



Silicon Valley Study Tour Guide

Profiles of Companies

Profiles of Speakers

Contact Information

October 20-25, 2019

Welcome to the Study Tour

Welcome to our ambitious, exhaustive and (we hope) exhilarating effort to capture as many perspectives as possible in a five-day tour of the Silicon Valley media and technology scene. This eBook provides an overview of the major topics we will explore, the places we will visit and the people we will see.

The itinerary, as described below, is aimed at providing ideas, insights, connections and strategies to improve your business by creating compelling content, broadening your audience, enhancing user engagement and generating stronger revenues.

A Word on Logistics

Start times are different on each day.

Registration. Please get your credentials for the Study Tour at the reception from 17:30 to 19:00 on Sunday (Oct. 20) at the private space we have secured at the Parallel 37 Restaurant at the Ritz-Carlton Hotel, 600 Stockton Street, San Francisco.

Departure location. The tour bus will depart on Monday, Tuesday, Thursday and Friday from the driveway in front of the lobby of the Ritz-Carlton Hotel. On Wednesday, it will leave from the Four Seasons Hotel.

Please be on time. Be sure to assemble by the time stated for each morning on the schedule on the following page.

Please be flexible. As much as we endeavor to adhere to our very packed schedule, please pardon us in advance if something fails to go according to plan.

Bring photo ID every day. Some companies will require you to show a passport or driver's license at their security desks. Please bring a government-issued identity document containing a photo every day.

Non-disclosure agreements. Some companies will require each tour participant to sign a non-disclosure agreement (or "NDA"). The NDA, which is a common document employed routinely in Silicon Valley, says that the signers mutually agree not reveal any secrets discussed in the meeting they are about to have. There is little danger in signing these agreements, as we are highly unlikely to hear any secret information. If you choose not sign the agreement, the host company may not allow you into their facility.

Travel light. Many of the companies we visit have strict security that requires airport-style screening of backpacks, briefcases and other large objects. Please plan to leave such items at the on the bus, or better still, at the hotel.

Dress code. All meetings are business casual. Even nice jeans are fine. Ties are not necessary but wear comfortable shoes in case we have to do some walking.

Ground rules. Some companies may restrict photography and/or forbid reporting on some or all of their presentations. Please honor their rules.

Take good notes. Although INMA endeavors to get copies of all the presentations you will see, many companies will not release copies of their materials. To ensure you capture as much information as possible, take good notes and snap photos of relevant slides (when permitted to do so).

Prepare for rain. Bring a folding umbrella in the unlikely event that rain is forecast.

INMA Silicon Valley Study Tour: Daily Schedule

Start times are different on each day

Sunday, Oct. 20

17:30	Registration	Ritz-Carlton - 600 Stockton SF 94108
18:00	Overview of the week	Parallel 37 Restaurant
18:15	Cocktails and snacks	600 Stockton, SF 94108

Monday, Oct. 21

8:00	Board bus	600 Stockton SF 94108
8:30	Bus to Mozilla	2 Harrison, SF 94105
9:00	Mozilla	Enter on Embarcadero side
10:30	Bus to KQED	50 Beale St SF 94105
11:00	KQED/CalMatters	Fifth floor
12:15	Bus to Piano/Cxense	25 Taylor SF 94102 - WeWork Mezzanine
12:45	Presentation + lunch	
14:15	Bus to Salesforce	50 Fremont Street, SF 94105
15:00	Salesforce	
16:30	Bus to Ritz-Carlton	Ritz-Carlton - 600 Stockton SF 94108
17:00	Return to Ritz-Carlton	

Tuesday, Oct. 22

6:45	Check out of hotel	Ritz-Carlton - 600 Stockton SF 94108
7:15	Board bus	Google PartnerPlex
7:45	Bus to Google	1600 Amphitheatre Pkwy, Bldg 40, Mt. View
9:30	Google	
13:15	Bus to Apple	One Infinite Loop, Cupertino 95014
14:00	Apple	
15:00	Bus to PubMatic	
16:00	PubMatic	305 Main Street, Redwood City
17:00	Bus to Four Seasons	Four Seasons Hotel
17:30	Check in to hotel	2050 University, East Palo Alto
19:00	Dinner + Dave Zinman	Quattro Restaurant at Hotel

