

**A Plan For \$ales \$ucce\$\$
In
The New Millennium For**

TV "X"



Progress has little to do with speed, but much to do with direction.

Marty Rolnick (Posi-Bit # 129)

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Priorities Of General Sales Manager



*Successful Leadership
Depends On One's Ability To
Make People Want To Follow
Rather Than Have To Follow*
John M. Capozzi

1. Inventory

- All orders should be input correctly.
- Every spot should be filled.
- All makegoods should be addressed.
- All problems should be corrected.

2. Baserate Report

- Should include all sellable programs.
- All specials and program changes should be booked into system ASAP.
- All specials must be hiatused from regular programming and should show up separately on baserate report.
- Should be run at least 2x/WK

3. Pricing Baserate (on Spreadsheet Software)

- Always run the month you're in from that point in time until the end of the month and the next two months.
- Update the number of avails for sale, the number sold, and current average rate. It is critical to take into account the business that is pending and has already been negotiated at previous selling prices.
- Adjust the expected % sellout and minimum average rates.
- Compare sales forecast and points to final forecast and enter forecast for both local and national.
- Balance additional revenue with sales projection revenue.

Priorities Of General Sales Manager cont...

- Update TV HH ratings and VPVH's for key demos.

4. New Pricing

- Alert sales staff to any changes if the rate card levels change.
- All baserate pricing is average rates. You can take some lower.
- The lowest level on the rate card should be higher than the minimum average on the baserate.
- Pending avails must be appraised of rate changes quickly. We can't allow buyers to sit on buys.
- Terms and conditions of sale must be included on all submissions.
- Rate cards should be published at least 3 months in advance.

5. Traffic

- Orders signed by sales management should be date stamped before going to traffic and date stamped by traffic when input.
- All orders received by an agreed upon cut-off time should be input by C.O.B. that day.
- Address any problems pertaining to orders.

6. Sales Management

- Meet with each manager to discuss their agenda

7. Sales Personnel

- Manage by "wandering around".

8. General Manager

- Proactively communicate with General Manager about current and projected state of affairs.

Priorities Of General Sales Manager cont...

9. Miscellaneous

- Overnight highlights.
- Book appointments.
- Interaction with other departments.
- As stuff comes up.



The General Sales Manager



Goal "setting" is important... Goal "doing" is more important.

◆ Responsibilities:

- Maximize the revenue opportunities on TV"X"!
- Inspire account executives to do their best!
- Accurately project the local marketplace and local revenue!
- Motivate the local salespeople to use more marketing data to increase rates and shares!
- Inventory and rate control!
- Display good organization skills!
- Initiate new ideas to generate revenue!
- Maintain and develop strong relationships in the advertising community!
- Be the most visible sales manager in the market!
- Keep GM informed on a regular basis!
- Demonstrate strategic planning skills!
- Have a positive attitude and commitment to being the best possible!
- Training and development of the local salespeople!
- Demonstrate leadership qualities by interacting positively with the management team and other departmental personnel!
- The *quarterback* of our team!

The Local Sales Account Executive

Must...

- Be a **T E A M Player!**
Together Everyone Achieves More!

- Maximize the revenue for TV"X".

- Treat their job as an *opportunity* and a desired *privilege*, not just a "job"!

- Take ownership with their accounts and work as if it was their own business.

- Execute a plan to achieve objectives agreed upon with management.

- Be accountable!

- Be reliable!

- Challenge themselves to better their strengths and to reduce their weaknesses.

- Become more versatile!
 - Hunters (new business development)
 - Farmers (cultivate agency business)
 - Strong presentation skills
 - Technical strengths (numbers and research)
 - People oriented

- Be open to learning and growing!

- Be computer literate!

- Be proactive!

The Local Sales Account Executive cont...

- Communicate regularly with sales management.
 - No surprises
- Make sales management's job as easy as possible
 - All negotiations laid out in an easy to follow and readable format.
- Continually sell management as well as the advertising community!
- Work the infrastructure of TV"X".
- Be enthusiastic and positive!
- Have a strong desire to be on a winning team!
 - The best in the market.
- Be a positive reflection of TV"X"!



