

PAFET Web Strategy Review

June 1999

CONFIDENTIAL

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 azcentral.plantadviser.com

Phoenix weather: Partly cloudy, 102°

www.azcentral.com

Thursday, June 17 1999

ARIZONA CENTRAL
 HOME OF
THE ARIZONA REPUBLIC

NEWS

- Columnists
- Weather
- AP Wire

SPORTS

- Columnists
- Cardinals
- Coyotes
- Diamondbacks
- Golf
- Mercury
- Rattlers
- Suns
- AP Wire

CLASSIFIEDS

- Find a Job
- Find a Car
- Real Estate
- Find an Apartment
- Merchandise
- AZ Auctions
- Republic Jobs
- Yellow Pages
- Personals
- Place an ad

THE REP/ ENTERTAINMENT

- Movies
- Dining
- Music
- The Arts
- TV Now
- AP Arts

BUSINESS

- Computing
- Market Update
- Investing
- Final Bell
- AP MoneyWire
- AP Business

OPINIONS

- Editorials
- Benson
- Cartoons
- Letters

TRAVEL

- Arizona Hiking
- Arizona Guide
- Plan a Trip

LIFE

- Education
- Health & Fitness
- Food
- Gardening
- ALT. Teen News

top stories



Sleepwalk defendant's testimony continues

Scott Falater narrated a brief vacation slide show in court today, telling a jury how happy his family was just weeks before he killed his wife by stabbing her 44 times in what he says was a sleepwalking episode.

- [Montini: You ruse, you snooze, you lose](#)
 - [Watch video excerpts of Falater's testimony.](#)
- Courtesy of **KNXV-TV (Channel 15)**

- [Additional video excerpts.](#)
- [Sleepwalking defense: Do you buy it?](#)

Robson sentenced in molestation case

A former Scottsdale teacher was sentenced to 17 years in prison and placed on lifetime probation for repeatedly having sexual intercourse with a 14-year-old student.

Police say shot that killed teen came from 1/2 mile or less

The bullet that killed a central Phoenix teenager in her back yard struck her on the top of the head and was probably fired from within a half-mile away, police and family members said Wednesday.

Red-light runners will be watched

Red-light cameras should be installed by year's end at the 20 most dangerous intersections in Phoenix.

news

- [Emotional pope bids Poland adieu](#)
 - [Serbs accused of killing 10,000](#)
 - [House OKs posting 10 Commandments in schools](#)
- [More News](#)

sports

- [Mickelson, Duval lead U.S. Open](#)
 - [ASU to open season on Labor Day](#)
 - [Cards' Bennett OKs 1-year deal](#)
- [More Sports](#)

the Rep/entertainment

- [Cher launches concert tour](#)
 - [Food fight! Kids rate fast food](#)
 - [Hike of the week: Fossil Creek](#)
- [More Entertainment](#)

business

- [Data giant acquires Computer Graphics](#)
 - [E-commerce bringing 800 jobs to area](#)
 - [Qwest, US West deal likely](#)
- [More Business](#)

WEDDINGS
& Special Occasions

Find everything you need to know about the "big day."

Savor the southwest

Get ready for "Savor the Southwest," a 13-part KAET series that turns the spotlight on Southwest cuisine and the chefs making it famous.

Plan a trip!

Check rates for air fares, cruises, hotels, car rentals and more. Learn about your favorite locations. Then book your trip!

We got games!

Have some spare time on your hands? Head straight to our **Online Only** area to play great interactive games like Hangman, Cryptogram, Maze, Trivia and more.

GolfServ

Visit our redesigned **AZ Golf** area, and be sure to check out **GolfServ**, where you can search for courses and analyze and improve your game.



Use **azneighbors** to find community events and

Y2K COUNTDOWN

DAYS HRS MIN SEC
000:00:00:00

[Set your clock](#)

FIND IT FAST

- [HOROSCOPES](#)
- [LOTTERY](#)
- [POLICE & FIRE SCANNERS](#)
- [TRAFFIC INFO](#)
- [COMICS & GAMES](#)
- [CALENDAR](#)
- [CONTESTS](#)

spotlight



Explore San Diego's tide pools.

• [Make Arizona Central your home page.](#)

PAFET Web Strategy Review

June 1999

Web site name / URL

www.azcentral.com

Company

Central Newspapers Inc.

Summarize you company's overall Web strategy

Create and grow multiple web sites within our markets (Arizona and Central Indiana, and niche vertical markets). Speaking specifically for azcentral.com, our strategy is to develop the premiere web site for and about Arizona – focusing on news, information, entertainment, recreation, and buying and selling – that generates millions of users and creates profits for Central Newspapers and The Arizona Republic.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

News – cooperate with and draw from the newsgathering expertise of The Arizona Republic. We have placed online editors within the newsroom, we have newsroom-online weekly meetings at the senior editor level, and we have a newly-appointed Editor for Online News who reports to the newsroom (AME/Technology) and the Electronic Media Manager.

Information – we gather data and information about Arizona, create databases of information, and use it to augment news stories and content developed by the newsroom. Part of our information strategy also includes linking to additional resources on the web as they relate to areas of content or specific stories. Our strategy is to be thorough enough that users think of us first as the source of the information they want, even when content does not specifically reside on our site or is not created by our organization. We want to be the primary source of information for anyone interested in anything in our coverage areas.

Services – we believe it is important to provide web services for our customers, just as we provide various services in our historic print model. That includes advertising and information services. To that end, we offer web development, hosting, creative work, archives and searches, community publishing, and some pro bono work for non-profit organizations that have strong ties to our company. We are still struggling a little, but getting better, at assessing the value of these services and generating revenue or measuring the efforts against some other measurable value proposition.

Content sources – We use the syndicate model of purchasing or otherwise acquiring third-party content to augment the content we create. We also do content deals with local providers, such as clubs and local organizations, government entities, etc. We are not opposed to “advertorial” content when it is clearly marked and the source is clear to the user.

What is your company’s strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local	We are the primary source of information for users in our market for news, sports, entertainment, business, buying and selling (vertical niches , autos, jobs, real estate). We have the local information, and offer the local “connection”
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Super-Local	Primary source of information down to the neighborhood level. Reporters and editors are located in and cover geographic segments of our total market. We offer community publishing tools for local organizations, we bring communities (geographic and interest) together to interact with each other and with us. Crime on your street, or a special offer at the neighborhood dry cleaners is important in your life, and we are the site to turn to for the stuff you need to make your life manageable.
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Regional	If it’s significant and important to people who live in or are interested in our state and region, you’ll find it here. Our strategy focuses on creating a regional “hub” or portal to information specific to our location. The strategy includes being the user’s guide to where to go and how to find information pertinent to their lives, as it relates to living in a geographic region. Travel and tourism is a significant interest/ livelihood in our region, and our tourism site positions us as the source for tourists and visitors to the area. Our strategy includes partnership with the state office of tourism and tourism organizations throughout the state.
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National Limited. We carry national news, sports, entertainment through third-party (AP, other syndicated info and wire services).

International Very limited. Some international news via AP and other wire services.

What marketing implementations do you have planned to support this strategy?

Radio, billboards, TV advertising within the local / regional market. Advertising and promotion within our print product, which has reach and penetration within our primary local/regional market. We market our tourism product via web sites targeted to the travel niche, and in travel (in-flight) magazines. We also partner with the state Office of Tourism and local tourism entities to piggyback on their marketing efforts to visitors and tourists outside the market. Print products like magazines, convention planner guides, city and state attraction brochures, travel packets compiled by the Office of tourism and distributed by mail to those who request the info via telephone or the web.

How do you measure success?

Traffic volume and growth; revenue volume and growth

What is your company's Internet strategy for directory, community and database information?

Directory: partnership with USWest Dex for content and revenue-share of upsells.
Community: Community publishing tools using Waveshift technology and promotion on the site and in our print products.
Database information: We are developing a strategy to include opt-in email marketing combined with ours and our customers' database information. We will sell this to our advertisers, combining their customer databases with our databases to identify potential new customers for them, either within their geographic reach, or within the demographic/s they target. We will combine the opt-in email with other opportunities, including direct mail, banner advertising in targeted content, and print products in the newspaper distributed to targeted audiences.

Why have you chosen this strategy?

We believe directories are a content play more than a sales play. We believe users want information deep into their communities and neighborhoods so we are figuring out how to best acquire it and deliver it. We see a huge opportunity in database information techniques and permission marketing to targeted customers. The combination of the Internet and Direct Mail is powerful, and where we want to go.

What specific implementations have you deployed to support this strategy?

Partnership with USWestDex for directory delivery, targeted within content-specific areas of our site. The current deployment is in our entertainment content area.
AZNeighbors, using Waveshift technology, for community publishing, coupled with the development of a "web directory" that offers users an editorial assessment of web sites that delivery content and functionality specific to our geographic region.
Direct Mail/ Internet – defining a pilot project now.

What implementations do you have planned to support this strategy?

Direct marketing and permission-based email delivery of information within some key categories. We are creating a wedding planner as part of a marketing strategy aimed at that audience. The planner will be the incentive for registering and providing information about yourself and your wedding plans.

How do you measure success?

By our success in selling web and newspaper space, and direct mail to advertisers (new revenue). We will also measure the number of users who sign up, setting targets for each product we try.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	40%
Classifieds from newspaper	35%
Content purchased from vendors	10%
Content developed independent of newspaper/ partnerships	15%
Other	0%

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	classified	35%
2.	sports	20%
3.	news	30%
4.	entertainment	10%
5.	Misc (horoscopes, comics, X-word)	5%

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	3.7million	492k
February 1998	4.0	501k
March 1998	5.2	644k
April 1998	5.3	670k
May 1998	5.3	690k
June 1998	5.5	807k
July 1998	5.8	925k
August 1998	5.8	910k
September 1998	6.0	927k
October 1998	6.02	1.0m
November 1998	6.14	940k
December 1998	5.6	1.2m
January 1999	7.2	1.4m
February 1999	6.7	1.3m
March 1999	7.5	1.56
April 1999	8.7	1.5
May 1999	9.2	1.53m

Summarize your company's overall revenue strategy.

Protect our vertical classified categories. Stem erosion by offering our vertical web products in affiliation with Classified Ventures. Make as much money as possible by selling web products, and by creating functionality and interactivity that keeps users coming back to our site. Learn as much as we can about individual users so we can deliver targeted messages and charge advertisers higher rates for tighter targeting.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	35
Classified advertising revenue [direct and allocated]	60 %
Commerce [transactions]	2
Other [e.g., hosting, ISP, etc.]	3

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Sponsorships, banners, directory listings in selected categories, web ad pages linked from banners or text links within travel content.

How do you measure success, such as click through rates?

Click through rates, repeat buys, customer feedback of increased sales of their products.

