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The September issue of INK will look at what technology is impacting the publishing industry. From the news room to the pressroom, from sales to delivery, technology constantly impacts what we can do and how we do it.

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#### MISSION STATEMENT

Bring news and resources to the attention of the free paper industry by publishing a responsible quality magazine.

Free Paper INK is dedicated to keeping the industry informed on key issues, topics and industry news. If you have any items of interest that should be shared with people throughout the Free Paper Industry, simply email them to loren@afcp.org. We welcome your input, appreciate your readership and look forward to your contributions to our content.

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## DAVE NEUHARTH **EDITOR**

# The Las Vegas Connection

#### FOLLOWING A GREAT CONFERENCE IN

Baltimore, AFCP members now have The Golden Opportunity to look forward to the 2019 annual conference at the Golden Nugget Hotel & Casino in Las Vegas.

It has been a while since AFCP visited Las Vegas. A look at the Free Paper INK archives reveals that AFCP met at the Flamingo Hilton in April of 2003. "Best Bet for Success" was the conference theme.

Entertainment rocks in Vegas and those who attended were treated with the likes of Gladys Knight and the Pips, who performed at one of the event dinners. Another night we dined with The King as an Elvis impersonator rocked the house with his tunes. Another performance was a tour of Siegfried & Roy's Secret Garden & Dolphin Habitat. Snow white tigers, lions and elephants were part of this magic show.

Throughout the history of AFCP conferences, the association has honored those who deserve to be recognized for their volunteer work that makes both the association itself and the annual conferences so successful.

In 2003, James (Jim) Kendall was the recipient of the annual AFCP Distinquished Service Award. Orestes (OB) Baez was named the AFCP Publisher of the Year.

The AFCP president in 2003 was Loren Colburn. He recognized the following persons:

- Bill Welsh, the conference chair who provided the leadership that made the conference a learning experience.
- Steve Harrison, who co-chaired the conference. He was responsible for the largest trade show in the history of AFCP.
- · Tom Krekel, who chaired the AFCP Awards Competition. Close to 100 papers submitted over 2,700 entries.

Some of the above individuals mentioned are no longer with AFCP. But we have memories of the time spent with them.

Going forward, we have more volunteers who are planning the 2019 conference in Las Vegas. Once again, we will make some great memories. INK

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# Meet the Team from the Santa Barbara Independent

ONE OF THE NEWEST MEMBERS OF THE Association of Free Community Papers (AFCP) that attended the Baltimore conference has been recognized as one of the top free weekly newspapers in the country.

The Santa Barbara Independent has been recognized in national competition by Editor & Publisher as one of "10 That Do It Right" newspapers leading in innovation and adaptation. Editor & Publisher also recognized the paper as the Best Weekly Newspaper website in the United States.

The Independent was created from the merger of the Santa Barbara News & Review, a weekly paper consisting of politics and commentary founded in 1973, and The Weekly, an arts and entertainment publication with extensive listings. The merger created a unique voice for independent writers, critics,

and involved citizens, and Santa Barbara's go-to community resource for what to do.

The Independent is the leading source for news, arts and entertainment, and lifestyle coverage in the greater Santa Barbara area. The Independent prints more than 40,000 copies of the paper every Thursday and als o publishes daily online for more than 270,000 unique monthly readers at Independent. com.

The coverage and distribution of the paper extends from the heart of Santa Barbara northwest through Goleta and the Santa Ynez Valley, and then southeast through Montecito and Carpinteria, with presence in both Ojai and Ventura.

The Independent employs more than 40 people, including award-winning journalists, designers, Continued on page 20





# Bar-Z Mobile Development Focuses on Flexibility

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WE LIVE IN A CHANGING MOBILE WORLD. WITH over 80% of U.S. mobile users now owning smartphones, and spending an average of five hours daily using them, smartphone technology has certainly changed the way that we live and work.

Mobile apps are now many people's go-to resource for local information, news, entertainment, communication, shopping and more. With this growing usage in the market, they've also become an increasingly important component for publishers as they look for new strategies to increase audience engagement and digital revenue. The speed and flexibility of mobile solutions continues to evolve right alongside the smartphones themselves.

Developing mobile solutions since 2008, Bar-Z Mobile Development, an AFCP Associate Member, has been at the forefront of these industry changes.

Lee Little is the founder and CEO of Bar-Z Mobile Development, a software-as-a-service firm developing mobile solutions since 2005. He received his undergraduate degree from the University of Delaware and later earned an MBA from Pepperdine University. Married for 32 years, Lee is the father of three grown children. His personal accomplishments include completing 12 marathons, including three Boston marathons.

