

Publish

MAY 2022

Cutting



Profit Building Opportunities

THE ASSOCIATION OF COMMUNITY PUBLISHERS

acp



Providing print services to over 50 publications and associations across the country.

How do you combine **Direct Mail** with **Digital Ads** and **Track all Results?**



7 Technologies strategically delivered to drive maximum exposure and engagement for your client's direct mail campaign about 10 cents each



SocialMatch



Mail Tracking



Informed Delivery®



Call Tracking



Online Follow-Up



Social Media Follow up



LEADMatch Additional cost

We'll help you cut costs and maximize profits!

Digital Press

- Brochures
- NCR Forms
- Calendars
- Envelopes, Business Cards, Letterhead, etc

Web Press

- Flyers
- Inserts
- Wraps
- Booklets

Circulation Sales

- Bounce-back Cards
- Bill Inserts
- Posters
- Mailers

Direct/Solo Mail

- Turnkey Pricing
- EDDM
- Targeted Direct mail
- TrackDirectMail

**Print & Deliver
Flyer Special**

\$7.50 per M*

45# Coated Flyer

-8.5 x 11 (Jumbo 10.5 x 11 size available
\$9.00 per M*)

- Glossy Paper
- Full Color Two Sides
- Low minimum of 25,000
- Fast Turn Around

*\$300.00 set up/plate charge plus freight

SOLO DIRECT MAIL SATURATION POSTCARDS

☞ **As low as .164 postage per piece**

☞ **200 piece minimum**

☞ **No mailing list required** ☞ **Fast turn around times**

Call for more information



CALL TODAY!

(909) 947-5292

www.ultimateprintsource.com

Publish

PUBLISHED BY
Association of Community
Publishers, Inc.

EXECUTIVE DIRECTOR
Douglas Fry

5701 E. Circle Dr. - #347
Cicero, NY 13039-8638
Office: 877-203-2327
Email: Loren@communitypublishers.com
Douglas@communitypublishers.com
Cassey@communitypublishers.com

MARKETING REPRESENTATIVES
Wendy MacDonald
Kristi Dale

3105 Camino Del Arco
Carlsbad, CA 92009
Office: 913-461-3721
Email: Wendy@plan4growth.com
Email: Kristi@plan4growth.com

DESIGN AND PRODUCTION
Design2Pro
www.design2pro.com

Howard Barbanel
516-860-7440
Email: howard@design2pro.com

Publish is a monthly publication dedicated to covering the people, events and companies that are the community publishing industry.

Nothing may be reprinted in whole or in part without permission of the publisher.

Publish is mailed free of charge to community publications all across North America. Other businesses may subscribe for \$20 annually.

Publish is not responsible for unsolicited manuscripts. All letters and photos received become the property of the publisher.

Cover Graphic:
by [Leremy/shutterstock.com](https://www.shutterstock.com)



CONTENT/INDEX

IN THIS MAY ISSUE...

- 7 FROM THE TOP by John Draper
ALWAYS BUILD VALUE
- 9 THE ONE THING by Douglas Fry
UNUSUAL ATTITUDES
- 11 PERSPECTIVE by Loren Colburn
"THINK LIKE AN OWNER"
- 13 INDUSTRY FEATURE by Loren Colburn
CUTTING COSTS AS OPPOSED TO CUTTING CORNERS
- 16 THE SURVEY SAYS...
- 18 SUPPLIERS IN THE NEWS
- 19 INDUSTRY HOW TO by Suzanne Kearns
7 TIPS FOR NEGOTIATING THE BEST DEAL WITH YOUR SUPPLIERS
- 20 NASHVILLE LEADERSHIP SUMMIT PHOTOS
- 22 ADDITIONAL RESOURCES
- 24 MANAGEMENT MINUTE by James A. Baker
OPEN LEADERSHIP STYLE KEYS POSITIVE, MORE PRODUCTIVE TEAM
- 25 RISING STAR by Cory Regnier
WHEN STARS COLLIDE
- 26 THE LEADERSHIP INSTITUTE by Jim Busch
UNDERSTANDING COSTS
- 27 AD-LIBS by John Foust
DISADVANTAGES HAVE THEIR ADVANTAGES
- 28 GRAPHIC HOOKS by Ellen Hanrahan
DESIGN TIPS
- 29 BUSINESS & SERVICE DIRECTORY

COMING NEXT MONTH

The June *Publish* plan is to take a look into how publications can increase revenues. As always, we will also cover the people, information and issues that are influencing the community publishing industry.

MONEY

IN YOUR POCKET



Cut your costs, pump-up your profits and streamline your operation by switching your graphic design, layout and production to Design2Pro. Savings of 50-75% versus in-house plus access to some of the world's most talented designers.

Editorial pages that shine and print and web ads that snap, crackle and pop for the lowest prices on the planet – savings you can take all the way to the bank.

More than 300 newspapers and magazines served each week. Our 17th year. Call Howard Barbanel at 516-860-7440 and find out how much we can save for you, because if you want to succeed in print, the more Benjamins you save the better.

Design2Pro

Making Print Publishing Way More Profitable

Howard Barbanel, Executive Vice President

Howard@Design2Pro.com • 516-860-7440 • www.design2pro.com

2022 ASSOCIATION OF COMMUNITY PUBLISHERS BOARD



PRESIDENT
John Draper
The Free Star
P. O. Box 277
Pipestone, MN 56164
jdraper@pipestonestar.com
507-825-3333



PAST PRESIDENT
Rick Wamre
Advocate Community Newspapers
6301 Gaston Avenue
Dallas, TX 75214
rwamre@advocatemag.com
214-560-4212



Jane Quairol
Kapp Advertising
P.O. Box 840
Lebanon, PA 17042
janeq@themerchandiser.com
717-273-8127



FIRST VICE PRESIDENT
Manuel Karam
Genesee Valley Publications
1471 Route 15
Avon, NY 14414
ManuelKaram@gvpennysaver.com
585-226-8111



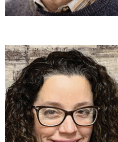
AT-LARGE DIRECTORS
Shane Goodman
Cityview
8101 Birchwood Court, Suite D
Johnston, IA 50131
shane@dmcityview.com
515-953-4822



Carol Toomey
Action Unlimited
100-1 Domino Drive
Concord, MA 01742
carolaction@aol.com
978-371-2442



SECOND VICE PRESIDENT
Joyce Frericks
Star Publications
522 Sinclair Lewis Avenue
Sauk Centre, MN 56378
joyce@saukherald.com
320-352-6577



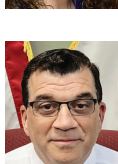
Lisa Miller
New Century Press
P. O. Box 28
Rock Rapids, Iowa 51246
lmiller@ncppub.com
712-472-2525



EXECUTIVE DIRECTOR
Douglas Fry
ACP
104 Westland Drive
Columbia, TN 38401
Douglas@communitypublishers.com
877-203-2327



SECRETARY
Farris Robinson
Hometown News
2400 S. Ridgewood Ave. #22
South Daytona, FL 32119
frobinson@hometownnewsmedia.com
386-322-5900



Joe Nicastro
New View Media Group
5 Dancer Dr.
Budd Lake, NJ 07828
joe@mylifepublications.com
973-809-4784



Cassey Recore
ACP
5701 E. Circle Dr. - #347
Cicero, NY 13039
Cassey@communitypublishers.com
877-203-2327



TREASURER
Greg Birkett
Dubuque Advertiser
2966 JFK Road
Dubuque, IA 52002
gbirkett@dubuqueadvertiser.com
563-588-0162



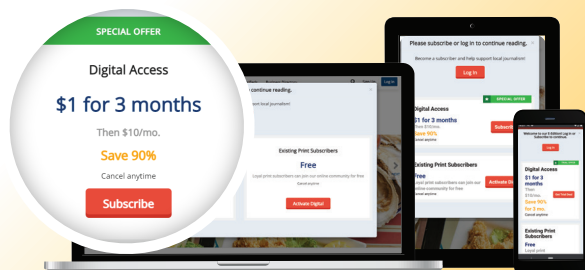
Barb Perry
Reminder Publishing, LLC
280 North Main Street
East Longmeadow, MA 01028
bperry@reminderpublications.com
413-525-6661



Loren Colburn
ACP
5701 E. Circle Dr. - #347
Cicero, NY 13039
Loren@communitypublishers.com
877-203-2327

Is your one-size paywall actually costing you money?

Audience+ is the smart metering solution
that targets users with custom offers and
converts drive-bys into paying subscribers.



Audience+
BY TownNews

Learn more at: TownNews.com/Audience

PUBLICATIONS LISTED FOR SALE

KAMEN & CO. GROUP SERVICES, LLC

516-379-2797

info@kamengroup.com

www.kamengroup.com

*Proud to be Forbes Media Financial Valuation Expert for
its 400 Richest Americans Directory 8 Straight Years*

Pennsylvania award-winning free weekly shopper in business nearly 40 years. A full complement of print & digital advertising with loyal readership and advertisers. Infrastructure in place for expansion.

National Horse Magazine distributed to all 50 states & 14 countries. Total circ 7,000. Profitable & focuses on niche heavy horse industry with in-depth features, best show results, vet and legal advice & much more.

Quarterly advertorial free distribution newspaper with a total of 851,000 distribution focusing on health procedures with testimonial content throughout Florida. Profitable & well branded!

B2B Ohio construction, realty, architecture glossy monthly magazine in business 75 years. **UNDER CONTRACT**

Georgia Lake Country award-winning weekly broadsheet newspapers and regional niche magazines.

Florida regional multimedia print & digital publishing entity inclusive of 8 health & wellness lifestyle titles with dynamic social media components. In business 20 years. **UNDER CONTRACT**

North Carolina regional glossy attractive lifestyle magazine established in 2005. Outstanding metro market saturation with strong growth potential. **SOLD**

Please contact our New York office for an NDA.
This is a partial listing of titles we have available for purchase.
Need to have your publications financially valued correctly?
Want to sell your title? Contact our firm confidentially.

WAKE UP YOUR SALES TRAINING!



*Available whenever you are...
all day, every day!*



For more information watch the video at:
www.communitypublishers.com/members-only-access

ALWAYS BUILD VALUE



JOHN DRAPER
ACP PRESIDENT

At the recent ACP Leadership Summit in Nashville, the title of the day-two opening session was “How to prepare your publication for sale.” On the surface, I thought perhaps this was a bit of a downer. Nothing like prepping the day with a talk about getting out of the business. Please read on, this is not a piece on getting out.

There were some valuable lessons learned during this interactive talk. One is to keep in mind that there are always individuals whose time has come to consider an exit strategy. Along with that, consider there are also individuals or companies looking to grow. This is the way of business and is not to be downer.