Please list the top 5 advertisers on your site.

1.	
2.	
3.	
4.	
5.	

Please list the top 5 advertising categories on your site.

1.	Real estate
2.	Education
3.	TRAVEL AND TOURISM
4.	Technology and electronics
5.	Automotive

Please list the top 5 operating expense categories for your Web site

1. Payroll
2. Licensing (content and technology/software)
3. Outsourcing/ wholesale costs to CV
4. marketing
5. Education/training

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Our web operation is a separate department within the marketing and business development division. It includes content sales client services and development staff. Our technology infrastructure is supported by a separate technology division of the company including operational support for maintenance and backup of servers as well as applications developers database developers and creation of tools and programming to support site needs. Content is developed and managed in cooperation with the newsroom editors and reports. Web sales specialists coordinate with print sales teams. Together they develop product features and overall marketing strategies for our customers that include multiple products. Pricing strategies are determined cooperatively.

Size of operation (employees)

35 fte

Physical location of operation (e.g. newsroom, separate building, separate department)

Separate department

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Division of marketing

Compensation range for entry level position in \$ per year

\$22,000

Compensation range[s] for senior management position in \$ per year

\$55,000- \$100,000

Other structural issues that you are facing

Organizing and reorganizing the staff to meet changing needs of the site/s. Definition of skills needed for content, sales and programming development and support. Structural changes as they relate to content-gathering and sales, and cooperative efforts for ALL of our company products, including the newspaper, database marketing, web and other electronic distribution efforts, etc.

Please describe your company's top 3 priorities for 1999-2000.

1. Protect and grow classifieds

2. Grow circulation of the print product

3. Integrate the news and advertising operations of print and web

Please list the top three priorities that you would like to see for PAFET 1999-2000.

1. e-commerce opportunities for newspapers/ web sites. Is there opportunity in our traditional role as the intermediary for buyers and sellers? What's it going to take to get there? What should we be looking at in trying to serve our markets of users/customers and advertisers?

2. Key skills we must acquire as newspaper web site operators to truly compete in the web world, not the newspaper world. Identify them, and define how to get them. How do we retain quality staff?

3. Integration of the "new" media with the traditional "core" of our companies .. content, sales, technology, marketing. We still do have good models for making this work in our organizations. Are there models in other industries that we should be studying?

Advertisement

GuideLive
It's where to go...

Movies ▾

www.dallasnews.com

The Dallas Morning News

Wednesday, June 16 D-FW Weather: Currently - Mostly Cloudy - TEMP 89°

Breakdown in Buffalo

Stars' errors help Sabres even series in 2-1 win



Louis DeLuca
The Dallas Morning News

The Sabres' Dixon Ward celebrates his goal.

- **Hockey:** On a night the Dallas Stars might have all but turned out the lights on Buffalo's chance to win the Stanley Cup, they simply turned over and passed the Sabres the fourth game of the series.

- [Game photos](#)

- [Stars desktop wallpaper](#)

- [Breaking news from A.P.](#)

- [Gore Enters 2000 Race](#)

- [U.S., Russia Talk on Kosovo](#)

- [Refugees Stream Into Kosovo](#)

- [U.S. Ships To Monitor Korean Crisis](#)

- [New Chief for Energy Dept. Security](#)

News

- [Headlines](#)
- [Metro: D-FW](#)
- [Texas/Southwest](#)
- [National | World](#)
- [Columnists](#)
- [Editorials](#)
- [Education](#)
- [Letters to editor](#)
- [Lifestyles](#)
- [Obituaries](#)
- [Religion](#)
- [Science](#)
- [Technology](#)
- [AP Wire](#)
- [Weather](#)

Sports Day

- [Baseball](#)
- [Basketball](#)
- [Football](#)
- [Golf](#)
- [Hockey](#)

Business

[Market report](#)

Enter stock

symbol:

[My portfolio](#)

Politics

- [TX Legislature](#)
- [Bush Campaign](#)

Entertainment

[GuideLive](#) ▾

Now press

Search

- [Search the news](#)
- [News archive](#)

Web features

- [Crossword puzzle](#)
- [Horoscope](#)
- [Comics](#)
- [Texas Lottery](#)
- [Discussion forums](#)

Freedman's memorial to open

- **Out of the ashes:** On Saturday, the saviors of Freedman's Cemetery will open the reconstructed graveyard and its monument - an artistic tribute to the families buried there.

Youth access to firearms scrutinized

- **Gun issues:** Law enforcement officials say weapons are easily available to kids in Dallas. Officials also acknowledge that adults who provide juveniles with the guns used in crimes - a state and federal offense - seldom have been prosecuted. But that may change.
- [Leaders maneuver over gun control](#)

Sports Day

Rangers cursed in N.Y., 6-2

- **Baseball:** Rookie starting pitcher Ryan Glynn (0-1) pitched five innings of two-hit, shutout baseball. The only problem was they were sandwiched around a six-run second inning that knocked the Rangers out of the game and into a four-game tailspin.
- **Basketball:** The hottest bunch in the NBA is the best behaved, too. The San Antonio Spurs are, quite literally, the class of 1999.

Entertainment

- **Tarzan:** Disney's revives an old yeller with contemporary themes
- **Theater roundup:** What's onstage this week, from Shakespeare to "Sunshine Boys" to "South Pacific"

- [From The Dallas Morning News](#)

Metro

- [Parents seek to rename Jefferson Davis school](#)
- [Newborn twins help mom cope with crash deaths](#)
- [Arched spans over Trinity would reshape city's image](#)

Texas

- [Bullock let out of hospital](#)
- [Success in NH tied to 'regular-guy' aura](#)

Business

- [HMOs competing for control](#)
- [Lockheed, Boeing line up to prove who has the best fighter jets](#)

Kosovo

- [NATO says Serbs on pace to meet deadline](#)

World

- [At least 11 die in](#)

PAFET Web Strategy Review

June 1999

Web site name / URL

http://dallasnews.com

Company

Belo Corporation

Summarize your company's overall Web strategy

To be the definitive site for Dallas and North Texas while defending, extending and protecting the franchise.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

Repackage Original content creation; partner with content providers; use free-lancers.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local Dallasnews.com; wfaa.com and guidelive.com

Super-Local Arlington.com and KOZ

Regional Texas4u.com and dfw.com

National

International

What marketing implementations do you have planned to support this strategy?

Building brand name in numerous media: (billboards, radio, TV and online)

How do you measure success?

Increasing site traffic

What is your company's Internet strategy for directory, community and database information?

GuideLive, KOZ and MarketInfo

Why have you chosen this strategy?

Access different demographics in various ways: readers/viewers and advertisers.

What specific implementations have you deployed to support this strategy?

GuideLive, KOZ(in development), Market Info (in conjunction with TDMN marketing dept.)

What implementations do you have planned to support this strategy?

Roll out additional yellow-page categories and KOZ over the next 60 – 90 days.

How do you measure success?

Reaching communities, e.g. nonprofits, in new ways.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	75
Classifieds from newspaper	10
Content purchased from vendors	10
Content developed independent of newspaper	5

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Metro	30
2.	Sports	20
3.	Business	20
4.	Texas -SouthWest	10
5.	Classifieds	20

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	600,000	150,000
February 1998	612,421	157,000
March 1998	698,444	210,000
April 1998	765,123	230,000
May 1998	799,096	294,000
June 1998	810,123	297,000
July 1998	495,224	395,000
August 1998	1,000,176	400,000
September 1998	1,045,421	400,000
October 1998	2,110,166	700,000
November 1998	3,014,674	800,000
December 1998	4,780,332	1,200,000
January 1999	5,600,397	1,500,000
February 1999	6,250,000	1,700,000
March 1999	6,750,000	1,900,000
April 1999	7,000,000	2,100,000
May 1999	7,000,000	2,200,000

Summarize your company's overall revenue strategy.

Find revenue from new advertisers; Additional \$\$ from existing ones; Don't be afraid to "cannibalize" core products; Create affinity sites for key advertisers/partners

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	30
Classified advertising revenue [direct and allocated]	70
Commerce [transactions]	0
Other [e.g., hosting, ISP, etc.]	0

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Banners, promotions, affinity sites, e-mail (under development), storefronts (underdevelopment)

How do you measure success, such as click through rates?

Expanding mix of advertisers; renewals

Please list the top 5 advertisers on your site.

1. Choice Homes

2. Chase

3. Grubbs (Automotive)

4. Marriott

5. ATT, Sprint

Please list the top 5 advertising categories on your site.

1. Real estate

2. Banking/Finance

3. Automotive

4. Travel

5. Telecommunications

Please list the top 5 operating expense categories for your Web site

- 1. Personnel: salary & benefits
- 2. Content/vendor fees/partnerships
- 3. Software
- 4. Contractors/free lancers
- 5. Travel & Entertainment

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

51

Physical location of operation (e.g. newsroom, separate building, separate department)

Newsroom/separate bldg

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Separate company

Compensation range for entry level position in \$ per year

Editor/producer: \$30k; Designer: \$50;

Compensation range[s] for senior management position in \$ per year

Sr. Editor: \$75k; Site Manager: \$85K

Other structural issues that you are facing

Staff retention; salary equity; training & development

Please describe your company's top 3 priorities for 1999-2000.

1. Redesign of site architecture and design
2. Enhanced classifieds
3. Improved synergies between publishing, broadcasting and cable

Please list the top three priorities for PAFET 1999-2000.

1. Improved information sharing: subscriptions, research.
2. Leveraging investment opportunities via PAFET
3. Sharing tools and best practices.

June 16, 1999 [Try the Interactive version | Unframe | Help]



THE PHANTOM MENACE
 AN INTERACTIVE GUIDE TO STAR WARS
 The Latest Star Wars News,
 Timeline, Discussion Forum,
 Games, Trivia and more.
GO TO SECTION



ncGolf.com
 A hole-in-one for golf enthusiasts.
GO TO SECTION

24 HOUR NEWS TRIANGLE NC SPORTS BIZ OPINION Q DAY FOOD A&E TRAVEL FAITH HOME WHAT'S UP

SEARCH

Select a search:
 Today's News
 News Archive
 Obituaries
 Classified

Enter keywords:

START Get Help
 Expand Search

MARKETPLACE

- Yellow Pages
- Classified
- TriangleJobs.com
- Cars.com
- Apartments.com
- Real Estate
- Merchandise
- Services

ADVERTISEMENTS



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IN TRIANGLE...

Gambian athletes get things going



MORRISVILLE -- Sainboney Jarra hopped on a plane at 7 p.m. Monday in his native home in The Gambia. He changed flights in Amsterdam, then New York. And when he arrived at Raleigh-Durham International Airport, a grin stretched from ear to ear.

