

8.2

Building Relationships with Advertising Agencies

Advertising agencies and newspapers are intertwined and interdependent.

How can they build a mutually beneficial relationship under a yin-yang scenario?

Shaping the **Future** of the Newspaper



www.wan-press.org
A WORLD ASSOCIATION OF NEWSPAPERS PROJECT,
SUPPORTED BY WORLD LEADING BUSINESS PARTNERS

atex

www.atex.com/
THE MEDIA INDUSTRY'S LEADING PROVIDER
OF CONTENT MANAGEMENT SOFTWARE AND SERVICES

manroland

www.man-roland.com/en/p0001/index.jsp
A LEADING COMPANY FOR NEWSPAPER PRODUCTION SYSTEMS



www.telenor.com/
THE LEADING NORWEGIAN TELECOMMUNICATIONS, IT AND MEDIA GROUP



www.norskeskog.com/
A WORLD LEADING PRODUCER OF NEWSPRINT AND MAGAZINE PAPER,
WITH 18 PAPER MILLS AROUND THE WORLD

TABLE OF CONTENTS

Executive Summary	5
Introduction	7
1 The Advertising Agency and Buying Landscape	11
Media Agency: The Players	11
Media Scheduling: Reach and Frequency	13
Advertising Agencies	15
Advertising Expenditure	18
2 What Agencies Want from Newspapers	25
Starcom MediaVest Group	27
Dentsu	29
GroupM	30
Horizon Media	31
Davis Harrison Dion	33
ZenithOptimedia	34
Mediaedge:cia	35
3 Survey Overview	37
Media Buying Landscape	37
Newspaper Ad Revenue: Print vs. Online/Digital	39
Newspaper Ad Planning	39
Newspaper Ad Buying & Pricing Model	39
Satisfaction of Working with Newspaper Publishers	40
Newspaper Ad Evaluation	40
Cross-Media Ad Campaigns	41
4 What Newspapers Want from Agencies	43
New York Times Media Group	43
The Guardian	45
Cox Newspapers	45
AJC Media Solutions	45
5 Can You Sell to Agencies?	47
Principles of Selling to Agencies and Key Clients	48
The Agency-Client Relationship: When to Involve the Client	50
Guidelines for Direct Contact with Clients	51
Conclusion	53

Executive Summary

The relationship between newspaper companies and advertising agencies is changing. Advertising budgets are shifting away from newspapers and into digital media in many parts of the world, as agencies change their organisational structures, strategies and objectives. Newspaper companies and advertising agencies have had a yin-yang relationship for as long as agencies have been around, for more than 100 years. In Chinese philosophy, the yin-yang concept is characterised by two opposing forces that are intertwined and interdependent.

“What business is an advertising agency in? In the advertising creation and placement business. What business is the media in? The advertising delivery business,” according to “Media Selling: Broadcast, Cable, Print and Interactive,” by Charles Warner and Joseph Buchman.

The interdependency of these roles in the sale and distribution of advertising sometimes creates friction, differences of opinion and even inspires newspapers and agencies to jockey for a dominant position.

“Sometimes it feels like two warring parties are getting together,” says one print-buying advertising agency executive interviewed for this report.

Among the thousands of newspapers worldwide, each one depends on agencies for a certain percentage of advertising revenues. In the United Kingdom, national newspapers receive about 80 percent of their non-classified advertising revenues from ad agency clients, while regional newspapers receive just 20 percent. In the United States, national newspapers each receive about 90 percent of their non-classified ad revenue from agencies, while local newspapers receive roughly 10 percent. The remaining advertising revenue is earned from in-house sales departments and selling advertising to local clients.

This Shaping the Future of the Newspaper report, “Building Relationships with Advertising Agencies,” goes to the heart of matter, to help publishers and ad agencies understand one another's needs better, and ultimately, to build better relationships for the future. The report's main objective is to maximise newspapers' revenue-making potential with agencies.

The report chronicles numerous interviews with media buyers and planners and advertising agency executives about relationships with newspapers, and enumerates suggestions to publishers about practices, interactions and rate structures. The report also details interviews with publishers about their business relationships with agencies, and their efforts to improve their relationship through better communication, more transparency, fewer rate cards and more efficiencies in processes of buying newspaper advertising space.

Finally, the report analyses the current and future relationship improvements, factoring in recommendations and the impact of the seismic changes going on in media and agencies today.

The interviews with media-buying agency executives in New York, London, Paris, Tokyo, Zurich, New Delhi and beyond provide inspiration to improve relations between agencies and newspapers. Some of the observations of the agency executives include:

- "Buying newspaper advertising is complicated."*
- "You can't do one-stop shopping (across newspapers)."*
- "There are too many rate cards."*
- "Invoices are frequently wrong. Contract rates are not always in the newspapers' computer systems."*
- "Sales reps aren't always informed about rate card prices or why prices have inexplicably risen."*
- "Newspaper advertising prices haven't caught up with declining circulations."*
- "Sales reps don't understand our clients' needs."*
- "Cross-platform audience information is good, but I'm not sure how we'll use it."*
- "Newspaper usage data must be about now, not six months old."*
- "There are a lot of choices out there for media planners. Newspapers need to become more competitive with new pricing and new offers of value."*
- "Editorial rules the roost in decision making about whether innovative ads will run or not."*
- "It's hard to guarantee a position on a page."*
- "Invoices are frequently wrong, and it takes a long time to clear up the problem."*

Similarly, several newspaper advertising executives were interviewed about their business relationships with agencies. If newspapers could change how they work with agencies, they

would improve a variety of factors, including:

- "Some agencies collaborate with us. Others are just bullies."*
- "Some agencies are hard to deal with. They are only interested in price."*
- "Trading has become more of a negotiation which is more commoditised – a trading environment and not sales."*
- "Agencies don't trade on value. That's just gone, gone, gone. If we could trade on the true value of our brands, it would be a better scenario."*
- "Agencies ultimately need to discover a business model that works...agencies are terrified, they are doing more and more for less and less."*
- "We want more transparency about the client and its campaign objectives, and also about campaign performance so we can learn for the next campaign."*
- "We want agency and publisher to act on behalf of the customer."*
- "We want to get into the campaign during the request for proposal (RFP) process."*
- "We should make advertisers and agencies aware of our value."*
- "Based on the experiences working with agencies, they primarily think we are a newspaper. What we are doing is to build an understanding with them that we are much more than that."*

The report provides analysis and conclusions focused on improving the business relationship between newspapers and advertising, including:

- Improving transparency in decision-making and business practices among agencies and newspapers.
- Streamlining processes on both sides, including fewer rate cards, electronic billing and payment, and one-stop shopping on the national level.
- Allowing newspapers to be more influential in the media buying process, at an earlier stage.
- A better flow of information about newspapers' value propositions.
- A better and more scientific accountability to agencies about newspapers' reach, frequency and advertising campaign success.
- A mutual understanding of advertising client needs for each campaign.
- An expanded sense of newspapers as brands, with reach and frequency capabilities across their print and digital channels, rather than just circulation alone.

Introduction

**By Robert Ray, marketing director,
the Newspaper Society, United Kingdom**

In my agency life, I have been lucky enough to have worked with some of the world's biggest companies and brands, which has naturally meant being at the sharper end of getting the very best out of media owner relationships, and well beyond simply "getting a deal." In the past four years working with the Newspaper Society, I have spent a great deal of time with agencies to help them better leverage the strength of local media across the United Kingdom.

So, in providing some personal thoughts for this piece, I can call upon both past and present experience from an agency and media owner perspective.

Why bother building a relationship with an agency?

In an era when many deals between media owners with agencies are annualised and much media is traded as a commodity, surely it's

about setting up the deal, rather than managing this across the year, isn't it?

No. We need to go back a little in history to see why agency relationships are critical to maximise share, volume and importantly stimulate and drive cross-platform initiatives.

Here's a little history to set the context.

I started at my first advertising agency in the 1980s. I was a fresh-faced, 21-year-old thrown into the hustle and bustle of a major ad agency. The relative glamour of checking voucher copies to see if our clients' ads (all black and white in those days, of course) had appeared on the right day and in the right position was a step up from my previous "career" training as an accountant. My first agency job was in the press buying department, which also served as my first experience in building relationships with media owners.

In the same press buying department, there were also several elder statesmen of the business. What is fascinating is that they had been through times of very limited media

availability and an effective rationing of media space. Just after World War II, paper was rationed, which led to severe restrictions in advertising space. This was before commercial radio and television existed in the United Kingdom, and a good generation away from anything resembling the Internet – not a bad time to be in newspaper advertising, I suspect. The relationship-building in these times was perhaps the reverse of where we are today, and those times of media space scarcity must have been interesting indeed.

The UK national press groups have long since moved from their former addresses on London's Fleet Street, still synonymous with the country's press, where the elder statesmen I first worked with began practising their trade. Even when I first started at the agency, many of our national press deals were still conducted over a liquid-based lunch at one (or sometimes more) of Fleet Street's pubs or drinking dens, including Ye Olde Cheshire Cheese, The Bell, Vagabond's and The City Golf Club.

So, after the war and during a period of scarce print supply, little other media competition and increasing advertiser demand, the relationship building with agencies seems to have consisted of media buyers forming an orderly queue outside such Fleet Street pubs to buy newspaper sales reps drinks in the hope of then securing what limited space was available in their newspapers – presumably at rate-card cost! Most business was, of course, conducted in the morning before the alcohol-fuelled afternoon gave way to the commute home.

There are many more tales I heard about those “good old days,” although most aren't fit for publication! Yet, in an era of restricted supply and huge demand, there was more of an onus upon the agency for building a relationship with the media owner, rather than vice versa.

Times have clearly (and thankfully for the livers of many media sales folk) moved on. The explosion and fragmentation of media channels is more than well documented. And for agencies, this has its own set of challenges – creating the most compelling offering in a very well supplied marketplace, creating the most appropriate structures, retaining and building business (as seemingly lower terms of business) and so on.

To my earlier point: Why bother building a relationship with an agency?

In answering this, I have three key points:

- 1. The benefits of building a relationship with an agency**
- 2. Getting better receptivity to your pitch**
- 3. Things to avoid (like the Plague)**

1. The benefits of building a relationship with an agency

- More volume
- Increased share
- Access to more clients/brands
- Earlier information on potential/forthcoming campaigns
- Better scope for cross-platform deals
- Access to more people in the agency (not just buyers)
- all leading to more volume, more share

I won't elaborate on these, as they're pretty obvious, but I will give you a left field view. When I was on the agency side, we would often be asked about our relationships with media owners – what deals could we get, how could we improve a client's existing deals, what extra added value could we achieve, and so on. In other words, what were the benefits of the relationships we had with media owners?

Yes, we could do all of the above, and more. However, in many instances the biggest point-scorer wasn't simply what we could get them (clients) in to, but what we could get them out of. Favours. Relationships don't guarantee everything, but what they most certainly do is help get you out of a less than desirable situation.

- A client has a late copy problem
- A client has an issue with budgets
- A client needs to shift campaign periods
- Etc. etc. etc.

The strength of a media owner relationship, and not simply our volume or clout, would sort these. How many favours do you need? It might sound intangible, but it does matter and it makes a difference.

So how about gaining better receptivity to your pitch?

All of us pitch for business. Either for major contracts or for smaller everyday deals. Do relationships with agencies help this process?

2. Getting better receptivity to your pitch

Some of you have annual deals with agencies, while others trade on more of an ad hoc basis. Some of you sell print only, while some sell cross-platform campaigns. There's not a one-size-fits-all answer to getting better receptivity to your sales pitch, but I can offer some constructive advice.

Most major advertisers are involved in anywhere between five to 15 or more pitches per year, across everything from media to creative to point-of-sale. Most major media agencies are involved in a similar number of pitches every year, and are exposed to hundreds of pitches from media owners each year.

In various consultancy projects, I have spoken to agencies regarding their exposure to such media owner pitches.

Here are the three guiding principles for success (beyond the obvious, such as getting your pricing right for your market):

A. Make your pitch relevant. Avoid off-the-shelf. Ensure your proposal adds significant value to the communications strategy of the brand you are pitching for.

Of course, if you (or your team) had a good working relationship with the agency you wouldn't be pitching blind and would be well informed to deliver against the above three pointers.

And, surprise, surprise, getting the people right is critical. Two quotes typify the response to "bad" pitches:

"...the terrible pitches from media owners often come down to the individuals."

"...we once had a dire pitch from X (a major publisher)...and afterwards the sales director apologised and said she'd not seen the presentation before."

There are many factors that make for a winning pitch to an agency. Work I have carried out suggests three very clear pointers for success. Once again, these may or may not seem obvious, but from a large quantitative study I ran for a major UK project they were unanimous amongst the sample. What I have also added are a number of quotes that sum up sentiments agencies have about media owner pitches.

Have a clear brand and business focus:

Listen to what they need. Sales folk have a tendency to "sell" or "talk at," whereas agencies and advertisers prefer media owners who listen to the requirements of the brief and then respond accordingly. More specifically, agencies respond more to those media owners who not only listen, but then respond effectively to the brand and campaign requirements.

"...(media owners) need to think more about the questions we have on our brands."

"...understand the agenda of who you're pitching to."

"...too many just give information (and sell) when a meeting should be a discussion."

B. The first step is all about listening. Turn a presentation at them into a discussion with them.

Have the right people on the business:

Chemistry. It's not a trip to the science laboratory, but simply about getting along with agencies is important. This again may seem obvious, but the next time you (or your senior manager) gets a call from a top person at an agency saying "we're not getting on with X" or "I think we should get Y moved off the business," take it seriously. You should question why the situation has risen to a level necessitating the agency chief calling you to suggest a change in your representation of the agency. Although the natural inclination (mine too) is to ignore the agency's view and continue to force your person upon them, my own view is to change representation as soon as possible!

"...agencies buy good people."

"...absolutely bloody vital....and passion."

"...casting the wrong people is a nightmare."

C. The second step is totally about chemistry.

Do take time to think about having the right people on a particular agency's business – and don't shy away from changing the current formula if you receive negative feedback from an agency. It does remain a "people business."

Make the presentation or pitch totally relevant:

Less is more. This is a very well worn cliché, yet everyone reading this must have been on the receiving end of a presentation where there is simply too much content, or too much unnecessary spiel.

Every year, we run various industry awards. One of the awards we run is for the best cross-platform sales pitch, which is one that has truly leveraged the various channels of local media (from newspapers to Internet, events, mobile, etc.). We receive some fantastic entries. We also receive entries that could be fantastic but are so cluttered with unnecessary information, background and detail that it detracts from the great idea.

“...I don’t need 100 charts...don’t even need Powerpoint... what’s important is what’s in it for me and my brands.”

The third point is to keep quality over quantity in mind. Agencies (and advertisers) are stretched for time, and far more responsive if media owners waste less time and provide a relevant, results-driven response to a brief.

The best pitches, those which will not only receive a great reception but will also lead to increased business, tie in with the three key points I have observed above.

3. Things to avoid (like the Plague)

Thankfully, the Great Plague of 1665 was, in London at least, quashed by the Great Fire of London in 1666. The post-war press buyers I mentioned at the beginning of this piece plied their trade not too far from Pudding Lane where the Great Fire started. As I mentioned at the outset, the relationship with agencies has moved on significantly. The best relationships today are true partnerships where the media owner works with the agency to deliver the most compelling communications solutions for the agency’s clients.

This isn’t to suggest that trading disputes don’t and shouldn’t arise. They do, and of course they should!

But the media owners and agencies I know or work with would wholly endorse a partnership approach as the most fruitful way of developing an agency/media owner relationship. And listening, having the right people, and tailoring a response to briefs are the top three ways to win more business with your relationship.

Things to avoid are, quite simply, those factors that work against these top three factors: being bog-standard and boring, not listening and failing to address the core business issue or communications task.

Failing is simply about failing to address what I call The Big Three: Listening, Chemistry and Relevance.

If you can focus more on these as they relate to a specific agency and that agency’s specific business, then you’ll stand a much greater chance of developing a stronger relationship, and from that, increasing your volume/share and increasing business across your multitude of platform offerings.

I hope this provides a helpful personal perspective on how to build better agency relationships. These are challenging times and I am convinced that stronger agency relationships will yield better business results going forward.

***Robert Ray** is the marketing director for the UK-based Newspaper Society, a trade body with a member portfolio including 1,300 local newspapers, 1,100 Web sites, more than 750 local magazines and supplements, 36 radio stations and two TV stations. Prior to his work with the NS, Ray spent most of his career working in agencies, from a trainee level through managing director level in agency networks across Europe, the Middle East and Asia, as well as running a specialist media consultancy firm working with both agencies and media owners in the United Kingdom and across Europe. Ray has worked with some of the world’s biggest companies and brands, such as Procter & Gamble, Unilever, Anheuser-Busch and Barclays.*

1. The Advertising Agency and Buying Landscape

Of the tens of thousands of advertising agencies in the world, many are part of global agency conglomerates with offices in the world's major cities. Most mass media, including newspapers, depend on agencies for some or most of their retail advertising revenues.

In the United Kingdom, for example, national newspapers receive about 80 percent of their non-classified advertising revenues from ad agency clients, while regional titles receive just 20 percent. In the United States, the model is similar. The four national dailies, USA Today, The Wall Street Journal, The New York Times and The Washington Post, each receive about 90 percent of their non-classified ad revenue from agencies, while local newspapers receive roughly 10 percent. The remaining advertising revenue is earned from in-house sales departments, which sell advertising to local clients.

The pattern of national and regional newspapers' reliance upon advertising agency revenue is found on every continent, and most major countries.

The relationship between newspapers and advertising agencies has a significant impact on the volume and value of the advertising trading relationship. Understanding the way agency workers make media planning and buying decisions is essential newspaper representatives who work with agencies.

There are four basic categories of advertising agencies: Media-buying, creative, full service and specialty. For the purposes of this report, we are referring to relationships with agencies with media-buying functions.

Newspaper sales people who liaise with media agencies explain the newspaper's value proposition, including its ability to reach target groups, its strengths compared with other media, and about its overall reach and frequency with print and digital assets. Understanding the players and processes of media decision making equips the newspaper representative with the ammunition to be more effective sales people. Here is an example of a typical media agency structure:

Media agency: The players

- **Managing Director/CEO:** Main responsibilities are to lead the organisation to profitability and effective use of human and business resources.
- **Group Manager:** Key role is to manage a group of clients and is responsible for managing the media department's staff and time on group accounts.
- **Strategic Planner:** Responsible for planning media for clients, including whom to target, which media, and when, according to the client's marketing objectives, as outlined in the client's brief.
- **Research Analyst:** Provides data and materials to planners and buyers to enable sound media buying decisions.
- **Investment Manager:** Responsible for optimising rate negotiations and buying with all media placed by buyers.
- **Buyer:** Negotiates and implements buys for all media.
- **Media Assistant:** Administrative support to agency departments.

A typical campaign process between advertiser and agency:

- 1. Client Briefing:** The client provides a brief about the product or service to be advertised, and detailed expectations for the campaign
- 2. Strategic Planning:** The process of evaluating the appropriate mix of media platforms and estimated campaign costs
- 3. Implementation Planning:** Identifies the best ways to develop the campaign

4. Media Buying and Negotiating: To negotiate rates and book space in print and airtime in broadcast

5. Post Monitoring: Evaluating the performance of the campaign against expectations

6. Invoicing: Billing all booked media

Advertising clients may state any number of objectives for their prospective campaigns, in a briefing to the agency, including:

- Increasing awareness through a trial offer
- Maintaining its current position and reinforcing
- Introducing a new brand, repositioning a current brand or relaunching a declining brand
- Preventing erosion by a competitor
- Improving image or reputation
- Changing attitudes
- Supporting sales forces and franchises
- Eliciting a direct response with a coupon or write-in offer

The briefing serves as a foundation for the media planning process. The media strategist builds the framework for the campaign, including choosing media that will achieve the advertisers' objectives. If the advertiser wants to reposition a car from a middle-aged, female profile to a young target audience, then the strategist will find media in print, broadcast and Internet that reach young audiences in the way that achieves the reach and frequency, demographic, geographic, campaign timeframe and cost parameters.