Because there are always buyers in a market and we are all looking to maximize our return, the second lesson learned becomes very important. Run your business like you are going to sell it. Even if you have no intentions to sell, having a mindset that drives you to create value is always a good thing.

In this session, a presentation/discussion conducted by a real publisher who sold her publications and a real buyer who purchased them, attendees were reminded of a few key strategies. Whether you plan to sell or not, I view these items as key operational tactics to build value for you and the company. Let me highlight a few tactics:

- **Point one: build a valuable staff.**

Consider where best to spend your payroll dollars so as to create immediate and lasting value. This may mean eliminating a person to divert payroll to growth, or maybe elimination of a position to build the bottom line. This also involves investing in training or resources to garner a higher level of production or efficiency. In all cases consider the best use of valuable payroll dollars.

- **Point two: create strong product/service offerings.** Build your print products to capture your market and augment digital or other products and

services to build additional revenue streams. Consider how you can extract as much out of the market as possible.

- **Point three: understand your**

financials. Make sure to routinely dig into your monthly financial statements and look for ways to do better. There can be much gained by looking at every expense item and asking if there is a better way to spend these dollars or perhaps a way to eliminate some all together. By monitoring on an ongoing basis, it becomes easier to change if needed and perhaps save a lot of money.

Various other Leadership Summit sessions tied directly into this concept of building value. We were shown a great new sales training tool developed by ACP as a benefit to our members. The ACP On Demand Training Center combines the vast training library of Power Sales University with industry-specific TLI classes.

We looked at means in which to partner with vendors to upgrade and/or outsource technology and how those partnerships can save us money or create new revenue streams. Again, building value by managing resources and enhancing financial strength.

A number of sessions featured topics on managing our employees. Key take-aways dealt with communications, building trust, listening, and implementing technology to make their roles more effective. Refer to point one above: build a valuable staff.

Without trying to recreate the entire summit, I hope you get the point. We always need to be building value. This is one of those lessons that are not necessarily new to us, just one of those that can easily be less attended to in the day-to-day grind of putting out our publications.

Whether or not you have any immediate desires to sell your publication, remember to operate your business as if you do plan to sell it. You will reap the rewards now and someday long into the future when the time is at hand to slow down. ■

Cost reductions for publications!



Available with every membership!

Options to include Free Circulation Audits

Extensive On Demand Sales Training

Peer Networking Opportunities

If you are one of our many members, enjoy your savings and many benefits.
If you are not a member, contact us to start saving and growing immediately!

acp

877-203-2327 www.communitypublishers.com



UNUSUAL ATTITUDES



BY DOUGLAS FRY

“My suggestion is that we go back to the basics of proper training. Proper training includes practicing Unusual Attitudes.

Each month, as I write “The One Thing,” I think of ways to let you know a bit more about me in the context of learning one thing we can do to improve. Usually this is more than you want to know, but no one has complained loudly enough yet. In keeping with that, and not wanting you to know about my Chocoholic tendencies, let’s talk about Unusual Attitudes.

When I took a job at the Exchange in Fayetteville, TN the owner, mentor, and friend Bill Thomas asked me if I would be interested in learning how to fly an airplane. It took all my self control not to jump up and down, giggling, clapping my hands. Instead, I simply said, “If that’s what the company wants, I’m willing to help out any way I can.”

I began taking flight lessons from a young man named Phillip Rutledge. He was younger than I and we developed a friendship. He was still in college and having trouble with math. I was having trouble with the whole “keep the airplane in the air” thing. So, we helped each other out. I took a flight lesson and then we went to our home where I tutored him in college algebra, trig, and finally calculus.

Each time we went up in the plane I learned something new. Navigation, Instrument Flight Rules, Dead Reckoning, Stalls, S-Turns, Take Offs, and we tried to do an equal number of

Landings. Each time we went up Phillip did something to me to test how I would manage the plane when things went wrong.

He would pull the power, switch off the gas, add flaps, or even open the door. He did anything to distract me from the task of flying the airplane. After the first time I was caught unawares I watched him, the horizon, the gauges, and outside the plane like a nervous hawk.

I seemed to be doing pretty well because after about 8 hours of instruction he got out of the plane and told me to take off and land three times, by myself. I managed to do all three of each and taxied the aircraft to the hangar.

I had done it! I was a pilot or so I thought. However, Phillip had lots more tricks up his sleeve before I could take my pilots exam, called a “check ride.” After my solo, each time we went up he told me to “Close your eyes and put your head down.” Just so you know, don’t ever do that unless you trust the other person completely, nothing good can come of it.

After he said those words I felt the plane going through all kinds of crazy maneuvers. I heard the engine alternately rev high or slow down. Twisting and turning through the air Phillip’s mission was to get me completely disoriented and panicked. At the height of confusion he would say,

THE ONE THING

“Douglas, open your eyes and look up. The plane is yours.”

The immediate feeling of alarm, anxiety, and near hysteria seized my brain as I looked out to see either nothing but blue sky as the plane was pointed straight up stalled out, or the ground rushing up at us with full power. Or sometimes he would add a twist of having the plane turned on its side doing the above mentioned acrobatics. I had to manage my fear, take control of the plane, and get it back on the straight and level as quickly as possible. Those maneuvers were called “Unusual Attitudes.”

The idea of Unusual Attitudes is that the pilot is trained to handle stress and react to problems without having to deliberate about what to do. He or she simply reacts as trained without going through the long process of figuring out how to overcome the problem.

Switch gears now. When you are out on a sales call you will have all kinds of stuff thrown at you. Objections, attitudes (sometimes unusual), and outright dishonesty will be launched at you by your customers and would-be customers. How do you handle them? Do you try and figure out just the right response? Or do you simply react as you’ve been trained?

Most of us haven’t been trained enough or well enough to simply respond as trained. We try to postpone an answer by asking “probing questions” all while trying to figure out why the customer wants her ad upside down on page three in full color or some other outlandish proposition.

My suggestion is that we go back to the basics of proper training. Proper training includes practicing Unusual Attitudes. Call it role play. Call it what you like. Most of us don’t like it no

matter what it’s called. But the reality is that unless we practice how we will respond to unusual questions, attitudes, and objections we will crash and burn. No one likes to crash and burn, especially in sales.

During your next sales training session talk to your people. Get them to respond to “What would you do if Jane Customer asked you to go off the rate card because the competition did?” Have your people talk through what they would say or do. Get input and feedback from each person on your sales team. You’ll be surprised at the interesting responses and fixes they come up with. Everyone learns from this process. It will help your people be more professional and more successful.

The next time you take a flight remember that your pilot had plenty of Unusual Attitudes so that you could play “Wordle” despite your seat mate’s unusual attitude. ■

Audits & Readership Studies for additional publications you own at ACP rates!

Enjoy the same great data and CVC benefits for Bridal, Parenting, 55+ Lifestyle, Home, Business, or Niche Guides that you also publish.

CIRCULATION VERIFICATION COUNCIL
OUR DATA SPEAKS VOLUMES

PUBLICATION AUDIT REPORT

Audit Period: July 1, 2020 – June 30, 2021

Family Magazine

1. Audited Media Platforms

Platform	Average Net Circulation	Average Monthly Unique Users
Print Edition	14,292	1,415
Digital Edition	36,900	11,480
Website	4,023	
Social Media		

2. CVC Estimated Ed

Category	Estimate
Print Edition	14,292
Digital Edition	36,900
Website	4,023
Social Media	

3. Total Digital Content

Category	Estimate
Print Edition	14,292
Digital Edition	36,900
Website	4,023
Social Media	

4. Audited Circulation, Distribution and Net Press Averages - Print Edition

Category	Estimate
Print Edition	14,292
Digital Edition	36,900
Website	4,023
Social Media	

5. Distribution by Zip Code

Zip Code	Estimate
00000	14,292
00001	36,900
00002	4,023
00003	

6. Value of the following products or services

Category	Estimate
Print Edition	14,292
Digital Edition	36,900
Website	4,023
Social Media	

Call now to get started! (314) 966-7711



OUR DATA SPEAKS VOLUMES

FRESH AIR FOR DIGITAL MARKETING

We work exclusively with publishers to help you take digital to market.

WE DO THE SALES & OPERATIONS HEAVY LIFTING

- ✓ Real-Time Reporting
- ✓ New digital revenue in 90 days
- ✓ Full Back-Office Support
- ✓ 3 to 5 x margin
- ✓ Proven go-to-market approach
- ✓ Sales Execution

January Spring

Programmatic Display
OTT/CTV Streaming
Paid Social
Targeted eBlasts



BY LOREN COLBURN

“THINK LIKE AN OWNER”

We’ve all heard the phrase over the years “Think Like An Owner”. We’ve all probably even used that phrase at some time or another or been asked by some supervisor (or owner) to function that way. The truth be known, I have always prided myself as being able to think and operate “like an owner”, but never thought about defining that perspective. So what exactly is the thought process that we collectively refer to as representing owner-thinking? I have had the privilege of working for several different owners through my career and I can assure you they all did not think the same way, not even close.

I attempted to research the concept and identified several interesting viewpoints, none of which offered a specific definition of “owner-thinking”. What they did do was describe in a variety of ways the essential employee attributes critical to being efficient, effective, and relentless in the pursuit of peak productivity. I would agree with those characteristics as summarizing my concept of owner-thinking and would also admit there were owners I worked with along the way who demonstrated owner-thinking and there were some who did not.

Why don’t we summarize owner-thinking for this discussion as individuals who consistently demonstrate the following behaviors:

- Maximizes use of any and all company resources
- Protects and preserves all company facilities
- Company brand and image conscious at all times
- Personal brand and image conscious at all times
- Clearly understands company’s priorities
- Strong work ethic

The person who does all of these will undoubtedly be viewed as demonstrating owner-thinking. If you are not an owner, you need to position your focus from a perspective guided by these descriptions and if you are an owner, you need to take every opportunity to demonstrate these qualities in your work role.

In the reference section of Publish, there is a link to a great article about *Why think like an owner if you aren’t one?* by Susan Fowler. I will leave the non-owner discussion to her as she has an interesting approach to making that point.

We will address here some activities owners/managers need to be doing on a regular basis to position themselves as a proper role model for owner-thinking to their staff. Establishing an “ownership culture” starts with the fact that you can’t expect your team to “do as I say and not as I do” on a regular basis. They need to see you lead by example at every opportunity, right down to the little things you expect them to do. Demonstrating that if the owner can pick up a piece of paper from the floor, it is everyone’s responsibility to do so. If the owner is in the office early and leaves late, it reinforces the level of commitment each member of the team is expected to make. If on the other hand, the message you are sending through your own activities says, “it’s not important to me” or that “it’s beneath me to do it,” then don’t expect that behavior from others.

