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We're Headed to Florida's Treasure Coast for Conference

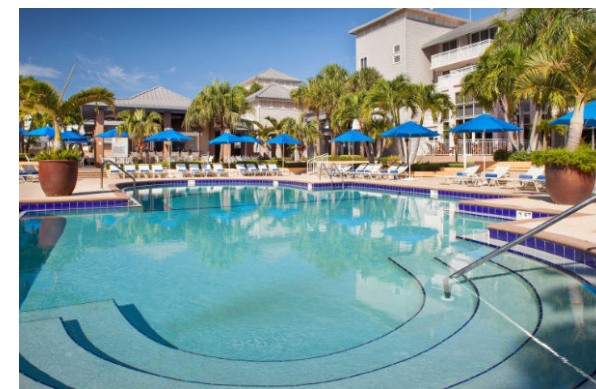
Get your suitcases ready and prepare to head for the Treasure Coast of Florida for the 2017 Community Papers of Florida (CPF) annual conference!

For the third time, the conference will be held at the Hutchinson Island Marriott Resort and Marina. The 200-acre island resort has an 18-hole golf course, tennis courts, a water sports center and provides tram service to the miles of unspoiled beach. Swimming, parasailing, kayaking, diving, fishing and wave running are all part of the recreation the resort offers. Not into water sports? The resort also offers a jogging trail, biking, table tennis and volleyball.

If you want to take the time to fish, the hotel marina has charter boats and offers daily deep sea fishing trips.

Nearby historic downtown Stuart features waterfront dining, antique shops and art galleries. You can stroll the waterfront park and boardwalk and admire the town's historic buildings. Or visit the Florida Oceanographic Coastal Center to explore mangrove swamps, lagoons and nature trails.

Guest room amenities include a coffee maker, mini refrigerator, safe, hair dryer, iron and ironing board, luxurious bedding, cable or satellite TV, and wired or wireless high speed Internet. 📶



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Mission Statement: To support the success and growth of our members and the community paper industry.

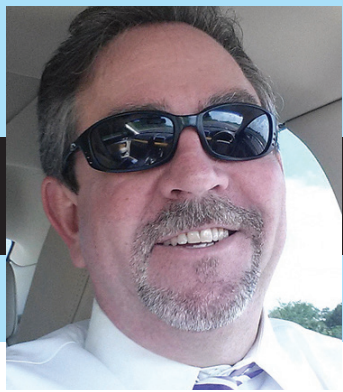


Member Benefits

Your CPF membership provides a multitude of benefits and services that are paid for by the CPF classified network. If you haven't already, you'll want to take advantage of some of the following benefits:

- Audits provided by Circulation Verification Council (CVC).
- Annual Convention.
- A flat fee of \$59.50 per room per night (which includes the hotel room, lunch, dinner, training sessions by top industry speakers, and outstanding entertainment) for classified network members, according to the 2017 Board of Directors' established attendance guidelines. Current guidelines are: For publications that **SELL** network classified ads: Up to 100K circulation, 2 rooms (with 2 persons per room, for a total of 4 attendees); 101-300K, 3 rooms (with a total of 6 attendees); 301-500K, 5 rooms (with a total of 10 attendees); 501-750K, 6 rooms (with a total of 12 attendees); 751K-1 million, 7 rooms (with a total of 14 attendees); and over 1 million circulation, 9 rooms (with a total of 18 attendees). For publications that only **PLACE** (but do not **SELL**) network classified ads: Up to 100K circulation, 1 room (with 2 persons, for a total of 2 attendees); 101-300K, 2 rooms (with 2 persons per room, for a total of 4 attendees); 301-500K, 4 rooms (with a total of 8 attendees); 501-750K, 5 rooms (with a total of 10 attendees); 751K-1 million, 6 rooms (with a total of 12 attendees); and over 1 million circulation, 8 rooms (with a total of 16 attendees).
- Convention Idea Fairs. Earn cash awards. Share ideas. Fantastic opportunities to take home revenue-generating ideas.
- Annual CPF "Awards for Excellence" contest to honor our editorial and graphic service personnel.

