



How Albuquerque Journal Phased Out Its News Racks

Joe Leong, Chief Revenue Officer, Albuquerque Journal, Albuquerque, NM



JOE LEONG

VP / Chief Revenue Officer

Albuquerque, New Mexico | Newspapers

Current	Albuquerque Journal
Previous	Honolulu Star-Advertiser, Gannett
Education	New Mexico State University

A passionate and proven marketing executive in the newspaper publishing industry.

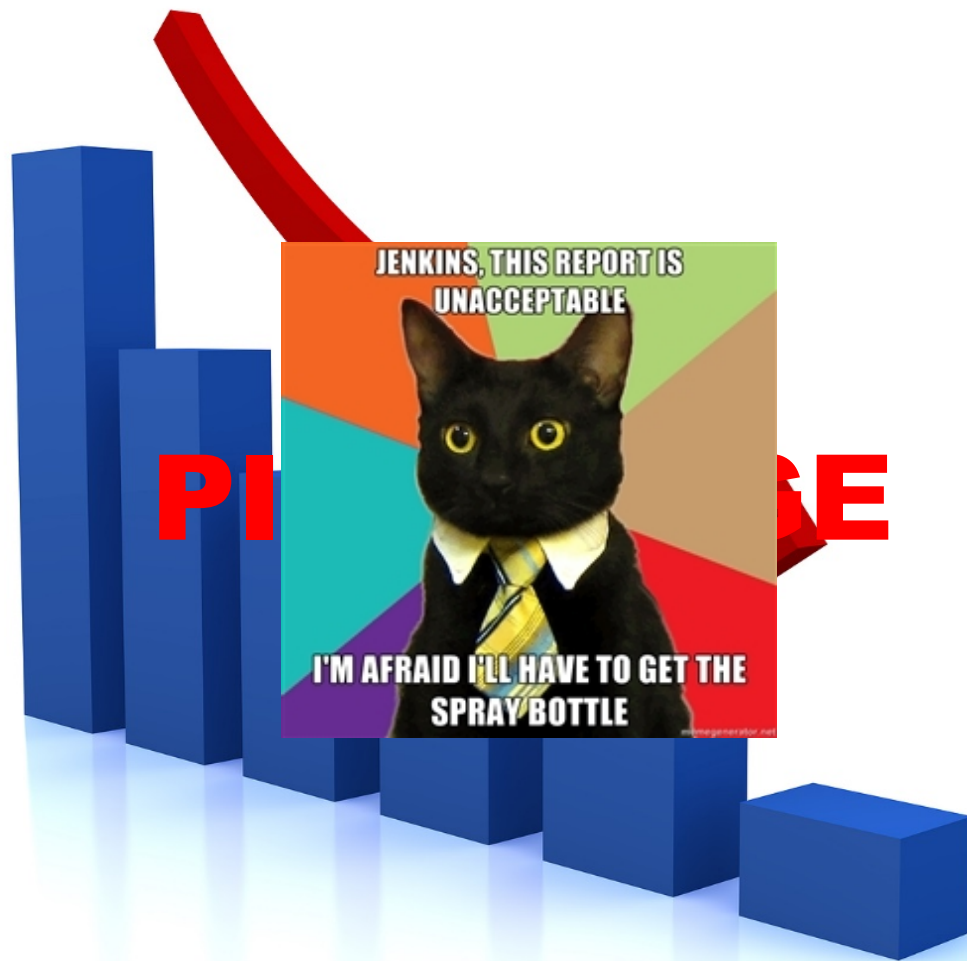
Experienced in utilizing data and technology for strategic analysis and planning. Accomplished record of implementing organizational changes to improve bottom line performance. Focusing on P&L management by implementing revenue growth programs and thoughtful cost reduction plans.

SPECIALTIES:

- * Strategic planning utilizing data analytics for trending and modeling forecasting
- * Budgeting and expense control
- * Innovative and creative solutions to any situation
- * Focused on capitalizing on building brand equity
- * Excellent team builder

Favorite quote: “Man's mind, once stretched by a new idea, never regains its original dimensions.” – Oliver Wendell Holmes Sr.











