

DETAILED CONTENTS

Preface	xi
Acknowledgments	xiii
1. Audience First	1
Benefits	1
State of the Audience	1
<i>Fight the Fear</i>	2
The Business of Journalism	3
<i>News as Service</i>	3
<i>Creating Relationships</i>	5
Branding the News	6
<i>Packaging the Experience</i>	6
New Challenges	8
<i>New Competitors</i>	8
The 4 C's Strategy	9
<i>Call Them Customers</i>	9
<i>Recognize Choice</i>	10
<i>Cede Control</i>	10
<i>Embrace Change</i>	11
Leadership Reports	11
Theory in Practice	12
Think and Do	12
Executive Summary	12
2. Be the Brand	15
Benefits	15
The Importance of Brand	15
<i>How Did It Get This Way?</i>	15
<i>Traditional Models Still Predominate</i>	16
The 4 C's Strategy: Choice	18
<i>The Rise of Brand</i>	18
Leadership Report - Douglas Clemensen	20
<i>The Brand Experience</i>	22
<i>Branding Example: Cable News</i>	23
<i>Brand Distinctions</i>	25

Leadership Report – Marv Danielski	25
The Rise of Targeted Media Brands	27
Leadership Report – Ekaterina Walter	28
Theory in Practice – Branding Theory	29
Focus on the Future	29
Executive Summary	31
Think and Do	31
<i>The Background</i>	31
<i>The Goal</i>	32
<i>Things to Consider</i>	32
3. Audience Power	35
Benefits	35
State of the Medium	35
The 4 C's Strategy: Control	36
<i>Technology Impact</i>	36
<i>Business Model Breakdown</i>	37
<i>Brand Extension Challenge</i>	38
<i>Understanding and Engaging Audience</i>	38
Leadership Report – Scott Libin	39
Technology Advancement	40
Theory in Practice – Social Construction of Technology	42
Empowerment of Social Media	42
Leadership Report – Jacques Natz	44
Audience Measurement and Research	45
Leadership Report – Pat McDonough	47
Psychographics, Tribes, and Other	
Qualitative Measurements	49
The Audience “Persona”	50
Behavioral Sequence Modeling	50
Focus on the Future	51
Executive Summary	52
Think and Do	53
<i>Things to Consider</i>	53
4. Newspapers	55
Benefits	55
State of the Medium	55
<i>How Do Consumers Connect With</i>	
<i>Newspaper Media Today?</i>	57
Leadership Report – Stan Tiner	58
Innovation Needed	59
The 4 C's Strategy: Change	62
<i>Focus on Local</i>	62

Leadership Report – Scott Coopwood	63
<i>Rethinking Frequency</i>	64
<i>The Wall Street Journal Model</i>	65
Looking Back – Technology Challenge	67
Leadership Report – Michael Rooney	68
Theory in Practice – Contingency Theory	70
Focus on the Future	71
Executive Summary	72
Think and Do	72
5. Magazines	75
Benefits	75
State of the Medium	75
<i>Newsweeklies</i>	76
<i>Audience Relationship</i>	78
The 4 C's Strategy: Customers	78
Leadership Report – David Carey	79
New Revenue Streams	80
<i>Beyond Printed Products</i>	81
Leadership Report – Donna Kessler	82
<i>Mobile: Pros and Cons</i>	83
Leadership Report – Steve Kotok	85
Looking Back	86
Theory in Practice – Leadership Theory	87
Focus on the Future	87
Executive Summary	88
Think and Do	88
6. TV	91
Benefits	91
State of the Medium	91
<i>Getting Social</i>	92
The 4 C's Strategy: Choice	92
<i>The Social Audience</i>	93
<i>Mobile Moves</i>	94
Leadership Report – Donna Reed	95
<i>Watching the Web</i>	97
<i>Today's Bottom Line</i>	98
Looking Back – Complacent Past	99
Leadership Report – Leon Long	100
Theory in Practice – Innovation Management	101
Leadership Report – Steve Hammel	102
Focus on the Future	105
Executive Summary	106

Think and Do	106
<i>The Background</i>	106
<i>The Goal</i>	106
7. Online	109
Benefits	109
State of the Medium	109
<i>Online Revenue</i>	111
Leadership Report – Bill McCandless	111
<i>Pay Walls and Other Products</i>	113
<i>Streaming Video</i>	114
Leadership Report – Warren Webster	115
<i>Beyond Legacy Media</i>	116
The 4 C's Strategy: Change	117
Leadership Report – Chip Mahaney	118
Looking Back – Hindsight Is Easy	119
Theory in Practice – Dual Transformation	121
Focus on the Future	121
Executive Summary	122
Think and Do	122
<i>Page Views</i>	122
<i>Unique Visitors</i>	123
<i>Time on Site</i>	123
<i>Bounce Rate</i>	123
<i>Sources</i>	123
8. Mobile	127
Benefits	127
State of the Medium	127
<i>Attracting Younger Demos</i>	127
<i>Advertising Opportunities</i>	128
The 4 C's Strategy: Control	129
<i>Additional Revenue</i>	131
<i>Smartphones vs. Tablets</i>	131
<i>Revenue Challenge</i>	132
Looking Back – Mobile Moves Quickly	132
Leadership Report – David Cohn	133
Leadership Report – Bill Tallent	135
Theory in Practice – New Product Development	137
Focus on the Future	139
Leadership Report – Dan Bradley	140
Executive Summary	141
Think and Do	142

9. From Consumer to Producer	145
Benefits	145
Social Media and the News	146
The 4 C's Strategy: Customers	148
<i>Audience Engagement</i>	148
Leadership Report – Katie Hawkins-Gaar	149
<i>Digital Influence</i>	151
Leadership Report – Judy M. Stone	152
Content Curation	153
Leadership Report – Lewis D'Vorkin	154
<i>User-Generated Content (UGC)</i>	155
Theory in Practice – Disruptive Innovation	157
Focus on the Future	158
Executive Summary	158
Think and Do	158
10. Show Me the Money	161
Benefits	161
State of the Medium	161
<i>How It Became This Way</i>	162
<i>More Challenges</i>	162
The 4 C's Strategy: Change	164
Media Revenue Models	164
<i>Newspaper Revenue</i>	165
Leadership Report – Gary Randazzo	167
<i>Television Revenue</i>	169
Leadership Report – Wayne Freedman	170
<i>Beyond Advertising</i>	172
<i>Retransmission Consent</i>	173
<i>Cable/Satellite/Telecom Revenue</i>	173
<i>Digital Media Revenue</i>	174
Content Marketing	175
Event Marketing	176
Amazon.com: A Digital Exclusive Distribution System	178
Impact of Regulation on Future Business Models	178
Leadership Report – Mark Prak	179
Theory in Practice – Revenue Management	181
Executive Summary	181
Think and Do	182
<i>Things to Consider</i>	182
11. Road Map for the Future	185
Benefits	185
State of the Medium	185

The Power of Choice	186
The Power of Connectivity	187
Understanding the Media Consumer	188
Leadership Report – John Lavine	189
Mission Critical: Brand	191
<i>Brands Transcend Technology</i>	191
<i>Role of Media Brands</i>	192
Leadership Report – Gordon Borrell	193
Role of the Consumer Journalist	195
Role of the Journalism Entrepreneur	195
Media Start-ups	196
Leadership Report – Terry Mackin	197
Big Data	198
Content Competition	198
News Media Manager Skill Set	199
Journalism Rules	199
The Trusted Source	200
Executive Summary	201
Think and Do	201
<i>Things to Consider</i>	202
References	203
Index	211
About the Authors	217