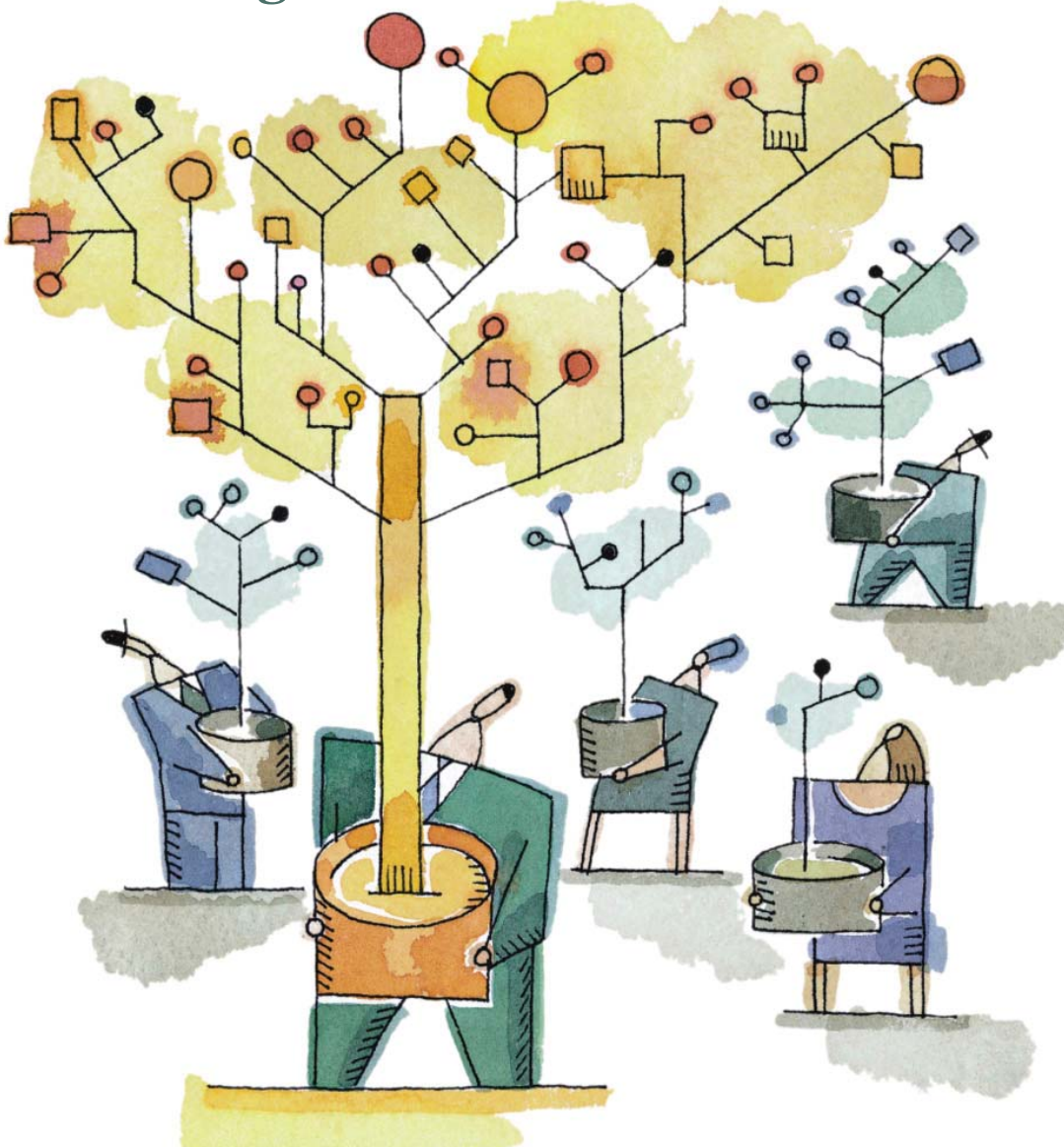


# }ideas

January 2011

the magazine of newsmedia marketing



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**IPAD NEWS APPS COULD ACCELERATE SWITCH FROM PRINT TO DIGITAL.** Early research seems to bode well for what the iPad means to consumer news habits and newsmedia companies.  
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**+ THINK TANK HELPS MOLD REDESIGN.** El Colombiano takes a bold step in creating an environment that encourages discussion and action.  
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**by wayne parrish**

GETTING TO KNOW CUSTOMERS INVOLVES MAINTAINING A PROPER DATABASE

## Data = relevance = engagement = money

**by Paul Westhorpe.** Data is something we all want. When we have and use it, every segment of our newsmedia company – from marketing and audience retention to product development and advertising – runs more smoothly. Getting to know your customers involves gathering data in consumer-friendly ways and considering how much they care about privacy.

## coverstory

# DATA = RELEVANCE = ENGAGEMENT = MONEY

[5] **DATA IS SOMETHING WE ALL WANT.** When we have and use it, every segment of our newsmedia



company – from marketing and audience retention to product development and advertising – runs more smoothly. Getting to know your customers involves gathering data in consumer-friendly ways and considering how much they care about privacy. So obvious yet so often ignored, it also involves maintaining proper database.

by Paul Westhorpe

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## how to join inma

### company membership

US\$2,995 for 12-month membership for unlimited employees as business unit or single address

### group membership

US\$1,000 for 12-month membership for unlimited employees at all business units (minimum of 3 units)

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US\$695 for 12-month membership for one individual

### how to join

Join online or download application forms at [INMA.org](http://INMA.org). Or contact INMA at [membership@inma.org](mailto:membership@inma.org) or +1 214 373-9111.

## event calendar

### february 2011.

**14:** INMA Seminar: Monetizing Mobile for News Publishers. Chicago, USA.

**15:** INMA Seminar: Elevating and Expediting Cross-Platform Advertising Sales. Chicago, USA.

**18:** INMA Seminar: Incremental Value, Incremental Revenue: The New Tools to Deepen Reader Loyalty. London, United Kingdom.

### may 2011.

**15-17:** INMA World Congress. New York, USA.

### june 2011.

**9-11:** Séminaire Francophone INMA. Montpellier, France.

**17-18:** INMA Nederlands-Vlaams Nieuwsmedia Congres. Utrecht, The Netherlands.



## INMA Seminars: Monetizing Mobile and Cross-Platform Sales

### CHICAGO, USA / 14-15 FEBRUARY 2011.

Two one-day seminars: Monetizing Mobile for News Publishers and Elevating and Expediting Cross-Platform Advertising Sales.

## INMA Seminar: Incremental Value, Incremental Revenue: The New Tools to Deepen Reader Loyalty

### LONDON, UNITED KINGDOM / 18 FEBRUARY 2011.

How to encourage loyalty, reward loyalty and maximise revenue from loyal readers in print and online.

## INMA World Congress

### NEW YORK, USA / 15-17 MAY 2011.

A global lineup of speakers for a global audience that explores emerging strategies to grow audience, advertising, and brand of newmedia companies.

# }ideas

cover image: Robin Jareaux

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## *INMA enjoyed a strong 2010*

by **MICHAEL PHELPS**  
INMA President

Bold, aggressive marketing and selling, timely and compelling seminars, carefully chosen, edited and delivered content at our web site combined to make 2010 a wonderful year for INMA.

