



Essentials of Digital Media Sales

A Customized Professional Development Program

for



Session 5 of 6

Virtual Training Seminar Series
January/February 2021

Limited License to Use Training Presentation and Manuals

The training manuals and other materials used or presented during this Training Course can be used only by the Course Attendee for his or her own personal reference. No element, page, text, graphic or other material presented or distributed during the Training Course may be copied or reproduced in any way without the express written consent of the Academy of Digital Media.

This course and any accompanying or related material, presentation or event may not be audio and/or video recorded or transmitted in any way, except if and as allowed in any relevant signed Agreement.

Use of any element or portion or entirety of the Training Course or program, presentations or materials provided for or during the Training Course in any other document, presentation, sales tool (including, but not limited to, brochures, ads, banners, web pages, etc.) or in any other form that is used externally or for purposes other than the personal training of the paying Training Course attendee is strictly prohibited without the express written consent of the Academy of Digital Media.

All material contained herein or presented during the Training Course is copyrighted as indicated and requires the express written consent of the copyright owner(s) for use, copying, distribution or reproduction of any kind, as per the applicable laws in all appropriate jurisdictions.

It is forbidden to copy or otherwise distribute or disseminate any portion of this training manual in any manner without express written consent.

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



Instructor: Leslie Laredo

Virtual Session #5 – February 10, 2021

Session Agendas



Session 1

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

Session 2

- Part 1: Programmatic and Media Currency
- Part 2: Measurement Concepts and Terminology

Session 3

- Part 1: Campaign Objectives and Measurement
- Part 2: The Customer Journey to Purchase
- Part 3: Digital Solutions

Session 4

- Active Listening
- Questioning for Insights
- Objection Handling

Session 5

- Part 1: Decision-Making
- Part 2: Customer Needs Analysis

Session 6

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



- **The Science of How Decisions are Made**
 - **What Influences Decisions**
 - **Identify Client Cognitive Biases**
 - **How to Win Hearts and Minds**
- **Exercise**

Science of Selling



**What triggers
the brain to
make a decision?**

**Sell the Way
the Brain Makes
Decisions to Buy**

Science of Selling



**Emotions drive
ALL decisions!**

**Decisions are
validated with facts.**

**We need to focus
on the emotional
brain – the “why.”**

Rule of Balance



“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion, creatures bristling with prejudice and motivated by pride and vanity.” - Dale Carnegie

Rule of Balance



In a Perfect World...

Define the problem, gather info, identify obstacles and options, compare alternatives, choose and take action

In Reality...

It's not a perfect world so what impacts effective decision-making?



People buy when they feel
confident of their decision.

How Decisions Are Made



■ Expectations

- Based on memories of past experiences
- Emotions "...how will this option make you feel?"

"The brain starts with the end in mind."

■ Anticipation

- Heightens the emotional state
- Gets clients to imagine the future
- Creates aspiration or "feeling the future"
 - Asking a buyer to "imagine" the future will encourage the buyer to take action

"Emotion is instrumental in decision-making."