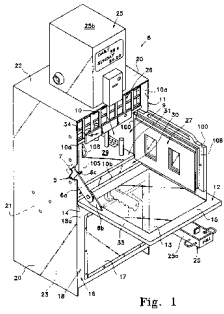


Fig. 1

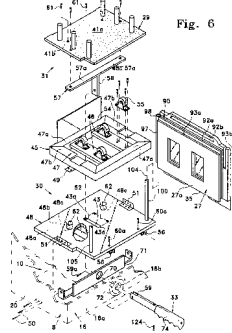


Fig. 6

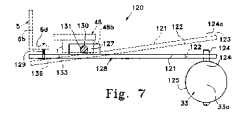


Fig. 7

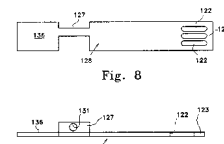


Fig. 8

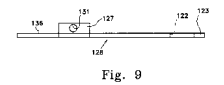


Fig. 9

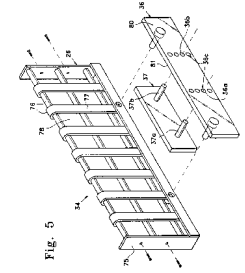


Fig. 5

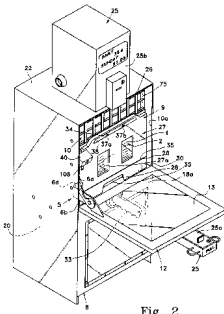


Fig. 2

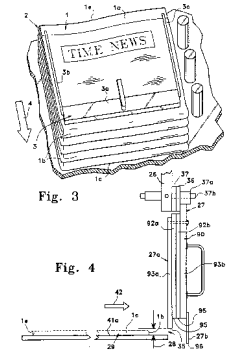


Fig. 3

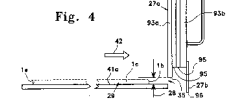


Fig. 4

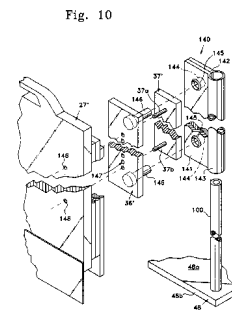
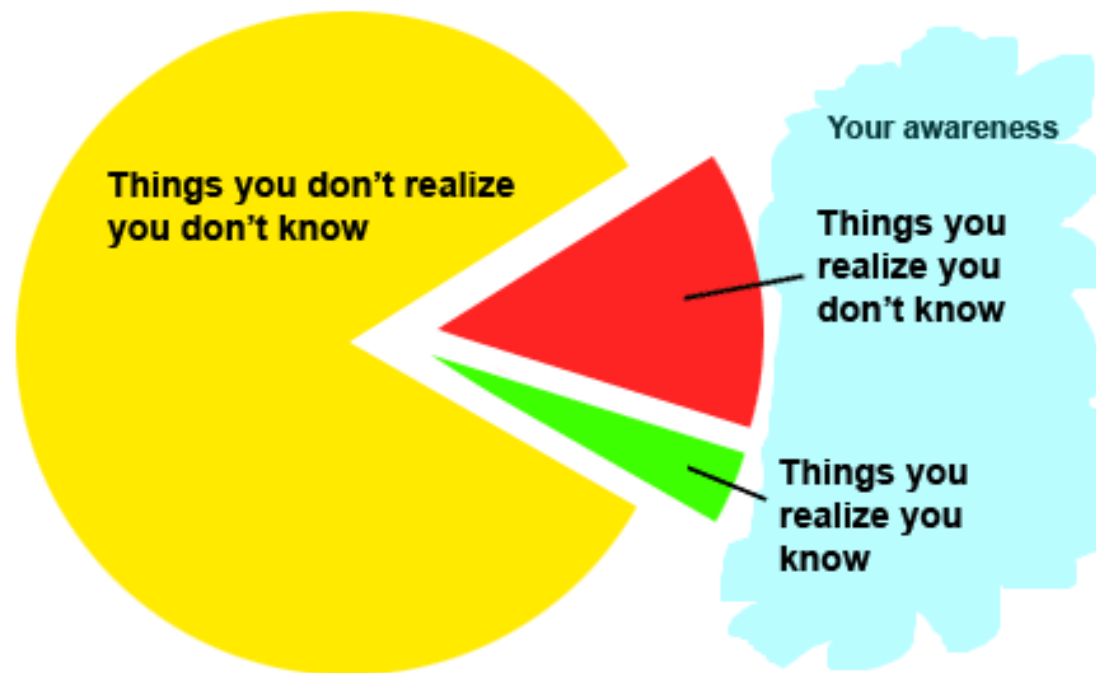
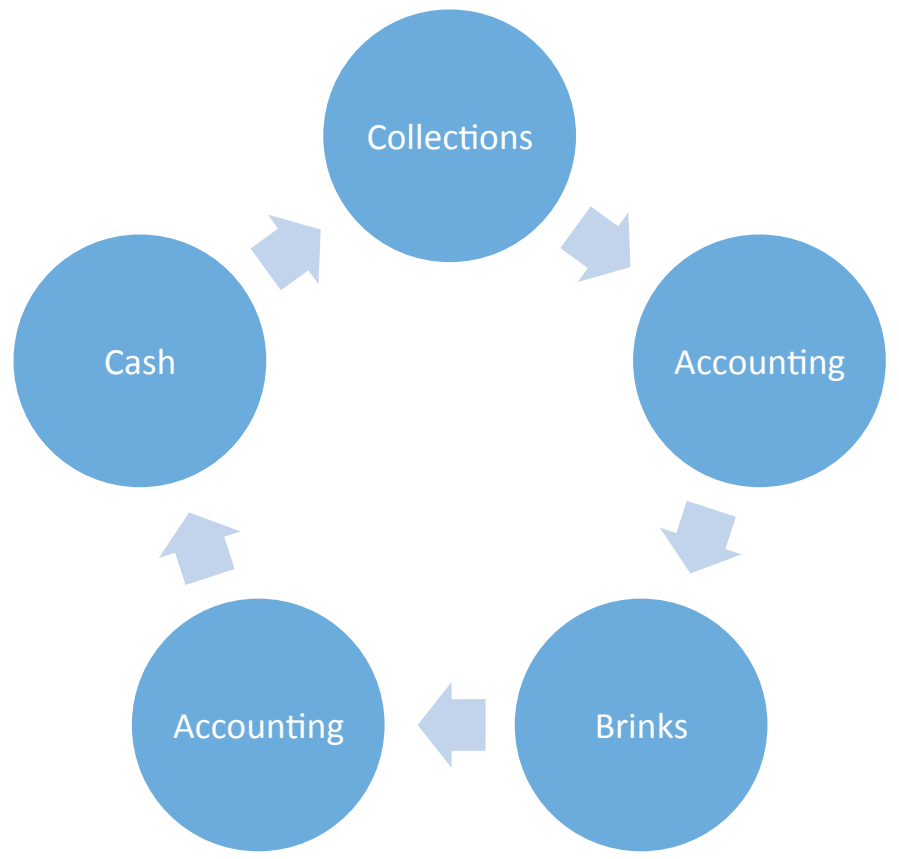
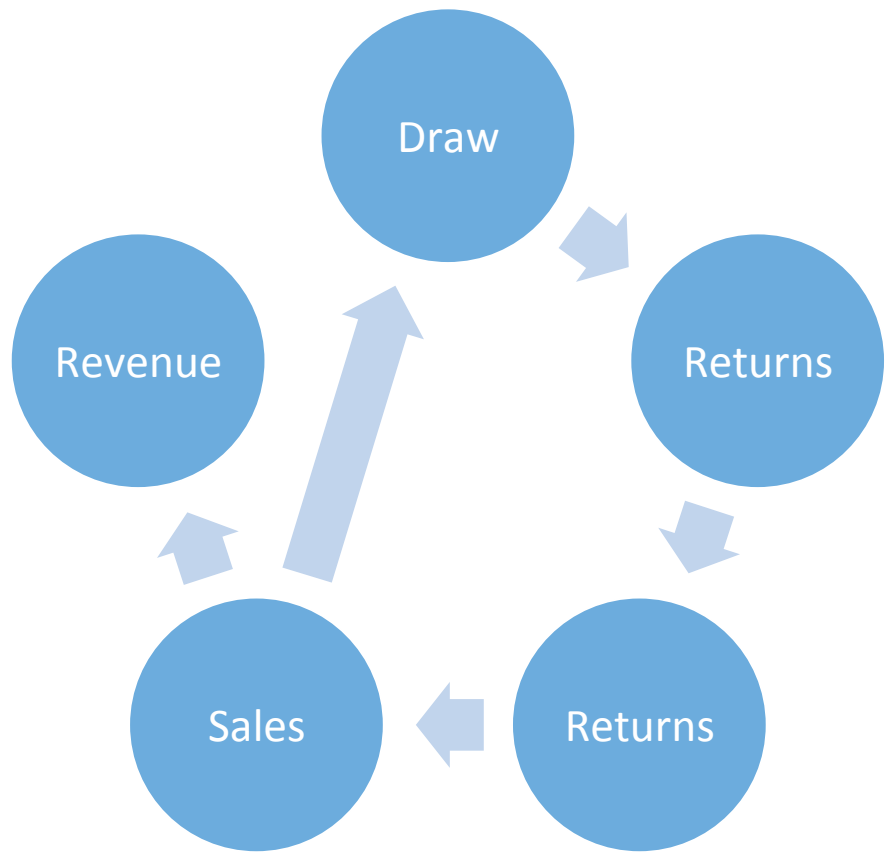


