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SEPTEMBER 2022

MOTIVATING SALESPEOPLE



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COMING NEXT MONTH

The October *Publish* plan is to take a look into the subject of Podcasts and examine if they are something that can make sense for publishers. As always, we will also cover the people, information and issues that are influencing the community publishing industry.



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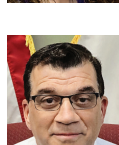
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Wednesday - Sept. 21, 12:00 PM EDT - Sales Session

1:15 PM EDT - Leadership Session

Tuesday - Sept. 27, 12:00 PM EDT - Graphics Session

1:15 PM EDT - Editorial Session

Note: Revised Session Sequence



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MOTIVATION: NOT ONE-SIZE-FITS ALL



JOHN DRAPER
ACP PRESIDENT

Over the years I've certainly contemplated the topic of motivation. As publishers, we have a wide variety of people doing different jobs. What motivates graphics personnel is different than what motivates office admins and both are different than what motivates a sales rep. Each employee is a critical cog to a successful operation and with the importance of revenue to all we do, the motivation of a sales team rises to the top.

I suspect my efforts to master this topic are not unlike most others'....not masterful. So this column will not be a guide on how to master motivation. If my tactics were that great, I'd add a book title to the long list of motivation books on the market. Considering how many experts write of the topic I wonder if anyone is truly an expert?

What I do know is that every rep that has come through my doors over the years is different. They're all individuals and as such have required individual attention. Perhaps the biggest lesson I've learned is that motivation is not a one-size-fits all plan. That being said, without motivation nothing happens.

In my attempts to create plans for motivation I've tried a few tactics. We've dangled carrots like vacations for large goals reached over time, we've played with smaller bonuses for short campaigns and we've offered additional days off. Some of these work for a period, but none seemed to be long-lasting endeavors. Again, these efforts were broad-based for a group of reps and not very specific to what might motivate the individual.

I was brought up in a time where the all-mighty dollar and the assurance of a good job and an aggressive commission structure should do the trick to push sales ever higher. A commission structure that allows performers to make more than anyone else in the entire organization was enough. This now appears to be old-school for many reps.

Knowing how my broad tactics have been less than fruitful, I've taken a much

more personalized approach. Working with each rep on what their personal goals might be and how they can blend with my company goals is more realistic and personal. I guess it's like working with an advertiser...what do they want/need for success and how can I help them get there.

If I've found any success in consistent motivation, it's this personal approach. I have reps who care deeply about their relationships with clients. I use this as a reminder to push them for ongoing service at a high level. The rep is motivated by a feeling of obligation to that relationship.

“ At the end of the day, motivation is a trait from within each person. We're all different, and have different triggers to get us to move. The triggers can be very different from person to person so it's up to we as managers to individualize our plans.

I've had reps that are motivated to earn some flex time so they can have more time to participate in their children's activities. To this we create a plan that works for them personally while also assuring that goals are met and clients are happy. This motivation of flexibility (within reason) has been very well received and I think has allowed me to keep some reps on staff longer.

At the end of the day, motivation is a trait from within each person. We're all different, and have different triggers to get us to move. The triggers can be very different from person to person so it's up to we as managers to individualize our plans. ■

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The above nominees are presented for the open ACP Board of Director positions whose 2-year terms will commence on January 1, 2023. The official ballots will be sent via email to the designated contact person at each member publication on Monday, October 3, 2022 and must be returned by Monday, October 17, 2022. Election results will be announced no later than Tuesday, November 1, 2022.

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MOTIVATING YOUR SALESPEOPLE THROUGH WEEDING



BY DOUGLAS FRY

Ever since I was a little boy weeding the garden or the flower beds has been something that I got to do frequently but hated to do. I mean really, what is the point? You pull the weeds, turn around, and they have returned with all their friends. I remember working in the yard with my father pulling weeds one warm, summer day. I asked him why god created weeds. It seems to me they don't really do anything good except give object lessons for this issue of *Publish*. Dad said that dealing with adversity is a skill everyone needs. I didn't know what

he meant but figured if he knew the answer he would have told me. I also don't think we were really out there to simply pull weeds because I didn't do a great job of it and the weeds always came back.

Fast forward to this past Spring. I noticed that our flower beds had a lot of interlopers along with the azaleas. Those pesky weeds were back. So, I dutifully pulled them being careful to discard the weeds in a bag to keep them from escaping the compost heap and finding their way back. But what I didn't do a great job of was pulling all of the weed out. That includes the roots. As a result, after a few weeks the weeds were back. This time they were angry.

My war with the weeds has continued throughout the summer. What I found is that in order to really get rid of them I have to take extra care to remove all the roots along with the top in order to keep them from returning. Lesson learned.

In each of our organizations weeds can creep in and take over. The weed could be an employee that doesn't pull their weight. It could be negative attitudes toward customers, advertis-

ers, or readers. It might even be the way we treat each other. I'm pretty confident if you look around your organization you'll find weeds you need to remove.

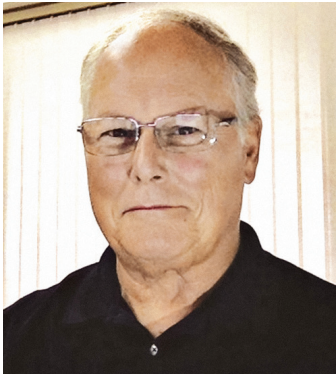
The hardest weed to get rid of is lethargy. That is when our people simply do what they have always done. They call on the same, safe customers. They might arrive late and leave early. They might have disdain for their counterparts in other departments. However the weed shows itself you will need to motivate that lethargy out of existence.

You can't do this motivating thing half way. You have to go all in. You can't just hold a monthly employee meeting and hope that keeps your people working toward the same goal. You need to be consistent and energetic. Talk to each person, get to know them, find out what motivates them. They will tell you if you ask. Their answers will get to the root of their challenges and, if you apply effort on your part, you'll reap financial and personal rewards.

Again, I don't want to make this sound like it is easy. It's not. It requires consistent effort on your part to encourage, support, and reward your people. But the benefit is more than worth the effort.

When you do start pulling those weeds in your organization make sure you remove the entire weed, root and all, or it will come back. You can't simply dictate your desire to have better attitudes or be more motivated and expect that bad trend to reverse itself. You'll have to start at the bottom and remove all the roots of the bad attitude, sometimes that includes changing our own attitudes. Remove those weeds that have crept into your organization, roots and all and you'll enjoy a more productive garden. ■





BY LOREN COLBURN

There is so much information out there on how to motivate other people. There are classes, books, websites, businesses and so much more. All aimed at teaching us how we can “light a fire” under other people in order to get them to perform at a higher level. It’s a multi-billion dollar business that has existed for longer than any of us wants to think about. If so much energy and expertise has been applied to this concept, why is there not a solid formula for successfully motivating another person?

This may not be what you want to hear, but over time I have become a believer that we really can’t motivate other people. Shocking perspective, right? Not really, since I believe that motivation is intrinsic. I have watched managers do a lot of different things to generate short term action on underperformers to scare them into temporary improvements, but it never seems to be a long term fix to their lack of performance. We warn them their continued employment may be in jeopardy.

We deny them a wage increase to drive home the importance of performance improvements. We design compensation plans that only reward completed objectives. In spite of all the manipulations we try, more often than not, the unmotivated individual stays on that list of underperforming people. You know, the 80% that get outperformed by the 20%.

So do we give up and eliminate managers entirely? No, that is definitely not the answer either. The best “motivators” I have ever worked with or for, were all adept at creating an environment that allows the people with “the skill and the will” to perform at their highest level. Providing for skill

development will drive performance improvements with people who have the will to perform better. Those that lack the internal motivation to establish or achieve goals, will rarely take advantage of opportunities for skill or knowledge growth to achieve any sustained or substantial improvements. It’s not until they uncover an inner drive that allows their desire to do better to take over and facilitate improvements.

That makes the management question, how do we build a set of circumstances that invites people to “flip that internal switch” to want to do better? All managers need to understand that internal motivation is promoted and encouraged

by caring, not by scaring. The tactics that involve threats, intimidation, humiliation or public criticism need to be put aside in favor of understanding each person and what is important to them if you want to develop lasting self-motivation in employees. Establishing an environment where each person is made to feel they are a respected, valuable employee who has an important role in the potential success of the organization is the key to sustained performance improvement. Until they each feel appreciated, acknowledged and valued as part of the team, people will rarely perform at their full potential.

If there is anything I have experienced that

MOTIVATING PEOPLE – IS IT A MYTH?





Yours truly when it was my turn!

creates an environment that promotes internal motivators, it is all things that centered around making work fun! The list of successful bonding exercises we have used over the years to create an all-inclusive environment is extensive and includes:

- Management Car Washes at lunch where managers washed lucky employee's cars for free.
- "Wild Tie Wednesdays" where employees voted on which participant had the wildest tie (when ties used to be the norm).
- Dunk Tanks for managers as a charity fundraiser.
- Monthly summer cook-outs where managers cooked hot dogs and burgers for the entire company.
- Summer ice-cream truck visits to the parking lot at noon time (sponsored by our credit union).
- Showing up on a hot Friday afternoon at 4 PM with a 12 pack of Coronas for the team after a tough week.
- Quarterly awards celebrations for sales recognition, employee awards, birth announcements, retirements, performance tracker updates to keep staff "in-the-know".
- Employees wearing costumes on Halloween and building a "haunted" walk-through in our basement.