Volunteer leadership in Europe, North America, Latin America, and South Asia crafted conference seminars



**Michael Phelps is publisher and chief executive officer of the Washington Examiner in Washington, D.C., USA, and president of INMA. He can be reached at [mphelps@washingtonexaminer.com](mailto:mphelps@washingtonexaminer.com).**

focused on integrated advertising sales, CRM, tablets, paid content, and more, attracting more than 1,100 executives in attendance.

Our staff stepped up and stepped out and aggressively sold new corporate memberships, bringing our total from 40 to 70 — including the leading media companies worldwide. In total, INMA ended 2010 at nearly 4,800 members, both corporate and individual.

As the year ends, we were able to make a positive contribution to cash reserves after taking an understandable hit in 2009.

Bottom line, we decided we'd had our fill of the recession and proceeded to change the rules with a new business model of all-digital and corporate members — a model unmatched for its breadth in the newsmedia industry worldwide.

I'm proud of our volunteer leadership, from our International Board to our regional boards. I'm also proud of our veteran staff, without whom we couldn't have made the big transition we've just made.

Let's continue to prosper in 2011 by each enlisting new members and sponsors through tips and follow-ups. Everyone can contribute.

We're sellers. We're marketers. We're survivors.

Be proud. ■

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## **about inma**

INMA (International Newsmedia Marketing Association) is the world's largest and premier newsmedia marketing organisation. This practical network of progressive marketing professionals now totals nearly 5,000 members in 82 countries worldwide. Members exchange ideas through a bi-monthly magazine, multiple web sites, e-mail executive summaries, discussion forums, message boards, conferences, workshops, travel study tours, awards competitions, benchmark surveys, and online directories and databases.

**inma**  
Sharing ideas. Inspiring change.

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# Make headlines that make headlines

In 2006 *The Gazette*, the #1 English daily in Montreal, Canada, entrusted us with all of its communications needs, particularly its brand image. That partnership led to the "Words matter" advertising campaign, which has won over 70 Quebec, national, and international prizes including Best of Show at the 2009 International Newsmedia Marketing Association awards.

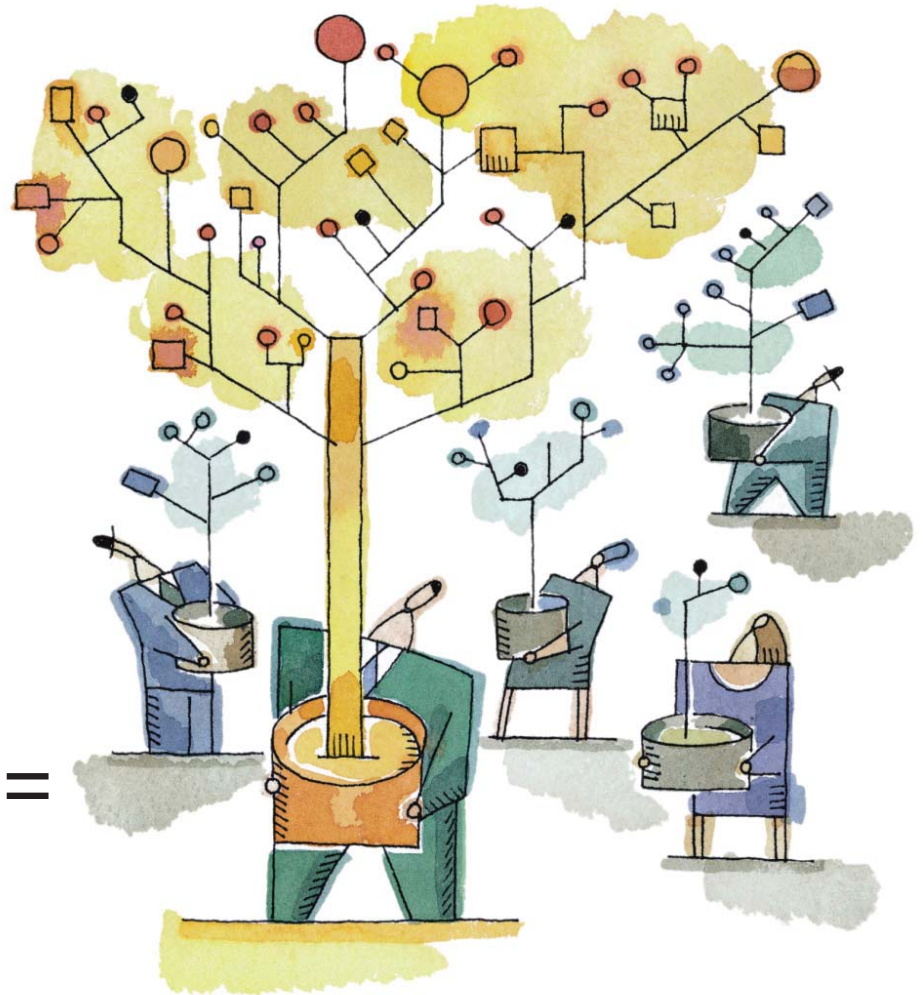
Bleublancrouge believes in the newspaper industry and we're ready to put our communications expertise to work for you.

**BLEUBLANCROUGE**

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*“Value will not be based on the general audience or on page views, but on data. Those who know how to use and transform information into knowledge will have a huge competitive advantage.”*

*– Havas Digital, January 2010*



**Data =  
relevance =  
engagement =  
money**

**DATA IS SOMETHING WE ALL WANT.** When we have and use it, every segment of our newsmedia company – from marketing and audience retention to product development and advertising – runs more smoothly. Getting to know your customers involves gathering data in consumer-friendly ways and considering how much they care about privacy. So obvious yet so often ignored, it also involves maintaining a proper database. **by paul westhorpe**

**T**oday's market isn't just about driving traffic, serving impressions, and great content. It is about data.

Data has the ability to drive relevance. That relevance then drives user engagement, which ultimately drives monetisation.

How do you achieve that relevance? By getting to know your customer.

Most companies today have customer data spread throughout their organisation and have made little attempt to centralise that data into a consumer marketing database (CMD). Granted, most companies are managing more offline data,

but the integration of both offline and online data is key. Furthermore, there is an ability to build out the data over time by running different types of offline and online campaigns to marry both the online and offline data, creating a combined customer record.

Here at Prisa, we have more than 200 operational databases, containing varying degrees of customer data, which we linked to a centralised database

>>>



[author]

Paul Westhorpe is chief executive officer at Prisa Digital, based in Madrid, Spain, and West Palm Beach, Florida, and has more than 15 years experience in e-marketing. In addition to his duties at Prisa, he and his wife own BambooCricket, an internet design hosting service. He has previously served as senior vice president of business development at Yesmail, following the acquisition of Digital Connexions Corporation, where he served as founder and CEO. He has managed and consulted the publishing vertical for FloNetwork, a leading direct marketing and email software/ services ASP that was later acquired by DoubleClick. Prior to founding Digital Connexions, Paul founded Cityscapes.net, an online advertising company. In addition, Paul co-founded Atlantic Connect Inc., which became the largest internet service provider in Atlantic Canada. **He can be reached at pwesthorpe@prisa.com.**

earlier this year. The database is then tied to our various web sites. Using cookies allows us to track customer behaviour across our various web properties.

**WHAT WE'VE LEARNED ABOUT PRIVACY, TARGETED CONTENT/ADVERTISING.**

Interestingly enough, one of the things we found through this process is that 30% of our customers were customers of more than one business unit. This can be critical in helping identify the true customer value to us as an enterprise. We understand the value of our customers; but when they are customers of more than one business unit, then clearly the combined value is that much greater.