The company offers a comprehensive mobile solution which includes native iOS and Android mobile apps, responsive websites and an online content management system. Bar-Z's platform has had several iterations through the years. The newest iteration, known by this Texas company as the "Alamo Release", offers the ultimate combination of quick time to market, complete customization and flexibility designed to enhance revenue potential.

Bar-Z's Alamo Release offers a unique modular format, enabling publishers to showcase a vari-

ety of content types, listings, images and slideshows on a dynamic screen layout. Whereas the previous software featured a static, graphic-based interface that was limited to the size of the device screen, the Alamo Release offers an additional scrolling design option that highlights content without limits. Similar to the familiar scrolling of a website, the new app



BOOSTER

Lee Little

format offers extensive area "below the fold" to present breaking news, featured events, or top categories of content to users without the need to navigate further into the app.

The app interface, content and layout can now all be dynamically updated for on-the-fly changes offering publishers important benefits. Changes to the previous

graphic-based interface required an app rebuild and resubmission to the app stores, limiting the ability to make major updates. The Alamo Release was designed from the ground up to support such flexibility.

Bar-Z's Alamo Release has created a substantial impact on revenue opportunities. Dedicated "appwithin-an-app" sections and sponsorship content can be added at any point to coincide with sales cycles, not an app development cycle. This offers publishers the freedom to take advantage of seasonal promotions, newly formed partnerships, special sections and more

without substantial lead time, effort or cost to implement it in the app. The platform's modular "blocks" allow publishers to present content in a variety of shapes and sizes to fit the needs of each unique market, advertiser and rate card.

Additional banner, interstitial and native advertising options allow publishers to maximize digital revenue potential. The Bar-Z platform now includes a proprietary advertising console allowing publishers to manage their own mobile display ads directly in the platform. Support for Google DFP is still available as well, so publishers have multiple options for managing their display advertis-

ing. The Alamo Release has also introduced a push notifications by topic feature, enabling publishers to direct news and announcements to audiences interested in specific types of content. This can be utilized as an upsell opportunity for app sponsors.

If you are interested in exploring the new revenue potential of a best-in-class mobile solution, contact Bar-Z Mobile Development. They can develop a mobile product that you will be proud to introduce to your market. Contact them at 512-732-0135 or info@bar-z.com.



# ZipRecruiter is the Smartest Way to Hire

#### SPENDING MANY YEARS IN THE STARTUP WORLD,

Ian Siegel had been involved in the hiring of about 100 positions (from entry level to executive). After going through the tedious process of screening resumes, 95% of which were definitely not qualified for the role, he decided that there had to be an easier way to hire. He wanted to develop a tool that would allow people to easily create an online interview and narrow in on the most qualified candidates from the start.

The result? ZipRecruiter.

Powered by industry-leading Artificial Intelligence technology, ZipRecruiter is now a leading online employment marketplace in the U.S.



Since its inception in 2010, ZipRecruiter has grown from a staff of four founders to a company of nearly 1,000 employees. ZipRecruiter has helped over one million businesses hire great talent and over 100 million people have used ZipRecruiter to search for their next great job opportunity. In addition to SMBs, ZipRecruiter has helped enterprise customers (including Fortune 500 companies) find great talent. In fact, 48% of the Fortune 500 uses ZipRecruiter for their hiring needs (current and past clients¹), and ZipRecruiter has strategically partnered with Google, ADP, Facebook Workplace, and Square to deliver quality matches to even more people and businesses. In fact, over 30 million active candidates interact with ZipRecruiter services each month.

#### WHY IS ZIPRECRUITER DIFFERENT?

For decades, the hiring process involved posting a job and waiting for the right people to see it. The ZipRecruiter online employment marketplace has disrupted that method with its innovative approach. Unlike other job boards, ZipRecruiter doesn't rely on candidates searching for your job. Instead, its industry-leading AI matching technology finds the best matches and invites them to apply. In fact, ZipRecruiter is one of just a handful of companies with true machine learning capabilities. That's because effective machine learning requires a very large amount of data. With a massive reach of 8M+

<sup>1</sup>ZipRecruiter Internal Data, 2017 <sup>2</sup>MobileAction Data, 2017 job posts and millions of touchpoints, the ZipRecruiter marketplace makes effective machine learning possible.

#### How Does ZipRecruiter Work, Exactly?

ZipRecruiter sends your job to over 100 of the web's leading job boards, scans thousands of resumes, finds people with the right experience, and invites them to apply. As applications come in, ZipRecruiter analyzes each one and spotlights the top candidates so you never miss a great match. The platform also utilizes a smart matching algorithm that gets smarter over time and adapts to user preferences. They also provide a transparent, seamless communication process for both parties throughout the job/talent search. This process has proven to be so effective that 80% of employers who post on ZipRecruiter get a quality candidate through the site within the first day.

