



Essentials of Digital Media Sales

A Customized Professional Development Program

for



Session 4 of 6

Virtual Training Seminar Series
January/February 2021

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Company Background

Academy of Digital Media

Established in 1996 as the training programs of The Laredo Group, Inc., headquartered in West Palm Beach, Florida and divisionalized in July 2015, the Academy of Digital Media is the world's leading training company dedicated to digital and integrated advertising and media. It has trained over 150,000 media industry professionals since its founding!

The Academy of Digital Media provides the industry's most experienced and respected instructors and most effective training courses, developed and delivered using the latest instructional design and course development methodologies. Courses are developed, customized and then delivered via in-house or virtual instructor-led training seminars. Academy of Digital Media courses are the most efficient and effective ways to bring your performance and business to where it needs to be to compete and succeed in today's increasingly complex and competitive digital media world.

Private/On-Site/Customized Training Programs

Academy of Digital Media has trained hundreds of large and small organizations for since 1996, as part of national/regional sales meetings, in-house professional development programs or customized seminars designed to improve the digital media knowledge and productivity of staff and management of sales organizations, ad and media agencies, ad-tech and other media and related businesses .

From half or full day executive overview seminars to 1, 2 or more day in-person or virtual training programs, our sessions focus on how to best improve your company's and people's performance and productivity. Contact Jeff Leibowitz to discuss a customized private session for your company and/or your clients at 561-609-1800 today to discuss a program tailored to your company needs.

SPARC & Pre-Training Needs & Capabilities Analysis

Sales Performance & Attitude Research Compendium (SPARC) is a comprehensive assessment survey and analysis designed to understand sales performance strengths and deficiencies and deliver insights into which skills and behaviors need development and improvement. It gives management the insights necessary to help identify differences and uncover gaps that require changes and/or training to improve performance and impact revenue growth. The SPARC survey measures individual sales skills and behaviors across 10 major categories.

*The **SPARC Pre-Training Needs & Capabilities Analysis** is a limited version designed to help management and Academy of Digital Media better tailor and customize the training for each organization to best address the true needs of your company and all those to be trained.*

Company Background**Leslie Laredo, President**

Academy of Digital Media
leslie@academydm.com

Leslie Laredo has been a pioneer and innovator in the digital and interactive media industry since 1983. She has been instrumental in dramatically improving the knowledge and skills of media professionals on how to sell and buy audiences and content across the digital media ecosystem, as well as enable corporate and brand marketers to incorporate digital platforms into their plans.

In the last 25 years, Leslie has trained well over 150,000 professionals in multi-brand media and ad tech companies, ad agencies and brand marketing as well as consulted with junior to C-suite level professionals at a wide range of organizations, worldwide, from start-ups to Fortune 500 companies.

Her training and consulting services have been used and valued by C-level executives, vice presidents, sales and account managers, media buyers and planners and corporate, brand and product marketers. She has worked with media representing local, niche, national, B2B and international audiences; with accounts spanning many industries including technology, automotive, travel, financial, pharmaceutical, healthcare and more.

Leslie's students complete her courses with increased confidence, sharpened skills and the knowledge and proficiency that is needed to be effective at digital media buying and selling, and how to integrate digital platforms into marketing.

A hallmark of her insights for training is her work with every level and facet of the media industry...buyers, sellers, managers, executives and marketers of all sizes. Understanding marketing strategies and media tactics with a 360-degree view of the process is critical for anyone to be successful in digital media and marketing and perform at the highest levels.

Leslie founded The Laredo Group in 1996 and its Academy of Digital Media training division. Before that she founded the very first digital ad sales rep firm (sold to Softbank), after her roles as the Director of New Media for AT&T and Ziff-Davis. Prior to that Leslie was the top digital ad sales executive at Prodigy. She holds a Bachelor of Science degree in Environmental Science from Cornell University, and studied internationally in Sweden.

Welcome to...



