



Essentials of Digital Media Sales

A Customized Professional Development Program

for



Session 6 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.

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

Session 6

Part 1: Managing Clients



- **Focus on Your Customer and Their Customers**
- **Client Relationships and Account Management**
- **Managing Customer Expectations**
- **Inspiring Clients to Renew**
- **Exercise**

“No one cares how much
you know until they know
how much you care”

Focus On the Customer



Know what drives your customer's business and recognize their challenges to achieve growth.

Define what you sell as having an impact on their business.

Understand what inspires and motivates their decisions.

Focus on Your Customer's Customers



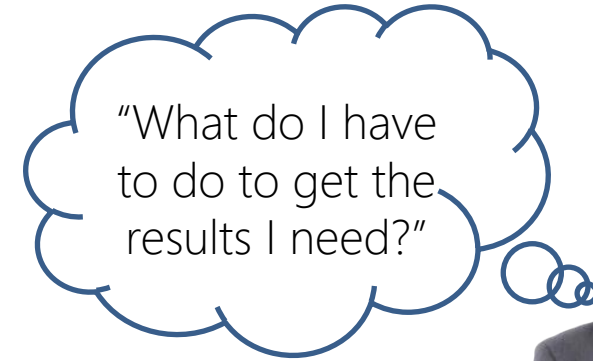
- Walk in Their Shoes
 - Reflect on the journey to purchase
 - Describe a "day in the life" of the customer
 - Know all the media (online/offline) touchpoints
 - How is attribution/credit given for these
 - What factors influence the decision journey
 - Message, timing, referrals, competitors
 - Relate to the customer experience
 - Experience on their website
 - Feel the "brand promise"
 - What emotions do customers feel when connecting with a business



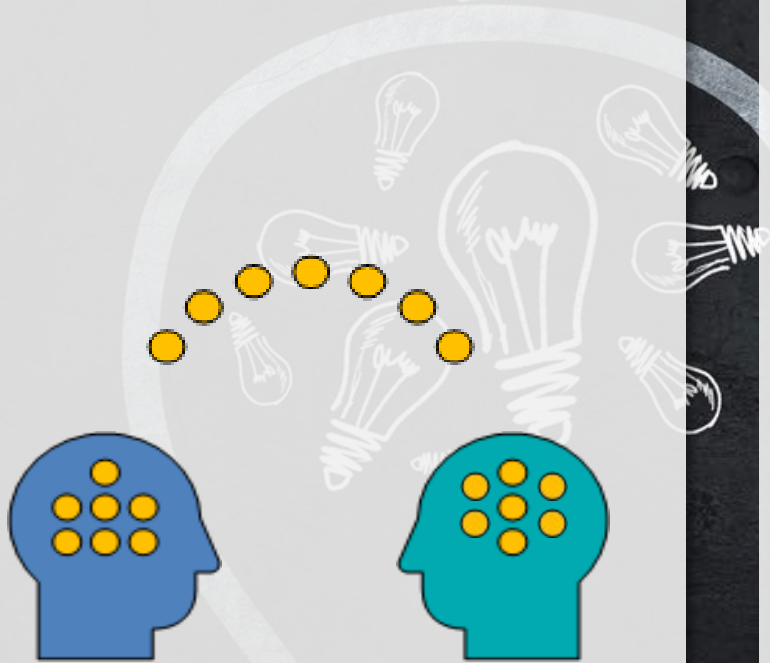
Walk in the Customer's Shoes



- Now...Think Like Your Customer
 - Inputs vs. outcomes
 - Buyers evaluate the seller's inputs/ideas
 - Buyers have expectations of results and success
 - Buyers need metrics to measure results