The Local Sales Department



Instead of setting goals based on outcomes, set goals which focus on performances.

- The physical layout of the sales department should be orderly and friendly.
- The Gen'l Sales Manager should be centrally located with easy accessibility.
- All sales personnel should, ideally, have a personal computer. They should be networked with the following.
 - Traffic
 - Microsoft Office
 - Birch Scarborough
 - BMP
 - Market Manager
 - Avail System
 - ACT!
- All Sales Personnel has access into traffic. (viewing only)
 - Computer Network
- Management should be networked into Baserate and Maxa-Grid pricing software.
- Account executives input all orders and pendings into their P.C. (Spreadsheet Software)
 - Allows for easy access of any information by management.
 - Upcoming important events
 - Beginning/end sales cycle

The Local Sales Department cont...

- A large, aesthetic calendar should be visible in sales department to document the following:
 - Sales meetings
 - Vacations

- All salespeople have weekly planners with goals for the week (discussed with Local Sales Manager at weekly planning meeting).
 - Closing business
 - Face calls
 - Phone calls
 - Written correspondence
 - New business calls
 - Presentations and proposals

- All salespeople will be assigned a sales assistant. (x salespeople per assistant)

- Sales assistants should be interchangeable.

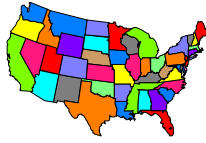
- All research and current sales materials will be current and filed systematically, and easily accessed.

- There should be a "scoreboard", regularly updated and visible highlighting goals vs. objectives:
 - Team only!

- The local sales department should have a social gathering at least 1x / quarter.
 - Delegate to salesperson each quarter.

- The local sales department is the leadership of the station. There should always be present a sense of pride and enthusiasm.
 - Should have presence at all channel functions.

The National Sales Manager

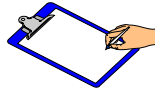


*No one can whistle a symphony. It takes
an orchestra to play it.*
H.E. Luccock

◆ Responsibilities:

- Maximize the national revenue opportunities on the TV"X"!
- Keeping the National Rep informed regarding station policies, programming and successes!
- High visibility in the national marketplace and accessible to the Reps!
- Demonstrate a sense of enthusiasm towards responsibilities!
- Inventory and rate control!
- Maintain and initiates local contacts that have influence in national areas!
- Keep General Sales Manager informed on daily basis!
- Challenge the National Rep to sell special projects!
- Demonstrate leadership qualities by interacting positively with management team, local account executives and other departments' personnel!
- Accurately project the national marketplace and national sales revenue!
- Initiate new ideas designed to generate revenue!
- Motivate the rep to use qualitative research to increase rates and shares!
- Send a positive message to the Rep and national advertising community regarding station strategy and positioning!

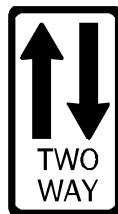
- Traffic Goals



INVENTORY

If you can see the obstacles, you've taken your eyes off the goal.

1. All orders will be input by close of business!
2. All orders will be input correctly!
3. All traffic errors will be history!
4. Every hole will be maximized!
5. All inventory will be massaged to fullest capacity!
6. When inventory is open, there will be options:
 - i.e.. - direct response
 - new business
 - upgrade / bonus key accounts
7. There will be a rule of pre-emptions dictated by management.



- lowest spot in pod
 - flexibility of client
 - end date / air date
 - local vs. national
8. Traffic department will be organized and interchangeable!
 9. There will be constant communication and feedback with sales management!
 10. Traffic director will be visible in sales meetings!
 11. Traffic will update status of inventory daily!
 12. Traffic will maintain a positive and enthusiastic attitude at all times!

The Sales Meeting



Purpose: A meeting of all salespeople and managers for collaboration of all matters pertaining to achieving sales objectives.

- One time per week, same day, same time.
- Agreed to by all salespeople.
- Should last maximum one hour.
- Run by General Sales Manager.
- National Sales Manager gets first 10-15 minutes to discuss overall national sales status.
- Should have written agenda for each meeting, given out day before.
- Each Local Account executive should be delegated specialist responsibilities.
 - Competitive Station Specialist
 - Expert of station
 - Competitive rates
 - Special promotions / events
 - Monitoring advertisers

The Sales Meeting cont...