The media planner will scour research resources in order to execute the strategists'

Organisational Chart for Media Agencies



Source: Media Federation of Australia, industry research

© World Association of Newspapers 2008-2009

Comparative Strengths and Weaknesses of Media

Media	Strength	Weakness
Television	Builds high reach quickly	High production cost
	Able to target all demographic groups	High capital media cost
	Geographically selective	Difficult to obtain specific programmes short term
	Impact through sight, sound and movement	Channel surfing
	Intrusive (in the home)	In the case of Free to Air TV, not a paid for medium
	Call to action with direct response	High level of ad clutter
	Highly researched	Can't measure out of home viewing for major events
		Programmes can be recorded
Radio	Builds frequency quickly	Not paid for
	Easier to book a campaign at short notice	Channel surfing
	More accountable – radio surveys	Expensive for national coverage
	Target specific demographics/psychographics	More expensive for a broad target group
	Geographically selective	Limited creative flexibility (reliant on sound only)
	Personal medium	Lower reach
	More negotiation flexibility with added value	Reception can be low quality
	Lower production costs	
	Credible environment (talkback)	
	Creatively flexible	
Magazines	National coverage with one insertion	Longer lead time particularly for monthly magazines
	Provides details	More difficult to book by regions
	Target specific group e.g. 4wd enthusiasts	High level of clutter
	High use by women	Slow to build reach
	Most are a paid for	Passive
	Higher level of involvement	Lacks urgency
	Editorial compatibility	
	Creative opportunities e.g. gatefolds, pop-ups	
	Highly researched	
	Longevity of advertising	
Newspapers	Builds high reach quickly	Short lifespan
	More detail	No readership figures for specific sections
	For major metros and regionals, paid for	Except for business skewed papers, requires a high number to provide national coverage
	Tailored environments	More difficult to reach younger audiences
	More accountable – highly researched	Ads can get lost in editorial
	Geographically selective	Colour reproduction quality
	Production costs are generally low	
	Book at short notice	
	Offers colour to create impact	
	Credible environment	
Negotiable on editorial		
Can accommodate coupons/direct response		

Source: Media Federation of Australia, industry research

© World Association of Newspapers 2008-2009

plan. The planner will focus on the consumer and their media habits in order to make informed decisions about media selection.

Among the choices of media are newspapers, television, radio, magazines, cinema and outdoor, out of home/ambient environments, direct mail, email, mobile phones, the Internet, blogs, video games, CDROMs, merchandise, music, etc. In addition to using research, planners consider the strengths and weaknesses of each medium and dovetail the characteristics of the media with the objectives of the campaign.

Media Scheduling: Reach and Frequency

Using the variety of media research tools available to them, media planners consider the amount of reach and frequency that is required by the campaign, and then schedule media “flights” to achieve the objectives. A mix of media is often selected to run over a variety of intervals to extend the campaign over time.

Before proceeding to the implementation planning phase, the media agency presents the plan and proposed media schedule to the client

for approval on the target audience, media channels, reach and frequency, flighting, geographic targets and costs. After approval, the buying team goes to work on buying media, according to the schedule. First, buyers research the options available across media on the schedule, including TV ratings, print rate cards, special print sections or major events and holiday periods that may influence media consumption patterns. After determining key objectives, the buying team books the media with media outlets, and seeks ways to save money for the advertiser. For example, the

buyer may work with the newspaper representative to get a discount for volume, or to get elevated prominence for the campaign. The newspaper titles are usually selected at the implementation planning stage, so the buyer refines that selection based on further research into target audience, cost and the like. The buyer is responsible for reaching campaign objectives and not to exceed the set budget. Buyers will refer to rate cards, which are often found on newspaper Web sites, or are aggregated on such services as the Standard Rate and Data Service (SRDS) in the United States.

Top Global Advertising Agencies

Rank		Agency [Parent]	Headquarters	Worldwide revenue		
2007	2006			2007	2006	% change
(US\$ millions)						
1	1	Dentsu	Tokyo	2,171	2,185	-0.6
2	2	BBDO Worldwide* [Omnicom]	New York	1,742	1,540	13.2
3	3	McCann Erickson Worldwide* [Interpublic]	New York	1,619	1,479	9.5
4	4	DDB Worldwide* [Omnicom]	New York	1,432	1,264	13.3
5	6	TBWA Worldwide* [Omnicom]	New York	1,292	1,135	13.8
6	5	JWT* [WPP]	New York	1,237	1,140	8.5
7	7	Publicis [Publicis]	New York/Paris	1,004	974	3.0
8	8	Hakuhodo [Hakuhodo DY Holdings]	Tokyo	943	886	6.4
9	9	Y&R* [WPP]	New York	907	820	10.6
10	10	Ogilvy & Mather Worldwide* [WPP]	New York	812	770	5.5

Source: Advertising Age DataCenter, 2008

© World Association of Newspapers 2008-2009

Top 10 U.S. Advertisers in Newspapers, Internet

Rank	Advertiser	Measured ad spending in medium			Total U.S. spending '07 (US\$ millions)	Medium as % of total
		2007	2006	% change		
(US\$ millions)						
Newspaper						
1	Verizon Communications	686.7	686.9	-0.0	3,016.1	22.8
2	Macy's	609.7	715.3	-14.8	1,389.7	43.9
3	Sprint Nextel Corp.	460.6	495.7	-7.1	1,903.2	24.2
4	AT&T	328.3	483.5	-32.1	3,207.3	10.2
5	Time Warner	311.6	298.4	4.4	2,962.1	10.5
6	Fry's Electronics	229.3	215.1	6.6	312.1	73.5
7	Procter & Gamble Co.	213.7	207.6	3.0	5,230.1	4.1
8	Sears Holdings Corp.	200.7	233.1	-13.9	1,627.8	12.3
9	General Electric Co.	200.7	215.1	-6.7	1,791.3	11.2
10	Walt Disney Co.	185.2	185.0	0.2	2,293.3	8.1
Internet (Display)						
1	IAC/InterActiveCorp	314.4	123.0	155.6	806.1	39.0
2	General Motors Corp.	212.0	118.2	79.4	3,010.1	7.0
3	Experian Group	193.1	129.4	49.3	330.9	58.4
4	Apollo Group	192.4	123.5	55.8	262.2	73.4
5	Verizon Communications	189.1	111.4	69.7	3,016.1	6.3
6	E-Trade Group	186.9	106.9	74.8	300.7	62.2
7	Ford Motor Co.	163.5	99.1	65.0	2,525.2	6.5
8	FMR Corp. (Fidelity Investments)	142.8	97.4	46.6	499.0	28.6
9	Scottrade	142.5	105.0	35.8	204.4	69.7
10	Microsoft Corp.	142.2	82.0	73.4	959.5	14.8

Source: Advertising Age, 2008; TNS Media Intelligence

© World Association of Newspapers 2008-2009

Advertising Agencies

The top 100 advertising agencies worldwide control the majority of the advertising spend around the globe. Most agencies are structured to focus on just one task, either buying or

creative. Most are also still “silo-based” in their organisational structure, that is, the agency’s departments centre on one media, and most individual departments do not collaborate. This decades-old practice is starting to change in the top media buying

Top 10 World and U.S. Media Agencies

Rank		Agency company [media unit]	Headquarters	Worldwide revenue		
2007	2006			2007	2006	% change
(US\$ millions)						
By parent company, worldwide						
1	1	WPP Group [Group M]	London	\$2,070	\$1,816	14.0
2	2	Omnicom Group [Omnicom Media Group]	New York	1,759	1,571	12.0
3	3	Publicis Groupe [Publicis Groupe Media]	Paris	1,590	1,416	12.3
4	4	Aegis Group [Aegis Media]	London	1,348	1,091	23.6
5	5	Interpublic Group of Cos.	New York	780	705	10.6
6	6	Havas [Havas Media]	Suresnes, France	518	401	29.3

Rank		Media agency [parent]	Headquarters	Worldwide revenue		
2007	2006			2007	2006	% change
(US\$ millions)						
Worldwide						
1	1	OMD Worldwide [Omnicom]	New York	\$859	\$790	8.7
2	2	Starcom MediaVest Group [Publicis]	Chicago	814	708	15.1
3	3	MindShare Worldwide [WPP]	London/New York	734	687	6.8
4	4	ZenithOptimedia [Publicis]	New York	681	614	10.9
5	5	Carat [Aegis Group]	London/New York, N.Y.	674	NA	NA
6	6	Mediaedge:cia [WPP]	New York	641	539	19.0
7	7	MediaCom [WPP]	New York	592	535	10.7
8	8	Universal McCann [Interpublic]	New York	410	355	15.5
9	9	MPG [Havas]	New York	379	357	6.2
10	10	Initiative [Interpublic]	New York	276	255	8.2
U.S.						
1	2	MindShare Worldwide [WPP]	New York	\$302	\$278	8.9
2	1	OMD Worldwide [Omnicom]	New York	299	290	3.0
3	3	Starcom USA [Publicis]	Chicago	259	228	13.6
4	4	Mediaedge:cia [WPP]	New York	243	197	23.5
5	5	Zenith Media USA [Publicis]	New York	215	189	14.1
6	6	Icon International [Omnicom]	Stamford, Conn.	200	NA	NA
6	6	MediaVest USA [Publicis]	New York	200	167	19.7
8	8	MediaCom [WPP]	New York	175	162	8.3
9	10	Novus Print Media Network [Omnicom]	Plymouth, Minn.	150	NA	NA
10	11	PHD [Omnicom]	New York	141	113	25.0
11	9	Universal McCann [Interpublic]	New York	140	130	7.7
12	12	Carat [Aegis Group]	London/New York	118	NA	NA
13	13	MPG [Havas]	New York	91	80	13.3
14	14	Initiative [Interpublic]	New York	80	70	14.3
15	15	Optimedia International U.S. [Publicis]	New York	57	53	7.1
Outside the U.S.						
1	1	OMD Worldwide [Omnicom]	New York	\$560	\$500	12.0
2	2	Carat [Aegis Group]	London/New York	556	NA	NA
3	3	MindShare Worldwide [WPP]	London/New York	432	410	5.4
4	4	MediaCom [WPP]	New York	417	373	11.7
5	6	Mediaedge:cia [WPP]	New York	398	342	16.4
6	5	ZenithOptimedia [Publicis]	New York	379	353	7.4
7	8	Starcom MediaVest Group [Publicis]	Chicago	308	275	12.2
8	7	MPG [Havas]	New York	288	277	4.1
9	9	Universal McCann [Interpublic]	New York	270	225	20.0
10	10	Initiative [Interpublic]	New York	196	185	5.9

Source: Advertising Age DataCenter, 2008

© World Association of Newspapers 2008-2009

Top 100 Global Advertisers in U.S., by Medium

Rank	Advertiser	Headquarters	Total U.S. ad spending (US\$ millions)		% change	Estimated unmeasured (US\$ millions)	Measured media (US\$ millions)	U.S. measured media breakout for 2007 (US\$ millions)						
			2007	2006				Magazines	Newspaper	Outdoor	TV	Radio	Internet	
1	1	Procter & Gamble Co.	Cincinnati	5,230.1	4,883.7	7.1	1,529.8	3,700.3	964.1	213.7	1.8	2,414.2	26.0	80.6
2	2	AT&T	San Antonio	3,207.3	3,344.5	-4.1	962.2	2,245.1	59.4	328.3	108.6	1,356.4	256.9	135.5
3	5	Verizon Communications	New York	3,016.1	2,791.9	8.0	871.7	2,144.5	92.3	686.7	63.7	906.8	205.9	189.1
4	3	General Motors Corp.	Detroit	3,010.1	3,296.1	-8.7	948.2	2,061.9	373.6	149.9	45.2	1,176.8	104.4	212.0
5	4	Time Warner	New York	2,962.1	3,073.7	-3.6	1,224.6	1,737.6	280.6	311.6	54.3	908.4	84.2	98.4
6	6	Ford Motor Co.	Dearborn, Mich.	2,525.2	2,576.6	-2.0	872.0	1,653.2	300.4	131.5	18.2	982.1	57.5	163.5
7	7	GlaxoSmithKline	Brentford, Middlesex, U.K.	2,456.9	2,504.0	-1.9	1,269.9	1,187.0	387.1	13.0	0.9	742.4	14.2	29.4
8	8	Johnson & Johnson	New Brunswick, N.J.	2,408.8	2,401.4	0.3	987.6	1,421.2	402.1	50.9	4.8	879.4	34.8	49.2
9	9	Walt Disney Co.	Burbank, Calif.	2,293.3	2,300.5	-0.3	905.8	1,387.4	207.7	185.2	48.0	664.5	140.6	141.4
10	10	Unilever	London/Rotterdam	2,245.8	2,099.5	7.0	1,335.5	910.3	278.4	31.6	0.4	543.7	9.5	46.6
11	15	Sprint Nextel Corp.	Reston, Va.	1,903.2	1,775.9	7.2	590.0	1,313.2	46.4	460.6	60.5	575.4	99.1	71.2
12	12	General Electric Co.	Fairfield, Conn.	1,791.3	1,916.8	-6.6	734.4	1,056.8	124.9	200.7	28.5	482.8	141.2	78.5
13	14	Toyota Motor Corp.	Toyota City, Japan	1,757.9	1,850.3	-5.0	685.6	1,072.3	186.1	34.8	23.2	752.0	18.9	57.3
14	13	Chrysler	Auburn Hills, Mich.	1,739.4	1,886.4	-7.8	591.4	1,148.0	182.6	120.8	8.1	750.6	33.1	52.8
15	11	Sony Corp.	Tokyo	1,736.8	2,001.3	-13.2	764.2	972.6	140.7	127.8	20.0	570.9	41.7	71.5
16	17	L'Oreal	Clichy, France	1,632.3	1,458.0	12.0	850.1	782.3	324.4	34.4	0.8	407.9	2.7	12.0
17	16	Sears Holdings Corp.	Hoffman Estates, Ill.	1,627.8	1,650.8	-1.4	867.1	760.6	62.5	200.7	1.1	437.3	35.6	23.4
18	18	Kraft Foods	Northfield, Ill.	1,508.0	1,426.7	5.7	425.5	1,082.5	499.8	55.6	0.9	476.8	13.1	36.3
19	31	Bank of America Corp.	Charlotte, N.C.	1,491.3	1,140.6	30.7	1,088.6	402.6	22.3	116.0	8.0	131.2	53.6	71.6
20	19	Nissan Motor Co.	Tokyo	1,422.9	1,407.4	1.1	469.6	953.3	193.2	38.8	16.3	653.0	18.0	34.0
21	21	Macy's	Cincinnati	1,389.7	1,362.9	2.0	372.0	1,017.7	87.3	609.7	2.2	236.0	71.3	11.1
22	24	Anheuser-Busch Cos.	St. Louis	1,354.1	1,279.1	5.9	879.4	474.6	38.2	11.1	36.8	341.3	36.9	10.2
23	22	Honda Motor Co.	Tokyo	1,326.5	1,351.2	-1.8	477.5	849.0	196.1	56.8	5.5	548.5	13.2	28.8
24	41	Viacom	New York	1,309.9	1,010.5	29.6	500.6	809.3	79.1	104.6	25.1	491.8	46.7	62.1
25	27	Berkshire Hathaway	Omaha, Neb.	1,308.3	1,194.3	9.5	536.4	771.9	102.1	29.5	23.3	444.9	146.3	25.5
26	23	PepsiCo	Purchase, N.Y.	1,308.3	1,323.8	-1.2	418.7	889.7	174.9	23.7	13.8	612.3	36.9	28.1
27	25	Nestle	Vevey, Switzerland	1,260.3	1,255.8	0.4	567.1	693.1	159.0	50.3	2.9	429.6	25.4	25.5
28	42	Pfizer	New York	1,252.9	1,006.5	24.5	501.2	751.7	225.2	33.3	1.2	456.6	11.3	24.2
29	20	News Corp.	New York	1,210.4	1,400.4	-13.6	363.1	847.3	78.2	168.1	20.1	334.0	120.9	126.0
30	29	Target Corp.	Minneapolis	1,186.2	1,161.4	2.1	455.6	730.7	107.9	159.6	8.9	371.7	15.1	67.4
31	28	J.C. Penney Co.	Plano, Texas	1,161.8	1,162.7	-0.1	686.4	475.4	71.4	159.7	0.3	186.1	36.1	21.8
32	34	McDonald's Corp.	Oak Brook, Ill.	1,150.1	1,083.9	6.1	341.3	808.7	51.3	4.5	45.7	601.6	78.5	27.2
33	26	Citigroup	New York	1,135.3	1,224.1	-7.3	684.4	450.9	157.7	52.4	5.7	207.0	8.1	19.5
34	32	U.S. Government	Washington	1,121.9	1,133.4	-1.0	471.2	650.7	126.6	29.7	8.5	378.4	49.3	58.2
35	33	Home Depot	Atlanta	1,119.6	1,119.6	0.0	542.9	576.7	64.0	97.2	1.8	282.9	117.3	13.5
36	35	Wal-Mart Stores	Bentonville, Ark.	1,102.5	1,073.7	2.7	549.8	552.7	114.3	31.9	1.2	304.9	56.8	43.6
37	48	Schering-Plough Corp.	Kenilworth, N.J.	1,092.0	883.6	23.6	589.7	502.3	54.4	6.0	0.0	426.7	6.1	9.1
38	37	Wyeth	Madison, N.J.	1,078.3	1,051.3	2.6	643.2	435.1	94.7	9.1	0.4	296.4	19.8	14.7
39	30	JPMorgan Chase & Co.	New York	1,073.9	1,156.5	-7.1	700.8	373.1	6.1	93.0	15.7	201.8	21.9	34.7
40	46	American Express Co.	New York	1,050.0	929.3	13.0	526.2	523.8	103.8	56.9	7.8	243.6	7.8	103.8
41	38	Yum Brands	Louisville, Ky.	1,004.4	1,039.9	-3.4	266.2	738.2	4.0	3.4	5.5	680.7	37.2	7.4
42	47	Microsoft Corp.	Redmond, Wash.	959.5	913.7	5.0	516.0	443.5	165.8	25.9	12.0	92.0	5.6	142.2
43	39	Estee Lauder Cos.	New York	956.1	1,031.4	-7.3	792.9	163.2	131.6	1.1	1.5	24.7	2.4	1.5
44	45	General Mills	Minneapolis	955.2	937.2	1.9	286.0	669.2	90.0	95.8	0.1	470.8	2.6	9.5
45	56	Kellogg Co.	Battle Creek, Mich.	871.5	765.2	13.9	309.3	562.2	142.1	9.4	3.2	384.7	1.2	21.5
46	59	Bayer	Leverkusen, Germany	860.8	683.4	26.0	387.4	473.5	102.5	16.1	0.9	330.6	18.0	5.3
47	43	Dell	Round Rock, Texas	843.4	984.0	-14.3	295.2	548.2	187.5	124.2	0.9	129.5	3.1	103.0
48	55	Kohl's Corp.	Menomonee Falls, Wis.	836.7	766.0	9.2	397.2	439.5	31.6	148.4	0.4	218.1	34.2	6.5
49	52	Deutsche Telekom	Bonn, Germany	831.3	815.2	2.0	224.4	606.8	3.2	152.3	8.3	393.9	17.2	32.1
50	54	IAC/InterActiveCorp	New York	806.1	792.4	1.7	313.8	492.3	19.5	3.7	1.4	133.9	19.5	314.4