Another must do is to make presenting bad news something that is encouraged as a necessary part of the business and not discouraged by your reaction to the news. That overreaction will intimidate the next person from being the “bearer of bad news” in fear of upsetting you. Stifling communication does not solve problems, it creates bigger problems. Make presenting problems an encouraged process and problem resolution a team activity.

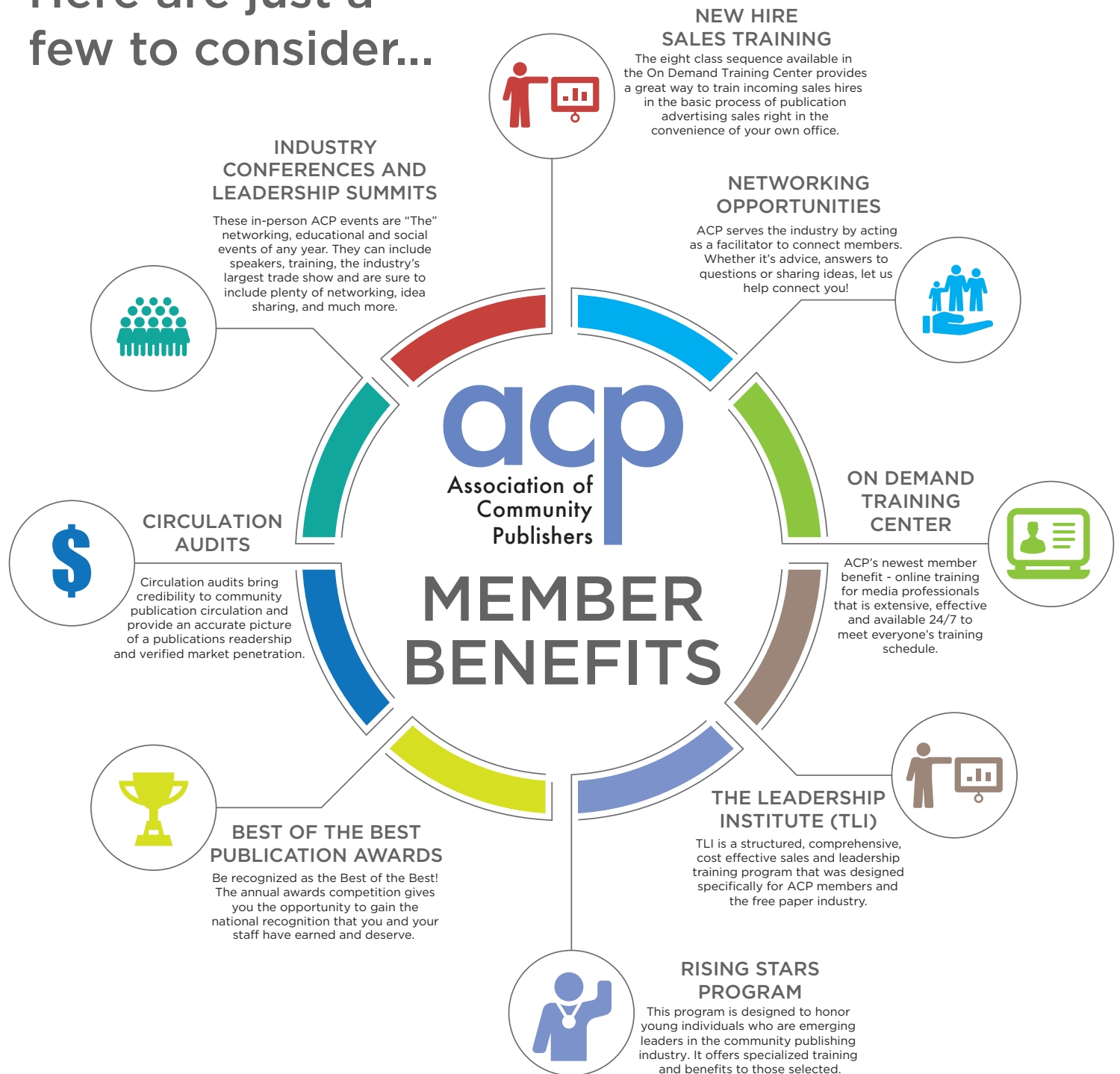
Involving staff in both the decision process and establishing desired outcomes, ensures both their understanding of the reasoning as well as what the expectations are going forward. Ownership of the decisions generated by their involvement adds a level of commitment and accountability required to drive successful outcomes. They must also be encouraged to promote an inclusive culture to their subordinates, driving the participatory process to all corners of the organization.

An ownership culture can establish a variety of benefits for your publications, but it’s important to understand that it’s not all about equity, it’s about participation and communication. There are plenty of stories out there where Employee Stock Ownership Plans (ESOP) were put in place to drive an ownership and ownership mentality, only to find that it was not a cure for their culture problems. In many cases the business thought the ESOP would instantly transform staff’s thinking and culture to a whole new perspective based strictly on equity – not the case. This process takes time, leadership, and understanding by employees to establish a true culture of operating and decision making from an established perspective of ownership. Equity can play a role in that process, but it’s a whole lot more complicated than a dose of equity can overcome.

What this culture will do is focus efforts, attention and accountability on the areas and outcomes that are established as important. Communication and participation are the cornerstones to understanding what is established as important to the organization. With everyone pulling in the same direction, for the same reasons, things really begin to gain momentum. The culture of owner-thinking will drive savings, efficiencies and improvements in all areas of your publications as well reinforce to the rest of your community, “If it’s free, buy it!” ■

Are you taking full advantage of all your acp member benefits?

Here are just a few to consider...



Providing the tools and support needed for your publications to be more successful.

Not a member...join today! 877-203-2327 or communitypublishers.com

CUTTING COSTS AS OPPOSED TO CUTTING CORNERS

BY LOREN COLBURN

Cutting costs is one of those terms that always scares me a little bit. When it is applied to finding the same item but at lower pricing, that is a relatively safe perspective related to cutting a cost. When it morphs into changing processes, procedures, and people, it enters a much more profound and I believe dangerous realm. This is the point where we start to straddle that fine line between cutting costs and cutting corners.

Cutting costs is just the analysis of how much is being spent on something. Cutting corners starts to tamper with the elimination of components related to producing our publications that can affect quality, customers, readers and ultimately revenues. That outcome is certainly not what was intended but can often be the unforeseen result of cutting the wrong expense in the wrong place.

Let's look at a few dos and don'ts you may want to consider trying to reduce expenses without cutting into the products or services you provide. The names within these examples have been changed to protect everyone's privacy, but several of you may recognize some large similarities to your real life experiences!

1. DON'T assume you are getting the best price available because of your personal relationship with the supplier.

I have seen this one play out way too many times over the years. You have a relationship/history with the supplier that you believe guarantees you the best price available and you refuse to entertain competitive bids. You are locked into this assumption!

I remember a publisher who thought that about his ink supplier,

who happened to be one of his close friends and regular golf buddies. While participating in an association survey of what printers were paying per pound for inks, this publisher realized they were paying more than any of their neighboring publishers and the potential savings were substantial. The relationship that he thought was protecting his price was actually working against him. It's really critical to keep in mind, this is business – not personal. Which brings us to the first “do”.

“Profit margins have never been tighter for publications which means the margin for error is more critical than ever before. Your ability to manage expenses while at the same time improving product will be the key to your success – and remember, ACP is here to help.

2. DO obtain competitive pricing on goods or services that represent significant expenditures for your business and do it on a regular basis (regardless of what your relationship is with your supplier).

Establish what level of expenditures is “significant” and anything over that threshold should be bid on a regular schedule. The schedule may vary from one product or service to another, but the schedule should be established, monitored, and maintained. Make sure there are no exceptions to the purchasing review for any reason. Regular bids will either establish how smart your last selection was and what a trusted supplier this is, or how things have shifted in the marketplace since you last examined competitive pricing and it's time to make a change.

One publication with an extensive print plant bid out the uniforms for their pressroom after having used the same supplier for a good number of years. The new Director of Operations was told there was no point in bidding the item out due to the owner's relationship with the supplier, but sticking to the established threshold, it was bid as established for any significant expense. The end result was a savings of over 18% from the process. After the new 2-year contract expired, a follow-up bid pro-

duced an additional 8% savings over the current pricing from the original legacy supplier! That's a 24.6% change in pricing from not relying on assumptions.

3. DON'T just take the lowest price bidder without considering all the other aspects of the relationship.

You must carefully consider all the aspects of the supplier commitment with price being just one, albeit very important component. Factoring in any quality and feature differences between suppliers as well as their reliability, reputation and customer service can often tip the scale to a different supplier with a higher price. Changing suppliers to save a couple dollars can ultimately be very costly

FAKE BRAINS
A Software Company that Cares About the Details

Track everything with sales:
Advertiser emails, Bills,
Marketing, Forecasts and Proofs

303-791-3301
FakeBrains.com

Your headquarters for Plastic Bags

For questions or to place an order,
please contact us at:

800.634.0017 ■ pdi-plastics.com
sales@pdisaneck.com
Fax: 614.890.0467

PDI
CIRCULATION
SUPPLIES

Paid Content Sales
You keep 90%. No card fee.
Authenticated single sign-on. Readers can leave tips.
Does syndicated content. We do the credit card processing.
Shoppers remain anonymous. Publisher retains all rights.

Clean CleanTicketCompany.com

INDUSTRY FEATURE

if that supplier proves to be unreliable in any of those categories. That's one of those decisions where the amount of savings will help determine the risks related to trying a different vendor.

I think all of you have examples of where you switched suppliers only to find out the price that seemed "too good to be true" was exactly that! That points us to the next "do"...

4. DO make every effort to check out references or seek testimonials for suppliers you are not fully familiar with.

This is an area where we can really help you out at ACP. Between networking opportunities where you will establish relationships with peers at other publications or picking up the phone to ask our office to help identify a publisher that is known to have experience with that supplier can produce invaluable information. Letting us help you do your due diligence can avoid making a wrong decision or confirm making a right one.

Word travels fast within the industry for both success stories about suppliers that provide affordable, effective solutions as well as suppliers who over promise and under deliver. Rely on the ACP network to provide the testimonial confirmation or contradiction to the claims made from potential suppliers.

5. DON'T assume your staffing levels are exactly what they need to be just because they have always been at that level.

I certainly don't want to advocate for randomly cutting staff, but a recent experience by a Florida publisher impressed on me how all of us can be swayed by assumptions. This publisher was forced to go without a significant number of positions in their editorial department as a result of the Covid19 outbreak. In numerous conversations he related how amazed he was that the remaining staff members were able to incorporate the duties of their previous co-workers without any fall-off in quality, quantity or timeliness. He admitted that it

Membership has its benefits - benefits you need!

