

MEDIA SALES REPORT 2019



THE CENTER FOR
SALES STRATEGY



The 2019 Media Sales Report studies the landscape over the past year, including the expectations for sales managers and the strategies employed by media sales professionals to assess their impact across five key topics: Compensation and Sales Team Size, Training and Development, Number of Appointments and Sales Process, Sales Enablement, and Culture and Industry.

Read on for the key findings from The Center for Sales Strategy's 2019 media sales surveys*, and see how you can use these insights to drive sales performance in the year ahead.

**See last page for survey methodology and survey details.*



Driving Sales Performance

Highly-talented salespeople are more in-demand than ever. That's why media companies are tackling big topics, from how to best compensate salespeople to restructuring their companies to optimize performance in every step of the sales process.

Salespeople are motivated to drive revenue, with the vast majority (57%) in favor of a compensation package that includes a base salary plus commission. Sellers want the opportunity to make as much as they can, which also means more revenue for media companies.

57% OF SALESPEOPLE PREFER A COMPENSATION PACKAGE THAT INCLUDES A BASE SALARY PLUS COMMISSION

Still, rethinking the sales organization is a big topic right now in the media industry. Some media companies are thinking about ways in which they can restructure sales operations with specialists who perform specific functions in the sales process, such as appointment setting, client service, proposal preparation, recaps, and the like. The idea is slow to take hold, though. Only 17% of companies say they've done some restructuring, with 30% having done a little.

Companies are more focused on hiring the best people they possibly can, then coaching and developing their strengths. Sales managers use a talent assessment before hiring 88% of the time. Nearly all sellers (95%) agree that training and development are important.

SALES MANAGERS USE A TALENT ASSESSMENT 88% OF THE TIME BEFORE HIRING

Although most have implemented best practices when it comes to hiring, coaching, and development, nearly half of sales managers believe that only 20% of their staff are superstar sellers. Likewise, underperformers make up 20-30% of sales staffs. Media companies have a big opportunity to leverage their training and development strengths to close the roughly 55% gap between top performers (superstars) and underperformers.



Driving Sales Performance

UNDERPERFORMERS MAKE UP 20-30% OF SALES STAFFS

Over the past couple of years, media companies have begun implementing more tech tools to drive performance. However, they've still got some catching up to do.

Media companies are on the fence when it comes to CRM usage; half think they're using it effectively all the time, and half do not, which equals wasted dollars.

No matter which industry you're in, video content is huge right now. Yet, 2 out of 3 media companies do not have video case studies for sellers to use during the sales process. More than half of the people that responded said their websites don't help prospects learn about their company. And only 12% of sellers are effectively using social media to find leads.

2 OUT OF 3 MEDIA COMPANIES DO NOT HAVE VIDEO CASE STUDIES FOR SELLERS TO USE DURING THE SALES PROCESS

The sales job is getting harder in a few key areas. 42% of sellers say it's harder to find good leads, and more than half (52%) find it harder to get appointments. More than a third of sellers (34%) say it's harder to close the sale and equally as hard to renew existing clients.

Still, the future is bright for the media industry, with 86% of sales managers reporting they're optimistic about the marketplace in which they sell. Nearly 2 out of 3 (64%) salespeople report having the same optimism about the future of the marketplace.



Executive Summary

5 Key Findings

Here is a quick look at the key findings, with more details on the pages to follow.

1

Salespeople want to be compensated with salary + commission. The vast majority of salespeople think that a salary of somewhere between 30-40% of total compensation and the rest commission is the most desirable.

2

Sales managers and salespeople both lean into training and development. Virtually all sellers (95%) think it's important to keep learning and developing.

3

Sales managers think salespeople should be setting more appointments, but salespeople are finding it more difficult than ever. 93% of sales managers think salespeople should be going on 4 or more appointments per week - nearly double what they say is the current average. Meanwhile, 60% of salespeople say prospects are less willing to agree to an initial meeting than last year.

