

Evolving Legacy Media Company's Business Model

J.B. Davis Brand Innovator with Broad-Based Background jonathanburtondavis@gmail.com

Overview

What if the solution to a legacy media property's challenges was the wrong fit?

As co-lead at a consulting firm that operated as an Illinois benefit corporation and focused on helping small-to mid-size companies grow, i conducted customer discovery interviews and trend analyses. This led me to the conclusion that the app would not address the client's flat revenue.

I evolved the business model to include a lifestyle brand and owners employed our analyses to guide growth strategies.

Situation

With readers exposed to ever-increasing amount of free online content, a ten-year old media company that had been meeting the needs of visitors to a vacation destination saw the "writing on the wall": with rare exceptions, traditional news sites (even with rich digital content) were not sustainable over long-term.

The media company asked us if an app would create a new stream of revenue opportunities.

Successes

I conducted efficient rounds of desk research and national interviews that led me to the conclusion that an app would not address stated or latent needs. Through this conclusion, coupled with sobering research regarding app adoption and stickiness, I convinced the client to abandon the initiative.

As a strong believer in giving clients what they request as well as what they might also need, i crafted an alternative opportunity: evolving their legacy business into lifestyle brand.

The in-depth analyses, including aligning business objectives and brand strategies, provided the owners with the framework to evaluate their revenue model.

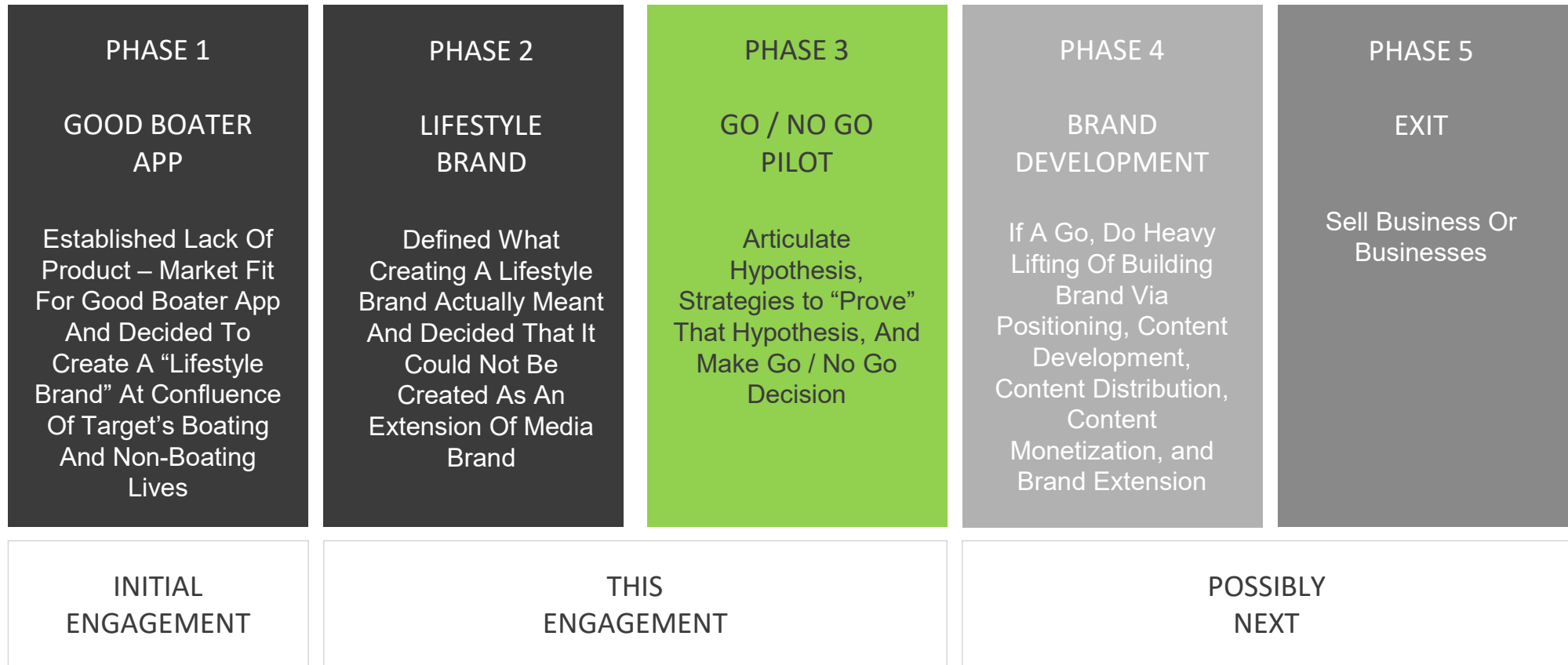
CREATING AND MONETIZING NEWCO: STRATEGY RECOMMENDATIONS

3 APRIL NEXT STEPS



OBJECTIVE

THIS WORK BUILDS ON PREVIOUS WORK AND MAINTAINS OBJECTIVE OF 2 – 3 YEAR EXIT



HYPOTHESIS

PURSUING CONNECTED PILOT STRATEGIES WILL PROVIDE FEEDBACK TO MAKE GO / NO GO DECISION



STRATEGY 1

BUILD LIFESTYLE BRAND

NewCo Will Build The Foundation For Its Brand, At The Intersection Of Target's Boating And Non-Boating Lives, By Completing Initial Branding Work And Creating A Digital Presence -

Activities That Will Allow NewCo To Create And Distribute Content

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

STRATEGY 1

BUILD LIFESTYLE BRAND

NewCo Will Build The Foundation For Its Brand, At The Intersection Of Target's Boating And Non-Boating Lives, By Completing Initial Branding Work And Creating A Digital Presence -

Activities That Will Allow NewCo To Create And Distribute Content

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

- ESTABLISH DIFFERENTIATION

PLEASE NOTE THAT BECAUSE THE FORMAL BRAND POSITIONING WORK WOULD NOT BEGIN UNTIL AFTER THE GO / NO GO, THE STRATEGIES IN THIS DOCUMENT ARE PREDICATED ON CREATING A "PROTOTYPE POSITIONING"

MOVE BRAND POSITIONING WORK FROM NEXT PHASE TO THIS PHASE?

BENEFITS:
BETTER DIRECTION FOR OVERALL STRATEGY AND FOR DAY-TO-DAY CONTENT

DOWNSIDE:
MORE INVESTMENT BEFORE GO / NO GO

IF YES, NEXT:
MARGINAL INVESTMENT, WORK PARALLEL TO SITE DEVELOPMENT

STRATEGY 1: BUILD LIFESTYLE BRAND

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

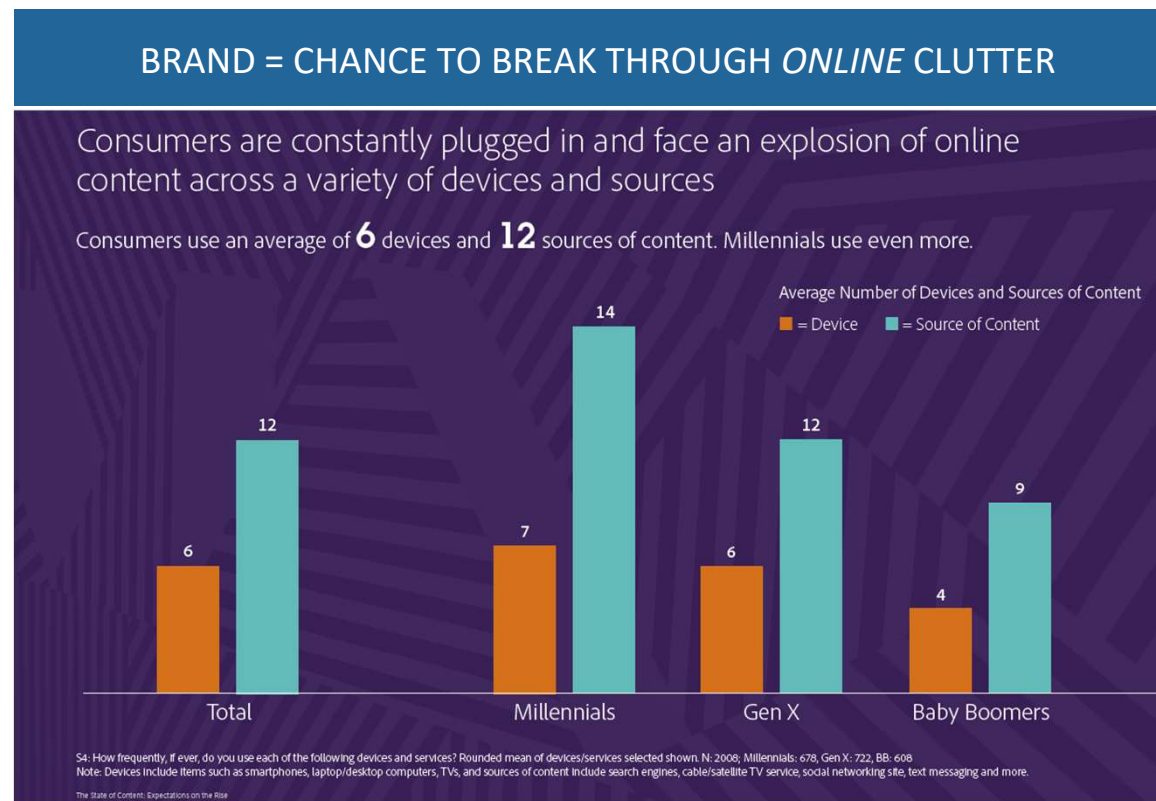
“A BRAND IS A PROMISE THAT CREATES A PREFERENCE”
- WALTER LANDOR

Month 16 uses strategy pioneer Landor’s
definition as our North Star

Brands make promises that are
supported across every touchpoint and
every operation (though some
touchpoints and operations are more
important than others)

STRATEGY 1: BUILD LIFESTYLE BRAND

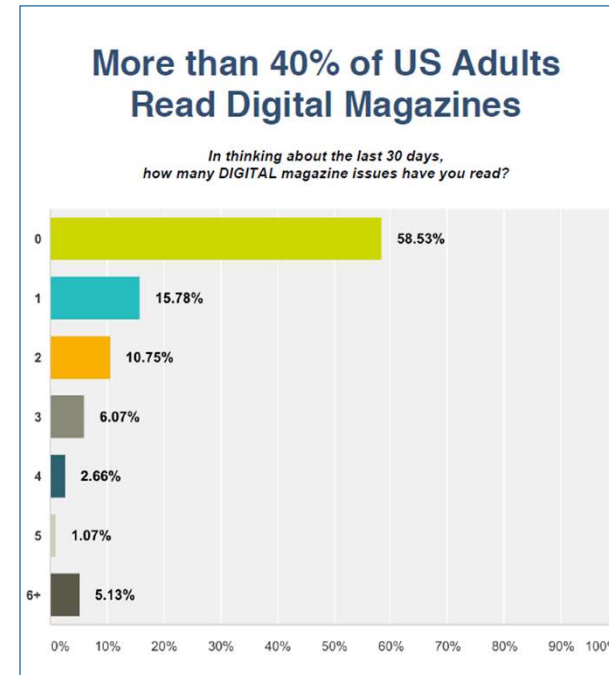
- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION



STRATEGY 1: BUILD LIFESTYLE BRAND

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

BRAND = CHANCE TO BREAK THROUGH DIGITAL *MAGAZINE* CLUTTER



STRATEGY 1: BUILD LIFESTYLE BRAND

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

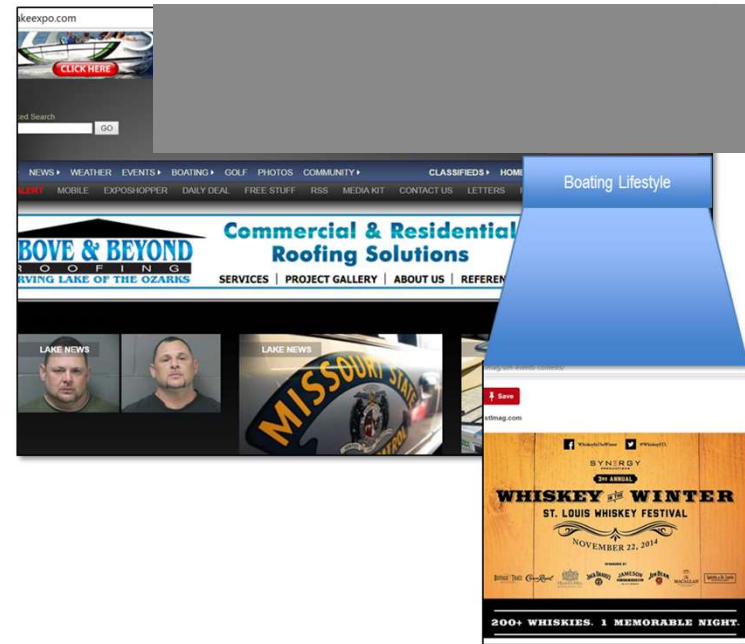
THE TEAM DECIDED THAT BECAUSE MEDIA BRAND WAS NOT FULLY ALIGNED WITH OPPORTUNITY, WE WOULD NEED TO CREATE A SEPARATE BRAND

NO CONNECTION TO MEDIA BRAND

BENEFITS:
CLEARER BRAND POSITIONING

DOWNSIDE:
INTRODUCE NEW OFFERING TO CURRENT READERS VIA PROPOSED E-NEWSLETTER

IF YES, NEXT:
CREATE E-NEWSLETTER PER PROPOSED PRODUCTION SCHEDULE

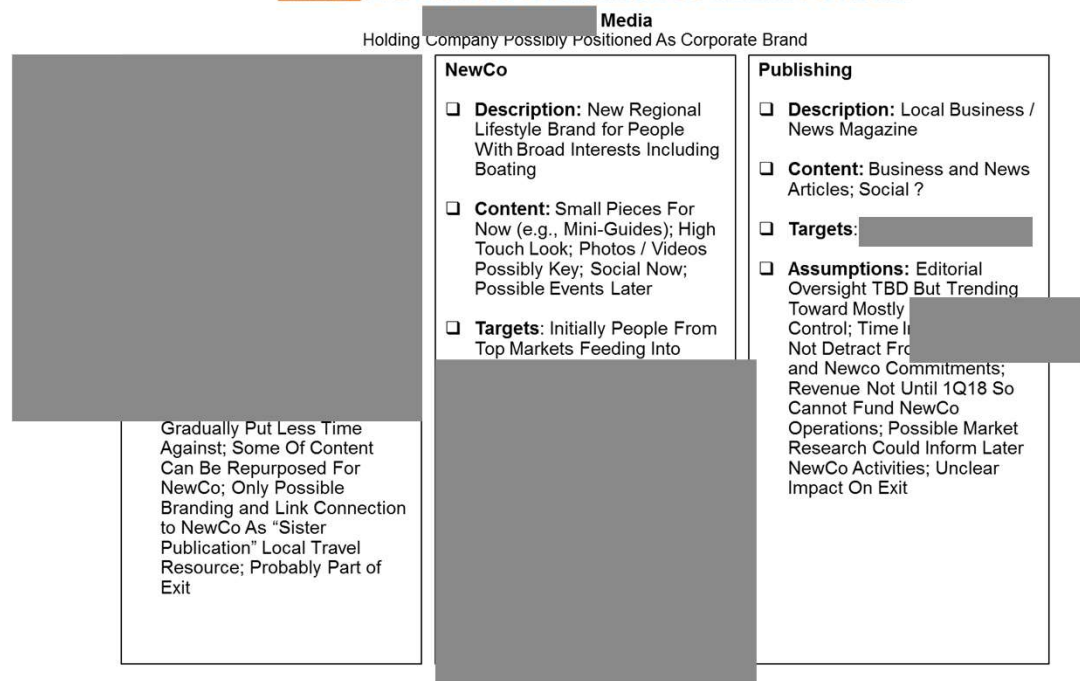


STRATEGY 1: BUILD LIFESTYLE BRAND

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

ALTHOUGH BRANDED SEPERATELY, NEWCO WOULD BE PART OF A LARGER CORPORATION AND *POSSIBLY* INTEGRATED VIA BRAND ARCHITECTURE

