

Seven Online Publishing Secrets

Using the Internet to Transform
Your Special-Interest Publishing
Brand into a Multiplatform Media
Empire

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Jane E. Zarem

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INTRODUCTION

The Web is a passive publishing medium, in that it puts the users in charge of finding content via search engines and links. Successful publishers generate online revenue by selling either advertising/sponsorships or physical information products—books, magazines, newsletters, live events, DVDs, CDs, etc. Many sell both.

The Mequoda Method™ is proactive, in that the publisher engages customers in a conversation about their interests and needs. Our point in establishing the following 7 strategies for online publishing success is to uncover and illustrate the ways publishers can leverage their websites — whether advertising/sponsor-driven or product/user-driven — to transform a special-interest magazine, newsletter, newspaper or website into a multiplatform media empire.



1. EDITORIAL STRATEGY

MANAGING MULTIPLATFORM BRAND DEVELOPMENT

The concept of a single-title print publisher delivering a single product to a single audience seems, well, almost quaint. Cutting-edge publishing companies have reinvented themselves over the last decade into multiplatform publishers. The most successful of these new-media maestros deliver any information the customer wants, in any form the customer wants, whenever the customer wants it. As a result, the publisher's potential audience has exploded.

Every 21st Century media company MUST use the Internet to:

- **Offer users many products on many platforms.** Recognize the Internet as a place to recycle, reuse, and republish information in many different formats to save on material costs, maximize customer satisfaction, and increase revenue.
- **Offer users a free, robust online content experience.** Tons of valuable, fresh content will keep users returning to the site(s) again and again, allowing a publisher more opportunity to cross-sell them into other product platforms.
- **Offer users a personalized marketing experience.** A publisher's website or network of websites should become a digital marketing machine and act as the basis for the publisher's entire online strategy.

A multiplatform publishing strategy is an extremely profitable way to turn a print publication into an online marketing machine. Take a chunk of information, alter it, deliver it via a different platform, and — voila — you have a new product to reach a new area of your market while keeping costs under control.

While many factors ultimately play a role in determining which platforms will work and which won't, the goal is to be aware of what's available and willing to experiment and test new potential revenue streams.

FREE VS. PAID CONUNDRUM

Before publishers can determine which platforms they should repurpose their content on, they must first realize that they must give away lots of free content in order to succeed. Giving away the same content that customers once paid for is no longer an option — it's a publisher's new circulation marketing program.

Welcome to the new and ever-changing world of online publishing...presenting a quagmire of questions...with no absolutes.

- How can publishers use the same intellectual property to both create products that users will pay for, and use it as webpages, newsletters, podcasts, and other types of free content, in order to build an online audience?
- When does premium editorial content become a commodity?
- When should it become part of a publisher's online marketing mix?
- How much content needs to be repurposed online in a search engine-friendly manner? (Answer: All content should be optimized for search.)
- How does that happen? Who on staff should do this kind of work? Writers? Editors? Webmasters? Circulation managers?
- Is there a time delay between when the material is published in print as a paid product, and when it should appear on our website as a free or promotional product?
- What constitutes an "evergreen" information product that can be used indefinitely?

These are just some of the questions to consider when determining an effective and profitable editorial strategy. What follows is an illustration of how a user values all the levels of a publisher's product offerings, proving there is plenty of room for profit in all mediums.

The truth is, there is no one right answer to any of these new challenges. There are usually three or four or five right answers. We predict confidently that as your content ages, it's going to become free.

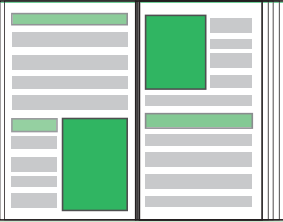
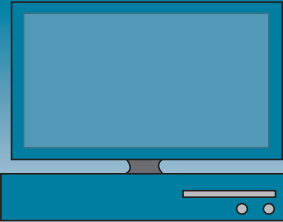
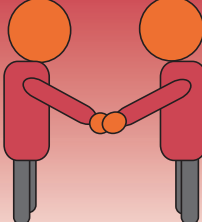
Much of today's premium content will be tomorrow's free content because it has become commoditized in the marketplace. The content that you sold once can now be repurposed as the foundation of an audience development program to get Google, Yahoo! and MSN to send you traffic.

But "one size fits all" doesn't apply here. Don't bring your publication online and launch a website without a clear editorial strategy for how your paid content will get recycled as online content and become part of your operation's audience development program.

Someone in your organization must set clear guidelines and policies, otherwise this is going to be a haphazard, frustrating, wasteful and futile exercise. If you don't have rules and guidelines for how you're going to run your new publishing business, you'll have no system (and you will be very inefficient).

This all about building business rules and then challenging them. You must constantly and continually challenge the rules to assure that they are the best practices to be following today.

SPECIAL-INTEREST MEDIA USER EXPERIENCE

	 OFFLINE	 ONLINE	 IN PERSON
MEDIUM	Books, CDs, DVDs Newsletters, Magazines	Email, Websites, Audio, Video	Conferences, Workshops, Consulting
CONVENIENCE	High	Moderate	Low
FIDELITY	Low	Moderate	High
OWNERSHIP	High	Moderate	Low

