



**lighthouse**  
INDEPENDENT MEDIA

A FORUM MEDIA GROUP COMPANY



# THE LIGHTHOUSE GUIDE

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## THE LIGHTHOUSE GUIDE

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## 1. About “THE GUIDE”

*Lighthouse Independent Media is a growth company. Leaders in business publishing in Singapore, Hong Kong and most recently Malaysia, our aim over the next few years is to expand our market-leading brands across Asia Pacific and into North America and Europe. Along the way we expect to invent a few new brands.*

*Our brands are all multimedia – they embrace print magazines, online and live events.*

*At Lighthouse we are always experimenting with new ideas and products. Lighthouse people are consequently always working in an environment of exploration and discovery – testing the unknown.*

*Over the years, we learned that in order for people to succeed at Lighthouse, and for Lighthouse to succeed overall, we have to hire what we have come to term “Lighthouse People”.*

*Lighthouse is more than the sum of its people: its success depends on how those people collaborate together to achieve great works. It’s about how they think. What they believe in. What they don’t.*

*This Guide is an attempt to define what we mean by the term “Lighthouse People”. It sets out the way we go about things at Lighthouse, and most importantly, the way we expect all of our people - every single one - to go about business on behalf of the company.*

*None of it is rocket science. None of it is unique. But at Lighthouse, we believe that if every member of the company contributes in the Lighthouse way every day, then what we produce will be unique indeed.*

*Our staff tell us that the environment at Lighthouse is unlike just about any other place they have worked. It is a special place with constant challenges. You’ll either love it or hate it.*

*This Guide attempts to help you decide before you join. Happy reading.*



*Justin Randles  
Managing Director & Commercial Director*



## 2. Corporate Values

Lighthouse is a competitive media company with a strong performance ethic, serving its communities through high-quality, independent journalism and dynamic venues for commerce and information.

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### **Lighthouse is a competitive media company**

- We create, build and operate mastheads and brands that are market leaders.
- We are vigorous, ethical competitors.
- We benchmark ourselves against competitors at home and leading companies abroad.

### **With a strong performance ethic**

- We encourage our people to be partners in the business.
- We believe in a meritocracy, developing and rewarding our people based on their efforts, achievements and performance against expectations.
- We set specific and demanding targets and are accountable for meeting them.
- We are always learning and improving our performance, and embrace a willingness to redefine how we work.
- We are impatient to move forward and to implement improvements and innovation.
- We are decisive, having regard to facts and rigorous analysis.

### **Serving its communities**

- We always seek to understand and anticipate the needs of our audiences and communities: consumers (readers, viewers and attendees) and supporters (advertisers, sponsors and database & research purchasers).
- We strive to exceed the expectations our consumers and supporters have of us.

### **Through high quality, independent journalism**

- We strive to be respected for the quality in our journalism, which is predicated on truth, accuracy, integrity, fairness and balance.
- We aim to produce compelling material that effectively surprises its audience and is an integral part of their daily lives.
- We are thorough, objective critics of our own work and our deficiencies.

### **And dynamic venues for commerce and information**

- We ensure that our publications, products and services are appealing places to do business for buyers and sellers alike.
- We continually seek to improve our venues for commerce and information, and create new ones to meet the evolving needs of our audiences and advertisers.

### 3. Lighthouse – What we do

Our number one mission is to help our customers succeed. Broadly speaking, our customers fall into two categories: our ‘consumers’ and our ‘supporters’.

#### The Consumers

Lighthouse currently provides a range of information services in Asia for and about business executives.

The consumers read and refer to our various information products and services. Keeping up with the rapid pace of change is the biggest challenge modern business executives across the world face. Change in regulation. Change in the marketplace. Change in business practices. Change in information technology. Change inside organisations.

The more information they receive (and they are *deluged*), the more difficult it is for them to separate that which is useful and important from that which is not. Lighthouse is dedicated to helping these executives — key decision makers all — keep up, and better still, get ahead.

