Coming of Age at the
Akron Beacon Journal/Ohio.com

Mark Cohen, Publisher

Akron Beacon Journal/Ohio.com

Multimedia Company

30 years of managing ....
Should be a good thing...right?

The Changing Audience Environment

When it doesn't feel right, go left

"The one who follows the crowd will usually go no further than the crowd. The one who walks alone is likely to find himself in places no one has ever been before." -Albert Einstein

Align with mission and strategy: The Beacon Way

Skinny-up and target more
One size does not fit all

© China Foto Press / Barcroft Medi

Refocus on tighter priorities and customer solutions

Circ Department Rethink

Traditional sales department reimagined

- Too many resources focused on two sales channels.
- Elimination of current sales management team and move to automation of marketing solutions & customer lifecycle engagement lead by VP & Dream Team.

Legacy Single Copy & Transportation operations restructure

- A restructure of our current single copy & transportation model that included difficult personnel decisions and innovation with automation.
- Single Copy operation and transportation department – dynamic single leader for both. Savings reallocated to innovation.
- Single copy automation of returns, eliminated manual entry. Savings reallocated to innovation.

Targeting Audience
A New Way of Thinking

- Streamline with less people

- Align/fuse positions

- Let the automation takeover

- Assembly line – factory work

- Results: substantial savings

An Analytic Approach for Content Team

- Let Audience Committee decide
- Let Metrics Committee determine goals
- Create a digital now environment
- Feel the pulse of community through social media … story telling, visuals, video … OH MY!
- Gather converts one at a time
- Celebrate the wins

- Total of three posts on Facebook
- These three posts reached a total of 18,598 people, had 45 reactions and 147 comments

Customers are smarter …
So Should We

- Stop with the special sections
- 40,000 specific customers
- Higher incomes
- Targeted high zip codes
- Doubled the revenue

Location Location

How it works:

1. User's location is determined by IP address, Wi-Fi network, cell tower triangulation or mobile GPS.

2. Users within the target area are eligible to see the ad on any site or app within our network.

Example geos:

- DMA/s
- ZIP code/s
- City/cities
- State/s
- County/counties
- Region/s
- Country/countries

KEY TAKEAWAYS

- The foundation for all campaigns
- Provides the broadest reach on it's own
- Highly cost-effective
- Connect with high funnel consumers

Data-driven strategy development

Developing a 'data-driven' approach requires robust business intelligence and a disciplined process that translates analytics into action.

- Understand national norms and trends
- Benchmark local performance
- Analyze target categories and clients
- Identify new business opportunities
- Develop a strategic analytical framework

"For me, I think the worst thing a media outlet can lose is its rate integrity. Once you start devaluing yourself, your clients will lose sight of your value as well. In this first year with Tactician, I have not only been able to maintain our rates, but raise them in most cases with confidence in knowing that I can push back against those all too common reasons as to why clients feel they need a rate reduction."

Role Pivot: John takes on new duties

Intelligence Prior Equals Confidence

MARKETAI™ is a comprehensive suite of tools that enables your team to <u>identify market opportunities</u>, <u>demonstrate market value</u>, <u>develop winning campaign strategies</u>, and <u>deliver measurable results</u>.

- Actual spending, pricing and product data
- Dynamic, interactive mapping
- Demographic, spending and behavioral variables
- Presentation-ready proposals
- Fully integrated multi-media plans
- Single source solution – new business recon, data analytics, planning, mapping and presentation.

Visualize store locations – After identifying target advertisers you can identify their locations – and their competitors – to support program analysis and planning.
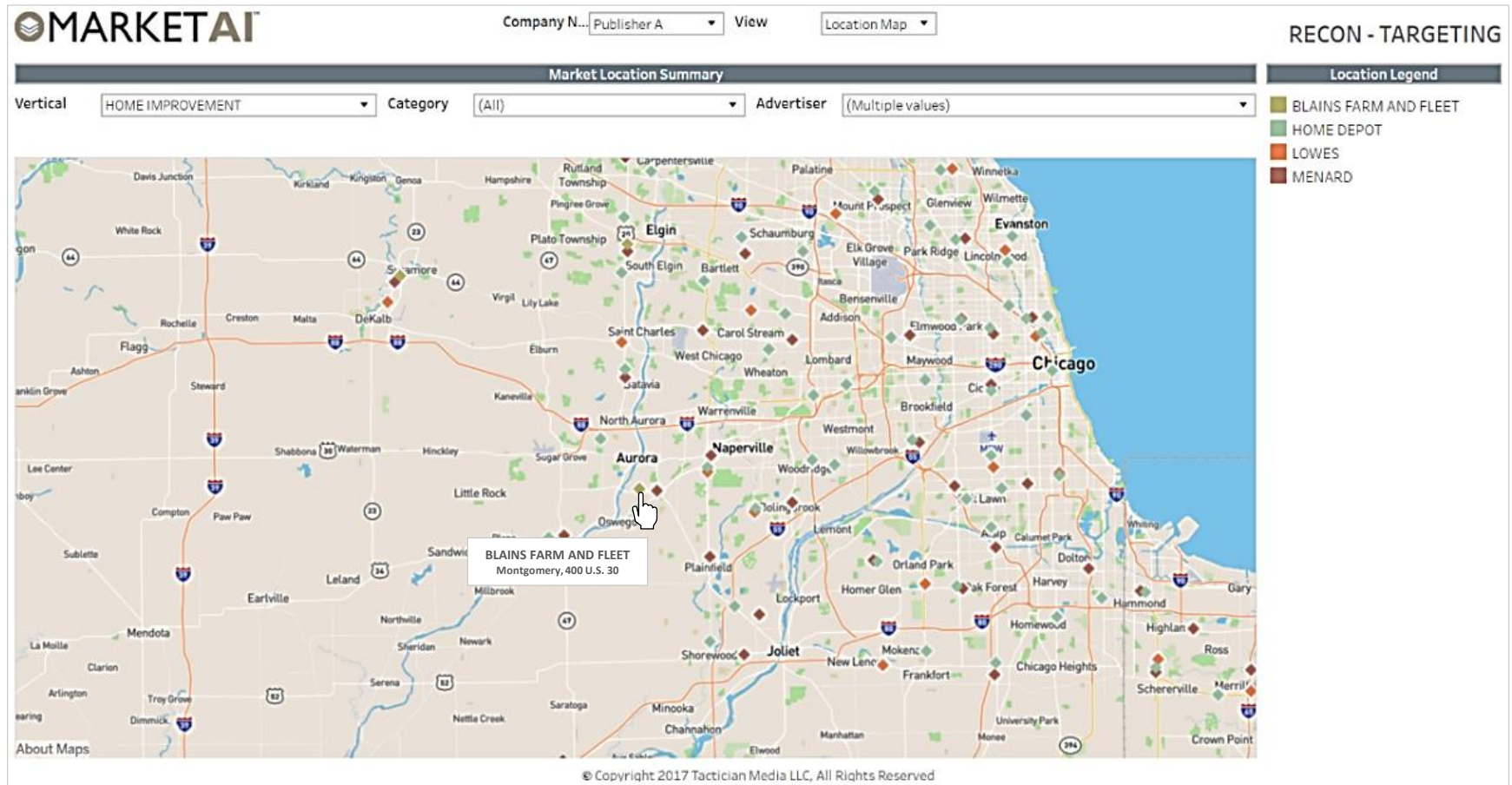
This is Why We Got into This Business

Fast Movement
Communication
Role Changes
Employees
Measure
Poll #'s Tank
Preach

2017 Judged Best Newspaper in Ohio