2. BUSINESS STRATEGY

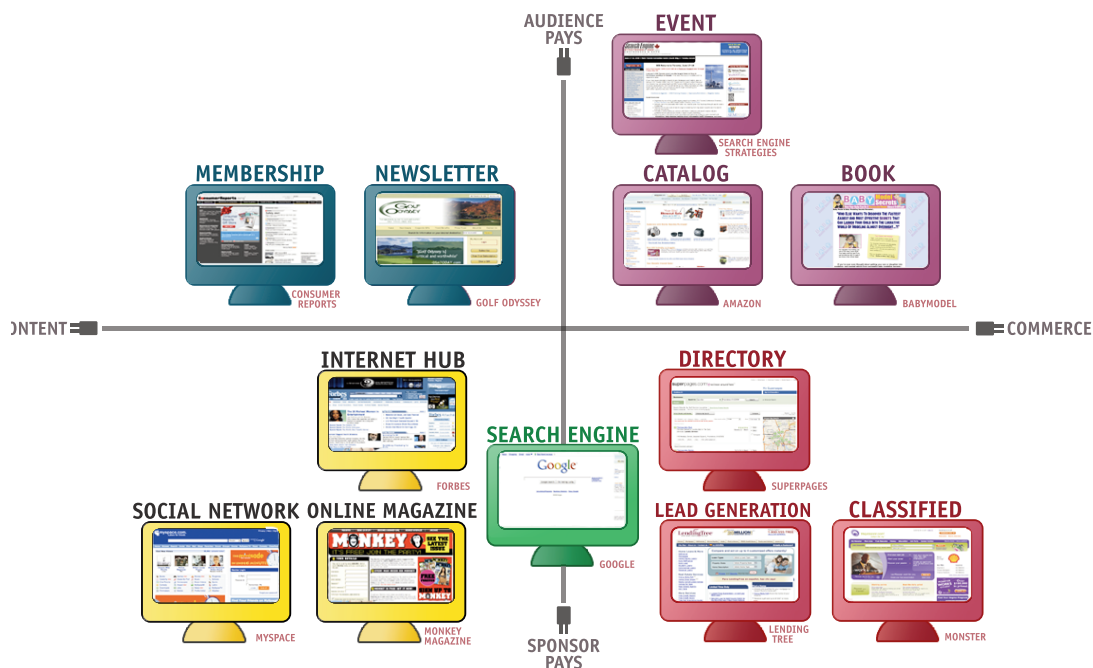
CHOOSING THE RIGHT REVENUE MODELS TO INTEGRATE CONTENT, COMMUNITY & COMMERCE

Mequoda uses the term "archetype" to understand and categorize kinds of sites. After analyzing more than 2,000 media websites, we have identified 12 unique archetypes. For some of the archetypes, we've also identified sub-archetypes that represent significant variations in information architecture on the primary theme.

Each of the 12 Mequoda website archetypes derives from an analysis that asks these two questions:

1. Who supports the access to content: audience or sponsors?
2. What does the user seek: content or commerce?

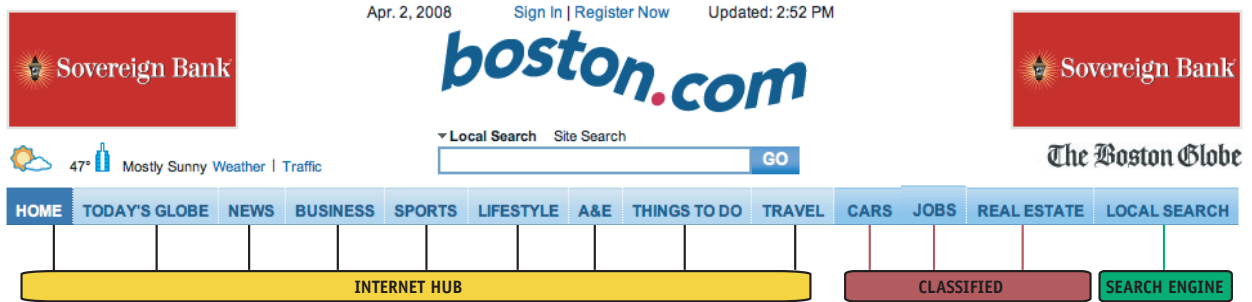
Each archetype, therefore, supports a particular revenue model—user-driven or sponsor-driven. If the archetype and the revenue model are not in sync, success will be limited.



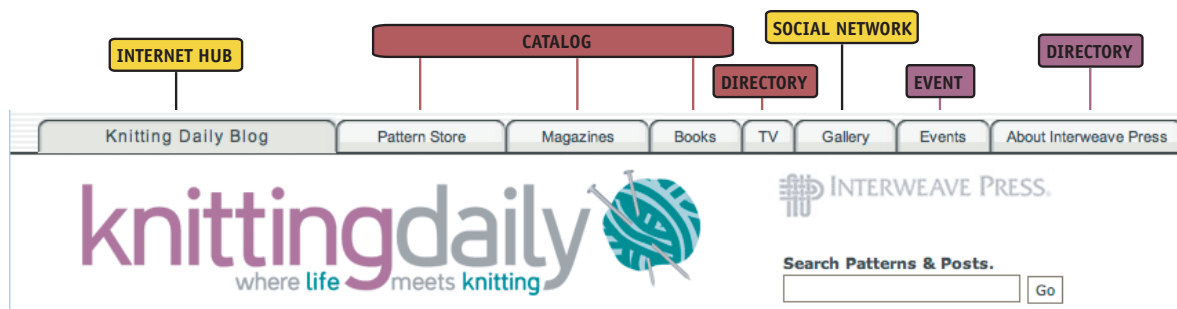
It would be hard to incorporate every single archetype into your business model. If you used every single business model, your tab structure would look something like this:



A site like Boston.com only incorporates three:



Even a robust site like KnittingDaily.com only offers six:



While using every archetype will offer you the most revenue opportunities, the key is to know where it's the *most appropriate* to expand.

1. Internet Hub

The key to online success for a publisher, an Internet hub attracts new prospects, converts them to free information users (most often as subscribers to a free email newsletter or newsletters) and then, via web pages, email, RSS feeds, and other communication methods, refers them to other revenue-producing sites in the website network.

