Clear Paths to Profitability in an Unclear Media Environment

leonard woolsey, publisher
The Daily News.
southern newspapers
we need to get our house in order.
traditional revenue activity

1990 2000
<table>
<thead>
<tr>
<th>Traditional Revenue Activity</th>
<th>Current Revenue Activity</th>
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<tbody>
<tr>
<td>Advertising</td>
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<td>Circulation</td>
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<td>Commercial Print</td>
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<td>Magazines</td>
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<td>Merchandise</td>
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<td>Social Media Services</td>
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<td>Events</td>
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<td>Digital Fulfillment</td>
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<td>Book Publishing</td>
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<td>Banners</td>
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<td>Specialized Printing</td>
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<td>Direct Mail Campaigns</td>
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<td>Agency Placement</td>
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<td>Reputation Management</td>
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MEGA 2020
Fort Worth, TX
how do we get here?
we need to get our house in order.

1. Leadership
2. Lift
3. Leverage
4. Let go
5. Leadership
we need to get our house in order.

this is where the battle will be won or lost.
we need to get our house in order.

do you have a target for payroll percentage?

do you have a target for your collections percentage?

do you have a target for average earned rate?

do you have a target for average subscriber profit?
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do you have an operating profit target percentage?

do you have a target EBITDA percentage?

do you have a target for cost per inch?

do you have a target for digital subscriptions?
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expense

benchmarking

do you have them; do you use them?

if not, get them in place - now.
1. Leadership
2. Lift
3. Leverage
4. Let go
5. Leadership