

# PPA TRAINING COURSES 2009

“PEOPLE DO GREAT THINGS BY FOCUSING  
ON THEIR POSSIBILITIES, NOT BY DWELLING  
ON THEIR LIMITATIONS.”

HENRY KISSINGER



UPM

Overall training sponsor

# EVEN BETTER VALUE THIS YEAR!

## PERSONAL LOYALTY SCHEME

The more committed to development you are and the more courses you go on, the more you save!

2nd course 10% off	3rd course 20% off	4th course 30% off	5th course 40% off	6th course 50% off	subsequent courses 30% off
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## COMPANY LEARNING PASSPORT

Simply bundle together four days of training and get a 10 per cent discount on the booking.

The Periodicals Training Council (PTC) is dedicated to improving the quality and availability of training, providing guidance on employment best practice and attracting the best and brightest new talent into magazines and business media. PTC develops courses and qualifications for the industry and beyond; these are then delivered by PPA Training.

# PASSIONATE AND PROGRESSIVE: PPA TRAINING UNLOCKS YOUR POSSIBILITIES

Welcome to the 2009 PPA Training course programme, the comprehensive guide to the 146 outstanding courses (37 of them new!) and eight qualifications run by PPA.

PPA Training is a leading provider of training courses to the magazine and business media industry. Dedicated to delivering high quality, progressive courses that respond to the fast pace of change in our sector, PPA Training is passionate about the development of people. Our courses satisfy both the current and future needs of publishers. The programme for 2009 reflects our commitment to learning by offering an extensive selection of cutting-edge courses, available to both PPA member and non-member companies. At PPA Training we are convinced that success comes to companies and individuals who are keen to innovate and adapt. So all our programmes focus on helping you develop the skills to do just that.

PPA Training consults widely within the industry to ensure the courses we offer make a difference to performance and that skills gained are instantly transferable back to the workplace. Our trainers are experts in their field and take a no-nonsense approach to training, ensuring you get every last bit of value from your investment. Listening to the industry has led us to develop new courses in all the key areas of magazine and business media with the content covering the latest industry data and trends. And our commitment to learning doesn't stop there...

## PERSONAL LOYALTY SCHEME

We have even more to offer you in 2009 and are delighted to announce our new PPA Training personal loyalty scheme\*. Anyone who attends a PPA Training programme is automatically added to the scheme and will benefit from savings on further training. The more committed to development you are and the more courses you go on, the more you save!

## COMPANY LEARNING PASSPORT

And to help your training budget go further we are pleased to offer our brand new company learning passport\*. Simply bundle together four days of training and get a 10 per cent discount on the booking. All we ask is that delegates attend the courses within a one-month period. Full details are available from the dedicated PPA Training team.

Lots of possibilities and great value – why would you go to anyone else for training?



Loraine Davies  
Director of the Periodicals Training Council

\*Terms and conditions apply

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# EDITORIAL COURSES

## INTRODUCTION TO NEWS WRITING SKILLS

A practical workshop introducing delegates to the basics of good news writing and demonstrating what a powerful communication tool news can be. Delegates will deconstruct news writing so that they are able to create their own strategies for effective stories.

### SUITABLE FOR:

Journalists and writers who are fresh to news writing or who have up to 12 months' experience.

### COURSE CONTENT:

- > what is news?
- > what makes a good story? – news values/news angles/news sources
- > planning a news story
- > sharper intros
- > developing content
- > written style
- > news writing clinic

<b>DATES:</b>	7 JANUARY, 1 APRIL, 3 JULY, 16 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNETTE LOWTHIAN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## INTRODUCTION TO FEATURE WRITING SKILLS

In this practical, hands-on session, delegates will be introduced to a broad spectrum of effective feature writing techniques. They will analyse and evaluate different structures and writing styles, finding ways to create their own strategies for sharper features.

### SUITABLE FOR:

Delegates with up to 12 months' experience who are seeking an introduction to the form, structure and written style of features.

### COURSE CONTENT:

- > how to identify and target readers
- > sharper standfirsts and intros
- > structuring the feature
- > written style
- > adding sparkle to challenging copy

<b>DATES:</b>	12 JANUARY, 1 MAY, 3 SEPTEMBER, 2 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNETTE LOWTHIAN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## SHARPEN YOUR NEWS WRITING SKILLS

This interactive workshop is aimed at delegates with more than 12 months' experience who wish to develop their news writing skills further. Using examples from delegates' own publications, the course will highlight strategies for making news writing more powerful and effective.

### SUITABLE FOR:

Journalists and writers with more than 12 months' experience.

### COURSE CONTENT:

- > choosing and delivering an effective angle
- > planning news stories for different audiences
- > sharper intros and endings
- > different structures and when to use them
- > written style
- > quotes/reported speech
- > handling press releases
- > news writing clinic

<b>DATES:</b>	4 FEBRUARY, 1 JUNE, 1 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNETTE LOWTHIAN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## SHARPEN YOUR FEATURE WRITING SKILLS

Using delegates' own work, the aim of the course is to deconstruct features material and analyse structures and writing styles for different markets so that delegates are able to target their copy more effectively.

### SUITABLE FOR:

Journalists and writers with more than 12 months' experience of feature writing who are seeking to extend their theoretical understanding and hone their practical skills.

### COURSE CONTENT:

- > features overview
- > perfect intros
- > structuring the feature
- > written style – simple ways to more effective communication
- > techniques of editing
- > writing technical and/or specialist features
- > producing a brief

<b>DATES:</b>	4 MARCH, 12 JUNE, 11 SEPTEMBER, 1 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNETTE LOWTHIAN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## RESEARCH SKILLS FOR FEATURE WRITERS

Delegates will leave the course equipped with the tools and the confidence to plan their research, carry it out and manage it effectively to produce lively, authoritative, original features that are on target for their readers.

### SUITABLE FOR:

Journalists who are new to writing features for consumer, business or online readerships, or more experienced writers who wish to develop their skills and techniques when researching feature articles.

### COURSE CONTENT:

- > deconstructing the brief – how to meet and exceed it
- > creating a realistic research plan
- > using research tools, on- and offline, to find what is needed quickly and accurately
- > evaluating and using surveys, scientific studies and statistics
- > finding and using experts and case studies
- > turning hard-won findings into easy reading
- > ways to generate original research for a title
- > beyond body copy – how to present data to add value to a feature

<b>DATES:</b>	5 MAY, 13 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHRISTINE MICHAEL
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## EFFECTIVE SUBBING

Delegates will learn a structured approach to subbing and look at common copy-handling problems, providing them with the tools to sub news stories and features with confidence. The course will include practical exercises using examples from their own publications where possible.

**NB: exercises are paper-based; this is not a DTP course.**

### SUITABLE FOR:

New and experienced writers and sub-editors who want to develop and improve their copy editing skills.

### COURSE CONTENT:

- > what makes an effective sub?
- > what to look for in copy – sense, accuracy, readability and consistency
- > improving intros
- > cutting copy effectively
- > handling structure in news and features
- > when to edit and when to re-write
- > headlines, standfirsts and captions
- > proofreading hints and tips

Before the course the tutor will ask delegates to submit examples of news and feature pages from their own titles, plus copy they have subbed.

<b>DATES:</b>	25 MARCH, 2 JUNE, 17 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## LANGUAGE AND GRAMMAR TIPS FOR COMMUNICATIONS PROFESSIONALS

A practical and informative workshop that will clarify understanding and explain how to use language and grammar accurately.

### SUITABLE FOR:

Communicators who want to understand common areas of grammar and language that always confuse them.

### COURSE CONTENT:

- > how to use apostrophes
- > commas, semi-colons and colons explained
- > using punctuation in quotes
- > sentence construction and types of sentence
- > dangling participles – what they are and how to avoid them
- > when to use 'that' and when to use 'which'
- > the role of hyphens
- > other common mistakes and areas of confusion

<b>DATES:</b>	28 APRIL, 24 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## EXPERT STYLE AND TONE: FIND AND USE YOUR MAGAZINE'S UNIQUE VOICE

The course equips delegates with the tools to analyse their title's unique voice and how this reflects brand values and personality. Delegates will be given a style and tone toolkit and have the chance to look at exploring the role of style and tone in brand-building, launches and changes of editorial direction.

### SUITABLE FOR:

Editors, writers and subs who want to develop their skills in fine-tuning their title's style and tone for their readership.

### COURSE CONTENT:

- > how style and tone are created
- > how readers read
- > meeting and exceeding readers' expectations
- > why style and tone are important
- > the style and tone toolkit

<b>DATES:</b>	4 FEBRUARY, 1 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHRISTINE MICHAEL
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

# EDITORIAL COURSES

## SHARPEN YOUR COPY SKILLS

Using delegates' own work, the aim of the course is to deconstruct features material and analyse structures and writing styles for different markets so that delegates are able to target their copy more effectively.

### SUITABLE FOR:

Journalists, writers and subs wishing to add style to content! An opportunity to perfect writing skills and to use words as a more effective means of communication – whatever the message.

### COURSE CONTENT:

- > written style
- > overview of different writing techniques
- > news v feature writing
- > deconstructing language
- > making the message hit home
- > transforming poor copy – reworking press releases, editing
- > copy clinic – this will include analysis of delegates' own publications and a Q&A

<b>DATES:</b>	3 MARCH, 29 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	LYNETTE LOWTHIAN
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## WRITING PRESS RELEASES NEW

Publicity is a crucial marketing tool but how do press and PR people get their products and services noticed in such a competitive market? This course will teach delegates how to produce a press release that will help their product or service stand out. Delegates are welcome to bring in examples of their work for review.

### SUITABLE FOR:

Anyone new to public relations or with up to six months' experience.

### COURSE CONTENT:

- > advertising or PR? What are the differences?
- > what makes an effective press release?
- > knowing the market and who to target
- > what makes a story newsworthy?
- > what is the standard press release outline?
- > telling the story
- > developing a structure that makes releases easy to read
- > selecting newsworthy information
- > making it real – the human dimension
- > building good relationships with the press

<b>DATES:</b>	15 JANUARY, 2 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANNEMARIE FLANAGAN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## BE A BETTER PROOFREADER

Accurate and effective proofreading is achieved by the application of a range of systematic techniques. In this practical course delegates will be shown how these methods can make a difference to the quality of their proofreading output and to their confidence in tackling proof checking projects.

### SUITABLE FOR:

Those who regularly need to proof documents from magazines and newspapers to reports and newsletters. The course is suitable for newcomers to proofreading or those who wish to refresh their skills.

### COURSE CONTENT:

- > understanding the proofing process
- > the challenges of proofreading and its responsibilities
- > how to use proof correction marks
- > a refresher on grammar and punctuation
- > establishing an effective proofing process
- > tips on spotting mistakes
- > consistency, house style and checklists
- > how to improve the effectiveness of proof reading
- > how to make proofreading less tedious!
- > strategies for the future

<b>DATES:</b>	26 FEBRUARY, 11 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN MAY
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## WRITING PR COPY FOR PRINT AND ONLINE

A practical one-day course to help in-house press officers and PR professionals improve their writing skills for print and online publications. Delegates will gain a greater awareness of the requirements of the different media they work in.

### SUITABLE FOR:

Anyone writing press releases and involved in internal communication who wants to improve their writing.

### COURSE CONTENT:

- > who is the target audience?
- > what makes a good press release?
- > how to improve press releases
- > web and intranet copy and how people read online
- > how to write effectively for websites and intranets
- > writing for magazines and newsletters – what works and what doesn't
- > structuring writing
- > gathering information

<b>DATES:</b>	8 JUNE, 22 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## WRITING AND SUBBING FOR THE WEB

All journalists need to be web savvy. This practical hands-on session will enable delegates to deconstruct home pages and articles, to analyse and evaluate different structures and writing styles, and to create their own blueprints for effective writing for the web.

### SUITABLE FOR:

Editors and journalists making the shift to online. The course highlights the difference between print and online with emphasis on unique online skills and how journalists can make the most of writing for a new media environment.

### COURSE CONTENT:

- > what makes the web experience different?
- > knowing who the audience is
- > the basics of usability
- > what makes a good home page?
- > where Google fits in
- > use of web tools
- > web analysis packages
- > working with copy and keywords
- > writing for the web
- > heads, sells, intros and subbing tips
- > language and tone
- > effective article formats for the web
- > creating user-generated content
- > enhancing the user experience

<b>DATES:</b>	20 JANUARY, 8 APRIL, 1 JULY, 20 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## WRITING FOR THE WEB: SEARCH ENGINE OPTIMISED CONTENT NEW

A practical course that will show delegates how they can ensure editorial commissioning and writing is integrated with search engine optimisation (SEO) techniques.

### SUITABLE FOR:

Publishers, editors, journalists, copywriters, sub-editors and creative teams responsible for extending the proposition of their publications.

### COURSE CONTENT:

- > what is search engine optimisation?
- > how do Google, Yahoo and MSN work?
- > optimising writing for search
- > best practice guidelines
- > on-site optimisation
- > off-site optimisation
- > aligning with Pay Per Click
- > reporting and analytics
- > upstream optimisation and the editorial commissioning process

<b>DATES:</b>	6 FEBRUARY, 11 JUNE, 9 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	TOBY GOLDBLATT
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## MAKING YOUR WEB CONTENT WORK HARDER

This practical session will enable delegates to look at their site and third party sites and to evaluate different structures, content and writing styles. Delegates will also have the opportunity to create their own blueprints for effective content-driven sites.

