



Community Papers of Michigan



OUR DATA SPEAKS VOLUMES

INFORMER

September 2016

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NewspaperAcademy.com Features Live Broadcast Interviews

Beginning in September, Kevin Slimp began hosting live interviews on "Newspaper Academy Radio," available free online.

His first three guests were Ed Henninger, design expert; Tracey Trumbull, former metro photojournalists who moved to the television industry; and Tim Smith, newspaper sales expert.

Aimed at newspaper professionals, the interviews are casual but tend to cover serious issues at the same time. Listeners can ask questions using a "chat" screen during the broadcast.

Ed Henninger, on September 14 said, "I remember working for a newspaper when the idea of 'synergy' was first introduced. That's when things started to fall apart."

Tim Smith shared his thoughts that "print is where the money is," and added that chasing digital revenue, at the expense of print revenue, is a mistake.

Guests already scheduled for October include Canadian publisher, Chris Ashfield, who will share his thoughts concerning what is happening to the industry in Canada; Kansas publisher, Joey Young, who bought his first paper three years ago and has created several new successful publications since; and Dr. Iris Chyi of the University of Texas. Dr. Chyi, author of "Trial and Error: U.S. Newspapers' Digital Struggles toward Inferiority."

See an updated schedule of broadcasts at newspaperacademy.com.



By Michael Angelo Caruso

Dealing with Price Objections When Closing Sales

If a purchase is the best thing that can happen as the result of a sales call, an objection is the second best thing that can happen. An objection is the reason why the prospect does not agree to purchase.

Of course, the prospect may have multiple objections. Know that you don't necessarily have to answer all of them in order to get the sale. Focus on the deal breakers first.

Salespeople often interpret an objection as rejection. In most cases, a negative response is not personal. Try not to internalize or get defensive when you receive an objection. Use the opportunity to listen, analyze your techniques, identify weak parts of the presentation, course correct, and even redirect the close. Don't be too hard on yourself or your company.

There are two basic types of objections: those that are price-related and those that are not.

Non-price objections

Objections that don't involve price might be related to delivery time, color choices, product features, your company's reputation or other aspects of the purchase. Strong sellers anticipate dozens of possible objections and learn to effectively deal with them.

In general, it's a good idea to first empathize with the prospect and make sure you completely understand the objection. Allow the prospect to share his concerns and trepidation. Then, if possible, deal with the objection to the prospect's satisfaction.

Follow the pattern in the selling examples below:

Objection: "I'm too busy right now."

Satisfier: "Yes, I understand how busy you are and that's exactly why you need to take the time to set me up as a new vendor. As we discussed, dealing with me is going to save you time."

Objection: "We don't have the money."

Satisfier: "Yes, I'm aware of your restricted budget and that's exactly why we should do business. My service will more than pay for itself."

Objection: "We don't have the time for training."

Satisfier: "Yes, and you've told me that time management is something the team needs. Let's figure out a way to make time so you can put this problem behind you."

Improvisation groups, such as Second City, teach actors to think on their feet and practice inclusion during their routines. They use a communication technique called "Yes, and..." to encourage give-and-take and develop dialog.

In the above examples, the word "and" is an inclusive word that promotes advocacy. Words like "but" and "however" are exclusive words that foster adversarial relationships.

I recommend that you role-play various objection scenarios with an associate before attempting them with prospects.

Sometimes the prospect claims that everything looks good and the sale can proceed as soon as the boss says "yes." This type of objection is referred to as "higher authority." Of course, the seller should have identified the boss as the influential buyer and arranged her involvement earlier.

To deal with the "higher authority" objection, the seller can:

- 1) Do nothing and trust the prospect to obtain clearance from the boss
- 2) Invite the boss to the meeting table right away
- 3) Try to schedule a meeting with the prospect and the boss

What if you can't close and there is no objection?

Beware of the non-answer known as the dreaded, "I'll have to think about it."

Answers like, "I'll have to think about it" and "I'll have to get back with you" are not objections. They are non-objections. Certainly non-objections are a signal that the prospect is not ready to buy. He may not be ready because he doesn't perceive enough value. But sometimes there's a deeper psychology at work.