- A Christmas Party where one employee each year gets to dress up as Santa and staff brings kids, grandkids, nieces, nephews, etc. in to sit with Santa.
- An evening golf league that required salespeople to pair with a production person each season in order to participate.

All of these events were designed to facilitate an atmosphere of fun, communication, comradery, and equality for our team. We happened to have 175 employees including two separate printing plants but any of these events can be scaled up or down depending on the number of employees. The important part was promoting the understanding that everyone was important (regardless of titles and perceived stature) and there was nothing wrong with having a good time while we worked hard. I know this may blur the line between "boss" and employee, but I am a firm believer the thinner the line, the better and more productive the relationship. This is not to say that there aren't times where you have to take a page out of "It's Okay to be the Boss" by Bruce Tulgan but we will leave that discussion for a future Perspective.

In summary, the important thing is to create an environment where people want to perform well because they don't want to let the other members of the team down. That internal motivation will drive them much farther than you can ever scare them into going. So until next month, go have some fun with your team and tell all those media buyers, "If it's free, buy it!" ■

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15 NON-FINANCIAL SALES INCENTIVES TO MOTIVATE YOUR SALES TEAM

BY SUJAN PATEL – FOUNDER, MAILSHAKE, LLC

Sales is a money-driven industry. There's no getting around the fact that commission and bonuses are almost everything to your average sales rep.

Yet other benefits and work perks are more important than we often assume when it comes to incentivizing staff.

In fact, 80% of Americans would choose a job with benefits over an identical job with 30% more salary but no benefits.

So how can you harness non-financial incentives to motivate your sales team?

How should you balance financial and non-financial incentives for best results? This is where sales incentive programs can be extremely useful.

SALES INCENTIVE PROGRAMS

Sales incentive programs generally combine financial and non-financial incentives into a package designed to optimally motivate your team. They reward salespeople for hitting and exceeding their goals, offering something in addition to the standard compensation for outstanding performance.

Sales incentive programs usually include a combination of:

- Personal SPIFs
- Team SPIFs
- Personal non-financial incentives
- Team non-financial incentives

While monetary sales incentives are undoubtedly going to be very important to your sales team, non-monetary sales incentives can be just as motivating – sometimes even moreso.

Say your top performing salesperson gets a \$500 bonus one week for exceeding their targets. Sure, they'll be happy – but they'll likely also forget about it pretty quickly.

Now what if, instead of that \$500, they got that skydiving trip they'd always wanted to go on.

Every time they re-watch the video of their skydive or think about the experience, they're going to subconsciously associate it with the person who made it possible. This helps build loyalty and reinforces the feeling that they are valued by their boss.

Sound good? Let's take a closer look at non-financial rewards.

These types of incentives can generally be split into two categories:

Generally speaking, the best way to motivate your team is to really get to know them. This will make it easier to decide which non-financial benefits to make available to your team – and how to reward them individually.

For instance, you might drive up productivity from one sales rep by promising them amazing seats at the big Yankees game if they hit their target. Another team member might be more motivated by a ticket to a Broadway show.

That said, there are some unifying benefits – hardly anyone is going to turn down extra vacation time, for example.

Non-financial incentives can generally be split into two categories:

Tangible benefits are perks that can clearly be seen, felt, and described. Although these are non-financial incentives, they may still cost the organization money.

Intangible benefits are more abstract and tend to involve leadership strategy designed to motivate your sales team.

Sales leaders with the best motivational results will use a smart combination of both tangible and intangible benefits to get the most out of their teams.

Generally speaking, the best way to motivate your team is to really get to know them. This will make it easier to decide which non-financial benefits to make available to your team – and how to reward them individually.

For instance, you might drive up productivity from one sales rep by promising them amazing seats at the big Yankees game if they hit their target. Another team member might be more motivated by a ticket to a Broadway show.

However, there are some unifying benefits – hardly anyone is going to turn down extra vacation time, for example.

With all that in mind, here are some of the most popular and effective non-financial sales incentives to consider:

8 TANGIBLE NON-FINANCIAL BENEFITS TO MOTIVATE YOUR SALES TEAM

When considering which non-financial benefits to present to your sales team, it's usually the tangible benefits that spring to mind. This is simply because they are what we traditionally think of as benefits, and they remain useful motivational tools.

Here are eight of the best:

1. Vacation Time

Listen up: 96% of all workers say travel incentives are important to them. What's more, almost three-quarters claim they felt increased loyalty due to travel-based incentives.

Despite this, American companies notoriously offer significantly fewer paid vacation days than those in other countries.

Employees in Brazil, for example, get an average 30 days vacation time per year, while US citizens working in the private sector are granted an average of just ten days of paid vacation after one year of working for a business. And that's just those who actually get paid vacation days – only 76% of private industry workers do.

Businesses can use this to their advantage by offering workers more of these coveted vacation days – whether to attract top talent or to improve performance.

SALES MOTIVATION FEATURE

2. Awards

Awards can be an incredibly cost-effective way to motivate your sales team, but the tricky thing here is legitimizing your awards system. It's imperative that your sales reps actually want to win.

One way to do this is to run the same awards scheme every month to ensure it gains credibility. This adds a competitive element too – salespeople are by nature competitive and won't sit back and watch the same person sweep the deck every month.

Consider rewarding the person with the highest win rate, the one who brought in the most revenue, or the one who went the extra mile for a client – or all of the above.

If your budget allows for it, include a prize with the award for an added incentive. This could be a gift card, events tickets, or an experience day. Make sure you outline what the prize is going to be at the beginning of the month so the team knows what they're striving for.

If there's no budget for prizes, recognition can be enough on its own. Amplify the news of each month's winner throughout the company, focusing specifically on senior management. Keep visible records of who won each month in the office – this will keep the awards front of mind.

3. Remote Working Days

Remote working days are a common – and effective – way to reward salespeople.

Consider offering your highest performer of each month a couple of remote working days when they don't have any face-to-face client meetings. If your setup allows for it, they could even work from a vacation destination on these days (maybe even adding them onto a vacation or a long weekend spent somewhere relaxing).

You'll up their vacation time without actually losing any team productivity as, on average, employees are 13% more productive when working from home.

4. Recognition from Senior Management

You work with your team day in, day out. And while your praise is es-

sential to your salespeople's success, it only goes so far.

This is why it's important to rope in other members of senior management when your team needs additional motivation.

We've all seen that flush of pride when a young team member is praised by a director or CEO. Make it your personal mission to make that happen more.

Demonstrating that the most senior members of staff care about the sales team will boost productivity, and it should also boost morale. Who doesn't want a proud high-five or glowing email from their director?

Action this by sending your sales figures to all senior managers and directors, and encourage them to acknowledge the top performers and rising stars, whether face-to-face, by email, or – best of all – in company meetings.

This approach can be used in conjunction with your monthly awards for even better results.

5. Team Social Events

When it's the team that you want to reward, rather than a specific individual, there's no better way than getting everyone together to let their hair down.

Social events are essential for team bonding and building camaraderie. This could be an office party, a swanky dinner, or simply some money left behind the bar at your neighborhood hangout.

That said, it's important to think about what every member of the team enjoys doing in their spare time, so that no one is left feeling alienated. If most of your team aren't big drinkers, limit the number of social events you host in a bar setting. If any team members struggle with mobility or physical health issues, make sure events are planned with them in mind.

Set a target for each month – make it super visible in the office – and let the team know what they'll be treated to for surpassing it. Or even better, let them take it in turns to plan a fun games night, or an afternoon hiking, or an expensive dinner. They deserve it!

6. Leadership Opportunities

There are few better ways to incentivize staff than to offer them opportunities to climb the career ladder. More money, more responsibility, more status – what's not to like?

Using leadership opportunities as rewards can be tricky, timing-wise, but it's not impossible. If there aren't open leadership opportunities within your department when you need them, get creative.

Hand over one or two of your own responsibilities to high performers on the team. This might involve giving them a section of your sales meetings to run, or asking them to train new members of the team.

Just make it clear you're giving them extra responsibility because you're impressed with the job they're doing – and be prepared to give them a pay bump.

Failing to meet either of these two rules may make it seem as if you're asking them to do more work for the same salary. Far from seeming like a reward for good work, this could have the opposite impact to what you intended. Positioning this type of reward right is everything.

Make sure you emphasize that by taking on more leadership responsibility now, they're adding to their resume and being primed for the moment a true leadership role opens up. Get them to buy into your vision of their potential as a leader for best results.

7. More Flexibility

Offer your top performers flexibility not afforded to other members of the team. This demonstrates you trust them, while also making their lives a little easier.

