



P2P INITIATIVE

Today's video conference call will begin shortly.

Tips for Conference Attendees:

- Please mute your computer so background noise is not distracting.
- Questions can be typed into the chat box at any time.
- This call is scheduled for 60 minutes. We will be recording the call, and that recording will be made available to participants after the call. If you have to leave the call before the end of this video conference, you won't miss anything!
- A PDF version of today's PowerPoint will be available to all participants after the call, too.
- We welcome your feedback. Please send your comments and suggestions to edward@snpa.org

SNPA



P2P INITIATIVE

May 17, 2018
Video Conference – Organizing Your Sales Force

Additional upcoming “P2P” (Publisher-to-Publisher) video conference calls:

- June 21 - Leveraging data to build audience and diversify revenue
- July 19 - How your news coverage impacts your revenue
- Sept. 20 - Creating a digital agency
- Oct. 18 - Revisiting your organizational structure
- Nov. 15 - Diversifying revenue for success

Always the Third Thursday of the month!

Registration opens one month in advance of each call at www.snpa.org



Participants registered for today's call:

- Todd Benz, general manager, The Courier-Tribune, Asheboro, N.C.
- Cindy Durham, SNPA
- Stephanie Elswick, advertising manager, Muskogee Phoenix & Tahlequah Daily Press (Okla.)
- Mike Fishman, publisher and editor, Citizen Tribune, Morristown, Tenn.
- Laurie Gay, general manager and advertising director, The Moultrie Observer, Moultrie, Ga.
- Terry Jamerson, publisher, The Roanoke Times, Roanoke, Va.
- Justin Little, advertising manager, The Courier-Tribune, Asheboro, N.C.
- John Powell, sales and marketing manager, Cooke Communications, Greenville, N.C.
- Peggy Rains, advertising director, The Daily Sentinel, Nacogdoches, Texas
- Tom Silvestri, president and publisher, Richmond Times-Dispatch, Richmond, Va.
- Wayne Snow, vice president of sales, The Oklahoman Media Company, Oklahoma City
- Edward VanHorn, SNPA
- Jerry Wagner, audience sponsorship manager, The Oklahoman Media Company, Oklahoma City



P2P INITIATIVE

Today's conference moderator:

Tom Silvestri, president and publisher
Richmond Times-Dispatch



Accessing the slides after this call:

<http://snpa.static2.adqic.com/static/P2P-05-17-18.pdf>

We also will be sending this to you in an email,
along with a link to a recording of today's call.



Richmond Times-Dispatch Richmond, Va.

Focus a Team on Business Development

The issue:

Our prior organization of the ad department had everyone focusing on securing new accounts and new business. That's an important strategy, but we kept coming up short. We also had some other issues in selling new initiatives, such as events and products being developed by the Newsroom and our Creative Services team.

The move:

We kept the new business goals in place, but broke out a business development team under a new manager who had exceptional skills. We attached ownership of the new products to the team and also bolted a portion of the sales goals for RTD Events to it as well. By having a specialized team focused on business development, we began to see movement. Better ownership of new ideas occurred. We created a layer of internal competition, and the Events manager no longer had to depend just on the core team to sell sponsorships.

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Richmond Times-Dispatch (continued) Richmond, Va.

Focus a Team on Business Development

The team:

A factor in our success has been the hiring of “hunters” as reps – individuals focused on closing new business but innovative enough to create new opportunities. When possible, we’ve also encouraged these reps to develop and champion projects tied to topics or categories they are passionate about. It was important that our new business development team begin without “inheriting” existing accounts, forcing us to focus on new business to earn commissions. We also provided a commission guarantee (first three months), earning as they trained internally, and then developing new account relationships. Another key factor was to clearly communicate our rules of engagement. Defining new business, what is an active account and when accounts or prospects are protected to all sellers.

Keys to the organizational change:

- SMART goals tied to new business expectations.
- Incentives tying rewards to success, including higher commissions on new business.
- Entrepreneurial talent of the sales manager, who is not afraid of taking calculated risks.
- Support from the top.
- Detailed tracking of performance.