Source: Advertising Age DataCenter, 2008; TNS Media Intelligence's Strategy

© World Association of Newspapers 2008-2009

Top 100 Global Advertisers in U.S., by Medium

Rank	Advertiser	Headquarters	Total U.S. ad spending (US\$ millions)		% change	Estimated unmeasured (US\$ millions)	Measured media (US\$ millions)	U.S. measured media breakout for 2007 (US\$ millions)						
			2007	2006				Magazines	Newspaper	Outdoor	TV	Radio	Internet	
51	158	Bristol-Myers Squibb Co.	New York	796.3	690.6	15.3	420.8	375.5	158.3	6.8	1.0	201.4	0.2	7.8
52	51	Hewlett-Packard Co.	Palo Alto, Calif.	786.6	828.9	-5.1	379.5	407.1	114.6	86.7	0.1	116.1	2.1	87.5
53	57	Coca-Cola Co.	Atlanta	776.8	755.1	2.9	365.7	411.1	59.8	12.1	27.4	255.4	26.3	30.1
54	70	Eli Lilly & Co.	Indianapolis	774.2	511.1	51.5	425.8	348.4	47.2	1.0	0.1	291.2	3.2	5.7
55	50	Lowe's Cos.	Mooresville, N.C.	757.1	838.8	-9.7	319.0	438.1	39.3	87.5	0.8	266.6	29.6	14.4
56	49	Capital One Financial Corp.	McLean, Va.	757.0	864.9	-12.5	475.4	281.5	6.1	5.3	0.5	181.9	8.1	79.6
57	40	Merck & Co.	Whitehouse Station, N.J.	751.8	1,024.2	-26.6	375.9	375.9	125.4	13.6	0.0	212.2	0.3	24.5
58	61	Mars Inc.	McLean, Va.	715.9	660.1	8.5	322.2	393.8	107.1	18.3	1.4	241.3	8.6	17.1
59	62	Nike	Beaverton, Ore.	702.9	654.2	7.4	518.9	184.0	86.2	1.4	3.9	83.3	0.7	8.5
60	36	AstraZeneca	London	697.4	1,066.5	-34.6	418.4	278.9	196.9	3.2	0.1	55.6	2.0	21.3
61	63	Comcast Corp.	Philadelphia	692.6	628.5	10.2	221.6	471.0	29.2	79.6	18.0	191.1	102.0	51.1
62	60	Clorox Co.	Oakland, Calif.	683.2	660.1	3.5	208.1	475.1	183.2	3.5	0.7	262.1	8.5	17.1
63	69	Campbell Soup Co.	Camden, N.J.	670.3	559.3	19.9	148.8	521.6	193.7	31.4	0.2	278.0	12.9	5.4
64	44	Novartis	Basel, Switzerland	665.6	950.8	-30.0	366.1	299.5	65.3	31.8	0.1	175.4	14.3	12.6
65	53	Hyundai Motor Co.	Seoul, South Korea	650.9	809.0	-19.5	208.3	442.6	74.8	5.0	2.6	343.0	7.3	9.9
66	77	Reckitt Benckiser	Slough, Berkshire, U.K.	601.3	471.6	27.5	132.3	469.0	43.0	67.3	0.0	357.2	0.4	1.0
67	67	Best Buy Co.	Richfield, Minn.	598.3	572.2	4.5	194.3	403.9	28.1	124.6	0.8	181.1	5.7	63.6
68	64	SC Johnson	Racine, Wis.	591.9	621.3	-4.7	177.6	414.3	18.3	67.4	0.0	320.8	4.2	3.5
69	66	Visa	San Francisco	580.6	580.5	0.0	188.4	392.2	105.0	21.7	3.6	222.7	18.4	20.7
70	68	IBM Corp.	Armonk, N.Y.	558.7	571.4	-2.2	348.0	210.7	93.8	10.2	6.3	74.2	1.6	24.5
71	74	Allstate Corp.	Northbrook, Ill.	536.8	500.8	7.2	166.4	370.4	40.3	18.9	12.0	236.6	49.3	13.3
72	71	Kroger Co.	Cincinnati	506.3	508.3	-0.4	364.8	141.4	0.7	64.4	8.7	32.3	34.7	0.7
73	171	Boehringer Ingelheim	Ingelheim, Germany	505.3	191.8	163.4	202.1	303.2	63.4	0.9	0.1	228.8	2.2	7.8
74	102	FMR Corp. (Fidelity Investments)	Boston	499.0	334.1	49.4	154.7	344.3	45.9	57.9	1.5	94.4	1.8	142.8
75	75	Sanofi-Aventis	Paris	493.1	490.8	0.5	246.5	246.5	113.3	1.8	0.1	122.4	0.2	8.7
76	89	Apple	Cupertino, Calif.	491.8	383.7	28.2	172.1	319.7	16.3	0.7	23.3	236.4	10.7	32.4
77	73	MasterCard	Purchase, N.Y.	488.7	500.9	-2.4	177.3	311.4	28.0	9.6	4.3	227.8	23.1	18.6
78	79	eBay	San Jose, Calif.	487.5	453.3	7.5	313.3	174.2	15.4	3.5	3.9	48.8	7.0	95.6
79	72	Safeway	Pleasanton, Calif.	473.7	507.7	-6.7	319.1	154.7	0.6	18.1	5.3	37.4	92.1	1.1
80	94	Progressive Corp.	Mayfield Village, Ohio	459.7	368.2	24.8	137.9	321.8	2.2	1.0	4.9	259.4	10.2	44.0
81	81	Washington Mutual	Seattle	445.0	443.0	0.5	271.9	173.1	0.9	53.7	9.7	55.6	23.9	29.3
82	97	State Farm Mutual Auto Insurance Co.	Bloomington, Ill.	431.2	360.7	19.5	112.1	319.1	11.7	15.3	21.5	213.9	15.5	41.2
83	83	Doctor's Associates	Milford, Conn.	425.7	425.5	0.1	63.9	361.8	0.7	2.3	4.8	324.8	25.5	3.8
84	85	Mattel	El Segundo, Calif.	424.6	415.8	2.1	204.7	219.9	13.5	5.1	0.2	197.9	1.1	2.2
85	103	Coty (JAB Investments)	New York	421.2	331.6	27.0	210.6	210.6	183.6	0.0	0.3	25.2	0.9	0.7
86	84	SABMiller	London	419.7	422.8	-0.7	188.9	230.9	18.6	1.4	13.6	174.5	19.1	3.7
87	90	Diageo	London	414.4	382.6	8.3	241.6	172.9	41.3	3.9	17.4	73.0	7.9	29.4
88	86	Circuit City Stores	Richmond, Va.	401.8	410.9	-2.2	134.2	267.6	0.6	107.1	0.0	109.8	2.2	47.9
89	82	Wendy's International	Dublin, Ohio	404.8	435.2	-7.0	100.1	304.7	8.9	0.6	4.4	261.6	20.6	8.6
90	76	Gap Inc.	San Francisco	394.2	489.4	-19.5	52.3	341.9	91.0	15.9	11.9	195.9	17.1	10.2
91	118	ConAgra Foods	Omaha, Neb.	384.9	298.2	29.1	148.2	236.7	60.5	30.5	1.2	133.1	7.4	4.1
92	87	Molson Coors Brewing Co.	Denver/Montreal	382.8	406.0	-5.7	197.1	185.7	2.0	1.2	25.8	140.6	13.7	2.3
93	96	Energizer Holdings	St. Louis	375.4	361.9	3.7	166.0	209.3	64.7	14.4	0.0	119.0	3.4	7.9
94	110	Philips Electronics	Amsterdam	365.0	309.8	17.8	241.2	123.8	47.3	2.3	0.0	49.5	5.1	19.6
95	99	Burger King Holdings	Miami	364.0	357.0	2.0	89.5	274.6	4.4	0.5	7.0	206.6	54.6	1.4
96	93	Alltel Corp.	Little Rock, Ark.	363.8	368.4	-1.2	172.1	191.7	0.0	37.5	4.6	135.7	4.3	9.6
97	152	Metro-Goldwyn-Mayer	Los Angeles	363.2	228.3	59.1	109.0	254.3	3.6	68.5	1.3	164.0	9.8	7.0
98	98	DirecTV Group	El Segundo, Calif.	356.4	359.7	-0.9	67.7	288.7	16.7	28.8	0.6	228.9	10.7	3.1
99	88	Wells Fargo & Co.	San Francisco	355.7	393.7	-9.6	271.5	84.2	6.7	15.0	7.3	17.7	19.4	18.1
100	112	Walgreen Co.	Deerfield, Ill.	355.4	306.4	16.0	120.1	235.3	23.8	89.4	0.1	95.8	18.3	7.9

Source: Advertising Age DataCenter, 2008; TNS Media Intelligence's Strategy

© World Association of Newspapers 2008-2009

agencies to be more integrated physically and during the media-buying process.

The top advertising agency capitals are Tokyo, New York, Paris and London. Advertising Age, the leading advertising agency trade magazine based in New York, tracks the top global and U.S. agencies, and U.S. advertisers each year. Japan's Dentsu is the top global agency, with US\$2.17 billion in revenue in 2007, while BBDO Worldwide and McCann Erickson Worldwide, took second and third place, respectively.

Meanwhile, WPP Group is the top global media buying agency, with almost \$2.1 billion in revenues in 2007, followed by Omnicom Group in New York and Publicis Groupe in Paris.

Advertising Age also tracks the top global advertisers in the United States each year, led by Procter & Gamble, AT&T and Verizon Communications with overall advertising spend. The top advertisers tend to fall in a few industries: consumer products, pharmaceuticals, telecoms, auto companies and entertainment/media conglomerates.

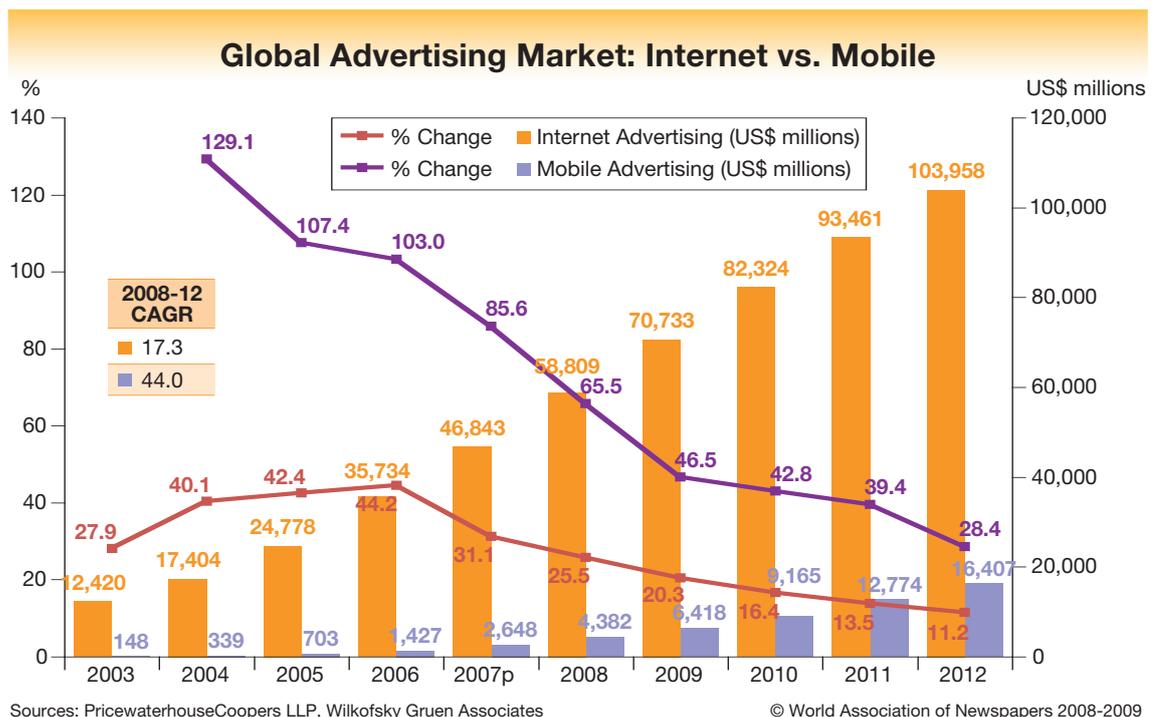
The top global advertisers in the United States, spending more than \$100 million on newspaper advertising in 2007, were: telecoms AT&T, Verizon, Deutsche Telecom and Sprint; consumer products companies Procter &

Gamble and Unilever; car manufacturers General Motors, Ford and Chrysler; entertainment and media conglomerates Time Warner, Viacom, News Corp., Walt Disney, Sony and General Electric; department stores Sears, JCPenney, Kohl's, Target and Macy's; electronics retailers Best Buy and Circuit City; and computer manufacturer Dell. The top newspaper advertisers in the United States included three mobile phone operators (Verizon, Sprint and AT&T), three retailers (Macy's, Fry's and Sears), three media conglomerates (Time Warner, General Electric and Walt Disney) and one consumer goods manufacturer (Procter & Gamble).

The top 10 U.S. advertisers for Internet display are comprised of one telecom (Verizon); two car manufacturers (Ford and General Motors); five Internet commerce and investment companies (IAC, Apollo, E-Trade, Fidelity and Scott Trade); one consumer data company (Experian) and one technology company (Microsoft).

Advertising Expenditure

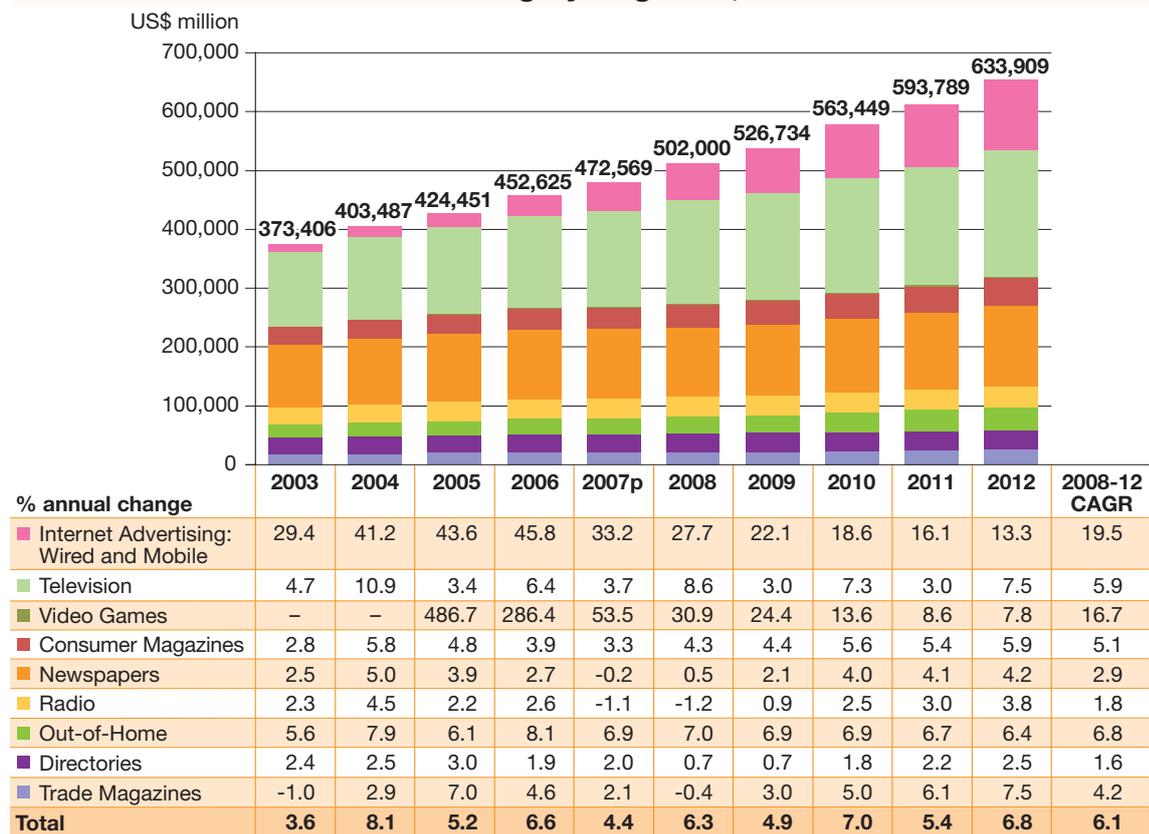
Advertising agencies worldwide control the vast majority of advertising expenditure worldwide. Over the years, advertising spend continues to go up, but for many traditional media outlets, does not keep up with inflation.



Further, the market share for ad spend on traditional media, including newspapers, continues to slip around the globe. PricewaterhouseCoopers tracks and projects advertising spend across the globe, and projects a dramatic climb in market share by Internet advertising.

From 2009 to 2012, Internet advertising is predicted to grow from 14.6 percent to 19 percent of the ad market. While traditional advertising spend is growing in single-digits or even declining, Internet and mobile advertising is predicted to grow in the double digits during the same period. Meanwhile, TV and

Global Advertising by Segment, 2003-2012

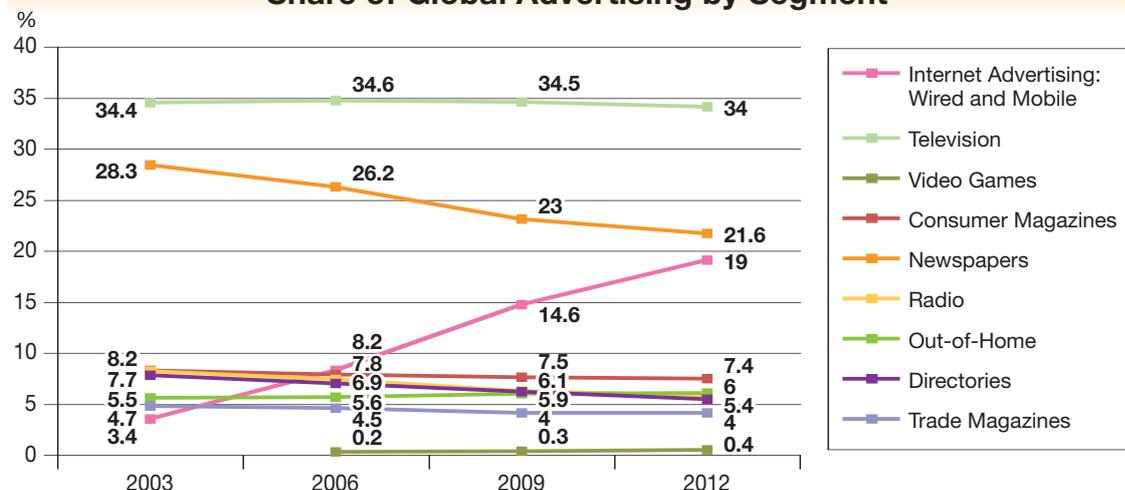


Note: Newspaper, consumer magazine and trade magazine Web site and mobile advertising is included in their respective segments and in the Internet advertising segment, but only once in the overall total.

Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

Share of Global Advertising by Segment



Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

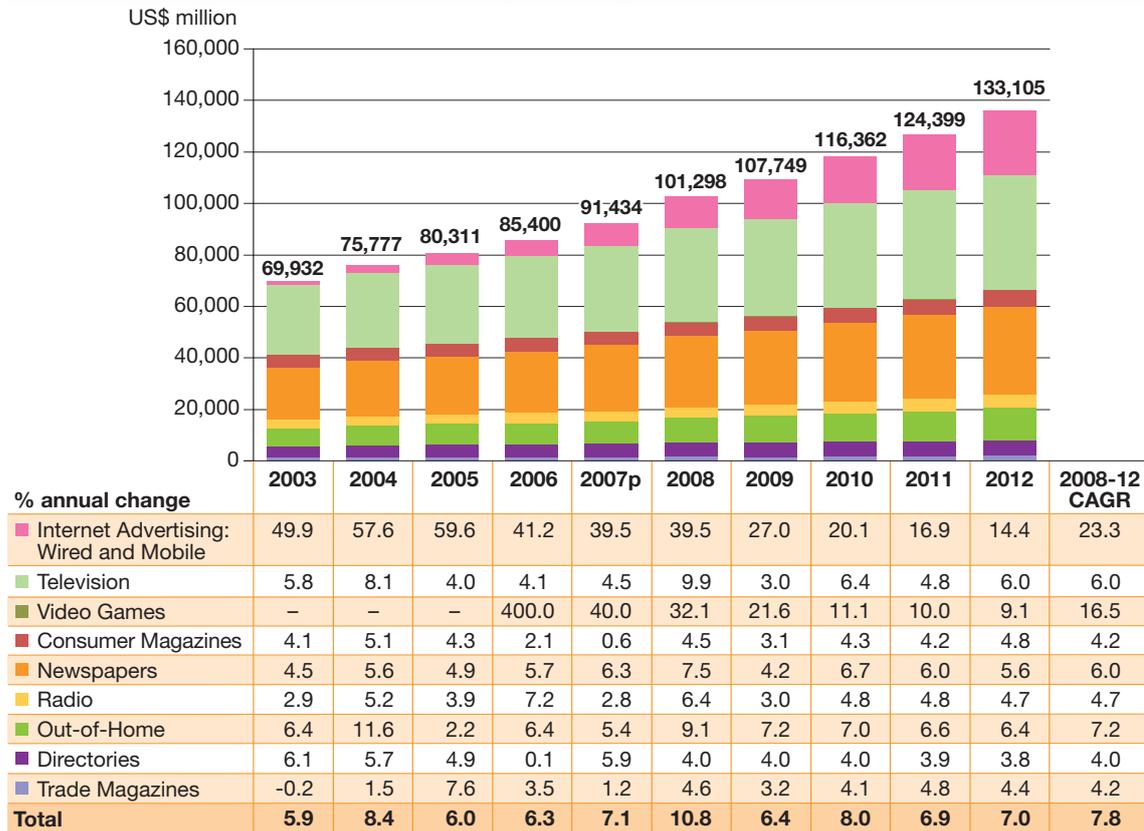
© World Association of Newspapers 2008-2009

newspaper ad spend, previously the No. 1 and No. 2 advertising mediums according to PwC, will decline from 34.5 to 34, and 23 to 21.6, respectively, from 2009 to 2012.

the world, the strongest growth for newspaper advertising spend is in Latin America, which is expected to grow 7.8 percent from 2008 to 2012, and will remain as the No. 2 advertising medium after television for the foreseeable future, according to PwC.

When breaking down ad spend in regions of

Asia Advertising by Segment, 2003-2012

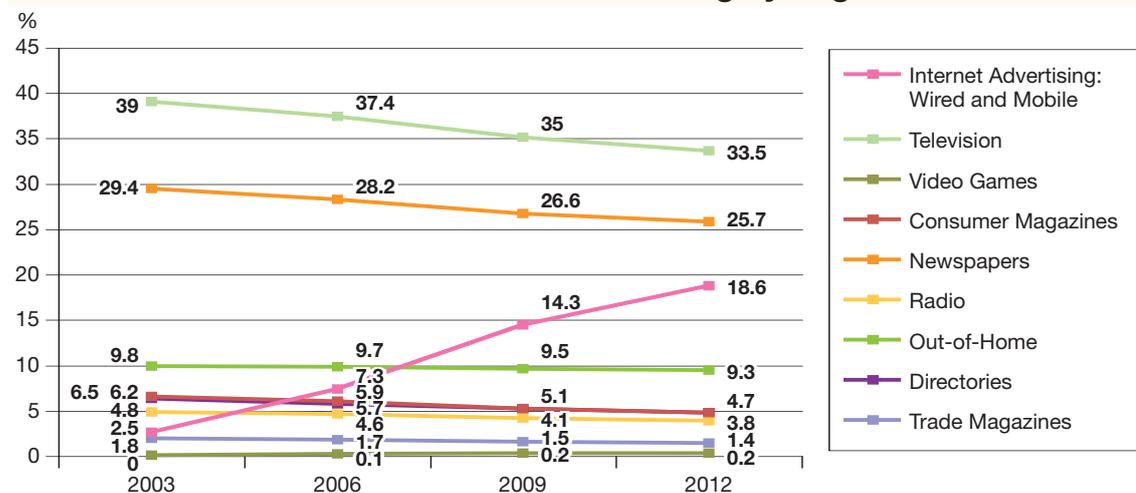


Note: Newspaper, consumer magazine and trade magazine Web site and mobile advertising is included in their respective segments and in the Internet advertising segment, but only once in the overall total.

Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

Share of Asia Pacific Advertising by Segment

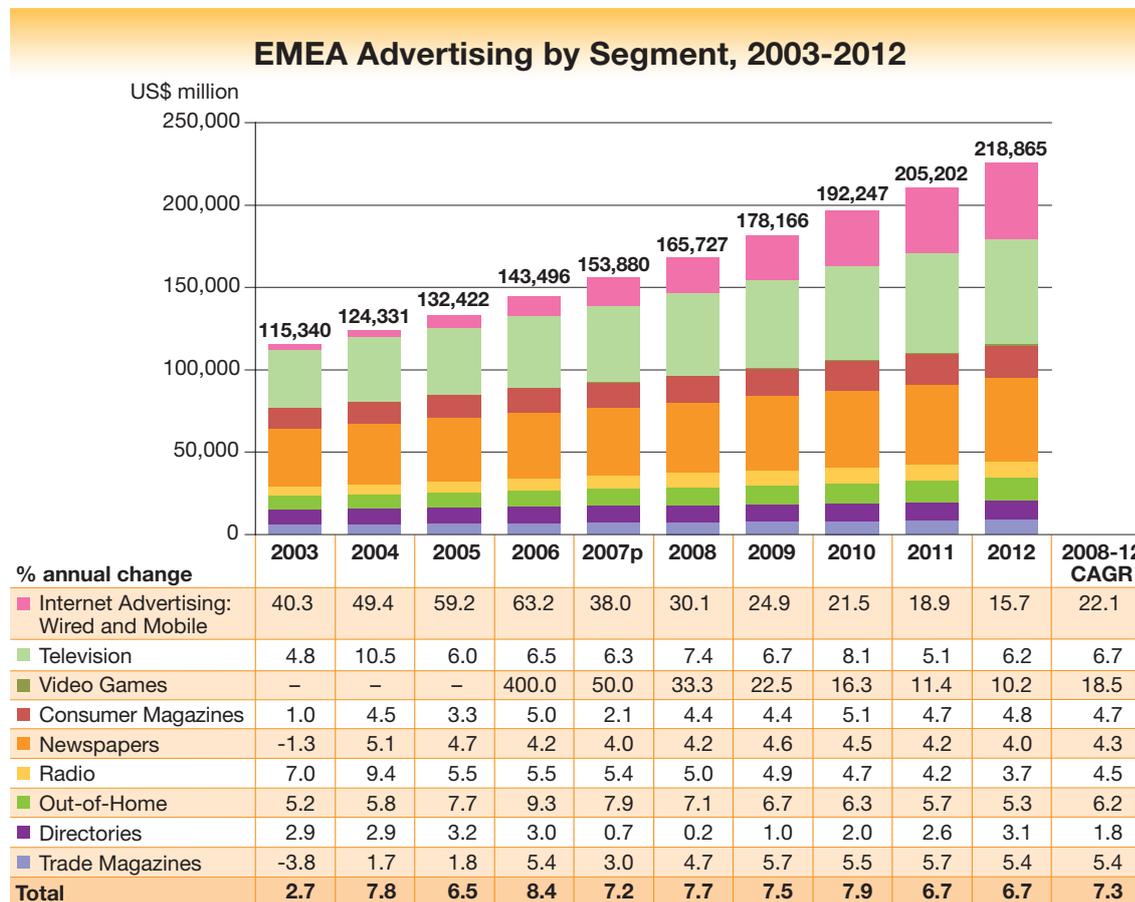


Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

Comparatively, advertising spend for other regions is projected to grow from 2008 to 2012, including Europe, the Middle East and Africa (EMEA), 4.3 percent; Asia, 6 percent; Canada, 2.1 percent; and the United States, declining by 0.8 percent.

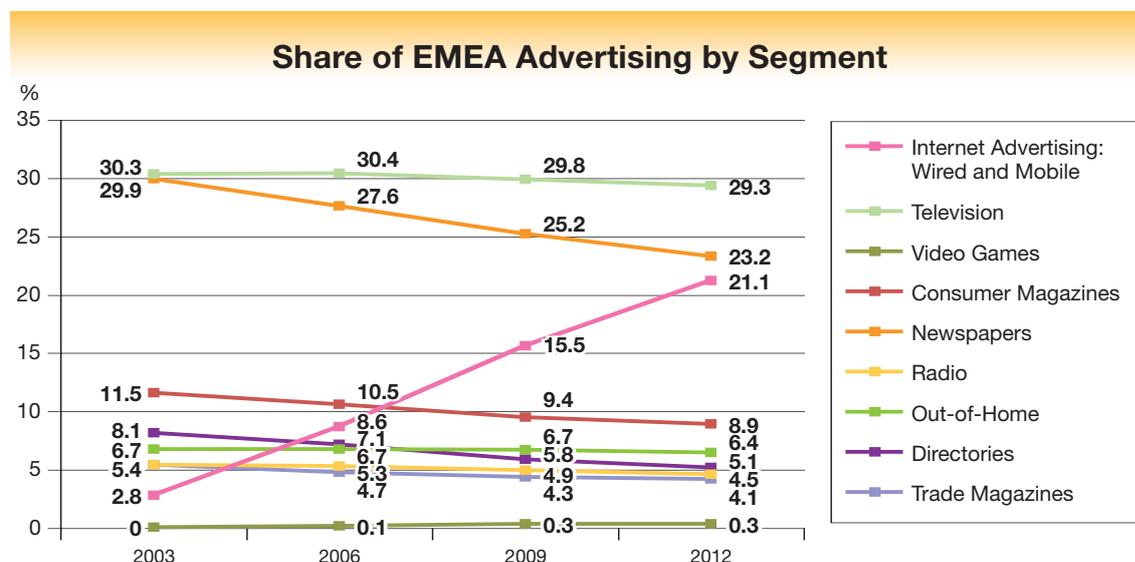
During the same period, the Internet advertising market share will rise dramatically in all regions, while market share for newspaper ad spend will decline for newspapers worldwide, PwC has forecast. In Asia, it is expected to decline from 26.6 percent to 25.7 percent;



Note: Newspaper, consumer magazine and trade magazine Web site and mobile advertising is included in their respective segments and in the Internet advertising segment, but only once in the overall total.

Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

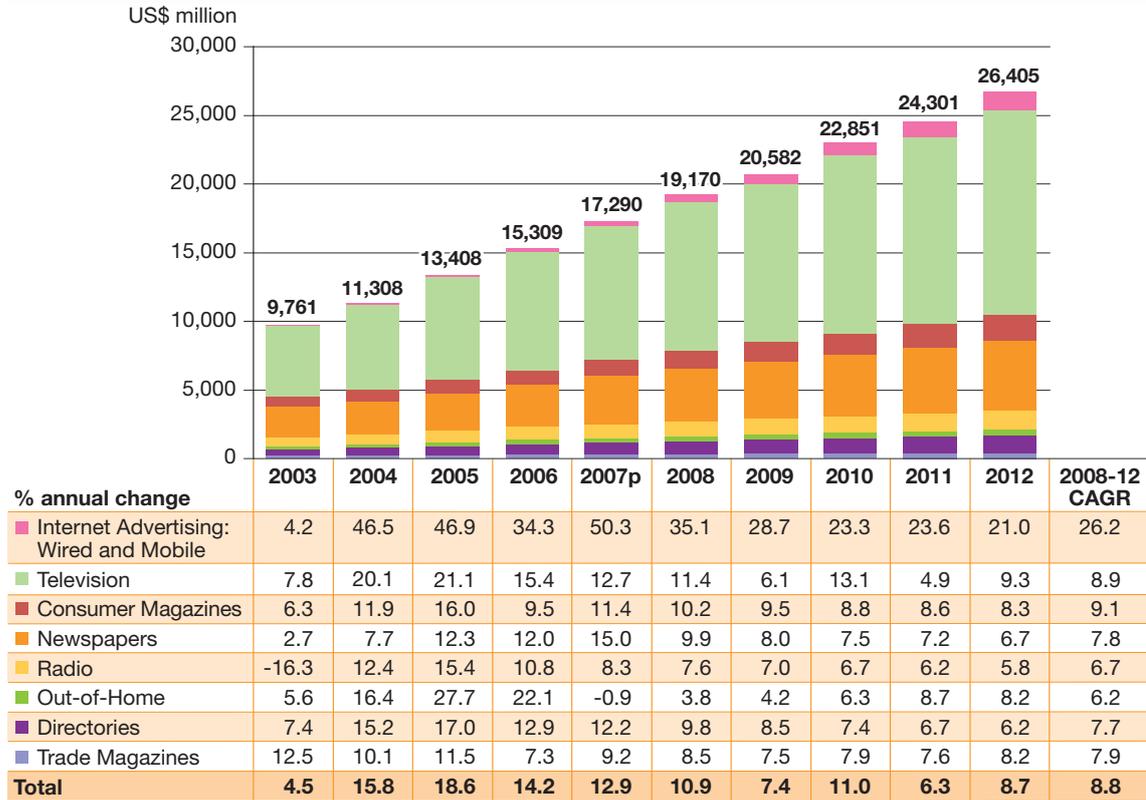


Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

EMEA share will decline from 25.2 to 23.2 percent; Latin America will decline from 20.2 to 19.4 percent; Canada's share will decline from 23.9 to 21.6 percent; and in the United States, share will drop from 19.6 to 18 percent.

Latin America Advertising by Segment, 2003-2012

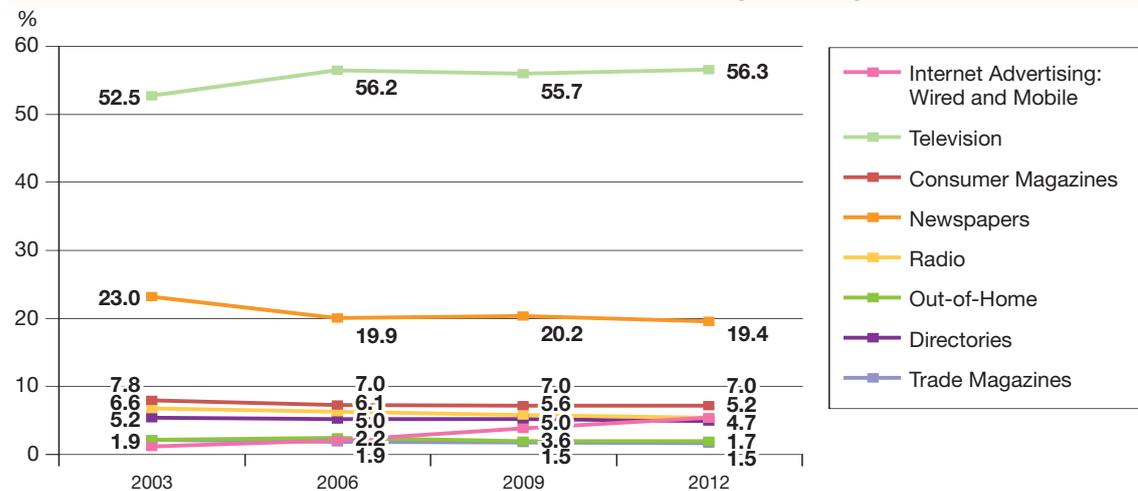


Note: Newspaper, consumer magazine and trade magazine Web site and mobile advertising is included in their respective segments and in the Internet advertising segment, but only once in the overall total.

Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

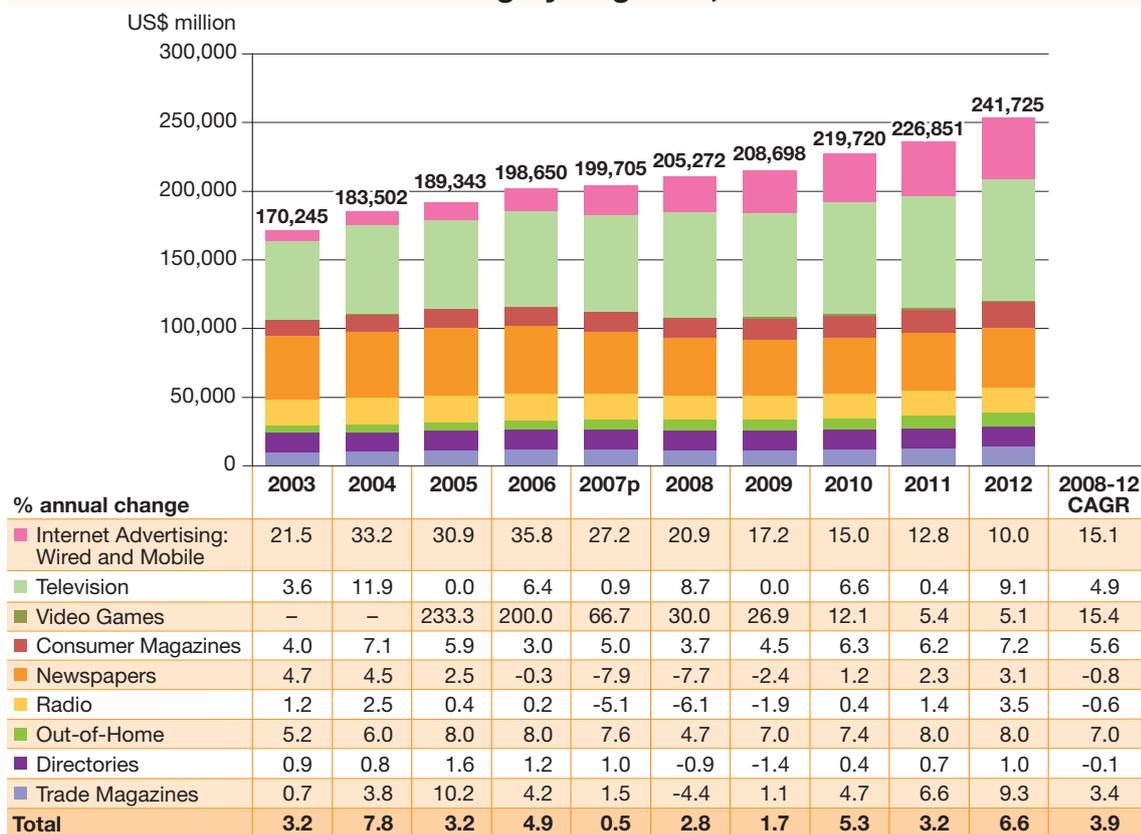
Share of Latin America Advertising by Segment



Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

U.S. Advertising by Segment, 2003-2012

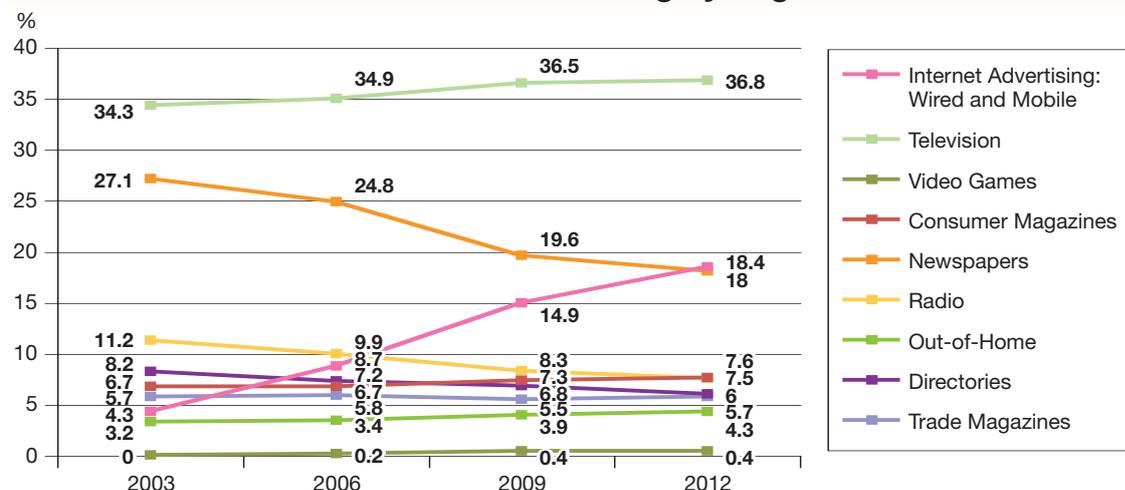


Note: Newspaper, consumer magazine and trade magazine Web site and mobile advertising is included in their respective segments and in the Internet advertising segment, but only once in the overall total.

Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

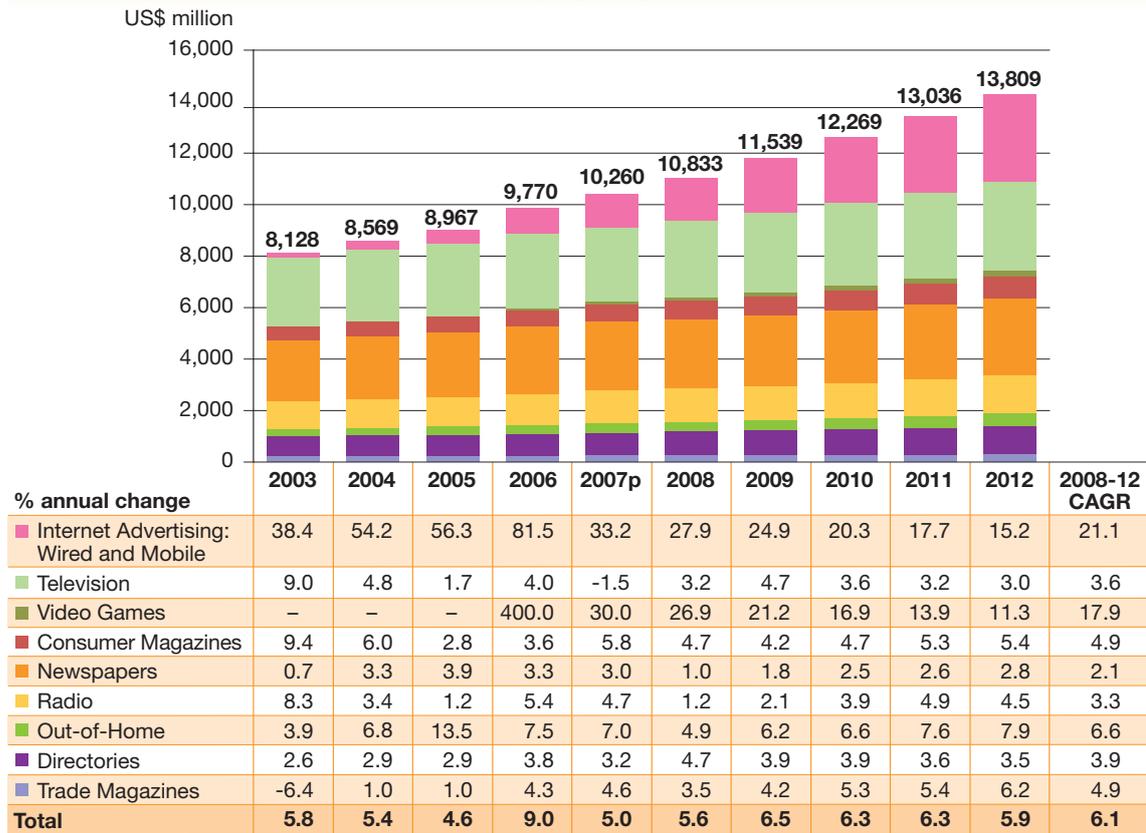
Share of U.S. Advertising by Segment



Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

Canada Advertising by Segment, 2003-2012

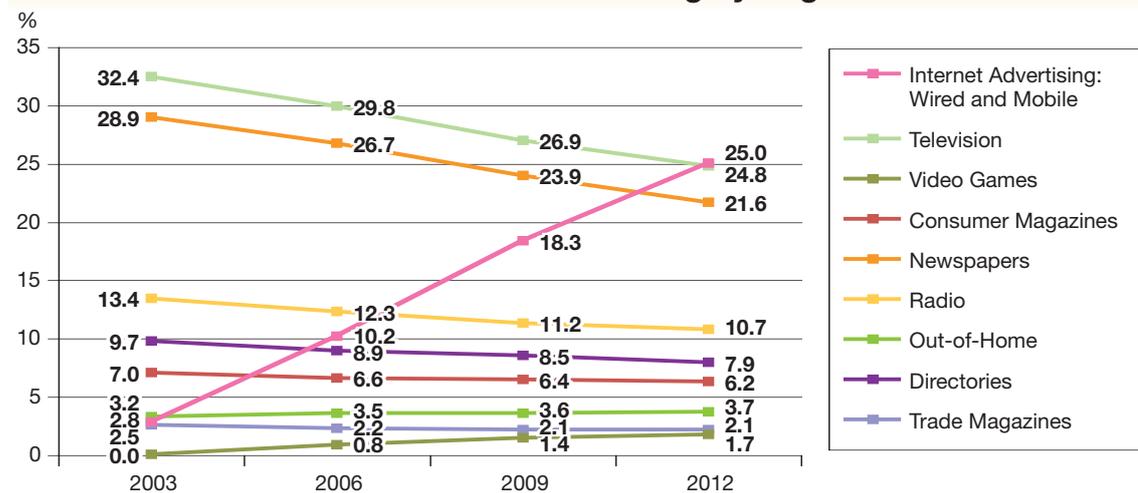


Note: Newspaper, consumer magazine and trade magazine Web site and mobile advertising is included in their respective segments and in the Internet advertising segment, but only once in the overall total.

Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

Share of Canada Advertising by Segment



Sources: PricewaterhouseCoopers LLP, Wilkofsky Gruen Associates

© World Association of Newspapers 2008-2009

2. What Agencies Want from Newspapers

As any marriage counsellor will tell you, there are always two sides to every story about a relationship. In order for a relationship to work, both parties need to feel respected and listened to. The relationship between newspapers and advertising agencies is no different. Over the decades of relationships, communication between the two sometimes gets lost, and needs to be revitalised.

Circa 2009, advertising agencies and newspapers have a yin-yang relationship. While one can't exist without the other, friction continues to be caused by lack of communication or accommodations for a variety of needs in the negotiating, buying, publishing and accounting processes. The SFN team conducted a survey and personal interviews with agency buyers and newspaper advertising executives to determine how the two entities can forge a stronger relationship in individual markets around the world. Here are some of the findings:

If newspapers could change how they work with agencies, they would improve a variety of factors, including how trading works, making

agencies aware of their value across platforms and having more transparency about clients and their campaign objectives.

If advertising-buying agencies could change how they work with newspapers, they would improve a variety of process issues and details of doing business, particularly regarding rate cards, invoicing, tear sheets and the distribution of general market information.

If newspaper companies made it easier to buy newspaper advertising, it likely would encourage media planners to buy more newspaper advertising, according to several media planners interviewed by the SFN team. A variety of media buyers and planners from advertising agencies worldwide have assessed the hurdles in working with newspapers. A variety of responses are listed here signalling an opportunity to make changes to encourage a more lucrative relationship with agencies.

“Buying newspaper advertising is complicated.”

“You can’t do one-stop shopping (across newspapers).”

“There are too many rate cards.”

“Invoices are frequently wrong. Contract rates are not always in the newspapers’ computer systems.”

“Sales reps aren’t always informed about rate card prices or why prices have inexplicably risen.”

“Newspaper advertising prices haven’t caught up with declining circulations.”

“Sales reps don’t understand our clients’ needs.”

“Cross-platform audience information is good, but I’m not sure how we’ll use it.”

“Newspaper usage data must be about now, not six months old.”

“There are a lot of choices out there for media planners. Newspapers need to become more competitive with new pricing and new offers of value.”

“Editorial rules the roost in decision making about whether innovative ads will run or not.”

“It’s hard to guarantee a position on a page.”

“Invoices are frequently wrong, and it takes a long time to clear up the problem.”

“(Newspapers) don’t seem to go with the market.”

In analysing the media planners’ opinions on newspaper advertising, the obvious opportunities for newspapers are:

- To make buying newspapers simpler, with streamlined, electronic processes and the creation of networked buys across newspapers in a given region or country.
- To create an accurate invoicing scheme with checks and balances.
- To create fewer rate cards, and to ensure that the rate cards are logged into the newspaper’s database.
- To assess advertising pricing, and to consider dynamic pricing schemes depending on the agency’s annual or monthly contract volume.
- Inform agencies in detail about cross-media advertising opportunities through fresh, detailed statistical analysis.

- To train sales reps more thoroughly about pricing, offers and newspaper audience reach before they call on advertising agency accounts.

Several planners and buyers report that some newspaper representatives to agencies are not well informed about their newspaper’s own pricing, value-added features or commissions to agencies. But it is the occasional passionate sales representative who is both enthusiastic and well-informed who makes an impression on planners and buyers that pays off for his newspaper.

“It’s all about relationships between people,” says Fiona Hodges, print director for Mediaedge:cia in London.

The advertising and newspaper landscapes continue to change separately and together. Many agencies and newspapers are working together to improve relationships for the future.

“Historically saying, at least in Japan, the relationship between newspaper companies and advertising companies is already very, very strong. But both of us should make efforts to innovate the newspaper industry. We could have a lot of to do,” says Tomoaki Ide, research director for Dentsu in Tokyo, one of the largest advertising agencies in the world. “Ad companies should advise more and more to the newspaper companies. But ad companies hesitated to do so. And especially the Japanese newspaper companies made less effort than western newspapers for themselves because they could grow their business with ad companies without much effort. They were dependent on ad companies to get ad revenue and did very little to innovate their own media itself with some Japanese ways of thinking. I don’t want to deny the whole because Japanese can have the Japanese own style. But at the same time, we know that they have a lot of things to do to be stronger.”

While many planners and buyers suggest changes should be made, there also is much that is right about the working relationship between newspapers and agencies:

- Newspapers can quickly amass a wide reach in a community
- Local reach and targeted reach are easily attained
- Value added features like Post-it notes, polybags, cross-media campaigns all are positive differentiators

- Excellent research has been done about newspaper consumers about usage patterns and lifestyles that are valuable in the planning process
- Online newspaper reach is accountable and targetable
- Builds high reach quickly
- Production costs are low compared with TV, radio and Internet
- Colour can create impact
- Credible environment
- Can offer direct response with coupons

The SFN team interviewed a variety of advertising agency planners and buyers. The following are excerpts from those interviews:

Starcom MediaVest Group

Interview with	Kathy Heatley, vice president, director of local investment, located in Detroit, Michigan, United States
Global headquarters	Chicago, Illinois, United States
Parent company	Subsidiary of Paris-based Publicis Groupe
Web site	www.smvgroup.com

Starcom MediaVest Group is one of the largest media, communications and event planning and buying groups in the world, with 5,800 employees working in 110 offices in 67 countries. The group works with some of the world's top brands, such as Coca-Cola, General Motors and the Walt Disney Company.

Kathy Heatley works out of SMG's office in Detroit, the home of the U.S. auto industry, and works in the newspaper category with brands in automotive, financial, telecommunications, packaged goods, electronics and retail sectors. She says she believes in the future strength of both advertising agencies – “we're strong and global” – and newspapers – “newspaper is the new black. It's ripe for invention. It's going to be around for a really, really long time – it's just changing.”

From a buyer's perspective, Heatley, vice president and director of local investment, says she thinks the overall media buying landscape in the United States is flexible, and the newspaper buying landscape is “very flexible right now, and a little scary, because there's definitely

concern about who's going to be in business and who are they going to be owned by.”

In terms of advertising, this means the biggest hurdle newspapers have faced in the past five years has had more to do with their own bad press than anything else, she said. The bad press surrounding the financial and business state of the newspaper industry, exacerbated by the global economic downturn as 2008 progressed, has caused advertisers to be more wary of the industry, Heatley says.

“Clients believe it and it hurts them,” she says, adding that newspapers need to be their own biggest advocates, and market themselves to advertisers. “Stay connected to the local market – that's where expertise and strength is. I think (newspapers) also need to continue to look for multimedia partners in their local markets,” she advises.

Newspapers, which have great content, are ripe for building multimedia packages for advertising customers, which is exactly what they want, she says.

In the future, Heatley says pricing digital advertising on a cost per thousand basis, and based on an audience measure, seems the most reasonable. Pricing based on cost per inch, colour or premiums is “nonsense,” and does nothing to sell actual audience, she says.

“We should be buying audience. They make it too complicated, which is another reason people don't like to buy them.” In the future, it would help if agencies and publishers could partner to figure out the best new ways to measure all platforms, then charge appropriately for what the publisher can offer, and what the advertiser is getting in return, she says. “Newspapers need to recognise – we don't have a problem talking about readership, but you also have to come with the digital costs, and equalisation.” Finding a way to report on circulation by issue date would also help, she adds.

Heatley says buying newspaper advertising could be smoother when it comes to:

- Responsiveness: Some newspapers don't respond, others do. Also, staff cuts and staffing levels going down have also really affected responsiveness.
- Rates: Newspapers “are considered very expensive,” she says. Although newspapers

seem to have improved in terms of reproductive quality, “rates are all over the board ... they preach integrity of rates to keep rates high, (but) the market should drive those rates,” Heatley says. “If you're in a soft advertising market, you need to make a deal. If you're not, keep your rates high, and we can decide if it's a right rate. (Newspapers) don't seem to go with the market. The advertising market will be soft next year, but newspapers will come up with rate increases – it's crazy. They feed their sales people to the wolves.”

- Look at clients individually: “I think they need to look at each individual client on an individual basis. One of the things I hear is that they have to treat you the way they treat everyone else. I don't think so – if another customer doesn't have good buyers, we shouldn't suffer. They need to be flexible and provide value.”

Tear sheets, which seem like a small thing, can be a huge headache. Heatley says that for a smoother process, everyone should use the e-tear system, but not all newspapers do.

“There are a billion discrepancies everywhere. We may have a signed contract, and they will bill it wrong. That is crazy,” she says of unreliable tear sheets. “I'm not going to say every single space reservation is perfect, but our accuracy has increased in the past few years. Yet, we still get 30 to 40 percent of discrepant invoices from newspapers. I don't think we have that issue in other media ... At one time we had like twice as many people managing discrepancies as negotiations – that is ridiculous.”

Heatley is quick to point out that newspapers are making advancements, especially in creativity and accepting more creative ad units. Opportunities for print and digital campaigns are also going up, and colour has improved drastically across the industry, she says, using the Tribune Co. as an example of one of the best U.S. publishers to work with.

An area that newspapers could do better in is research and feedback on an ad's performance. Although it would take a month or two to get data, being able to compare geographically and demographically, and then being able to immediately respond to that data, would be optimal.

“Newspapers should be reporting this to creative agencies – show off new tools, so creative sees these opportunities. Show the additional value you've got, and don't ask for them to pay for it,” Heatley says.

Another challenge newspaper advertising departments face is having relationships with customers and agencies. Although this seems so fundamental, the scary thing is that as newspapers continue to cut staffing levels, there just aren't enough people to take care of this basic task for all their advertisers, even though it greatly behooves them, she says.

“They have one or two sales people, we have 50 to 100 planners. How do they stay connected?”

The bottom line is about improving communication between agencies and newspapers, Heatley says. Better communication leads to better relationships, and this can be done when newspapers:

- Think about what they can do to help agencies respond to new market conditions. For example, think about emerging opportunities in new channels, cross-media, etc.
- Work with agencies in things like advertising summits for customers, and invite customers to their own summits or conferences.
- Respond faster, and have ideas. “That's really critical, and it's hard with reduced staff. The newspapers that are doing well are always throwing out ideas. If they have an idea for something and it doesn't work for that customer, it could work for another, and we can shop it around.”
- Reach out to the consumer. “I don't think they haven't fully taken advantage of their subscriber lists – there are ad opportunities that aren't intrusive, but beneficial ... We don't want to spam, but I feel like there should be a way for us to connect more.”

The future is about targeting and measurement, two things digital does best, Heatley says.

Behavioural targeting is getting better, which is “where we need to be. It has to be targeting,” she says. “Our customers follow the consumer – I think the newspapers need to do that too – I think they have to target to compete.”

Dentsu

Interview with	Tomoaki Ide, research director
Locations	Tokyo headquarters, and 6,331 employees
Web site	www.dentsu.com

In Japan, the overall media buying landscape is declining along with the global recession, according to the research director of the world's largest advertising agency, Dentsu, based in Tokyo.

"The Japanese inner economy is also bad but not so severe comparing with the U.S. and Europe. From now on, it will be more severe because exports are declining," says Tomoaki Ide.

"The purchase of all media is on the decline, except the Internet and mobile, which "still glows in the double-digits. The speed of the growth will slow down with this recession," he says.

Ide is optimistic that the decline in print buying could turn around if the newspaper industry can revive itself.

"The print ads are remarkably declining comparing to five years ago. It will be much worse after five years from now without (newspapers making) remarkable changes. If they began to change in the next five years, I think that the newspaper industry in Japan can stop the declining and revive."

The Japanese advertising agency has far-reaching power with clients and media outlets, compared with other countries in the world. Ide explains how the process of advertising campaign development happens with newspaper companies.

"Japanese advertising companies do it all. After the client's (advertiser's) orientation, we plan all the marketing-communication strategy and tactics. Sometimes we make the company management plan a business scheme, and develop the products," he says. "According to the strategy and tactics, we make the concrete integrated marketing communication plan. According to the plan, we keep the space of media and create ads like TV, the print ads and internet ads. And then we execute it. After doing it, we check and analyse the results."

Advertising pricing is already flexible in Japan, Ide says, but must be even more flexible in the future.

"The channels to deliver ads will be more pluralistic and more complicated. We have the very precise and complicated rules (or contracts and agreements) but sometimes run them flexibly with consensus both between clients and ad company, between ad company and media company. Our pricing system is complicated enough even now. For example, the price of ads will be decided with a lot of factors that are mainly determined by clients' condition and ad companies' conditions."

Ide explained the process of media buying in Japan, saying there are many buying patterns, but the most popular, used 50 percent of the time, goes:

- Advertisers decide the budget, terms, purpose and basic plan of the campaign.
- Ad companies will plan the rest of the campaign, including the marketing plan and the concrete tactics, like cross media and Internet and mobile media buying, PR, events, etc.
- Sometimes the big Japanese agencies do a more essential part of the clients' business, Ide says, such as develop new products with clients, help to develop the new market with the clients' new technologies in order to widen their domain, and sometimes work like a consultant for both clients and media.

Media planners and buyers use a variety of planning systems and case study research to make decisions about which media to buy for campaigns.

"Some of these are very useful. The reason why they are useful is to be scientific enough with our tremendous experience, so persuasive and believable enough," he says.

Ide gives some advice for newspapers moving forward: "To innovate or to change some of their business is most important. Of course they know it, but they can't do it even in this situation. So we are trying to support them for changing," he says. "The Japanese newspaper companies are struggling to change their business model and domain. Ad companies are trying to help their changing."

As for the relationships between agencies and newspapers, Ide believes the way forward is to innovate the newspaper industry.

"Historically speaking, at least in Japan, the relationship between newspaper companies

and advertising companies is already very, very strong. But both of us should make efforts to innovate the newspaper industry. We could have a lot of to do. Ad companies should advise more and more to the newspaper companies. But ad companies hesitated to do so. And especially the Japanese newspaper companies made less effort than western newspapers for themselves because they could grow their business with ad companies without much effort. They were dependent on ad company to get ad revenue and did very little to innovate their own media itself with some Japanese ways of thinking. I don't want to deny the whole because Japanese can have the Japanese own style. But at the same time, we know that they have a lot of things to do to be stronger."

GroupM

Interview with	Steve Goodman, managing director for print trading
Locations	London headquarters, 402 offices in 81 countries and 14,000 employees
Web site	www.groupm.com

GroupM is the world's leading media buying organisation, created by advertising agency giant WPP. In addition to GroupM, Mediaedge:cia Global, Mindshare Worldwide and MAXUS, are part of this group.

Steve Goodman is the managing director of print trading for GroupM, the largest print-buying agency in the United Kingdom, buying about 25 percent of all print in the country.

