

**Launching, Selling and Scaling
Your Services Business**

REVMMADE

Hi, I'm Krystle from Revmade

 We help brands develop their audiences.



BRAND & PUBLISHER



NORTHSTAR
TRAVEL GROUP

TEGNA

We help publishers monetize their audiences.



@Revmade

PUBLISHERS

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graph TD; A[PUBLISHERS] --> B[CONTENT CREATION COSTS: $$$$$  
RELATIVELY SCARCE INVENTORY];
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CONTENT CREATION COSTS: \$\$\$\$\$
RELATIVELY SCARCE INVENTORY



SOCIAL MEDIA

CONTENT CREATION COSTS: \$
& GLUT OF INVENTORY

WHEN DISTRIBUTION IS A COMMODITY ...

WHAT KEEPS PUBLISHERS RELEVANT?

BECOMING AN OPPORTUNITY FOR OUR BEST BASED ON "ATTRIBUTION"...

1. Research

2. Competitive Analysis

3. Market Strategy

4. Budget Allocation

5. Messaging Strategy

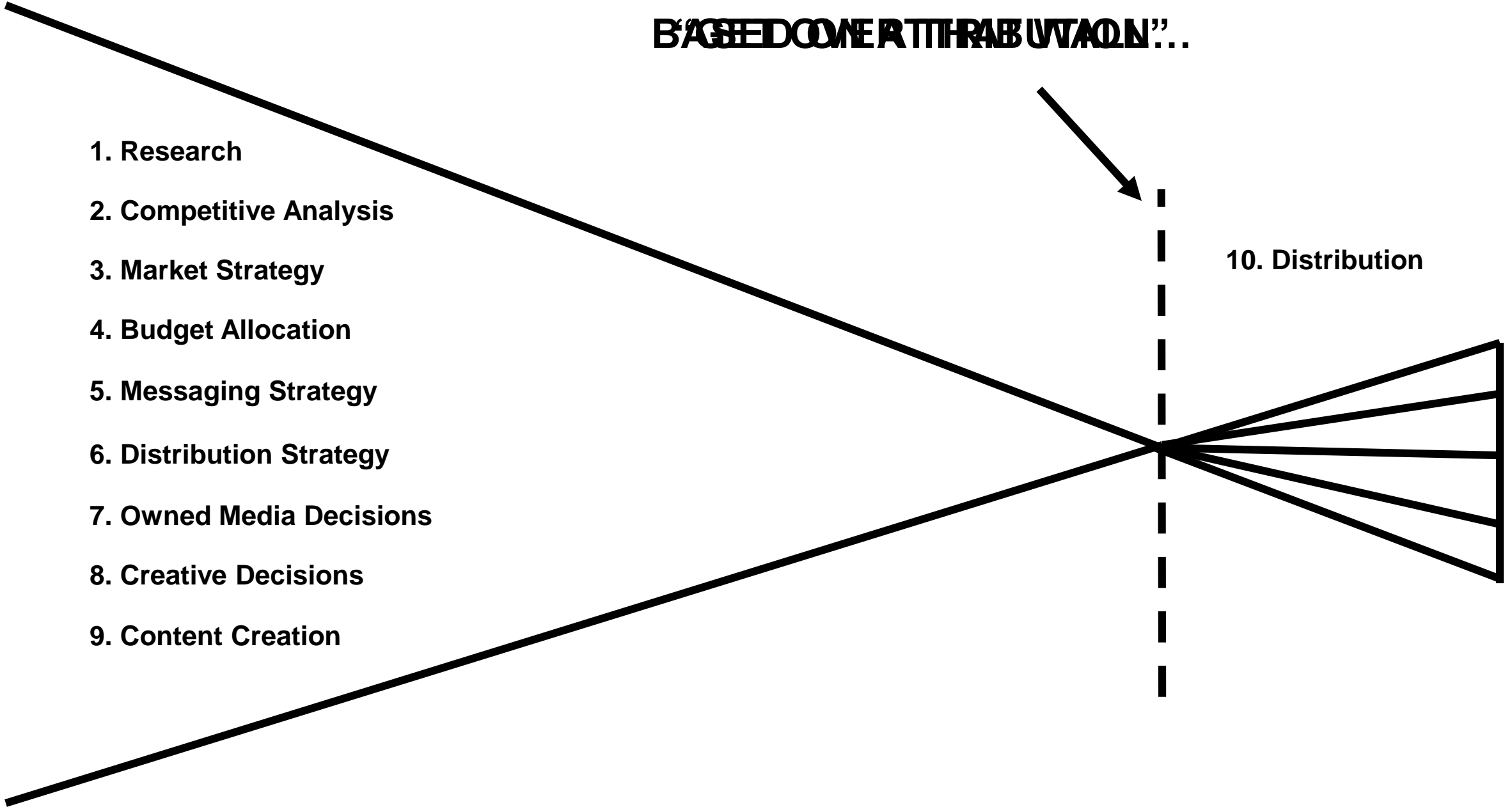
6. Distribution Strategy

7. Owned Media Decisions

8. Creative Decisions

9. Content Creation

10. Distribution



A Seismic Shift in Approach

Technology drives new ways of buying (and not buying) advertising.

THEN

STRATEGY
Set Annually



CREATION
What Advertisers Want to Say



DISTRIBUTION
Limited Channels

NOW

STRATEGY
Flexible and Adaptive to Results



CREATION
What Audiences Want to Engage With



DISTRIBUTION
Every Individual on the Planet

LIFE IS BETTER FOR ALL OF US WHEN MEDIA COMPANIES CLIMB OVER THE WALL

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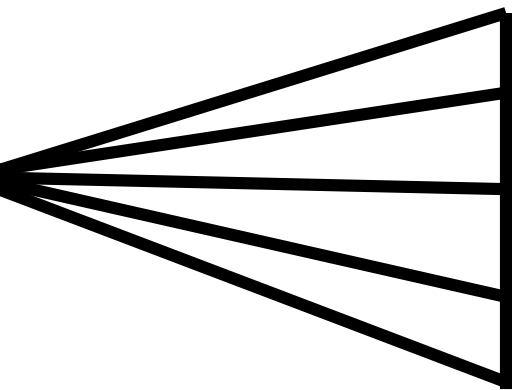
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CLIMBING OVER THE WALL

