Managing Corporate Support at a Time of Rapid Change

Aug 11, 2016
Managing Corporate Support Panelists:

Tom Interrante, Director of Sales – WXPN
And WXPN Sales Staff

Joe Heslet, Corporate Sales Manager
KCTS 9

Susan Tran, Director of Corporate Support
MPBN
A Journey To Increasing Revenue

• It all starts with the manager/leader!
• Talented staff and clear expectations
• Stages of success – phase one, two and three
“The longer employees are at a workplace, the less they are engaged” – Joelle Hadley

The Challenge: Job Description Per GM & Assoc. GM

Motivate and train sales staff to develop new business while growing and maintaining current business. **Must be able to organize and motivate staff to accomplish goals while creating a sense of order and direction.**
The Manager/Leader

1. Be a bridge to success
   o Enable and empower the staff – responsible reps love autonomy
   o Empowerment leads to strategic selling
   o Strategize with and instill confidence in your team members

2. Set the tone at the top
   o Success breeds success – create some wins for staff
   o Inventory maximization – “Access inventory use/schedule acceptance based upon the time parameters or how in demand those schedules are. Selling inventory three months out is different than how we sell available spots in the short term”
   o Attitude – We want the business but we don’t NEED the business
The Manager/Leader

3. Internal Sales
   o Underwriters are not the enemy
   o Let other departments know what you and your department really do
   o Create buy in from other departments
   o Create a partnership with the Program Director – this may lead to sponsorships and more tangible selling assets
What to do?

1. Met with each sales rep individually and asked questions: What’s wrong? What’s right? How could I help them?

Staff Suggestions: Bridge to Success?

a. A sales plan/more strategic selling
b. Event and sales opportunities
c. Where are the inventory opportunities?
d. Category opportunities
e. Uniformed and upgraded research
f. Staff needs motivation/needs to be reenergized
g. Recognition when warranted

h. Team atmosphere
i. A compelling positioning story (sell with more confidence)
j. Help with prospecting (more leads)
k. XPN needs more market awareness
l. More structured and focused phone banks/warm calls with VBR

They created the Bridge to Success!
Objections? Desire for change? Frustrations? Solutions!

MODEL FOR CHANGE

D (Dissatisfaction) + V (Vision) + K (Knowledge) + BIS (Belief in Self) = CHANGE!
Motivation and Leadership

Even average people can do superior work when motivated. Here are some thoughts on leadership, paraphrased from the motivation book *Bits and Pieces*.

**General Eisenhower used to demonstrate the art of leadership with a simple piece of string. He’d put it on the table and say: Pull it and it’ll follow you wherever you wish. Push it and it will go nowhere at all.** It’s just that way when it comes to leading people. Leadership isn’t something that comes automatically just because you have people working for you. Leadership depends on followers. If people don’t follow a manager’s lead voluntarily – if they always have to be forced – that person is not a good leader. Managers who constantly prod rather than lead rarely get the best out of those who work for them, because people who work for prodders have no incentive to do more than just get by. They only want to keep such a boss off their backs. Effective leaders know that they get the best efforts out of people by working with them...by helping them to do their best...by showing them how to be more productive. **Most people want to do a good job, as long as someone appreciates their efforts and encourages them.** That’s where good leaders put their greatest effort...to show people that their work is valuable and appreciated. **Leadership requires faith that your associates will always try to do their best.** And if some of them don’t seem to be trying hard enough, the smartest thing to do is to investigate...find the reasons why...and then try to overcome whatever it is that’s preventing them from doing the most they can do. There will always be a few people who have to be watched and reminded to stay on the ball. But the fewer the better.
Talented Staff and Clear Expectations

1. You’re only as good as your team
   - Where do you recruit?
   - Be a consistent hunter of talent
   - Don’t binge recruit or settle
   - Manage to the individual
The Management Formula

Talent \times (\text{Relationship} + \text{Expectation} + \text{Reward/Recognition}) = \text{Per Person Productivity}
Stages of Success
Phase One

1. Team Self Awareness
   - Well trained staff?
   - Engaged staff?
   - Comfort zone?
   - Who is self motivated?
   - Clear expectations in writing and signed by each team member? – “Next three orders”
   - Create buy in
   - Goal oriented?
   - Positive, productive work environment
   - Mentor and train staff
Stages of Success
Stage Two

1. Execution phase/game time
   - The new norm – who is in?
   - Create false demand – advertisers love the bandwagon
   - Success stories/story selling
   - Be comfortable being uncomfortable in a positive way – winning solves all!
   - What makes WXPN unique in the radio market?
     ✓ The XPoNential Music Festival
     ✓ Showcasing the sponsors spots in a uncluttered environment
Philadelphia Radio Station Spot Loads