EDUCATIONAL PROGRAMS
TLI CLASSES
PROFESSIONAL CERTIFICATIONS

REVENUE IDEA SHARING
IDEA EXCHANGES
OPEN PUBLISHER DISCUSSIONS

CIRCULATION AUDITS FROM CVC
BI-ANNUAL CIRCULATION AUDITS

INDUSTRYWIDE NETWORKING
VIRTUAL AND IN-PERSON EVENTS

Association of Community Publishers
AND MUCH MORE JOIN TODAY!

Association of Community Publishers - 877-203-2327



COSTS vs CORNERS

proved they had been overstaffed for years and had never realized how poor productivity really was. People performed at a pace that adapted to the available workload! This once again introduces a “do” point.

6. DO take inventory of what each staff member is actually producing and contributing to the process.

This is so much easier said than done, but critically important when examining expenses and the value of each expenditure for the organization. Determining which employees are indispensable and which are not may be one of the most complicated management issues we all have to deal with but may also be the most important. Once again, relying on assumptions and occasional observations is a dangerous way to determining an individual's contribution.

The most beneficial method I ever experienced in evaluating individual contributions and effectiveness was when we introduced a 360 review for our entire management and supervisory team. A 360 review uses performance feedback from all the employees that each position interacts with directly. This 360 degree perspective establishes a realistic picture of how the individual is collectively perceived by all the people they work with as well as establishing concrete feedback on individual contributions. Most individual's ability to identify what fellow employees bring to the process every day will amaze you. Although a few might try to game the system, the vast majority will provide spot on feedback.

This process takes a significant amount of effort in preparation and execution, but in addition to productivity perceptions, if conducted correctly, the 360 Review can also prove essential in providing these additional benefits:

- Increases Self-Awareness
- Improves Work Relationships
- Reduces the Impact of Individual Biases
- Increases Accountability
- Eliminates Blind Spots

7. DON'T overlook opportunities to barter with suppliers for advertising in your publication.

Trading advertising with suppliers is often a means of reducing the actual out-of-pocket expense for their goods or services. This is one of those “slippery slope” items where having too many “trades” can impact page counts and postage cost if you go overboard. The reality for print products is there's almost always some remnant space available to complete the required page increments and having ads in those spaces that save cutting payable checks to suppliers can represent incredible savings.

What you want to avoid is exchanging paying ads for trade which reduces incoming cash. The ideal trade partner is someone who is not a regular advertiser in your paper but is a regular supplier – parking lot maintenance, insurance provider, janitorial service, lawn maintenance, phone service, caterer, building improvements, etc. If you can convert cash you would normally spend to

small, manageable display ads, the savings can be significant.

8. Do the little things at the office to be efficient as collectively they can make a big difference.

We all seem energy conscious at home and need to apply the same approach in the workplace. Some commonly overlooked areas are:

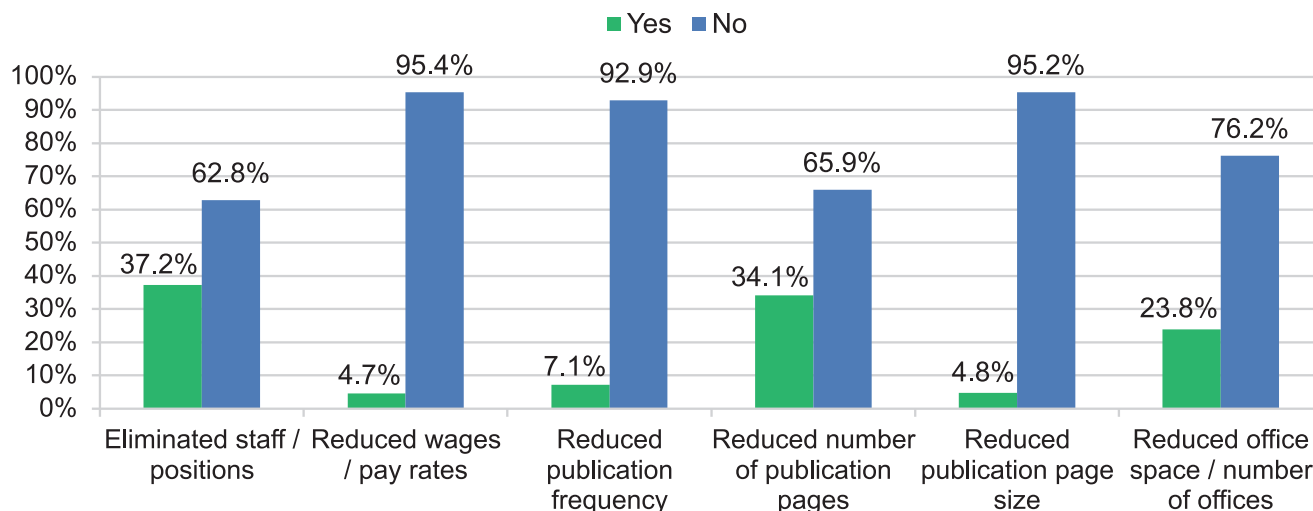
- Using programable/smart thermostats
- Powering down nonessential lights, appliances and machinery after hours
- Having everyone use the filter: “Does this digital document really need to be printed”
- Utilize interns from local colleges on a regular basis for support roles
- Monitor all bank fees and don't be afraid to bid the service out to save on significant fees
- Avoid “auto” renewal plans that directly bill your credit card. Scrutinizing each renewal and rate change is more essential than ever.

Making every dollar count is always a prudent focus when reviewing expenses, but again I caution publications to concentrate on cutting costs as opposed to cutting corners. It's easy to blur the line between the two sometimes and outcomes can be drastically altered when cut corners impact product or operation effectiveness. Profit margins have never been tighter for publications which means the margin for error is more critical than ever before. Your ability to manage expenses while at the same time improving product will be the key to your success – and remember, ACP is here to help. ■

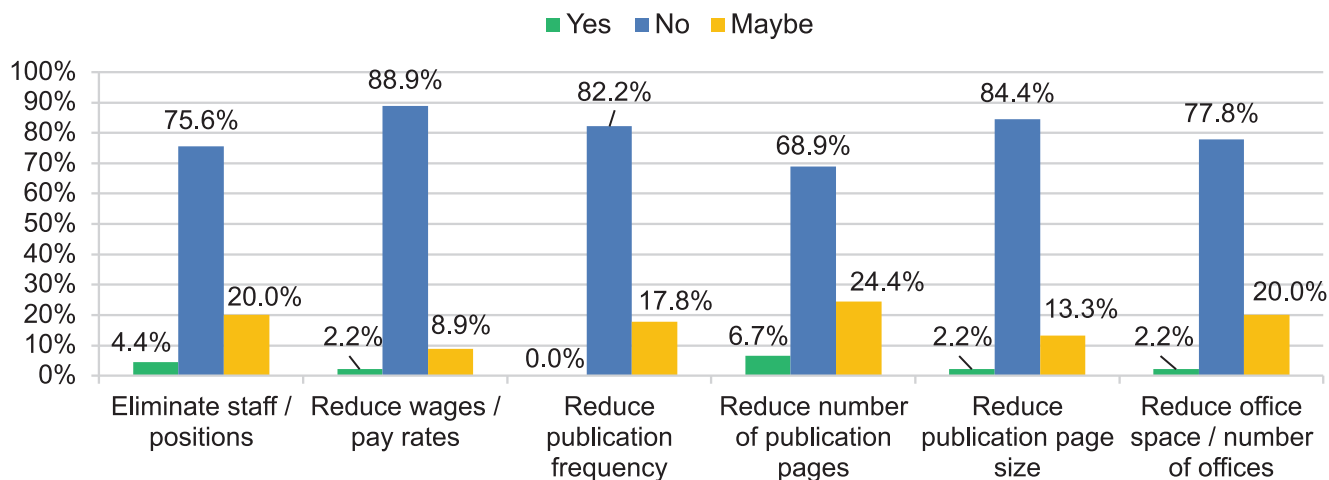
THE SURVEY SAYS...



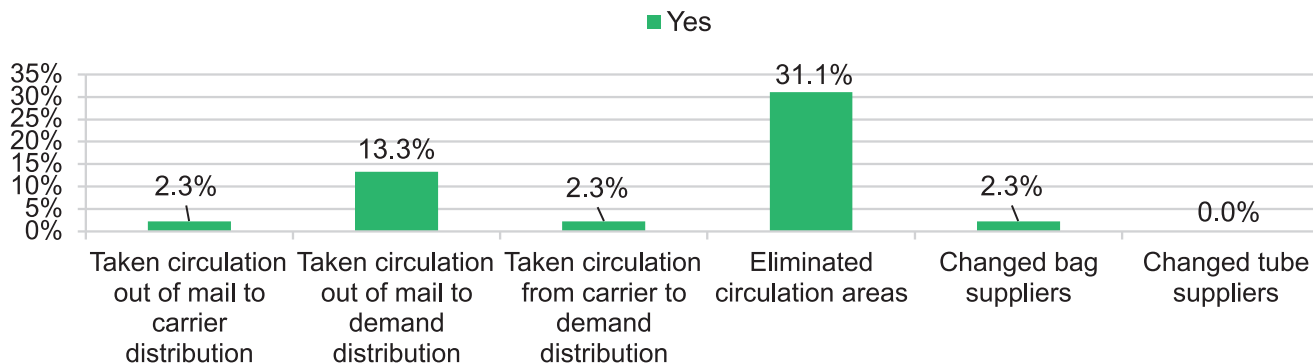
Have you done any of these things to cut costs in the last 12 months?



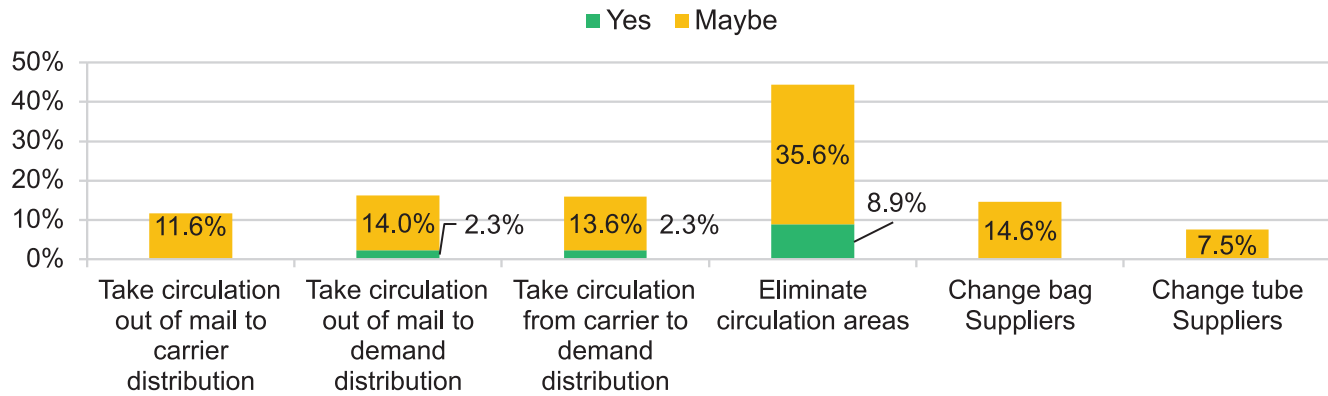
Do you intend to do any of these things to cut costs in the next 12 months?



