

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



MIS Research Center

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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?



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## IB's Web Services run at "Internet" scale

<p><b>Web Publishing</b></p>		<ul style="list-style-type: none"> <li>- <b>20 million</b> pieces of content published</li> <li>- <b>600,000 videos</b> served each day</li> <li>- <b>Over 7 billion</b> page views per year</li> <li>- <b>20 million</b> monthly visits delivered from CNN.com</li> <li>- Breaking news alerts consistently delivered faster than major news sources</li> <li>- National content drives <b>30 million</b> page views a month (~10%)</li> <li>- <b>25 billion</b> ad impressions served a year</li> <li>- Over <b>20,000</b> customer ad campaigns each year</li> <li>- Local ad network reaching <b>79 million</b> unique visitors a month</li> <li>- <b>#1 site</b> in 36 top markets</li> <li>- SEO drives <b>10%</b> of visits</li> </ul>
<p><b>News and Content</b></p>		
<p><b>Local Advertising Solutions</b></p>		
<p><b>Professional services</b></p>		



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## 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

### Election History:



[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](#)

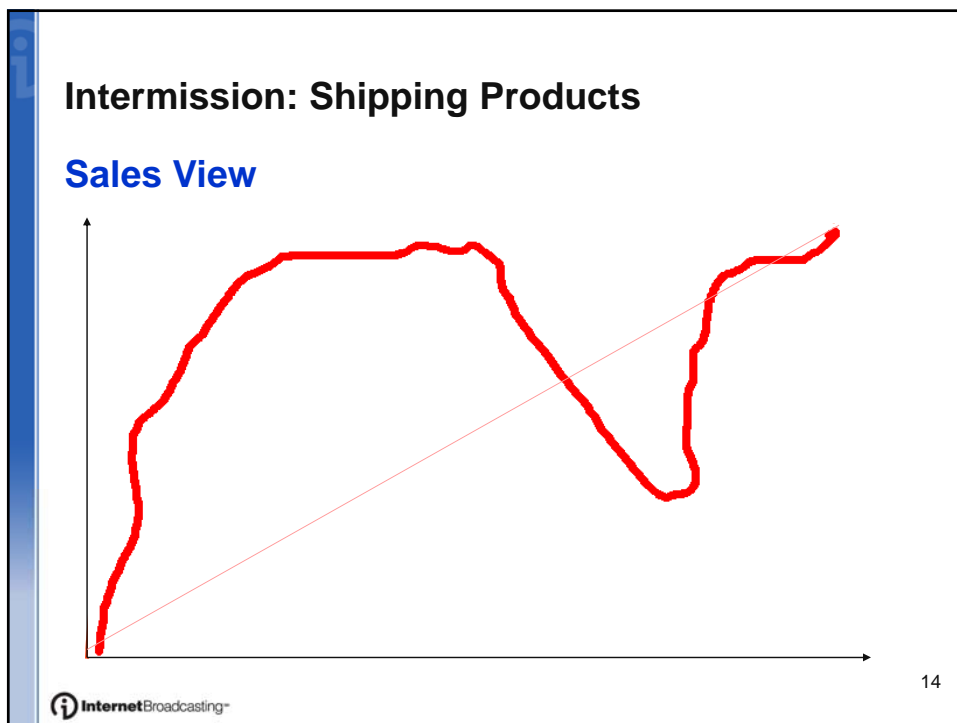
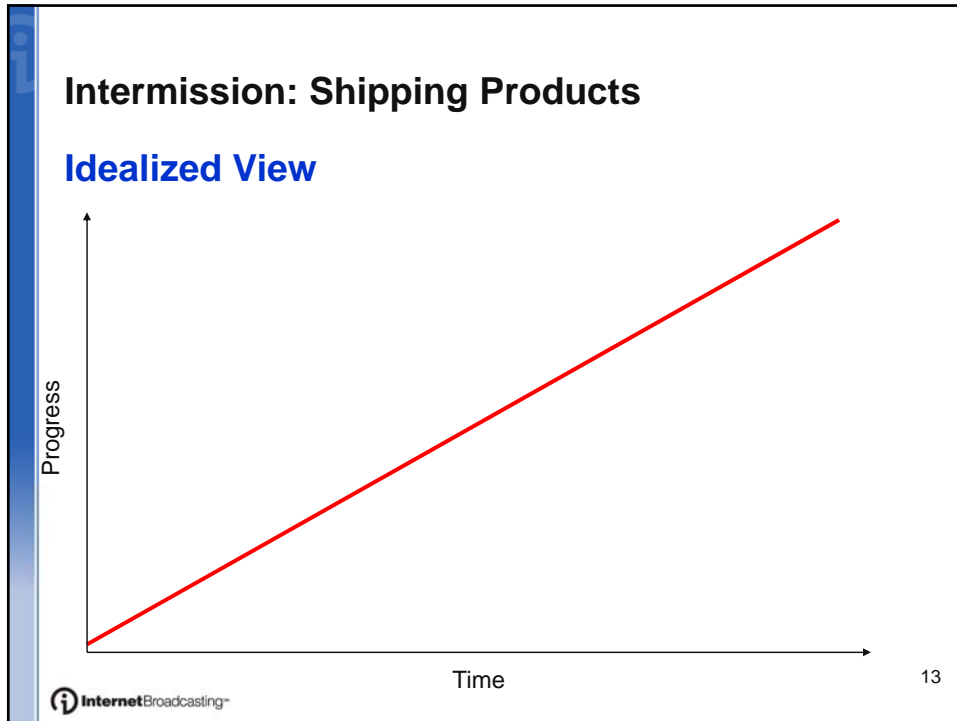
[Example 1](#)