**Sellers Provide
"Inputs"**
**Customers Evaluate
Them**



**Customers Have
Expectations
of "Outcomes"**
(How will your media
change their business)



**Sellers and
Customers Need
to Discuss How
to Measure
Success**





- Great Client Relationships Requires...
 - Preparation, part of account planning
 - Strategic thinking
 - What the future relationship looks like
 - Getting answers to the “what’s next” question
 - Sense of what it takes
 - Acknowledging the obstacles
 - Connection and rapport with all the key influencers as well as the decision makers
 - Cultivating the Relationship
 - Sharing what has been learned about the past
 - Discussing how to measure success



How to Inspire Clients to Renew



- Know Who is Responsible and Who Influences Renewals
 - What criteria, expectations
- Develop Long-Term View
 - First, know why they said “yes”
 - Demonstrate interest from the beginning
 - Promote a collaborative approach
 - The best way to achieve a positive outcome
 - Provide market insights
 - Share observations about their customers
 - Appeal to business needs hierarchy
 - Level 1 – Sales, new customers
 - Level 2 – Profit and growth



How to Inspire Clients to Renew



- Build Trust
 - Use your proactive account management skills
 - Discuss what's been accomplished
 - Expectations and outcomes achieved
 - What can be done better, what enhancements can be made/added
 - Embrace a "learn to fail fast" perspective

Anyone who has never made a mistake has never tried anything new.

- Albert Einstein



Client Relationships and Account Management



Stable/ Reactive

- Focused on past media buys
- Predictable results
- Hesitant to push client to try new opportunities

Challenging/ Interactive

- Seek input
- Evaluate options
- Support choices that drive performance
- Encourage iteration
- Manage change

Progressive/ Proactive

- Anticipate, create, shape the future
- Use the “imagine” question
- Look for, ask to invest in opportunities

Client Relationships

Refer to your list of 3 of clients, assign each to a relationship category. See page 2 for category descriptions. Write what you would do and the steps you'd take to evolve each client to a "Proactive" relationship. If you have designated the client as "Proactive" describe your efforts to get them to his point.

CLIENT 1	
STABLE/ REACTIVE	
CHALLENGING/ INTERACTIVE	
PROGRESSIVE/ PROACTIVE	
CLIENT 2	
STABLE/ REACTIVE	
CHALLENGING/ INTERACTIVE	
PROGRESSIVE/ PROACTIVE	
CLIENT 3	
STABLE/ REACTIVE	
CHALLENGING/ INTERACTIVE	
PROGRESSIVE/ PROACTIVE	

Client Relationship Categories

Stable/Reactive

Preserve past, use legacy approaches

- Focused on past media buys, predict results
- Hesitant to push client to try new opportunities

Challenging/Interactive

Required for productive client relationships

- Seek input, evaluate, respond to/manage change
- Support performance, encourage iteration

Progressive/Proactive

Required for great account management

- Anticipate, create/shape the future (“imagine...)
- Look for/invest in opportunities

