

min's b2b

News, Analysis and Strategies on Business-to-Business Media

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Questex Media Gets Fierce

Traditional Media Company Buys Digital DNA

Questex Media (*Travel Agent, Home Based Travel Agent*) has acquired **FierceMarkets**, producer of 19 e-newsletters and related events. Terms of the deal were not disclosed. **The Jordan, Edmiston Group, Inc.** acted as FierceMarkets' financial advisor in the transaction.

FierceMarkets will continue to operate as an independent entity within Questex. FierceMarkets president **Jeff Giese** will remain in his post.

"We're going to continue ex-

ecuting our aggressive growth plans. For the time being, it's business as usual at FierceMarkets," says Giese. For instance, Questex's strong telecom presence in Asia could help *Fierce-Wireless* expand its circulation overseas. "Many of our telecom advertisers want to reach folks in Asia and Europe."

Questex also has a strong presence in industries that FierceMarkets has not yet entered, like the travel agent industry, for instance.

"We expect that this will create value in two ways. First, by expanding Questex's global footprint in markets we both cover, like Telecom. Second, by applying our model to other Questex verticals and accelerating their digital growth," says Giese.

On the flip side, Questex is excited about FierceMarkets not only because of its strong revenue and profit growth over five years, but also because the company brings "Fierce" e-media DNA to Questex.

"From a digital DNA perspective, we're bringing in a group of people that we can integrate into our company, and essentially open up assets that are sitting here within Questex and hopefully drive some exponential growth," says **Kerry Gumas**, CEO of Questex. "At FierceMarkets, there's an approach to launching products that's very entrepreneurial. It's not burdened by decision processes, time factors, and expenses that go > page 2

Canon Communications, Version 2.0

In a statement this week, **Canon Communications** chairman and CEO **Charlie McCurdy** called the reorg of his company "**Canon Publications 2.0**." After posting print and digital media revenues growth of 43% since 2005 (self-reported), Canon is ready to take its digital media efforts to the next level with wide-ranging promotions,

new hires, and a reorganization—all with \$500,000-\$1 million investment.

The Details

Kevin O'Grady, who was VP of sales and marketing, has been named VP of publications, and will have all publishers reporting to him. **John Bethune**, who was VP of editorial, will now be VP of

content and data in charge of corporate-level editorial oversight and will manage new data products. In addition, six other employees are being promoted, and five new positions will be filled, including a champion/helmer for all e-media efforts who will report to **Ron Wall**, SVP of Canon's publications division.

Analysis

In the early days of e-media, many B2B publishers set up separate divisions and companies to handle their e-media sales and development efforts. The next evolution was e-media groups that acted as support departments for the print staff. If they wanted to get something done, they would go to the central e-media group > page 5

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into product launches. It's a very straightforward approach and model. If you bring an old media product development model to new media, I can't see how you will be successful."

Gumas was interested in the deal initially when he and his management team were de-

termining how to improve their e-media revenues/profits.

"We came to a conclusion that we could go down the road of investing to build our own infrastructure, investing in training, development, and new staffing in our dig media biz, and we modeled out what we

thought was a reasonable time frame: 3-4 years. I wasn't satisfied with where we were going to be. The only way we could get digital faster was through an acquisition," says Gumus. Timing was perfect, as FierceMarkets contacted JEGI for representation over the summer.

In terms of organization, Giese will report to **Seth Nichols**, who heads up Questex's e-media efforts. Nichols and Gumus will also act as an advisory board to FierceMarkets that will meet quarterly.

For more on this deal, go to THEMINSIDER.COM.

