

Finding and Motivating Successful Advertising Sales Staff

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AGENDA

1. Defining Goals: W5

- What: revenue expectations
- Where: territories
- Why: the stuff you have available to sell
- Who: potential customers
- When: time period

2. Defining your preferred sales candidate

3. Interview questions

4. Compensation Plans

5. Incentive Ideas

6. Sales Management and Success Measurement

7. OCNA resources

8. Q&A

Defining Goals

What: the revenue expected

Where: territory

Why: the products and services available to be monetized

Who: potential customers; target categories

When: time periods

Advertising Revenue Expectations

Historic: as much detail as possible:

by month, year, advertiser, category, offering

Sort and group to identify patterns of trends:

by offering, categories, seasonality, reps

ADD

Your insights and goals

staffing, distribution, products, economy, investments

ESTIMATE TOTAL AD REVENUE

Advertising Revenue Expectations

THEN.....

Calculate:

your ad rates x # ads x # issues

PLUS

Other product offerings or services

Multiply by

Expected sell-through rate

Compare/contrast to estimated ad revenue



FORECASTED AD REVENUE

Be Realistic



Where and Why

Territory: geographical? Client list?

Products and Services: include everything...

newspaper	features	special sections
special publications	website	newsletters
events	flyers	distribution services
printing	graphic design	content

Who: potential customers

Existing customers:

keep, grow, extend

VIPs

testimonials, learning

business partners – test new offers, strategize

Lapsed customers:

why gone? Where? How can you resolve?

Competitors' customers: where are they? What medium?
how do you compete with OR enhance that medium?

New Business: why, where, categories

What sales tools

Sales kit: not just rates....

Why community newspaper: local, engaged, immediate reach, trust

Why you: strong readership, community business leader, cost efficient, trusted news

Products, services, packages

Consider: volume, continuity, cross-selling

What sales tools

Target customers: (as identified earlier)

Target categories: Do one category presentation, customize for each individual business - travel, retirement, health, fitness, food, entertainment, finance

Account Planning: have a sales strategy and action plan for each grouping

Compensation

First, define the total compensation at 100% of target

What's fair? What's motivating? What's affordable?

Then, determine compensation plan.

NEVER flat commission:

1) no incentive to grow

2) no downside to underperform

3) wide variance in revenue potential:

Lowest

1/4 page - \$88.37

Full page - \$353.46

Highest

1/4 page - \$1,461.10

Full page - \$5,844.40

Total Compensation

Ideally:

Base – minimum living wage

plus

Commission – percentage of revenues*

plus

Incentives – flexible, targeted goals & rewards

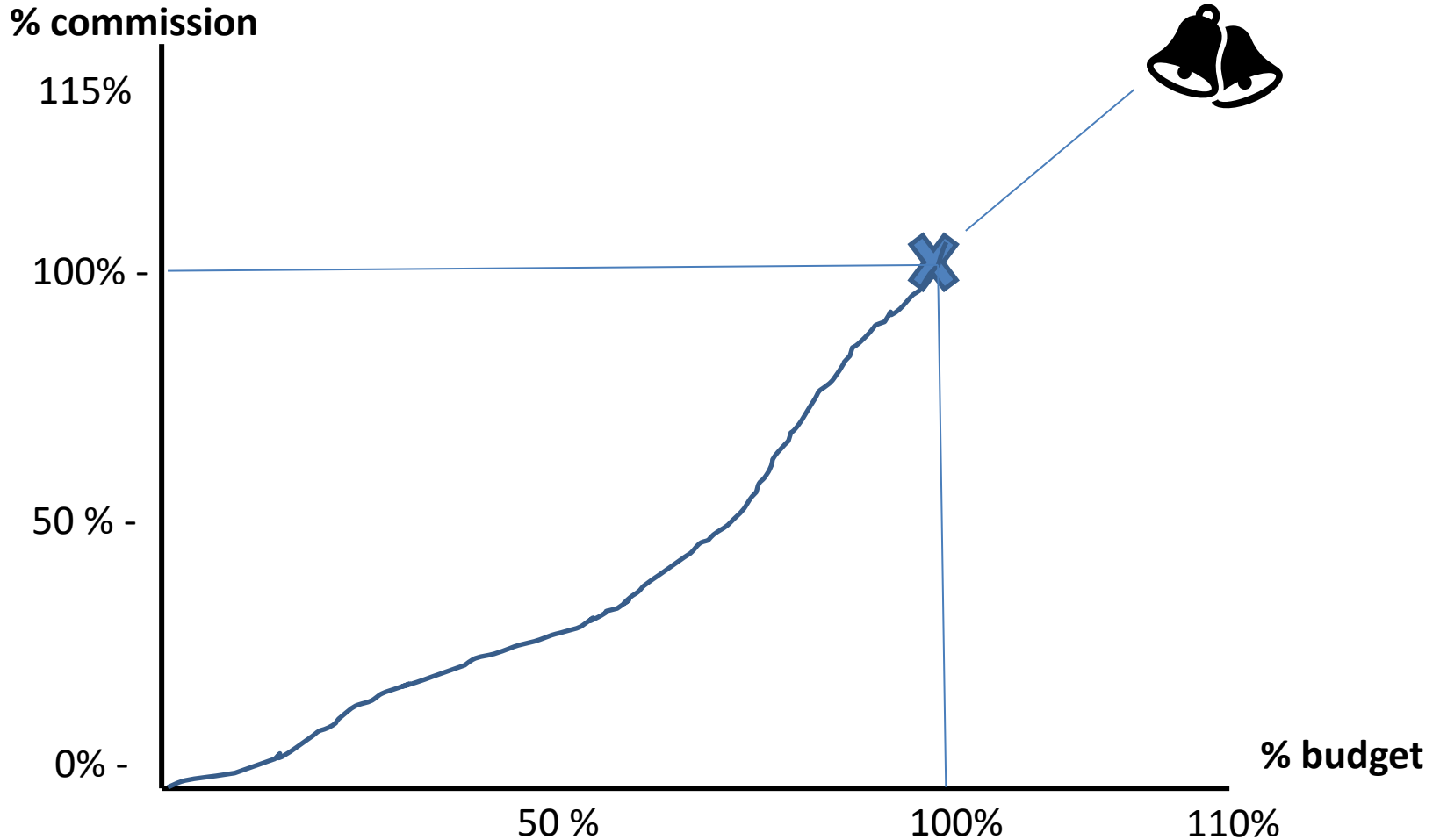
plus

Expenses – clearly defined and monitored

Plus

Candidate needs – flexible hours, work from home

Commission Curve



Defined compensation at 100%

Incentives (customized stimulus if required)

Works for old and new.....timely, flexible, unique

Extra rewards:

- Can be money, gifts, time, attention, group or individual
- Consider contra (barter)

Designed to stimulate for:

- special product sales
- challenging month motivation
- last minute rushes
- surprise opportunities

Rewards whatever you need/want:

- Effort
- Ideas
- Speed
- Results

Know tax implications

Have I got someone for you!!!



Slick
Smooth
Polished
Confident
Assertive
Focussed
A closer



Colourful
Gregarious
Aggressive
Well-known
Connected
Deal-maker
A closer

Characteristics of a good sales rep

- Passion for your company
- Good communicator
- Conscientious
- Achievement oriented
- Independent worker
- Collaborative
- Takes initiative
- Able to follow direction
- Details and big picture
- Tenacious
- Flexible
- Capable*



Defining Capable: Questions to Ask

STICK TO THE FACTS

“What did you do? ” versus “What would you do ?”

Verify and confirm claimed credentials, connections

Ask for real examples

Consider testing: sample presentation, software exercise, knowledge

WAIT

Listen, don't lead

Why Am I Talking?

Defining Capable: Questions to Ask

1. Verify resume: ask specific questions about items listed on their resume...how did you get started? Why did you leave? Tell me what you mean by XYZ. How did you win that award? What made you the “top salesperson”? How did you grow revenues?
2. Tell me about your best sale ever....what was it? How did you win the business? What makes you proud of it?
3. Have you ever had a really difficult customer? What did they do that was challenging? How did you respond? What were the results?
4. Why do you want this job?
5. What kind of sales person are you?
6. How do you plan and manage your work?
7. Any questions for me?

TAKE NOTES

Managing Sales

- Territory plans
- Regular meetings
- Ideas and introductions
- Track and communicate performance
- Check in with clients (if relationship allows)

- Keep team motivated
- Help where you can
- Recognize and reward



OCNA resources

Ad*Reach:

Demographic/geographic analysis

Category propensity

Review sales/media kit

Two Grey Suits:

Templates: Interview questions, job descriptions, job postings, performance reviews, employee expectations

OCNA:

Available to review/edit assumptions, sales expectations, compensation plans, incentive ideas

Q & A