On occasion, the prospect perceives value but his circumstances won't allow a purchase. In other words, he can't say "yes," and he won't say "no," so he says neither. *Continued on page 3.*

In any case, a non-objection is a famously efficient way of discouraging the seller. A prospect knows that if he gives you a reason for not buying, you'll probably try to change his mind. To avoid an awkward second attempt at a close, the prospect decides not answer you at all.

Be especially sensitive to unspoken objections. Watch out for prospects who politely nod all the way through your presentation, but never really agree with you about anything. Some folks just want to get some free ideas. Sometimes people just need a third price quotation and have already decided on a vendor.

Good sales scripts allow for non-answers. It's important to get the prospect talking. If the prospect says, "I'll have to think about it," you might softly apologize by saying something like, "I'm sorry, I must not have been clear about something." Then ask, "May I ask what specifically you need to think about?"

If you probe for authentic objections and uncover nothing, lower the volume of your voice, lean forward slightly and ask, "Is it the price?"

Price Objections

Research shows that people don't make purchase decisions exclusively based on price.

Volkswagen, for example, will never put Cadillac out of business. This is true even though Caddys cost thousands of dollars more than VWs.

The high-quality retailer, Nordstrom, is in a different league than the discount retailer, Wal-Mart. You can be successful selling at a high price point, but you must work to deliver value that makes the price seem worth it.

Of course, just because a prospect cites

price as an issue, doesn't mean that it really is. Jay Conrad Levinson, primary author of the Guerilla Marketing book series, writes that most customers who forsake your offering in order to do business with someone else, do so for reasons that have nothing to do with price. According to Levinson: 15% of customers find "better quality" 15% of customers find "better price" 20% of customers claim lack of contact or individualized attention 50% of customers say contact was poor and inconsistent

The quotation marks above are used because the prospect may not actually get better quality from another vendor. Levinson argues that when the prospect passes on your deal, he thinks he's going to get a better price or a better value, but his decision is only based on perception and often never realized.

Levinson's statistics suggest that 70% of prospects and customers make purchase decisions based on communication issues rather than pricing concerns.

We've already learned that price is a psychological illusion in that people buy important, non-commodity items based on emotional issues unrelated to price. These statistics should convince you that it's not a good idea to give in on price.

Here are three of the best ways to deal with price objections:

- 1) Identify the true objection, address it, re-establish value, then attempt to close again.
- 2) Keep the price the same and offer more value.
- 3) Trade concessions for dollars.
- 4) Give a price concession.

Strong sales are the lifeblood of every thriving organization. Become better and

stronger at selling by using these 5 Cool Ideas for Stronger Sales!

Two real-life scenarios

Scenario #1: Bundling, unbundling, then bundling again

My friend, Steven, owns a company that sells computer software.

He bundles a training program into the price of the software. The software is relatively inexpensive, but the training is not. Steven's clients often decide to only purchase the software and tell Steven that the cost of the training is too prohibitive.

Later, 95% of those customers decide to purchase the training, even though they said that the price is not affordable. In other words, they find the money.

Scenario #2: Don't lower the price, increase the value

One of my clients, Tim, runs a small engineering company. He asked me to provide a price quotation for delivering a sales presentation to his team, so I did.

Tim informed me that the price was more than he wanted to spend. I suspected that this might be a negotiation gambit, so I told him I would provide a copy of my 30-page e-book titled, Selling More, Better, Faster to all 50 of his attendees.

Tim thought about this improved offer for about two seconds and then said, "Okay, let's do it."

In other words, Tim hired me for the original and only price I quoted him, even after telling me that the cost was "more than he wanted to spend."

Always make time to completely understand the prospect's objection so you can provide the best solution. Lowering your price is hardly ever the best solution for both parties.

Michael Angelo Caruso is one of America's premier keynote speakers. He is known as "the speakers' speaker." He teaches presentation skills and is in demand for conventions, conferences, and annual events of all kinds. Michael specializes in working with leaders, salespeople, and the customer service industry. For more information about Michael Angelo Caruso visit his website <http://www.michaelangelocaruso.com> Contact Michael @ Edison House, 333 E. Parent Ave. #4, Royal Oak, MI 48067. (248)224-9667.