Wednesday, Oct 23

8:00	Check out of hotel	Four Seasons Hotel
8:30	Board bus	2050 University, East Palo Alto
9:00	Bus to Facebook	1 Hacker Way, Menlo Park 94025
9:30	Facebook	
13:15	Bus to a16z	2865 Sand Hill, St 101, Menlo Park 94025
13:45	a16z/Substack	Drop between buildings 2865 and 2855
14:45	Bus to Adobe	345 Park Ave, San Jose 95110
16:00	Adobe	Stanford U Room, 6th fl, West Tower
17:00	Drive to Ritz-Carlton	
18:30	Check in to Ritz-Carlton	Ritz-Carlton - 600 Stockton SF 94108

Thursday, Oct 24

8:15	Board bus	Ritz-Carlton - 600 Stockton SF 94108
8:30	Bus to Dwell	595 Pacific Avenue, 4th Floor, SF 94133
9:00	Dwell presentation	
10:00	Bus to Bloomberg	140 New Montgomery
10:30	Bloomberg	22nd floor - need IDs
11:30	Lunch	At Bloomberg
12:10	Oovvuu	At Bloomberg
13:00	Bus to GWNe	
13:30	Gamer World News Enter't	The Vault, 415 Jackson, Suite B, SF 94111
14:30	Bus to Wired	
15:00	Wired	520 3rd St, 3rd floor, SF 94107
16:00	Bus to Knowhere	
16:30	Knowhere	41 Grant Ave, #400, SF94108
17:30	Bus to hotel	
18:00	Return to hotel	Ritz-Carlton - 600 Stockton SF 94108
19:00	Dinner + Robbie K. Baxter	Parallel 37 Restaurant

Friday, Oct 25

8:00	Board bus	
8:30	Bus to SF Chronicle	901 Mission, SF 94103
9:00	San Francisco Chronicle	
11:00	Bus to Napa Valley	
12:30	Lunch at Copia	500 1st St, Napa 94559
14:00	Bus to Hall Vineyard	
14:30	Hall wine tour/tasting	401 St Helena Hwy, St Helena 94574
16:30	Bus to Stewart Cellars	
17:00	Stewart tour/tasting	6752 Washington St, Yountville 94599
18:30	Bus to Ritz Carlton	
20:00	Return to hotel	Ritz-Carlton - 600 Stockton SF 94108

INMA Contacts

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Mozilla: Imagining the Next-Generation Web

To keynote our first day in San Francisco and gain valuable perspective for the week ahead, we will visit Mozilla to explore how the web may evolve in an era of increased concern over information integrity and consumer privacy.

Mozilla, which was founded in 1998 by Netscape workers and has both for-profit and not-for-profit arms, is known for the Firefox web and mobile browsers, the Thunderbird email system and several other open-source tools and projects. Mozilla since 2017 has operated Pocket, a for-profit business that helps consumers discover, curate and share content.

Presenters

Don Marti (photo at left) has been a Content Strategist at Mozilla since 2015, concentrating on next-generation technologies and policy as they affect the news and advertising ecosystems. Prior to joining Mozilla, he worked as both a technology journalist and manager.

Cindy Hsiang (no photo), who joined Firefox four years ago, will discuss new Firefox products that protect user privacy.

Carolyn O'Hara (right) is the Editorial Partnership Manager for Pocket, working with publishers to promote the use of the application. Prior to joining Pocket, she was managing editor at The Week magazine. She also has worked for the PBS NewsHour, Foreign Policy magazine, the Harvard Business Review and the New Republic.

Contact

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KQED/CalMatters: Collaborative and Non-Profit News Models

As economic pressures constrain newsroom budgets, several new models are emerging to support quality journalism. Two organizations on the leading edge of such experimentation are KQED, which is among the largest public broadcasting affiliates in the United States, and CalMatters, a four-year-old non-profit dedicated to covering statewide policy in California.

In a joint appearance, executives from both organizations will discuss the intricacies of managing donor-supported journalism. They also will describe a growing collaboration among news organizations across the state to undertake more ambitious reporting projects than any single organization can muster.

With roots going back to 1954 when it went on the air as a radio station, KQED is an excellent example of digital transformation by a legacy media company. The non-profit organization derives 56% of its revenues from membership fees and aggressively has expanded its digital presence to deliver more local news than ever.