Session 6

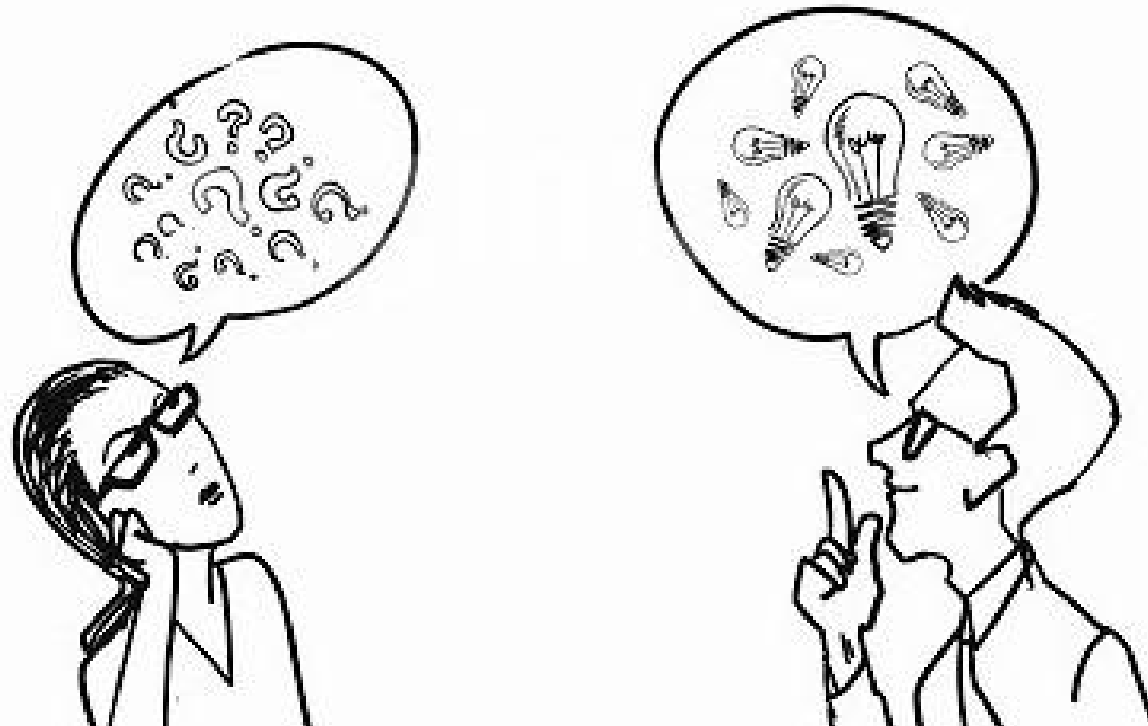
Part 2: Changing the Sales Conversation



- **The Discipline of Sales**
- **Take Control of the Sales Conversation**
- **Sell Your Value Proposition**
- **Sell with Media Insights**
- **Exercise**

It is not your customer's job to remember you.