■ Motivation

- Willingness to work to obtain an outcome, or avoid mistakes

5 Things that Influence Decision-Making



1. Intuition

- Gut feeling
- Reflection of personal values

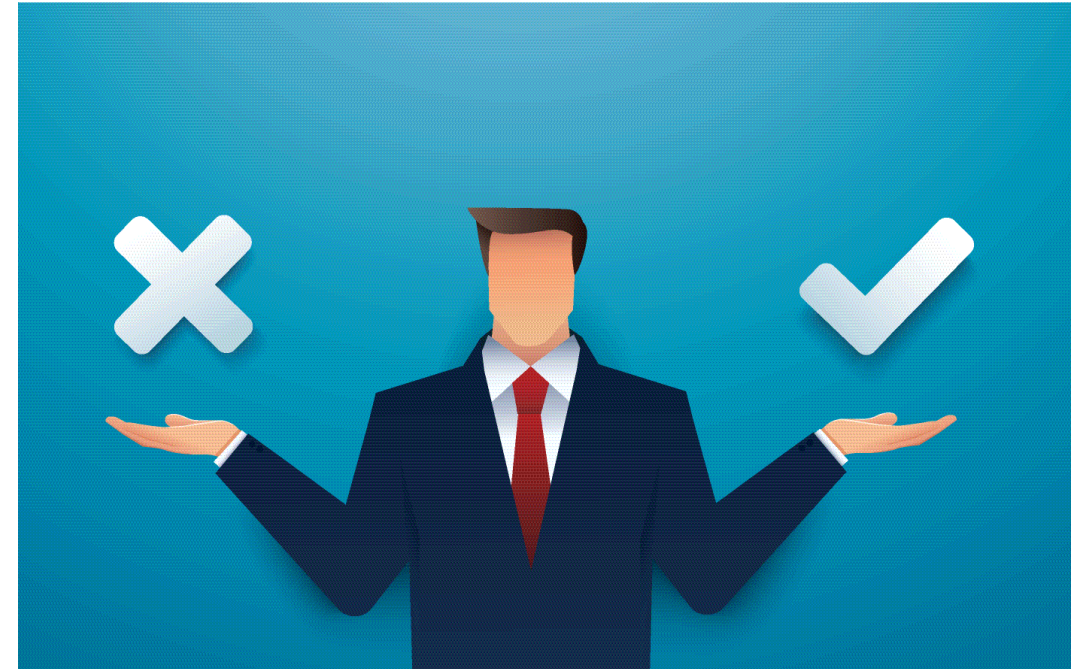
2. Logic

- Use facts, figures and evidence to make decisions

**People don't buy for logical reasons.
They buy for emotional reasons.**

**Logic makes people think,
and emotions make people act.**

— Zig Ziglar,



**Most decisions are not
made logically.**



3. Reasoning

- Cognitive, thoughtful deliberation
- Types of reasoning
 - Deductive or top-down
 - If general statements are true then the conclusion is true
 - Inductive or bottom-up
 - Use specific examples to justify or falsify
 - Conditional
 - If A is true, then B is true



Reasons are the arithmetic of emotions.



4. Memory and Past Experiences

- Expectations of outcomes are based on memories of past experiences
- These past experiences are predictive of next moves and will influence actions



We anticipate outcomes based on memory.



5. Mental Shortcuts aka “Cognitive Biases”

- Thinking, observations and generalizations that can cause inaccurate judgement and faulty logic



**95% of Decisions are Based
on “Mental Shortcuts”**



- Cognitive Biases Create Errors in Thinking
 - Decision-making is based on past experiences and applying prior knowledge
 - Past experiences create memories
 - We use past knowledge and memories to avoid risks
 - More “success” we have with previous knowledge, the harder it is to apply new knowledge (keeps us in our “comfort zone”)
 - The brain attempts to simplify information processing...aka “the curse of too much information”



Recognize The Cognitive Biases

Cognitive Bias	Definition
Too Much Information	<ul style="list-style-type: none"> • <i>Filter out most information</i> • <i>Likely to notice things that we already relate to, are in memory, or repeated</i> • <i>Observe and drawn to details that confirm existing beliefs</i> • <i>The more success with previous knowledge, the harder it is to apply new knowledge</i>
Not Enough Meaning	<ul style="list-style-type: none"> • <i>Connect the dots with what we already know</i> • <i>Simplify probabilities and numbers to make them easier to understand</i> • <i>Think we know what others are thinking</i> • <i>Project current mindset and assumptions into past and future</i>
Need to Act Fast	<ul style="list-style-type: none"> • <i>Quickly apply info, try to predict what will happen next</i> • <i>Confident that our actions will have impact and are important</i> • <i>Favor simple options over complex or ambiguous ones</i>
What is Remembered	<ul style="list-style-type: none"> • <i>Quickly apply info and try to predict what will happen next</i> • <i>Confident that our actions will have impact and are important</i> • <i>Favor simple options over complex or ambiguous ones</i>

How to Recognize and Address Cognitive Biases

Cognitive Bias	Describe How Bias Might Influence a Media Decision	What Questions Would Help You Understand, Clarify, and Reduce the Impact of this Bias?
Too Much Information	I already know what I want in my marketing program	
Not Enough Meaning	I don't know why display advertising will benefit my social media.	
Need to Act Fast	At this time, I only want to advertise in your newsletter.	
What is Remembered	I only buy media if the CPM is under \$X.	



