

1982-2007 CELEBRATING 25 YEARS OF USA TODAY



September 15, 1982

“USA TODAY
hopes to serve
as a forum
for better
understanding
and unity to help
make the USA
truly one nation.”

Allen Neuharth,
Founder, USA TODAY



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*Congratulations on 25 great years!
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WELCOME

USA TODAY Turns 25



Dear Friends,

At a time when the vast majority of news organizations are suffering from decreased readership, USA Today is growing. We are the largest newspaper in the country, with a circulation of 2.3 million and a total readership of almost 4.4 million. USAToday.com is one of the most popular news Web sites with almost 11 million unique monthly visitors.

The reason for our success is simple. From the beginning, USA Today's focus has been on serving our readers by providing the news they want to read in a format that is approachable, readable and relatable while still being smart and informed. Our mission, in the words of our founder, Al Neuharth, is "to serve as a forum for better understanding and unity to help make the USA truly one nation." In short, we invite everyone to the table. We believe in having a conversation with our readers and not in dictating conversation to them. This inclusiveness is what sets us apart from our competition. Our products, with their bold color and graphics, appeal to our reader, who research shows is visually driven, imaginative and artistic. The redesigned USAToday.com allows readers to connect with one another and the brand while staying well-informed on the day's latest news.

For advertisers, that means USA Today is delivering an audience that's engaged in a different way. Our readers feel more valued and represented in the pages of USA Today and therefore much more open to what's presented to them, whether it be news content or a great promotional idea from an advertiser. They are influential, affluent and socially connected. They are the type of people that others want to be like—which is powerful in an era where the consumer is directing so much of the brand experience. Twenty-five years into our history, we at USA Today are proud to have worked with so many innovative advertisers and marketers who recognize and respect that USA Today is and always has been a truly unique news publication. Working together, we have been able to connect to audiences throughout the nation. We thank you for your support and realize that we couldn't have come this far without you.

Be on the lookout for a trade advertising campaign from us launching Sept. 24 that strikes this chord of partnership. We realize your job can have significant challenges, and we hope USA Today can prove valuable in helping you meet them.

After all, we're all in this together.

Sincerely,
Craig A. Moon
President-publisher

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By Julie Liesse

USA TODAY AT 25



Launched Sept. 15, 1982, in the Washington, D.C./Baltimore region, USA Today's innovative news racks were designed to look like television sets of that period. Here, men prepare news racks as part of the national rollout.

Ken Paulson remembers going to his 10-year high school reunion and telling everyone about his new job: He was an assistant national editor for a start-up publication, a national newspaper called USA Today. "No one got it; it made no sense," Mr. Paulson recalls. "They asked me why anyone would want a national newspaper when they had the Chicago Tribune."

Four weeks later he was standing in the USA Today newsroom, next to founder Al Neuharth, on Sept. 14, 1982, as the first edition of the newspaper was finished. "He handed me a champagne glass and asked me if I thought the newspaper would sell," Mr. Paulson says.

It sold. In its fifth year of publication it sold more than 1 mil-

lion copies to become the country's largest-circulation daily newspaper. These days USA Today remains No. 1, selling 2.3 million copies a day.

Over the past 25 years, USA Today has had a one-of-a-kind impact on the media and marketing world. Its editorial philosophy changed the way consumers look at and ask for information. Its design changed the way the media, particularly newspapers, present themselves. Its innovative circulation ideas changed reader habits. Its carefully constructed production system changed the way newspapers are manufactured. And in many ways it set the stage for the brave new world of 24/7 cable TV and Internet news.

Mr. Neuharth's vision was big, but perhaps not that big.

Mr. Neuharth, then president and chairman of Gannett Co., had a long history of thinking outside the box, of trying to push newspapers out of their black-and-white traditions and local boundaries. In his 1989 book, "Confessions of an S.O.B.," Mr. Neuharth said he had two main goals for USA Today: "A national newspaper so informative and entertaining and enjoyable that it would grab millions of readers, including many of the television generation...and a newspaper so different, so advanced in design and appearance and content that it would pull the rest of the industry into the 21st century."

When Gannett began publicly discussing the concept of a national newspaper, the media and advertising industries raised

USA TODAY TIMELINE

1980	1982	1983	1984	1987
Feb. 29: Project NN task force members meet for the first time with Gannett Chairman Allen H. Neuharth in Cocoa Beach, Fla.	Sept. 15: First edition of USA Today hits the streets in the Baltimore/Washington area; the issue is a sellout.	April 24: Chairman Allen H. Neuharth announces USA Today's circulation tops 1 million at 1,109,587, based on Price Waterhouse certification.	July 2: USA Today publishes its first edition with full color in all four sections of the newspaper. July 10: USA Today international edition makes its debut.	June 16: USA Today announces it has turned a profit for the month of May, six months ahead of projections. Sept. 10: USA Today announces JetCapade, a seven-month assignment that will take Chairman Allen H. Neuharth and a small news team to six continents and more than 30 countries.

their eyebrows. Observers thought it was an over-the-top gesture for Mr. Neuharth to convince President Ronald Reagan and Speaker of the House Tip O'Neill to join him at a press conference celebrating the launch of USA Today on Sept. 15, 1982.

"Al Neuharth clearly saw something that no one else did," says veteran newspaper analyst John Morton. "All the credit to him."

For years, however, Mr. Neuharth mostly took the blame; it was 11 years until USA Today turned an annual profit. In the early years the newspaper was losing as much as \$10 million a month.

"In many ways USA Today was like other big new ideas—like Sports Illustrated, for instance, that lost money for quite a long while," says Rick Edmonds, media business analyst at the Poynter Institute. "But over the past 10 years it has become a strong profit center for Gannett."

Why did USA Today click with readers? Everyone has a favorite answer:

■ **THE DEDICATION TO SHORTER STORIES.** USA Today was committed to short stories. If the stories could be contained on a single page, all the better. "Although we were teased about it in the beginning, we have found that readers like the stories that get to the point," says Larry Lindquist, the newspaper's senior VP-circulation. "Everybody's pressed for time. USA Today fits very well into our lifestyle today."

■ **THE SPORTS SECTION,** which provided a depth and breadth of sports news that had not been seen before. For many readers, the sports section was a point of entry to the rest of the newspaper.

■ **THE WEATHER MAP.** "At the time, local television owned weather," says Mr. Paulson, now editor of USA Today. (The Weather Channel also debuted in 1982.) "No one dreamed that you could develop a newspaper weather report that would be compelling, engaging and colorful."

■ **THE ABILITY TO TELL STORIES VISUALLY**—not only with the much-copied weather map but also with USA Today's charts, Snapshots and full-page examinations of key news events, from 9/11 to natural disasters such as Hurricane Katrina.

■ **THE POPULIST TONE.** On Sept. 14, 1982, the day before the newspaper's debut, two big news events occurred: a key Middle Eastern diplomat was killed, and Princess Grace of Monaco, America's beloved actress Grace Kelly, died after suffering a stroke that led to a car crash. Mr. Paulson recalls that Mr. Neuharth walked through a bar that evening, where all the patrons were discussing Princess Grace. He instructed the newsroom to make her death the newspaper's lead story.

"That set the tone for USA Today more than anything else," Mr. Paulson says. "It showed how important it is to publish what readers care about and not just what newspaper editors care about. USA Today is a newspaper that invests time, resources and energy in getting the best coverage of both American foreign policy and 'American Idol.'"

■ **THE NATIONAL FOCUS.** USA Today has always taken seriously its role as "the nation's newspaper." Every day, there is at least one story from each state. The newspaper has reporters and correspondents throughout the country—and, of course, is available everywhere.

Despite all these reasons why readers picked up the newspaper, it may have been the evolution of the editorial product that was the linchpin for USA Today's success. After its initial fierce commitment to short stories, the newspaper relaxed a bit and in the 1990s committed itself to a top-notch editorial product.

"I think USA Today became a real success because they turned

to more substantial journalism," says Mr. Morton, president of Morton Research, a media consulting firm in Silver Spring, Md. "In the beginning it was an easy read and that was appealing, but now its editorial focus is different. They break major stories. They realized that not everything has to end in a few paragraphs. They have done some really solid journalism."

Mr. Paulson left the newspaper after its startup, and returned in 2004 as editor. "When a new editor comes on board, the newsroom staff wants to know what he wants," he says. "I told the staff I want people all over the country to say, 'I saw it in USA Today.' I want the unique stories people talk about in the coffee shop, in the grocery store, on the airplane.

"Every single day our front page showcases stories that you will not see anywhere else."

He is proud of the newspaper's exclusive stories and its expanded investigative reporting. He points to the newspaper's extensive reporting of the aftermath of Katrina in New Orleans and the Gulf Coast; its coverage of the impact of the war in Iraq on America's home front; its investigations of the Pentagon's decisions on mine-resistant vehicles that hampered the safety of U.S. troops in Iraq.

"When people say to me, 'You guys write for third graders,' I ask them, 'You haven't read it since 1983, have you?'" Mr. Paulson says.

"They don't have the same ambitions as The New York Times or the Washington Post, but there is good, quality reporting at USA Today," says Mr. Edmonds of the Poynter Institute. "Their front-page centerpieces are very good. People who are dismissive of USA Today's editorial product are using what's really a 15-year-old model."

As creative as USA Today's designers and editors have been, their efforts have been matched by the newspaper's circulation team.