For example, you could give them the option to have a remote working day each week – to work nine hours one day and six the next – or the ability to leave an hour early on a Friday, as long as their week's work is done.

Offering flexibility shows you trust them to do a great job and that you're willing to reward that trust with greater autonomy. This can be especially impactful for team members with long rush-hour commutes or extended weekend travel plans in mind.

SALES MOTIVATION FEATURE

8. Event Tickets

Finally, get your hands on the hottest sports or music tickets available, and then empower your sales team to win them through their achievements.

As noted earlier, it's important to consider the interests and hobbies of your individual team members when deciding which tickets to go for. To make this work, you'll need to really get to really know your sales reps. Ask them which upcoming events they'd love to attend, or add a bit of fun to the proceedings by asking them to vote from a shortlist of options.

Unveil which tickets you've secured at the beginning of each month, define exactly how your team can win them, and let the competition commence.

7 INTANGIBLE NON-FINANCIAL BENEFITS TO MOTIVATE YOUR SALES TEAM

Scanning the list of intangible benefits below, you may think: "I had no idea these actions would incentivize my team!"

The good news is that all of the below actions contribute – both directly and indirectly – to motivating your sales team.

You've probably already achieved a number of them – and knowing the motivational effect they can have should motivate you to check off the rest!

1. Communicate and Get Buy-in for Your Vision

Every organization has a vision. But what sets great companies apart is how they include their sales team in that vision. Your salespeople drive the new business and revenue that enable your vision to become reality. Ideally, your vision will also become theirs so you can work toward the same objectives.

Nike is a great example of a company that does this well. Their vision statement, "To bring inspiration and innovation to every athlete in the world," shows that they're actually selling a lifestyle, not clothing and shoes.

Whether you're shopping at a Nike store or on their website, see

an ad on TV, or encounter people wearing their clothing, their vision is apparent. It guides everything from their branding strategy to the people and influencers they work with to turn everyone into the athlete they want to be.

You can put this same concept to work for your company. You can't achieve your vision if you don't share it. Make your company culture part of the sales process, and ensure it reflects your brand. Sales leaders should build the sales process around the company's vision to help salespeople see that they're working toward more than a quota.

2. Make Good Hiring Decisions

The quality of your employees will have an impact on company morale and sales team performance. When sales reps are surrounded by top performers, the standards remain high, the environment stays positive, and each person is invisibly pushed to do their best.

In addition, turnover can eventually force out your best performers. When you're short on sales reps, others may feel pressured to make up the difference. Not only will your revenue suffer in the process, but visibly struggling to hire good people can send the wrong signal to your current salespeople.

In a case study from Braveheart Sales, one company found that adopting better hiring practices resulted in 122% higher average revenue per rep. And, by the new hires' fifth month, they were generating 219% more average revenue than those hired in the prior two years.

Fixing turnover issues can be motivating on its own. It lets your seasoned sales reps know you take finding the best candidates seriously, which can also make your team feel more valued since you chose them to be a part of it.

3. Build Trust With Your Team

Trust is the strongest foundation of motivation. When your salespeople trust your guidance, they're more likely to act on it. However, if they feel you don't have their best interests at heart, it will be hard for them to feel motivated and inspired by

their work. And trust is a lot harder to earn than it is to lose.

As a sales leader, you must be able to trust your team and vice versa. While trust is usually strengthened over time, there are a few things you can do immediately to start fostering mutual trust.

One way to build trust with employees is simply to let them know that you value a trust-based partnership and ask how you can make it happen. Most people respond to this level of transparency and will be happy to share their thoughts. It also shows that you're interested in working with them, not just acting as their boss.

4. Know Your Team's Personal and Professional Goals

It's hard to motivate a team if you don't know what drives them, and those underlying factors can vary between each person. Invest some time into getting to know each salesperson's personal motivations and goals, as well as what they want to accomplish in their professional lives.

From there, you can help them set clear paths to those goals. If you're struggling to open up the conversation, don't be afraid to be more direct. Ask them outright what motivates them, how they keep themselves focused on their own goals, and how you can help them build confidence and momentum.

Even if you think you know how they'll respond, don't assume you know the answer. Your team members may end up surprising you, which helps you get to know them even better. Some reps will feel pressured to answer on the spot, so tell them to take some time to self-reflect and follow up with them about the answers. When you give them time to think, you'll get more honest, thoughtful answers, rather than just the first thing that pops into their head.

5. Share Success Stories

It's easy for sales teams to feel like they're just turning the wheel. Reps usually know where they stand in terms of sales quotas and pipeline deals, but they should also see how their efforts are contributing to the company as a whole.

SALES MOTIVATION FEATURE

Put their work into perspective by sharing real client success stories. For example, if they closed a large deal a year ago, take a look back to see how much revenue that client has generated.

Or, you might follow up with some of your biggest clients and get their feedback about their experience so far. Work with marketing or customer service to investigate how your product or service has transformed the client's business. Marketing can help collect information and compile it into a case study using real data.

As an added bonus, sales reps can use these case studies when selling to prospective clients. Using data from clients they sold in the past adds a layer of reality and personalization to the interaction.

Some companies will leave reviews on your Google My Business or social media accounts and mention employees by name. You can comb through these reviews and share some positive client experiences with your sales team to show that clients really do care about the quality of service they're providing.

The salesperson's main job is to sell, but what they're selling is valuable to your clients. You might be helping clients grow their own bottom lines or solve a specific business problem. Whatever the case, the sales rep has played an important role in every client they've closed, so put this into perspective so they know they're doing more than just driving revenue.

6. Let Team Members Choose Their Own Reward

Your team members have the best insight into what drives them, so it makes sense to let them choose their own reward for a job well done. Plus, it takes some of the pressure off you since you don't have to come up with motivation strategies that will please everyone.

A fun way to do this is through gamification, which applies the typical elements of game play to organizational activities. For example, sales reps might score points for every opportunity they create or every deal they close.

Companies that have experimented with gamification say it's highly effective in motivating team members. A case study from MotivAction details how one bank used gamification to improve their results when only a quarter of their financial advisors were meeting their sales goals. They used a sales reward platform to provide non-cash incentives based on performance, so each participant was in control of what they earned.

The program achieved 200% of its goal and 95% of the bank's annual sales revenue in the first quarter alone.

This concept has both intrinsic and extrinsic qualities. On the extrinsic side, employees were working toward an arbitrary quota set by someone else with the promise of a reward or compensation at the end. But on the intrinsic side, employees were also empowered to choose their own reward. They could assume responsibility for setting their own goals beyond what the company required in order to get a specific prize.

Since everyone is motivated in different ways, it makes sense to give them control over their own payout.

7. Always Let Your Team Know Where They Stand

Most sales organizations use annual reviews to go through an employee's performance, but that shouldn't be their only touchpoint. Nearly 45% of HR professionals believe that annual reviews aren't an accurate depiction of an employee's performance.

Your sales team likely agrees. More than 96% of employees say they prefer to receive regular feedback and that annual reviews aren't enough. Team members should always know where they stand and the progress they're making so they can better direct their efforts.

Companies that go above and beyond the annual review see an 8.9% increase in profitability and a 14.9% reduction in employee turnover compared to companies that give no employee feedback. Employees want to know if they're doing a good job, and expect management to provide ongoing feedback.

However, it's not enough to focus on the positives. Everyone has something they can improve or work toward, and employees expect management to take the lead when providing feedback.

To start, you can help your team set daily, weekly, monthly, and yearly goals for their performance. If their sales are suffering, help them achieve small wins to keep them moving forward every day. This helps to take the pressure off them so they can feel positive and encouraged to do better, rather than feel like they're spinning their wheels and will never be as great as the reps around them.

Also, you can share wins with the team and let them know how they're making progress as a group. Ask each sales rep to write down everything positive that happens to them that day, then circle up later and have them share their experiences. For example, they might receive a compliment from a client, or maybe they finally got a response from someone they've been chasing for a month. This adds a tangible factor to the experience and proves that good things are happening, even when it feels like they're getting nowhere.

BOTTOM LINE: MONEY ISN'T EVERYTHING

Not everyone is motivated by money, and that's a good thing. Companies can save money and still get great results when their salespeople are driven to succeed of their own accord. Intrinsic motivation is a powerful force because it encourages people to find the deeper meaning in their work.