CalMatters was founded to fill a growing vacuum in statewide policy news. It partners with diverse news organizations across California to produce and share content, enabling efficient and in-depth networked coverage.

Presenters

Tim Olson, the Senior Vice President of Strategic Partnerships at KQED, has been at the forefront of digital innovation in more than 20 years as a public broadcaster in Chicago, Seattle and San Francisco.

Neil Chase, the CEO of CalMatters, was editor of the San Jose Mercury News and East Bay Times before taking his current position in early 2019. He previously worked as a journalist in San Francisco and Arizona.

Holly Kernan has been the Chief Content Officer at KQED for more than five years. She formerly headed the newsroom at competing KALW, another Bay Area public broadcaster.

Ethan Lindsey three years ago joined KQED as Managing Editor for News, arriving from a similar role in Boston.

Contacts

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Olson



Chase



Kernan



Lindsey

Piano/Cxense: Subscription solutions

Piano.io provides the software platform that runs audience-revenue programs for a growing number of publishers, including The Economist, Gannett, Hearst, McClatchy, NBC Universal and Time.

In addition to collecting payments, Piano collects audience data that can be modeled via its analytics engine to help a publisher gain a better understanding of her audience with an eye to converting casual visitors into loyal subscribers.

Founded in 2007 in Slovakia, Piano's headquarters are now in New York City, although it maintains operations in Europe and Russia. Piano, which is privately owned, is backed by \$28.7 million in venture funding, according to Crunchbase.

In October, 2019, Piano acquired Norway-based Cxense, which leverages artificial intelligence to help 190 publishers and marketers deliver personalized experiences that grow subscription revenue and boost targeted advertising. Its customers include the Wall Street Journal, Singapore Press Holdings, Mediahuis and The Mainichi Newspapers.

Presenters

David Restrepo is General Manager of North American Sales and Business Development for Piano. He joined the company in 2011 after holding senior business-development and customer-support positions at several technology companies.

Contact

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Salesforce: Cloud-based Marketing and Personalization

Salesforce, whose cloud-based Software as a Service model transformed the software industry, will discuss the personalization solutions it has developed to help media companies like Financial Times and Spotify to build audience and grow subscription revenues

The company, which started in a San Francisco apartment in 1999, posted revenues of \$14.7 billion in the last 12 months and commanded a market valuation of \$130 billion as of Sept. 30. Its customer-relations management (CRM) solutions have been adapted to a variety of industries and functions ranging from enterprise sales to customer-service delivery.

In 2018, company founder Marc Benioff bought Time Magazine for \$190 million as a personal investment. Salesforce recently opened a 1,007-foot (326m) office tower, which is the second highest building in the western United States.

Presenter

Alp Pekkocak, the newly appointed Director of Media Strategy and Solutions, previously held top marketing roles for data products serving the full spectrum of media companies.

Contact

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Google: A Master of the Digital Universe

We will begin two intensive days in Silicon Valley with a visit to Google's main campus in Mountain View. Google, the principal division of Alphabet, is the most diversified and most powerful digital media company in the world.

It conducts 77% of the world's searches, supplies the operating system for 74% of the world's mobile devices, serves 39% of global digital advertising and delivers video to 33% of global Internet users via YouTube. Google has about a 25% share of the smart-speaker market, trailing only first-mover Amazon (which has captured 70% of the installed base).

Google and such affiliated products as YouTube and Waze collectively consume fully a third of the time consumers spend on digital media, according to Pivotal Research.

Beyond Google, its parent Alphabet (www.abc.xyz) invests widely on everything from self-driving cars to medical research to space exploration. The company's early investments in Uber and Lyft now are estimated to be worth \$4 billion. Alphabet paid \$3 billion for Nest in 2014 to gain traction in the home-automation space.

Alphabet's sales were \$148.3 billion in the most recent 12 months, producing EBITDA of \$43.5 billion (29.3% margin). With 107,646 employees, the company generates nearly \$1.4 million in revenue per worker. Its balance sheet has \$121 billion in cash, a sum surpassed only by Microsoft's \$133 billion cash reserve.

Presenters

Chrissy Towle, who joined Google 14 years ago, has risen through a series of promotions to become the Head of News and Local Media Partnerships.