Too Much Information

- Filter out most information
- Likely to notice things that we already relate to, are in memory, or repeated
- Observe and drawn to details that confirm existing beliefs
- The more success with previous knowledge, the harder it is to apply new knowledge
 - Keeps us in our “comfort zone”
 - Avoids risks



Cognitive Bias in Decision Making



Not Enough Meaning

- Connect the dots with what we already know
- Simplify probabilities and numbers to make them easier to understand
- Think we know what others are thinking
- Project current mindset and assumptions into past and future





Need to Act Fast

- Quickly apply info and try to predict what will happen next
- Confident that our actions will have impact and are important
- Favor simple options over complex or ambiguous ones





What is Remembered?

- Based on how the memories were experienced
- Memories are edited, reinforced after the fact
- Trade-offs on what to forget
- Prefer generalizations over specifics





The Brain is a Prediction Engine...

Memory is the Fuel

We anticipate outcomes based on the past...memory helps us predict the next move

People don't remember what you said, they remember what they think you said

"People act on what they remember, not on what they forget."

"What matters most is what happens next."

"Memory matters because it influences action."



Winning Hearts and Minds of Your Prospects



- Translate Knowledge
 - Convert what (facts) your clients know about you into emotional connections...your why
- Propel Their Interests
 - Demonstrate that your advertising and marketing solutions will amplify results
- Build Trust with Experience and Expertise
 - Clients rely on your expertise to ensure their campaigns are designed to meet objectives
- Inspiration and Motivation
 - Provide the vision for them to move forward with your solution

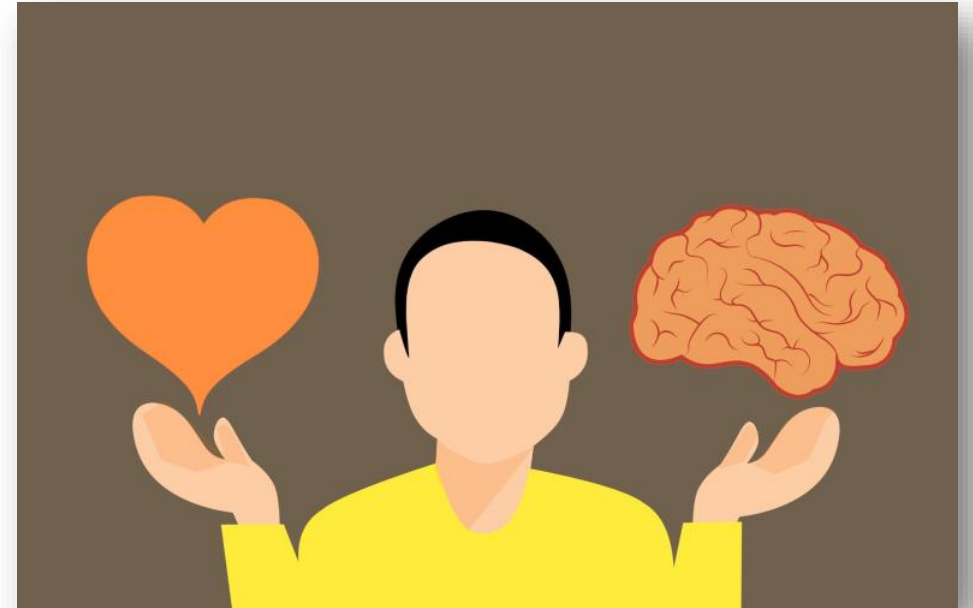




The Goal...

Use your ideas to motivate
and inspire change

Deliver With Passion...
Convey with your voice,
tone and words



“People under-estimate the future.”

Source: NPR's The Hidden Brain



Share Your Vision...
Be clear why your solutions
are vital and how they
will impact your
client's business

Create a Vision
of the Future



"People under-estimate the future."

Source: NPR's The Hidden Brain

Session 5

Part 2: Customer Needs Analysis



- **Review the CNA Framework**
- **Client Needs Hierarchy**
- **Aligning Client Needs with Opportunities**
- **Solving Business Challenges**
- **Exercise**

Why Prepare Your CNAs



- Understand How Success is Defined
 - What success looks like
 - What results are needed
- Highlights and Focuses on What the Buyer Knows
- Describes How Buyers Define What is Critical and Valued
- Helps Address and Prevent Objections

“Give me six hours to cut down a tree and I will spend the first four sharpening the axe.”