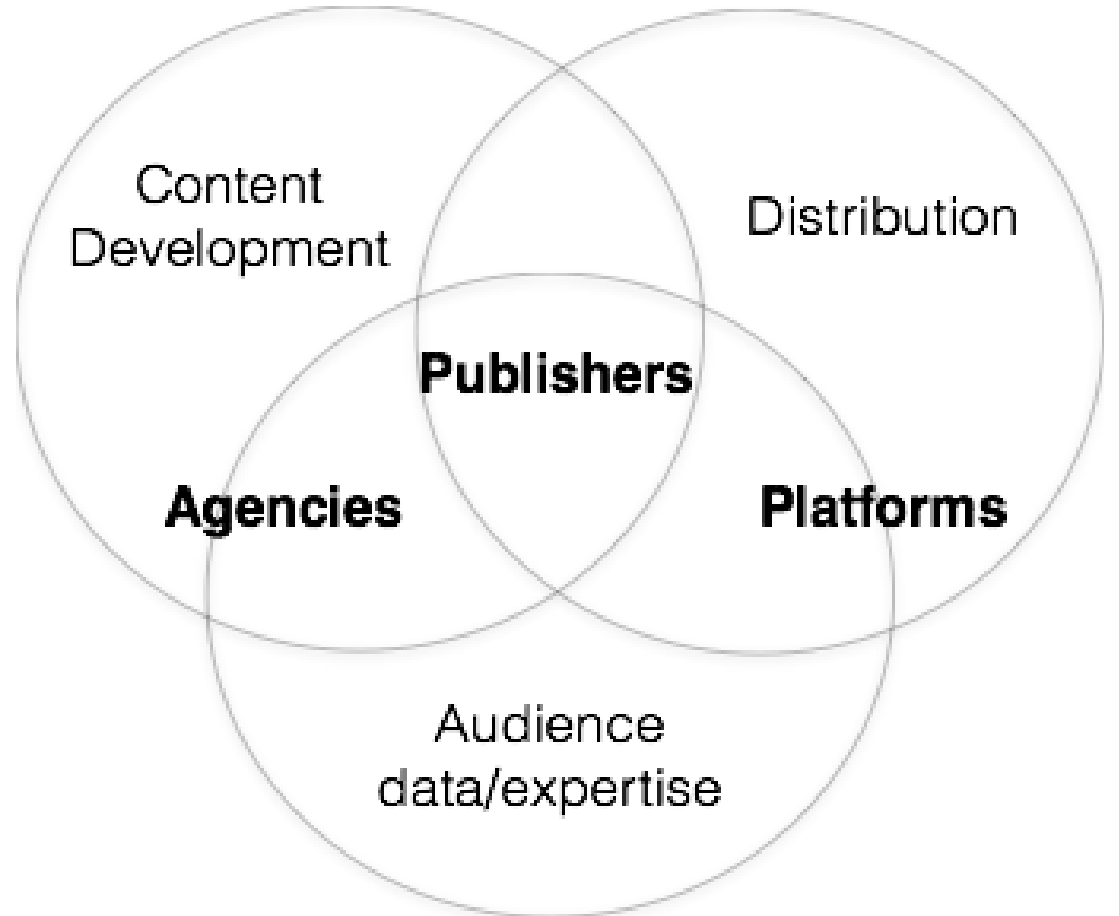
STEPS

1. **Permission to expand your offerings**
2. **Determining the type of services business for your market**
3. **Building critical resources (and outsourcing others)**
4. **Transforming your sales org**

Permission: Why Buy With Us?

When every company is suddenly a content & services company, how can media make its land grab?

- [Insert Audience] Expertise.
- Content and Services is Already Our Business.
- Direct Distribution to Audience.



Pick Your Services Business...

Expansion is happening in a few different ways, depending on market and demand.

SERVICES TYPE	WHEN THE MARKET WANTS	EXAMPLE PRODUCTS	EXAMPLE BUSINESS
Storytelling expertise	Thought leadership, CSR, native advertising	Longform articles, interactives, video	NYT's T-Brand Studio The Atlantic's Re:Think
Sales enablement	Research, Lead generation	Competitive studies, Whitepapers, webinars	Penton Marketing Services