It is your obligation and responsibility to make
sure they don't have the chance to forget you.

- Patricia Fripp



Your Customers Will Remember You If...



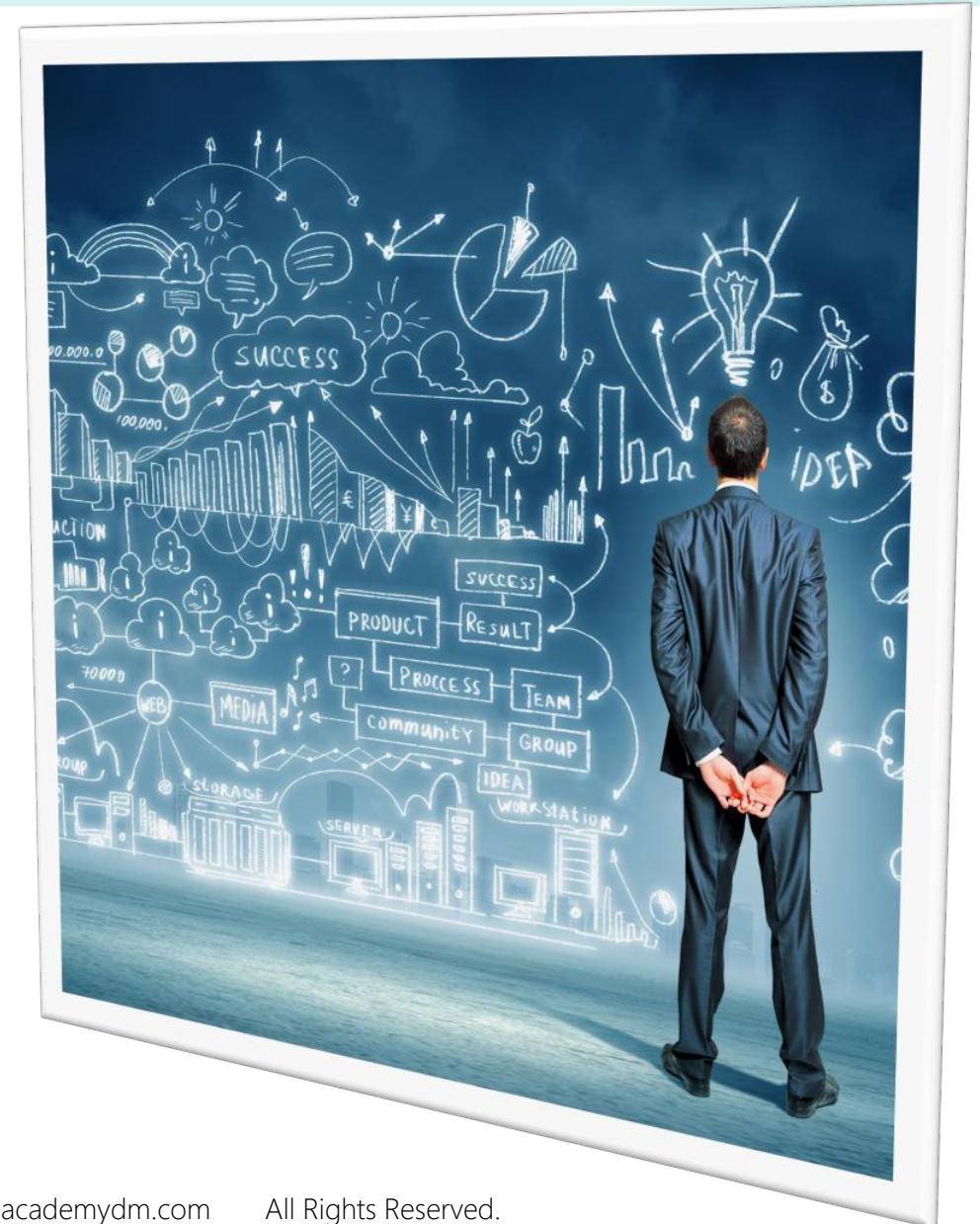
You demonstrate why, how and when they need to connect with your audiences, across platforms.

