



Transforming the Local Sales Machine



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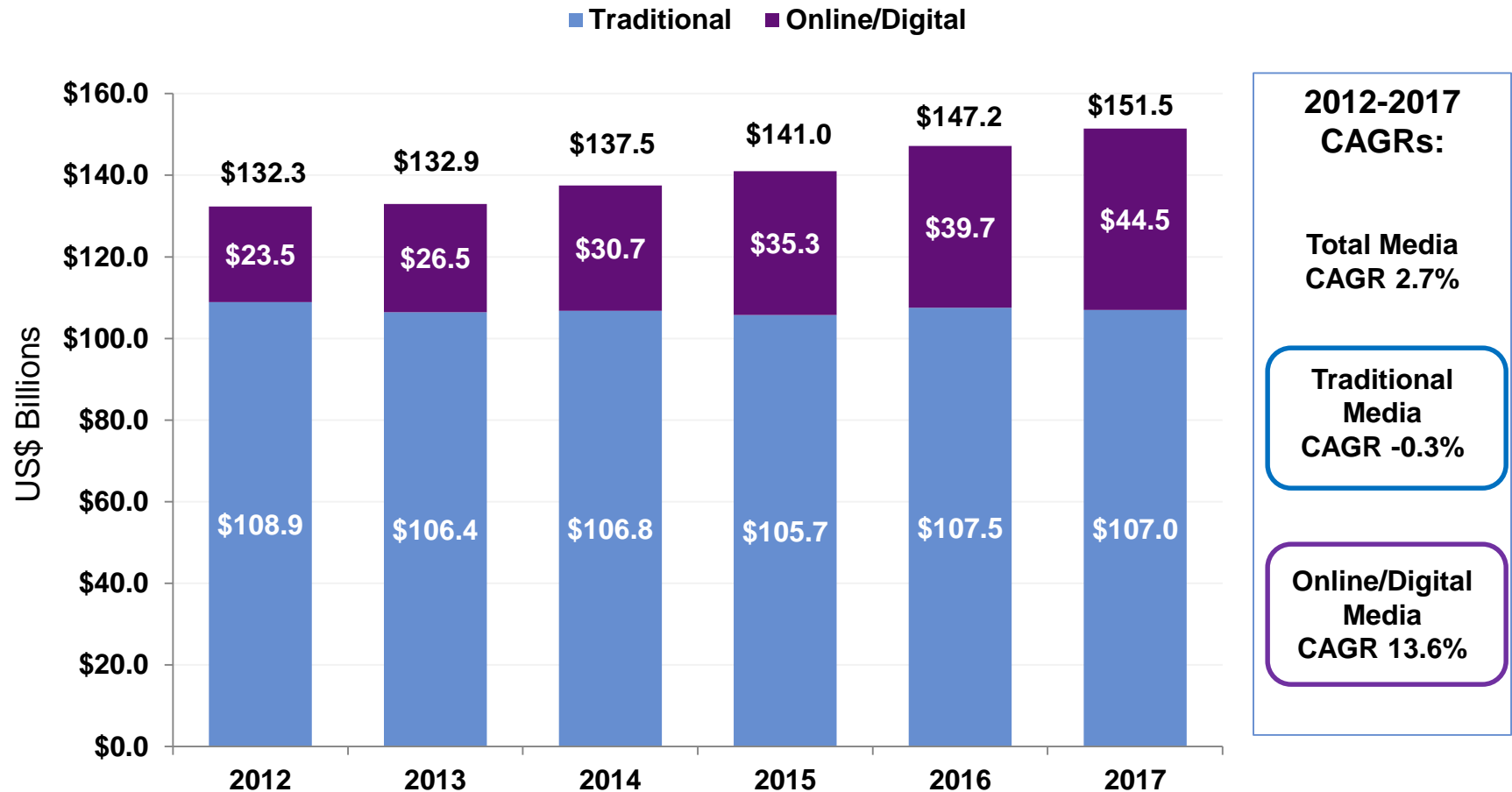
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Today's Mission

- Examine transformational change at an organizational level, then specific to sales leadership
- Establish **WHY** transformational sales change is imperative:
 - The secular shift to digital
 - Your customers' needs are evolving
- Provide a toolkit of actionable ideas for **HOW** to mobilize transformational sales change, with case studies of those managing it successfully

WHY Change?