- Nationally-recognized convention speakers.
- An opportunity to earn money through CPF's classified network.
- Quarterly CPF newsletters.
- AFCP's Free Paper INK. No cost to members.
- Training seminars provided. No cost.
- A successful tax lobby effort, still working for you.
- The Saturation Mailers Coalition, fighting for a positive postal rate, pricing, operation and service environment that benefits free paper publishers that mail.
- Defending our industry against the assaults of government and others that may choose to consider us as second-class citizens.
- Helping publishers in CPF gain their market share of revenue and protecting their interests.
- Promoting the free paper industry. CPF has budgeted funds to promote our industry to our readers and our outstanding value to both advertisers and consumers.
- A great opportunity to work together as a team to make Florida a better place to live!
- The CPF Website with CPF news, including classifieds for the following week; advertising information; links to Member publications and state, regional and national free paper organizations; photos from past conferences; and a list of Member Publications (with audited circulation figures). Visit: www.communitypapersofflora.com



The President's Message

Conference is 10 days away! Here's what you need to know.

— Farris Robinson

As you know, the annual Community Papers of Florida (CPF) conference scheduled for September 15-16 at the Hutchinson Island Marriott Beach Resort & Marina near Stuart was interrupted by Hurricane Irma.

Times have been difficult for many of us in Florida for the past few weeks. I hope that you are all safe and sound and ready to set your sights on conference, which is now scheduled for October 20-21.

The conference will kickoff at 2:00 p.m. on Friday with a publisher's open mike session moderated by Justo Rey. Bring your topics to the table – this is the time to share your publishing ideas during these challenging times.

Next up is a presentation by Circulation Verification Council (CVC) President Tim Bingham at 4:00 p.m. He will update members on the CVC audits and provide data on how to use the audits to sell additional advertising.

The welcome reception at the hotel will start at 6:00 p.m. Food will be provided. A cash bar will be set up.

We will start Saturday morning at 7:30 a.m. with a buffet breakfast. At 9:00 a.m. we will have a general membership business meeting. As president, I will deliver the "State of the Association" address and then take the time to introduce CPF's associate members and give them a few minutes to speak about their products.

From 9:30 to noon we have two sessions scheduled that will be moderated by Peter Lamb. Peter has been active in the affairs of CPF for many years and it will be great to see him back. He now travels around the world and provides consulting services for publishing companies. During the first session he will speak on "Best practices from around the world: Who is winning the revenue war, and why."

Peter will also moderate the second session,

"The Nuts and Bolts of selling classified ads" and "What ads have the potential to be network classifieds?" This will be a roundtable of member classified reps. This is an opportunity for all the attendees to sit in on an important phase of our business.

A box lunch will be provided at noon. Find a place to sit in the sun or on the water and enjoy.

At 2:00 p.m. you will have the opportunity to pick up some cash. Justo Rey will moderate the three minute idea fair. We welcome ideas on how you and your team coped with the hurricane. Entry forms will be available at the registration desk.

Digital and print combinations will be on the agenda at 3:20 p.m. This will be a group discussion and moderated by Justo Rey.

The conference will end with the "Awards for Excellence" banquet scheduled at 6:00 p.m. A cash bar reception will kick off the event at 5:00 p.m.

We look forward to visiting with you. 🌟

Three-Minute Idea Fair **Bring Ideas! Win Money!**

1st Place
\$200.00

2nd Place
\$100.00

3rd Place
\$50.00



Conference Update

Directions to the Hotel & Resort Map

October 20-21, 2017 at the Hutchinson Island Marriott

From I-95 South:

- Take exit 101
- Proceed East on Route 76
- Turn right on Monterey Road.
- Turn right on East Ocean Boulevard.
- Pass over two bridges and the hotel is on the right side.

From Turnpike:

- Take exit 133
- Go straight off the exit on to Martin Downs Blvd., which will become Monterey Road and will then dead end into East Ocean Blvd.
- Turn right on East Ocean Blvd.
- The hotel is on the right, immediately after you arrive on Hutchinson Island.

From I-95 North:

- Take exit 110
- Follow SR 714 to Turnpike Entrance
- Turn left on Martin Downs Blvd., which will become Monterey Road and will then dead end into East Ocean Blvd.
- Turn right on East Ocean Blvd.
- The hotel is on the right, immediately after you arrive on Hutchinson Island.





Conference Update

Meet the Speakers

October 20-21, 2017 at the Hutchinson Island Marriott

The Open Mike Publishers session will kick off the CPF conference at 2:00 p.m. Friday, moderated by CPF board member Justo Rey.

This is your opportunity to share ideas while learning how to add to your bottom line. Everyone attending can participate and share their knowledge with fellow publishers who have taken the time to travel to Stuart.



Justo Rey

Rey is the president and CEO of The Flyer in Florida. He previously served as president of the Forum Publishing Group in Southeast Florida. He started his advertising career in sales with Dick Mandt at The Flyer in Miami.

He was appointed to the Community Papers of Florida board of directors in 2004 and has served as CPF's president, vice president and secretary. He currently serves as CPF's treasurer.