TRAVEL/LODGING/HOSPITALITY AD PAGES AND REVENUES (January – November 2007/2006)

Title (Publisher)	Ad Pages		% Chg. YTD	Ad Pages		% Chg. Nov.	% Chg.	
	YTD 2007	YTD 2006		Nov. '07	Nov '06		REV YTD	REV Nov.
1. Business Travel News (Nielsen)	326.85	397.25	-17.72	24.25	29.62	-18.13	-20.62	-10.63
2. Corp. Meetings & Incentives (Penton)	476.62	486.21	-1.97	66.28	75.45	-12.15	-1.97	-12.15
3. Hotel & Motel Management (Questex)	894.31	869.89	2.81	115.75	93.45	23.86	0.14	21.20
4. Hotel Business (ICD)	903.81	781.47	15.66	104.45	83.66	24.85	16.03	24.87
5. Hotels (Reed)	556.60	560.88	-0.76	95.18	84.37	12.81	-1.07	13.20
6. Lodging Hospitality (Penton Media)	672.77	699.77	-3.86	66.30	75.09	-11.71	-3.91	-11.75
7. Meetings & Conventions (Northstar)	1,880.43	1,698.69	10.70	206.83	274.55	-24.67	17.36	-20.13
8. Meeting News (Nielsen)	660.00	765.81	-13.82	67.57	79.00	-14.47	-10.42	-11.10
9. Recommend (Worth Int.)	501.95	457.10	9.81	81.75	52.33	56.22	9.81	56.21
10. Successful Meetings (Nielsen)	1,365.26	1,236.95	10.37	142.00	140.50	1.07	18.60	8.60
11. Travel Agent (Questex)	1,652.58	2,143.38	-22.90	135.17	186.63	-27.57	-19.14	-23.94
12. Travel Trade News (Travel Trade Pub.)	1,266.54	1,534.22	-17.45	135.94	135.10	0.62	-18.42	-2.87
13. Travel Weekly (Northstar)	1,975.58	1,895.52	4.22	201.55	175.87	14.60	9.30	21.73
14. Travelage West (Northstar)	754.97	833.75	-9.45	74.70	107.98	-30.82	0.24	-23.53
TOTAL	13,888.27	14,360.89	-3.29	1,517.72	1,593.60	-4.76	-0.60	-5.09

November = Percentage of growth (or loss) in that month alone

Source: IMS/The Auditor (Toronto, Ontario). Go to www.minonline.com/ims_methodology.pdf for IMS methodology. IMS can be reached at: 800/263-0669

WWD Circ List Secrets

Recently, **Dan Lagani**, president of the **Fairchild Fashion Group**, decided to take a closer look at the circulation of his flagship book, *Women's Wear Daily*. In the 47,000 or so subs, he found a lot of what he expected to find: senior level executives in the global fashion and beauty business, key retailers, key manufacturers, and other members of what he calls the "core universe." But when he looked closer, he found about 300 sub-

scribers of a different kind.

"Many people who have an interest in what's coming next in fashion and retail are subscribers: newspaper reporters, magazine editors, movie studio executives, and other key influencers," says Lagani.

All told, *WWD* hits over 80 daily newspapers, over 80 magazines, and many other influencers. Just considering > page 3

min's b2b

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WWD Dives into its Circ List, Finds Gold < page 1

the media subscribers, *WWD* reaches people that talk to 600 million consumers around the world. Perhaps the best part about this golden 300 is that they are all paid subs—not comped or qualified—and so their engagement with the brand is strong.

The next step? Telling this story to clients.

“We are constantly in the midst of refining our sales materials. And the new publisher of *WWD*, **Chris Guilfoyle**, is leading an initiative with the head of marketing services to overhaul and simplify our sales materials,” says Lagani.

Specifically, the circulation story will now be told in three ways:

1. We have 46,000+ key core audience members in the industry.

2. We have nearly 300 influencers that talk with 600 million consumers worldwide.

3. And all 47,000 of them are tastemakers in their social and professional circles.

In some B2B verticals, say, heavy manufacturing, this sort of list examination will not pay off in the same way. But in many others, say, information technology, it could. We don’t know if the technology editor at *The New York Times* is a subscriber to *COMPUTERWORLD* magazine, but if we were the audience development manager there, we’d find out. More on this at THEMINSIDER.COM.