Forbes.com is a best practice Mequoda Internet hub.

2. Social Network

A social network is any type of site that is a portal for user-generated content. This might be a forum, a collaborative blog or picture sharing site. Any place where content is generated by the users is considered a social network. MySpace, YouTube, and Facebook, for example, have become icons of the social networking domain. Again, all are created from user generated content. Following their lead, many publishers have begun to engage their readers and site visitors through user networks, forums, and — perhaps most commonly — blogs. As the community builds, so does the website traffic.

LinkedIn.com is a best practice Mequoda social network.

3. Online Magazine

An online magazine site is a linear, issue-based online magazine. Like print magazines, online magazines make their revenue through multi-media advertising and third party contributors.

[Monkey Magazine](#) is a best practice Mequoda online magazine.

4. Search Engine

A search engine site could be as universal as Google. It could also be a vertical business search engine that allows users to search other websites (chosen by the publisher of the search engine).

[Google.com](#) and [Business.com](#) are best practice Mequoda search engine websites.

5. Directory Website

A directory website is a website that essentially points to other websites or listings, such as SuperPages.com, where users can look up and find phone number listings for free.

A publisher may use a directory website within their own network to act as a portal to all the company's offerings.

[SuperPages.com](#) is a best practice Mequoda directory website.

6. Lead Generation Website

Lead generation websites, which attract users looking to save money on products of interest, generate revenue from transaction fees that sponsors pay for qualified leads.

[LendingTree.com](#) is a best practice Mequoda lead generation website.

7. Classified Website

The four major variations of classified websites generate listing fees and commissions by initiating and facilitating commercial transactions between buyers and sellers of products or services. Transactions are often fulfilled offline.

- Classified Retail Websites — transactions are completed in the system
- Classified Directory Websites — buyers respond outside the system
- Classified Employment Websites – relationships occur outside the system
- Classified Service Websites — interactions with contractors are completed within the system

[Monster.com](#) is a best practice Mequoda classified employment website.

8. Catalog Website

Retail websites have two business goals: (a) allow users to buy products, and (b) begin a user relationship with both buyers and non-buyers that will lead to future sales. The Catalog Website offers many products for sale and has a shopping cart for checkout.

[Amazon.com](#) is a best practice Mequoda catalog marketing website.

9. Book Website

If an author has only one book to sell and has no plans to develop a larger audience by developing an Internet hub based on the contents of their book, they may create a simple book website where users can buy the book and nothing more.

Baby-Model.com is a best practice Mequoda book website.

10. Event Website

An event website is a single page with multiple daughter pages. These daughter pages might link to a heavier description, photos, testimonials or other marketing pieces related to a specific event

SearchEngineStrategies.com is a best practice Mequoda event website.

11. Membership Website

A membership website provides a library of information of a specific topic or cluster of topics of interest, which members pay to access. Its two-pronged business goal is to acquire and retain members.

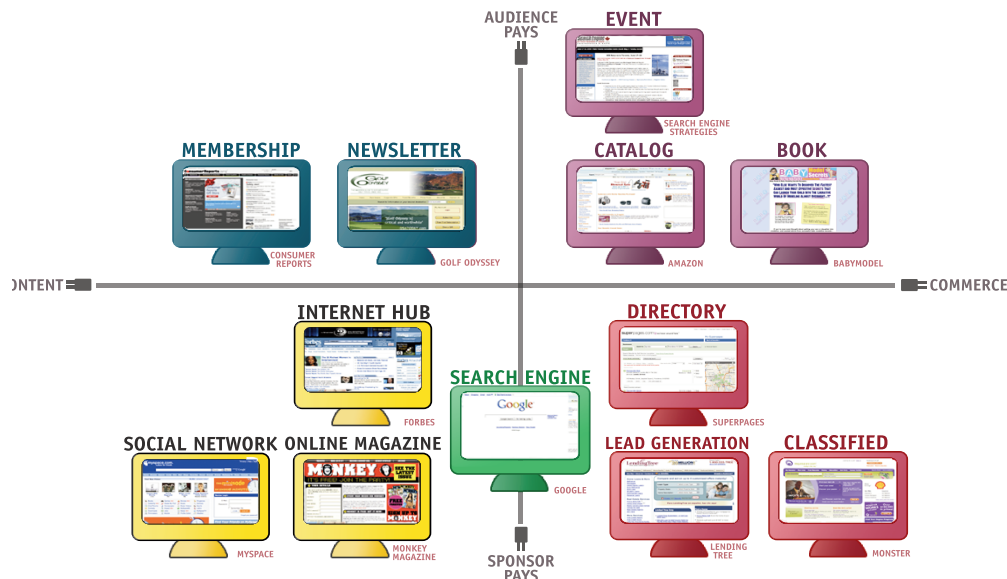
There are two types of membership websites. The first, is paid for by a donor, the second is paid for by the member.

ConsumerReports.com is a best practice Mequoda membership website.

12. Newsletter Website

Newsletter websites are generally set up for subscribers to a print newsletter with access to back issues in either HTML or PDF form. The site also sells subscriptions to the newsletter.

GolfOdyssey.com is a best practice Mequoda newsletter website.



3. KEYWORD STRATEGY

DISCOVERING AUDIENCE NEEDS & BUSINESS GOALS

What are people searching for online that your product or service will help them answer? Why does your website exist as an entity? Who is your online audience? And what interests your audience? The answers to those questions define the core of your online business and are the basis of your keyword strategy.

To understand what people are searching for and how you are likely to compete, you need to conduct some Keyword Research. You would begin by doing a keyword popularity search using a keyword tool like Wordtracker, or even Google's free keyword tool. This will help you discover which keywords and phrases will be most effective for attracting the right audience to your website.