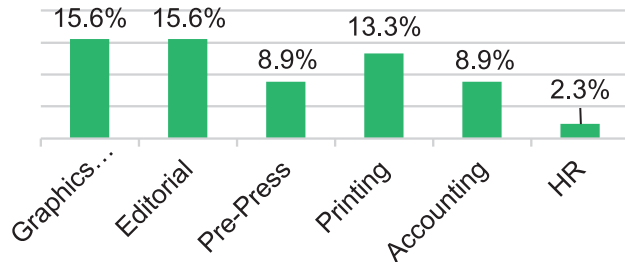
Have you done any of these things to cut circulation costs in the last 12 months?



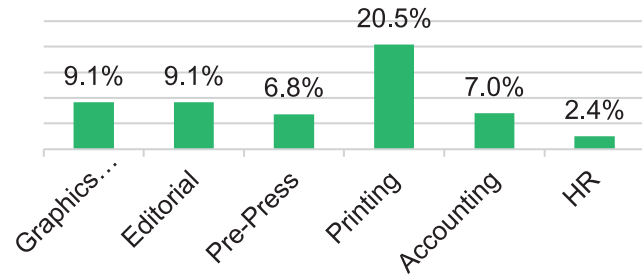
Do you intend to do any of these things to cut circulation costs in the next 12 months?



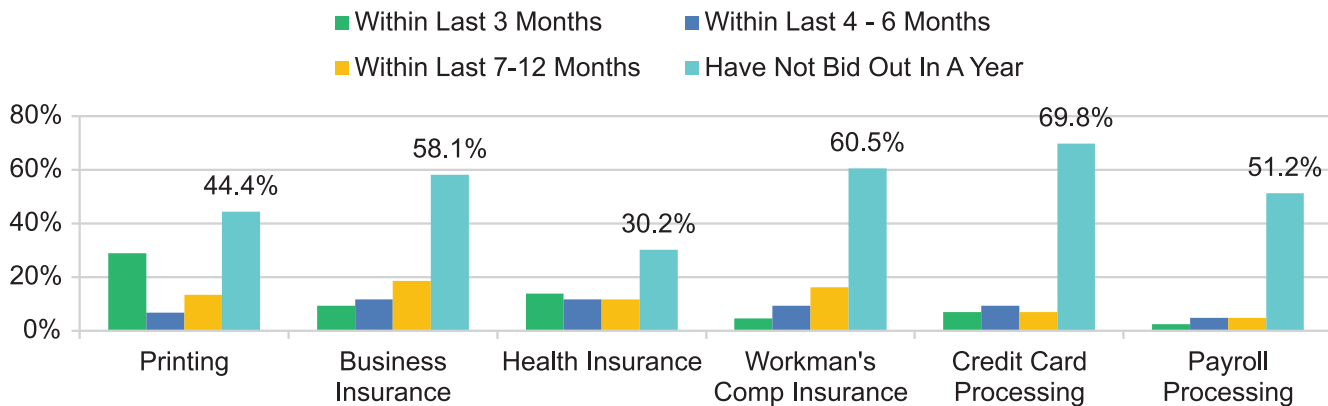
Have you started outsourcing any of the following work in the last 12 months?



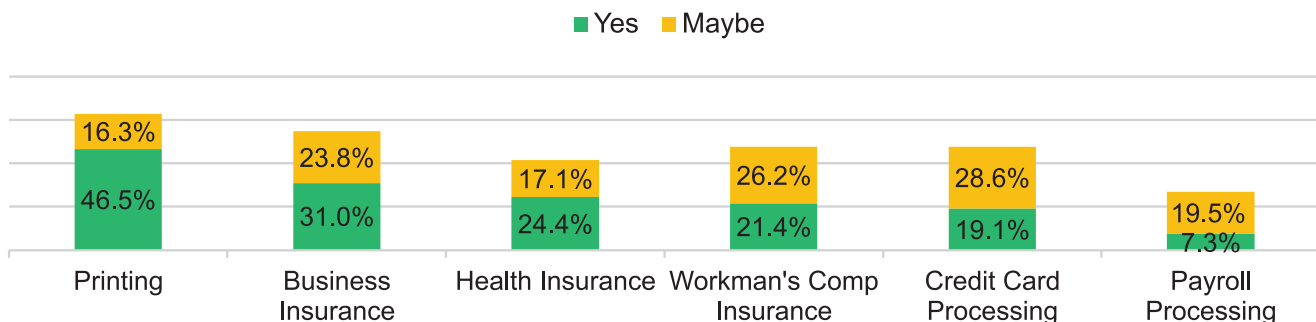
Do you intend to start outsourcing any of the following work in the next 12 months?



When is the last time you bid out the following purchases?



Do you intend bid out the following within the next 12 months?



SUPPLIERS IN THE NEWS

JUST IN TIME FOR SPRING, BLUEFIN TECHNOLOGY PARTNERS ADDS NEW FEATURES FOR PUMPING UP YARD/GARAGE SALES CATEGORY

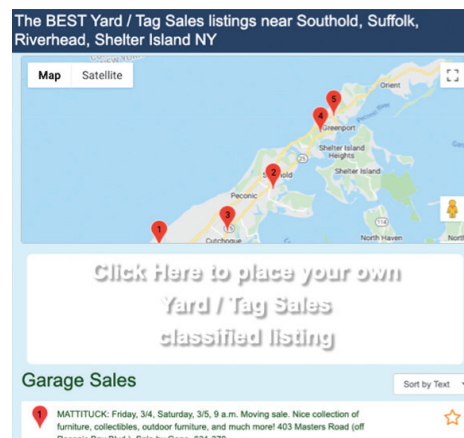


Andover, Massachusetts, March 9, 2021 – Bluefin Technology Partners, L.L.C., a leading provider of print and digital advertising solutions launched new features in their industry-leading digital classifieds solutions *Bluefin Marketplace* and *Bluefin Place Ad* for event-type categories such as Yard/Garage Sales integrated with online mapping tools.

Advertisers can now make their event listing standout by having their location on a digital map on the publisher's classified site, from which readers can create easy driving directions. For self-service advertisers, the new place ad form, or widget, captures all the information to drop a "pin" on the event map location, and automatically format the

A screenshot of the "Yard Sale Event Form" on the Bluefin platform. The form is titled "Enter the details for your newspaper print ad" and "Add Your Photo/Logo (Optional)". It includes a section for "Event Location" with fields for "Street Address", "City / Town", and "Postal Code". Below this is a "Date and Time" section with dropdowns for "Event Date" (set to February 26), "Event Start" (7:00 AM), and "Event Stop" (5:00 PM). There is also a checkbox for "Include Day of Week in listing?". At the bottom, there is a section for "Additional Dates, Information and/or Featured Items" with a text area and a checkbox for "Add a Color Background for just \$3 / Week".

Yard Sale Event Form



Interactive Map Listing

ad description for both the print and online listings.

"We are always trying to find new ways to help our publishing partners empower their advertisers and engage readers by providing new functionality to our Bluefin community advertising solutions", said Rich Grover, CTO and Founder of Bluefin Technology Partners. "Our enhanced events-driven category approach with mapping integration is generating

more advertising revenue while creating a positive user environment. The feedback from our publishers has been very positive."

The new release is now available to all Bluefin Technology Partners newspaper clients. Grover expects to have all publisher sites upgraded by the end of March. For more information, contact Steve Rosenfeld, General Partner, steve@getbluefin.com or phone at (508) 254-1927. ■

**WE MAY BE "CHEEP",
BUT WE DARE YOU TO
COMPARE US WITH
THE EXPENSIVE GUYS.**

*Schedule a Zoom demo at your convenience and
let us show you how to save some scratch.*

Merrimac **PLUS**

Call for more information:
207.452.2476 or 978.580.1895
100 Domino Drive, Concord MA



*Proud to be the expert media financial valuation resource for
the FORBES 400 List of America's Richest People 2015 - 2022*

KAMEN & CO. GROUP SERVICES, LLC
Media Appraisers, Accountants, Advisors & Brokers



626 RXR Plaza
Uniondale, New York 11556
Phone: (516) 379-2797
Cell: (516) 242-2857
E-mail: info@kamengroup.com
www.kamengroup.com

Kevin B. Kamen
President/CEO

7 TIPS FOR NEGOTIATING THE BEST DEAL WITH YOUR SUPPLIERS

BY SUZANNE KEARNS

When is the last time you renegotiated pricing with your suppliers? It's one of the best ways to decrease your expenses so you can realize more profit in your business. As they say, everything is negotiable, but you should be prepared before you go to the bargaining table if you want to get the best deal. Here are seven tips that can give you the upper hand.

1. SELL YOURSELF AS SOMEONE WHO WILL GIVE THEM A LOT OF BUSINESS

Suppliers are just like any other business owner: They want to sell as many products as they can and they appreciate the customers who will help them reach that goal. When negotiating with suppliers, make sure they know you are someone who will give them repeat business, over the long term. If you have a track record of past purchases, let them know how much business they can expect from you based on those purchases. And if you're just starting out, provide them with a sales projections¹ plan that is based on logic and research.

2. THINK OUTSIDE OF THE PRICE BOX

If the supplier won't budge on price, you can still negotiate for other things that will help lower your expenses. For example, you can negotiate to reduce the amount of your down payment, for a discount when you purchase in bulk, for faster shipping without additional expense to you, or for improvements to the warranty, such as its length or comprehensiveness. In addition, if you request and are granted longer terms, you will improve your cash flow. You can also ask for additional discounts when you pay your invoices early.



3. TALK TO MULTIPLE SUPPLIERS

In order to encourage competitive pricing, talk to at least three suppliers and let each of them know that you are getting other quotes. Explain to them that you will go with the supplier that offers you the most competitive bid. Don't forget to take quality into consideration when considering the bids.

4. OFFER LARGER DEPOSITS FOR A BIGGER DISCOUNT

Suppliers are concerned about their accounts receivable just like any other business owner, so another way to secure bigger discounts is to offer large deposits on your orders. If the supplier knows they will receive 50 to 60 percent from you up front, you will increase your bargaining power, and they may be more likely to deal on the prices.

5. DON'T ACCEPT THE FIRST OFFER

The rules are the same when dealing with a supplier as they are in any business negotiation, and the most basic rule is to never accept the other party's first offer. Instead, you can issue a counter offer or ask them to get back to you with a better price. You can justify this with the amount of business you're offering to give them, the fact that you want a long-term partnership with them, or because the price includes services or features you don't intend to use.