Matt Villacarte, Strategic Partner Development Manager, will provide insights into the habits of the news-consuming audience. He joined Google in 2007.

Sylvia Bonilla Zizumbo, the Revenue Lead for News and Local Media, will cover monetization opportunities for digital publishers. She has worked at the company for nearly 17 years.

Brandon Feldman, the News and Civics Partnerships Lead at YouTube, will discuss best practices for news video.

Sophie Miller, the Head of Partnerships for AR and Lens, will explore the possibilities of the emerging extended-reality technologies.

Contact

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Towle



Villacarte



Zizumbo



Feldman



Miller

Apple: News and Subscription Strategies

In a first for any INMA Study Tour, we will visit Apple in Cupertino to learn about Apple News/News+, which reaches nearly 90 million people each month.

Apple News+ was launched as a subscription service within the News app in the US and Canada in March, 2019, and rolled out last month in the UK and Australia. The session will feature a briefing on the News/News+ service, along with the audience-growth and revenue-generating opportunities available in the four geographies.

Apple News+ is a part of Apple's growing services business. Leveraging an installed base of more than 1.4 billion devices, the company has introduced not only News+ but also is launching a \$5-per-month Apple Arcade game service, a \$5-per-month Apple TV+ streaming video service and its first-ever credit card. These services come on top of Apple Music, Apple Pay, Books, iCloud and other products designed to ensure long-term customer loyalty and recurring revenues.

Apple, which generally ranks among the top three most valuable companies in the world, was valued at a bit more than \$1 trillion on Sept. 30. It posted sales of \$259 billion in the last 12 months, with \$76.5 billion in EBITDA (a 29% margin). The company has a bit less than \$95 billion in cash in its coffers.

Presenter

Daniel Servos, the Global Head of Business Development for Apple News, joined the company in 2013 after a 17-year career as a senior executive at companies ranging from start-ups to AOL.

Contact

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PubMatic: Streamlining Cross-Platform Ad Delivery

Privately held PubMatic is one of the few companies that offers a strictly publisher-focused solution for improving ad yields across digital platforms. In an era of fickle and fast-moving audiences, PubMatic aims to identify, and seamlessly deliver ads to, consumers on every platform they use.

Through real-time analytics, yield management and workflow automation, PubMatic seeks to optimize advertising inventory management. Founded in 2006, the company is backed by \$63 million in funding from private-equity investors.

Presenter

Rajeev Goel, a co-founder of PubMatic, has been the company's Chief Executive Officer since 2007. Prior to PubMatic, he was a product manager for SAP and was an IT management consultant for such companies as Kraft, Allstate and Lowe's. He started his first business while in college. It was a company called Chipshot.Com, which manufactured custom golf equipment and grew sales to a run-rate of \$30 million per year.

Contact

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Dave Zinman: What's Next for Digital Advertising?

At dinner at the Quattro restaurant at the Four Seasons Hotel in Palo Alto, we will get a rare insight into the likely future of digital advertising from Dave Zinman, the man who literally invented the first programmatic ad server in the mid-1990s.

Zinman since 1995 has led a number of successful ad-tech companies, including Drawbridge, which recently was acquired by Microsoft's LinkedIn. Before Drawbridge, Zinman held top executive posts at RadiumOne, Infolinks, Yahoo and Blue Lithium.

Widely considered to be one of the leading ad-tech innovators in Silicon Valley, he has been a popular speaker at previous INMA study tours.

Contact

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Facebook: The Leading Social Network

On our second day in Silicon Valley, we will visit the Facebook campus in Menlo Park. Facebook is the largest social networking company in the world, boasting more than 2.4 billion monthly users. The company, which has made more than 80 major acquisitions to date, also owns such leading platforms as Instagram, WhatsApp, Messenger and Oculus. The company says 2.7 billion people worldwide use at least one of its services in a month.

Facebook has faced a number of well-reported challenges in recent years, including abuse of its platform to propagate fake news and questions about how diligently it has honored the privacy of its users. These dramatic developments prompted strong global interest in regulating the activities of digital publishers. After initially spurning such ideas, Facebook founder Mark Zuckerberg in March acknowledged the need for some forms of regulation.