Abraham Lincoln

Call Planning – What You Need to Know



■ Preparation – Basic Information

- Company name, products/brands/lines of business
- Their customers
- Their competitors
- Their marketing goals
- Current relationships with key decision makers (yours and others)
- Goal of this meeting/call
- Who will be in the meeting/call
- Key points you need to make
- Challenges/objections you'll face
- Objections you want to pre-empt
- Land mines or hot button issues

■ Strategic Information

- Latest trends impacting their market/industry
- What is fueling change in their market?
- What makes them unique?
- How is the company's health? Financials?
- What customers and prospects are most important to them?
- What does success look like for them?
- What KPIs are driving their business?
- Who are the decision makers? Influencers?
- What is their brand strategy?



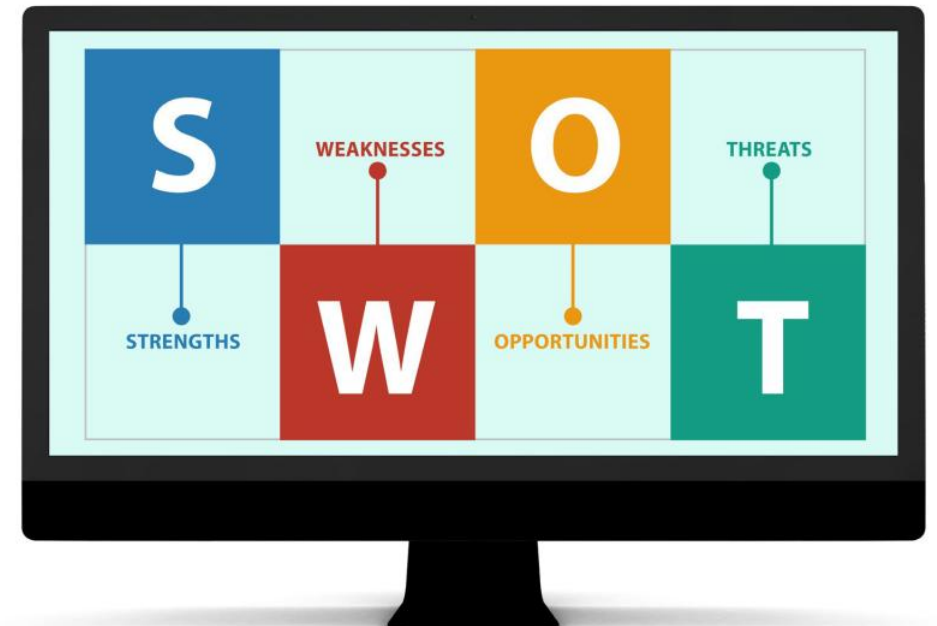
■ Questions

- Average sale, cost per lead
- # Leads to convert one customer sale
- How is effectiveness and success measured? What are the benchmarks?
- What has changed in the last 12 months?
- Looking ahead, what's the biggest opportunity?
- What is the profile of the ideal customer?
- How/when are advertising budgets set?
- What is the decision-making process for your ad campaigns?
- When and how will decisions be made? What are key criteria for decision?

The CNA Framework



- Contact's Info
 - LinkedIn, Website, Google Alerts
- Company Data
 - Products/service
- Customer Definition/Segments
 - Segments, profiles
 - Customer journey and timing
- Business Strategy and Objectives
 - **SWOT** – Opportunities, threats
 - Areas of growth/expansion
 - Sales factors (e.g., seasonality, supply, events, etc.)
- Competitors
 - Positioning, differentiation
 - **SWOT** – Strengths, weakness



The CNA Framework



■ Marketing Strategies and Objectives

- Targeting audience
 - Buy now/later
 - Known/unknown customers
 - Importance of geographic targeting
- Desired outcomes, KPIs
- Creative work in house or agency involvement

■ Advertising Presence

- Current campaigns, platforms, historical ad spend
- Campaign objectives
- Creative messaging
- What's being measured
- Budgets





- Website Presence
 - Content posting
 - Site updates planned
 - Access to analytics
- Search Evaluation
 - Ranking for branded and generic keywords
 - Competitive presence
- Social Media Evaluation
 - Community engagement (posts, sharing, comments)
 - Content type



BridgeTower Media Customer Needs Analysis Form

Date Lead Generated:
Lead Source:
Date Revised/Updated:

Business Name:
Business URL:
Business Address:
City: State: Zip:

Industry Type/Sector:
Client Contact Name:
Title:
LinkedIn:
Contact Phone:
Contact email:
Other decision-makers/influencers?

