



I'm Ivy and I want to welcome you to
**"From Influence to Impact:
Crisis Leadership for
Today & Tomorrow."**
We'll start right at the top of the hour, so in the meantime, please consider yourself lucky to bask in my beauty. And just so you know, you're muted!

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From Influence to Impact: Crisis Leadership for Today & Tomorrow

Courtesy of

America's  Newspapers

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Who We Are



Married 36 years
(34 years have been great)

Mark Levy
President
36+ years in sales, management
& consulting



Holly Levy, Esq.
Vice President
17+ years in customer service



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MAKING DOLLARS AND SENSE FOR MEDIA

America's  Newspapers

CERTIFICATE OF COMPLETION



AWARDED TO

FOR SUCCESSFULLY COMPLETING
Crisis Leadership For Today & Tomorrow

Mark A. Levy
PRESIDENT, RDR

MAY 28TH, 2020

Patty Slusher
DIRECTOR OF PROGRAMMING

Covid-19 *"Shelter in Place"* *"Pivot"*



The "New" Reality

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We're Media People...



Take That!

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Uncertainty has us looking for



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Purpose of this session:
Give you some “silver bullets” to do/remind
you of the right things to do now and going
forward.



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Truth:

**The further away from the problem,
the easier it is to give advice...
Today I'm in Texas so depending upon
where you are...**

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Agree or Not?

Whether we believe about Covid-19 is true,
false or exaggerated is not nearly as
important as what our clients /audience
believes...

Their Reality!

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Today is reality!

The greatest danger leaders face is
denying what reality is.

Peter Drucker

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From Jack Welch in
“Straight From The Gut”

3. Lead (but be able to manage- my addition)
2. If you don't have a competitive advantage don't compete (print, digital, audio, video, OTT...what is yours?)

1. Face reality as it is.

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Be in Tune With Today's Reality

The Movie "Mr. Mom" really speaks to this, and here's the important clip:

<https://www.youtube.com/watch?v=C9zdNHPECyE>.

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Reality: GlobalWebIndex Internet Survey, 4500 users in US and UK users 16-64

- 19.28% of U.S. respondents are **now doing all shopping online.**
- 39% of Gen Y/ Millennials are **now doing all shopping online.**
- 10% of Boomers are **now doing all shopping online.**

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Reality: 30 Ways Shopping Will Never Be the Same After the Coronavirus

- <https://finance.yahoo.com/news/30-ways-shopping-never-same-190000662.html>

Laura Woods MSN Money 5/14/20

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Reality: 30 Ways Shopping Will Never Be the Same After the Coronavirus: Highlights

- Young Children Not Allowed in Stores
- Mandatory Face Masks
- 6-Foot Spacing
- Buying Limits on In-Demand Items
- Online Shopping Becomes the Preferred Form
- Plexiglass at Cash Registers
- Temperature Checks for Everyone
- Limited Number of People Allowed in Stores
- More People Opt For Grocery Delivery
- More Support for Small Businesses
- Less Leisurely Browsing
- Mandatory Hand Sanitizer
- Increased Buy Online, Pick Up at Store Offerings
- Fewer Services
- Less Assistance From Associates
- Reduced Hours
- Fitting Room Closures
- No Food Sampling
- Special Hours for Seniors
- No Reusable Shopping Bags
- More Touch-Free Payments
- Stricter Return Policies
- Fewer Cash Payments
- No Self-Serve Stations
- Limited Brand Selection
- Shopping Won't Be a Social Activity
- Fewer Cashiers
- No Major In-Store Promotions
- Mostly a Business Transaction
- No Makeup Testers

Laura Woods MSN Money 5/14/20

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Plan for Reality

“Plan as though you could lose up to the very last second .”

Dwight Eisenhower

Texans
Titans
49ers



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***“We’ve always
done it that way.”***

“When nothing is certain, anything is possible.”

Mandy Hale



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versus
“I’m calling to see
what’s changed...”

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But...

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2 things to think about to GROW:

1. What are you purposely trying to “unlearn” to move forward?
2. What are you holding onto that is keeping you from moving forward?