We focus on providing highly selective information services, and on presenting these to the highest possible quality standards in our business. We deliver these information services in a variety of ways:

- Magazines, such as *Marketing* and *Human Resources*.
- Digital Products, such as Procurement-online.com and the four editions of *Marketing Daily*;
- Events, such as conferences, summits, roundtables and so on.
- Directories, such as the *Good Venues Guide*.

#### The Supporters

Our supporters are companies and organisations who wish to reach, influence, and most often sell products and services to our consumers. With our *Marketing* brand, for example, these are mostly marketing services companies wishing to sell products and services to senior marketers.

Our supporters buy advertising in our magazines, sponsorship on web sites, sponsor our events, and subscribe to our research products and databases.

It is our job to produce products and services that help them do that in the most effective and efficient way possible.

## 4. Lighthouse – Who benefits?

There are four groups of people – the Stakeholders - who benefit from our efforts.

- **Consumers.** By delivering market leading, genuinely useful information services to this group, we help them do their job better.
- **Supporters.** Because our consumers consume our products more than competitive products and services, we provide the best exposure for our supporters to their customers – the people who consume our products. This helps them be successful.
- **Lighthouse Staff.** Because our products are the best, they are well supported by consumers and supporters alike. This means we can charge a premium for these services, and they become very profitable. Since all product team staff at Lighthouse are involved in profit share, the staff benefit from this success. Profit also means opportunities to re-invest in new products, offering growth and advancement for Lighthouse staff.
- **Shareholders.** Lighthouse's shareholders have invested money to see the company grow its products across the globe. Our performance and achievements will make their investment worthwhile and extend the Lighthouse reach into Asia Pacific and the rest of the world. This will grow the value of the organisation, and provide increasing value to shareholders.



## 5. Lighthouse – The Future

While things are always changing, we have a very clear vision of what we would like Lighthouse to achieve over the next three years. In addition to Lighthouse's three brands, we wish to develop another six international brands and win the corporate business decision-maker audience worldwide. Our objective is for each Lighthouse brand to be #1 in every market in which we publish.

There are two ingredients that are necessary for Lighthouse's continued growth which we are determined to acquire – new staff and profit, both to drive our growth.

- **Staff.** We will need to hire many talented new staff in all our offices. We need all of our staff – and in particular our new staff – to be Lighthouse people, ready and willing to grow like mad with us.
- **Profit Growth – re-investing in the business in order to grow.** The Lighthouse shareholders (some of whom are staff) are not interested in earning dividends. They see the value of their investment in capital gain. Therefore, each and every area of Lighthouse must always exceed profit targets which will enable the Company to launch new products and employ more staff.



## **6. Organisational Structure**

### **(a) Lighthouse Management Team**

Lighthouse is led by two managing directors, Justin Randles and Tony Kelly. A career newspaper and magazine journalist and editor, Kelly is responsible for the company's content. Randles is responsible for monetising that content, an area which suits his advertising sales career background.

In time, each brand will have a Group Publisher who will have final responsibility for all publishing, research and database activities associated with that brand around the world.

In each region, each brand will have a Publisher who is responsible all publishing, research and database activities associated with that brand in a particular region. Publishers report directly to the Vice President of their particular brand.

The Lighthouse management model also includes several executives who have group-wide responsibility in specific disciplines – editorial, sales, research, marketing, finance, information technology and human resources. These executives are charged with helping all team members and leaders achieve a high standard of excellence in their respective fields, and to foster cross-masthead cooperation and efficiency where relevant and possible.

These executives, along with other masthead publishers, form the Lighthouse management team which meets quarterly to discuss operational performance and future strategy.

### **(b) Local Management**

Since we strive to be an international operation, we also have local office managers for each office. In these locations, we have monthly Council meetings in which different masthead teams report to each other on progress. These meeting allow for an exchange of ideas and views, and enable us to develop a local sense of “company”.

## 7. Business Philosophies

In order to quickly establish Lighthouse as a global owner of information brands for key corporate decision-making groups, Lighthouse operates by a set of key business philosophies. The most important of these are described below.