Number of employees:
Years in business:
of locations and addresses:

Top 3 competitors:

What is a major competitive disadvantage?

Are there misperceptions about their business?

What is one thing that would convince a prospect to want to buy from you?

What does the business do better than its competitors?

Does the competition do anything better or offer different services?

What differentiates the business from its competitors?

Business Strategy

What products or services does business offer?

What part of business is growing/declining? Why?

Are there any seasonal activity or industry/special events that drives business?

What are the overall business's objectives? i.e. grow customer base, expand to open a new location, grow in a specific area, etc.

Marketing Strategy / Marketing objectives

Who is the business's target customer/ prospect? i.e demographics, behaviors, job title, etc.

What geography is the business looking to target? How far do they pull customers from?

How is the business currently reaching their target consumer/ prospect? i.e marketing tactics, networking, word of mouth, etc.

Do they have an agency or is work done inhouse?

Current Campaign(s) by Platform (Google Adwords, Facebook Ads, etc.):

What are the objectives of the above efforts? I.e. sales, site traffic, foot traffic, leads form fills, phone calls, etc.

Annual marketing budget and allocation by media/tactic:

Competitors Ad Presence:

Are they a BridgeTower current advertiser (Y/N):

If Yes,

Budget:

Timeframe:

Products:

If No, are there previous contact/proposals?

Website and Web Presence Evaluation

SEO Evaluation

Run Google searches for business and for products and services they offer in their market. Record your findings to discuss with business.

Do they show up, paid or organic? Is a competitor buying their name? Do bad reviews surface?

Social Media Evaluation – FB/Instagram

Social Media Evaluation – LinkedIn

Social Media Evaluation - YouTube

Check social media and look for their profiles. Record your observations.

Are they claimed? Are they posting regularly? What are their reviews or what are people saying about them?

Is the business happy with their website? (Y/N) If no, why? What functionality or attributes do they wish their website had?

Are there plans to update website?

Are Google Analytics installed on the site? (Y/N) And do they have access to the account? (Y/N)

Do they have access to their sites CMS? (Y/N)