NEW



3pm Briefing
 News Update
 Every Business Day
 Today's news,
 tomorrow's N&O



The N&O at the Open

HEADLINES

- TRIANGLE** • Gambian athletes get things going
 • Talk turns to tax cut in Durham County
- NC** • Protesters call on DHHS head to quit
 • Tensions remain high as Yugoslav military leaves Kosovo
- SPORTS** • Rain? Now? Par for the South
 • Holmes says punch 'stronger now'
- BUSINESS** • Hardee's star is crossed so far
 • N.C. job growth still climbing
- A&E** • A changing picture
- DAY** • A shot at golf
- EDITORIAL** • Editorial: More with Medicare
- FAITH** • Yes, God cares, says N.C. author
- FOOD** • Say cheese, cake
- HOME** • A Look Inside: Personal history
- Q** • Privacy for sale: Is nothing secret anymore?
- TRAVEL** • Tokyo 2000
- WHAT'S UP** • Take It Outside: Nature, rich and rare



24 HOUR NEWS

TOP STORY

• U.S., Russia inch closer to NATO peacekeeping deal

NORTH CAROLINA

• House committee reconsiders frontloading payments for farmers

GLOBAL

• U.S. deploying 2 warships to monitor Korean standoff

NATIONAL

• FBI arrests Symbionese Liberation Army fugitive

SPORTS

• Maurice Greene shatters world 100 meter record

POLITICS

• Moral leadership is Gore's promise

BUSINESS

• U.S. home sales on track for record highs

PAFET Web Strategy Review

June 1999

Web site name / URL

News-observer.com

Company

The News & Observer

Summarize your company's overall Web strategy

The News & Observer's Web strategy is two-fold. First, our goal is to extend our brand in the marketplace by using the Internet to add value to our core business. An important element of this strategy is bundling print and online classified advertising and looking for other ways to link advertiser's Internet activity with their spending in our newspaper. The second tier of our strategy is to go beyond our newspaper and try to find new customers - both readers and advertisers - online. To this end, we have separate sales staff for online-only sales, and we have content online that does not appear in print.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

We publish global and national news through our corporate partner, Nando Media. On a local level, we have begun to produce breaking news updates during the day for publication on our Web site. The content itself is generated in our newsroom and is published every afternoon at 3 pm.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local	The N&O publishes several non-dailies that focus on very local news in our markets. One is already online, a second will go online at the end of this year and we hope to have the other two online next year as part of a greater company initiative on local news. We plan to integrate this local content with the regional content of our core product.
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Super-Local

Regional Our first foray into online publishing was regional - our Web site focused on the regional news of our newspaper and published a "Triangle Guide", which was an entertainment guide to the Triangle region which encompasses several communities. While this has been a good first step, we feel that it is of strategic importance to both our print and online efforts to expand our coverage into more of a local focus.

National Provided by Nando Media

International Provided by Nando Media

What marketing implementations do you have planned to support this strategy?

We are still planning our marketing initiatives for the local site we are producing at the end of the year, but it will extend beyond our newspaper and may include direct mail, billboards and radio.

How do you measure success?

Revenue.

What is your company's Internet strategy for directory, community and database information?

We are re-evaluating our directory and community initiatives, but we currently have a community publishing site in partnership with a local television station that hosts free web sites for over 1,400 non-profit groups. We also utilize Zip2's directory product and are evaluating whether we should continue with it.

Why have you chosen this strategy?

We have a highly competitive market and compete directly with CitySearch. Directories are important to us because we think we need to offer our advertisers an alternative to CitySearch. We have also found that community publishing and other databases of information are valued by our readers and expands our reach into the community.

What specific implementations have you deployed to support this strategy?

NCNeighbors.com, Triangle Yellow Pages (Directory)

What implementations do you have planned to support this strategy?

How do you measure success?

Revenue and readership.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	35
Classifieds from newspaper	35
Content purchased from vendors	30
Content developed independent of newspaper	
Other	

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Employment	20% (est)
2.	Classified (all other except employment)	12% (est)
3.	Archives	12% (est)
4.	Local News	5% (est)
5.	National/Global News	3% (est)

Note: there are very rough estimates; many of our areas are not counted accurately and a significant portion of our traffic is in miscellaneous areas, such as the front page. I would use these numbers exclusively as relative traffic to each section and not in absolute terms.

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	2,215,137	311,696
February 1998	2,117,134	291,236
March 1998	2492880	315272
April 1998	2302791	288502.7
May 1998	2,787,572	334,374
June 1998	NO DATA	NO DATA
July 1998	2,714,543	278,611
August 1998	4246915	346065
September 1998	2,472,686	277,440
October 1998	3749730	397630
November 1998	3558161	79,876
December 1998	3604278	81,163
January 1999	3913829	NO DATA
February 1999	3,874,528	NO DATA
March 1999	3420661	NO DATA
April 1999	4764768	NO DATA
May 1999	4,703,536	NO DATA

Summarize your company's overall revenue strategy.

We have a diversified revenue strategy. We make use of standard online advertising features - banners, sponsorships, business directory listings, e-coupons and e-commerce. We also make aggressive use of bundling print and online advertising. We are developing a program for our display advertisers that will provide them discounts for online advertising based upon their spending in print. If their print spending level is high enough, they will qualify for some value-added directory, banner and e-coupon advertising.

We believe that exclusive online revenue is important, but it is equally important to leverage the Internet in such a way that enables us to increase our print advertising margins and expand our relationships with existing advertisers.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	20
Classified advertising revenue [direct and allocated]	80
Commerce [transactions]	
Other [e.g., hosting, ISP, etc.]	

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Banner, sponsorships, directories, web sites

How do you measure success, such as click through rates?

We use standard metrics - impressions and click-through rates for banners.

Please list the top 5 advertisers on your site.

1. Crabtree Valley Mall

2. JWG (Recruitment Agency)

3. Darryl Burke Chevrolet

4. Cary Towne Center Mall

5. Howard Perry & Walston Real Estate

Please list the top 5 advertising categories on your site.

1. Employment

2. Retail (Directories)

3. Automotive

4. Real Estate

5. Banners/Sponsorships

Please list the top 5 operating expense categories for your Web site

1. Hosting/Technical services from Nando Media
2. Third Party Content
3. Wholesale Fees
4. Contract Labor
5. Promotions

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

14

Physical location of operation (e.g. newsroom, separate building, separate department)

Separate Building

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Separate Division

Compensation range for entry level position in \$ per year

\$22K-\$30K

Compensation range[s] for senior management position in \$ per year

\$60K-\$75K

Other structural issues that you are facing

Please describe your company's top 3 priorities for 1999-2000.

1. Updating breaking local news throughout the day
2. Improving sales performance in strategic areas (Classified)
- 3.

Please list the top three priorities for PAFET 1999-2000.

- 1.
- 2.
- 3.

Search
 GO
 Advanced Search

Current features
**Live
 Scoreboards**
**Imagine St.
 Louis**
**Portraits of St.
 Louis**

**TODAY'S
 ST. LOUIS POST-DISPATCH**
CLASSIFIEDS
 HOMES CARS JOBS
**YELLOW
 PAGES**

Featured advertiser
Ticket Contest
 now playing
St. Louis Aces
 TO ENTER >>>

Featured advertiser


Sections | [A&E](#) | [Business](#) | [Communities](#) | [Marketplace](#) | [News](#) | [Sports](#) | [Help](#)

[Path](#) | [Home](#)

[Index](#) | [Archives](#) | [Calendar](#) | [Classifieds](#) | [Contact](#) | [Extras](#) | [Forums](#) | [Guides](#) | [News Links](#) | [Search](#) | [Site Map](#) | [Special Reports](#) | [Today's Post](#) | [Traffic](#) | [Weather](#) | [Wires](#) | [Yellow Pages](#)

Thursday, June 17, 1999 | Updated at 4:08 p.m. CDT

Top story
Report lists 84 flaws in Super Hornet

The General Accounting Office warns that the "unresolved aircraft deficiencies" could cause the F/A-18 Super Hornet to fail the operational testing now being done by the Navy. Because the Navy's testing schedule doesn't allow enough time to correct the problems, the Pentagon should put off multiyear funding on the multibillion-dollar program until improvements have been made and tested, the watchdog agency recommends in a new report.



Boeing's Super Hornet (P-D)

>>

Related to this story

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Current headlines
Pentagon: Vietnam crypt at Tomb of Unknowns will stay empty for now
 Remains of Michael Blassie of St. Louis County were removed from the site last year.
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Government fires contractor building Eagleton Courthouse
 General Services Administration officials said Wednesday they believe Morse Diesel International Inc. is unable to finish the job.
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Fuel leak causes emergency landing at Lambert Airport
 No injuries were reported as Transmeridian Flight 1902 from Mexico to Chicago was forced to land.
 | In [News](#)

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In News & Commentary | [Columnists](#) | [Editorial](#) | [Headlines](#) | [Imagine St. Louis](#)

PAFET Web Strategy Review

June 1999

Web site name / URL

www.postnet.com

Company

Pulitzer Technologies, Inc.

Summarize your company's overall Web strategy

Build audience using a combination of content, functionality, and utility to drive trial, stickiness and revenue.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

Trial: Use promotion to build awareness and induce audience trial.
Stickiness: Add utility by providing unique combination of content and functionality.
Revenue: Increase sales capacity – hire and train additional sales reps.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local: Position postnet.com as the definitive online guide to daily living in St. Louis.

Super-Local Specialty online guides, tied to zones. Comprehensive prep-sports coverage. Community publishing.

Regional

National

International

What marketing implementations do you have planned to support this strategy?

Multi-media branding campaign including television, radio, print, out-of-home and Web media.

Integrating postnet.com mentions and logo into the printed product. For instance, the URL is in the folio of every page, at the end our music calendar in our Thursday entertainment section (Get Out), a box with our logo points readers to the online calendar where they can find a comprehensive music calendar.

A daily directory ad in the newspaper that promotes specific pages of the site.

In-kind sponsorships of community events.

Hands-on demonstrations in public venues, i.e. malls.

Signage in sporting venues.

A "tool kit" distributed to Web site advertisers. The kit includes promotional items the advertiser can display in and around his store that promote his Web site and postnet.com.

How do you measure success?

Increase in awareness. We occasionally do informal, man-on-the-street interviews to gauge this.

Increase in traffic over previous year/month.

Increases in stickiness as measured by length of stay and frequency of visits.

Events, sponsorships and demonstrations attract a large, Internet-aware audience.

Experience gained in key areas such as e-commerce, ad management, and database marketing.

What is your company's Internet strategy for directory, community and database information?

Directory: Postnet.com strives to be THE online source for directory information in St. Louis. We do this by offering advertisers' web sites that reside in both our Yellow Pages directory as well as in specialty "guides such as Home improvement, Arts & Entertainment, Dining, Wedding, Professional Services, etc. (A typical guide will include integrated robust directory listings, consumer oriented niche content, sales and specials/online catalogs and additional e-commerce capabilities as available, sponsorship opportunities, interactive features-- forums/chats, calendar, classified links, etc.)

