

Media Transformation: New Business Models and Revenue Streams

Presented by Nancy Lane, LMA President, October 11, 2016



About Local Media Association

- An umbrella organization that represents ALL local media including newspapers, TV stations, radio stations, directories, online-only news sites, etc.
- Over 2,800 newspapers/TV stations/radio stations, etc. are members of the organization.
- Members include a diverse mix such as: Nexstar Broadcasting, The McClatchy Company, E.W. Scripps, GateHouse Media, Gray Television, BH Media Group, Swift Communications, Schurz, CNHI, Deseret Digital and many more.
- Training division offers digital sales certification, Google AdWords and Analytics certification training, SMB workshops and much more.
- Progressive board led by Gordon Borrell with top execs from Scripps, McClatchy, Deseret, Swift, GateHouse, Nexstar and more.



LocalMedia
Not your
average association

About Local Media Association

We are intensely focused on helping local media companies discover new and sustainable business models.



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average association

What We'll Cover Today

- **The Real Story of Media Transformation**
- **Innovation Mission Key Takeaways**
 - Culture matters
 - Video first
 - OTT is emerging
 - VR is worth a look
 - Media transformation: pick a direction
- **Digital Agencies – 5 Keys to Success**
 - From the LMA/Digital Agency Summit
- **Events – Third Leg of Media Transformation Stool**



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Transformation and Innovation in Local Media

- The story of the evolving local media industry – and its implications for the \$133 billion local advertising market – is not always well understood.
- The local media industry is undergoing a remarkable period of transformation and innovation, but that story often gets lost in headlines about declining print advertising.
- To help highlight examples of innovation and transformation in local media, the Local Media Association has organized a campaign to share more data and anecdotes from the industry.
- One of the key messages of the campaign is that traditional media companies are evolving in creative ways to become more relevant to local news consumers and advertisers. They are harnessing their core strengths – like powerful sales forces, deep relationships with local advertisers, brand credibility in local markets and convening power – to transform into launching pads for innovation.

Transformation and Innovation in Local Media

- Many local media companies are aggressively investing in a range of new ventures, including events, digital and business services, B2B publishing, branded content and video storytelling.
- In the process they are tapping hungry audiences in small- and mid-sized markets underserved by national media and entertainment vendors.
- The supporting data and examples across the country are revealing.
- Using some fascinating and sometimes counterintuitive new research from Borrell Associates, the Local Media Association has crafted an infographic designed to reach national business and advertising audiences. We encourage our partners and friends across the media industry to share the infographic widely, especially with your local business community.
- The goal? Coverage in Ad Age, NPR, NYT, WSJ and more...



TRANSFORMATION & INNOVATION IN LOCAL MEDIA

The \$133 billion local advertising industry, responsible for 40% of all advertising, is more complex and counterintuitive than it might appear. The untold story is that traditional media companies aren't dying, but morphing into something different and more relevant to advertisers. In fact, local media companies are leveraging their existing core strengths as launching pads for transformation and innovation.

Local media companies have a major strategic advantage: longstanding relationships with advertisers in their markets.



There are
91 THOUSAND
local advertising reps in the U.S., the vast majority of whom sell digital as well as traditional advertising.



88 PERCENT
of local businesses surveyed said they considered their local newspaper, TV or radio sales reps to be digitally savvy.

Local media companies dominate digital advertising in smaller markets:



Local media companies sold
\$10.5 BILLION
in digital advertising in 2015.



The heaviest hitters in this field were daily newspapers selling
\$5.1 BILLION
and yellow page directories selling
\$2.4 BILLION



Pureplay Internet companies such as Yelp, Facebook, Angie's List and Zillow get a lot of attention, but in mid-sized and smaller markets local businesses spend

**MORE THAN
75 PERCENT**

of their advertising dollars with traditional media companies.



In most small local markets, the daily newspaper tends to be

**THE LARGEST
SINGLE SELLER**

of digital advertising, followed by radio clusters.



Local broadcast TV stations are making digital a top priority with

**\$650 MILLION IN
DIGITAL REVENUE LAST YEAR.**

There has been a boom in local media companies offering digital and marketing services:



86 PERCENT
of traditional local media providers
**SELL DIGITAL
SERVICES,**
in addition to advertising space.



48 PERCENT
of local media providers
formed a digital service agency
within the last four years.



**THE LARGEST
SOURCES
OF REVENUE**

for these digital services operations are web development, SEO, reputation management and video production.



In addition, many local media companies have established separate
EVENTS DIVISIONS
delivering

**PROFIT MARGINS
OF 50 PERCENT**

and higher, generating significant new local business customers,
47 PERCENT
of which say they participate in event marketing.

LocalMedia

association

2016 Innovation Mission Takeaways



About the Innovation Mission

- Seventh annual IM
- 25 senior-level executives
- 15 companies including: Facebook, YouTube, Instagram, Apple News, Scripps, Calkins, SF Chronicle, xAd & more
- 48 page report outlining 5 top takeaways
- NYC and Silicon Valley
- Intense six-day study tour



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Forget the Ping-Pong Tables - Core Values Drive Culture

It all starts with leadership...

