



CRMA
2026

winter LEADERSHIP CONFERENCE

PUERTO VALLARTA, MEXICO

WEDNESDAY, FEBRUARY 4

5-6:30pm: Opening Reception at the Beach

THURSDAY, FEBRUARY 5

8-9am: Breakfast

9-10am: Dual Transformation for Publishers: Reinventing Today While Building Tomorrow with Chris Lee

In today's rapid-change media landscape, legacy brands must do two things at once: strengthen the business you have while creating the one you need next. Drawing on the principles of *Dual Transformation: How to Reposition Today's Business While Creating the Future* (Scott D. Anthony, Clark Gilbert & Mark W. Johnson) — and real-world implementation at two regional magazine publishers — we'll walk through:

Reposition the core: Improve and protect your existing revenue streams.

Build the new engine: Launch adjacent business models, new formats, fresh audiences or platforms so you're not just defending but leading.

Lead the mindset shift: How to align your team, culture and processes to manage both streams in parallel.

Share practical wins: We'll highlight how we applied this framework in magazine/media settings.

Join us to gain actionable frameworks, swap ideas with fellow publishers and leave with both inspiration and tools to accelerate your dual transformation journey.

10-10:45am: Reverse Engineering the Org Chart

We all know what work needs to get done, and the media company organizational chart of the past no longer applies. In this show and tell discussion, members will talk about how they are reimagining their staffing needs, and holding staffers accountable for getting the job done. *Moderated by Charity Huff of 5280 and Logan Aguirre of 417 Magazine*

10:45-11am: Coffee Break

11-11:30am: Enterprise Sales

CRMA members are making strides selling big dollar deals and cementing their relationship with key brands to drive serious revenue. See how these big dollar deals are structured, pitched, priced, closed and executed. *Panel of CRMA Presenters TBA*

11:30-12:30pm: The Authentic 10X AI Playbook for 2026

This is not a typical AI toolset mashup. It's a clear set of high-impact, cross-departmental use cases for AI that allow you to build stronger, higher-quality, authentic products for your readers and advertisers in a tenth of the time. The session begins with a rare, plain-English explanation of how AI actually works, then moves into maximizing team adoption. From there, it covers high-leverage use cases across leadership, sales, operations, and editorial. You'll leave thoughtful, empowered, and with a clear roadmap to implement AI in 2026. *Speaker: Kenny Katzgrau of Broadstreet*

6-8pm: Group Dinner at El Dorado

FRIDAY, FEBRUARY 6

(JOINT SESSIONS WITH AABP)

8-8:45am: Breakfast

8:45-9am: Opening Remarks & Tech Talk with David Arkin

9-10am: Alternative Revenue Streams

Hear from AABP and CRMA publishers who are going outside of the box to generate profitable revenue for their companies in non-traditional ways including building and partnering on branded event spaces, licensing products, creating a streaming network, repurposing staffers for projects outside of traditional media, launching off-shoot ventures with company assets and custom publishing on steroids!

10-10:10am: Tech Talk with The Magazine Manager

(FRIDAY CONTINUED)

10:10-10:50am: (Actually Getting) Grants and Philanthropic Funding

Hear from Matt Coen of St. Louis Magazine and the St. Louis Business Newsletter on how he learned to position his company and actually earn a \$900,000 grant to launch an economic mobility lab in his city. By learning the process and being prepared when the grant opportunities hit, he knew how to win. Following Matt's presentation, we will have an open discussion on grants that are available now and how you can apply for them.

10:50-11am: Coffee Break

11-11:10am: Tech Talk with Publication Printers

11:10am-Noon: Overcoming Challenges and Creatively Adapting Roundtable

We share similar challenges as a group: recruitment, training, expense savings, holding staffers accountable, replacing lost business, re-organizing to keep up with the changing model, etc. In this group discussion of pre-submitted "challenges" that members need help with, we will talk as a group about how members are adapting and overcoming. *Moderator: Don Harkey of People Centric Consulting Group*

Noon-5:30pm: Networking

6-7:30pm: Party at Connie Wimer's

SPEAKER BIOS



Don Harkey is sought-after for his business insights in multiple industries. As a former engineer, Don brings a unique perspective to every organization he works with; he views every business as a machine and that machine is perfectly designed to get the results that it is currently getting. As the CEO of People Centric, Don loves to help people adjust their machine to produce better results. He is highly strategic, process driven, and an engaging keynote speaker.

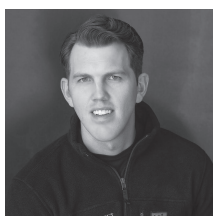
SPEAKER BIOS



David Arkin, with a 25-year career in media, has served in various roles such as reporter, editor, director, consultant, and executive for newspapers, TV stations, media associations, and startups. Renowned for his audience leadership, he has developed high-quality content and transformative digital strategies, leading to significant audience growth, new revenue streams, and improved processes for both large media organizations and family-owned companies. David led content for nearly a decade at GateHouse Media. The Local Media Association named him Digital News Innovator of the Year, and he served on boards including the Associated Press Media Editors. He currently owns his own consulting company, David Arkin Consulting, where he provides fractional digital leadership, branded content, SEO and social media services to more than two dozen clients.



Chris Lee is a senior executive and entrepreneur with specific expertise in product and business model development, sales and marketing strategy, and corporate partnerships and M&A, both on the buy and sell side. Chris's expertise includes media, strategy development and implementation, and entrepreneurship.



Kenny Katzgrau is the publisher of RedBankGreen and creator of Broadstreet, a company and ad manager that recently won the Local Media Association's Best R&D Partner. Once an engineer at Mozilla and Yahoo, he fell into publishing, learned to sell, and took up the torch of helping RedBankGreen, an 18-year-old hyperlocal news outlet, stand for 100 years. He's here to make sure other publishers stand for 100 years too—and the first step is taking marketing budgets back from Facebook and Google.



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