Initial POV On Role Of Businesses Within Portfolio



STRATEGY 1: BUILD LIFESTYLE BRAND

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

ENSURE
FOUNDATIONAL
STRATEGY BUILDING
TRIBE

BENEFITS:
ALLOW NEWCO TO
“PUNCH ABOVE ITS
WEIGHT”, CREATE
INTERESTING EXITS

DOWNSIDE:
MORE WORK ON
DAILY CONTENT
CREATION

IF YES, NEXT:
NEWCO CREATE
REGULAR CONTENT,
MONTH 16 PROVIDE
REGULAR POVS

TO BEGIN TO UNDERSTAND THE VIABILITY OF THIS TYPE OF CONTENT-BASED LIFESTYLE BRAND, NEWCO MUST OPERATE WITHIN THESE 6 GUARD RAILS

NewCo Must Align With Key Elements Of Lifestyle Brands

1. **Tribe** - lifestyle brands foster deep identification between activity / lifestyle and brand
2. **Transaction** – lifestyle brand are (of course) about transactions but don't feel that way
3. **Experience** – lifestyle brands often promote the experience
4. **Design** – evocative images, “clean” designs, and unique voices are essential to lifestyle brands' identifies

NewCo Must Begin To Play in White Space

6. **Scope** – current competitors create content on boating activities, boating products, boating services, and “the boating life”, but don't connect (or don't powerfully connect) with boaters in the overwhelming part of their lives that they aren't on the water



STRATEGY 1: BUILD LIFESTYLE BRAND

- LAY FOUNDATION
- BRAND SEPARATELY
- ENSURE ALIGNMENT
- NAME STRATEGICALLY
- CREATE FOUNDATION

ENSURE ADD 8TH
CRITERIA,
MIDWESTERN

BENEFITS:
MIDWEST PLENTY
LARGE, INTERESTING
PARTNERSHIPS AND
EXITS

DOWNSIDE:
HAVE TO SAY NO TO
OPPORTUNITIES
OUTSIDE REGION

IF YES, NEXT:
BEGIN NAMING PER
PRODUCTION
SCHEDULE

BECAUSE AFTER POSITIONING A NAME IS THE MOST IMPORTANT ELEMENT OF YOUR BRAND, NEWCO NAME DEVELOPMENT MUST FOLLOW STRATEGIC RIGOR

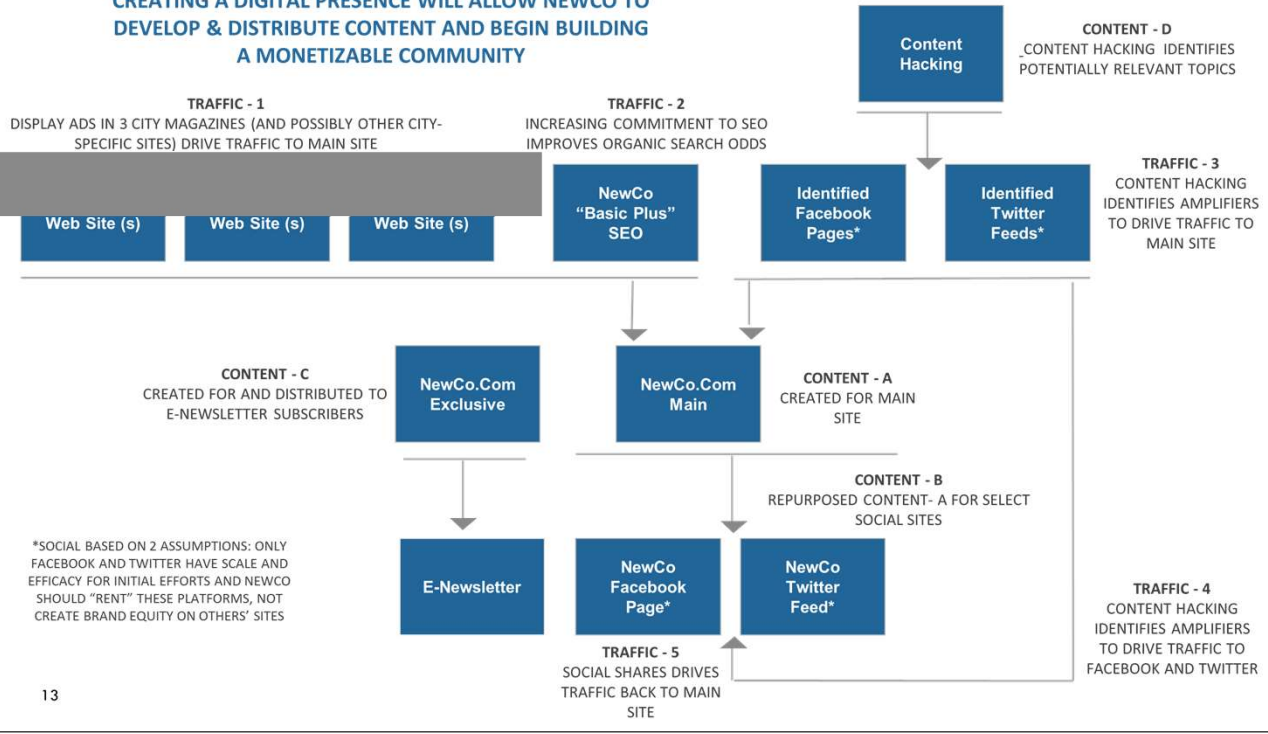
1. Evoke more “high end” lifestyle than “just” boating
2. Probably not water-centered
3. Dot com if at all possible
4. Not limiting (e.g., Boston Chicken versus Boston Market)
5. No connection to Media Brand
6. Possibly employ tribal cues such as “my” or “your”
7. No neologisms unless there’s a greater amount of marketing support than currently envisioned

Please note that Month 16 will clear names only to extent that the primary domain is available (e.g., dot com but not other top levels)

Month 16 will not undertake legal clearance and can only take the project so far until the name is cleared



CREATING A DIGITAL PRESENCE WILL ALLOW NEWCO TO DEVELOP & DISTRIBUTE CONTENT AND BEGIN BUILDING A MONETIZABLE COMMUNITY



*SOCIAL BASED ON 2 ASSUMPTIONS: ONLY FACEBOOK AND TWITTER HAVE SCALE AND EFFICACY FOR INITIAL EFFORTS AND NEWCO SHOULD "RENT" THESE PLATFORMS, NOT CREATE BRAND EQUITY ON OTHERS' SITES

TRAFFIC 1

NEWCO NEGOTIATE 2 – 3 MONTH DISPLAY PACKAGES

TRAFFIC 2

NEWCO HIRE MANAGER / WRITER WITH BASIC SEO AND / OR SEND HIM / HER TO SEO BOOT CAMP ONLINE OR OFF

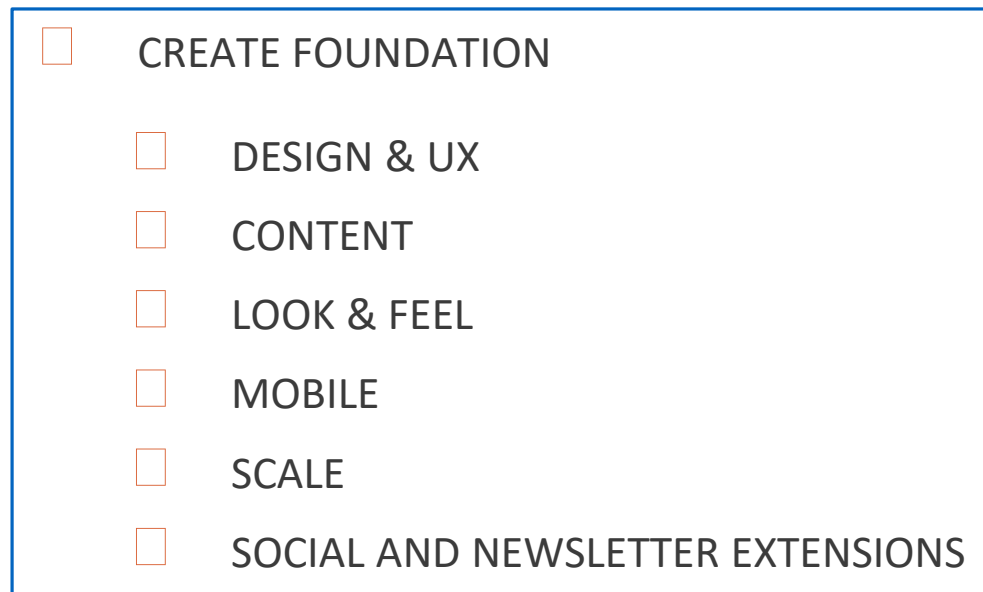
TRAFFIC 3

ONCE THE MANAGER / WRITER COMFORTABLE WITH CONTENT HACKING TOOL (S), MONTH 16 CAN PROVIDE HIM / HER WITH POVS ON POSSIBLE DIRECTIONS – THAT SAID, ***GIVEN YOUR READER LIST YOU COULD DO CONTENT HACKING SECOND***

CONTENT A AND CONTENT A – C

NEWCO CREATE, WITH MONTH 16 POV, EDITORIAL CALENDAR THAT REPURPOSES AND CREATES APPROPRIATE CONTENT ACCOUNTS FOR BOATING / NON-BOATING MIX (PER THIS DECK) AND NEW "HEMMINGWAY" LONG-FORM BOATING LIFE PIECES AND SHORTER-FORM NON-BOATING LIFE PIECES PER LAST CONFERENCE CALL

STRATEGY 1: BUILD LIFESTYLE BRAND



First, Nail Points Of Parity Across These Elements

Second, Begin To Create Points Of Difference

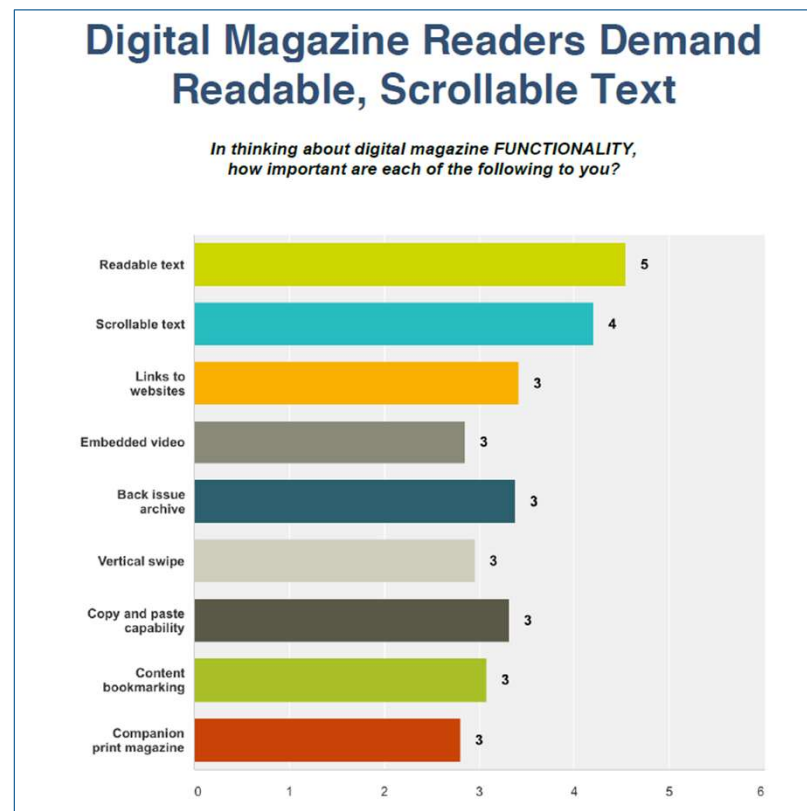
NAIL POINTS OF PARITY

STAGE CONFERENCE
CALL WITH DESIGNER
TO CREATE
AGREEMENT OF
WHAT THOSE SHOULD
BE

DON'T WORRY ABOUT
POINTS OF
DIFFERENCE NOW

STRATEGY 1: BUILD LIFESTYLE BRAND

First, Nail Points Of Parity

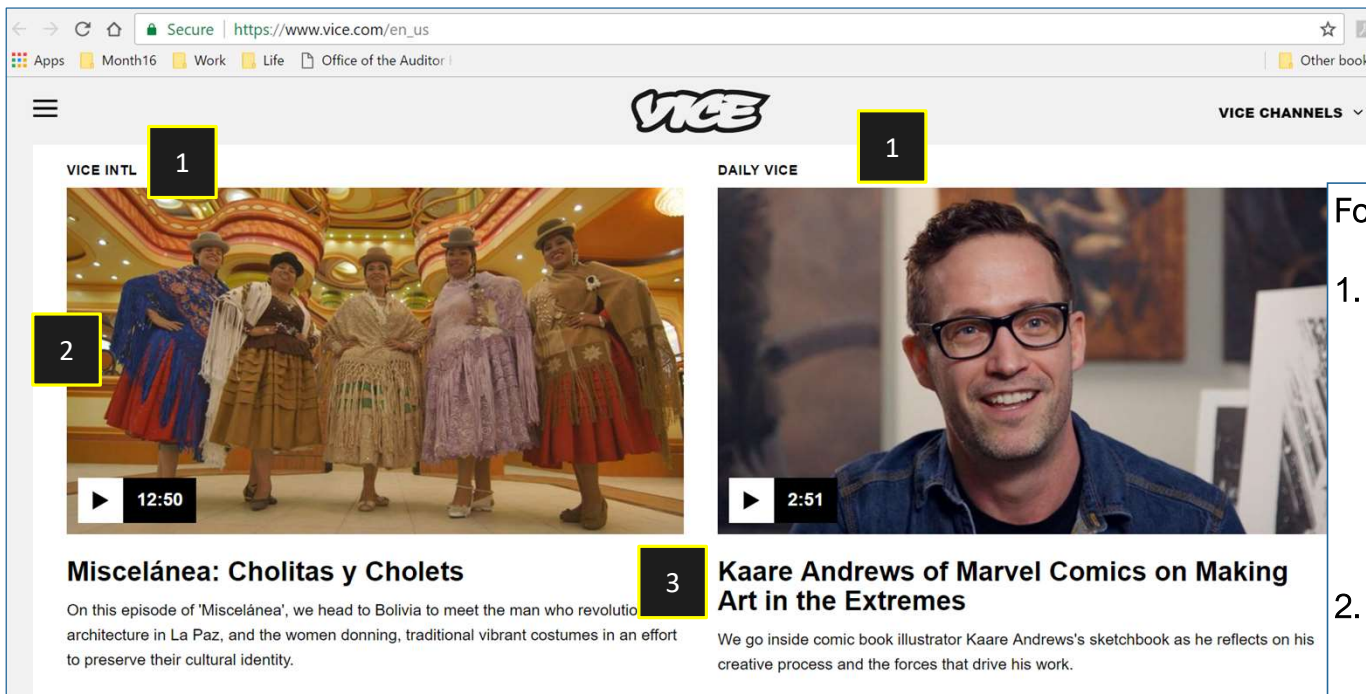


THESE ARE THE SORT OF PARITY ISSUES YOU'LL WANT TO SOLVE FOR

SPEAKING OF WHICH, WHAT IS TOWN PLATFORM'S MOBILE CAPABILITIES AS THAT'S KEY FOR THIS DEMOGRAPHIC

STRATEGY 1: BUILD LIFESTYLE BRAND

Second, Begin To Create Points Of Difference



SEGMENT CONTENT BETWEEN LONG-FORM HEMMINGWAY (BOATING) AND SHORTER-FORM NON-BOATING?

CREATE SHARED VISUAL VOCABULARY WITH DESIGNER AND DAY-TO-DAY SITE MANAGER; MONTH 16 CAN GET THAT PERSON OFF ON RIGHT FOOT

For example...

1. **DESIGN & UX** - Visually segmenting major types of content builds differentiation in two ways: taps white space (1/4 boat, 3/4 non-boat); and creates UX that's smart like many lifestyle brands rather than clunky like some content-heavy sites
2. **LOOK & FEEL** - Employing arresting photography and headlines that are smart (but not too smart) creates differentiation because of how little time you have to break-through and because of the design imperatives of the lifestyle space

STRATEGY 1: BUILD LIFESTYLE BRAND

Second, Begin To Create Points Of Difference

1

VICE SPORTS



March 14, 2017 | Tim Casey

Photo by Frank Victores-USA TODAY Sports

HOW BUTLER BASKETBALL MOVED BEYOND PLUCKY UNDERDOG STATUS

In 2004, Terry Johnson returned to his home state of Indiana to work a Butler University summer basketball camp. Johnson had recently lost his volunteer assistant coaching job at

For example...