Now, some people might say that tracking behaviour is very "Big Brother" like. But the number of people who agree with that is smaller than you might think. In a recent study conducted by Europe's Interactive Advertising Bureau, 1% of those polled were privacy concerned. That is, they put a high value on a strict adherence to privacy and would prefer to pay for content than provide information about themselves.

Another more material group of users (20%) values privacy as much as it values the internet use itself. This segment features users who place an average value on privacy but a low value on internet use. They would provide private information versus paying for content.

The remaining nearly 80% do not appear to have an issue.

Certainly, though, the subject of privacy is a concern and governments in the United States, Europe, and elsewhere are currently looking at various types of legislation to address those consumers who are clearly concerned.

What I believe is key, though, is the ability to drive a better user experience online by knowing your customer or site visitor. Granted, the industry needs to find the correct balance between privacy and knowing the customer better, then use that knowledge to provide more targeted content and advertising that isn't disruptive.

If I visit a newspaper site, for example, and click on the sports section, I might see a mixture of content the first time I visit the site. It might be details of a soccer match locally, highlights on the cities selected for the World Cup in 2018 and 2022, and the latest

Formula 1 racing information.

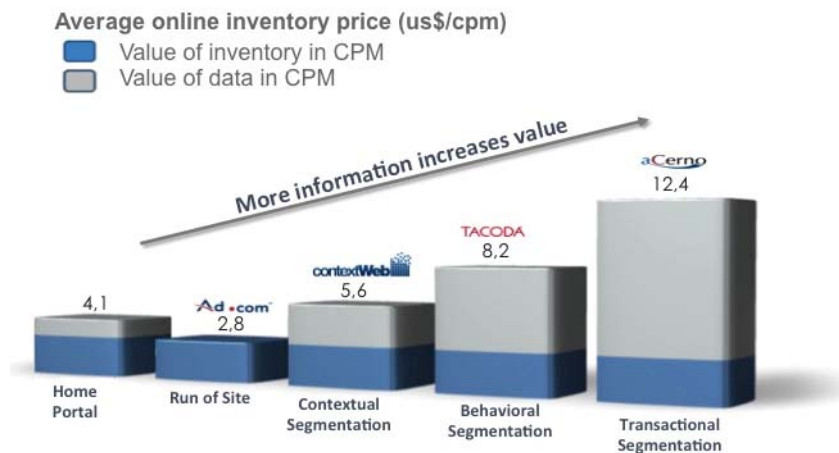
In my case, though, I'm interested in golf. So I click on and read the various golf articles within that section. When I initially arrived at the site, I was served an anonymous cookie. From there, let's take a look behind the technological scenes for a moment.

Anonymous cookie data does not permit the identification of individual persons. What it does do is collect personal data from you, including your browser type, operating system, IP address, domain name, and/or a date/time stamp for your visit. Sites also use cookies, navigational data like URL, and technologies like web beacons to gather information regarding the date and time of your visit and the solutions and information for which you searched and viewed.

Sites automatically gather this personal data and store it in log files each time you visit the site or access your account if you are registered on the site. Cookies are small pieces of information that a web site sends to your computer's hard drive while you are viewing that web site. Sites use both session cookies (which expire once you close your web browser) and persistent cookies (which stay on your computer until you delete them) to provide you with a more personal and interactive experience on the site.

Now, back to the consumer experience. So, I'm >>>

**the value of data**



**"Ad revenues will be driven by segmentation capabilities, rich media, and optimization engines."** Source: Havas Digital, January 2010

## guardian data sign-up process

The Guardian uses a two-step process to have you sign up and gather data on their users. The first step is to collect your email address and create a password so you can login.

The second step is to ask for additional information about you and your reading habits after you log in.

guardian.co.uk

### Register

Please provide an email address and password for your guardian.co.uk account.

Email address

Password

Repeat password

- I'd like to be kept up to date with offers and developments from Guardian News and Media Ltd.
- I'd like to receive messages from organisations screened by Guardian News and Media Ltd
- I have read, understood and agree to the Terms of service of the site.

Continue

Help with registering | Our registration system has changed. Find out more.

guardian.co.uk guardian.co.uk Home  
E1 Status: Signed in as paul@westhorpe.com [Sign out] Help

### My details

#### My details > Change personal details

Numbered sections are optional, but if you complete one part of a section you will need to complete them all

- 1 Enter your first name
- Your surname / family name
- 2 Your birth date  /  /  (dd / mm / yyyy)
- 3 Your gender  Male  Female
- 4 The first line of your address
- The second line of your address (optional)
- Your town
- Your state or county
- 5 What country do you live in?
- 6 UK or US users only Postcode / Zipcode:
- 7  Tick this box if you'd like to be kept up to date with offers and developments from Guardian News and Media Limited. (If you do not tick this box we cannot inform you of new services and changes to the site).
- 8  Tick this box if you'd like to receive messages from organisations screened by Guardian News and Media Limited.
- 9 Which days of the week do you normally read the Guardian?  
Monday

on the site in the sports section and have read numerous articles on golf. A small portion of the code in the cookie is updated to reflect my interest in golf. The next time I visit the site, instead of seeing a mix of content related to sports, the site uses the information in the cookie to display more golf related content, as well as advertising related to golf products and golf travel.

**DATA GATHERED, NOW HOW DO WE USE IT?** Once we have that initial consumer marketing database, how do we continue to build out that data? One of the many ways we continue to grow out our consumer data is through the use of newsletters. Having people sign up for a free newsletter is relatively easy. As part of that signup process, you can accomplish a number of things:

>> **Registration:** To sign up, people at a minimum need to provide their e-mail address. But you can also ask for first and last name, age range (more acceptable to consumers than date of birth), zip or postal code. Those few pieces of information will really help your ability to target content and

advertising. In all cases, though, you should do various testing around what works best for your audience and what drives the highest conversion rates at signup. Note that we don't ask for gender as we use a name table that allows us to identify gender by first name. It isn't perfect, but has been effective in identifying gender across more than 70% of our audience.

>> **Preferences:** Offer a variety of newsletter types. If you're looking at sports related content, offer golf, soccer, baseball, and football. This enables you to then target content and advertising based on interest.

>> **Tracking:** Since I'm sending the newsletter >>>

## macy's data sign-up process

In Macy's case, they again ask you to create a login, but also ask for age and address. In addition, they clearly show the benefits of creating a profile – save time, save money, stay informed.

The key with any registration pages is to clearly state the benefits to the user and keep it simple.