### SUITABLE FOR:

Publishers, business managers, editors and writers working either online or across print and online platforms. The course highlights the differences between print and web content and teaches delegates how to plan, commission, choose and ensure their web content is appropriate, relevant and effective.

### COURSE CONTENT:

- > website strategy
- > web formats and content that work online
- > learning to discard the irrelevant
- > commissioning web content
- > best uses for interactive content
- > managing interactive content
- > planning website content

<b>DATES:</b>	3 MARCH, 2 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## REPURPOSING PRINT CONTENT FOR THE WEB

This workshop shows how delegates can deliver a unique web offering by reformatting print content in an appropriate and effective format.

### SUITABLE FOR:

Editors and journalists responsible for putting content on their website. The course highlights the differences between web and print content and shows delegates how to reformat, rewrite and deliver print content in an appropriate and effective format for the web.

### COURSE CONTENT:

- > why web content is different to print
- > why print content needs to be reviewed online
- > how to adapt and change the content – what's involved?
- > rules for online writing
- > effective web formats
- > how to use web content to complement print content rather than replicate it

<b>DATES:</b>	1 MAY, 3 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

# EDITORIAL COURSES

## DELIVERING CONTENT FOR DIGITAL MAGAZINES

Delegates will learn how digital magazines work, how to use them to drive circulation and build subscriptions, and the secrets of selling them to advertisers. Additionally, delegates will identify ways to make them a profitable revenue stream.

### SUITABLE FOR:

Circulation, editorial and publishing professionals wishing to get an understanding of digital magazines and their potential.

### COURSE CONTENT:

- > case studies of companies using digital magazines that work – and some that don't
- > editorial guidelines – how much content should be used?
- > free or paid – which model will help you meet goals?
- > adding value – how to get advertisers to see digital product as unique
- > an analysis of the key vendors, what they offer, their strengths and their weaknesses
- > driving print subscriptions from digital editions
- > how digital audits work and how to use e-magazines to build circulation
- > examples of interactive content and how this will develop in the future
- > 10 ways to make e-magazines work
- > digital rights management – protecting copyright

<b>DATES:</b>	6 MAY, 30 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## THE FUTURE OF WEB CONTENT

This highly interactive course will enable delegates to use web 2.0 content and articles and show them how to analyse and evaluate different structures and writing styles. It will also help them create their own blueprints for effective content for web 2.0.

### SUITABLE FOR:

Publishers, editors and journalists responsible for putting content on their website. The course explores web 2.0, what it is, how it differs from earlier web protocols and how editors will need to review the content they put on the web to embrace web 2.0 and web protocols for the future.

### COURSE CONTENT:

- > what is web 2.0 and why is it important?
- > potential and limitations
- > case studies – who's using web 2.0 and is it successful?
- > how to use web 2.0 content on sites
- > making visitors work – dealing with issues and how to overcome them
- > what development is needed to use web 2.0 successfully?
- > looking to the future – what can sites deliver?

<b>DATES:</b>	28 JANUARY, 2 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## HOW TO GET YOUR WEBSITE NOTICED

Delegates will discover best practice for driving traffic to their site through discussion, analysis of case studies and other sites. The day will also feature practical hands-on exercises that will provide delegates with the knowledge to improve their site's traffic.

### SUITABLE FOR:

Editors, business managers and marketers who are responsible for driving their website traffic. The course looks at ways that editors can use their content, web tools and other sites to drive traffic to their site.

### COURSE CONTENT:

- > why it's important for sites to be seen
- > where Google fits in
- > use of web tools
- > buying Pay Per Click
- > web analysis packages
- > online PR
- > marketing – viral, newsletters
- > advertising, syndication and third party links
- > Digit, de.li.cious, Facebook
- > white labelling
- > driving traffic

<b>DATES:</b>	13 MAY, 1 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## NEXT GENERATION MAGAZINES

This practical one-day course offers delegates the opportunity to look at successful interactive sites and apply the lessons learnt to their own products. It will look at social networks, sharing and community sites, as well as how magazines are interacting on the web.

### SUITABLE FOR:

Editors, writers and online teams looking to make their sites and magazines more interactive and who wish to harness the power of the new internet. No technical experience required.

### COURSE CONTENT:

- > the new internet – community, content and creativity
- > the pros and cons of blogging, and how it helps – or hinders – sites
- > case studies – which sites are truly interactive?
- > web 2.0 – what is it and how do we benefit from it?
- > stickiness – how to bring users back to sites and keep them there
- > the good and the bad side of user reviews
- > how recommendations are driving user purchases and site traffic
- > the Long Tail – what is it and how can it benefit business?

<b>DATES:</b>	17 JUNE, 20 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## BUILDING COMMUNITIES ON THE INTERNET

The course contains practical examples of media companies using interactive techniques to create reader communities, tips for creating dynamic, user-driven sites, and a detailed look at how the web is evolving.

### SUITABLE FOR:

Editors, publishers, senior magazine staff and online professionals who need to understand how the next generation of the internet is shaping media choices and how magazines can take advantage of its potential to stay ahead of the competition.

### COURSE CONTENT:

- > what is web 2.0 and why is it important to magazine publishers?
- > how web companies are moving into the magazine space
- > harnessing user-generated content to create compelling sites
- > the wisdom of crowds – how users are setting the agenda
- > the new role of the editor and how it can make magazines and websites great
- > social networking – what is it and how can it help products?
- > the importance of search and getting users to sites
- > how online communities are creating great free content
- > the revenue opportunities – what are they and how can we reach them?
- > the 10 top lessons for staying competitive in a web 2.0 world

<b>DATES:</b>	8 JULY, 7 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## PLANNING AND EDITING YOUR WEBSITE

Using discussion, analysis and practical hands-on sessions, delegates will discover how to develop and maintain their website, considering content, pace, planning, budget and commissions.

### SUITABLE FOR:

Editors and those responsible for developing their website. The course highlights the processes behind planning, commissioning and editing a great website and gives delegates the chance to plan outlines for their own site.

### COURSE CONTENT:

- > website strategy in the wider media mix
- > why it's important to have a plan
- > planning sites month-on-month
- > creating pace and interest
- > choosing content
- > commissioning for the web
- > creating a great website
- > a personal blueprint

<b>DATES:</b>	13 FEBRUARY, 23 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## THE IMPACT OF WEB 2.0 FOR EDITORIAL TEAMS

Analysis, discussion and practical hands-on sessions will enable delegates to review team structures and roles to find the best way for their teams to manage web 2.0 content.

### SUITABLE FOR:

Publishers, business managers and editors working either online or across print and online platforms. The course explores web 2.0, what it is and how it differs from earlier web protocols. Delegates will have the chance to discover how using web 2.0 will impact on their editorial teams and assess how their team's roles may need to change to incorporate web 2.0 into their media mix.

### COURSE CONTENT:

- > what is web 2.0 and why is it important?
- > what kind of content does it include?
- > how teams currently fit together
- > how would they need to change to embrace web 2.0?
- > where's the skill gap?
- > who runs the site and how does this impact on other roles?
- > structuring sites. What's involved?
- > assessing the value of sites in the wider mix

<b>DATES:</b>	4 MARCH, 14 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£440 + VAT
<b>NON-MEMBER PRICE:</b>	£485 + VAT

## RICHER CONTENT: VIDEO, AUDIO, SOCIAL MEDIA NEW

Delegates on this practical, one day course will discover how to extend the editorial process beyond words and pictures towards rich media including video, audio and social content.

### SUITABLE FOR:

Publishers, editors, and creative teams responsible for extending the proposition of their publications.

### COURSE CONTENT:

- > publications – evolution of words and pictures
- > current media trends – video, podcasts, audio, social networks/media
- > the commissioning process
- > advertising opportunities
- > search
- > creative process/concepting
- > maximising customer touchpoints

<b>DATES:</b>	2 FEBRUARY, 5 JUNE, 5 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	TOBY GOLDBLATT
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

# EDITORIAL COURSES

## INTRODUCTION TO ONLINE AUDIO PODCAST **NEW**

This highly practical course will explain what audio podcasts are, who's using them and how they can add a new dimension (and possible revenue) to traditional print. By the end of the day, each delegate will have made an audio podcast.

### SUITABLE FOR:

Marketing managers, online editors, web teams, writers, and anyone who wants to gain new skills in audio production or develop creative audio content for their website.

### COURSE CONTENT:

- > what is a podcast?
- > who's doing them and how?
- > what makes good audio?
- > how to record audio content and what kit to use
- > writing for audio as opposed to print
- > how to conduct an audio interview
- > making a podcast in less than two hours

<b>DATES:</b>	5 FEBRUARY, 3 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JULIAN MAYERS
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## INVESTIGATIVE WRITING

Investigation is one of the basic skills of journalism yet one of the hardest to do well. In contrast to news stories, profiles and interviews, it involves a multiplicity of sources providing complex research that must be marshalled into effective storylines. Focusing on all the special skills required for such writing, this course will develop confidence and competence.

### SUITABLE FOR:

Trainee journalists and feature writers and for more experienced writers who want to enhance their techniques.

### COURSE CONTENT:

- > how to research difficult or contentious subjects
- > handling interviews and dealing with polarised opinions
- > getting to the nub of a matter
- > making the most of primary and secondary sources
- > organising facts and material
- > shaping the story to make a strong point
- > problems with numbers and statistics
- > achieving balance – weighing the other side of the story
- > effective handling of quotes and attributing sources
- > critical thinking
- > how to turn a dry report into a dramatic narrative
- > how to think for the reader

<b>DATES:</b>	15 MAY, 16 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN DYSON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## INTRODUCTION TO ONLINE VIDEO **NEW**

Be an on-line broadcaster! In this highly practical course delegates will look at what on-line videos are, how they can be turned into podcasts, who's using them and how they can add a new dimension (and possible revenue) to traditional print and websites.

### SUITABLE FOR:

Marketing managers, online editors, web teams, writers, and anyone who wants to gain new skills in video production or develop creative video content for their website.

### COURSE CONTENT:

- > what is online video?
- > who's doing them and how?
- > what makes good video?
- > how to record video content and what kit to use
- > composing shots
- > light and sound techniques
- > the basics of video editing

<b>DATES:</b>	18 MAY, 14 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JULIAN MAYERS
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## TECHNICAL WRITING

This course focuses on essential skills of technical writing. With analysis and exercises, it develops logical thinking along with abilities to explain things clearly without jargon or acronyms. It also covers instructions to readers, product reviews and effective use of devices such as bullets, text boxes, graphs, diagrams and captions.

### SUITABLE FOR:

Journalists and feature writers who need to turn complex technical or scientific material into effective stories for non-specialist readers.

### COURSE CONTENT:

- > know the business – discussion of good and bad examples
- > briefing ourselves – how to understand the story before starting
- > how to break a story down into small steps
- > developing a style of clear, un-fancy English
- > how to lure readers into a technical story
- > how to make a complex story easy-to-follow
- > how to write instructions
- > breathing life into press releases about new products
- > what does the reader really want to know?
- > humanising a technical story – show don't tell
- > less is more – cutting text to the bone
- > use of images on the page – graphs, boxes, pictures

<b>DATES:</b>	17 JUNE, 22 OCTOBER
<b>COURSE TIMINGS:</b>	09:30 – 17.00
<b>COURSE LEADER:</b>	JOHN DYSON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## PRACTICAL INTERVIEW TRAINING

This one-day workshop is designed to improve the confidence, timing and adaptability of journalists in interview situations, through a mix of light theory and in-depth practical application. Delegates will carry out two timed interviews – one over the phone and the other in person – with a scripted actor in the guise of fictional individuals. Each delegate will then write up interviews to specified deadlines. Written feedback on both interview technique and copy will be provided by the trainer.

### SUITABLE FOR:

Trainee journalists and feature writers on consumer and business magazines, and experienced writers interested in enhancing their existing interview techniques.

### COURSE CONTENT:

- > researching the subject and planning questions
- > practical interview exercises/role play
- > interview etiquette
- > controlling the interview situation
- > structuring interviews and time management
- > handling difficult interviewees and interview subjects
- > face-to-face v telephone interviews
- > interview writing techniques
- > methods of quoting and attributing sources
- > writing up interviews – deadlines and identifying/prioritising angles

<b>DATES:</b>	24 APRIL, 4 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JAMES MORRISON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## FINDING THE BUSINESS STORY NEW

This workshop is both analytical and practical in nature. Its goal is to enable journalists and writers to move beyond reporting the basics and develop confidence in analysing business stories in their area.

### SUITABLE FOR:

Delegates who have already covered business and financial reporting and/or are confident at dealing with financial data.

### COURSE CONTENT:

- > how to beat rivals at financial reporting
- > market indicators and how to use them
- > using financial yardsticks
- > getting the best out of press conferences and interviews
- > writing sharp financial and business stories
- > the follow-up

<b>DATES:</b>	5 MARCH, 15 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KATHY WATSON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## BUSINESS AND FINANCIAL REPORTING

This is an in-depth workshop that will help journalists understand what is being reported by companies and what they should ask if they want to produce robust business stories.

