Macon	156	\$	7,454,698
Mountain City	403	\$	1,090,549
Opelika	256	\$	3,422,129
Savannah	143	\$	6,683,173
Sparta	401	\$	1,348,979
Statesboro	336	\$	2,156,556
Tifton	325	\$	2,424,056
Valdosta	277	\$	2,832,342
Washington	463	\$	572,196
Waycross	395	\$	1,347,818
HAWAII			
Honolulu	55	\$	53,426,613

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising IOWA	
Bedford	441	\$	807,608
Burlington	345	\$	2,566,709
Cedar Rapids	103	\$	16,217,720
Cresco	399	\$	1,271,456
Davenport	182	\$	4,641,446
Des Moines	60	\$	26,984,190
Dickinson	413	\$	1,170,534
Dubuque	232	\$	3,199,467
Fort Dodge	314	\$	2,277,517
Keokuk	472	\$	602,534
Lancaster	318	\$	2,490,852
Mason City	361	\$	1,525,738
Ottumwa	353	\$	1,379,674
Sheldon	410	\$	1,032,072
Sioux City	230	\$	4,095,516
IDAHO			
Boise	114	\$	11,491,463
Coeur d'Alene	238	\$	4,192,234
Idaho Falls	199	\$	5,369,299
Moscow	338	\$	2,552,431
Nampa	259	\$	3,953,983
Pocatello	356	\$	2,039,588
Twin Falls	316	\$	1,873,951
ILLINOIS			
Bloomington-Normal	203	\$	3,285,059
Carbondale	329	\$	2,092,698
Champaign	168	\$	6,946,023
Charleston	385	\$	1,517,083
Chicago	3	\$	198,596,571
Harrisburg	296	\$	3,120,641
Moline	201	\$	5,369,116
Mount Vernon	421	\$	758,088
Newton	501	\$	232,325
Peoria	149	\$	5,764,777
Quincy	349	\$	1,633,439
Rockford	67	\$	19,675,766
Springfield	144	\$	9,460,548
Vandalia	357	\$	1,710,389
Vincennes	497	\$	373,341

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising INDIANA	
Bloomington	213	\$	4,772,664
Elkhart	208	\$	4,962,556
Fort Wayne	105	\$	13,078,246
Gary	117	\$	7,320,933
Indianapolis	35	\$	42,390,760
Jasper	239	\$	4,423,866
Kokomo	323	\$	1,898,760
Lafayette	186	\$	7,197,285
Muncie	165	\$	7,045,942
Richmond	301	\$	2,838,425
South Bend	131	\$	8,562,195
Terre Haute	299	\$	1,985,709
KANSAS			
Dodge City	444	\$	540,121
Emporia	452	\$	592,625
Fort Scott	416	\$	1,137,158
Garden City	428	\$	1,018,590
Grinnell	504	\$	249,228
Independence	370	\$	1,546,706
Lamed	475	\$	504,845
Liberal	483	\$	385,834
Manhattan	287	\$	2,526,749
Salina	322	\$	1,671,325
Seldon	509	\$	183,894
Stockton	407	\$	1,213,388
Wichita	96	\$	14,635,719
KENTUCKY			
Bowling Green	217	\$	4,149,488
Columbia	443	\$	916,850
Danville	426	\$	725,284
Evansville	152	\$	6,852,095
Frankfort	380	\$	1,201,516
Greenville	467	\$	601,500
Hazard	437	\$	1,111,265
Hopkinsville	350	\$	1,918,809
Lexington	97	\$	11,998,565
Louisville	53	\$	24,540,641
Monticello	397	\$	1,089,415
Owensboro	341	\$	1,480,779
Paducah	292	\$	2,290,759
Paintsville	427	\$	781,049
Sandy Hook	319	\$	2,113,422
Williamsburg	389	\$	1,212,915

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
LOUISIANA			
Alexandria	253	\$	3,414,222
Baton Rouge	85	\$	12,235,701
Houma	264	\$	3,964,938
La Place	368	\$	1,839,634
Lafayette	112	\$	9,238,507
Lake Charles	183	\$	4,357,842
Monroe	169	\$	7,016,093
Natchitoches	384	\$	1,172,361
New Orleans	78	\$	20,257,356
Shreveport	133	\$	9,559,462
St. Joseph	500	\$	346,399
MASSACHUSETTS			
Boston	4	\$	164,139,464
Springfield	113	\$	9,869,562
Worcester	89	\$	18,286,908
MARYLAND			
Baltimore	44	\$	48,836,901
Hagerstown	57	\$	27,591,649
Salisbury	248	\$	3,491,353
MAINE			
Aroostook	435	\$	1,006,168
Bangor	211	\$	3,124,843
Portland	87	\$	15,221,069
MICHIGAN			
Alpena	241	\$	4,339,045
Battle Creek	243	\$	3,316,880
Bay City	250	\$	2,895,370
Benton Harbor	392	\$	1,265,614
Cheboygan	11	\$	99,315,066
Detroit	135	\$	9,029,571
Flint	63	\$	28,303,870
Grand Rapids	451	\$	684,443
Houghton	185	\$	4,115,843
Kalamazoo	94	\$	13,897,322
Lansing	340	\$	1,705,470
Marquette	330	\$	2,497,347
Mount Pleasant	436	\$	970,581
Roscommon	247	\$	2,652,475
Saginaw	347	\$	1,906,226
Sault Ste. Marie	193	\$	5,272,398
Traverse City	473	\$	646,199