The screenshot shows the Macy's 'create profile' registration page. At the top, there's a navigation bar with 'SHOP ONLINE DEALS & PROMOTIONS' and 'GREAT DEALS'. Below that, a search bar and navigation links like 'for the home', 'bed & bath', 'women', 'men', 'juniors', 'kids', 'beauty & fragrance', 'shoes', 'handbags & accessories', 'jewelry & watches', and 'sale'. The main heading is 'create profile (\*Indicates required fields)'. Below this, there are three bullet points: 'save time - store shipping and billing information to checkout in as few as 2 steps', 'save money - receive offers like Free Shipping and special discounts', and 'stay informed - manage your online profile, review order history and more'. A link 'see more benefits' is provided. The form fields include: 'First Name', 'Last Name', 'Address' (with a 'what's this?' link), 'P.O. Box/Apt #', 'Zip Code', 'Email', 'Verify Email', 'Password' (with a note '5 to 16 characters (case sensitive)'), 'Verify Password', 'Birth date' (with dropdowns for Month, Date, Year), and 'Gender' (with a 'Select One' dropdown). There are two checkboxes: 'subscribe to macys.com emails' (checked) and 'receive macys.com text messages' (unchecked). Below these is a field for 'My Macy's Rewards Loyalty Number' with a 'what's this?' link. At the bottom, there's a link 'click to call for additional assistance' and a red 'CREATE PROFILE' button.

to an e-mail address, I know who the recipient is. With the right type of e-mail service, you can then track whether the customer opened it, which articles they clicked on, or what ads they responded to. This information is then added to their profile. If the person then clicks through to the web site, you can then track the articles they read on the site to better understand their interests. Articles are categorised so the database can be updated if they click on national news, disasters, and weather. After a number of clicks (we use 10) on a particular category over a set time (such as 60 days), you then flag that as an interest in the user's profile. There is also an ability to do the same thing through site registration. By having people sign up for your site to access gated content as an example, there is then an opportunity

to employ tracking when they sign in.

It is interesting to note that some companies are offering news-related content on their sites, yet requiring readers to register before viewing the full article. This is a great example of driving registrants and profiling the customer to provide a better experience, yet also providing more targeted and relevant advertising.

As people go through this registration process, there is also an excellent opportunity to monetise them by making various offers once they have completed the registration process. For many advertisers, lead generation is critical to their business and it is not unheard of to see rates of US\$5-US\$30 per lead, depending on the type of lead being generated and the quality of the lead. Offers at the end of the registration process can be optimised based on registration data. An ability to serve offers based on the information provided in the registration process can help improve the lead quality.

Another approach to simplifying the registration process is to use Facebook Connect. When you employ Facebook Connect on your web site, it allows the user to log in directly from your site. Facebook will then pass you the user's credentials and public profile data, which you can then use going forward.

How does this type of consumer marketing database help you monetise your site visitors? Certainly offering advertisers the ability to target based on interests, region, and gender can drive higher CPMs than typical run-of-site ads.

A good example of this is the chart on page six, which was developed by Havas, a segment of WPP, the world's largest communications services groups, employing 141,000 people working in more than 2,400 offices in 107 countries.

Now, I would not suggest that everyone will experience the same increase in CPMs, but clearly this demonstrates the ability to increase CPMs based on additional targeting data, whether that is contextual, behavioural, or transactional.

There are countless other revenue streams that can be employed – lead generation, sponsorships, advertising within newsletters, cross-selling, and e-commerce to name just a few examples.

The key is to really focus on data. Whether driving registrations through your web site or simply using an anonymous cookie, it is critical you start that process of collecting data. There is no question that the value in the end is data, whether you are an advertiser or a publisher. Knowing your audience is critical to driving engagement and then monetising it. ■

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# iPad news apps could accelerate switch from print to digital

**EARLY RESEARCH SEEMS TO BODE WELL** for what the iPad means to consumer news habits and newsmedia companies. But what happens to the print business model if consumers prefer a digital one? **by roger fidler**

With more than 13 million iPads sold in 2010 and eMarketer forecasting that Apple will sell more than 33 million units in 2011 and another 56 million in 2012, Steve Jobs has clearly vanquished the skeptics and transformed personal computing.

What Jobs created is not just another cool electronic gadget but a new type of computer: an app-centric smartphone-tablet hybrid designed primarily for consuming content. He also has created something of a conundrum for newspaper publishers.

The good news for news organisations is that the iPad is popular with news junkies. Some 85% of the U.S. respondents to a Reynolds Journalism Institute (RJI) iPad survey, conducted from the beginning of September to the end of November, said their main use for the device was following news reports and

current events. Next according to popularity was leisure reading of newspapers, magazines, and books. More than three-quarters of the 1,600 respondents indicated that they spent at least 30 minutes per day consuming news on their iPads, and nearly half said they spent more than an hour.

The vast majority of those who said they consumed news for at least an hour a day on their iPads indicated that they were either very likely (72%) or somewhat likely (21%) to use a newspaper's app for reading news and feature stories as opposed to using a web browser to navigate the newspaper's web site.

An Associated Press survey of more than 2,000 iPad owners conducted in July and August also found that reading news was the top activity and that news apps were the preferred source of news on the iPad for nearly three-quarters of the respondents. Especially encouraging for newspaper publishers and journalists was AP's finding that a majority of iPad owners (58%) want longer text stories that help explain the news.

Both surveys found the early adopters are predominantly affluent, well-educated men between the ages of 35 and 64. Three-quarters of the respondents to both surveys said they used their iPad most frequently at home. Additionally, the RJI survey found that most of the respondents are highly satisfied with their iPad, willing to recommend it to friends and relatives, and using it consistently throughout the week for more than an hour a day.

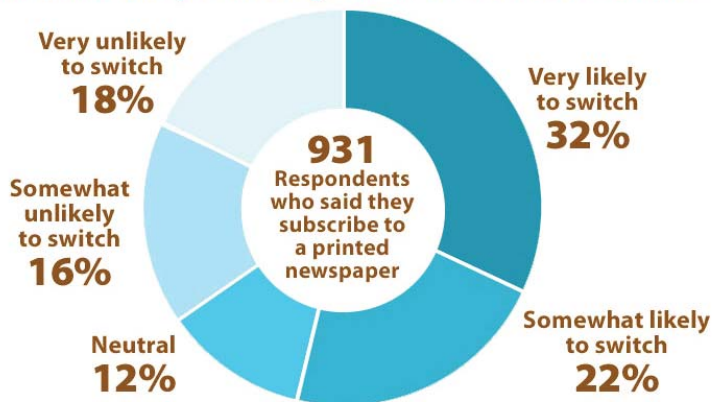
All of these findings would seem to bode well for newspaper publishers who are rushing to launch subscription-based apps for the iPad and hoping to attract advertisers or sponsors who will pay premium rates for space in their iPad editions. But the findings also suggest a potential cause for concern.

The conundrum facing newspaper publishers is that their gains in iPad subscriptions might accelerate the switch from print to digital. More than half of the 931 respondents who said they subscribe to printed newspapers indicated that they are very likely or somewhat likely to cancel their print subscriptions and switch to subscription-based electronic editions on their iPad within the next six months. Nearly 11% of all respondents indicated that they had already made the switch.

More information can be found on the RJI website at [www.rjionline.org](http://www.rjionline.org). ■

## reynolds journalism institute ipad news survey

**Likelihood that a newspaper subscriber who uses an iPad will switch from print to digital\* in the next six months.**



\*Cancel the print subscription and switch to a subscription-based electronic version of that newspaper on the iPad.



Roger Fidler is programme director for digital publishing at the Donald W. Reynolds Journalism Institute, University of Missouri in Columbia, Missouri, USA. He can be reached at [fidlerr@rjionline.org](mailto:fidlerr@rjionline.org).

# Think tank helps mold redesign, plan future

**EL COLOMBIANO TAKES A BOLD**, big picture, strategic step in creating its ECOLab, an environment that encourages thoughtful discussion and action within its two newspapers. **by martha ortiz**

Clay Shirky, an American consultant on the social and economic effects of the internet, once said, "Internet has changed the business model." John Paton recalled these words at the recent INMA Transformation of News Summit in Cambridge, Massachusetts, adding: "Its key message is clear. You don't transform from broken. You don't tinker or tweak. You start again."