A native of Cuba, Rey moved to the United States when he was 14. He attended Barry University in Miami Shores.



Tim Bingaman

Tim Bingaman, known as the "Man Behind the Numbers," is on the agenda to bring members up to date on CVC audits at 4:00 p.m. Friday.

In 1992, with 13 publications to audit, he started Circulation Verification Council (CVC).

The company has grown over the past 25 years and audits now exceed over 50 million circulation. The company audits numerous free paper associations, including the Community Papers of Florida.

He has received numerous honors for his work with the free paper associations and his work with PaperChain. Awards include the Free Community Papers of New York Excellence Award, the Southeastern Advertising Publishers Association Herb Campbell Award, the Independent Free Papers of America Ben Hammack and Distinguished Service Awards and the Association of Free Community Papers Distinguished Service Award.

Bingaman received a Bachelor of Science degree in Communications from Missouri State University.



Peter Lamb

We have a familiar face to keynote our opening session on Saturday. Peter Lamb has worked for the free paper industry in Florida, the United States and around the world. He served on the Community Papers of Florida board of directors, and worked for a number of years as the association's consultant. In recent years he has traveled around the world consulting for numerous publications.

Lamb started his publishing career at The Flyer in Miami where he served as vice president of sales and marketing, vice president of marketing and telemarketing, and director of telemarketing. He later started his own firm, Lamb Consulting. He is a native of South Africa. He earned a Bachelor of Arts degree with a major in business administration from Vanderbilt University, as well as a MBA from the Harvard Graduate School of Business. His background includes a tour on the professional tennis circuit. He played worldwide, including at Wimbledon, the U.S. Open, in Australia, Europe and Costa Rica.

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Conference Update

Meal & Class Registration Form

October 20-21, 2017 at the Hutchinson Island Marriott

Your Name:

It's almost conference time and we need your help! We want to make sure we have plenty of food, beverages and chairs to accommodate everyone. So please take a moment to respond and let us know about your meal and class plans.

You may either respond by email to CPFDisplayAds@aol.com, or by faxing this sheet to **352-347-3384**. Thanks – and we'll see you next week!

**Please RSVP
by Monday,
October 16th!**
**And don't forget
to put your name
on the form!**

TIME	DAY	EVENT	# ATTENDING (including your guests)
6:00 p.m.	Friday	Welcome Reception with Cash Bar (<i>Hosted by CPF</i>)	_____
7:30 a.m.	Saturday	Breakfast (<i>Hosted by CPF</i>)	_____
12:00 p.m.	Saturday	Box Lunch (<i>Hosted by CPF</i>)	_____
5:00 p.m.	Saturday	Cash Bar Reception (<i>Hosted by CPF</i>)	_____
6:00 p.m.	Saturday	"Awards for Excellence" Banquet (<i>Hosted by CPF</i>)	_____

TIME	DAY	CLASS	YES	NO
2:00 p.m.	Friday	Publishers & Senior Management Open Mike • <i>Justo Rey</i>	_____	_____
4:00 p.m.	Friday	CVC Update • <i>CVC President Tim Bingaman</i>	_____	_____
9:00 a.m.	Saturday	CPF General Membership Business Meeting	_____	_____
9:10 a.m.	Saturday	Welcome Session & State of the Association	_____	_____
9:20 a.m.	Saturday	Introduction of Guests and Vendors • <i>CPF President Farris Robinson</i>	_____	_____
9:30 a.m.	Saturday	"Best Practices from Around the World: Who is Winning the Revenue War and Why?" • <i>Keynote Speaker Peter Lamb</i>	_____	_____
10:45 a.m.	Saturday	Roundtable Session with CPF Classified Sales Reps: • "The nuts and bolts of selling local classifieds." • "What ads have the potential to be network classifieds?" • <i>Moderated by Peter Lamb</i>	_____	_____
2:00 p.m.	Saturday	Three Minute Idea Fair • <i>Moderated by Justo Rey</i>	_____	_____
3:20 p.m.	Saturday	Digital/Print Combinations Selling Well • <i>Moderated by Justo Rey, with Lisa Del Monte</i>	_____	_____



The “News Guru” Speaks

Selling Newspapers

— Kevin Slimp

W“We need to find ways to give our staff the tools they need to get the job done. Training is necessary if we are going to have successful ad reps, editors and writers.”

While attending the Tennessee Press Association Convention recently, Jack Fishman, Morristown, said those words to me as we sat at the corner of a long table, waiting for a board meeting to begin.