How your media assets influence their customers' decision journeys.

The Discipline of Sales – The Sales Process

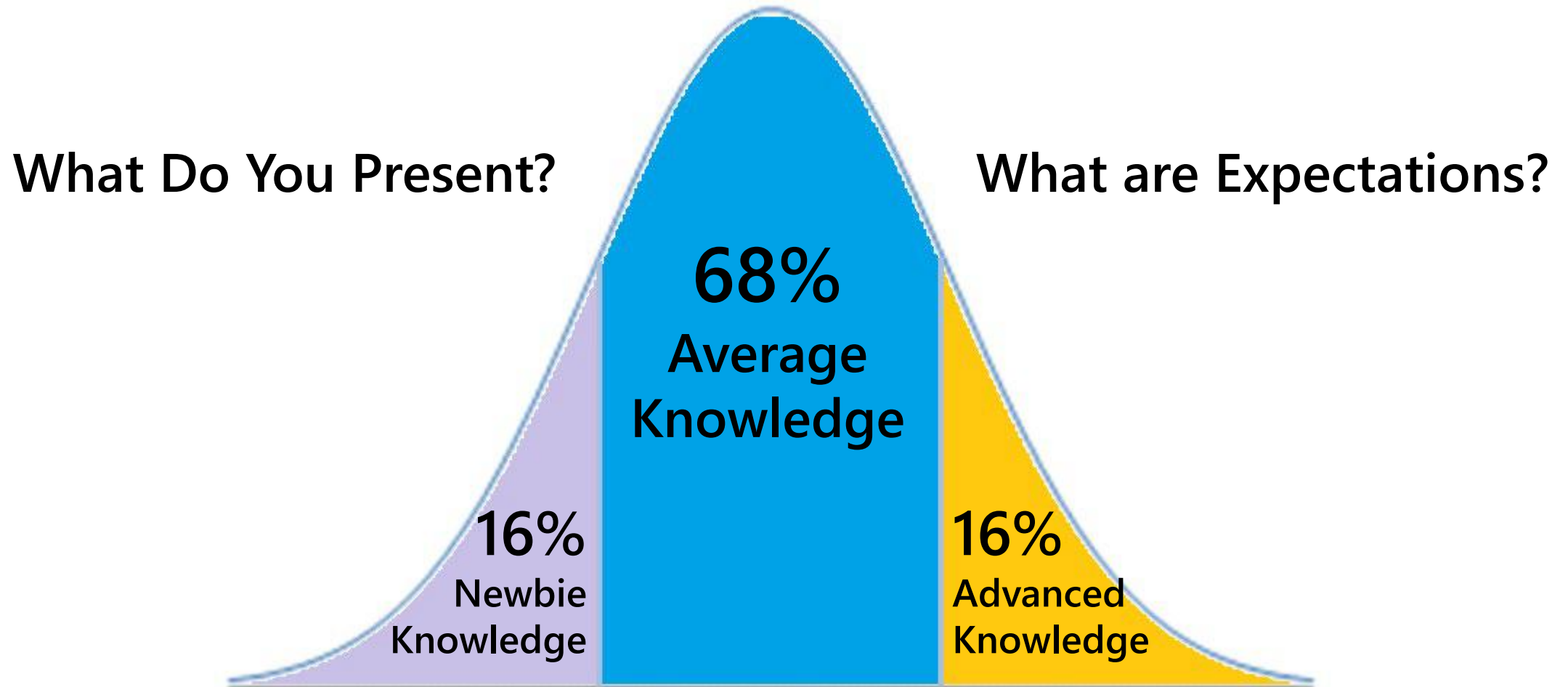


- Prospecting/Leads Generated
- Customer Needs Analysis
- Pre-Call Planning
- Get the Call Scheduled
- Develop the Agenda
 - How the call advances the process
 - Your call-to-action...the “Ask”
- Document Results
 - “Monday Morning Quarterback”
 - Update the CNA
- Plan to Advance (Next Steps)
 - Create “Proposal”
 - Follow-up, detail steps to close





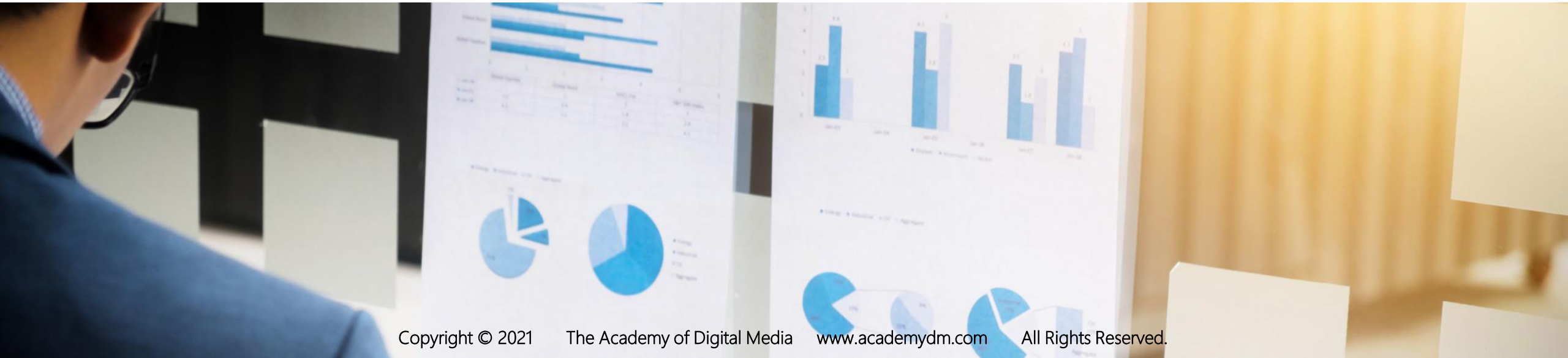
The Bell Curve of Customer Digital Knowledge (Digital Savvy)



Take Control of the Sales Conversation by...