The outlook for print buying in the United Kingdom is soft for 2009, says Goodman, who expects the global recession to lead to the print buying forecast being down 10 percent.

"It's just so hard to predict the next year. Anything we say would be foolhardy. I wouldn't want to hazard a guess. Unemployment in the UK could come to 3 million, and could be a deepening recession in 2010," he says.

"We are revising our forecasts all the time, and it's potentially a lot worse. I think newspapers have an opportunity to improve their share," Goodman says, blaming the downturn on the recession. "The Newspaper Marketing Association is doing a lot to improve their

potential. They are getting more details, comparisons and up-to-the-minute facts and figures, which is hard to do on radio and TV. If they play it right, they have a lot of potential."

At the moment, some clients are cutting their advertising budgets, particularly in the motoring section, he says. "That's where the press could do some good, moving stock waiting to be sold. While branding might suffer a bit, that might be made up with shorter term productions that lend itself well to national press."

Internet has stolen a small share from newspapers in the market in the past few years, particularly with search, but while online has grown, it really hasn't been at the expense of newspapers, he says.

"Newspaper display on publishers' sites has good potential, but hasn't grown much. Everyone is trying to get their heads around the way Web (advertising) is sold. It is wise for newspapers to get more behind the national readership survey (NRS) to determine the duplication between online and offline, the cornerstone of newspaper planning."

"I am surprised newspapers are not behind this 100 percent. They do get bigger numbers from comScore, and perhaps don't want to promote something with a lower number. The readership survey is better because they can go to clients with a portfolio sell. That's where the big exciting research is ... it shows the real value – the Web to the printed format."

As digital advertising becomes a growing presence and is tied to traditional media brands, agencies around the world are starting to merge their print and online buying operations, including GroupM. Goodman sees value in media companies and associations providing ongoing print-Web audience metrics and media companies providing cross-media advertising packages for agency clients to purchase.

The Times and Times Online, Guardian and Guardian Unlimited and the Independent are just a few UK companies that are offering cross-media advertising packages to agency clients.

"I think if we can get this NRS thing up and running, what will happen is that the planning department will plan schedules that are multimedia, and we will look at the entire brand for media measurement. It would make

sense to negotiate price in terms of impacts across brands,” he says.

At the moment, there is no ideal form of measurement available for newspapers in the United Kingdom, he says. Goodman would like to see research about readership for individual days of the week, rather than combined weekly totals.

Overall, Goodman thinks the relationships could be better. “Sometimes it feels like two warring parties are getting together,” he says.

Goodman thinks one strategy might help assuage problems and facilitate communications. News International has just hired a new agency liaison to encourage a healthy discourse between agencies and the company’s newspapers.

“It’s all about trading, to find out what they are after the sale, how to find efficiencies,” he says. “That could be a very good move.”

Another idea that would improve relations would be to follow up with clients after the campaign or event. “They could sell themselves after the event. They kind of forget about it after the event. We have to follow up but newspapers don’t do it with us or our clients. I almost think they should do this as a matter of course, to sell the good stuff they have, to the agency, to the client, or both.”

Goodman recalls one anecdote about a client that has spent millions of pounds on print campaigns, but the media owner hasn’t been in to see the client for four years. “I think it’s outrageous.”

Goodman also thinks newspapers don’t do a good enough job at promoting themselves and their virtues, compared with other media. “We can have copy written up at 4 p.m. and run it the next day. You can’t do that with TV and radio. Also the amount of detail you can publish in a campaign. It’s the right environment to engage in.”

Transparency is another improvement that Goodman suggests. “Transparency over ABC figures ... at the moment we get an average over the month of their readership figures. With the other media getting more accountable and transparent, it gives us pause they are trying to hide something, selling more on Tuesday than on Saturday, for example. We have to know what we’re paying for. There are

a number of other loopholes. We want them to be more transparent about what they’re doing.”

Newspapers also can do a better job at building relationships and informing young media planners and buyers about the strengths of print media, he says.

“You should sell some of the key golden nuggets about newspapers to junior people to get them to engage in core strengths of newspaper demographics and total number of readers. There are some clever ways to do that, to fix an image of who their readers are.”

Horizon Media

Interview with	Debbie Sklar, vice president and director of print services
Headquarters	New York City, United States
Web site	www.horizonmedia.com

Until recently, Horizon Media handled the Harrah’s Casino account, which owns 30 casinos in the United States, mostly in Las Vegas. Harrah’s favours print advertising, and publishes ads in more than 500 publications across the United States. Horizon is a media buying agency, including direct response, print and broadcast buying.

Sklar is a veteran media planning director previously overseeing Ace Hardware, Bloomingdales and Meineike Muffler, among many other retailer advertisers. Sklar also is active in the Newspaper Association of America’s advertising agency committee, which opens a line of communication between agencies and newspapers.

As a part of the NAA relationship, Sklar gave a presentation at a recent NAA conference titled “What Agencies Need from Newspapers & Best Practices.” In the presentation, she praised newspapers for their strengths in regards to advertising:

- Retail-Driven
- Recency
- Local market reach potential
- Multiple product offerings
- Run of paper, pre-prints, polybags
- Targeted products
- Weekend sections, Lifestyle, magazines
- County/Zoned Coverage
- Flexible deadlines
- Online growth

However, Sklar pointed out a variety of issues that need to be improved upon:

- Rate cards are confusing
- Category rate cards need to be streamlined
- Account management needs to be decentralised
- New commission structure needed
- Address decline in circulation
- Need more flexibility with contracts
- Explore details of print and online campaigns
- Provide streamlined invoicing and electronic tear sheets

Sklar says she recognises that the relationship between agencies and newspapers is one that must be balanced on a daily basis, but has a variety of observations from her years of experience working with newspapers, which fall into six areas of needs for agencies:

Regarding market information conveyed to agencies, Sklar posits that newspapers need to sell their strengths, promote product offerings and maximise market coverage.

- Sell your strengths: Local market reach, new creative units and provide testimonials about client successes
- Promote product offerings: Polybags, post-it notes, special sections, female and youth-targeted products
- Maximise market coverage: Promote zone products to stretch budget, key in on special postal codes and retail locations

Sklar says transparency is key when communicating with agencies about circulation declines.

“Newspapers have not addressed the circulation problem, why rates are going up when circulation sales are going down and there are layoffs at the paper,” she says. “The clients think we can write our own ticket.”

Rate cards are another important issue for discussion, and issues fall into four categories: Flexibility, colour charges, rate card consolidation and commissions.

- Flexibility: Sklar says there are “large gaps” between agency contract levels, and that it would be ideal if agencies and newspapers could discuss more mid-range levels.
- Colour charges: Sklar asks why colour charges go up when printing technology has brought the cost of colour down. Colour pricing should be aligned to frequency and ad size, she says.
- Rate card consolidation: Sklar suggests that there be a rate card consolidation, and asks why national advertisers are “penalised” with higher rates.
- Commissions: The days of 15 percent commissions are over, she says. Sklar suggests newspapers divulge net dollars spent, and let agencies add fees. If newspapers are going to add commissions, be consistent in the way it is done, she suggests.

Regarding contract negotiations, greater competition among media makes necessary a more competitive offering than ever for newspapers, Sklar says. Four areas are worth exploring: Flexibility, contracts, value added and efficiencies.

Areas for Discussion between Newspapers and Ad Agencies



- **Flexibility:** Rate cards are too rigid, and need to be structured for today's buying needs, she says.
- **Include all products and discounts,** including polybags and Post-its.
- **Contracts:** An industry standard contract is needed, she says. Minimise disclaimers, and include all product offerings in contract discussions.
- **Value-added:** Clients are always looking for more value. Consistently include value-added offerings during negotiations.
- **Efficiency:** Buyers, planners and clients are always looking at cost per thousand more closely than ever, she says.

Digital media creates new challenges and opportunities for the relationship between agencies and newspapers. Sklar says she wonders what effect online advertising has on the print product, especially in terms of the new audiences that are served with digital, and any possible audiences that are lost with print with the proliferation of digital. Digital also opens up the possibilities to new platforms, including video, podcasting, social networking advertising, geo-targeted advertising and third-party ad-serving.

Sklar believes that all print and online advertising with a single newspaper company should accrue toward one contract for fulfillment, and that buys from online networks should accrue. Lastly, for those newspaper companies that do not have online advertising sales people, Sklar believes that a dedicated person is a good practice.

Regarding invoicing and tear sheets, Sklar believes these should be electronically transmitted, and should also be part of an industry standard with consistent invoice numbers that can be accessed easily through a database. Invoice payment terms should be 45 to 60 days, so there is enough time to capture and bill ads ordered at the end of the month.

Finally, newspapers should follow industry best practices in the areas of contracts, insertion orders and standard ad formats. Contracts should be standardised, including contract levels, rates and conditions. For insertion orders, newspaper representatives should sign the IOs and send back to agencies to confirm receipt and rates. She says some newspapers have strayed from the agreed-upon "Standardised Ad Units," which for years

served as best practices, and wishes these standards would return.

Davis Harrison Dion

Interview with	P. Susan Harrison, partner
Headquarters	Chicago, Illinois, United States
Web site	www.dhdchicago.com

Davis Harrison Dion's account base is about 65 percent business-to-business and 35 percent business-to-consumer. The group works with hospitality, retail, financial and senior housing and living businesses, and has taken an integrated media mix approach from the start, says P. Susan Harrison, partner of the firm.

Print advertising buying as part of the overall advertising landscape is the least cost efficient, Harrison says. "Because we take a cross media approach, it's cheaper to be in other areas." Reaching the audience and repeating the message to them is the agency's goal, and "offline pushes online," she says. "If we're offline with our promotion, we see increased activity with search, with the Web site, etc."

The obvious benefit of Internet advertising is that it proves the relationship between advertising and sales, but the difficult part is that a lot of customers think it's better and cheaper to go online-only, and that everyone comes through the Web anyway. However, many times coming to the Web is the last stop. Even if a purchase is made there, something likely drove the consumer to the Web, she says.

Harrison says she thinks buying a newspaper campaign can be made easier by:

- Being more open to negotiating with the buyer. Newspapers aren't negotiable, while agencies are. Finding opportunities to bring the cost down, or figuring out discount structures would be optimal, she says. "Our buyers are planners – as a result they can slide money around if it warrants it. Negotiating when appropriate, or to get new business, is always helpful, and as online becomes an increasingly separate profit centre from newspapers, advertisers will look for that.
- Appropriate staffing levels in newspaper advertising departments. "One of the biggest

issues is that staff is really thin these days. It usually takes a couple of days to even get a rate or quote on the local level,” Harrison says. “Customer service has slid dramatically in the last year and a half, and quite a bit over the past three years, all due to losing staff and not replacing people.” Meanwhile, it's apparent ad staffs are under more pressure to do more with less people. “Do they enjoy what they're doing when they're selling? Sometimes it feels like no.”

- Make sure ad staffers are educated and up-to-date on what agencies are doing, and be proactive in letting agencies know good news. “They need to educate the people calling on you more. We've had meetings where they're so far behind our knowledge, it was embarrassing. Recognising the level of knowledge the people you're calling on is extremely important.” Meanwhile, let agencies know when good things are happening, such as if circulation is up, or if new data has been released showing a new trend in readership, she says.

- Be more responsive. Getting information to the agency as quickly as possible and trying to work something out for a particular audience or target is key, but currently getting information, such as having a question about production answered, can be difficult. Meanwhile, be more responsive with providing data for online, showing how the content is being consumed, who is consuming it and how that audience can be evaluated.

- Respect the relationship with the agency and client. For example, Harrison says DHD has a pay schedule, in which they pay exactly 40 days after the day the ad runs. Even if that has been discussed with the newspaper, the agency is still likely to get calls from the newspaper before the 40 days is up asking for the money. “That's an irritant to the relationship,” especially when the agency has a history of on-time payment with the newspaper, she says.

- Get rid of silos. A buyer almost always has to talk to different representatives for different categories, as well as different people for print and online, which is a nuisance that takes up too much time. Training people in print and online is “a tough issue, but it's not that complicated. You

can teach old dogs new tricks – buyers had to learn print and online too.”

- Promote the value of the newspaper. It's easier to buy a newspaper campaign if research can be made available to show the value the newspaper can give the customer. Meanwhile, don't allow cost-cutting measures to reduce the value of the paper. “Invest in editorial product” – that's what advertisers want to be next to. They don't want to be in a paper full of ads and little editorial, Harrison says. “They've done a lot to build up the franchise of individual editors and expertise – that's their gold. It's not that they have a print vehicle to put ads in ... editorial staff (is) the unique benefit newspapers bring.”

Compared with buying other media, buying a newspaper campaign is “not necessarily more difficult, but maybe less graceful,” in terms of getting research, ideas and data, Harrison says. For example, syndicated research for television, such as Arbitron or Nielsen figures, is more accessible, while newspaper data isn't as deep.

“Drilling down below major markets, there are a lot of options for buying the market and buying regionally,” she says.

Pricing print by cost per inch is working just fine, Harrison says. If sizes are limited because of layout, cost or budget, it gives flexibility to the planning process. However, pricing should not be the same for each advertiser.

“A lot of times we're looking for a portion of that audience, so you can price it more effectively in a target audience, which is how you negotiate with other media,” she says. Opportunities to reach a certain audience are how newspapers should be negotiating, because that's how agencies work for their clients.

Although newspapers offering ideas to agencies are a rarity, it is always appreciated, Harrison says. Newspapers should also try to schedule a meeting at least once a year, showing off their product, giving agencies the lay of the land and updating them with what has happened, and what the newspaper's future plans are.

“Make it real – give us the inside story,” she says. “Help us sell you.”

ZenithOptimedia

Interview with	William Ames, media buyer
Headquarters	London
Web site	www.zenithoptimedia.com

In order to improve relationships between agencies and newspapers, newspapers need to become more flexible and competitive in the marketplace, says William Ames, media buyer for ZenithOptimedia in London.

“We have a long way to go, because editors rule the roost,” says Ames. When proposing new and innovative advertising units, it’s typical to get the ideas shot down by editors, he said. “If newspapers are to survive, they must become innovative with advertising units.”

“Changes should be made with the editors and the control they still have. They can still reject an ad after it is submitted, and after they got permission,” Ames says. He uses the example of a U-shaped ad submitted to a large UK newspaper, which was rejected by an editor who changed his mind after it had been approved.

Another area of demand from agencies is more accountability with print advertising performance, Ames says.

“There are numerous things you can do (to achieve accountability). You can do direct response, like place a Web address at the bottom of the ad, and measure product sales,” he says. “Measurement is embarrassingly poor. The medium is working, but you can’t show which advertisements are working.”

Mediaedge:cia

Interview with	Bryan A. Jackson, senior partner and director in newspaper investment
Locations	250 offices in 84 countries
Web site	www.mecglobal.com

Mediaedge:cia is a global communications planning and implementation agency, which had billings of US\$17.9 billion worldwide in 2006. It offers services including brand and consumer insight and ROI, communications planning, media planning and buying, interaction (digital, direct, search), sport,

entertainment and cause partnerships, retail consultancy and Hispanic marketing.

Print advertising scale is slightly down in 2008, year-over-year, and at national papers more than local papers, says Bryan A. Jackson, senior partner and director of newspaper investment. Meanwhile, he says that print products, excluding online, are expected to decline in next three to five years as circulation declines.

“One of the biggest frustrations or challenges we had with publishers is that... although some of them are very good, really responsive, but still some are just not willing, or not capable of competing in the business like they wish they would,” he says. “They are sometimes unresponsive to our requests... I guess they did not realise the fact that their ad share of media dollars diminished year-over-year.”

So far, Mediaedge:cia uses price by space/inches as their basic pricing method. However, according to Jackson, some performance-based pricing should be more measurable and make more sense. But some newspapers are reluctant to do so, and it seems that it does not work for networks.

More and more newspapers nowadays are proposing cross-media solutions, combining print and online products. However, just like print, there is not a lot of standardisation.

In terms of emerging advertising opportunities, such as Google PrintAds, Jackson said it’s good for non-traditional advertisers to be introduced to newspapers. However, “I don’t think a big, traditional agency print client will go to Google PrintAds for the request,” as some of the advertisers still have a variety of media needs, as well as performance measurement. “But for a smaller business operating primarily online, which just wants to be easy or a one-stop-shop, I think it’s a great thing.”

Jackson says newspapers still offer reach into local and regional markets.

“We’ll continue buying newspapers,” Jackson says. “I think what newspapers can do is not only offer us a reasonable return on our media investment, but also reasonable relative to the audience as the performance of a media.”

3. Survey Overview

In order to better understand the relationship between advertising agencies and newspaper publishers, the World Association of Newspapers conducted an online survey targeting media buying decision-makers at advertising agencies worldwide. The respondents to the survey opted to respond anonymously to the same set of questions as the in-person interviews chronicled in Chapter 2. While the detailed survey only generated a handful of respondents, the anecdotal responses were useful and productive measures of media planners' and buyers' thought processes, reflecting almost identical conclusions as the personal interviews conducted by the SFN team in Chapter 2.

The survey was conducted from October to December 2008, and covers the following topics:

- Media buying landscape
- Advertising revenues: Print vs. digital
- Working process
- Pricing
- Cross-media advertising campaigns
- Agency relationships with newspaper publishers

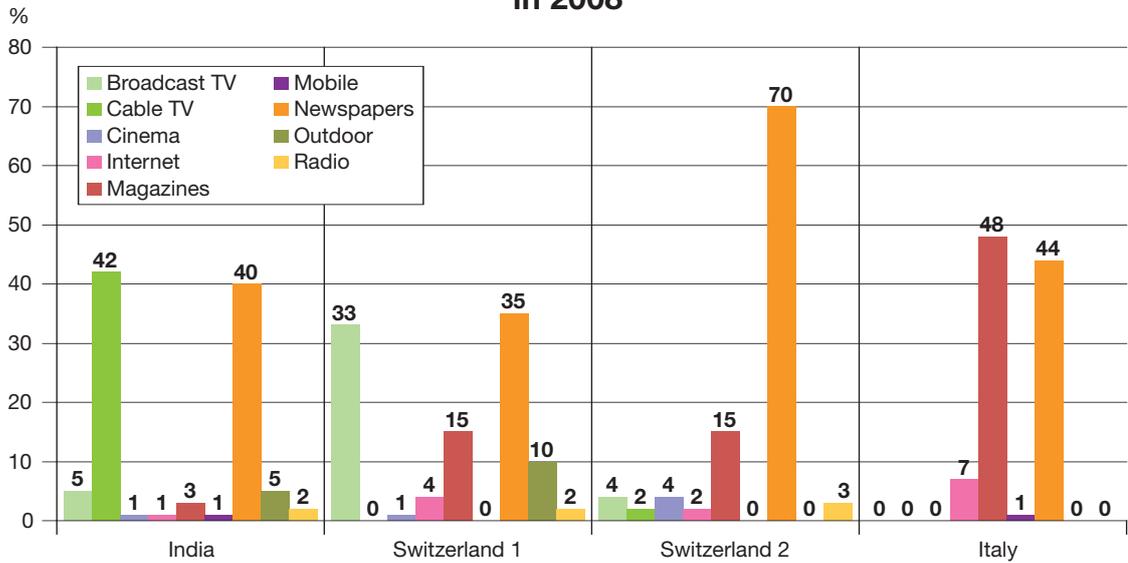
Media Buying Landscape

According to the survey responses, newspapers still played an important role on these agencies' ad billings in 2008. A respondent in India said newspapers and cable TV both contributed about 40 percent of the total ad billings in 2008. One of the two respondents in Switzerland said newspapers generated 70 percent of the total billings, while another pointed out their biggest contributors as being newspapers and broadcast TV, with 35 percent and 33 percent, respectively. An Italian agency said their ad billings in 2008 primarily came from magazines (48 percent) and newspapers (44 percent).

New media, such as the Internet and mobile, however, only generated a small percentage of the billings, according to the survey results.