Essentials of Digital Media Sales

for



Virtual Session #4 – February 5, 2021

Instructor: Leslie Laredo





Session 1

- Part 1: Introduction
- Part 2: Marketing & Advertising 101
- Part 3: Targeting and Data in Advertising

Session 2

- Part 1: Programmatic and Ad Agency Perspectives
- Part 2: Measurement Concepts and Terminology

Session 3

- Part 1: Performance Metrics
- Part 2: The Customer Journey to Purchase
- Part 3: Digital Solutions

Session 4

- Active Listening
- Questioning for Insights
- Objection Handling

Session 5

- Part 1: Selling the Why
- Part 2: Customer Needs Analysis

Session 6

- Part 1: Managing Clients
- Part 2: Changing the Sales Conversation
- Part 3: Action Plan and Wrap-Up

Session 4

Part 1: Active Listening



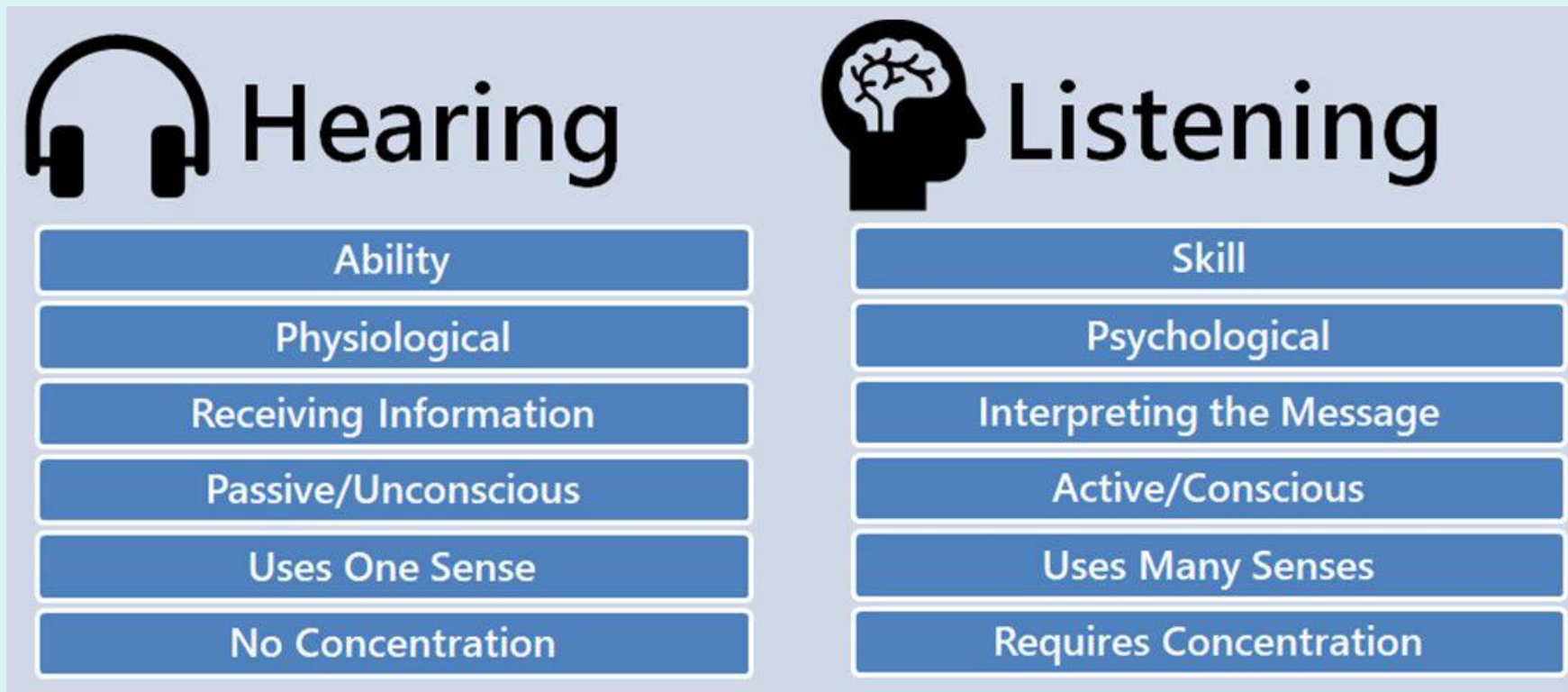
- Listening vs. Hearing
- 5 Stages of Listening
- Pay-Off for Active Listening
- Listening Strategies
- Listening Self-Assessment