4

Effective sales collateral and technology could help sellers attract more leads and set more appointments. Only 12% of sales managers report that their sellers are using social media effectively to target leads. 78% of sales managers say they have current sales collateral pieces to help sellers in all stages of the process. However, there is room for improvement. Nearly 1 out of 4 sales managers feel as though their salespeople do not have the collateral they need.

5

Sales professionals are optimistic about the future of the industry. On the flip side, 1 out of 4 (26%) would not recommend their company as a great place to work.



Compensation and Sales Team Size

Salespeople appreciate the balance between salary + commission.

Nearly all salespeople surveyed (92%) reject the idea of being compensated with 100% salary, indicating that sellers are motivated to close deals.

Which compensation plan would be best for you?



4 out of 5 (88%) of sales managers use a talent assessment to help make hiring decisions, and 82% of these feel that their talent assessment is accurate or very accurate at predicting future success.

60% OF SALES MANAGERS DO NOT FEEL AS THOUGH THEY HAVE THE RIGHT NUMBER OF SALESPEOPLE ON THEIR TEAM

They think they need more, with two-thirds of these sales managers saying they should increase the number of salespeople they have.



“Do You Have an Inside Sales Team?”

YES: 23%

NO: 77%

“To What Degree Have You Restructured Your Sales Operation with Specialists Who Perform Specific Functions in the Sales Process?”

Major Restructuring: 17%

A Little Restructuring: 30%

Not Sure: 3%

Minor Restructuring: 20%

No Restructuring: 30%



Training and Development

Sales managers and salespeople share common ground when it comes to learning and developing new skills, but there's still room for improvement when it comes to performance.

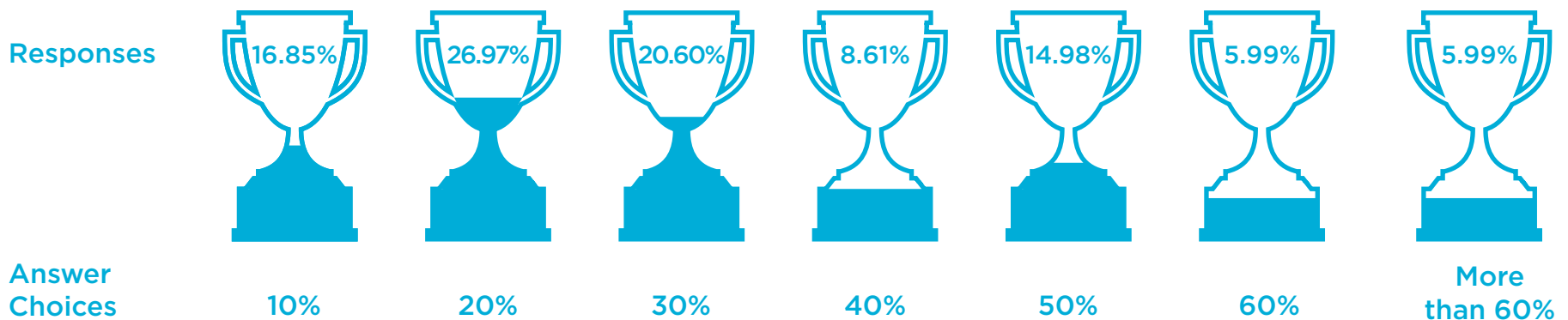
Nearly all sellers (95%) agree that it's important to keep learning and developing, and two-thirds of the sales managers surveyed are conducting weekly sales trainings. However, gaps in performance highlight an opportunity to improve training strategies.

Roughly 65% of sales managers surveyed think that at best, 30% of their sales staff (or less) are sales superstars, while nearly half (48%) of managers believe that 20-30% of their sales staff is underperforming.

NEARLY HALF OF SALES MANAGERS BELIEVE THAT 20-30% OF THEIR SALES STAFF IS UNDERPERFORMING

Although roughly 70% of salespeople have been given feedback on their talents and feel as though their manager talks to them about their talents often, they still don't feel as though they're valued and supported. 40% of salespeople do not feel as though they are always being supported by their sales manager, so it comes as no surprise that 46% do not feel as though they are always valued, either.