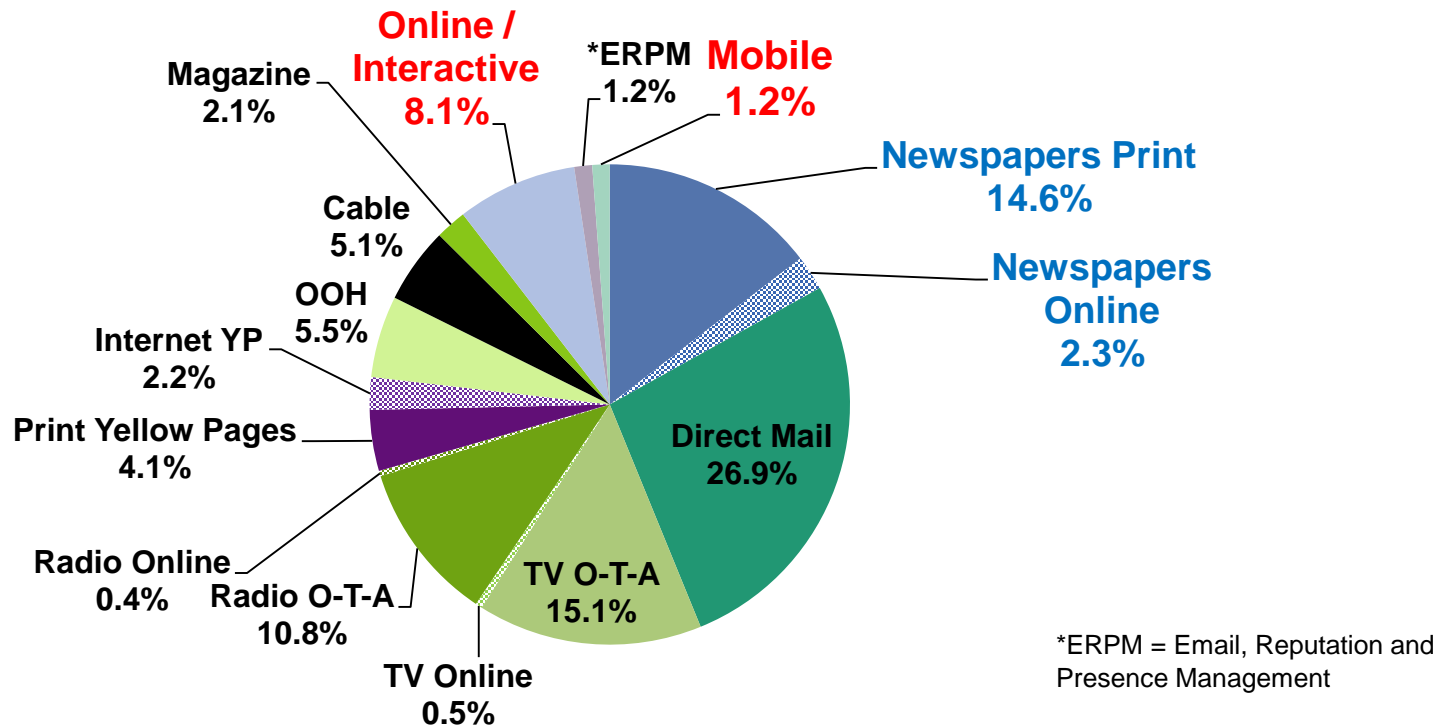
Steady Shift Toward Digital Media



Note: Numbers are rounded.

Local Ad Market **Currently** Dominated by Traditional Media

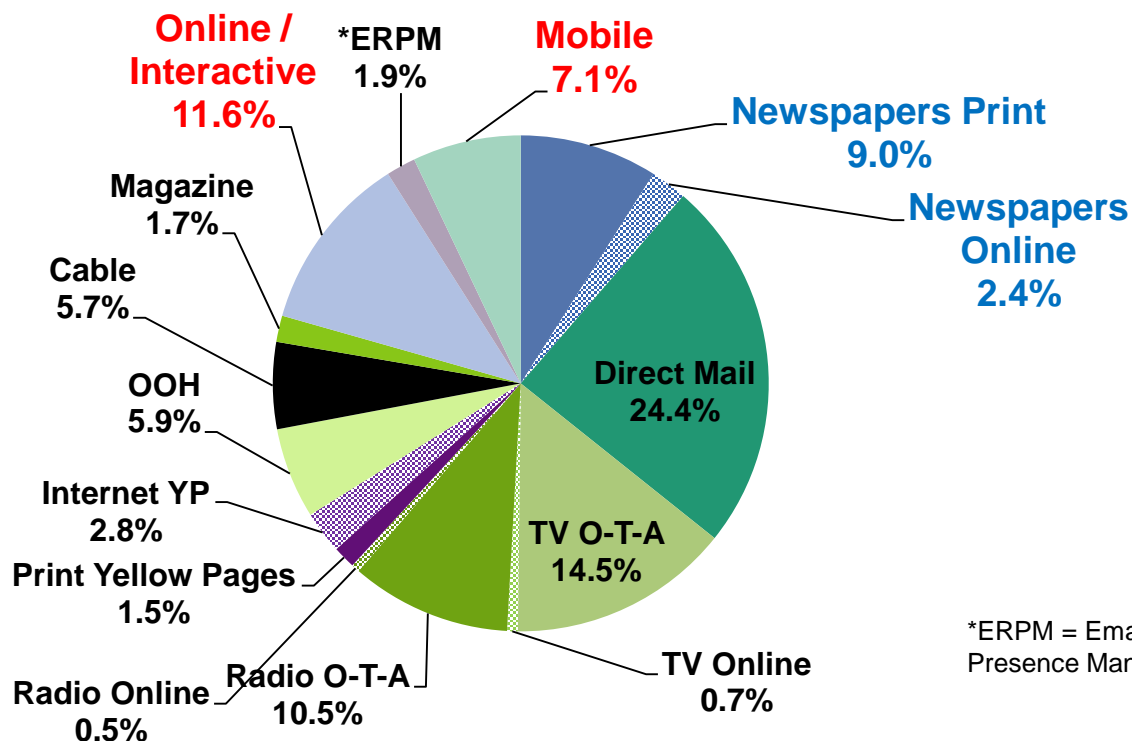
2013 U.S. Local Media Revenues — \$132.9 Billion



Digital revenues associated with traditional media (e.g., websites associated with local TV stations, local radio stations, newspapers and magazines) are included in the revenues for the traditional media. Revenues for Internet Yellow Pages that are associated with print Yellow Pages are included in the overall Yellow Pages media category.