There are many different methods and tools an online publisher can use to determine keyword popularity, competition and strategy. The method we brief here is one way to approach it:

1. **Conduct a Keyword Popularity search** to learn how many times per day or month a user is searching for a particular word or phrase (could be done using Google's keyword tool and by looking at average monthly volume).
2. **Do a Keyword Competition search** to learn how many pages are currently competing for this phrase (could be done by Googling the keyword phrase you'd like to own with "quotes" around the word to make sure you get an exact match)
3. **Determine the KCI** (Keyword Competitive Index) of the keyword phrase you'd like to own (could be done by getting the annual volume on the keyword phrase [monthly volume X 12 months] and dividing it by the number of competitive pages)

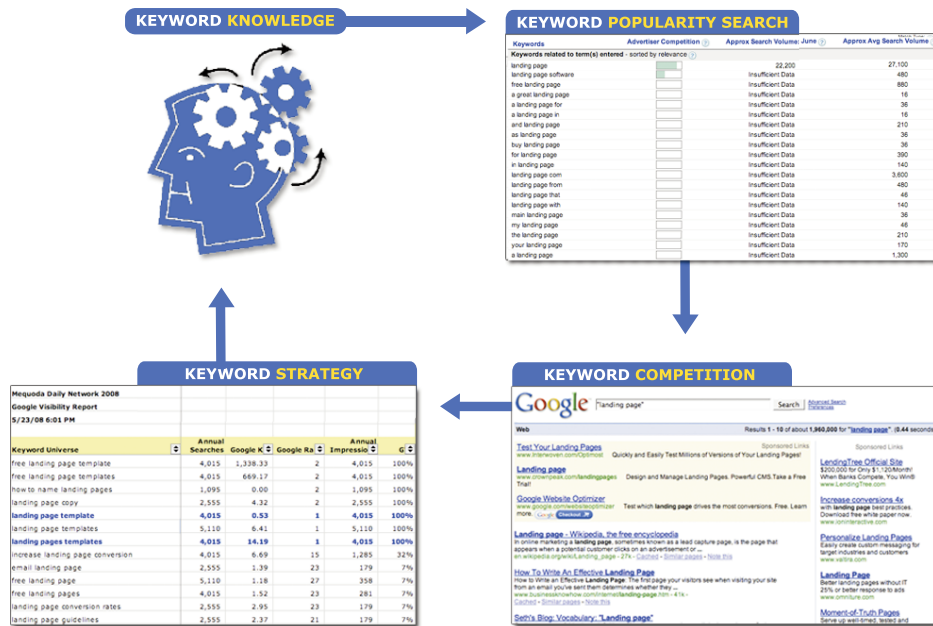
Regardless of the specific methods or tools a publisher might use to determine their keyword strategy, the underlying principle remains the same: optimize for terms that have high search volume, but low competition. This will increase your chances of getting highly ranked on your targeted keyword phrase.

Clearly, this is a lot of work and is no easy task. But the key to success in a rapidly changing industry such as online publishing is not merely to be innovative but also to clearly define and understand the organization's core values. For a publisher, core values easily translate to audience needs.

A publisher of gardening information products, for example, must understand what kind of information its particular audience is searching for online in order to remain competitive and gain advantage. What are users interested in gardening searching for online?

- Beautiful photography and aesthetic inspiration?
- Step-by-step information on how to plant, prune, weed, etc.?
- Buying information on plants, tools, seeds, and so forth?
- Ways to save money?
- Community information?
- All of the above — and, if so, in what balance?

By answering those questions, and determining what keywords users are typing to find that information, the publisher can embrace a continually improving audience-driven, multiplatform, media management system... The Mequoda Method™.



4. WEBSITE STRATEGY

CONVERTING VISITORS INTO CUSTOMERS

Landing pages are the driving force for any successful Internet marketing program. A well-crafted landing page will maximize the possibility that a user landing there will take the action you desire and not click away.

Organic Landing Pages The intent of an organic landing page is to attract users and convert them to customers. There are six types of organic landing pages:

- **Home Page**

“Front door” to all the website’s offerings.

- **Topic Page**

A page that lists related articles appearing on other pages within the site. Designed to attract traffic.

- **Article Page**

Contains narrative content, with the objective of capturing the users' interest in the editorial content and to leading them to browse more content.

- **Index Page**

An index of user-generated or publisher-generated keywords that lists the keywords in alphabetical order, which then links out to each tag page.

- **Meta Tag Page**

A directory of articles, images, or other online media that have been tagged with the same keyword.

- **Author Page**

An author landing page is a page dedicated to a particular author on a website, listing all the content written by the author. These pages came into existence when publishers started noticing on their internal search logs that a lot of traffic arriving at their site was coming in via organic search on one of their website’s authors.

ORGANIC LANDING PAGES



DEDICATED LANDING PAGES

Dedicated Landing Pages Any page designed to receive targeted website traffic and convert users into buyers. There are six types of dedicated landing pages:

- Rapid Conversion Landing Page

Used to entice a visitor to enter into a low-risk transaction. Rapid conversion landing pages always request an email address from the user to begin an online relationship and send additional offers.

- Sales Letter Landing Page

Used to maximize conversion rates for paid offers. Sales letter landing pages often do double duty when they are reformatted for use in email and postal direct marketing programs.

- Upsell Landing Page

Used to offer the visitor an additional product or service as part of the post-transaction process. Upsell landing pages can deliver conversion rates as high as 20 to 30 percent, depending on the offer.

- Access Challenge Landing Page

Prompts users for a password or requires an email sign-up process when trying to access premium (members-only) content.

- Priority Code Landing Page

A publisher might drive users to a priority code landing page where they must enter a proprietary alphanumeric code in order to qualify for a special discount or express service. Ads from external media generally drive users to priority code landing pages.