Constant renovation has to be a non-ending attitude. Today, the business model of traditional newspapers has changed, not only because the internet is being used as a medium to present information and entertain readers, but also because of our clients. Our audience and advertisers are better informed, hence they see more alternatives, feel more needs, and have greater expectations.

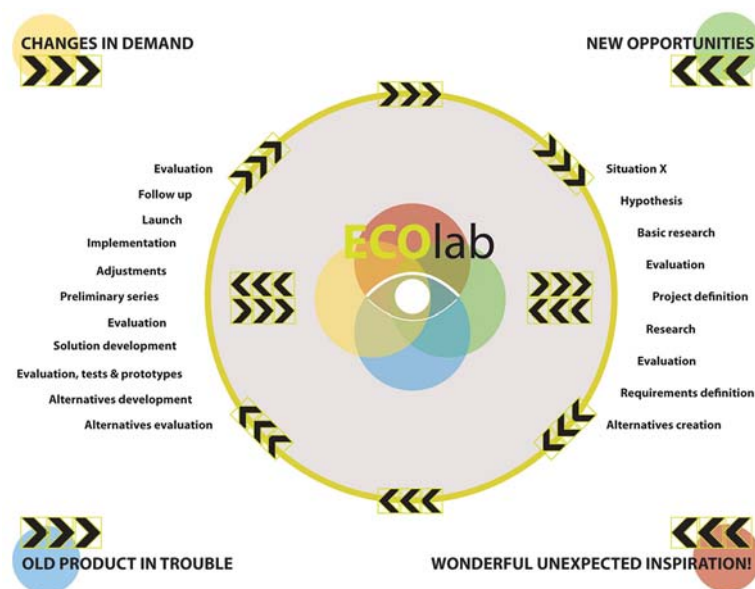
We have two options: staying comfortable in our past success or getting excited, taking the risk, committing to the future. Traditional newspapers have two important competitive advantages: a reputation for high quality and a well-known brand.

El Colombiano decided to bet on the future, starting with the redesign of the print edition of one of its newspapers, La República. We didn't know how to do it in the beginning, although we knew we had an editor full of passion, a general manager with an open mind, and a team willing to do its best. That was the extent of our plan.

This chaos actually was the perfect scenario to propose the ECOLab to our company. Why create a lab? Because businesses are conceived, developed, and evaluated inside a real world that is constantly changing. This environment demands a permanent innovative attitude inside the company.

The ECOLab is now an independent department where an inter-disciplinary and tailor-made team is

## ECOLab at a glance



created for each project to solve specific problems, give shape to new business opportunities, and grow the company. It is a place to research, think, and explore. The team doesn't get intoxicated with routines, fears, and the "no" culture that surrounds us sometimes.

A service or product becomes part of the ECOLab when it is an actual product that has space for improvement or is a new idea that deserves a chance. Projects must fulfill the SMART criteria: specific, measurable, attainable, relevant, and time-dimensioned.

What is different in this lab is that we didn't use the traditional approach of design in our industry. We went further, inviting industrial design methodology to the adventure because we need someone or something that would be able to understand each part of the problem and put things together: from the information business to audience, advertisers to infography — and everything in between.

It is time for creativity. Creativity doesn't mean "form." That's a big mistake. Creativity means integrated solutions, means to think. It is time to think. ■



Martha Ortiz is strategy and project director at La República and El Colombiano, based in Bogota and Medellin, Colombia. She can be reached at [mortiz.editorial@gmail.com](mailto:mortiz.editorial@gmail.com).



# Transformation helps re-invent company as digital-first

## [digital]

A digital-first strategy is among the changes at Postmedia.

**POSTMEDIA'S CHIEF TRANSFORMATION OFFICER** focuses his new position on offering a new direction, reinventing one of Canada's oldest newsmedia companies. **by wayne parrish**

Midway through the seminal year in which North American spending on digital advertising overtook spending on daily newspapers for the first time, I sat across breakfast from a former boss of mine listening to an intriguing proposition: Would I consider a return to the newspaper business, taking on a brand new role in a brand new company?

Almost as intriguing as the offer was the name he had in mind for the company — Postmedia, formerly Canwest — and the position he envisaged me assuming: chief transformation officer. When I conveyed the news to my wife, she considered for a moment then replied, in her maddeningly deadpan way, “So this means that you’ll be making sure the trucks run on time?”

Well, it turns out that the CTO’s role actually can touch, for a fleeting moment, on truck schedules, not to mention virtually every other nitty-gritty detail of a traditional newspaper company’s operations. As for transformation itself, well, the best description I’ve come across is the marketing tagline coined by the Hasbro folks when they bought an existing toy line from a Japanese company in the mid-1980s and re-launched it as The Transformers: “*More than meets the eye ...*”

In the six months since Postmedia Network Inc. launched, we’ve been deeply engaged in the process of re-inventing a sleepy-eyed old media behemoth as a nimble, hungry new media aggressor. As with any enterprise emerging from creditor protection, that process involves a lot of blood and sweat and tears. But when you consider that just 10 years ago newspapers’ share of Canadian advertising dollars was 29 times as much as digital’s, it also needs a rallying cry.

At Postmedia, we’ve wrapped our efforts in two intertwined themes. The first — its mantra contributed by one of our directors, John Paton, based on his pioneering work at the Journal Register Company — is *digital first*. The second is, simply, *transformation*.

The two themes are inextricably intertwined. Digital first means overhauling a mindset that has endured since the first edition of one of our 11 major daily newspapers rolled off the press in Montreal nearly 233 years ago. It means ensuring that from the

moment each reporter and editor gets out of bed, the first thing on his or her mind is building content for delivery to smartphones and tablets and laptops long before the final print edition is put to bed.

Transformation is trickier to pin down, but no less critical. Our very survival at Postmedia depends on our transforming ourselves in three basic ways — digitally, of course, but also culturally, and, ultimately, in terms of the brands and products we create, sell, and deliver. We must replace our old, timid, corporate-is-king culture with a new one that inspires trust among all departments, functional areas and divisions of the company, and inspires and rewards innovation and entrepreneurship. Our weapons are our existing revenue and EBITDA base but, most of all, our strong brands and the audiences that know and trust them. We no longer simply publish newspapers. We curate content that is — or will soon become — valuable to both those existing audiences and the new ones we’ll attract.

To that end, we identified an initial roster of 23 transformation “projects,” established executive sponsors, operational leads, project managers, and teams around each and developed a rigorous but nimble process and protocol. Some projects are aimed at reducing legacy costs. We must do that to be able to re-invest in new areas, technologies, and skill sets. However, more than half the projects do not have cost reduction as the primary objective but are squarely focused on staff, product, and audience development.

Digital-first and transformation each drive two of our four main business strategies, and those four give rise to a dozen internal metrics by which we’ll be able to measure our progress. ■

>>>  
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# Consumer marketing in a digital-first world

**JOURNAL REGISTER COMPANY'S DIGITAL APPROACH** uses a centralised marketing team and aggregated data to increase its audience. **by travis j. engebretson**

Advertisers are becoming increasingly selective about the audiences they wish to reach. As partners, digital and print media companies must be equally focused on the audiences we develop. Long gone are the days when media companies would attempt to blindly grow readership without strategic direction and an understanding of how audience should be represented by various consumer profiles.