Local Ad Market **Less** Dominated by Traditional Media in 2017

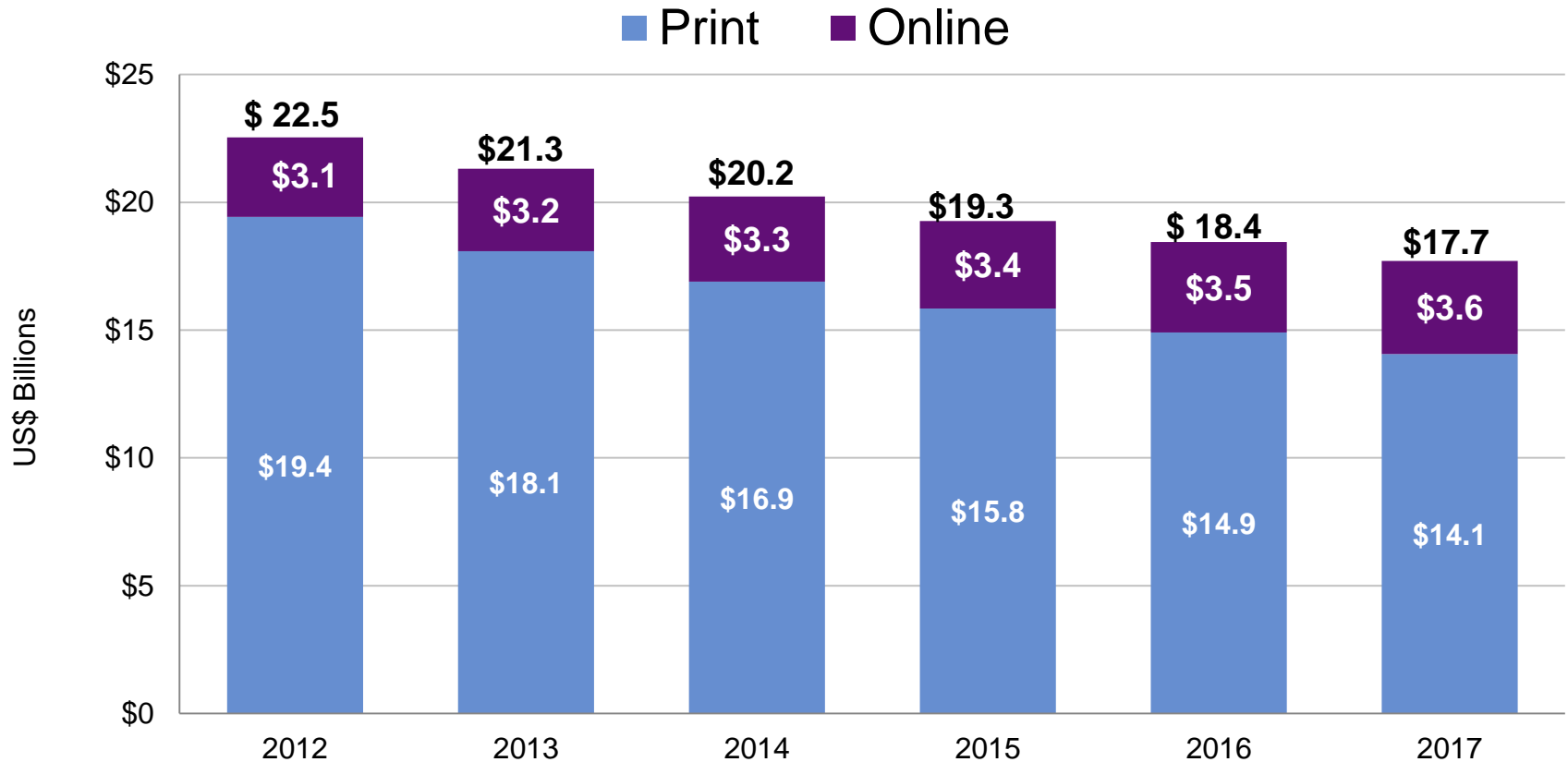
2017 U.S. Local Media Revenues — \$151.5 Billion



*ERPM = Email, Reputation and Presence Management

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Newspaper: Five-Year Forecast

