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**Program Outline**

**Module 1 - Overall Strategy and Mindset**

* **The question we should all be asking –** “How do we support a profitable news generating operation with little classified revenues and decreased major account revenues?”
* The answer to that question is often Small to Medium Businesses. However, we need to become the market share leader for SMBs if they are to sustain us.
* **Why SMBs is a game of “small numbers multiplied”, and increases of 200-300% are almost a necessity**
* **The lesson we should all learn from McDonalds.**
* **The 8 X SMB system**
* **How well am I doing that? –** The importance of incremental improvements in current areas, combining things that are already being done in different and unique ways, and being open to things that aren’t being done yet (or at least not by newspapers…)
* **Market Changes**
* **Culture –** Do your reps believe in the product?
* **Yield –** Finite vs. Infinite resources, and how to leverage the finite ones to take advantage of the infinite ones.
* **Metrics and Benchmarks**
* **Revenue Mix Concepts**

**Module 2 – The 8 X SMB System**

* **The 6 levers (and 2 extra components) that create sustainable, maximum growth among SMB advertisers without adding more sales staff.**
* **The first 3 levers –** product based, focus on larger events (Number of Advertisers, Average Spend, Frequency of Purchase)
* **The second 3 levers –** leverage the work done in the first 3 key areas in order to create maximum growth and take true advantage of your biggest infinite resource
* **Retention –** Measure Everything
* **TOC –** Remove obstacles (usually in the form of $10/hr work being done by the sales reps) in order to greatly increase selling time
* **Lead Generation –** Warm up leads so that sales close faster, with better prospects.
* **Compensation and Metrics –** These are the glue that holds it all together.

**Module 3 – A Different Way to Look at Expenses**

* **Quantitative Pricing Analysis**
* **Optimum revenue/profitability**
* **Uncovering your true incremental costs**
* **Profitability on the average ‘event’ is much more important than the margin on individual products –** especially if the product is infinite (and most are)

**Module 4 – Creating a Marketplace**

* **The cornerstone to attracting a ‘shopping audience’ –** A full, complete marketplace.
* **Ideal Revenue Mix:** Majors, ROP, P and D, and ‘other.’
* **Jacket mechanics**
* **Format and content**
* **Delivery Methods**
* **High level discussion of rate cards/volume**

**Module 4B – Jacket Implementation**

* **Rate card structures and tools**
* **Launch process**
* **Zoning specifics**
* **Page counts**
* **Alternate Delivery**

**Module 5 – Print and Deliver**

* **Fundamentals**
* **Revenue leverage**
* **Collateral**
* **Processes**

**Module 5B – Print and Deliver Sales Training**

**Module 6 – Tying it All Together**

* **Creating a Business Plan**
* **Setting Timelines and Goals**
* **Implementing the Rollout process**
* **Preparing Your Process Changes –** At what point can you add sales reps or otherwise push the gas pedal down, as you grow?