**WXPN-FM**
4 25-second units per hour

**Phila. Music Station**
17 30/60-second units per hour

**Phila. News/Talk Station**
18 30/60-second units per hour
Stages of Success
Stage Three

1. **Sustainability**
   - The climb is challenging but staying there is even more challenging
   - Collaboration and allowing for some specializations – soaring with their strengths
   - Who is your best healthcare specialist or education specialist?
   - Customize business cards – category specialist/senior account rep

2. **Create new assets** – PD

3. **Create team competition** (know your staff)
Stages of Success
Stage Three

4. Target commercial media
5. Ask for more! (The “Shopping Cart Theory”)

6. Maximize relationships via face to face appointments
Good Luck!

Tom Interrante/WXPN
Director of Sales

thankyou.org
Cascade Public Media
Seattle

Joe Heslet, Corporate Sales Manager
Cascade Public Media
KCTS 9 TV & Crosscut.com

August 11, 2016
OUR TRADITIONAL APPROACH TO DISTRIBUTION

1. Local content is created by our production team.

2. Television shows are scheduled days or weeks into the future.

3. After the content airs on TV, we post it online for on-demand viewing.

The emphasis is on appointment viewing on television with online and mobile availability following its broadcast premiere.
WE ARE REDESIGNING OUR APPROACH

1. Local content is created by our multi-media journalists, or we commission or curate content with independent creators.

2. Distribution is immediate to digital & social networks to build conversation.

3. Best digital content airs during interstitial breaks on TV.

We believe this strategy creates visibility with digital audiences while improving the television experience with a “river” of local content.
WE ARE NOW SCHEDULING CONTENT INTO INTERESTITIALS
## HH Audience Up 60% Per Episode and Impressions Increased 450% as an Interstitial Series

**IN Close**

**Total HH Impressions Interstitial vs. Half Hour Show**

### Interstitial

1,086,000 HH Impressions

### Half Hour Show

239,000 HH Impressions

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BOEING EMPLOYEES CREDIT UNION
SPONSORSHIP MESSAGE IS EMBEDDED IN EACH PROGRAM

BECU is very pleased with the increase in their broadcast sponsorship impressions from the interstitial format

Plus...

Since we switched to the interstitial format IN Close has been viewed...

60,000 times on KCTS9.org
139,000 on our YouTube Channel
WE SEND SELECTED EPISODES TO OUR 40,000 FACEBOOK FOLLOWERS
WE HAVE THE CAPABILITY TO SEND 10 MINUTE HD VIDEO VIA TWITTER TO OUR 71,000 FOLLOWERS

We regularly send underwriting content on Twitter.

We coordinated this post with the PBS Newshour to re-Tweet to their followers.
IN FACT THERE HAVE BEEN 1.7M VIDEO VIEWS OF KCTS CONTENT ON FACEBOOK AND TWITTER IN THE PAST 90 DAYS

Fb and Tw posts now 2/3 video
KCTS & CROSSCUT SPEARHEADED HOMELESS IN SEATTLE DAY
Northwest Harvest Sponsored
CROSSCUT.COM
SPONSORED CONTENT
HOME PAGE

Crosscut will write, edit and post Sponsored Content that is clearly differentiated from editorial content on its Home Page for 7 days for $5,000 per article.
SPONSORED CONTENT ON STORY PAGE

Bringing women back to computer science: SU in national spotlight over efforts

Tuesday, Oct 18, 2016
by Samantha Fox

#PMDMC16
CROSSCUT.COM CONTENT UNDERWRITING

Content in various categories can be Underwritten on Crosscut.com.

When a reader clicks on a story that has an underwriter this pop-up will appear over the story page.

Content Underwriting is typically $10,000 per quarter per category.
This acknowledgement of the content Underwriter also appears at the bottom of the story page.

We currently have three accounts underwriting content on Crosscut.com:

- Comcast Innovation & Tech
- Alaska Air Stem
- NW Harvest Homelessness
TYPICAL MULTI-PLATFORM PROPOSAL

Since we acquired Crosscut.com in December 2016 we’ve had great success with proposals like this one offering coordinated sponsor messaging across multiple channels including social media.

We generally offer three spending levels:

- $50K
- $75K
- $100K
EVENT SPONSORSHIPS

We hosted three screening events for the American Experience production of Boys of ‘36 about the University of Washington rowing team that won gold at the 1936 Olympics.