Fig. 10

Body of all possible knowledge





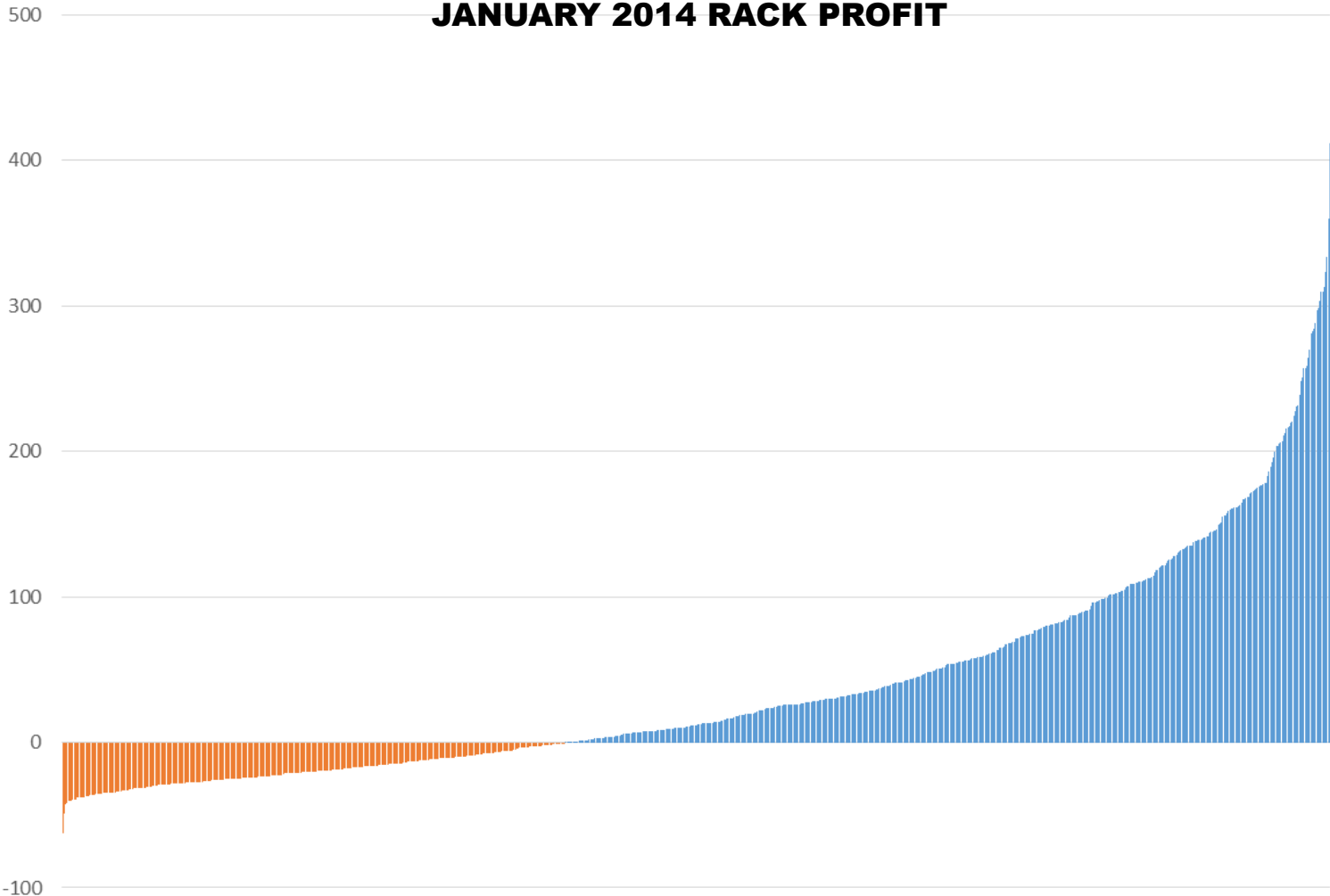
BELLATRIX SYSTEMS







JANUARY 2014 RACK PROFIT



\$1,081,582

2014 TOTAL RACK EXPENSES

\$650,000

2014 CIRC. RACK EXPENSES

(45%)