6. CONSIDER TRANSFERRING ALL YOUR BUSINESS TO ONE SUPPLIER

Suppliers love business owners who order a lot of product from them, and oftentimes those people get deeper discounts and other perks from the suppliers. If you've been giving your business to multiple suppliers, consider transferring all of it to one. But before you make the transition, call the supplier and talk to them about increased discounts in exchange for all of your business.

7. BE SOMEONE SUPPLIERS WANT TO DO BUSINESS WITH

It doesn't matter how much business you give your suppliers, if you're a problem customer, you may not get the best deal because it's too much work to do business with you. It's important to maintain good supplier relationships by remembering that while they need you as a customer, you need them, too. Be sure to pay your bills on time, maintain open communications, and treat the relationship as a partnership, where both of you get what you need.

Negotiating with suppliers doesn't have to be difficult, but it does pay to have a plan before you approach them. Follow the seven tips above to increase your odds of walking away the winner. ■

Suzanne Kearns has been a full-time freelance writer for 20 years. She's written for numerous business and financial publications such as Entrepreneur, Reason Magazine, Home Business Magazine, and Money Crashers.

<https://quickbooks.intuit.com/r/growing-a-business/7-tips-for-negotiating-the-best-deal-with-your-suppliers/>

¹ For additional information on sales projections: <https://quickbooks.intuit.com/r/financial-management/understanding-financial-projections-forecasting/>

NASHVILLE LEADERSHIP SUMMIT

ACP & SAPA - JOINT EVENT



Jolene Goodman leads the session on
"Why you should use a CRM program now."



Shane Goodman leads the session on
25 Things Publications Should Measure.



ACP Executive Director Douglas Fry presents a session on
Four ways everyone can use FileMaker to be more efficient.



Jane Quairol, Greg Birkett and Lisajo Radon
networking between sessions.



ACP President John Draper leads the closing "open mic" session.



Manuel Karam, Steve Harrison and Shane Goodman
enjoy the after-program networking opportunity.



Joyce Frericks, Deb Phillips, Rena Reiser, Will Thomas and Julia Thompson network at the evening social gathering.



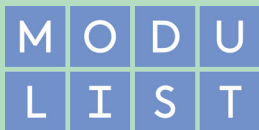
Joyce Frericks, Julia Thompson, Lisa Miller and Jolene Goodman got to see Cumberland Run playing at the Ole Red in downtown Nashville.



(L to R) Greg Birkett, Nathaniel Abraham III, Peggy Loveless, Erica Wolak, John Loveless, Cassey Recore, Julia Thompson, Carol Toomey, Lisa Miller, Greg Bruns, Farris Robinson and John Draper share an evening moment in downtown Nashville.



(L to R) Jolene Goodman, Julia Thompson, John Loveless, Lisa Miller, Lisajo Radon, Joyce Frericks, Carol Toomey, Deb Phillips, Shane Goodman, Peggy Loveless, Joe Nicastro and John Draper at the Grand Ole Opry.



Special Thanks to all our ACP
Leadership Summit Sponsors



january spring





ADDITIONAL RESOURCES

- LINKS TO MORE INFORMATION -

FOLIO: – Article

How Magazine Publishers Are Cutting Print Costs to Improve Profits

By Beth Braverman

This article address cost cutting from a perspective we can all relate to, publishing and print costs. It does a good job referencing real world examples of publishers who have utilized some of the concepts presented.



Zenefits.com – Pamphlet

Employer FAQs: Furloughs, Pay Cuts, and Other Labor Cost Cutting Strategies

You will need to supply your email and company information to download this 14 page document dealing with FAQs related to staff reduction issues like using layoffs vs furloughs, moving exempt to hourly, etc.



The Bottom Line Group – Article

15 Cost Reduction Strategies for Your Business

by Michael Hammelburger

This article is a practical check list of cost saving ideas and options for small businesses. Not a blueprint style article but a broad, thought- provoking review for potential savings areas.



Colonial Life – ebook

The Practical Guide to Cutting Small Business Costs

Ways to save money without impacting growth

This 25 page ebook covers significant ground on a broad range of topics, including energy, people, taxes, purchasing and much more.



SmartBrief.com – Article

Why think like an owner if you aren't one?

By Susan Fowler

This article takes an interesting look at the “Think like an owner” concept and the complications that can impact an employee’s ability to embrace this value. Draws parallels to very relatable concepts to drive home her points, the “Rental Car” Phenomenon.



ADDITIONAL RESOURCES

- LINKS TO MORE INFORMATION -



QuickBooks Blog – Article

How to lower your business insurance cost

By Ken Boyd

This article walks through practical ways to lower insurance costs while pointing out necessary cautions for being aware of the trade offs that come with some cost saving moves.



bmc Blog – Article

The Ultimate RFP Guide: Steps, Guidelines & Template for Requests for Proposals

By Stephan Watts and Laura Shiff

This article offers a complete step by step guide for understanding and writing an effective RFP. All the way from determining if you need an RFP, walking through the multi-step process of putting one together and offering a simple template to work with, this article covers all the bases.



Indeed.com – Article

Tips for Hiring Interns for Your Small Business

This guide addresses everything needed to understand hiring an intern for your publications. It covers both the reasons for adding an intern and drawbacks to consider. The details for set up, recruiting as well as a solid list of dos and don'ts make this valuable reading for any publisher considering internships.



QuickBooks Blog – Article

7 tips for negotiating the best deal with your suppliers

By Suzanne Kearns

This article offers some very practical points that can impact the delicate renegotiation of pricing with suppliers. They take a common sense approach to the sometimes overlooked aspects that impact this negotiation.



ZenBusiness.com – Blog Article

How to Outsource: 21 Tips for Successfully Outsourcing Work to Freelancers and Contractors

By Janet Attard

This article offers a brief overview of the benefits of outsourcing along with 21 specific points to help you avoid pitfalls and maximize your results from outsourcing.



OPEN LEADERSHIP STYLE KEYS POSITIVE, MORE PRODUCTIVE TEAM

BY JAMES A. BAKER

AUTHOR OF THE ANGER BUSTING WORKBOOK, NEWLY RELEASED BY BAYOU PUBLISHING
FOUNDER: BAKER COMMUNICATIONS

Practically every organization – regardless of size or function – is divided into two camps: labor and management. Label them however you want – Indians and chiefs, sergeants and privates, bishops and vicars, faculty and students, administration and faculty, generals and everybody else – everywhere you go there are those that boss and those that get bossed. This creates challenges for those on either side of the “great divide.” On one hand, organizations crave clear leadership to articulate the vision and rally the team towards success. On the other hand, bullying disguised as leadership can bog down any organization under a smelly load of resentment and resistance from those in the trenches. As an executive, manager or team leader, how can you walk the fine line between motivator and dictator, and equip your people to be successful and fulfilled as they function in your organization?

One important factor is to develop what is known as an “open” leadership style. In a nutshell, the strategy behind open leadership is to focus on developing relationships of trust and mutual respect with those around you. When those who work under your direction and authority clearly grasp the fact that you respect them and are focused on their success, they work harder and develop a higher commitment to you and the organization. Put another way, as your team members come to realize that you believe in them, they begin to believe in you, and that can make a big difference.

This open leadership style stands in stark contrast to the more autocratic approach that uses power to command and coerce. Even if such managers aren’t actually trying to offend those under their direction, their failure to create an atmosphere of trust and mutual respect always leads to a

poorly motivated team that views the leader with suspicion and resentment. They assume the leader/manager doesn’t truly care about them or their welfare, and therefore is not worthy of their trust or their best effort. Managers caught in this cycle of antipathy often find themselves forced to apply more and more pressure in order to sustain the production of their team at even a baseline level. In such situations, employee turnover can become unacceptably high, and mission-critical processes can bog down completely.

In today’s hyper-competitive economy, anything a manager can do to increase the team’s competitive edge and create positive energy in the workplace is well worth pursuing, especially if the process for achieving it is so simple. There are only three components for remodeling yourself into an open leader:

1. Take time to listen. Certainly, as a manager, your plate is already quite full. But isn’t one of your most important goals that of giving your team the support it needs to perform at a high level? Can it be possible to effectively support your team members without spending time listening to their needs and concerns? An open manager will find ways to be available, both on a regular and on a spontaneous basis, to make time for those who need to share ideas and frustrations.

2. An open manager goes beyond simply being available to listen; an open manager tries to really understand what is being said. Learn to practice active listening, which is the art of asking good questions and focusing on what is being said to you, rather than jumping in and making excuses and correcting what is being said to you. Your team members need to know you have “heard” them, and that you understand what is on their minds. Try to

reflect back on what is being said to you, using phrases such as, “Let me make sure I understand what you are saying. What you are telling me is?” then try to repeat word for word what is being said to you. You won’t be able to effectively support people until you understand what they really mean, rather than simply understanding what you think they meant.

3. An open manager acts on what team members share. Your team members will appreciate that fact that you spend time listening to them. However, they will quit talking to you, quit trusting you, and lose respect for you if you don’t take action on the things they share with you in a way that makes it clear that you care about their needs and you want to help. Of course, some team members can be chronic complainers with a perspective that is not helpful for the team or the organization. Dealing with disaffected employees is also part of being an effective leader. But one of the best ways to protect your team from disgruntled employees is to practice open leadership long enough and sincerely enough that everyone can see that you have their best interests at heart and are responding proactively to provide the support they need.

Becoming an open manager will pay big benefits in a very short time, as long as you remember one thing: your job as a manager goes beyond achieving goals, your job is to help the people you are managing achieve their goals. If you care about people more than you care about goals, you will succeed at reaching them both. ■

James Baker
Baker Communications
10333 Richmond Ave.
Houston, TX
713-627-7700
www.bakercommunications.com

WHEN STARS COLLIDE



BY CORY REGNIER,
2019 RISING STAR
GRAPHIC DESIGNER AT
CITIZEN PUBLISHING
COMPANY

The Rising Star program has always been, and continues to be, an incredible vehicle for the development of ambitious young leaders in the free paper industry.

While many may know the history and mission of the program, I thought perhaps I'd share a couple of real world examples of the benefits that I have personally witnessed.

Through the generous support of the Bill Welsh Foundation and other fundraising efforts, ACP (and the former AFCP) has created opportunities for me and the other Stars to attend the national conferences. By doing so we have had the opportunity to not only meet and rub elbows with the major players in the industry, but we have also created our own peer network that extends beyond the walls of our own publications.

Most recently at the MFCP conference in Ames, Iowa, of which the Rising Stars were invited to, I was introduced to the newest members of the ACP Rising Stars as well as the MFCP MVPs. I now have a built-in list of editors, salespeople, graphic designers, writers, photographers and more to bounce ideas off of or to pick their brains.

