

# Local Media Roadmap: Thinking Like a Startup





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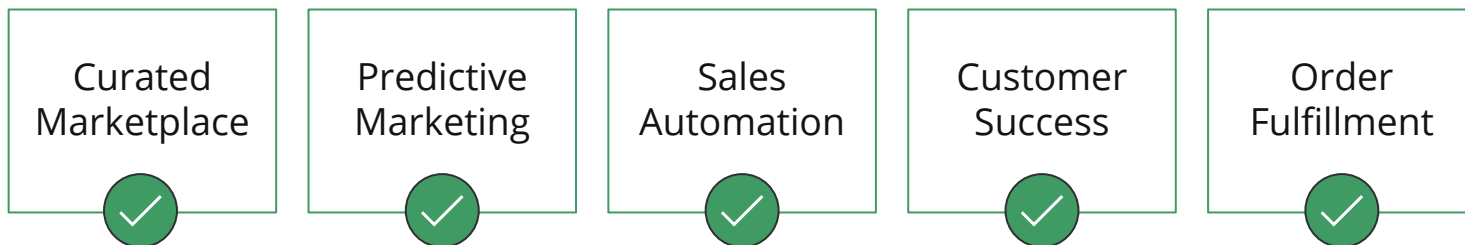
[@williamsjed](https://twitter.com/williamsjed)



[www.vendasta.com](http://www.vendasta.com)

# Vendasta, In Brief

Vendasta uses data collected through use of its foundational products (Listings, Rep Management, Social Marketing) to power its sales platform and curated marketplace - making Vendasta the #1 platform for media companies and agencies to sell to local businesses.



# Startup Thought Starters



Ruthless Prioritization



Culture as Core Values



Intentional Counterintuitive Thinking

Thinking - and acting - like a startup requires **Ruthless Prioritization**



And Ruthless Prioritization requires **Making Bets**



experience

big data

optimisation  
customer experience

content

customer

personalisation

analytics

management

channels  
advertising

conversion

online

website

based

data

technology

strategy

services

email

business

PPC

brand

video

SEO

campaign

web

user

line

automation

SOCIAL MEDIA

MOBILE

content marketing

engagement

platforms

digital

design

media

buying new

responsive

customers

information

focus

personalised

retargeting

sales

interactive

high

per

offline

integrating

experiences

in the

events

use

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risk

need

generate

increase

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campaigns

tracking

websites

crate

experimenting

channel

attribution

journey

development

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multichannel

attribution

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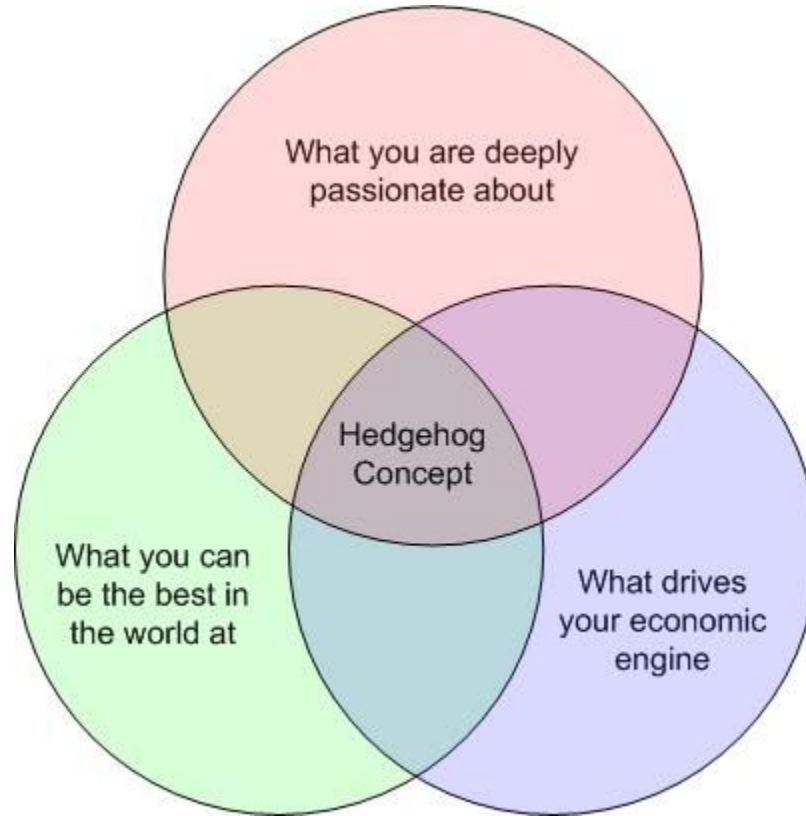
testing