I’m pretty sure he knew he was preaching to the choir. What followed were emails, phone conversations and, eventually, a face-to-face meeting between Mike Fishman, publisher of the (Morristown) Citizen Tribune, Jack and myself.

As I’ve written many times, there are correlations between successful newspapers and business practices. Mr. Fishman was right. Training is a necessary ingredient if we are going to have successful staff.

Speaking of training, exactly one week after my visit to Morristown to discuss training, I traveled to Greeneville, Tennessee, just 30 miles up the road. The reason for the trip was to do some tests and work with the staff of The Greeneville Sun to improve the reproduction quality in photos.

While there, I ran into a familiar face. Hala Watson has attended several of my design classes over the years.

Hala was quick to tell me she had recently moved from the production area to the advertising staff. I told her I wasn’t surprised because she has the personality of a salesperson.

I also was not surprised to learn she is lov-



“People are responding,” Hala Watson explained. “They want to advertise and I help them get the best advertising for their money.”

ing sales and has gained quite the reputation as a successful ad rep after just four months on the job.

“You know what I do? The publisher dares me to go out and make a particular sale, then I go out and make the sale. It’s that simple.”

I’ve been working with Tim Smith quite a bit lately in training ad reps, and I knew it surely wasn’t that easy. But maybe it was.

She told me there was a new yoga studio in town. I later passed it on the way to lunch with some of the newspaper managers.

“Gregg Jones (Sun publisher) dared me to go out and sell them a double truck, so that’s what I’m going to do,” Hala told me just before lunch.

For those unfamiliar, a “double truck” refers to a pair of facing pages with content that stretches over both pages. This usually occurs over the center spread of a newspaper.

As our group walked into the dining room at General Morgan Inn, I saw Hala having lunch with the owner of the studio. They were deep in conversation. I didn’t see any computers, folders or sales sheets. Just the two of them talking.

Two hours later, back at the newspaper, I saw Hala.

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“Did you sell the double truck?” I asked.

“No, but let me show you what I did sell!”

She pulled out a 52-week contract. That isn’t a typo. She sold a 52-week contract over lunch. I don’t know why, but I wasn’t surprised.

Later, I called Hala and asked if she would share some secrets to her success. She was more than happy to share her insights.

“I just try to be me. I like people. I enjoy talking to people and they seem to respond.”

When asked how she approaches a potential advertiser, she made it sound simple.

“I don’t take papers or a folder or anything with me. We just have conversations. I don’t push. No one likes to be pushed.”

Asked what she did on her first day as a salesperson, she offered, “I just left the office and went out and started meeting people. And guess what. It worked.”

I told Hala she was an interviewer’s dream. She just kept feeding me one great quote after another. But these weren’t canned lines, she meant what she was saying. She loves selling and advertisers are responding.

“At first,” she told me, “I didn’t think I would be a good salesperson. When they showed me the paperwork, it was overwhelming.”

I asked how she got over that.

“I just started going out. I love meeting people and visiting with them. I just decided to be me.”

During our phone conversation, I learned the yoga studio contract wasn’t her first. She had signed another year-long contract a few weeks earlier.

Artie Wehenkel, advertising director at The Sun, told me, “I worked closely with Hala when she was in the newsroom. I always thought she was a natural salesperson, and I was right. If someone has a selling personality, we can teach them the rest.” 🗣️

Meet the Speakers, *Continued*

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He represented South Africa in the Davis Cup against the United States.

In April of 1997 he was sworn in as a citizen of the United States. Because of his worldwide travels, his session at 9:30 a.m. is: “Best practices from around the world: Who is winning the revenue war, and why?”

Lamb will also moderate the roundtable classified section at 10:45 a.m. focusing on “The Nuts and Bolts of Selling Local Classifieds” and “What Ads Have the Potential to be Network Classifieds?”



Lisa Del Monte

Lisa Del Monte, vice president of sales at The Flyer in Miami, will be a part of Saturday’s “Digital/Print Combinations Selling Well” session.

She started her advertising career as a display sales representative for The Flyer. She has held a number of positions within the organization including as an inside sales account executive, regional vice president and executive vice president working with outside sales representatives.

Past experience includes a number of positions at the Miami Herald including online sales manager and recruitment advertising manager. She also worked as a classified manager at the New Times, a south Florida alternative weekly.

Del Monte is a native of Cuba. She attended Our Lady of Lourdes Academy high school in Miami, and earned a bachelor’s degree in business administration from Florida International University. She had a double major in finance and marketing.