**Most of us don't listen with
the intent to understand.
We listen with the intent to reply.**
Stephen Covey

**I never learned anything
while I was talking.**
Larry King

Listening – The Most Important Sales Skill

*Hearing is through the ears.
Listening is through the mind.*



Why It's So Hard To Listen

Ignoring, Detached

- Tuned out, bored
- Lack enthusiasm

Divided Attention, Partial Listening

- Half-listening
- Not directly focused
- Tunes out if poor delivery

Passive, Distracted Attention

- Feigning, fake or partial attention
- Listens for keywords but misses true meaning

Pretending, Selective Attention

- Half-listening, pre-occupied



What are Barriers to Listening?

Emotions

Tech Talk

Too Much
Information

Past Experiences

Busy Thinking
About Our
Answer(s)

Assumptions

Opinions

What Irritates You When Someone Doesn't Listen to You?

Interrupts You

Rushes You

Multi-Tasks

Shows Interest in
Something Else

Finishes Your
Thoughts

Asks Too Many
Questions

Forgets What Was
Asked

Tries to Top Your
Story

Doesn't Look at
You

Doesn't Respond

Says "Yes, but..."



Active Listening

Fully Engaged,
Without
Judgement

Reflect What
You Heard

Listening to
Understand Not
to Respond

Listening for the
Ability to Ask
More Questions

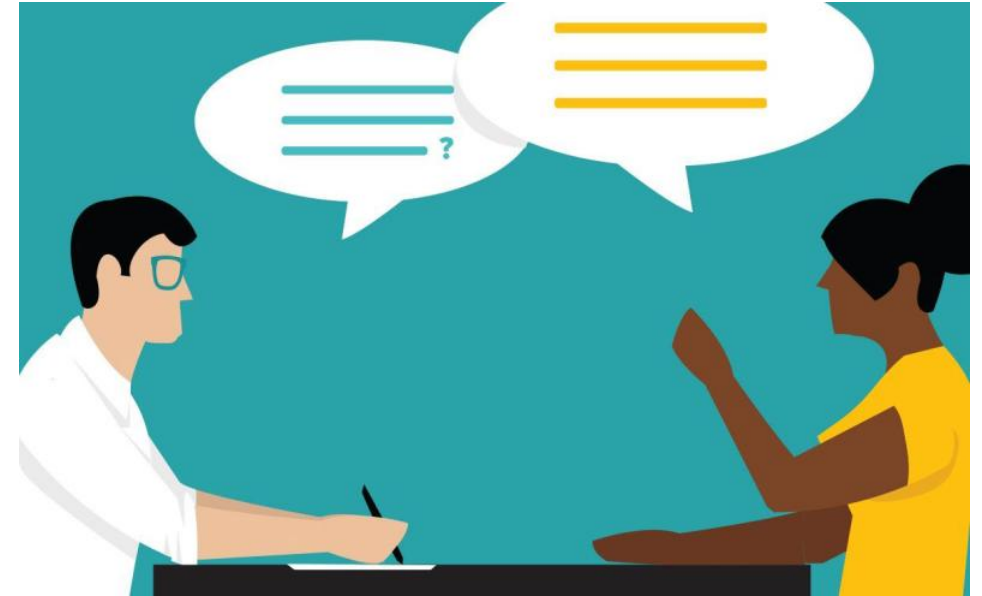
Challenges,
Anticipates,
Summarizes

*The goal of active listening is to
fully understand customer needs.*

Listening is the Most Important Sales Skill



- Listening is the missing half of communication
- Use to gather and exchange information
- Listening is critical for gaining insights for negotiation and getting to yes
- Helps build deeper relationships
- Real listening must be learned and practiced everyday



Strategies and Skills for Active Listening



- Be Present, Avoid Distractions
 - On phone, turn off monitors, notifications
 - Take notes (by hand)
- Use Positive Digital Body Language
 - Looking into camera
 - Sitting up, lean forward
 - In person...synchronize your movements
- Watch For Non-Verbal Cues
 - Tone of voice, facial expressions
 - Emotional connection to what is being said
- Don't Interrupt or Jump-In (remember what irritates you)
 - Prepare your reply
- Reframe What You Heard/Understood
 - Repeat or rephrase
 - Ask questions