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**Keep records to make it easy to
see in your rearview....**



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Peter Drucker: Problems Types

- Truly generic (individual occurrence is a symptom)
- Generic, but unique for the individual institution
- Truly exceptional, truly unique
- Early manifestation of a new generic problem

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Globalization probably puts this in the New Generic- happening for the first time, but likely to recur.

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Look at your team
“They all look fast in the pasture but...



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“You need to see how they do when they get some mud on their face.” Roy Levy, Jockey Trainer



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A crisis does not make people...

It REVEALS them!

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This is where we see what kind of relationships
we've built with our audience, our clients & our
team.

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With the game
on the line,
who wants the ball?



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Best
Attitudes!



Have you found your real captains?

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Consider “outlawing”
complaining without a suggested
solution.

But a big “Ya Done Good” for
people looking for...

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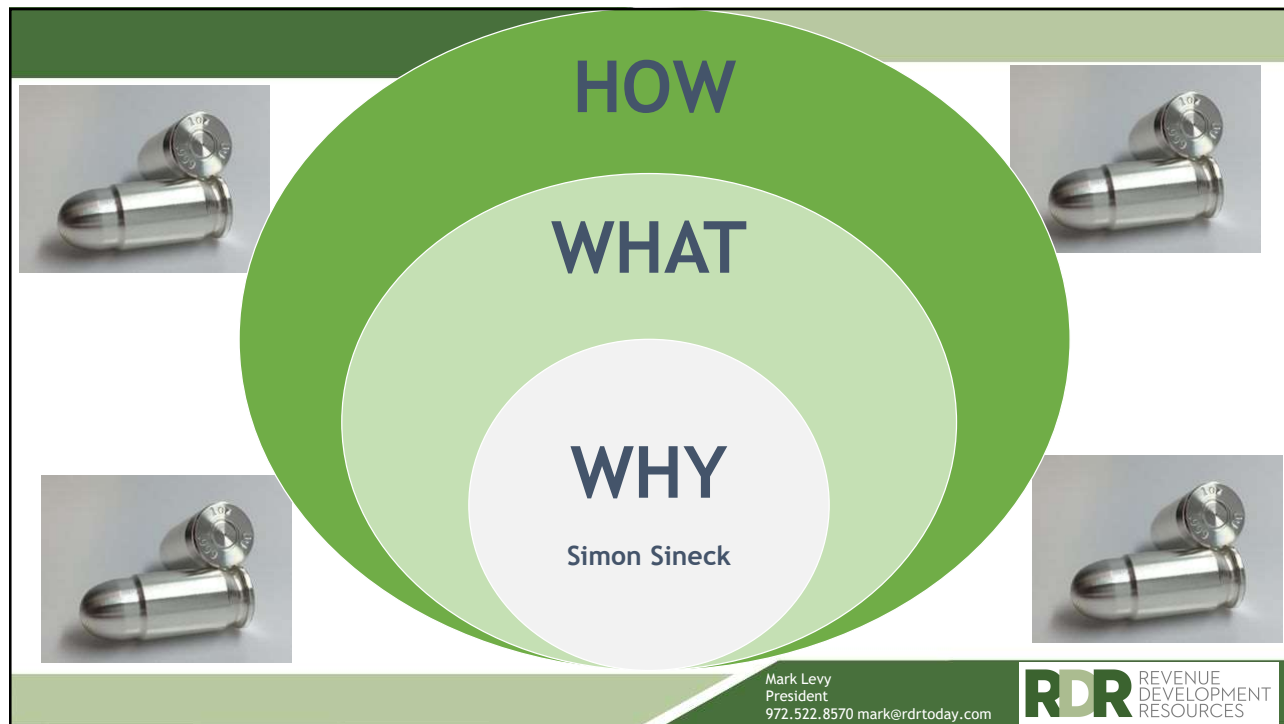
How
Why
Who
What

And putting those assessments into “Now!”
(not “If” but “When”)



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Top Reasons for Burnout?