- Open & transparent work space fosters collaboration
- 360 reviews provide honest feedback
- Obsession with mission & vision pays off



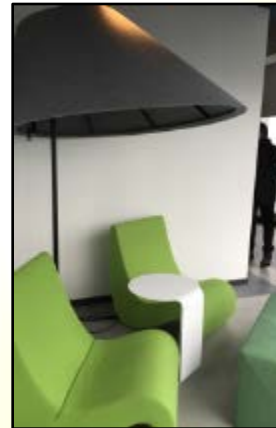
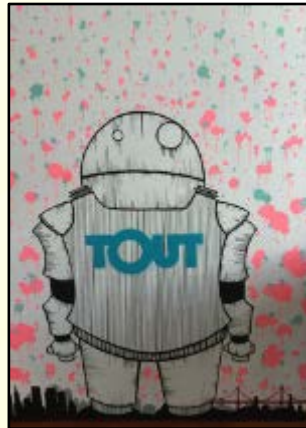
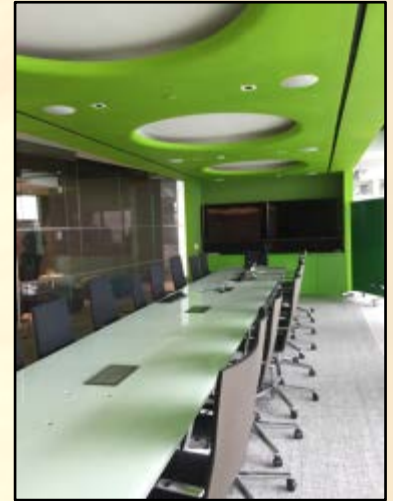
Open & Transparent Work Space

Open & Transparent – Fosters a Culture of Innovation

Lots of collaboration areas

No private offices including the CEO

Fun atmosphere



Core Values Matter

If you don't have core values established at your company, make it a top priority!

- Disruptive. Transparent. Relentless. – xAd
- Freedom of expression; freedom of opportunity; freedom to belong; freedom of information – YouTube
- Done is better than perfect – Facebook



Core Values Matter

Mission statements: Having a mission gives people purpose & keeps them engaged in their work!

- Make the world more open and connected – Facebook
- Empower the world to create broadcast and share – YouTube
- We are intensely focused on helping local media companies discover new and sustainable business models – LMA
- To leverage location for the greater good - xAd



Communication is Key

‘All Hands’ Meetings – Every Disruptor Conducts Them!

- Hosted by the CEO on a regular basis (usually every week)
- YouTube YTF (YouTube Fridays) – product updates/Q&A
- Facebook’s ‘All Hands’ meeting every Friday
- Open Q&A (no questions are off limits)
- Attendance is voluntary not mandatory
- Food & drink are served



Communication is Key

This Guy Gets It!

xAd's D Sharma conducts 'All Hands' meetings every other week (400 employees). Q&A is anonymous to make it even more open/transparent. New hires are also introduced.



Hiring, Reviews, Mentorships & More

The hiring process is incredible:

- Involves 10 or more interviews at xAd
- YouTube involves “many in the hiring process” and wants to ensure that new hires have the values they are looking for. “Can they solve problems on the spot?” is a key question. On the sales side, they must deliver a live pitch.



Reviews are 360:

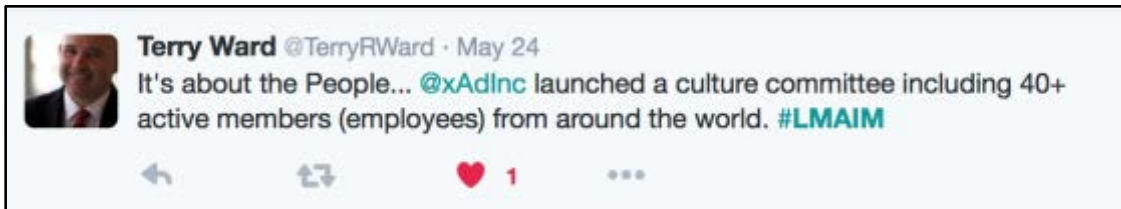
- Two are conducted per year for every employee at Facebook. The process includes a self-review, a manager review and peer reviews.



Hiring, Reviews, Mentorships & More

Mentorship programs in place:

- A mentor program at xAd pairs employees that have been there for more than 6 months with new hires. It's voluntary and they get a stipend to buy their mentee coffee or lunch. CEO D Sharma is personally mentoring three employees right now!
- Facebook's mentoring program pairs up new employees with someone that has been on board for at least six months (from the same team). After that, an opportunity exists to be paired with someone from a different team/division.



Culture Resonated with IM Participants!

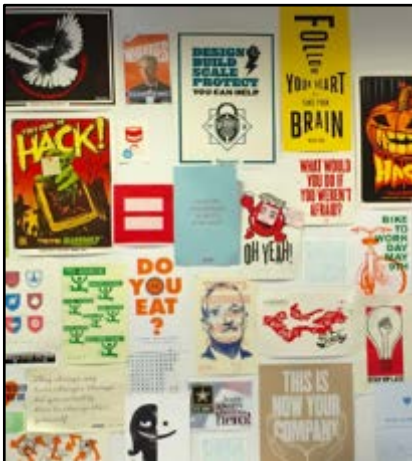
- “The disruptors have a risk-taking culture and they fail fast,” said Rich Hoover, Senior Director of Business Strategy & Operations, GateHouse Media. “We don’t do that enough and we need to try harder.” At Facebook, participants were asked: **“If none of your projects were failures, were they really bold enough?”** Are you failing enough and what would you do if you weren’t afraid?”
- **“A company as big as Facebook has ‘Ruthless Prioritization’ on their posters,”** said Greg Treece, Swift Communications. “They can’t get everything done even with their enormous resources. As media companies, we need to learn from this.”



Culture Resonated with IM Participants!



- “Changing culture is really hard and not **for the faint of heart,**” said Big Fish CEO Mark Poss during the IM debriefing session. “And **it’s not about the fricking Ping-Pong tables!**”



- “I really enjoyed the posters at Facebook,” said Todd Handy, VP Business Development, Tout. “My favorite was ‘**The Journey is 1% Finished**’ - I hadn’t heard that one before.”

Facebook Posters Made Huge Impact!

