

Leading Classified: Today and Beyond



Presentation for the SNA Classified Advertising Webinar
March 17th, 2011



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Today's Agenda

- Benchmarking: (Performance Expectations)
- Sales Training and Development
- Characteristics of a Successful and Effective Sales Manager
- Recruiting top performers



Benchmarking

Your way to Success!

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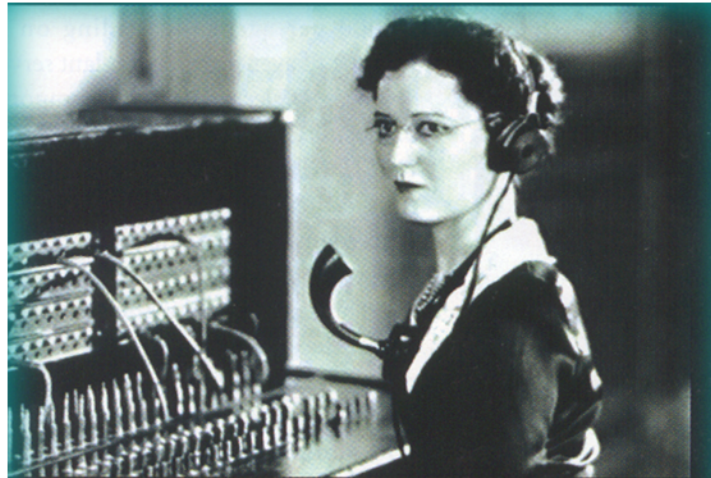
Classified Departments are ...

- More reactive than proactive
- Categories of business are underdeveloped and under promoted.
- Products need to be better positioned
- Plethora of competition
- Annual price increases
- Lack of a comprehensive training plan
- Technology is not always utilized to its fullest
- Lack of profile for classified
- Measurements and matrixes are not always in place

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Past



Get Out Of The Dark Ages!



Present



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What is “Benchmarking”

- Benchmarking is the process of looking to other organizations for examples and models of how to do things better
- Benchmarking can be internal or external

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Why Benchmark

- Identify key performance measurements
- Identify opportunities for revenue generation or cost reduction
- Clearly define areas of weaknesses and strengths
- Improve profits and effectiveness
- Accelerate and manage change (proactive vs. reactive)
- Set stretch goals
- Create a sense of urgency —
- “outside the box” thinking
- Understand world class performance
- Make better informed decisions
- Learn where performance lags, and focus on implementing best practices

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What are the Benefits of Benchmarking

- A raised awareness about performance
- Learning from others internally or externally
- Share solutions to common problems
- Benchmarking can be used as a management and planning tool

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Results from other companies

Norwest, U.S largest mortgage company, quantified the following benefits

-
- Sales brochure consolidation: \$430,000.00 in savings
 - Teller referrals: up 15% which resulted in additional sales
 - Opportunity lending: \$20 million in added growth
 - Use of sales road maps = sales increase up 102%

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Case study two



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The result:

- Overall customer satisfaction was rated at more than 90%
- Customer complaints to the president's office declined by more than 60%.
- Customer satisfaction with Xerox's sales processes improved by 40%
- Service processes by 18%
- Administrative processes by 21%.

\$200 million in new revenue



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- Marriott improved their guest check in service process by 500%
- In 2008 alone, Marriott achieved savings of \$1.3 million as a result of benchmarking ongoing energy management techniques.

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Southwest airlines saved millions of dollars a year by benchmarking against Indy 500 crews

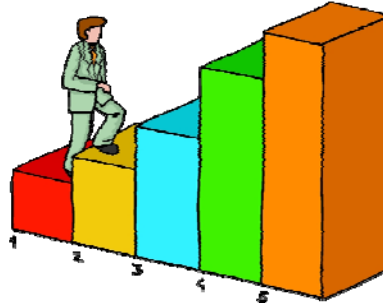


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Steps to Benchmarking

- Plan
- Collect internal /external data
- Analyze data
- Implement changes
- Monitor performance



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BENCHMARKING Planning


- Meetings
- Selection of what to benchmark
- Development of questions

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BENCHMARKING Questionnaire

- Designed
- Refined
- Extensive



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BENCHMARKING Benchmark Classified Survey

Name:	
Publication:	
Date:	

CLASSIFIED DEPARTMENT QUESTIONS

1. What kind of calls does your classified department handle?

Check One:


Only inbound calls	1
Only outbound calls	2
Both inbound and outbound	3

2. Which of the following functions do your sales reps provide regarding inbound calls and what percentage of their time is spent on each task?