The first sign that USA Today's circulation strategies would be different from other newspapers was the design of its coin boxes, which began to appear in the weeks before the newspaper began printing. (Mr. Neuharth had a hand in their design as well.) Bright blue and white, shaped like a television set, the boxes quickly became "really the logo for USA Today," says Larry Lindquist, senior VP-circulation. "At one point we had 125,000 coin boxes across the U.S., and they really helped establish our identity."

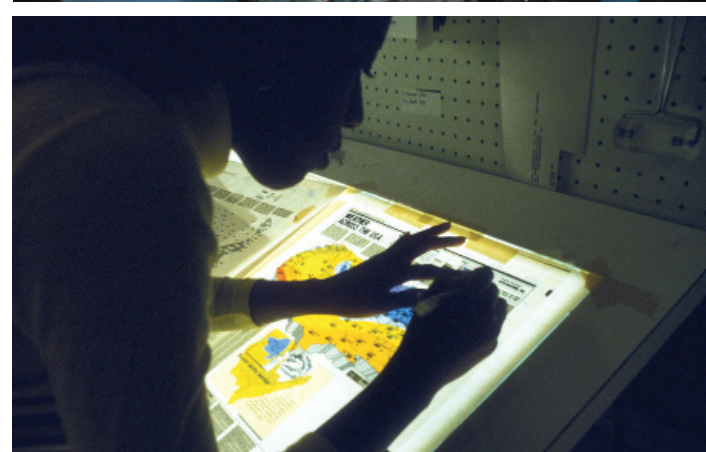
Part of the newspaper's launch strategy for its first 10 years was to be available everywhere. "We had thousands of comments from people: 'I can't believe that everywhere I go I can get a USA Today!'" Mr. Lindquist remembers. That included McDonald's Corp.'s fast-food units; USA Today scored a coup when it negotiated a deal to place its newspapers and coin boxes at the chain's restaurants.

Mr. Neuharth always envisioned travelers as a potentially big market for his new national newspaper. "But before USA Today, if you were in a hotel room and you wanted to get a newspaper, you put your clothes on and walked downstairs," Mr. Lindquist says. "If it was before 8:30, you would go outside and try to find a newsstand or coin rack to buy one. Most gift shops didn't open that early."

USA Today's first idea was to convince hotels to buy 15 or 25 newspapers and have them available either for purchase or gratis at the front desk. That was a hit. But the big breakthrough came in the late '80s.

"In our attempt to make getting our newspaper easier for the consumer, we proposed to a Sheraton in Manhattan that we deliver the newspaper to each guest room," Mr. Lindquist says.

There were a lot of details to work out: Who would actually put the newspapers in front of guest room doors? How much noise would it make? For the hotel, was it a good idea to let a deliveryman into the hotel at 3 a.m.? What about unused copies?



When it launched Sept. 15, 1982, USA Today's bold use of color and graphics, unique news racks and aggressive hands-on management style made it a different newspaper than anything seen before.

1991

April 5: USA Today launches USA Today Baseball Weekly, an all-baseball tabloid printed at 18 of USA Today's 32 printing sites. The newspaper is published every Wednesday during the baseball season and every other Wednesday during the off-season.

1995

April 17: USA Today launches USA Today Online, the first product of the newly formed Information Network. The online service is an electronic news service based on USA Today. It uses Internet technology to provide readers with live, detailed news in an easy-to-use format.

1996

July 19: For the first time ever, USA Today publishes seven days a week during the Summer Olympic Games. The special editions are available only in Atlanta and surrounding areas from July 19 to Aug. 5.

1997

Sept. 5: USA Today sets a circulation record with 3,251,310 newspapers sold on the day before the funeral of Britain's Princess Diana.

1998

March 20: The first major format change in USA Today's history splits the Life section into two distinct parts on Fridays—Weekend Life and Destinations and Diversions. This allows for more weekend entertainment and travel news.

Sept. 1: USA Today Online sets a record of 92 million hits in one day.

November: USA Today Online changes its name to USAToday.com.

What Readers Want

USA Today's innovative news digests, no-jump news articles, color-coded sections and even its TV set-like news boxes continue to resonate with readers 25 years after its debut.

"It's like Coca-Cola to me. I was raised on it," says Travis Vincent, a 32-year-old New Yorker who started reading USA Today as a 10-year-old growing up in Kokomo, Ind.

"I used to buy it every Tuesday to find out the movie rankings, and on Thursdays and Fridays to see the album and song rankings," says Mr. Vincent, a freelancer who works on scripts, music videos and music productions.

He still reads the box office on Mondays and Tuesdays, and is a fan of the Life and Money sections, Pop Candy and USAToday.com. He likes the short news digests, but still finds himself clicking on links to blogs or other publications from the Web site when he's particularly interested in a story.

USA Today's visual elements are what draws Yasenya Maye, a 26-year-old graphics designer at CSC, an information technology company in Arlington, Va., who says she appreciates USA Today's graphics and use of color.

She enjoys the editorial cartoons because they "say a lot in very few words," and she likes the graphics that accompany opinion polls for their attention to detail. "It's very far from the norm."

For others, it's USA Today's news and information that's key.

Ryan Yanoshak relies on USA Today for news of the many places he has lived—Florida, Massachusetts, New York and Pennsylvania. He's still curious about the latest happenings. "The news by state has been my favorite part of the coverage," says Mr. Yanoshak, 32, assistant athletic director for athletic communications at the U.S. Military Academy at West Point, N.Y.

He says he reaches reflexively for the red section to read sports, and goes to the USA Today Web site five to six times a day to get news updates. He has become a fan of sports columnist Michael Hiestand, whom he describes as "one of the best columnists doing sports media," and of feature writer Craig Wilson and his popular column, The Final Word.

Michelle Lapierre, senior director of customer relationship marketing for Marriott International, says she likes the fact that USA Today is "the nation's newspaper." "On occasion when I travel overseas and I get the smaller version, it makes me feel connected to home," she says.

Ms. Lapierre, 49, also loves the graphics, the news snippets from various states, the Money section and the pop culture coverage. The simplicity is key, she says. "You have some sense of what's going on in the world" from reading it.

"I got interested in politics and worldly affairs due in part to USA Today's front page," says Dan Stump, 29, a committee clerk in

the Michigan House of Representatives. "I like the combination of important, relevant national and international news with the human-interest stories, whether about health issues or national disasters."

Mr. Stump grew up reading USA Today on his family's farm in Michigan. His parents have been subscribers for 19 years. "I have sentimental memories," he says, recalling how he started reading the newspaper when he was 10.

Similarly, longtime subscriber Louise A. McMahon says she can't imagine a weekday without her USA Today.

"I feel I'm getting the news as it happens," says Ms. McMahon, 87, who lives in a retirement community in Evans, Ga. "I feel it's unbiased and that I'm getting an all-around report of what's going on." She shares her newspaper with her fellow retirees, who pass it around. She says she especially enjoys the lead stories in each section, as well as the writing, the editorials and articles about health issues.

Othor Cain, a radio talk-show host and editor of the Mississippi Link, an African-American weekly in Jackson, Miss., is an impassioned fan of USA Today's world news and entertainment coverage. The two topics may seem incongruous, but he says he enjoys the high levels of professionalism in the coverage.

"The world news is not polarized, and I enjoy its in-depth nature," says Mr. Cain, 40, who started subscribing to USA Today in college. "I read the Washington Post and The New York Times online, and it seems that USA Today is there first and doesn't have to print lots of retractions."

"We worked it out with the hotel and found that we could indeed get into hotels at 3 a.m. and conduct business according to the hotel standards," Mr. Lindquist says. "People loved having the newspaper at their door in the morning, and pretty quickly the idea began to spread like wildfire."

That was the beginning of USA Today's Blue Chip program, which today employs 2,500 people to deliver about 1 million copies of the newspaper to hotel rooms across the country.

USA Today had begun with a mission of reaching the television generation. In 1999, the newspaper began working with Pennsylvania State University, whose president saw a need for students to be connected with the world beyond campus.

USA Today developed a program to provide its newspaper, another national newspaper (usually The New York Times or Wall Street Journal) and a local newspaper to college students in their dorms. To make it as easy as possible for students to get a newspaper, the publications are displayed on newsstand-style racks. When a student picks up a newspaper, no money changes hands; the newspaper is either paid for by the student at the beginning of the year or by the school.

Nearly 500 colleges offer USA Today's program to their students—representing about 100,000 copies of USA Today plus another 200,000 newspapers that are being picked up and read by their students.

Despite being warmly received by readers around the country, it took USA Today longer to convince advertisers to sign up. Again, the newspaper came up with original ideas to establish itself. "Color had been part of newspaper offerings for years. But the way we approached color in a newspaper and offered it to our advertisers was not only critical, but an innovation," says Jeff Webber, senior VP-advertising. "If you go back into the '80s, it was not normal for an advertiser to be able to buy a full-page color ad."

Of course, none of this would have been possible without the assembly and constant fine-tuning of an amazing production system that today encompasses 39 printing presses at 35 sites, not including four international print sites.

"The challenges of printing and distributing a national newspa-

per were huge," says Ken Kirkhart, VP-production. "It took a lot of time, people and work to get it to work."

USA Today is assembled and designed at its Virginia headquarters; the editorial team usually wraps up by about 10 p.m. each night. Production gets the newspaper out to the field in about two-and-a-half hours, beaming pages by satellite to those 35 printing sites, most of which are shared with other newspapers (some owned by Gannett). Part of the production team's challenge is creating tightly managed standard operating procedures that allow the use of different pieces of equipment.

The goal is to get the newspaper out by 6 a.m. anywhere in the country.