- Marketplace Landing Page

The marketplace landing page is your product home page. This is an index of all your sales letter landing pages and other dedicated landing pages. Some publishers choose to put all of their products on one page while others with larger inventories will section their products by media type.

BUILDING CONVERSION ARCHITECTURE

To move the conversion process along on organic landing pages, website designers insert conversion architecture page elements called OFIEs, OFINs, floater order forms, display ads, text ads, and simple text links.

OFIE (Order form in editorial): An OFIE is an embedded subscription form that appears on web pages either to order a product or service, or more likely to sign up for an email newsletter. This order form appears within editorial content on a website, most often found on article landing pages. This is because it's easier for a publisher to get more subscribers or sales by placing OFIE's on a page that is most indexed by a search engine.

OFIEs for products or services are often fairly large, coupon-style ads, usually placed in unused space at the bottom of web pages and simply require a user to supply his or her name and address and click "submit".

OFIN (Order form in navigation): These online order forms appear in the navigation panels of a website. The customer/end user fills them out to order a product or service or to sign up for an email newsletter. While they are usually smaller in size than OFIEs, an OFIN's strategic intent is the same: to quickly capture your visitor's name and email address in order to grant access to a free special report or a free copy of a magazine or newsletter.

FLOATERS: Named a floater because it appears to float onto a webpage. This was a method created in order to fight back against pop-up blockers. While it may look like a pop-up, a floater does not open in a separate window and therefore cannot be blocked or banned.

The floater order form is a tactic for increasing landing page conversion rates and may be used at nearly every entry point on a website, though it's usually better to set a cookie to let the floater appear to the user only once upon entry to the site. Floaters on average have about an 8% conversion rate.

DISPLAY AD: An online advertisement that uses graphics. They are also called banners, skyscraper ads and rich media units. Publishers will sometimes use display ads to promote their free email newsletter.

TEXT AD: An online advertisement block that uses text links, or text-based hyperlinks, without graphics. These are found within editorial content to sell a product or to obtain an email address.

TEXT LINKS: Hypertext links in editorial or navigation that lead to a rapid conversion landing page. These are the best form of persistent conversion architecture because they are subtle, yet very effective ways to drive traffic to a rapid conversion landing page with the ultimate goal of increasing email database circulation.

Text links can also be used to direct traffic to an advertiser's landing page. They can be used in a website's masthead area (near search bars or other advertising space), in a website's top navigation, or as part of the website's right or left panel navigation.

The ultimate goal for the website publisher is to quickly and easily add unknown site visitors to an email database. Using OFIEs, OFINs, floater order forms, display ads, text ads, and simple text links on a website are relatively simple ways to improve the conversion architecture across your website network.

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What does the process of mediation? Here's a summary of the typical mediation process:

1. Opening Statement by the Mediator

The mediator's opening statement sets the tone for the mediation and provides ground rules. The content is up to the individual mediator, but typically it covers the following:

- Mediator's identity and qualifications.
- Mediator's role. "I am not a judge or a decision maker. My job is to facilitate communication."
- Assertion of neutrality and impartiality.
- Ground rules for the process, and the mediator's expectations for the parties.
- Confidentiality rules for what the mediator can and cannot reveal.

Confirmations:

- That the parties are there voluntarily.
- That they are prepared to attempt to resolve the dispute in good faith, and
- That they have the authority to mediate and make agreements on behalf of the organization.

2. Opening Statements

Each party presents an opening statement, typically covering:

- Its view of the dispute
- The relief or resolution that it thinks is appropriate
- Anything that they wish to add to shed light on their position

TEXT AD

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5. EMAIL STRATEGY

MAXIMIZING CUSTOMER LIFETIME VALUE

For many successful online publishers, the majority of their page views occur in their email newsletters or begin with the user clicking a link in one of their email newsletters. Email newsletters drive page views for both product-driven websites like The Daily Reckoning and advertising-driven websites like Forbes.com.

Many publishers use email circulation as a primary metric for measuring their online success. We've seen revenue per email subscriber vary from \$10 per year for B2C publishers to as high as \$80 per year for the incredibly successful Daily Reckoning. The goal of a publisher's email marketing program should be to increase customer lifetime value.

While the contact strategies vary deeply between publishers (some email once a week, some send out email daily) the techniques for creating effective email newsletters remain the same. Here are 10 tips for creating profitable email newsletters:

1. Writing Effective and Promising Subject Lines

The subject line of an email is undoubtedly the most important of all. If it doesn't capture the immediate attention of the recipient, they will delete the email and forget it forever.

2. Captivating Readers with a Compelling Story

Great products seldom stand on their own or sell themselves without someone creating a story. A great email promotion is a sales letter that begins with a story that heightens desire for the product and prompts a purchase decision.

3. Webifying Content to Maintain Interest

By "webification" we mean the most efficient use of all the multimedia and interactive technology available. This does not, however, mean using technology just because it's there.

4. Increasing Credibility with User Testimonials

Buyers love having their purchase decisions validated. It comforts and reassures them to know that other customers -- just like them -- have bought and been very satisfied with your product or service.

5. Creating Strategic Order Flow Links

Links and buttons are the vehicles that allow a prospect to navigate your email promotion. Your objective should be to make them as easy as possible to understand and use.

6. Applying User-Centric Labeling and Language

Make the language and labeling in your email friendly and familiar. Experienced email users are familiar with what have become the traditional "road signs" of well-designed email promotions.

7. Improving Readability and Content Density

If an email is comfortable and easy to read, your prospects are far more likely to keep reading, respond to your sales message and perhaps even forward the promotion to a friend or colleague.