- “Listening Begets Questioning” (*The second most important skill*)
- Deeper Connection With Buyers and Clients
- Better Understanding of Needs, Decision Process, Bias
- Gain Insights
 - What’s important
 - Inform strategies for questioning and objection handling
- “Hear” and “See” Buying Signals
 - Statements, Questions and Objections
 - Timing, pricing, request for supporting material/content
 - Body Language
 - Facial expressions, leaning in, open arms, use of hands

The word
LISTEN
contains the same
letters as the word
SILENT.

-Alfred Brendel

Active Listening Self-Assessment

Monitor Your Listening Techniques

1. Were you distracted?
2. Did you jump in or interrupt?
3. Did you acknowledge the other person's feelings, perspectives?
4. How has your listening helped you influence the other person?
5. Did you get any reaction to your reframing or summary?
6. Did writing your summary change your own perspective about the call?

Monitor Your Listening Techniques

Were you distracted?

Did you jump in or interrupt?

Did you acknowledge the other person's feelings, perspectives?

How has your listening helped you influence the other person?

Did you get any reaction to your reframing or summary?

Did writing your summary change your own perspective about the call?



- Questioning for Insights
 - Divergent vs. Convergent Questions
 - Question Types
 - How and When to Use Different Questions
- Exercise

The Most Successful Sellers Ask the Most Questions

*"It is not that I'm so smart.
But I stay with the
questions much longer."*

-Albert Einstein



"You don't learn unless you question."

Warren Berger, A More Beautiful Question

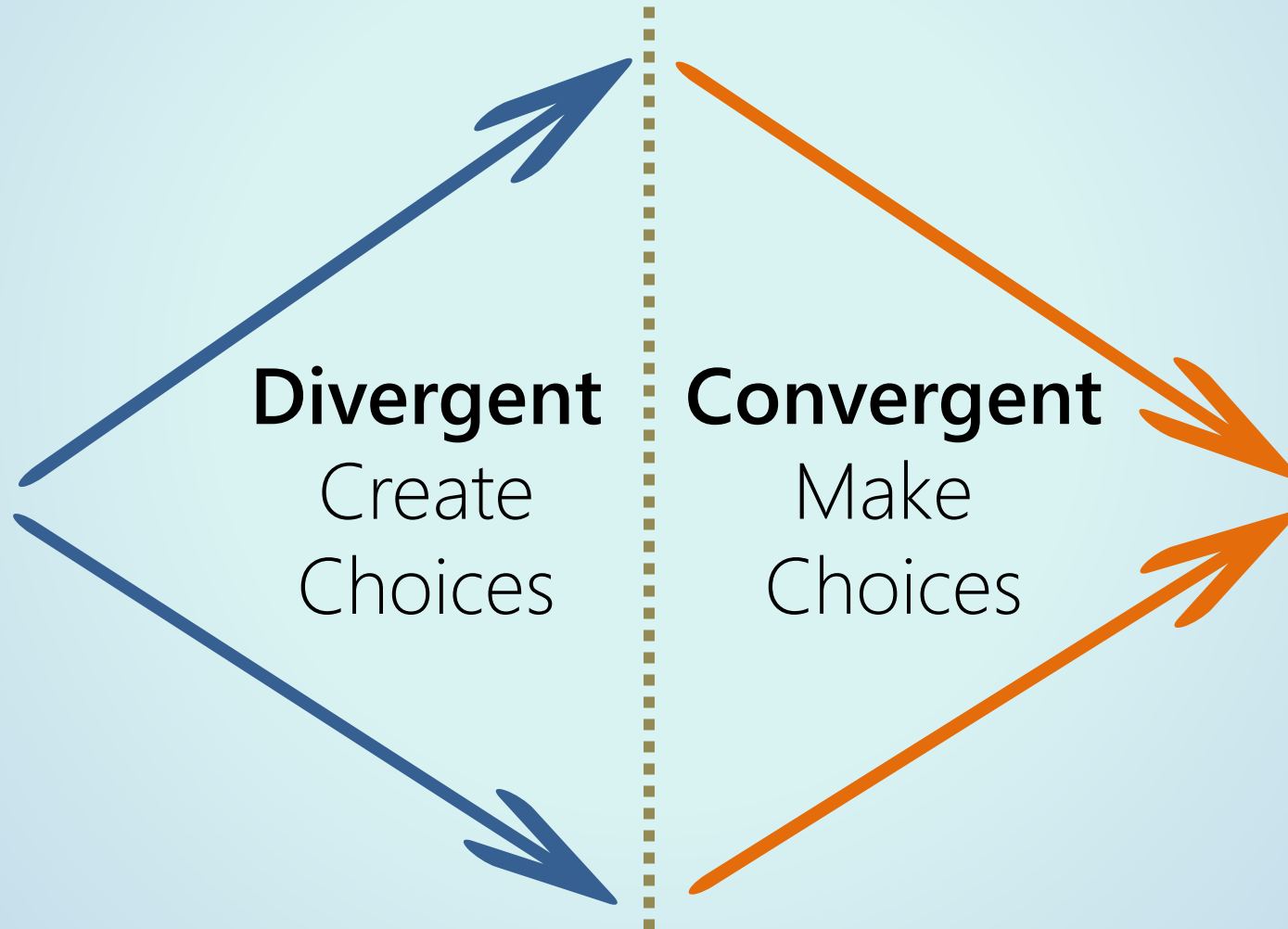
Different Questions Get At Different Information