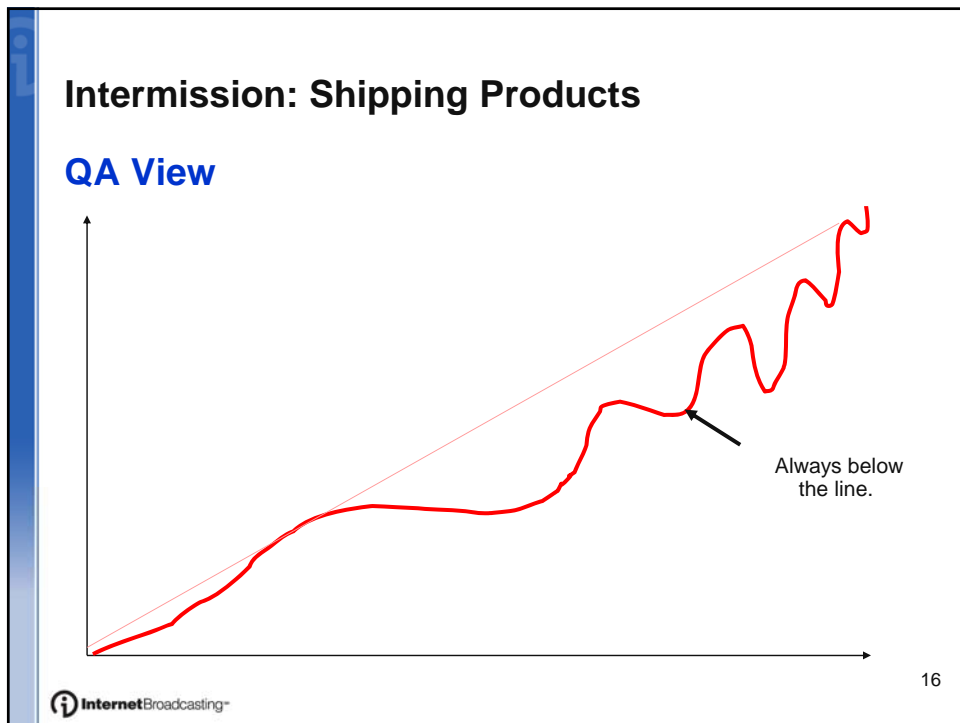
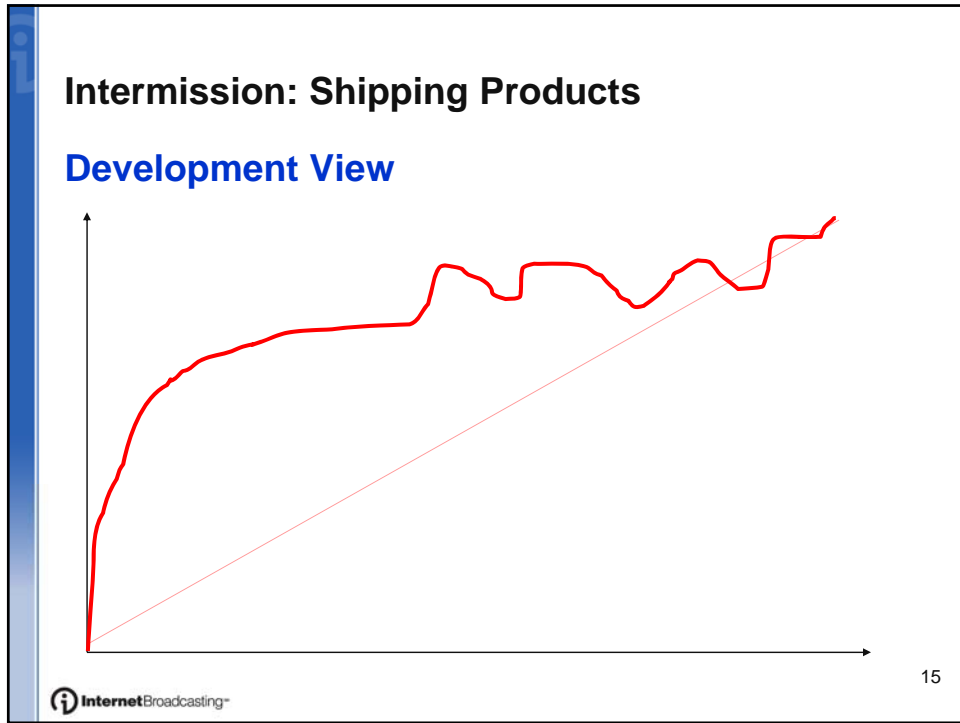
[Example 2](#)