What percentage of your sales team are what you would consider superstars?



40% OF SALESPEOPLE DO NOT FEEL AS THOUGH THEY ARE ALWAYS SUPPORTED BY THEIR SALES MANAGER

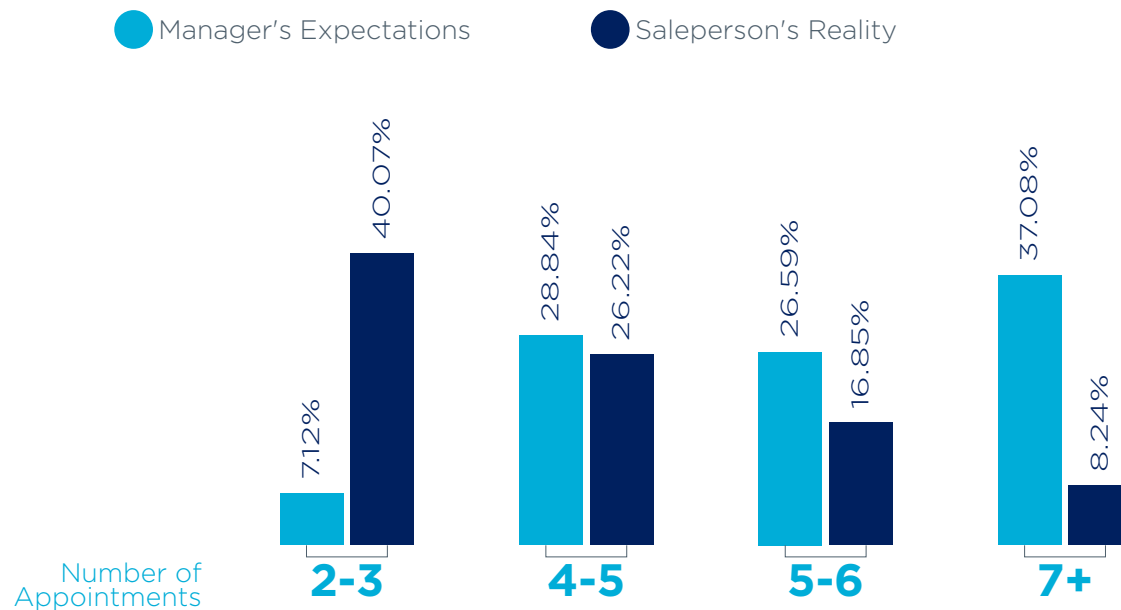


Number of Appointments and Sales Process

Sales managers are expecting salespeople to set twice as many appointments this year, while the majority of salespeople are finding prospects less willing to set up an initial meeting.

Nearly all (93%) of sales managers agree: salespeople should be averaging close to one appointment per day, or 4+ calls/week. While 40% of sales managers believe that their salespeople are missing the mark at only 2-3 prospect calls per week, 85% do feel that appointments with prospects are harder to secure today than they were 5 years ago.

Number of Appointments: Expectation vs. Reality



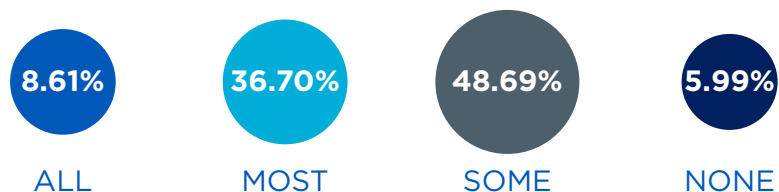
Written proposals are lagging, too. Most sales managers (80%) say their salespeople present anywhere from 1-4 written proposals each week, and 82% think that number is too low.