### (a) The Importance of Profits

Profits are very important at Lighthouse. They secure the financial future of the division, and the livelihoods of all staff and shareholders. Profits lead to growth, and growth is what makes Lighthouse an exciting and worthwhile place to work. Most particularly, growth helps create a challenging environment for all the staff, one that facilitates speedy professional growth.

At Lighthouse we don't just concentrate on making short-term profits, crucial though these are. We also concentrate on being profitable long-term. This means a focus on profits today and profits tomorrow.

Profits today are dependant on us achieving or bettering our budgeted sales and costs targets. Every single member of staff must be involved in helping ensure Lighthouse achieves profits today. In order to ensure this involvement, the staff working on brands covered by this Guide are provided with monthly results, and involved in decision-making, at regular team meetings.

Profits tomorrow are dependant upon us constantly improving our product quality, and on providing excellent customer service. As long as all staff focus on this we will maintain or increase our lead on the competition and ensure profits tomorrow. All staff have an input to profits tomorrow, but editorial and customer service staff have an especially important part to play.

We measure our performance by two types of metrics – financial and non-financial. Financial metrics are the profit and loss performance of each team. Non-financial metrics are usually readership and circulation figures – which enable us to measure the long term value of our products and services to our consumers and supporters.

Of course, when we launch new products, these take time to achieve a profitable performance. In this instance, the job of every staff member is to propel the product into profit as quickly as possible.

### (b) The Importance of Research

It is our most simple and straightforward business philosophy at Lighthouse: ask the consumers what they actually want and need (and what they don't), and then deliver the precise package of information they asked for.

This means that before we develop a product at Lighthouse, we conduct research to find out what is really required by our selected audience. And once the product is developed, we



keep on researching those information needs, because like everything else in this world they are constantly changing. We do this via editorial advisory boards, access to various research studies commissioned by either ourselves or our partners, and regular questionnaires at our events.

It is the responsibility of every staff member at Lighthouse to ask, on a regular basis, what is it that our Consumers and Supporters actually want? And how can I contribute to providing it?

### **(c) The Importance of Change**

The world is changing faster than ever before, and consequently we believe that Lighthouse and its staff must change constantly in order to keep up with (and ahead of) competitors and remain in business.

Staff at Lighthouse are expected to adopt an extremely positive attitude towards change. This means we ask our staff to both initiate change through new thinking, and to react positively to change when it is suggested by colleagues, consumers or supporters.

The ability to initiate change is a key attribute sought in Lighthouse staff. From Day One at work in Lighthouse, we expect staff to constantly challenge accepted ways of doing things and to come up with ideas that improve what we do. Change agents are very welcome here.

Being able to adapt quickly to changes in the business environment – both as individuals and as a company – is a key measure of how good our people are, and how well the company is being run.

Dealing with constant change is not easy, however.

Most people – at some time or another – worry about change. This is natural. We encourage staff that are concerned about changes being made to the company, or to their job, to talk through their concerns with their manager.

### **(d) The 10 Per Cent Rule**

Continuous improvement is a key driver at Lighthouse. We have a 10 Per Cent rule. Every time we do something, it must be 10 per cent better than it was last time. For example, a magazine's editorial team tries to make the July edition 10 per cent stronger than the June edition.

For annual events, like conferences or special issues, we are trying even harder: here the 50 per cent rule comes in. How to make sure each team adheres to this rule should be an early topic for discussion at the beginning of each new cycle.

These rules apply to individuals as well. For everything you do, ask yourself: "How can I do it 10 per cent better this time around?"

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Sometimes this means you'll find a way to do it quicker. Sometimes you'll find a way of doing it cheaper. Or you'll find a way of adding more value for the same time and cost.

There is another reason for this rule: if we are constantly improving as fast as we can, then it makes it that much more difficult for our competitors to catch up.