In the last 12 months, Facebook reported \$62.6 billion in sales, 42.6% EBITDA and more than \$48 billion in cash reserves. With a payroll of 39,651 individuals, the company produces more than \$1.5 million in revenue per employee in spite of adding thousands of workers in recent years to combat fake news and advertising. Its market valuation was \$508 billion on Sept 30.

Presenters

Alex Feldman (not pictured) has been working with news publishers since joining Facebook in 2018. Earlier, he was employed at NBC Universal Media and was a U.S. Army officer in Afghanistan.

Inna Rudsky (left), who is responsible for strategic media partner development, previously held similar positions at Bloomberg and Comcast.

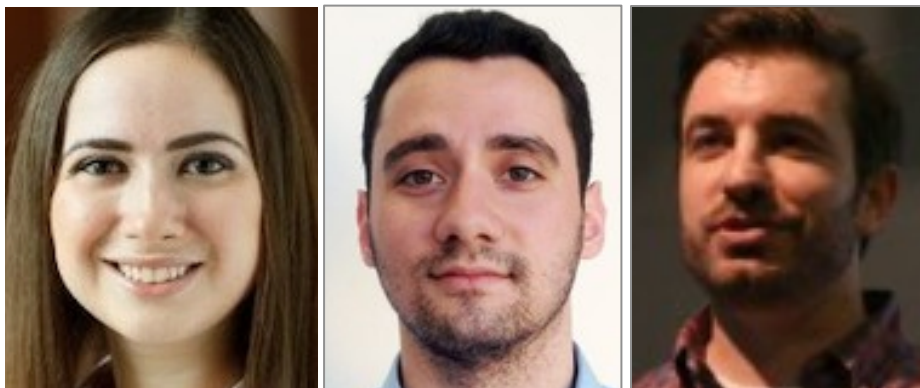
Ben Peskoe (center), Product Marketing Manager for Media Monetization since 2016, formerly worked in strategy at the New York Times.

Brandon Silverman (right) is the CEO of Crowd Tangle, an audience analytics platform he co-founded in 2011 and was purchased by Facebook in 2016.

Contact

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Andreessen Horowitz/Substack: How Venture Capital Works

We will drive to iconic Sand Hill Road, the Wall Street of venture capital, for a briefing on the Silicon Valley venture process at Andreessen Horowitz (www.a16z.com), a prominent investment firm founded in part by Marc Andreessen, the creator of the original Netscape browser.

a16z has \$10 billion in assets under management. Over the years, it has fostered such successful ventures as Facebook, Lyft, Slack, Pinterest and Skype.

The session will include a presentation from Substack, a new addition to the a16z portfolio that has developed a platform to help publishers produce and monetize newsletters. Substack has received more than \$15 million in backing from a16z and other Silicon Valley investors.

Presenters

Ridhima Ahuja (left) became an a16z Partner in 2018 after working as an investor for the William and Flora Hewitt Foundation and as an investment analyst.

Hamish McKenzie, the Chief Operating Officer of Substack, was one of the three founders of the company in 2017. Prior to Substack, he worked in corporate marketing and communications at Kik, Tesla and Pando Daily.

Contacts

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Adobe: New Frontiers for Digital Advertising

To mark the 25th anniversary of the birth of the digital advertising format, Adobe recently released a study looking at the future of the medium as technological forces like machine learning and augmented reality intersect with consumer concerns over data privacy and intrusive personalization.

The study's findings will be reported by representatives of Adobe's Ad Cloud division, a cross-media solution for planning, delivering and measuring ad performance.

Founded in 1982 to develop software for the first generation of computer printers, Adobe subsequently expanded to provide a wide range of products for digital content creators. The company, which is based in San Jose, booked revenues of \$10.6 billion in the last 12 months and had a market capitalization of \$134 billion as of Sept. 30.

Presenters

Christine Beury (left), the Director of Global Enterprise Marketing, joined Adobe after her former company, Efficient Market, was acquired by Adobe. Earlier in her career, she held sales and marketing positions at Yahoo and Sun Systems.

Ian Monaghan, the Product Marketing Manager for Ad Cloud, has been with the company since 2017. He previously spent 11 years at Tube Mogul, a video marketing and advertising company that was acquired and integrated into Ad Cloud.

Contact

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Dwell: A Multi-Platform Publisher's Diversified Revenue Model

Dwell is a lifestyle media brand that has been chronicling eco-friendly contemporary architecture and design for nearly two decades.