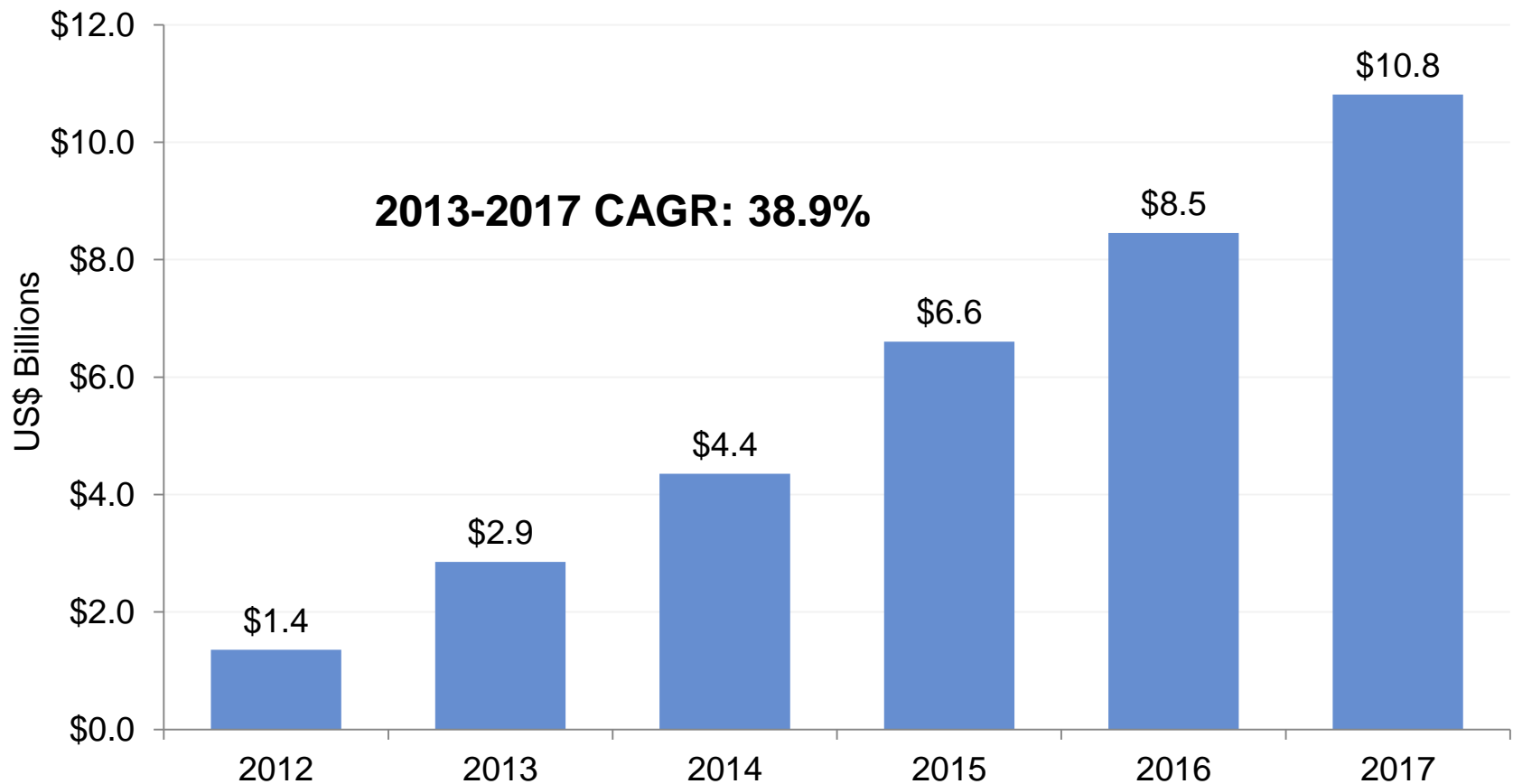


Note: Numbers are rounded.

Print Decline (2013-2017): \$4B (22%)

Digital Growth (2013-2017): \$400M (13%)

Mobile Local Ad Spend: Five-Year Forecast



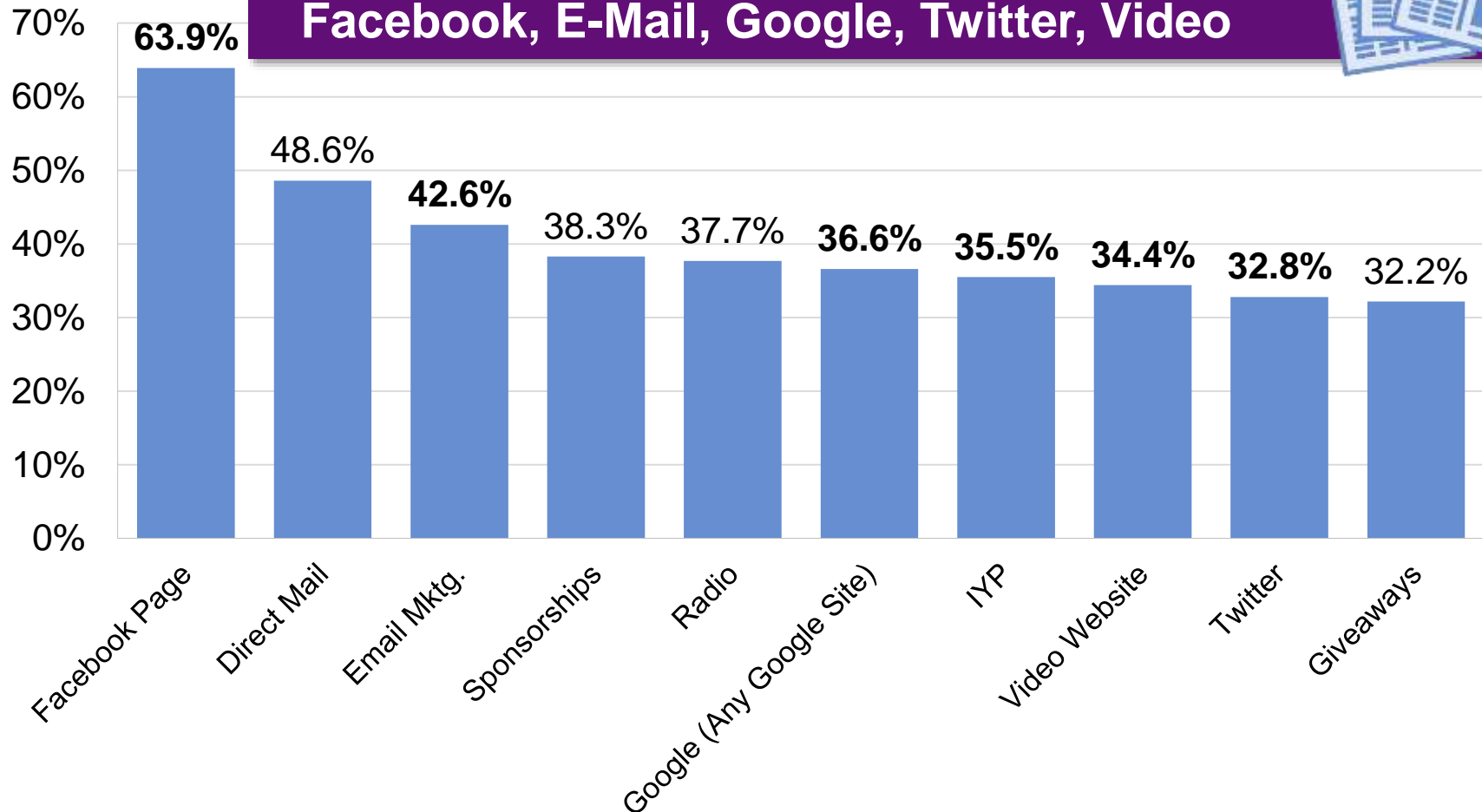
Note: Numbers are rounded.