The survey also asked about the change of each medium's spending in 2008 and 2009, and found that magazine and newspaper ad spending are generally expected to move downward. The two Swiss respondents said magazines spending stayed the same in 2008, but will

Question: Please Estimate the Percentage of Each Medium's Contribution to the Total Amount of Your Company's Advertising Billings in 2008



Source: Building Relationships with Agencies Survey, Shaping the Future of the Newspaper, 2008 © World Association of Newspapers 2008-2009

decrease in the next year. The responding Indian agency said newspaper spending remained flat in 2008, but will drop in 2009.

TV media are generally promising, according to the survey results. Respondents from India and Switzerland all agreed that broadcast TV grew in 2008, and will continue to rise in the next year. Cable TV spending is expected to grow next year in India.

Outdoor is another bright spot in India, while the Swiss respondents expected it to be flat in 2008 and 2009.

Radio and cinema are expected to perform better in India, while in Switzerland, they are predicted to be flat or declining.

In general, responding agencies are optimistic about new media such as the Internet and mobile.

Question: Based on Your Company's Spending, which Medium's Spending has Decreased, Stayed the Same, or Increased in 2008? Which Medium is Expected to Decrease, Stay the Same, or Increase in 2009?

Response	Broadcast TV	Cable TV	Cinema	Internet	Magazines	Mobile	Newspapers	Outdoor	Radio
India									
2008	Increased	Stayed the same	Increased	Increased	Decreased	Increased	Stayed the same	Increased	Increased
2009	Increase	Increase	Increase	Increase	Decrease	Increase	Decrease	Increase	Increase
Switzerland 1									
2008	Increased	N/A	Decreased	Increased	Stayed the same	Stayed the same	Decreased	Stayed the same	Stayed the same
2009	Increase	N/A	Decrease	Increase	Decrease	Increase	Decrease	Stay the same	Decrease
Switzerland 2									
2008	Increased	Increased	Stayed the same	Decreased	Stayed the same	N/A	Decreased	N/A	Decreased
2009	Increase	N/A	Decrease	Increase	Decrease	Increase	Decrease	Stay the same	Decrease
Italy									
2008	N/A	N/A	N/A	Increased	Decrease	Increased	Decreased	Increased	Increased
2009	N/A	N/A	N/A	Decrease	N/A	Increase	Decrease	N/A	N/A

Source: Building Relationships with Agencies Survey, Shaping the Future of the Newspaper, 2008 © World Association of Newspapers 2008-2009

Newspaper Ad Revenue: Print vs. Online/Digital

According to the survey responses, print ads still accounted for the majority of overall newspaper company ads. The Indian respondent said newspaper ads in 2007 and 2008 totally came from print. One agency in Switzerland reported online/digital ads accounted for 10 percent of overall newspaper ads in 2007, and expected them to grow to 12 percent by the close of 2008. Others agencies only reported a very small portion of online/digital ad in 2007 and 2008.

3 Common Challenges Agencies Have Encountered during the Process of Print Planning/Buying

Restricted budgets

Inflexible pricing

Lack of performance indication

Source: Building Relationships with Agencies Survey,
Shaping the Future of the Newspaper, 2008
© World Association of Newspapers 2008-2009

Information Agencies Need from the Newspaper Publishers in order to Realise Better Planning for the Market

Subscriber demographic data

Reader media usage information

Frequently-updated media data

Source: Building Relationships with Agencies Survey,
Shaping the Future of the Newspaper, 2008
© World Association of Newspapers 2008-2009

Newspaper Ad Planning

The survey also covered the challenges agencies face during the ad process, and how they think the situation could be improved.

Based on the survey responses, the three most common challenges during the process of print planning and buying are restricted budgets, inflexible pricing and lack of performance indication.

In order to realise better planning of the market, these respondents mentioned several kinds of information they need from publishers, including subscriber demographic data, reader media usage information and frequently updated media data.

Updating reader data is important, said one respondent from Switzerland. "Versus TV or other electronic media, print data seems to be outdated."

"We need more information on page-wise readership, supplement readership...etc.," said the Indian respondent.

Newspaper Ad Buying & Pricing Model

In terms of newspaper buying, most of the respondents mentioned that current pricing is an issue.

According to the three responses to the question, all said they currently used the pricing model by ad size. Two also used cost per thousand, while performance-based pricing was only adopted by one respondent.

On a five-point scale, all the respondents said they think current newspaper advertising pricing is expensive. They also think the pricing is too rigid.

"We need flexible rates, such as performance-based pricing," a Swiss agency said.

"What really hinders print usage is pricing... We want better rationalisation of rates based on readership, rather than increasing rates arbitrarily due to input costs like newsprint going up," the Indian agency stated.

Two of the respondents said cost per thousand will be most reasonable pricing model in the future. "It is based on an accountable metric that works for the brand and its target audience," said the Indian respondents. "It's

fair to all partners,” according to one Swiss respondent.

However, according to the other respondent from Switzerland, performance-based pricing is the most reasonable. “Clients expect ROI... Most other media's pricing is performance based.”

Newspaper Ad Evaluation

Two out of the three respondents said they measure newspaper advertising performance. “We evaluate product sales pre- and post-advertising, as well as performance measuring,” said one respondent from Switzerland, while the India agency uses “response-based evaluation and ad awareness/brand equity parameters intermittently” as their measuring criterion.

“We need more knowledge exchange on how print advertising results can be measured - innumerable cases available for TV ad tracking,” said the Indian respondent. “It will be great if publishers could co-fund brand related research to build industry case studies.”

One Swiss agency said it needs help from publishers for “supporting/establishing methods for measuring performance of print ads/campaigns.”

Satisfaction of Working with Newspaper Publishers

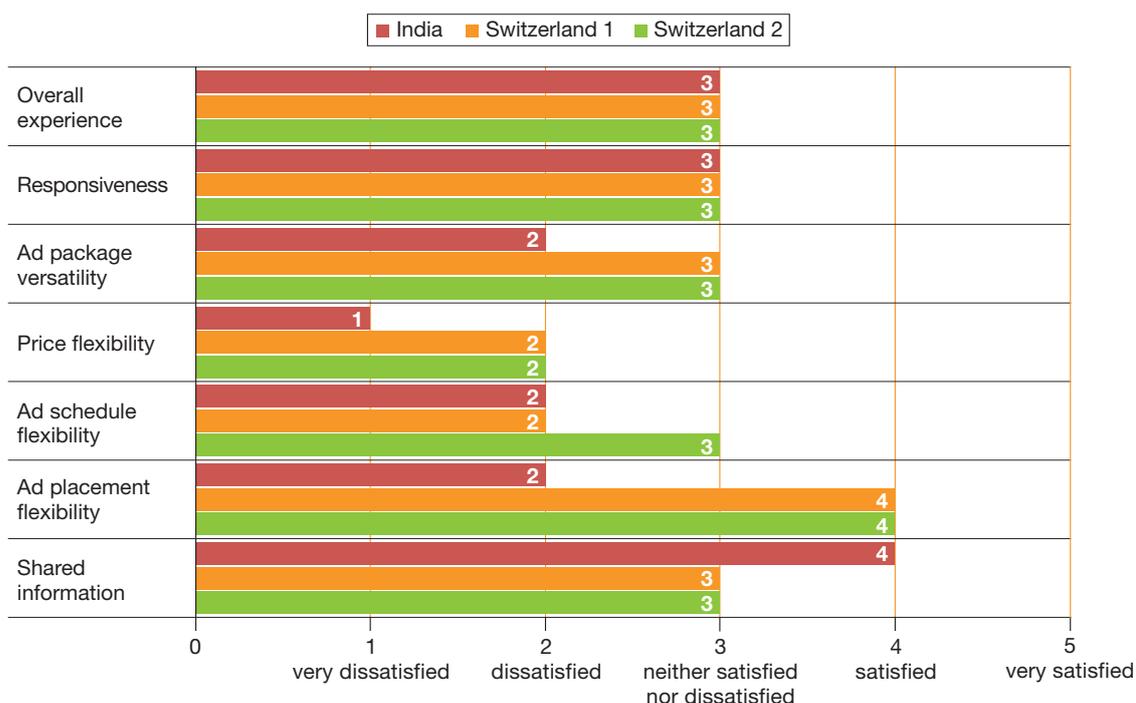
Based on the three responses from India and Switzerland, their overall experience in working with publishers is fair.

The Indian respondent is dissatisfied with ad package versatility, price flexibility and ad schedule and placement flexibility. That agency thinks newspapers did better in sharing information, and has a neutral opinion in responsiveness.

The two Swiss agencies said they are dissatisfied with price flexibility, but satisfied with ad placement flexibility. They have neutral opinions on responsiveness, ad package versatility and shared information.

Agencies' Ratings of their Experiences in Working with Newspaper Publishers

Question: On a scale 1 to 5, where 1 means very dissatisfied, 2 means dissatisfied, 3 means neither satisfied nor dissatisfied, 4 means satisfied and 5 means very satisfied, how would you rate the experience of working with newspaper publishers in terms of the following aspects?



Source: Building Relationships with Agencies Survey, Shaping the Future of the Newspaper, 2008 © World Association of Newspapers 2008-2009

Cross-Media Ad Campaigns

The respondents agreed that newspaper publishers should propose cross-media advertising solutions.

“Consumers are not thinking in media categories,” one Swiss agency said. “Most publishers do not only publish newspapers but radio, online, ...etc. So they are in a preferred position to offer cross-media solutions,” said the other agency in Switzerland.

“Media solutions today are all about media neutral consumer engagement,” the Indian agency stated.

Although newspaper advertising still accounts for the biggest contribution to the survey respondents’ billings, newspaper advertising volume is expected to diminish in the next few years. Conversely, mobile and the Internet represent a small percentage of billings, but are expected to grow strongly for the foreseeable future.

According to the respondents, the top three challenges during the process of print planning and buying are restricted budgets, inflexible pricing and lack of performance indication. These findings reflect the same sentiments as those uncovered during the personal interviews with media buyers and planners chronicled in Chapter 2.

One of the greatest impediments to print buying is pricing. All of the responding agencies said current newspaper advertising pricing is both too expensive and too rigid. The respondents said a better rationalisation of rates, such as performance-based pricing, is needed.

Even though ad pricing by space is still the most commonly used, a flexible pricing model is preferred, such as performance-based, or cost per thousand.

Recommendations for newspapers on how to improve relationships with agencies:

- 1.** Improve transparency on everything from decision-making processes to rate changes. If agencies understand why something is happening, they are in a better position to negotiate and work with you, instead of resisting changes they don't understand.
- 2.** Create an accurate invoicing scheme with checks and balances.
- 3.** Make advertisers and agencies aware of your value – sell yourself! Showcase the newspaper brand's entire reach and value propositions across all print and digital channels, rather than just circulation alone, or online traffic numbers alone.
- 4.** Make better and more scientific accountability available to agencies about newspapers' reach, frequency and advertising campaign success.
- 5.** Connect data on the newspaper brand's reach to advertising opportunities through fresh, detailed statistical analysis.
- 6.** Streamline processes. This can include reducing the number of rate cards and ensuring they are logged into the newspaper's database, switching to electronic billing and payment and one-stop shopping on the national level.
- 7.** Be responsive. A trend in reducing staff numbers has led newspaper advertising departments to become less responsive to agencies' requests, simply because there are fewer people to do the same amount of work. But whether ad staff numbers have remained the same or been cut, responsiveness and communication should be a priority, and should be factored in when streamlining processes to help ad staffs make the most of their time.
- 8.** When assessing pricing, consider dynamic pricing schemes based on each agency's yearly or monthly contract volume.
- 9.** Be competitive in the advertising buying landscape. Recognise the growing competition for advertising dollars, and provide more value in order to stand out in the crowd.
- 10.** Understand the typical media agency structure, as well as any variations in that structure when working with each ad agency, as each is sure to be slightly different. If each position in that structure is understood, pitching to an agency can be done better and more efficiently.
- 11.** Take part in the media buying process at an earlier stage by maintaining the relationship with agency decision-makers, and by providing the agency with campaign ideas.
- 12.** Forge a mutual understanding with the agency on how to best meet the advertising client's needs for each campaign.
- 13.** Make sure your advertising pitch is relevant, while also adding value to the communications strategy of the brand you're pitching for. At the same time, turn presentations and pitches into discussions and welcome suggestions from agencies.
- 14.** Train sales representatives as thoroughly as possible on pricing, offers and newspaper audience reach before they call on agency accounts.
- 15.** Help agencies respond to new market conditions, such as helping them factor new channels into campaigns.
- 16.** Reach out to consumers by taking advantage of subscriber and user lists for a better connection with them, without being intrusive.
- 17.** Add agency liaisons to the newspaper advertising staff to facilitate better relations.
- 18.** Promote product offerings, such as special sections, targeted products or polybags.
- 19.** Drill below major markets, to give agencies more options to target through buying specific markets or regions.
- 20.** Look at agencies individually. Although it's important to be fair to all agencies, each should be treated on an individual basis, based on the present and future value to the newspaper.

4. What Newspapers Want from Agencies

The SFN team conducted interviews with newspaper advertising executives and determined that if newspapers could change how they work with agencies, they would improve a variety of factors, including:

“Some agencies collaborate with us. Others are just bullies.”

“Some agencies are hard to deal with. They are only interested in price.”

“Trading has become more of a negotiation which is more commoditised – a trading environment and not sales”

“Agencies don’t trade on value. That’s just gone, gone, gone. If we could trade on the true value of our brands, it would be a better scenario.”

“Agencies ultimately need to discover a business model that works...agencies are terrified, they are doing more and more for less and less.”

“We want more transparency about the client and its campaign objectives, and also about campaign performance so we can learn for the next campaign.”

“We want agency and publisher to act on behalf of the customer.”

“We want to get into the campaign during the request for proposal process.”

“We should make advertisers and agencies aware of our value.”

“Based on the experiences working with agencies, they primarily think we are a newspaper. What we are doing is to build an understanding with them that we are much more than that.”

New York Times Media Group

New York Times Media Group

Interview with Denise Warren,
senior vice president and
chief advertising officer

Headquarters New York City, United States

Parent company New York Times Co.

Source: New York Times Company Web site
© World Association of Newspapers 2008-2009

The New York Times has long recognised the value of building relationships with advertising agencies, as it relies on agencies for most its revenues. For years, The Times' advertising department has had an advertising agency relations group for maintaining and building relationships with decision makers at perhaps every domestic ad agency in the United States. The print group has been so successful in bolstering relationships, The Times has recently launched a new group to develop relationships with digital advertising agencies.

“(The groups are) very tactical but very important to maintain relationships and attend events,” says Denise Warren, senior vice president and chief advertising officer of The New York Times Media Group, including print and Web for The New York Times and International Herald Tribune newspapers and digital operations.

The advertising department, which merged print and digital operations and cross-trained sales representatives in 2006, is organised by industry. Sales representatives become experts at the industries they sell to, so they can better serve clients by partnering with agencies to find “unique solutions and innovative ideas” for advertisers, along with ad agency partners.

The Times' 300 sales reps are divided into 20 industry categories, including auto, manufacturing, real estate, finance, luxury goods manufacturers, fashion, media and entertainment.

Two Times advertising agency liaisons work with agencies, while the whole staff works with agencies on the marketers' behalf.

“We have done some unique projects where there are some sweet spots to partner on,” Warren says. Among the nature of the partnerships are customised research, research & development and innovation in technology, she says.

One challenge to partnering with agencies is the disconnect between newspapers and agencies when it comes to an integrated sales approach. The Times integrated its sales staff more than two years ago because marketers are becoming more integrated, Warren says. “The problem is, the agencies are not organised that way. Some are more silo-based and some are integrated in all manner of ways. We have to be flexible and accommodating. There is not a perfect way they are organising.

“We're seeing our clients demand work in an integrated way at agencies. They are demanding that,” she says. “Marketers are moving in that direction, but it will take a long time to reach nirvana.”

The way The Times works with an agency and advertiser is generally very client-centric, Warren says.

“I'll be careful not to generalise because there is no one way of what is indicative of what is happening today. We take a marketing consulting approach to the business, and we try to bring agency partners and client partners to address their marketing issues. For every single marketer, there are many ways to address the problem with our services and our markets.

Warren says the agencies that are easy to work with are those with the same best interests as the Times; that is, to act on behalf of the client. “But there are those agencies that bully the publications, and you have more of an adversarial relationship in order for them to get the best rate,” she says.

A key objective in building relationships with agencies is to “get ahead of the RFP process” – that is, to be a part of the conversation with agencies and marketers on exploring the objectives for an advertising campaign. Too often, the publishers and broadcasters enter the process at the media planning stage, and not during the marketers' “request for proposal” stage, she says. “Getting ahead of the RFP process by understanding the objectives of the campaign is the most important stage, that is the ideal scenario. That's what we would like to get to.

“You have to constantly build the relationship, staying on top of the planning strategy and understanding the customer account,” she says.

There is always room for improvement in the agency-newspaper relationship, and Warren says she would improve these areas:

- Better information sharing
- More openness
- Be on the opposite side of the table, to the customers' benefit
 - Develop a “real” partnership and information exchange. Share advertising campaign measurement so everyone can learn success and failure lessons.
 - Work toward “optimising” the advertising campaign system.

The Guardian

The Guardian

Interview with Simon Kilby,
advertising manager

Headquarters London, England

Parent company Guardian Media Group

Source: The Guardian Web site

© World Association of Newspapers 2008-2009

The recession and the corresponding advertising downturn, coupled with a massive oversupply of advertising inventory in London, has made the United Kingdom newspaper advertising landscape challenging, according to those newspaper advertising professionals interviewed for this report. Agencies have found ways to drive down newspaper and online advertising rates in the midst of the challenging advertising economy.

Simon Kilby, The Guardian's advertising manager, reports that ad rates have tumbled over the years, a byproduct of agencies "leaning" on publishers in the advertising buying process. A buyer might say, 'if you don't trade with me at this rate, they will leave them off the schedule,' he says.

"The buyer's job in the chain of work is to get the cost down, and that is what they are judged against," he says. Advertising buying has become a commoditised task, and not an exercise of valuing quality publications over lesser-quality publications. Kilby and The Guardian team are trying to change the mindset.

The only way to buy online advertising is through The Guardian's sales team. This is to protect The Guardian's "premium product" from the downward price pressure from online advertising networks, he says.

"It's fairly one-sided – what we try to do is add value to the market, talk to planners, to make them understand more about our products," he says.

Cox Newspapers

Cox Newspapers

Interviews with Leon Levitt, vice president of digital media at Cox Newspapers, and W. Michael Clay, senior vice president & chief revenue officer at AJC Media Solutions

Headquarters Atlanta, Georgia, United States

Products 17 daily and 26 non-dailies

Parent company Cox Enterprises

Web site www.coxnews.com/

Source: Cox Newspapers Web site

© World Association of Newspapers 2008-2009

Cox Newspapers, a subsidiary of Cox Enterprises, is one of the largest newspaper publishers in the United States. With 17 daily and 26 non-daily newspapers across the country, it also owns direct mail businesses, classified advertising publications, customised newsletters and one-third of a newsprint manufacturing business.

The new media landscape has changed the dynamics between publishers, advertisers and agencies, necessitating publishers to become more actively involved in selling advertising, says Leon Levitt, vice president of digital media at Cox Newspapers. "There is so much publishers can do. We should make advertisers and agencies aware of our value... Let them know we are worth different value."

With a variety of products (newspapers, Web sites, direct mail and other publications), Cox Newspapers can offer advertisers a suite of solutions.

"We no longer sell products. We are now selling audience. We can guarantee relevant audiences for advertisers... That's the most important for publishers," he says. "Our biggest challenges are to transit display revenues from print to a combination of print and online, as well as to create an organisation that knows how to work with agencies differently."

AJC Media Solutions

Cox Newspapers' flagship title, the Atlanta Journal-Constitution, is the only major daily in the metropolitan area of Atlanta, Georgia. The paper also operates several Web sites and many direct marketing publications.