### SUITABLE FOR:

Journalists who deal with financial and business stories and want to get behind the jargon.

### COURSE CONTENT:

- > profit and loss account
- > balance sheet
- > company statements
- > financial jargon
- > key areas of financial coverage
- > analysis of delegates' own magazine coverage
- > where to find stories

<b>DATES:</b>	26 MARCH, 23 JULY, 12 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KATHY WATSON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## MANAGING YOUR NEWS OPERATION NEW

A workshop for news journalists who want to take a more structured approach to planning and writing news pages and create a wider variety of news stories and opportunities for their web and print titles.

### SUITABLE FOR:

Reporters, news editors and editors who have limited experience in handling news pages for web and print titles.

### COURSE CONTENT:

- > what makes a good story?
- > the lifecycle of news
- > opportunities for developing news stories that aren't just PR spin
- > where to find even more news – what new and different sources could we use?
- > generating own 'off-diary' news stories
- > balancing news coverage across print and the web
- > developing web stories for the print medium
- > making the most of web communities – how interacting with users can create more stories
- > livening up news intros – different styles and approaches
- > a look at delegates' own news pages

<b>DATES:</b>	12 MAY, 8 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

# EDITORIAL COURSES

## COMMISSIONING SKILLS NEW

Commissioning freelance or in-house writers can be daunting. This half-day workshop will help delegates to create a clear, well-planned brief that will ensure that the copy they receive is the copy they set their hearts on.

### SUITABLE FOR:

Anyone who commissions work in-house or from freelance writers.

### COURSE CONTENT:

- > choosing the right writer for the right job
- > devising a brief – knowing what to include and what to leave out
- > drawing up a commissioning document
- > working with templates – how they can be useful
- > managing the commissioning process
- > trouble-shooting – how to deal with common pitfalls and problems

<b>DATES:</b>	9 APRIL, 5 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	KAREN MAY
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## MANAGING ONLINE EDITORIAL TEAMS

Through the use of case studies, practical exercises and discussion, delegates will discover how to develop, run and manage effective online teams.

### SUITABLE FOR:

Publishers, business managers and editors who want to create, regenerate and future-proof their online teams. No technical expertise required.

### COURSE CONTENT:

- > delivering on strategy
- > knowing the expectation
- > team structures
- > delivering a creative vision
- > management styles
- > motivation
- > successful teams
- > the top 10 challenges for an online editorial team and how to overcome them
- > employing the right person for the job
- > future-proofing the editorial team

<b>DATES:</b>	25 FEBRUARY, 27 MAY, 9 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## EDITORIAL MANAGEMENT

Delegates will leave the course armed with tried and tested people management techniques designed to minimise problems or with methods for resolving existing issues. Exercises are based around delegates' own issues, helping managers to clarify their role and improve their skills.

### SUITABLE FOR:

Managers or other senior editorial staff with no management training, or needing a refresher.

### COURSE CONTENT:

- > defining different kinds of leader
- > faulty beliefs that get in the way of management
- > motivation
- > team leadership
- > effective management communication
- > a model for looking at staff
- > dealing with difficult people
- > knowing specific strengths

<b>DATES:</b>	14 JANUARY, 28 MAY, 24 JULY, 30 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	WENDY BRISTOW
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## GET THE BEST FROM YOUR FREELANCERS

A workshop session that will provide journalists with the tools to brief, commission and manage freelancers with confidence. The session will include practical advice and discussion of common issues. Practical and interactive, this course focuses on delegates' own publications and experience.

### SUITABLE FOR:

Anyone who commissions or manages freelancers.

### COURSE CONTENT:

- > common issues when dealing with freelancers
- > effective briefing and commissioning
- > managing freelancers in the office and at a distance
- > handling freelance budgets
- > negotiating deadlines, fees and copyright issues
- > planning ahead

<b>DATES:</b>	3 FEBRUARY, 10 SEPTEMBER, 2 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## MEDIA LAW AND THE INTERNET

Is publishing online a minefield or are the legal requirements relatively straightforward? This practical course will explain how libel, copyright and other legal issues relate to electronic media.

### SUITABLE FOR:

Principally journalists and anyone who needs to improve their knowledge of the legal aspects of publishing material on their website. Not for experienced media lawyers.

### COURSE CONTENT:

- > differences and similarities between libel in print and on the web
- > potential danger areas posed by electronic publishing including chat rooms, reader forums, archives and emails
- > grey areas of internet law
- > jurisdiction – the internet is a global medium so where can we be sued?
- > is it safe? Defences to libel and techniques to avoid trouble with web material
- > malicious falsehood – what it is and how it can be applied to material on the web

<b>DATES:</b>	8 JANUARY, 14 MAY, 9 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## AN INTRODUCTION TO CUSTOMER PUBLISHING

Editorial teams working in customer publishing need to supplement their journalistic skills with those of diplomacy, marketing and client liaison. This course shows how delegates can work effectively with clients to produce high-quality editorial that meets the needs of the team as well as the client.

### SUITABLE FOR:

Writers and sub-editors new to customer publishing.

### COURSE CONTENT:

- > why customer publishing is different
- > keeping the customer satisfied – understanding and meeting the client's objectives
- > managing the client's expectations
- > maintaining editorial standards in a promotional environment
- > 'soft sell' – where sales and marketing messages fit in
- > developing successful relationships with the client and editorial/publishing teams
- > the importance of negotiation and compromise
- > problem-solving – strategies for handling difficult clients
- > working towards the collective goal of producing a readable and effective publication
- > moving forward – generating new ideas to build client loyalty

<b>DATES:</b>	7 MAY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN MAY
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## LIBEL AND COPYRIGHT LAW: ON- AND OFFLINE

The course will provide delegates with up-to-date information on the ever-changing laws of libel and copyright – for both print and the internet. This is a practical, hands-on course with plenty of examples for delegates to assess and decide whether they would have published.

### SUITABLE FOR:

Editorial and commercial staff in magazine or web publishing with no legal training and those needing to refresh their knowledge.

### COURSE CONTENT:

- > what is defamation? Libel and malicious falsehood defined
- > defences to a defamation action
- > the pitfalls of libel and how to avoid a libel action
- > what to do when someone is accused of defamation
- > differences and similarities between print and online regard media law
- > libel and the internet – the ever-changing position – with emphasis on UK, US and Australian libel
- > the dangers of chatrooms, forums, blogs and instant publishing
- > malicious falsehood defined and how it differs from libel
- > copyright defined – what is covered?
- > breaches of copyright
- > negotiating copyright with writers, photographers and artists

<b>DATES:</b>	30 JANUARY, 30 JUNE, 3 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	BRENDAN MARTIN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

“Excellentlly taught. Right balance of interactive content, practical exercise and theory.”

Paul Cottam, WWF-UK, Basic feature writing

# DESIGN AND PRODUCTION COURSES

## UNDERSTANDING MAGAZINE DESIGN

People often look at a magazine and think 'that looks good' but don't know why or how it was done. Delegates will take away ideas and practical tips enabling them to work with designers with more confidence.

### SUITABLE FOR:

All those who work with designers or are involved in the design process including publishers, editors, production, subbing staff and picture researchers.

### COURSE CONTENT:

- > identifying the personality of a magazine
- > the myths and truths of effective cover design
- > working effectively with designers
- > understanding the visual identity of a magazine through use of type, colour and imagery
- > the importance of pace, structure and visual planning
- > best practice – templates and style guides

Includes a design surgery where delegates can take their publications for design advice.

<b>DATES:</b>	5 MAY, 10 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	INGRID SHIELDS
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## COMPELLING COVERS

Delegates will achieve a better understanding of cover design and psychology including coverline writing, how to choose images and cover planning. They will leave the course with plenty of new ideas to give their covers real reader appeal.

### SUITABLE FOR:

Editors, deputy editors, art editors, designers, publishers and marketing managers – in fact, any member of magazine staff concerned with improving their covers.

### COURSE CONTENT:

- > identifying magazine personalities
- > how covers communicate with readers
- > the myth of cover rules
- > building brand values into covers
- > the importance of coverlines that grab
- > colours, typefaces, page furniture
- > workshop session – analysis of covers and constructing a magazine's cover code, developing critical skills
- > best practice tips on cover-planning process

<b>DATES:</b>	29 MAY, 9 JULY, 26 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	INGRID SHIELDS
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## DESIGN FOR NON-DESIGNERS

This session will explain how the principles of good design can improve a publication. It will give guidance on layout and page structure and on how a visual identity can be created to guide readers through a title's pages.

### SUITABLE FOR:

All who design but who have had no formal design training including subs or picture researchers and self-taught designers.

### COURSE CONTENT:

- > how design creates a visual identity for a publication
- > good examples of redesigns – before and after
- > creating effective covers
- > how to create an effective reading system
- > tips on using pictures within the page format
- > making the most of page elements
- > best practice – templates and style guides
- > how to work effectively within the team

Includes a design surgery where delegates can take their own publications for design advice.

<b>DATES:</b>	15 JUNE, 27 AUGUST, 11 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	INGRID SHIELDS
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## MAGAZINE AND BROCHURE PRODUCTION

The course outlines the different production processes and will help participants obtain the production quality needed for their title. It will also help delegates to improve communication with suppliers and achieve better pricing and cost control.

### SUITABLE FOR:

Those working in sales, editorial, circulation or publishing, also for junior production staff.

### COURSE CONTENT:

- > workflow – how the many different processes and departments fit together
- > pre-press and colour separation
- > print processes – which is the right one for the project?
- > finishing options and despatch
- > managing a flatplan
- > improving specifications to suppliers
- > options for reducing production costs

<b>DATES:</b>	9 MARCH
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CAROLINE HILLER
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## TRENDS IN CONSUMER MAGAZINE DESIGN

An opportunity to step back, look at the British publishing environment, and see how current factors affect design. Also some pointers on fonts, grids and trends in covers and a visual feast!

### SUITABLE FOR:

Designers from all sectors who want to keep up with what's going on in the world of design.

### COURSE CONTENT:

- > see how the experts do it
- > taking a look at trends in the top and low end of the market
- > new publishing phenomena
- > popular fonts and ways of using type
- > photography now – new resources
- > a look at what will happen next

<b>DATES:</b>	26 JUNE, 26 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	INGRID SHIELDS
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## IMPROVING YOUR DESIGN FOR BUSINESS MAGAZINES

Delegates will discover how better design can enhance their publication as well as reinforce its brand element. The course will use lots of examples ranging from award winners to personal favourites.

### SUITABLE FOR:

Designers and editors who want to produce good-looking, effective pages for their business audience.

### COURSE CONTENT:

- > a look at some successful business publications
- > how to create a visual identity
- > creating good reading systems
- > using type in pages more effectively
- > using pictures in the right place and in the right way
- > developing a visual style to keep up with the competition

<b>DATES:</b>	18 JUNE, 15 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	INGRID SHIELDS
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## DESIGN SKILLS FOR CONSUMER MAGAZINES

A participative workshop in which delegates will improve their visual skills and be updated on the current trends in magazine design. Delegates will come away with lots of new ideas, helping them to keep ahead of the competition.

### SUITABLE FOR:

Designers of all levels who would like to improve their range of skills.

### COURSE CONTENT:

- > how to improve design and create a memorable visual identity
- > developing individual elements to enhance visual template
- > a chance to review the competition in the delegate's field
- > better reading systems
- > using pictures effectively on the page

Includes a design surgery for titles where delegates can take their own publications for design advice.

<b>DATES:</b>	7 JULY, 13 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	INGRID SHIELDS
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

“Really inspirational!  
Great anecdotes, examples.  
I particularly enjoyed  
seeing fresh, exciting  
covers from less  
familiar titles.”

Helen Hackworthy, BBC Magazines,  
Compelling covers

# MEDIA SALES COURSES

## UNDERSTANDING THE MAGAZINE MEDIUM

Delegates will learn how to demonstrate the magic of magazines and explain why magazines represent a unique advertising medium, how they compare to other media and why the magazine reader relationship is critical to the way advertising opportunities are sold.

### SUITABLE FOR:

Media sales executives who are new to publishing and who are selling magazine advertising for the first time.

### COURSE CONTENT:

- > the size of the UK magazine business – how the market is developing in the UK
- > magazines as part of the media mix – SWOT assessment v other media
- > the power of magazines – the strength of the reader's relationship with their magazine
- > the role of advertising in magazines
- > why clients use advertising and why they buy space in magazines
- > the publishing process – an overview of editorial, marketing, subs, production and research
- > how magazine advertising is bought and sold compared to other media

<b>DATES:</b>	20 JANUARY, 20 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

PART OF THE PPA CERTIFICATE IN MEDIA SALES. SEE PAGE 45.

## EFFECTIVE TELEPHONE SALES

The day will give delegates the confidence to call clients and agencies and sell their publication, having understood the client's needs and what they can offer.

### SUITABLE FOR:

Sales executives new to media sales and who are looking for effective skills and techniques in telephone selling.

