



RESPONSE ORIENTED SELLING

Revolutionizing how newspapers sell print
and Web advertising, available on-site or
live over the Internet

2009 COURSE BROCHURE

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“The Response Oriented Selling System® training is different from everything else I had looked at. Unlike most outside training programs, this one is extremely relevant to the newspaper industry and worked very well with our current training agenda. His stuff makes so much sense that it will be easy to retain and use everything. Great style—reps really related well.”

— Carol Hahn,
Ad Director,
Cincinnati
Enquirer

“Do it! One of the best training programs I’ve seen—with measurable results!”

— Susan Linsey,
former Ad
Director,
Green Bay Press
Gazette

“There are lots of ad sales training programs to choose from, but your marketing consultants will ultimately use only the techniques that really work for them. That’s why we’ve conducted the Response Oriented Selling® program twice at the Morning Call. If your staff hasn’t yet learned these techniques, they’re losing sales. There’s no better way to make objections disappear and produce a strong response for your advertisers.”

— Leigh Moylan,
Training Manager,
Allentown
Morning Call

t he Response Oriented Selling System®

In uncertain economic times, businesses invariably begin worrying whether spending money on newspaper advertising is really such a good idea. To get and keep them running—and running the proper size and frequency—advertisers need confidence that they’ll get a strong return the next time they run. This is an especially tough issue for ad salespeople to deal with, considering the unpredictable nature of advertising and many advertisers’ incorrect ad theories.

However it manifests itself, with objections from “I have no time or money” to “your newspapers don’t work” to “you’re too expensive” to “the competition’s cheaper” to “shrink it down”, the result is lost sales, frustration, demotivation, fear of cold calling, and second-guessing of existing sales techniques.

But the *Response Oriented Selling®* program has solved exactly this problem at over 400 of the biggest and best newspapers in the U.S. and abroad, and empowered their salespeople to close almost every sale, without any size or frequency compromises. Better yet, salespeople and artists skilled in the *Response Oriented Selling®* techniques learn how to deliver an unprecedented and consistent response, ensuring loyal and long-term advertisers.

More than a simple “here today, gone tomorrow” training program, *Response Oriented Selling®* is a system of ad sales, spec ad creation, and management coaching that can be conducted live on-site or live over the Internet.

How does the program roll out?

One of the things newspapers like about our course is that every member of their advertising department is involved—salespeople, managers, artists, and the business community itself. Even sales assistants can participate.

This means we work with your newspaper for a few days, but surprisingly, no one person is tied up for very long. Even your salespeople are only “off the road” for a couple of mornings. After that, the short sessions that follow are spent either selling or preparing to sell real advertisers. Here’s a typical schedule:

Monday	Tuesday	Wednesday	14 days later	28 days later
<p><i>Module 1:</i> Salesperson Training part 1 8:30 am - 1 pm (see page 4)</p> <p>Who attends: Salespeople Managers</p> <p>Time: 4.5 hrs</p>	<p><i>Module 1:</i> Salesperson Training part 2 8:30 am - 1 pm (see page 4)</p> <p>Who attends: Salespeople Managers</p> <p>Time: 4.5 hrs</p>	<p><i>Module 4:</i> Ad strategy seminar for business community 8:00 am - 9:30 am (see page 6)</p> <p>Who attends: Salespeople Managers Merchants</p> <p>Time: 90 min</p>	<p><i>Module 1:</i> Target Account Sessions part 1* Developing an ad strategy and layout for challenging prospect</p> <p>30-minute, one-on-one sessions with each salesperson throughout the day. (see page 4)</p> <p>Who attends: Salespeople Managers</p> <p>Time: 30 min</p> <p>* Conducted live in Web meetings</p>	<p><i>Module 1:</i> Target Account Sessions part 2* Videotaped presentations of final recommendation and feedback</p> <p>30-minute, one-on-one sessions with each salesperson throughout the day. (see page 4)</p> <p>Who attends: Salespeople Managers</p> <p>Time: 30 min</p> <p>* Conducted live in Web meetings</p>
<p><i>Module 3:</i> Artist training 2:00 pm - 4:00pm (see page 6)</p> <p>Who attends: Artists</p> <p>Time: 2 hrs</p>	<p><i>Module 2:</i> Management coaching/follow-up 2:00 pm - 4:00pm (see page 5)</p> <p>Who attends: Managers</p> <p>Time: 2 hrs</p>	<p><i>Module 1:</i> Management Target Account practice sessions, 30-minutes each (see page 4)</p> <p>Who attends: Managers</p> <p>Time: 30 min</p>		

Note: Although we’re very flexible, any additions to the above schedule can incur an additional charge.