Your Customers' Needs Are Changing

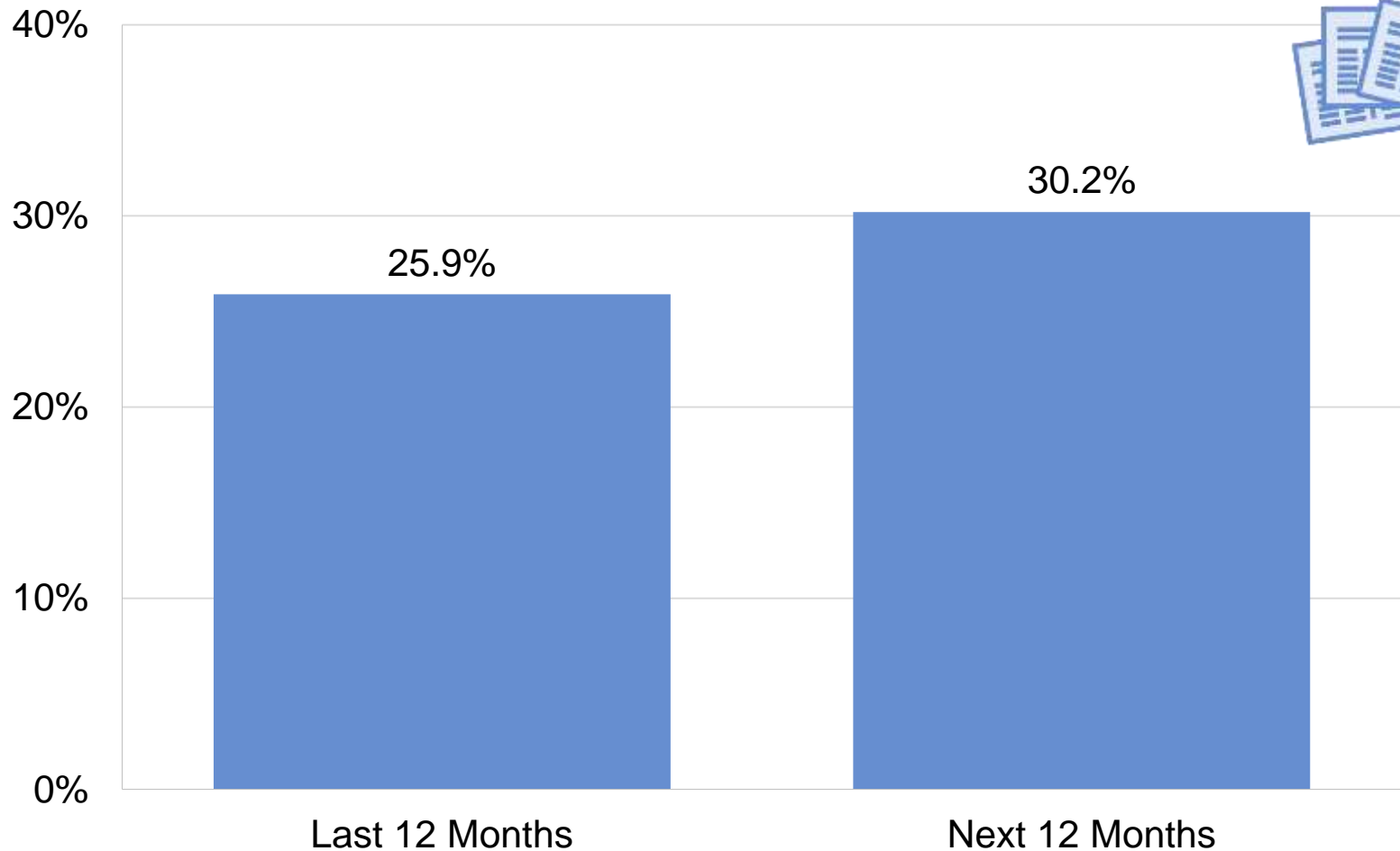


Media Used For Advertising & Promotion: SMBs Who Advertise with Newspapers

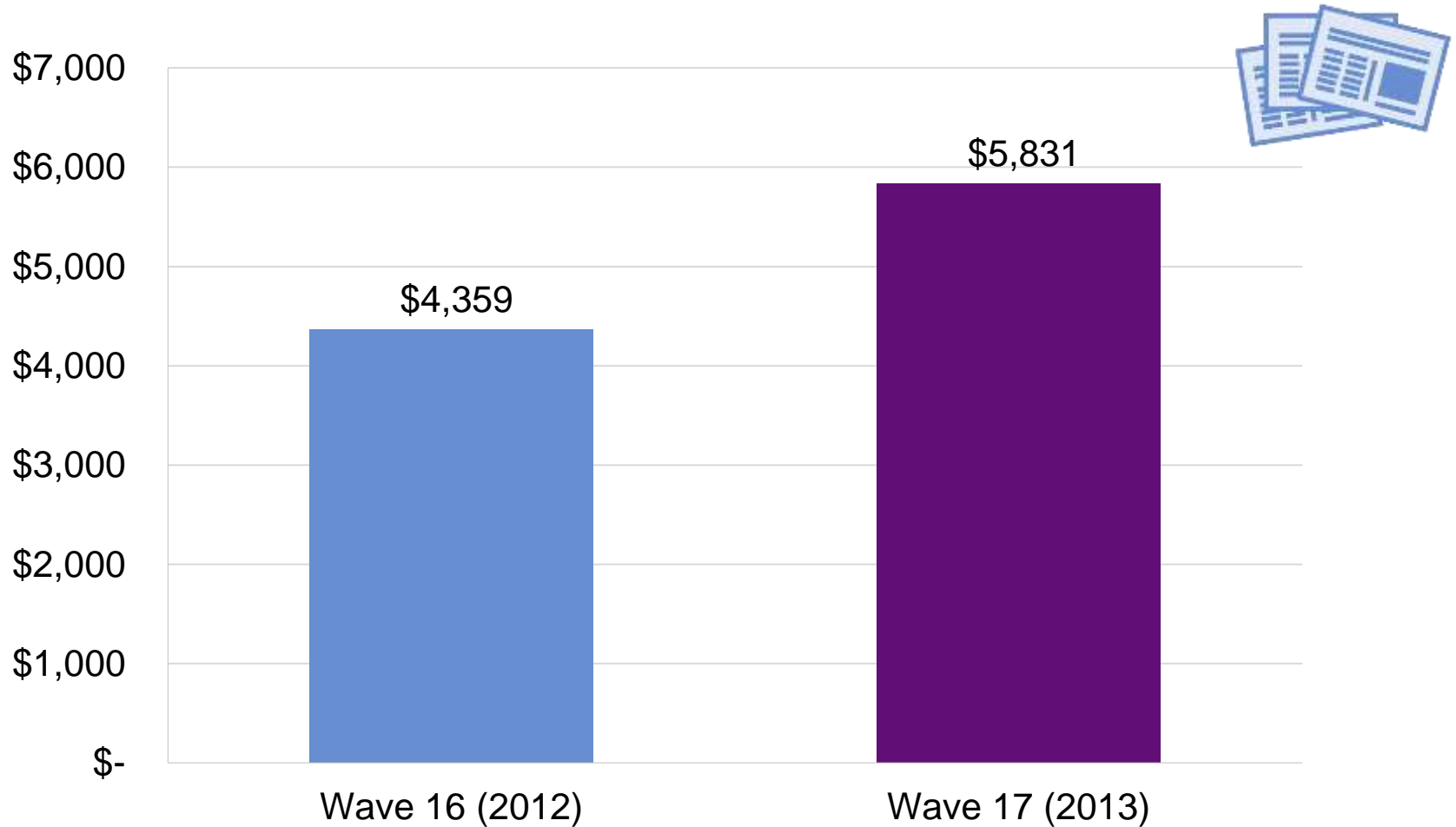
“Newspaper SMBs” over-index in usage of Facebook, E-Mail, Google, Twitter, Video