6. A lack of connection and decreased sense of belonging.
5. When employees believe their companies think the bottom line is more important than people.
4. Not receiving adequate recognition for great work.
3. A lack of opportunities to learn, grow, and develop.
2. A decreased trust in leaders.
1. **A lack of or having an uninspiring purpose (the “Why”).**

From O.C. Tanner

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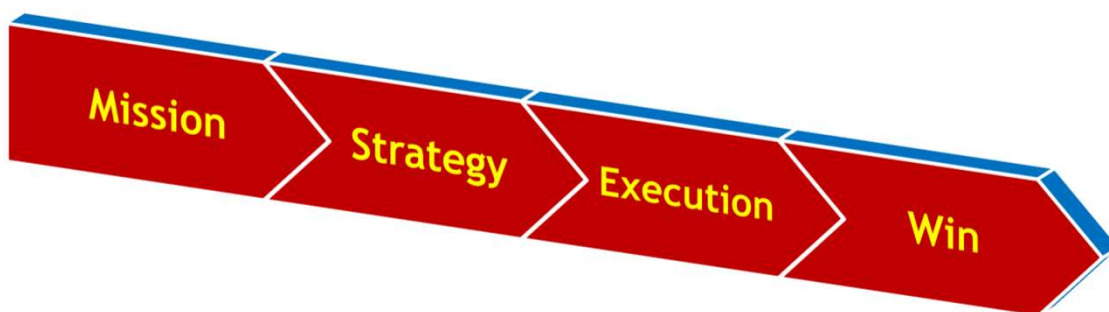
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Besides Burnout, If Mission Statement Is Not OVER Communicated:

1. No buy-in
2. No sense of ownership

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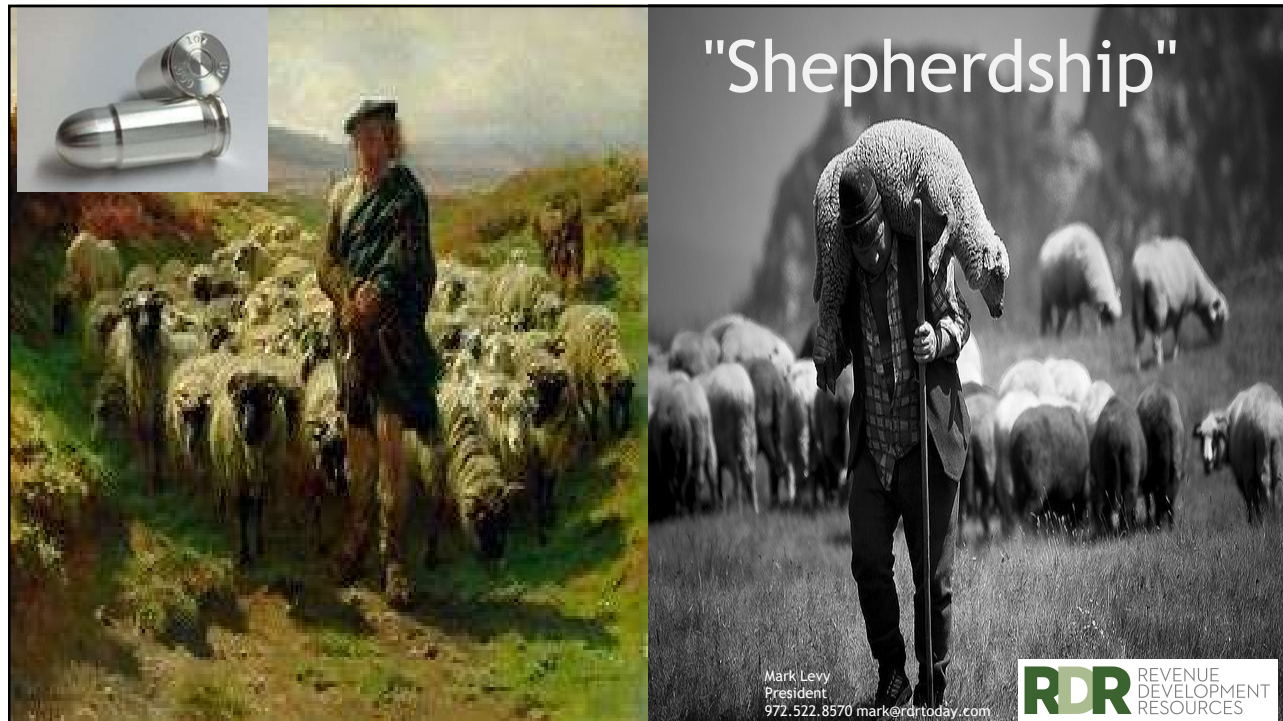