### COURSE CONTENT:

- > before the call – how to prepare
- > starting the call
- > finding out the customers' needs
- > effective listening
- > selling the benefits of the product
- > handling resistance
- > gaining commitment – getting the business
- > using voice and positive language

<b>DATES:</b>	16 FEBRUARY, 8 APRIL, 16 JULY, 23 SEPTEMBER, 20 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	SALLY STANLEY
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## AN INTRODUCTION TO SELLING: HOW TO HIT THE GROUND RUNNING

Delegates will acquire the basic skills needed to start selling advertising for the first time through a mixture of modern theory and practical role-plays.

### SUITABLE FOR:

Delegates will acquire the basic skills needed to start selling advertising for the first time through a mixture of modern theory and practical role-plays.

### COURSE CONTENT:

- > how to structure a sales call – an easy-to-follow model
- > pre-call preparation – know what needs to be done before picking up the phone
- > how to sound and feel like a true sales professional
- > setting clear objectives and planning the call
- > communication skills – understanding different styles and adapting styles to match the client
- > asking questions and using different techniques
- > the art of active listening and building good relationships over the phone
- > handling objections and selling the benefits – matching the clients' needs, summarising and closing
- > sourcing leads as a route to revenue

<b>DATES:</b>	5/6 FEBRUARY, 18/19 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£830 + VAT
<b>NON-MEMBER PRICE:</b>	£915 + VAT

PART OF THE PPA CERTIFICATE IN MEDIA SALES. SEE PAGE 45.

## SELLING ADVERTISING IN CUSTOMER MAGAZINES

This practical course will give delegates a real understanding of the customer magazines proposition and of how to sell the benefits of their audience to clients.

### SUITABLE FOR:

Sales executives who are new to customer publishing and who have had a minimum of three months' sales experience.

### COURSE CONTENT:

- > the rise of customer magazines – what are the special ad solutions they offer?
- > the role of advertising in customer magazines
- > how to target clients that may want to reach the delegate's audience
- > understanding the relationship between the parent brand and readers
- > how to adapt an approach and pitch effectively for business
- > identifying primary and secondary clients and building a strategy for each
- > how to work effectively with clients by fully understanding their needs
- > maintaining regular communication with the client to inspire mutual trust

<b>DATES:</b>	13 FEBRUARY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## SELLING THE BENEFITS

Delegates will consider the sale from the client's point of view and learn how to sell the appropriate benefits of their title, brand or specific feature, more effectively.

### SUITABLE FOR:

Sales executives with up to six months' experience who are ready to fine tune their sales skills.

### COURSE CONTENT:

- > where benefit selling fits within the whole sales process
- > the importance of presenting the benefits to clients and not just the features
- > understanding business from the point of view of the client
- > features, advantages and benefits – understand the meaning of each term
- > developing a grid for all the opportunities available
- > tailoring specific benefits to meet the clients' needs
- > summarising and paraphrasing along the way
- > selling the benefits with a view to closing the sale

<b>DATES:</b>	24 FEBRUARY, 21 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## MOVING FROM SELLING CLASSIFIED TO SELLING DISPLAY

Delegates will learn why clients choose display advertising to promote their products, services or brands and then construct a sales argument to persuade a client to buy.

### SUITABLE FOR:

This course is for executives who have sold classified advertising and are moving into selling display advertising for the first time.

### COURSE CONTENT:

- > understand the differences between classified and display advertising
- > the power and influence of display advertising in magazines
- > what do clients and agencies expect from display sales executives?
- > front half v back half sites – should there ever be a premium?
- > the influence of editorial content on the effectiveness of display advertising
- > how to construct an argument to persuade clients to buy, particularly when there is no response mechanism and therefore no tangible measure of success

<b>DATES:</b>	11 JUNE, 13 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## INCREASING YOUR SALES EFFECTIVENESS

The day will concentrate on building business through a consultative approach. Understanding marketing objectives will ensure they are selling the full range of platforms the company offers. Building relationships with clients and agencies will also be emphasised.

### SUITABLE FOR:

Sales executives with more than nine months' experience who wish to optimise their business from clients and agencies.

### COURSE CONTENT:

- > the decision-making chain
- > stages of the buyer/seller relationship
- > strategy and objectives of the clients' business
- > planning the sales effort
- > information gathering
- > building effective sales solutions
- > personality types and how to deal with them
- > putting it all into practice

<b>DATES:</b>	20 MAY, 15 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	SALLY STANLEY
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## CLOSING THE SALE

By the end of this course delegates will be confident that they can identify buying signals and close the sale with more confidence. Through productive follow-up they will learn to enhance their relationships with clients over time.

### SUITABLE FOR:

Sales executives with up to nine months' experience who want to develop their closing skills and support the sale effectively.

### COURSE CONTENT:

- > understanding where closing fits within the whole sales process
- > the ABC of closing – is it realistic?
- > summarising throughout the call and gaining agreement
- > how to identify buying signals and act on them
- > understand the different kinds of closing questions
- > managing client relationships through an integrated communications strategy
- > email – friend or foe
- > how to structure a sales letter and when to use a sales letter as a communication tool

<b>DATES:</b>	24 APRIL, 20 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

PART OF THE PPA CERTIFICATE IN MEDIA SALES. SEE PAGE 45.

# MEDIA SALES COURSES

## SELLING A SERIES NEW

Starting each issue of a magazine with few or no bookings is disheartening. Delegates attending this course will learn how to sell more clients into a series of advertisements to increase forward bookings.

### SUITABLE FOR:

Sales executives needing to increase series bookings.

### COURSE CONTENT:

- > what are the benefits to the client and publisher of a series booking?
- > who do we target to sell to?
- > when is the best time to sell a series?
- > information we need to know
- > putting together sales arguments
- > closing the deal

<b>DATES:</b>	19 JUNE, 29 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	SALLY STANLEY
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## SELLING CUSTOMER MAGAZINES TO AGENCIES

Through an understanding of how the agency business works and what motivates the buyers, delegates will become more confident and effective when selling to media agencies.

### SUITABLE FOR:

Sales executives tasked with building advertisement revenue for their customer magazine from advertising agencies.

### COURSE CONTENT:

- > who's who in agencies – the structure of an agency and key roles
- > what motivates buyers in agencies and how are these people measured?
- > getting into agencies – how to make more appointments
- > how to present a title effectively
- > selling titles with/without conventional data (ABC, NRS, TGI)
- > negotiating with agencies – the role of the ratecard and agency commission
- > handling objections effectively with confidence
- > managing long-term relationships with agencies

<b>DATES:</b>	27 APRIL
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## SALES PLANNING MADE SIMPLE NEW

This half-day course offers a concise and practical approach to sales planning. Managers will be shown how to structure a sales plan that sets out a clear commercial vision supported by objectives and strategies for each team member.

### SUITABLE FOR:

Advertisement sales managers seeking a concise method of sales planning that will enable them to manage expectations upwards and downwards, take control of changes in the marketplace and keep their teams focused and motivated so that they achieve their commercial objectives.

### COURSE CONTENT:

- > what is a sales plan and why do we need one? What are the pitfalls of failing to establish a clear sense of direction?
- > how the sales plan complements the vision for the magazine and links into the overall business plan
- > analysis of the key areas of the sales plan (yield, volume, share, category performance etc)
- > setting objectives and strategies
- > using the sales plan as a communication tool

<b>DATES:</b>	13 FEBRUARY, 28 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## IDENTIFYING AND SELLING CREATIVE SOLUTIONS TO CLIENTS AND AGENCIES

This course will demonstrate the role and value of the creative solution to advertisers. It will help delegates develop an extensive menu of opportunities as well as an understanding of how best to present and price non-display ideas to clients and agencies.

### SUITABLE FOR:

Sales executives and new promotions executives who need to offer non-display creative solutions to clients and media agencies.

### COURSE CONTENT:

- > what does display advertising achieve and what are its limitations?
- > the role of the sales executive as publishing consultant
- > what are the real needs of the client?
- > non-display opportunities – how many are there?
- > the key advertiser benefits offered by creative solutions
- > writing an effective creative solutions proposal
- > the role and value of advertising promotions/sponsorship/competitions and how they should be priced
- > when does the client say 'Yes' to a creative solution?

<b>DATES:</b>	18 MARCH, 11 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## HOW TO SELL TO MEDIA BUYERS IN ADVERTISING AGENCIES

This programme will help sales executives make more appointments with buyers. Through a clearer understanding of the business from the buyer's point of view, they will be able to maximise revenue from agencies and form more productive relationships.

### SUITABLE FOR:

Sales staff wanting to learn new techniques to build client relationships and sales executives who have recently taken on the challenge of selling advertising to media buyers in agencies.

### COURSE CONTENT:

- > how the media agency business works and the power of the media buying function
- > understanding how buyers spend their time and what pressures they face on a daily basis
- > how to make more appointments
- > structuring and controlling the sales meeting
- > making sure the agency remembers what is essential from the meeting
- > maintaining agency relationships through an integrated strategy
- > combating the price argument
- > communicating and influencing with more power and confidence

<b>DATES:</b>	22 MAY, 15 SEPTEMBER, 8 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## ADDING VALUE THROUGH THE SALES PROCESS: 21ST CENTURY CUSTOMER ENGAGEMENT **NEW**

This day course provides a new, contemporary approach to sales. It starts with a motivational profile that shows delegates how the sales process can be maximised on an individual basis. It teaches sales techniques developed in the food business and will help to revolutionise delegates' selling capabilities.

### SUITABLE FOR:

Sales staff who know they are capable of more but are struggling to find new routes to succeed in tough markets. Staff who have been selling for a while will also find this new approach worthwhile.

### NOTE FOR MANAGERS:

Suitable for staff with promise but who are not delivering their best performance.

### COURSE CONTENT:

- > S.D.I. profile – an independent motivational profile
- > adding value through personality and style
- > the 21st century customer engagement sales model
- > calculating the real value of advertising
- > how to use data to make a credible argument
- > how to have power on the telephone and face-to-face
- > how to be truly consultative – an advisor

<b>DATES:</b>	10 JUNE, 2 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANDREW MILBOURN
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## BUILDING CLIENT RELATIONSHIPS THROUGH PRODUCTIVE MEETINGS

This practical course will ensure that delegates meet with clients confidently and have a strategy for taking the business forward.

### SUITABLE FOR:

Display sales executives with nine months' or more experience who want to have effective sales meetings with their clients.

### COURSE CONTENT:

- > where is the client relationship now?
- > strategy for the meeting
- > setting objectives
- > taking control
- > structure of the meeting
- > using visual aids
- > understanding and using body language
- > closing the meeting

<b>DATES:</b>	6 MARCH, 3 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	SALLY STANLEY
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## EFFECTIVE INFLUENCING AND COMMUNICATION SKILLS

By the end of the day delegates will have a range of new techniques to use to build rapport and communicate more persuasively with others. Delegates will also explore Neuro-Linguistic Programming (NLP) and discover how it can be used to enhance behavioural change and personal development.

### SUITABLE FOR:

Sales staff wanting to learn new techniques to build client relationships and sell more effectively.

### COURSE CONTENT:

- > understanding and adapting our communication to persuade others
- > adapting style to be more persuasive
- > talking in the client's language
- > relating to different personality types
- > identifying with the client's position
- > building rapport
- > action planning

<b>DATES:</b>	6 MAY, 7 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CATHERINE FLINTOFF
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

# MEDIA SALES COURSES

## HANDLING OBJECTIONS

Although objections may seem insurmountable at times, there are only a few different types of objection. Delegates will discover how to identify these and overcome them.

### SUITABLE FOR:

Sales executives with up to 12 months' experience and those looking for new ways to overcome advertiser objections with confidence.

### COURSE CONTENT:

- > what is an objection?
- > at what stage in the sales process are objections voiced?
- > how to respond when faced with objections – using probing questions
- > what are the different kinds of objections we face?
- > recognising and classifying objection types
- > how to deal with the price objection
- > using a structured process to avoid confrontation and take a controlled approach

<b>DATES:</b>	29 JANUARY, 6 MARCH, 4 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

PART OF THE PPA CERTIFICATE IN MEDIA SALES. SEE PAGE 45.

## NEGOTIATION SKILLS

This day will help delegates understand what a win/win negotiation looks like and show them how to develop a style and structure for their negotiations based on control, creativity and protecting their price.

### SUITABLE FOR:

Sales executives with up to nine months' sales experience and those wanting to refresh their negotiating skills.

### COURSE CONTENT:

- > what is negotiation? Defining terms
- > what are the four possible outcomes to any negotiation?
- > what does a win/win negotiation look like?
- > how to structure a negotiation to keep control
- > what is the key word in any negotiation?
- > how do agencies and clients play the Negotiation Game?
- > how to protect price by knowing tradables – what else can be offered?
- > needs and wants – how to use these as part of negotiating
- > useful phrases for good negotiating and common mistakes to avoid

<b>DATES:</b>	27 JANUARY, 6 APRIL, 28 JULY, 15 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

PART OF THE PPA CERTIFICATE IN MEDIA SALES. SEE PAGE 45.

## BUDGETING AND FORECASTING FOR ADVERTISING SALES **NEW**

This crucial business task is one that requires a distinct process and clear thinking. Senior managers require ad managers to demonstrate accuracy and logic with every variable explored. Delegates will be shown a clear and easy to use process and also be given the tools to implant good practice into their business.