1. **CONTENT** – Visually supporting content segmentation (1/4 boating, 3/4 non-boating) also creates possibilities for sub-branding (e.g., NewCo [REDACTED])

STRATEGY 1: BUILD LIFESTYLE BRAND

Second, Begin To Create Points Of Difference

VICE SPORTS

Want to read more stories like this from VICE Sports? [Subscribe to our daily newsletter.](#)

1

VICE SPORTS

If you give us your e-mail, we will give you the most badass VICE Sports stories delivered straight to your inbox every. single. day. BOOM.

2

Email *

AN ARGUMENT FOR NAILING THE BRANDING NOW, RATHER THAN CREATING A "PROTOTYPE" IS THESE BRAND IDENTITY OPPORTUNITIES (E.G., VOICE AND LOOK) WILL BE EASIER TO SPOT AND EXECUTE ON

For example...

1. **SOCIAL AND NEWSLETTER EXTENSIONS** – Prominent and consistent all-To-Action supports Fostering Community and E-Newsletter strategies
2. **LOOK & FEEL** – Brand Voice, even in seemingly unimportant touchpoint of newsletter signup popup, supports lifestyle branding axiom of belonging to something

STRATEGY 2: CREATE SHAREABLE CONTENT

STRATEGY 2

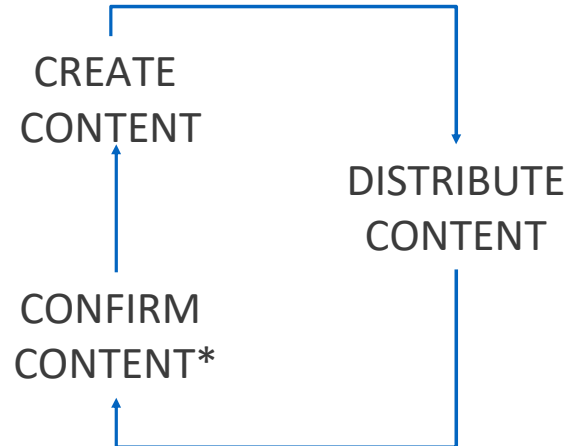
CREATE SHAREABLE CONTENT

NewCo
Will Craft And Distribute
Relevant Content Via The
Web Site, E-Newsletter,
And Select Social Media –

*Activities That Will Begin
To Attract Visitors*

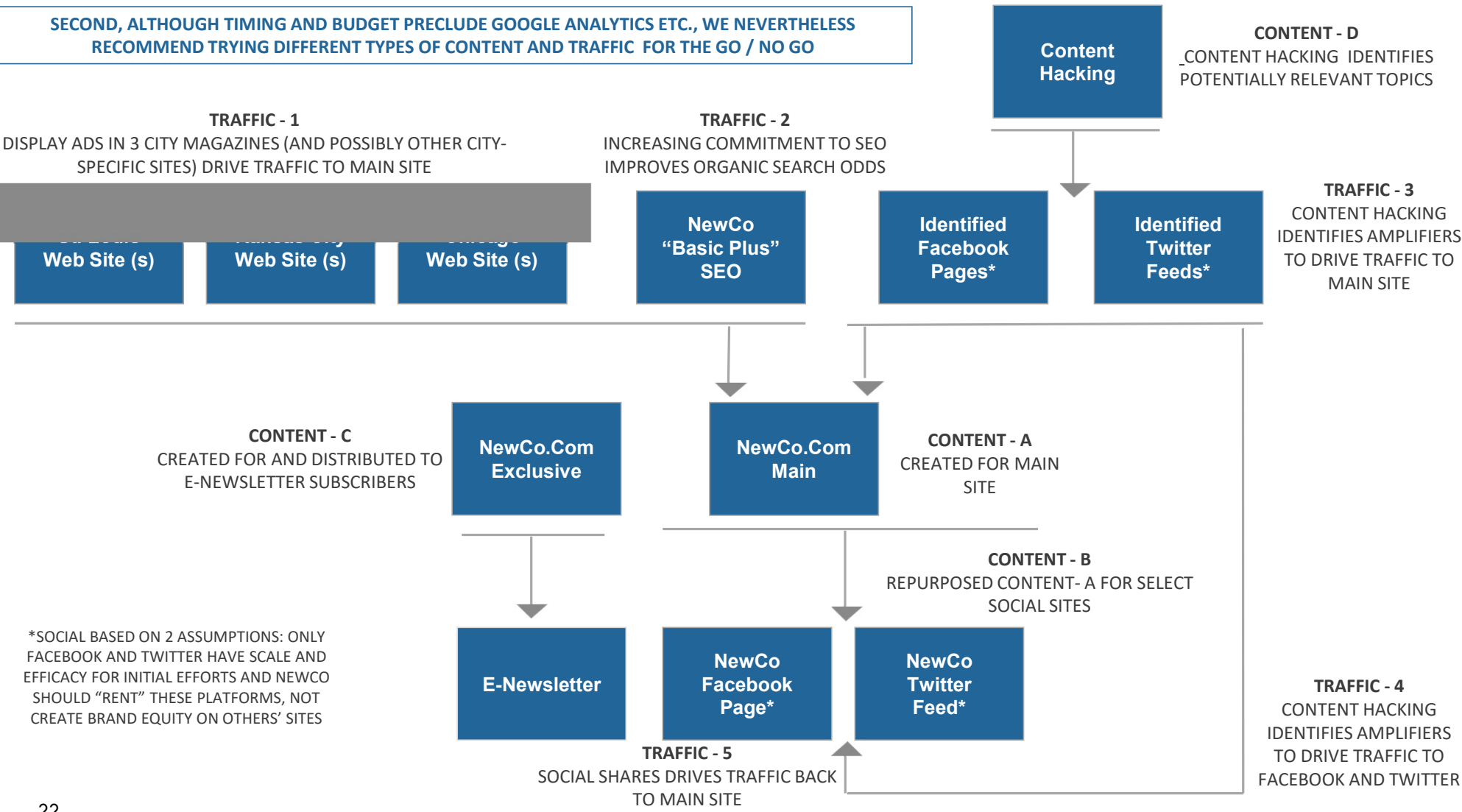
FIRST, WE RECOMMEND CONTINUALLY CREATING, DISTRIBUTING, AND CONFIRMING* CONTENT RATHER THAN PROCEEDING IN MULTI-WEEK WAVES

* CONFIRM = ON-STRATEGY



THIS CONTINUOUS CYCLE IS PREDICATED ON (A) EDITORIAL CALENDAR, (B) HIRING LAKE OF OZARKS MANAGER TO DIRECT FLOW / HEMMINGWAY / BRAND VOICE, (C) HIRING STRINGERS IN 1 – 3 CITIES, AND (D) DETERMINING HOW MUCH OVERSIGHT, ABSOLUTELY AND RELATIVE TO YOUR OTHER TWO PUBS, YOU CAN DEVOTE

SECOND, ALTHOUGH TIMING AND BUDGET PRECLUDE GOOGLE ANALYTICS ETC., WE NEVERTHELESS RECOMMEND TRYING DIFFERENT TYPES OF CONTENT AND TRAFFIC FOR THE GO / NO GO



*SOCIAL BASED ON 2 ASSUMPTIONS: ONLY FACEBOOK AND TWITTER HAVE SCALE AND EFFICACY FOR INITIAL EFFORTS AND NEWCO SHOULD "RENT" THESE PLATFORMS, NOT CREATE BRAND EQUITY ON OTHERS' SITES

STRATEGY 2: CREATE SHAREABLE CONTENT

THIRD, WE RECOMMEND “CONTENT HACKING” TO CREATE SHAREABLE CONTENT

DON'T DO THIS:
DISTRIBUTED
CONTENT

“ANY CONTENT THAT
A PUBLISHER CREATES
TO LIVE ‘NATIVE’ ON
AN OUTSIDE
PLATFORM”

BUT DUPLICATIVE
AND CREATES BRAND
EQUITY FOR OTHER
BRANDS

DON'T DO THIS:
CONTENT
MARKETING

NOT AGGRESSIVE...
LONG TERM PLAY...
BUILDS TRUST VIA
VALUE EXCHANGE
(CONTENT FOR
ACCESS)...EDUCATE
AND INFORM

BUT TIMING DOESN'T
WORK

DON'T DO THIS:
GROWTH
HACKING

QUICKLY ACQUIRE
NEW USERS...
QUICKLY EXPERIMENT
AND CHANGE AS
NEEDED

BUT WRONG VIBE FOR
BUILDING LIFESTYLE
BRAND

DO THIS:
CONTENT HACKING

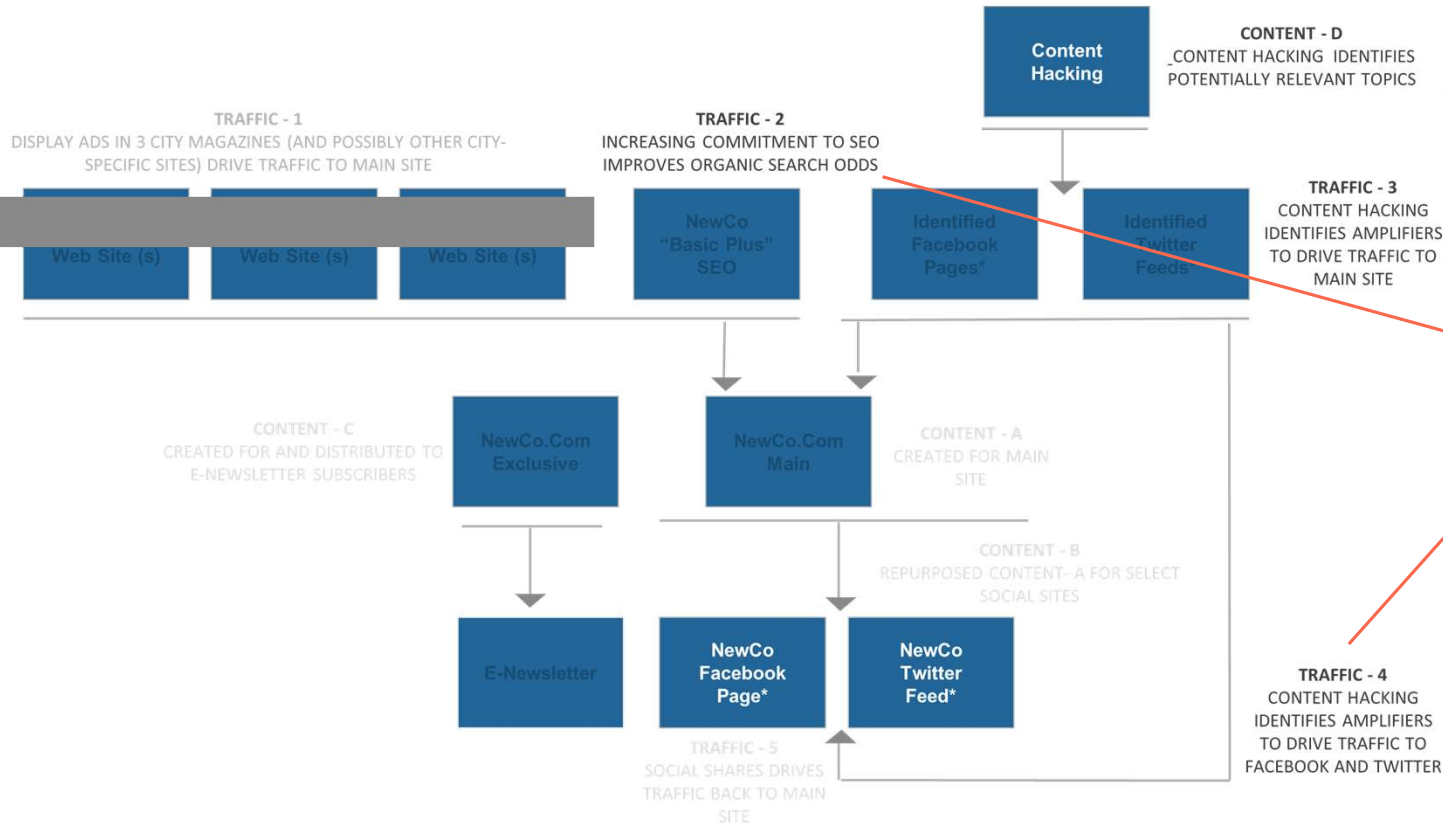
CREATE

SHAREABLE CONTENT,

WHICH PICKS-UP
VALUE EXCHANGE OF
CONTENT
MARKETING, TAPS-
INTO THE VIRALITY OF
GROWTH HACKING,
AND DOES NOT BUILD
SOMEONE ELSE'S
BRAND

STRATEGY 2: CREATE SHAREABLE CONTENT

SEE SLIDE 13



THIRD, WE RECOMMEND "CONTENT HACKING" TO CREATE SHAREABLE CONTENT

- **WHAT - CONTENT IS WORKING NOW?**
- **WHERE - IS THAT CONTENT BEING SHARED?**
- **WHO - IS SHARING THE CONTENT?**
-
- **HOW - BASIC SEO AND "BASIC PLUS" DRIVING TRAFFIC?**

STRATEGY 2: CREATE SHAREABLE CONTENT

THIRD, WE RECOMMEND “CONTENT HACKING” TO CREATE SHAREABLE CONTENT

- WHAT - CONTENT IS WORKING NOW?
- WHERE - IS THAT CONTENT BEING SHARED?
- WHO - IS SHARING THE CONTENT?
- HOW – BASIC SEO AND “BASIC PLUS” DRIVING TRAFFIC?

The screenshot displays the Buzzsumo search results for the keyword "teeth". The interface includes a search bar, filters, and a table of articles with their respective social media share counts.

Article Title	Facebook Shares	LinkedIn Shares	Twitter Shares	Pinterest Shares	Google+ Shares	Total Shares
33 Before And After Photos That Prove Good Teeth Can Change Your Entire Face www.buzzfeed.com - More from this domain By Kimberley Dadds	73,949	179	937	35	126	75,226
Armed to the milk teeth : America's gun-toting kids www.theguardian.com - More from this domain By Sean O'Hagan	22,263	26	517	23	56	22,885
George Washington's Weakness: His Teeth www.nytimes.com - More from this domain By Michael Beschloss	20,753	49	751	0	34	21,587
Muscle Building Arm Workout: Power Bodybuilding: Armed to the Teeth www.muscleandfitness.com - More from this domain	9,708	0	91	26	58	9,883
Would you gargle with olive oil for whiter teeth ? www.usatoday.com - More from this domain By USA TODAY.	8,181	6	102	0	9	8,298

<http://buzzsumo.com>

STRATEGY 2: CREATE SHAREABLE CONTENT

THIRD, WE RECOMMEND “CONTENT HACKING” TO CREATE SHAREABLE CONTENT

- WHAT - CONTENT IS WORKING NOW?
- WHERE - IS THAT CONTENT BEING SHARED?
- WHO - IS SHARING THE CONTENT?
- HOW – BASIC SEO AND “BASIC PLUS” DRIVING TRAFFIC?



STRATEGY 2: CREATE SHAREABLE CONTENT




THIRD, WE RECOMMEND “CONTENT HACKING” TO CREATE SHAREABLE CONTENT

- WHAT - CONTENT IS WORKING NOW?
 - WHERE - IS THAT CONTENT BEING SHARED?
 - WHO - IS SHARING THE CONTENT?
-
- HOW – BASIC SEO AND “BASIC PLUS” DRIVING TRAFFIC?

Users that shared: "How to Heal Cavities Naturally" app.buzzsumo.com

[Back](#) [Export](#)

Sort by: [Number of Followers](#) Page 1 of 5

	PAGE AUTHORITY	PAGE RANK	FOLLOWERS	RETWEET RATIO	REPLY RATIO	AVERAGE RETWEETS
 <p>Leda Grace Rasmussen @ledagrasmussen about.me/leda.grace.rasmussen Founder of Teamfun Ltd. The do's and don'ts to become successful on the internet as a work from home entrepreneur. Blogger</p>	22	0	15,105	6%	5%	0.0
 <p>Boom San Agustin @boom8088 OurKnowledge.asia Founder & CXO of Our Knowledge Asia; Business & Management Consultant; Business Plan & Feasibility Study Writer; Corporate Trainer & Facilitator; Author Blogger</p>	28	2	13,096	1%	8%	0.3
 <p>Stamish77 @stamish77 trylifefirst.com My Mission in this life is to get Believers to Study The BIBLE on their Own!!!</p>	0	0	11,305	0%	0%	0.0

<http://buzzsumo.com>

STRATEGY 2: CREATE SHAREABLE CONTENT

THIRD, WE RECOMMEND “CONTENT HACKING” TO CREATE SHAREABLE CONTENT

- WHAT - CONTENT IS WORKING NOW?
- WHERE - IS THAT CONTENT BEING SHARED?
- WHO - IS SHARING THE CONTENT?