### **(e) The 'Thirst to be First' Rule**

We want Lighthouse to be known for one thing above all others: our products and services are the best in their class. While we want this to be the case in the local markets we operate in, our objective is to produce the best products and services in the world.

This is a tough objective to meet. We are operating in the most competitive, and global, business environment the world has ever known.

But we remain undaunted. In many of our international markets, we are faced by competitors that are much larger and more established than we are. We are often the small newcomers in these markets. But we believe that talent, determination to be the best, creativity and application are the key things that count – attributes we want every one of our Lighthouse staff to demonstrate.

There are some obvious subsidiary rules here. Among our publications, we want our worst page in an edition to be better than the closest competitor's best page, from both an editorial and design point of view. In advertising, we want to ensure every active advertiser is a Lighthouse supporter. No exceptions.

We have set our hearts on achieving these very high standards. Which means there is always room for plenty of improvement – month by month – at Lighthouse.

### **(f) The Importance of Participation**

To enable every member of staff to directly influence the wealth and growth of Lighthouse, the week-to-week operation of the company is entrusted to a series of product teams. The teams consist of varying numbers of staff from different disciplines, all of whom contribute to the creation, development, sales and marketing of a distinct product or service. Each of the teams has a designated Team Leader, usually with the job title Publisher.

The purpose of this structure is to enable every staff member to be a direct participant in the running of the business in which they are involved. Some 'shared services' staff members are members of more than one team.

Staff are expected to participate not only within their own team but in the wider Lighthouse team. The best Lighthouse people look to support and encourage staff from all parts of the company while ensuring they deliver on their immediate team responsibilities.



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### **(g) The Importance of Teamwork**

Working well within a team is a key requirement for Lighthouse people. Every member of staff will be asked to contribute regularly and positively to team meetings, and work closely and collaboratively with staff from different disciplines.

Working well in teams requires many skills. Staff must be prepared to actively listen to other team members, work to solve problems together, support each other when under pressure, and at all times keep the end objective in sight.

Teams are provided with a complete profit and loss budget for their area of operation, and shoulder the responsibility of delivering the desired business result. All decisions impacting the operation of the brand are made by the Team Leader after consultation with the team. The Team Leader is very often the Publisher of the brand. Significant strategic decisions require the input and agreement from the Group Publisher, and often the Managing Director of Lighthouse.

The major portion of Profit Share pay (see point h in this section) is directly linked to the performance of the team (usually at least 50 per cent). Another portion of bonus payment is linked to overall company performance, reflecting the responsibility we all have to the wider Lighthouse team.

A detailed description of the principles of team work we expect you to apply while working with Lighthouse are explained in Section 8 of this document.

### **(h) The Importance of Staff Ownership – Profit Share Philosophy**

We want each and every member of the Lighthouse team to share in Lighthouse's success and to receive a tangible reward for their efforts when they exceed set financial and non-financial targets. More importantly, we want Lighthouse staff to think and act as if their particular business unit is their own business.

To that end, Lighthouse has a team-based Profit Share system which financially rewards all members of teams that exceed their financial and non-financial targets. The better your business unit performs as a team, the more money you will earn, it's that simple.

### **(i) The Importance of Disclosure**

Whilst some company information must remain confidential – such as acquisition negotiations, for example – it is Lighthouse policy to trust our staff with corporate information wherever possible. At Lighthouse, we believe that the benefits gained from a fully informed team far outweighs the competitive risks.

Therefore, all financial details and the Company's strategic direction are made available to all members of staff, regardless of seniority.

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Being totally informed encourages all Lighthouse staff to push in the same direction and to strive for the same goals, but it can also contribute to stress. If you think you'd rather be kept in the dark, work somewhere else.

### **(j) Promotion by merit**

The merit principle will always form the basis of recruitment and promotion within Lighthouse. Those with the attributes, skills, qualifications and experience which are required for a particular job will have an equal opportunity of being considered for the position.

This philosophy has several important consequences that all Lighthouse staff should understand. Promotion is not based on friendship, length of time in the job, or age.