1 Donor Lunch at Seattle Yacht Club...200 attendees
2 Joint KCTS-UWAA on UW campus...1200 attendees
3 Public screening Seattle Center...3000 attendees
EVENT SPONSORSHIPS

There were 7 sponsors of these events:

 Delta Air Lines  
    Boeing  
  King County Library System  
    Clark Nuber  
    Stoel Rives  
 MOHAI-Museum of History and Industry

Total Sponsorship Revenue   $22,500
Questions?
Managing Corporate Support in a Time of Rapid Change

Part III: *Flexibility*

**Susan Tran**  
Director of Corporate Support | Marketing Manager | Special Projects Producer  
Maine Public Broadcasting

August 11, 2016
About Maine Public Broadcasting

Maine Public Radio | Maine Public Classical | Maine Public Television
MPBN Create | MPBN World | Experience Magazine | On Line & Mobile

- Statewide, reaching 99% of Maine households
- We reach one in four Mainers each week
- More than 45,000 are fully invested as MPBN Members
Be Flexible in What You Offer:
Put it all on the table. Think like a client.

- We moved from program support to daypart sales
- Adjusted our billing and reporting to meet agency needs
- Got rid of minimum contract lengths or amounts
- Became more nimble about getting new copy on the air
- Relaxed our interpretation of the guidelines, especially for non-profit underwriting clients...
Be Flexible in What You Offer:
Maybe All Underwriters Aren’t the Same: UBITs on the Air

In 2010, we began accepting UBIT scripts, no longer upholding the underwriting guidelines for our fellow non-profits.

(They could say anything.)
Wait a minute! What’s a UBIT!?

The FCC offers flexibility when it comes to non-profits and underwriting. The definition of an advertisement contained in the Communications Act applies only to those "engaged in such offering for profit.” As a result, pubcasters *may* choose to offer non-profits much more flexibility in their underwriting credit language.

However, the IRS does not believe that the promotion of another non-profit is necessarily related to a public broadcast station’s educational purpose. Therefore the IRS considers some of these types of messages to be subject to **UBIT** (Unrelated Business Income Tax).
Be Flexible in What You Offer: Maybe All Underwriters Aren’t the Same: UBITs on the Air

In the language approval process, MPBN’s Director of Corporate Support considers the acceptability of a UBIT script based on the broad FCC definition in combination with the MPBN UBIT policy which includes:

Under some circumstances, non-profit underwriters may mention price information:

“The Abbe Museum, offering free admission this Sunday.”
Be Flexible in What You Offer:
Maybe All Underwriters Aren’t the Same: UBITs on the Air

Non-profit underwriters may cite awards, provided they are specific in the origin of the citation:

“Portland Stage, presenting the Tony Award-winning play...”

“The Maine School of Science and Mathematics, a public boarding high school ranked by US News and World Report as the 14th best math and science high school in the nation. M S S M dot org.”
Be Flexible in What You Offer:
Maybe All Underwriters Aren’t the Same: UBITs on the Air

Non-profit underwriters may, at times, use restrained adjectives in describing their product, but may not cross the line to superlatives: “Theater at Monmouth, presenting Thornton Wilder’s American classic, “Our Town”...

Under some circumstances, a non-profit may mention a comparative statement provided it is true: “Maine Maritime Museum, exhibiting the oldest Maine built boat on record.”
Be Flexible in What You Offer:
Maybe All Underwriters Aren’t the Same: UBITs on the Air

Non-profit underwriting scripts are reviewed on a case by case basis.

Non-profit organizations may be asked to provide proof of federal non-profit status.
Be Flexible in What You Offer:  
Maybe All Underwriters Aren’t the Same: UBITs on the Air  

What we learned:  
- Our audience pays attention.  
- For-profit competitors also pay attention.  
+ Adding structure makes a big difference.  
+ Non-profits appreciate the differentiation and show their appreciation with larger underwriting commitments.
What About the Revenue?

Non-Profit Revenue Compared With Overall UW Revenue

- FY09 No UBITs: 36%
- FY10 UBITs Rolled Out - No Rules: 39%
- FY11: 45%
- FY12: 47%
- FY13: 46%
- FY14: 46%
- FY15: 46%
- FY16: 50%

- Overall UW Revenue
- Non-Profit Revenue
Be Flexible in What You Offer:
Promotional Opportunities for Underwriters

Beyond traditional underwriting flights:

+ Grow our promotional capacity
+ Deepen our own audience engagement
+ Strengthen our relationships with key clients
+ Broaden our reach/raise our profile
Be Flexible in What You Offer:
Promotional Opportunities for Underwriters

MPBN’s THE BOOTH
Powered by Revision Energy
Be Flexible in What You Offer:
Promotional Opportunities for Underwriters

WHAT LISTENING LOOKS LIKE
A partnership with Hunt’s Camera
Be Flexible in What You Offer:
Promotional Opportunities for Underwriters

THE MICROPHONE PROJECT
Sponsored by Goodwin’s Volvo
Be Flexible in What You Offer:
Promotional Opportunities for Underwriters

What we’ve learned:

+ Our audience is ready to engage with us
+ Incentivizes larger, more frequent commitments from some “fringe” underwriters
+ A donation angle is successful, but not a deal-breaker for audience participation
+ As long as you have a few good photo ops, even a digger can be a success
Speaker Information

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