- What Can a Question Do?
 - Uncovers buried truths
("shine a light on where you need to go")
 - Motivates thinking and challenges assumptions
 - Triggers creativity and uncovers opportunities
 - Conveys to your clients that you are truly interested in their business
 - Confirms or modifies what you've learned from your research about your client



Divergent vs. Convergent Questioning

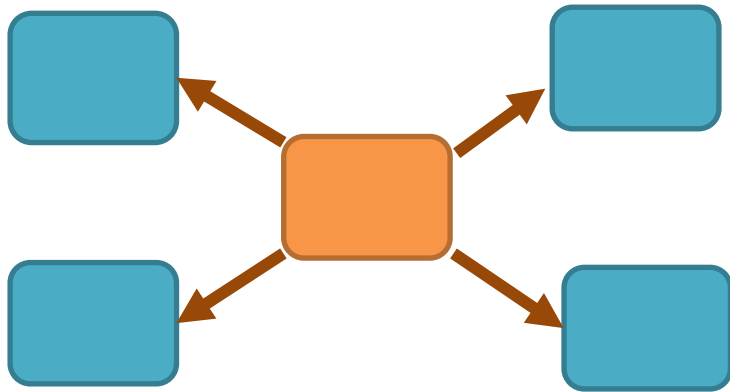


Divergent vs. Convergent Questions



■ Divergent Questions

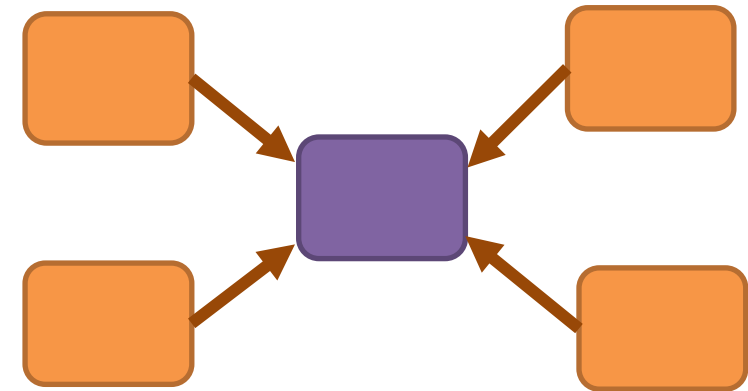
- Curiosity and elaboration
- Imagination new and unique opportunities
- Risk-taking and provocative



Divergent Questions:
Expand your thinking and options

■ Convergent Questions

- Determine or find best solution
- Speed, logic, accuracy
- Helps identify knowledge level



Convergent Questions:
Narrow choices, clarify opportunities?