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
MINNESOTA			
Brainerd	321	\$	2,360,681
Detroit Lakes	343	\$	1,619,765
Duluth	157	\$	6,728,895
Fairmont	492	\$	395,346
Faribault	332	\$	1,763,648
Jackson	294	\$	2,216,010
Marshall	366	\$	1,254,734
Minneapolis-Saint Paul	15	\$	95,941,701
Mission Creek	328	\$	2,272,869
Owatonna	369	\$	1,390,597
Ponemah	405	\$	1,000,693
Rochester	181	\$	4,967,663
St. Cloud	189	\$	5,737,413
Willmar	234	\$	3,722,866
Woodbury	285	\$	2,227,759
MISSOURI			
Albany	485	\$	470,959
Cape Girardeau	265	\$	3,033,519
Columbia	192	\$	4,105,594
Forsyth	291	\$	3,382,044
Jefferson City	257	\$	4,121,567
Joplin	282	\$	2,839,386
Kansas City	21	\$	56,621,288
Kennett	481	\$	616,991
Mountain View	466	\$	417,756
New London	442	\$	771,561
Poplar Bluff	417	\$	1,174,961
Rolla	298	\$	2,745,379
Roubidoux	429	\$	961,866
Springfield	128	\$	10,908,742
St. Louis	19	\$	59,242,071
Warsaw	495	\$	326,908
Wildwood	346	\$	1,705,906
MISSISSIPPI			
Biloxi	155	\$	7,977,134
Clarksdale	288	\$	4,637,655
Columbus	281	\$	3,067,163
Greenville	333	\$	2,140,388
Greenwood	390	\$	1,068,211
Hattiesburg	224	\$	4,588,599
Jackson	98	\$	15,595,276
Meridian	320	\$	2,085,462
Tupelo	245	\$	4,045,768

Digital Marketing Region (DMR)				Market Rank	Amount of Locally Spent Digital Advertising	
Tylertown		141	\$		7,490,245	
Water Valley		278	\$		3,744,214	
Woodville		425	\$		975,570	

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
MONTANA			
Billings	216	\$	3,059,865
Bozeman	262	\$	3,130,603
Butte	415	\$	1,221,385
Glasgow	494	\$	302,264
Glendive	455	\$	500,028
Great Falls	206	\$	4,648,417
Hinsdale	510	\$	182,839
Missoula	233	\$	4,691,336
Redstone	454	\$	656,157
Sundance	317	\$	2,643,938
NORTH CAROLINA			
Ahoskie	491	\$	508,025
Asheville	129	\$	9,992,873
Boone	221	\$	3,608,812
Charlotte	38	\$	45,173,577
Cheoah	468	\$	843,575
Fayetteville	151	\$	5,950,956
Franklin	373	\$	1,080,664
Greensboro	47	\$	33,145,954
Greenville	198	\$	5,429,969
Havelock-New Bern	344	\$	1,664,221
Henderson	438	\$	667,054
Hickory	212	\$	3,560,341
Jacksonville	251	\$	3,940,786
Kinston	228	\$	3,948,403
Monroe	237	\$	4,390,724
Raleigh-Durham	39	\$	31,506,890
Rocky Mount	335	\$	1,860,139
Sanford	267	\$	2,606,808
Statesville	200	\$	4,581,718
Wilmington	146	\$	8,273,868
NORTH DAKOTA			
Bismarck	231	\$	3,934,205
Fargo	167	\$	5,373,957
Grand Forks	227	\$	4,430,003
Medina	471	\$	687,861
Minot	351	\$	1,372,558
Rolette	502	\$	316,366

