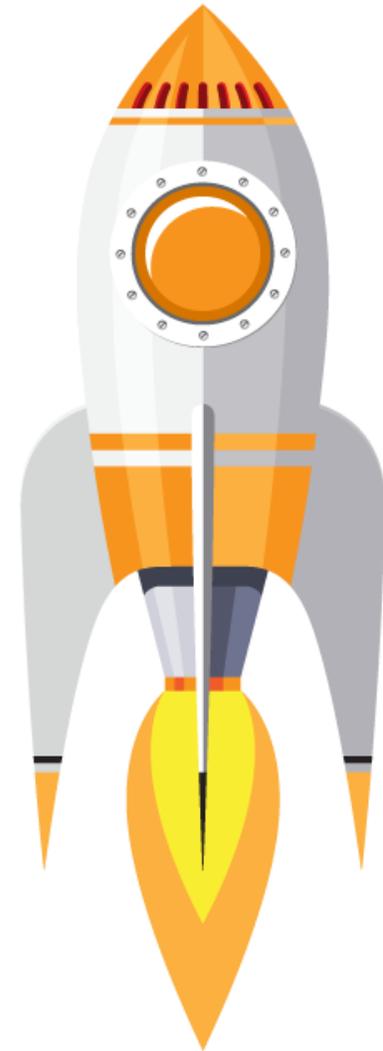


LOCAL MEDIA BUSINESS MODEL ACCELERATOR

BUILDING A STRONGER FUTURE
FOR JOURNALISM



LocalMedia
association

“We are intensely focused on helping local media companies discover new and sustainable business models”

INNOVATION IS IN OUR DNA

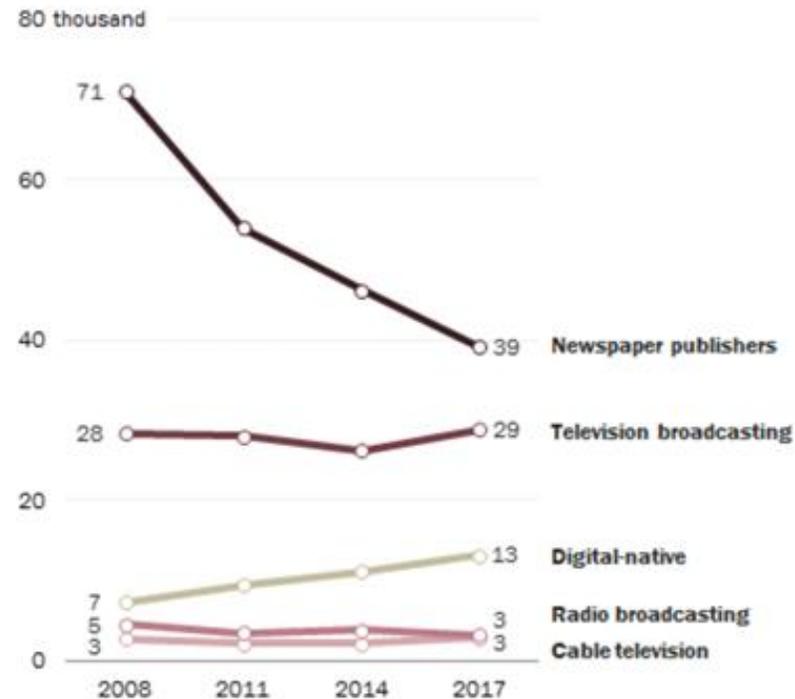
Accelerated our own transformation 7 years ago:

- Created a true umbrella organization to serve the entire local media ecosystem including broadcast, digital only, newspapers, R&D
- Sharpened our focus to new & sustainable business models
- Attracted a diverse board of top talent in media in North America
- Became one of the industry's thought leaders in the future of media
- Leader in experiential learning via four Innovation Missions per year, Chief Digital and Content Clubs & more



Newspaper newsroom employees declined by 45% between 2008 and 2017

Number of U.S. newsroom employees in each news industry, in thousands



Note: The OES survey is designed to produce estimates by combining data collected over a three-year period. Newsroom employees include news analysts, reporters and correspondents; editors; photographers; and television, video and motion picture camera operators and editors. Digital-native sector data are based on "other information services" industry code, whose largest component is "internet publishing and broadcasting and web search portals."

Source: Pew Research Center analysis of Bureau of Labor Statistics Occupational Employment Statistics data.

PEW RESEARCH CENTER

THE PROBLEM

The core business model is profoundly disrupted, and despite significant digital growth, it hasn't been enough to offset legacy revenue losses.