### SUITABLE FOR:

Advertising managers or those of a level where forecasting is a significant part of the job.

### COURSE CONTENT:

- > ad sales budgeting and forecasting explained from a board's perspective
- > managing confidence upwards
- > required metrics
- > scientific client prediction
- > understanding the ad sales psyche
- > unforeseen event prediction
- > securing the numbers – how to plan for contingency
- > linking to strategy and business planning
- > taking the risk out of the numbers

<b>DATES:</b>	18 FEBRUARY, 13 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANDREW MILBOURN
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## ADVANCED PITCHING SKILLS **NEW**

The ability to successfully pitch new ideas is vital in today's competitive market. By the end of this day, delegates will have powerful new techniques to use in pitch situations with outstanding results.

### SUITABLE FOR:

Those with a minimum of 18 months' sales experience, suitable for those who are regularly pitching ideas and proposals.

### COURSE CONTENT:

- > structure of language and its relationship with influence
- > the hidden persuaders in language
- > recognising and appealing to different motivations
- > the magic questions that accelerate buy-in
- > unlocking decision strategies
- > structuring pitches to maximise engagement
- > using words to change minds

<b>DATES:</b>	9 JUNE, 27 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHANTAL BURNS
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## SELLING ADVERTISING DURING THE CREDIT CRUNCH NEW

This course will offer delegates an insight into how to trade effectively as the market toughens. The programme focuses on how sales executives can build the confidence of reluctant advertisers by sharing case studies and research data from previous times of economic slow-down.

### SUITABLE FOR:

Sales executives wishing to maximise their sales success as the market tightens for advertisers.

### COURSE CONTENT:

- > what happens to marketing budgets and decision making when trading gets tougher?
- > what happens to sales teams when trading gets tougher?
- > review of essential sales techniques and styles in a tough market – The Fast Close
- > what history tells us – case studies from brands that advertised/ceased to advertise through the 1990s recession
- > testimonials challenge – as part of this course, delegates will be asked to develop three advertiser testimonials and case studies of their own

<b>DATES:</b>	20 MARCH, 25 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DEBRA SHARRON OR DEBBIE BOWMAN
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## DATA CAPTURE AND ANALYSIS FOR ONLINE SELLING NEW

Today's advertisers (and their representatives) are seeking deeper layers of insight into the success of their sales and marketing campaigns. There is a range of analytical tools around from Google Analytics to SmartFocus and Alterian and this course will demystify current jargon and help delegates to take advantage of online channels.

### SUITABLE FOR:

For website managers, publishers with a technical interest, advertising directors and online marketing personnel. Delegates should understand how a website is built and managed and be conversant with tools such as MS Excel and Google Analytics.

### COURSE CONTENT:

- > how advertisers buy and what they are looking for
- > the value of data
- > data security and protection
- > how to mine rich data seams
- > 10 common fears about data
- > conversion metrics and KPIs
- > analysis and insight
- > setting up a data capture process
- > how to avoid analysis paralysis
- > how to dodge difficult data requests
- > data for customer relationship management

<b>DATES:</b>	2 APRIL, 1 JULY, 23 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	RICHARD DENNY'S
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## SPONSORSHIP SALES FOR CONFERENCES AND EXHIBITIONS

As a result of this course delegates will understand the clear benefits of sponsorship as a form of promotion and be more effective in identifying, winning and maintain sponsorship contracts.

### SUITABLE FOR:

Sales executives working in events, exhibitions or awards who want to generate sponsorship revenue from clients.

### COURSE CONTENT:

- > understand the benefits of sponsorship over other forms of promotion
- > how to target likely clients for sponsorship
- > what kind of success measures do clients want from a sponsorship package?
- > the most common reasons why proposals fail – how to avoid these traps
- > pricing ideas and guidelines
- > putting a written proposal together
- > presenting a package of benefits to justify the price
- > how to make sure that the client maximises all opportunities available

<b>DATES:</b>	9 JUNE, 9 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## REALIGN YOUR BUSINESS TO EMBRACE ONLINE NEW

The current financial climate is forcing brand owners to drive more return on investment (ROI) from their marketing spend, presenting traditional magazine publishers with a challenge. This course shows delegates how to develop competitive strategies to deal with these new threats and opportunities to media owners.

### SUITABLE FOR:

Senior publishers, directors or owner managers of publications looking to harness and exploit the potential of their brand online

### COURSE CONTENT:

- > market opportunities – analysis and forecasting
- > key challenges – SWOT analysis and the competitive landscape
- > the new breed of consumer – what are they expecting?
- > changing expectations of clients – direct and agency
- > value and life expectation of content
- > advertising without the trimmings
- > brand values
- > technology and business – the land of the blind?
- > staff and resourcing – replace or retrain?
- > inhouse or third-party web development?
- > financial modelling for the online business
- > measuring success – key ROIs and key performance indicators
- > change management for digital success

<b>DATES:</b>	9 JANUARY, 15 JUNE, 4 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	RICHARD DENNY'S
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

# MEDIA SALES COURSES

## KNOW YOUR ONLINE AUDIENCE

Delegates will develop an advanced knowledge of consumers' relationships with online publications and the strategic impact of their choices and activity.

### SUITABLE FOR:

Senior commercial decision-making managers with responsibility to determine how to generate online advertising revenue out of their audience.

### COURSE CONTENT:

- > the online audience and its activities
- > content and applications people are using
- > emotional engagement and mind set of online users v other media
- > consumer interaction with websites – research and usability
- > consumer interaction with different ad formats
- > building consumer interaction into strategy

<b>DATES:</b>	26 MAY, 11 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## MAXIMISING ONLINE SALES NEW

This course teaches delegates the language of online, how it applies and how to achieve results when selling online. The programme will also cover the theory of search engine optimisation (SEO), giving delegates insight and enabling them to make an effective contribution to discussions on planning and investment.

### SUITABLE FOR:

Sales staff who have recently moved to selling online or who have no previous experience of selling online. Delegates who are looking for a greater depth of understanding about how to commercialise their online offering.

### COURSE CONTENT:

- > what buyers are looking for?
- > the advantages and disadvantages of online as a commercial medium
- > how the web is/can be used commercially
- > how an ad is produced and serviced (production)
- > how ad measurements work, how to use them and what they mean to the media owner and the client
- > the value of social networking to media owners' strategies
- > SEO

<b>DATES:</b>	17 FEBRUARY, 13 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	RICHARD DENNY'S
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## INTRODUCTION TO SELLING DISPLAY ONLINE

Delegates will gain an understanding of the online advertising market and develop the confidence to sell their digital properties.

### SUITABLE FOR:

Those responsible for generating online advertising revenues with less than one year's digital experience and no previous online training.

### COURSE CONTENT:

- > overview of the online ad market
- > understanding of the jargon used
- > how online advertising works
- > how it is planned and traded
- > advertising formats
- > benefits of online advertising
- > developing sales propositions for websites

<b>DATES:</b>	13 JANUARY, 9 APRIL, 10 JULY, 21 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	MARY LANGAN
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## SELLING CLASSIFIED AND RECRUITMENT ADVERTISING ONLINE

This introductory course provides delegates with a thorough overview of the recruitment/classified online ad sell, enabling them to build on their existing revenues and make immediate impact.

### SUITABLE FOR:

Those responsible for classified/recruitment online sales with less than six months' hands-on experience.

### COURSE CONTENT:

- > the UK online recruitment market – spends and trends
- > jargon busting
- > online recruitment and other classified models
- > pricing and packaging the online sell
- > what do customers want?
- > the online advantage v other media
- > effective sales tools – what is needed to get started?

<b>DATES:</b>	7 APRIL, 12 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHANTAL BURNS
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## HOW TO CREATE WINNING CROSS-MEDIA PROPOSALS ACROSS PRINT, DIGITAL AND LIVE EVENTS NEW

This course will enable delegates to create compelling cross-media proposals that can incorporate a range of media including print, websites and live events.

### SUITABLE FOR:

Sales executives and brand solutions executives who have to sell creative solutions across more than one platform.

### COURSE CONTENT:

- > benefits of cross-media campaigns
- > overview of the online market
- > how online advertising works
- > how online advertising is traded
- > understanding the role of each medium in the mix
- > interpreting media agency briefs
- > writing compelling proposals
- > pricing guidelines
- > implementing the campaign effectively

<b>DATES:</b>	8 MAY, 27 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	MARY LANGAN
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## INTRODUCTION TO ADVERTISEMENT SALES MANAGEMENT

This one-day course is designed to identify the key demands facing an advertisement sales manager. It provides a masterclass in five key areas: – management styles, recruitment, running sales meetings, setting objectives and giving feedback and motivating a sales team.

### SUITABLE FOR:

Newly appointed advertisement sales managers who have moved into management for the first time.

### COURSE CONTENT:

- > managing a sales team for the first time – management styles
- > setting targets and individual objectives – reviewing and giving feedback
- > running sales meetings – setting agendas and guidelines
- > using team meetings to develop team knowledge and skills
- > how to recruit the best person for the team – overview of the recruitment process
- > how to improve the motivation levels of sales teams

<b>DATES:</b>	26 JANUARY, 7 MAY, 27 AUGUST, 5 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DEBBIE BOWMAN OR DEBRA SHARRON
<b>MEMBER PRICE:</b>	£415 + VAT
<b>NON-MEMBER PRICE:</b>	£460 + VAT

## ADVANCED ONLINE SALES

This programme offers delegates a comprehensive understanding of how the digital landscape is impacting and shaping the media mix and the ways in which they can influence this.

### SUITABLE FOR:

Display sales staff with a minimum of six months' online experience or those who have already attended the introductory course.

### COURSE CONTENT:

- > key trends of digital and market overview – what's new and what's next?
- > the digital landscape in perspective
- > the role of digital in the media mix
- > how are agencies and clients being affected and what does this mean?
- > understand how digital is planned and how sites/platforms are evaluated
- > trading currencies and how this impacts on business
- > new commercial opportunities

<b>DATES:</b>	14 JANUARY, 19 MAY, 14 JULY, 4 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHANTAL BURNS
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## HOW TO WRITE GREAT SELLING COPY

Producing copy with a selling message, and to client requirements, poses special challenges for writers. This interactive workshop will explore such challenges and put forward strategies for success. It will focus on sharpening delegates' writing skills so that the message is delivered in an informative, entertaining and reader-targeted way.

### SUITABLE FOR:

Writers, journalists and sales executives who are called on to produce copy with a sales message – such as advertisement features and promotions, press releases, marketing material and so on. It will also be useful for subs who regularly need to write 'pull' material such as coverlines and sells.

### COURSE CONTENT:

- > copy overview
- > interpreting the brief
- > liaising with clients – how to turn client requirements into workable, quality copy
- > text and visuals – creating the perfect partnership
- > working with designers
- > copy workshop, exploring different selling copy styles
- > writers' clinic – analysing delegates' own work and highlighting ways to improve

<b>DATES:</b>	24 MARCH, 4 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ROB LOWTHIAN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

# MARKETING COURSES

## AN INTRODUCTION TO INTERNET MARKETING

An interactive course that enables participants to gain a greater understanding of the potential of online marketing and, particularly, what lessons can be learned from existing sites.

### SUITABLE FOR:

Marketing, circulation, publishing and editorial teams at every level. No technical expertise required.

### COURSE CONTENT:

- > how does marketing on the internet differ from other media?
- > case studies of publishers using the web – both profitably and unsuccessfully
- > search engine optimisation – how Google is changing the marketing roadmap
- > email marketing – how to build and exploit an email database
- > global reach – getting the message in front of a global audience
- > performance indicators – how to prove that a campaign is effective and measurable
- > the internet is (largely) free. Find out how brands can exploit it
- > how to increase online subscription sales
- > using digital magazines and downloadable samplers
- > using the power of communities to widen messages

<b>DATES:</b>	30 MARCH, 20 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£455 + VAT
<b>NON-MEMBER PRICE:</b>	£505 + VAT

## DIGITAL MARKETING NEW

Using discussion, analysis and practical hands-on sessions, delegates will discover how to develop and maintain their drive to site and digital marketing activity, considering content, pace, formats, tactics, messaging planning, budget and commissions.

### SUITABLE FOR:

Publishers and editors who are responsible for promoting their website, publication or company online. The course provides an overview of the various techniques in digital marketing, how they align to offline marketing, and the mechanisms for measurement and optimisation.

### COURSE CONTENT:

- > working with search (Pay Per Click)
- > working with search (SEO)
- > display advertising
- > where email fits in
- > how online PR operates
- > understanding metrics
- > dealing with technologies and jargon
- > devising a digital campaign
- > integrating with above-the-line/offline
- > measurement and optimisation

<b>DATES:</b>	5 FEBRUARY, 4 JUNE, 10 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	TOBY GOLDBLATT
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## INTRODUCTION TO SEARCH MARKETING

The course will enable delegates to have a better understanding of how search is evolving, and how they can use its reach to drive traffic, revenue and subscriptions.

### SUITABLE FOR:

Marketing professionals, senior circulation professionals, online executives and publishing decision makers.