FASHION AND DESIGN (January – November 2007/2006)

Title (Publisher)	Ad Pages YTD 2007	Ad Pages YTD 2006	% Chg. YTD	Ad page NOV. '07	Ad Page NOV. '06	% Chg. NOV.	% Chg. REV YTD	% Chg. REV Nov.
1. Apparel (Edgell)	227.51	214.55	6.04	29.59	31.70	-6.66	4.41	-6.65
2. Communications Arts (Coyne & Blanchard)	327.75	272.25	20.39	63.75	50.75	25.62	24.94	30.37
3. Creativity Magazine (Crain)	278.83	309.06	-9.78	29.92	45.49	-34.23	-9.78	-38.25
4. DNR Magazine (Fairchild)	826.49	1,014.24	-18.51	22.89	46.80	-51.09	-13.77	-46.69
5. Fashion Market (Fashion Market)	107.93	176.09	-38.71	0.00	17.96	DN7	-38.72	DN7
6. Graphic Design Us (Kaye)	554.42	555.83	-0.25	26.83	60.75	-55.84	-0.08	-55.83
7. HOW (F+W)	234.97	250.17	-6.08	0.00	0.00	DNP	4.52	DNP
8. ID Magazine (F+W)	249.35	236.16	5.59	43.46	20.22	114.94	13.45	128.14
9. Photoshop User (NAPP)	306.50	268.50	14.15	0.00	0.00	DNP	14.15	DNP
10. Print (F+W)	290.39	280.19	3.64	66.39	67.34	-1.41	18.65	12.88
11. Step Inside Design (Dynamics Graphics)	134.11	155.13	-13.55	26.50	27.34	-3.07	10.92	24.17
12. Stitches (Advertising Specialties)	232.46	437.66	-46.89	26.96	22.82	18.14	-51.44	8.37
13. Uniforms (Advertising Specialties)	98.40	83.89	17.30	18.70	0.00	DN6	7.40	DN6
14. Wearables Bsns (Advertising Specialties)	236.36	385.81	-38.74	15.34	12.92	18.73	-45.70	1.44
15. WWD (Fairchild)	2,538.00	2,520.96	0.68	164.25	158.60	3.56	2.41	3.74
TOTAL	6,643.47	7,160.49	-7.22	515.88	544.73	-5.30	-3.90	-6.57

NOV = Percentage of growth (or loss) in that month alone; REV = Revenue; DNP = Did not publish 2007/2006;

DN6 = Did not publish in November 2006, data not included in totals; DN7 = Did not publish November 2007 – data not included in totals

Source: IMS/The Auditor (Toronto, Ontario). Go to www.minonline.com/ims_methodology.pdf for IMS methodology. IMS can be reached at: 800/263-0669

...And WWD is Our Biggest Title YTD

Biggest Titles January - November (2007/2006)

Title (Publisher)	2007	2006	%	Title (Publisher)	2007	2006	%
1. WWD Daily (Fairchild)	2,538.00	2,520.96	0.68	11. Design News (Reed)	1,572.72	1,542.06	1.99
2. EE Times (CMP)	2,491.39	2,880.20	-13.50	12. Builder (Hanley Wood)	1,555.67	1,887.27	-17.57
3. Automotive News (Crain)	2,033.53	1,947.15	4.44	13. EDN (Reed)	1,526.67	1,762.51	-13.38
4. Travel Weekly (Northstar)	1,975.58	1,895.52	4.22	14. Supermarket News (Penton)	1,495.09	1,608.95	-7.08
5. Nations Rest News (Lebhar Friedman)	1,949.08	2,052.49	-5.04	15. Informationweek (CMP)	1,470.13	1,661.82	-11.53
6. M&C (Northstar)	1,880.43	1,698.69	10.70	16. American Banker (Source Media)	1,455.73	1,598.52	-8.93
7. Machine Design (Penton)	1,739.13	1,936.12	-10.17	17. Investment News (Crain)	1,374.18	1,128.86	21.73
8. Travel Agent (Quextex)	1,652.58	2,143.38	-22.90	18. Successful Meetings (Nielsen)	1,365.26	1,236.95	10.37
9. Microwave Journal (Horizon)	1,641.65	1,566.24	4.81	19. CRN (CMP)	1,344.27	1,657.27	-18.89
10. ENR (McGraw-Hill)	1,600.35	1,635.06	-2.12	20. Twice	1,341.50	1,331.45	0.75
Source: IMS/The Auditor (Toronto, Ontario)				TOTAL	36,483.63	38,369.15	-4.91

Another Bad Omen for the Economy: Logistics Down

Like trade publishing, the logistics industry can be an economic indicator because it touches so many other industries. Bad news, then, for the economy, as the logistics industry itself is going through some changes and challenges.