It always seems as if there is never enough time! Over these many years, I have learned to “work smarter.” One of my favorite, quick tips is to...



Use Rules

Wow! The last few months have been a real challenge. I live in a stone farmhouse that was built in 1851, and when we moved in thirty-odd years ago we had to do a lot of work (like... indoor plumbing!)—it was a mess. Anyway, the original steps were like “goat-steps,” and as I have gotten older (and maybe if we want to sell the house someday) we decided to bring them up to code. Long story short, they look fantastic, it’s a treat for my knees to use them, but we had to rearrange things in a number of rooms (and it doesn’t hurt to down-size either) but that’s done and we don’t regret it. So now I am playing “catch-up” on my projects... like this article!

I realize how important time is. I also realize that computers, software and understanding new concepts can be overwhelming. I was fortunate when I worked in printing and publishing because I had to learn on the job, so to speak. We learned from each other and along the way, we picked up shortcuts, tips and even a few tricks.

Which got me to thinking about some of the time-saving techniques that I’ve used many times in ads. It was time-consuming to look for backgrounds, but with the use of a few “rules,” I could create almost instant backgrounds.

Paragraph format rules

I don’t mean you actually create paragraph formats, I’m talking about using the “rule above” and “rule below” function to create almost instant backgrounds. I started to use them in **QuarkXPress** and continued use them even more in **Adobe InDesign**. This gives me greater control over the rule lines themselves, I don’t have to group them and I can always add additional rule lines by hitting the “return” key. Once you start to experiment, you’ll get a better idea of how handy this instant background can be.



The above one point rules are at 50% black. If I had drawn them using the **Line Tool** or **Rule Tool** and then using a **Step and Repeat** function, but later deciding that I would really rather have the lines closer together, I would delete and redo. Using the paragraph rule capabilities, I just select them and change the leading applied or use the **space before** or **space after** to adjust them while I can actually see how they space out (next column top).

Rules rule!

You can use text with rule above or rule below functions to create charts. I used rule below in **InDesign** for all of the following samples.

WHITE	RED	BLUE	GREEN
ORANGE	VIOLET	HAZEL	CYAN
MELON	YELLOW	BROWN	BLACK

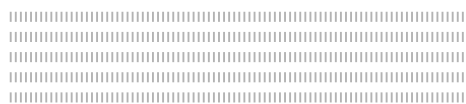
Rules with text to create charts



3-point Wavy lines used at 30%



5-point White Diamond lines used at 30%

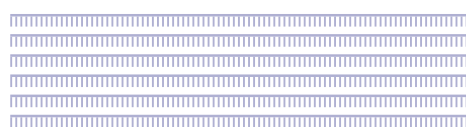


4-point Straight Hash lines used at 30%

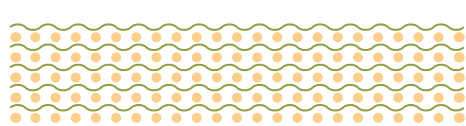


4-point Japanese dots used at 30%

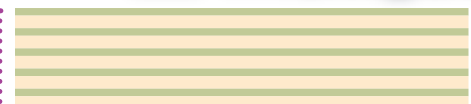
As you can see, these create a variety of backgrounds that you control. You can easily change the width of the box; add more rules by hitting the “return” key until your space is filled; and change rule width and color in one dialog box. The above samples were created with just the “rule below” function. See what can happen by adding the “rule above” function to the mix.



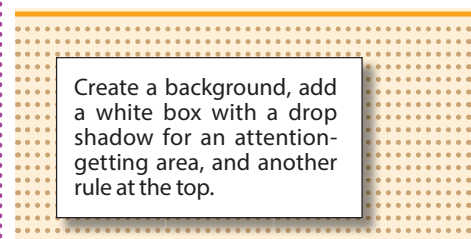
Rule above is a one point straight line at 30%
Rule below is a 4-point Straight Hash lines at 30%, both with the same color



Rule above is a 3-point wavy line at 80%; with an offset of .5 and color
Rule below is a 4-point Japanese dots used at 50% and with color as well



Rule above is a 3-point solid line at 40%
Rule below is a 5-point solid line used at 20%.