### COURSE CONTENT:

- > how search engines work – and improving the brand's visibility
- > different revenue models – how they work and how to use them
- > improving visitor numbers with website optimisation and promotion
- > researching competitors to get ahead of the game
- > how search is evolving – and how to take advantage
- > understanding business models such as social networking
- > how the video sharing boom will affect magazine marketing
- > using keywords, AdWords and site optimisation
- > how to look for and combat click fraud
- > how to move site(s) up the rankings

<b>DATES:</b>	4 FEBRUARY, 4 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£455 + VAT
<b>NON-MEMBER PRICE:</b>	£505 + VAT

## MARKETING PLANNING FOR PUBLISHING

This intensive one-day workshop will examine the practical problems publishers face and provide structures, tools and tips that will make their marketing planning and activities more effective.

### SUITABLE FOR:

Publishers and marketers responsible for implementing a business strategy and seeking to improve the return on their marketing investment.

### COURSE CONTENT:

- > the purpose of marketing planning – building competitive advantage
- > how to set marketing objectives
- > practical research methods to help segment markets
- > the basis of segmentation and positioning to embed competitive advantage
- > building an integrated offer from the mix
- > using metrics to improve future marketing activity and return on investment

<b>DATES:</b>	30 JANUARY, 23 JUNE
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANGELA HATTON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## DEVELOPING CUSTOMER AND COMPETITOR INSIGHT

This is a 'how to' programme that will equip participants with the tools and techniques they need to inform their own future business plans in a more effective way.

### SUITABLE FOR:

Any marketer or publisher with responsibility for planning who needs to forecast changes in customer needs.

### COURSE CONTENT:

- > how to consider the key elements that drive the dynamics of markets
- > identifying our closest competitors and considering how to build and maintain competitor response profiles and establish competitor watchers
- > reviewing theory and practice and interpreting data from, for example, market maps, Porter's Five Forces, spidergrams, positioning maps and a range of consumer behaviour models
- > identifying practical approaches and methods of developing insight – from mystery shopping to game theory
- > identifying and assessing tools and techniques for forecasting market changes

<b>DATES:</b>	23 FEBRUARY, 20 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANGELA HATTON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## MEASURING THE EFFECTIVENESS OF MARKETING

With increased pressure on budgets, delegates take an in-depth look at how and why marketing numbers matter. From building an objective cascade to identifying ways of measuring the impact of activities, this programme provides the insight that enables a continuous improvement in marketing activities.

### SUITABLE FOR:

Managers responsible for allocating or reporting on marketing spend and activities.

### COURSE CONTENT:

- > why measurement matters
- > a short history of marketing's approach to measurement
- > measurement starts with SMART objectives – building the objective cascade
- > review of alternative approaches to measuring
- > return on marketing investment
- > customer/reader satisfaction
- > communication and campaign effectiveness
- > profitability by segment or product
- > identifying the problems and barriers to better measurement
- > discussion of innovative approaches to measurement

<b>DATES:</b>	29 JANUARY, 22 JUNE
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANGELA HATTON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## INTRODUCING INTERNATIONAL MARKETING

This intensive workshop provides delegates with the opportunity to consider different international strategies and their implications on tactical marketing decisions. It will cover issues such as language and distribution through to the challenges of pricing and promotion.

### SUITABLE FOR:

Circulation professionals whose titles have, or would like to have, international sales and who need to modify marketing activities for other countries.

### COURSE CONTENT:

- > overview of UK and international markets – what is the same and what is different
- > examination of segmentation options internationally
- > ethnocentric strategy – building sales to targeted segments
- > polycentric strategies – why international environments demand modification of the marketing mix
- > geocentric option – the global title and its implications
- > identifying how UK managers can research international environments
- > using a decision framework to assess the feasibility of an international opportunity
- > a template for developing an international strategy

<b>DATES:</b>	24 FEBRUARY, 21 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANGELA HATTON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## THE SECRETS OF SUCCESSFUL EMAIL COPYWRITING NEW

Delegates will learn how to create emails that get delivered, opened, read and acted upon. This intensive one-day course will cover creative and copy approaches certain to deliver results across a variety of marketing tasks. Delegates will have the option to present recent email campaigns for comment, as well as to flex their creative muscles on focused writing assignments.

### SUITABLE FOR:

Marketing managers and executives who are responsible for writing, briefing and evaluating email campaigns.

### COURSE CONTENT:

- > identifying target readers
- > how to craft the 'from' and 'subject' lines
- > designing for the preview pane
- > killer headlines and opening gambits
- > structuring an effective and logical message
- > what we need to know about email rendering
- > smart ways to outfox the spam filter
- > the call to action – don't leave it to last
- > text, HTML, Multi-Part – format considerations for campaigns
- > using click-stream to drive segmentation
- > why smart marketers are moving to automated messaging

<b>DATES:</b>	15 APRIL, 29 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JENNIFER MENTEN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

# MARKETING COURSES

## NEGOTIATING THE REGULATION MINEFIELD: TIPS FOR MARKETERS

The course will help delegates to plan and manage campaigns using mail, telephone, fax, email and SMS. This programme will lead delegates through the requirements of the Data Protection Act 1998 and the Privacy and Electronic Communications Regulations 2003.

### SUITABLE FOR:

Publishers, agencies and managers responsible for circulation and subscriptions and those involved in the collection and management of subscriber and other personal data. The course is particularly relevant for those involved in strategy, planning and implementation of e-marketing campaigns.

### COURSE CONTENT:

- > data protection. Why bother!
- > how to gain confidence in the core elements of the Data Protection Act 1998
- > learning how to write great privacy policies
- > telephone and fax marketing rules
- > how to have a positive impact on marketing strategy by understanding the new opt-in laws for email marketing
- > how to attempt 'guru status' in the Privacy and Electronic Communications (EC Directive) Regulations 2003! Sorting opt-ins from opt-outs
- > how to manage the new 'soft opt-in' and the differences between business-to-business and business-to-consumer marketing
- > seeing how industry codes of practice influence our marketing tactics/strategies

<b>DATES:</b>	23 JUNE , 25 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	DUNCAN SMITH
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

“A good introductory course with excellent tips.”

Eric Bonham, CDS Global,  
An introduction to internet marketing

## Looking for the perfect publishing person? At PPA Jobs we help companies recruit the best in the business.

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We offer candidates:

- > an up-to-date search engine to find the right magazine and business media job
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Tel: 020 8267 8268

**ppajobs.co.uk** 

# CIRCULATION COURSES

## GET MORE SUBSCRIBERS

This workshop aims to provide a thorough grounding in creating effective promotions for subscription acquisition, looking at the role of creative in the renewals process and within email and web marketing.

### SUITABLE FOR:

Those with the responsibility for driving subscriptions growth, such as circulation directors and managers; subscription directors, managers and executives; publishing directors and publishers; proprietor managers.

### COURSE CONTENT:

- > the role of creative in the subscription process
- > essential disciplines of effective copy and design
- > how to write benefit-driven copy
- > understanding consumers
- > writing for the market
- > design that sells
- > practical applications of the principles – renewals, direct mail, inserts, email and web
- > developing a critical appraisal of direct promotions
- > future planning

<b>DATES:</b>	11 FEBRUARY, 16 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## SUBSCRIPTION MARKETING FOR BUSINESS MAGAZINES

This workshop offers an introduction to successful subscription marketing for business magazines, including the economics behind paid subscriptions, an overview of strategy, acquisition and retention techniques. Day-to-day management of the subscriptions process will also be covered.

### SUITABLE FOR:

Subscription and circulation professionals and senior non-circulation staff within business publishing companies who need knowledge of paid subscriptions strategy and marketing.

### COURSE CONTENT:

- > introduction to paid subscriptions
- > subscription profitability and lifetime value
- > understanding consumers
- > subscription acquisition
- > subscriber retention and renewal cycles
- > managing subscriptions – what needs to be done and what to look out for
- > creative techniques to boost response
- > future planning

<b>DATES:</b>	14 MAY, 29 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## SUBSCRIPTION MARKETING FOR CONSUMER MAGAZINES

This practical workshop provides an introduction to successful subscription marketing for consumer titles, including an overview of strategy, acquisition and retention techniques. The impact of the internet and day-to-day management of the subscriptions process will also be covered.

### SUITABLE FOR:

Subscription and circulation professionals within consumer publishing and senior non-circulation staff who need knowledge of subscriptions strategy and marketing.

### COURSE CONTENT:

- > introduction to subscriptions
- > subscription profitability
- > understanding consumers
- > subscription acquisition
- > creative techniques
- > keeping and using subscribers
- > using the web
- > managing subscriptions
- > putting a marketing plan together
- > future planning

<b>DATES:</b>	24 FEBRUARY, 28 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## CREATING A SUCCESSFUL SUBSCRIPTION PROMOTION

Delegates will gain an understanding of the creative factors that shape successful subscription promotions, from briefing and developing effective selling propositions to devising brilliant concepts and writing motivating copy. While the focus is slanted towards print media, the techniques covered apply more widely. Delegates will have the opportunity to present a recent promotion for group discussion.

### SUITABLE FOR:

Subscription managers and executives responsible for preparing, creating, briefing and evaluating subscription promotions.

### COURSE CONTENT:

- > briefing creatives – what they (and delegates) need to know
- > how to develop a selling proposition
- > selling the benefits and beyond
- > the components of a mail shot – it's the combination that counts
- > 12 tried-and-tested creative approaches
- > how to write a successful subscription letter
- > killer copy – techniques that seal the deal
- > asking for the order – how to generate action
- > direct mail formats to get promotions noticed
- > stuck for ideas? Techniques to kick-start thinking

<b>DATES:</b>	30 JANUARY, 6 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JENNIFER MENTEN
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

# CIRCULATION COURSES

## BUILDING SUBSCRIPTION PARTNERSHIPS

Partnership marketing is of increasing interest to publishers and this course provides participants with a structure and the tools needed to tackle all aspects of partnership marketing. It will provide them with practical tips and checklists that can be modified and applied to their own business.

### SUITABLE FOR:

Managers and executives with at least 12 months' experience of subscription marketing, responsible for building circulation through third-party partnerships.

### COURSE CONTENT:

- > how to identify appropriate and relevant partners
- > developing a research checklist to assess potential partners
- > building criteria to rate and prioritise partnership opportunities
- > understanding the needs of a potential partner
- > using the organisation's resources to build meaningful offers
- > turning features into benefits
- > structuring proposals and pitches – understanding the decision-making unit
- > the basics of negotiation
- > how to turn one deal into a long-term relationship

<b>DATES:</b>	26 MARCH, 12 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANGELA HATTON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## PLANNING YOUR SUBSCRIBER ACQUISITION STRATEGY

This half-day workshop will help delegates to come up with a promotional programme. The strategy will include a variety of promotional media and techniques as well as a review of alternative offers and price tests.

### SUITABLE FOR:

Circulation and marketing directors, subscription marketing managers and executives.

### COURSE CONTENT:

- > the aims of the campaign
- > how to test using small quantities
- > reviewing and choosing promotional elements to be used
- > deciding on a control pack: choice of lists to test
- > opportunities for inserts
- > email – sending to outside lists, avoiding spam filters/firewalls
- > website ads – tracking click-throughs, website pathways
- > telephone sales – from measuring cost-effectiveness to assessing performance
- > optimising search engines
- > the finished plan

<b>DATES:</b>	27 APRIL, 14 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID NUTT
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## DEVELOPING AN ONLINE SUBSCRIPTION STRATEGY

Delegates will be shown the benefits and potential opportunities of building subscription volumes cost effectively through this channel. They will work on creating an action plan that will result in a clear strategy for their business.

### SUITABLE FOR:

Publishers and directors, managers and executives responsible for the strategy of brand, circulation or, specifically, subscriptions.

### COURSE CONTENT:

- > the importance of an online strategy and online subs strategy
- > the attractiveness of online as a subscription channel
- > understanding the online audience
- > driving online subscription revenues
- > creative techniques that work (and those that don't)
- > key performance metrics
- > incremental revenue opportunities
- > sourcing technical, creative and marketing support
- > future planning – refining strategy based on performance, purchaser needs, market changes, technological advancements

<b>DATES:</b>	10 FEBRUARY, 4 JUNE, 25 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## CONVERTING FREE READERS TO PAYING SUBSCRIBERS

With careful planning and effective implementation, converting free readers to paying subscribers can deliver short-term profits as well as securing longer-term growth in customer value. Delegates will gain a detailed understanding of the factors they need to plan and execute a successful free-to-paid strategy. The programme includes case study examples as well as interactive project work.

### SUITABLE FOR:

Subscription managers, executives, publishers, marketers and controlled circulation teams – anyone involved in converting print magazine or online readers from free to paid.

### COURSE CONTENT:

- > reviewing and setting business objectives
- > analysing the market position and competitive pressures
- > assessing the market coverage by circulation segment
- > identifying target segments for conversion
- > calculating market penetration and revenue generation potential
- > setting marketing budgets and subscription targets
- > scoping and planning the marketing communications strategy
- > campaign development and execution

<b>DATES:</b>	10 MARCH, 11 JUNE, 8 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHARLES ARTHUR
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## CREATIVE TECHNIQUES TO INCREASE RENEWALS

Participants will gain specialised knowledge of the many creative techniques that can increase renewal percentages.

