

# ShopTalk

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## A Vision for the Future

**T**he future seemed bleak last fall. The economy was faltering, the impact of the terrorist attacks was felt throughout the Washington metro area, and as a consequence, advertising revenue was down at The Post. It was the same gray forecast for newspa-

pers across the country.

It was during this time that the Advertising Department, along with the Accounting, Information Technology (IT) and Marketing departments, was in the midst of creating an Advertising Business Vision (ABV) that did not accept a bleak future. Instead, they saw an opportunity for The Post to create a thriving advertising market and the most profitable advertising process in the world.

"We felt that the best thing to do in a tough economy was, instead of crying in our coffee about how tough things were, we would take control, drive business and optimize results," explained Vice President of Adver-

tising, **SUSAN O'LEARY**. "We took what has undeniably been a successful sales operation and did some dreaming about our potential for the next four years. We defined the future we wanted to create."

The visioning process began last spring when **CHARLEEN STEWART**, Advertising's director of strategic initiatives, submitted a white paper detailing how the Advertising Department could

use technology to grow revenue and improve customer service, now and in the future. According to Stewart, while this was helpful, it was apparent that to really plan for the future, Advertising needed to articulate its business vision. The visioning process was birthed and Advertising, IT, and Accounting agreed to work together to create the ABV. Last fall, Stewart, along with a team from IT, including **PATRICK BURTON**, **BRIAN LOEW** and **JEFF MODELL**, and a consulting firm, began the process of developing the ABV during an intense 10-week visioning process that would include interviews with more than 100 staff in several departments.

"When we began the process last year, Information Technology didn't have a clear picture of Advertising's systems needs," noted **MIKE CLURMAN**, vice president of operations. "This process enabled us to have Advertising think carefully about what their needs were and what they wanted in the future." Clurman explained that through the visioning process, Information Technology took Advertising initiatives and broke them down into projects. For example, an initiative for cost efficiencies could create web-based systems that enabled customers to receive e-tearsheets and to proof



Members of the Advertising Business Vision (ABV) steering committee include, (standing, l-r) **CHARLEEN STEWART**, **SUSAN O'LEARY**, **KEVIN RYAN**, **JOYCE RICHARDSON**, **RICK TIPPETT**, **KUNIE DeVORKIN**, **SUSAN DRADDY**, (seated l-r) **BOB KEENAN**, **LEVERNE MOORE** and **LARRY KEATING**. Not pictured are **ROYSTON DeSOUZA**, **CINDY LEE**, **BOB FINE**, **DIANE HICKMAN**, **MIKE TOWLE** and **BARBARA HERMANSON**.

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# Update on the YJDP

Since its modest beginnings in 1997, The Post's Young Journalists Development Project (YJDP) has grown into a model program for newspapers and other media across the country who are interested in educating and cultivating talented young people who are interested in journalism careers, as well as increasing job opportunities for minorities who are often underrepresented in newsrooms.

The proof is in the \$175,000 grant the project re-

cently received from the Knight Foundation to write a handbook to help other newspapers and television stations set up a similar program. "The grant is a real statement of faith in where we are with the project," said **DOROTHY GILLIAM**, director of the Young Journalists Development Project.

Another indication of the success of the YJDP is that by June, three of its alumni will be professional journalists, including Krissah Williams, who will join the Financial Desk when she graduates from the University of Maryland this spring. More than 50 YJDP high school graduates are pursuing journalism degree at colleges across the country.

The YJDP began in 1997 to help revive defunct high school newspapers in the District. That fall, Gilliam began working closely with students at H.D. Woodson High School, often spending three days a week at the school to get the student newspaper up and running again. The Post was also providing support to two schools in Maryland,

Montgomery Blair High School and Suitland High School, to cover the costs of printing the student newspapers.

Today, the YJDP boasts 21 programs and scholarships. Gilliam and Assistant Director **ATHELIA KNIGHT**, work with 17 area high schools, in the District, Maryland and Virginia, serving more than 200 students who work on their school newspapers. In addition to providing financial support, technical assistance, and seminars for

the student newspapers' advisers, the YJDP also provides hands-on opportunities for students to work as journalists.

Knight recently provided YJDP high school newspapers staffs with an essay contest to win the opportunity to attend the NCAA Media Day on March 14 for the first-round games of the women's tournament at the MCI Center. Six students were selected to watch the teams practice and attend the press conferences. "The students were really excited that Maryland is in the tournament, so some of them will be writing about that," said Knight. "They did research by going to the college web sites and seeing if there are any players from the Washington area. Each of them will then write a story about the event for their newspaper."