	Yes	No	%
Taking orders			4
Providing customer service e.g. answering questions			5
Handling complaints			6
Route calls			7
Public relations			8
Other - describe			9

3. Which of the following functions do your sales reps provide regarding outbound calls, and what percentage of their time is spent on each task?

	Yes	No	%
Outbound telemarketing			10
Lead generation			11
Collections			12
Customer satisfaction surveys			13
Expiries (call backs)			14
Market research			15
Account calls			16



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BENCHMARKING

Collecting Internal Data

- Classified advertising functions
- Staffing
- Call center costs
- Call center performance measurements
- Customer satisfaction measurements
- Human resource management
- Compensation
- Technology
- Facilities and design

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BENCHMARKING

Classified Functions

What kind of calls does your classified department handle?

- Only inbound
- Only outbound
- Both inbound and outbound

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BENCHMARKING Classified Tasks

What percentage of time is spent on the following tasks?

- Taking inbound calls
- Making outbound calls
- Breakdown by percentage of inbound calls
 - Private party/commercial/inquiries
- Breakdown of outbound calls
 - Account calls/new business/expiries

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BENCHMARKING Performance Measures

- What is the service level standard?
- Average speed of answer
- Average talk time
- After talk time
- Abandoned calls percentage
- Cost per call
- Average value per transaction
- Average line rate
- Average number of insertions
- Average revenue per order
- Average number of insertions
- Average revenue per rep
- Number of Cold calls
- Number of Account Calls
- Number of Expiry calls
- Conversion rate of calls to orders

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BENCHMARKING
Customer Service

What formal mechanism is in place for gathering customer feedback?

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BENCHMARKING
Human Resources

- Annual percentage turnover
- Compensation – ratio of commission to salary
- Performance reviews – are they conducted and how often?
- Training hours devoted to the classified sales staff

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BENCHMARKING Facilities and Design

- Number of workstations
- Size of the workstations
- Headsets
- Furniture



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The Next Steps

- The questionnaire was sent out
- Copies sent to Publishers and Ad Directors
- The Classified Managers responded

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BENCHMARKING

Analyze The Data

- The responses were received
- The information summarized
- Interviews conducted with managers

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BENCHMARKING

Some of the Findings

- Inbound annual calls vary from 32,000 to 726,000
- Private party calls account for 25% in one market up to 60% in another
- Telesales activity runs from 4% to 30%
- Expiries from 10% to 90%.

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BENCHMARKING

Costs and Revenue

- Abandoned calls 2.5% to a high of 18%
- Value per transaction showed dramatic swings

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The Results

Call Center Performance Measurements

- Service levels are quite low
- No consistency in measuring service level standards

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The Result

Customer Satisfaction Measurement

- Courtesy of response is high
- Ability to get through to a live Sales Rep was good
- Fast, courteous response to inquiries and problems
- Resolution on first contact
- Follow through is usually immediate

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BENCHMARKING Compensation

- Supervisory and management positions on par
- Sales Reps. compensation are close to call center standards

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BENCHMARKING Technology

- Some ACD software is quite old and not as effective
- No common platform of ACD software
- No workforce management in some of the bigger papers
- Front end systems were different and antiquated.

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BENCHMARKING Facilities and Design

- Workspace size varies
- Ergonomic studies needed
- Furniture was outdated and even broken in some departments

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BENCHMARKING

Conclusions

- Our call center strategy needed to be defined across the board
- Organizational structures, job functions and systems needed to be more consistent, and indeed standardised
- Service levels too low
- Key Performance Indicators were inconsistent
- Customer satisfaction was high
- Call centers needed to be given more resources
- Skills need to be elevated

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Tactical Recommendations

- Standardise where possible
- Introduce KPI's across the board
- Develop an outbound sales program
- Service level standard introduced– 80% of calls answered within 20 seconds
- Measure track and report monthly to senior management on KPI's and service levels
- Establish systematic measurement of customer satisfaction
- Implement performance review systems and pay for performance where possible
- Develop the expertise of call center managers
- Continue with sales and customer service training
- Conduct benchmarking survey again, within one year

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Implementing Recommendations

- Abandoned call rate decreased
- Customer satisfaction levels improved
- Sales training was introduced in all markets
- Product categories were standardized
- Discussions started on centralising into one or two call centres

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Lessons Learned

- Responses varied
- Involve more sales managers in the process
- Time consuming but worth it
- Introduce a monthly benchmarking process to keep top of mind