different

CRM

integration

responsive





# Calkins Media Big Bet: OTT Video

## BIG IDEA

To take a print centered newsroom and transform it into a video driven newsroom using existing people and dollars

## The market is already massive!

- 65% of U.S. households have connected TV sets
- 43% of all video is OTT
- OTT: 2 hrs, 42 min per person, per day by 2020

# Calkins Media Big Bet: OTT Video



## Video Content Strategy:

- Localized content for local audiences
- Publish 20+ hrs of video per month (competitive with local broadcast)
- Cross-promotional assets to goose viewing
- Diverse distribution (Amazon, Apple TV, Roku)
- Sponsorships + platform licensing

# Another Big Bet: Digital Agencies

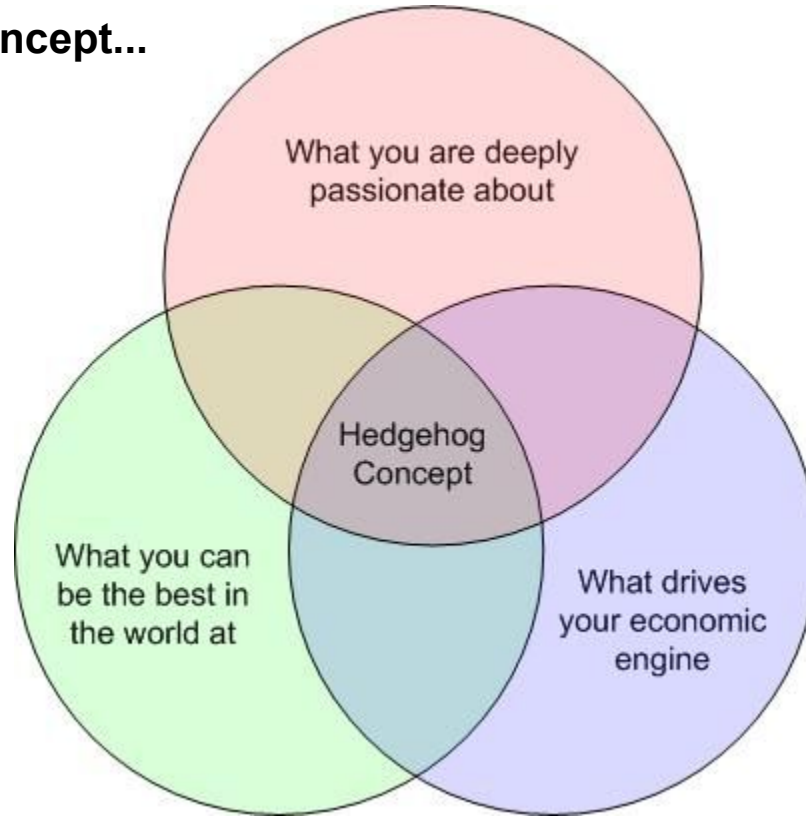


## **Startup Takeaways:**

Are you laser focused on solving specific, targeted problems?  
How many times did you say NO today?

