ADVOCATE DIGITAL MEDIA
Digitally Focused Full Service Marketing Firm
Victoria, Texas
Frankly, we were built for a simpler world
This was mobile...
And Then...
Effect On Traditional Media

Total Disruption
What to do…
Created ADM

- Sister company to our Newspaper properties
- Creative, Professional **Digitally Focused** Marketing Company
- Production team including Ad Ops, Developers, Designers
- Leverage **existing** brands to build relationships
- Position account executives as digitally focused marketing experts
- Provide best of breed digital solutions, creative solutions
- **Sign Agency Agreements.** Manage client’s entire marketing budget, not just the digital slice
Likely Questions

- What are your comp plans like?
- How many “4 legged” calls do your reps make?
- How do you handle account “ownership?”
- What exactly is your structure?
- How many digital accounts are assigned to each rep?
- How do you make sure everyone “gets along?”
You’re looking in the wrong place
Think More Strategically

- Change your definition of “Investing.” Investing is not the same as buying cash flow. **It’s a trap!**
- Accept that innovations kill business models. Forget about protecting your business model from *your own* innovation. Someone else will kill it for you.
- You ARE going to upset people. Period.
1.) Separate Reporting Structure
(not just sales)
Characteristics Of High Performers

- Separate Team
- Separate P&L
- Separate Physical Location
This is not easy!

- Constant struggle to stay on task and with the strategy.
- Advertising leaders are egomaniacs. They all believe “I’m different.” They aren’t.
- You will have failures.
2) In House Technologists
You Have To Actually Be Digital Marketing Experts

- Experts that aren’t sales people
- Complete understanding and curiosity about the digital advertising ecosystem
- **Digital natives**: Cord cutters, millennials, etc.
- Stop trying to train people that don’t use the Internet to sell it!
3) In House Designers
You Have To Actually Be Creative!

Before

After

2015 ADDY Winner
4) No Fear
Short Term Failure Is OK and Expected
5) Unique Value Proposition
Value Proposition: Simplify
1. Separate Reporting Structure
2. In-house technologists (Developers, Fulfillment)
3. In-house designers
4. No Fear
5. Unique Value Proposition

= 6) The right Culture
ADM Culture

- Very few team members have worked in a newspaper/media company.
- Young team with a few “grizzled veterans”
- Not about the view or happy hours
- It’s about **WINNING!**
The Results

25% of Total Ad Revenue in 2014
Welcome To ADM!
These don’t guarantee success. Lack of these does guarantee failure

- Absolute, rock solid, unquestionable support from the very top.
- The right local champion.
- Absolute confidence in your team, plan and execution.
- Everybody on the team has to drink the Kool-Aid. Must have a team of True Believers.
Thank You!

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