In her spare time, she enjoys South Florida sunshine, all outdoor activities and especially the beach. 🌴



PaperChain Update

Framing Your Sales Message

— Jim Busch

The writer and diarist, Anais Nin, was a keen observer of human behavior. Her understanding of how we interact with one another led her to write, “We do not see the world as it is, we see the world as we are.” In recent years, psychological research has determined the accuracy of her observation.

Psychologists and communication experts have dubbed this phenomenon, “framing.” As we go through life, we use our individual life experiences to build a “frame” which shapes how we see and understand the world. No two lives are exactly the same, even identical twins raised in the same home by the same parents, experience life in slightly different ways. Because no two lives are the same, we all have a unique way of looking at the world.

Breaking Through the Frame

The fact that we filter everything we encounter through a personal frame makes communicating with each other a challenge. We need to find common ground, to identify points where our “frames” overlap to get our point across. This makes how we say something at least as important as the content of our message. Noted communications consultant and pollster, Dr. Frank Luntz describes this challenge as,

“You can have the best message in the world but

the person on the receiving end will always understand it through the prism of his or her own emotions, preconceptions, prejudices and preexisting beliefs... the key to successful communications is to take the imaginative leap of stuffing yourself right into your listener’s shoes to know what they are thinking and feeling in the deepest recesses of their heart and mind.”

It is easy to find a practical demonstration of framing in today’s polarized political environment. Sit with a group of people with a new report or political speech on the television. The same sounds will reach everyone’s ears, but what each individual “hears” will be impacted by their political leanings. The way a person interprets what is being said will be colored by their preexisting beliefs. A Republican listener will be predisposed to doubt a liberal speaker and vice versa.

Framed as a Salesperson

Consider the impact of framing when calling on a prospect or making a presentation. From the moment you identify yourself as a salesperson, everything you say will be suspect. Prospects know that a salesperson’s job is to paint their products in the best possible light. They also know that many salespeople are not above bending the truth to accomplish this goal. Until the prospect is convinced otherwise, you

will be framed as the stereotypical, fast talking anything-for-a-buck salesperson.

Most people consider stereotyping, putting people in a box instead of judging them on their personal merits, as a bad thing, but we all do this.

In psychological terms a stereotype is a “heuristic.” A heuristic is a mental short cut which allows us to act without taking the time to think. This explains how we can jump out of the way of an oncoming bus before we realize what is happening. If we took the time to think, “There is a large bus coming this way, I am standing in the street and will be hit if I don’t do something I will be killed, perhaps I should jum...” we would have tire tracks down the middle of our flattened body.

Psychological frames are built out of very tough material. They are virtually impossible to destroy or to alter. The odds of convincing a prospect to abandon their beliefs about the veracity of salespeople make winning the Powerball look like a sure thing. It is far more effective to convince the client to switch frames to one that is more favorable.

If their “salesperson frame” says that these untrustworthy characters talk about themselves and their products all the time, talking about

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them and taking an interest in their needs may make them wonder if they've pulled the wrong frame out of their bag. Perhaps this person would fit in a "consultant frame" or even better a "friend frame," perhaps I should listen to them and see which one works best.

Straightening Your Own Frame

To put framing to use, it is wise to begin by examining your own frames.

A frame is a shorthand version of how we see the world and our place in it. It is the story we tell ourselves to make sense of our environment. It defines our mission in life and how we think about other people. As sales people our story should be about how we can help our customers achieve their goals. As advertising professionals, our mission is to bring together people who have something to sell with the people who need their products to the benefit of both parties.

We will never be able to convince prospects that we are genuinely interested in helping them if we do not truly believe this in our own minds. If we frame our clients as "idiots" or "cheapskates," these opinions will taint every interaction we have with them. We need to see our clients as who they are, hardworking people trying to run a business in a challenging business climate who both need and deserve our help.

Our species has lived in social groups for millions of years and we have evolved a highly developed "B.S. detector." The only way to be perceived as genuinely interested in the welfare of our customers is to be genuinely interested in

the welfare of our customers.

We need to think about how we present our products to our prospects. Any discussion of our products should be directly linked to how they will advance the customer's agenda. For example, when discussing readership, instead of simply saying, "we have X number of readers," it is better to say that, "we have X number of readers which means that you will reach thousands of potential customers all within a few miles of your location."

It is important to realize that working in the industry gives us a better understanding of how advertising works than the prospect is likely to have. We need to spell out exactly how our products work in the context of their business. It is unreasonable to expect them to understand advertising as well as we do; it is our job to help them to do so.

Peeking Inside the Customer's Frame

As discussed above, frames are an ingrained part of the prospect's psyche and virtually impossible to change. Pressuring someone to abandon their frame and accept our worldview is not effective, but will cause the other person to dig their heels in and hold on to their position ever more firmly.