See next slide



Richmond Times-Dispatch (continued) Richmond, Va.

Focus a Team on Business Development

Among the new products/events:

- Good News page where businesses sponsor a write-up about a local nonprofit.
- Bi-monthly publication about the Virginia horse industry.
- Monthly publication about the commercial building industry in the Richmond Region.
- Launch of Metro Business Live, a morning speaker series on issues of importance to local companies.
- Sponsorship sales of hardbound books focused on the history of our region (leveraging RTD's rich library of archives).

The results:

In 2017, the 4-rep team generated \$350K in new business. \$90K of this was digital revenue.

In 2018, the team is currently pacing to develop an additional \$300K in new business (equaling \$650K over two years).

Submitted by:
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The Oklahoman Media Company

Oklahoma City, Okla.

Our Sales Force Organization, Challenges and Keys to Success

The structure of our sales force (since September 2017):

- Geographically-structured local teams to identify and focus on non-advertisers.
- Senior account executives to handle key accounts with in-state decision makers.
- Major and National Team to handle out-of-state decision makers.
- Call Center & Recruitment Team.
- Local Automotive & Recruitment Teams.

Our Challenge:

Organizational structure and rules of engagement was outdated, since change in 2016.

The Opportunity:

Restructure for tighter geographical focus on new business, while opening up opportunity for hyper focus on non-advertisers.

- Opened rules of engagement to increase sales pressure for prospecting.
- Launched AdSeller tool to help reps have a different conversation with advertisers.



The Oklahoman Media Company (continued) Oklahoma City, Okla.

Our Sales Force Organization, Challenges and Keys to Success

Results:

- Our AdSeller initiative, per Sammy Papert, is off to a great start. Through April, our sales team created 876 AdSeller presentations with a proposed investment over \$7.1 million dollars, and presented 647 of those to customers. We closed 93 sales for \$444,308 in annualized revenue. Of that, \$286,146 is new or incremental business.

Submitted by:
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Citizen Tribune Morristown, Tenn.

Our Sales Force Organization, Challenges and Keys to Success

The structure of our sales force:

We have inside and outside sales personnel.

- Our inside focuses on Classifieds line ads and sig pages.
- The outside sales department handles everything else, including: Display for ROP and Classifieds, Special Sections, Digital products and Online Display, Eblast, Social Media, and Niche products and magazines.
- The graphics department supports both inside and outside personnel.

Something other newspapers might want to consider:

One innovation that has been helpful for us is Native Advertising, especially with the automotive category. Our editor writes something every week and we were able to re-engage an auto dealer in working with their ad agency. The Native Advertising also resides online as well as print.

The key to our success has been being persistent, building relationships and understanding what makes the business work, based on well-thought-out customer needs analysis.

See next slide



Citizen Tribune (continued) Morristown, Tenn.

Our Sales Force Organization, Challenges and Keys to Success

A challenge and how we addressed it:

Programmatic Advertising in general has been challenging for us, especially with some of the local Mom and Pop agencies popping up offering these services. We met that challenge by partnering with various vendors to also provide those same type services. We place an emphasis on the value of the community newspaper working with the advertiser to strategically place their advertising dollars in the appropriate Programmatic channels, as well as the newspaper being a trusted source for delivering their advertising messages.

Changes we might make in the near future:

One of the considerations for the future in our Advertising Department is converting from an earned rate structure to a Modular Pricing structure. We anticipate those efforts being complete this year and ultimately simplifying the advertising buy.

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The Daily Sentinel Nacogdoches, Texas

Attracting Good Advertising Reps

Our biggest challenge has been getting good reps. We now have that under control. Basically since August, I have cleaned house and started fresh. The new reps came to me organically, one through a phone call to place ads and one by a woman calling me to ask my opinion on her sales job at the radio station. I feel we are too new a sales force to answer any other questions as my new ones have only started.