- Media Specialist
 - Radio
 - Newspapers
 - Yellow pages
 - Cable
 - WEB
 - Monitoring advertisers

- Station Specialist
 - Special in-house events
 - Special packages
 - Sports
 - Specials

- Assignments changed quarterly.

- Sharing of any problems / experiences.

- Hits and misses of previous week.

- Status of pending business.

- Guest speaker
 - Minimum 1x / quarter
 - Client
 - Anyone interesting

- Traffic Director should be present for inventory status only (maybe last 10 minutes of meeting).

- ◆ **Everyone should leave meeting with same sense of *new direction and positive feeling of accomplishment.***

My Philosophy On Successful Selling!



Plant lots of seeds! & Nurture!

- ◆ **The Five (5) E's of successful selling!**
 - **Explore**
 - Prospecting
 - **Educate**
 - Tell our story
 - **Evaluate**
 - How can we help them
 - **Excite**
 - Get them excited about the possibilities of a relationship
 - **Engage**
 - Earn the commitment to do business

- ◆ Building a positive emotional attachment with the buyer is the key to successful selling!
 - If the buyer likes you then they will look for reasons to do business with you.
 - The smart salesperson will be able to find out what those reasons are.
 - Develop "*Champions*" for our Television station

- ◆ Define the relationship. Show your buyer you care, and tell them you want to help them and mean it. People need people to help each other survive and thrive in life!
 - People instinctively will recognize and be drawn to sincerity.
 - establish a commonality!

My Philosophy On Successful Selling! Cont...

- ◆ You don't have a second chance to make a first impression.
 - Over prepared is better than under prepared!
 - The preparation and quality of the presentation is everything.
 - The delivery will be more effective than the substance of the presentation.
 - Keep it simple, stupid! (K.I.S.S.)

- ◆ The follow-through is critical.
 - A handwritten note can be more effective than a formal, typed thank-you note.
 - A note should be sent out within 24 hours.

- ◆ Enthusiasm and a positive mental attitude is infectious!

- ◆ Probing, asking questions, and then *listening* is the most practical way of getting the buyer on your side.
 - Knowing the right questions to ask will help you qualify the prospect.
 - Find out if the person CARES.
 - do they like their job or company?
 - what do they care about?

- ◆ Communicate with the buyer on his or her level.

- ◆ Anticipate their responses.

- ◆ Extract a commitment.
 - No matter how small.
 - CLOSE, CLOSE, CLOSE...

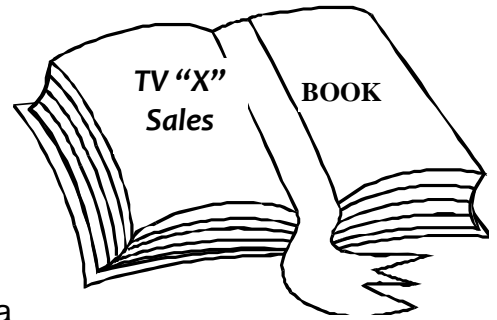
My Philosophy On Successful Selling! Cont...

- ◆ Network
 - Meet and establish relationships with as many people as possible.
 - Stay in touch.

- ◆ Persevere: Don't give up!

- ◆ Life is selling!
 - Life is one big sales game!

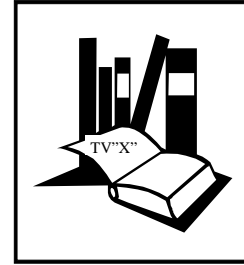
The TV "X" Sales Book



⇒ The Sales Bible

- An all inclusive station encyclopedia
 - *Updated regularly*
 - Responsibility of salespeople
 - From local research and marketing
 - From national Rep research
 - From station programming
 - Sales philosophy
 - Station personnel
 - Competitive market personnel
 - Market overview
 - Market comparagraph
 - Competitive market prices
 - Station programming
 - Rate cards
 - Projections
 - Specials
 - Primary Sports
 - Ancillary Sports
 - Public service campaigns
 - Broadcast calendar
-
- First class with station logo!
 - Mandatory for all sales and station management.
 - Local and national
 - ***Another way to help us win!***

The TVXSM Market Guide



- ◆ **Purpose:** To reinforce the perception that we are the market experts! It is an all inclusive overview of our marketplace.