Uncertainty shows the real need for
“Shepherdship”

(The best qualities of leadership and
management merged into one)

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"Shepherdship" Reminders

- First & foremost, if we're able to work from home, we are *privileged*.
- "Honor is given, respect is earned." Craig Groschel
- Don't let your actions undermine your words. Don't let your words undermine your actions.
- **Become the trusted source of information in the crisis.**
- Help team be aware of surroundings. Desperate people do desperate things. Crime, depression, suicide all increase.
- Creative ways to connect - a virtual "watering hole."
- Stay healthy & when things get back to normal: install a punching bag at the office!

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Keep records so that “the next time you will know what you know!”



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"Shepherdship"

“Uncertainty is the only certainty.”

Unknown

“Leaders stretch for challenge, followers shrink from it.”

John Maxwell

“Give me the ax!”

Capt. Jack Aubrey,
Master and Commander: The Far Side of the World

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"Shepherdship"

Uncertainty is okay
but lack of
communication
clarity is not ...

No Fluff!
No Sugar!
Signoffs!



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BIG DANGER: "I already know that..."

- Impatience
- Limiting assumptions
- Concern about where conversation is going
- Self-Righteousness
- No Trust in Speaker

From Idea Champions:

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You Can't Put It Back!



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You Can't Put It Back!



- Be “there.”
- “This isn’t a good time, so can we discuss____.”
- “I thought we had this covered...what else are we missing?”
- “Oh for Pete’s sake- this again?”

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Why 33 out of 35?

“I’m sorry. I should not have done/should have done/should not have said/should have said _____.
What can **I** do to make it up to you?”

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"Shepherdship"

Values, Behavior and Manners Matter!



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"Shepherdship"

Post in all common areas:

“There are no penalties for making new mistakes, but there are serious penalties for making the same mistake twice.”

What are you & team learning from this crisis that you'll never repeat?

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"Shepherdship"

VISION

1. Role play helps with
 2. **VISION** helps see future
- “OPPORTUNITIES IN DISGUISE!”**

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Too good not to include (from John Maxwell)

- P** Predetermine your course (best time to break something is when it isn't broken)
- L** Layout goals
- A** Adjust priorities
- N** Notify key people
- A** Allow for acceptance
- H** Head to action
- E** Expect "opportunities in disguise" because motion causes friction
- A** Always point to success
- D** Daily review of progress

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Safety of Team

- Adhere to fed & state regs
- Signs posted re cleanliness, safety, etc. **at home?**
- Updated emergency contacts for each staff member
- Insurance check up - if someone injured working from home, what are liabilities?
- Returning to work concerns (childcare, sickness, fear): <https://www.yahoo.com/news/returning-employment-law-expert-explains-173750309.html>



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Workplace



- Equipment for use at home: who buys?
- Check reliability of router connections
- Enough bandwidth?
- How/when to clean equipment
- What to do if breakdown occurs? Remote computer access? Computer virus check? Anyone sick in house before you send a staff member? Hire an outside firm?

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Workplace



- Daily video department check-ins at 10 after the hour
- Team: Most important thing to do to spur growth?
- Does everyone know:
 - how to write good emails?
 - how to do video/conference calls?
 - have mirrors by their phones?

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“I don’t sell, so can I jump off now?”

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Revenue




“If demand is high when this is done, will we be under-priced?”