The AJC's online properties include AJC.com, accessAtlanta.com, and several other online channels including real estate, autos, businesses, jobs, health and others. According to the 2006/2007 Gallup Poll of Media Usage & Consumer Behavior, AJC Web sites reach 52 percent of Atlanta's core based statistical area (adults 18+) who have had Internet access in the past 30 days.

Advertising via the AJC's direct marketing products also reaches different demographics, such as Atlanta Savings & Values, Value Clipper Magazine for savvy consumers, Comics Wraparounds & Gatefolds for children and TV Week Wrap or Pop-out for television lovers. Some of the products also reach non-subscribers, such as Reach Jacket.

The AJC's total print and online audience reach is more than 2.3 million people each week, according to the newspaper.

With its variety of products, the AJC has been offering cross-advertising solutions for the local Atlanta market for a long time. However, in order to bring the three ad vehicles into one and make it more effective and cost efficient, the AJC recently decided to reposition and rebrand its advertising and marketing capabilities to the local community in an initiative, called AJC Media Solutions.

"What we are working on is building an understanding with our direct clients, as well as clients that advertise with us through an agency, that we are much more than just a newspaper. Through the use of these three platforms we can meet a wide range of client needs," says W. Michael Clay, senior vice president and chief revenue officer of AJC Media Solutions.

The initiative launched internally on Oct. 16, 2008, and between November 2008 and January 2009, the AJC is going to engage around 1,400 clients face-to-face, Clay says. A business-to-business Web site, YourAudienceDelivered.com, will be launched in late January 2009. Several marketing communications campaigns via print, direct mail, e-mails and others will be launched then as well.

The re-branding initiative is aimed to deepen the relationship between advertisers and AJC as well as facilitate the whole ad process.

"In the past, we had separate contacts for print,

online, and direct mail," Clay says. "With the restructure, we'll have a single point of contact who will sell our entire portfolio across platforms." This will secure advertisers to get more consistent messages and better pricing efficiency.

"We're not intending to compete with agencies," he says. "Based on the experiences working with agencies, they primarily think we are a newspaper. What we are doing is to build an understanding with them that we are much more than that... We are now thinking more around solutions, listening to clients' needs, instead of just driving 'products, products, products' with clients."



5. Can You Sell to Agencies?

By Eamonn Byrne

Since my introduction to the newspaper business years ago, I have been alternately puzzled and amused by newspaper companies' efforts to "sell" advertising to agencies.

Why on earth would it be necessary for any company to sell to its own agent, I asked myself?

I realise some readers will consider the idea that agencies work for the media company plain wrong, so we had better immediately clear this up. So riddle me this: If agencies do not work for media companies then why do media companies pay them?

Moreover, if they do not work for the media then why make the payment in the form of a commission? Why pay commission to a party you are selling goods and services to? Is it a bribe? The answer to the riddle lies in history. In the 19th century, agencies were agents for the media, who by dint of an inconvenient geography sold ads on behalf of a newspaper in return for a commission.

Over time, their empathy for the advertiser turned to sympathy, and their monogamous, revenue-inspired marriage to one newspaper broke down and became polygamous. The agencies evolved and the peculiar situation we have today emerged, whereby we in the media treat them as valued clients and also pay them for the privilege of serving them.

So, the first thing to get straight before you attempt to sell anything to your agent is the relationship. Following the money is always good advice when exploring relationships.

Of course, the nature of the relationship varies from market to market and from culture to culture, but I unilaterally propose the following:

I will pay the agency commission in return for:

1. The agency bears the financial risk of collecting the money from the client and paying me (the media company). In order to do this I expect financial guarantees backed by more than goodwill. Hence I expect the agency to be recognised by a suitably qualified body. The process of recognition will be ongoing

and require the agency to demonstrate its financial ability to bear client debt and discharge those debts accordingly.

2. I expect the agency to advise me as to how I can best earn a place in the client's media plan. And I absolutely expect the agency to put forward my proposal to the client in every particular, or tell me why they will not do so. If they refuse, and they are perfectly within their rights to do so, I reserve the right to see the client directly. I also reserve the right to meet the client, assuming the client wants to meet me, whenever I expect to receive full advertising production materials that meet the specification of my media on time.

In other words, I expect the agency to earn their commission. If not, then the commission will be reduced.

And many readers will observe that all the best agencies have no problem with any of the above.

The relationship is properly a partnership, between the agency and the media, both of whom are working on behalf of the client.



Source: The Byrne Partnership
© World Association of Newspapers 2008-2009

The next big theme is understanding the structure of the agency and where the decisions are made.

Typically, by the time the newspaper salesperson arrives at the agency, the media is already selected for the campaign.

These are my rules for a mutually beneficial partnership with agencies, derived from experience:

1. Remember, you have rights when dealing with agencies – you do pay them, after all.
2. Understand the structure of the agency, and determine where you can best influence the agency.

3. Much of what is written about selling to agencies dwells on the importance of the relationship. OK fine. But I expect grown-ups to get on well together, especially if they are being paid to do so.

Good relationships are a pre-requisite to maximising sales opportunities – but a good relationship is about far more than being liked, or friendly.

It is a very big mistake to think that getting on well with the agency is the same as selling to them. Those who delude themselves that it is are foolish, and those who pay them, fools.

4. Ad salespeople should know as much about advertising and their media as possible, including the currencies and the practices of planning and buying. Media currencies are the standard audience explanations that media planners and buyers use to plan and buy media.

- Reach (number and percent of the target audience reached)
- Frequency (Gross and average)
- To understand how media buying and planning works, the above is a minimum level of understanding for a salesperson to sell to a professional agency.

5. Many agencies are struggling with integrated media planning. Take your pitch for a multimedia package to the client, and you may have a better chance of success.

6. Agencies crave ideas that incorporate all the media channels the newspaper company has access to. Again, involve the client in this plan.

7. Know as much about your key competitor media as you do your own and in particular see point 4 and apply it meticulously in regard to your competition.

8. Be aware of the current fashion. Integrated media packages are currently vogue in the United States and Europe.

9. Also, use the words *audience* and *engagement* a lot. Multimedia works harder at engaging audiences so 'big multimedia' ideas are often well received.

10. Despite all of the advice you receive to the contrary, in my view it is usually a mistake to keep salespeople servicing the same agencies for too long. After a short

while they become so immersed in the agencies' views they begin to represent the agency and sell the agencies' views back to the newspaper. I recommend moving salespeople around at least every 12 months.

The following report is from the Media Skills Qualification, Module 2. This is an eight-part training programme inspired by agencies and media in the United Kingdom.

Principles of Selling to Agencies and Key Clients

A recent survey conducted for MediaWeek cited "lack of knowledge" as the main complaint media planners and buyers have about media owners. They also said that they would like to see more time spent asking questions and listening, to see more creative ideas and use of case studies, together with less of the standard facts and figures.

Listed below are recommendations to assist newspaper sales representatives in making your face-to-face discussions with both agency and key account customers more successful.

1. Maximise each contact: If you are seeing the real decision makers, the people whose input really counts, then appreciate that time in front of them is valuable, and get the most from these very limited opportunities. By the same token, do not waste their time with a scantily prepared presentation and no real value to them in seeing you.
2. Understand the formal structure and the informal power base: This is the only way you will be able to get under the skin of the decision making process. You may well have to respect the reporting lines within the formal structure, and it does no harm to do so. The key to success, however, is to know who really counts and to ensure that they are not excluded from any opportunity to develop business.
3. Speak their language: This applies both literally and metaphorically. Language is a powerful indicator of intelligence, experience and understanding, and using the same words, phrases, etc. (in the appropriate context), as another party creates positive impressions.

With agencies, failure to understand industry terminology and abbreviations, or to be unable to use it appropriately, constitutes a barrier to

communication, to credibility, to business relationships and ultimately to sales effectiveness.

No one expects you to possess the same level of knowledge about the client's business, but demonstrating a working knowledge of how it operates (and using terminology appropriate to their business is one way of demonstrating this) will help to build their confidence in you, which of course carries through to confidence in your sales proposition.

4. Be memorable: In the right way! Rather than simply going in with the stock in trade selling points, look to make your communication unique in some way. Finding new, relevant selling points about your title(s), a creative presentation or style, genuinely new ideas, or really developing and becoming known for a particular skill, such as use of research, will help you to stand out from the other sales executives looking for a share of the business.
5. Present figures at the right level: It is your responsibility to be able to interpret and work with data at the very highest level. Many planners and buyers expect it. Not every client is as media literate as this, and there are times when it is more appropriate to be able to select some top-line information and present it simply, in a context where it makes sense and has impact. You may be able to find out from the agency what the client's level of familiarity with industry data is, or you may have to ascertain this when you establish contact and pitch your presentation accordingly.
6. Present relevant, accurate data: There are few things more damning than to present information that is then contradicted by the person you are selling to! Make sure that facts and figures you present are accurate, and as up to date as possible. Always know your information sources and be able to explain them and stand over their validity. Whilst being able to demonstrate a working understanding of a client's business is a must, remember that they are the expert in their field, as you should be in yours. In other words, don't try to tell them how their business works, or quote figures about sales and market share as if you are the world guru on them!
7. Present data persuasively and make it interesting: Figures do not just speak for

themselves – they work best if their significance is clearly and concisely explained; if they are put into a meaningful context with analogies and examples.

8. Don't bullshit: If you don't know, admit it. Responding with a quick answer off the top of your head, and then expanding on it is usually transparent, and there may well be someone in the meeting who does know the answer and may or may not choose to show you up. If you can make an educated guess at something, then by all means do so, but make it clear that that is what you are doing and always check it out afterward.

9. Sell in advance: Most decisions need to be made in advance and the earlier you can present ideas, the better. Money can often be found for a real "too good to miss," but there aren't many such opportunities around, and more often than not, a late pitch means even more pressure than usual for discounts on the basis of it being a late, unplanned activity.

10. Admit weaknesses and promote strengths: No title or medium is perfect. If you are confronted with a valid criticism about your title(s), acknowledge it, but put it in the context of the most attractive positives, and/or what is being done to address this limitation.

11. Know your product inside out and upside down. This is the one area above all others where you must know more than either the client or the agency. It is not enough to simply be able to churn out topline information the client or agency could access themselves. For their time with you to carry real value, you should be bringing something more to the party. This could include a better feel for the title's character, new data, a different slant on existing information, special areas, editorial and a real qualitative comparison with the competition.

12. Don't act as if you have a divine right to be on the schedule: This has tended to be a criticism of some of the bigger media owners, but given the breadth of media choice no one can afford to be complacent.

13. Be realistic: Don't keep knocking on the same door if nothing has changed. If a client does not have distribution in your area, it is highly unlikely they will use you unless there

is a strategic reason to do so. Keep tabs on what is happening, work with wholesalers if you can, but don't keep going over the same ground. Think of yourself as a brand:

- What do you want the brand image to be?
- How do you achieve stand-out in the mind of the customer?

14. Create opportunities for contact: Provide cuttings about their clients. Keep abreast of changes within the agency. Follow up trade press references to activities affecting them or their clients. Use these to follow up whatever stage you are at in developing the business.

15. Don't discard smaller agencies: Small accounts do grow. A small agency may handle a piece of a bigger account and be able to assist you with other parts of it. Small agencies are often staffed by senior people who have set up a business for themselves and have a raft of experience and contacts that can work in your favour.

The Agency-Client Relationship: When to Involve the Client

Media owners and publishing groups have different attitudes about making direct approaches to advertisers whose business is generally placed through a recognised advertising agency.

These range from a "no contact" to an "at your own discretion" policy, with most falling somewhere in between. While you must respect whatever guidelines you are given, it is imperative that you understand the following: That the advertiser is not the exclusive property of an agency, whatever they may like you to think!

Advertisers are businesses that work hard to get the best returns on their products and services. They may use one or more agencies. They may change agencies. The relationship is neither taboo nor immortal. Many advertisers actually do want to have contact with media owners. Meanwhile, many media owners are capitalising on this by developing teams who work with both the agencies and the clients, in whatever way is most appropriate, to develop and implement better solutions and ideas for all parties.

Given the pressures clients are under from increased brand competition, advertising clutter” in some channels and the ad avoidance of time-pressed consumers, the need for creativity and strategic solutions is arguably much greater than it would have been some 10 years ago. It requires in-depth mutual understanding between the media owner of the brand objectives and the client of the solution.

Some lucrative and high-profile business is handled directly between the media owner and the client. For example, on Tesco TV, 60 percent of advertising is booked direct. IPC did a £750,000 deal direct with McDonalds, as did the UK National Magazine Company with Procter & Gamble’s Head and Shoulders – a move initiated by the brand contacting one of the magazines directly. Consider also that some of the biggest advertisers in the business habitually work directly with media owners. In the United Kingdom, for example, this includes furniture center DFS, supermarket chain Lidl and opticians stores Specsavers.

Direct contact with the client is becoming more prevalent, and according to recent research conducted by Emap Advertising and the London Business School, nine out of 10 Marketing Directors expect to work more closely with media owners in the next five years (MediaWeek, March 2005).

The agency is, however, our principle in placing business on behalf of the advertiser and, as such, we should respect the importance of their relationship with us and with their clients. The key to success is understanding the nature of the relationship and making a professional approach, which works for all parties.

Guidelines for Direct Contact with Clients

- Be guided by the agency if business is going well. The client may prefer not to be involved. Offer opportunities for non pressure contact, such as invitations to appropriate social functions or an annual business review attended by all three parties. You can use these to dig out more information, build a relationship with the client and work on future business from there.
- If you are presenting proposals that you are genuinely convinced are appropriate, and are

consistently rejected by the client (allegedly) or by the agency with (apparent) excuses rather than reasons, then discuss with the agency the option of presenting to the client alongside them.

- If an account is under review and the agency is reluctant to pursue initiatives and proposals, you may also wish to approach the advertiser. This is obviously easier if you have managed to build up a relationship with them in the meantime, and the agency will either accept it or take action themselves.
- If the agency seems to be blocking ideas and/or trying to block you from seeing the client, then there is no reason for you not to directly approach the client. Remember, however, that the advertiser employs an agency for a reason. Such a move will certainly aggravate the agency, so think carefully about your reasons and the implications of doing so.
- Never approach the advertiser without making the agency aware that you are doing it. Even if the agency does not like the idea, they are at least in a position to do something about it. ‘Going behind their back’ is cowardly, unprofessional and likely to backfire, especially if the agency and advertiser have any sort of reasonable business relationship.

Eamonn Byrne is the business director for the World Association of Newspapers and managing director of the Byrne Partnership, a newspaper management consulting firm based in the United Kingdom. Byrne can be reached at ebyrne@wan.asso.fr.

Conclusion

The common goal between newspaper companies and advertising agencies is to serve the advertiser. This service, from print ads to cross-media campaigns, is the bread and butter of both parties. In a perfect world, agencies and newspapers would tackle problems as they arise, mending any dispute on the spot, in order to get back to business.

In the real world, however, many relationships between agencies and newspapers have become strained, as miscommunication or lack of communication, exacerbated by problems with rate cards, contract rates, lack of data and invoices pile up over the years, driving a wedge between the two parties. No relationship is perfect, and that of the newspaper and ad agency is no exception.

The SFN team's discussions with people from agencies and newspapers yielded the following comments on what agencies wish newspapers would realise:



“There are too many rate cards.”

“Invoices are frequently wrong. Contract rates are not always in the newspapers’ computer systems.”

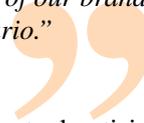
“Sales reps aren’t always informed about rate card prices or why prices have inexplicably risen.”

... as well as what newspapers wish agencies would take notice of:

“Trading has become more of a negotiation which is more commoditised – a trading environment and not sales”

“We want more transparency about the client and its campaign objectives, and also about campaign performance so we can learn for the next campaign.”

“Agencies don’t trade on value. That’s just gone, gone, gone. If we could trade on the true value of our brands, it would be a better scenario.”



Those at advertising agencies say if newspaper advertising was easier to buy, and if

newspapers provided more data, such as market information and campaign effectiveness, agencies would be more inclined to give newspapers more attention, and probably more business, due to better data to back up those purchases.

Newspapers indeed can make changes, which will lead not only to more business, but also to smoother, more pleasant dealings with agencies on a daily basis. Opportunities for change that agencies around the globe echoed are for newspapers:

- To make buying simpler, with streamlined, electronic processes and the creation of networked buys across newspapers in a given region or country.
- To create an accurate invoicing scheme with checks and balances.
- To create fewer rate cards, and to ensure that the rate cards are logged into the newspaper's database.
- To assess advertising pricing, and to consider dynamic pricing schemes depending on the agency's annual or monthly contract volume.
- Inform agencies in detail about cross-media advertising opportunities through fresh, detailed statistical analysis.
- To train sales reps more thoroughly about pricing, offers and newspaper audience reach before they call on advertising agency accounts.

However, newspapers are doing many things right and making advancements, such as:

- Wide reach in their communities
- Easy to attain local and targeted audiences
- Value added features, such as post-it notes and polybags are positive differentiators
- Research on newspaper consumers, usage patterns and lifestyles are increasingly valuable for planning media campaigns
- Newspapers build high reach quickly
- Production costs are low when compared to other media
- Newspapers are a highly credible advertising environment
- Coupons lend themselves to direct response. "Newspaper is the new black. It's ripe for invention," says Kathy Heatley, vice president and director of local investment for Starcom MediaVest Group in Detroit.

In the future, Heatley says she thinks newspapers will need to sell audience, and price accordingly. Anything that doesn't sell

actual audience, such as colour charges or premiums, is "nonsense," she says.

Susan Harrison, a partner at the Chicago-based Davis Harrison Dion, agrees. Agencies work for their clients based on audience, and as more audience data becomes available, newspapers should increasingly do the same and negotiate based on audience, she says.

"A lot of times we're looking for a portion of that audience, so you can price it more effectively in a target audience, which is how you negotiate with other media," Harrison says.

Or as William Ames, a media buyer for ZenithOptimedia in London, put it: "If newspapers are to survive, they must become innovative with advertising units." More must be done to achieve accountability, he says.

Meanwhile, both sides need to have an integrated sales approach, says Denise Warren, senior vice president and chief advertising officer for The New York Times Media Group, which integrated its sales staff more than two years ago.

"We're seeing our clients demand work in an integrated way at agencies. They are demanding that," Warren says. "The problem is, the agencies are not organised that way. Some are more silo-based and some are integrated in all manner of ways. We have to be flexible and accommodating. There is not a perfect way they are organising ... Marketers are moving in that direction, but it will take a long time to reach nirvana."

Warren says she believes bettering agency-newspaper relationships revolve around two points: better communication and focusing on serving the customer:

- Better information sharing
- More openness
- Be on the opposite side of the table, to the customers' benefit
- Develop a "real" partnership and information exchange. Share advertising campaign measurement so everyone can learn success and failure lessons.
- Work toward "optimising" the advertising campaign system

Solving problems cannot be done only through change on one side. But, if newspapers apply appropriate solutions, not only will their relationships with agencies benefit, but their own businesses will also see rewards.

THE PUBLISHER

World Association of Newspapers
7 rue Geoffroy St-Hilaire
75005 Paris, France
Tel.: +33 1 47 42 85 00
Fax: +33 1 47 42 49 48
E-mail: contact_us@wan.asso.fr

WAN CEO

Timothy Balding

SFN DIRECTOR

Martha L Stone
mstone@wan.asso.fr
+ 1 847 778 9806

SFN EDITORIAL MANAGER

Leah McBride Mensching

SFN BUSINESS ANALYST

Erina Lin

PAGE AND GRAPHICS DESIGNER

Marianne Audouard

GUEST WRITERS

Robert Ray
Eamonn Byrne

World Association of Newspapers

© WAN January 2009

The contents of this report may be used in whole or part by publishers in the execution of their business. Use of any part of the content or intellectual property herein for the purpose of representation or consulting requires prior written consent of the author. Any reproduction requires prior consent of WAN.

Shaping
the Future
of the Newspaper



A World Association
of Newspapers
project supported
by four strategic
business partners



Norske Skog

manroland atex



telenor