- **‘What Would You Do If You Weren’t Afraid?’** – They ask themselves this question regularly. It can be uncomfortable at times but it’s part of their culture. They became a mobile-first company using this question. This was a huge shift for their engineers but the move enabled them to innovate and keep pace with changing technology.
- **‘The Journey is 1% Finished!’** - They always consider themselves only 1% finished – it keeps them humble!
- **‘Feedback Is a Gift’** - “Critical feedback is what keeps us moving forward.” They offer a learning and development course to help employees deliver critical feedback to each other.
- **‘Fix Your Shit’** - This was a theme at many of the companies on this year’s IM.



Rust Communications

Rust Communications/Jon Rust:

“In large part motivated by the IM, since returning in August we’ve held the first all-hands meeting, two strategic retreats, kicked off some project task forces (particularly around culture), initiated “Facebook poster” values messaging, conducted weekly employee luncheons with the publisher, initiated a monthly group clean-up, and cook-out, and more.”



Rust Communications

Clearly communicating mission, vision
and core values



Rust Communications

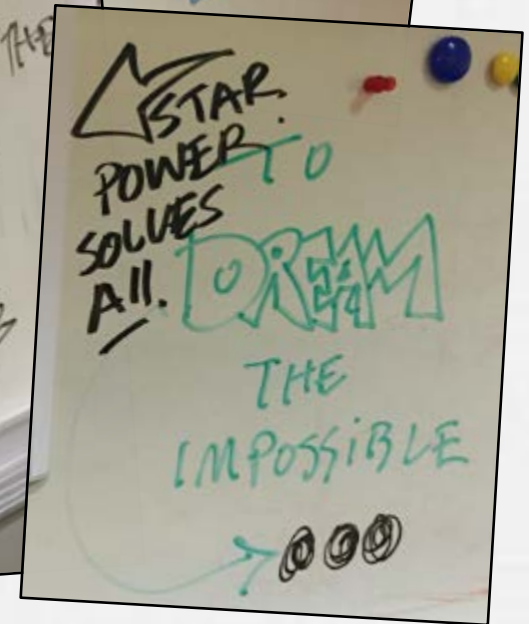
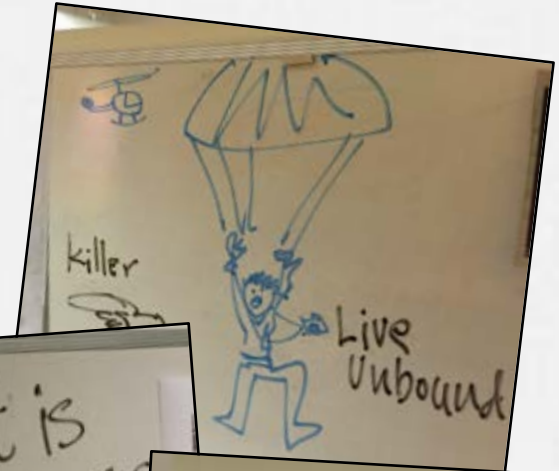
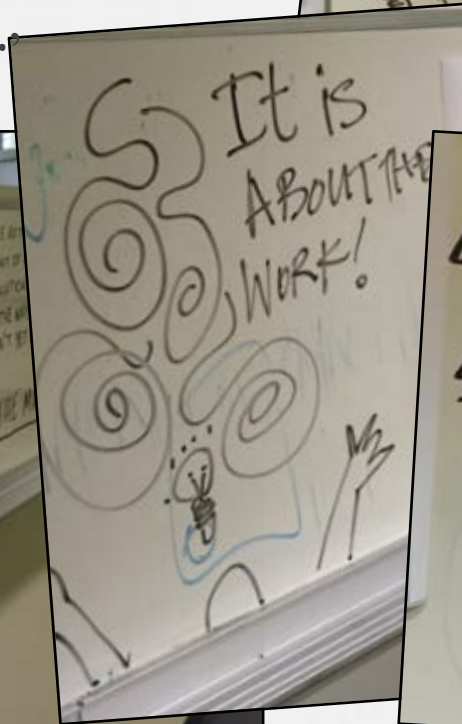
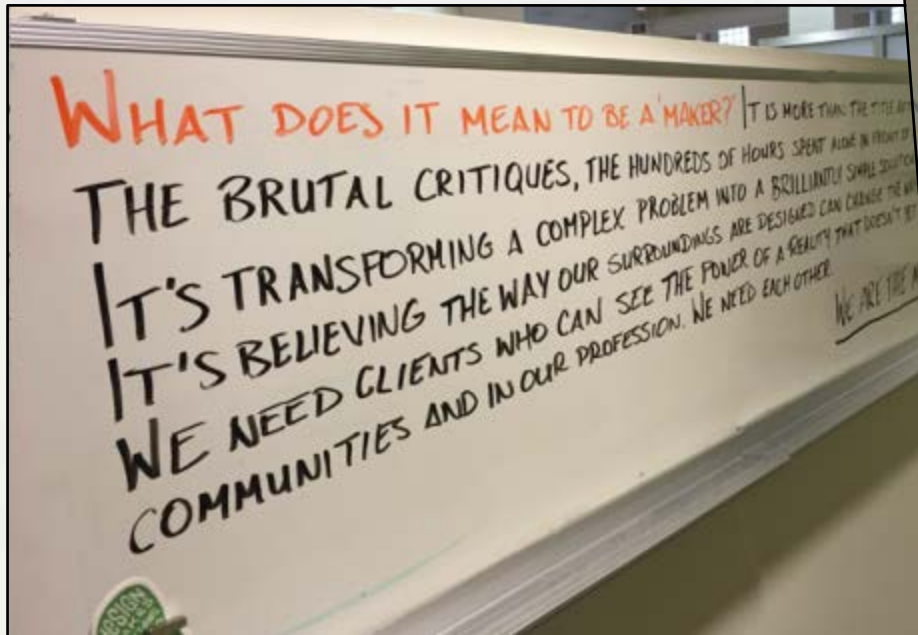
“Everything we do should be measured by the test of truth and grace” – Rust Family



Rust Communications

White Board Exercise...