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
NEBRASKA			
Columbus	430	\$	691,161
Grand Island	377	\$	992,017
Hastings	374	\$	2,013,493
Kearney	381	\$	1,651,977
Lincoln	136	\$	8,101,995
Norfolk	396	\$	1,543,982
North Platte	371	\$	1,805,292
Omaha	61	\$	26,616,880
Oxford	503	\$	290,879
Scottsbluff	419	\$	1,067,778
Sidney	196	\$	7,076,843
Stuart	506	\$	213,121
NEW HAMPSHIRE			
Keene	275	\$	2,343,065
Manchester	73	\$	19,410,724
Portsmouth	101	\$	12,283,587
NEW JERSEY			
Atlantic City	42	\$	45,645,327
Edison	49	\$	41,651,533
Newark	24	\$	78,457,646
Trenton	104	\$	13,964,507
NEW MEXICO			
Albuquerque	75	\$	19,165,623
Clovis	379	\$	2,073,161
Roswell	445	\$	946,951
Santa Fe	210	\$	4,849,697
NEVADA			
Elko	378	\$	1,200,000
Las Vegas	29	\$	60,823,938
Reno	86	\$	18,845,880
NEW YORK			
Albany	68	\$	22,427,726
Binghamton	126	\$	9,282,830
Buffalo	56	\$	20,373,492
Kingston	218	\$	5,424,991
Lake Placid	308	\$	2,345,014
Massena	386	\$	1,086,509
Middletown	160	\$	5,641,915
New York	1	\$	389,880,680
Ostego	375	\$	1,265,117
Poughkeepsie	173	\$	5,289,823
Rochester	69	\$	18,656,012

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
Saratoga Springs	172	\$	5,576,836
Syracuse	88	\$	11,809,776
Utica	184	\$	3,902,963
Watertown	274	\$	2,665,356
OHIO			
Athens	358	\$	1,747,682
Canton	106	\$	10,957,922
Chillicothe	355	\$	1,740,765
Cincinnati	46	\$	35,935,620
Cleveland	23	\$	53,670,388
Columbus	32	\$	35,327,103
Dayton	79	\$	15,289,470
Findley	303	\$	2,478,513
Hamilton	127	\$	9,076,353
Lima	244	\$	4,105,282
Mansfield	273	\$	3,668,494
Portsmouth	412	\$	1,212,675
Sidney	388	\$	1,182,091
Toledo	99	\$	12,803,515
Youngstown	130	\$	8,770,105
OKLAHOMA			
Altus	474	\$	641,706
Alva	479	\$	403,876
Ardmore	360	\$	1,421,937
Broken Bow	477	\$	465,399
Cheyenne	431	\$	988,377
Enid	414	\$	1,188,377
Lawton	310	\$	1,845,854
McAlester	434	\$	710,903
Oklahoma City	48	\$	25,444,803
Tulsa	64	\$	20,186,883
OREGON			
Bend	209	\$	5,622,839
Corvallis	304	\$	2,877,407
Eugene	140	\$	5,806,977
Medford	158	\$	6,286,290
Moro	432	\$	1,110,565
Pendleton	348	\$	1,912,510
Portland	37	\$	41,193,760
Roseburg	309	\$	2,519,827
Salem	148	\$	10,076,748

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
PENNSYLVANIA			
Altoona	271	\$	3,796,759
Erie	171	\$	5,208,222
Harrisburg	107	\$	13,571,818
Johnstown	286	\$	3,064,464
Lebanon	108	\$	11,576,300
Philadelphia	9	\$	111,031,461
Pittsburgh	31	\$	39,164,467
State College	145	\$	7,872,644
Warren	391	\$	1,323,993
Wilkes Barre	50	\$	29,619,694
Williamsport	311	\$	2,035,787
York	121	\$	9,055,003
RHODE ISLAND			
Providence	71	\$	19,627,395
SOUTH CAROLINA			
Charleston	93	\$	12,635,714
Columbia	77	\$	19,548,899
Florence	279	\$	2,526,640
Greenville-Spartanburg	70	\$	21,491,478
Myrtle Beach	159	\$	7,101,577
Rock Hill	197	\$	4,459,999
SOUTH DAKOTA			
Aberdeen	383	\$	1,277,864
Brookings	362	\$	1,784,630
Carlock	512	\$	94,825
Dupree	507	\$	212,662
Mitchell	469	\$	608,015
Pierre	458	\$	830,239
Rapid City	215	\$	2,923,865
Rosebud	505	\$	326,049
Sioux Falls	123	\$	7,648,263
Watertown	508	\$	172,065
Wesington Springs	496	\$	453,831
Yankton	315	\$	3,972,815
TENNESSEE			
Bristol	153	\$	6,395,396
Chattanooga	100	\$	12,088,578
Clarksville	276	\$	2,663,603
Cookeville	266	\$	2,961,811
Jackson	164	\$	6,502,916
Knoxville	72	\$	17,619,865
Memphis	62	\$	33,442,645