82% OF SALES MANAGERS THINK THEIR SELLERS ARE NOT PRESENTING ENOUGH PROPOSALS PER WEEK, AT 1-4 PER WEEK

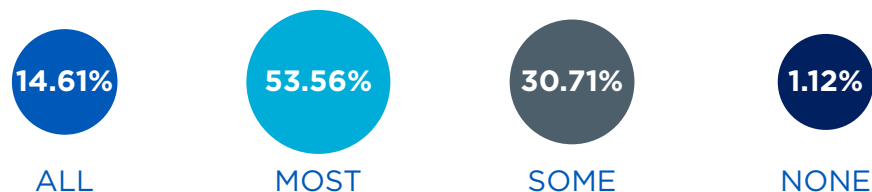
Number of Appointments and Sales Process

The good news is that nearly all (94%) of managers review some (or most) proposals before they go out the door. However, opportunities for improvement remain. Of those that are reviewing proposals, more than half (52%) say they just look at some of them. Furthermore, only 15% of sales managers said all the proposals that get presented contain a specific business need outlined by the client.

What percentage of proposals do you review before they go to a prospect or client?



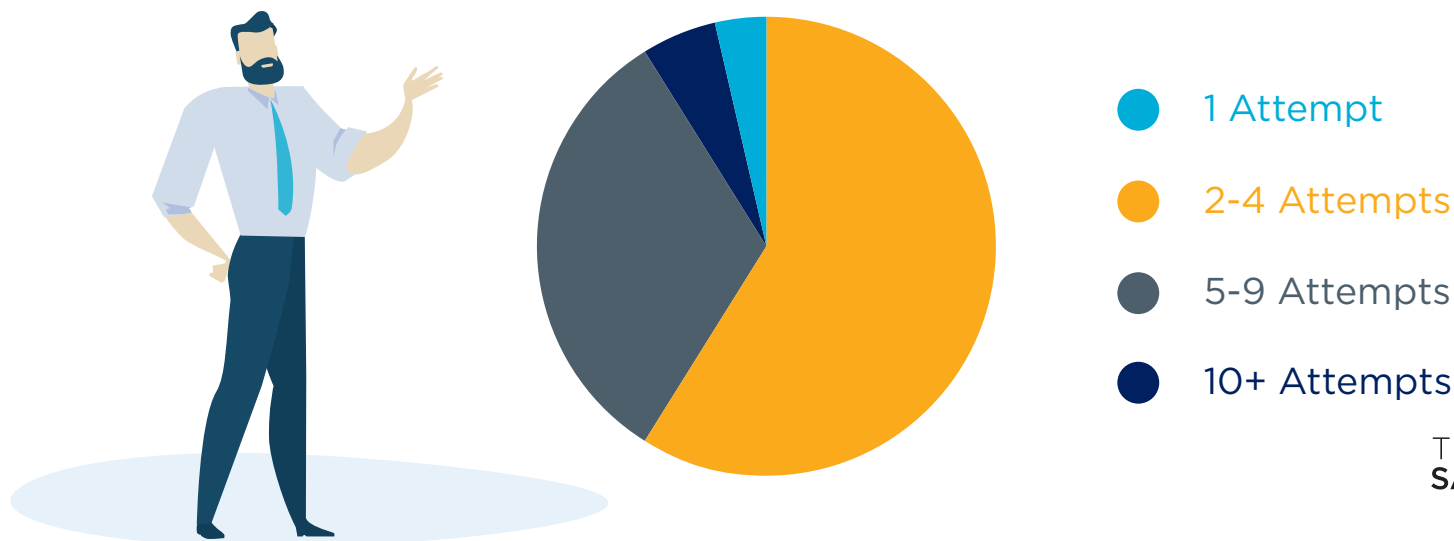
Approximately how many of those proposals contain specific business needs outlined by the client?



The survey revealed that 60% of salespeople are finding it harder than in years past to get prospects to agree to an initial meeting, and 91% reporting that it takes between 2-9 attempts to secure the appointment. Sales managers agree it's getting more challenging, with 83% agreeing it's harder to get an appointment today than it was 5 years ago.

