



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

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 how media leaders can:

Reposition the core: Improve and protect your existing revenue streams, refine your strengths and sharpen your value today.

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

Lead the mindset shift: How to align your team, culture and processes to manage both streams in parallel (yes, you can run it both ways).

Share practical wins: We'll highlight how we applied this framework in magazine/media settings—from offering new services to audiences, to shifting revenue structures, to evolving leadership roles.

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

10-11am: 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 S280 and Logan Aguirre of 417 Magazine*

11-11:15am: Coffee Break

11:15am-Noon: 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*

12:30-5:30pm: Afternoon Networking

6-8pm: Group Dinner at El Dorado

FRIDAY, FEBRUARY 6

(JOINT SESSIONS WITH AABP)

8-8:45am: Breakfast

8:45-9am: Opening Remarks and 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!

(FRIDAY CONTINUED)

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

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

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