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SALES TRAINING AND DEVELOPMENT

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TRAINING

Sales Training & Development

- Structured induction
- Structured curriculum
- Foundation program - class facts

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TRAINING

Sales Training & Development

- 5 day Induction training Program
- Ongoing modular programs to build on the foundation
- Coaching and Counselling

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AGENDA DAY 1

- Welcome
- Introduction
- The Newspaper
 - History
 - Ownerships
 - The brand
 - Departmental overview
- Product Knowledge
 - Editorial
 - Interactive
 - Readership –
 - Demographic profile
 - The competition
- Research
- Introduction to Print
- Introduction to Interactive
 - Products
 - Definition
- Classified Advertising
 - History
 - What is Classified
 - The Premise of Classified
 - SWOT Analysis
 - Market Profile
 - The Product
 - Sizes
 - Classifications
 - Verticals
 - Pricing
 - Upsells
 - Workflow

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AGENDA DAY 2

Welcome and Review

- Copywriting
 - Copy and layout
 - AIDA
 - Elements of an effective ad
 - Workshop

Classified Sales Training

- Ingredients of a Successful salesperson

- What is Selling
 - Buying Motives
- Planning and Preparing for a Sales Call
- Steps of the Sale

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AGENDA DAY 3

Welcome and Review

- Steps of the Sale continued
- Features and Benefits
- Buying Signals

- Objection Handling
- Different types of Calls
 - Inbound
 - Account Calls
 - Expiries
 - New Business Development
- Role Playing
- Wrap Up
 - 10 Keys to Success

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AGENDA DAYS 4 & 5

System Training

- Ad Booking
- Taking An Ad
 - Ad Panel
 - Classifications
 - Dates/Publication
- Building the Ad
- Proofing/Saving the Ad
- Payment
 - Credit card payment
- Costing the Ad
- Saving the Ad
- Practice Sessions

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TRAINING Ongoing Training

- Full time trainer
- Classroom sessions
- One on one coaching and monitoring
- One hour modules for use in meetings
- Reinforcement exercises
- Measuring before and after
- 'Passport to Growth'



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TRAINING Incentives

- Daily and weekly incentives
- You can motivate without a lot of money
- Establish a plan
- Change frequently
- Make it exciting and fun
- Sales person of the week, the month, the year
- Hide some prizes, anywhere on the floor, and then give out clues to the team to locate them

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Incentives

Bob Nelson, Director of Nelson Motivation Inc., stressed that applying 5-I approach

1. Interesting Work,
2. Information,
3. Involvement,
4. Independence,
5. Increased Visibility

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Effective Classified Leaders

"The more we know about leadership, the more we understand it is about relationships."

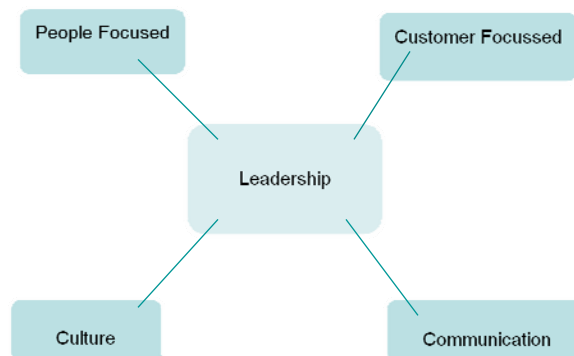
*Carol Mead,
Director of community outreach organisation,
Canberra, Australia - 26 Feb 2010)*

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Your role as Sales Manager = Sales Leadership



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Competencies of a Successful Sales Manager

1. Motivating
2. Inspiring
3. Business Acumen
4. Superior Communication Skills
5. Analysis and Problem Solving
6. Professionalism
7. Coaching Skills
8. Interpersonal Skills
9. Conflict Management Skills
10. Team Building Skills
11. Sales Skills
12. Customer Focus

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Sales Managers: 3 Areas of Focus

- Processes
- People
- Business

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Sales Managers: 3 Areas of Focus

Processes	People	Business
<ul style="list-style-type: none"> <input type="checkbox"/> Plan and prepare <input type="checkbox"/> Set Objectives <input type="checkbox"/> Lead management <input type="checkbox"/> Client management <input type="checkbox"/> Effective resource allocation <input type="checkbox"/> Technology 	<ul style="list-style-type: none"> <input type="checkbox"/> Recruitment <input type="checkbox"/> Training and Development <input type="checkbox"/> Coaching <input type="checkbox"/> Mentoring <input type="checkbox"/> Motivating <input type="checkbox"/> Evaluation <input type="checkbox"/> Team building <input type="checkbox"/> Empower staff 	<ul style="list-style-type: none"> <input type="checkbox"/> Accurate sales forecasts <input type="checkbox"/> Setting mutually agreed on objectives <input type="checkbox"/> Create strategies <input type="checkbox"/> Measuring results <input type="checkbox"/> Operating within a budget