To meet the needs of advertising partners, Journal Register Company (JRC) is redefining the way audiences are developed. In a digital-first organisation like JRC, content and platforms evolve rapidly. The way we develop audience must be as equally paced.

In early 2010, JRC was like all legacy newspaper companies — print-first, print-last. In that print-centric world, consumer marketing was nothing more than disconnected and sundry subscriber acquisition campaigns focused on one sole mission: to acquire any subscriber, anywhere, at the lowest cost possible. Success was measured in overall net paid circulation and little thought given to reader engagement or advertiser utility. In doing so, the media industry failed to serve its advertisers and readers.

At Journal Register Company, consumer marketing resources were non-existent. As reflected by the industry, the cost of acquiring subscribers and developing audience has consistently risen year over year and reader loyalty is at risk. Local market circulators need the strategic direction, resources, and tools to make decisions that will result in the development of better audiences. To support our ever-changing audience engagement needs, JRC is launching a centralised consumer marketing team to serve the entire organisation.

The lifeblood of any consumer marketing

## centralised consumer marketing



operation is information. The challenge many small- to mid-sized markets face is the small amount of data available. Despite common ownership, JRC media properties had not previously leveraged the massive amount of data that could be aggregated by a common resource. In centralising consumer marketing, all properties can learn from the collective experience of the company. Through the analysis of regression data, retention statistics, and customer lifecycle metrics, we can improve the efficiency and effectiveness of acquiring new subscribers.

This support network will leverage existing market knowledge across six states and create a single, unified data center. This information will provide JRC with real-time metrics on audience engagement, support product launches and advertising campaigns, and — most importantly — provide the foundation for all future business decisions.

With this innovative, centralised model, Journal Register Company will be able to make groundbreaking improvements in the areas of digital product promotion, market-based pricing models, subscription sales and retention, and digital education programme development. The result will be audiences that lead the industry in consumer engagement and advertiser utility. ■



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# Monetising digital platforms instead of longing for print revenue

**GRUPPO EDITORIALE L'ESPRESSO** embraces its bigger-than-ever – and growing – audience by rethinking advertising, distribution, payment transactions, and video from a digital perspective. **by massimo russo**

The year 2009 will be remembered as the *annus horribilis* for the newspaper industry. Many people think 2010 was not any better. But the picture is not so dark, especially if you look at it from a European perspective. Yes, in 20 out of 30 OECD countries, newspaper sales have been declining. Nevertheless, this does not mean the total readership or the interest for news is declining.

While newspaper print readers are getting older, younger generations are embracing digital news web sites. Repubblica.it, the Italian leading online news destination, counts more than two million unique users on weekdays and less than 50% of them read the print version of the newspaper. The total audience has never been so big. Surveys show that even in the digital world, consumers trust newspapers (all their platforms) more than other sources.

Maybe the sky is falling, but editors and publishers have time to explore new digital universes. Here are some fields in which newspapers can play offense:

**1. Advertising:** Sooner or later, investors' money goes where eyeballs are. According to Morgan Stanley, there is US\$50 billion worth of global opportunity to seize on the internet. While time spent online accounts for 28% of total media consumption, advertising spend is just 13%. In the second and third quarters of 2010, La Repubblica advertising revenues have been steadily above 20% of total advertising income – and are accelerating.

**2. Distribution channels:** From 2000 to 2010, we have seen more than one billion personal computers and notebooks connecting to the internet. In the next 10 years, we will have more than 10 billion devices connecting to the mobile internet. Some business models will be advertising-supported, others freemium or premium. La Repubblica's iPad app, Repubblica+, has been downloaded by more than 60,000 users (in a market of 200,000 devices); 20% of them paid at least once. On the other hand, freemium is the business model chosen for Repubblica mobile, the version of the site optimised for smartphones and enriched with premium content. R-mobile has almost one million unique users.

**3. Payments:** Gatekeepers such as Apple and Amazon make it easier to reach new readers. But the price is high; publishers give up the relationship with customers and lose control of the value chain. This is why newspapers need to imagine platform-agnostic payment systems to sell and bundle their content. In August, we launched Pass, a system to buy digital content via credit card or cell phone that now accounts for more than 50% of subscriptions.

**4. Video and competition with television:** Advertising on web videos in Italy grew 300% between 2009 and 2010. Repubblica.it is currently one of the top online destinations for video news content in Italy, with a dedicated news desk. Our traffic has surged, with a 80% growth year on year.

There are many others sectors to explore: brand extension, communities, local, and data that offer a goldmine for journalism and news applications, as Wikileaks recently demonstrated. There are plenty of opportunities to seize. Newspapers just need to stop looking at the rear view mirror. ■

## payment systems: how pass works

Cell phone number as a SSO login

Billing in continuity through your phone provider bill

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la Repubblica

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# Health care project succeeds by reflecting customer needs

**BY GATHERING THE NECESSARY DATA** and focusing on audience and advertiser needs, the Bangor Daily News profits while filling a local niche. **by todd benoit**

The health care project at Bangor Daily News was driven by advertiser and audience interest. When we met with business leaders about regional data, they asked what we knew about health care consumption. When we asked web site users about areas of interest, they chose, after breaking and local news, health and medical information.

In a nation that spends 16 percent of its gross domestic product on health care, that's not so surprising. What we had to solve was how we could be useful to our customers in this area. For that, we turned to Ed Efchak, president of Customers By Design, who created for us a highly reproducible product that answers both revenue and traffic questions. The results in the first few months are a more than 20% increase in health care advertising for 2010 and a traffic increase of 170% around health care content.

The components of the project are:

>> **Survey:** A telephone study of 700 respondents in the eight-county coverage region for the Bangor Daily News. The topics focused on the perceived quality of health care in the market, as well as the overall incidence of afflictions such as cancer, diabetes, and high blood pressure. We also looked at specialised services such as dental, gastrointestinal, chiropractic, counseling, and cosmetic surgery.

>> **Data:** To better present the data, we built a proprietary market segmentation model that defined three clear health and wellness typologies. From that, we were able to create a model media mix for each market segment, what we call The Health Media Monitor. Each consumer segment has unique media priorities and has become the basis of our selling and



downstream product development.

>> **Editorial:** The content of the health-care vertical was driven by audience interest: fitness, diet and nutrition, aging, children and families, and mental health. With a single editor to oversee (and write) the site, we depend on contributed content from hospitals, health agencies, and others. We also include Daylife aggregated content to turn our few pieces of local content into much fuller subject areas. Some of the data collected in the survey is presented in an interactive page on the site.

>> **Advertising:** The sales strategy has been to focus first on those key accounts we believe must drive the vertical — hospitals and insurers. The tactic has been local, in-market accounts first, then expanding outside the market to communicate the latent need of consumers to access sources outside of Bangor alone and also further stimulate in-market interest.

>> **Marketing:** To get the word out, we have run extensive in-newspaper ads that talk about the value of the work, including the consumer data and what it means to the local region. The context, however, is clear to advertisers and audience — that we are the local media authority on this important field.

The return on investment for the project is now at more than 10-to-1. We are aggressively making calls and soliciting business as we roll out our 2011 plans and have no trouble finding high-quality content from reputable sources. The message is this: If you see a need, decide whether you can be a credible source to fill it with information and data, then make the calls and build the products to the specifications of the customer. ■



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# Agency-style advertising team creates digital solutions

**LISTENING TO ADVERTISER NEED** for digital expertise, The Tennessean creates 1100 Broadway, bringing in new advertising clients and revenue. **by michele wojciechowski**

While newspapers marked the end of the last decade with cost-cutting and consolidation, many of us are emerging with a new sense of excitement about the potential in the multi-media landscape.