Data management	Solve my database woes	Lead generation, nurturing and data cleansing services	Hanley Wood Farm Journal
Outsourced technology	Owned & operated digital assets	SaaS platforms	Northstar Travel

Quick Aside on Data Products (5 Ideas)

Publishers can and should drive multiple businesses from data investment

- Segmentation: Hyper Targeting Your Users
- Audience Extension: Target Your Users Off-Platform
- Brand Studies: Ask Your Users about Perceptions (and Sell Them)
- Focus Groups: Then Turn It Into an Events Strategy
- Data Appending: Rent Your Data to Client CRM Systems

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SNAPSHOT: PERFORMANCE

**AWARD-WINNING CREATIVE
CAMPAIGNS THAT HELP SOLVE
COMPLEX BUSINESS CHALLENGES.**

84%

Of readers involved in the
purchasing process

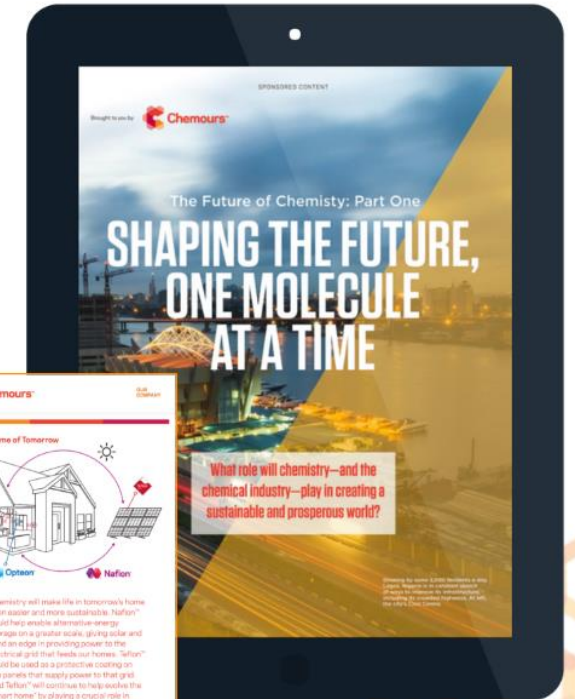
3x

engagement of C&EN's
average article

12%

Growth in readers who said
"I Would Like to Do Business with
Chemours"