Who's behind *Response Oriented Selling*®?

The *Response Oriented Selling System*® was developed differently from most sales training programs. Many firms create training programs simply to sell training. Instead, the *Response Oriented Selling System*® began as a highly successful in-house newspaper ad sales program developed by Bob McInnis, a seasoned newspaper advertising salesperson, manager, and trainer.

Bob has been in the newspaper industry since he graduated from Dartmouth College in 1984, and has both sold and managed for both small weekly and large dailies, including for *Newsday/New York Newsday* as major account supervisor in Manhattan. Bob then went on to become *Newsday's* ad sales training manager. His warm, down-to-earth, patient, and often humorous style made him a favorite at seminars he conducted for *International Newspaper Marketing Association*, the *Society of Newspaper Design*, and the *American Press Institute*, and prompted Bob to start his own newspaper training and consulting firm.

To date, Bob has conducted *Response Oriented Selling*® at over 400 newspapers in the US, Canada, Latin America, Europe, and the Caribbean. The company has continued to build upon the system, developing management coaching software and one of the world's largest newspaper-specific online ad sales courses.

Who uses the *Response Oriented Selling System*®?

Although there are too many to mention, below is a partial listing of our clients. Chances are we've worked with someone you know. Give us a call and we'll be happy to help you find these people.

US Dailies

Allentown Morning Call (2x)
Boston Herald
Cape Cod Times
Cincinnati Enquirer (2x)
Connecticut Post (2x)
Daily News-Sun
Dedham Daily Transcript
Fort Wayne Newspapers, Inc.
Green Bay Press-Gazette
Hartford Courant (3x)
Honolulu Advertiser
Linton Daily Citizen
Middlesex News
Montgomery Advertiser
Providence Journal-Bulletin
Scranton Tribune
Spokesman Review
Springfield News-Leader
Syracuse Newspapers (3x)
Tucson Newspapers
Virginian-Pilot/The Ledger Star
Yuma Daily Sun

US Weeklies

American Publishing Company
Arlington Advocate
Cambridge Chronicle
Community Newspaper Company
Concord Journal
Fountain Hills Times
Georgetown Record
Independent Newspapers
Lexington Minuteman
Nantucket Inquirer and Mirror
TAB Newspaper Group
Washington Business Journal
Western Newspapers, Inc.

Canada

The Toronto Globe & Mail (2x)
London Free Press (2x)
Ottawa Citizen
Kamloops Daily News
Kelowna Daily Courier
Prince George Citizen
Regina Leader Post
Saskatoon Star Phoenix
Victoria Times Colonist

United Kingdom

Aberdeen Journal
Bristol Evening Post & Press
Essex Chronicle (2x)
Gloucestershire Newspapers
Norwich Eastern Daily Press (3x)
Nottingham Post
Community Media (2x)
Tunbridge Wells Courier

Other

Advocate Co. LTD (Barbados)
Royal Gazette Limited (Bermuda) (3x)

Associations (workshops conducted)

Alberta Weekly Newspaper Association
American Press Institute (5x)
Arizona Newspaper Association
Hoosier State Press Association
Inland Press Association
Michigan Press Association (2x)
New York Press Association (4x)
New England Press Association (2x)
New England Newspaper Association
International Newspaper Marketing Assoc. (4x)
Suburban Newspapers of America (2x)
Society of Newspaper Design (2x)

"It's the best newspaper training program I've experienced. We've had more than 40 salespeople and a dozen managers participate—at all levels of experience—and every one of us has had a positive experience. Our staff thinks it's great. We've already experienced a return on our investment and they're still here!"

— Ken Brill,
Retail
Advertising
Manager,
Syracuse
Newspapers

"Even your most experienced salespeople will benefit... The techniques shared and taught will without a doubt enable our staff to be more effective."