At the Tennessean Media Group (TN|mg), the approach has always been to focus on customer solutions. In 2009, advertisers shared their need for digital expertise. In response, TN|mg assembled a team to meet those needs.

This team has become 1100 Broadway (based on the address of the newspaper), offering agency-style services that enable sales professionals to go to market offering total solutions for clients. This allows the staff to leverage one of its biggest assets — relationships in the community — and provide a one-stop shop for marketing needs.

A team of sales specialists is devoted entirely to TN|mg's digital offerings, which combine newspaper.com impressions, Yahoo! sales through Gannett's partnership, and a rich mix of new digital products. The digital specialists team up with the traditional reps to evaluate a customer's total marketing needs and develop solutions that can meet those needs

across multiple platforms.

"From a revenue generation standpoint, we knew our customers were spending these types of service dollars elsewhere," says Chris Fehrmann, who leads the team. "If we can provide them with one-stop shopping and capture those dollars, then it's a win-win for us and our customers."

Another key is that rich mix of products, which includes creative and strategic planning, web site design and maintenance, search engine marketing, mobile sites, media planning and buying, social media, e-mail blasts and direct mail.

Realising that digital media is far from a one-size-fits-all proposition, 1100 Broadway has developed packages to fit any budget, from small businesses for a few hundred dollars a month to annual contracts worth more than US\$100,000. Also, all of the products are available *a la carte*, so clients can build completely customised packages.

"We recognized a growing need for our small- to medium- sized businesses to access agency-style services," Fehrmann says. "Because these clients typically can't afford traditional agency compensation models, 1100 Broadway can provide services in a much more flexible and affordable manner."

The model is also scalable from a resource perspective. Unlike firing up a newspaper press and printing hundreds of thousands of copies of a new product, 1100 Broadway can dip its toes into the waters of a new product with minimal investment. There isn't a requirement that a certain number of customers sign on to make an offering profitable.

In-house fulfillment resources are focused primarily on developer and SEM talent. 1100 Broadway is run by Fehrmann, who also brings technical expertise in addition to strategic and creative experience. While the agency relies on the newspaper for some infrastructure services, it has the capability to react quickly to any need by operating largely on its own.

1100 Broadway has partnered with local chambers of commerce to educate the business community on the new media world. Far from a sales pitch, it's all about building relationships and sharing knowledge

Sales continue to grow, with more than 400 clients that represent over 3% of the total revenue for TN|mg. New products and clients are being added every month, and they are getting results. ■

## [agency]

The 1100 Broadway agency-style advertising team specialises in digital.



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[2x1]

Público's two-for-one offer with local newspapers is popular among readers.

# Two-for-one offer with local newspapers increases circulation

**PÚBLICO SELLS ITS NATIONAL NEWSPAPER** with politically like-minded local newspapers to grow circulation for both. **by david torres**

Público is a daily newspaper in Spain launched more than three years ago, in the beginning of the Great Recession. It was born in the worst moment and in the worst place. In spite of this environment, the circulation of Público has been growing steadily since the first year, from was 68,000 in 2008, 74,000 in 2009, and 87,000 copies in 2010.

Which are the key successes of this phenomenon?

In part, it is our ideological position. Público is a left-wing newspaper whose editorial proposal is based not just on information but on the opinion, analysis, and a non-neutral approach to the news. It is also partly our editorial model, with a visual design, many full-colour pages of infographics, and cultural promotions. On weekends, we give DVDs, movies, and books from directors and authors such as the as the Coen Brothers and Ken Loach.

But one of the best strategies we have used to increase circulation has been establishing alliances with local newspapers that share our ideological position. Many local newspapers have reduced the number of pages and promotions because of the economic crisis. Now we are selling two newspapers together, the local newspaper and a shortened edition of Público, for the same price.

It's a two-for-one offer (2x1, as we have promoted it since we launched the promotion in March 2009). The local newspapers give their readers more information through our product, and we reach new readers who try our product because of the partnership. In all cases, the local newspaper and Público have grown circulation. We share the new revenues with the local newspapers, dividing them

up according to the circulation each newspaper had before the promotion began.

Currently, we have agreements with five newspapers that account for 15% of our circulation. In one case, the relationship has been so positive that our company has bought the other newspaper (La Voz de Asturias in the north of Spain). The local newspaper offers local news, services, and useful information, while Público gives the reader national and international coverage and, of course, opinion.

The success of the "2x1" has been so accepted in the Spanish market that we used the model with a sports newspaper one day. On December 4, after a 5-0 victory by FC Barcelona over Real Madrid, we offered Público, the sports newspaper, and the DVD of the game just for €2. We sold 230,000 copies, the best hit in our short life.

These kinds of agreements have been worked outside of Spain, too. The subscribers of the daily newspaper La Jornada in México now are able to receive the international edition of Público. If you want to increase your circulation immediately, you may want to consider our business model. ■



David Torres is general manager of Público, based in Madrid, Spain. He can be reached at dtorres@publico.es.

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# Gift-focused campaign reaches out to growing population

**THE STRAITS TIMES “SUCCESS SERIES”** campaign brings in new subscribers, renewals, and conversions to direct subscriptions. **by lee xin en**

Camcorders, LCD television sets, luxury yacht cruises, free hotel stays, and vacations to Japan and Europe. Readers of The Straits Times (ST) woke up on September 22 to read on our front page that these gifts would be given away in the newspaper's subscription drive. All readers had to do to receive one of the gifts was subscribe to the newspaper or, if they were already subscribing to the newspaper through a vendor, subscribe directly to the newspaper.

The drive was designed to reach out directly to new and current subscribers of Singapore's national newspaper, established in 1845, with a current daily circulation of 360,000. In addition to the prizes, which would be determined through a draw, there was an extra prize of a new Volkswagen Tiguan.

Although ST is currently Singapore's best-selling newspaper, with more than 200,000 subscribers, Chua Wee Phong, executive vice president of the Singapore Press Holdings' circulation department, said the campaign was a good chance to reach out to current subscribers and get new readers given Singapore's rapidly growing population.

Other events held as part of the campaign included road shows in key business districts and selected public housing estates beginning in October. The two-month campaign culminated in the grand lucky draw at the ST annual carnival, “The Straits Times: A Part of My Life,” where 67-year-old retired salesman Quoh Lin Chye won a Volkswagen Tiguan. The circulation department also chose three well-known local personalities — Willin Low, owner/chef of the restaurant Wild Rocket; Tracy Phillips, director of a creative consultancy; and Anastasia Tjendri-Liew, founder of confectionery chain Bengawan Solo

— to feature in print advertisements, describing how ST has given them a helping hand in their success.

Of the unprecedented campaign, Chua said the encouraging results showed the campaign strategy had been effective in getting and converting subscribers. The overwhelming response exceeded campaign targets with more than 9,000 new subscribers, 3,900 renewals, and 23,000 conversions to direct subscription. The Straits Times will continue to develop campaigns to reach out to readers and to encourage conversions to direct subscription.

In the long run, the company aims to engage subscribers continuously to better understand their needs. To kickstart the customer engagement with ST, a monthly newsletter for subscribers will be launched.