60% OF SALESPeOPLE FIND IT HARDER TO GET AN INITIAL APPOINTMENT THAN IN YEARS PAST

How Many Attempts Does it Take to Get an Appointment?



Number of Appointments and Sales Process

After the initial meeting, (35% of salespeople say it is about the same) 50% of salespeople say it is harder to convert prospects to clients compared to years past and the majority (85%) of salespeople say it takes anywhere from 1 week to 3 months from first discovery meeting to closing the sale.

Renewals are a bright spot. 58% of salespeople say it's either easier or about the same as last year to renew current clients. A significant number of salespeople (33%) say it's getting harder.

The Job According to The Salesperson

How Sellers Feel About Different Areas of their Job Compared to the Past



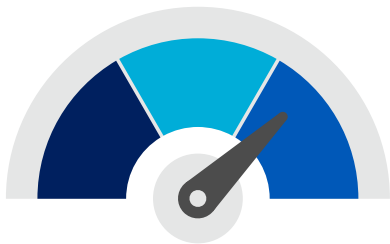
Easier



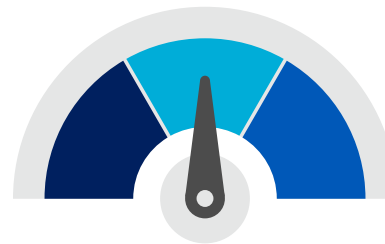
Same



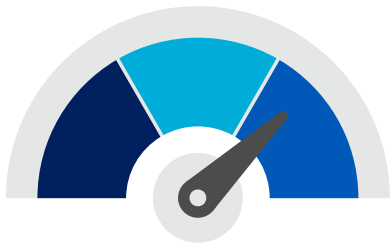
Harder



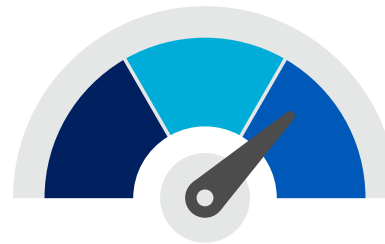
Finding Good Leads:
42% feel it's harder



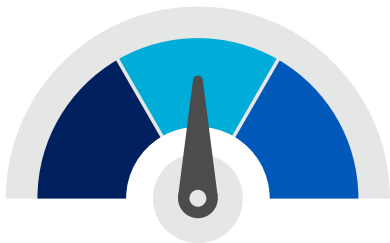
Establishing the Best
Measures of Success:
52% feel it's about the same



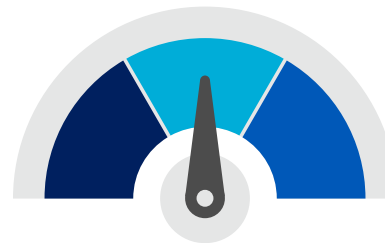
Getting Appointments:
52% feel it's harder



Closing the Sale:
57% feel it's harder



Uncovering the Desired
Business Result:
60% feel it's about the same



Renewing the Client:
54% feel it's the same

Sales Enablement

Sellers have an opportunity to nurture more leads with the adoption of effective technology and improved sales collateral throughout all stages of the sales process.