Question Types



How and When to Use Different Questions



How and When to Use Different Questions

CURIOSITY QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Demonstrates interest in your client's business• Use to understand their customer's journey to purchase and decision process• Ask client to imagine opportunities• Ask "what if"	<ul style="list-style-type: none">• Need to develop a vision• Need to inspire and motivate• Need to probe for implications
STRATEGIC QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Focus on short- and long-term view of future• Ask "What's next?"	<ul style="list-style-type: none">• Need insights for short- and long-term planning and recommendations• Need guidance for communicating outcomes• Demonstrate business acumen
OPEN ENDED QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Encouraging a client to elaborate and share more• Kickstart more meaningful discussions• Ask "What happened? How so? Have you tried...?" Why...?"	<ul style="list-style-type: none">• Need more engagement• Need to know how buyer feels, what motivates them• Need to understand priorities
CLOSED-ENDED QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Gather facts• When specific info is needed• Confirms understanding• Easy reflects back• Difficult requires more time and thought• Use verbs such as "is, are, and did"	<ul style="list-style-type: none">• Easy, when need is for a quick clarification (quick 'yes' or 'no')• Difficult, when need is for more consideration/evaluation<ul style="list-style-type: none">• E.g., would you invest \$X if we could increase your customer lifetime value by \$Y

How and When to Use Different Questions

CLARIFICATION QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Understand the problems, assumptions• Evaluate the uncertainties• Clarify past answers, not seeking new information• Explore knowledge gaps	<ul style="list-style-type: none">• Confirm what you know• Explore what you don't know• Need to simplify• Need to explain how to get the needed outcomes• Need to demonstrate resourcefulness• Need to make sure you are both on the same page
PREPARATION QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Investigate what you don't know• Confirm what you know• Evaluate business opportunities• Helps anticipate objections• Determine the appropriate "ask"	<ul style="list-style-type: none">• Need to get input to create agenda• Need to plan how to advance your sales process• Need to work with others to explain how achieve desired outcomes
CONFIRMING QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Shows you have been listening• Captures anything else of importance• Use to restate answers to questions	<ul style="list-style-type: none">• Reframing what was heard• After questions have been answered• When you need to address next steps
DIFFICULT QUESTIONS	WHEN TO USE
<ul style="list-style-type: none">• Tough to ask, but critical to know• Sensitive information not easily shared• Tackle a missed opportunity• Address a 'failure' or poor performance	<ul style="list-style-type: none">• Need to get someone to open up• Need critical input to proceed• Need more collaboration• Need to suggest that a cognitive bias is influencing a decision

Name: _____ Date: _____

Question Development Practice

Note When Each Question Type Should Be Used (TOFU, MOFU, BOFU)

Why/Curiosity Questions

1. _____
2. _____
3. _____

Strategic Questions:

1. _____
2. _____
3. _____

Clarification/How Questions:

1. _____
2. _____
3. _____

Difficult Questions:

1. _____
2. _____
3. _____

Session 4

Part 3: Objection Handling



- What are Objections and Obstacles
- Anticipating and Preventing Objections
- Overcoming Objections
- Steps to Answering Objections
- Exercise

Overcome Objections and Obstacles

Re-configure
objections to
"Opportunities for
Conversations"

Understand the
different categories
of objections

Pro-actively address
likely, possible or
unanticipated
objections

Learn how to answer
and how to
prevent/pre-empt
the objection

Objections vs. Obstacles



- Dictionary Definition
 - An expression or feeling of disapproval or opposition
 - Complacency/no urgency
 - Fear of change, lack of trust, not right timing
 - The action of challenging or disagreeing with something, e.g., price, value
- Antonyms:
 - Approval, acceptance, agreement



Objections can be overcome by preempting and reconfiguring.

Defining Obstacles



- Dictionary Definition
 - A thing that blocks one's way or prevents or hinders
- Synonyms
 - Barrier, stumbling block, drawback, deterrent, complication, difficulty, disadvantage
- Antonyms:
 - Catalyst, stimulus, advantage



Obstacles can be overcome by providing new perspectives or different resources.