Very high performers with less experience will always get the job before lower performers with lots of experience. So get performing!

### **(k) Training is a right, not a privilege**

Training is a key activity which allows for your personal and professional development. If you are developing, then so is Lighthouse. Training begins at Lighthouse with a comprehensive Induction Program, followed by detailed training in your discipline from existing members of your team. There should be a good mix of formal training sessions off the job, and plenty of on-the-job training.

The managers of the company are responsible for providing regular off the job training. It is part of their job description. Make sure they do it. If they don't, complain to their manager. If all else fails complain to the Managing Director.

In addition to technical training (i.e. about sales, or writing, or marketing, or accounting) Lighthouse operates two semesters of management training. Semester I passes on hard-won experiences and learning in staff management based on 14 detailed case studies from Lighthouse's past and present. Semester II, also case study based, passes on learning in business issues from Lighthouse management's experiences.

A concentrated 3-day management induction program also runs quarterly (depending on numbers) and consists of a combination of case studies from Semesters 1 and II for those joining the company in a management role.

The company also operates some regular external training for all employees.

### **(l) Appraisals**

Lighthouse operates a system of regular appraisal of staff performance. Rather than being a method of checking up on staff, it is a key tool to ensure the professional development of the member of staff is on track.



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Appraisals should take place at least twice a year during your time at Lighthouse. They are designed to ensure that Lighthouse is getting maximum performance out of you, and you are getting maximum career growth performance out of Lighthouse. Your first appraisal should take place about three months after you join, and then six monthly thereafter. Sometimes it might be useful to have appraisals more regularly.

Appraisals are not undertaken near salary reviews. A good appraisal doesn't mean a salary review. Please try and remember this.

### **(m) Friendly & Fair**

We believe that all employees at Lighthouse are entitled to work in a friendly and positive environment where everyone is accorded respect, irrespective of religious beliefs, race, colour, gender, sexual preference, age or anything else.

As a company, and as individuals, we abhor discrimination and harassment.

We care very much about this policy. As such, where harassment or discrimination is proven, we will require the guilty party to leave the company.

## 8. Lighthouse Principles of Teamwork

Working collaboratively in teams is not easy. This is particularly true in a busy company, where no one has time for long meetings which achieve very little. At Lighthouse, we have therefore developed the following principles which all team members should understand and adhere to.

### **TEAM LEADERS SHOULD:**

#### **Focus the team on results.**

Every team has three key tasks. First, ensure that budget is reached and if possible exceeded. Second, ensure that all stakeholders are benefiting from their efforts (consumers, supporters, staff and shareholders). Third, apply the 10 per cent rule. A common mistake is to spend far too long discussing processes rather than talking about results required and results achieved.

#### **Consult widely before taking decisions.**

In some instances this may be by email (for small or simple decisions), in others calling a short meeting or putting the item on the agenda for the monthly Team meeting.

#### **Chair team meetings effectively.**

Keep discussion focused on the topic at hand. Where there is little agreement, form a smaller group to come back with well thought through proposals to the whole team. Involve everyone, but be sure not to allow one or two members to dominate. Included under this heading are the following disciplines:

- Ensure everyone is told about time and place for meetings well in advance.
- Always circulate an agenda beforehand, and if possible, attach whatever relevant emails, papers, reports etc so that your time has time to prepare for the meeting. (Meeting time is for discussion not understanding the documents).
- Ensure that everyone knows what decisions need to be taken, rather than just having a general discussion about a topic.
- Allocate specific times (10 minutes, twenty times) for items on the agenda, and keep to them.

#### **Ensure credit is given where credit is due.**

Hopefully, everybody on the team will be working hard and be successful every month. But now and then team members will make stand-out contributions. It is the Team leaders' responsibility to ensure that the whole team is made aware of these contributions, and the team member is congratulated.

#### **Not tolerate negative behaviour.**

Ensure that the team is positively responding to challenges. Do not allow team members to display negative behaviour in team meetings, and particularly ensure that discussion remains business focused, and does not become personal.



