

Circulation 2008 - People, Process, Results I-SCMA

October 13, 2008



Andy Eick
General Manager – USA TODAY, New England Market

The Challenge of 2008:

“WHAT IS THE GOAL?”

-- For You?

-- For Your Paper?

If the Goal is Clear to You...

- Is it the same goal as your Publisher? Editor? Ad Director?
- Do you work at a paper where you feel you can accomplish the goal?
- Are you contributing to the road map that accomplishes the goal? Does your opinion matter?

Goal for this Session

- Maximize Your Value to Your Newspaper.
- Increase Your Employees' Engagement.
- EVERYONE'S Mission – Not Just Yours.
- Make the Difficult Task at Hand More Fulfilling.

My Qualifications

Borrowed a Pen from Bill McMahon
in 1984 – and the Rest is History.

*I Blame Him!**

- 6 Years in the Seminary.
- 7 Years at Newsday

* Just Kidding

March '08 Fas-Fax*

I-SCMA

- Daily: -3.2% Loss
- Sunday: -4.2%
- 87 Papers Reporting

*Source: Fas Fax 2008

March '08 Fas-Fax*

Aggregate ABC

- Daily: -3.5% Loss
- Sunday: -4.5%

*Source: ABC

“Abandon Hope, All Ye Who Enter?” NOT!

- Nat'l - 110 Papers Showed Daily Growth (15%)
- 13% of I-SCMA Papers Showed Daily Growth
- Nat'l > 100k = -3.5%
- I-SCMA >100k = -3.3%
- Nat'l < 99k = -3.5%
- I-SCMA < 99k = -3.1

API

Question: “Barriers to Excellence?”

- Industry’s Poor Self-Image
- Poor Staff Communication
- No Sense of Team in Circ. or with other Departments
- Lack of Passion, Unmotivated, Apathetic Employees

Who Can Influence Every One Of These At Your Paper?

YOU!!

But...

- Requires Introspection
- Critical Self-Assessment
- Can't Fix Them If It's You That's Broken
- Not Statistical, but Seminal

Growth Strategies

“ People, Process, Results” *

* *Core Belief – Drives every facet of my circ. philosophy.*

7 Steps to an Excellence-Driven Department

Disclaimer – NOT a Group Hug! Shaped by Plant Closings, Buyouts, Acquisitions, NOT the Seminary!

The 7 Steps

1. Do Unto Others

- **Your Best, Your Worst**

2. Communicate

- **Most API Gripes Center Here**

3. Understand What You Manage

- **March 30, 1990**

4. Put People in a Position to Succeed

- **Your Limitations – The Benefits**

The 7 Steps (cont'd)

5. Always Hire the Best

- Schilling, Proactive \$\$\$, Best hire

6. Honor the Past

- Star in the Wrong Galaxy? SM/FM

7. Don't Forget Your Role

- They Already Have a Best Pal/Big Toe

Summary – Before Great Initiatives, Work to Build a Great Team!

And Then . . . Processes!

Great Players Still Need X's and O's

Have A Plan!

- In Writing
- Develop with Input
- Stated Annual Goals
- Review Progress Quarterly, Adjust as Necessary

Be a Road Warrior

- Field Time Too Often Lost
- You were SO Good at It, You Got Promoted – Pass It On!
- Green DSM, or Savvy Set of Eyes? Your Call.
- Track/Report Findings.
- Back to the “Understand What You Manage”

Cost Justify Everything!

- Develop Cost / ROI Analysis with Staff, Share with Publisher, Dept. Heads.
- Make Sure You Know What You're Proposing.
- Math is Hard to Overrule
 - **CNC Telemarketing**

Retailer Partnerships:

- Displays Expensive, but Split 3-4 Ways, not So Much.
- Typical ROI on New Partner display Approximately 8 Weeks.
- Show Revenue Growth Grid to Strangers!
- There's Room for All of Us.
- SBT – We Need to Think Plan-o-Gram
- USAT “Showed Me the Light”

Profitable Circulation:

- **Growth at All Costs? No More**
- **Do You REALLY Measure for Profitability?**
 - **Acquisition Costs**
 - **Producing a Daily Paper**
 - **Distribution Costs**
 - **SBT Shrink Affect**
 - **FTE's**
 - **25-49% HD? Combo SC?**

Returns

- Conventional Wisdom – Selling 33% of a Pad Covers Cost of Entire Pad.
- Run the Numbers – if Return % at “X”, I’ll Grow by “Y”.
- Measure by Sales Volumes? Top 50 Locations? Returns by Range/Category?
- Returns Part of Your Overall Sales Plan?

Editorial – Friend or Foe?

- Circ. at Budget Meetings?
- Hot Online Stories Shared with Circ.?
- On-Line Stories Shaping Edit's Thinking?
- On-Line/Print Staffs Unified?

Master of Your Domain?

- Be Pragmatic – All Business Models Changing, not Just Newspapers.
- Profitability Always Mattered!
- Spend Well.
- Have a Plan – Leading Beats Following.
- Communicate -
 - within paper, company, sectional, NAA, API, other papers.
 - Numerous resources – you are not alone.

Thanks for the Invitation!

Andy Eick

USA TODAY

781-939-8565

aeick@usatoday.com