- Showing You Have Done Your Homework
 - Gives an informed perspective...they'll listen
- Creating a Repeatable "Theme"
 - Becomes memorable..."You'll find your best customers on our site"
- Leading with Why and How to Achieve Objectives
 - Here is why will support your [branding or performance] objective



Take Control of the Sales Conversation by...



- Asking Strategic Questions
 - Describe the future (products, customers)
 - Changes in the customer's decision journey
 - Uncover roadmap to future
- Asking Curiosity Questions
 - Develop a vision
 - Probe for possibilities (What if...?)
- Asking Clarification Questions
 - Understand problems, challenges
 - Probe for implications of the problem
- Asking About Your Competitors
 - Questions that might expose your competitors' weaknesses





Selling Your Value Proposition

- Present the Solution
 - Do not start with products
 - Start with why and how your solutions solve their problem(s)
 - Define your vision
- Offer Evidence
 - People will follow others with similar problems
 - Stories create emotional connection to solutions
- Your “Ask” or Your Call-to-Action
 - People comply if a request has a reason
 - What is needed to advance

Selling with Media Insights



- Why BTM Media Works
 - Serves vital communities
 - Creates/curates quality content
 - Energizes timely engagement
 - Activates behavior
- How Media Works
 - Reach, frequency
 - Targeting audiences
 - Creative
 - Testing



BTM's media programs are designed to effectively reach, engage and activate audiences across platforms.

Session 6

Part 3: Action Plan and Wrap-Up



- **Raising the Bar for Digital Ad Sales**
- **Action Planning**
- **Next Steps**
- **Session Evaluation**

Raising the Bar for Success in Digital Ad Sales



The What, How and Why Digital Media Works

Differentiating Performance and Display Media

Define How Media Platforms Support Different Campaign Objectives

Aligning Appropriate Metrics to Campaign Objectives



Raising the Bar for Success in Digital Ad Sales



Discussing How Advertising Impacts the Customer Decision Journey

Consideration for Attribution Across Touch-Points, Even if Not Measured

Defining and Establishing Expectations for Campaign Success

Explaining What Impacts Campaign Performance (Campaign Strategy

Checklist)



DIGITAL CAMPAIGN STRATEGY CHECKLIST

- Define Business Goals via Campaign Objectives**
- Describe Customer Segments and Personas**
- Understand Customer's Omni-Channel Journey**
- Map Objectives to KPIs (Site, Search, Social)**
- Determine Media and Creative Assets by Platform**
- Analyze Data, Develop Insights**
- Make Actionable Recommendations**
- Re-Think Strategies and Iterate (Learn to Fail Fast)**

Putting it All Together in Practice



- Process - Doesn't Happen Overnight
 - Small changes and new habits
 - 1% improvement rule
 - "The Power of Tiny Gains" from Atomic Habits by James Clear
 - 1% better every day = 38X better in 365 days
- What Does Change Look Like Over the Long Term?
 - Where do you want to be within your accounts?
 - Who do you want to know within those accounts?
- You Control That Process
 - What will you do differently when you leave here?
 - What will you do differently to prepare for your next meeting?
 - What will you do differently in your next meeting?

Success is a few simple disciplines, practiced every day; while failure is simply a few errors in judgment, repeated every day.

—Jim Rohn

Action Plan

✓ **Specific Goal:** _____

✓ **What Skills I Want to Work On:** _____

✓ **What I Need to Change:** _____

✓ **Constraints:** _____

✓ **Action Steps:** _____

✓ **Expectations:** _____

What I Will Do Differently:

✓ **Tomorrow:** _____

✓ **Next Week:** _____

✓ **Four Weeks:** _____

✓ **Eight Weeks:** _____



- Become a Proactive Solution/ Consultative Salesperson
 - Take time to educate clients, provide insights
- Campaign Strategies
 - Advise on pre- and post- campaign strategies
 - Monitor campaigns when they go live
 - Review metrics, benchmarks
 - Short-term, long-term
- Post-Training Reinforcement
 - Managers' review "aha's" and action plans
 - Practice to achieve unconscious competence
 - Follow-up sessions