Since we cannot change a prospect's frame, we need to show the prospect how what we are proposing fits into it. To do this we must first try not only to understand their situation, but also how they see themselves and their business in it. This goes beyond traditional "just the facts ma'am" information gathering on a sales call. You not only want to know about their products

and customers, but also how they think about them.

Understanding the customer's personal motivations and how they see themselves is critical to knowing how to sell them.

The first step is to research the customer and learn as much about them as possible. Go to their website, look at its design and what is featured on it. Do the same for the customer's Facebook page and any blogs they may have. Try to "read between the lines." What does the information they choose to put online tell you about what is important to them?

Their mission statement or goals provides another piece of the puzzle, as does the types of photos they post. Look beyond the factual information for insights into the business owner's personality. Do the same when talking to their employees and customers. Think about what the physical layout and design of their business says about them. Everything we do is an expression of our personality. Customers leave their "fingerprints" on every aspect of their business. Use these clues in planning your sales approach.

For example, if a prospect's website and storefront are simple, neat and well organized, chances are that they will be impatient with a salesperson who is disorganized and rambles. On the other hand, a customer who post lots of pictures of their employees, their customers and even their pets and who shares a lot of personal information online will probably want to engage in small talk to build a relationship and most likely will reject a more direct approach.

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So, Tell Me a Little About Yourself

During an interview with a prospect, a sales person should ask “what” questions to learn about their business and “why” questions to learn about them. The goal of these questions is, to use Dr. Luntz’s words, to “stuff yourself right into your listener’s shoes to know what they are thinking.” It is far more important to understand why they decided to go into business than to know that they opened in 1999.

The “why” question provides insight into their decision-making process and their life goals. This information is invaluable when it is time to close the sale. You can frame your recommendation in alignment with their goals. For example, if they told you that they “always wanted to own a friendly neighborhood café and coffee shop where people could relax and de-stress,” you can talk to them about an “Oasis in a crazy world program to share their vision with their neighbors.” This will dovetail with the prospect’s frame, their personal vision of what their coffee shop looks like, and make them more inclined to buy the program. If they opened the shop to, “escape the greed and stress of the corporate rat race,” an appeal to “driving traffic and profits,” may counterintuitively strike them as undesirable, even though they need to be profitable to survive.

Frames are deeply personal. Using the one-size-fits-all approach to presenting your products is the sales equivalent to rolling dice—sometimes they will land just right, but most of the time you will lose. Using probing to gain insight into the

prospect’s thinking and decision making process will greatly improve your closing ratio.

The Framework of Selling

The real work of selling takes place not on the phone or in the prospect’s office but between their ears. Selling for a living is a challenge because we need to accomplish the difficult task of inserting our ideas into another person’s frame.

You’re Selling to Captain Kirk, Not Mr. Spock

Many times in my career, I would talk to a salesperson after a big presentation and I would hear, “I laid it all out. I showed them the research; I gave them the numbers to prove how much money they could save. All the facts were on my side, but they still wouldn’t buy the program!” What these frustrated sales people missed was that buyers, like all humans, are primarily motivated by emotions rather than logic.

For centuries, economic theory was based on the behavior of “rational actors.” Rational actors make decisions based on verifiable facts and always opt for the course of action which offers them the most lucrative return on their investment. Like Star Trek’s Mr. Spock, the rational actor makes decisions based purely on logic.

In the last few decades, brain science has found that we are much more like the mercurial James T. Kirk, whose decisions were driven by emotions and intuition. Our frames are built on emotion. A good example of this can be seen in how many people are afraid to fly versus afraid to drive. If we looked at the facts, we should want to charter a plane to go to the corner drug-

store—there is a 1 in 11 million chance of being in an airline crash while there is a 1 in 5,000 chance of being in a car crash. While this fear is irrational, it is very real. After watching airline crashes on TV where they are portrayed as major disasters with flames and multiple casualties, we build a psychological frame that says air travel is dangerous. Because we have experienced many uneventful trips by car, we frame auto travel as safe and mundane. Feel free to share these facts with a fearful flyer—I can virtually guarantee you that you will not change their attitude toward the friendly skies.

If you are trying to sell airline tickets, it is unlikely that you can change people’s fear of flying. The best you can do is to tell them your airline, “has the best safety record in the industry,” working within their frame and positioning your carrier as giving their passengers the best chance of survival.