— Dennis
Thompson,
Advertising
Manager,
The Times
Colonist

"Excellent program. Both our salespeople and customers learned a great deal."

Compared to other programs, this was better received by the sales staff. We have had many different teachers over the years—this is the first program that was loved by everyone—we would definitely do it again!"

— Amanda
Schumaker,
Ad Director,
Portland
Newspapers

Module One

“Of the target accounts who dropped out due to lack of response, 50% are now back with the newspaper!”

— Ernie West,
Training
Manager,
Hartford Courant

“Every one of the sales executives stated that they benefited tremendously from the sessions!”

— Sandra
Clarke,
Ad Director,
The Advocate
Co., Barbados

“Bob’s approach with the sales staff creates excitement, enthusiasm and has led to increased revenue. Our payback on the cost of the program was tenfold.”

— Leo Pieri,
Ad Director,
Montgomery
Advertiser



Selling skills

Think of all the opportunities your salespeople are missing. Every newspaper has a list of dissatisfied accounts who have dropped out and are now loyal to the competition. What if you could empower your salespeople to break through the account’s resistance? What if you could easily provide your salespeople with the tools they need to not only perform an exceptional analysis of the account’s business, but quickly develop a new, highly effective strategy, including a recommendation for a bigger ad, with higher frequency, at a higher rate than your competition? What if, before the salesperson even presented the strategy, every possible objection had been overcome, enabling the salesperson to close the sale more often?

This is a reality for salespeople who have learned the *Response Oriented Selling*® techniques and one of the reasons our program’s like nothing else you’ve ever seen. The techniques are taught using a down-to-earth and often humorous approach that leaves salespeople feeling comfortable with the instructor. All techniques are illustrated with a number of real-life examples, as well as a simulated live video conference with a retailer where the techniques are demonstrated in a realistic environment. Workshops and role-playing occur in a nurturing environment to ensure that the salespeople can use the skills before we leave.

Part of the extraordinary success of the program is due to the *Target Account Sessions*, one-on-one interaction with the instructor in which every salesperson participates. During these hands-on sessions, salespeople strategize, analyze and role-play a presentation for a real account of their own. The instructor is involved in every step of the process, providing the salesperson with the support he needs to become comfortable with the techniques.

Skills covered:

First sales call

Analysis/Developing a strategy

- Stopping the prospect from thinking about how to get rid of you
- Turning the tables: getting the customer to need you more than you need him
- Taking control of a potential advertiser and learning to guide the sale
- Positioning yourself as an expert and not as a salesperson
- Eliminating the potential advertiser’s incorrect theories and faulty logic about newspaper advertising
- Replacing the potential advertiser’s theories with effective advertising techniques
- The epiphany – getting the potential advertiser to say “I can’t believe I blamed your newspapers for my failure.”
- Critical questions to ask for maximum effectiveness and buy-in

Final sales presentation

- The difference between an artist and an ad strategist
- Why Proctor & Gamble never simply says “be creative”
- How to quickly consolidate information/ key components
- How to use our “Response Model” to develop a strategy that will produce strong results the very first time
- Better ways to determine ad size that even the customer will agree with
- Determining frequency based on specifics of a customer’s business
- Better ways to communicate your strategy with creative to maximize their potential
- Preparing the account to appreciate the ad’s analysis and strategy
- Eliminating objections before the presentation is made
- Justifying ad size: why it *needs* to be a certain size as well as why it *can* be
- Getting frequency buy-in based on the account’s own information
- Overcoming objections: tracing them back to the first sales call
- Managing retailer’s expectations and tracking results

m anagement coaching/follow-up

Module Two

The *Response Oriented Selling System*[®] is far more than a sales training program. In addition to teaching a highly effective approach to newspaper advertising sales, we also install a complete management system.

That's because we find that even when you provide your staff with the best selling skills and techniques available, if a system is not put in place to help the staff consistently and successfully use the skills, then much of the investment may be lost in a matter of months.

The *Response Oriented Selling System*[®]'s intensive management coaching module provides managers with an easy-to-use system of coaching and follow-up that will ensure strong increases in revenue month after month. In fact, our management system is so complete, many newspapers use this system as their primary approach for interacting with their staff.