How good is USA Today at production? Mr. Kirkhart points to an eye-opening moment: He was at the 1996 Summer Olympics in Atlanta. "I was sitting in the stands watching the opening ceremony. We took pictures of the opening ceremony, sent those back to Washington, they sent them to the print site—and before the opening ceremony was finished, we were hawking copies of the newspaper with photos from that ceremony on the front page," he says. "That was amazing. People would stop and look and say, 'Is that from tonight?' We were so inundated that they started giving the newspapers away."

Again, USA Today has affected the production quality of countless newspapers around the world. Analyst Mr. Morton says, "When USA Today came out, most newspapers were drab and poorly printed. USA Today being available everywhere really shamed the newspaper industry into investing not only in better color reproduction, but better printing generally. It forced newspapers to pay more attention to makeup and organization."

"I think we have all been surprised at the impact USA Today has had," says Mr. Webber. "I am not sure Al Neuharth was trying to change the industry so much as he was trying to fill a void. But we have changed the industry—in the way we present news, the environment we offer to advertisers, the value of a mass audience on a daily basis. Those were things that didn't exist before USA Today."

"All of us here knew that when we joined, we were onto something big. But it was impossible to imagine the impact we've had." ■

USA TODAY ONLINE

While about 2.3 million copies of USA Today are circulated every day, an additional 1.5 million or more consumers check in daily at USAToday.com.

USA Today launched its Web site in 1995 and completely redesigned the site earlier this year. "Actually, saying it was 'redesigned' is minimizing the changes," says Ken Paulson, who became editor of both the print and online versions when the two newsrooms were merged in 2005.

USAToday.com offers features not only the news and features of the print publication—color-coded identically to the blue, green, red and purple sections in the newspaper—but a whole host of interactive news and features. Most of the left side of the home page is devoted to interactive material: video clips, opinion, a news tip hotline and a list of 20 different blogs, including the popular On Deadline, which presents an ongoing report of news from sources around the world. USA Today was one of the first sites to offer mobile content, with news and information downloadable to PDAs in 1999.

USA Today's development of its Web site has been pretty aggressive," says Rick Edmonds, media business analyst for the Poynter Institute. "It's well designed to play back into their way of sectioning and overall is a pretty strong offering."

"USA Today not only established a new kind of national newspaper, it proved to be the forerunner to the Internet," Mr. Paulson says. "If you look at what made USA Today popular in 1982, it was color, a concise and heavily formatted presentation and a respect for what people want. And that is exactly what made the first generation of Web sites successful. So in a lot of ways, USA Today foreshadowed the information revolution to come. We were built for this."

1999 ----- 2000 ----- 2001 ----- 2002 ----- 2005 ----- 2007

Oct. 4: USA Today begins running advertising on Page 1 of the newspaper.

Dec. 31: USA Today publishes a special 100-page Millennium collector's edition. Sales of 3,367,062 copies set a new circulation record.

April 3: USA Today debuts a new design with a narrower newspaper size, a new typeface, a revamped weather page and improved stock listings.

Feb. 8: USA Today announces a new broadcast and Internet initiative, USA Today Live.

Sept. 12: USA Today sets a new single-day circulation record with sales of 3,638,600 newspapers sold on the day after terrorists attack the U.S.

November: USA Today completes its move from Arlington, Va., to its new headquarters complex in McLean, Va.

Sept. 4: USA Today Sports Weekly makes its debut. The new publication, formerly Baseball Weekly, adds professional football coverage to its baseball coverage.

Dec. 12: USA Today combines its online and print newsrooms.

March 8: USAToday.com introduces Network Journalism.

Sept. 1: USA Today releases two books: "25 Years of USA Today: The Stories That Shape Our Nation" and a reissue of "The Making of McPaper: The Inside Story of How USA Today Made It."

Sept. 15: USA Today celebrates its 25th anniversary.

USA TODAY thanks America for their generosity in supporting these charities

BIG BROTHERS BIG SISTERS
USA TODAY's 25th Anniversary Snapshots

We salute the nation's generosity:

Guiding hands
Big Brothers Big Sisters mentors work with youth ages 6-18. How decisions made by mentored youngsters and those without mentors compare:

Mentored youth	Not mentored
Initiating drug use	Initiating alcohol use
6.0%	11.5%
1.8%	26.7%
Hitting someone	
2.7%	

Source: Big Brothers Big Sisters (male mentors needed, see bbbs.usatoday.com)
By Sam Ward, USA TODAY

THANKS USA
USA TODAY's 25th Anniversary Snapshots

We salute the nation's generosity:

Saying Thanks to military families
Thanks USA awards scholarships to spouses and children of U.S. combat personnel. Awards in 2006 by service:

Air Force	\$1.32 million
Army	\$1.25 million
Navy	\$423,900
Marines	\$263,500
All others	\$257,200

Source: Thanks USA (for more information, see thankstousa.usatoday.com)
By Sam Ward, USA TODAY

NARSAD: The Mental Health Research Association
USA TODAY's 25th Anniversary Snapshots

We salute the nation's generosity:

Battling mental illness
Since 1987, NARSAD has provided \$215 million in 3,194 grants worldwide for mental health research. One in four Americans suffers from mental illness.

(in millions)

U.S. adults with mental illness	58.4
U.S. children with mental illness	14.7

Source: National Mental Health Information Center; NARSAD: The Mental Health Research Association (for more see NARSAD.usatoday.com)
By Sam Ward, USA TODAY

EARTH DAY NETWORK
USA TODAY's 25th Anniversary Snapshots

We salute the nation's generosity:

One bright idea
Earth Day Network supports solutions for climate change. One is switching from inefficient incandescent bulbs to compact fluorescent lamps to cut energy use and greenhouse gas emissions.

60-watt incandescent	Compact fluorescent lamp
Average life of bulb	875 hours ¹ / 8,000 hours ¹
Cost of energy	\$48.38 / \$10.48

¹ - hours of use
Source: The Earth Day Network (learn more at earthday.usatoday.com)
By Sam Ward, USA TODAY

THE NATIONAL ARBOR DAY FOUNDATION
USA TODAY's 25th Anniversary Snapshots

We salute the nation's generosity:

Treering the Earth
In 2006, The National Arbor Day Foundation helped save more than 48,200 acres of tropical rainforests. It also helps reforest this country. Arbor Day Foundation trees delivered in 2006:

To national forests	2.28 million
To individuals and communities	6.8 million

For more, see arborday.usatoday.com
Source: The National Arbor Day Foundation
By Sam Ward, USA TODAY

AMERICAN DIABETES ASSOCIATION
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Seeking a cure
The American Diabetes Association says increasing obesity has fueled the growth of diabetes in the USA. Number of Americans diagnosed with diabetes (in millions):

1963	1973	1983	1993	2003
2.1	4.2	5.9	7.8	14.3

Source: CDC, American Diabetes Association (learn more at diabetes.usatoday.com)
By Sam Ward, USA TODAY

HISPANIC COLLEGE FUND
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Scholars rewarded
The Hispanic College Fund awarded \$2.4 million in scholarships to 630 students in 2006. All the recipients have at least a 3.0 grade-point average - or B. (A=4.0, B=3.0 etc.)

3.0 - 3.29	27%
3.3 - 3.59	39%
3.6 - 3.99	24%
4.0 or above	10%

To learn about available scholarships, visit hcf.usatoday.com
Source: Hispanic College Fund
By Chris Frontrich and Sam Ward, USA TODAY

NATIONAL CENTER FOR MISSING & EXPLOITED CHILDREN
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Escaping from trouble
According to the National Center for Missing & Exploited Children, nearly 450 attempted abductions were foiled when the victims:

Walked or ran away	32%
Yelled, kicked or pulled away	56%
Got help from an adult	12%

For more see missingkids.usatoday.com
By Sam Ward, USA TODAY

DISABLED AMERICAN VETERANS
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Helping veterans heal
As more members of the military survive combat wounds, their needs back home increase. Disabled American Veterans (DAV) provides services for wounded vets and their families. Survival rates of those injured:

World War II	62%
Korean War	74%
Vietnam War	73%
Iraq war	88%

For more see dava.usatoday.com
Source: Dept. of Veterans Affairs, Defense Dept.
By Sam Ward, USA TODAY

AMERICA'S SECOND HARVEST
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Making the difficult choice
America's Second Harvest feeds more than 25 million people in the United States each year. Even with aid, some clients have to choose between buying food and:

Paying for utilities	42%
Paying rent or mortgage	35%
Paying for medical care	32%

Note: Some had more than one such situation
For more see secondharvest.usatoday.com
By Sam Ward, USA TODAY

MUSICARES
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Music to those in need
MusicAres®, a charity of The Recording Academy®, steps in when music people need help in times of unexpected crises - from medical bills to disaster relief. How its giving has grown:

Year	Recipients	Aid provided
1991	26	\$26,626
2006	4,300	\$5.5 million

For more information see musicares.usatoday.com
Source: MusicAres
By Sam Ward, USA TODAY

THE NATURE CONSERVANCY
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Freshwater advocates
The Nature Conservancy's freshwater programs work to meet human needs while restoring and protecting lakes and rivers around the world. Percentage of the following U.S. freshwater species threatened or already extinct:

Fish	37%
Mussels	67%
Crayfish	51%
Amphibians	40%

For more information see nature.usatoday.com
Source: World Resources Institute; USA TODAY research
By Sam Ward, USA TODAY

THE HUMANE SOCIETY OF THE UNITED STATES
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Celebrating animals
The Humane Society of the United States is the nation's largest animal protection organization, working for animal welfare through advocacy, education, and hands-on programs. How we celebrate animals:

71 million people photograph, watch wildlife
71 million households have pets:
88 million cats
75 million dogs

For more, see humane.society.usatoday.com
By Sam Ward, USA TODAY

RONALD McDONALD HOUSE CHARITIES
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Support for families
For more than 30 years, Ronald McDonald House Charities® has helped children and families in 50 countries around the world. Its primary programs:

- 270 Houses, offering a place for families to stay near hospitals where kids are being treated
- 110 Family Rooms, providing havens inside hospitals
- 30 Care Mobiles, bringing medical, dental and educational care to underserved neighborhoods

Learn more at rmhc.org
By Sam Ward, USA TODAY

HOLE IN THE WALL CAMPS
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Letting kids be kids
Hole in the Wall Camps offers safe, fun experiences to children with serious or life-threatening illnesses. The program has helped nearly 15,000 kids in all 50 states and 32 countries since 1988.