- ✓ Live Unbound
- ✓ Star Power Solves All
- ✓ It is About the Work!
- ✓ What Does It Mean to be a 'Maker'?



WBNS Digital

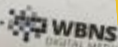
WBNS Digital/Stephanie Slagle

- Implemented a Digital Improvement Proposal (DIP) as a way for employees to propose ideas/better solutions
- Also worked on FB-like posters during an offsite





**OWN
IT**

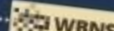


**THIS
SHIT
IS
WORKING**



TRANSFORM

**IT
MATTERS**



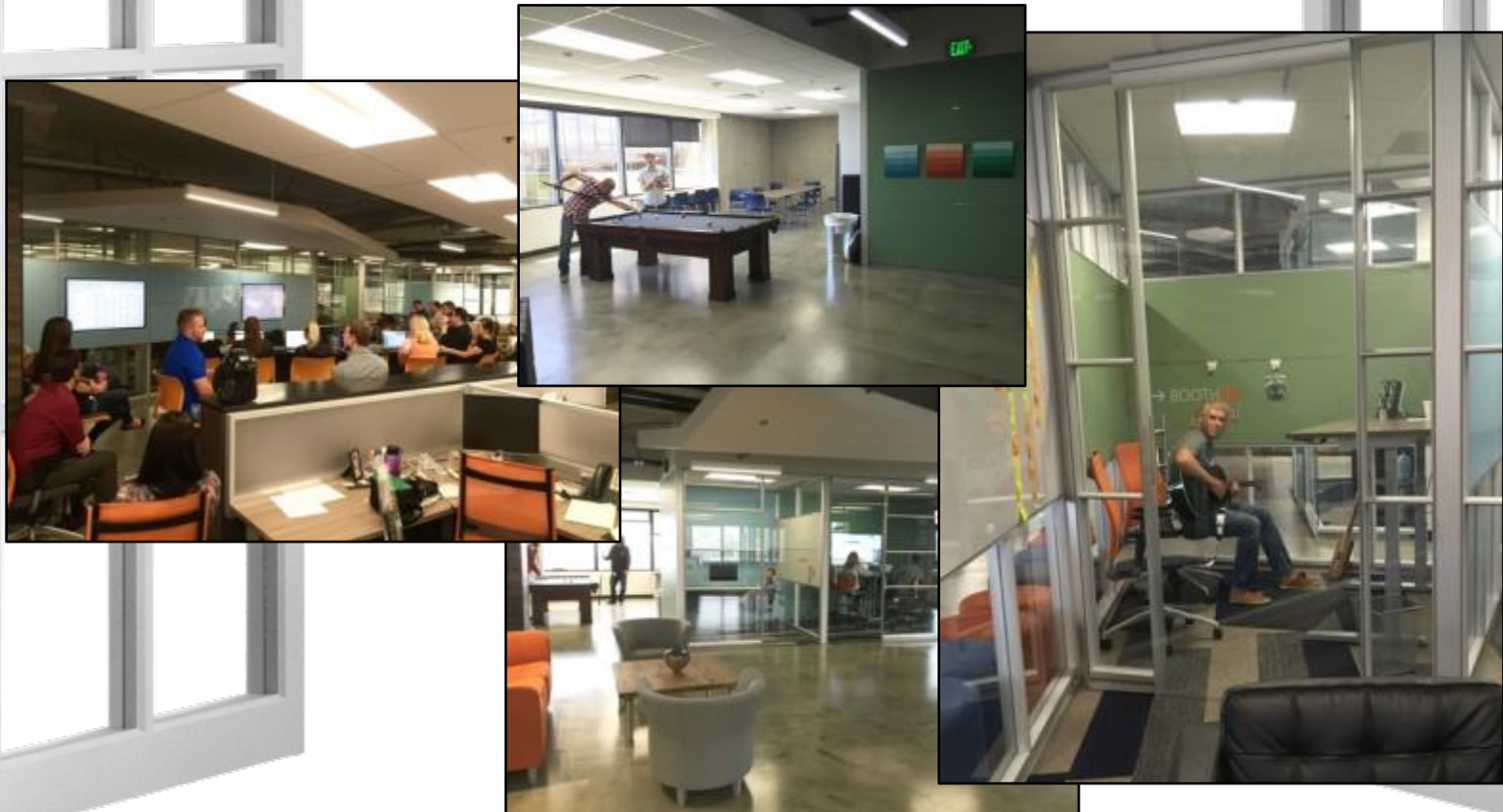
Deseret Digital

Deseret Digital/Eric Bright:

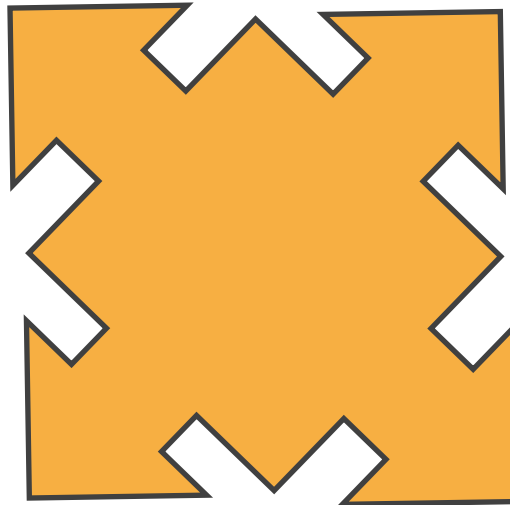
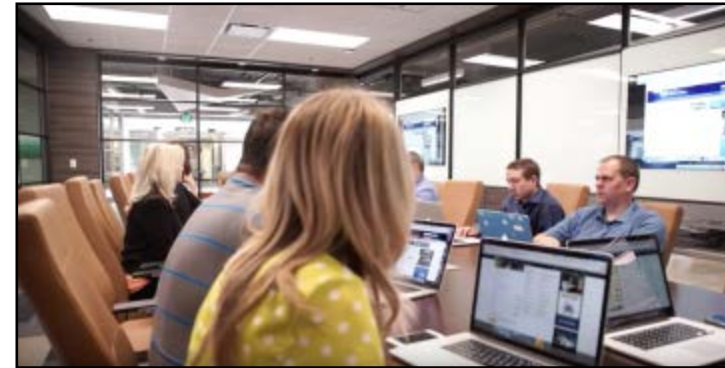
“Culture is not what you see – it’s what you feel. You could feel it on the Facebook campus. You could also feel it at Thumbtack at the main building. If your culture dies... that is it. You lose everything that you have.”



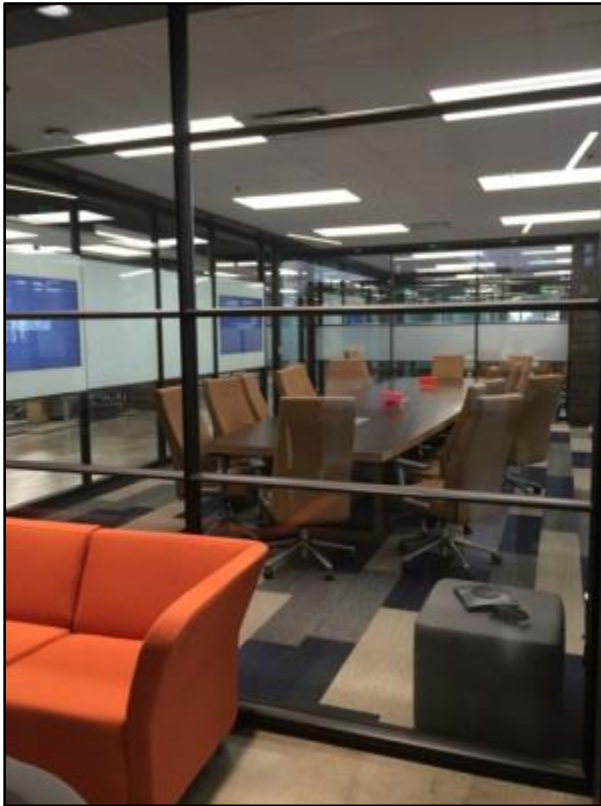
Deseret Digital Open/Transparent Work Space



DDM: Designed with Collaboration in Mind



DDM: Mission/Vision/Values Clearly Communicated



Update from Other IM Attendees

Graham Media Group/Catherine Badalamente

- Immediately moved to video conference calls and now all of their buildings are being wired to handle this.
- Conducted an off-site with the digital team to create FB-like signs that communicate their core values.



Graham Media Group



Update from Other IM Attendees

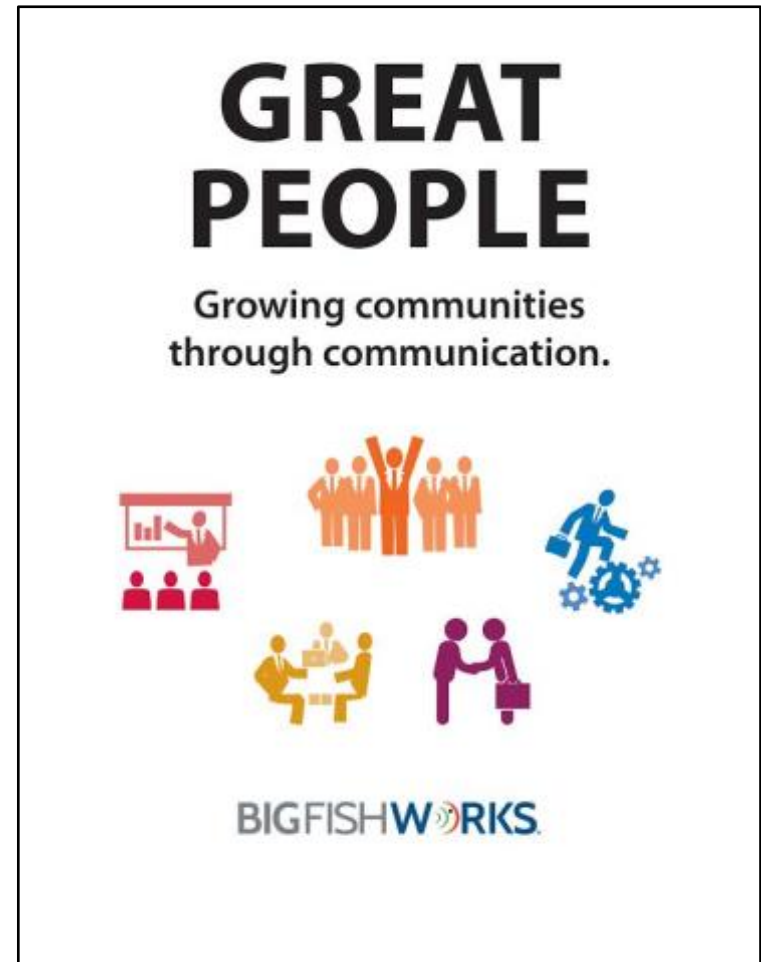
- **Vail Daily/Patrick Connelly** – he moved his office out on to the floor and it is already paying off. They are implementing a sales re-org and going with a very horizontal structure.
- **LMA** – all staff calls are now video calls (three per week); we are also working on posters that will capture our core values.
- **PPI Media/Markus Feldenkirchen** – remodeled their Keil office and “took down the walls.” Started quarterly all hands meetings. Employees can submit their questions in advance.