Our directories and guides also act as a portal or gateway to all of our ancillary features that our advertisers offer, such as online coupons, a sales and specials section, online catalogs, and e-commerce stores within a Postnet.com shopping mall.

Community: Postnet.com, through an affiliation with KOZ, provides communities of interest with publishing tools – giving them each the ability to create a robust online presence, including home page, newsletter, threaded discussion, feedback forms, calendar and chat. Postnet.com aggregates the community-supplied information and uses it to populate specialty calendars and directories. Both the community content and the comprehensive calendars combine to enhance the utility of Postnet.com and encourage stickiness.

Database Information: Postnet.com requires registration for features such as personalization, forums, and contests. Data collected is used for targeted database marketing and provides the following benefits:

- Maximize ad spaces by serving targeted ads.
- Double the current CPM
- Increase click-through rates and retain more advertising clients.
- Sell more franchise businesses by targeting by location.
- Improve the user experience by serving ads they are more likely to be interested in.
- Earn revenue from additional targeted e-mail sponsorships.

Why have you chosen this strategy?

To win – We intend to have the same level of local dominance online that we enjoy in print.

What specific implementations have you deployed to support this strategy?

Directory: We are currently selling advertisers' sites and sponsorships into our specialty guides, including Automotive, Employment, Real Estate, and Golf Guide. The guides include expanded directory listings, maps, Sales and Specials, forums and tailored content. Additional guides will be rolled out over the next few months – approximately two guides a month.

Communities: We are just getting started with using the KOZ tools. We have had a Communities section of Postnet.com up since March 1 that includes super-local information such as a school report card.

Database Information: Postnet.com requires registration for features such as news/advertising watch, personalization, forums, and contests. Data collected is used for targeted database marketing programs. For example, we sell to aftermarket auto advertisers targeted emails and ad banners to those persons who have registered for our automotive ad watch feature.

What implementations do you have planned to support this strategy?

See above

How do you measure success?

Revenue, Trial, Stickiness, and Experience.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	60%
Classifieds from newspaper	15%
Content purchased from vendors	5%
Content developed independent of newspaper	0%
Other	20%

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Home Page	37%
2.	Classified Section	18%
3.	Sports Section	13%
4.	News Section	12%
5.	A&E Section	5%

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	2.77 million	.46 million
February 1998	2.22 million	.40 million
March 1998	3.48 million	.74 million
April 1998	4.07 million	.89 million
May 1998	3.48 million	.74 million
June 1998	3.50 million	.89 million
July 1998	4.76 million	1.32 million
August 1998	3.67 million	1.05 million
September 1998	6.20 million	1.89 million
October 1998	5.26 million	1.87 million
November 1998	6.52 million	2.13 million
December 1998	6.04 million	1.78 million
January 1999	6.69 million	1.56 million
February 1999	5.98 million	1.38 million
March 1999	6.69 million	2.17 million
April 1999	5.53 million	1.97 million
May 1999	5.87 million	1.39 million

Summarize your company's overall revenue strategy.

Partner with local businesses to develop online advertising solutions (aimed primarily at non-traditional newspaper advertisers). Extend existing print advertiser relationships into online by providing audience, promotion, and tools.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	5%
Classified advertising revenue [direct and allocated]	10%
Commerce [transactions]	1%
Other [e.g., hosting, ISP, etc.]	85%

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

We offer Banners, sponsorships, Poll sponsorships, Yellow Pages Web Sites and Links, specific industry guides, a Sales and Specials section, and several soon to be launched products involving coupons, catalogs, and e-commerce solutions.

How do you measure success, such as click through rates?

We measure the success of our advertising vehicles through traffic to the site and to our advertiser's sites, ad revenue generated, as well as feedback and repeat purchases from our Advertisers.

Please list the top 5 advertisers on your site.

1. Floor Layers Local Union
2. Schiller's Camera and Photo
3. Datamax Office
4. Ed Napleton Honda
5. Pundman Ford

Please list the top 5 advertising categories on your site.

1. Business and Technology – sell out all banners every month
2. Classified Employment
3. Classified Auto
4. Postnet.com Home Page
5. Golf Guide – top banner

Please list the top 5 operating expense categories for your Web site

1. Salaries
2. Telecommunications
3. Advertising, Marketing & Promotions
- 4.
- 5.

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

All of the following are dedicated positions to postnet.com
production – 9
programming – 12
sales – 10
business development – 2
marketing – 6
editorial – 8
management – 3

Physical location of operation (e.g. newsroom, separate building, separate department)

The Online Editorial staff and the New Media staff are located in separate buildings.

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Our New Media staff report in to the President of Pulitzer Technologies. The online editorial staff report in to the Editor of the Post-Dispatch. New media sales to customers in the vertical categories of Auto, Real Estate and Employment are handled by the Post-Dispatch. All other new media sales are handled by the Pulitzer Technologies Sales staff.

Compensation range for entry level position in \$ per year

entry level production - \$20,000
entry level programming - \$40,000
entry level editorial - \$30,000
entry level sales (total compensation) - \$40,000

Compensation range[s] for senior management position in \$ per year

Marketing/Ad Sales Manager \$45,000-\$70,000
Director of Programming \$70,000-\$90,000
Production Manager \$35,000-\$45,000
Senior Editor \$65,000-\$90,000

Other structural issues that you are facing

Cultural transformation required to compete effectively as a new media company.

Please describe your company's top 3 priorities for 1999-2000.

1. Continue to grow audience by adding unique content, functionality and utility to postnet.com and increasing awareness through advertising and promotions.
2. Continue to grow revenue by offering additional advertising solutions, hiring & training additional sales reps, better integrating print and new media sales efforts, refining and deploying E-Commerce and database marketing solutions.
3. Pursue strategic alliances to gain access to content, technology, or scalability that we cannot develop effectively on our own.

Please list the top three priorities that you would like PAFET to address in 1999-2000.

- | | |
|----|--------------------|
| 1. | Database Marketing |
| 2. | E-Commerce |
| 3. | Online Classifieds |



The Web site of **The Providence Journal**
Thursday, June 17, 1999
Overcast 59.0 F

ADVERTISER INDEX



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P-Bruins victory parade video clip

Watch the team ride and tickertape fall as players and fans alike celebrate the Calder Cup championship.

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FEATURES



SEARCH

ARCHIVES

NEWS

- Local news
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- Entertainment
- Business
- Weather
- Obituaries
- Opinion
- AP's The Wire
- Digital Bulletin

CLASSIFIED

- Main page
- Careers
- Homes
- Mortgage Resource
- Real Estate Resource
- Wheels

SPECIALS

- The RI Century
- Health
- RI Computer Guide
- Summer Guide
- Travel
- Past specials

INTERACT

- Crossword puzzle
- Horoscopes
- The Diner
- Your two cents
- Feedback
- Live camera
- Today's poll
- E-mail links

ABOUT US

- Main page
- A-Z content menu
- Home delivery
- How to advertise
- What's new

DIGITAL BULLETIN / MIDDAY 12:05 p.m.

AG eyes suit against lead paint makers / Senate approves funds for R.I. projects / [MORE](#)

Today's top stories

With Digital Bulletins at noon, 4:30 pm / business days

Schools finalist drops out

PROVIDENCE — June Collins Rimmer, of Indianapolis, one of two finalists for the superintendent's post in Providence, dropped out yesterday to accept a position as chief academic officer in Seattle.

[\[Read the story\]](#) [\[More News stories\]](#)

A plan to refinance the mall

PROVIDENCE — The developers of the Providence Place mall yesterday submitted a bill to the General Assembly that would allow the city to issue tax-exempt municipal bonds to help finance the project.

[\[Read the story\]](#) [\[More News stories\]](#)

U.S., Russia make progress in talks

HELSINKI, Finland (AP) — U.S. and Russian negotiators opened a second day of negotiations today on a Russian role in Kosovo peacekeeping that would leave NATO in charge. In Paris, President Clinton predicted a "successful conclusion" to the talks.

[\[Get the latest from the AP\]](#)

Poll reports he's R.I.'s most popular politician

PROVIDENCE — Allegations of corruption in City Hall and the ongoing federal probe of city officials have not dented the persistent popularity of Mayor Vincent A. Cianci Jr., who rates in an independent poll as the most popular politician in the state.

[\[Read the story\]](#) [\[Poll shows support tilting toward casino, away from port\]](#) [\[More News stories\]](#)

Chain gang in Massachusetts: Critics want to break the bonds

The Bay State is the seventh in the country to chain its



CRISIS IN KOSOVO



PAFET Web Strategy Review

June 1999

Web site name / URL

Projo.Com http://www.projo.com

Company

Providence Journal Co.

Summarize your company's overall Web strategy

To extend core competencies to a new medium, to defend local news and local classifieds franchise in new medium, to generate new revenue sources.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

Re-purposing content. Integration of newspaper and external data pools (e.g., automotive classifieds). New methods of content gathering, thanks to training in audio and video reporting techniques.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local Branded as "uniquely Rhode Island Web site." This is our core position, the place where we provide content and context to our customers better than anyone else.

Super-Local

Regional Secondary position, with content from throughout New England in the area of sports and business.

National

International

What marketing implementations do you have planned to support this strategy?

Advertising in paper, on radio, on billboards; event marketing; content tie-ins within news columns of the newspaper.

How do you measure success?

Substantial continued growth in revenues; interviews with advertising customers; focus groups.

What is your company's Internet strategy for directory, community and database information?

None

Why have you chosen this strategy?

No demonstrated demand yet, and the vendors in this space offer highly unattractive packages.

What specific implementations have you deployed to support this strategy?

What implementations do you have planned to support this strategy?

We are developing internal packages for directory categories in which there is expressed demand (to date, doctors, restaurants, travel lodging).

How do you measure success?

Revenue growth and page views.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	45
Classifieds from newspaper	35
Content purchased from vendors	5
Content developed independent of newspaper	5
Other (Content developed by customers)	10

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Home Page	17%
2.	Help Wanted Search Results	8%
3.	Sports Main Page	4%
4.	Local News Main Page	3%
5.	General Classifieds Search Results	2%

Summarize your company's Web traffic for the last 18 months*

Month	Page Views	Visits
January 1998	1122735	183117
February 1998	1007758	188906
March 1998	1210245	218810
April 1998	1185028	229456
May 1998	1184930	226325
June 1998	1371594	304361
July 1998	1384466	392110
August 1998	1469679	365107
September 1998	1487677	378285
October 1998	1700734	388376
November 1998	1862584	467674
December 1998	1692178	564978
January 1999	2240431	677666
February 1999	2118411	621090
March 1999	2730069	733910
April 1999	2719162	705440
May 1999	2410760	654765

*As audited by I/Pro (which does not count visits from within the Projo.Com domain, or from all the various robots and spiders that visit our sites.)