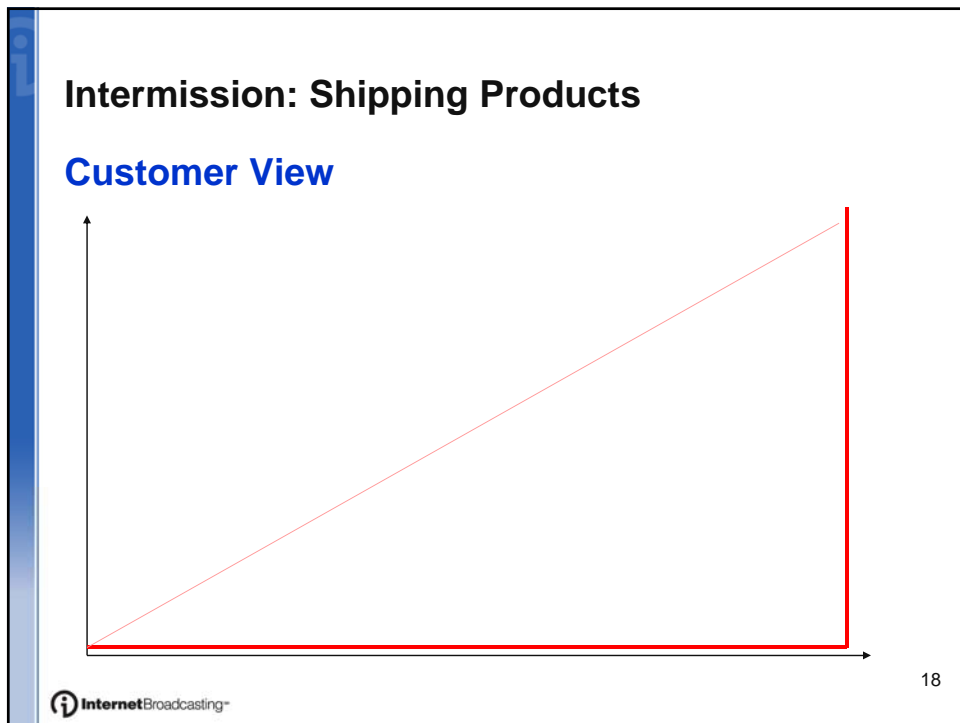
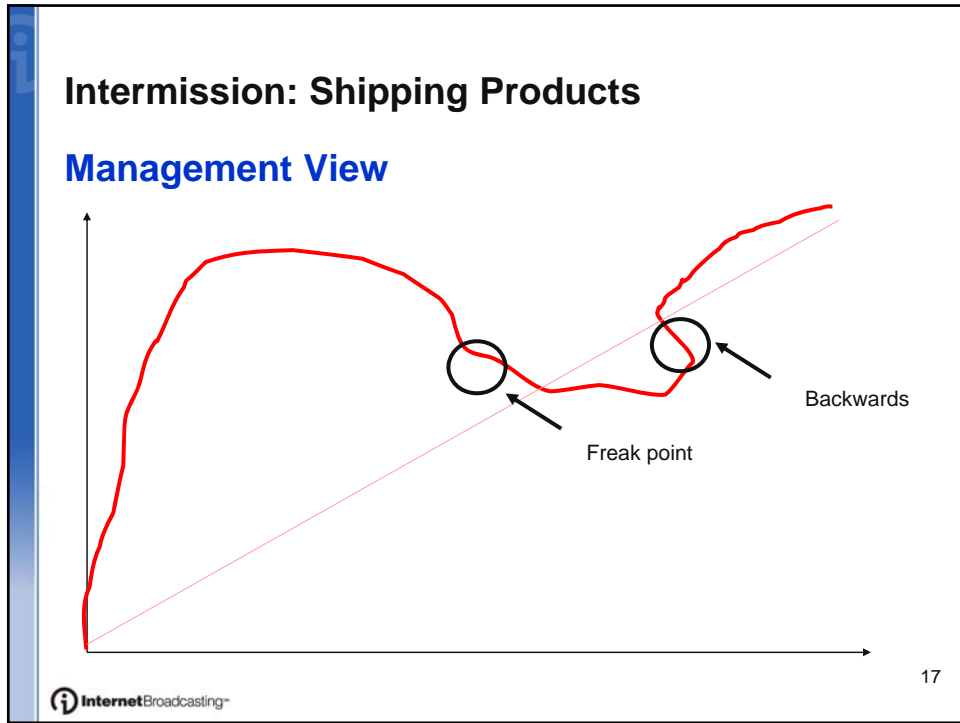
[Example 3](#)