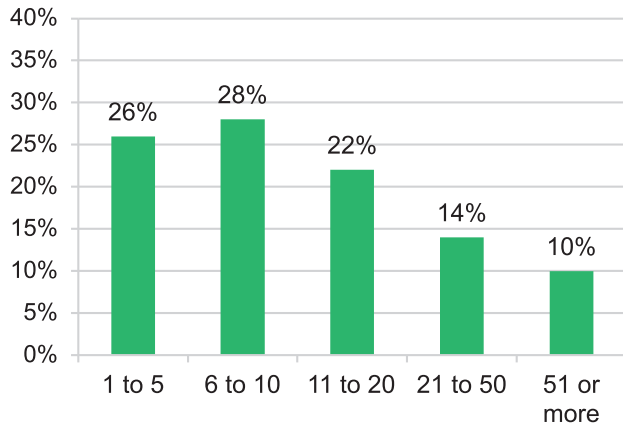
Many external rewards can distract from the value of the work itself, which is why so many companies prioritize non-monetary rewards. Intrinsic rewards and incentive programs can encourage employees to enjoy what they do and feel good about it in the process. And, naturally, the sales department gets a boost, too. ■

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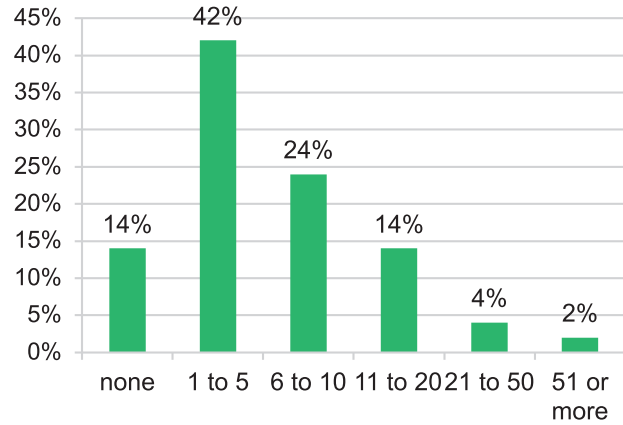
THE SURVEY SAYS...



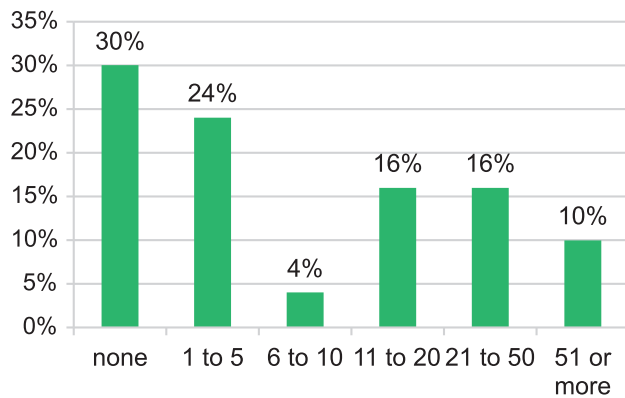
How many full-time employees does your company have? (35 or more hours)



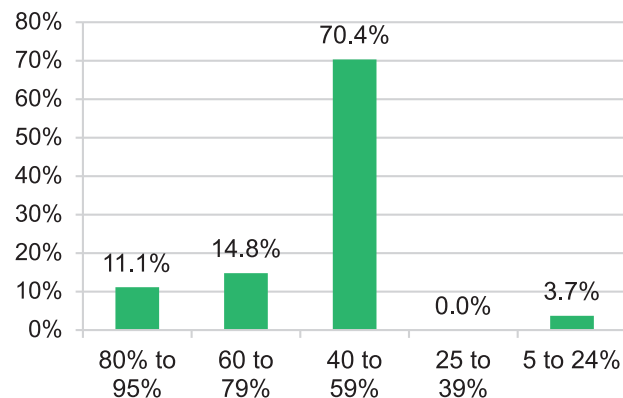
How many part-time employees does your company have? (less than 35 hours)



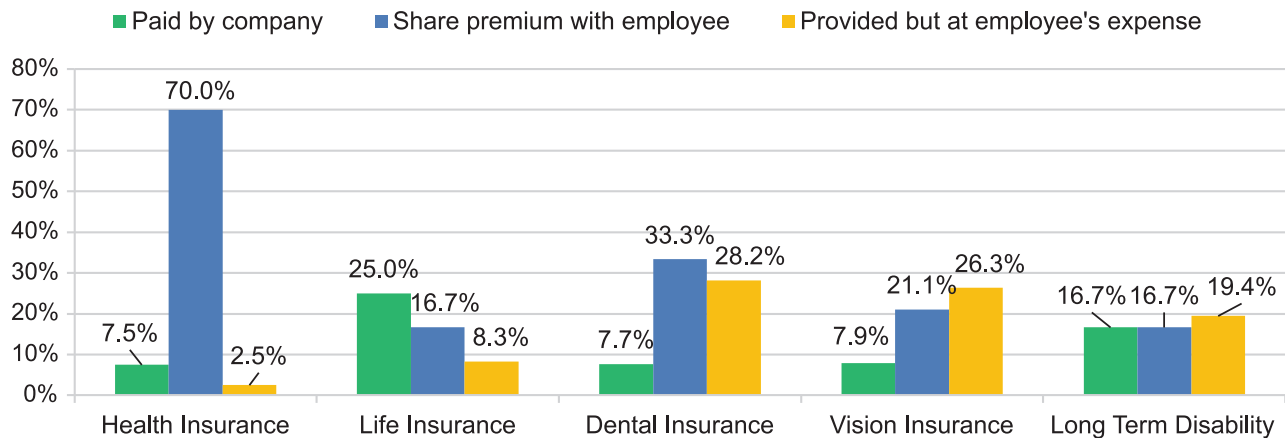
How many independent contractors does your company utilize?



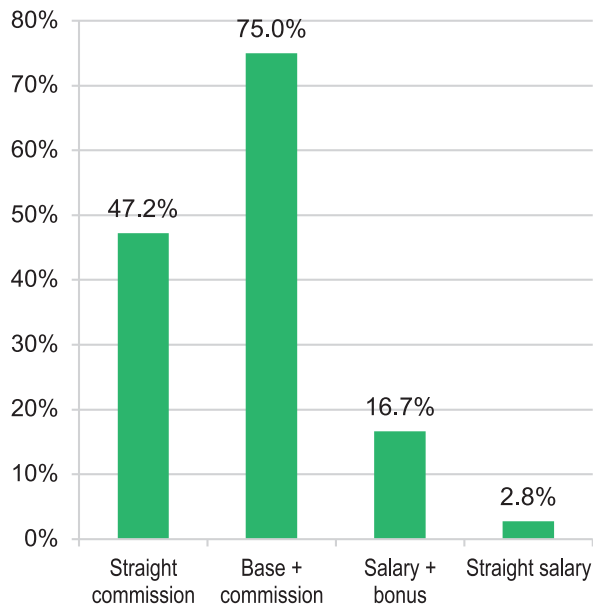
If you share cost on the health insurance, what percentage does the company pay?



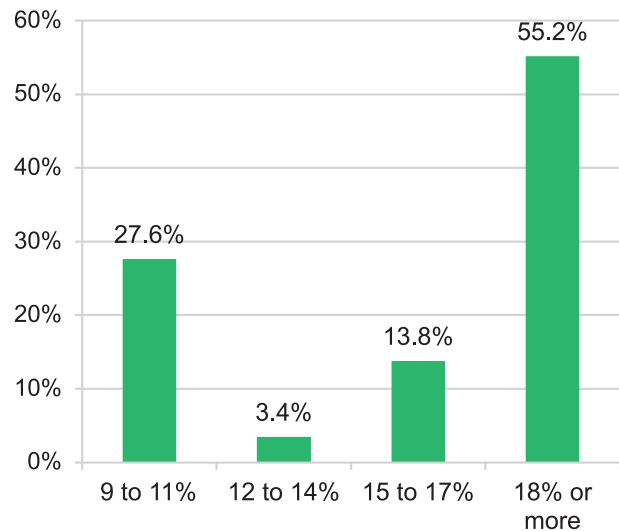
Do you currently offer any of the following insurances?