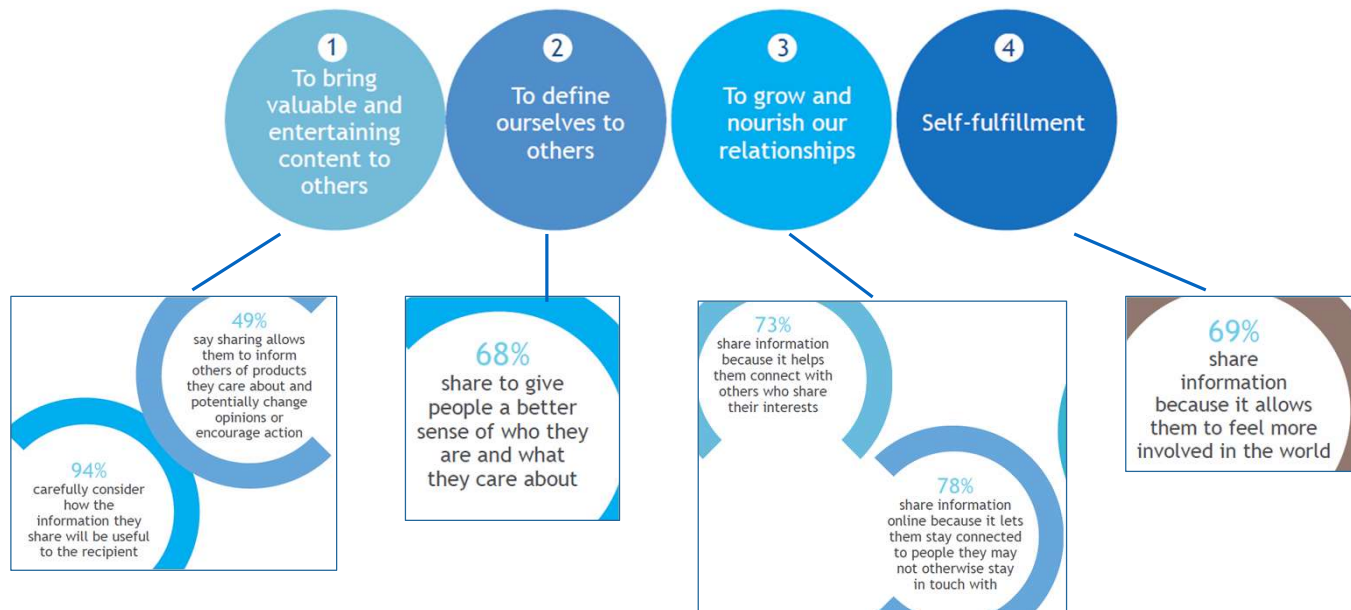
-
- **HOW – BASIC SEO AND “BASIC PLUS” DRIVING TRAFFIC?**

THOUGH SEEMINGLY EARLY IN NEWCO'S LIFE TO BE DISCUSSING ORGANIC SEARCHES, IT'S GREAT TO START WITH THE BASICS NOW SO WHEN IT'S TIME TO GO TO “BASIC PLUS”, THERE WON'T NEED TO BE RETROFITTING

[WE'RE AWARE THAT SEO DOESN'T NATURALLY FIT IN THIS SECTION BUT WANTED TO INCLUDE IT BECAUSE OF ITS TRAFFIC-DRIVING POTENTIAL]

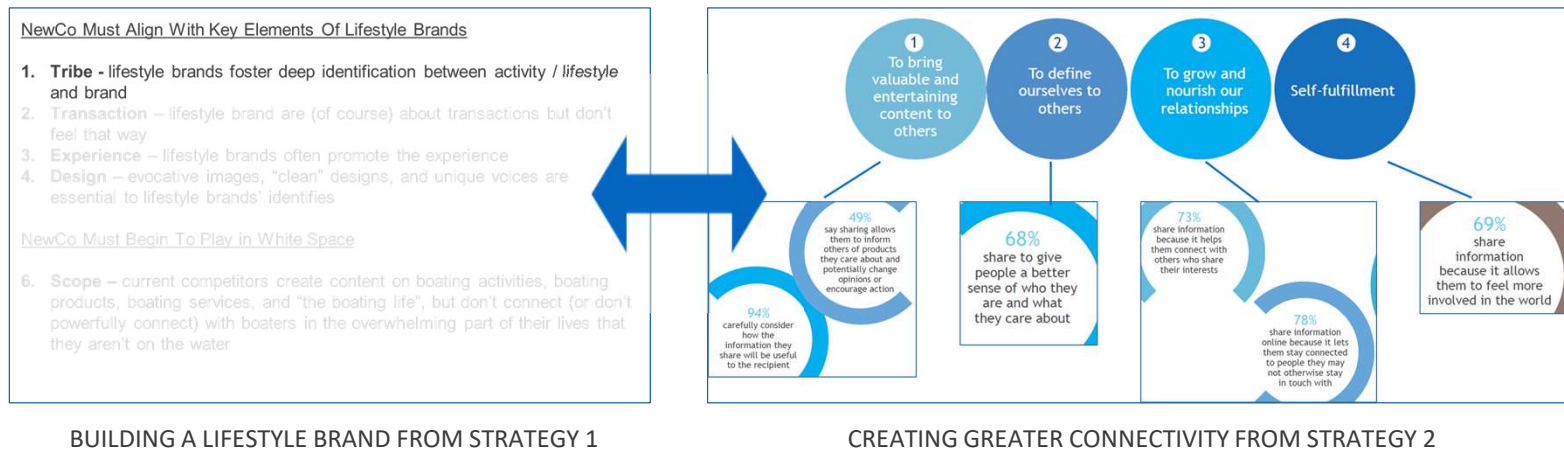
STRATEGY 2: CREATE SHAREABLE CONTENT

FOURTH, WE BELIEVE BASED ON DATA AND EXPERIENCE THAT CREATING SHAREABLE CONTENT WILL, IN TURN, CREATE GREATER CONNECTIVITY



STRATEGY 2: CREATE SHAREABLE CONTENT

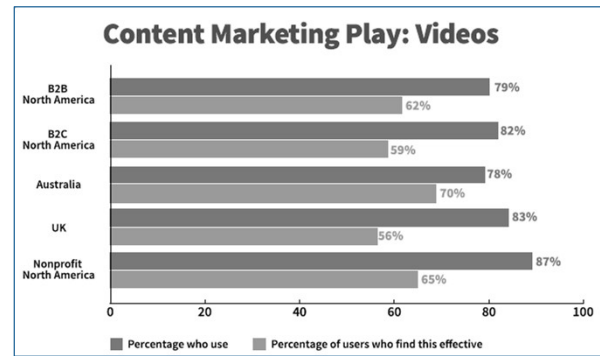
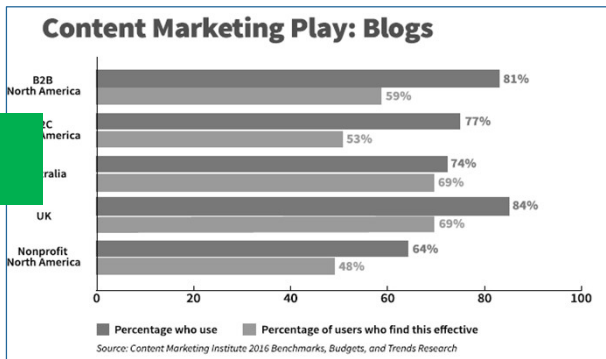
FIFTH, WE BELIEVE THAT CREATING GREATER CONNECTIVITY WILL BE CENTRAL TO CREATING THE TRIBAL (AKA COMMUNITY) ELEMENT OF SUCCESSFUL LIFESTYLE BRANDS



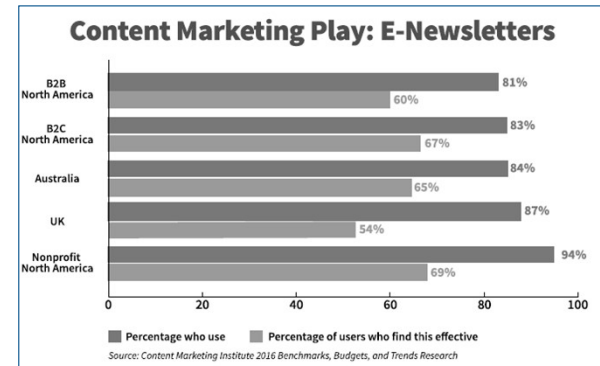
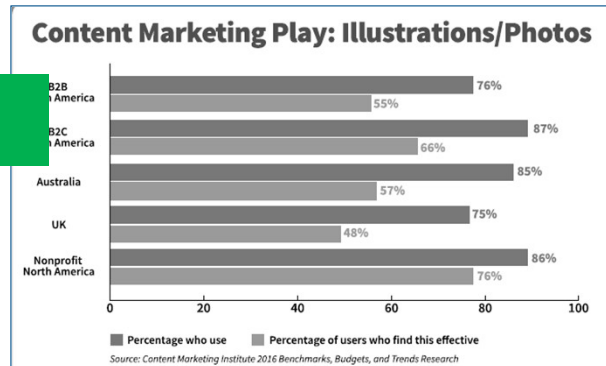
STRATEGY 2: CREATE SHAREABLE CONTENT

SIXTH, WE RECOMMEND FOUR FIVE TYPES OF CONTENT BASED ON EFFICACY AND OPERATIONAL BANDWIDTH

START HERE



START HERE



START HERE

STRATEGY 2: CREATE SHAREABLE CONTENT

SEVENTH, BASED ON DIFFERENT SOCIAL PLATFORMS' REACH, EFFICACY, AND DEMOGRAPHICS, WE RECOMMEND STARTING WITH FACEBOOK AND TWITTER

Facebook Demographics
Among internet users, the % who use Facebook

	Internet users
Total	72%
Men	66
Women	77
White, Non-Hispanic	70
Black, Non-Hispanic (n=85)	67
Hispanic	75
18-29	82
30-49	79
50-64	64
65+	48
High school grad or less	71
Some college	72
College+	72
Less than \$30,000/yr	73
\$30,000-\$49,999	72
\$50,000-\$74,999	66
\$75,000+	78
Urban	74
Suburban	72
Rural	67

Source: Pew Research Center, March 17-April 12, 2015.
PEW RESEARCH CENTER

Who's using Facebook to distribute content:

	B2B	B2C	Australia	UK	Nonprofit
Usage	84%	94%	76%	78%	96%
Users who feel it's effective	30%	66%	48%	37%	70%

START HERE

Twitter Demographics
Among internet users, the % who use Twitter

	Internet users
Total	23%
Men	25
Women	21
White, Non-Hispanic	20
Black, Non-Hispanic (n=85)	28
Hispanic	28
18-29	32
30-49	29
50-64	13
65+	6
High school grad or less	19
Some college	23
College+	27
Less than \$30,000/yr	21
\$30,000-\$49,999	19
\$50,000-\$74,999	25
\$75,000+	26
Urban	30
Suburban	21
Rural	15

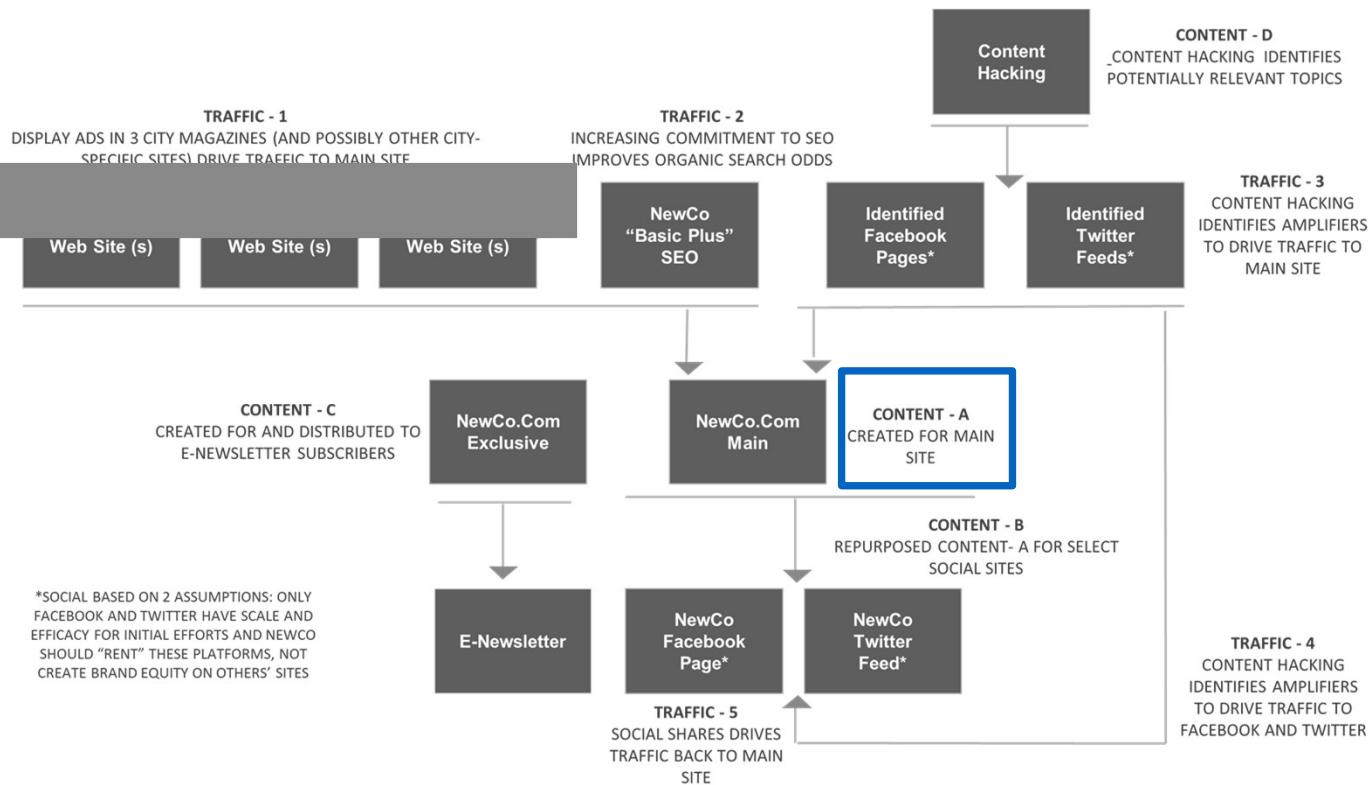
Source: Pew Research Center, March 17-April 12, 2015.
PEW RESEARCH CENTER

Who's using Twitter to distribute content:

	B2B	B2C	Australia	UK	Nonprofit
Usage	87%	82%	79%	92%	93%
Users who feel it's effective	55%	50%	53%	69%	51%