#### MULTI-CHANNEL ENGAGEMENT

ZipRecruiter leverages its powerful machine learning and mix of channels to reach candidates wherever they are looking for jobs. From web to mobile, email and more, ZipRecruiter continues to revolutionize the way the world finds work.

#### Mobile

In 2010, roughly 25% of job applications were submitted on a mobile device but today, that number is closer to 65%. That's why ZipRecruiter has worked to create a best-in-class mobile experience. And with the #1 rated job search app² on both iOS and Android, it appears that they are doing just that. By instantly alerting job seekers when a quality job is posted nearby, the app allows them to apply to new jobs directly from their phone. Job seekers are also notified when their resume is viewed by an employer, helping to provide additional feedback to job seekers.

The ZipRecruiter employer mobile app allows people to hire anytime, anywhere, taking most of the hassle out of hiring. It also utilizes machine learning and employer feedback to deliver better and better candidate matches.

#### **W**FB

The ZipRecruiter employer dashboard allows companies to manage their candidate search all from one place. Employers can post jobs, rate candidates, and communicate with potential hires, without having to juggle multiple services.

Continued on page 16



# AFCP Conference Update ...

by Loren Colburn

#### The surveys are in on the 2018 Baltimore

Conference and the planning is kicking off for 2019 in Las Vegas! We appreciate everyone's input from the many who took the time to reply to the conference survey. The overall Baltimore Conference scores were really impressive and many of the ratings set all-time highs. The following are just a few of the summaries...

- → Over 98% of attendees rated the overall hotel experience as good to great!
- → Over 73% of attendees rated Marcus Sheridan's opening keynote as GREAT!
- → Over 90% rated the Thursday Night Harbor Cruise as GREAT!
- → Over 83% of participants rated the educational programs as good to great!
- → Over 85% of attendees rated the Trade Show as good to great!

Those scores mean the planning was effective for this conference; and armed with the feedback on what you want included going forward, we are really excited for 2019 in Las Vegas. The topics and content will reflect the feedback we have received over the last several years and is guaranteed to be centered around delivering ideas, concepts, products and revenue sources you can take back and put into your own publications.

Stay tuned as the Las Vegas program details roll out over the coming months, and be sure to mark your calendar to reserve the April 25-27, 2019 dates. Take full advantage of "THE GOLDEN OPPORTUNITY" to build your publications while at the same time experiencing all the fun, excitement and entertainment Las Vegas has to offer.

Remember, what happens in Vegas...can grow your business!





# Lean, Mean, Publishing Machine

by Charlie Delatorre

#### As part of the

succession plan our association has in place, I knew it was a possibility I could become president of the Association of Free Communi-

ty Publications (AFCP) at some point. However, as I sit to write my first column for INK Magazine, I'm struck by how important a role I've been asked to play.

For almost 20 years, AFCP – and more importantly, the people who make up this great organization have been a huge part of my life and business. I was a young, naïve entrepreneur that, if truth were told, was in a little over my head when I first came onto the AFCP scene. I was 28 when I started my company, and had only four years of prior experience in our industry. I went from a sales rep to general manager to owner in short order; but thanks to a great team, my company was born and nothing could stop us.

It didn't take long for me to get involved in a few of our industry associations. Dave Neuharth from the Community Papers of Florida introduced me to local publishers in my own state who were successful, intelligent and interested in helping me grow. Industry giants like Jim Kendall, Scott Patterson, Carlos Guzman, Vinnie Grassia, Dan Autrey, Rob Zarrilli and the godfather himself, Dick Mandt, were always open, willing to share, and allowing me to be a part of the con-

versation. They helped a small publisher in Gainesville feel like he was part of something larger, a bigger picture, where the role I played mattered. They built me up when I needed it - and knocked me down a few pegs when I deserved it.

Lucky for me, many of those same people were also in leadership positions within AFCP and opened my eyes to a much larger world - and I've been hooked ever since.

AFCP allowed me to be a founding faculty member of The

and ultimately conference chairperson in Orlando for 2014 and serve on the board of directors and executive committee for the past six years. But more importantly, AFCP has allowed my staff to attend some amazing conferences, receive hundreds of hours of sales and leadership training, and empowered my employees to be better, to grow as professionals and be surrounded by amazing people from across our membership. I firmly believe that's added value to my organization, which has added dollars to my bottom line! Over the years our industry has changed. More

Leadership Institute, serve as the awards, tradeshow

than ever we're dealing with a challenging business environment, physical and virtual competition eating away at readership, distribution and profitability, and increasing costs from vendors and suppliers. More than ever, we need to come together and help one another. There are plenty of success stories happening around our membership and as always, AFCP stands ready to deliver on its mission – To help our membership enhance their profitability and be a leader in strengthening the free publication industry.