Year	Number of children served
2001	2,000
2002	4,000
2003	6,000
2004	8,000
2005	10,000
2006	15,322

For more information see holeinthewallcamps.usatoday.com
By Sam Ward, USA TODAY

FIRST BOOK
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Getting the words out
Since 1992, First Book has provided more than 50 million new books to disadvantaged children in the USA. The donations may help close the gap in fourth-grade reading scores, shown here by student body socioeconomic conditions:

Wealthiest	589
U.S. average	542
Poorest	485

For more information, see firstbook.usatoday.com
Source: First Book, U.S. Education Department
By Marcy Mullins, USA TODAY

GILDA'S CLUB WORLDWIDE
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Cancer support for families
Gilda's Club, founded in memory of comedian Gilda Radner, provides free emotional and social support to families living with cancer. Growth of the club network:

Clubs and satellites	1998	6
	2001	12
	2004	19
	Today	30

For more see gildasclub.usatoday.com
Source: Gilda's Club Worldwide
By Marcy Mullins, USA TODAY

SPECIAL OLYMPICS
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Empowerment through sports
Special Olympics uses sports training to help individuals with intellectual disabilities become fit and productive members of society. How families perceive self-esteem and self-confidence improvements among Special Olympics athletes:

A lot of improvement	59%
A little	33%
None	8%
At-risk youth	7%
Ex-offenders	9%
Working poor	10%
Welfare recipients	15%
People with disabilities	25%
Unemployed	34%

For more see specialolympics.usatoday.com
Source: Special Olympics
By Sam Ward, USA TODAY

VH1 SAVE THE MUSIC FOUNDATION
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Keeping the notes flying
The VH1 Save The Music Foundation has donated \$40 million worth of new musical instruments to 1,500 schools in 100 cities. The donations have helped more than 1 million students, enough to fill every seat in a symphony orchestra 10,000 times.

For more information see savethemusic.usatoday.com
By Sam Ward, USA TODAY

SUSAN G. KOMEN FOR THE CURE
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Promising to save lives
Susan G. Komen for the Cure - now 25 years old - has invested nearly \$1 billion in breast cancer research and community outreach programs. Its investment (in millions):

Education	\$378
Research	\$347
Treatment	\$73
Screening	\$158

For more see komen.usatoday.com
By Sam Ward, USA TODAY

HABITAT FOR HUMANITY INTERNATIONAL
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Offering shelter
Habitat for Humanity partners with low-income families around the world to help them build and purchase affordable housing. In the United States, the number of people who spend more than half their income on housing is rising:

2001	13.8 million
2005	17 million

For more see habitat.usatoday.com
Source: Harvard University's Joint Center for Housing Studies
By Sam Ward, USA TODAY

DUCKS UNLIMITED
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Saving waterfowl habitat
Ducks Unlimited restores and conserves wetlands that benefit waterfowl and people. The USA is losing about 80,000 acres of wetlands per year, or:

The area of a football field every 9 minutes
--

For more see ducks.usatoday.com
By Sam Ward, USA TODAY

GOODWILL INDUSTRIES INTERNATIONAL
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Providing a boost
Last year, Goodwill donors helped fund programs that let nearly 1 million people take their first steps toward new or better jobs and financial independence. Groups served:

Unemployed	34%
People with disabilities	25%
Welfare recipients	15%
Working poor	10%
Ex-offenders	9%
At-risk youth	7%

For more see goodwill.usatoday.com
By Sam Ward, USA TODAY

NATIONAL MULTIPLE SCLEROSIS SOCIETY
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Stopping MS
Every hour, someone is diagnosed with multiple sclerosis. The National MS Society funds research, programs and services to improve the lives of the more than 400,000 people with MS in the USA.

The organization's 2006 contributions:

\$126 million to programs and services
\$46 million to support research worldwide

For more see multiple sclerosis.usatoday.com
By Sam Ward, USA TODAY

AMERICAN RED CROSS
USA TODAY's 25th Anniversary Snapshots

We salute the nation's charities:

Disaster ready
The American Red Cross responds to more than 70,000 disasters per year and helps people prevent, prepare for, and respond to life-threatening emergencies. How the nation prepares on its own:

Disaster supply kits	28%
Evacuation plans	36%
First aid or CPR training	48%

Source: American Red Cross, Harris Interactive survey April 10-16, Margin of error: a 2 percentage points.
For more see redcross.usatoday.com
By Chris Frontrich and Sam Ward, USA TODAY

Celebrating 25 years of serving as a forum to help make the USA truly one nation. The "Spirit of the USA" recognizes 25 charities representing a broad range of interests including environment, health, animals, arts, education, human services and public benefits.

Get involved, log on to charities.usatoday.com

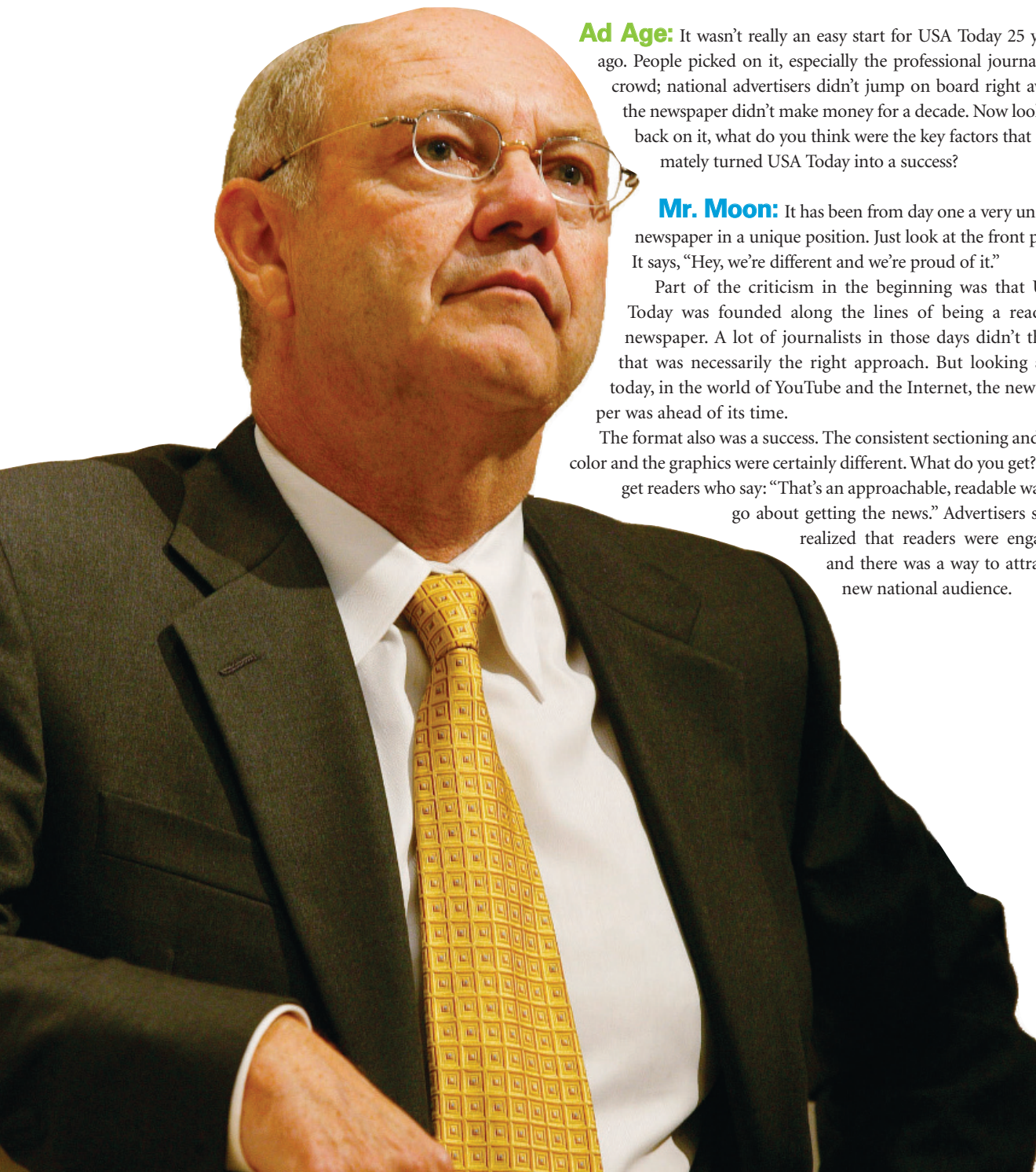


News. Money. Sports. Life.

