



# Scaleup and Exit Planning for Media Entrepreneurs

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PPA Independent Publisher Conference 2019

# Agenda

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- Participants' Goals and Key Questions
- Value vs Exit
- Publishing, Digital and Subscriptions Challenges
- Governance Is Your Friend / Replicate and Extricate
- Focus on Quality of Earnings
- Exit Planning Starts Today
- Life Goals First

# Value vs Exit


Daily and Weekly Focus is Profit (and Cash)

Monthly and Quarterly (Board / SMT) Focus is Value Creation

- Research / Insights / Engagement
- Proposition and Product Development
- Retention / Quality of Earnings
- Company Building

Biannual Focus is Exit

- Life Goals (and Co-Founder Alignment)
- The Number
- Timing
- Optimisation



*"Collingwood Advisory's advice has been absolutely critical to the development of Leaders over the last 4 years. From the time Piers walked in, we have improved our people, processes and decisions and he kept us laser focussed on how to achieve growth. He and Julian have worked with us to strengthen our market position and profitability and charted a course to the recent sale of the business at a time and on terms that were dictated by us. We would not have achieved this without them."*

Jimmy Worrall, CEO, Leaders in Sport

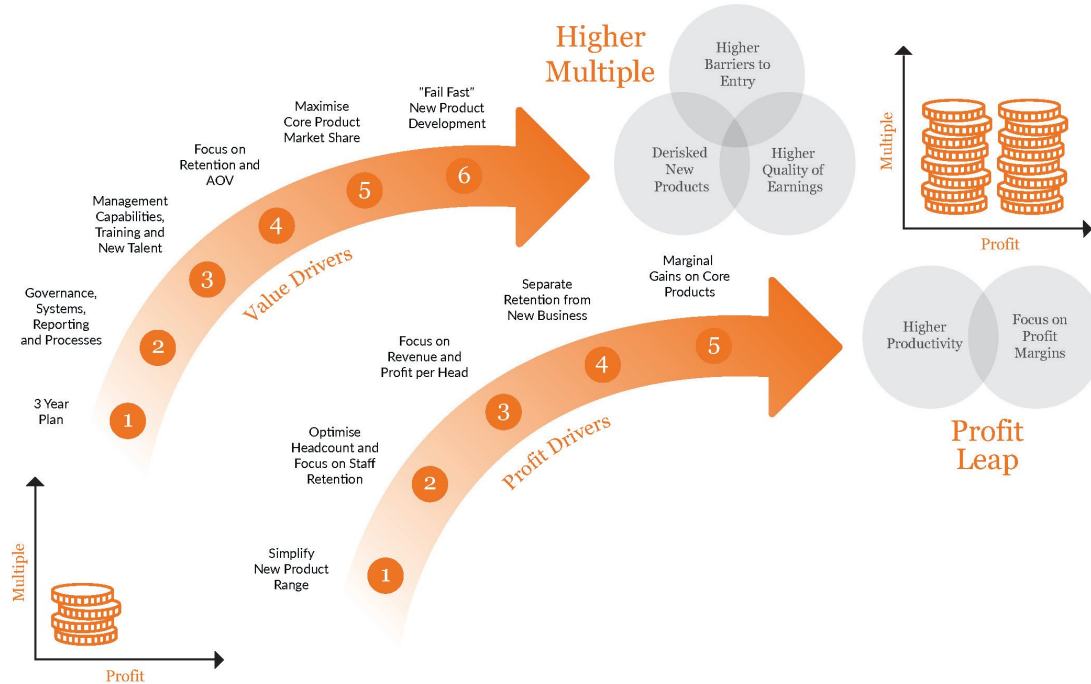
# Challenges for PPA Members

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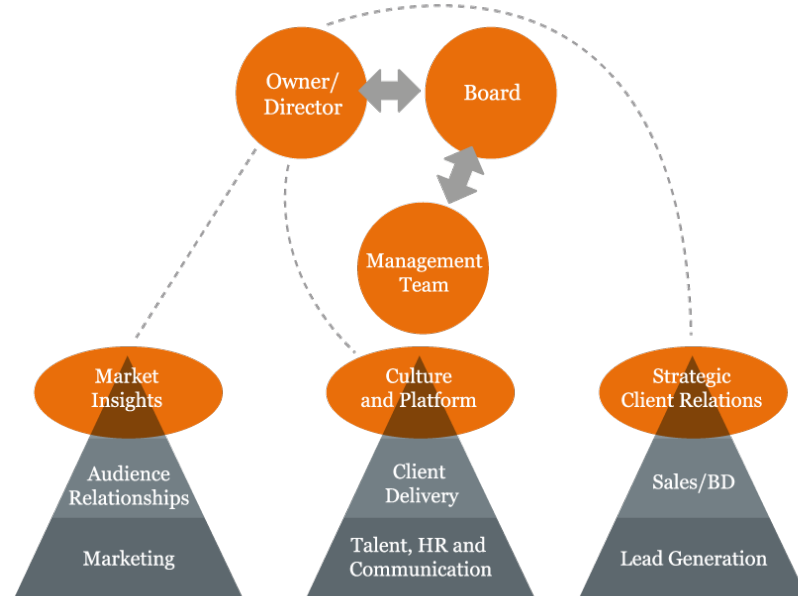
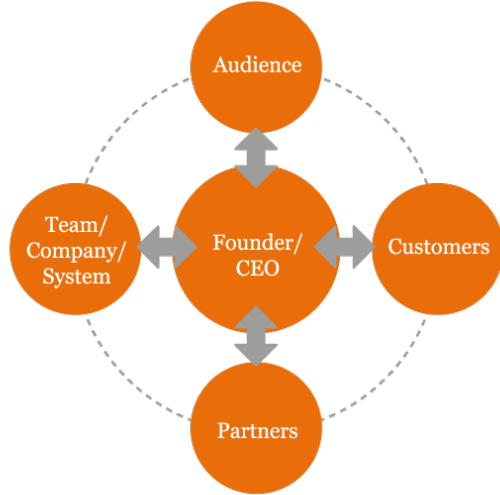
| Indie Publisher Challenges - David Bostock @ PPA   | Value Creation Focus  |
|--|---|
| Traditional core publishing revenue models in decline: print sales decline, ads revenue down. It's old news, but they still feel every bump!   | Pivot to membership / enterprise subscriptions<br>And/or Pivot to events-led value creation   |