### SUITABLE FOR:

Subscription and circulation marketing directors, managers and executives. Fulfilment company management.

### COURSE CONTENT:

- > importance of fulfilment timing: renewal at birth, 'early bird', number of efforts
- > relating offers to source – incentives, premiums, prize draws, offer variations
- > renewal price v acquisition price and direct debit conversion
- > letter copy – content, immediacy, product references and detail
- > visual styles – letter presentation and graphical content
- > email – subject, plain v HTML, word usage, hyperlinks
- > response mechanisms, clarity of document, information clutter
- > sample sizes and segmentation for testing, tracking efforts, source data and analysis

<b>DATES:</b>	19 FEBRUARY, 10 JULY, 6 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID NUTT
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## BUILDING EFFECTIVE TRADING STRATEGIES WITH KEY RETAILERS (STRATEGIC)

Delegates will develop a highly effective trade marketing strategy to increase their brand's influence at retail through improved teamwork, better use of consumer insight, working with advertisers and improved knowledge of retail customers.

### SUITABLE FOR:

Those with overall profit responsibility for a brand or business but not day-to-day responsibility for newsstand strategy such as circulation directors; publishing directors and publishers; marketing directors; retail sales directors; account directors.

### COURSE CONTENT:

- > understanding the retail multiple groups
- > key performance indicators
- > increasing influence with retail groups
- > developing a creative promotional plan
- > agreeing a trade marketing strategy with key retailers
- > performance measurement
- > future planning

<b>DATES:</b>	12 MAY, 24 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## CREATING AN INTEGRATED CIRCULATION STRATEGY

Delegates will learn about the effectiveness of a circulation strategy that positions the purchaser at its core and is built using insight-driven segmentation of purchasers. This, in turn, optimises return-on-marketing-investment across all distribution channels including subscriptions, newsstand, non-traditional and digital.

### SUITABLE FOR:

Those with responsibility for brand strategy or, specifically, circulation strategy, including circulation directors/managers; publishing directors and publishers; marketing directors and proprietor managers.

### COURSE CONTENT:

- > recent performance trends
- > understanding existing purchasers
- > quantifying the size of the market
- > agreeing circulation objectives
- > distribution channel options
- > understanding performance
- > understanding changing purchasers and their needs
- > future planning

<b>DATES:</b>	2 JUNE, 23 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## BUILDING EFFECTIVE TRADING STRATEGIES WITH KEY RETAILERS (OPERATIONAL)

Delegates will create an action plan that improves the quality of their trade marketing strategy by ensuring it is built around a strong understanding of the retail customer. The plan will use consumer insight, includes a creative promotional plan and aims to achieve mutually agreed objectives.

### SUITABLE FOR:

Those with direct responsibility for newtrade strategy and performance, including circulation directors, managers and executives; publishing directors and publishers; marketing directors and managers; retail channel managers, national account managers.

### COURSE CONTENT:

- > learning to speak the retailer's language
- > key performance indicators – how well is the brand performing against the retailer's objectives?
- > increasing influence with retail groups – understanding their business
- > developing a creative promotional plan
- > agreeing a trade marketing strategy with key retailers – getting the best out of a National Distributor's retail sales team
- > performance measurement
- > future planning – refining strategy based on performance via regular trading reviews

<b>DATES:</b>	7 APRIL, 10 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

# CIRCULATION COURSES

## EXTRACT MORE PROFIT: OPTIMISE YOUR MAGAZINE DISTRIBUTION **NEW**

Achieving greater profitability from the newstrade through applying tools for proactive management will be the key results of this course. It will improve the effectiveness of distributor and/or wholesaler relationships, giving the publisher greater transparency and control, and the distributor a more informed client.

### SUITABLE FOR:

Those in circulation and publishing roles plus chief financial officers, chief executive officers and other senior non-circulation staff in consumer publishing or business-to-business publishing with significant newstrade distribution.

### COURSE CONTENT:

- > sales efficiency health-check for individual titles
- > understanding different measures of on-shelf availability and why it matters
- > managing the trade-off between efficiency and availability
- > maximising profit in growing or declining markets
- > managing seasonal demand swings
- > mining the outlet-level detail in a practical way
- > identifying unfulfilled demand
- > eliminating unprofitable supply

<b>DATES:</b>	22 MAY, 27 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	NICK MOLDEN
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## CREATING A WINNING COVER STRATEGY FOR RETAIL **NEW**

This practical workshop enables delegates to improve the quality of cover design and strategy based on the commercial realities of the retail environment and the needs of both purchasers and potential purchasers.

### SUITABLE FOR:

Publishers, editors and circulation personnel. Professionals with responsibility for driving newsstand growth.

### COURSE CONTENT:

- > the role of the front cover at retail
- > creating front covers
- > the best and worst front covers of the last 12 months
- > who buys delegates' magazines and why?
- > understanding the retail environment – the reality of what gets in the way of a good front cover
- > objectives of an effective cover strategy
- > key components of a winning front cover
- > working together as a team – engaging key stakeholders
- > resolving the issues of the retail environment
- > building a cover strategy
- > creating a cover strategy for delegates' magazine(s)

<b>DATES:</b>	11 MAY, 24 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## CREATING A FREE DISTRIBUTION STRATEGY

By the end of the day, delegates will be confident about the role of free publications within the overall market and will understand the key elements of how to create an effective distribution strategy.

### SUITABLE FOR:

Publishers, directors, managers and executives with responsibility for the brand strategy or circulation strategy of a free publication.

### COURSE CONTENT:

- > the growth of the free publication sector
- > the position of free publications within the market – competing with free and paid-for titles
- > understanding the target audience
- > marketing – how to create a consistent marketing strategy
- > operational strategy – gaining access to consumers and working with public and private organisations
- > the important role of the merchandiser
- > key performance metrics
- > awareness of environmental issues
- > distribution verification – the value of ABC (or similar) certification and how to go about it

<b>DATES:</b>	23 JUNE, 11 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## A GUIDE TO CIRCULATION FOR EDITORS (CONSUMER MAGAZINES) **NEW**

This course will help editors to understand the supply chain, the fast-changing retail environment, the key principles of subscription marketing and how they can add value to the circulation strategy.

### SUITABLE FOR:

Magazine editors who play, or want to play, an active part in discussions around circulation strategy.

### COURSE CONTENT:

- > understanding consumers
- > applying consumer insight to the circulation strategy
- > structure of the newstrade supply chain
- > the changing retail landscape
- > building an effective trade marketing strategy and how an editor can contribute
- > creating a winning cover strategy for retail
- > subscription marketing – the key principles
- > developing winning creative copy for subscriptions
- > utilising websites as an effective subs-driving channel
- > building an integrated circulation strategy

<b>DATES:</b>	24 JUNE, 12 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KEVIN McCORMICK
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## HOW THE NEWSTRADE WORKS

The course will provide delegates with a clear understanding of the newstrade supply chain structure. It will cover how the different elements of the chain connect, and how this all comes together when a newstrade distribution strategy is planned.

### SUITABLE FOR:

Managers and executives who need a comprehensive overview of the newstrade supply chain structure and how it works.

### COURSE CONTENT:

- > the importance of the newstrade
- > the links in the supply chain
- > the negotiating cycle
- > range planning
- > data analysis
- > retail strategies
- > issues and challenges

<b>DATES:</b>	1 MAY
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	TERRY GRIMWOOD
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

“The enthusiasm of the instructor was fantastic and it was great to work with someone with real experience. I valued the trainer’s examples and her candid advice.”

Marketing manager, The Economist Group  
Creating a successful subscription promotion

## TOP DOG

THE PTC SALES AWARDS 2009



## COULD YOU BE THE NEXT TOP DOG IN MEDIA SALES?

The Top Dog Awards launched in 2008 to an overwhelmingly positive response from publishers. As the first dedicated media sales awards for our sector, they offered a platform that recognised the best in magazine and business media sales.

The awards will be held again this year so why not reward your sales professionals for their commitment to excellence by nominating them for the 2009 Top Dog Awards? Winning an award or even being shortlisted, bestows prestige not just on the individuals concerned but also on the companies they represent, confirming the high standards of recruitment, training and management within these companies.

There are categories for everyone – including individual and team, entry level and senior practitioner awards. Log on to [www.topdogawards.co.uk](http://www.topdogawards.co.uk) for further details about how to get involved.

## NEW JOURNALIST OF THE YEAR AWARDS



## CELEBRATING EMERGING TALENT

The PTC New Journalist of the Year Awards event is the most important date in the calendar for the brightest and best of our industry's emerging talent. Entering for the awards is not just about publishers showcasing new talent; entering means they think their new editors, journalists and designers are the best in the business. Dedicated to promoting and rewarding excellence, winning a PTC New Journalist Award is the highest accolade the industry can give to its gifted new stars.

[www.ptcnewjournalist.com](http://www.ptcnewjournalist.com)

# PUBLISHING COURSES

## THE ROLE OF THE PUBLISHER

The course offers a basic introduction to the business aspects of magazine publishing and the publisher's role. It provides an overall picture of how the financial elements fit together and will help staff contribute to the success of their titles and projects.

### SUITABLE FOR:

Staff with sales, editorial, circulation or junior publishing roles.

### COURSE CONTENT:

- > the role of a publisher as manager of existing brands
- > understanding the relationship between departments and publishing functions and how to improve efficiency
- > sources of revenue and their relative importance to different sectors
- > cost elements and how to monitor and manage them
- > issues to consider in developing new business
- > key buying factors
- > reviewing balance sheets and issue reports
- > ways to manage budgets and improve profitability

<b>DATES:</b>	11 MAY, 23 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CAROLINE HILLER
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## GET MORE FROM YOUR MAGAZINE BRAND

The course will enable and encourage delegates to exploit their magazine brands more fully and successfully. It will help them to assess their brand strengths and potential, develop an appropriate brand strategy and create new revenue streams.

### SUITABLE FOR:

Publishers, editors and commercial managers working in consumer, business or professional magazines who want more from their magazine brands.

### COURSE CONTENT:

- > understanding brands and brand benefits
- > assessing and positioning the brand strengths of a magazine
- > moving to a brand-focused publishing approach
- > identifying appropriate and profitable brand-extension activity
- > developing new revenue streams – and reinforcing core brand values
- > getting the organisation and timing right
- > building a magazine's brand attributes with readers
- > persuading advertisers to do more to exploit magazine brand strengths
- > exploiting the potential – and avoiding the pitfalls

<b>DATES:</b>	5 MARCH, 9 JULY, 19 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>LEADER:</b>	PETER DEAR
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## UNDERSTANDING MAGAZINE FINANCES

The day offers a basic introduction to magazine finance to staff from different backgrounds. It covers all elements of balance sheets and budgets to enable staff to successfully manage the profitability of their titles.

### SUITABLE FOR:

Those working in sales, editorial, circulation or junior publishing roles.

### COURSE CONTENT:

- > understanding revenues and yields
- > getting to grips with costs
- > balancing the elements in the publishing process
- > balance sheets and finance terminology
- > budgets – why we need them and how to manage our own budget
- > key performance indicators for titles

<b>DATES:</b>	9 FEBRUARY, 7 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CAROLINE HILLER
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## ADVANCED SEARCH ENGINE OPTIMISATION NEW

SEO is becoming an obsession for publishers drawn by the lure of free traffic and low-cost revenue streams. This course looks at how publishers can maximise their online opportunities, steering them through the obstacles that stand in the way of online success. Delegates should have a basic understanding of SEO concepts and approaches.

### SUITABLE FOR:

Publishers, editorial or web managers and online marketing personnel who already have a grounding in search promotion techniques.

### COURSE CONTENT:

- > SEO – what's the big deal anyway?
- > searching and finding – what's the difference?
- > how customers find sites – the trawler v the magnet
- > SEO and/or Pay Per Click – assessing the value of both
- > developing a long-term SEO methodology
- > tips on what to do and what not to do
- > how to get better search rankings – Black Hat can work, can't it?
- > content management systems, blogs, social networks
- > link analysis, directories and tips on how NOFOLLOW works
- > future browser behaviour and planning for success
- > key online metrics and setting up proper SEO performance measurement

<b>DATES:</b>	6 MAY, 28 AUGUST, 16 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>LEADER:</b>	RICHARD DENNY
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## SOCIAL PUBLISHING: HOW TO USE READERS TO BUILD COMMUNITIES AND NEW PRODUCTS NEW

A one-day course that is essential for anyone looking to build an online community and take a print readership and make it more three-dimensional. Take advantage of the types of social interaction afforded by Facebook and MySpace and see subscriptions rocket!

### SUITABLE FOR:

Editors, subscription marketers, web teams and publishing professionals.

### COURSE CONTENT:

- > how the new interactive user is shaping media consumption
- > understanding how readers use the web and what tools to use
- > the power of community – how to generate interest and traffic to websites
- > marketing to social networks – what to do and what not to do
- > using social bookmarking tools to increase the visibility of sites
- > user-generated content – when and how to encourage it, how and why to use it
- > which new web technologies have become an expected and integral part of web content, and how to develop them
- > case studies of sites engaging with its users to generate traffic and subscription sales

<b>DATES:</b>	7 APRIL, 27 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## ONLINE PUBLISHING

This overview of digital media will help delegates to understand the strategic opportunities and challenges of publishing online and identify the key factors for implementing successful online publishing projects.