Q&A

WITH CRAIG MOON

In May 2003, Craig Moon became president and publisher of USA Today—**only the fifth publisher in the newspaper's history, following iconic figures Cathy Black and Tom Curley. As he prepared to celebrate the newspaper's 25th anniversary, Mr. Moon spoke to writer Julie Liesse about USA Today's role in the media world and plans for the future.**



Ad Age: It wasn't really an easy start for USA Today 25 years ago. People picked on it, especially the professional journalism crowd; national advertisers didn't jump on board right away; the newspaper didn't make money for a decade. Now looking back on it, what do you think were the key factors that ultimately turned USA Today into a success?

Mr. Moon: It has been from day one a very unique newspaper in a unique position. Just look at the front page. It says, "Hey, we're different and we're proud of it."

Part of the criticism in the beginning was that USA Today was founded along the lines of being a reader's newspaper. A lot of journalists in those days didn't think that was necessarily the right approach. But looking at it today, in the world of YouTube and the Internet, the newspaper was ahead of its time.

The format also was a success. The consistent sectioning and the color and the graphics were certainly different. What do you get? You get readers who say: "That's an approachable, readable way to go about getting the news." Advertisers soon realized that readers were engaged and there was a way to attract a new national audience.

Ad Age: Looking back on all those innovations for readers—color all through the newspaper, shorter stories, more graphics both in terms of photography as well as the charts and bars and snapshots—how has all of that affected the rest of the newspaper industry?

Mr. Moon: People say we have been the most emulated newspaper in the business. For instance, initially very few people thought that full-page weather graphics, consistent sectioning and shorter stories were the way to go.

Now when you really look at the way newspapers have changed over these 25 years, USA Today has clearly influenced the competition's products.

Ad Age: That concept of delivering what readers want, as opposed to what editors think they ought to get—where did that philosophy for USA Today come from and how important has that been to establishing a relationship with the readers?

Mr. Moon: The concept is very important. Our mission was created by Al Neuharth, our founder. It states that "USA Today is a forum for greater understanding and unity." And to have the country come together, you have to find common ground. You also have to report on the kinds of things that folks are talking about at the water cooler or in church groups or social settings or in boardrooms.

The question of the day has been: What are the kinds of things that the American public has an interest in and how do we then present them on a national basis?

Ad Age: How do the Web site and mobile versions of USA Today interact with the main newspaper? What's the relationship between those?

Mr. Moon: Together they're one brand, USA Today, delivered across many platforms. In print we're going to give you a concise look at the day's information, offering you enterprise reporting, the best graphics and the latest scores. On USA Today.com, we're using the capabilities of the Web with video and audio and interactive graphics. Our Web site is dynamic and accessible; it allows for free-flowing conversations of the day. And if you are using an SMS service, you might want to know baseball scores or stock listings. We will push to you whatever information you like. We have

the ability to offer those services.

It's taking the attributes of those particular platforms and experiencing the USA Today brand in that same sort of way—across all these platforms. Being easy to use is critical for the user.

Ad Age: How is the USA Today brand reflected in the Web site?

Mr. Moon: If you sit with readers of our newspaper, people will describe our sections as not the Sports or Money section, but the red section or the green section. Those same familiar colors are on the Web site. The site was relaunched last year around social media, around the idea that we wanted folks to be able to comment on every story.

We also wanted folks to be able to view those comments. We felt there was a richer experience available both to read what was being reported by ourselves or a wire service, and also to see what the public is saying about that particular story.

Ad Age: Blogs have become a very big deal on USA Today.com. That's reflective of the way people view and use USA Today as opposed to other newspapers.

Mr. Moon: That's a fair statement. I think the conversational tone;—the willingness of USA Today to listen—is 180 degrees from some of our competitors who just don't go to market that way.

Ad Age: Everyone at USA Today is extremely proud of that whole idea of "I saw it in USA Today," which you have used in your advertising. What role does the newspaper play today in setting the national agenda and driving the conversations that happen around the country?

Mr. Moon: "I saw it in USA Today" reflects the fact that our readers find items in USA Today that are unique, different. That uniqueness is what we're looking for.

In our reporting we're really not looking for a one-point kind of story—we're looking for a story that can be thought of across the nation. So it might be happening in Peoria, but it has ramifications across the country.

Ad Age: And it's not just talking about the "serious" stories, it's also talking about the stories that grab the nation's imagination.

Mr. Moon: Ken Paulson, our editor, always says we're not news snobs. If "American Idol" is the hottest thing that's happening in the country right now, we're willing to put it on the front page of the newspaper. I think there are aspects of the way we go about newspapering that are just different than everybody else.

Ad Age: Who are the newspaper's core readers these days?

Mr. Moon: Our core readers are in their mid-40s, mostly college-educated and have average household incomes greater than \$75,000. They are busy, on the go; they travel. They are people who want the news of the day across a lot of subjects: national news, sports, entertainment and finance.

But many people will tell you that the way they were introduced to the newspaper was through the sports section, which was known across the country as the best daily sports section of any newspaper. It gives you a broad look at a lot of sports every day.

Ad Age: Looking at the core readers of the newspapers vs. the core users of your Web site, what's the relationship between those two groups of people?

Mr. Moon: In 1995, we started the Web site; we were really a one-platform newspaper at that point. I think MRI estimated us with about 4 million readers.

Now MRI says we have more than 5.5 million readers, with 1.5 million readers off the Web. Obviously you have some duplication of readers—I've read my newspaper, but I'm accessing information either at home or at work on the USA Today Web site. But really what we've been able to do is grow the footprint by using the Web.

Demographically the Web users are a little bit younger, but in terms of their mind-set, education, income, things like that, those are all going to be pretty consistent with our print readers.

Ad Age: Do you think USA Today is doing a good job of relating to those younger readers? And what do you think about the future—will they be accessing you on the Web primarily?

Mr. Moon: We've had success continuing to build print readership, and because of the mind-set of the traveling public, we're pretty bullish on the fact that the print newspaper is going to be around for an awfully long time. As these other platforms become a bigger piece of the business, they're really a way to continue to grow the footprint across the country and globally. So, if we continue to innovate and help people stay connected, and keep all our product offerings relevant to the consumers, we will continue to grow the brand.

Ad Age: How important has editorial been in the success of USA Today? Does it get the respect that it deserves?

Mr. Moon: I think it certainly gets respect from the readers because we're the largest-selling newspaper in the country. In that sense the readers definitely get to vote, and they're voting. Short, concise, well-written stories don't win awards.

So according to some professional journalists, we're never going to get the respect we deserve. We do an awful lot of enterprise work, but we do it in more of a short form.

Ad Age: Next year the newspaper is coming out with its first free-standing magazine section. Tell us what role that will play in the newspaper and whether that's a precursor of more sections down the road.

Mr. Moon: We've done a fair amount of research and we think there can be a magazine business within the USA Today brand. So we're going to launch our first magazine in the spring called Open Air, which is an active lifestyles magazine that will probably come out four times in year one.

We are currently prototyping and creating business plans for another magazine, which has not been announced as of yet. We have a focus and a distribution play for it.

Ad Age: Is that something that advertisers are asking for from USA Today?

Mr. Moon: Of course. We are creating a dynamic look and feel to the magazine, and marketers are excited. Some advertisers are not believers in newsprint for reproduction. For as well as we reproduce, some people still say, "I have to have magazine stock; I have to have magazine quality." So you can answer that with a magazine. In that sense we're overcoming an objection.

Ad Age: And appealing to a different group of advertisers?

Mr. Moon: Open Air will unlock some new advertising categories and certainly also appeal to some of our existing clients.

Ad Age: Looking at the advertising scene, in a market where most newspapers are suffering, how do you feel about the state of the newspaper?

Mr. Moon: In our competitive set, we're doing very well. Over the last four years we've had revenue growth every year in print and we've had revenue growth in our online and mobile products. So we feel pretty good about the advertising marketplace, but it is a shifting marketplace.

Ad Age: Over the years what has USA Today been able to offer national advertisers?

Mr. Moon: When we came out, there was certainly not a way to reach a national audience in print in the timely basis of a daily newspaper, so that was certainly different. Our color capabilities

were certainly different.

We also have brought unique ad positions into the marketplace. We've brought adjacencies to editorial content in new and different ways. And we've offered a lot of interactive products.

We're currently looking at the communities that are now being created around conversations on the Web site and working on how we're going to ultimately bring those to the market in the fall. For instance, if you have a group of people who run marathons and come to the Web site to talk to each other ... what value proposition does that bring to an advertiser to be associated with those particular conversations?

Ad Age: When you look at the USA Today brand today, what does it stand for?

Mr. Moon: We describe USA Today as being a catalyst for conversation—the thing that entices people to talk about certain things across the country. And from an advertiser's point of view, as over-used a word as it is in media today, the engagement of our communities is an attractive proposition.

Ad Age: Are there other words that you use to describe USA Today as a brand?

Mr. Moon: It's approachable, unique, on-trend, unpretentious and, of course, inclusive.

Ad Age: Someone said that the last great idea in the newspaper business was USA Today. What do you see on the horizon to keep USA Today itself on the cutting edge?

Mr. Moon: I think you can expect that USA Today will be innovative in the way we deliver news to our readers. Obviously, there's a lot of conversation now about mobile and what the possibilities of mobile advertising are going to be in the future. And I don't know if anybody has it figured out. We've been in the very first carrier trials that had advertising on them, and we produce mobile games for fanatics of Sudoku and things like that. We're getting ready to launch some new games on some of the mobile platforms.