“The industry faced a lot of battles in '07, having to do with the trans-Pacific market. Imports are down, and exports are up because of the value of the US dollar. In the past, the industry would have taken more of a hit here, but they managed it well this year. The fuel situation is always a problem,” says **Noreen Murray**, group publisher of *The Journal of Commerce* shipper group at **Commonwealth**.

These industry challenges have combined with trade advertising challenges (line consolidation, port consolidation, and the general slowing of the economy) to result in a 13.47% total drop in the ad page market in this sector. The news isn't all bad, but don't expect it to get better in 2008 as the country braces for a recession.

“There are certain categories that are growing for us. Break bulk is an amazing category—break bulk is anything that can't fit into a container. Project cargo is also growing. That includes windmills, turbines,

humongous things. A lot of the growth has to do with the war. In the past, that had to do with housing, but not this year,” says Murray.

More bad news is that the shipping/transport industry has been very slow to adopt online marketing, so the growth numbers there have not been impressive. At the *JoC* group, Murray is pushing new and innovative programs (for the sector), like video and audio Webcasts, that have gained some traction.

“I wouldn't say that people are flocking to these in droves. We're marketing it and people are showing up, but it's definitely taking some time to educate and get people excited about it,” says Murray.

All this adds up to a tough 2008 for shipping, shipping trade advertising, and the economy overall.

“In 2008, the industry will continue to get better at dealing with change. With the mortgage crisis, the housing slump, and the coming recession, things will be difficult. We'll have a break this year in consolidation, so that's a relief,” says Murray.

See how the horizontal transport niche did in the first 11 months of 2007 in the chart below.

Horizontal Transport Books Market Share						
Title (Publisher)	Pgs. '07	Pgs. '06	% Chg.	Mkt Shr '07	Mkt Shr '06	Pts. Chg.
Global Logistics/Supply Chain Strategies (Keller)	370.00	420.83	-12.08	13.67%	13.45%	.22
Inbound Logistics (Thomas)	642.73	705.09	-8.84	23.74%	22.54%	1.2
Journal of Commerce (Commonwealth)*	1,029.5	1,156.9	-11.01	38.03%	36.98%	1.05
Logistics Management (Reed)	436.67	544.68	17.41	16.13%	17.41%	-1.28
Logistics Today (Penton)	228.18	300.83	9.62	8.43%	9.62%	-1.19
TOTALS	2,707.08	3,128.33	-13.47	100.00	100.00	--

Source: IMS/The Auditor and *min's b2b*. *Numbers Supplied by publisher

TRANSPORTATION AD PAGES AND REVENUES (January - November 2007/2006)								
Title (Publisher)	Ad Pages	Ad Pages	% Chg.	Ad Pages	Ad Pages	% Chg.	% Chg.	% Chg.
	YTD 2007	YTD 2006	YTD	Nov. '07	Nov '06	Nov	REV YTD	REV Nov.
1. Air Cargo World (Commonwealth)	279.08	277.95	0.41	43.85	28.01	56.55	-2.29	66.48
2. American Journal of Transportation (Fleur de Lis)	472.98	499.29	-5.27	30.65	39.42	-22.25	-5.20	-22.24
3. American Shipper (Howard Publications)	305.87	366.03	-16.44	33.95	35.19	-3.52	-16.44	-3.52
4. Food Logistics (Cygnus)	160.63	177.83	-9.67	0.00	18.45	DN7	22.53	DN7
5. Global Logistics/Supply Chain Strategies (Keller)	370.00	420.83	-12.08	18.75	18.50	1.35	-9.23	4.63
6. Gulf Shipper (Commonwealth)	1,045.66	971.92	7.59	92.74	86.56	7.14	6.50	6.45
7. Inbound Logistics (Thomas Publishing)	642.73	705.09	-8.84	48.54	38.08	27.47	-3.97	36.06
8. Journal of Commerce (Commonwealth)*	1,029.50	1,156.90	-11.01	40.50	53.30	-24.02	---	---
9. Logistics Management (Reed)	436.67	544.68	-19.83	30.50	43.07	-29.19	-19.34	-40.22
10. Logistics Today (Penton Media)	228.18	300.83	-24.15	31.70	28.75	10.26	-33.45	-67.45
11. Pacific Shipper (Commonwealth)	1,087.43	1,493.88	-27.21	56.82	115.72	-50.90	-28.36	-53.77
12. Shipping Digest (Commonwealth)	1,017.62	1,084.07	-6.13	73.51	79.72	-7.79	-10.49	-40.71
13. Traffic World (Commonwealth)	477.24	444.07	7.47	33.94	40.06	-15.28	8.44	8.30
14. World Trade (BNP Media)	391.26	376.61	3.89	25.03	25.12	-0.36	8.36	-25.39
TOTALS (Including Journal of Commerce)	7,944.85	8,819.98	-9.92	560.48	631.50	-11.25	---	---
TOTALS (not including JoC)	6,915.35	7,663.08	-9.76	519.98	578.20	-10.07	-9.08	-5.50