A great tool for management to bring on market trips and for all salespeople to use on all business calls.

I. Television/CABLE Market

- Climate
- Quality of life

II. Demographics

- Key demographics
- Per capita income
- Migration

III. Business and Retail

- Major employers
- ***The sports story***
- Economic development
- On the horizon

IV. Education and the Arts

- Colleges and universities
- The arts

V. Media

- Market
- Television/Cable
- Coverage map
- Radio
- Newspapers
- Advertising agencies

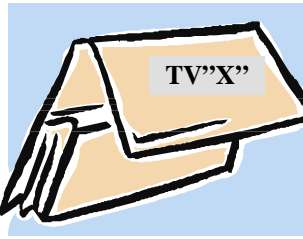
The TVXSM Market Guide cont...

VI. Attractions

- In the market
- In the state
- In the region



The Media Kit



- ◆ **Purpose:** To reinforce the perception that TV'X' is the most knowledgeable medium in the marketplace. It is most frequently used in conjunction with a new business presentation.

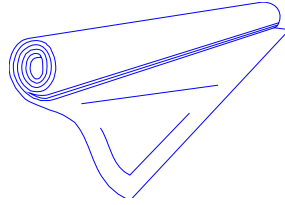
Media Kit Cover

- Should be aesthetically appealing at first glance
- Station logo

Media Kit Contents

- Coverage map
- Research Information
 - Market census
- Program Schedules
 - Weekly and Weekend
 - Specials
 - Sports
- Special projects
- Topical one sheets
- New business proposals
- Program Avails
 - Station pricing
- Production rate card (if appropriate)

The Plan: **Sales Strategy Outline!**



If you don't know where you are going, you may miss it when you get there.

I. Establishing Rate Objectives

A. Project Marketplace

- Local
- National
- Total Station

B. Establish Share Objectives

- Market Up X%
- Station Will Be X + X%
- Do The Math

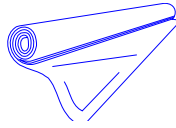
C. Calculate Inventory Rates

- Base Rate / Maxa-Grid
- Analyze Feasibility of Achieving Rates
 - a. Station strengths / weaknesses vs. competition
 - b. Efficiencies vs. competition

D. Assess and Update Weekly

- Local and national weekly reforecasting
- Weekly assessment of performance vs. objectives
- Inventory / pricing meetings - all managers, 2X/WK
- Communicated effectively to all salespeople

The Plan: Sales Strategy Outline cont...



People don't plan to fail; they just fail to plan.

II. Strategy to Achieve Rate Objectives

A. Targeting Accounts - Local / National

- Review previous years accounts & file, based on:
 - Good / Bad Rates
 - Strong / Weak Demo's
 - High / Med / Low Shares
 - Returning / Non-returning accounts
- Establish target goals for each account.
 - Shares / rates / \$\$\$
- Monitor performance weekly
- Local and National Sales Managers must be proactive in communicating with General Sales Manager.

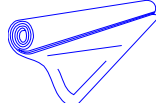
B. Daypart by Daypart Sales Strategy

- Packaging areas; i.e., ancillary sports programs
- Cherry-picking philosophy, especially best areas
- Special billboard opportunities

C. Relationships (influence decision-makers)

- Establishing key contacts
- Build upon existing relationships
- Target key buyers to influence
- Station functions
 - First class entertainment opportunities
 - Station "goodies" (T-shirts, etc.)

The Plan: Sales Strategy Outline cont...