Always our focus, that mission will continue to drive the many choices and decisions we'll be making over these next two years. As president, I'll be asking our board of directors and our office staff to focus on membership growth, new revenue opportunities and ways to increase the value of your membership. We might be running lean, mean publishing machines, but I'm here

> to tell you, you're not alone. Your membership in AFCP means you have a family ready to help.

Thank you for this opportunity to serve as president. I look forward to hearing from and seeing many of you in the months to come!

Cheers! INK



CHARLIE DELATORRE **AFCP PRESIDENT TOWER PUBLICATIONS** 

# New advertising product helps publishers reclaim job advertising market!

by Melissa Welker

A LARGE FINANCIAL SERVICES COMPANY WANTS TO reach more prospective accountants but isn't able to find the skill set it needs within the community where it is located.

A top-notch marketing firm needs a new chief executive officer but wants to look nationwide for a candidate.

Previously, these companies may have avoided placing a job advertisement in their free community publication and search for an online job listings website or a paper with nationwide circulation to place their ad.

"Like so many small publishers, if it's a pizza shop or a mom and pop and they were looking to hire someone locally at a starting wage, they would use their (local) paper because they wanted to hire locals," said Dan Alexander, president of The Sun Community News in Elizabethtown, N.Y. "But hospitals and those who wanted higher skills, they need to advertise outside of the market. We can bring all of this together with this program."

The new program is an advertising product the Association of Free Community Publications (AFCP) began launching in member publications this spring. It hopes it will help those businesses expand their job posting search area and provide its members with a way to increase revenue and grab a larger share of the job advertising market.

AFCP has developed an advertising product with ZipRecruiter, a rapidly growing online employment marketplace, that gives local job advertisements community as well as national marketplace reach. ZipRecruiter connects job seekers with millions of businesses through mobile, web and email services, along with partnerships such as the one with AFCP.

"Free publications haven't always been the go-to for job advertising," said Loren Colburn, executive director of AFCP. "The Sunday papers used to be, but that is now a tiny fraction of what it was. It's gone to indeed and ZipRecruiter. It's a chance for publishers to get some of the local market back, to have better penetration in the local market and the same online player at a more affordable price."

Each member of AFCP that chooses to participate in the program will have its own specific site where it will post local job advertisements that will be shared to a national job search board. Readers can search for jobs and receive email alerts about employment opportunities in their community along with more than eight million jobs each month across the nation through ZipRecruiter.

These white-labeled job board solutions require no out-of-pocket commitment. All AFCP members receive

revenue shares of all revenue that is generated from the site, according to ZipRecruiter.

This means that a financial services company can advertise for accountants in its free community publication to seek out local residents who may fit the skill set, while also having its ad placed online through ZipRecruiter, where it can be posted to hundreds of job boards throughout the country and show up in accountant job searches.

A special component of the program is called ZipBoost. Employers who purchase a print classified advertisement and online job post from a member publication will receive a ZipBoost, which distributes jobs to millions of job-seekers via a distribution network of more than 100 job boards through ZipRecruiter's marketplace, said Dennis Alshuler, vice president of strategy and business development for ZipRecruiter.

"This will drive more quality candidates and keep employers happy," he said.

This means that a financial services company's ad will show up as part of an email that will be sent out for those who are seeking accountant positions.

"That's what drives it," Colburn said. "The success rate for filling positions is huge."

With the wide circulation of members' publications, this partnership will ensure employers reach millions across the United States and that job seekers have access to job postings they may not have seen otherwise.

"ZipRecruiter connects job seekers with millions of businesses through innovative mobile, web and email services, and partnerships with the best job boards on the web," Alshuler said.

Not every job is guaranteed to appear in every channel because ZipRecruiter tries to optimize the visibility and reach of jobs to the best candidates and match postings with the most appropriate audience.

"ZipRecruiter understands the modern-day job seekers and works to match them with the most relevant job opportunities," Alshuler said. "Therefore, we created a solution with AFCP that provides its members the tools necessary to engage local job seekers and deliver results for employers."

The first launch partner – the ZipRecruiter partnership was tested in a few local markets with member publications across the country – generated a few thousand incremental dollars in the last 30 days using the program, he said.

Having the ZipRecruiter name attached to the product has benefits, said Alexander, who was the chair-



man of the committee that developed the program with ZipRecruiter. His publishing company also was in the beta test group that launched ZipBoost.

"The branding is so significant," he said. "When you mention the name, there's an instant recognition factor rather than creating something that was a white label and no sense of who it was. The connection between us and Zip really sealed the deal."