START HERE

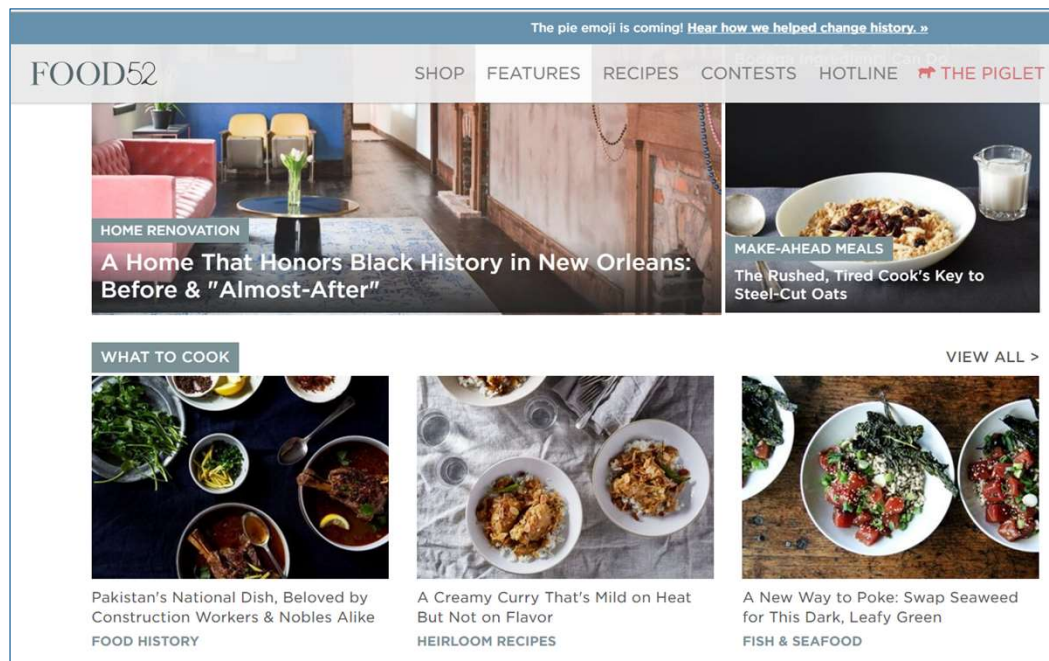
STRATEGY 2: CREATE SHAREABLE CONTENT



EIGHTH, WE RECOMMEND CREATING CONTENT "A" FOR NEWCO.COM

- Use elect previous content: video and blogs
- Create new content: blogs; mini-guides; and photos / illustrations
- 1/4 boating
- 3/4 non-boating
- Use elect previous content: video and blogs

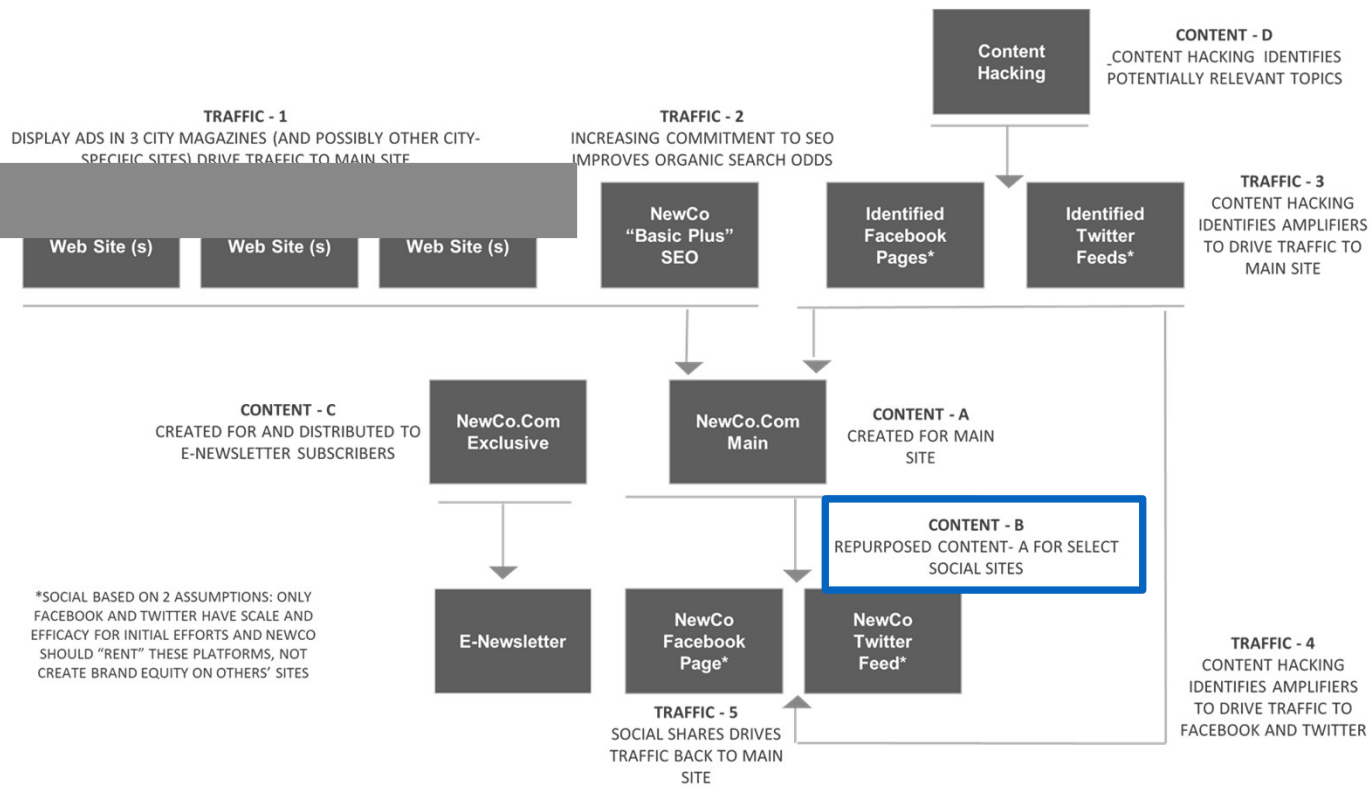
STRATEGY 2: CREATE SHAREABLE CONTENT



EIGHTH, WE RECOMMEND CREATING CONTENT "A" FOR NEWCO.COM

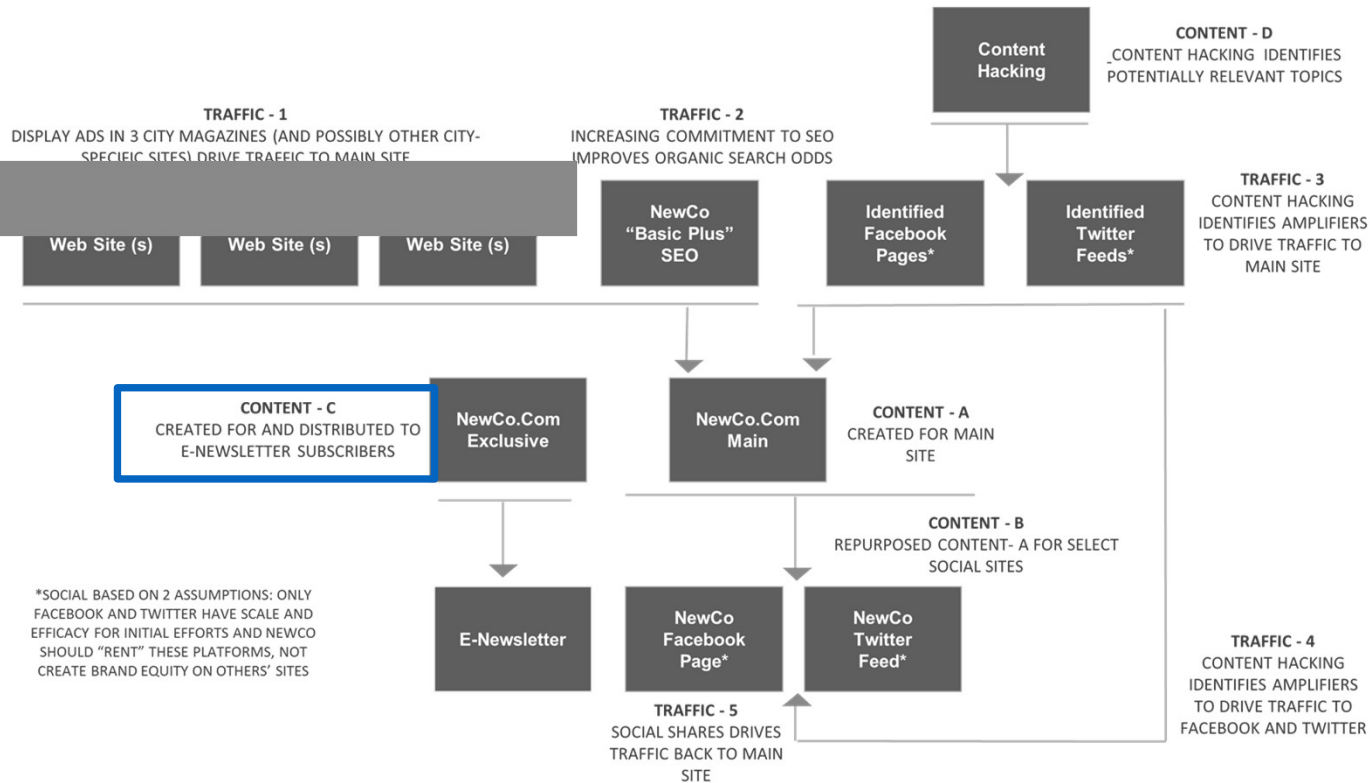
- Food 52 is an excellent example because it nails the lifestyle branding dynamics (e.g., tribal vibe, "clean" look) and has similar revenue streams to what will be shown in Strategy 4

STRATEGY 2: CREATE SHAREABLE CONTENT



NINTH, WE RECOMMEND CREATING CONTENT "B", REPURPOSED CONTENT "A" FOR SELECT SOCIAL PLATFORMS

STRATEGY 2: CREATE SHAREABLE CONTENT



TENTH, WE RECOMMEND CREATING CONTENT "C, AN E-NEWSLETTER, AS THE LINCHPIN OF NEWCO'S COMMUNITY-BUILDING EFFORTS

*SOCIAL BASED ON 2 ASSUMPTIONS: ONLY FACEBOOK AND TWITTER HAVE SCALE AND EFFICACY FOR INITIAL EFFORTS AND NEWCO SHOULD "RENT" THESE PLATFORMS, NOT CREATE BRAND EQUITY ON OTHERS' SITES

STRATEGY 2: CREATE SHAREABLE CONTENT

TENTH, WE RECOMMEND CREATING CONTENT “C”, AN E-NEWSLETTER, AS THE LINCHPIN OF NEWCO’S COMMUNITY-BUILDING EFFORTS

NewCo.Com
Exclusive

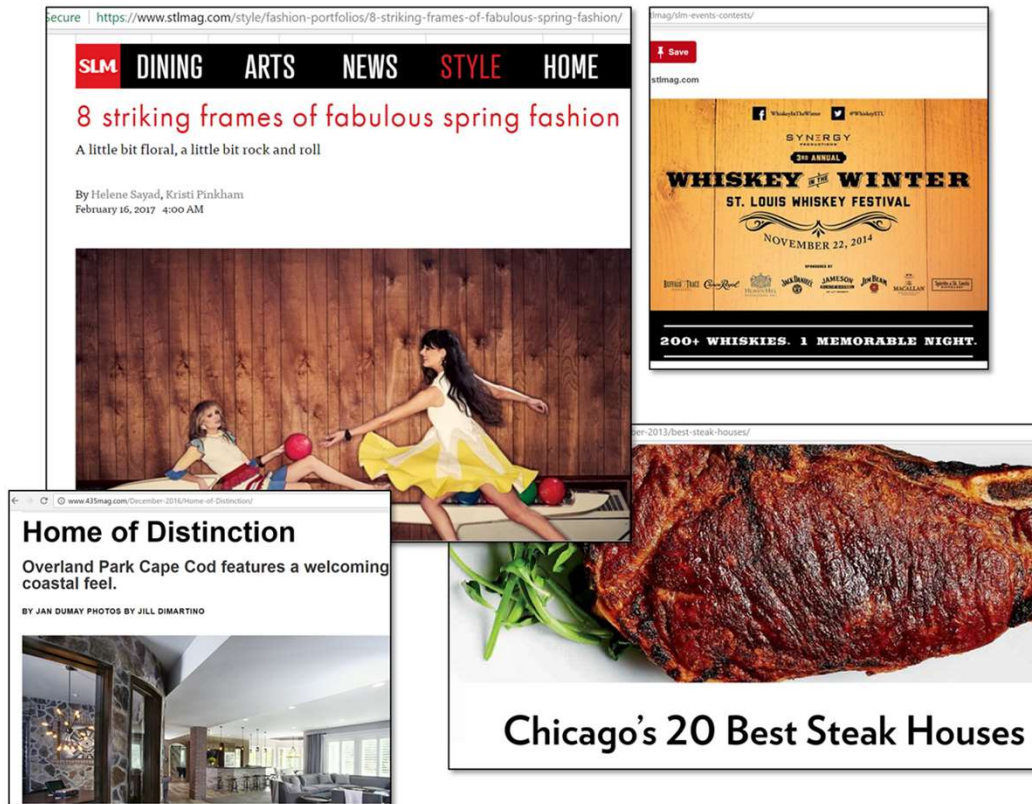
NewCo.Com
Main

E-Newsletter

- EXCLUSIVE CONTENT FOR SUBSCRIBERS
- IDEAS THAT ARE BOTH ACHIEVABLE AND HAVE POTENTIAL TO SUPPORT TRIBE / COMMUNITY INCLUDE QUIZZES, CURATED RELEVANT ARTICLES, SHOUT-OUTS TO SUBSCRIBERS, VENUE / EVENT-SHOUT-OUTS
- SUBSCRIPTION CREATES VALUE EQUATION OF PROVIDING INFORMATION FOR CONTENT
- CREATING THIS “INFO WALL” RATHER THAN A PAY WALL, WHICH WILL BE DISCUSSED IN DETAIL IN STRATEGY 4, CONSISTENT WITH LOW KEY NATURE OF LIFESTYLE BRANDING AND CURRENT THINKING ON PAY WALLS
- MORE IMPORTANTLY, BEGINS TO CREATE THE CORPORATE ASSET – A VALUABLE SUBSCRIPTION LIST – AT THE HEART OF MONETIZATION EFFORTS
- POSSIBLE WAY TO TEST TRACTION OF IDEAS WOULD BE A / B LANDING PAGES

STRATEGY 2: CREATE SHAREABLE CONTENT

Previously Discussed Sites Make Sense If They Spark Interest – If Not, We Can Find Alternatives



ELEVENTH, WE RECOMMEND BUYING DISPLAY ADVERTISING IN THE IDENTIFIED CITY-SPECIFIC SITES AND, POSSIBLY, OTHER TBD SITES

STRATEGY 3: FOSTER TRUSTED COMMUNITY

TRUST WILL BE AT THE CENTER OF NEWCO'S LIFESTYLE BRAND

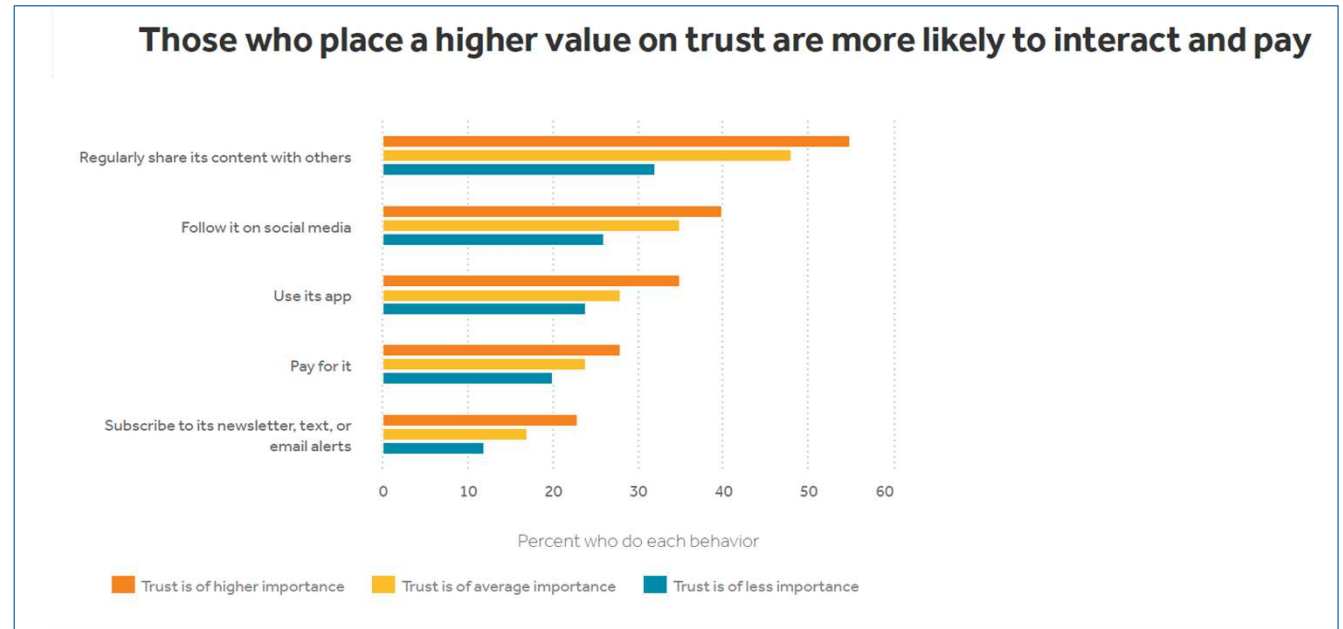
STRATEGY 3

FOSTER TRUSTED COMMUNITY

NewCo Will Employ Activities To Instill Trust And Begin Building A Community Via A Creating Tribal Overlay And Other Techniques -

Activities That Will Begin Support A Trust- And Community-Based Brand

Trust Matters To Readers So Instilling It Will Impact NewCo's Success



STRATEGY 3: FOSTER TRUSTED COMMUNITY

TRUST WILL BE AT THE CENTER OF NEWCO'S LIFESTYLE BRAND

STRATEGY 3

FOSTER TRUSTED COMMUNITY

NewCo Will Employ
Activities To Instill Trust
And Begin Building A
Community Via A Creating
Tribal Overlay And Other
Techniques -

**Activities That Will Begin
Support A Trust- And
Community-Based
Brand**

Building Trust Is Particularly Important To NewCo's Engagement and Social Media Efforts

The relationship between trust and engagement differs by news topic

As with trust in general, the relationship between trust and engagement varies based on the topic of the news. This is especially the case when it comes to paying for a source and following it on social media.