The YJDP has also developed college level programs and scholarship opportunities with the University of Maryland, American University, George Washington University, Howard University, the University of Missouri and the University of Nebraska.

Columnist **COURTLAND MILLOY** was a speaker at a program for the Young Journalists Development Project's student press partnership held in November.



**DOROTHY GILLIAM** has been director of the Young Journalists Development Project since its inception in 1997.

"Early on, we saw a hole in the project...that talented young students were not going to college because they couldn't afford it," explained Gilliam. To fill that need, The Post created the Howard Simons undergraduate journalism scholarship and graduate fellowship to the University of Mary-

land's Philip Merrill College of Journalism. Named after a former managing editor of The Post, each year, the scholarships provide full financial assistance to two outstanding minority journalism students.

Partnerships have been formed with several media organizations and associations that participate in YJDP programs and provide grants and other financial support. These partners include the American Society of Newspaper Editors, the National Association of Hispanic Journalists, the Washington Association of Black Journalists, the Newspaper Association of America Foundation and the Asian American Journalists Association.

According to Gilliam, the success of the YJDP is due to the tremendous support of the Post's Newsroom. The number of volunteers from the Newsroom has mushroomed from 40 in 1997 to well over 200 in 2002. "I've been amazed by the willingness of Post staff to help these students. The volunteers are not paid and they give up Saturdays or work at a school before coming into work in the morning," she said. More information about the project and a list of YJDP volunteers can be found online on *IntraNED*.



PHOTO - KEVIN CLARK

**ATHELIA KNIGHT**, (front row, far right) assistant director of the Young Journalists Development Project, with area high school newspaper advisers and reporters who attended media day for the NCAA tournament on Thursday, March 14 at the MCI Center, including, (front row, l-r) Anne Cohen, newspaper adviser, Cardozo High School; Adina Ferguson, Duke Ellington High School; (second row, l-r): Sunny Gola, Eleanor Roosevelt High School; Alison Horton, J.E.B. Stuart High School; Justin Gantt, Coolidge High School; (third row, l-r) Yousef Kendall, Cardozo High School; Ryan Croft, Annandale High School; Alan Weintraut, newspaper adviser, Annandale High School.



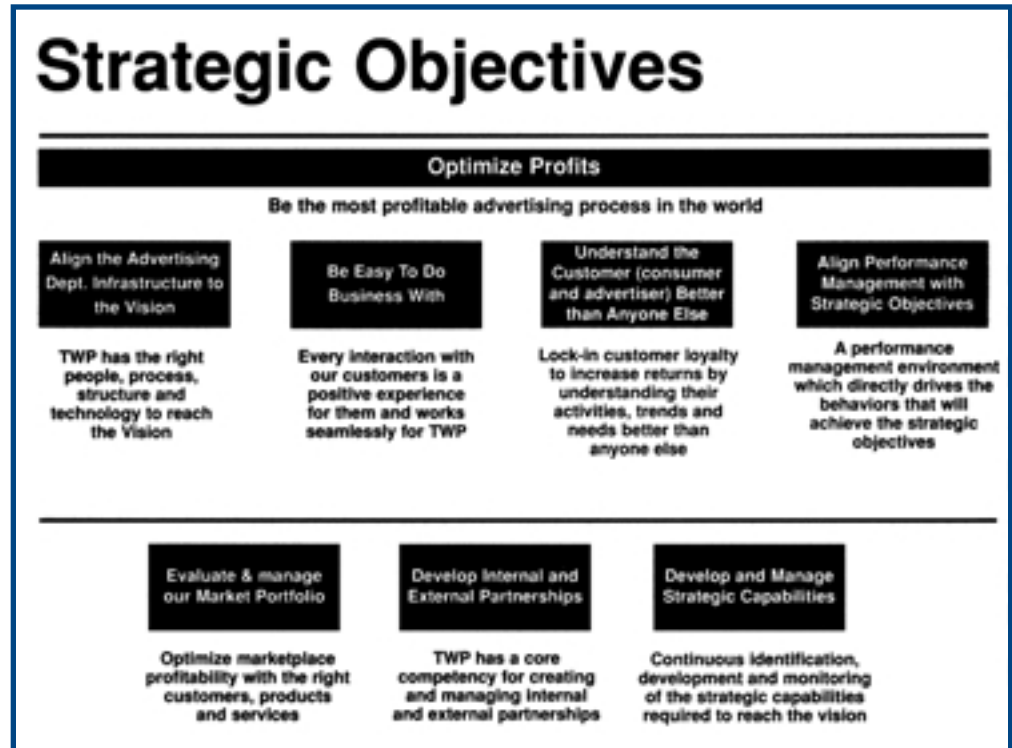
PHOTO - REBECCA D'ANGELO



ads online through e-proofing.