Peggy Rains, Advertising Director
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The Moultrie Observer

Moultrie, Ga.

Magazine Sales Reps

With so many "special sections" to sell in addition to our print and digital publications, the sales reps were finding it hard to focus on our magazine product. So when the time came to give our magazine a "facelift," we decided that having one magazine sales rep could help boost advertising sales... Boy were we right!!

Since the inception of having one magazine sales rep, our magazine revenue has almost tripled in the last year. The sales rep that I chose for this position has really taken ownership in the success of the magazine! This sales rep also maintains her current territory, in addition to the added responsibility of The Magazine Sales Rep. We were able to increase sales revenue without having to add another position to the staff.

It's a win, win for everyone!!

Laurie Gay, General Manager and Advertising Director
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Tahlequah Daily Press

Tahlequah, Okla.

Our Sales Force Organization, Challenges and Keys to Success

The structure of our sales force:

Our current advertising staff structure is as follows:

- 1 Ad manager
- 2 outside multimedia sales executives
- 2 inside classified sales executives
- 1 ad assist

We have restructured our staff to meet the demands of finding and implementing new revenue streams. Our sales executives have more time for sales calls due to the changes.

See next slide



Tahlequah Daily Press (continued)

Tahlequah, Okla.

Our Sales Force Organization, Challenges and Keys to Success

Something other newspapers might want to consider:

Business Office Manager turned Ad Assist

The Tahlequah Daily Press has always required the two outside multimedia sales executives to upload and expedite their ads to our ad hub. Over the last few months we have realized the amount of office time the reps have been using to expedite their ad copy. This, of course, translates to less time for sales calls. Beginning this month we have begun transitioning the ad expediter duties to the person who was our business office manager. We have taken the following steps:

1. The business office manager's previous duties have been shifted to a business office manager in Muskogee. These duties include payroll, HR and most month-end work.
2. This person has been trained by our ad hub through a webinar, as well as with ad reps. She already enters all of the ad tickets into our ad system. Now she is beginning to understand what happens after ticket entry. We hope to have her fully trained by June 1.

See next slide



Tahlequah Daily Press (continued)

Tahlequah, Okla.

Our Sales Force Organization, Challenges and Keys to Success

Additional Changes:

We are also having the same position back-up our classified sales executives. We are hoping this gives our classified sales folks more sales time on the phone and, when warranted, out in the field. We also have added one monthly tele-sales project to our classified sales team.

Key to Success:

Flexibility – the ability to think beyond traditional sales opportunities. We have stepped up our sales game by offering digital marketing services, content sponsorships and community projects.

A Challenge:

We have reduced our staff to meet budget expectations. As a result, we tend to be short-handed often. We have faced this challenge head on by cross training the ad assist to help cover classifieds when necessary.

Changes in the Future:

We would like to add a digital sales executive for Tahlequah. We currently have a sales person who covers three properties. Over the remaining months of 2018, we hope to increase our digital revenue in Tahlequah to justify hiring someone.



P2P INITIATIVE

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Muskogee Phoenix

Muskogee, Okla.

Our Sales Force Organization, Challenges and Keys to Success

The structure of our sales force:

Our current advertising staff structure is as follows:

- 1 Ad manager
- 3 outside multimedia sales executives
- 2 ad assists
- 1 inside classified display sales executive
- 1 tele-sales/classified transient sales executive
- 1 part-time print services clerk (promotion print services such as business cards and fliers)

We have restructured our staff to meet the demands of finding and implementing new revenue streams. The tele-sales executive and the print service clerk are the most recent changes.

See next slide



Muskogee Phoenix (continued)

Muskogee, Okla.