On several occasions, one of us may have had a question about layout, print sources, programs or other issues. Through our network we were able to give options or solve the problem before it was able to grow into something unmanageable.

Another incredibly helpful growth tool has been our monthly meetings. On these calls we report about the association's committee meetings, of which all Rising Star members are a part of at least one committee, and then we have a very focused discussion on a topic that has been on our mind or affecting our publication. These topics have ranged from soft skills, HR policies, creative thinking,

distribution of papers, effective work-from-home tactics to cross-generational communication and more. Every time I walk away with a better understanding how others deal with similar scenarios and usually a great little nugget to bring back and implement.

The Rising Stars have also presented us with break-out sessions that are tailored to our group. Without this program I would not have had the opportunity to meet and learn from the likes of Holly Hoffman.

“The Rising Star program has always been, and continues to be, an incredible vehicle for the development of ambitious young leaders in the free paper industry.

I would not have been a participant in Dale Carnegie training. I would not have books from Andrew Davis and others. And, I would not have had the chance of attending the multiple TLI classes that have historically been offered only at the national conferences.

Being able to learn and grow under the wing of so many mentors, peers and colleagues really stands true to the main reasons for our group to exist. By bettering the Rising Stars, the represented publications succeed and in return the association grows and becomes stronger.

The continuation and further support of the Rising Stars will grow and nurture the young professionals of today into the face of the association tomorrow. I've seen the light and the future is bright! ■

The Leadership Institute
is a structured, industry
specific sales and
management training
program sponsored by the
Association of Community
Publishers.



**OVER THE LAST
15 YEARS**

2,457

INDUSTRY PROFESSIONALS
HAVE PARTICIPATED

15,979

CLASS CREDITS HAVE BEEN
AWARDED

140

CERTIFIED ADVERTISING
EXECUTIVE CERTIFICATIONS
AWARDED BY ACP

103

DIFFERENT CLASS
CURRICULUMS PRESENTED

UNDERSTANDING YOUR COSTS

BY JIM BUSCH

“Concentrate your energies, your thoughts, and your capital. The wise man puts all his eggs in one basket and watches that basket.

—Andrew Carnegie

I grew up in Pittsburgh when it was still very much the “smoky city.” In the sixth grade, our science module was provided by U.S. Steel and taught us how steel was made. It’s no wonder that I have a lifelong interest in Andrew Carnegie. In the course of my research I also learned about Tom Carnegie his brother. Tom was Andrew’s “bean counter,” his bookkeeper. They were both vital to the success of their enterprise—Andrew was the dreamer and salesman while, Tom was the guy who made sure the bills were paid. Most history books concentrate on Andrew’s innovations in technology and marketing but, this is not what allowed them to build the largest steel company in the world. The Carnegie brother’s innovations include cost accounting and the first industrial quality control program. Tom enforced strict record keeping that allowed them to know to the penny what it cost to produce a ton of steel. This also allowed them to identify inefficiencies in their processes and correct them. They built the first industrial laboratory in the world. They hired chemists to analyze every “pour” changing steelmaking from an art to a science. By precisely monitoring what went into each batch, the brothers were able to reduce waste, and costs, while producing a consistent product. While their competitors were focused on the top line, the Carnegies were focused on the bottom line—Andrew worked to increase sales while, Tom concentrated on controlling costs. The focus on quality and efficiency meant that they could make steel at a lower cost than any other steelmaker. With this knowledge in hand, the Carnegie Steel Company knew exactly how low they could bid on a job without losing money. Their competitors would underbid the Carnegies to “win” the business only to discover that each “victory” plunged their company deeper into the red. When this happened, the Carnegie brothers would buy their mills for pennies on the dollar when their businesses failed. Their contemporaries cracked a lot of jokes about their “Scottish frugality,” but by controlling their costs and constantly working to improve the efficiency of their enterprise, the Carnegie brothers built a legendary business. Like the Carnegies, the secret to our success is paying very close attention to every “egg” in our “baskets.” ■

DISADVANTAGES HAVE THEIR ADVANTAGES



BY JOHN FOUST
RALEIGH, NC

Jared told me about a technique his sales team uses. “I learned it in a seminar years ago, and I’ve seen it used in different industries. It’s based on presenting both sides of the story,” he said. “It’s natural for salespeople to focus on positives, but prospects think about negatives. So we package our presentations to show disadvantages along with advantages. It creates an atmosphere for open, realistic conversations.

“The first step is to learn the advertiser’s needs and develop an overall campaign theme. The next step is to create three distinct choices – for ad placements, ad designs, etc. The third step is to pinpoint specific advantages and disadvantages of each choice. And the final step is to objectively discuss the choices with the advertiser.”

I asked Jared why he recommends three choices. “Three is the right number,” he explained. “Two can make one of the ideas look like an afterthought, and four can make the salesperson seem indecisive – like the cliché of throwing spaghetti at the wall to see if something sticks. Three ideas seem deliberate, and they’re easier to keep up with.

After a close look, we can make a recommendation.”

Let’s examine how Jared’s idea works as a presentation starter. The salesperson might say:

- **(Introduction)** “Based on our recent planning meeting, you want to reach your target audience with as many impressions as possible. You’ve been running in our print edition for a long time, but your local competitors are beginning to have a bigger online presence. You don’t want to abandon print, but you’d like to make sure you’re keeping your message in front of your customers. I believe we have three choices.”

- **(First choice)** “The first choice is to increase your print schedule and drive people to your web site. The *advantage* of this idea is that you would keep the print connection that you have built with your regular customers. The *disadvantage* is that you would need to beef up your web site and sync it with the specials you run in print.”
- **(Second choice)** “The next option is to cut back on your print schedule and shift the majority of your budget to our digital site. The *advantage* is that you would be more in step with your competition. The *disadvantage* is that you wouldn’t have as much visual impact on the printed pages.”
- **(Third choice)** “The third option is to keep some print, run some digital and let us develop an email marketing campaign for you. The *advantage* is that this would put you in position to reach people on multiple fronts. The *disadvantage* is that it would take a little more time to set up, because we would need to merge your customer database with our lists.”

Although this is an oversimplified example, it provides a glimpse of something that has helped Jared’s ad team. The objective is to give advertisers an honest look at the situation. Mentioning disadvantages can give salespeople a real advantage in the sales presentations they make. ■

(c) Copyright 2022 by John Foust.
All rights reserved.

John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. E-mail for information: john@johnfoust.com

Graphic Hooks

By Ellen Hanrahan

hanrahan.ln@att.net 05/2022

As I write this ... I realize that when I end my articles, I have sometimes included "Final Thoughts," however, this article is for the May edition and I am still nowhere near clearing out or substituting my older Type 1 fonts. Which means that I better address this situation—and soon! At the very least make a decision, and that's where my April issue of *Creative Pro Magazine* comes in.

There is a section called *InFocus* which is a collection of tools, fonts, add ons and more. Knowing that, while I may be well-intentioned, time's not always on my side.

So I am going to purchase **Fontgear's** FontXChange, app that converts fonts from one format to another. It's a relatively inexpensive solution (\$99) that will let me keep my old PostScript fonts and convert them to OpenType. (<https://fontgear.com>)

The April Creative Pro issue emphasis is "Visualizing Data" and includes an article on Digital Planners that seems very interesting—and I wonder why time can get away from me.

Mother's Day

Once upon a time, Mother's Day meant a trip out for brunch or dinner to celebrate, and I had plenty of vector art diners. Now, I'm more generic.



This graphic would certainly have been in the ad below. It still could be used, but options for dining have changed and people may be ordering their dinners for pick-up.

I've used *House Industries Chalet Book* for text, *Adobe's Zity Do* for the heading and *Letraset's Green* for the restaurant.

Celebrate Mom

She's the center of the family, so treat Mom to a special dinner with her favorite people and favorite foods.

MOTHER'S DAY DINNER
SUNDAY MAY 8 • 4-8PM
\$15 ADULTS • \$9 KIDS

Featuring Mom's choice of entrée with a delicious selection of sides, and our special signature dessert!

Place orders by Friday, May 6

The GreenTree Restaurant
5780 Wheaton Avenue • Eden Ridge
555-323-5511

How About a Photo?

I will leave the type basically the same for both ads. I didn't spend a lot of time with the type because the focus is on the art.

Let's take the same ad and see how we might be able to include a photo. I choose a photo of a mother and her daughters. Others I considered can be found at the top of the next column. This photo is 38% of its original size.



For the ad below, headline type is changed to *Adobe's Longhand* because the type looks smaller (even though the type is the same point size—24 point) to allow me a little extra depth to add the photo across the top. The other change consists of making the intro text a half point size smaller and centering the rest of the copy. The photo was placed at the same size as above—38%. But I used feathering to give me more visual space!

You could also forgo any art in an ad such as this. An elegant type and decorative border could also work well. But our purpose is to find different ways to work with parts or pieces of the original artwork.

The samples on this page never ran in our papers but were created years ago to focus on unifying the art with the content.

Celebrate Mom

She's the center of the family, so treat Mom to a special dinner celebration with her favorite people and favorite foods.

MOTHER'S DAY DINNER
SUNDAY MAY 8 • 4-8PM
\$15 ADULTS • \$9 KIDS

Featuring Mom's choice of entrée with a delicious selection of sides, and our special signature dessert!

Place orders by Friday, May 6

The GreenTree Restaurant
5780 Wheaton Avenue • Eden Ridge
555-323-5511



These photos were considered briefly, but my choice—and reasons—are shared below.



How "Feathering" Can Help

I have discussed that the "wrong art" can be detrimental and distracting to the content of the advertising, but none of these images are really "wrong."

When working with images, especially photos, I am always aware of what is happening in the photo. For the Mother's Day ad in the center column, I needed to show "family," but a family that was not going to compete with the content. The top photo was a little too busy and probably gave more of a breakfast vibe.

The family of four was a little to "posed" for my needs and the mother and child seemed more suitable for a school event.

Understand that this is my thought process for selecting the mother and daughters. I felt it had a nice balance and calming effect—and worked well with the feathering that I intended to use.

So feathering... I placed an oval on top of the photo in the middle column to help me create more space for my text without "chopping off" the photograph. You can see why some of my other photo selections (above) didn't work. In this case the ad size was too small to accommodate the photo without making it look too cramped or an afterthought. Feathering can help create a little more visual space.

Feathering affects the edge of your selection and one of the main reasons to use it is to smooth the transition between your selection and the area surrounding it. Without the feathering there would be a harsh, obvious edge where your selection ends and the background begins.

This is a very popular technique in photo retouching, to smooth the transition in areas that have been copied and pasted to hide defects or unwanted elements in the image. Or in my case, I used an oval with a fill of white and the basic feather and placed it over my photo of mom and the girls to give me more space for the text.

