

## API Executive Development Program

# You're in the driver's seat, making the decisions that determine your level of success!

**Examples of the types of decisions you'll address:**

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### **Strategic Considerations**

*What is the vision for the organization? What are the critical performance factors? How will you identify points of competitive advantage and vulnerability? Do you have the right senior managers in place to execute your strategy? How will you manage in times of disruptive change?*

### **Staffing, Development and HR**

*How will you determine staffing needs? How will you handle compensation? What investments do you need to make to become an employer of choice in the market? How will you ensure staff diversity? How will you handle thorny legal issues in HR? How will you go about succession planning and the development of your management team?*

### **News/Editorial**

*How will you manage the content mix to meet strategic priorities and reader needs? How will you handle the inevitable tension between the civic and commercial responsibilities of a newspaper? How will you handle problems that may arise when giving greater voice to citizen contributions? How will you respond to threats?*

### **Advertising/Revenue**

*How will you develop your pricing strategies? What relationships will you have among rates for ROP, preprints, classified, national, online and other products? What will you need to do to develop a quality sales force? How will you respond to a variety of print competitors, free classified Web sites and other challengers to your revenue and market share?*

### **Marketing**

*How will you decide on investments in market research, database marketing initiatives, advertising and promotion? How will you measure success?*

### **Audience Development**

*How will you go to market with each of your products? What mix of audience development sources will produce the best results, short and long term? How will you increase or reallocate sales pressure, and manage churn and retention? What's your strategy for growing your overall audience footprint?*

### **Online**

*How will you find the right online strategies? How will you pay for online staffing and content? How can you make digital media central to every decision, including hiring?*

### **Zoned Editions and Specialty Products**

*What strategic decisions will you make regarding youth publications, minority products, demographically-targeted magazines and a variety of other niche publications and/or online offerings? How can you manage these products for maximum ROI and maximum audience growth?*

### **Revenues and Costs**

*How will you determine the tradeoffs among expense control, revenue growth and investment in new product development? How innovative must you be to avoid being "disrupted"?*

**EDP cases and decisions are continually updated to reflect the most current and relevant issues in the media industry.**

***It's almost as real as being an actual publisher... and you see the effects of your decisions in real time!***