8. Providing Urgency

The prospect has opened your email. They've been enticed with a great story and you've made it easy to order. Now you must provide a strong incentive for them to buy right now. Providing urgency is key to a successful email promotion.

9. Designing Aesthetically Pleasing Emails

Know your target market and create an appearance that conforms to your visitors' expectations. We call it the "user's mental model."

10. Offering Multiple and Convenient Order Options

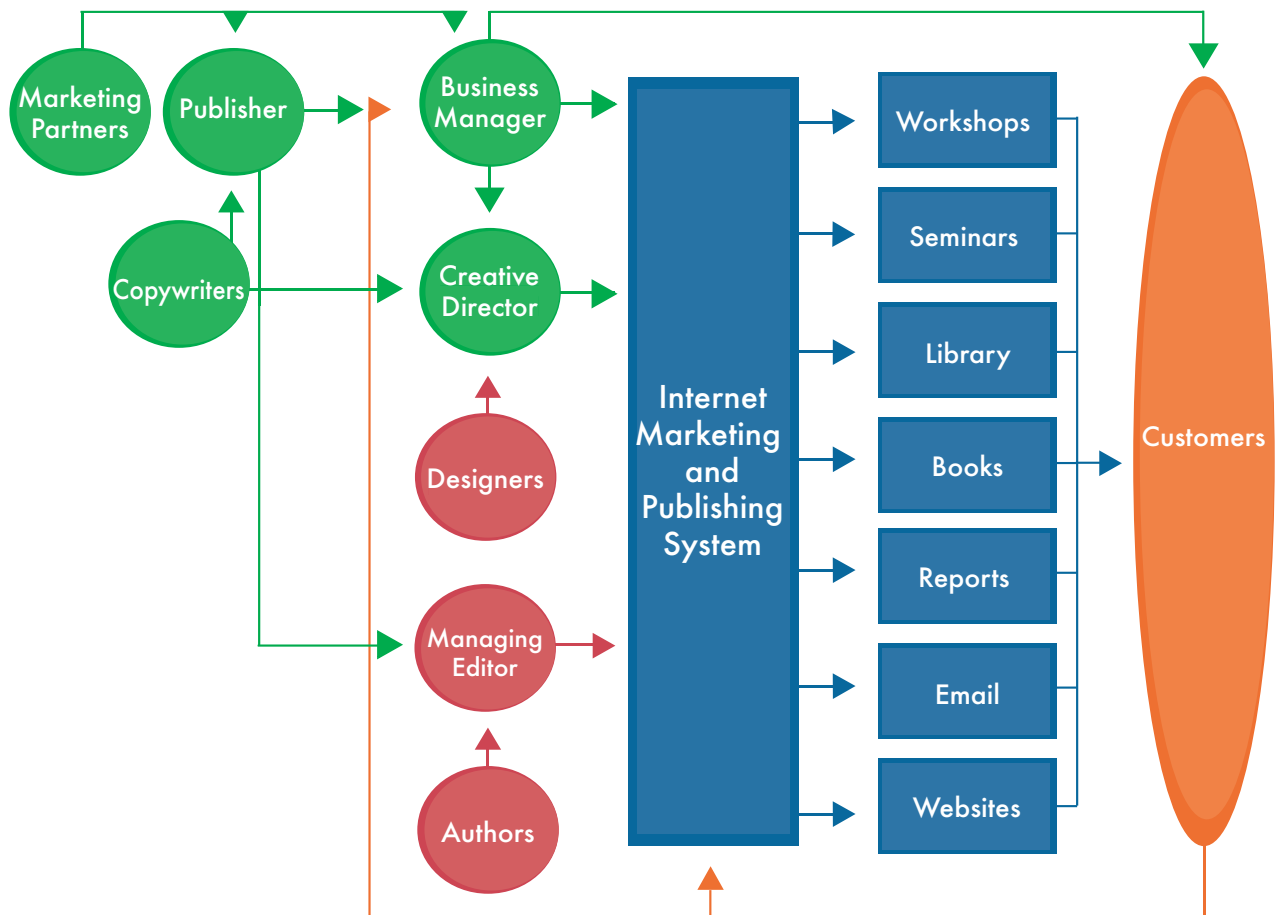
Some readers will know immediately that they want the product, while others will need more detail before they decide. Best practices will vary based on the price of the product and market. The best way to determine what works is to test, test and test again.

6. ORGANIZATIONAL STRATEGY

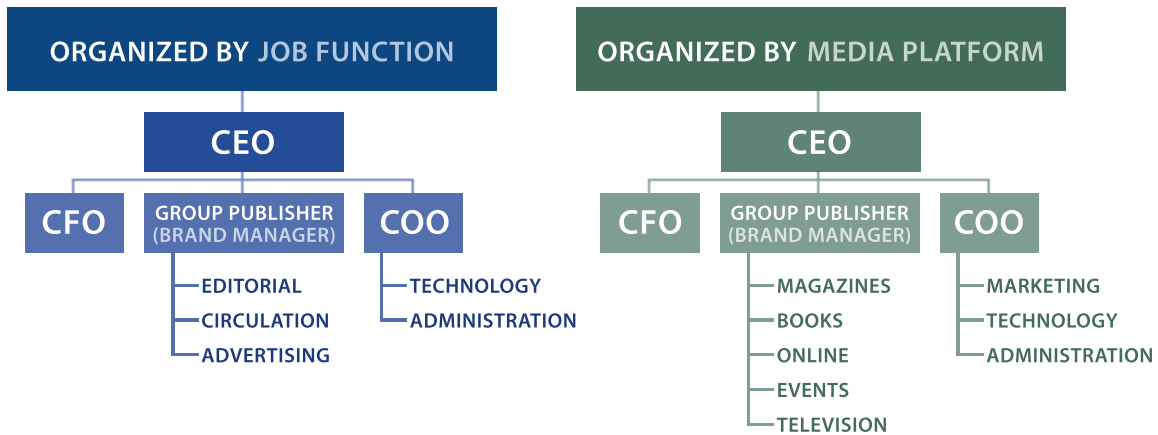
JOB ANALYSIS, TEAM BUILDING AND ORGANIZATIONAL STRUCTURE

While there is no one, perfect organizational structure or set of job descriptions for a multiplatform publishing business, we do see a pattern that is best described as “organizing activities around the content.”