5 IMs Later... Serious Culture Change



Big Fish Works



Employee Rewards/Check-Ins



BIGFISHWORKS
QUARTERLY EMPLOYEE CHECK-IN

EMPLOYEE NAME _____

OFFICE LOCATION _____

SUPERVISOR _____

DATE OF CHECK-IN MEETING _____

1. What did you accomplish in the past quarter and what 3-5 goals do you want to focus on in the next 3 months?

Start doing:
Stop doing:
Continue doing:

2. In what areas can you improve, and what do you need to do? What additional training do you feel you need?

Start doing:
Stop doing:
Continue doing:

3. How are you embracing the company's core values in your daily work (collaboration, community, integrity, passion, perseverance)?

Beyond Culture...Food for Thought

- Two of the three media companies that we met with were making OTT a top priority at their company...
- Video-first replaces mobile-first...
- VR is the next big thing...
- Will our web sites still matter in the age of distributed content?
- Want to transform your media company? Pick a direction and invest.

We Must Experiment More!

"Feed the Geek" – Justin Hendrix, NYC Media Lab



Are We Being Honest with Ourselves?

“Local media companies are too focused on salvaging the past, and they are not being honest with themselves about legacy brands” – Tom Sly, E.W. Scripps



David Arkin
@david_arkin

 Follow

Spot on list from [@tsly](#) on why we aren't transforming fast enough. [#LMAIM](#)

4:50 PM - 22 May 2016 · Manhattan, NY, United States

  7  7

Make Your Bet & Invest

“Put your head down and pick a direction...beware the shiny new object” – Mark Contreras, Calkins Media



Kelly Montague
@KMontagueHalton

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@LocalMediaAssoc #LMAIM Calkins Media, "put your head down and pick a direction"... "beware the shiny object"...

9:24 AM - 23 May 2016

   2

Facebook Posters Had Huge Impact

Ruthless Prioritization

Feedback is a Gift

Hard Conversations

What Would You Do If You
Weren't Afraid?



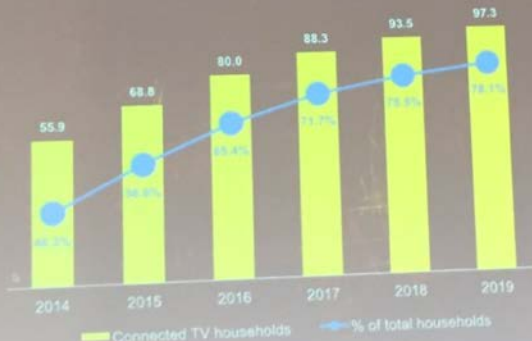
Five Things to Consider...

1. OTT – Should This Be a Top Priority?
2. Virtual Reality – Where Does This Fit In?
3. Distributed Content: Will Our Websites Still Matter?
4. Video Consumption is Exploding; How to Monetize?
5. Media Transformation: Why You Must Pick a Direction & Invest



Is OTT a Top Opportunity to Pursue?

The Audience HAS Shifted



The majority of internet connected homes will access video content via connected TV/OTT devices in 2016.

Source: eMarketer, Oct 2015



Nancy Lane

@localmediarocks

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Majority of internet connected homes will access video content via connected TV/OTT devices in 2016 #LMAIM

8:40 AM - 23 May 2016

4 1



Shannon Kinney

@shannonkin

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@calkinsmedia has trained more than 100 journalists to shoot and edit video #LMAIM

8:00 AM - 23 May 2016 · Brooklyn, NY, United States

1



Edwin Ruis

@edwinruis

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"If young journalists want a future, this is like Nirvana"

@newsmex1 About Video and OTT strategy in @calkinsmedia #LMAIM

8:12 AM - 23 May 2016

3



Shannon Kinney

@shannonkin

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@calkinsmedia We monetize OTT through share of voice, sponsorships, but are still figuring this part out. First year cost \$150K #LMAIM

8:08 AM - 23 May 2016 · Brooklyn, NY, United States

3 1

Calkins & Scripps Doubling Down on OTT

Calkins: Local Strategy Supported by Sponsorships

- Calkins CEO Mark Contreras shared some interesting statistics that led them to make OTT a huge priority for their company:
 - Streaming is catching up to cable across the country. In Philly, 47% are Comcast subscribers; **43.7% use a streaming service.**
 - Time with OTT is projected to be **2 hours and 42 minutes a day** per person by 2020.
 - When it comes to average daily consumption, **only mobile and OTT** are growing. Everything else including desktop is declining.

Calkins & Scripps Doubling Down on OTT

Calkins: Local Strategy Supported by Sponsorships

Is it working? Calkins is **on track to hit \$1 million in video revenue this year**. This is mainly coming from show sponsorships and 15 and 30 second advertising spots.

“We are not playing the CPM game,” said Contreras,
“Sponsorships work best. Our ultimate **goal is to capture just 1% of the local broadcast spend in our market**.
We want to get to the point where we don’t have to rely on print anymore.”



Calkins & Scripps Doubling Down on OTT

Scripps: Strategic Acquisitions Focus on Video and OTT

Scripp's national strategy: is **to build and buy national brands where audience and revenue growth are fastest**. This includes OTT video and OTT audio (podcasts).

"The audience for OTT is 18-44 year olds," said Tom Sly, VP Business Development, E.W. Scripps Company, "Only podcasts are attracting a younger audience at 18-34. We like both of these businesses.