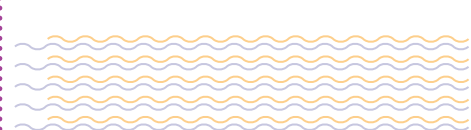
Create a background, add a white box with a drop shadow for an attention-getting area, and another rule at the top.

Something this simple can add a little extra something to your ad, especially small space ads because often there is not a lot of room for artwork, let alone the text that needs to go into the ad.

Now imagine adding a colored background with the rules being white or a lighter value of the background color to give the ad an entirely different look. Even if you don’t use these rules as an entire background, there are still other ways to use them:



Even a bit of the rule background can help call attention to info within the ad. Making type bigger does not always end up in creating an ad that is easier to read!



Sorry, while I was typing that last bit above, I got to wondering what would happen if I used **Rule Above** and **Rule Below** and indented one (in this case, it was rule above with a left 1p1 indent). Both are 3-point wavy rules, but the rule above is at 50% and the rule below is at 20%.

Actually, since I have these started, I should create a library to have my samples on hand for whenever I need a quick background for my work...besides I have a little more time now!

Until next time!

I write for *The Independent Publisher*, *SAPAtoday* and *CPM*. For information, PDFs of articles, or have ideas for design articles, e-mail: hanrahan.in@att.net
Ellen Hanrahan ©2016



By **Bob Berting**
Berting Communications

Small Advertisers Can Be Profitable

How many publishers feel that their small advertisers are not worthy of their high priority attention? How many feel their small advertisers are being serviced by 50% of their staff and find that 25% of their business is coming from them?

Small advertisers are important

If small advertisers can be profitable, then we need to think about having creative salespeople work these accounts. There are different ramifications in developing them to a more dominant role in your publication.

Here are things that can be done to strengthen the small advertiser base:

Provide co-op help. If your salespeople can find co-op dollars for their smaller retail accounts, they are not just selling ads but helping the advertiser get into a

stronger and more dynamic ad program with you.

The small advertiser spends money in your publication and deserves expert ad design and copywriting. If their ads are part of a provocative ad campaign that keeps readers looking for their ads each week, maybe the results can stimulate a more dominant and profitable ad program with you.

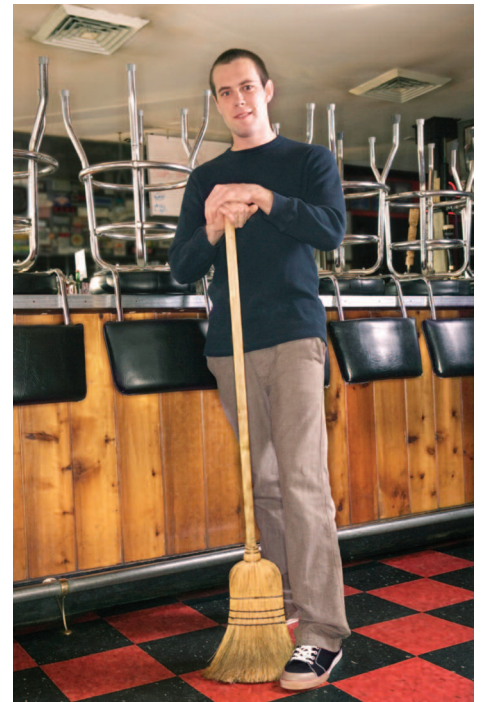
Special promotions that have small advertisers in the same business category are effective. These collective page promotions can have spot color in each ad and the promotion participants can share the color cost.

Your website can be a great place for smaller advertisers who can't afford larger dominant print ads but could agree to a well placed ad on your website. A well designed ad in this format could have significant exposure.

Rates? How hard have you made it for the small advertiser to exist in your publication? Are you pricing yourself out of the market? Your print competition will be glad to take care of your small advertisers who can't afford your rates.

Sponsor a seminar for your small advertisers. I have conducted 30 seminars for the customers of newspapers and they are extremely effective. Invite your inactives, regulars, and prospects to a morning seminar. Even an all day seminar with an afternoon hands on workshop, can be very educational and entertaining. Participants are always very appreciative of this event.

How can your pre-print insert service help the small advertiser? Can they buy



zoned coverage or do they have to buy your entire circulation? Will you let several small advertisers share a common insert? Could you create a booklet of small advertiser coupons that could be inserted in your publication?