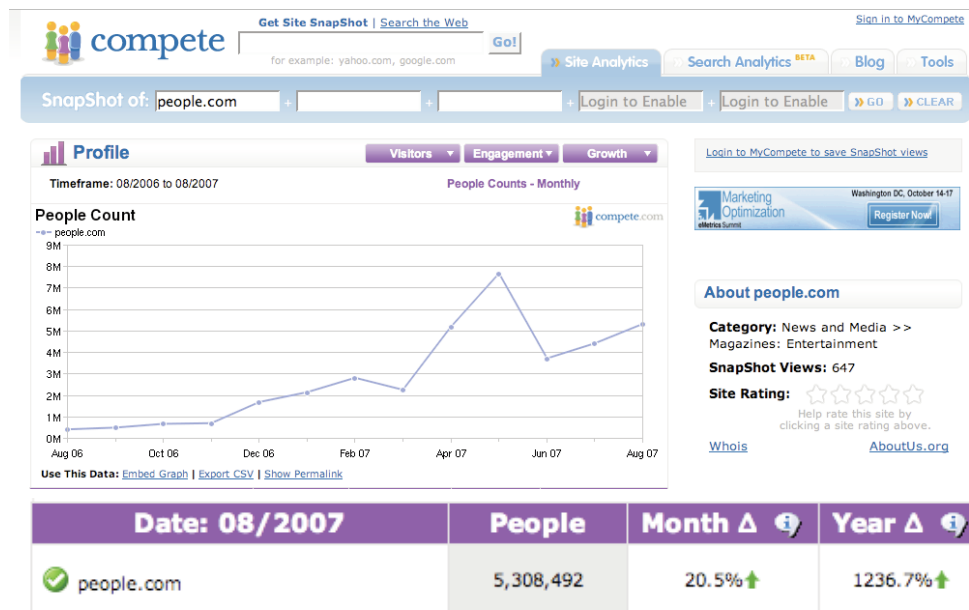
This organigraph illustrates how online team members, partners, customers, technology, and products interface to form a business process system.



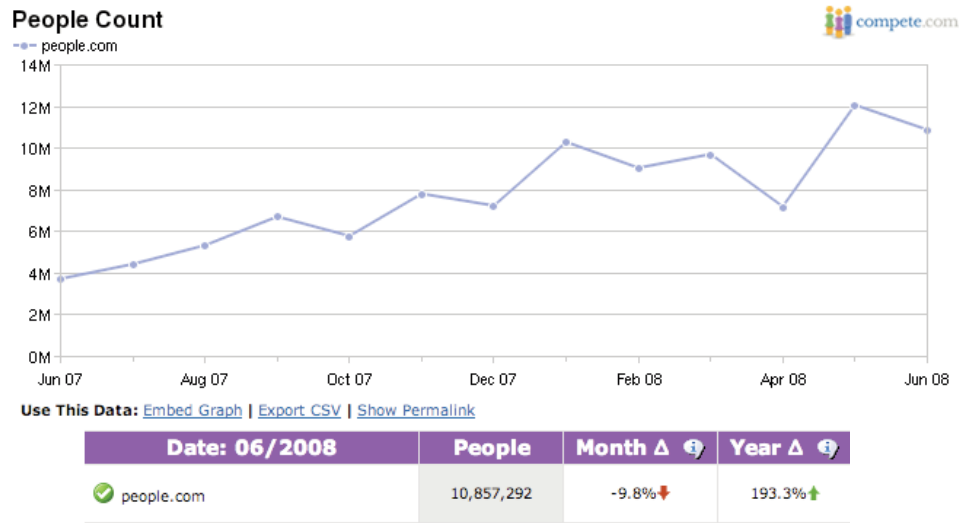
In the days of old where publishing companies had fewer products to manage that were typically in one platform (like print), it made sense to organize by function. In other words, you had someone responsible for editorial, someone responsible for marketing, etc. But in a multiplatform world, that paradigm falls apart. A manager can't be an expert at magazines, books, online, events and television. It now makes more sense to organize by platform, where you can put one manager in charge of each individual product platform.



During a 12-month period that corresponds to the organizational restructuring from function based to platform based, People.com grew dramatically — from about 200,000 unique visitors per month to more than seven million today. The website is no longer considered a companion to the corresponding magazine, the magazine editor and online editor are now peers, and the website is considered a destination product in its own right. As a result, the website is hugely more successful with many more pages, and tons more traffic when we looked in 2007. See below:



People.com continues to do well in terms of traffic under this new organizational structure in 2008.



7. REPORTING STRATEGY

CREATING A MANAGEMENT DASHBOARD

Key metrics are numbers that, when multiplied together, determine costs or revenues generated and their respective effect on profit and loss.

For websites, some metrics are more important than others, depending on the site's business model. Knowing which key metrics to use can be confusing—many site owners find themselves paying attention to the wrong ones.

First, it's important to decide whether your site implements a sponsor driven or user-driven business model.

User-driven sites are run by that hearty group of traditional, circulation driven magazine, book and newsletter marketers who have decided to sell information products online.