Summarize your company's overall revenue strategy.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	45
Classified advertising revenue [direct and allocated]	50
Commerce [transactions]	0
Other [e.g., hosting, ISP, etc.]	5

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Banners, sponsorships.

How do you measure success, such as click through rates?

Impressions, as measured by NetGravity. We sell packages based on exposures of an advertiser's message.

Please list the top 5 advertisers on your site.

- 1. Greater Providence Chamber of Commerce
- 2. Dunkin' Donuts
- 3. Rhode Island Auto Dealers Association
- 4. CVS drugstores
- 5. BankBoston

Please list the top 5 advertising categories on your site.

- 1. Automotive
- 2. Real estate
- 3. Help wanted
- 4. Travel & entertainment
- 5. Banks & credit unions

Please list the top 5 operating expense categories for your Web site

- 1. Payroll and benefits (80.2%)
- 2. Promotion (including media, ad agency, etc.) (7.3%)
- 3. Internet access and Internic fees (3.1%)
- 4. Research and audit (2.8%)
- 5. Syndicated content, wire services, etc. (1.6%)

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

14 FTEs

Physical location of operation (e.g. newsroom, separate building, separate department)

8 in newsroom, 2 in advertising, 4 in separate area)

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Separate department reporting to the Publisher

Compensation range for entry level position in \$ per year

\$21,320/year for online assistant
\$29,120/year for online designer
\$39,390/year for programmer
\$45,200/year for producer

Compensation range[s] for senior management position in \$ per year

Managers range from \$60,000-\$100,000

Other structural issues that you are facing

Please describe your company's top 3 priorities for 1999-2000.

- | | |
|----|--|
| 1. | Consolidate real estate offerings into one mega-site |
| 2. | Attract younger demographic through improved entertainment and leisure offerings (restaurant reviews, concert listings, movies, etc.) |
| 3. | Develop news-gathering skills to incorporate audio and video streams into reportage, as well as to develop "deadline every minute" approach to publishing breaking news on the Web |

Please list the top three issues for PAFET 1999-2000.

- | | |
|----|--|
| 1. | |
| 2. | |
| 3. | |

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The Wire
news updates

- ... every 15 minutes
- Clinton, Chirac Agree To Withhold Aid
- Serbs Accused of Killing 10,000
- Fed May Take 'Pre-Emptive' Action
- House OKs Posting of 10 Commandments
- Vietnam Crypt To Stay Empty
- Airlines Announce Service Measures
- Leader of British Catholics Dies
- Dow Ends 56.68 Higher
- Duval, Mickelson Lead U.S. Open

Features

- SoCal sports heroes contest
- Special report: Tyisha Miller shooting
- Beach guide '99

Looking for past news stories? Search at the News Library.

- Lottery numbers
- Financial news NOW!

The Press-Enterprise
PHOTO GALLERY
View and order news photos online!

Today's news from THE PRESS-ENTERPRISE

High-speed rail takes detour
Staff of the state's High-Speed Rail Authority recommended bypassing Inland cities in favor of a coastal route. [Story](#)



Peter Phun / The Press-Enterprise

This eucalyptus leaf is infested with the Australian redgum lerp psyllid.

Eucalyptus trees under attack
For 130 years after a clipper ship captain brought them here from down under, eucalyptus trees flourished, bug-free, in California. Now 12 pests from Australia are sucking the life out of them and causing a lot of head scratching in the entomology world. [Story](#)

March base panel joins trade center
With an eye toward developing its fledgling air cargo port, the March Joint Powers Commission agreed Wednesday to join a Riverside-based international trade center meant to bring worldwide business to the region. [Story](#)

Graduations
Stories from ceremonies last night at:

- [A.B. Miller High School, Fontana](#)
- [West Valley High School, Hemet](#)
- [Redlands High School, Redlands](#)
- [Eisenhower High School, Rialto](#)
- [Rialto High School, Rialto](#)
- [Arlington High School, Riverside](#)
- [North High School, Riverside](#)

Thu., Jun. 17, 1999

[SITE MAP](#)

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PAFET Web Strategy Review

June 1999

Web site name / URL

www.InlandEmpireOnline.com

Company

The Press-Enterprise Co.

Summarize you company's overall Web strategy

To become the dominant online source of news and information for Southern California's Inland Empire.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

Offering repurposed editorial from the daily as well as from the business press and weekly newspapers the company owns. Additionally we are focusing on content that goes beyond what's available in the paper by focusing on developing community content areas.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local: Develop community based areas of interest with an emphasis on and daily or weekly news.

Super-Local

Regional: Develop a regional portal concept.

National

International

What marketing implementations do you have planned to support this strategy?

In-paper promotion, principally.

How do you measure success?

Traffic to site and revenue generation.

What is your company's Internet strategy for directory, community and database information?

We will be launching a self-publishing program in the near future and have dedicated a full-time staffer to the project. We opted against a commercial directory service because of cost and have been working to develop a regional directory of our own.

Why have you chosen this strategy?

Cost; competitiveness; synergistic opportunities with the daily.

What specific implementations have you deployed to support this strategy?

We have created a separate stand-alone site with portable search capabilities that can be implemented on community-specific pages as they are created.

What implementations do you have planned to support this strategy?

Construction of community-specific sitelets with a mix of reference material, news and community activity search information.

How do you measure success?

The success indicators are: 1) Number of organizations participating; 2) currency of data; 3) Traffic counts.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	50
Classifieds from newspaper	25
Content purchased from vendors	10
Content developed independent of newspaper	15

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Classifieds generally	25
2.	News	20
3.	Sports (especially high school sports)	5
4.	Crimewatch	2
5.	Crossword puzzle	2

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	N/A	We do not measure visits
February 1998	N/A	
March 1998	N/A	
April 1998	242,973	
May 1998	242,939	
June 1998	211,612	
July 1998	313,795	
August 1998	221,438	
September 1998	275,766	
October 1998	320,402	
November 1998	439,164	
December 1998	531,388	
January 1999	657,891	
February 1999	675,640	
March 1999	746,177	
April 1999	807,987	
May 1999	871,439	

Summarize your company's overall revenue strategy.

Our objective is to invest wisely, working to match revenues to expenses. Building share is important, but not more important than controlling expenses.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	5
Classified advertising revenue [direct and allocated]	80
Commerce [transactions]	
Other [e.g., hosting, ISP, etc.]	15

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Banner, tiles, sponsorships, advertorial, directory listings.

How do you measure success, such as click through rates?

Traffic and advertiser satisfaction.

Please list the top 5 advertisers on your site.

1. All advertisers are local.
- 2.
- 3.
- 4.
- 5.

Please list the top 5 advertising categories on your site.

1. Real estate
2. Automotive
3. Schools and training
- 4.
- 5.

Please list the top 5 operating expense categories for your Web site

1. Personnel
2. Vendor content charges
3. Software
4. Conferences
5. Misc.

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

9

Physical location of operation (e.g. newsroom, separate building, separate department)

Separate building

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Operating unit is a finance division

Compensation range for entry level position in \$ per year

\$30K-\$32.5K

Compensation range[s] for senior management position in \$ per year

\$55K-\$70K

Other structural issues that you are facing

Please describe your company's top 3 priorities for 1999-2000.

1. E-commerce

2. Community involvement through chat, forums, bulletin boards and sitelets

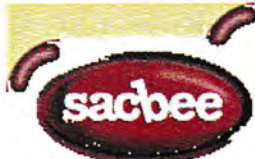
3. Micro news in the form of community listings, databases

Please list the top three priorities for PAFET 1999-2000.

1. Sorry. Didn't understand this question.

2.

3.



The world's largest newspaper...
of all the Sacramento Bee



CARS HOMES BIZSOURCE CLASSIFIEDS SEARCH

June 17, 1999

Now: 87°
Forecast

- NAVIGATION
- NEWS
- POLITICS
- SPORTS
- BUSINESS
- VOICES/OPINION
- LIFESTYLE
- ENTERTAINMENT
- OUR TOWN
- MARKETPLACE
- ABOUT US / HELP

- THE SACRAMENTO BEE
- CLASSIFIEDS
- PLACE AN AD
- SUBSCRIBE

BUSINESS: THE SACRAMENTO BEE

Slow lane



Dennis Tsu, left, and Edward Cluss Jr. of infoGear Technology display the iPhone. The "internet appliance" has a desktop phone with a black and white touch screen, pullout keyboard and 56k modem. [\[more\]](#)

Risk part of scenery in Yosemite Valley

Dual-gender mice worry researchers: Kesterson find could have human impact

Onetime go-to player Starbird now goes to bench

All the headlines at BeeScan
...or Search news archives.

24-HOUR NEWS: CAL REPORT

Kaczynski asks permission for appeals court to review case

Yosemite park rangers evacuate 200 tourists

Glitch during Y2K test spills 4 million gallons of sewage

Survey finds most parents think local schools are safe

NATION / WORLD

House OKs posting Ten Commandments in schools

U.S., Russia nearing middle ground on Kosovo peacekeepers

Armed male nurse continues standoff at mental hospital

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AMEX	289.36	+5.03

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PAFET Web Strategy Review

June 1999

Web site name / URL

www.sacbee.com

Company

Sacramento Bee

Summarize your company's overall Web strategy

Build share of market and mind. Gain experience, extend the core mission, create new products, create new revenue, protect existing revenue streams.

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

Don't understand what this means.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local It's all we really want to be, and our only long-term tenable position.

Super-Local

Regional

National

International

What marketing implementations do you have planned to support this strategy?

From the first, we've done in-paper, of course, and in the last year we've begun to spend more freely on promotion – outdoor, radio, TV – of vertical products. We also promote sacbee with media partnerships (two TV stations) and through a local high school sports show.

How do you measure success?

Share of mind and field. We are not yet leaning hard on the budget pencil.

What is your company's Internet strategy for directory, community and database information?

Directory: We're still waiting for it to become a business. Once these directories strutted into our businesses, but now they seem to be just another piece of the portal package.
Community: We're using this service to reach area nonprofits and arts groups. It's share.
Database info: Don't know what that means.

Why have you chosen this strategy?

Directory: Last year I called Zip2 a jar of pennies. We can get our hand in, but we can't figure out how to grab any pennies and get our hand out. I promise a new and improved metaphor for next year.
Community: It's an extension of the core mission, the kind of pro-bono work our companies have always done.

What specific implementations have you deployed to support this strategy?

Directory: We've bought Zip2, dabbled in sales, linked it around our site. We have not gotten enough confidence in the business to go any further.
Community: Waveshift products, offered to nonprofits and arts groups.

What implementations do you have planned to support this strategy?