D. Telling Our Story

- Positive strengths of channel
 - County coverage
 - Metro
 - Qualitative
 - Birch Scarborough
- Community involvement
 - Public service campaigns
- Newsletter
 - Monthly or quarterly
- All clients on fax and mailing list
 - Local and national

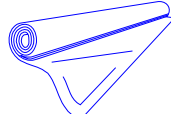
E. Targeting the Competition

- Spin Doctoring
- Independents or affiliates
 - Try to limit # on buy or % total.
- Trends
- Qualitative

F. Special Sales Opportunities

- Station promotions / special sales opportunities
 - Establish minimum selling lead time
 - Support with print and video
- Establish list of accounts that are open to specials

The Plan: Sales Strategy Outline cont...



G. Merchandising of Station Success

- Overnights
- Station achievements / awards

H. New Business Focus for Local / Regional

- Yellow pages
- Television/Cable
- Newspaper
- Radio
 - Minimum goals must be established for each salesperson.
 - Standardized presentations must be available for customization along with a generic tape.

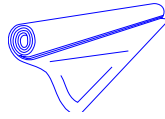
I. Open Inventory Option Strategy

- Direct response
- New business opportunities
- Upgrade Existing Clients

J. Sales Training

- Role playing
 - One on one
- Martin Antonelli
- Executive Technique
- Regular presentations part of sales meetings
- Guest speakers on regular basis

The Plan: Sales Strategy Outline cont...



- Agency
- Clients
- Experts in other media
- Other stations' department personnel

K. Computerization of Sales Department

- One personal computer per sales personnel
 - All networked together
 - Microsoft Office software
 - Standardized order forms
 - Salespeople input own orders
 - Easy access of any information for management
 - ACT!

L. Account Executive Evaluations

- Must be standardized and 1x / quarter
- Feedback works both ways
 - A.E.s should be able to evaluate management

M. Sales Planning Session

- One time per year away from station.
 - Ideally at a resort
- Opportunity for fellowship
- Establish goals for future
 - Mutual input
- Recognize achievements of the past
- Sales training
- Fun and informative

What Affects Pricing?

RAISES PRICING

Client Competition	Good Planning
Ratings Up	Good Presentations
Demand Up	Client results
Base Accounts	Good Packaging
Selling	Promotions
New Business Develop	Environment
Client Contact w/ Impact	Emotional
Good Inventory Control	

LOWERS UNIT RATE

Poor Packaging	Taking Credits
CPP Agencies	Base Accounts
Lack of Demand	Poor Planning
Ratings Drop	Poor Inventory Control
Environment/Hit Lists	Poor Negotiating Skills
One Shot Deals	Poor Presentations
One/Two Station Buys	No Client Competition
Post Buys	Lack of Client Contact

What Affects Pricing? Cont...

ATTENTION TO DETAIL

PLAN CONTROL

One Shot Deals
One/Two Station Buys
Base Accounts
Poor Planning
Poor Inventory Control
Lack of Client Contact
Demand Up
New Business Develop
Client Contact w/ Impact
Good Planning
Promotions

TRAINING

Poor Packaging
CPP Agencies
Post Buys
Taking Credits
Poor Negotiating Skills
Poor Presentations
Selling
Good Presentations
Client Results
Good Packaging
Environment
Emotional

OUT OF

Lack of Demand
Ratings Drop
Environment/ Hit Lists
No Client Competition

PRICING SUMMARY

⇒ You Can Control Pricing

⇒ Planning

⇒ Training

⇒ Inventory Control

⇒ Attention to Details

60 Day Honeymoon



◆ Game Plan

- **Study, Study, Study!**
 - Station's programming and rates
 - Competitive programming and rates
 - Station's top accounts
 - Station's top 5 categories
 - Both local and national
- **Geography Lesson**
 - Station infrastructure
 - Marketplace
- **Learn through observation and questions!**
- **Get to know the people**
 - In sales department
 - Other station personnel
 - Schedule 1 on 1 meetings
- **Learn inventory system**
 - Spend several days with traffic
- **Learn internal system**
 - Business department
 - Operations department
 - Programming department
- **Make calls with local salespeople and meet clients in marketplace!**
 - Target top 20 accounts
- **Travel with National Sales Manager to meet national clients and the Rep!**
 - Visit top 5 offices
- **Only implement changes after a minimum of 30 days!**
- **Be *Enthusiastic* and *Positive*!**

Conclusion

MARTY ROLNICK

+

PLANNING

+

EXECUTION

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