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Recruiting

Top Talent

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The Hiring Process

- Planning
- The Interview
- Assessment

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Planning

- View your current organisation and culture
- Write down what you want in a sales candidate
- It can take 6 to 9 months to terminate a bad hire
 - Lost investment
 - Lost revenue

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STAFF Planning for Hiring

Hiring Right

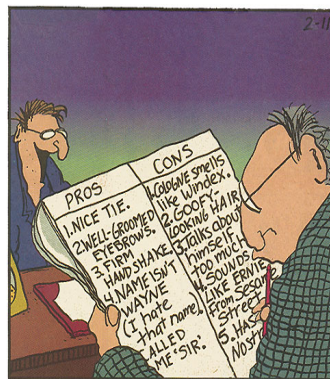
- Competencies of the sales staff
- Know the Legal issues
- Advertise
- The Key Performance Indicators
- Pre-screening
- Interviewing
 - Behavioral interviews
 - Role playing

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STAFF Recruiting and Hiring Right- Planning

- Critical competencies identified
- Job description developed
- Job posting
- Standards of performance established
- Telephone screening or pre-screening
- Behavioral Interviewing



How personnel managers actually make their hiring decisions.


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Job Competencies

- The purpose of the job
- What does the rep actually do?
- How the rep performs the job
- What skills are required to be successful?



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Characteristics of a successful salesperson

<ul style="list-style-type: none">• Self-confidence/ self esteem• Enthusiasm about the product• Goal oriented• Well groomed• Superior communication skills• Personal responsibility• Works smarter – calls are well planned	<ul style="list-style-type: none">• High degree of empathy• Above-average discipline• Integrity• Sociable – makes friends easily• Product knowledge• Above average selling skills
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Call Centre Competencies

- Great selling skills
- Empathetic
- Customer focus
- Strong organisational skills
- Team player
- Positive under pressure
- Recommends:
 - multiple insertions
 - + Improved copy
 - + the suite of products
 - = better results
- Outgoing and energetic
- At home with print and digital




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Outbound Specific

- Experience with prospecting
- Proven sales record
- Exceptional selling skills
- Ability to handle rejection
- Understanding of the sales process



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STAFF Job Description

- Accurate job title
- Reporting structure for the position
- Basic requirements of the job
- Tasks required to be completed
 - Sales call requirements
 - Reporting and Expense responsibilities
 - Overall responsibilities
- Position information
 - Territory
 - Customers
 - Quota and revenue expectations
 - First 90 day goals and objectives
 - First year objective
- List expectations
- Ensure right info goes into job posting

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STAFF Standards of Performance

Setting Standards of Performance must:

- tie to corporate objectives
- tie to established core competencies
- be communicated clearly and in writing
- be communicated to the employee as soon as offer accepted
- form the basis for performance evaluations
- be revised to achieve growth

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Staff

Measuring for Results

- Revenue
 - Sales calls per day per week per month
 - Prospecting calls
 - Sales proposals
 - Key account calls
 - Number of expiry calls
- And other key performance indicators

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Where to find the good reps?

- **Internally**
 - Enlist your sales people
 - Ask other employees
 - Offer incentives
- **Externally**
 - Advertising
 - In your paper/web site
 - Job boards
 - Job fairs

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Pre-Screening Resumes

- Look for inconsistencies in facts
- Look for employment gaps
- Would this position be an advancement?
- How often has the candidate changed jobs?
- Make note of questions to ask in the interview
- Match qualifications on the resume to the qualifications in your list of competencies – use a pre-screen checklist
- Any first impressions noted
- Divide into “Rejected” “Possible” and “Promising”

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The Phone Pre-screen Interview


- Telephone pre-screen the “Promising” first and the “Possibles” if you need to
- Ask “Is this a good time?”
- Use pre-determined questions
- Evaluate tone
- How did candidate handle this unscheduled interview