Directory: To meet competition, we'll probably be buying Zip's portal piece, if that meets the definition of directory.
Community: Nothing planned beyond this summer's expansion.

How do you measure success?

Directory: This is just place-holding for us, so we have no expectations of success.
Community: Reach into the groups. We launched the nonprofit piece poorly but we're coming back to do it better. And we're getting into the arts community this summer.

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	50
Classifieds from newspaper	30
Content purchased from vendors	15
Content developed independent of newspaper	5
Other	

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Classifieds	17%
2.	Voices (columnists)	15%
3.	News	14%
4.	Sports	11%
5.	Smile / Entertainment neck-in-neck	4%

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	2.2M	---
February 1998	2.4M	197K distinct hosts
March 1998	2.8M	---
April 1998	2.65M	294K
May 1998	2.7M	263K
June 1998	2.9M	275K
July 1998	3.1M	291K
August 1998	3.5M	362K
September 1998	3.7M	393K
October 1998	3.8M	364K
November 1998	3.6M	304K
December 1998	3.8M	255K
January 1999	4.3M	333K
February 1999	4.3M	343K
March 1999	4.8M	393K
April 1999	4.7M	375K
May 1999	4.7M	383K

Summarize your company's overall revenue strategy.

Find new, protect old.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	85
Classified advertising revenue [direct and allocated]	15
Commerce [transactions]	
Other [e.g., hosting, ISP, etc.]	

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Banners, sponsorships, tiles, stamps.

How do you measure success, such as click through rates?

We emphasize branding, as our clicks, like yours, are miserable.

Please list the top 5 advertisers on your site.

- | | |
|----|-----------------|
| 1. | Loan Guide |
| 2. | Allstate |
| 3. | Century 21 |
| 4. | Coldwell Banker |
| 5. | UC Davis |

Please list the top 5 advertising categories on your site.

- | | |
|----|---------------------|
| 1. | Real estate |
| 2. | Mortgage |
| 3. | Auto |
| 4. | Insurance |
| 5. | Business/employment |

Please list the top 5 operating expense categories for your Web site

- | | |
|----|------------------------------|
| 1. | Compensation |
| 2. | Hosting/info services |
| 3. | Promotion |
| 4. | Classified Ventures services |
| 5. | Syndicates |

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

18.25

Physical location of operation (e.g. newsroom, separate building, separate department)

Separate work space in newspaper building.

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Department of marketing.

Compensation range for entry level position in \$ per year

Low \$20s

Compensation range[s] for senior management position in \$ per year

Around \$70K

Other structural issues that you are facing

The question of whether new media will report through print ad or editorial departments.

Please describe your company's top 3 priorities for 1999-2000.

1. Complete build-out of classified products.

2. Do a better job of branding – make it difficult for competitor to get in.

3. Continue product launch against competition – real-time news, portal, entertainment.

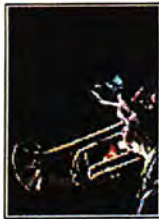
Please list the top three priorities for PAFET 1999-2000.

1. We'd like a continued sharing of information and experiences.

2.

3.

Top stories, 05:12 PM, EST, 06/17/99



Smooth sounds

Indy Jazz Fest will have the city swinging, starting tonight. [\[GO\]](#)

- Teen admits role in killing [\[GO\]](#)
- Court hears seat belt debate [\[GO\]](#)
- Knight blasts prosecutor's probe [\[GO\]](#)
- Note to StarNews.com visitors [\[GO\]](#)

Auto racing news from [SpeedNet](#)

- American Speed Association offers stock racing [\[GO\]](#)
- Engine builder succumbs to injuries [\[GO\]](#)

Basketball news from [Indiana's Game](#)

- Smits to take his time making decision [\[GO\]](#)
- IHSAA considering new sectional format [\[GO\]](#)

Indiana News Digest Sports News

- Noblesville, Marion share lead in golf tourney [\[GO\]](#)
- Boys All-Stars win in scrimmage, girls falter [\[GO\]](#)

Star/News Special Reports

- **Food for thought:** This week's installment of our "Year 2000" series examines Hoosiers' culinary past. [\[GO\]](#)
- **Indy Jazz Fest:** Preview all of the acts at the four-day music festival. [\[GO\]](#)
- **"On The Record":** New column addresses questions about public documents in Indiana. [\[GO\]](#)



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[How to Advertise](#)



[How to Advertise](#)

News/Sports Sections

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[Sports](#) | [Auto Racing](#) | [Basketball](#) | [Colts](#) | [Forums](#)
[CircleCity.com](#) | [Calendar](#) | [Dining](#) | [Movies](#)

Marketplace Sections

[Classified Index](#) | [Jobs](#) | [Homes](#) | [Cars](#) | [MatchLine](#)
[WorkAvenue.com](#) | [Home Buying Choices](#) | [IndySource](#)
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PAFET Web Strategy Review

June 1999

Web site name / URL

Star/News Online / <http://www.starnews.com>
SpeedNet / <http://speednet.starnews.com>
Indiana's Game / <http://ingame.starnews.com>
Colts Central / <http://www.starnews.com/colts/>
Circle City / <http://www.circlecity.com>

Company

Indiana Newspapers Inc.

Summarize you company's overall Web strategy

- 1) To be the No. 1 source of local news, information and advertising on the Web
- 2) To protect our franchise, particularly in classifieds
- 3) To deliver content in variety of electronic forms, including audio and video
- 4) To learn as much as we can about our individual customers as the beginning of a direct marketing program

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

News: We offer selected daily stories and occasional breaking news stories from the newspaper staff. The newsroom provides us with most of our local/regional coverage, while we rely on AP for national and international news. We've got a \$60,000 freelance budget for exclusive online content, and we've both purchased and produced audio material.

Information: Our Indianapolis guide, <http://circlecity.com>, contains deep and wide-ranging information about the community. We've put the entire Star/News classifieds section online, including display ads, and contracted for a local business directory with Zip2. In addition, we're part of Classified Ventures' national online services.

Services: Internet services are offered to two constituencies: Web visitors and advertising clients.

Web visitors get a full array of Star/News customer services, including contact information and online newspaper subscription forms. Visitors can participate in message-board-style forums, polls and surveys. Our recruitment site, WorkAvenue, provides high-quality matches between local jobs and job seekers. Area non-profit groups can participate in a self-publishing environment on the CircleCity Community site.

Advertising clients can choose from traditional banner and button advertising and small-scale Web site development.

Content sources: As stated, much of our content comes from the newspaper staff, freelancers and the AP wire. Other providers include Homefair for relocation information; Tribune Media Services for TV grids, Uclick for comics; Chamber of Commerce for Indianapolis business statistics, and kids at the Children's Museum for our Children's Express site.

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local	Provide substantial local news, information and advertising on the Star/News Online and Circle City sites
Super-Local	Offer self-published microcontent on the Circle City Community site
Regional	Create regional presence with Star/News Online, CircleCity, Indiana's Game and Colts Central
National	Draw national audiences -- and create opportunities for national ad sales -- with Indiana's Game and Colts Central.
International	SpeedNet has an avid international following.

What marketing implementations do you have planned to support this strategy?

- 1) Significant advertising of our major sites in our newspapers
- 2) Local radio spots for Indiana's Game
- 3) SpeedNet ads in AutoWeek magazine
- 4) Contests

How do you measure success?

In reaching or exceeding our ad-revenue goals, growing our market share and increasing site traffic.

What is your company's Internet strategy for directory, community and database information?

We want to provide deep community directories and databases with the least manual intervention possible.

Why have you chosen this strategy?

We think this information offers depth in our areas of strength while requiring limited resources.

What specific implementations have you deployed to support this strategy?

We've integrated Zip 2's business directory with CircleCity.com. We've added our own databases of social service organizations; book, movie and restaurant reviews, and movie show times. The aforementioned CircleCity Community site provides a searchable calendar of community events. As part of a newspaper series about nursing home violations, we built a database of state inspection records for metro Indianapolis nursing homes.

What implementations do you have planned to support this strategy?

We will continue to work with the newsroom in building databases that supplement and enhance newspaper projects. We're evaluating deals for more directory, community and database information.

How do you measure success?

In site traffic, and in revenue from ads, contests and Zip2 sales

Of your content mix, which percentage (approximately) is devoted to the following?

News & sports (breaking or from newspaper)	60
Classifieds from newspaper	20
Content purchased from vendors	10
Content developed independent of newspaper	10
Other	

**Please list, in percent, the top 5 traffic [in page views] areas for your site
(Note – this information is for the month of May):**

1.	News (home page & news digest)	37
2.	SpeedNet (index & series directories)	22
3.	Classifieds	19
4.	Indiana's Game (index & directories)	14
5.	Forums	8

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	5,700,000	399,000
February 1998	5,900,000	413,000
March 1998	7,440,000	520,800
April 1998	5,970,000	417,900
May 1998	5,400,000	378,000
June 1998	4,820,000	337,400
July 1998	5,170,000	361,900
August 1998	5,070,000	354,900
September 1998	5,250,000	367,500
October 1998	5,530,000	387,000
November 1998	6,750,000	472,500
December 1998	6,330,000	443,100
January 1999	7,750,000	542,500
February 1999	7,760,000	543,200
March 1999	8,350,000	584,500
April 1999	6,750,000	472,500
May 1999	8,830,000	618,100

Summarize your company's overall revenue strategy.

We have two primary revenue sources. One is an allocation from newspaper classifieds. The second is button or banner advertisements placed next to site content.

We soon will move to sponsorships of such content as entertainment listings, community calendars, forums, live chats and contests.

We're also investigating e-commerce opportunities, and we see great revenue potential in direct marketing by e-mail.

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	24
Classified advertising revenue [direct and allocated]	74
Commerce [transactions]	0
Other [e.g., hosting, ISP, etc.]	2

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Classifieds, banner sales, contests, template-driven page development, site development and web hosting

How do you measure success, such as click through rates?

Tons of traffic and bags of money.

Please list the top 5 advertisers on your site.

1. Dellen Automotive

2. Indiana Pacers

3. Roberts Imaging

4. Kittles Furniture

5. Indiana Black Expo

Please list the top 5 advertising categories on your site.

1. Employment classifieds

2. Automotive dealers

3. Homebuilders

4. Furniture & home decor

5. Restaurants and entertainment

Please list the top 5 operating expense categories for your Web site

1. Payroll
2. Content/correspondent fees
3. Computer hardware and software purchases and maintenance
4. Marketing and promotion
5. Office supplies

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

14, including 4 intern FTEs and a half-time marketing director

Physical location of operation (e.g. newsroom, separate building, separate department)

The department is in a separate physical location, but that is about to change. The company has approved a plan that calls for the reorganization of online resources into three teams. Current online employees who work on news content will become part of the newspaper staff and will move to the newsroom. Online advertising employees will become part of the New Media Products Team in the Advertising & Marketing Department. A third team will focus on site architecture, new media development, research and project management. It will remain in the Electronic News and Information offices.