The Accounting Department was also a critical partner in the visioning process. "Accounting is an important part of the infrastructure at The Post," said Vice President and Controller **PEGGY SCHIFF**. "By getting staff in Accounting involved at the beginning, we can get buy in at all levels. If we know where we're going, we can get there quicker. By planning ahead we can understand implications and avoid costly mistakes, or bad interactions with customers."

The end result of the 10-week visioning process was the creation of the Advertising Business Vision (ABV) and the seven strategic objectives that would enable The Post to optimize profits during the next four years. According to O'Leary, the four-year time period was chosen because it was a long enough time period to make changes and see results, but not so far off in the distance that staff would feel disconnected from the goals. Each year, the ABV will be evaluated and changed as necessary. O'Leary anticipates that at the end of the four years, when the seven objectives have been met, new ones



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will be created.

The ABV and the seven strategic objectives (see box above) were announced to the Advertising Department last month. Twenty-two initiatives are now underway, with eight Advertising managers and directors leading teams of staff from several departments who

are charged with the successful implementation of each initiative during a specific time period.

For example, the ABV-7 initiative is to determine a customer service survey tool. A team led by **LEVERNE MOORE**, and including staff from Advertising, Information Technology and Accounting, is designing and implementing an advertising customer survey that provides adequate feedback to improve overall customer satisfaction. The team is determining customers' perceptions of The Post's service and performance. Moore and her team will investigate opportunities for increased customer satisfaction that will reduce bad debt, as well as create faster payment cycles and fewer billing adjustments.

The team leaders meet each week and report on the status of their initiatives to ABV project manager **KEVIN RYAN**, director of advertising budget, administration and systems. In addition, the team leaders are posting monthly updates

on the ABV home page on *IntraNED*, the newspaper's intranet site.

Background information on ABV, the seven objectives, and details on the 22 initiatives were outlined on a one-page broadsheet "newspaper" printed on newsprint that was distributed to the Advertising Department on March 1. "It was symbolic for us to have the ABV information on newsprint, because we are not going to change who we are as a newspaper," explains Stewart. "We are changing the way we do business to generate revenue, improve operations and leverage technology tools."

"Ultimately," notes O'Leary, "increasing advertising revenue is good for everyone at The Washington Post."



The ABV team leaders and department representatives are (standing, l-r) **TERRY THORTON**, **MIKE TOWLE**, **CINDY LEE**, **KEVIN RYAN**, **KUNIE DeVORKIN**, **BRIAN HETHER**, **CHARLEEN STEWART**, (seated l-r) **DIANE HICKMAN**, **LEVERNE MOORE**, and **BARBARA HERMANSON**. Not pictured are **BOB FINE**, **JEFF MODELL**, and **LAURA SAGUE**.

## POST SCRIPTS

### MARKETING TROOPER AWARD WINNERS

Vice President of Marketing, **MARGARET CROMELIN**, recently announced that **CAREY PAQUETTE** and **STACEY PASTOR** were the winners of February's Marketing Trooper Awards. The award is presented every month to non-managers on the Marketing staff that perform above and beyond the call of duty, exceed internal client expectations, or perform well in a challenging situation.



### WRITE WITH POST STYLE

Are you sometimes stumped about when to capitalize, abbreviate or hyphenate? The Washington Post Stylebook glossary is now available online on the *IntraNED* home page. Just type in *IntraNED* on your web browser address area (no www, please).

### STAGES FOR ALL AGES

This spring, the League of Washington Theatres, with lead sponsorship from The Post, is presenting the Fourth Annual "Stages for All Ages." The program is designed to introduce thousands of young people, 17 and under, to live, professional theatre in the Washington area. For select performances, more than 20 area theatres are offering a free ticket to a child 17 or under, with each adult ticket purchased. Because of schedules, many theatres are offering tickets to performances now through May.