Of the giveaway, ST editor Han Fook Kwang said: “This is just a small token of appreciation to our subscribers for making The Straits Times for so long the paper they rely on for news that matters. Their support has made the paper what it is today.” In tandem with the campaign aims, he added that ST would continue to improve and be made “an even more indispensable part of our readers' lives.” ■

## [success]

Promotional pieces like these featuring local celebrities ran in conjunction with the circulation campaign.



Lee Xin En is a journalist/art researcher at The Straits Times, based in Singapore and can be reached at [xinen@sph.com.sg](mailto:xinen@sph.com.sg).



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Six badges are needed to win 100 points.



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**score.DemocratandChronicle.com**

# Election game engages online audience

## ROCHESTER DEMOCRAT AND CHRONICLE LEARNS LESSONS

from previous gaming campaign, using player feedback for game designed for political season. **by traci bauer**

# score!

**PLAY!**  
Connect with others through score! - the Democrat and Chronicle's newest social interactive game, online and in print.

**LEARN!**  
Get smarter about issues affecting our community and make a difference with your vote in the year's elections.

**EARN!**  
Build up points for you and your team with each activity you try, each challenge you master and the puzzles you solve.

**WIN!**  
The points you earn qualify you for our monthly sweepstakes drawings. Prizes are gift certificates and matching donations in your name to local charities.

**CHECK OUT score! TODAY AT:**  
[score.DemocratandChronicle.com](http://score.DemocratandChronicle.com)

## [score]

Rochester Democrat and Chronicle's score! game took lessons from a previous gaming experience.

Having just completed a successful gaming experiment in partnership with Rochester Institute of Technology, editors and developers at Rochester's Democrat and Chronicle figured a similar achievement-based platform for engagement could work as part of the Election 2010 coverage plan.

The team learned through 2009's "Picture the Impossible" (PTI) alternate reality game that there is an audience for gaming and, given that content is key in gaming and happens to be our primary business, there is certainly a place for gaming and game techniques in our portfolio.

So we threw out what didn't seem to work in PTI, added some new ideas, and changed the strategy based on player feedback. In July, in time to get fully involved with issues and candidates for the September primary, we launched "score!" The mission was to use challenges and achievements to help the community get prepared for the biggest election in New York's recent history. All state and congressional public offices were up for grabs.

Players scored points for daily online puzzles, including jigsaws, slide tiles, match games, daily quizzes, questions of the day, and mapping tests. The developers' favourite was the "Headline Hopper,"

a Mario Bros.-style game that required getting a character to make its way across a quote from one of the candidates.

In the print newspaper, we published questions of the day and introduced QR (bar) codes, which required players to decipher using a smartphone app or digital camera, then submit the code for points. We published a locally tailored crossword puzzle one Sunday, a couple of rebuses, and a mystery photo that was distributed in 16 pieces in four zoned editions over four weeks. We created a few texting-based scavenger hunts, including one that had players finding former public officials' tombstones in a local cemetery. We also introduced special badges for those who were the first to solve a puzzle or for player "stalkers" who submitted photos of stumping candidates.

Players participated on three levels. We had fanatics (about 100 players who played daily or several times per week), casual (several hundred players who came back at least weekly over the five weeks), and then thousands who dropped in as they saw a game promoted in the newspaper or within relevant content on election coverage.

In last year's PTI, a game based on the history of innovation in Rochester, players joined one of three teams, each playing for a different local charity. In addition to individual weekly prizes, there were cash contributions paid by local sponsors to the charities. The charity component was important to PTI players, so we introduced a smaller-scale charity contribution in "score!" in which individual weekly winners earned a gift card and a matching donation to a United Way organisation of their choice.

About 600 players registered to play for prizes. The registration, through Facebook only, also allowed them to rank on the leaderboard and participate in the forums. The score! web site averaged 6,000 monthly unique visitors and more than 250,000 page views over three months. ■



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# Newsmedia company creates new audience with TV network

**THE RAMOJI GROUP'S ETV NETWORK USES** regional languages and flavour to enrich the television network's infotainment niche. **by i venkat**

One of the largest satellite network channels in India, ETV Network, is owned and managed by multi-faceted Ramoji Group, which has redefined the television arena by promising to offer content in the language and culture the viewer can call his own. With 12 channels in eight Indian languages, ETV reflects a vast repertoire in unbiased journalism and viewer interested entertainment.

Every region in India is diverse and distinct in language, culture, traditions, and lifestyle. A belief and reverence towards one's culture and language have formed the genesis of many a business driving the organisations to come up with products and services that satiate these emotional aspects. When it is related to media — disseminating information, entertainment, and knowledge and representing the larger society — the association becomes imperative in today's world.

This genesis thoroughly drove ETV Network to be what it is today. It was a journey that began in 1995 with the maiden Telugu infotainment channel, which crossed most decisive milestones to become one of the largest satellite channel networks in India. ETV's foundation was laid on the pillar of philosophy that the linguistic treasure, cultural ethos, and geographical affinity of several Indian states are diverse and need a representation in their own style.

In short, it is the promise to offer what a viewer wants in his language and style.

The surge of ETV redefined the television business, watching habits and cable expand in the late 1990s. ETV Telugu was touted to be first full-fledged satellite channel offering infotainment in Telugu. The wide mix of programmes, in-depth research-driven information and news, and melodrama soap operas created an emotional drive.

ETV subsequently forayed into Kannada, Marathi, Gujarati, Bengali, and Oriya. It was, in fact, a



## [languages]

ETV Network uses a variety of satellite channels to reach out to India's diverse cultures, languages.

watershed development in certain regional languages that did not see appreciable rise of entertainment channels at that time. With a stress on entertainment and information mix, the channels found a newly driven patronage in respective regions.

The network also established the first private earth station by any satellite television network in India. It created a history when it launched ETV Urdu, the first private satellite channel in Urdu.

If many networks treaded the path of launching infotainment in regional languages, ETV was again ahead as it launched Hindi channels that came closest individually to the states of the Hindi-speaking belt. This was a unique accomplishment, considering the language was always same, but the dialect, expression, and cultures differed as did the geography. ETV Network embarked upon offering viewers their own Hindi touch, emphasising the importance of regional affinity.

ETV then launched ETV2, the exclusive 24-hour news channel in Telugu, a milestone that matches the best of bureau networks, technological backup, and underlying commitment to offer unbiased and courageous journalism. In addition to regular news and views, the channel offers many informational and knowledge-based programmes.

Today, ETV Network is engaged in an untiring endeavour to entertain viewers and continues to represent their voice. ■



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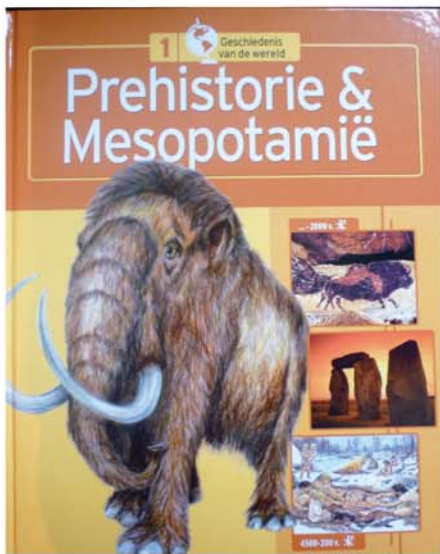
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