Push the Envelope; Don’t Tear it Apart

Legendary designer Raymond Loewy was the author of the M.A.Y.A. principle. M.A.Y.A is an acronym for “Most Advanced Yet Acceptable.” Loewy understood that no matter how much better a product performed than the one it was intended to replace, the public would not accept it if it were completely different than what they were used to. This is why I am typing this on a laptop with a keyboard designed to keep the keys on a mechanical typewriter from jamming.

Since we “frame” our decisions on what has
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happened in the past, a product that is completely new makes us uncomfortable and fearful. To sell something we need to take “the same thing—only different” approach.

In 2008 I was asked to take over the leadership of our automotive sales team. This was the height of the recession when the government had to bail out the major car companies. I met with my team to brainstorm a new sales approach.

The team told me that their dealers would not advertise in our Pennysaver. They told me while the dealers liked our zoned coverage, that they really hated our “small” flexie magazine format. We worked with the art department to design a four-page broadsheet insert for a local Chevy/Honda dealership. We produced a spec of the “John Smith Chevrolet Gazette” to present to the dealer. This piece looked very much like the daily newspaper ads the customer had run for years. Using the “same thing only different” approach, we explained that his customers would quickly recognize the ad, and he could still run separate pages for GM and Honda cars “just like always.”

We knew that the client, like most auto dealers, had a powerful ego and liked to be in control of things. We used this understanding of his personal frame to close the deal by putting his name and photo on the “masthead” and letting him use our zones to choose his coverage. Once we closed this sale we showed this piece to the other dealers in our area and many of them adopted the program. By presenting the “same thing only different,” we turned the worst year

in US automotive history into the best year ever (\$1 million+) for my auto team.

You’d Be Paranoid Too, If Everyone Was Out to Get You

Two Israeli psychologists, Tversky and Kahneman, were in the forefront of researching how the human brain operates. The cornerstone of their work is “Prospect theory.” Prospect theory is concerned with how people view their “prospects” for the future. Their research found that the fear of loss far outweighs the hope of gain in the human psyche. This has a big impact on how we frame issues.

One of the main purposes of psychological frames is to protect us from making bad decisions. Frames are inherently “paranoid,” they perceive staying the course and not trying new products as safer than changing course and sailing into unfamiliar waters. This is why many prospect’s default setting is, “keep it the same” even when you are presenting them with a clearly better option. The danger of this can be seen in typical attitudes toward advertising.

Research conducted by the Dun and Bradstreet Corporation and the Small Business Administration has found that the #1 cause of business failures is a lack of customers. In spite of this factual evidence, most business owners fear increasing their advertising budget more than the fear of not promoting their enterprise.

The key to overcoming the bias toward changing their advertising approach is to minimize the risk of advertising and to maximize the risk of not doing so. For example, if a prospect is

happy with their current advertising program, getting them to drop it to go into your product will be difficult—they are unlikely to drop a “sure thing” to go with your product. It may be more productive to frame what you want them to do as an “extension” of their current program than as a change.

“I’m glad to hear you’re getting great results from the daily paper. If the daily could expand their circulation to reach another 3,000 people, how much do you think that would improve your bottom line?”

“If they could do that, we’d probably pick up an extra two hundred a week or so.”

“Well Mr. Customer if you’re really interested in reaching those people, we could run your same ad in our paper and reach those people for far less than \$200 a week.”

Note that the phrase “same ad” engages the M.A.Y.A. concept. You can engage the prospect’s natural fear of loss by framing the decision to not advertise as a risk. This is best accomplished with a question.

“Can you put a figure on the business you lose when potential customers are lured away by your competitor’s advertising?” Or, “You say the big box stores are taking your customers away... how do you plan to counter their advertising in this market?”

Choose Your Words Carefully

Military commanders know that the general who chooses the battlefield usually wins the

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battle. (The Union Army didn't find themselves on the biggest hill near Gettysburg because they liked the view!)

In sales, the battlefield is the words we use and the subjects we discuss. We want to migrate the discussion to areas where our products have a strong competitive advantage. Prospects are inclined to discuss price. It is to our advantage to change the subject to the value offered by our papers.

For instance, if a client says, "I can get an ad in the XYZ for a lot less money than what you're quoting me!" Don't respond by trying to tear down the competitor; let the client do that. Ask them, "That's true, why do you think that is?" This changes the discussion to a comparison of the merits of both products. A good follow up question is, "Do you have competitors that undercut your prices? Do they offer the same quality and service that you do?" This causes the customer to do an apples-to-apples comparison and to see your point from inside his or her own frame.