Percentage of Budget for Digital/Online

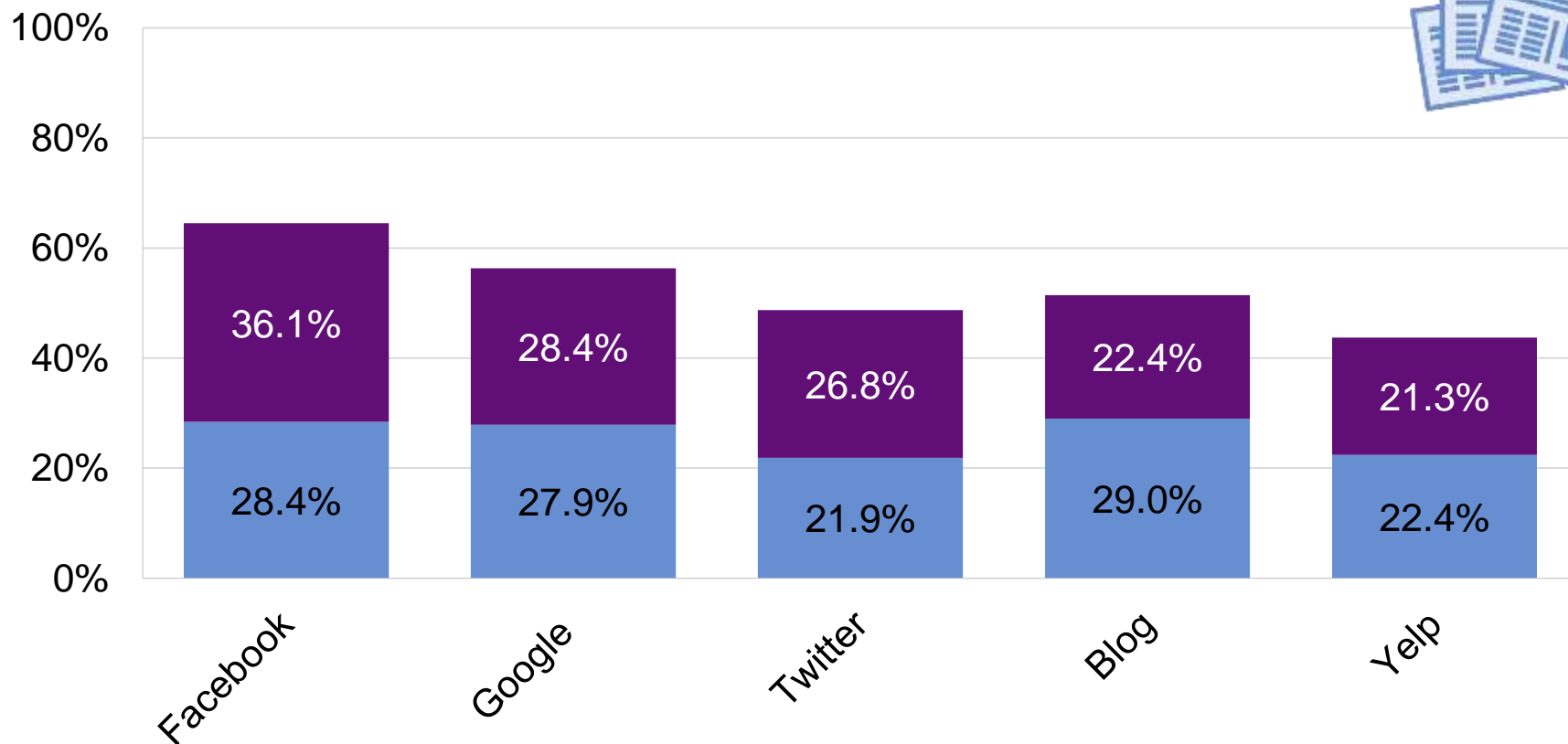


Annual Spend on Website & Online Properties



Importance of Websites with Customer Opinions

■ Very important ■ Extremely important



ROI Assessments of Digital Media Are Mixed ("Extraordinary ROI Assessment")