What we're always looking for is a product that has both consumer appeal and advertising demand. And is there a fit within the USA Today brand? Can the consumers and advertisers see us playing in that space? And if they can, and if it's scalable, we are there.

Ad Age: But there will still always be those blue and white newspaper boxes sitting on the corner, right?

Mr. Moon: Yes. Our TV-set boxes are an icon of our brand.

Ad Age: What have been the milestones in your tenure thus far?

Mr. Moon: What's unique is that we continue to grow circulation volume. We continue to create new advertising adjacencies to content, push new ad units in print. We are developing new hotel products while we are creating new opportunities to grow through brand licensing. We have over 100 ad product offerings, SMS has brought new interactivity to print, new blogs, podcasts, mobile programming, custom publishing and events. We just launched a new Nassau edition and will launch a new international weekly in the fall.

Ad Age: USA Today certainly has been unique in being a national newspaper and bringing people together in a way that perhaps they hadn't had a forum to do before.

Mr. Moon: As I mentioned before, we offer Americans the news they want in whatever form they would like it in. Because we continue to do that, we have met the expectations of consumers and have shown that traditional print media has the ability to change in this shifting media industry. USA Today recognized 25 years ago that Americans were becoming more and more discriminating in how they want information, and we have risen to that challenge over and over again. ■

AD USA Today sets the pace in helping marketers reach their customers with new techniques, technologies

INNOVATIONS

By Sandra Guy

Over the last 25 years, USA Today has led the way in innovations in all facets of newspaper publishing—and that includes marketing and advertising. Today the publication works closely with marketers to help them create multifaceted plans designed to help them best serve their own customers.

“Our story of innovation is a team effort. The innovations usually come from a combination of the advertiser having an idea and us having an idea,” says Jeff Webber, senior VP-advertising, and publisher of USA Today’s online edition, USAToday.com.

While newspaper marketing wasn’t that sophisticated 25 years ago, USA Today was in the forefront, shaking up a business that was entrenched. Advertising techniques that have become commonplace—section-front ads, guaranteed ad positions and eye-catching news racks—were revolutionary when the newspaper started in 1982.

Even the idea of running four-color ads was unusual—until USA Today sought out presses nationwide that could produce the high-quality format in the early 1980s.

“The technology was available. But no one had put value on high-quality color back then,” says Mr. Webber, a 22-year veteran of the newspaper who served previously as VP-circulation for the eastern U.S. “We offered to remake advertisers’ magazine material so they could run a full-page in color. In 1982-83, that was innovative and unique. We don’t have to do it anymore because it’s now part of the industry.”

Another early creative step was the 1985 introduction of special sections, dedicated to events such as the NCAA basketball tournament and previews of the NCAA and the NFL seasons. “They are a key part of our vertical opportunity for advertisers,” Mr. Webber says of the eight-to-16-page special sections.

“The special sections are driven by reader interests,” he says. “They are important to the reader, and they play a key part in the opportunities we have for advertisers. ... They give the advertisers an interesting environment in which to drill down into a particular area of interest to our readers...and the sections are distributed to all of our audience.”

The special section came into its own with USA Today’s coverage of the 1996 Summer Olympics in Atlanta.

“We quickly realized the U.S. Olympic team is kind of like USA Today’s ‘home team,’” Mr. Webber says. USA Today started publishing an Olympics bonus section every day during the 1996 Games—a section that went to press with the rest of the newspaper each night. The Olympics section now ranges from 12 to 16 pages and runs for 12 consecutive days, culminating on the Monday after the closing ceremonies.

USA Today is now working to take the Olympics experience to college campuses by showcasing the discipline and personality traits of the athletes, as well as of the sports themselves, says Ed Cassidy, VP-communications and event marketing for USA Today.

Over the years, USA Today has come up with other, more subtle ways for marketers to get attention. For example, with its launch, it offered guaranteed ad positions for national advertisers. The guarantee is still there, subject to availability. In 1993, it became the first national newspaper to launch window-unit ads, which appear in the upper right-hand corner of each section front. USA Today followed that in 1997 with color-bar advertising, a 1-inch strip ad on a section front.

Beyond the newspaper itself, USA Today has put its own mark on the advertising industry.

Its Super Bowl Ad Meter has become de rigueur for marketers, Mr. Webber says, and has helped push the creative launch of com-

mercials specifically designed for the Super Bowl. The meter reflects a viewer panel’s real-time ratings of spots and results in a ranking of advertising, from hot to not. Mr. Webber says he believes the Ad Meter, a signature USA Today event, has increased interest in Super Bowl advertising.

In addition, USA Today has won a key position in the global marketing and creative community with its role as the exclusive U.S. sponsor of and representative to the Cannes International Advertising Festival, the largest and most prestigious advertising competition and festival in the world. The event, also known as the Cannes Lions because of each trophy’s depiction of a lion, has been held every June for 54 years and drew more than 25,000 entries from 90 countries and 20,000 guests and delegates this year.

“The festival gives us access to some of the top creative people in the world,” Mr. Webber says.

Two reporters from USA Today cover the eight-day festival and moderate panel discussions about contemporary advertising issues.



As the exclusive U.S. representative to the Cannes International Advertising Festival, USA Today lined the streets of Cannes during the recent 54th annual event with historic front-page images from its exhibit, “Celebrating 25 Years of USA Today.”

In addition, USA Today selects judges from the U.S. advertising community to participate on juries and plays its own ambassadorial role in the festival by organizing a domestic competition to determine the U.S. team in the Young Creatives competition. The latter is a global contest among ad professionals age 28 and younger.

“We view our role as the U.S. representative to be a coveted position,” Mr. Cassidy says. “We see it as a privilege to work with the agencies and help them enter their works, as well as being able to encapsulate the evaluations of the winners and why they won.”

Mr. Cassidy says the newspaper has one full-time event-marketing staffer who works on the festival year-round, plus three others to support the newspaper’s multifaceted roles.

Following the annual festival, USA Today holds gala fundraisers for advertising clubs and federations in such cities as Chicago, Detroit, Philadelphia and Washington, D.C., to showcase the Cannes Lions international winners, along with judges’ commentary. Last year, USA Today made 33 presentations in 17 states. The presentations are accompanied by journals detailing why the judges chose the winners for top honors.

Finally, USA Today presents a showcase of the winners, along with its seminar programming, during Advertising Week in New York in late September. Judges from the U.S. host the multimedia presentation.

“It’s an important, fascinating look at the directions in which advertising is headed—not only in the U.S., but throughout the world,” Mr. Cassidy says.

USA Today has leveraged the Cannes awards programming into its own signature series called Pulse of America, which debuted last year at Advertising Week. The series presents moderated panel discussions on a variety of industry topics, many focused on the latest buzz in the advertising world. This year, the topic will be the debate surrounding consumer-generated advertising.

Pulse of America has generated spinoffs, including one that USA Today takes to the Super Bowl, by invitation of the NFL Alumni executives, evaluating TV commercials that will be shown on Super Bowl Sunday.

“We are constantly developing new means of showcasing our customers to both consumers and to the business community,” Mr. Cassidy says.

For example, USA Today encourages advertisers to tout their messages and products under USA Today’s sponsorship banner at events such as the Grammy Awards, the Tony Awards, CEO Forums on college campuses, the Film Your Issue competition and USA Today’s own Hollywood Hero Awards.

“We ask, ‘How can we develop an opportunity for our advertisers to have access to venues they otherwise wouldn’t have access to?’” Mr. Cassidy says.

USA Today is looking to further target audiences by producing its own events, including entertainment specials, college academic and sports events, and

public forums on pressing topics featuring noted personalities, Cassidy says.

USA Today’s Web site, USAToday.com, debuted in April 1995, has introduced its own advertising breakthroughs. In 1999, the online site introduced Beyond the Banner ads that interact with the page. The ads were designed in-house. “No one had heard of ‘rich media,’” Mr. Webber says.

The newspaper’s sales solution team, marketers and designers who create new solutions for advertisers, came up with another idea—the sliding billboard. It started as a pencil-strip ad in the middle of a Web page that opened for a few seconds to reveal a half-page ad and then closed. The reader could click on the ad to reopen it.

The ads, now called launchpads, have been redesigned so they show up and explode at the top of the page.

“It’s all about offering the advertisers a new and larger palette for their messages, while balancing that with a good reader experience so the reader becomes more engaged,” Mr. Webber says. He credits Web design chief Jeff Dionise, who has been with USAToday.com since its debut, with being on the cutting edge of Internet design.

Says Mr. Webber, “It’s very much in the culture of USA Today to find solutions for advertisers that no one else has thought of, and to show readers things they don’t know they need or don’t know they would like to see.” ■

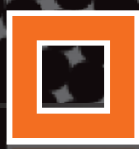
CANNES LIONS 2007

Detroit Celebration
The Townsend Hotel
Birmingham, MI
October 25, 2007

Chicago Celebration
Enclave
213 West Institute Pl.
November 8, 2007

Philadelphia Celebration
Academy of Natural Sciences
1900 Benjamin Franklin Parkway
November 8, 2007

For more information contact
Susan Lilley, USA TODAY,
212.715.5389



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**USA
TODAY**
usatoday.com

WORKING PARTNERSHIPS

Marketers discuss their USA Today relationships

Interviews by Christine Bunish

DICK COLLIVER
EXEC VP
AMERICAN HONDA
TORRANCE, CALIF.



Our relationship with USA Today has been in place for at least 15 years, and it has matured and accelerated. It's more of a working partnership, a team effort with one of the country's top national newspapers.