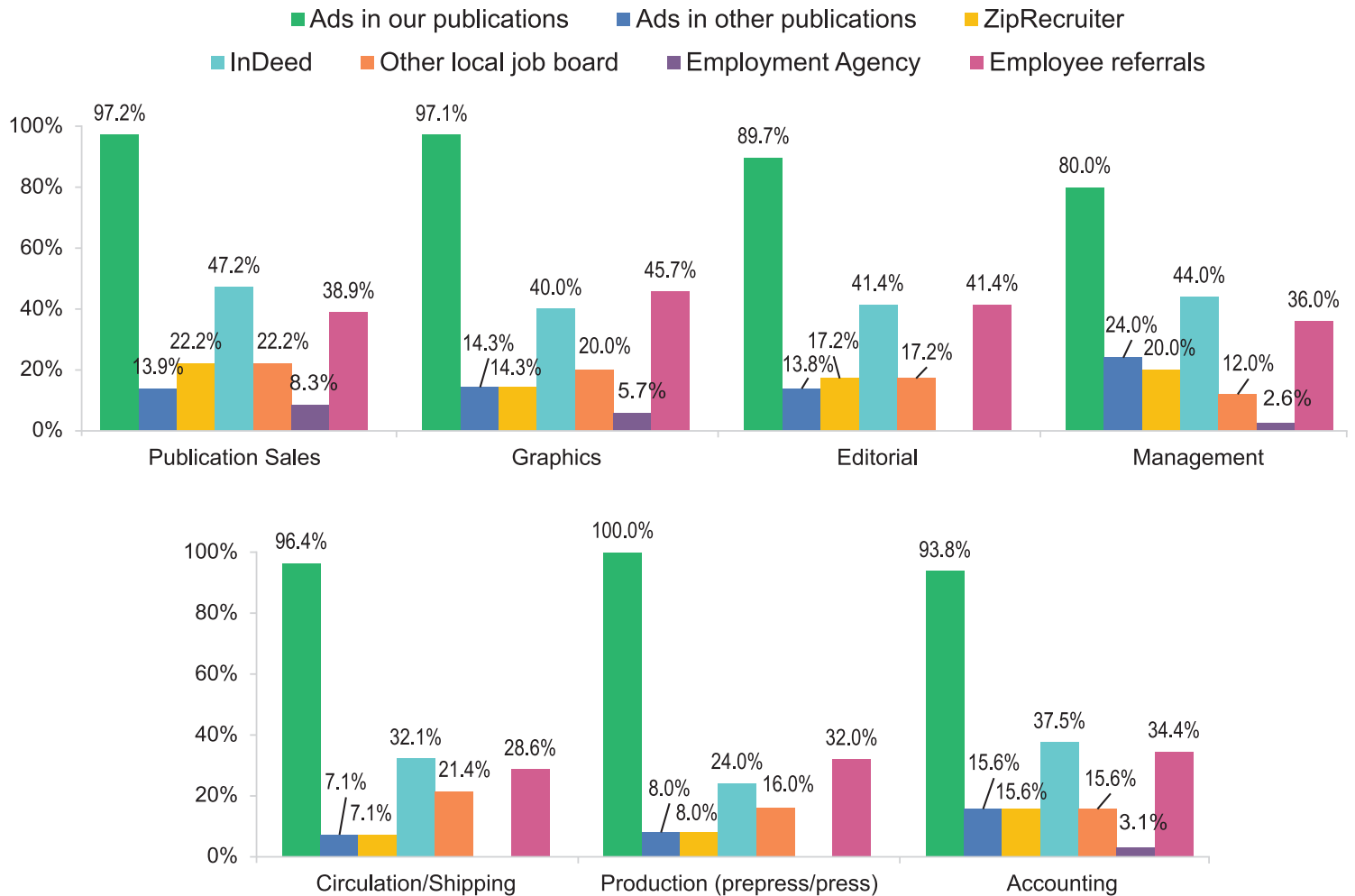
How do you compensate your sales people?



For straight commission salespeople, what is the maximum commission percentage?

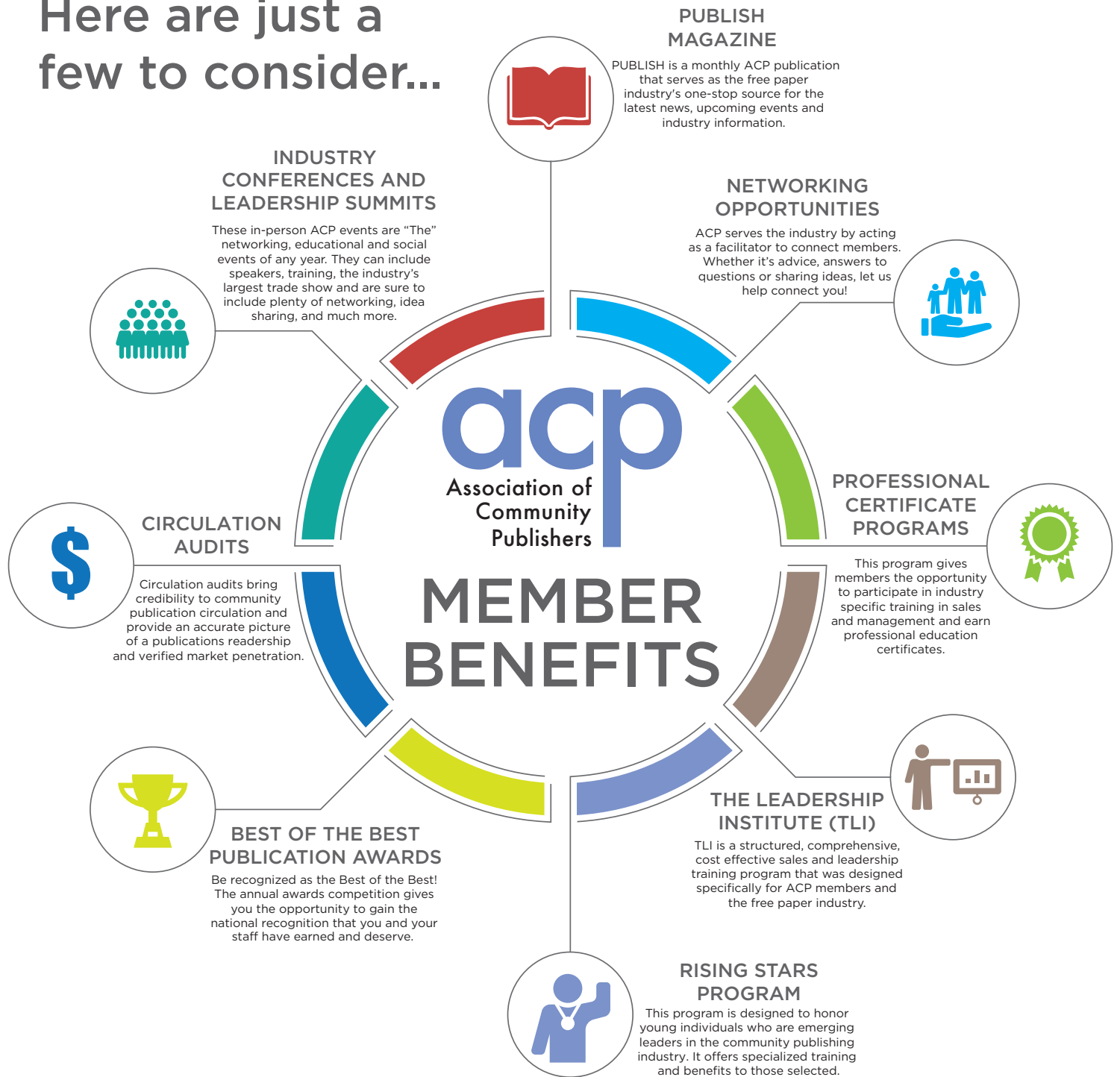


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KEEPING THE LINES OF COMMUNICATION OPEN



BY JAMES A. BAKER

AUTHOR OF THE ANGER BUSTING WORKBOOK, NEWLY RELEASED BY BAYOU PUBLISHING
FOUNDER: BAKER COMMUNICATIONS

As a manager, you probably already know that effective communication is a critical management skill. Without clear and timely feedback from management, employees have no direction and little motivation. Let your direct reports know how they're doing. If their performance needs improvement, tell them. If they're doing a great job, tell them. Believe it or not, they really want to know what you think! Remember that in order to have engaged employees, you must be an engaged manager. Never try to run your team on autopilot.

The flip side of this equation is listening to feedback from your reports. The first reaction of many managers to employee feedback is to become defensive or impatient. When your reports have something to tell you, try not to dismiss it as complaining, whining, passing the buck, or making excuses. Nobody knows what is happening on the ground better than your employees, and their input should be given due consideration.

Here are five keys to ensuring that your lines of communication stay open and that you and your employees stay clued in:

1. TIMELY: Give feedback immediately. Prompt, timely communication is far more effective than saving up your comments for the performance review. Let your employees know where they stand and where they need to go before they get too far down the path. They will appreciate the direction.

It's not a bad idea to actively seek immediate feedback from employees, either. Find out what they think about how that meeting went, or ask how things are progressing on their current project. Not only will they appreciate your interest, but sometimes you will find out important informa-

tion that would otherwise have been withheld; hopefully in time to do something about it.

2. EMPATHETIC: Don't attack. If your employees feel jumped on they will only become defensive. They will be more focused on arguing with your points than listening to what you are saying. You want your feedback absorbed, not deflected. Assume that their intentions are good and frame your comments to reflect that belief. Likewise, if your employees have something to tell you, avoid becoming defensive yourself! Managing effectively often involves being sensitive to the emotions of others while mitigating your own emotional response. To the best of your ability, absorb their input rather than resisting it.

3. DETAILED: When giving feedback, be specific. An observation about a specific situation is far more useful to your employees than a vague generalization. Sweeping statements like "You aren't trying hard enough" are not effective feedback. That statement is not actionable. The employee can do more with specifics: "You didn't make quota last month; you needed to make five more calls each week." Now the employee knows exactly what to do. By the same token, ask for specifics when you're getting information from your reports. Vague generalizations are not helpful to anyone. Get the details you need to act on the information.

4. GOAL-ORIENTED: Have a goal, and set a goal. There needs to be a purpose to your feedback besides making someone feel good or bad. If the feedback is positive, use it to reinforce behaviors and spur even greater performance. If your report isn't making the grade, let them know

where you want them to improve, how much, and how quickly. Give them something to shoot for. When receiving feedback from others, ask for suggestions on how to make improvements. And of course, always be sure to set goals for yourself!