- Even companies that have made ambitious digital investments have not been able to overcome the print losses
- Many have been unable to innovate at the pace, scale, and rigor required to transform

A Bold & Ambitious Plan

- Year-long endeavor with our team and board to explore where we could have the greatest impact on the media industry, including three off-site meetings
- Invested in outside consultants, focus groups and media leader surveys and interviews (largest spend in our history on these services) - see survey results here: [“The Big Disconnect” Report](#)
- Committee includes: Jim Brady, CEO, Spirited Media, Peter Newton, COO, GateHouse Media, Jeremy Gockel, Head of Innovation, McClatchy, Pam Laycock, SVP Strategy, Torstar, Stephanie Slagle, Director of Digital, WBNS, Shannon Kinney, Founder & Client Success Officer, Dream Local Digital, Matt Coen, CEO, Second Street, Nancy Lane & Jed Williams/LMA



- A recommitment to the LMA mission and the need to take it a step further: we know that discovery isn't enough; we need to help with implementation and be a catalyst for new business model development
- A thriving and healthy journalism ecosystem requires sustainable business models ASAP. It is essential to support civic engagement and democracy
- Result: Development of a plan for the **Local Media Business Model Accelerator**

NOTHING ELSE LIKE IT IN THE INDUSTRY

LOCAL MEDIA BUSINESS MODEL ACCELERATOR

BUILDING A STRONGER FUTURE
FOR JOURNALISM

OUR MISSION: LMA's Business Model Accelerator will vet, test, prove and execute promising new business models that will sustain local journalism

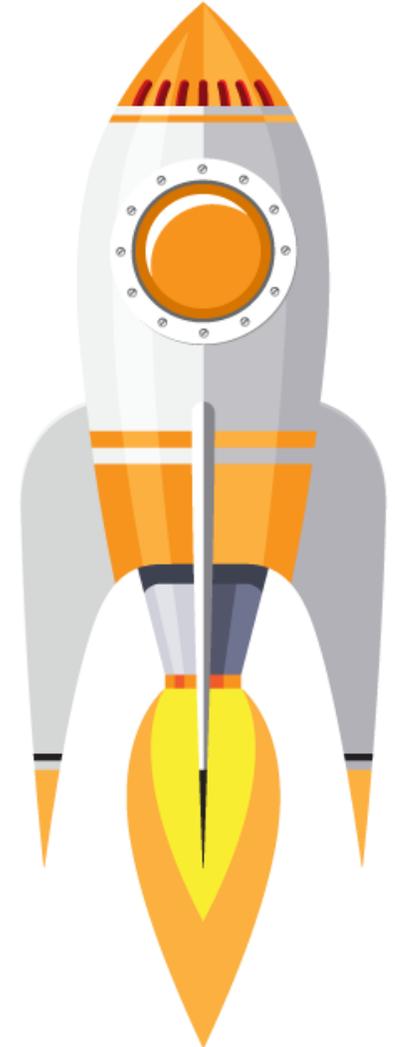
THE BUSINESS MODEL ACCELERATOR

The Business Model Accelerator is a new LMA entity purpose-built to:

- Find new business models that will sustain local journalism

Our approach will:

- Be big and bold. We will look for models that can scale profitably
- Use a thorough methodology and vetting process
- Be user-centric, relying heavily on customer research and design thinking principles
- Test and bring the most promising models to market