Critical now: Total ROP because advertisers must reach more of your “**potential buyers**” (*not audience, readers, etc.*)

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Buy Local vs. “Keep The Cash in Our Community™”




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- Nordstrom's
 - “Of course we’ll cancel/postpone your flight, but would you mind if I ask you a couple questions first?”
 - Explore shorter hours/days with clients
 - All advertising being cancelled? Can we enhance with our newspaper, digital, OTT?
 - Post/Kellogg's era? Really?



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Revenue

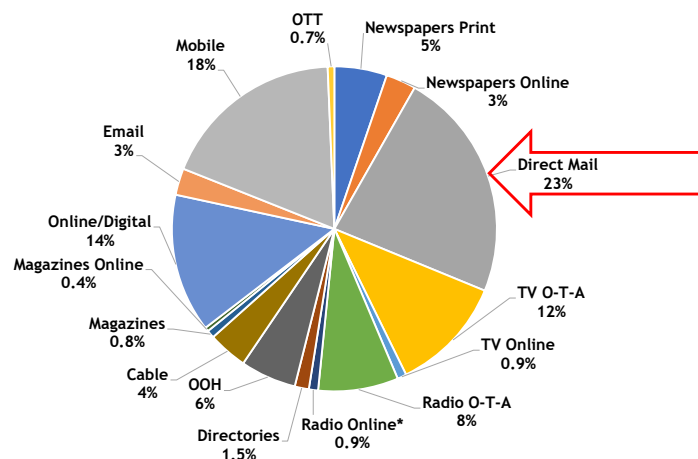
- Reallocation of resources: know who is getting your \$\$ & why

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BIA 2020 Prediction

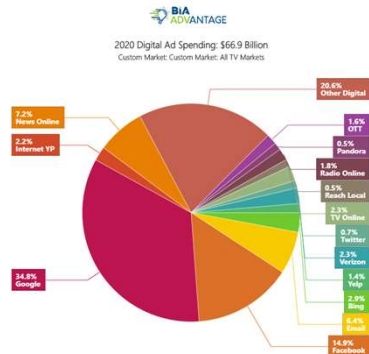
Media Type	Amount (\$000)	%
Direct Mail	37,011,878	22.9%
Mobile	29,508,917	18.3%
Online	22,189,472	13.8%
TV OTA	18,766,118	11.6%
Radio OTA	12,828,446	8.0%
Out of home	8,930,448	5.5%
News Print	8,452,550	5.2%
Cable TV	6,368,073	3.9%
News Online	4,806,102	3.0%
Email	4,267,857	2.6%
Directories	2,250,076	1.4%
TV Online	1,504,262	0.9%
Radio Online	1,493,537	0.9%
Mags Print	1,226,096	0.8%
OTT	1,061,400	0.7%
Mags Online	670,899	0.4%
Total	\$ 161,336,131	



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BIA Estimated 2020 U.S. Local Digital Advertising



Media Type	Amount (\$000)	%
Google	23,178,305	34.6%
Other Digital	13,743,660	20.5%
Facebook	9,931,108	14.8%
News Online	4,806,102	7.2%
Email	4,267,857	6.4%
Bing	1,961,354	2.9%
Verizon	1,558,510	2.3%
TV Online	1,504,262	2.2%
Internet YP	1,436,018	2.1%
Radio Online	1,183,932	1.8%
OTT	1,061,400	1.6%
Yelp	907,513	1.4%
Twitter	445,221	0.7%
Reach Local	334,012	0.5%
Pandora	309,605	0.5%
Total	\$ 66,628,859	

2019:

- ❑ 1st time drop in Google & FB's combined share of digital ad market (still largest U.S. digital sellers - nearly \$76.57 billion/60%)
- ❑ Amazon's ad business grew - \$11.33 billion

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Local Legal Advertising of \$3.0 Million in 2020



Key Vertical Sales Insights

- There's a growing market for firm apps, as firms seek to educate about their legal services and connect. Gen Z and Millennials are hooked on mobile devices. Mobile apps are sold as part of the digital offering of any seller. All digital advertising, including social and video, needs to be mobile friendly.
- Consumers are more likely to hire a lawyer who has online reviews. Young people are more likely to consider online reviews when selecting a lawyer, as are consumers who earn more than \$150,000 annually. Consider selling digital marketing management services and marketing tools like reputation monitoring, which can provide good cross-selling opportunities.
- Approximately 78% of millennials (ages 18-36) do not have a will, neither do 64% percent of Generation X (ages 37 to 52) nor 40% of Boomers (53 to 71). Make sure they are marketing to ideal segments with the right messages. Millennials, Gen-Z and Boomers have different needs.