To maximize your bets, **do what you do best...**  
**then outsource the rest!**

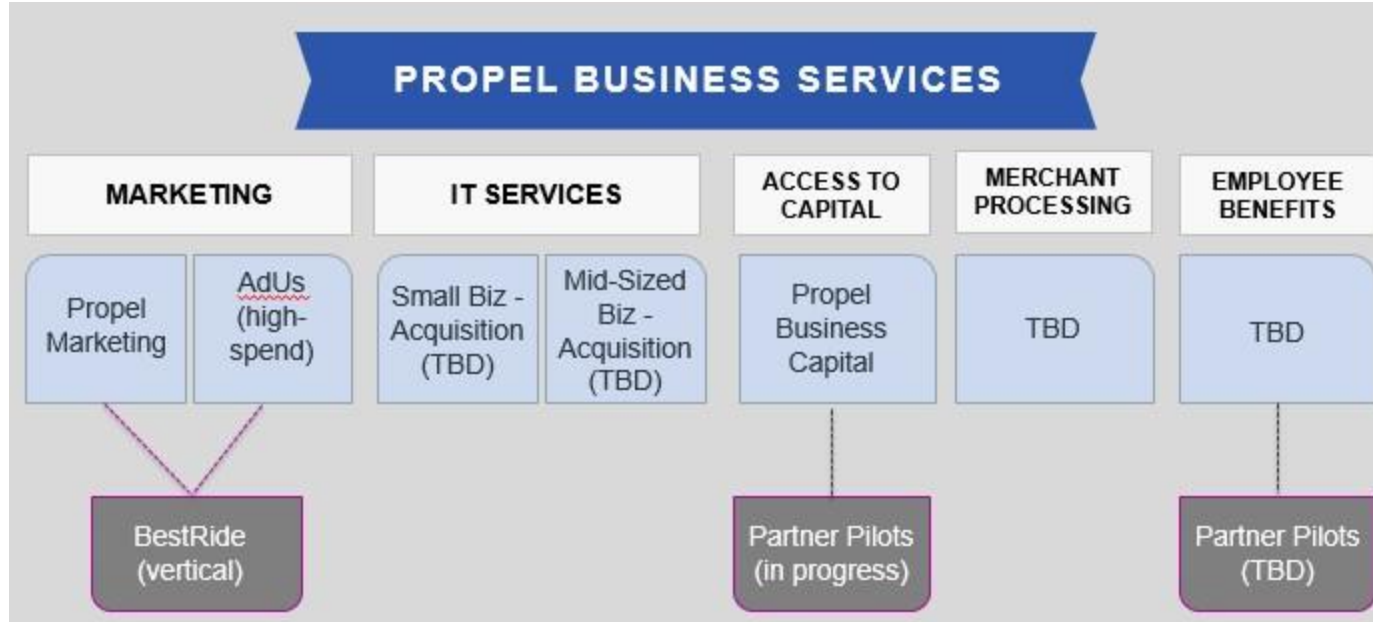
## Recall the Hedgehog Concept...