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STAFF Pre-Screening					
Questions:	Response:				
1. Why did you apply for this position?					
2. What qualities do you have that would lead us to consider you for this position?					
3. What are your expectations from this position?					
4. Why should we invite you to interview for this position?					
Assessment:					
Clear speaking voice	1	2	3	4	5
Relaxing tone/pleasant pitch	1	2	3	4	5
Smile in the voice	1	2	3	4	5
Communicates concisely	1	2	3	4	5
Uses professional language	1	2	3	4	5
Answers the questions as asked	1	2	3	4	5
What are your salary expectations for this position?					
	YES	NO	\$		
1st INTERVIEW	YES	NO			

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STAFF The Interview	
<ul style="list-style-type: none"> • The job description • The resume • Different rounds of interviews 	

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The Face to Face Interview

There are 4 parts to this interview

- **Part 1:** The “getting to know you” phase. Candidate talks about their selling experiences and answers questions that elicit facts about education and employment terms and you observe character and attitude
- **Part 2:** You give the candidate information about the company
- **Part 3:** Here is the opportunity for the candidate to ask questions about the position and/or the company and both parties discuss anything not covered in the first 3 parts
- **Part 4:** Close the interview

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The Face to Face Interview

- Use behavioural questioning techniques
- Sir Walter Raleigh test for selling skills
- Aptitude tests
- Describe the placement process
- Set a time to follow up with this candidate

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Some Interviewing Questions

1. Why do you want to work here?
2. "Tell me about yourself."
3. What is the biggest challenge you have faced in work in the past 12 months?
4. What do you know about the centre/company/role?
5. Can you give me an example of a particularly difficult customer you had to deal with and how you used your skills to successfully overcome the problem they had?
6. Give an example when you have been really stretched for a deadline and how did you achieve it

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After the Interview

- Analyse all candidates – compare profile sheets
- Make your selection
- What does your gut say?
- Conduct reference checks
- Make the offer
- Get acceptance

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CONCLUSION Good Advice

“If there were five things you would do
for classified?”

And the Pundits answer.....

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Thoughts

1. Mobile Classifieds on your apps are a must for your buyers and sellers.
2. Have vibrant co-branded print and online classified designs to create synergy. This costs nothing but time and creativity.
3. Implement an online Self Serve program for all categories that allows your users to place ads in print and online.
 - Create packages that allow upsells in order to maximize revenue;
 - Create self serve packages for all categories such as Obits and Announcements.
 - Start with FREE ads to increase content and site value, then offer up-sell options.

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more thoughts....

4. Have direct URLs for your classified verticals that are also the names of your print sections and promote throughout your paper and online.
5. Place an ad on your own classified website in several categories to see how easy, or hard it is. It should not take more than 5 minutes.
6. Set weekly goals, that way if a rep. has a bad week...it doesn't turn into a bad month.
7. Motivate sales reps. every day, especially with appreciation. Stress to your staff that their jobs are NOT to save customers money but to help them GET RESULTS.

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more thoughts....

8. Train your reps on an ongoing basis to be EXPERTS in all classified products, print and digital.
9. New business development is a PROCESS rather than an open/closed event (an incoming call). Train reps in this crucial difference and show them how to set objectives for new business development calls that can help them chart their progress toward the CLOSE.
10. Your audience has become more fragmented. Create a syndication program that will:
 - Help drive leads for your clients; and
 - Increase your "reach".
11. Develop new categories such as coupons, expanding your services categories and creating directory guides.

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more thoughts....

12. Create a viable classified marketplace by:
 - Aggregating content from your verticals and sister newspapers.
 - Make sure it's WAP enabled/mobile friendly.
13. Social Media: utilize social media tools that allow your users to connect via their social network; bringing the trust element that has been established already with your newspaper brand. Do a classified analysis of the current classifications to determine strategies – what are the defined categories: % that each category represents to the total classified business; lineage and rate for each classification
14. Evaluate the level of detailed information available for each advertiser (commercial or private party) in order to determine marketing next steps

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And more thoughts

12. Determine which marketing vehicles have been tested or should be explored: email marketing; postcard; flyer insert marketing; online marketing for renewals, new business and retention of existing clients
13. Set up an ongoing process to track and benchmark every possible interaction with your customers.

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You have to have a vision of your classified department

- Visualise it
- Clearly define it
- Share it
- Write it down
- Visualize it

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Classified is still vibrant

There is still a lot of life left

There are still many opportunities

New clients.... = New Revenues

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I believe

Do you believe?

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Believe

“Whatever the mind of man can conceive and believe, it can achieve. Thoughts are things! And powerful things at that, when mixed with purpose, and burning desire, can be translated into riches...”

Napolean Hill, Think and Grow Rich

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And that is what I wish for you and your
department

Thank You very Much

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