Among those who follow foreign or international issues, for instance, the people who put a premium on trust-related factors are four times as likely to pay for news as those who rate these factors as less important to them (69 percent vs. 14 percent). However, there are not significant differences between these groups when it comes to paying for news on other topics.

People who put a premium on trust-related factors are far more likely than those who do not to follow a news organization on social media to get its coverage of national politics (40 percent vs. 21 percent) and domestic issues (39 percent vs. 25 percent). But there are substantial differences between whether people in these different trust groups are likely to follow a favorite news organization for other topics.

Likewise, people who place a higher value on trust-related factors are more likely than those who do not to subscribe to newsletter, text, or email alerts for news about politics (23 percent vs. 11 percent) and domestic issues (25 percent vs. 14 percent) from their favorite sources. But putting a higher premium on trust factors does not correlate to engaging in these ways for most other news topics.

There is one form of engagement where a higher value on trust matters virtually no matter what the topic. People who put a higher premium on factors related to trust are more likely to share news content from a favorite source on social media, across topics. The only exceptions to that are sports and foreign or international news.

STRATEGY 3: FOSTER TRUSTED COMMUNITY

TRUST WILL BE AT THE CENTER OF NEWCO'S LIFESTYLE BRAND

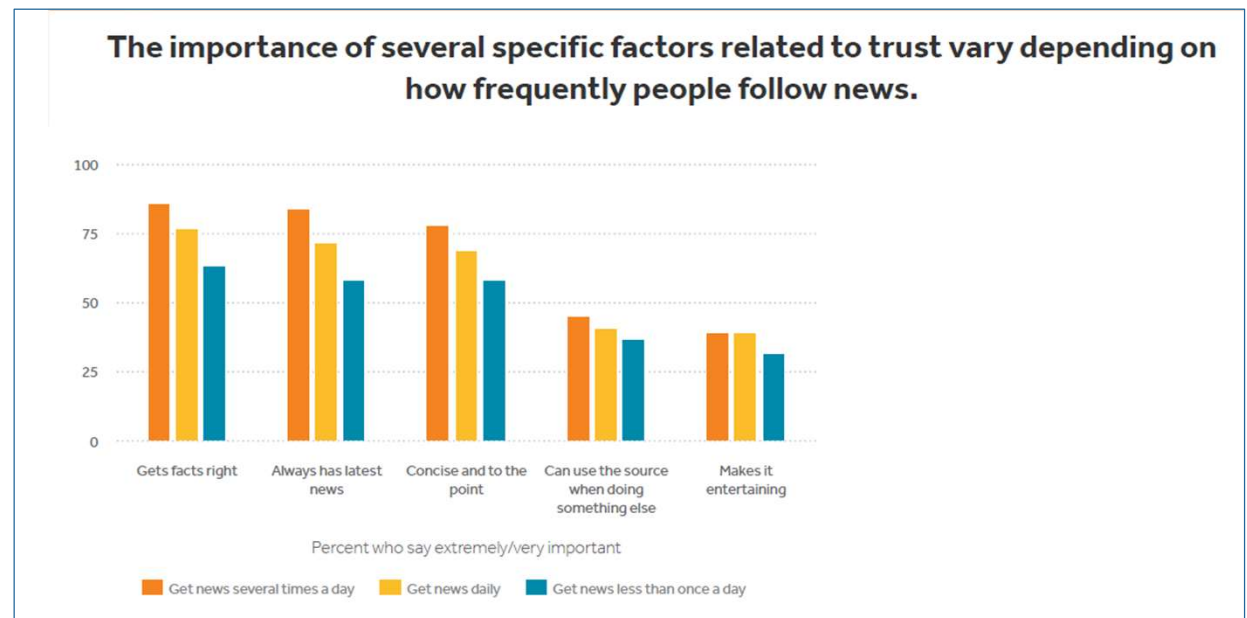
STRATEGY 3

FOSTER TRUSTED COMMUNITY

NewCo Will Employ Activities To Instill Trust And Begin Building A Community Via A Creating Tribal Overlay And Other Techniques -

Activities That Will Begin Support A Trust- And Community-Based Brand

People Who Check The News More Often – Or, In NewCo's Case, Engage With The Brand On A Regular Basis – Trust Content Providers For Reasons Such As Accuracy, Drivers That Will Impact The Type And Frequency Of Content



STRATEGY 3: FOSTER TRUSTED COMMUNITY

TRUST WILL BE AT THE CENTER OF NEWCO'S LIFESTYLE BRAND

STRATEGY 3

FOSTER TRUSTED COMMUNITY

NewCo Will Employ
Activities To Instill Trust
And Begin Building A
Community Via A Creating
Tribal Overlay And Other
Techniques -

*Activities That Will Begin
Support A Trust- And
Community-Based
Brand*

Strategy 1 Helps Build Trust

- LAY FOUNDATION
- BRAND SEPARATELY = no confusion among current, future customers
- ENSURE ALIGNMENT = brand anchored in tribal ID and non-transactional vibe
- NAME STRATEGICALLY = no confusion about non-boating / boating focus
- CREATE FOOTPRINT

STRATEGY 3: FOSTER TRUSTED COMMUNITY

TRUST WILL BE AT THE CENTER OF NEWCO'S LIFESTYLE BRAND

STRATEGY 3

FOSTER TRUSTED COMMUNITY

NewCo Will Employ Activities To Instill Trust And Begin Building A Community Via A Creating Tribal Overlay And Other Techniques -

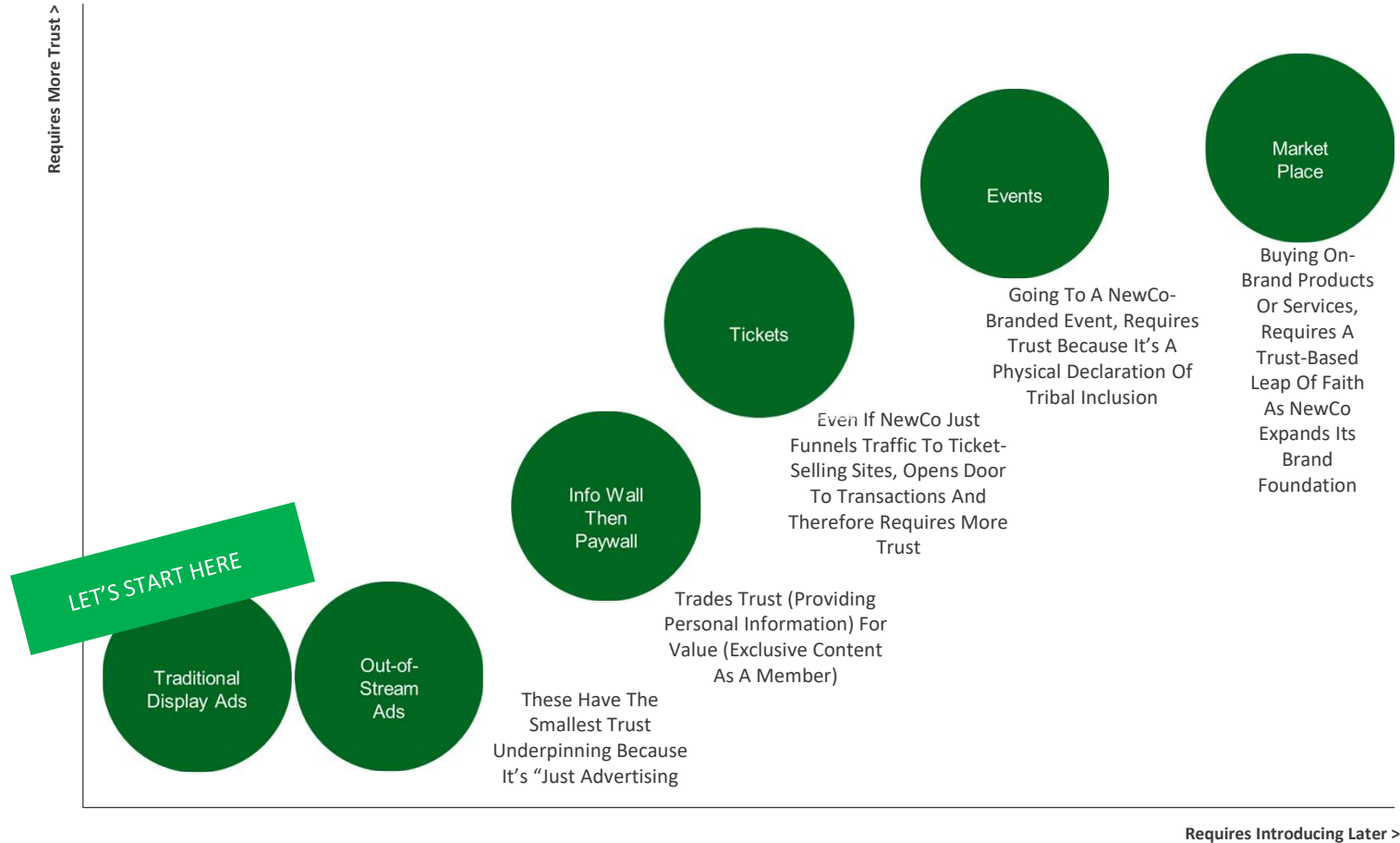
Activities That Will Begin Support A Trust- And Community-Based Brand

Strategy 2 Helps Build Trust

FOURTH, WE BELIEVE BASED ON DATA AND EXPERIENCE THAT CREATING SHAREABLE CONTENT WILL, IN TURN, CREATE GREATER CONNECTIVITY



AND TRUST UNDERPINS STRATEGY 4



STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

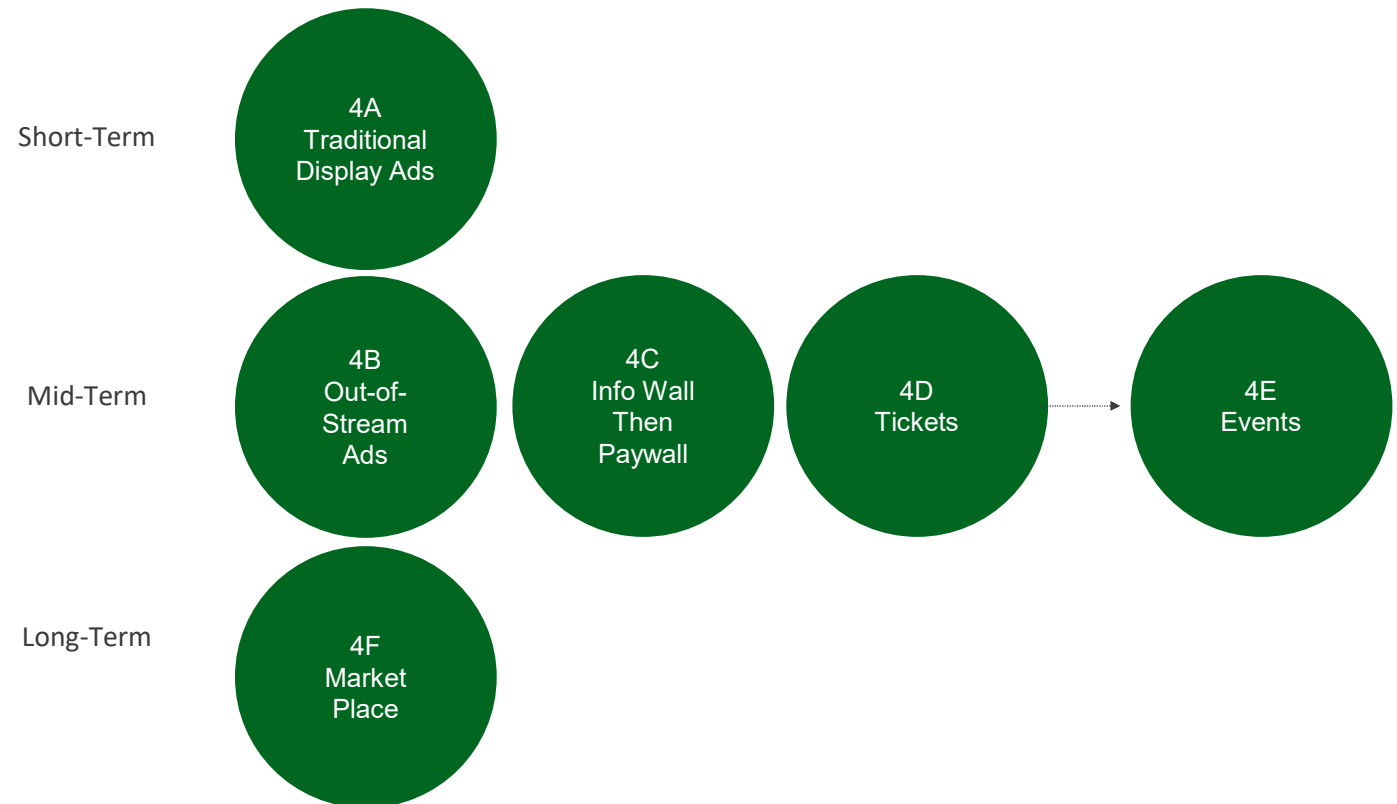
DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

STRATEGY 4

MONETIZE TRUSTED COMMUNITY

NewCo Will Nurture Its Key Corporate Asset, A Trust- And Community-Based Brand, To Begin Monetizing Short-, Mid- And Long-Term Opportunities –

Activities That Will Provide “Looks Like / Feels Like” Feedback To Make Go / No Go Decision

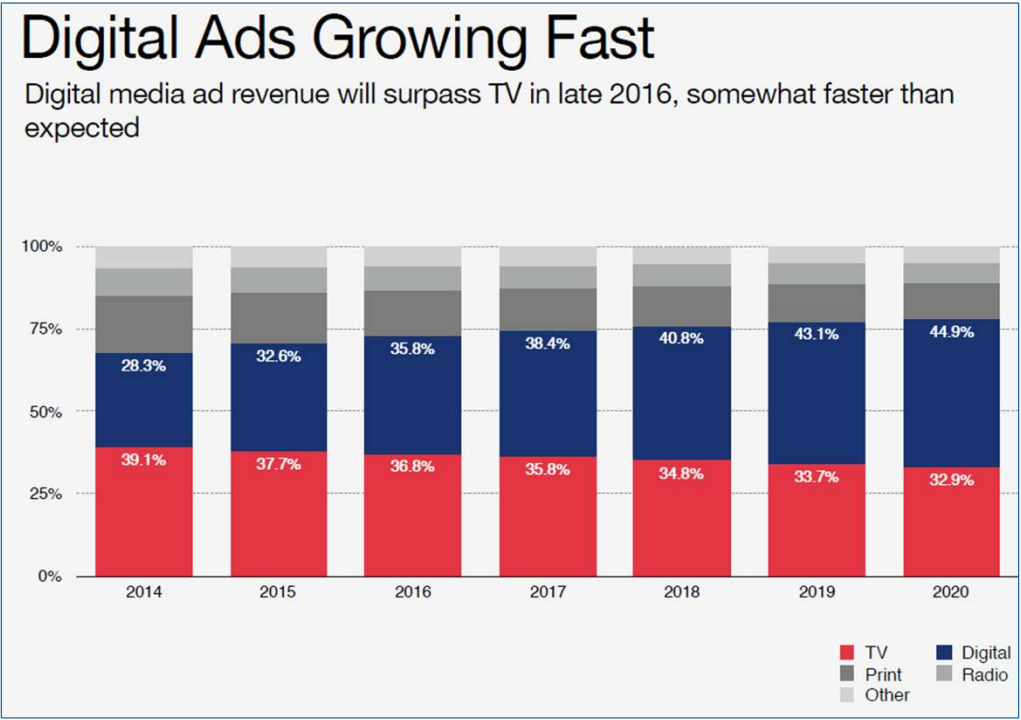


STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4A: TRADITIONAL DISPLAY ADS