REV NOV = Percentage of growth (or loss) in that month alone; *Numbers supplied by publisher
Source: IMS/The Auditor (Toronto, Ontario). Go to www.minonline.com/ims_methodology.pdf for IMS methodology. IMS can be reached at: 800/263-0669

Nussbaum Replaces Steward: Steward Speaks

The big news this week was that **Davis Nussbaum**, ex-CEO of **Penton Media**, replaced **David Steward** as chairman and CEO of **F+W Publications**. Much has been written about it, including a Q&A with Nussbaum that you can read at FOLIOMAG.COM. But what happened to **Steward**? After the news hit the wires, Steward caught up with *min's b2b* to tell his side of the story.

After two and a half years helming F+W and leading it through a difficult lawsuit

with **Providence Equity Partners**, Steward and **ABRY** (PE owners of F+W, and previously of Penton) started talking about change. Nussbaum first became involved in the business last summer when he was brought in as a strategy consultant on the business. Soon after Nussbaum took a look at the business, one of his old lieutenants at Penton, **David Blansfield**, came over and took the helm at the F+W magazine division.

"They [Penton execs] have a lot of great tools and ways to

look at a business, and some very specific approaches to growing the business. David Blansfield was a great hire," says Steward.

Later in the year, Steward and ABRY decided that "a clean break was the best way to go forward" rather than a soft landing. After helping cut costs by about \$7 million over two years, integrate three book divisions into one, and increasing online revenues from 5% to 12% of total revenues, Steward decided that it was time to move on. Steward sees Nuss-

baum as the next logical leader for a company that may not be in great shape, but is now in order and ready to grow.

As for Steward's next step, he wants to move to a bigger metropolitan area (F+W is headquartered in Cincinnati). "It's a challenging time in publishing right now, but it's also a really exciting time. There are a lot of people in the niche/consumer space that have some pretty significant change ahead of them and I might be the guy to help them with that," says Steward.

Dear b2b-ers—

To see the Jan-November numbers in our engineering Boxscore, please visit MINONLINE.COM/B2B/. Enjoy.

Best,
The Editors



Will Gov't Trade Ad Pages Be Down in an Election Year?

GOVERNMENT AD PAGES AND REVENUES (January - November 2007/2006)