SALES COLLATERAL AND CONTENT

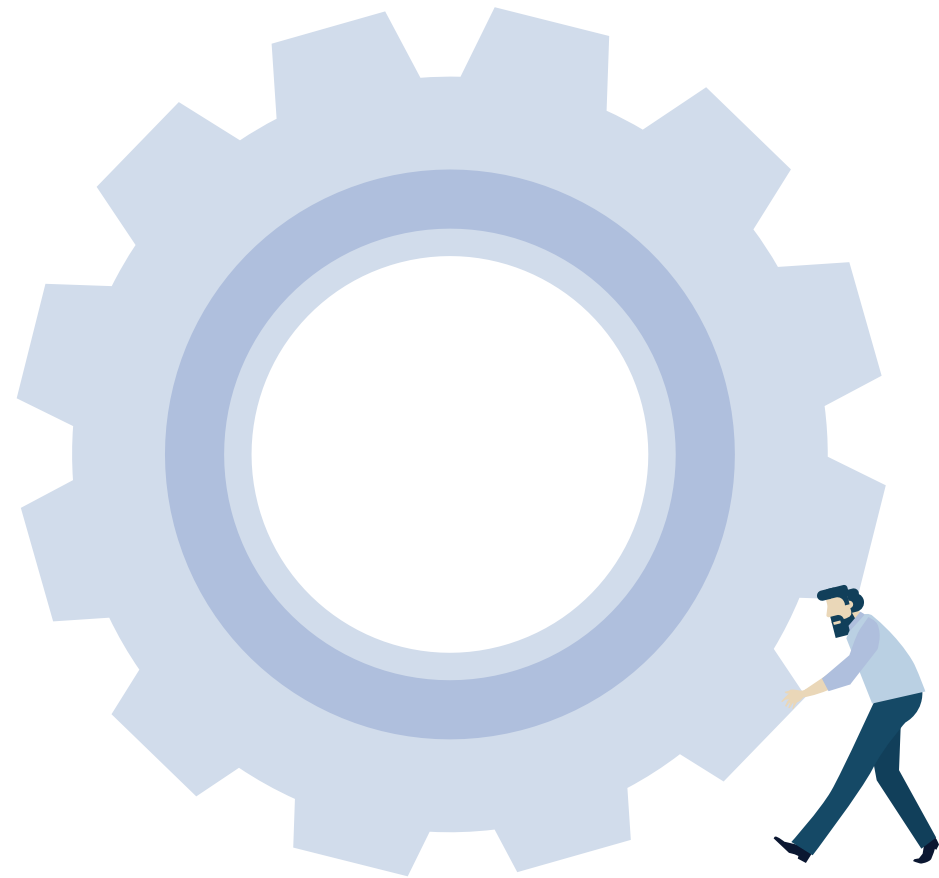
Nearly 1 out of 4 (22%) sales managers don't think that they have the right sales collateral pieces to help their sellers in all stages of their sales process.

Of those who do have sales collateral (78%), slightly more than half (58%) of sales managers surveyed were satisfied or very satisfied with its effectiveness. 42% were not satisfied.

NEARLY 1 OUT OF 4 (22%) SALES MANAGERS DON'T THINK THAT THEY HAVE THE RIGHT SALES COLLATERAL PIECES TO HELP THEIR SELLERS IN ALL STAGES OF THEIR SALES PROCESS

The bottom line: 20% of sales managers don't feel as though they have access to the resources they need to exceed sales goals, 19% don't feel their organization is equipped to be competitive in the future, and salespeople are feeling the effects, as well.

The majority of salespeople (60%) say their company does not have an effective marketing plan when it comes to attracting leads and promoting thought leadership.



Sales Enablement

2 OUT OF 3 MEDIA COMPANIES DO NOT HAVE VIDEO CASE STUDIES THAT SELLERS CAN SEND TO LEADS

In the current sales environment, the more content you have, the more likely you are to gain trust with prospects. However, 2 out of 3 media companies do not have video case studies that sellers can send to leads. More than half (52%) of sales managers that responded said that their website does not make it easy for prospects to learn about their company.

MORE THAN HALF (52%) OF SALES MANAGERS THAT RESPONDED SAID THAT THEIR WEBSITE DOES NOT MAKE IT EASY FOR PROSPECTS TO LEARN ABOUT THEIR COMPANY

CRM

Media companies are on the fence when it comes to CRM usage; half think they're using it effectively all the time, and half do not, which equals wasted dollars. The breakdown of tasks gets more interesting.

