“Building an online media business in an era of unprecedented change”

MIS Research Center

First Slide

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Thesis:

New Application of Old Fundamentals
Video History of Internet Broadcasting
(2006)

What’s Changed Since 2006

- New CEO
- Executive Level Changes
- Renegotiated Key Partner Agreements
- Managed Expenses/Staff Changes
- “One Size Fits All” No Longer Relevant
- NBC took their business in-house
- Olympics = we fell behind on development
- Moved Company Headquarters
- The Recession
Where Did We Land?

IB’s Web Services run at “Internet” scale

- 20 million pieces of content published
- 600,000 videos served each day
- Over 7 billion page views per year
- 20 million monthly visits delivered from CNN.com
- Breaking news alerts consistently delivered faster than major news sources
- National content drives 30 million page views a month (~10%)
- 25 billion ad impressions served a year
- Over 20,000 customer ad campaigns each year
- Local ad network reaching 79 million unique visitors a month
- #1 site in 36 top markets
- SEO drives 10% of visits
New Application of Old Fundamentals

The Substance of Our Discussion

- Act 1: Principles & Focus
- Act 2: Remake the Company
- Act 3: Turning External Forces into Opportunities
Act 1: Principles/Focus

Culture of Innovation

• 30 in 30
• 90 in 09
• New Site Designs
• Lifewhile.com
• ibPublish Facelift
• Innovative Products
• Hover Ad

Kennedy  A to Z Monsters  Pirate Name  Showcase  Hover Ad
Act 1: Principles/Focus (continued)

- Understanding Customers
- B2B2C
  - Move consumers to digital medium
- Metrics/Metrics/Metrics
- Customer Satisfaction
- Communication (external)
- Clear Product Lines

Web Drivers  Example 1  Example 2  Example 3

Shipping Products
Different Points of View

(an intermission)
Intermission: Shipping Products

Idealized View

Sales View
Intermission: Shipping Products

Development View

Intermission: Shipping Products

QA View

Always below the line.
Intermission: Shipping Products

Management View

Customer View
Act 2: Remaking a Company

- Get the Economics Right
- Finance
- Reporting
- Sales & Marketing
- Strategic Planning
- Change Management
- RACI
  - Accountable, Responsible, Consulted, Informed
- Technical Excellence
- Culture

Act 2: Remaking a Company (continued)

- Communication (internal)
  - theHUB
  - Town Halls/All Hands
  - Brown Bags
  - 1:1’s
  - Open Door Policy
  - Board of Director Communication
  - Centralized Intranet
  - Listen
    - Listen to the “squeaky wheels”
  - No Surprises
  - Electronic Communication
Act 2: Remaking a Company (continued)

Focus on Employees

• Career Development
• Clear Communication
• Annual Reviews
• Resume Reviews
• Want Authority?
• Non Performers Transitioned Out
• Hire Great People
  • Courage
  • Hard Work
  • Intelligence
  • Organization

Constructive Criticism/Real-Time Feedback

• Do it quickly, in private
• Agree on the facts
• Ask and listen
• Criticize the action
• Tell why it matters
• Agree on a remedy
• End on a compliment

Act 2: Remaking a Company (continued)

Focus on Employees (continued)

• Constructive Criticism/Real-Time Feedback
  • Do it quickly, in private
  • Agree on the facts
  • Ask and listen
  • Criticize the action
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Act 3: External Influences = Opportunities

- Rise of Social Media
- Smartphone Adoption
- Newspaper Decline
- Competition
- Recession

Things Not To Do

- Some of our choices were “less than useful”
- Consultants: Clear roles and responsibilities, Clear end-date
- If you build it…they may NOT come.
- Ignore your competitors’ progress at your peril
- Don’t assume you understand your customers’ needs
  - Don’t start anything without knowing the metrics of success
- Focus on new & strategic efforts without ensuring that your core offerings are solid
- Say “yes” to everything
- Ignore the Big Truths
- Don’t go against your DNA
Results:

What is the IB Pitch Today?

Vision

*The IB vision is to provide revenue & audience solutions that help our partners transform their digital business by connecting Media brands & Advertisers to valuable audiences*
Internet Broadcasting partners

“Internet Broadcasting affiliated stations had an average of 61% higher revenue from online advertising last year vs. non-affiliated stations”


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ibPublish

1 Web Publishing

Intuitive, easy to use, powerful
Power presented with simplicity, Anyone can publish

Comprehensive, flexible
Integrate 3rd party applications

Share
Any type of content, pages, sections, media with other properties

Sophisticated business process & workflow
for efficiency and control

World Class SLA & Platform (coming soon)

Mobile
sites, applications, consumer engagement

Social
connectors to Facebook and commenting;
Ratings (coming soon)

Built by Media Professionals for Media Companies

2 News and Content

World, National News and Breaking News
More than 25 turnkey revenue-generating vertical and special content sections

Weather, mapping, radars and more

Prepackaged, shrink-wrapped ad programs;
multi platform

Content Distribution, partnerships and technology

Sponsorship opportunities for advertisers

3 Local Advertising Solutions

4 Professional Services
Local Advertising Solutions

1. Web Publishing

2. News and Content

3. Local Advertising Solutions
   - Ad Creative: Making advertisements that deliver results for advertisers
   - Ad Serving and Trafficking: Effectively delivering on campaign goals for happy advertisers and repeat business
   - Inventory Reporting and Sales Analytics: Providing information and analysis to make informed decisions to manage your business
   - Workflow Solutions: Using IB’s processes, technology & support to ensure your sales people to spend more time selling and less time executing

4. Professional Services

Professional Services

1. Web Publishing

2. News and Content

3. Local Advertising Solutions

4. Professional Services
   - Selection of IB’s Professional Services:
     - Custom web development
     - Web site design/UI
     - Third party integrations
     - SEO
     - Expert in-market sales training
     - Content support
     - Copy editing
     - Best practices
Where is IB as we head for 2011?

- Healthy Company
- Happy Workforce
- Financial Stable Company
- Customer Satisfaction at All-Time High
- Growing and Expanding

New Application of Old Fundamentals

- Principles & Focus
  - Culture of Innovation
  - Understanding Customers/B2B2C
  - Metrics/Metrics/Metrics
  - Customer Satisfaction
  - Communication (external)
  - Clear Product Lines

- Remake the Company
  - Get the Economics Right
  - Reporting
  - Sales & Marketing
  - Strategic Planning
  - Change Management
  - Technical Excellence
  - Culture
  - Communication (internal)
  - Focus on Employees

- Turn External Forces Into Opportunities
Questions?

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