5. USEFUL: Keep in mind that the purpose of communication is to exchange information. Carefully consider what information would be most useful for your employees to have. What do they need to know in order to respond appropriately and act in ways that will benefit the business? When receiving feedback, treat it as potentially useful information as well. What insights have you received? What can you take away from their input?

Remember to summarize and to question for understanding. When you're the sender of the message, seek confirmation that they understand what you're saying. As the receiver, paraphrase their comments and ask if your understanding is correct. Confirming a mutual understanding of the message is the key to ensuring that communication has actually taken place.

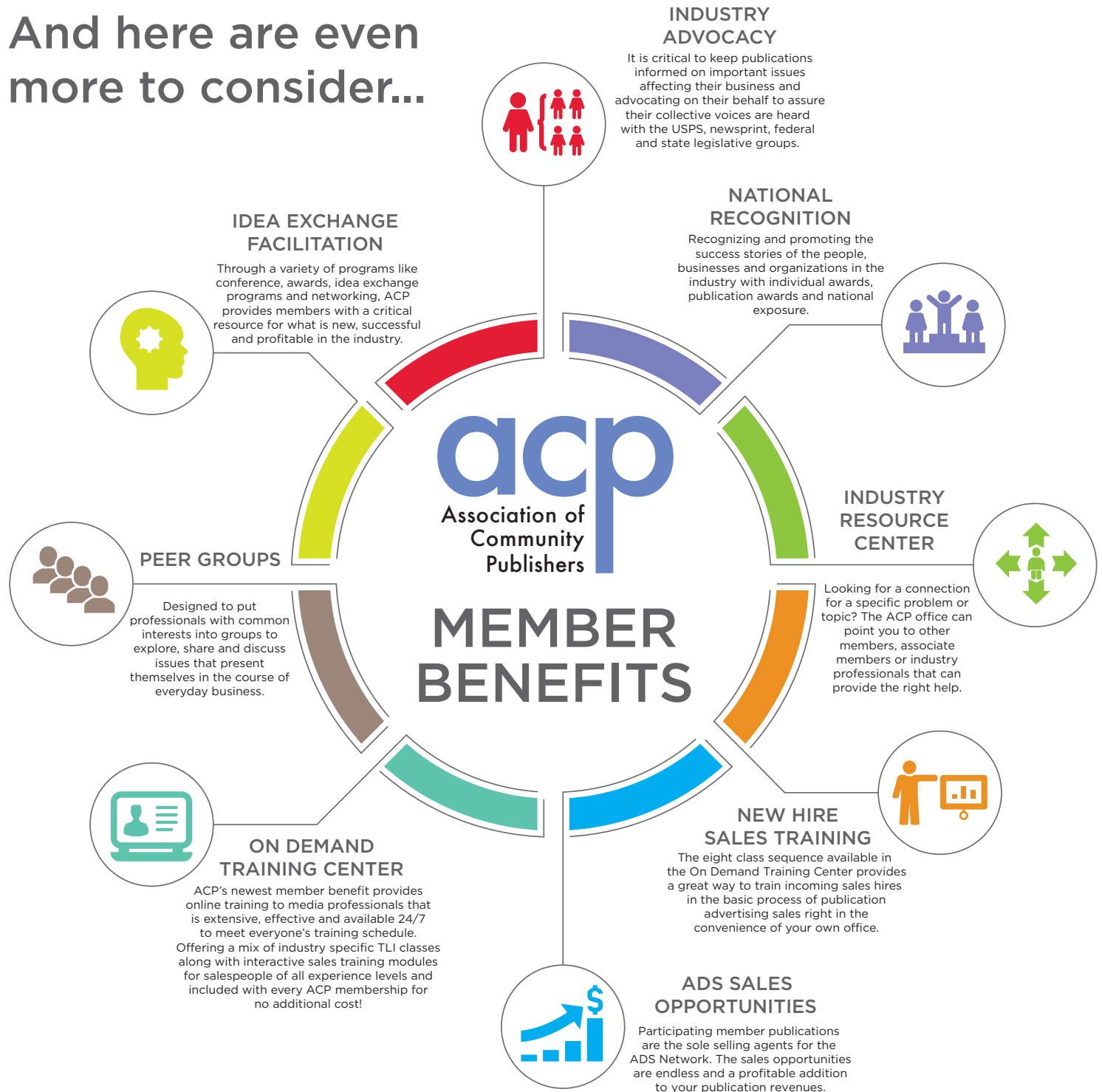
Communication is vitally important to the job of a manager and to fostering employee engagement. Build and maintain a team culture where feedback is openly given and received, and you will keep those important lines of communication open. Sharing information will help your team and your business operate more effectively, more efficiently, and more profitably. ■

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FOUR SALES METRICS

that every publication should track for each salesperson

TOTAL SALES PER ISSUE

This is one almost everyone tracks due to the need to determine commissions for salespeople. A simple \$ volume tracking per issue with goals established for per issue averages as well as setting and tracking monthly/quarterly/annual objectives established for each salesperson is the fundamental measure almost everyone uses.

NUMBER OF ORDERS

Tracking the actual number of orders each salesperson writes per issue along with averages can add a whole new perspective to the amount of effort going into their typical week. We have all seen the salesperson with that large, 2-page advertiser that accounts for the lion's share of their \$ volume each issue. This metric will indicate the productivity of each salesperson based on the number of successful sales closings for each issue without regard to ad size or editions ordered.

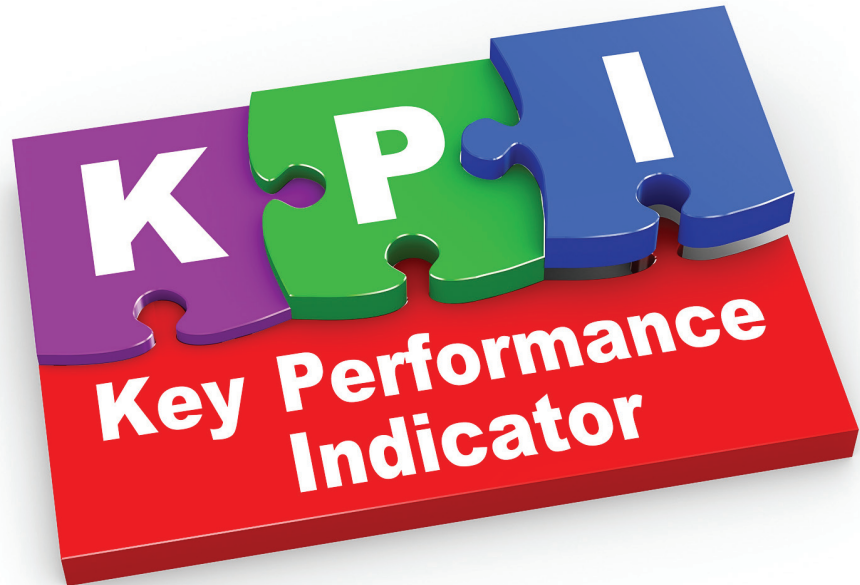
AVERAGE \$ SALE PER ORDER

Tracking the first two metrics makes this metric easy to monitor as it is the simple calculation derived from the following:

$$\text{TOTAL SALES} / \text{NUMBER OF ORDERS} = \text{AVERAGE \$ PER ORDER}$$

This metric can shed light on a variety of strengths or weaknesses depending on the person or situation. Higher sales volume and higher order number indicates a salesperson whose average \$ order will be smaller but they are covering more customers to compensate. This may mean any one of the following:

- They need to work on some plans to improve their ability to upsell current clients.



- They are handling a high volume of smaller merchants which provides stability if they have a business close or stop advertising.
- They need to be focused more on several larger target advertisers who will require additional preparation and more sophisticated presentations. The salesperson who has an exceptionally high \$ per order average compared to fellow salespeople can mean any of these situations may exist:
 - They are handing a number of high sales volume advertisers who drive their average up but also require more time and attention to handle but offer an instability to their sales volume should one of the large advertisers close or stop advertising.
 - They are “cherry-picking” the big customers in their territory and ignoring the smaller advertisers who provide a smaller return on their time invested.
 - They need to be focused more on new customer counts to build a

more diverse and stable base of advertisers and maximize the potential sales volume from their territory.

NUMBER OF NEW CUSTOMERS

It is easy to get comfortable with your routine of sales calls and clients handled when you are meeting sales objectives and personal goals. According to LendingTree, 18.4% of private sector businesses in the U.S. fail within the first year and 49.7% falter within 5 years. That means salespeople need to maintain a steady inflow of new advertisers to offset the inevitable losses that will come from business failures. By monitoring and incentivizing new customer acquisitions separately, you can gauge a salesperson's success or reluctance with making cold calls, their ability to close new sales and their utilization of referrals from existing clients to establish leads for additional customers.

These four sales metrics are a solid start for tacking basic sales performance areas. Monthly Metric will examine more sales performance indicators in future issues. ■

ADDITIONAL RESOURCES

Inc. – Article

6 Ways to Motivate Your Sales Team

By Sujan Patel, Co-Founder, Web Profits

A solid review of six tactics any company can use to inspire their sales team. Not necessarily a “how to” but though provoking look at some important aspects to dealing with sales teams.



