

**Surviving the Storm:**

## McDermott Ventures Navigates Newspaper through Changing Times

**Situation:**

As the internet's popularity grew, so did the demise of the traditional newspaper-in fact print media has been forced to make significant cutbacks and change the way they do business. In the last few years, one of New England's largest newspapers was purchased by a larger national paper, resulting in a series of buy-outs and layoffs, as well as a repositioning from a local family-run business to a national publication with headquarters in New York. The Publisher and President retained McDermott Ventures to develop and implement strategies to help navigate the tough economic environment, and position the new leadership with local thought-leaders and business executives.

**Strategy:**

Faced with low-morale due to impending layoffs, McDermott Ventures developed an internal communications plan focusing on tools to assist senior management that included personalized communications to existing staff and regular face time with senior management in the form of 'brown bag lunches' with the publisher and breakfasts with senior management.

Additionally, McDermott Ventures developed an external repositioning plan that would to introduce the new leadership team to the local community and reinforce the leadership role of the publication in the marketplace. McDermott Ventures executed scheduled group meetings with local business and thought leaders in addition to one-on-one introductions.

**Results:**

The 6 month campaign neutralized negative sentiments within the existing staff and eased tensions within the business community. The publication, with direction from McDermott Ventures, resolved a difficult situation and launched new broader initiatives that still today garner much attention today.