In the last decade our industry has lost a lot of business to online advertising media. Online sales reps talk about page views and the low cost of each impression. If we try to fight online ads on their terms, we almost always lose. Rather than trying to fight them on the "exposure" battlefield where they have the upper hand, we should talk about "customer engagement" and "results."

There is a great deal of research that shows that people have "banner blindness" and take

little notice of online ads, while they are far more engaged with print advertising. Customers may not be moved by these statistics, so talk to them about their own online experiences. Ask them, "What was the last online ad you were exposed to and what was it promoting?" Most people are online daily, but have trouble naming any ads.

Follow this up with advertiser testimonials or success stories from your products. Since it's hard to compete with free, we will always lose out to Facebook if we try to compete on price. Again, a good question is the best tool to stimulate the customer's thinking. Asking them, "I'm a big Facebook user myself and it can be an important part of your marketing mix. I'm sure you

**"The two words,
'Information' and
'Communication'
are often used
interchangeably,
but they signify quite
different things.
Information is giving out;
communication is
getting through!"**

— Sidney J. Harris

want to expand your customer base. What are you doing to accomplish that and increase your followers on Facebook?"

This accomplishes several things. First it validates the customer's own beliefs. By saying they made a good decision, you are working within their frame. This statement also positions social media as "part" of their mix rather than a complete program.

Finally, it gets the customer thinking about the key weakness of social media with its limited appeal to people not already familiar to some extent with the prospect's business.

Make Every Word Count

Selling print advertising today is harder than it has ever been. It is a challenge just getting in front of a prospect for even a few minutes. When we do get an appointment, we have to convince them that we deliver more value than many other companies fighting for their advertising dollars. We need to use every tool and trick at our disposal to achieve our goals and serve our communities.

Working to understand framing and "getting inside the customer's head" is a powerful way to close more sales and grow our papers. 📌

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Sales Training

Selling on a Scale of One to Ten

— John Foust

Michael was talking to me about one of his favorite sales techniques. “Even though I’ve been selling ads for a lot of years,” he said, “there’s always something new to learn. A friend in the furniture industry shared a great idea on how to ask questions to get the right kind of information. I don’t know if this technique was developed specifically for the furniture business, but it works just as well in ad sales.”

He explained that the technique involves asking a prospect to rate his or her experience with existing ads. Then it’s easy to shift the conversation to the benefits of advertising with his publishing company.

Step 1: “The first thing I do is determine where they are currently running ads,” Michael said. “If I already know, I just confirm it by asking, ‘I see you’ve been advertising with XYZ Media. Is that right?’ And if I’m not sure where they’re running, I ask, ‘Where are you currently advertising?’ In just a few seconds, they identify my primary competitors.”

Step 2: “The next step is to sincerely compliment their current media choices. Find something positive to say, even if they are the weakest media outlets in the market. It’s foolish to be critical and put them in a position to defend their choice. For example, I might say, ‘It’s easy to see

why someone would pick that radio station. I know a few people who work there, and they are excited about their product.’”

Step 3: “This is where the magic starts,” Michael said. “I ask the prospect to rate the experi-

The image shows a close-up of a document titled "APPRAISAL FORM" and "PERFORMANCE". A red "Rating" section is prominent, featuring a checklist with the following options: ☒ Excellent, ☐ Very Good, ☐ Good, ☐ Acceptable, ☐ Fair, ☐ Poor, and ☐ Very Poor. The form includes various fields for administrative information such as "org/division/dept:", "name:", "position:", "year or period covered:", "appraisal date:", "appraiser:", and "reviewed by:". There are also sections for "Performance" and "Comments".

ence, by saying something like, ‘On a scale of one to ten – with ten being the best – how would you rate the job those ads are doing for you?’

“People are generally willing to give their ads a rating. A ten-point scale seems to work better than a five-point scale, because there’s a wider range. Most people are reluctant to rate at

the very top or bottom, so a rating of eight on a ten-point scale is more revealing than a rating of four on a five-point scale.”

Step 4: “Let’s say I talk to somebody who gives a rating of seven. Next I ask, ‘In your opinion, what would it take to turn that seven into a ten?’ This question can produce a ton of good information. Sometimes they talk about their current marketing results and – most important – what they would like to accomplish in the future. That opens a discussion about what I can do for them.”

Step 5: Then Michael works to manage expectations. “It’s unrealistic to expect a perfect ten,” he said. “After all, a lot depends on things in their businesses that are beyond my control – like parking and customer service. So I say, ‘I think we can agree that perfection is rare. So let me ask if you would be happy if we change that seven to a nine?’”

See where Michael’s technique can lead? Looks like it’s worth a try. 🎯

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