This year, Stages for All Ages will also include other performing arts disciplines, as



"Different Stages," including performances in music and literature.

For detailed information on performances offered, to request a brochure or to check current availability of specific performances, call the Stages for All Ages hotline at x4-5885. Or, go online to [www.lowt.org/stages](http://www.lowt.org/stages).

### EMPLOYEE REFERRAL PROGRAM

The Post has instituted a new Advertising Employee Referral Program for the positions of outside sales representatives and telephone sales representatives in the Recruitment Online Advertising Unit.

Employees can now earn referral bonuses of up to \$1,000 or \$2,000 for successfully referring someone to these positions. For details about the program, go online to *IntraNED*. Just type in *IntraNED* in your web browser address area (no www in address, please) and look for the information on the home page, or go directly to the Human Resources home page by clicking on the department link on the left-side of your screen.

### NO SHOPTALK NEXT WEEK

ShopTalk will not be published on Thursday, March 28. The next issue will be published on Thursday, April 4.

The deadline for Marketplace ads for the April 4 issue is Friday, March 29 at noon.

## MARKETPLACE

**FOR SALE:** 1996 Kawasaki Ninja ZX9. 20K miles, full hindle exhaust, Candy Wine custom paint, chromed. jacket & helmet incl., \$6,500. Also, Joe Weider Stack exercise system black w/curl bar attachment, \$150. Call Keith at (301) 399-2495.

**FOR SALE:** Cushy, comfortable blue-gray leather recliner. Practically guaranteed to put you to sleep! Excellent condition. Orig. \$1,200, now \$500/OBO. Also, sturdy, white patio furniture - round table and 4 chairs. Also excellent condition - 1st \$40 takes it. Call Rita, at x4-7088 or (301)564-1414.

**FOR SALE:** Brand new dishwasher, never used, portable. White with four wash cycles, including pots and pans. Asking \$200/OBO. Call Margaret at x4-6225 or Janie at (703) 573-7071.

**FOR SALE:** Blue dog crate by Kenel-Aire, 30" length x20" width x23" length, twist lock, \$35, Call Angela at x4-5843.

**FOR SALE:** Do you have a digital camera? How about a printer? HP 1115 Photosmart printer, used once, purchase price was \$200, yours for \$165. Call Joanna at x4-5933.

**FOR RENT:** Sunny one-bedroom at The Cairo, 1615 Q. St, NW, available April 15 or sooner, \$1,400 plus electric, sorry no pets. Call Jill at (301)565-9115 or x4-7516.

**PARKING SPACE:** Parking space available immediately. One block away from The Post at Vermont & L, Park now through the end of March for only \$10/day. You may also assume the space no a month-to-month basis for \$200/month. Call Jeff at x4-5184.

**HAVING A PARTY?** Moon bounce rental available for birthdays and other celebrations. All day rental at low prices. Call Mike at (301) 430-0085.

**FREE:** Schwinn230i exercise bike, excellent condition, seldom used, users manual, needs two strong people to carry it down from second floor. Also, cross stitch equipment, including a practically unused floor frame. All free, call Pat at (202) 332-5051 before 8:30 p.m.

**FOR SALE:** Loveseat /sofabed - opens up to a twin bed. Ideal for some extra seating and sleeping for company, etc. Green/white stripe. Good condition. Covered and taking up space in my garage. Please come take away for \$125. Call Ellen at x4-7762.

**FOR SALE:** Large 5 piece, L shape sectional sofa. Dusty blue tweed. Good condition. \$150. Call Trish x4-7178 or (703)548-5982.

**FREE! FREE!:** Ads in marketplace are free to employees of The Washington Post. Join thousands of satisfied customers who have bought and sold through Marketplace. The deadline is Friday at noon for the next Thursday's issue of ShopTalk. Send your ad with your extension and home phone number via e-mail to ShopTalk, or fax to x4963.

**MARKETPLACE DEADLINE:** Noon Fridays. Please include your name, extension and home phone number. **ADS ARE FOR POST EMPLOYEES ONLY.** Send ads to Shop Talk, 7th floor, or call x6803. To send ads via fax dial x4963; via e-mail send to **shoptalk**. Ads run two issues unless otherwise requested. One ad per employee, please.

**THIS NEWSLETTER IS PRINTED ON RECYCLED PAPER**