## Shipping Products Different Points of View

(an intermission)







## 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

## 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
    - Tell why it matters
    - Agree on a remedy
    - End on a compliment

### 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

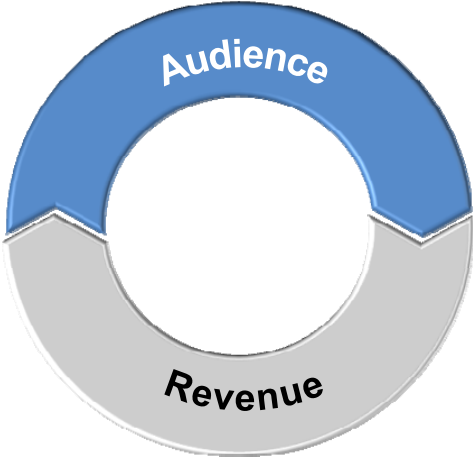
**Results:**


**What is the IB Pitch Today?**

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**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*

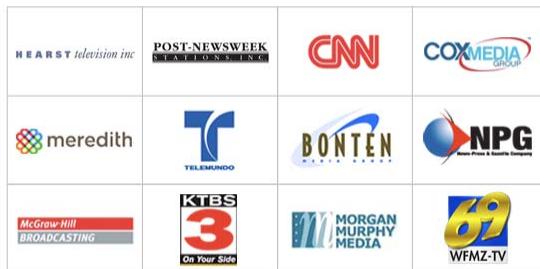


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## Internet Broadcasting partners

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

Source: Borrell Associates, What Local Media Web Sites Earn: 2008 Survey



## IB's Web Services run at “Internet” scale

Web Publishing



News and Content



Local Advertising Solutions




Professional services



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## ibPublish

- 1 **Web Publishing** 
- 2 **News and Content**
- 3 **Local Advertising Solutions**
- 4 **Professional Services**

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

**Comprehensive, flexible**  
Integrate 3<sup>rd</sup> 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**

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## News and Content

- 1 **Web Publishing**
- 2 **News and Content** 
- 3 **Local Advertising Solutions**
- 4 **Professional Services**

**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

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## Local Advertising Solutions

- 1 Web Publishing

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- 2 News and Content

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- 3 **Local Advertising Solutions**


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- 4 Professional Services


**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

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## Professional Services

- 1 Web Publishing


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- 2 News and Content

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- 3 Local Advertising Solutions


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- 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

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## Where is IB as we head for 2011?

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

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- Remake the Company
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## Questions?

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