

Media Selling, 4th Edition

By Charles Warner

Dedication

This book is dedicated to my wife, Julia, whose and loving care and support enabled me to write it and to my daughter, Crickett, from whom I learned a great deal about courage.

Acknowledgements

Special thanks go to Elizabeth Swayze, who as been a superb and patient professional, and all of her colleagues at Wiley Blackwell, especially Margot Morse, who have worked so hard to make this book possible. Thanks go to a hall-of-fame group of chapter authors in order of appearance: William Redpath, Tim Larson, Ken Foster, Roger Baron, Ron Steiner, Bill Grimes, Tom Stultz, Paul Talbot, Vince Thompson, and Phil Frank. The book was guided by the thoughtful reviews of several of my academic colleagues, and I would like thank them for their efforts and encouragement.

Updating the 3rd Edition of *Media Selling* has been difficult for several reasons, mostly because of the rapid changes in the media industry, especially the Internet. It is virtually impossible to keep up with accelerating change and this book, like the previous edition, is sure to be out of date before it is published. With that in mind, I have tried to give readers the URLs of websites and industry newsletters and blogs where they can go to get updated information.

In the middle of revising the 3rd Edition, in the fall of 2006, I became quite ill and informed my editor, Elizabeth Swayze, that I would not be able to finish the book. However, my patient, perfect wife, Julia, nursed me back to health and encouraged me to finish the book and subsequently put up with my foul moods as I trudged along. If readers find this edition useful, then thanks go to Julia. It could not have been finished without her encouragement.

Charles Warner
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Preface

Media Selling, 4th Edition is an update of *Media Selling, 3rd Edition*, which I wrote with another author. I wrote all the chapters of the fourth edition unless otherwise noted. Media convergence, fragmentation, the growth of online advertising, especially at Google and search advertising, the difficulties of cross platform selling, and the decline of newspapers, magazines, and radio necessitated a revision.

The third edition chapters on Media Research, Newspapers, Television, Radio, Cable, Magazines, and Interactive have been rewritten to reflect the current marketplace and media environment. The Interactive chapter has been renamed The Internet in order to reflect current usage. Chapter 7 of the third edition, “Skills: Effective Communication, Effective Listening, and Understanding People,” has been shortened to eliminate much of the information on communication theory and the chapter in this new edition is titled “Skills: Effective Listening and Understanding People.” National selling has been

emphasized and local selling somewhat de-emphasized (except in radio) based on comments from professors who used *Media Selling, 3rd Edition*. Chapters on Yellow Pages, Outdoor, and the Future of the Media have been eliminated. I realized that the third edition's predictions for the future were so far off that it was a waste of my and readers' time to attempt to predict the next big thing.

Focus of the Book

Media Selling focuses on several basic concepts:

- Selling after the advent of Web 2.0 and Google's AdWords has changed irreversibly. There are now two basic types of selling: (1) Personal, face-to-face selling, on which this book focuses because it is the most prevalent type of selling done by television, newspapers, magazines, radio, and websites and portals that feature display, rich media, and video advertising. (2) Computerized selling done on the Internet by means of an auction, as pioneered by Google's AdWords, in which search advertising is sold. This type of advertising and its ramifications will be covered in more depth in Chapter 20 – The Internet.
- Personal selling without tricks or manipulation – with authenticity – in order to build and maintain long-term relationships based on trust.
- The imperative of honesty, integrity, and ethics in selling in this era of corporate misdeeds and erosion of confidence in the media, and in this new era of transparency in which it is virtually impossible to erase the digital footprints of misdeeds.
- Attitudes control successful sales performance, and attitudes are controllable by using sound goals and objectives to motivate salespeople and help them achieve their dreams.
- Developing emotional and social intelligence – self-awareness, self-management, social awareness, and relationship management – are necessary for success in selling.
- Understanding of the basic principles of persuasion and influence are important for today's media salesperson.
- Solutions selling, meaning selling solutions to marketing and advertising problems.
- Because a majority of media business is conducted through negotiating, today's media salespeople must be expert negotiators.
- Understanding the concepts of marketing and advertising in order to develop appropriate solutions.
- Understanding the strengths and weaknesses of all of major media is important in an era of cross-platform selling.

Unique Features

The fourth edition of *Media Selling* has several unique features:

- A fully integrated and organized selling system – AESKOPP – that enables salespeople and sales managers to organize and evaluate sales efforts.
- A strategic personal selling approach that emphasizes solving customer problems by developing trusting, long-term relationships using the wisdom of emotional intelligence and the principles of persuasion and influence.
- Definitions of the six steps of personal selling that focus on discovering and understanding customer needs and wants and solving advertising and marketing problems and getting results.
- Tips on organizing, writing, and delivering major presentations to groups at key accounts.

- A thorough and section on negotiating and closing.
- Tips on effective sales organization systems, To-Do lists, and time management.
- A website (www.mediaselling.us) that contains sample presentations, blank forms, outlines, a success case study, and helpful articles.
- A website (www.mediaselling.us) that contains a companion book, *Media Sales Management*, that is available free.

Most books on personal selling tend to assume a salesperson sells a product with a fixed price, and once a salesperson overcomes objections, an order will follow at that price without negotiating. Television, cable, online, and radio prices have traditionally been fluid and negotiated, while newspapers and magazine prices have traditionally been more rigid. However, today newspapers' and magazines' rates are being negotiated more often, especially on a corporate or group basis. Closing becomes a part of the negotiating process and stresses getting commitment rather than trying hard closes, because old-fashioned closing techniques do not work with today's sophisticated media buyers and customers.

Style of the Book

I and the other contributors have tried to write the book in a relatively informal, personal style. Incidentally, I have used the term salesperson throughout this book instead of sales representative or account executive or account manager just to be consistent, because they all mean the same thing.

Media Sales Management

A complete, thorough companion text to *Media Selling*, titled *Media Sales Management*, is available for free downloading on www.mediaselling.us.

Media Sales Management includes chapters on how to hire the best people, training exercises, sales management case studies, an in-depth performance coaching system, a discussion of sophisticated pricing strategies that will increase shares of business, and much more. It is designed to be used along with *Media Selling* in a college course on Media Sales and Sales Management and for working media sales managers and ad directors.