Our Sales Force Organization, Challenges and Keys to Success

Something other newspapers might want to consider:

Classified Sales Executive Make-Over:

The Muskogee Phoenix has had two classified sales executives for over 10 years. But, as we face the decline of employment revenue, it no longer makes sense to devote two full-time classified reps to the department. As a result, we are transitioning the sale executive that handles transient, service directory, obits and legals to a full blow tele-sales position. Beginning this month we have taken the following steps:

1. We have removed obits from her plate as well as the commissions from her salary. An ad assist now handles the obits.
2. We have given most of the clerical work related to legals to an ad assist.
3. We have created a quarterly schedule of revenue projects and the tele-sales position is responsible for the revenue.
4. In order to increase revenue with these projects, we have given her the dormant list for commercial accounts.
5. We are currently transitioning current active accounts to tele-sales that don't warrant the time and effort from an outside sales executive. Her monthly goal per project is a minimum of \$500. Some projects require a higher minimum expectation.

See next slide



Muskogee Phoenix (continued)

Muskogee, Okla.

Our Sales Force Organization, Challenges and Keys to Success

Additional Change:

We have also given promotional print service sales to one of our business office clerks. Her sales priority is to reach out to businesses in our communities about our third-party print services such as business cards and fliers. We recently had a large print shop close in Muskogee. So we are letting people know that we can offer the same services that the other print shop did for them in the past. We just made the change this month.

Key to Success:

Flexibility – the ability to think beyond traditional sales opportunities. We have stepped up our sales game by offering digital marketing services, print shop services and sponsorships of games, events and picture pages.

A Challenge:

We have reduced our staff to meet budget expectations. As a result, we tend to be short-handed often. We have faced this challenge head on by cross training the ad assists to help cover one another as well as classifieds, when necessary.

Changes in Future:

We would like to add a digital sales executive for Muskogee. We currently have a sales person who covers three properties. Over the next few months we hope to increase our digital revenue in Muskogee to justify hiring someone.



The Courier-Tribune Asheboro, N.C.

Our Sales Force Organization, Challenges and Keys to Success

The structure of our sales force:

We have one ad manager who carries a book of clients, three local multi-media sales executives, and two inside sales positions. This seems to work as it allows our manager to be out in the field servicing clients, along with four-legged sales calls with the reps. We seem to be able to maintain and grow overall total client accounts in our market and this still gives us firepower inside to offer support when needed.

Something other newspapers might want to consider:

We switched from open territories to geographically defined ones which has cut down on travel time and put the focus back on selling and client time.

Key to Success:

We look at all of our product offerings and consistently update what we offer to match what the market is asking for.

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The Courier-Tribune (continued) Asheboro, N.C.

Our Sales Force Organization, Challenges and Keys to Success

A Challenge:

We were struggling with getting enough face time with our clients and utilizing the Sales Transformation process has taught us how to do better and deeper CNAs which has helped improve our client relationships.

Changes in Future:

We want to add an additional MMSE to expand our reach outside of our traditional market, especially on the digital side.

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Join us again on June 21 (2-3 p.m. EDT):

“Leveraging Data to Build Audience and Diversify Revenue” is the subject of our next P2P video conference call.

The program will explore the fundamentals of a tactical data strategy and its implications for audience growth and monetization. The program will demonstrate that a well-engineered data strategy will support audience growth and a range of strategic business imperatives – including the preservation of print revenue, digital subscription growth, revenue diversification and more.

SNPA members who participate in the video conference will receive a recording of the program and a compilation of the information that is presented.



P2P INITIATIVE

To register:

- Send an email by June 15 to Edward VanHorn (edward@snpa.org) with the subject line: P2P.
- Include an overview of how your newspaper is currently gathering market data. Examples include:
 - Circulation billing system (for example, Newscycle)
 - Paywall management platform (for example, Synchronex)
 - Web or e-newsletter registration database
 - Contest or promotion platform (for example, Second Street)
 - Data Management Platform (for example, Cxense)
 - E-commerce platform (for example, Magento)
 - Social media interface (for example, Facebook)
 - Third-party data (for example, Acxiom)
 - Other
- Provide the name, telephone number and email address of the person at your newspaper who can provide additional details if another SNPA member has follow-up questions.
- Check your in box for instructions for joining the conference.