**Create a real team.**

Work hard to provide the team with a sense of belonging and membership. Constantly review objectives and achievements. Recognise and celebrate successes.

**Recognise and encourage initiative.**

The best ideas, often new ideas or thoughts from left field, sometimes get lost because 'we've never done it that way' or worse, 'not invented here' syndrome. It is the responsibility of the team leader to encourage new ideas and initiatives, and to ensure they get a good hearing in the team meetings. Change is Good. Without new ideas, your team will fail the 10 Per Cent Rule test.

**Start meetings on time.**

Don't wait for late-comers. And don't summarise what has happened so far for those who come in late. If you do, you penalise those who turned up on time. Also: finish meetings on time too!

**Ensure minutes are taken.**

Proper minutes should be taken of all Team Meetings, and circulated within 24 hours to all team members, and copies sent to the Publisher, and Vice President. Items requiring action should be clearly marked, indicating who should be taking the actions and by when.

**ALL TEAM MEMBERS SHOULD:****Treat other team members with respect.**

Everyone has a right to their opinion. Team members should not shout down colleagues, or interrupt. They should listen carefully to what everyone has to say.

**Contribute only when you have a contribution to make.**

There is a tendency for people to feel they have to say something on every topic. Not true. If you agree, say so quickly. If every team member follows this advice meetings will automatically be 50 per cent shorter.

**Keep commitments.**

Collective effort will fail if overall, the team doesn't do what it said it was going to do. This means that each team member must take personal responsibility for the actions they agree to undertake, and ensure these commitments are met. You are not a bone fide member of the team if you do not keep your commitments, and other team members have every right to criticise your performance if you consistently fail to meet commitments.

**Not be petty.**

Keep the big picture in mind. Being petty ensures that the entire team will have to endure long meetings, and team spirit will quickly break down. Keep focusing on what it is the team is trying to do overall.

**Provide constructive criticism.**

Constructive criticism is the only type of criticism welcome at Lighthouse. Team members and Team Leaders should not be backward in making criticism of other team members, but this comments should always be made with some suggestions of how the activity might have been executed in a different and better way. This leads to positive discussion about doing it better, not personal antipathy.

**Be on time.**

Keeping your team mates waiting is not acceptable behavior. Make sure you organise your diary so that you make team meetings on time, and well prepared.

## 9. Other Important Documents

There are several other Lighthouse documents you should ensure you receive a copy of, and read carefully.

### **Your Employment Contract**

Each member of staff joining Lighthouse is provided with a detailed employment contract. This document will outline important information regarding your remuneration package, holiday and sickness allowances, and so on. The terms and conditions vary from office to office to take account of local laws and conventions. The employment contract also contains specific rules about behaviour at Lighthouse, particularly with regard to safeguarding the intellectual property of Lighthouse.

### **Your Position Description**

Usually attached to your employment contract, your position description is a vital document. It outlines – usually in significant detail – the role and responsibilities with which you have been entrusted at Lighthouse. This document will form the basis of all appraisals, so it is important that you consult it regularly to ensure that you’re performing all of the duties asked on a regular basis. Every year or so, you should have a discussion with your manager about your position description – the document usually needs updating on an annual basis.

### **Local Office Policies**

Each Lighthouse office has a policy document, usually prepared by the Office Manager, concerning local policies. These include office cleanliness, break times, security, and so on. You should be provided with a copy of this document upon joining the company. These documents are regularly updated in consultation with the staff.

### **IT Policy**

Each office in Lighthouse has a document outlining Lighthouse information technology policies and practices. This document is particularly useful in providing tips and hints (as well as rules!) to ensure you get the full benefit of the IT services you are provided with at Lighthouse.

### **Other Lighthouse Policies**

At the time of writing, Lighthouse is conducting a significant review of policies and procedures that cover a multitude of business procedures and rules, where the division needs to act in a consistent and professional manner. This document, when finalised, will be circulated to all staff.