# Case Study: GateHouse/Propel



# Case Study: GateHouse/Propel

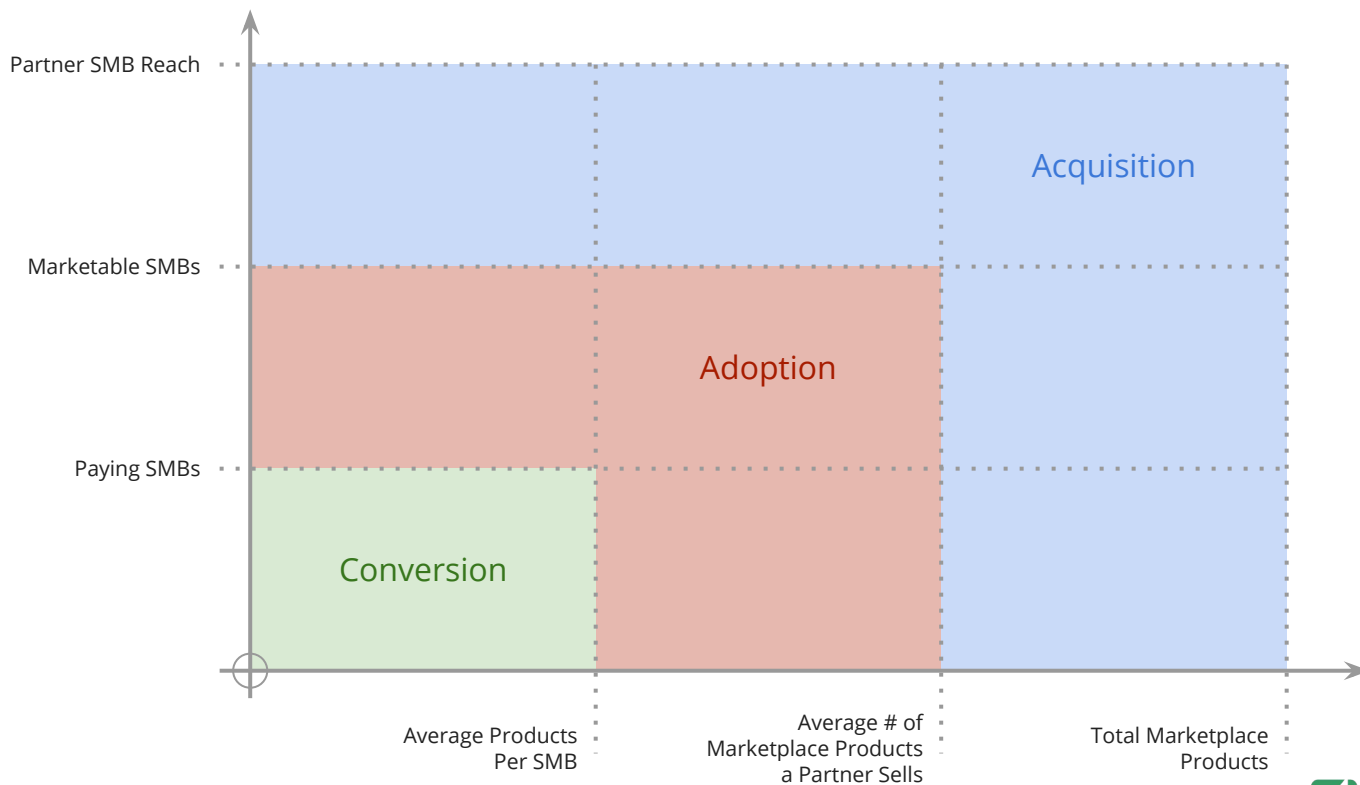




To know if your bets are paying off, you must **measure!**



# Vendasta's North Star Metrics



## Ways to grow a Partner:

- Reach
- Penetration
- Engagement
- Breadth

*FOCUS: Activation/Upsell  
Selling more to more  
customers*



Penetration  
%

Reach  
X

Breadth  
\$

## Startup Takeaway:

Does ***everything*** in your organization point back to your North Star Metrics? How do you know?

Culture as Core Values (not cool perks)

## What Culture Is NOT...



“Company culture doesn’t exist apart from the company itself.  
No company *has* a culture; every company *is* a culture.”  
- Peter Thiel, *Zero to One*



# Your Employees Own Your Culture



# Vendasta Fridays (every Friday, no exceptions)



**Openness**

**Alignment**

**Education**

**Celebration**

**Ownership**

# Cultural Hiring

Every hire should:

- Embody your core values
- Fill roles that help achieve your North Star metrics
- Engender passion in your current team

How do you achieve this?

xAd does 7-10 interviews for every role to ensure cultural fit.

# Intentional Counterintuitive Thinking

# Nextdoor

*Counterintuitive thinking to spark growth*



- Purposely make it difficult to set up a new neighborhood
  - Net effects: consistent experience, high engagement & trust
  - 100k+ neighborhoods



# Advocate Digital

*New brand, new credibility*

We often operate under the assumption that our established brands equate to audience and advertising credibility. But credibility is context-specific.

## Transform your digital presence

Reach your target audience where they spend their time - on their phones, laptops, etc. - using an effective combination of traditional and digital approaches.



Digital Advertising



Web Design



Social Media

# Questions?



# Thank you!

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