Revenue

- 3600 stores closing...who locally can/will pick up the slack?

<https://www.msn.com/en-us/money/companies/more-than-3600-stores-are-closing-as-the-retail-apocalypse-drags-on/ss-BB13V2cJ?ocid=se2>

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Are You Getting Any of This?

March 30th, New York Times:

Facebook said on Monday that it would spend \$25 million on grants to local news outlets and \$75 million on a marketing drive.

Credit...Jason Henry for The New York Times

By [Marc Tracy](#)

March 30, 2020

Facebook announced on March 30th that it would dole out \$25 million in grants to local news outlets and spend \$75 million in a marketing drive aimed at news organizations internationally in response to the coronavirus-prompted economic downturn, which has caused advertising to plummet and has threatened media industry revenues.

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- ✓Where on your website is your “Advertising Info?”
- ✓Team know what it has to sell?
- ✓Features or benefits?
- ✓Search out client social media messages



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Client: _____
Account Type: _____ Claim Date: _____
Salesperson: _____

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Thank You note												
Follow up phone call												
Send article or factoid about his/her business												
Tour of my facility(perhaps lunch, brainstorming)												
Social interaction												
Send cartoon or article about his/her hobby												
Send letter from top management												
Follow up phone call #2												
Top management visit's client's business												
Relative team member visits his/her business												
Provide 24 hour hotline for questions/problems												
Link to Client's website												
Birthday Card												
Other holiday remembrances												
Donation to his/her favorite charity												
Gift of business book												
Gift of logo wear												
Gift of specialty item												
Seminar for Advertisers												
Copy changes and/or strategy meetings												

After the projected date of the event. Circle the date when you've accomplished your Platinum Service touch.

**Your Best Customers
Deserve This!**



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- 100% co-op plans expiring in May, June, July and August
- What are YOU buying?
- Want or Need buy?
- What Biz categories have/are emerging in your market??
- Client Combination “stories.”
- Tech companies that can help clients do virtual tours etc.
- Recruitment
 - laid off people mean bigger pool of applicants
 - home remodeling and others

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- Senior living facilities (FYI, I buy more than hearing aids and Depends)
- Commercial real estate...may be a lot of open space soon
- TP with take out
- Septic tank cleaning / bidet installation
- Speed- how fast can you do it for me?
- Divorce/child abuse
- Alcohol/Drug treatment
- Exercise equipment
- Virtual classes, training, how to, fix it, “anything”
- Car/scholarship for graduating seniors

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Growing Skillsets



These are my 4 favorite books that I recommend all sales people read:

How to Become a Rainmaker: The Rules for Getting and Keeping Customers and Clients by Jeff Fox

Never Split the Difference: Negotiating As If Your Life Depended On It by Chris Yoss

Selling The Invisible by Harry Beckworth

Does Your Ad Dog Bite (Or Is It Just a Show Dog?) by Roy H. Williams

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Growing Skillsets

For leadership, podcasts by:
Craig Groeschel
John Maxwell

Books

Exactly What To Say, Phil Jones

The One Minute Manager Meets The Monkey, Ken Blanchard

Heroz: Empower Yourself, Your Coworkers, Your Company, William Byham, Jeff Cox



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Resolve to...

1. Be nice
2. Be humble
3. Be willing to share
4. Be willing to do what others won't as your new standard
5. Be willing to say...

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“I’m sorry. I should not have done/should have done/should not have said/should have said _____.

What can I do to make it up to you?”

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We'd Love To Help You With

1. Seller and Manager Skill Set Growth
2. Revenue Growth
3. Subscriber Engagement
4. Relationships



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