We want to dominate OTT with Newsy, Cracked and local brands, and acquire additional brands/content for OTT video and audio."



Is OTT the Real Deal?

- Is anyone planning to invest in OTT?
- Why or why not?
- For those that are, what's your plan?



David Arkin

@david_arkin

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These are some of the shows [@calkinsmedia](#) are producing.

[#LMAIM](#)

8:04 AM - 23 May 2016 · Brooklyn, NY, United States

2 1

360 Video & Virtual Reality Are About to Explode...

Virtual reality is no longer something that is way down the road. It is here now and about to experience tremendous growth. The visits to NYC Media Lab, YouTube and Facebook reinforced this in a big way.



Greg Treece
@GTreeceNV

 Follow

VR/AR needs 18 months to 3 years to start coming into it's own, but there are opportunities for local media @justinhendrix #LMAIM


10:26 AM - 23 May 2016 · Brooklyn, NY, United States

  2  2



Terry Ward @TerryRWard · May 25

VR allows people to feel like their actually there at parades, sporting venues events, fireworks. @YouTube #LMAIM

  1  ...

NYC Media Lab: Focus is on Virtual Reality Right Now

How big is this market already?

- \$3.5 billion in venture capital
- \$35 billion in software marketing

Justin Hendrix, Director, NYC Media Lab to the Industry:

- Numerous markets will be disrupted
- Today's smart phone will really drive the consumer VR experience
- Don't miss out! **The media industry has been late on everything including mobile and social, don't be late on VR.**
- Biggest opportunity for local media companies might be real estate



YouTube/Google Betting Big on VR

The YouTube VR app is a new home for the world's largest collection of VR videos. They are currently experimenting with the NBA, BuzzFeed and Tastemade. They are working with creators and expect to make jump ready cameras more accessible.

They just developed Daydream, a new platform for enabling high quality mobile VR at the scale of Android.

There are three core moments that matter for brands to think 360:

I want to try before I buy (retail/shopping, high cost items, travel)

I want to feel what it's like to be there (news topics, sponsorships, events)

I want to be entertained like never before (gaming, immersive stories, fictional worlds)



Should We Be Experimenting with VR?

- Does anyone have a VR strategy in place right now?
- Anyone planning to experiment?
- If so, what's the plan?



Terry Ward @TerryRWard · May 25

By the end of 2016 64% of VR use will be powered by smart phones -@YouTube #LMAIM



Nancy Lane @localmediarocks · May 25

Daydream – a new platform for enabling high quality mobile VR @ the scale of Android. Uses next generation of smartphones @YouTube #LMAIM



Terry Ward @TerryRWard · May 25

360 Video and VR is the next wave of media - @YouTube #LMAIM



Distributed Content: Will Our Websites Still Matter?

We visited with executives from Apple News and Facebook's Instant Articles.

We walked away with more questions than answers...

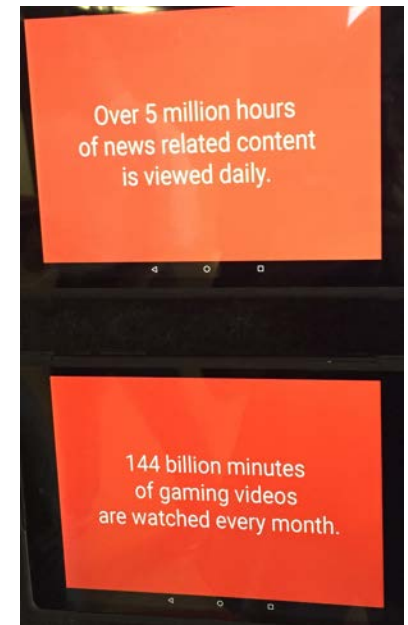
Who is working with Apple, Facebook and Google now? Are you seeing good results? For those that are not, why?



The Next Big Thing: Video, Video, Video

YouTube Leads the Way

- Reaches one billion people
- They reach more 18-49 year olds on mobile alone than any other TV network
- 400 hours of content are uploaded every minute on YouTube



Facebook Live

- Two years ago it was mobile that changed everything for Facebook. Today it is shifting into video.
- Facebook Live launched last year and just exploded. This caused them to change their focus. They made “Live” a company-wide priority and “went on lockdown” like they did with mobile.
- The watch time per Facebook Live video is three times longer than posts without one. A Facebook Live video tab features live and on-demand video consumption. Users can add their favorite broadcasters and get notified when they are live.



CBS New York

Broadcasting & Media Production

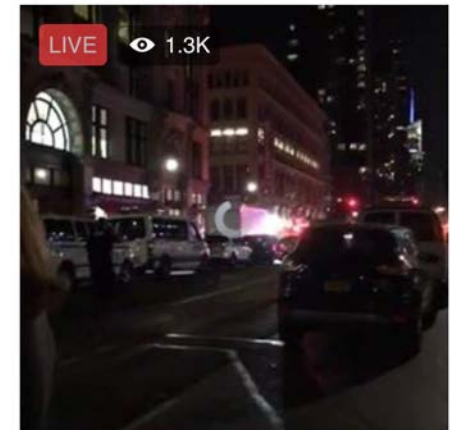
More than two dozen people suffered minor injuries... <http://cbsloc.al/2cyntca>



NBC DFW

Broadcasting & Media Production

NBC 5 Meteorologist Remeisha Shade has an update on storm chan... #dfwwx



The Epoch Times

Broadcasting & Media Production

Explosion at 6th and 23rd in NYC

Video Consumption is Exploding

Most of the IM participants mentioned **video as one of the top three things that they will focus on upon their return.**

- “We have work to do on straight up video monetization along with developing out 360” – Rich Hoover/GateHouse Media
- “Every single day on this trip everyone talked about video. The catalyst that will force me to make this a priority is what YouTube is doing – they are removing barriers to make it easier for SMBs to create video. We need to move NOW.” – Mark Poss/Big Fish Works
- “The three most important words in digital media from this trip: video, video, video. And it has to be short-form.” – Frank DeMauro/SNJ Today

How to Monetize Video?