Digital Marketing Region (DMR)				Market Rank	Amount of Locally Spent Digital Advertising	
Morristown		331	\$		2,011,778	
Nashville		40	\$		32,172,638	
Union City		409	\$		1,145,792	

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising TEXAS	
Abilene	236	\$	2,743,780
Amarillo	177	\$	4,914,686
Austin	43	\$	33,715,504
Beaumont	174	\$	5,466,883
Bryan	180	\$	7,105,187
Copperas Cove	446	\$	839,575
Corpus Christi	134	\$	8,729,100
Dallas	7	\$	122,167,074
El Paso	83	\$	13,402,031
Fort Worth	30	\$	34,116,429
Houston	8	\$	113,690,878
Laredo	219	\$	4,127,585
Llano	489	\$	464,777
Longview	246	\$	4,173,564
Lubbock	147	\$	7,997,302
Lufkin	302	\$	2,504,749
Marshall	418	\$	1,013,785
Matador	513	\$	102,033
McAllen	109	\$	12,286,926
Midland	270	\$	2,938,059
Mount Pleasant	450	\$	814,468
Nacogdoches	394	\$	1,356,549
Odessa	300	\$	2,153,706
Palestine	334	\$	1,770,825
Pampa	464	\$	729,012
Paris	447	\$	592,609
San Angelo	312	\$	2,664,829
San Antonio	36	\$	28,914,857
Sanderson	424	\$	972,636
Temple	110	\$	15,330,912
Texarkana	283	\$	3,042,289
Tyler	179	\$	7,041,478
Uvalde	487	\$	381,082
Victoria	290	\$	2,380,730
Waco	176	\$	5,788,432
Wichita Falls	268	\$	2,725,790
UTAH			
Ogden	161	\$	6,019,494
Richfield	411	\$	1,044,551
Salt Lake City	28	\$	60,033,270
St. George	240	\$	4,025,680

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising VIRGINIA	
Blacksburg	261	\$	4,421,493
Charlottesville	258	\$	3,696,598
Covington	511	\$	162,447
Danville	456	\$	653,686
Fredericksburg	188	\$	6,259,551
Galax	493	\$	379,265
Gloucester	408	\$	1,229,189
Harrisonburg	400	\$	758,894
Lancaster	462	\$	668,291
Lynchburg	461	\$	570,339
Manassas	115	\$	11,909,579
Marion	372	\$	1,668,299
Martinsville	478	\$	410,317
Newport News	222	\$	4,597,293
Norfolk	80	\$	19,880,451
Norton City	406	\$	1,128,016
Petersburg	476	\$	521,514
Richmond	65	\$	32,690,470
Roanoke	235	\$	3,297,069
Staunton	460	\$	553,592
Suffolk	306	\$	2,922,182
Williamsburg	229	\$	6,251,526
Winchester	272	\$	3,028,041
VERMONT			
Bennington	354	\$	1,516,613
Burlington	124	\$	9,291,066
Rutland	326	\$	2,349,590
WASHINGTON			
Bainbridge Island	225	\$	5,297,783
Bellingham	170	\$	7,356,204
Okanogan	484	\$	474,404
Olympia	154	\$	8,513,971
Port Angeles	363	\$	1,649,533
Pullman	324	\$	2,458,550
Seattle	14	\$	95,953,335
Spokane	116	\$	10,562,573
Vancouver	125	\$	14,581,795
Walla Walla	402	\$	1,320,832
Yakima	163	\$	6,476,924

Digital Marketing Region (DMR)	Market Rank	Amount of Locally Spent Digital Advertising	
WISCONSIN			
Eau Claire	187	\$	4,949,987
Florence	488	\$	389,471
Green Bay	95	\$	14,351,243
Iron Belt	457	\$	721,972
La Crosse	205	\$	4,510,667
Ladysmith	367	\$	1,867,925
Madison	58	\$	21,559,042
Milwaukee	41	\$	36,521,000
Oshkosh	191	\$	3,906,393
Steven's Point	254	\$	3,325,129
Wausau	249	\$	3,809,855
WEST VIRGINIA			
Bluefield	433	\$	853,828
Charleston	142	\$	10,424,405
Clarksburg	352	\$	1,701,444
Huntington	297	\$	2,004,322
Lewisburg	486	\$	358,934
Morgantown	242	\$	3,949,248
Parkersburg	305	\$	2,120,789
Parsons	482	\$	494,478
Weirton	365	\$	1,816,151
Wheeling	280	\$	2,996,551
WYOMING			
Casper	293	\$	2,732,040
Cheyenne	313	\$	1,546,402
Cody	465	\$	713,038
Gillette	364	\$	1,469,214
Jackson	387	\$	1,634,872
Laramie	423	\$	858,074