Rationale: Digital Ads Grabbing Larger Share Of Overall Marketing Spending

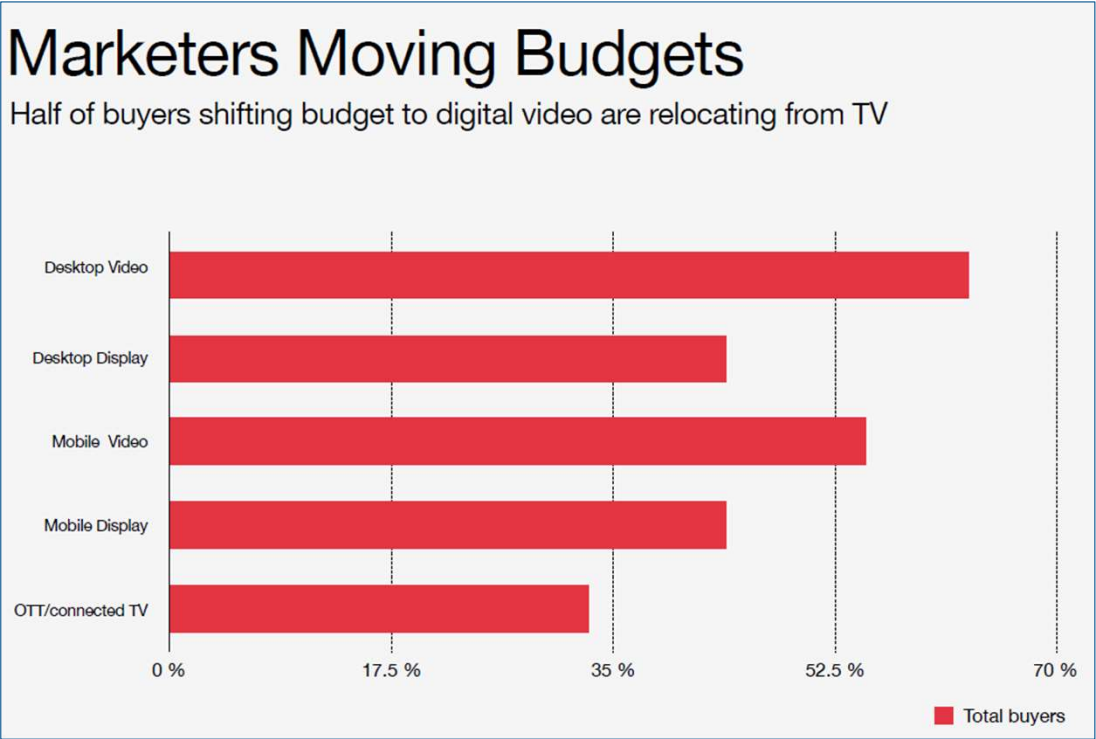


STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4A: TRADITIONAL DISPLAY ADS

Rationale: Within Digital Ad Spending, Big Part On Mobile Display

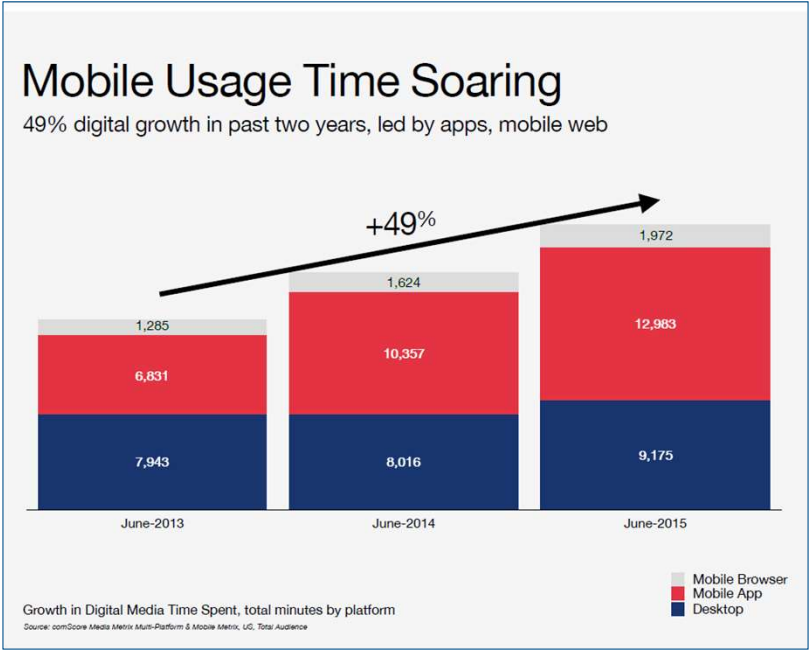


STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

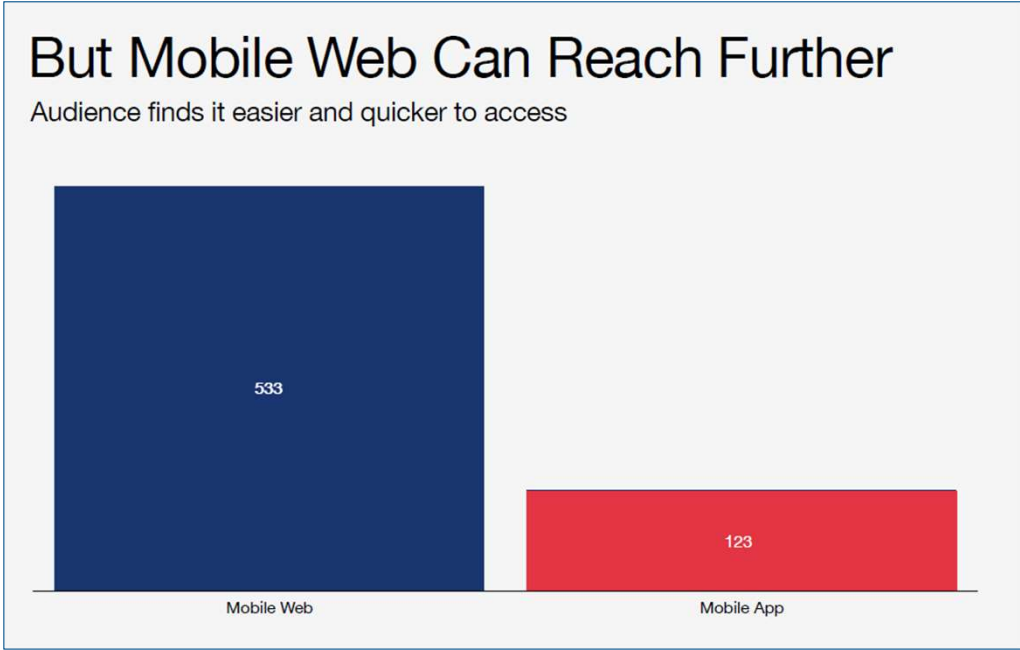
DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4A: TRADITIONAL DISPLAY ADS

Rationale: Mobile Continues Torpid Growth



Rationale: Within News, Mobile Deemed More Effective Than Apps



STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4A: TRADITIONAL DISPLAY ADS

Rationale: Your Target Are Heavy Mobile Users

% of U.S. adults in each group who own a smartphone

All adults	64%
Male	66
Female	63
18-29	85
30-49	79
50-64	54
65+	27
White, non-Hispanic	61
Black, non-Hispanic	70
Hispanic	71
HS grad or less	52
Some college	69
College+	78
Less than \$30,000/yr	50
\$30,000-\$49,999	71
\$50,000-\$74,999	72
\$75,000 or more	84
Urban	68
Suburban	66
Rural	52

STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4A: TRADITIONAL DISPLAY ADS

Rationale: Media Brand Has Deep Experience In Selling Ads

**= Traditional Display Ads Will
Be A Natural First Source Of
Revenue**

STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

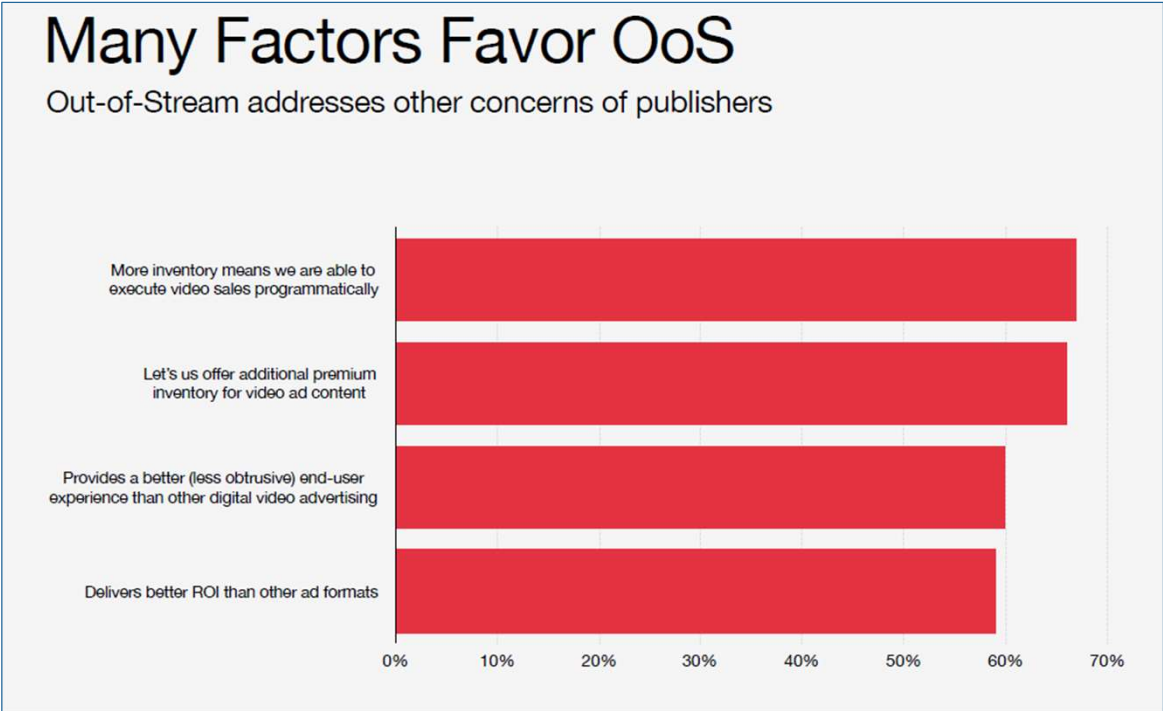
DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4B: OUT-OF-STREAM ADS

Out-Of-Stream Ads Related To Display But Probably Should Not Be Included In Initial Sales Push Because Of Production And Operational Requirements

OoS Offers Flexibility
Many ways to work OoS ads into a page, potentially expanding a site's inventory greatly

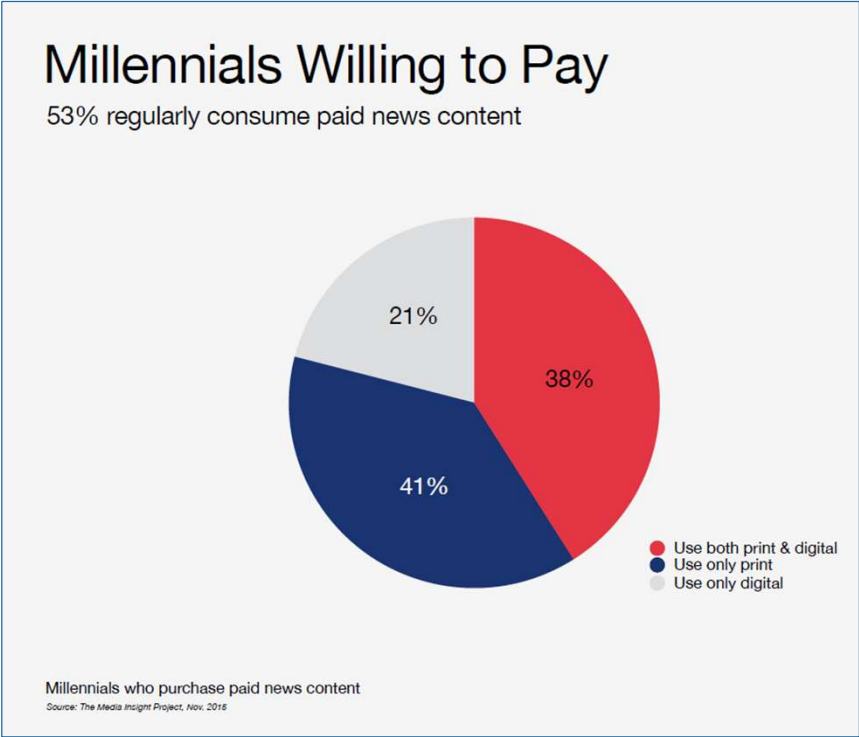
1 2 3



STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4C: INFO WALL THEN PAYWALL



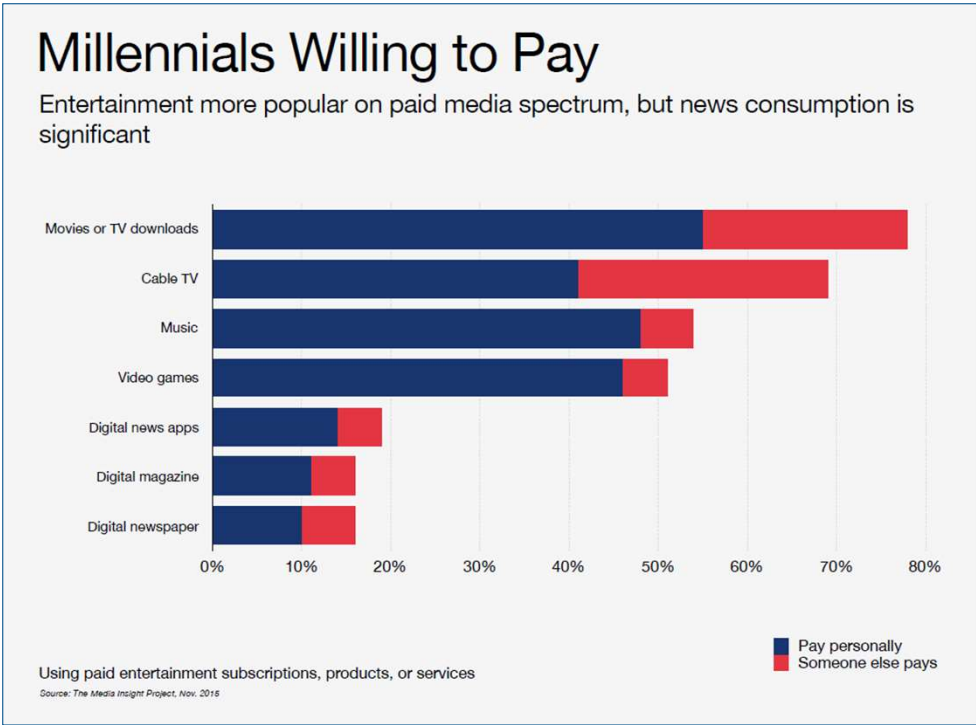
There Are Readers Who Will Pay For Content

For Example, Though Not Today's Target, 2 Rationale For Targeting Millennials: Per Good Boater Research They Influence Target And They're A Future Target, So Expose Them To Brand Now

STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4C: INFO WALL THEN PAYWALL



There Are Readers Who Will Pay For Content

Moreover, These Millennials Are Willing To Pay For “Entertainment” – Which Is Good For A Lifestyle Brand



STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

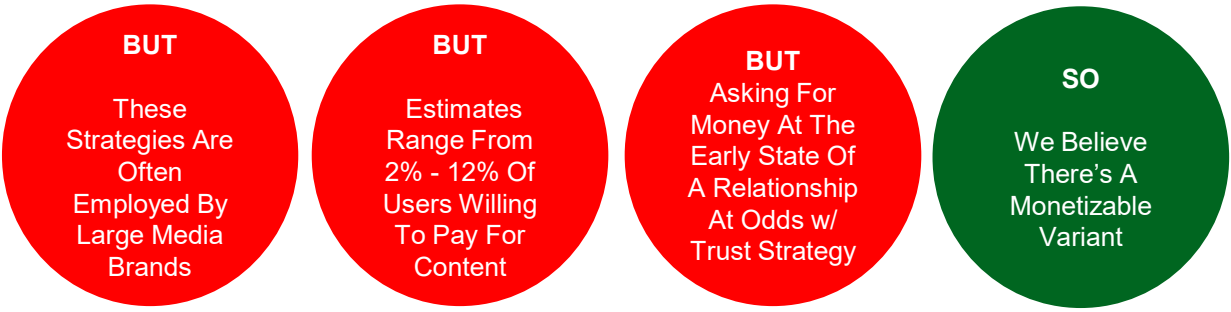
4C: INFO WALL THEN PAYWALL

Because There Are Some People Willing To Pay For Content, A Variety Of Paywall Strategies Have Been Employed

Paywall Report: Variations, drivers for adoption, examples, and future of the pay-for-content model | Andrew S

	Strict	Metered	Freemium	Leaky
What's available to non subscribers?	No content without a subscription	Certain amount of content is available without a subscription each month	Certain type of content is always available to non subscribers	Select content can become available to non subscribers either on the publisher site or through select access points (i.e. social)
Who has it?	WSJ, Newsday	NYT, The Economist	Politico, Hearst-owned newspapers	Most publishers with metered paywalls, Financial Times
Works best when content is ...	Highly specialized with a niche target audience	More generalized with large target audience	Highly specialized for some coverage and more generalized for other topic areas	Distributed through other platforms, Breaking news
Take into account...	Cheaper emerging competitors	Frequency of publishing and volume of content	Cheaper emerging competitors in premium coverage areas	Significant declines in direct website traffic
Subscription Pricing	\$\$\$	\$	\$\$	\$

BI INTELLIGENCE



STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4C: INFO WALL THEN PAYWALL



How do you capture the other 98 per cent who are reluctant to pay for content?