Human resources departments for larger companies are familiar with the ZipRecruiter name and have been drawn to the idea of being able to work with a local publisher or advertising rep to have both their classified job ads posted as well as their online ads.

Alexander's weekly publication has a circulation area of 71,600 in the Adirondack region of New York. He serves on the AFCP alternative revenue committee that is charged with increasing revenue.

"So many of our free community paper associations for a number of years have been able to work off of classified revenues for programs, member benefits and trainings," he said. "As those dollars have dwindled, the opportunities to serve members has depleted. We've been looking for a new revenue opportunity. This one was suggested with help wanted and career opportunities being at a peak."

The AFCP committee examined products from ZipRecruiter, indeed and a white-label organization and decided ZipRecruiter offered the best product to fit the needs of members, Alexander said.

Since The Sun Community News launched the program in February, the paper has improved its process and sold about 40 advertisements in the first four months. There were a few initial hiccups: Advertisements that were inputted couldn't be found on the ZipRecruiter website, but Alexander's team worked with ZipRecruiter and those issues have been resolved. The site is self-service and is easy to input job listings.

Sales seem to be increasing with three sold over one weekend in late May.

"Nobody is even really working this very hard yet," Alexander said. "The online component has been a great feature for us."

The Sun Community News is still trying to figure out the best way to promote the program. Before, the newspaper would seldom post job advertisements online and focused mostly on display print ads, he said.

Trevor Slette, publisher of The Shopper in Windom, Minn., talked with the owner of a local car dealership last year about recruitment advertising and asked him who Slette would recommend for an online job advertising tool. Slette had heard of the bigger name companies but wasn't sure who to recommend. He researched those that were available, which led him to believe there was a partnership that could be formed to benefit AFCP and its members.

Slette suggested the idea to Alexander for the alternative revenue committee. He allowed his publication to serve as a beta test site for the ZipRecruiter program that was developed. He said they experienced some of the same issues at The Sun Community News

The Shopper is unique in that its job market advertising revenue has been good with consistent ad placement. It covers southwest Minnesota with a circulation of about 9,000 for the free weekly Shopper and 4,000 for two news products.

The Shopper has only begun to dabble in the ZipRecruiter program and has sold a couple of advertisements that were then published online through the site. Both were internal positions within his company.

"We got good candidates right away off of it," Slette said. "I was excited to see that."

The company already uploads its display advertisements to its online site in a couple of ways under a "help wanted" section. It's also done some banner advertising partnerships and had a program with another company that helped it upload display ads to search engines in the past. The ZipRecruiter component will help them reach additional markets once it's launched more fully. Slette had hoped to fully launch the program by June 6.

His advertising sales representatives had started talking to businesses in the community about the program. Initial feedback was that businesses were happy to have a one-stop shop for all of their advertising needs rather than having to go through different entities or having to place their own job positions online themselves.

Slette said he hasn't set goals yet for advertising revenue for his company under the new program but that the ZipRecruiter partnership will be beneficial to AFCP and its member publishers as they launch it in more areas.

"It's a great opportunity," he said. "I hope people jump on it. I think it'll benefit everyone."

The only way publications can utilize the program is through membership in AFCP.

"It's a program that we think has a tremendous potential for everyone involved and, most importantly, for our local employers," Alexander said.

# Take Time to Look Up

by Al McNaughton, Rising Star

#### ${ m I}$ volunteered to write this column in early

May with a due date of June 6. I viewed the task as high priority but one that I could put off for a few days.

Of course those few days turned into a few weeks and as I boarded my flight to Las Vegas with my wife Kimber to begin our vacation, I had the funny feeling I forgot to do something.

By the time we landed, I remembered what I had forgotten to do.

So after leaving Vegas for the Grand Canyon, and now as we drive to Bryce Canyon, Utah, I finally find the time to put thoughts together.

Kimber and I decided to take our honeymoon a year and a half after we said "I do." We figured it was better late than never.

Instead of spending our time by the pool at a resort, we decided to take a trip to see parts of the country neither of us had been to.

We flew into Las Vegas and rented a camper van. From there, we went to the Grand Canyon on our way to Bryce Canyon via Page, Arizona, and then finally to Zion National Park before returning to Vegas.

For most of the drive, we were without cell service. Being without Facebook and the Internet for a four-hour drive at first seemed unbearable; but then we started looking at the landscape around us.

The drive was picturesque with wide open spaces lined by mountains in the distance. The landscape was different than what we usually saw in Georgia. The pine trees and vegetation were swapped for desert and mountains.