Sponsor-driven sites are sites where the publishers have decided to make the majority of their content free online and generate revenue primarily through advertising.

Creating a management dashboard is key so that you can learn:

- The how, why and what to test for ad-driven and product-driven websites
- The key-metric drivers for an online direct marketing or advertising business
- How to analyze the acquisition and monetization of email subscribers to allow maximum growth for a minimum investment
- How to choose the right sources
- How to manage cost per email subscriber
- How to create a plan to guide the strategy and timing of your online investment

The Mequoda Marketing System's goal is to acquire, build and monetize online customer relationships. The System is complex with many sources and requires an integrated approach to creating a master marketing plan that is updated on a regular basis to provide the needed feedback on all the activities that running the system entails.

CONCLUSION

REPEAT THE CONTINUOUS IMPROVEMENT CYCLE

The Mequoda Method is a media management system that gives you the power to succeed and, perhaps, dominate any special-interest audience segment you choose to target. You must, however, continually evaluate user needs in the context of your competitive marketplace and, of course, validate and fine-tune your media and marketing mix, your organizational structure and your business processes. Look for new ways to leverage your content and diversify your sources of targeted website traffic. Explore new media products that can extend your brand, measure your progress...and repeat the cycle over and over again.

One thing to keep in mind is that the Mequoda Method is, and always will be, a work in progress. The Internet is the biggest, fastest, beefiest, most extraordinary communications and marketing tool we have ever known — and it is relatively young. As the Internet — and these new media empires along with it — matures, the 7 strategies that we have outlined above will be reviewed, fine-tuned, tweaked, overhauled, and/or extended, as required. Just as you need to constantly review and reevaluate your own business model, we continually revisit the Mequoda Method media management system, add new case studies to the Mequoda Method at our two [Mequoda Summits](#), in Boston in the fall and Napa Valley in the spring.

In the meantime, may you find happy users and healthy profits on the road ahead!

ABOUT THE AUTHOR

Don Nicholas

Don Nicholas is a popular media consultant, author, editor and media entrepreneur. He is a leading expert on Internet media strategy. The Newsletter on Newsletters has dubbed him "a publisher's publisher" and the [Specialized Information Publishers Association](#) (SIPA) calls him one of "America's leading expert on website publishing strategy."

MEDIA INDUSTRY LEADER & CONSULTANT

Nicholas is Managing Partner for [Mequoda Group](#) and the firm's lead media strategy consultant. Over the past 30 years, he has guided the media strategy for hundreds of companies in the areas of content development, information product design, marketing, economics, mergers, acquisitions and organizational development. He has a talent for identifying new media business opportunities and creating media strategies to pursue them.

Nicholas is the creator of many popular media strategy concepts, terms and tools that are now widely used by the media industry. They include the Mequoda Method (a concise system for building and managing "niche media empires"), the Mequoda Internet Marketing System (an online content-driven direct marketing system) and the Mequoda Internet Marketing Model (a budgeting and forecasting system for Internet marketing and publishing professionals).

Nicholas is a member of the [Magazine Publishers of America](#) (MPA), the Information Architecture Institute, [Search Engine Marketing Professional Organization](#) (SEMPO), [Specialized Information Publishers Association](#) (SIPA), [Society of Professional Journalists](#) (SPJ), [Usability Professionals' Association](#) (UPA) and [Vistage](#). He is the principle founder of Lighthouse Software, MagazineWeek, Blue Dolphin Group and Mequoda Group. Don has also held senior management positions with Bayland Media Group and Sacramento Magazine.

POPULAR JOURNALIST, AUTHOR & EDITOR

Don has authored hundreds of articles and industry reports for leading business magazines and journals, plus four books on consumer behavior, media strategy and information technology. His fifth book, *Internet Strategy for Publishers & Authors* (\$97 from Mequoda Group) was published in April of 2006, along with a companion Video Seminar on DVD (\$697) and Audio Seminar on CD (\$497) by the same title. During his 30 years in media, Don has served as editor and/or publisher for *American Writers Review*, *Editorial Strategies*, *Internet Voyager*, *MagazineWeek*, *Writer & Editor* and *Writing for Money*.

EXPERIENCED EDUCATOR & CORPORATE TRAINER

Nicholas has led hundreds of educational programs for leading universities, trade associations and corporations on media strategy, information technology and management in the United States, Canada and Europe. Thousands of marketing and media industry professionals have attended his programs including his most popular seminar and workshop—Mequoda Internet Strategy for Publishers and Authors and leads the bi-annual two-day Mequoda Summit which explores the more recent best practices for media strategy, Internet marketing and website design.

ABOUT THE AUTHOR

Jane E. Zarem

Jane E. Zarem is a freelance editor, researcher, and writer. She is a senior editor for the Library on general publishing issues and on topics related to ancillary product opportunities.

Jane has written articles and special supplements for B-to-B magazines such as Folio:, Circulation Management, 1to1 Magazine, Customer Support Management and Catalog Age, as well as white papers and marketing materials for clients in or related to the publishing industry. For several years, she was editor of The Qualified Source, the bimonthly newsletter of the National Trade Circulation Foundation Inc., an association of B-to-B circulation professionals, and editor of Ancillary Profits, a monthly newsletter that was targeted to publishers and ultimately became a quarterly column in Folio:. She also researched and wrote "Travel Solutions in CRM 2003," a 62-page special report published by PhoCusWright and Hershel Sarbin Associates. And in 1986, she compiled the Connecticut Citizen's Handbook, a guide to state government, published by Globe Pequot Press for the League of Women Voters of Connecticut Education Fund.

In addition to her focus on business topics, Jane currently contributes travel articles to several magazines and newspapers, updates guidebooks for Fodor's Travel Publications and writes quarterly reports on global real estate issues for Cartus.



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