Learn Hub – Article

The Only 10 Sales Motivation Techniques That Work

By Mary Clare Novak

Another solid article detailing 10 techniques that help build an inspirational and results driven environment. From the obvious with goal setting all the way to the sharing the bigger picture, there is plenty to think about here.



HubSpot – Article

How to Motivate Your Sales Team: 9 Tried-and-True Strategies

By Dan Tyre

This article presents some more detailed, easy to implement help to analyzing what exactly is needed for each individual. Also provides practical methods to personalize those rewards based on what that persons' interests are.



LinkedIn – Article

How Do I Overcome the Fear of Cold-Calling?

By Graham Richardson

This article offers 5 simple strategies for structuring sales calls that will build confidence and reduce anxiety about sales calls. A healthy approach to identifying the impact your product will have on the buyer and applying it to the sales process.



Xactly – Blog Article

Typical Sales Commission Structures – Everything you need to know

By Erik W. Charles

Solid review of many different types of commission structures for all types of sales positions, including some creative alternatives. Each commission type is provided with advice on what situations that particular commission type will work the best in.



ADDITIONAL RESOURCES

ITA Group – Article

The 8 Intrinsic Motivators That Really Inspire Salespeople

By Katherine Schaeffer

An interesting look outside the standard monetary rewards typically used to motivate salespeople. They make a strong case for driving behaviors by creating positive internal feelings by taking advantage of what is important to each individual.



YouTube – Video

Best Motivational Speech Ever: Sales Motivation

Chris Guerriero

This 5:36 video is a fantastic and unique look at overcoming the most common roadblock to success, the acceptance of why it can't be done. Great things are often accomplished because people didn't know in advance that it can't be done.



The Center for Sales Strategy

20 Motivational Videos for Your Sales Team

By Matt Sunshine

Perfect collection of 20 of the most profound and watched famous motivational videos. Complete with links, the list includes many of the most iconic videos of speeches, presentations and movie segments that are incredibly powerful. This is one everyone involved with sales at any level should bookmark.



RingCentral – Blog Article

How to run sales meetings that actually motivate your team

By RingCentral Team

This article looks at all aspects of sales meetings. The Importance, the objectives, practical ideas to incorporate into your meetings and a seven step process to run effective sales meetings all wrapped into one article.



Livestorm – Blog Article

10 Effective Sales Meeting Ideas to Motivate Your Remote Team

By Molly Hocutt

Straight forward, step by step outline of putting together a virtual sales meeting that that should keep your sales team engaged and inspired. A quick read with links to additional information if you are interested.



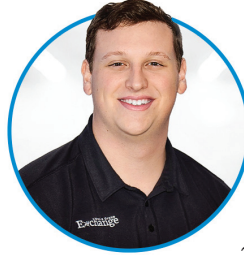
2022 RISING STARS PROFILES

WESLEY BRYANT

Managing Editor, Exchange Media Group, Fayetteville, TN

Job Responsibilities:

- Plan and manage all daily operations of our magazines
- Hire, coach, and manage our writers for magazines
- Coordinate editorial publications and meetings
- Create and develop story ideas
- Assign tasks for writers, designers, and editors
- Create and manage detailed content schedules
- Oversee proofreading procedures and edit copy when necessary
- Manage and instruct our photographers on pictures you need
- Assist in evaluating finalized copy for compliance with policies, style, and tone
- Resolve issues as they arise
- Attend events on behalf of the company or editor in chief
- Use our OKRs across properties to measure results
- Monitor and optimize performance to meet traffic, engagement, and growth targets
- Implement best practices, workflows, tools, and templates to maximize the efficiency and effectiveness of the publishing process



Age: 25

How long have you worked in this industry?

7 years in media/entertainment,
1.5 years in this industry

What is one significant take-away you hope to gain from being part of the Rising Stars program?

I feel at home in this industry. Everyone wants to change the world and leave it a better place. But it's hard to do that when you're limited to paying customers. This is the industry to reach more people without hiding behind a paywall. I hope by being in this industry and being a Rising Star, I can meet that dream of changing the world and making it a better place for my future kids and their kids.

You have to sing karaoke, what song do you pick?

This answer changes all the time, so you'll need to come back to me... but right now it's "If I Can Dream" by Elvis.

KARA IVISON

Digital Specialist & Graphic Designer,
Genesee Valley Publications, Avon, NY

Job Responsibilities: "Everything digital!" Website creation and management, social media, digital campaign creatives, company website management, paginate 2 of our GVPS editions and one of our HOME Magazines, create ads, manage Printing By Penny Lane online store, email marketing for sales, and email newsletters for subscribers.

Age: 27

How long have you worked in this industry? 5 years

What do you think the future looks like for the free paper industry?

I think the future is bright if we continue to evolve our publications and grow our resources. Especially during the covid and post-covid world, I think people look towards their community papers as a local, trustworthy source and want to see us all be successful.

What is one significant take-away you hope to gain from being part of the Rising Stars program?

Networking and hearing new ideas from other people in the industry is why I was excited to join the Rising Stars program.

If you could hang out with any cartoon character, who would you choose and why?

Hanging out with Stitch from Lilo and Stitch would be quite a day!



ASHLEY HUNTER

Managing Editor,
Havana Publishing, Havana, FL

Job Responsibilities: Editorial oversight of four hyper-local newspapers, three of which are paid weeklies and one is a free monthly. Management of reporting staff.

Age: 26

How long have you worked in this industry?

6 years

What do you think the future looks like for the free paper industry?

I think the future of the free paper industry is optimistic. I manage both a free paper, and several subscription-driven papers, so I get to see both sides of the same coin. Readers like the allure of a free paper – I feel as though they are more likely to pick the product up and thoroughly read it if it is a free paper. Also, the lack of a required subscription base allows the newspaper to be more flexible and competitive with pursuing those readers. Meanwhile, that wider base of readership really appeals to advertisers as well, as it gives them a more diverse audience for their advertisements and assures eyes on their product. In general, the future of free papers seems to be a win-win-win for all three involved parties – publisher, reader, and advertiser.



HOW LOUD DOES MONEY TALK?



CHRISTINE WHITE –
2022 RISING STAR

Motivating a sales team is more than setting a goal in hopes they attain it. A team is made up of many individuals, and in leadership the word individual could be the toughest aspect when igniting salespeople’s drive to success. Money may not be the biggest factor when it comes to motivation, and it’s crucial to learn about each member to help tailor it.

While sales executives in all industries sell a product or service, advertising sales is more than bringing in new business and making their company money. This type of sales directly impact local businesses and their communities, and even more so to the salesperson to lives in that town or city. By building relationships and the success you’ve helped create, this may be a natural form of motivation which forms a foundation for a leader to work around.

With the great resignation still at the forefront, salespeople need to feel valued by their company to stay motivated. Are they able to have an opinion or involvement with decisions? Reward them not only for bringing new ideas to the table, but for implementing those ideas as well as measuring success for their execution. Are there advancement opportunities available? While not

every salesperson is interested in promotion, it’s important to have conversations for those who want to move up within the company which in turn motivates them to reach their goals. Are there other rewards available to salespeople such as flexible work arrangements, or time off (with importance to use it!) for a robust work/life balance? The more they are taken care of, the harder they will work.

As a leader, it’s crucial to coach your sales team, but know that you cannot lead everyone the same. Instead of assuming how your salespeople prefer communication, ask them. One salesperson may want check-ins several times a week, while another prefers private over public praise. This way you are learning everyone’s different work-style but motivating them because you are taking into account what works better for them.

Overall, we all know money fuels salespeople. Goals, bonuses, wins, and learning from losses are all part of the game. We also know that in sales, the job is never done. Using different methods to boost morale, grow your team, and keep your salespeople happy will not only make for more company revenue, but overall personal and professional success throughout. ■

CHRISTINE WHITE
Digital Specialist, Genesee Valley Publications, Avon, NY

Job Responsibilities: Digital marketing sales and help teammates sell, plan, and execute digital marketing campaigns.

Age: 34

How long have you worked in this industry?
3 years

What is one significant take-away you hope to gain from being part of the Rising Stars program?
Gain leadership skills.

What do you think the future looks like for the free paper industry?

The future is promising for the free paper industry as we are more trusted than many online articles/social media. Readers will continue to rely on us for factual, engaging content.

You can have an unlimited supply of one thing for the rest of your life, what is it and why?

Food and drink – Never have to worry about starving, driving to a store or depending on a store for food.

What is your most used emoji?

The laughing face with tears coming out of the eyes.

The Leadership Institute is a structured, industry specific sales and management training program sponsored by the Association of Community Publishers.



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MAKE IT PERSONAL!

BY JIM BUSCH

“ Motivation is deeply personal and only you know what words or images will resonate with you.