We arrived at the park during the golden hour, that time before the sun sets. As we drove to our campground, we were delighted to see elk and deer grazing near the road. We would later find this a normal occurrence as the park was full of animals that paid little attention to the people around them (unless they wanted your food).

We found our campground and then headed to the visitor's center, which promised to have amazing views of the sunset.

The canyon itself is set back from the visitor's center, about a five-minute walk. As we walked the path to the canyon we were passed by people running, presumably to get a better spot to view the sunset.

Neither myself nor Kimber had ever been to the

Grand Canyon. And when we finally made it to the observation point, it didn't disappoint.

In any direction you looked, all you could see was the vast expansion of the six-million-year-old canyon. Hues of red and gray rock were sprinkled with green from pine trees. It was like looking at a painting; it almost didn't seem real.

Almost every square inch of the special observation points were filled with people and their phones trying to get that perfect picture. Some people seemed to only view the canyon through their phones.

Kimber and I found a spot along the rim to stop and watch the sunset. We sat, took a few pictures and headed back to our campsite.

Soon the sun had completely set and it was so dark that you couldn't see your hand in front of your face.

Kimber was enamored by the number of stars that could be seen – far more stars than are viewable in the suburbs of Atlanta. We spent time picking out constellations. Well, the only two we knew were the Big and Little Dippers – but I was also able to make up a few.

At home, we weren't able to truly appreciate the night sky. But even if we could see as many stars as at the Grand Canyon, would we?

At home we are inundated with text messages, emails and social media. We spend so much time looking down at our phones that we don't think to take the time to look up.

I know I find myself getting home after work and spending the subsequent hour scrolling through my social feeds, but not really interacting with anyone or anything.

What's the point?

We even saw people at the Grand Canyon, and myself at times, staring into a phone looking for that perfect picture to post later instead of being in the moment and taking in the beauty of what was in front of us.

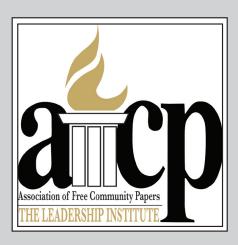
It's easy to get engrained in our day-to-day and not take time to look around and admire the world around us.

In the middle of writing this column we stopped at Horseshoe Bend in Page. And the sentiment of being in the moment could not be any truer, as every other person herds you out of the way to get the perfect picture.

# The **LEADERSHIP** Institute

The Leadership Institute
is a structured sales
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To date, 1,814 free paper professionals have attended classes at the AFCP, state and regional conferences, earning over 10,935 class credits in 66 different course curriculums. A total of 81 people have completed all the requirements and been certified as Associate Advertising Executives (AAE) by the AFCP Board!

by Jim Busch

"No Surprises!"

- Sign in the office of Hal Geneen, CEO of ITT

As a New Manager, I read everything I could on the art of leadership and management. A few books stood out by offering me practical hands-on advice I could use to help my team achieve their goals.

One of the best was *Managing* by ITT CEO, Harold "Hal" Geneen. Under his management, ITT grew from a small Latin American phone company to a huge conglomerate with \$17 billion in sales and enterprises ranging from hotel chains to Wonder Bread.

Two of the most important lessons I learned from Geneen's book were, "learn to read the numbers like a novel," and "no surprises."

I'm an English major and spent most of my school years trying to avoid math classes. Geneen taught me that if I studied the numbers closely and put some effort into recognizing the patterns and trends that they represent, I could deal with potential problems before they ever occurred.

I wrote Geneen's maxim, "The drudgery of the numbers will set you free," on a 3 x 5 card and placed it prominently on my desk. My reps soon learned that they couldn't "snow me," as I knew everyone's sales numbers inside out.

Most of *Managing* deals with working with your team and taking an active role in their success. I copied Geneen's practice of hanging a large sign outside my office reading "NO SURPRISES!"

I told my team that I wanted to know the minute they had any indication of a problem with their territory or their accounts. If an advertiser started to cut back on their spending or even if my rep thought they were getting a "bad vibe" from a client, I wanted to know immediately. This gave us a chance to work together to create an account retention plan.

Likewise, if they saw a new opportunity, I wanted to be involved. I never criticized them for losing an account, but I didn't want to be surprised by a loss. This "let us take a proactive stance in dealing with potential problems" taught my reps to be alert for problems, rather than trying to ignore them until it was too late to take action.

I spent about \$2 for my paperback copy of *Managing* back in the 1970's and "No Surprise," it turned out to be one of the best investments I ever made.



# Associations the NEVS

#### THE MIDWEST FREE COMMUNITY

Papers (MFCP) will conduct a Managers Summit July 11-12 at the Country Inn & Suites in Chanhassen, Minnesota.

The summit will include a general membership meeting, roundtable discussions and revenue ideas, and a dinner theater.