Title (Publisher)	Ad Pages	Ad Pages	% Chg.	Ad Pages	Ad Pages	% Chg.	% Chg.	% Chg.
	YTD 2007	YTD 2006	YTD	Nov. '07	Nov '06	Nov.	REV YTD	REV Nov.
1. American City & County (Penton)	411.09	415.60	-1.09	37.59	38.93	-3.44	2.89	0.42
2. Federal Computer Week (1105)	1,178.22	1,484.15	-20.61	60.25	77.50	-22.26	-11.30	-13.14
3. Governing (Congressional Qtrly)	358.57	399.53	-10.25	43.37	33.25	30.44	-7.20	37.71
4. GCN (1105)	841.26	824.01	2.09	40.33	44.00	-8.34	2.30	-30.83
5. Government Executive (National Journal)	443.00	638.33	-30.60	30.83	51.17	-39.75	-26.44	-36.12
6. Government Product News (Penton)	325.66	378.15	-13.88	26.02	64.54	-59.68	-11.58	-57.82
7. Government Technology (GT Publications)	391.23	364.00	7.48	24.00	25.67	-6.51	15.43	-1.87
8. Public Works (Hanley Wood)	531.73	420.19	26.55	30.48	31.90	-4.45	41.34	7.90
9. Washington Technology (1105)	282.07	399.95	-29.47	16.50	36.54	-54.84	-32.51	-59.55
TOTAL	4,762.83	5,323.91	-10.54	309.37	403.50	-23.33	-6.76	-22.04

NOV#: Percentage of growth (or loss) in that month alone.

Source: IMS/The Auditor (Toronto, Ontario). Go to www.minonline.com/ims_methodology.pdf for IMS methodology. IMS can be reached at: 800/263-0669

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and get in line. Now, most companies have integrated their online editorial/marketing/sales/audience development with their print counterparts.

"We're developing an e-media department that has a seat at the table," says Wall.

Not only will e-media efforts

be integrated within each publication, but also there will be corporate-level managers who will spearhead e-media efforts and look for new opportunities.

In addition, "We're going to hire what everyone else has, which we don't have: audience development and Web

traffic departments. We're going through a stage right now where a lot of traffic reports don't match and we have to get better at that. And we're also going to have a Web designer and Web support," says Wall.

Canon will be looking for someone to head this all up.

"I've talked with all the people I know, and a lot of the companies that I worked with. I have a list of three or four names right now that I've been in contact with. I'm looking for the next rising star who is ready to take on a department," says Wall.

Finding Value in Users

By Steve Smith, Digital Media Editor for min, min's b2b and min's Digital Media Report

It is getting harder to find information online that users are willing to pay for. The Googlization of business models has forced most content to go free. This is less the case in business information, where people do still recognize the price and worth of original research. But even here, we see publishers like Elsevier respond to the free medical journal information at MEDSCAPE.COM with their own free portal, OncologySTAT. To get a firmer sense of where we stand in the free v. fee debate, we decided to go beyond the usual publishing suspects and talk to a couple of infrastructure providers who are helping content providers experiment with mixed models.

"Financial news seems to be an area where the subscription model still holds steady," says Kate Collins, director of product management for distribution and commerce, Macrovision, which offers content protection services to consumer and business information providers. "Wherever there are tools at play or self-directed financial services, subscriptions still have staying power," she says.

But information is being parsed and packaged more finely. Traditionally, information companies bundled

access to databases, but this pay-by-feed model left a lot of low-use customers financing the high-volume users.

"Companies are refocusing on a nice balance between all-you-can eat and pay per use," says Dave McNierney, VP of market development, HighDeal. His company helps Nokia, WebEx, and BANDWIDTH.COM distribute and package fee-based content and analyze the results. McNierney is seeing a range of creative new models for selling content, often on a pay-per-view basis or even one based on limited access to certain documents.

"A lot of companies didn't want to pay \$5,000 for a report," he says.

But now the technology is in place to allow users to pay and access certain sections of a report, or have limited-time metered access. There can be differential pricing based on currency, more for recent documents and less for older ones, or even for access to different types of data within a report.

And, as B2B publishers know intuitively, there are more ways to get value out of a visitor than getting a fee. But this is the part of online business models that still needs work: getting information out of the visitor

that the publisher can flip into higher CPMs and more targeted products for advertisers. Collins calls it "advanced registration." That typical controlled circulation profile of a user that gets stored away in a database somewhere to characterize an audience is not going to cut it in an age of more precise online ad targeting. You need to find ways of iteratively discovering more about specific users.

"More publishers are thinking about a rolling registration," she says. You ask a few questions on their early visits but then build a detailed profile over time as they use more content, Collins adds.

Consumer-side publishers in the women's service sector (Meredith comes to mind) have been doing this sort of thing for years. As users seek to access deeper information, like a recipe they really want, an iterative question pops up that adds another data point to their profiles.