Comparisons (Competitors, Platforms)

Complacency/
Lack of Urgency

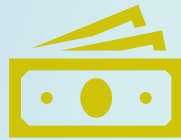


Timing or
Schedules



What's Missing/
What's Included

Value Delivered
vs. Price



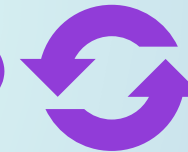
Lack of
Understanding



Risk Adverse/
Uncertainty



Something
Changed



Unsure of Future,
What's Next



Categories of Objections

How often do you hear...

Categories of Objections	1 Never	2 Sometimes	3 Half the Time	4 Frequently	5 Most of the Time
1. Risk Adverse/Uncertainty					
2. Lack of Understanding					
3. Value Delivered vs. Price					
4. Complacency/Lack of Urgency					
5. Comparisons to Competitors/Platforms					
6. Timing or Schedules					
7. Something Missing					
8. Something Changed					
9. Unsure of Future					



*“I’m
interested
but...”*




Understanding Objections and Obstacles

Interested BUT Hesitant to Decide

Need to “mitigate” risk and
understand the uncertainties.

Need to overcome uncertainties.

Need to change urgency and timing.




*“Your
competitors
are cheaper”*

Understanding Objections and Obstacles

NOT Understanding Value

Compare your solutions to
the competitors and use price
as the indicator of value.

A woman in a grey business suit and striped shirt is shown in profile, looking upwards and to the right with her hand on her chin in a thinking pose. The background is a light grey wall with several large, faint question marks. A thought bubble above her head contains the text "I get cheaper CPC with...".

*"I get
cheaper CPC
with..."*

Understanding Objections and Obstacles

Rejection of Perceived Value

Doesn't understand your media values or the importance of updating their web presence.

Thinks all media is a commodity,
want to buy the cheapest options.

Doesn't consider the trade-off between
efficiency vs. effectiveness



Anticipate and Deal with the “Baggage First”

You get to deal with the issues first, in your terms.

Address likely, possible or unanticipated objections.

You get the opportunity to discuss objection in a different “framework.”



“Let me start by saying that I know price is a big factor in your decision and we will review the pricing options but first I need to review how our program recommendations will achieve your goals and other important considerations that will impact your outcomes.”

Preventing and Preempting Objections



**Prepare for the Recurring
Objections**

Recognize the Motivation
Source, type and timing

Establish Pro-Active Engagement
Use anticipated objections as
"Opportunities for Conversations"



"Let me start by saying that I know price is a big factor in your decision and we will review the pricing options but first I need to review how our program recommendations will achieve your goals and other important considerations that will impact your outcomes."

Value to Preventing and Preempting Objections



Gives You More Control

Control in your conversations
and presentations.

Strategize when you want to acknowledge
and address the objection.

Gives you time to plan
the appropriate response.

Address immediately or indicate
when you will address



Value to Preventing and Preempting Objections



Establishes a Different Framework
for Answering Objection

State the objection in different terms...