At Honda, we stress working relationships that last a long time. Over the years we've developed a strong

relationship with USA Today—from national management down to the local sales staff. The West Coast sales staff doesn't always call on us trying to sell us more pages; they're always there with ideas for improving our business.

We use the newspaper on both a strategic and tactical level. On a strategic level, it's more brand-type advertising—a new product launch, Indy Racing League racing. On a tactical level, we're moving down the purchasing funnel to support things like Mr. Opportunity Days and our year-end clearance campaign. These ads run two or three times a week for about six weeks.

Honda really likes to utilize the newspaper's sports section. I personally think USA Today has the best sports coverage of any newspaper or magazine.

Honda is heavily involved in IRL racing, and we've developed a strategy whereby we run a page or a four-color page after each race recognizing the winner. USA Today also supports the Honda Awards Program honoring top college female athletes of the year in 12 different sports. USA Today covers the girls during the year as they're nominated and win for their individual sports. Then, at the end of the year, the newspaper covers the five semifinalists and the Honda Award winner. We run a full-page ad recognizing each winner. This is a win-win for the nominees, Honda and USA Today.

For our national dealer meeting in Chicago we announced the new Accord with a four-color spread, and USA Today did a newspaper wrap, a special four-page section of editorial and pictures of everything going on at Honda and what Honda stressed at the business meeting, which 3,500 people attended.

We also work with USA Today on environmental issues. Honda is a real strong supporter of a green America, and we do a considerable amount of environmental advertising in the U.S. The newspaper is conscious of our company's goal: to be a company that society wants to exist. USA Today supports this while expanding the use of recycled newspaper.

USA Today is willing to test things with us, too. Recently, we merged their subscriber lists with our customer database to see what percentage of owners of the various car lines subscribe to the newspaper. It cost very little to do but helped us evaluate if we are reaching our target buyers.

What we like best about our relationship is feeling that, if we ever needed a problem solved, we could pick up the phone and call anybody from the head of the editorial staff to the publisher—and be comfortable about doing it.

For the future we'll just keep looking for ways to make our longtime relationship even better. USA Today is a force out there, and it works for us.

JUDY HU
GLOBAL EXECUTIVE DIRECTOR, ADVERTISING & BRANDING
GE
FAIRFIELD, CONN.



When GE launched "Imagination at Work" in 2003, we were looking for media partners that would be able to provide solutions to effectively reach our target. USA Today, with its impressive circulation and business-traveler reach, was an integral part of our media strategy to introduce a new vision for one of the world's most respected companies.

Since then we've used USA Today for many of our campaigns, including "Ecomagination," which highlights GE's commitment to developing products that are significantly better for the environment, and "Healthcare Re-imagined," which focuses on our commitment to "early health"—earlier diagnosis and treatment of disease.

USA Today also does a terrific job covering the ad industry and consistently supports industry events and organizations, including the AAF, the Ad Council, Cannes International Advertising Festival and New York's Advertising Week. (Special thanks for sponsoring Advertising Week's favorite slogan competition. "Imagination at Work"—2005 winner!) From a professional perspective, the working relationship between GE; our agency partners, BBDO and OMD; and USA Today defines partnership. Lori Erdos, VP-advertising at USA Today, and her team are there for us 24/7.

GE prides itself on innovation and expects our media partners to do the same. USA Today became not only the first national newspaper but also the first major daily to publish in color. With imagination at the core of GE's brand, it's difficult to imagine communicating without an unlimited color palette.

Congratulations to USA Today on your first 25 years. We're looking forward to seeing you continue to inform and entertain your readers and helping brands like GE connect with them.

MERLE K. DAVIDSON
MEDIA SERVICES DIRECTOR
JCPENNEY CORP.
PLANO, TEXAS



JCPenney has been utilizing USA Today with a significant advertising program for many years—primarily due to the newspaper's broad reach and the national presence it provides. USA Today has a strong editorial product that connects with our target consumers—which allows us to send our message nationally in a quality, easy-to-read, advertising vehicle.

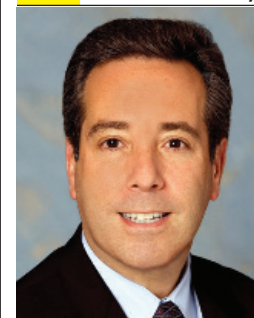
Our advertising in USA Today is typically merchandise-driven, supporting both promotional and branding strategies. We also have utilized it to support some community-spirited advertising such as a "United We Stand" message that we ran after 9/11. ROP advertising is the medium we utilize in this newspaper due to its color reproduction—one that is high quality—highlighting the advertised merchandise.

USA Today is very supportive of key industry standards that are needed in today's retail and advertising environment—particularly with the Audit Bureau of Circulations' products and services. As an example, these products and services provide us the capability to know exactly what circulation is distributed by DMA, by market and by county—benefiting the ROI we require. When an advertiser buys more than 1,300 newspapers nationwide, as we do at JCPenney, this partnered support is not only appreciated, but productive.

Also, the newspaper's customer service is one of the best. Individuals like VP Johanna DeBonte in the Washington, D.C., office, and Advertising Director Steve Wellman and Sales Manager Karina Chisholm in Dallas are very customer-friendly and terrific partners.

Our merchandise messages delivered in USA Today generate the needed foot traffic and store sales, which is why we continue to utilize USA Today. As the newspaper celebrates its 25th anniversary we applaud them for their success, their leadership and their solid niche in the media world. Thank you, USA Today!

MICHAEL E. JANNINI
EXEC VP-GENERAL MANAGER, GLOBAL BRAND STRATEGY & INNOVATION
MARRIOTT INTERNATIONAL
WASHINGTON, D.C.



When USA Today debuted 25 years ago, it faced many skeptics. But Bill Marriott, a true business visionary, was convinced that this was the kind of publication business customers would embrace. As always, he was right. That's why we put USA Today outside the guest-room door at all our U.S. hotels. We're proud that the early circulation among our frequent business travelers was critical when USA Today was first ramping up. We're committed to giving our customers what they want, and USA Today has always been high on their list.

Beyond our advertising in USA Today, we have a number of joint interests. Marriott has been a supporter of the Children's Miracle Network/Children's Hospitals for 25 years, and USA Today has provided very charitable advertising rates for full-page ads promoting the organization's annual telethon. Marriott has helped provide funding for USA Today's Newspaper in the Classroom program, which makes the newspaper available free to thousands of students nationwide, and a Marriott executive serves on USA Today's National Education Advisory Board.

Over the years, USA Today has done special editions of the newspaper, which are quite tailored and very timely, for numerous general manager and sales and marketing conferences held by Marriott. Delivered to attendees' doors, these customized editions are always a big hit.

What I like best about our relationship is that it's so multifaceted. We're engaged in each other's business in ways that are mutually beneficial. It feels more like a joint venture or strategic alliance than a simple customer-vendor relationship.

As times have changed and travel has changed, USA Today has evolved and stayed relevant to our target audience. While we already have multiple points of joint interest, we're always comparing notes to find new opportunities to work together. When you go back more than 20 years together and are involved with each other's priorities, that's what happens. ■



ADVERTISINGWEEK2007 SEPT. 24-28

Join USA TODAY for the **Pulse of America Series**
Tuesday, September 25th – Thursday, September 27th
Location: **Time-Life Building, 1271 Avenue of the Americas at 50th Street**

■ CONSUMER GENERATED ADS: THE DEBATE
TUESDAY, SEPTEMBER 25, 2007 :: 4:00 PM

Consumers are taking control of marketing, advertising and content on the Web. Viewers created ads for the Super Bowl® and The Academy Awards® earlier this year. Is this the future? Many agency executives say no...

MODERATOR: Theresa Howard, USA TODAY reporter

PANELISTS: **Ann Mukherjee**, Vice President, Marketing, Frito-Lay North America
Babs Rangaiah, Director Media Planning, Unilever USA
Mark Wnek, Chairman & Chief Creative Officer, Lowe New York

■ CANNES INTERNATIONAL ADVERTISING FESTIVAL LIONS AND YOUNG CREATIVES WINNERS SHOWCASE
WEDNESDAY, SEPTEMBER 26, 2007 :: 4:00 PM

As exclusive U.S. representative to the world's most prestigious advertising competition, USA TODAY presents a unique showcase of 2007 winners selected from more than 25,700 entries from 80 countries in the 54th annual Cannes Lions Festival. Also featured will be winners from Chile, Brazil and Italy in the Young Creatives competition of advertising professionals 28 years old and younger.

MODERATOR: Laura Petrecca, USA TODAY reporter

PANELISTS: Featuring 2007 Cannes Lions Festival judges:
Alex Bogusky, Chief Creative Officer, Crispin Porter + Bogusky, USA/Jury President Titanium/Integrated competitions
Nick Law, Chief Creative Officer, R/GA NA/Cyber judge
Bob Scarpelli, Chairman & Chief Creative Officer, DDB Worldwide/Jury President for Film & Press (Print) competitions

■ PRESIDENTIAL CAMPAIGNING AND POLITICAL ADVERTISING 2008
THURSDAY, SEPTEMBER 27, 2007 :: 4:00 PM

Hear how a world with YouTube and webcams has changed advertising for the 2008 presidential campaign. Are the leading candidates rushing to reach new audiences online or sticking with more traditional ads?

MODERATOR: Susan Page, USA TODAY, Washington Bureau Chief

PANELISTS: **Alex Castellanos**, Republican media consultant and strategist for Mitt Romney
Mark Penn, Democratic pollster and Hillary Rodham Clinton's chief strategist

Each panel will be followed by a reception for audience members with panelists featuring an exhibition of historic front pages as USA TODAY celebrates its 25th Anniversary as the nation's newspaper. The reception is hosted by Anheuser-Busch.