There is no denying that video consumption is exploding. But very few media companies are monetizing video in a meaningful way.

Anyone have a success story to share? Or big plans in this area?

Anyone using Facebook Live? And if so, are you monetizing these efforts?



Media Company Transformation: Pick A Direction & Invest

Three traditional media companies were on the IM agenda this year. All were transforming their companies in new and interesting ways.

It's all about making choices. Each company picked an area or two to really focus on and they weren't swayed by the new things that came along during the process.

- For Calkins, the bet is on OTT.
- For Scripps, it's about making strategic acquisitions in four key areas: OTT video, OTT audio, podcasting and video.
- For the *San Francisco Chronicle*, it's digital marketing services (via two different types of agencies) and native advertising.

Use Data To Support Your Strategy

One thing they all had in common: using data to support their strategies.

Armed with data showing the decline in time spent with traditional media and the increase in OTT consumption, Contreras said, “You can’t tell me that time spent isn’t a proxy for relevance.”



Scripps: Digital Centralization Key to Media Transformation Strategy

For Scripps, owner of 33 TV stations and 34 radio stations, the defining moment for them came in 2012. “Digital folks reported to local markets and that wasn’t working,” said Sly, “We centralized and made significant investments in digital content, leadership and technology. By 2014, digital became a segment and the growth has been significant ever since.”



Terry Ward
@TerryRWard

 Follow

.@EWScrippsCo 2012 was a defining moment in their company
- the year they started centralizing digital. #LMAIM

3:19 PM - 22 May 2016

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Hearst's San Francisco Chronicle: Doubling Down on Digital Agencies and Native

Two agencies: LocalEdge and 46 Mile:

- LocalEdge offers the complete set of essentials for digital marketing. Programs range from \$500-\$6,000 per month and includes: paid search, responsive web site, SEO, reputation management, social media management and more.
- 46 Mile is a full service agency that brings Madison Avenue expertise and resources to the regional level. They are on track to sell \$6 million this year. Price point on this business is \$10,000/month or higher.

Native is a huge focus. They are on track to sell \$2.3 million this year. Travel by far is their most successful category.

Media Transformation is Difficult

- These three companies picked where to make their bets, supported their decisions by using data and tweaked the strategy along the way. All three talked about diversifying revenue so they are not dependent on traditional media for the future.
- IM participants also talked about their priorities during the ending session. They were as diverse as the three companies that are featured in this report. Video, native, digital marketing services, using first-party data and improving culture all made the top five list.



Where are IM Participants Investing?



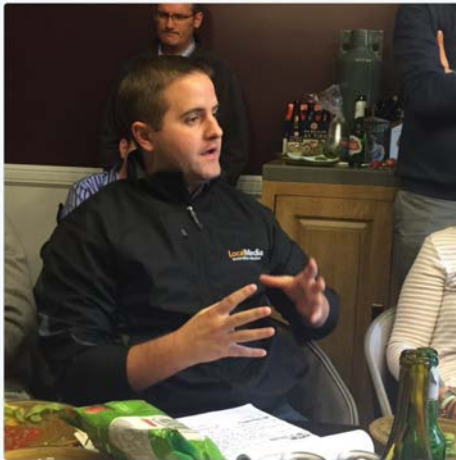
mark poss @ImPossters · May 26
Let the de-briefing begin. #LMAIM #de-pantsing



2 11



Jed Williams @williamsjed · May 26
Amazing 2+ hour group debrief to conclude Innovation Mission. What a week! (photo cred: @localmediarocks). #LMAIM



4



Shannon Kinney @shannonkin · May 26
I'm teary, #coolcab mentioned as a key takeaway of #LMAIM YES!!



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Digital Agency Summit

“Top 5 Takeaways”

Conducted August 17-18, 2016

Presenting Companies: Propel/GateHouse, Hubbard Radio/2060 Digital, Dallas Morning News/Speakeasy, Cordillera TV/Informed Interactive and more

#1 – Sell Facebook

- 64% of SMBs are buying ads on Facebook; up from 30% one year ago
- Propel went from \$0-\$7.5 million in one year; so did Scripps
- Facebook is working on a badged partner program
- LMA to offer FB training in Q4

#2 – Specialist Is Critical

- Attendees loved the Hubbard model: have account executives set two qualified appointments per month
- And then bring in the digital brand strategist (DBS) – referred to as the “lynchpin hire”
- Deep knowledge of how to educate clients in digital advertising
- Keep it simple with traditional reps; leverage their strengths

#3 – Think Niche!

- Digital agencies have a unique opportunity to own a category
- For example, cosmetic dentists in your market and beyond (Dallas is going after bariatric surgeons around the country; Thrive has built 31 YMCA web sites in the U.S.)
- Exhibit at regional conferences, extend your reach in your niche

#4 – Name the Baby!

- "One third of our (media company) survey respondents don't have a separate name for their digital agency, and 67% don't have a sign that is visible to the public." - Borrell Associates
- What kind of message does this send?

#5 – SMALL MARKET? NO EXCUSE!

- Federated Media – over \$1M small towns in Indiana
- WPSD – profitable after launching just a year ago
- Big Fish Works – getting the company to 25% digital revenue by end of 2017

Opportunity – Small Businesses

- Pursuing small businesses with 10 or less employees can be a good source of revenue
- Propel (GateHouse) will partner with you on a rev share with their service called ThriveHive
- At Propel, the ThriveHive model is built to be a recurring, monthly revenue stream

Thank You!!

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