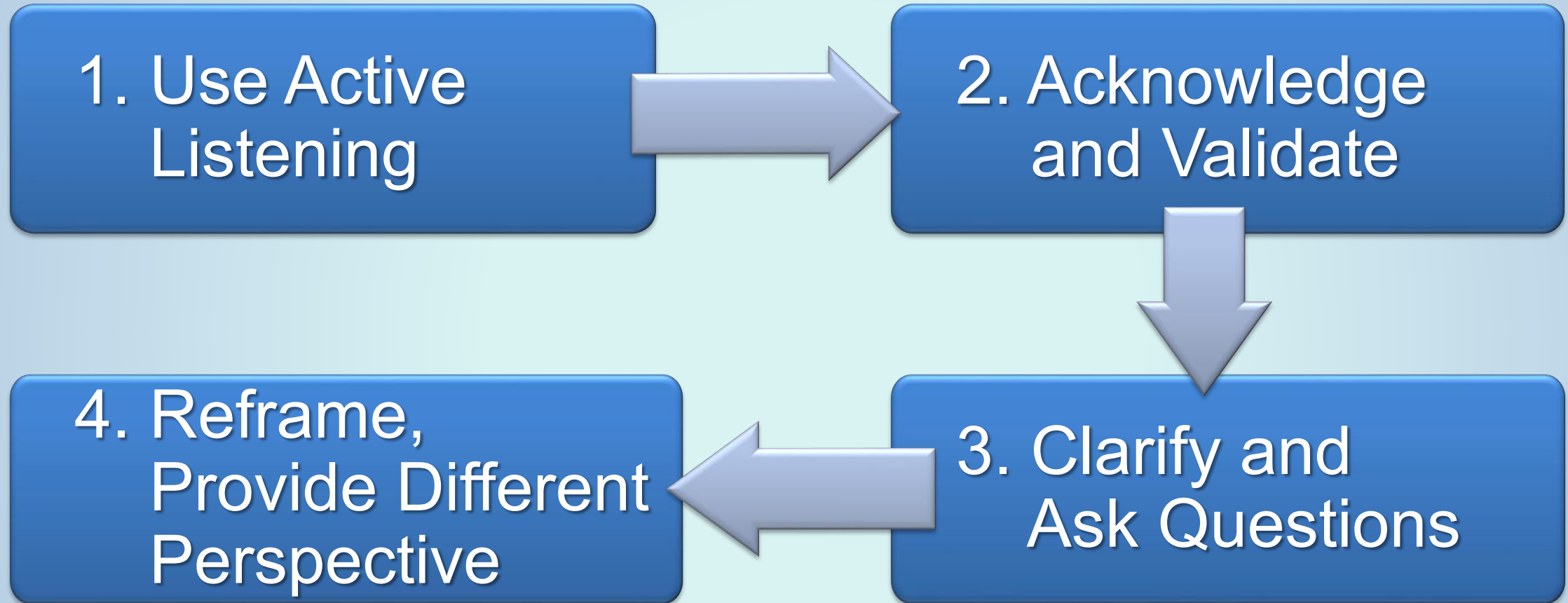
*"I can see that our rationale is not making sense,
so let me review how we came up with..."*

*"The budget may be higher than expected,
but the increase will have the impact you need in
the competitive environment."*

Lessens the Intensity of
Doubts or Concerns



The 4-Step Process for Answering Objections



The 3 F's for Answering Objections



“Feel – Felt – Found”

*“Help me understand why **you feel** this way.”*

*“I understand how you **feel** about needing cheaper CPMs.”*

*“Many others **have felt** the same way.”*

*“What our clients **have found** is the higher priced media performs much better, I’ll share our insights”*




Cheat Sheet



CHEAT SHEET

UNDERSTANDING OBJECTIONS



CATEGORIES OF OBJECTIONS

▪ Making Comparisons	▪ Risk Adverse/Uncertainty
▪ Timing Schedules	▪ Lack of Understanding
▪ What's Missing/Included	▪ Value Delivered vs. Price
▪ Future, What's Next	▪ Complacency/Lack of Urgency

CATEGORIES OF OBJECTIONS

- | | |
|---------------------------|-------------------------------|
| ▪ Making Comparisons | ▪ Risk Adverse/Uncertainty |
| ▪ Timing Schedules | ▪ Lack of Understanding |
| ▪ What's Missing/Included | ▪ Value Delivered vs. Price |
| ▪ Future, What's Next | ▪ Complacency/Lack of Urgency |

OBJECTIONS AS INDICATORS OF INTEREST

Need to "mitigate" risk and understand the uncertainties

- Risk = I know the alternatives and outcomes, why try something I don't know

Uncertainty

- I don't know all the alternatives, need to weigh the probability of the outcomes for each alternative

Timing

- Not ready, looking at long-term window
- Will outcome deliver need for short-term impact

Looking for more information

- To better understand the options, ad formats
- To better understand the technology
- More insights on how implement, support

Challenging recommendations

- "Can you explain..."
- "Can you tell me more about...?"
(tools, data, other)
- "What other options..."

Questioning company's role in the ecosystem, thought leadership, relevant industry, use case examples

- "How long has your company been...?"
- "Who are your partners?"
- "What are others doing?"



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Thank You!

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