Over the years, the original print magazine has been complemented by an array of platforms, including digital media, social media, newsletters, video, native advertising, travel, professional-services directory, commerce, podcasts and more.

With audience reach of 20 million across its various platforms, Dwell has built a diversified revenue model by appealing to affluent, well-educated individuals who, for the most part, own their own homes. More than half of Dwell's readers are involved in remodeling their homes, with some 80% of them planning to do some of the work themselves.

Presenter

Lara Deam, the Chief Executive Officer, founded Dwell 19 years ago. She was inspired to start the magazine while renovating her own home in a suburb of San Francisco.

Contact

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Bloomberg: A Legacy Company's Push into TV

Recognizing the power of video to tell stories, build audience and generate revenues, Bloomberg a decade ago decided to launch a global television network. Today, the company reaches more than 300 million homes around the world and is ranked No. 1 in business video by comScore.

Founded in 1981, Bloomberg now employs more than 15,500 individuals in 192 locations in 73 countries around the globe. Sales and profits of the company are private but Forbes estimated the company's revenue at \$9.7 billion in 2017.

The company's original data-terminal business – which generates about two-thirds of its revenue – provides real-time financial information to more than 350,000 institutional subscribers around the world. Beyond the data-terminal business, Bloomberg operates its news wire, Businessweek Magazine and a number of specialized media for professionals in finance, government and energy.

Presenter

M. Scott Havens joined Bloomberg as Global Head of Digital and Media Distribution in 2015. Earlier in his career, he was Senior Vice President at Time Inc., President of Atlantic Media and Executive Director of Condé Nast Digital.

Contact

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Oovvuu: AI-Powered Video Distribution

Oovvuu utilizes IBM's Watson artificial intelligence and a global network of journalists to match relevant video with news articles in near real time, enabling richer content and stronger monetization for participating publishers.

Clients of the company, which is privately held and based in Australia, include Associated Press, Agence Press France, Bloomberg, Deutsche Welle, Reuters and others.

Presenters

Ricky Sutton (left), the Chief Executive Officer, founded Oovvuu in 2015. He previously served as Head of Video at Fairfax Digital, Head of Entertainment at Nine Entertainment and a senior newsroom manager at News Corp. in Australia.

Christine Morgan joined Oovvuu as General Manager for the Americas in 2018 after serving as Head of Publisher Partnerships at Bloomberg. She formerly worked at Sony Pictures television.

Contact

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Gamer World News Entertainment: The eSports Boom

Gamer World News Entertainment (GWNe), a start-up publisher specializing in news about the booming eSports genre, will provide a briefing on the dynamics and rapid growth of eSports.

eSports, the phenomenon of online audiences watching other people playing video games, gained its current high profile when Amazon paid \$970 million in 2014 to acquire Twitch, the popular game-competition platform. Since then, the global eSports audience has nearly quadrupled to 800 million fans, according to Quartz. GWNe estimates that global eSports revenues are approaching \$5 billion.

GWNe was launched in late 2015 to chronicle the rise of the eSports industry. In addition to providing eSports news and commentary to consumers and the gaming industry, the company has begun syndicating gaming news to media partners.

Presenters

Gayle Dickie (left), the Chief Executive Officer, founded the Los Angeles-based company in 2015 after a career as a producer, writer and business-development executive in Hollywood's entertainment industry.

Francois Modarresse, the Chief Growth Officer, joined GWNe after working in business development for such companies as Dolby Laboratories and Philips Electronics.

Contact

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Wired: A Print Icon's Pivot to Digital

Wired, which covers the evolution of technology and its cultural consequences, serves 870,101 print readers and reaches some 30 million individuals each month through Wired.com, social media and live events.

San Francisco-based Wired started as a monthly print publication in early 1993, and its companion Wired News website debuted the next year. The ownership of the website was split from the print magazine shortly after launch and the two operated independently until both properties were purchased in 2006 by Condé Nast for a combined \$26 million.

The Newhouse publishing family privately owns Condé Nast, whose roots go back to the early days of the 20th Century. The Condé Nast portfolio, which reaches 100 million users a month, includes Vogue, Vanity Fair, Glamour, Self, GQ and New Yorker.