The next stage in this process, however, may come in making this data gathering less intrusive and leveraging the technology on-site. Registration questions can become more situational, so the pop-up recognizes that the user took a specific action like a

job search or downloading a white paper.

"You have to think differently about data mining," says Collins. "It is more about depth of knowledge."

The next stage of user data collection is likely to be more behavioral, Collins says. We will see B2B sites combine the explicit registration information with their actual on-site usage patterns.

"Most information publishers are clear on the value of registration systems. You ask questions, get answers, and store it in a database," she says.

We really start leveraging the available technology online when we no longer have to ask the questions, when the job type and buying responsibility check boxes on a form are cross-referenced with the ways these users actually interact with a site. Combining behavioral tracking with actual ask-and-answer data is where interactive media gives us an understanding of the audience that no wraparound "Time to Renew" form ever could.

Next week, look for an article on this issue by our audience development expert, John Rockwell, VP of audience development of the chemical division of Access Intelligence, parent to min's b2b.

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Good-bye Direct Mail, Hello Custom Publishing!

By Rick Lyons, Director, Custom Publications, KI Lipton

Many of your clients are turning to custom publishers or your own custom publishing departments for marketing solutions. Every month we will present a custom case study that discusses how a different custom publisher helped its B2B client.

Albert Einstein Healthcare Network (AEHN) in Philadelphia offers programs and services ranging from community health education to complex and specialized care. Previously, AEHN spent a great deal of money on direct mail promoting their programs and services until an audit indicated that much of this mail was being sent to a redundant audience. AEHN's marketing department decided that instead of bartering people with what was possibly being perceived as junk mail, they would get more attention if they wrapped their message in an editorial format—one that would educate and inform readers. They realized that unlike direct mail, a custom publication has the integrity of an editorial vehicle, which gives a more positive punch to the message being delivered.

But while AEHN loved the concept of a custom publication, it did present some challenges.

"Our main challenge was that we needed to communicate to three distinct groups of people," says vice president of marketing and brand management **Steven Merahn, MD**. "First, we needed to represent the

voice and the needs of area physicians, and also to build loyalty so physicians would come to feel that they could reliably get information about the network from the publication."

AEHN also needed to target two groups of consumers. "Patients are easy," says Dr. Merahn. "We already



AEHN gets 'Personal' with its constituents.

know where they live. The people who live in our region and have never visited an Einstein care facility were a harder group to reach."

Clearly, speaking to these three separate audiences with one voice wouldn't work. AEHN needed to speak to all three—the physicians, the community, and the patients—separately and effectively.

AEHN contracted **Lipton Custom Publishing** to develop a series of publications with similar messages but targeted to each individual

audience. *Einstein Physician Connection* relays information to referring physicians about AEHN's latest technologies, medical breakthroughs, research studies underway and professional hires. For the community, AEHN and Lipton designed a series of publications with three different editorial "buckets" based on the three issues of greatest concern to readers.

The first concern of readers is wellness, so the publication *Personal Best* focuses on general wellness and how to live a better life, even if you're not presently coping with a medical problem. To help the publication gain recognition, the publishing team featured a Philadelphia celebrity on the cover of the issue. What started with **Dhani Jones**, then a starting linebacker with the **Philadelphia Eagles**, has continued with other local celebrities like **Cole Hamels** of the **Philadelphia Phillies**, and newly elected mayor **Michael Nutter**. The celebrity covers have proven to be a great idea that has captured a lot of attention.

The second publication, *Personal Caring*, is targeted to caregivers, a broadly defined category encompassing anyone who is caring for another, whether it is a

child, a family member with a chronic illness, a friend or a spouse.

The third publication, *Personal Health*, focuses on informational articles on diseases and medical conditions.

The community publications run in cycles of three throughout the year. AEHN took a non-promotional approach to the publications to foster greater reader engagement, featuring general health-related articles while citing Einstein doctors and staff as the experts.

AEHN also took a unique approach to circulation. "We began distribution at pharmacies, alongside weekly and daily newspapers," explains Dr. Merahn. "Then we broadened the distribution to community locations including barber shops, beauty salons, banks, bookstores, and laundromats."