For more information and free registration, visit **advertisingweek.com**

USA TODAY Pulse of America is presented as a signature series of Advertising Week 2007.

Program subject to change. All reception attendees must be 21 years of age or older.

CELEBRATING 25 YEARS OF USA TODAY

Sept. 15, 1982

"USA Today hopes to serve as a forum for better understanding and unity to help make the USA truly one nation."

—Allen H. Neuharth, founder, USA Today



SEPT. 15, 1982



JAN. 29, 1986



OCT. 20, 1987



NOV. 10, 1989



JAN. 19, 1991



JAN. 21, 1993



SEPT. 14, 1993



APRIL 20, 1995



OCT. 4, 1995



AUG. 4, 1996



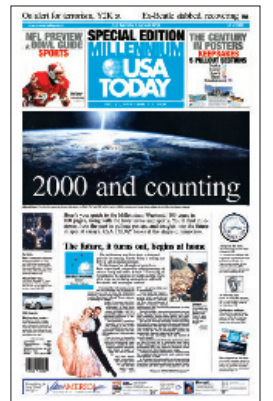
SEPT. 5, 1997



APRIL 21, 1999



JULY 19, 1999



DEC. 31, 1999



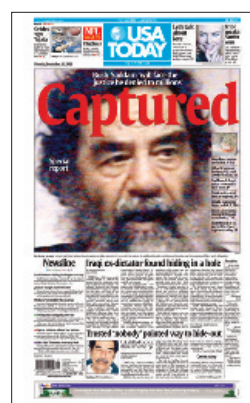
JAN. 19, 2001



SEPT. 12, 2001



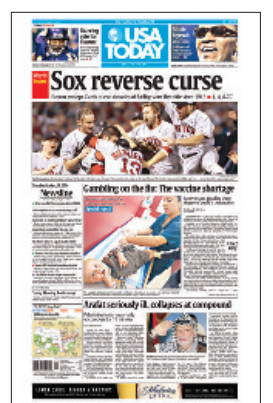
JULY 29, 2003



DEC. 15, 2003



JUNE 7, 2004



OCT. 28, 2004



DEC. 27, 2004



JAN. 24, 2005



APRIL 20, 2005



JULY 25, 2005



AUG. 31, 2005





25 years of 'eureka' moments

We're a nation of inventors in garages and corporate labs, creating gadgets and services that delight us and occasionally drive us crazy. USA TODAY chose inventions that changed our lives since 1982.



1 Cellphones

Car phones were around in the 1970s, but it wasn't until 1983 that Motorola introduced the first widely available handheld cellphone. The DynaTAC 8000x weighed almost 2 pounds and cost \$3,995.



2 Laptop computers

The 28-pound Compaq Portable was the first IBM-compatible portable PC on the market. More than 53,000 sold in the year after its 1983 launch, despite a price usually topping \$3,000. Since then, laptops such as the ThinkPad T60, left, have gotten much smaller and cheaper.



3 BlackBerrys

An obscure Canadian pager company, Research In Motion, shortened attention spans around the world with the launch of the BlackBerry mobile e-mail device in 1999.

4 Debit cards

Ka-ching! Who needs cash when you've got a debit card? They took off after Visa launched its check card in 1995. Before then, fewer than 2% of Americans used debit cards. Ten years later, debit card transactions exceeded those on credit cards.

TOP 25 Life-changing inventions

USA TODAY counts down to its 25th birthday Sept. 15 with commemorative Top 25 lists. Visit Top25.usatoday.com to see all of the lists.

5 Caller ID

Bill collectors and your annoying Uncle Ned are easy to ignore with this invention introduced by BellSouth in 1984 in Orlando. Caller ID followed voice mail, an invention created a decade before to make up for declining secretarial employment.

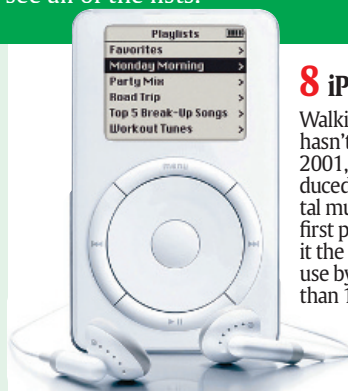
6 DVDs

Americans traded all those hours rewinding video cassettes for hours watching directors kibitz about behind-the-scenes antics with the introduction of digital video discs in 1995. Consumers spent \$7.4 billion on DVD rentals last year, up 10%. VHS rentals plummeted 74%, to \$281 million.



7 Lithium rechargeable batteries

How many AAs does it take to power a laptop? Almost no one knows, thanks to the durable rechargeable battery Sony brought to market in 1991. It made its debut in a Sony camcorder — and has provided juice for laptops, cellphones, digital cameras and other portable electronics ever since.



8 iPods

Walking down the sidewalk hasn't been the same since 2001, when Apple introduced its iconic portable digital music player. It wasn't the first player, but fans declared it the coolest and easiest to use by snapping up more than 100 million of them.



9 Pay at the pump

Filling up the tank became even more self-serve when a gas station chain in Abilene, Texas, invented technology that turned the pump into a quasi-ATM.

10 Lettuce in a bag

Americans discovered there's more to salad than iceberg lettuce drowning in bottled dressing after the rollout of mixed lettuce greens in a bag. Fresh Express in Salinas, Calif., made that possible by inventing a high-tech plastic bag introduced nationwide in 1989. That helped ignite a whole consumer category of portion-controlled foods, such as bagged baby carrots.



11 Digital cameras

Kodak unveiled a digital camera for professionals in 1986, when consumers were still getting millions of rolls of film processed in labs. Apple followed with the first consumer version eight years later. But it wasn't until this century that cameras got affordable, driving consumers to buy a forecast 30 million this year.



13 Flat-panel TVs

RCA pioneered flat-panel technology in the late 1960s. But it took nearly four decades before consumers got the idea. This year, 68% of digital TVs sold are forecast to come with flat panels.

14 Electronic tolls

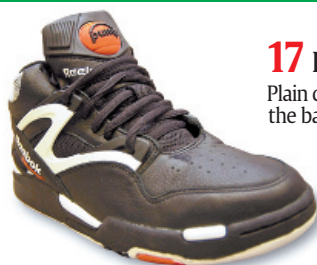
Throwing quarters in a tollbooth bin became a thing of the past when the North Texas Tollway Authority started its TollTag system in the Dallas area in 1989. Now, millions of commuters prepay tolls and rely on electronic gadgets attached to their cars to zip through toll plazas.

15 PowerPoint

Lecturers from CEOs to sixth-graders display topic headings and charts with the click of a mouse. Forethought invented PowerPoint. Microsoft bought Forethought in 1987, unveiled its Windows version in 1990 and changed public speaking forever.

16 Microwavable popcorn

We can credit — and blame — food scientists for simultaneously making possible lunch-in-a-hurry and that terrible burnt smell wafting from the office microwave oven. General Mills paved the way with the launch of Act II non-refrigerated microwavable popcorn in 1984.



17 High-tech footwear

Plain canvas sneakers got tossed to the back of the closet when Nike launched Air Jordans in 1985, followed by Reebok's The Pump in 1989, giving rise to the performance-footwear industry.

18 Online stock trading

Investors jettisoned pricey stockbrokers after an Ameritrade predecessor offered online stock trading in 1994. During the market run-up that followed, CNBC's Maria Bartiromo became a household name, and PCs morphed into slot machines for a new breed of investor: day traders.

19 Big Bertha golf clubs

A World War I cannon inspired one of the biggest golf innovations when Ely Callaway created the oversize, wide-bodied stainless steel wood he dubbed Big Bertha in 1991. Callaway Golf followed up with the Great Big Bertha, Biggest Big Bertha, Great Big Bertha II, Big Bertha 454 and today's Big Bertha 460.



20 Disposable contacts

A scream followed by, "No one move!" once routinely signaled that someone had dropped a pricey contact lens. Daily disposables — contacts worn for just a day before they're tossed — arrived in the USA in 1995.

21 StairMaster

Arnold Schwarzenegger's breakout performance in *Pumping Iron* wasn't enough to get Americans pouring into gyms. Technology led the way with the StairMaster, one of the first machines to turn gyms into modern exercise arenas after it was introduced in Tulsa in 1986.



22 TiVo

The gadget is now a verb, with 4.4 million subscribers TiVo-ing their favorite TV shows. The digital device changed TV-viewing habits after the first TiVo was shipped in 1999.



23 Purell

Germes trembled, and parents rejoiced ("What in the world is that on your hands?") when Gojo in Akron, Ohio, created Purell hand sanitizer. The market for packaged wipes and towelettes took off amid health scares over flu and post-9/11 threats.

24 Home satellite TV

The dishes that receive signals were once so big and pricey, they'd pull down your house if you tried strapping them to the chimney. But the 1994 launch of service from DirecTV led to today's supercompact dishes and lower prices, beaming tonight's *Dancing with the Stars* to the USA's more remote places.

25 Karaoke

What makes you sound so very good singing *Stairway to Heaven*? Two stiff drinks get you on stage in front of amused and horrified co-workers. But it's the karaoke machine invented in 1983 that really did the trick. The most popular karaoke song today? Patsy Cline's *Crazy*, says Karaoke.com.

**Marriott International
congratulates
USA Today
on their 25 years
of providing news
to the world
and our guests.**