# THE COMMUNITY Papers of Michigan (CPM) will hold its General Membership meeting and the John R. Gaedert Award Presentation on October 9

at the Causeway Bay Hotel & Conference Center in Lansing, Michigan.

The event is free for CPM members and their quests

#### RON REASON AND

Tim Bingaman will be the featured speakers at the Independent Free Papers of America (IFPA) Leadership Summit September 28-29 at the Sheraton Suites Philadelphia Airport.

The summit will include a Quick-Fire Roundtable, Five-Minute Money Makers and a Networking Bash.

## THE COMMUNITY PAPERS OF FLORIDA (CPF) has changed the dates of its annual

(CPF) has changed the dates of its annual conference from September 14-15 to September 28-29.

The conference will be held at the Marriott Resort & Marina at Hutchinson Island on the Treasure Coast.

To submit your "Associations in the News" story, contact Dave Neuharth at DJNeuharth@aol.com.

### ZipRecruiter is the Smartest Way to Hire

Continued from page 9

#### **E**MAIL

ZipRecruiter email job alerts deliver relevant job opportunities directly to the inboxes of millions of job seekers every day. They can set up their search once and then let ZipRecruiter handle sorting through millions of open jobs to find the most relevant matches for them. On the employer side, ZipRecruiter creates targeted emails to help deliver quality candidates to companies, by matching job seeker skills and experience against the requirements for the job.

#### JOB BOARDS

In this industry, reach is a competitive advantage and ZipRecruiter's far-reaching marketplace gives employers everywhere access to more qualified candidates. They send each job posting to over 100 job sites/boards and have strategically partnered with Google's job posting service, ADP, Facebook Workplace, and Square to deliver quality matches to more people than ever.

#### ZIPRECRUITER PUTS PEOPLE FIRST

One thing that has never changed since ZipRecruiter's inception eight years ago is the commitment that they have to their customers' success. That's why they have heavily invested in a U.S.-based customer service team,

which supports customers 24/7.

ZipRecruiter's people-first philosophy revolves around constantly improving the way they serve their customers. They anticipate their needs and leverage their feedback to provide a best-in-class user experience.

#### WHY YOUR COMPANY NEEDS ZIPRECRUITER

ZipRecruiter streamlines and automates the process of finding great talent. Smarter hiring means better business, and the services offered by ZipRecruiter will allow people to get back to business, quicker. According to SMB owners surveyed by ZipRecruiter in 2017, 90% of respondents reported that candidate quality and availability are their biggest roadblocks when it comes to hiring. Employers usually receive poor candidate matches and irrelevant applications from hiring sites. Left spending hours sifting through stacks of resumes, they ultimately receive quantity over quality. ZipRecruiter works continually to improve this pain point—they strive to find quality candidates for each and every job posting.

With its powerful smart matching technology that gets smarter over time, easy-to-use platform, and user friendly product offerings, it's no surprise that ZipRecruiter is the highest rated hiring site in America<sup>3</sup>.

<sup>3</sup>Based on TrustPilot ratings as of March 2018, excluding Staffing Firms & Freelance Websites

# **GRAPEVINE**

#### PAXTON MEDIA GROUP

purchased The Batesville Daily Guard (Batesville, Arkansas) from the Jones family on June 1, 2018.

Paxton Media, a family-owned company headquartered in Paducah, Kentucky, owns more than 36 daily newspapers, a television station and numerous weekly publications across Arkansas, Georgia, Indiana, Illinois, Kentucky, Louisiana, Michigan, Mississippi, North Carolina and Tennessee. Fourthand fifth-generation family members manage Paxton Media.

"We are grateful that the Jones family has entrusted us with the stewardship of the Batesville Daily Guard," said David Paxton, president and chief executive officer of Paxton Media Group. "It is an

award-winning newspaper with a proud history of serving Independence County. This business combination will provide the financial security to ensure the newspaper will continue to serve the community with quality local journalism long into the future."

The Daily Guard will join other Paxton publications in the AR/ LA/MS division of Paxton Media Group, managed by Group Publisher David Mosesso. That group includes six other dailies, four of which are in Arkansas. The Arkansas dailies include The Sun (Jonesboro), The Daily Citizen (Searcy), The Daily Press (Paragould), and The Courier (Russellville). There also are several shoppers and weekly publications in the division.

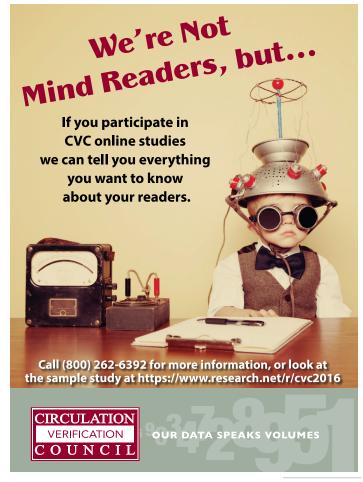
#### WHAT'S GOING ON...