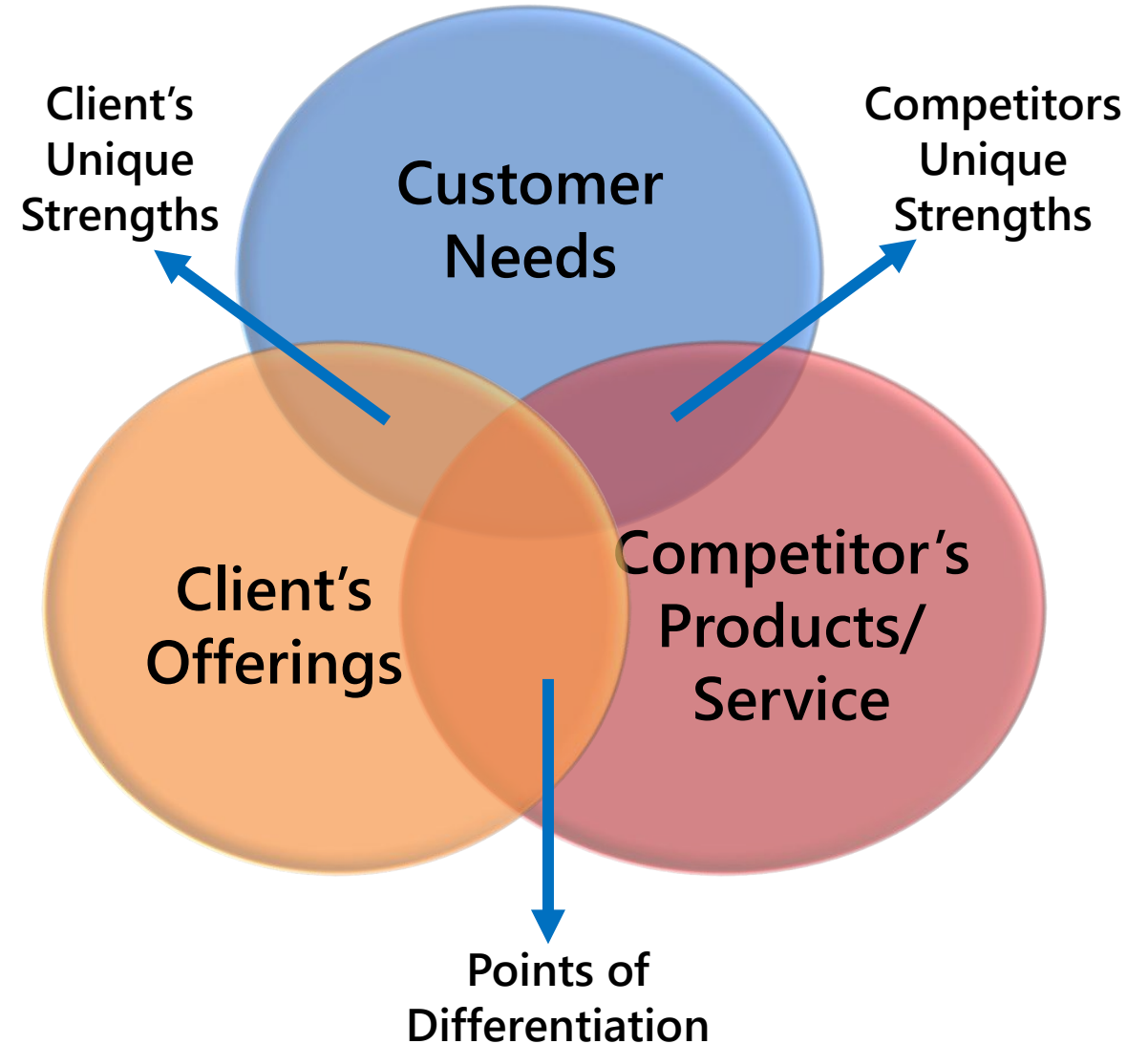
Are there any areas of special interest that the business would like us to focus on while putting together their recommendation? i.e. particular service, tactic, location, want or need, etc.





Refer to the diagram to guide your investigation of your client's business.