Again, only about half of those surveyed (57%) are using CRM effectively to track clients, while roughly 49% find CRM most valuable when it comes to holding salespeople accountable. However, they're missing the mark when it comes to other productivity measures. Only 1 out of 5 use CRM to effectively automate basic tasks, while roughly 1 out of 4 use it for effective communication.

Rank the Value Your CRM Provides

Sales managers ranked the value of their CRM as follows:



Culture and Industry

Sales professionals are optimistic about the future of the marketplace, but opportunities remain.

Both sales managers and salespeople are optimistic about the future for what they sell. However, some sellers are doubtful.

The majority (86%) of sales managers believe the industry is poised to succeed in the coming year. A slightly lower number (64%) of salespeople share the same level of optimism.

What's concerning is that 19% - nearly 1 out of 5 - sales managers feel that their organization is not equipped to be competitive. This impacts the sellers - and clients - in a big way. 1 out of 4 (26%) salespeople say they would not recommend their company as a great place to go and work.

**1 OUT OF 4
SALESPEOPLE SAY THEY
WOULD NOT
RECOMMEND THEIR
COMPANY AS A GREAT
PLACE TO WORK**

**NEARLY 1 OUT OF 5 SALES
MANAGERS FEEL THAT THEIR
ORGANIZATION IS NOT
EQUIPPED TO BE
COMPETITIVE**



Other Key Findings

Read on for more key findings worth honorable mention, expanding upon topics such as new business development, social selling, and time management.

TOP 5 CATEGORIES FOR NEW BUSINESS DEVELOPMENT

Both sales managers and salespeople in media sales reported that the top 5 categories of new business development fall under:

1. Healthcare
2. Automotive
3. Home Services
4. Home Improvement
5. Health and Wellness Industries

TECHNOLOGY + SOCIAL SELLING

The use of technology and social selling continues to be a hot button topic, but the capabilities are not fully being taken advantage of by media sales professionals.

Technology

When salespeople were asked about the methods they use to connect with prospects and clients, their response was:



Shared Screen: 75% said they use an online meeting or shared screen experience less than 5% of the time.



Phone: 40% use phone calls to connect in roughly 1 out of 4 interactions (20-30% of the time)



Email: 1 out of 4 (25%) use email 20-25% of the time to connect



Text: More than half (55%) use text rarely or never (0-5% of the time)



Other Key Findings

Social Selling

Only 12% of sales managers surveyed say their salespeople are using social media effectively to set appointments with prospects, even though using social media to sell has been widely adopted in many industries.

72% of media salespeople rarely use LinkedIn (0-5% of the time) to connect with prospects, and out of these, roughly 1 out of 3 (32%), do not use LinkedIn at all. 40% of salespeople say they never use other types of social media to connect with prospects and clients. More than 3 out of 4 (78%) use it rarely or never, from 0-5% of the time.

To compare, a LinkedIn study revealed that 78% of social sellers outsell peers who don't use social media. On the flip side, 75% of B2B buyers now use social media to research vendors. Combine that with the fact that social selling leaders are 51% more likely to reach quota and the case for social selling becomes even stronger.

ONLY 12% OF SALES MANAGERS SURVEYED SAY THEIR SALESPEOPLE ARE USING SOCIAL MEDIA EFFECTIVELY TO SET APPOINTMENTS WITH PROSPECTS



Media companies have a big opportunity to set themselves apart in the coming year by using video in their sales process, embracing social media selling, and designing websites to enhance the prospect/customer experience.

Other Key Findings

TIME MANAGEMENT

We also asked salespeople what percentage of time they spend in meetings, trainings, doing administrative tasks, developing prospects, and servicing clients. Of the salespeople surveyed, 31% said they spend 20-25% of their time each week doing paperwork.

The breakdown of time spent servicing current customers was another key finding, with 20% of salespeople saying they spend 40-50% of their time servicing current customers; about half (49%) spend 20-30%, or about a quarter of their time, servicing customers; and 15% of salespeople spend less than 20% of their time servicing current customers.