\$783,314 (7%)
2014 RACK REVENUE

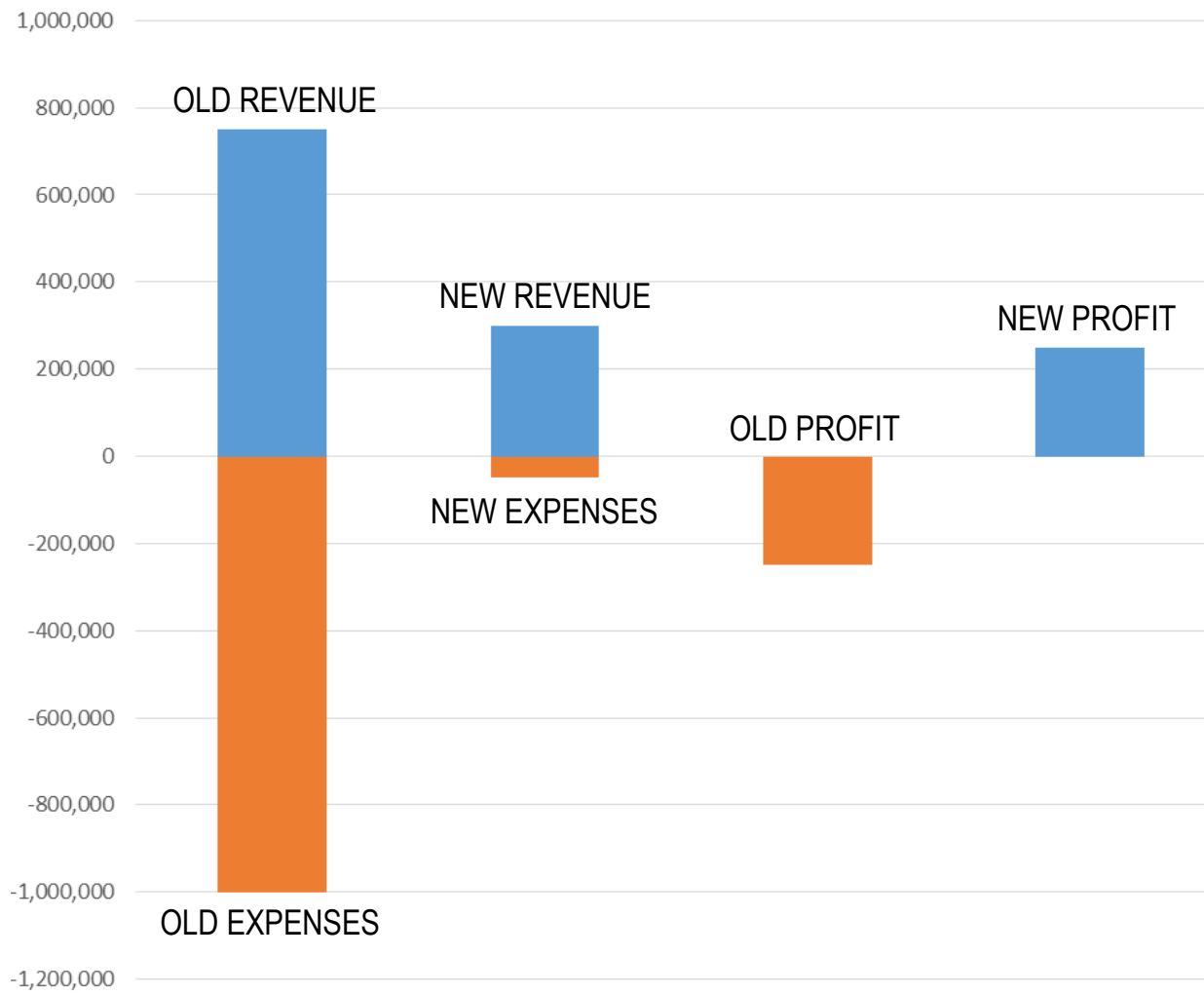
45% OF SALES WILL BE RECOVERD

- **BUYERS WILL FIND CURRENT DEALERS**
- **SOME RACK LOCATIONS CONVERT TO DEALERS**

DAILY AVG 2,195

SUNDAY AVG 2,352

527 total Albuquerque racks



\$551,108

BOTTOM LINE IMPACT

~1,200 NET LOSS IN COPIES PER DAY







NEW TONIGHT



2. TOTAL AVERAGE CIRCULATION BY MARKET

NEWSPAPER DESIGNATED MARKET - PRINT									
Paid Circulation									
Individually Paid Circulation									
Home Delivery and Mail	53,423	47,385	47,705	46,780	46,352	46,471	46,402	52,521	45,788
Single Copy Sales	10,951	6,043	5,405	4,833	4,994	5,247	5,402	6,548	9,235
Newspaper Designated Market - Total Average Individually Paid Circulation	64,374	53,428	53,110	51,613	51,346	51,718	51,804	59,069	55,021
Business/Traveler Paid Circulation									
Hotel Distribution - Room/Lobby Copies	591	363	326	309	297	296	298	431	545
Newspaper Designated Market - Total Average Business/Traveler Paid Circulation	591	363	326	309	297	296	298	431	545
Newspaper Designated Market - Total Average Paid Circulation - Print	64,965	53,791	53,436	51,922	51,643	52,014	52,102	59,500	55,566
Qualified Circulation									
Home Delivery									
Targeted	9,215	2,016	2,018	2,015	2,014	2,022	2,020	2,021	2,001
Newspaper Designated Market - Total Average Home Delivery	9,215	2,016	2,018	2,015	2,014	2,022	2,020	2,021	2,001
Single Copy									
Educational Copies	1,120	983	1,180	1,114	1,302	1,183	1,180	1,120	
Employee/Independent Contractor	646	643	643	642	642	644	642	642	644
Retail/Business	3,230	1,412	1,435	1,448	1,437	1,427	1,428	1,436	1,299
Newspaper Designated Market - Total Average Single Copy	4,996	3,038	3,258	3,204	3,381	3,254	3,250	3,198	1,943
Newspaper Designated Market - Total Average Qualified Circulation - Print	14,211	5,054	5,276	5,219	5,395	5,276	5,270	5,219	3,944
Newspaper Designated Market - Total Average Circulation - Print	79,176	58,845	58,712	57,141	57,038	57,290	57,372	64,719	59,510