Start thinking how your staff can do a better job with your small advertisers. How your small advertisers can grow into more dominant, high profile advertisers that will get more response in your publication.

Bob Berting is a professional speaker, advertising sales trainer and publisher marketing consultant who has conducted over 1500 live seminars, tele-seminars and webinars for newspaper sales staffs, their customers, and print media associations in the U.S. and Canada. His newest offer for the newspaper industry is a package of his two e-books "Dynamic Advertising Sales and Image Power" and "Advanced Selling Skills For The Advertising Sales Pro". Both books can be ordered on his website www.bobberting.com individually for 19.95 or both for 35.00. Contact Bob at bob@bobberting.com or 800-536-5408. He is located at 6330 Woburn Drive, Indianapolis, IN 46250.

3 Ways to Eliminate Productivity Busters



By Dr. Joey Faucette
Raleigh, NC

You're in a team meeting. Your desk phone rings. Do you read the Caller ID and decide about answering?

You're working on your computer on an important project. Is your e-mail open? Is it set on automatic?

What if you're with a customer and your smartphone buzzes with a call? Do you take it?

Marilyn vos Savant says, "Working in an office with an array of electronic devices is like trying to get something done at home with half a dozen small children around. The calls for attention are constant."

Technology intrudes with a creep, then leaps onto the stage of our productivity; seizing the starring role. Greater

productivity is yours when you daily recognize the creep and create boundaries that limit it.

Multi-tasking is a productivity buster. The myth is you do more. The reality is you do less and what you do get done is less well.

Here are three actions to take today to increase your productivity and limit technology's intrusion:

Establish Technology Schedule

Set up specific times when you employ various technology. Answer email on a schedule—a certain block and time yourself. Turn off the automatic updating and notification features on your computer and smartphone's email. Forward requests best answered by a team member. Listen to voicemails and return calls on a schedule.

Engage Selectively

Your phone may be smart, but most of us are not when selecting how to engage with it. Social media is a marvelous relationship-building tool. Use it. Monetize it.

But do you really need a notification when someone wants to connect on LinkedIn? Or, posts a picture of lunch on Facebook? Or, tweets a rant about the government?

Engage selectively with those in your primary sphere of influence. Clients, team members, and family members are top drawer. The rest are also-ran's for your attention.

Your productivity is at stake. Want to increase sales and get out of the office earlier? Create boundaries with your smartphone with categories for

interaction. Engage selectively. Execute with the "OFF" Button You pay for technology services. They are to serve you, not vice versa. Turn them totally off at designated times to innovate and create. A buzz, bing, or bleep dams up your flow for broadening outcomes and developing a new mindset. Avoid drying up your creative stream by pressing the "off" button.

Create boundaries around your technology that allow you to focus completely on what is most important and enjoy your increase in sales with greater productivity which gets you of the office earlier to play with your family and friends—your new Work Positive lifestyle!

Dr. Joey Faucette is the #1 best-selling author of Work Positive in a Negative World (Entrepreneur Press), Positive Success Coach, & speaker who helps business professionals increase sales with greater productivity so they get out of the office earlier to do what they love with those they love. Discover more at www.GetPositive.Today.





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Postal Updates

Dear SMC Members:

Last week I sent you an announcement from the Postal Regulatory Commission (PRC) of proceedings that will be held in 2017 to examine the current statutory method of setting rates, whether or not the current rate setting process is meeting the objectives of the Postal Accountability and Enhancement Act (PAEA) and if changes should be made in the rate setting process.

The PRC has announced that it will open a docket for the rate review in December of this year. It is anticipated that early spring 2017 will be the deadline for interested parties to submit comments. The Commission has stated it intends to issue an order with its findings, and to potentially start rule making for changes to the system, by early autumn 2017.

SMC has been meeting with other association leaders to discuss areas

where we might find consensus on a position to take before the PRC.