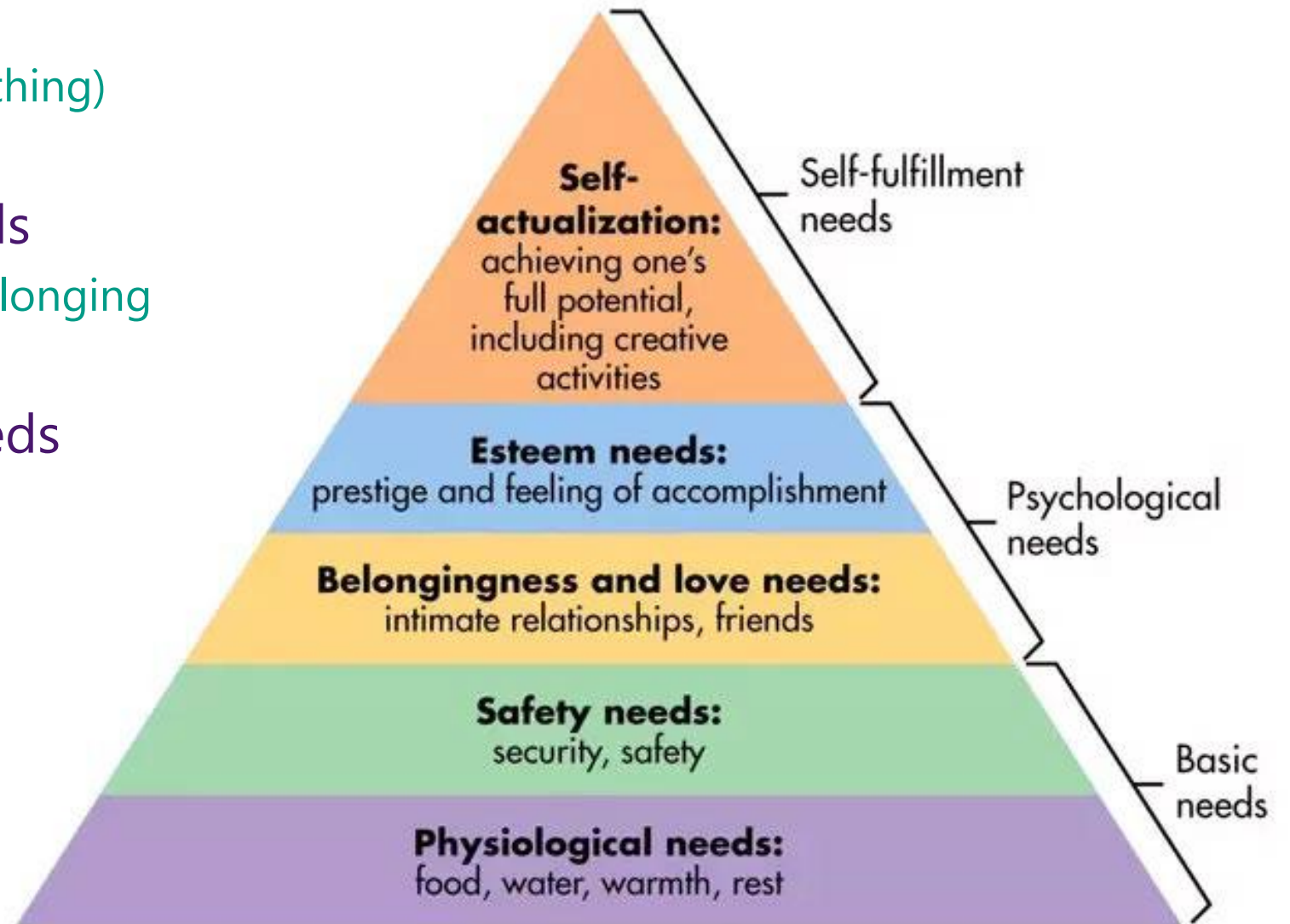
Think about what types of questions you need to ask to gain insights that will help you develop your CNA.