A separate division of the company called Central Newspapers Technology supports the technology infrastructure. As part of the reorganization, our webmaster and systems administrator will be report to CNT.

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

See above.

Compensation range for entry level position in \$ per year

\$23,000- \$43,000

Compensation range[s] for senior management position in \$ per year

\$57,000-\$83,000

Other structural issues that you are facing

- We recently switched to Unix servers after four years on MacOS. And we've purchased the Future Tense Web publishing system with the intent of having it installed and operating by the end of summer. These moves will change the way in which we produce the site.
- Also this summer, the New Media Products team plans to develop a local hub under the name of <http://www.indy.com>. It will be a community guide, but it will also offer a wide range of interactive features. The challenge will be to acquire technologies and mobilize internal resources for hub development in a short time. We are exploring an affiliation with Knight Ridder's RealCities Network.
- We need business plans for e-commerce, e-mail marketing, user registration and data mining

Please describe your company's top 3 priorities for 1999-2000.

1. Meet or exceed traffic and revenue goals
2. Use technology to create an efficient operation
3. Develop e-business strategies

Please list the top three priorities for PAFET in 1999-2000.

1. Seminars on industry issues and challenges, such as e-commerce
2. Develop, define and facilitate strategic relationships
3. Sharing information

news	freetime	travel	homezone	cars.com	workavenue
Crossword A new puzzle to play every day	Clubs & Casinos Bands, bars and blackjack	Get out of town Plan and book a trip online	Legal eagle Advice for landlords and renters	Find a car The area's largest database	Hot tech jobs available in Minnesota

news pm

Thursday, June 17, 1999



71°F
Mostly sunny

[Latest news](#)

[Latest traffic](#)

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[Metro | Region](#)

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[Fun & Games](#)

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[Education resources](#)

[User Guide](#)

- [Feedback](#)

- [Site Map](#)

- [Privacy Policy](#)

[Newspaper delivery](#)

Olson/Soliah held without bail



Two faces of Kathleen A. Soliah

Kathleen Ann Soliah smiled and blew kisses to her husband and three daughters today as Ramsey County District Judge Kathleen Gearin ordered the alleged 1970s revolutionary held without bail on charges of trying to blow up two Los Angeles police cars 23 years ago. / [Metro](#)

[Video: FBI announces arrest](#)

[Fugitive played many roles in her life](#)

Gruesome accounts of torture, massacres emerging in Kosovo

Gruesome accounts of almost routine torture and death emerged in Kosovo today, and a British official estimated that Serb forces killed more than 10,000 people during two months of war and ethnic violence.

/ [Nation](#) | [World](#)

[Villagers recount massacre of 62](#)

[U.S.-Russian talks break off](#)

[Multimedia and more from the AP](#)

[What's next in Kosovo?](#)



Associated Press

Caraluk villagers said Serbs massacred 26 people in this house.

NWA to buy 30 Airbus planes for \$1.2 billion

Northwest Airlines Corp., the fourth-biggest U.S. airline, said it would buy 30 single-aisle Airbus Industrie planes worth \$1.2 billion, as it converts options for the jets into firm

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- [→ Cars.com](#)
- [→ Get Acquainted](#)
- [→ NewHomeNetwork.com](#)
- [→ Obituaries](#)
- [→ Auctions](#)
- [→ Tech@Work Jobs](#)
- [→ Work Avenue](#)

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local	We will invest in services in which we have a natural strength and in which consumers would naturally look to startribune.com to be the leading information provider. We will then build on those services and extend them into new areas in which the newspaper has not traditionally been a player (for example, Work Avenue).
Super-Local	In the future, we will use a community publishing model to extend our coverage deeper into the community and be able to provide extended local information such as youth sports, nonprofit organizations, schools and school sports, and personal home pages. We have built and will look to enhance a directory of Minnesota Web sites.
Regional	Our secondary audience includes Minnesotans who live outside the Twin Cities, former Minnesota residents and people who intend to visit or travel in Minnesota.
National	We provide enough national and international news and information, mostly through content partners, to satisfy the basic need for information to people who come to our site looking for all types of news and information, not just local information. We look for partnerships in this area that allow us to provide this information at low or no cost.
International	See above; there is little emphasis on international content.

What marketing implementations do you have planned to support this strategy?

We will support our Web strategy by using a number of traditional and nontraditional marketing initiatives. Our primary marketing workhorse is in-paper promotion. In addition to a heavy print promotional schedule, we use radio, billboard, Transtop (bus shelter) and some television to support the startribune.com brand and positioning. For marketing new services within our network, we also submit features to search engines and create meta-tags.

How do you measure success?

We measure success by analyzing our site traffic and by increased advertising revenues.

What is your company's Internet strategy for directory, community and database information?

Our current strategy for directories has two elements. First, we have partnered with US West Dex to be our electronic yellow pages provider. Within this arrangement, US West Dex pays the Star Tribune for each search conducted from our site, print advertising dollars to advertise the partnership and other considerations. Second, we continue to bundle smaller online "niche" directories with our various print products and take a portion of the revenue for online. Examples include the Summer Camp Guide, attorneys, Summer Home Tour, etc.

We are just in the process of developing a community publishing strategy.

As for databases, we believe that these will be "king" in the future, and we are developing strategies to register users voluntarily, collect as much data as we can about those users, and integrate our database information across all business units of the Star Tribune, and particularly with our direct marketing operation.

Why have you chosen this strategy?

The US West Dex deal allows us to have the most comprehensive electronic yellow pages in our market, as it is the RBOC for Minnesota. The partnership frees us from selling Web sites valued at \$300 per year in order to concentrate on higher value activities.

While our database strategy is not in place, we generally agree with the line of thinking that says the Internet will become the platform for database marketing, and we also want to leverage that to support our offline database marketing efforts as well. We think the revenue opportunity here is equal to or greater than the opportunity from strictly Web-based advertising revenue.

What specific implementations have you deployed to support this strategy?

We are working currently to identify areas on the startribune.com site where it makes sense to link our users to US West Dex in order to maximize our revenue potential.

What implementations do you have planned to support this strategy?

We are studying various software tools that will enable us to launch a community publishing service later this year. We also have capital funds allocated this year to create a voluntary registration system that would support our database marketing strategy. Next year we anticipate making capital requests for e-mail management software (high-volume and scalable) and for creation of a consumer interest database that would be linked to our online shopping area.

How do you measure success?

We will measure success through increases in advertising revenue and through the achievement of the goals listed above. We are focused more on revenue than on profit margin at this stage, as we are seeking to build market share.

Of your content mix, which percentage (approximately) is devoted to the following? (Answer is based on traffic to these different areas, rather than the amount of content in our databases for each of these areas.)

News [breaking or from a newspaper]	55
Classifieds from newspaper	10
Content purchased from vendors	4
Content developed independent of newspaper	17
Other	14

Please list, in percent, the top 5 traffic [in page views] areas for your site: (Percentages refer to the page's percent of our total traffic. Because of current technology limitations, we cannot measure all Sports pages collectively as a percentage of total site traffic.)

1.	Sports	3%
2.	Employment/Work Avenue	3%
3.	Weather	2%
4.	Metro	2%
5.	Classifieds	1%
	Vikings	0.8%
	Variety/Features	0.8%
	Traffic	0.7%
	Business	0.7%
	Nation/World	0.5%

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998	7.5 million	Not available
February 1998	7.5 million	Not available
March 1998	9.1 million	806,688
April 1998	9.7 million	943,713
May 1998	8.9 million	867,998
June 1998	7.8 million	859,589
July 1998	8.8 million	905,551
August 1998	No data	No data
September 1998	No data	No data
October 1998	11.9 million	1,272,054
November 1998	13.2 million	1,579,817
December 1998	14.5 million	1,494,419
January 1999	15.6 million	1,520,655
February 1999	14.0 million	1,523,634
March 1999	16.7 million	1,603,825
April 1999	16.5 million	1,639,553
May 1999	15.6 million	1,475,529

Summarize your company's overall revenue strategy.

We are having a renewed effort to concentrate on high-value sales activities, rather than \$300-per-year Web sites, in order to increase our revenue base next year by 20 percent. As mentioned earlier, the focus is on building market share and revenue.

Of your advertising revenue mix, which percentage [approximately] comes from the following? (This excludes content licensing and archival revenue.)

Retail or display [i.e., banners]	13
Classified advertising revenue [direct and allocated]	84
Commerce [transactions]	1.4
Other [e.g., hosting, ISP, etc.]	1.6

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

We offer banners and sponsorships, plus, e-mail and Web site links in some categories of classified advertising (an up-sell from print). We highlight technical recruitment display ads within our Tech@Work section. We also have our Work Avenue service. Within HomeZone, we have “featured properties” and vacation/leisure properties. We have a MarketSpace directory of advertisers and e-commerce providers. We also have transaction-sharing deals, such as with amazon.com, garden.com and ImproveNet.

How do you measure success, such as click through rates?

Ad impressions, click-through rates (using NetGravity), ad revenue, total number of advertisers, advertiser renewal rates.

Please list the top 5 advertisers on your site.

1. Snyder Drug
2. Rainbow Foods
3. MLT Travel
4. Warner Stelian Appliances
5. Lemhi Group (Healthcare sponsorship)

Please list the top 5 advertising categories on your site. (This is based on number of participating advertisers).

1. Real estate
2. Automotive
3. Food/drug
4. Travel
5. Household furnishings and appliances

Please list the top 5 operating expense categories for your Web site

1. Payroll
2. Outside development (contract programmers)
3. Marketing and promotion
4. Content licensing
5. Software licensing and maintenance contracts

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

Authorized at 52 employees; current FTE count is 45 employees. Some vacant employee positions are being filled temporarily with developer/programmer contractors.

Physical location of operation (e.g. newsroom, separate building, separate department)

The bulk of the operation is a combination of three New Media departments (content, development and sales operations) located on the fourth floor of the Star Tribune building. New Media sales is located on the first floor, where it is integrated with the rest of the Star Tribune advertising department. Marketing is integrated with the Star Tribune's marketing department. There is a goal, but no timetable, for integrating the New Media content staff with newsroom by relocating most or all of the content staff within the newsroom. The development staff is now part of our Publishing Systems department, but still located separately from the rest of Publishing Systems. We've been steadily evolving from a stand-alone operation into much closer integration with the relevant departments elsewhere within the Star Tribune.

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

A four-member management team consists of the Director of Advertising and Marketing, Director of Strategy, Editor and Director of Publishing Systems has overall responsibility for startribune.com. The team reports as a group to the Editor of the Star Tribune and Senior Vice President for New Media (Tim McGuire). The management members report individually to their respective senior vice presidents.