Managers first participate in the sales training, learning the selling principles along with their own staff. Then managers participate in an additional session where they learn how to effectively support their salespeople through every step of the new system. We provide action plans for each coaching session they will conduct, as well as scripts for sales meetings and a series of memos for enhanced communication with their staff.

In addition, managers actually begin coaching their salespeople while we're still on site, participating in and often conducting a few *Target Account Sessions* (see *Module One*) with our supervision.

And finally, we provide 24-hour ongoing support to all managers and staff with our own *AdsOnline*[®] (<http://www.ads-on-line.com>), one of the world's largest newspaper ad sales Internet web sites (see *Module Six*).

Skills covered:

- Being a role model
- Building credibility
- Determining pace of progress
- Helping your sales force reach *your* goals
- How the coaching process parallels the selling process
- Helping salespeople choose the right target accounts
- Ensuring the salesperson has a strong grasp of the *Response Model*
- Using action plans in your meetings
- When to proceed with the process
- Preparing a salesperson for first sales call
- What to do when salespeople avoid using the *Response Model*
- Limiting discussion of the newspaper on the first sales call
- Ensuring proper information was retrieved
- Preventing creativity from creeping into the logical strategic process
- Helping the *Response Model* answer the salespeople's strategic questions
- Role playing the final presentation with your staff
- Key concepts salespeople should know to eliminate objections
- Helping the salespeople trace any objections back to the first sales call and the *Response Model*
- Creating an action plan for a salesperson
- Establishing the outcome of a sale beforehand
- Determining what key learning points are based on outcome
- How to read the *SpecTrac*[®] reports
- Using *SpecTrac*[®] to determine which salespeople need help and in what area of the sale
- Using *SpecTrac*[®] to measure revenue generated from coaching efforts
- Using *AdsOnline*[®] to support your sales staff's and artist's efforts
- Using follow-up memos

"The management coaching module of the Response Oriented Selling System[®] was excellent. It provided us with a detailed, step-by-step system that will keep our investment paying off for years. Nothing was left to chance. We know exactly how to coach the staff with every step of the sales process, where the staff can get side-tracked and how to keep them selling. Even the forms they provided us made a huge difference!"

– Denese Allen,
Advertising Director,
Nantucket Inquirer
& Mirror



"Management follow-up will make or break the success of any training program. Response Oriented Selling[®]'s management module was the first one we've ever seen that puts as much emphasis on the follow-up

system as it did on the sales training itself. It clearly made the difference since it's been months and we're still experiencing strong returns."

– Doug Gillen,
General Manager,
Suffolk Times/
News Review

Module Three

"Finally someone from the sales side of things is telling it like it is! Thank you for finally illuminating and hopefully eliminating the age-old problem of salespeople not



giving artists any information and expecting an effective ad. Response Oriented Selling[®] helps to bring the two departments together!"

— Lynne Berger,
Art Director,
Community
Newspaper
Company

Module Four

"The merchant's seminar was more proof that this concept works! All of the merchants that attended were on the edge of their seats for a good hour and a half and many remained long afterwards to discuss specifics."

— Sam Adkins,
Ad Manager,
Tucson
Newspapers



creative/production training

In a separate session apart from the sales staff, those responsible for creating speculative ads, be it a separate creative department or the ad production staff itself, learn how to work with the salesperson to dramatically improve the effectiveness of their layouts.

We've found that in many instances where a salesperson is dissatisfied with the work of the creative/production staff, the problem often stems from a salesperson's unreasonable expectations. Some salespeople underestimate their own role in developing a solution for an account, assuming that the "information analysis" and "strategic planning" performed, if any, is a layout function, more suitable for an artist. The artist rarely has enough information about the account, or the strategic planning process, to develop a successful layout.

You've seen this dynamic in action if you've ever heard a salesperson offer little more direction to an artist other than "be creative". Oddly enough, these are the exact same salespeople who, when later viewing the finished ad, says "this isn't what I asked for at all!"

Once the sales staff is trained in one of their critical roles as ad strategist, the artists are then taught how to take the salesperson's strategy and develop it into a finished layout using the *Response Oriented Selling[®]* principles.

To ensure that both salesperson and artist are truly working together as a team, artists also learn what information the salesperson should be retrieving from the account, the analysis that needs to be performed on the information before the artist begins work, and ultimately, how the salesperson intends to be selling the strategy to the prospect.