Maslow's Needs Hierarchy



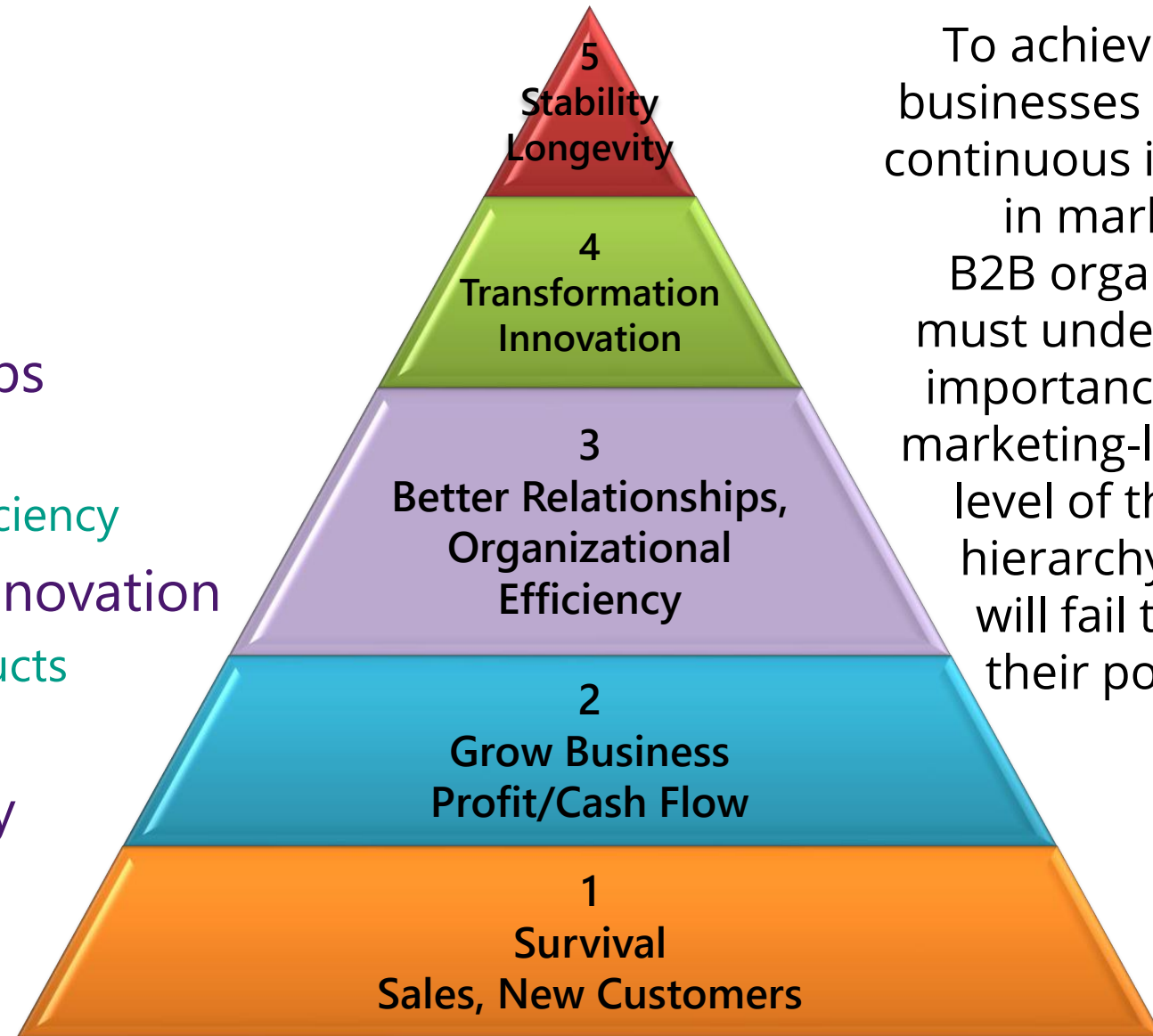
- Level 1 – Basic Needs
 - Physiological (food, water, clothing)
 - Safety, job security
- Level 2 – Psychological Needs
 - Love, relationships, friends, belonging
 - Feeling accomplished
- Level 3 – Self Fulfillment Needs
 - Achieving full potential
 - Creativity



Client Needs Hierarchy



- Level 1 – Survival
 - Sales, New Customers
- Level 2 – Grow Business
 - Profit/Cash Flow
- Level 3 – Better Relationships
 - External - Customers
 - Internal - Organizational Efficiency
- Level 4 – Transformation, Innovation
 - Develop/Manage New Products
 - Complex Communications
- Level 5 – Stability, Longevity
 - Reputation
 - Diversification



To achieve Level 5, businesses must make continuous investments in marketing. B2B organizations must understand the importance of being marketing-led at every level of the needs hierarchy or they will fail to reach their potential.

Aligning Client Needs



- **Level 1 – Survival or Foundation of Business**
 - Discuss appropriate investment in marketing and advertising
 - Align your advertising solutions to marketing objectives
 - Demonstrate efficient use of media platforms
 - Explain how your programs are effectively generating interest and sales
- **Level 2 – Grow Business**
 - Explain need to find and convert prospects using digital assets
 - Demonstrate how audience data is used to expand reach
 - Engage marketing solutions to support improving clients' digital presence (website, search, social)





ASK QUESTIONS to...

- Understand the Opportunities
 - Ask “imagine if...” and discuss outcomes
- Define the Challenge(s)
 - Internal/external considerations
- What are Paths to Solving Challenge(s)
 - Criteria, capabilities, competitive considerations
 - Ask “what if...” challenge is solved
- What Happens if Challenge(s) Not Solved
 - Ask “what if...” they don’t solve the challenge

“The **Pertinent Question** is **NOT** how to do things **right** – but how to find the **right things** to **do**, and to concentrate resources and efforts on them.”
- Peter Drucker



ACADEMY
of Digital Media

Thank You!

Leslie@AcademyDM.com