Where Does a Seller's Time Go?



Internal Meetings:

55% of salespeople spend 5-10% of their time each week in internal meetings.



Paperwork:

31% spend 20-25% of their time each week doing paperwork.



Servicing Current Customers:

20% spend 40-50% of their time servicing current customers; about half (49%) spend 20-30%, or about a quarter of their time, servicing customers; 15% of salespeople spend less than 20% of their time servicing current customers.



Discovery Meetings:

Nearly 1 out of 3 (32%) salespeople spend 20-25% of their time in discovery meetings.



Meetings to Close Business:

63% of salespeople spend 10-20% of their time in meetings to close business.



Sales Training:

63% of salespeople spend 5-10% of their time in sales training.

Where Does a Sales Manager's Time Go?



Reports:

Nearly 1 out of 3 (32%) sales managers spend 15-20% of their time writing reports.



Coaching:

18% of sales managers spend 40-50% of their time coaching. Roughly 60% of sales managers spend 25% or less of their time on coaching.



Internal Meetings:

64% of sales managers spend anywhere from 10-20% of their time in internal meetings.



Signing or Approving Orders/Inventory:

3 out of 4 (76%) don't spend any more than 10% of their time signing or approving orders/inventory.



IFM's or One-on-Ones:

Nearly 3 out of 4 (73%) sales managers spend 10-20% of their time on IFMs or one-on-ones.



Price and Packaging:

More than half (53%) of sales managers spend 5-10% of time on pricing and packaging.



Conclusion

The current state of media sales reflects that sellers are optimistic about the future of the industry; however, opportunities for growth remain.

That's why it's important to implement sales strategies that drive performance, such as: compensating sellers correctly, giving sellers feedback on their talents to help them soar with their strengths, providing the sales collateral that they need to go out and sell effectively, showing sellers that they are valued, and tapping into technology to set your company apart.

This approach will enable you to **strengthen your company culture**, **target more prospects**, and **close more deals**, today and in the coming year.



Methodology

The Center for Sales Strategy, a sales performance company, conducted two online surveys during the second quarter of 2019.

Two sample groups were surveyed representing sales managers and salespeople in the media industry. The vast majority (88%) of respondents work primarily in the Radio, TV, and Digital sectors.

The first sample included 267 sales managers. The second group was a sample of 416 salespeople.

Job Titles - Salesperson



Job Titles - Sales Manager

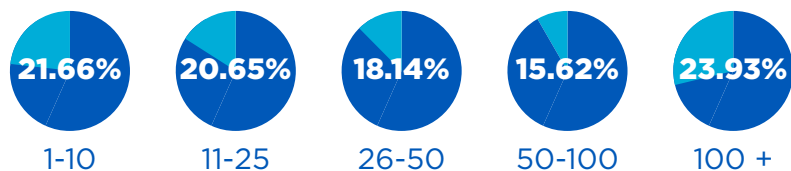


The majority of all respondents were industry veterans with 11+ years of media sales experience. About 61% of sales managers reported having more than 11 years of experience, with 22% having 5-10 years of experience, followed by 17% with 4 years of experience or less.

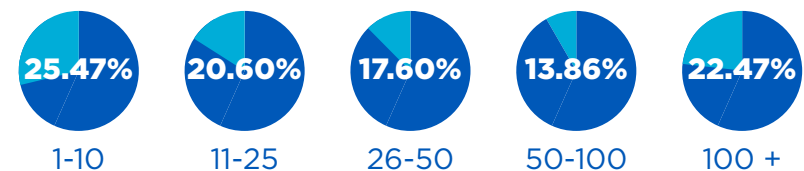
64% of salespeople reported having 11+ years of experience in media sales, followed by 14% with 5-10 years in the game, and 22% with less than 4 years' experience.

Both groups represent a balanced cross-section of market sizes, and there were only slight variances reported when the salespeople were asked about their market size compared to the sales managers.

Market Size - Salesperson



Market Size - Sales Manager





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