Some areas where it appears there is an agreement by all, or a significant number of associations, including SMC, are the following points:

- One position, that is taken by some associations, is that PAEA may not give the PRC the authority to eliminate the price cap. In other words, an argument can be made that no matter what the PRC recommends or wants to change in the rate making process, that the price cap was a fundamental part of PAEA and it cannot, and should not, be materially changed. This might be an argument to make at the very beginning of proceedings with the understanding that should the PRC go ahead to announce that it feels it can make changes in the price cap, additional and separate arguments can be made. This is an area where the USPS has already announced that it wants to eliminate or change the rate cap. Whatever happens on this issue, it is likely to involve lawyers and appeals beyond the 2017 rate review.

- Other areas where there appears to be consensus include the following:

- All associations agree that the old method of setting rates, known as “cost of service” price setting where the Postal Service simply announced its “costs” and was able to recover its full revenue from all mailers, was not workable. No one wants to go back to this “cost of service” rate setting.

- There is wide support for continuing to support a cost of living or price cap regime to cover “operating costs.” There is support that we should focus on the controllable or operating costs of the Postal Service as a separate area for determining prices and rates. For those costs that the Postal Service cannot control, that might come from Congressional mandates, we are arguing that these costs or burdens should be

treated as a separate “basket” or bundle of costs that are not related to day-to-day operations, or the conduct of mailers, and that a different approach to how these costs should be covered and litigated. (This concept is that the associations should keep distinguishing between the costs that the Postal Service can control, where the Postal Service has been doing fairly well from an operating standpoint, and many of the government or Congressional mandated costs that are legacy costs or matters that could be fixed by reform.

- There is agreement that the PRC and the rate review should not give the Postal Service an opportunity to reset its baseline revenue requirement and in essence build in some prior year losses, or its alleged “exigency losses,” into the rates for the future.

The rate setting process and rate review is going to be an important issue for SMC and all rate payers. SMC’s Steering Committee has consistently held that predictable, stable, and reasonable rates are fundamental and vital to all of our members’ mail programs, and the cost sensitivity of big and small advertisers. Doing what we can to preserve a price cap rate setting environment, and in turn a process that yields more predictable, stable, and reasonable rates, has been an essential mission of SMC in the past and will be a goal for next year.

SMC Association News

I have some announcements on the association side.

I want to congratulate, and say goodbye to Dean DeLuca, who will be retiring from almost 40 years of service at Trib Total Media. Dean DeLuca and Bill Cotter have served as Co-Chairs for SMC and have helped represent the interests of free paper publishers. I am hoping that Bill Cotter will continue to serve. We all join in wish Dean the best on his “next new chapters.” Continued on page 8.

(Postal Updates Cont.)

I also have an opening for a representative for SMC to serve on the Mailers Technical Advisory Committee. MTAC members are invited to represent their associations, and to have firsthand news and opportunities to network with USPS officials, on a quarterly basis at MTAC meetings. The way the Postal Service works with customers and associations is to ask associations to send up to three representatives to work with the Postal Service on everything from operations, service and delivery challenges, technology, and creating new incentives and programs. Our current MTAC representatives are Paul Giampolo of Valassis and Mark

Patterson of MSpark. We are permitted to send up to three representatives for SMC at these meetings. To be an MTAC representative, a member needs to be in good standing with SMC and to be willing to represent not just the interests of an individual's employer or company, but to more broadly speak for and share information with me and SMC. MTAC representatives have an opportunity to meet with USPS officials, and other association representatives, in Washington on a quarterly basis. MTAC representatives are the first to hear news and developments from the USPS and have an opportunity, through the work group process, to work with Postal Service officials on potential changes and procedures, programs, or

operations.

MTAC representatives are responsible for their costs of transportation and lodging for Washington meetings, but for companies that are involved with major mailings, are mail service providers, or want an opportunity to influence postal policies, MTAC representation can be a coveted position. If anyone is interested in the open MTAC position, contact me for further information.

As we approach the fall and winter months, and the big activities for next year, I am always open to suggestions for new Steering Committee members or persons to be more active with our association's leadership.

Newspaper Association of America Changes Name to New Media Alliance

The Newspaper Association of America announced it has changed its name to News Media Alliance and launched a new website, www.newsmediaalliance.org. The announcement is the culmination of a larger strategic plan to highlight the news media industry's evolution to multi-platform, digitally-savvy businesses and premium content providers.