| Digital revenue growth not keeping pace with the declines in the core – mostly consumer, B2B went through this over a decade ago   | Evaluate and validate paid content models based on customer insights  |
| Limited cash to invest in resourcing new revenue streams in growth markets, while still under pressure to maintain the declining core - specialist members are having to make difficult decisions, eg divesting well-loved products – and people - to fund the new   | Use financial / data-driven models and market insight to phase out declining products and focus investment<br>Optimise marketing services         |
| Digital investment getting higher, more complex and resource heavy for SME's: database investment, GDPR compliance, creating social video, market insight and intelligence bolt-ons, optimising websites for mobile, reacting to SEO algorithm changes, web store tech and last but not least, the eye-wateringly high-cost of securing digital talent | Structured 3 year planning and investment cases<br>Company culture and SMT capability evolution<br>Focusing around core products and market share |
| Recruitment and retention, particularly in ad sales - lots of competition from other media sectors. Digital and big players perceived to be a more attractive destination  | Focus on market-leading products<br><br>Invest in training and development / internal growth paths / company culture                              |
| Reducing exposure to possible Brexit or global recessionary bumps  | All of the above!   |

# Scaleup: The Three Year Value Leap



# Replicate and Extricate

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# Exit Planning Starts Today





# Life Goals First

## Questions?

[Collingwood-Advisory.com](http://Collingwood-Advisory.com)