Estimated Annual Project Volume

IDEAS

Research

..... 15-20 ideas

Prototyping

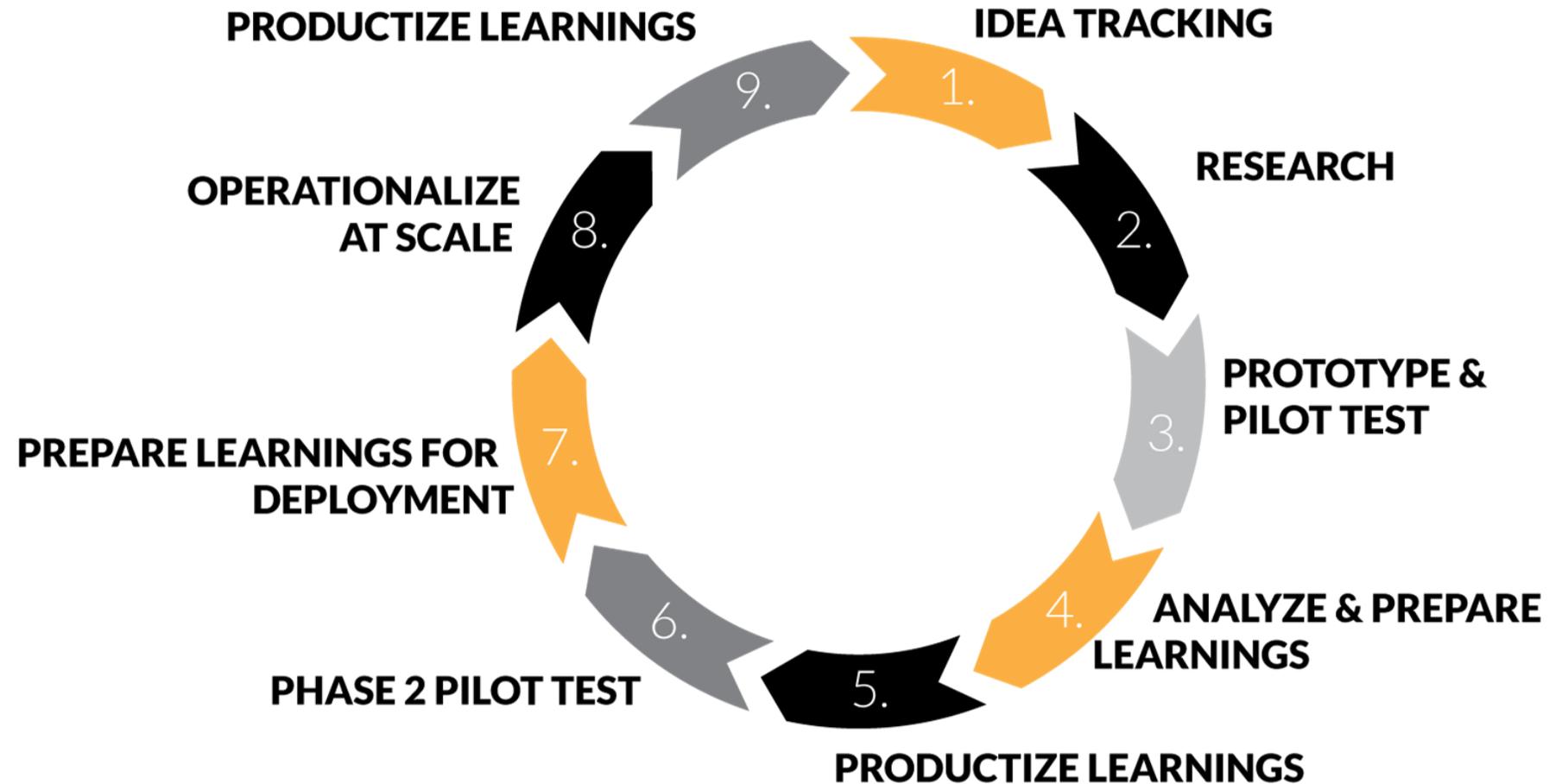
..... 4-6 tests

Execution

..... 2-3 projects

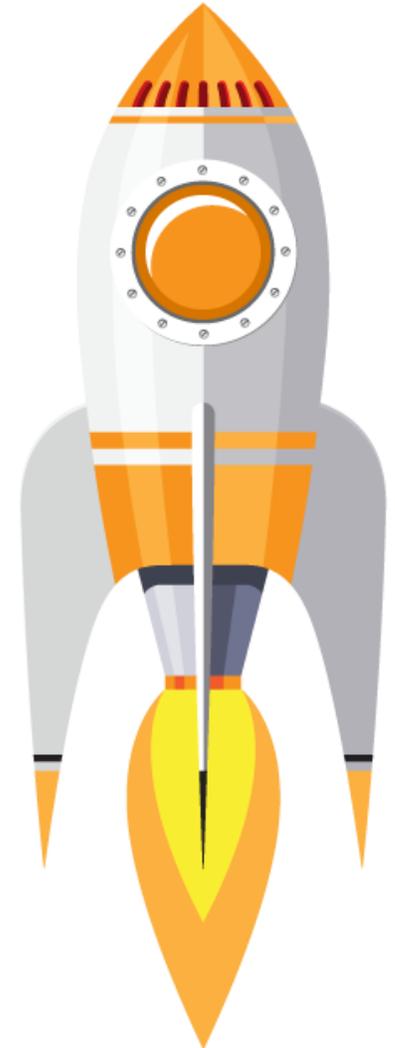
LOCAL MEDIA
BUSINESS MODEL
ACCELERATOR

Here is how a multi-phase accelerator could run on a **continual project cycle**. Our sample process has 9 distinct phases



LMA's Business Model Accelerator draws a distinct contrast to other accelerators in media

- We will focus on **long-term projects**, using a **rigorous, end-to-end process** that includes large-scale rollouts to the full local media ecosystem (other industry accelerators are short-term and only focus on alpha partners)
- Focus on big ideas and business models that can sustain local journalism (**think \$500MM or more per project**)
- **Participating partners have "skin in the game"** and make defined commitments



Significant Investment to Scale

- The Accelerator will be staffed with a **dream team of talented people** with expertise in data, technology, research, design thinking, product, sales, marketing, training and more
- Customer research is a key differentiator. **All projects will be intensely focused on the customer**
- The Accelerator will extend beyond testing to help media companies execute on promising ideas. We will **embed experts into organizations** when game-changing business models emerge, and **deliver training, playbooks, partner support and more, at scale**
- Significant resources have also been allocated to **technology, data infrastructure and marketing/industry sharing**



Build New Initiatives		Expand Existing Initiatives	
✓	Turnkey playbooks with implementable tools & clear conditions for success	✓	Specialized Conferences
✓	Scalable training modules delivered locally and regionally	✓	Collaborative best-practice sharing groups (Chief Digital and Chief Content Clubs)
✓	On-demand partner support resources (ex. help desk)	✓	Innovation Missions
✓	Specialist teams embedded with partners to accelerate growth	✓	Extensive content: research papers, case studies, webinars