Happy Mother's Day

Community Publications Business and Service Directory

ADVERTISING SERVICES & SOLUTIONS

CREATE. SELL. PROFIT.



METRO
metrocreativeconnection.com

CREATIVE SERVICES



- PRINT DESIGN
 - WEB AD DESIGN
 - BILLBOARD DESIGN
 - LOGO DESIGN
 - PAGINATION
 - CUSTOM SOLUTIONS
- 855-614-5440 WWW.TCSDIRECT.COM

DIGITAL SOLUTIONS FOR PUBLICATIONS

YOUR FREE DIGITAL SOLUTION

whutsFREE

Call us, email us, or visit us online:
(833) WhutsFree (833) 948-8737
publishers@whutsfree.com
whutsfree.com

APPRAISALS & BROKERING

Newspapers
Magazines - Shoppers
Book Publishing

Confidential
Customized - Comprehensive

KAMEN & CO. GROUP SERVICES
516-379-2797 WWW.KAMENGROUP.COM
For more information - see our ad in this issue.

CUSTOMER RELATIONSHIP MANAGEMENT

ARE YOUR MEDIA SALES...



Just floating?

HELP YOUR TEAM...



Soar instead.

ASK-CRM ASK-CRM is a newspaper-centric CRM
tools to streamline media selling designed to maximize your sales efforts.
robin@ask-crm.com, 301.800.2275, www.ask-crm.com

DIRECT MAIL AND PRINTING

Direct Mail?

Turn-Key Saturation
Direct Mail Programs
• Easy • Fast • Profitable

jeff@ultimateprintsource.com 909-947-5292 x-320
www.UltimatePrintSource.com

AUDIT & READERSHIP STUDIES



**CVC Audits and
Readership Studies**

Third Party Print & Digital Verification
Increased Exposure to Media Buyers
Learn What Your Readers Want
Call 800-262-6392 or visit www.cvcaudit.com

DIGITAL GROWTH PROGRAM

Digital Growth Program

Helping small to mid-sized
news organizations grow
their digital businesses with
free playbooks, workshops,
and interactive exercises.



Google News Initiative
g.co/gridigitalgrowth

E-COMMERCE CLASSIFIED SOLUTIONS

BLUEFIN PLACE AD

THE BEST SELF-SERVICE AD PLACEMENT
SOLUTION AVAILABLE TO PUBLISHERS

978-662-3323

WWW.GETBLUEFIN.COM

Bluefin Technology Partners

Advertising Solutions for Publishers

CIRCULATION SUPPLIES

Your trusted source for
circulation supplies

Poly Bags - Rubber Bands
Event Bags - Bundle Rain Covers - Carrier Bags



Contact us at:
800.634.0017
sales@pdisanek.com
fax: 614-890-0467

DIGITAL MARKETING

FRESH AIR FOR DIGITAL MARKETING



WE DO THE SALES & OPERATIONS
HEAVY LIFTING

New digital revenue in 90-days
Proven go-to-market approach
3 to 5 x margin

January Spring

EDITORIAL RESOURCES

High-Quality,
Free Print & Digital Content

Food and Recipes
Lifestyle and Health
Home and Garden



Visit familyfeatures.com or contact Cindy Long @ 913-563-4752

CONTENT AND DATA MANAGEMENT

Digital Publishing Solutions For
News and Media Organizations



www.townnews365.com
800-293-9576
Online Solutions.
Bottom-line results.

DIGITAL REVENUE CONCEPTS

START A BUSINESS DIRECTORY WEBSITE

ideal directories

Launch your BIG idea today!

Perfect add-on to your Wedding & Home
Improvement Special Sections
www.idealdirectories.com

From the owners of Page Flip Pro & SiteSwan

ENTERTAINMENT CONTENT

Providing its partners with free entertainment
content from our stable of publications,
including TV Guide, TV Weekly, Channel Guide,
HOPPER, and ReMIND magazine.



888-584-6688 ntvbmedia.com/edge

- * ASK MATT
- * CHEERS & JEERS
- * MOVIE REVIEWS
- * CELEBRITY INTERVIEWS
- * BEHIND THE SCENES
- * DAILY BEST BETS
- * DID YOU KNOW?
- * ReMIND ReWIND

COMMUNITY PUBLISHER NEWS

Keeping the industry informed...
one issue at a time.

Publish
MAGAZINE

DIGITAL SALES TRAINING



INCREASE YOUR DIGITAL MARKET SHARE
HANDS-ON DIGITAL SALES TRAINING

800-917-0820
info@sparkdigitalsalesgroup.com

LEGAL & PUBLIC NOTICE AUTOMATION

Your Legal Notice Experts



Our proprietary system automates the entire
process, saving time, money, and manpower.

866-672-1600
info@legalnoticeservice.com

Your Go-To Guide for Community Publication Business and Service Support

Community Publications Business and Service Directory

YOUR LISTING HERE

This Space Available

NETWORK CLASSIFIED ADS

**Deliver Your Message To
Over 7,000,000 Homes**



ADS
ADVERTISING
DISTRIBUTION SERVICES
Formerly the NANI and CADNET Networks

PUBLISHING SOFTWARE

- X FULLY INTEGRATED
- X EASY TO USE
- X AFFORDABLE
- X FREE DEMO
- X DIRECT MAIL
- X COMMERCIAL BILLING
- X GENERAL ACCOUNTING
- X PAYROLL



603-323-5077 WWW.MERRSOFT.COM

MAILROOM CONTROL SYSTEMS



**The leader in US Newspaper
Mailroom Controls.**

888-3069-0639 (x83)
www.miracomcomputer.com

PAID CONTENT

**MODU
LIST**

Publish life's stories.

Low-cost, turnkey solution to publishing
paid content on all platforms.

devlyn@modulist.news
701.412.8733
modulist.news

PUBLISHING SOFTWARE

THE NEWSPAPER MANAGER

How Publishers Profit

CRM · SALES · PRODUCTION · BILLING
INTEGRATED MARKETING

Ph: 706-750-0016 | gbooras@mirbeltechnologies.com
www.newspapermanager.com

YOUR LISTING HERE

This Space Available

PRINTING AND PROMOTIONAL SUPPORT



800-270-1769

PUBLICATIONS PRINTING

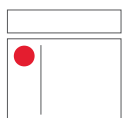
Cummings
Publication Printers Since 1914

- ✓ MAGAZINES
- ✓ JOURNALS
- ✓ CATALOGS
- ✓ GUIDEBOOKS
- ✓ HIGH QUALITY
- ✓ SHORT-RUN PUBLICATIONS

800-647-0035 CUMMINGSPRINTING.COM

MEDIA CONSULTING

**Design. Content. Ideas.
Software. Training.**



Providing the knowledge,
experience and technology to
help publishers grow and thrive!

401-455-1555

www.creativecirclemedia.com

YOUR LISTING IN THIS SPOT

This Space Available

SOFTWARE SYSTEMS FOR PUBLISHERS

FAKE BRAINS
A Software Company that Cares About the Details

*Track everything
with sales:*
Advertiser emails, Bills,
Marketing, Forecasts and Proofs

303-791-3301
FakeBrains.com

MEDIA SELLER SOLUTIONS

SRDS Solutions for Media Sellers

*Premium visibility packages deliver your
information where media decisions are made!*



847-375-5000 ♦ srds.com

PRINTING - FULL SERVICE

We specialize in the art of printing!

Newspapers * Publications * Shoppers
Catalogues * Magazines * Directories * Coupon Books



205 Spring Hill Road, Trumbull, CT 06611

203.261.2548

www.trumbullprinting.com

SOFTWARE SYSTEMS FOR PUBLISHERS

INNOVATION. LONGEVITY. SERVICE.

Find out why our customers call us
"the best tech support team"
and say "we wish we could contract with
SCS to support all our products."



phil@newspapersystem.com
800-568-8006

MERCHANT CARD PROCESSING

Payment Processing



MSG PAYMENT SYSTEMS

msgpay.com/publishing

PRINTING FOR PUBLISHERS

WE PRINT FOR PUBLISHERS.

DIRECT MAIL - MAGNET MAILERS
AUTO DEALER MAILERS

Contact us today!



715.273.4601 - 800.533.1635

info@helmerprinting.com
www.helmerprinting.com

SPECIAL SECTIONS DONE RIGHT

Publication Printers corp.

The Official Printer of the Denver Broncos



Nate Sanders

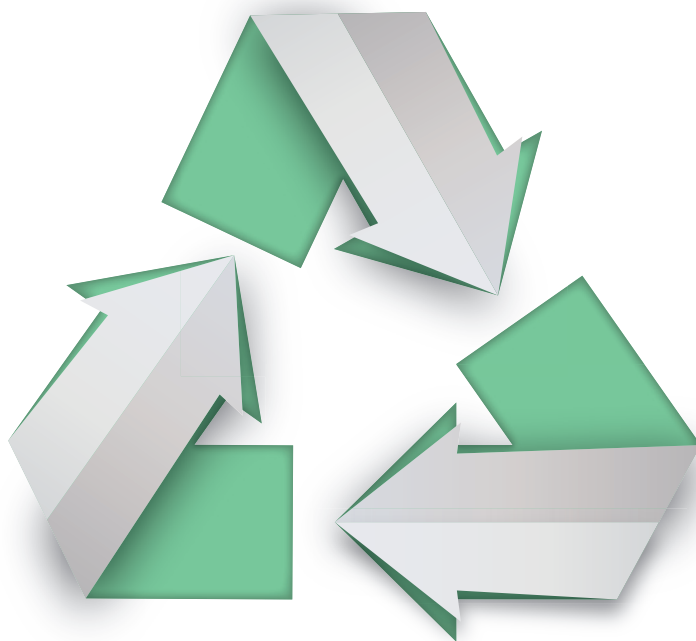
303-944-5699

Jeff Martoz

303-435-9161

pubprinters.com

Your Go-To Guide for Community Publication Business and Service Support



PAPER REVOLUTION

In the U.S., over 66% of paper products - like the printed publication you're reading right now - is recycled into new products, one of the highest recycling rates of any material in the country.

**Join the revolution.
Please recycle this publication after reading.**

Discover the story of paper
www.lovepaperna.org

Sources: American Forest and Paper Association, 2019
U.S. Environmental Protection Agency, 2017





Publish is a monthly magazine produced by the Association of Community Publishers.

The mission of *Publish* is to cover the people, companies and events that shape the community media industry - one issue at a time.

Publish

5701 E. Circle Dr. - #347
Cicero, NY 13039-8638

PRSRT STD
U.S. Postage
Paid
Permit #22
Slayton, MN



The Leadership Institute

Lighting the Way



Expanded online training options are here!

8 Session New Hire Training Sequence

140 Modules of General Sales Training



Available when you are...all day, every day!

ACP Members go to:

www.communitypublishers.com/members-only-access