The issue the industry is facing today is how to show value to the consumer. If a reader isn't willing to pay for content, they can provide something publishers do want: data. Therefore, publishers need to get into a value exchange with their customers. Access to content can be traded for an email address, for signing up to an email newsletter or for watching a video. All of these actions provide monetary value to publishers in the form of better ad targeting, increased traffic from high newsletters CTRs, etc.

That Said, We Believe That Starting With An Info Wall Does Not Preclude Eventually Creating A Pay Wall

STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4D: TICKETS

Vice Includes Links Ticket Buying Opportunities – Content Appropriate Subtle So Consistent With Lifestyle / Actually Selling Tickets (e.g., Eventbrite) Another Idea

The image shows a screenshot of the Ticketmaster website. The browser address bar displays the URL: www.ticketmaster.com/nba?clickid=wqjWol0XbW3GWRLzmUQrl37yUkh1z915RVXJxg0&camefrom=CFC_BUYAT_259208&impradid=259208&RE. The Ticketmaster logo is visible at the top left, and a search bar is on the top right. A 'verified tickets' banner is present. Below the banner, there are sections for 'Boston Celtics' and 'Charlotte Hornets', each with options for 'Tickets + Resale Tickets', 'Season Ticket Options', and an 'Add to Calendar' button. A 'CONNECT' section with social media icons (Facebook, Twitter, YouTube, Tumblr, Instagram, RSS, Email) is also visible. A 'BUY TICKETS' button is located below the social media icons. An 'Add to Calendar' button is also present below the social media icons.

VICE SPORTS

summer basketball camp. Johnson had recently lost his volunteer assistant coaching job at Auburn after the Tigers fired their head coach. He was looking to earn some extra money, help the kids, and make some connections. He apparently made an impression.

Soon after the camp ended, Butler coach Todd Licklitter hired Johnson as his director of basketball operations. It was a homecoming of sorts for Johnson, who grew up an hour away in Anderson, Indiana, and played his final high school game at Hinkle Fieldhouse, Butler's famous on-campus arena. Still, as a kid, Johnson wasn't too familiar with Butler, which was overshadowed in its own state and even in its home city of Indianapolis by

CONNECT

f t y t i r e

BUY TICKETS

Boston Celtics
Tickets + Resale Tickets
Season Ticket Options
Add to Calendar

Brooklyn Nets
Tickets + Resale Tickets
Season Ticket Options
Add to Calendar

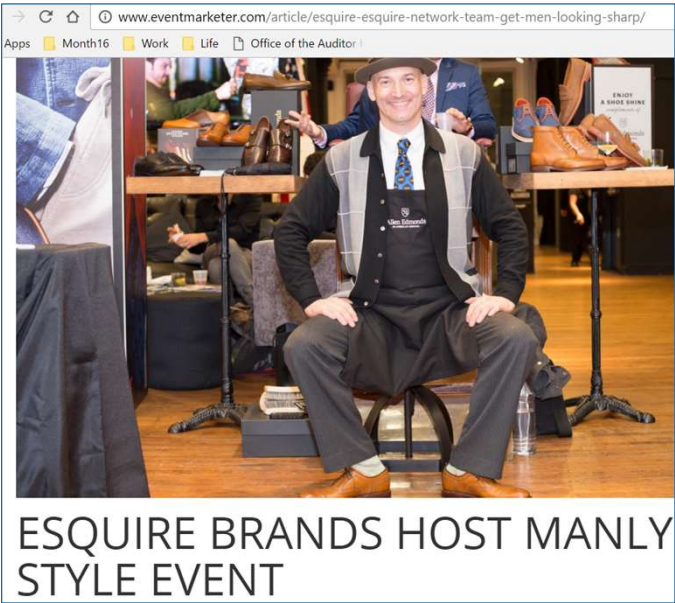
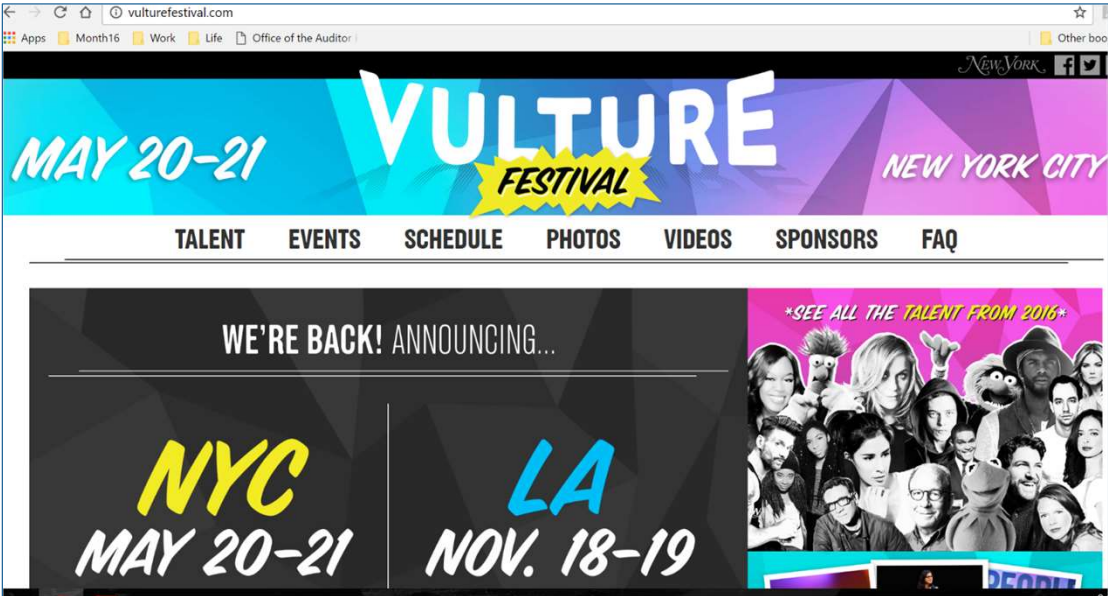
Charlotte Hornets
Hornets Tickets
Tickets + Resale Tickets
Season Ticket Options
Add to Calendar

STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4E: EVENTS

Vice, GQ And Others Put On Target-Appropriate Branded Events – A Revenue Stream That Is Very Different Than Sponsorships...

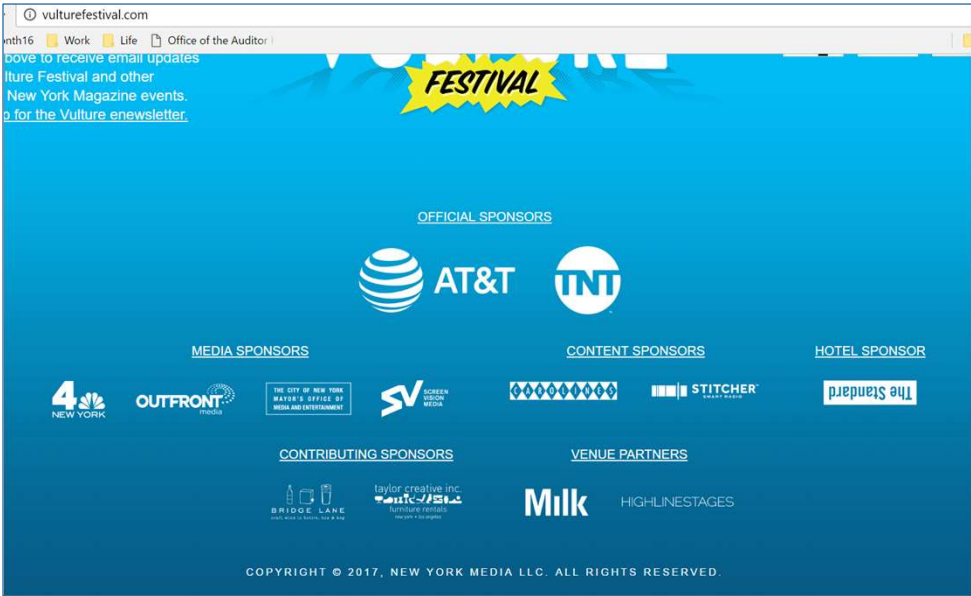


STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4E: EVENTS

...Which Is A Common And Maybe Yes / Maybe No Effective Brand-Builder, Not Immediate Revenue-Generator

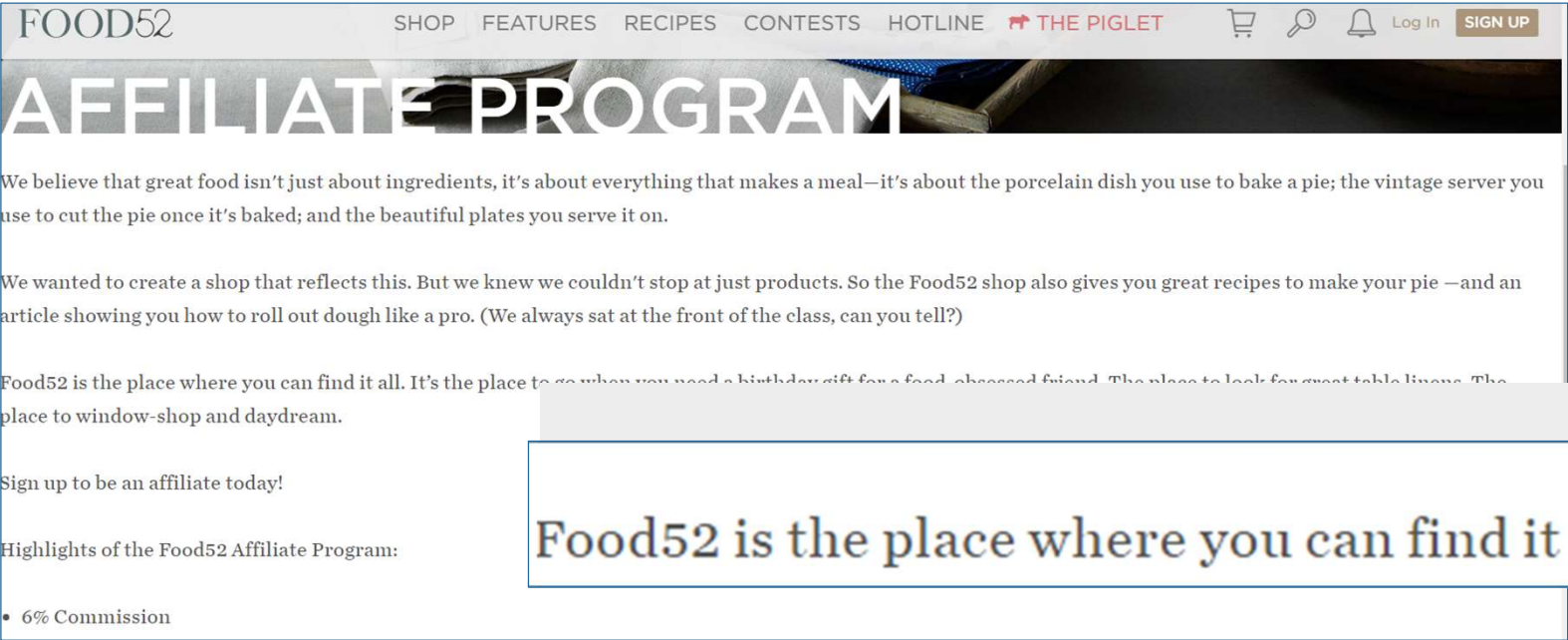


STRATEGY 4: MONETIZE A TRUSTED COMMUNITY

DURING THE PILOT, THE TEAM SHOULD THINK ABOUT MULTIPLE MONETIZATION POSSIBILITIES

4F: MARKETPLACE

Food 52 Offers Items In Low-Key Way Via “Clean” Site Design And Connection To Overall, Specific Content / Marketplace For Boating & Non-Boating Also Picks-Up Idea From Ideation Session



FOOD52 SHOP FEATURES RECIPES CONTESTS HOTLINE THE PIGLET Log In SIGN UP

AFFILIATE PROGRAM

We believe that great food isn't just about ingredients, it's about everything that makes a meal—it's about the porcelain dish you use to bake a pie; the vintage server you use to cut the pie once it's baked; and the beautiful plates you serve it on.

We wanted to create a shop that reflects this. But we knew we couldn't stop at just products. So the Food52 shop also gives you great recipes to make your pie —and an article showing you how to roll out dough like a pro. (We always sat at the front of the class, can you tell?)

Food52 is the place where you can find it all. It's the place to go when you need a birthday gift for a food-obsessed friend. The place to look for great table linens. The place to window-shop and daydream.

Sign up to be an affiliate today!

Highlights of the Food52 Affiliate Program:

- 6% Commission

Food52 is the place where you can find it all.

THE GO / NO GO

PURSUING CONNECTED PILOT STRATEGIES WILL PROVIDE FEEDBACK TO MAKE GO / NO GO DECISION



TIMING

			27-Mar	3-Apr	10-Apr	17-Apr	24-Apr	1-May	8-May	15-May	22-May	29-May	5-Jun	12-Jun	19-Jun	26-Jun	3-Jul	10-Jul	17-Jul	24-Jul	31-Jul	7-Aug	14-Aug
STRATEGIZE	Review Alternative Revenue Sources	Completed																					
	Develop Strategy	Completed																					
	Discuss Strategy	Completed																					
	Decide On Path	Completed																					
	Flesh-Out Strategy	Completed																					
	Finalize Strategy	Almost Completed																					
BUILD	Content - Develop Editorial Calendar																						
	Content - Develop Initial Content																						
	Naming - Conduct 1st Round																						
	Naming - Hold Conference Call																						
	Naming - Conduct 2nd Round																						
	Naming - Hand Off For Legal Clearance																						
	Newsletter - Provide Strategy Direction To Designer																						
	Web Site - Provide Strategy Direction To Designer																						
	Newsletter - Get Out Door																						
	Web Site - Conduct WIP Calls With Designer To Develop																						
	Web Site - Present Near-Final Via Conference Call																						
	Web Site - Conduct WIP Calls With Designer To Finalize																						
	Web Site - Launch																						
	Web Site and Newsletter - Conduct Weekly Calls On Content Hacking																						
DECIDE	Prepare For Go / No Go Meeting																						
	Host Go / No Go Meeting																						

THANK YOU.

