

La Opinión

Increasing Sales and Customer Base

Situation

La Opinión, a major California newspaper was facing declining sales in advertising revenue and circulation due to an untrained sales staff working in an increasingly competitive environment. To improve this situation, La Opinión wanted to provide sales training for both the field staff which handles display ads and for the inside telemarketing group which handles both classified and display ads.

Action Taken

Impact Learning Systems conducted a needs assessment and determined that field sales representatives needed to improve their consultative selling skills so that they could better understand the issues their customers faced and craft solutions that directly met the needs of each business. Given the traffic issues in the Los Angeles area, sales reps also needed to learn to manage their territory more effectively.

In addition, inside sales reps were acting as order takers rather than proactively offering solutions and many reps were reluctant to make outbound calls. The goal was to help them be confident in making outbound calls, and to be able to upsell, if appropriate, when customers called to place advertising orders.

Accordingly, Impact developed and delivered the following training programs:

- A Time and Territory Management program for field sales reps to help them cover their territory more effectively
- A Consultative Selling class for field sales reps to help them better understand customer needs and present appropriate solutions.
- A TeleSales course for inside sales reps to help them focus on closing more sales

Results

Six months after training, La Opinión recorded the following results:

- A 22% increase in advertising revenue
- An 8.2% increase in circulation . . . in an industry where circulation is declining overall



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