c&en
BRANDLAB



SAIC

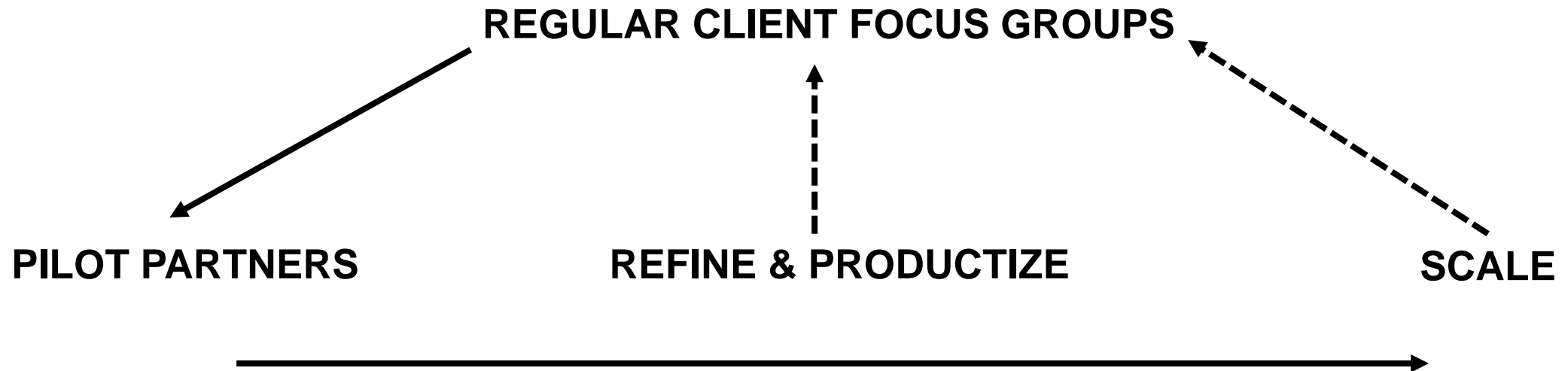
SAMSUNG

verizon

xerox

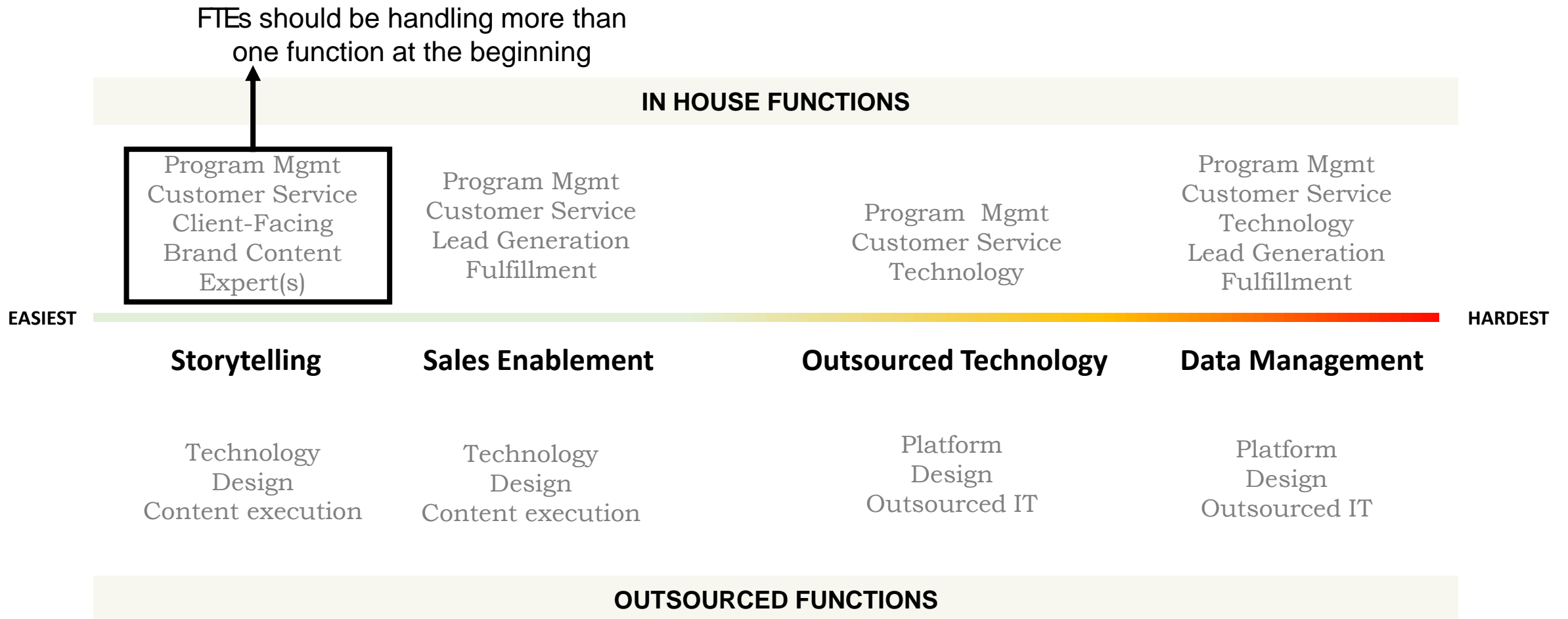
First Steps

Focus groups lead to guaranteed pilots, which can make the path to scaling less risky.

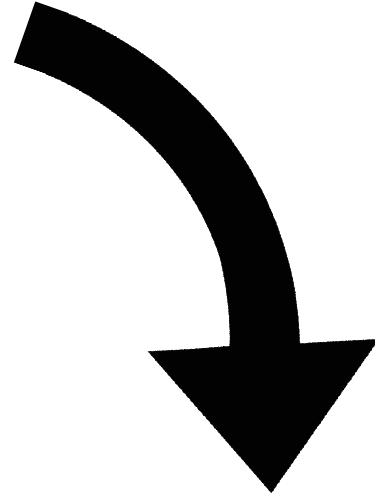
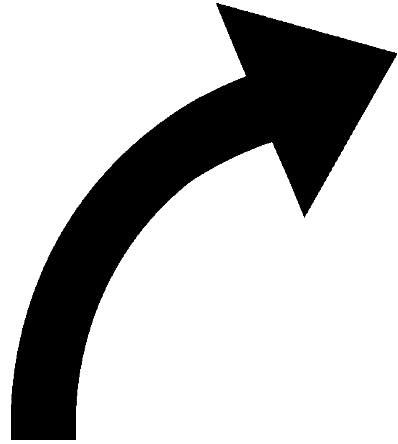


Building the Operation

Building a services operation is like building an adjacent business: Marketers will have different demands, and you'll have different resourcing models.



INVESTMENT



RETURN ON INVESTMENT

Transforming Your Sales Org

Getting your team to sell consultatively will help in more ways than one...



It's All About Confidence

I THINK THE VALUE MATCHES THE PRICE

I THINK OUR COMPANY/TEAM CAN EXECUTE

I CAN RECOMMEND A PRODUCT BASED ON NEEDS

I CAN ANSWER QUESTIONS ABOUT SPECIFIC PRODUCTS

I CAN SOUND SMART ABOUT OUR SOLUTIONS TO MY CLIENT

I'M COMFORTABLE ENOUGH WITH NEW DIGITAL PRODUCTS TO ENGAGE INTERNALLY

Common Pitfalls

1. Not charging enough/not accounting for all costs
2. Ignoring program management in favor of more specific expertise
3. Assuming that everyone can sell consultatively
4. Too little or too much packaging
5. Tilting the media mix too far into custom/alienating audience

From PPT to IRL

1. **Start small at first**, and leverage (purchased) pilots to expand
2. **Sizzle actually matters** – create proprietary “lead score” & other methodology
3. **Paint a vision of the future** for executives – and project revenue/costs
4. **Think outside low-value data/content** that can be done by other companies
5. **Try to focus on services as a separate business** – with its own investment needs

THANK YOU!



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