IA. ALBUQUERQUE JOURNAL, THE SUNDAY JOURNAL - PRINT	Avg		Avg		Mon	Tue	Wed	Thu	Fri	Sat
	Sun	Mon-Fri	Mon-Sat	Mon-Sat						
Paid Circulation										
Individually Paid Circulation										
Home Delivery and Mail	63,905	57,991	57,592	56,628	56,376	56,531	56,562	63,885	55,591	
Single Copy Sales	18,022	10,604	11,435	9,835	9,976	10,267	10,830	12,120	15,603	
Total Average Individually Paid Circulation	81,927	68,595	69,027	66,463	66,352	66,798	67,392	76,005	71,194	
Business/Traveler Paid Circulation										
Hotel Distribution - Room/Lobby Copies	732	462	498	439	432	432	436	573	676	
Total Average Business/Traveler Paid Circulation	732	462	498	439	432	432	436	573	676	
Total Average Paid Circulation - Print	82,659	69,057	69,525	66,902	66,784	67,230	67,828	76,578	71,870	
Qualified Circulation										
Home Delivery										
Targeted	6,667	72	67	52	52	154	49	51	45	
Total Average Home Delivery	6,667	72	67	52	52	154	49	51	45	
Single Copy										
Educational Copies	710	1,365	1,138	1,185	1,400	1,316	1,333	1,590		
Employee/Independent Contractor	896	896	896	896	895	896	897	897	895	
Retail/Business	491	558	531	561	556	553	547	572	395	
Total Average Single Copy	2,097	2,819	2,565	2,642	2,851	2,765	2,777	3,059	1,290	
Total Average Qualified Circulation - Print	8,764	2,891	2,632	2,694	2,903	2,919	2,826	3,110	1,335	
Total Average Circulation - Print	91,423	71,948	72,157	69,596	69,687	70,149	70,654	79,688	73,205	

DAILY

TYPE	May-15	Jun-15	May/Jun	Jul-15	Aug-15	Jul/Aug	Avr/Avr
Dealers	6,667	6,894	6,555	7,304	7,291	7,298	74311.3%
Bulk	1,347	1,359	1,343	1,473	1,436	1,455	1128.3%
Other	962	1,181	962	960	994	977	151.6%
Racks	1,504	907	1,587	49	43	46	(1,541)-97.1%
Grand Total	10,480	10,341	10,446	9,787	9,764	9,775	(671)-6.4%

Rack Copies Lost	Recovered Copies
1,587	743
	112
	15
	870

47%Dealers
7%Bulk
1%Other
55%

TOTAL NET	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Jul/Aug
	70,629	69,681	68,908	65,349	65,170	66,477	1,3072.0%
		(947)	(773)	(3,559)	(178)	1,307	

SUNDAY

TYPE	May-15	Jun-15	May/Jun	Jul-15	Aug-15	Jul/Aug	Avr/Avr
Dealers	11,054	11,143	10,929	11,186	11,646	11,416	4874.3%
Bulk	3,300	3,285	3,301	3,422	3,265	3,343	421.3%
Other	1,878	1,899	1,856	1,870	2,046	1,958	1025.5%
Racks	1,593	770	1,673	74	70	72	(1,601)-95.7%
Grand Total	17,825	17,097	17,759	16,552	17,026	16,789	(970)-5.5%

Rack Copies Lost	Recovered Copies
1,673	487
	42
	102
	631

29%Dealers
3%Bulk
6%Other
38%

TOTAL NET	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Jul/Aug
	90,605	90,415	88,658	88,030	87,236	88,475	1,2391.4%
		(190)	(1,757)	(628)	(794)	1,239	

**WE HAVE MET
THE ENEMY
AND HE IS US.**