Compensation range for entry level position in \$ per year

Beginning editor: \$30,000 (Guild)
Beginning ad designer: \$32,000 (independent)
Beginning programmer: \$40-50,000
Beginning ad sales rep: We don't hire entry-level people; lowest-paid sales reps have a \$50,000 target compensation, or which 30 percent is dependent on commissions.
Very few of our staff is at the minimum level; we generally have hired more experienced staff members in all departments.

Compensation range[s] for senior management position in \$ per year

The salary ranges for senior management positions extend from \$65,000 to \$130,000; no one is at the low end or at the high end of that range.

Other structural issues that you are facing

1. Move to a second-generation publishing platform that provides flexibility for editors and speedier development of new features and capabilities.
2. Stepping up production of multimedia content.
3. Hiring and retention of developers and programmers in an exceptionally tight market.
4. Smooth integration of our hosted operations with startribune.com-branded operations that reside at partners' locations (Classified Ventures, syndicates, Bloomberg, etc.).
5. Greater knowledge of our customers/registration of our users. Built a database of our users that can be used for online or offline direct marketing purposes.
6. Building scalable systems that can support more sophisticated commerce, such as ticketing and travel bookings.
7. Web-enabling the Star Tribune.

Please describe your company's top 3 priorities for 1999-2000.

- | | |
|----|--|
| 1. | Implementation of Work Avenue II. |
| 2. | Implementation of FutureTense publishing system. |
| 3. | Further development of portal services and community publishing. |

Please list the top three priorities for PAFET in 1999-2000.

- | | |
|----|---|
| 1. | Continued information sharing on technologies, operations, vendors, etc. Understanding how other Pafet operations are addressing the same questions we face, and being able to share confidential information that we wouldn't be willing to discuss in other forums. |
| 2. | Meet with new technology providers and other vendors in their early stages of product rollouts, so that we have early access to their products. |
| 3. | Provide access to industry experts and research. For instance, I'd like to see a Pafet workshop on leveraging your Web site for database marketing and another on Web-enabling the newspaper company. |

Wednesday, June 16, 1999



Partly cloudy with 60% chance of afternoon t-storms High 86; Low 68

- [Voters to decide on N. Rapides school district -- again](#)
- [Aces continue to have Bluemen's number, 8-7](#)
- [Today's Obituaries & Funerals](#)
- [Cartoon Of The Day](#)



THE TOWN TALK

Established March 17, 1883, the Alexandria Daily Town Talk serves the 13 parishes of central Louisiana. The Town Talk is owned by Central Newspapers, Inc. of Indianapolis, IN.

[Classified Ads](#), [Newsroom](#), [Circulation](#), [PressWorks](#), [Employees](#), [Central La. Sites](#), [Central Newspapers Incorporated Sites](#)

PAFET Web Strategy Review

June 1999

Web site name / URL

Town Talk On-Line/www.thetowntalk.com

Company

Alexandria Newspapers Incorporated

Summarize you company's overall Web strategy

Provide basic news information at lowest possible cost

What methods do you use to execute your strategy as they relate to areas of news, information, services and content sources?

Automated posting of top news and sports stories and all classified ads

What is your company's strategy regarding positioning your Web site; if you have multiple strategies, please use multiple fields to answer the question.

Local: Promote in newspaper as on-line resource

Super-Local Promote in newspaper/find via search engine

Regional Promote in newspaper/find via search engine

National Find via search engine

International Find via search engine

What marketing implementations do you have planned to support this strategy?

House ads in core product, possible TV commercial

How do you measure success?

Viewer feedback

What is your company's Internet strategy for directory, community and database information?

Plan to add with WaveShift

Why have you chosen this strategy?

CNI made a deal with WaveShift

What specific implementations have you deployed to support this strategy?

None yet ... see below

What implementations do you have planned to support this strategy?

Redesigning current site, adding second site to integrate community content

How do you measure success?

Satisfied viewers, increasing page views, increased revenues

Of your content mix, which percentage (approximately) is devoted to the following?

News [breaking or from a newspaper]	50
Classifieds from newspaper	25
Content purchased from vendors	20
Content developed independent of newspaper	3
Other	2

Please list, in percent, the top 5 traffic [in page views] areas for your site:

1.	Obituaries	
2.	Top news story	
3.	Weather information	
4.	Classifieds	
5.	Main news page	

Summarize your company's Web traffic for the last 18 months.

Month	Page Views	Visits
January 1998		
February 1998		
March 1998		
April 1998		
May 1998		
June 1998		
July 1998		
August 1998		
September 1998		22,209
October 1998		
November 1998		
December 1998		
January 1999		
February 1999		
March 1999		
April 1999	178,851	
May 1999	181,111	

Summarize your company's overall revenue strategy.

We seek opportunities to increase revenue and give clients increased options
--

Of your revenue mix, which percentage [approximately] comes from the following?

Retail or display [i.e., banners]	100
Classified advertising revenue [direct and allocated]	
Commerce [transactions]	
Other [e.g., hosting, ISP, etc.]	

What types of advertising vehicles do you offer (e.g. banner, sponsorships, e-mail, etc.)?

Banners, sponsorships, buttons, links

How do you measure success, such as click through rates?

Page views

Please list the top 5 advertisers on your site.

1. The Town Talk

2. Hibernia National Bank

3.

4.

5.

Please list the top 5 advertising categories on your site.

1. House Ads/Self promotion

2. Banking/Financial

3.

4.

5.

Please list the top 5 operating expense categories for your Web site

1. Weather Data
2. Real Estate hosting
3. Homefair content
4. ISP charges
5. Web site registration fees

Please describe the structure of your Web publishing operation. Please include information on the following areas:

Size of operation (employees)

1

Physical location of operation (e.g. newsroom, separate building, separate department)

Display Advertising

Organizational location of operation (e.g. separate division, department in newsroom or marketing)

Special Projects, a sub-set of Display Advertising

Compensation range for entry level position in \$ per year

\$18,000

Compensation range[s] for senior management position in \$ per year

\$35,000

Other structural issues that you are facing

Staffing is insufficient, reliance on Phoenix for hardware/technology needs and current ability to accommodate growing web expectations and demands

Please describe your company's top 3 priorities for 1999-2000.

- | | |
|----|--|
| 1. | Redesign site/make more modern & user friendly |
| 2. | Market and promote site |
| 3. | Increase user options and increase interactive content |

Please list the top three priorities for PAFET 1999-2000.

- | | |
|----|--|
| 1. | |
| 2. | |
| 3. | |

Pafet Web Strategy Review
Web Traffic Statistics

	Jan-98	Feb-98	Mar-98	Apr-98	May-98	Jun-98	Jul-98	Aug-98	Sep-98	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99	Apr-99	May-99	
AZ Central																		
Page Views	3,700,000	4,000,000	5,200,000	5,300,000	5,300,000	5,500,000	5,800,000	5,800,000	6,000,000	600,200	6,140,000	5,600,000	7,200,000	6,700,000	7,500,000	8,700,000	9,200,000	
Visits	492,000	501,000	644,000	670,000	690,000	807,000	925,000	910,000	927,000	1,000,000	940,000	1,200,000	1,400,000	1,300,000	1,560,000	1,500,000	1,530,000	
Dallas News																		
Page Views	600,000	612,421	698,444	765,123	799,096	810,123	495,224	1,000,176	1,045,421	2,110,166	3,014,674	4,780,332	5,600,397	6,250,000	6,750,000	7,000,000	7,000,000	
Visits	150,000	157,000	210,000	230,000	294,000	297,000	395,000	400,000	400,000	700,000	800,000	1,200,000	1,500,000	1,700,000	1,900,000	2,100,000	2,200,000	
News Observer																		
Page Views	2,215,137	2,117,134	2,492,880	2,302,791	2,787,572	No Data	2,714,543	4,246,915	2,472,686	3,749,730	3,558,161	3,604,278	3,913,829	3,874,528	3,420,661	476,768	4,703,536	
Visits	311,000	291,236	315,272	288,503	334,374	No Data	278,611	346,065	277,440	397,630	79,876	81,163	No Data	No Data	No Data	No Data	No Data	
Postnet																		
Page Views	2,770,000	2,220,000	3,480,000	4,070,000	3,480,000	3,500,000	4,760,000	3,670,000	6,200,000	5,260,000	6,520,000	6,040,000	6,690,000	5,980,000	6,690,000	5,530,000	5,870,000	
Visits	460,000	400,000	740,000	890,000	740,000	890,000	1,320,000	1,050,000	1,890,000	1,870,000	2,130,000	1,780,000	1,560,000	1,380,000	2,170,000	1,970,000	1,390,000	
ProJo																		
Page Views	1,122,735	1,007,758	1,210,245	1,185,028	1,184,930	1,371,594	1,384,466	1,469,679	1,487,677	1,700,734	1,862,584	1,692,178	2,240,431	2,118,411	2,730,069	2,719,162	2,410,760	
Visits	183,117	188,906	218,810	229,456	226,325	304,361	392,110	365,107	378,285	388,376	4,676,747	564,978	677,666	621,090	733,910	705,440	654,765	
Riverside Press																		
Page Views	No Data	No Data	No Data	242,973	242,939	211,612	313,795	221,438	275,766	320,402	439,164	531,388	657,891	675,640	746,177	807,987	871,439	
Visits	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	
Sacramento Bee																		
Page Views	2,200,000	2,400,000	2,800,000	2,650,000	2,700,000	2,900,000	3,100,000	3,500,000	3,700,000	3,800,000	3,600,000	3,800,000	4,300,000	4,300,000	4,800,000	4,700,000	4,700,000	
Visits	No Data	197,000	No Data	294,000	263,000	275,000	291,000	362,000	393,000	364,000	304,000	255,000	333,000	343,000	393,000	375,000	383,000	
Star News																		
Page Views	5,700,000	5,900,000	7,440,000	5,970,000	5,400,000	4,820,000	5,170,000	5,070,000	5,250,000	5,530,000	6,750,000	6,330,000	7,750,000	7,760,000	8,350,000	6,750,000	8,830,000	
Visits	399,000	413,000	52,800	417,900	378,000	337,400	361,900	354,900	367,500	387,000	472,500	443,100	542,500	543,200	584,500	472,500	618,100	
Star Tribune																		
Page Views	7,500,000	7,500,000	9,100,000	9,700,000	8,900,000	7,800,000	8,800,000	No Data	No Data	11,900,000	13,200,000	14,500,000	15,600,000	14,000,000	16,700,000	16,500,000	15,600,000	
Visits	No Data	No Data	806,688	943,713	867,998	859,589	905,551	No Data	No Data	1,272,054	1,579,817	1,494,419	1,520,655	1,523,634	1,603,825	1,639,553	1,475,529	