Print Newspaper ranked 38th
out of 41 media choices



22nd
Email
Marketing



23rd
Facebook
Page



28th
YouTube

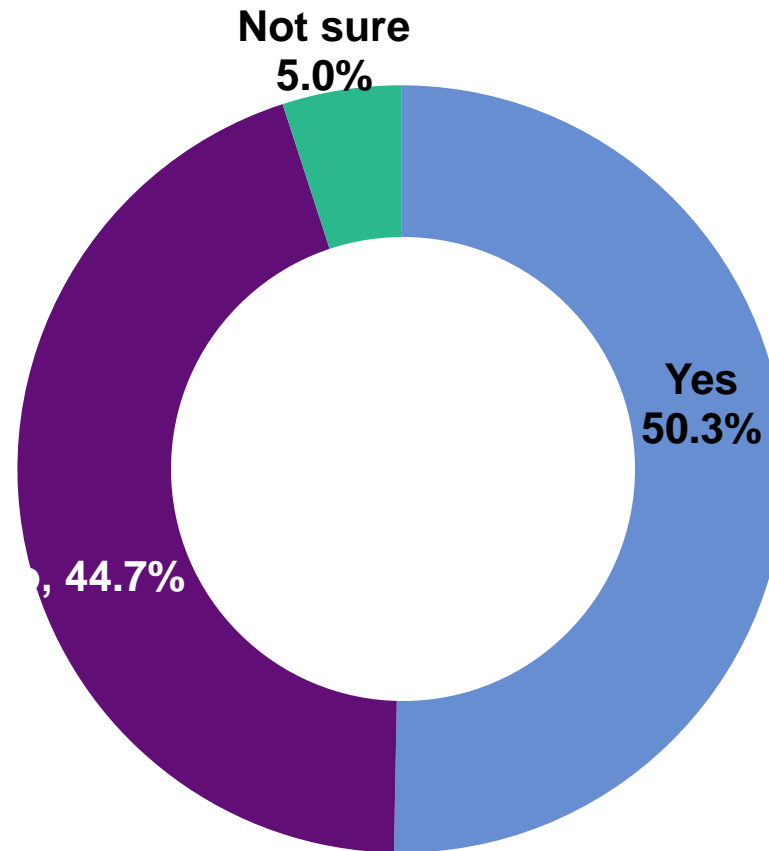


30th
Online/Banner
Display

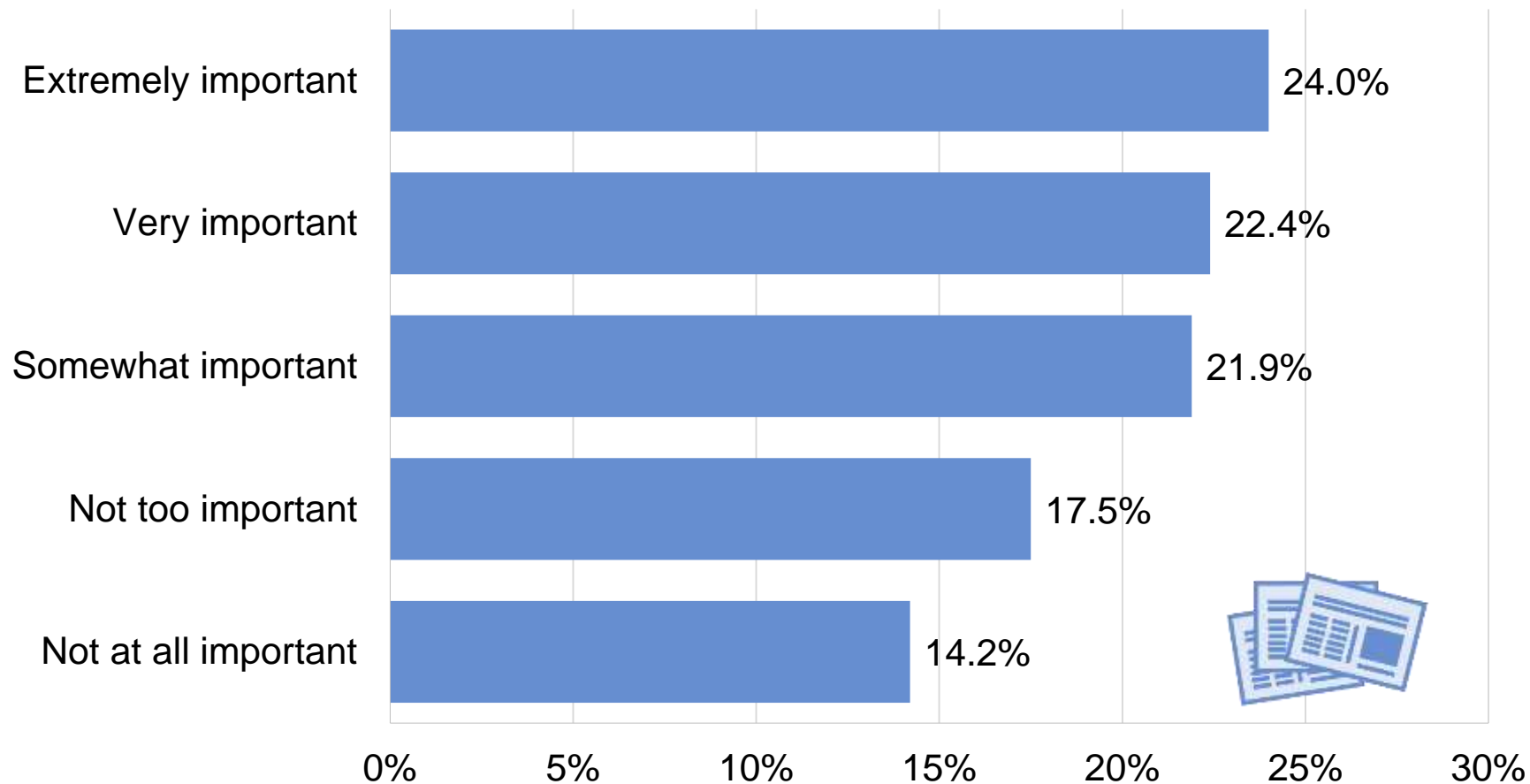


35th
Twitter

Vendors Used for Online Property Updates



Premise Salesperson Is Still Valued



Key Insights: Your Clients' Needs Are Changing

- Newspaper SMBs use digital media heavily – and plan to do more. And they're also more selective
- They're ramping up their online presence, and how much they spend to maintain it and engage across it
- Digital fragmentation presents tough challenges – like measuring ROI for “owned” and “earned” media
- Newspapers are still well-positioned to serve this marketplace

HOW to Change?

Conversations on Digital Sales



rrstar.com



Propel
marketing

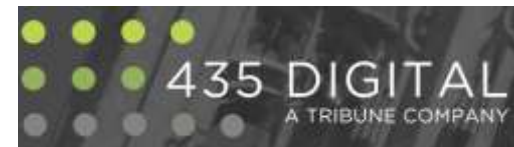


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dex mediaTM

HubSpot



Common Traits of Successful Sellers



Common Traits of Successful Sellers

LEADERSHIP commits –
beyond lip service

COMMITMENT

Means staying loyal to what you said you were going to do, long after the mood you said it in has left you.

Common Traits of Successful Sellers

They **don't let**
underperformers
stick around



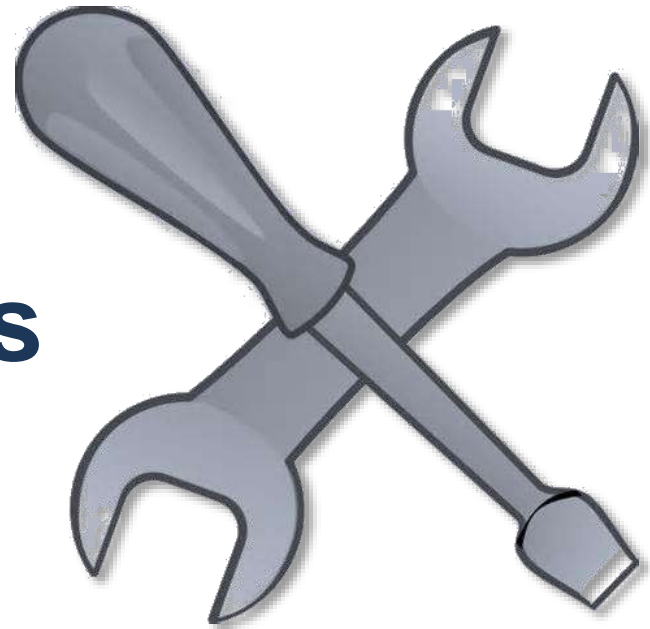
Common Traits of Successful Sellers

They **gather data**
– **and listen** to
what it tells them



Common Traits of Successful Sellers

They use
robust tools



Common Traits of Successful Sellers

They measure
what matters



Actionable Ideas for Sales Transformation



Actionable Idea: Accountability

Make Accountability Binary