The organization's new focus better reflects the fully-integrated multi-platform media organizations that comprise its membership. The new website visually depicts this expansion of news media into digital and mobile formats, with a modern look and feel that incorporates imagery of what it means to be a news media organization today: communicating in real-time across multiple platforms.

In addition, for the first time the organization is broadening its membership requirements to allow digital-first and digital-only news organizations publishing original content to become members. The association has a number of new tools and resources it will be making available to members in the coming months that reflect the digital focus of its membership.

As the industry has expanded to reach audiences on digital, social and mobile formats, the association's approximately 2,000 news organization members have become increasingly optimistic about the future of the industry.

"The news media industry should be optimistic. All evidence shows that people of all ages want and consume more news than ever," states News Media Alliance President and CEO David Chavern. "We need to focus on new ways to address the needs of audience and advertisers. Advertising on news media digital and print platforms continues to be one of the most effective ways for advertisers to reach important audiences. Publishers are working to adapt advertising across all platforms, make ads less intrusive and increase consumer engagement."

The News Media Alliance will continually evolve to ensure resources are available to members that facilitate growth and revenue diversification. Chavern doesn't see the challenges as insurmountable. "All industries periodically face disruptive market and technology changes, and like many others before us, I believe we will come out of it stronger."

For more information visit www.newsmediaalliance.org.

Most popular newspaper training topics in 2016

You might be surprised by some of the favorites



Kevin Slimp
The News Guru

It's that time of year again. Depending on when you are reading this, I am either racing against time to prepare

for the 20th session of the Newspaper Institute (newspaperinstitute.com), or I am catching my breath after its completion. The Institute takes place at The University of Tennessee and our attendees come from Arizona and Idaho to Florida and New York. In the past, we've had folks from some of the biggest papers in America, and some of the smallest.

Each year, we've added instructors and topics and, with 24 classes related to sales, editing, writing, technology and design. It's fascinating to see what newspapers are interested in these days.

This year, we have a large group, but we don't seem to have as many from the metro papers as we have in the past. On the flip side, this means we have more from smaller and midsize papers. I sup-

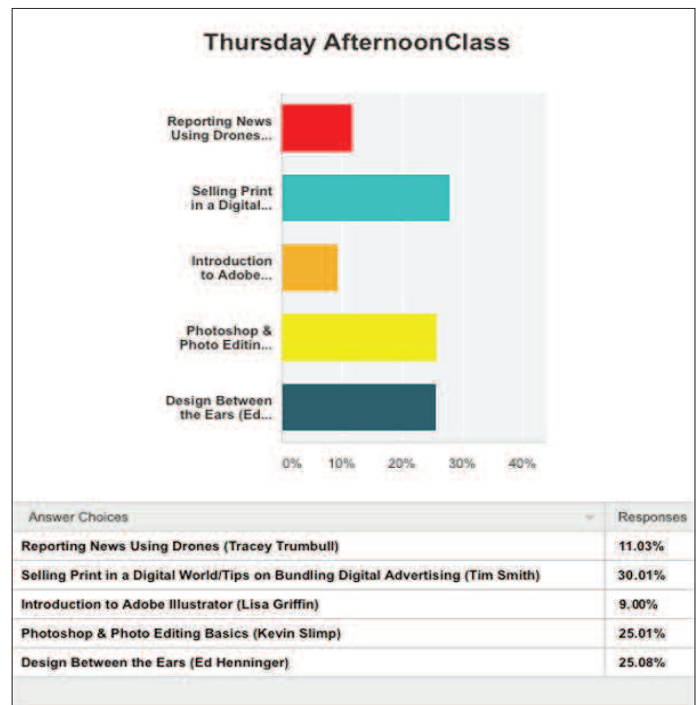
pose that makes sense with increased centralization among the metro groups, leaving fewer staff to run the papers and even fewer to attend conferences and training events. Thankfully, we seem to be more popular than ever among community newspapers.

Here are the class topics selected by the most attendees:

- The most popular class in 2016 seems to be "InDesign Tips for Editors and Designers." I must admit, I am surprised. Design topics still seem to be the biggest attraction with nearly half the students reserving a spot. And, for the first time, more folks signed up for InDesign classes than photo editing.