Both the creative staff and the salespeople work with the same terminology, dramatically improving their communication. A special "spec ad request" form and others are introduced that take advantage of this new understanding.

merchant seminar/rollout

In addition to some truly powerful sales techniques, your salespeople and artists master the ability to produce dramatic results for your current and potential advertisers.

In this module, advertisers who are running too small or infrequently, about to drop out, former advertisers, and those running in the competition are invited to a free ad effectiveness seminar.

Although this 90-minute session teaches merchants a number of ways to dramatically improve their advertisement's effectiveness, it's true purpose is to showcase some of the new skills that your staff now possesses, converting large numbers of merchants into believers in running ads in your newspapers that are generally much larger and more frequent than before.

"How to create advertising that'll drive serious revenue in this recession"
In 90 minutes, learn the secrets to getting a dramatic response from your print and web ads the very first time they run.
Absolutely free.

Internet-based live delivery

Response Oriented Selling System® can now be delivered live over the Internet via Web meetings at significant savings, bringing it within reach of any size publication. The course is conducted by a live instructor and is virtually identical to the on-site version.

Whether you're an ad manager with a small sales staff, based outside of North America, have a staff that's spread out over two or more offices, have a limited budget, or simply an individual advertising salesperson who would like to sell more effectively, this option may be worth exploring.

All you need is Web access, Internet Explorer, and a speakerphone. Besides eliminating the travel expenses associated with bringing a trainer on-site, we pass along additional savings since no travel time is involved.

Whether or not you opt for Web-based training, we'd be happy to give you a demonstration of our course using this new conferencing technology.



"Thanks to McInnis' use of new technology on the Internet, we were able to gather our account execs together around a computer and a speaker phone and put them through top notch training at a price we could afford. McInnis' sales system works -- it's the right approach to local newspaper sales for the new millennium. Call me if you have more questions."
--Jeanne Straus
Publisher,
Straus Newspapers

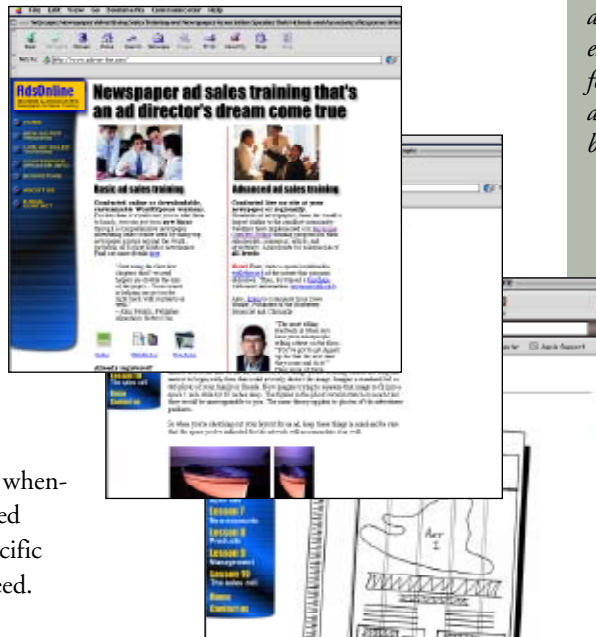
Internet Support Site: AdsOnline

As part of the *Response Oriented Selling System*®, clients receive 24-hour support through our own *AdsOnline* website (<http://www.ads-on-line.com>), one of the largest websites designed specifically for newspaper advertising departments.

Clients have access to nearly 100-pages of comprehensive training created specifically for getting new advertising salespeople up and running in their territories fast.

Turn a brand new hire, even one with absolutely no experience, into a seasoned, savvy newspaper advertising salesperson quickly. The course covers every topic imaginable, interjected with advice, tips, and tricks that only a newspaper advertising veteran can provide.

In addition, we're on call through our website whenever your salespeople, managers, and artists need us for advice on using our techniques with specific accounts or for any general help they might need.



"Wow! Your approach to the subject at hand was superb, not just from my point of view but from the member's as well. I think your expertise and presentation style works extremely well in the conference room. You can rest assured that I'll be asking you back in the future."

— Jeff Cowart,
American Press
Institute



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