AEHN also included free advertisements in the *Personal* series for local nonprofit organizations that wanted to get their own messages out to the community. AEHN felt that the advertisements added to the newspaper feeling of the publications and lent them more credibility.

To borrow a medical term, the "outcomes" speak for themselves. After six months, AEHN tagged some *Personal* series questions onto market research being conducted on another topic. *Personal Health* scored 24% awareness with pharmacy distribution alone.

"That's when > page 8

we knew we were starting to gain a level of traction," says Dr. Merahn. "Some of our community advertisers actually asked that we discontinue their ads in future publications." Why? Because they were getting more responses than they could handle. Dr. Merahn also received handwritten notes from members of the community expressing their

thanks for the valuable information contained in the publications.

AEHN has recently added a fifth publication to the program. The publication is targeted to current patients and seeks to solidify relationships with them and their family members. The publication keeps patients informed of current health treatments, technology, and research

happening at Einstein.

The next wave of marketing strategy for AEHN may be to make the communications more interactive in order to build a more tangible identity for AEHN, encouraging readers to register for events and call to receive other marketing materials that build the hospital network's brand.

AEHN has completely

changed its approach to direct mail as a result of their success with the custom publishing campaign. "We are allowing these publications to carry the majority of the marketing weight for awareness," says Dr. Merahn. "We now reserve direct mail for audience-specific messaging with a targeted call to action."

2008: Meeting Goals Through Sensible HR Management

By *Marvlieu Jolla Hall, Senior Vice President, Human Resources, CMP Technology*

Many of 2007's HR challenges have made their way into 2008: attracting, retaining, and engaging top talent; creating and sustaining a high performing culture; and delivering bottom line profitable growth. People and culture issues will become even more complex as businesses expand globally in 2008. Different time zones will necessitate job offers of employment occurring at 10 pm EST in order to speak directly to a great talent in Beijing after first checking the daily exchange rate. The notion of total rewards systems, including compensation philosophies and performance management as well as engagement survey results, will require a deep knowledge of other cultures to correctly administer, assess, and interpret what in fact motivates an employee to give more than 100%. And differing cultural and political environments must be clearly understood in order to do

business successfully in a global economy.

Aside from the challenges that 2008 presents, the new year is also a time to focus everyone in the organization on the right behaviors by outlining and prioritizing the key competencies that must be demonstrated by employees to drive profitable results. As a senior executive, you must ask some key questions before determining how to deal with HR and management challenges in 2008: What are we trying to accomplish? When do we need to complete it? Is it within our control to complete or do we need to closely collaborate with other groups or colleagues? Do we have the right talent to get there? What are our organizational strengths and vulnerabilities? How long do we have to fix it and what's our plan to do so? Should we buy, build, or borrow the talent needed? Who is our top talent? Do we have golden handcuffs on them? Who are our rising stars? How should

results be measured? Growth targets? Financial, efficiency, or quality measures? Since our business is a people business, these questions of goals and talent should be closely aligned. And they should be revisited consistently throughout the year.

But remember, goals are fluid. Are the goals you've set for employees SMART: Specific, Measurable, Attainable, Realistic, and Timely? Regardless of the quality of your talent, if your goals aren't SMART, your chances of achieving them are low.

Another opportunity that the new year offers is that it's a great time to look at new business models and organizational structures if the model you operate within isn't optimal for reaching your 2008 goals. **The Society for Human Resource Management (SHRM)** is one of many member groups where you can engage in a live chat with a SHRM Research Representative to view different

organizational structures. Here is another question to ask once you've determined that your organizational structure is the ideal one necessary to achieve your goals: What types of learning and development initiatives will you need to introduce into the work environment to stir up creativity and innovation in the workplace? Don't just resolve to have a good year. Plan ahead so you can have a great one.

For Next Time

Do you view learning and development as an expense or an investment? If it is an investment, should you offer targeted learning and development experiences including job rotation, mentoring, cross training, coaching, leadership development, etc, after a thorough review and assessment of 2007's company and individual employee performance?