—Daniel H. Pink

Here is a comforting thought—sales managers will never be replaced by robots. Robots are ideal for repetitive and predictable tasks. Engineers would call motivating salespeople a “stochastic” task. In normal, non-engineer, English this means that when human beings are involved, outcomes are unpredictable. Machines are mass produced on an assembly line, they are all exactly alike. No two people act or think alike. Machines get going with the flip of a switch—just finding a human’s “switch” is a major challenge. As a sales manager, my most important motivational tool was the lunchtime chat. Whenever I took over a new team or hired a new rep, I would take them to lunch so we could chat. I steered the conversation away from business. We talked about them and what made them tick. This information allowed me to tailor my motivational strategy to each individual on my team. Over burgers, at TGI-Fridays I learned one young woman on my team was into motorcycles. I asked several follow-up questions to get a description of her dream bike. When I got back to the office, I went online and bought a die-cast model of her fantasy Harley. A couple of days later it was sitting in the center of her desk when she arrived at the office. When she asked about it, I told her it was a reminder of what she was working for. Whenever she left the office for the field, I would hold my arms at my side and mime revving a bike and she would reply by giving me a thumbs up. Another rep was newly married and he wanted to make his wife proud of him. A few weeks later he was the company sales leader. I had a flower arrangement delivered to his wife’s workplace with a note thanking her for supporting him while he was putting in so much time at the office, telling her that she should be proud of him, and saying he was working so hard for her. This maneuver recruited her as an ally in my efforts to keep her husband motivated. Like Daniel Pink says, motivation is personal and by tailoring our motivational efforts to the individuals on our team, we will get the best effort out of each of them. ■

WHY ASK QUESTIONS IN HEADLINES?



BY JOHN FOUST
RALEIGH, NC

Headlines are the entrance ramps to effective advertising. The better the headline, the higher the readership. The key word is “engagement.” How can you engage readers – with just a few words?

Consumers are naturally drawn to headlines which promise benefits or announce relevant news. That’s a logical place to start, as you’re writing headline choices. Along the way, why not experiment with some headlines that ask compelling questions?

Let’s take look at some examples, good and bad:

1. “Looking for a good deal?”

(This headline is too vague to create interest. Good deal on what – prices, product selection, additional services or special warranties? If this advertiser truly offers “good deals,” he or she should provide specific details – even if it’s as simple as saying, “Looking for a good deal on golf clubs?”)

2. “Why is the Johnson’s house twice as likely to be burglarized as yours?”

(Now this is engaging. I’ve seen this kind of headline in home security advertising. It arouses curiosity and taps into the one of the strongest human motivators – fear of loss.)

3. “What’s wrong with this picture?”

(This question has been around for a long time. Don’t use it as a “made you look” gimmick. To be effective, it should relate to the product which is being advertised – and provide the answer in the copy.)

4. “Can you find five mistakes in this photo?”

(This is a variation of the “what’s wrong” headline. As long as there is a direct link to the product, it can lead people to read the body copy, where they are certain to find an explanation of the nine mistakes. Don’t let them down in the copy. Deliver the goods.)

5. “How can you say ‘no’ to these fantastic bargains?”

(It’s certainly easy to say “no” to this vapid headline, because it offers nothing of value to readers. “Fantastic” is an empty exaggeration in a meaningless question. If the bargains are so fantastic, why not think of a compelling way to say so?)

6. “Which house will sell faster?”

(This classic curiosity headline is accompanied by two side-by-side photos. The houses look nearly identical. We have to read the copy to learn which one will sell faster – and why.)

7. “Why should you call XYZ Investment Firm?”

(The answer is probably no better than the question.)

8. “Is your plumber ripping you off?”

(If you’ve recently had some plumbing work done, this headline is a real grabber. Was the pricing fair? Or did you pay too much? You’ll have to read further to find out. And as you read, you’ll learn about a trustworthy plumbing company.)

9. “What guarantees did you get with your last oil change?”

(This can generate interest. What about readers’ past purchases? Could they have made better decisions?)

10. “Which type of camera is best for you?”

(If you’re in the market for a new camera, this ad promises to provide helpful information. And of course, whatever your choice, this advertiser probably has it in stock.)

Can questions help you create engaging headlines? Yes. ■

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John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. E-mail for information: john@johnfoust.com

Graphic Hooks

By Ellen Hanrahan

hanrahan.ln@att.net © 09/2022

Part 2-Type Combos... was going to be the topic for this month. However, in gathering my information, I realized that this was not a simple project.

From what typefaces are best for text; appropriate typefaces to use; how to use the typeface; and typeface classifications to determine typeface combinations was certainly not going to fit in the amount of space that I have.

Type is a visual element and needs to be treated as part of the design process

Many factors determine typeface use

- 1) Size of the ad can affect the typeface... just because an ad is small doesn't mean you have to choose a condensed typeface. At times, a smaller point size is more effective than condensed type.
- 2) How much content is in the ad?
- 3) Will there be images, products?
- 4) The whole idea of readable, legible and creative use of type covers a lot of little elements that by themselves are not always significant, but can make a big difference in the look of the visual information. Some of these little elements consist of similar typefaces, trapped white space, box-itis, rule-itis, reverses, drop shadows, screens, as well as the architecture of type—alignment, spacing, size, style, weight, x-height, etc.
- 5) Perhaps this is why the correct use of type is much more difficult to address than picking out the right art or graphic. I've chosen **Myriad Pro**— with multiple options from **Light Condensed** to **Black SemiExtended**, thereby maintaining the integrity, legibility and readability of the type. The x-height makes it readable even at smaller sizes and this sans serif mixes well with a variety of other specialty and decorative typefaces.

Contrast and Type

I have decided to take the easiest way I know how in dealing with type combinations—and that is using contrast.

One of the most common pitfalls in setting type is lack of contrast (see the "Winterfest" ad on the left below). There is no hierarchy, no emphasis and probably a good chance of being overlooked!

Surprisingly, you can choose totally different typefaces that still work well together—but the key is to choose wisely.

Don't choose typefaces that are similar. If they are not from the same family (the italic version paired with the regular version of the same family), use two typefaces that are very different. The similarities can create a conflict, not a contrast.

Choose dissimilar typefaces. If a font in your ad is a sans serif, don't pick another sans serif; instead mix the sans serif with a script with flowing forms or a font with strong thick and thin serifs.

If you use an italic type for a bridal ad, don't combine the italic with another face that slants and flows; instead choose a strong sans serif or a square slab serif.

But it's not just enough to choose different typefaces—you need to add contrast in other ways also: size, weight, structure, form, direction, and/or color. If you're going to contrast size, make it a big contrast—14 point type is no contrast to 12 point type and for weight contrast, go for the light with the extreme heavy—mixing a semibold with a bold won't cut it.

The "Winterfest" ad on the right makes better use of contrast in guiding the reader to a clearer, more unified, more readable presentation of the event.

A large typeface family takes a lot of the guess work out of your design process.

Contrast and Type 2

It's all well and good to develop contrast within a particular type family, but what happens when you mix a serif and sans-serif typeface?

The first thing to be aware of is the difference between text type and display type. There are many, many books available that deal with typography and fonts, but I am just going to cover a very brief overview of the subject.

Text typeface: Type that is designed for maximum readability and legibility at 9–12 points in size.

Display typeface: A decorative typeface meant for larger point sizes (18 points and above). Often unsuitable for long passages or text sizes.

Serif typeface: A small stroke at the end of a terminal or arms of the letter.

Sans Serif typeface: Type that has no such strokes attached.

The times when you want to combine typefaces is when you want to choose a headline and body copy. If you remember the use of contrast, this can be easier to achieve. Start by choosing the typeface that will be used the most... the rest is like creating a recipe:

- Combine large and small
- Combine structure (serif and sans serif)
- Combine light or heavy weight
- Combine form (caps or lower case)
- Combine width (regular combined with condensed or expanded)

Start out simple and as you gain confidence, you'll be able to expand your choices. I suggested books above, but there are also a number of websites that will suggest possible combinations to get you started.

If you reread the bullet suggestions, you will note that contrast is the biggest factor in all the combinations.

Final Thoughts

The "Winterfest" ad helps me realize that all this heat we are having will be gone. I must admit, I prefer Autumn because the temperatures are more to my liking.

Contrast in weather helps me appreciate the fact that I live in an area with four seasons... and contrast in design is a principle that is simple to use but can make a huge impact in any ad or visual communication. Fortunately contrast can be applied to many of the elements within your designs... just be sure to be decisive in its use.

As John McWade (look him up) clearly reminds us, type is "**the visible voice.**"



These ads are a good example of contrast in both type...and also image. The original on the left has contrast, but it's too subtle to the point of being "washed out," and therefore nothing really stands out. The type use is too similar in weight to assist in readability. The grey background also diminishes contrast and effectiveness. This misuse leaves an ad that will just get lost on the page.

The ad on the right uses contrast to create a message that is more visual and readable. The shade and type creates more visual interest within the ad itself and using one snowflake at a larger size adds additional impact. Type use helps break the content into specific areas of content. A reader will be drawn to this ad and the word "Winterfest" has also become more graphic and therefore more compelling.

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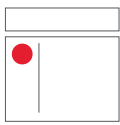
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