Like many of its peers, Condé Nast today is avid about building digital subscription revenues. The New Yorker took the lead in developing a subscription-sales template for Condé Nast during the “Trump bump,” the subscription surge that followed the 2016 US election. Since rolling out its subscription program, the New Yorker has gained more than 1 million subscribers, who now generate more than half of its revenues. Wired launched its own digital subscription program in February, 2018.

Presenters

Sarah Fallon (left), the Deputy Web Editor, joined Wired in 2013 after holding editing and writing positions at Edutopia Magazine and Red Herring.

Scott Rosenfield, Site Director, arrived at Wired in 2018 after working at Outside Magazine and Men's Health.

Contact

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Knowhere: Technology-Enhanced Journalism

Knowhere (www.knowherenews.com) is a start-up focused on enriching content by equipping flesh-and-blood journalists with artificial intelligence tools to streamline the discovery, reporting and production of articles.

The company's systems monitor news around the world and around the clock to detect important developments in real time. The platform then speeds reporting on events by providing journalists with a number of proprietary search and analytical tools.

Presenter

Nathaniel Barling, the CEO and co-founder of the company, is a fourth-generation journalist who grew up in the United Kingdom before coming to the United States to launch Knowhere in 2015. Earlier in his career, he worked as a financial analyst.

Contact

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Robbie Kellman Baxter: ‘Make the First Transaction Last Forever’

Companies ranging from Netflix to American Express seek to perfect membership models that create recurring revenues by securing loyal, long-term relationships with customers. When those models work well, “the first transaction lasts forever,” says Robbie Kellman Baxter, the author of “The Membership Economy.”

We will have dinner with her to hear how media companies can develop satisfying membership programs to benefit their customers, advertisers and bottom lines. You can download the book in advance at <https://tinyurl.com/yd82w776>.

Presenter

Robbie Kellman Baxter, who has worked in marketing for more than 20 years in Silicon Valley, operates the Peninsula Strategies consulting company. Her clients have included Netflix, Oracle and eBay, as well as nearly 100 start-ups and mid-stage companies.

Contact

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Robbie Kellman Baxter
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San Francisco Chronicle: Navigating Change

Even though it operates at ground zero of the digital revolution, the San Francisco Chronicle says it has re-envisioned its business to achieve profitability through a blend of revenue streams, including print, digital and native advertising; custom content creation and marketing services; events, and memberships.

Founded in 1865, the newspaper was operated by members of the founding de Young family until it was purchased for a reported \$1 billion by the privately held Hearst Communications in 2000. (Fun fact: Alan Mutter, your tour guide, ran its newsroom from 1984-88.)

The Chronicle's print circulation is 170,084 daily and 220,261 on Sunday. The paper operates two websites that it says attract some 33 million unique visitors per month. The sites are SFGate.Com, which is free, and SFChronicle.Com, which requires a premium membership.

Strategic overview

Bill Nagel, Publisher and Chief Executive Officer.

Advertising strategy

Ginger Neal, Senior Vice President of Advertising Products.

Marketing

Sarah Cooney, Vice President of Marketing.

Subscription strategy

Mick Cohen, Vice President of Consumer Revenue.

Editorial overview

Audrey Cooper, Editor in Chief.

Digital strategy

Grant Marek, Editorial Director, SFGate.com.

Contact

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Nagel



Neal



Cooney



Cooper

INMA Hosts

Alan D. Mutter, Tour Leader

Alan D. Mutter (left) is an international media consultant based in San Francisco. He originated the Silicon Valley Study Tour in 2014 and subsequently conducted study tours for the INMA in Silicon Valley, New York, London and Washington, DC. Mutter began his career as a newspaper reporter and editor before becoming the CEO at several Silicon Valley companies.

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Earl J. Wilkinson, Executive Director of INMA

Earl J. Wilkinson (center) is Executive Director and CEO of INMA. He joined the association in 1990 as publications editor and was appointed executive director and CEO in 1992. He has logged more than 4 million air miles visiting leading media companies in 51 countries on every continent except Antarctica.

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Katy King, Events and Marketing Manager of INMA

Katy King (right) has been the Events and Marketing Manager of the INMA since 2014. She previously worked in similar roles for Feld Entertainment, including the Ringling Bros. Circus, Disney on Ice and other high-profile events. She began her career as a performer at both Disney World and Feld Entertainment.

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