- The second most selected topic was "Lessons For Newspapers that Focus on Print." This class is designed for editors and writers. The high number of registrants for this class leads me to believe there are a lot of papers out there who are increasing the focus on their print products.

- Number three, "An Overview of the InCopy Editorial Workflow," really surprised me. Honestly, I threw it in at the last minute, thinking there might be a few folks interested in seeing how InCopy and InDesign work together. With the increasing number of papers using the Adobe Creative Cloud, I suppose this shouldn't have surprised me. But it did. Almost 40 percent of



Institute attendees seem more interested in improving their fundamentals of sales, design and writing than "high tech" topics this year.

our participants signed up for the InCopy class.

Other topics popular among Institute students include John Hatcher's "Selling Print in a Digital World" and Ed Henninger's design classes.

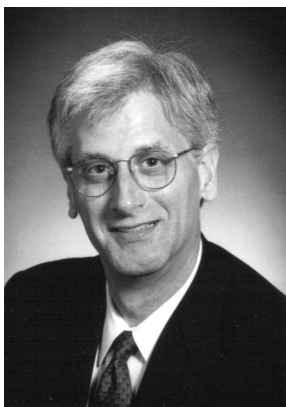
I suppose what I'm reminded each year as I prepare for the Institute is there are plenty of newspapers who still care about creating a good product, and plenty who care enough about training to fly staff across the country for four days to learn more about design, technology, writing, editing and sales.

Industry Experts Interviewed Online

I've become increasingly interested in finding methods to reach out to newspapers seeking to improve and grow. In late September, I began hosting an online live interview show with guests from throughout the newspaper world.

Listeners from all over the U.S. and Canada have been writing in, and the free broadcasts seem to be catching on. Keep up with the latest schedule at newspaperacademy.com.





By John Foust
Raleigh, NC

The power of implication

Randall oversees the advertising department of a mid-size newspaper. “Implication is one of the most important concepts in selling,” he told me. “It’s covered in a lot of sales seminars and books, but I’m surprised that so many sales people don’t realize how it can drive marketing decisions.”

What is implication? It’s a simple concept that explores how A impacts B and how B impacts C. There is a strong emphasis on the future. Let’s say one of your tires has low air pressure. Whether you choose to ignore it or do something about it, there are long-term implications. If you ignore it, you could end up with an even bigger problem, a flat tire. If you decide to take action, the implication is that your car will be safer and

you’ll get improved gas mileage.

College football coaching legend Lou Holtz once said, “Things never stay the same. They either get better or they get worse.” In other words, one thing leads to another.

“A lot of ad departments have tunnel vision,” Randall said. “They tell their prospects, ‘Here’s what my paper can do for your business right now.’ That approach might produce a sale, but it doesn’t drill down to what the prospect really wants – long-range stability and success. I encourage our sales team to take prospects down a different road. It’s all a matter of asking the right questions.”



Here’s how implication questions can redirect a prospect’s thinking:

Advertiser: I don’t need to change my advertising.

Sales person: How long has your current campaign been running?

Advertiser: About two years.

Sales person: Are the ads working as well as they did in the beginning?

Advertiser: Actually they’re not. We’re getting fewer ad responses than we did then.

Sales person: What do you think will happen to your sales numbers if you keep

running the same ads? (Implication question.)

Result: The client realizes that business could continue to slide if there’s not a change in the advertising. That could have a negative impact on his plans to expand the business. He agrees to consider some new marketing ideas.

Here’s another example:

Advertiser: My new ad campaign is working pretty well.

Sales person: That’s great news. It shows that you’re targeting the right audience with the right message.

Advertiser: Right.

Sales person: Let’s think for a moment about what could happen if your business increased even more. What kinds of things could you do? (Implication question.)

Advertiser: In the long run, I could add to the staff and maybe even upgrade the showroom.

Sales person: Why don’t we take advantage of the positive momentum you’ve built? Right now, you’re running a quarter page ad every week. Let’s move that up to a half page, which will give you even more visibility.

Result: The advertiser sees the benefits and agrees to increase her advertising investment.

“Ideally,” Randall said, “a sales conversation will include a progression of implication questions. Each one can lead you closer to a sale.”

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

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