435 Digital's “Performance Accountability Agreement” holds reps to increasingly challenging milestones. Hit them or leave.

Only one sale required in the first five weeks – “Just to prove they can close.” Eventually, it's one sale a week.

Lesson: Systematically move underperformers out. No one should be surprised when it's time to go.



Actionable Idea: Incentives

Save the Premium Leads for Sellers

At **435 Digital**, appointment setters do lead qualification – their services are valuable to reps. So the reps that are making sales get access to the appointment setters.

Lesson: Coffee is for closers.



Actionable Idea: Measurement

Let the Data Tell You What to Do

Main Street Hub relies heavily on data to manage its inside sales force. A key mantra is “optimize metrics that drive to close.” Example? Maximizing dials per day increases close rates.

Lesson: Increasingly, sales is a science, so put on your lab coat.



Actionable Idea: Compensation

Hit Legacy Reps in their Pocketbook

If your legacy reps carry digital, make it impossible to achieve their income goals without selling digital.

At **LocalEdge**, legacy reps face seeing their bonuses halved if they don't hit their digital numbers.

Lesson: Legacy reps will often default to their comfort zone – don't let them.



Actionable Idea: Selling

Push Competitive Buttons

Competitive audits, powered by assessment tools like Buzzboard or Ad Mall, get prospects' attention. Is their digital presence at par with their competition? Do they have an opportunity to move ahead of the pack?

Lesson: Businesses react if they fear falling behind their competitors.





Questions?

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