"The Daily Guard will be in a better position to serve readers and advertisers by combining its strengths with those of other Paxton newspapers in the area," said Jamie Paxton, vice president of Paxton Media Group. Batesville is less than one hour from Searcy and about an hour from Jonesboro.

"We welcome and embrace this new member of the Paxton family," said Group Publisher David Mosesso. "Newspapers are our core business and we take that role seriously by producing the best possible community newspaper serving our readers and our advertisers."

Randy Cope of Cribb, Greene & Cope represented the Jones family in the transaction.





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Wendy MacDonald wendy@afcp.org

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# ON THE HORIZON



# sept.

#### STUART, FL: SEPTEMBER 28-29, 2018

Community Papers of Florida (CPF). Annual Conference, Hutchinson Island Marriott Beach Resort & Marina near Stuart, Fla. For information contact Dave Neuharth at DJNeuharth@aol.com, or Barbara Holmes at CPFDisplayAds@aol.com.

#### PHILADELPHIA, PA: SEPTEMBER 28-29, 2018

Independent Free Papers of America (IFPA). September Summit, "Redesigning Your Future", Sheraton Suites, Philadelphia Airport, Philadelphia, Pa. For information contact Douglas Fry at douglas@ifpa.com.

# oct.

#### ORLANDO, FL: OCTOBER 7-10, 2018

North American Mature Publishers Association (NAMPA). National Convention, Caribe Royale All-Suite Resort, Orlando, Florida. For information call Executive Director Gary Calligas at 877-466-2672 or email gary@maturepublishers.com. www.maturepublishers.com

To list your conference information in Free Paper INK, send it to:

DJNeuharth@aol.com

To list your conference information on the AFCP website, send it to:

Loren@afcp.org

# 2019

#### HARRISBURG, PA: MARCH 1-2, 2019

Mid-Atlantic Community Papers Association (MACPA). Annual Conference at the Sheraton Harrisburg-Hershey, Harrisburg, Pennsylvania. For information contact Alyse Mitten: info@macnetonline. com.

#### LAS VEGAS, NV: APRIL 25-27, 2019

Association of Free Community Papers (AFCP). Annual Conference and Trade Show at the Golden Nugget Hotel & Casino, Las Vegas, Nevada. For information contact Loren Colburn: loren@afcp.org.

### Meet the Team from the Santa Barbara Independent

Continued from page 7

production staffers, sales representatives, and business executives.

Since 1986, The Santa Barbara Independent has been required reading for the South Coast's active and sophisticated population. The Independent reaches more than 135,000 readers in Santa Barbara County each Thursday with in-depth news reporting, an extensive calendar of local events, and the best arts and entertainment coverage in the region.

Although The Independent has had a website since 1998, it wasn't until April of 2007 that it began its community news, arts, and entertainment portal, independent.com, providing a thorough and up-to-date site for all things Santa Barbara.

Publisher Brandi Rivera said, "We are very proud of our support of community events, nonprofit charities, and public service advertisers. The Santa Barbara Independent is a major sponsor of the largest community events, including the Santa Barbara International Film Festival, Old Spanish Days, the Summer Solstice, and the Downtown Holiday Parade. Our underwriting covers the breadth of Santa Barbara activity from support of the UCSB Economic Forecast Project to cultural events, high school athletics, and the major theater companies in the region.

"From its world-class art museum to its state-of-theart zoological garden, Santa Barbara is a community committed to a rich and culturally diverse quality of life. Since its inception, The Santa Barbara Independent has been here to celebrate and support that commitment."

Rivera started with The Independent in March of 2008. A Santa Barbara "local" by way of UCSB, where she earned both her Bachelors and Human Resource Management certification, Rivera appreciates how involved The Independent is in the community.

In December 2017, she earned her MBA from Pepperdine University. She welcomed her first son, Elijah Lee Bryant in January 2018, so even though her spare time is limited, she enjoys running, reading, binge watching netflix series, and rooting for her favorite sports teams.

Rivera is joined by Emily Cosentino and Sarah Sinclair as the other members of The Independent's business management team. Cosentino heads the marketing and promotion efforts, while Sinclair leads the advertising staff. Together they have championed projects as varied as adding a huge community event called "Best Fest" to their annual Best of Santa Barbara® readers' poll, and initiating digital marketing efforts that have generated new avenues of reader engagement as well as diversifying revenue streams for the company.



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