### SUITABLE FOR:

Publishers, marketing directors, managing directors and commercial executives who want to develop their understanding and skills to develop a strategic view of online publishing.

### COURSE CONTENT:

- > introduction to the key elements of online strategy
- > where the value lies in the online world
- > the interactive user
- > publishers' objectives and successes
- > the online context
- > case studies and examples
- > revenue models for online
- > online channels – web, email, IM, mobile, digital editions
- > decision, design and development processes
- > key performance indicators

<b>DATES:</b>	14 JANUARY, 3 JUNE, 19 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£455 + VAT
<b>NON-MEMBER PRICE:</b>	£505 + VAT

## ONLINE BUSINESS STRATEGIES FOR BUSINESS PUBLISHERS NEW

Business publishing is under siege from the internet. Learn how successful publishers are taking their audiences and revenues online, and how a successful and profitable internet business can be built.

### SUITABLE FOR:

Senior managers, publishing professionals, advertising managers and senior executives of business media companies looking to monetise their presence online.

### COURSE CONTENT:

- > introduction to the key elements of online strategy
- > creating value and revenues online
- > the new interactive user
- > how business publishers are making money
- > what revenue model should be adopted online?
- > publishing 2.0 – what new business models are emerging for print companies?
- > the new competitors – search companies, portals and social networking sites
- > meals by the bite or all you can eat – which content works best?
- > digital editions and how they can help build circulation and revenues

<b>DATES:</b>	6 FEBRUARY, 3 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JOHN WEIR
<b>MEMBER PRICE:</b>	£475 + VAT
<b>NON-MEMBER PRICE:</b>	£525 + VAT

## MAKING YOUR BRAND WORK ONLINE

Through the use of case studies, practical exercises and discussion, delegates will learn how to optimise their brand, take it online and bring their brand to life in an interactive environment.

### SUITABLE FOR:

This editorially focused course is for brand owners wanting to drive their brand and create a complementary and effective online presence. This course is concerned primarily with content-led websites, though brand owners wanting to make their brand work on a commerce-driven site will also benefit.

### COURSE CONTENT:

- > identifying brand values
- > reasons for developing brands online
- > what would the benefits be?
- > case studies – brands that cross over online/offline
- > evaluating the elements of brands that will work online
- > brand and content selection
- > brand and tone of voice
- > brand and usability
- > brand and content/commerce partnerships
- > making user-generated content work for brands

<b>DATES:</b>	15 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£455 + VAT
<b>NON-MEMBER PRICE:</b>	£505 + VAT

# PUBLISHING COURSES

## PROFITING FROM THE INTERNET

An interactive course enabling participants to understand how to develop an effective online presence and what pitfalls to avoid. The content will be presented from a commercial rather than a technological perspective.

### SUITABLE FOR:

Publishing directors, publishers, senior managers, senior marketing and circulation key decision makers. No technical knowledge needed.

### COURSE CONTENT:

- > planning a successful internet presence
- > revenue generating – how to make money from commercial partnerships
- > using offline content to create a compelling site – cost-effectively
- > social networks – building a thriving community both on- and offline
- > email marketing – how to get campaigns noticed
- > how search is changing to meet user needs and what that means for print media
- > driving subscriptions online to benefit print
- > which companies are having success on the web, and why?
- > going global – enabling products to achieve an international reach
- > digital magazines – the next generation of publishing analysed and explained

**DATES:** 16 JANUARY, 29 MAY, 24 AUGUST,

30 OCTOBER, 3 DECEMBER

**COURSE TIMINGS:** 09.30 – 17.00

**COURSE LEADER:** JOHN WEIR

**MEMBER PRICE:** £455 + VAT

**NON-MEMBER PRICE:** £505 + VAT

## PUBLISHING SUCCESS ON THE INTERNET

This course will help delegates take advantage of the smartest thinking online, and apply new concepts to their business, based on case studies of companies that are achieving success and have strategies for successful web publishing.

### SUITABLE FOR:

Senior publishing, editorial and advertising professionals, as well as key decision makers within publishing companies.

### COURSE CONTENT:

- > how magazines across the globe are creating 24/7 relationships with their readers
- > benchmarking sites against competitors
- > how to use the editorial from print magazines to create a vibrant and popular site
- > increase visitor numbers and get free editorial from user-generated content
- > how web 2.0 is changing user behaviour – and how words and video are merging
- > getting revenues on sites – what works and what does not
- > publishing 2.0 – what new business models are emerging for print companies
- > the new competitors – search companies, portals and social networking sites
- > digital editions and how they can help build circulation and revenues

**DATES:** 31 JULY, 30 NOVEMBER

**DURATION:** 09.30 – 17.00

**COURSE LEADER:** JOHN WEIR

**MEMBER PRICE:** £455 + VAT

**NON-MEMBER PRICE:** £505 + VAT

## NEXT GENERATION MAGAZINES

The course contains practical examples of media companies using interactive techniques to create reader communities, tips for creating dynamic, user-driven sites, and a detailed look at how the web is evolving.

### SUITABLE FOR:

Editors, publishers, senior magazine staff and online professionals who need to understand how the next generation of the internet is shaping media choices and how brands can take advantage of its potential to stay ahead of the competition.

### COURSE CONTENT:

- > what is web 2.0 and why is it important to publishers?
- > how web companies are moving into the magazine space
- > harnessing user-generated content to create compelling sites
- > the wisdom of crowds – how users are setting the agenda
- > the new role of the editor and how it can make magazines and websites great
- > social networking – what is it and how can it help products?
- > the importance of search and getting users to sites
- > how online communities are creating great free content
- > the revenue opportunities – what are they and how reach them?
- > the 10 top lessons for staying competitive in a web 2.0 world

**DATES:** 17 JUNE, 20 NOVEMBER

**COURSE TIMINGS:** 09.30 – 17.00

**COURSE LEADER:** JOHN WEIR

**MEMBER PRICE:** £440 + VAT

**NON-MEMBER PRICE:** £485 + VAT

## CREATING AND MANAGING A DIGITAL BUSINESS CASE NEW

Using discussion, analysis and practical hands-on sessions, delegates will discover how to develop a digital business case.

### SUITABLE FOR:

Advertising sales teams, publishers, editors, marketers, client services and finance teams responsible for driving additional revenue to their print publications from the digital channel. The course presents an overview of the key metrics and drivers of online.

### COURSE CONTENT:

- > understanding digital costs – infrastructure, marketing, staff
- > an explanation of digital revenue streams – advertising, subscriptions, leads
- > the key metrics involved – drive to site, conversion, sales
- > assumptions
- > optimisation
- > tracking and reporting
- > certification

**DATES:** 26 JANUARY, 1 JUNE, 3 NOVEMBER

**COURSE TIMINGS:** 09.30 – 17.00

**COURSE LEADER:** TOBY GOLDBLATT

**MEMBER PRICE:** £495 + VAT

**NON-MEMBER PRICE:** £545 + VAT

## BRIEFING AND MANAGING A WEBSITE BUILD

Working through a web-build project from briefing to completion, delegates will learn how to write a comprehensive brief, manage the intricacies of working with a supplier and learn how to renegotiate when the brief is extended and costs need to be reviewed.

### SUITABLE FOR:

Editors who are responsible for briefing their site build. The course highlights how to deal with both internal and external suppliers. It shows editors how to brief and manage a build project and to get the best from their supplier.

### COURSE CONTENT:

- > choosing suppliers
- > briefing specifics
- > negotiating fees
- > extending the brief
- > managing suppliers' expectations
- > getting what is wanted
- > managing the finished site

<b>DATES:</b>	16 FEBRUARY, 22 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	LYNDA BURGESS
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## SUCCESSFUL CONFERENCE PLANNING

This one-day workshop will provide delegates with a good grounding in and understanding of what needs to be considered, and why, when organising an event.

### SUITABLE FOR:

Event planners and co-ordinators with less than one year's experience in organising conferences/events either external or internal.

### COURSE CONTENT:

- > setting objectives for the event
- > managing the logistics of any event whether internal or external
- > co-ordinating the attendance of delegates
- > producing a checklist of items to consider when planning and organising events
- > choosing appropriate venues based on the objectives of the event
- > liaising with venue management to ensure accurate delivery of requirements
- > planning contingencies for unavoidable happenings
- > managing timely communication of the event
- > handling delegates upon arrival and between session or presentations
- > briefing supporting staff as to their roles and responsibilities and standards expected

<b>DATES:</b>	20 MARCH, 2 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	JO HUGHES OR DARREN McGRATH
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

## LAUNCHING NEW SHOWS

This two-day workshop takes participants through the stages involved in planning and launching a new show. Time will be spent on the key principles and outline phases involved in launching a successful show, including how to avoid common pitfalls.

### SUITABLE FOR:

Those planning to launch, about to launch or in the early stages of a launch event. The workshop is equally useful for delegates who are running existing shows, as elements are easily transferable.

### COURSE CONTENT:

- > robust reasons for launching
- > location and timing considerations
- > visitor and exhibitor profiling
- > defining and refining the universe
- > using sponsors and partners
- > industry SWOT and trends
- > competitor activity and shelf life
- > managing a launch – internal considerations
- > financial evaluation – budgets and potential
- > investing in new shows
- > PR and initial promotion

<b>DATES:</b>	15/16 JUNE, 9/10 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	BRIAN WISEMAN
<b>MEMBER PRICE:</b>	£900 + VAT
<b>NON-MEMBER PRICE:</b>	£990 + VAT

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# PERSONAL DEVELOPMENT AND MANAGEMENT

## MANAGING RELATIONSHIPS AT WORK

This course has a strong emphasis on practical learning and taking skills gained on the day back to the workplace. Delegates will understand and improve their own communication style while learning how to build and maintain rapport at work.

### SUITABLE FOR:

Managers and team leaders who would like to ensure they communicate effectively with colleagues, team members and clients and build influential relationships.

### COURSE CONTENT:

- > understand various methods of communication
- > communication styles and how to improve them
- > what motivates us?
- > how we make decisions
- > building and maintaining rapport
- > behavioural flexibility
- > understanding and dealing with conflict
- > communicating with the team
- > de-personalising criticism
- > improving relationships at work

<b>DATES:</b>	19 JANUARY, 18 MAY, 19 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN PRICE
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## DEVELOP YOUR EMOTIONAL INTELLIGENCE NEW

This one-day course provides an insight into Emotional Intelligence (EI). Through exercises and group discussions, delegates will be able to recognise their own and others' EI and learn how to use this knowledge practically to enhance their skills in the business environment.

### SUITABLE FOR:

Anyone who wants to understand and know more about how emotions can influence and benefit our behaviour at work.

### COURSE CONTENT:

- > what is Emotional Intelligence (EI)?
- > emotional identification, perception and expression
- > emotional understanding – self and others
- > emotional management – self and others
- > the business case for EI
- > emotions and their consequences
- > managing negative emotions
- > developing empathy
- > using EI to achieve goals
- > increasing self-awareness in others
- > improving emotional management

<b>DATES:</b>	23 MARCH, 1 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	RICHARD MASTERS OR MARGARET WHITEFORD
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## HOW TO BE ASSERTIVE NEW

Assertive behaviour can benefit individuals and the organisations they work for. This programme helps delegates to develop a plan to change their behaviour where necessary.

### SUITABLE FOR:

Anyone wanting to understand their personal style and how adapting it can improve working relationships.

### COURSE CONTENT:

- > behavioural styles
- > assertiveness and life positions
- > dealing with the negative
- > understanding and dealing with aggression
- > belief-driven behaviour
- > four cornerstones of assertiveness
- > using assertive language
- > building confidence and self-esteem
- > giving and receiving criticism effectively
- > questioning skills
- > active listening
- > guidance on how to deal with difficult situations

<b>DATES:</b>	24 JUNE, 15 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN AND MARTIN PRICE
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## RECRUITMENT AND SELECTION INTERVIEWING NEW

Recruiting the right person is a critical requirement for an organisation. This course helps delegates plan the recruitment process and prepare and conduct effective selection interviews.

### SUITABLE FOR:

Anyone with responsibility for recruiting staff.

### COURSE CONTENT:

- > defining the shape of the job, drawing up the job description
- > identifying the ideal candidate, designing the person specification
- > reviewing relevant employment legislation
- > advertising the job vacancy
- > selecting candidates for interview, sifting the CVs
- > conducting the selection interview
- > using competency-based questions
- > exploring support tools for the interview
- > making the decision to appoint
- > planning for and running the probationary period

<b>DATES:</b>	24 MARCH, 21 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	PAUL STREETER
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

# MENT COURSES

## EFFECTIVE STAFF PROMOTION NEW

This course helps participants make the transition from being one of the team to becoming its first-line leader. It examines the scope and responsibilities of the role and introduces the principles and skills of effective supervision.

### SUITABLE FOR:

Newly appointed line managers and those who wish to progress into the post.

### COURSE CONTENT:

- > what the job contains – analysis, key requirements, roles and responsibilities
- > meeting business objectives and developing relationships
- > formal and discretionary authority
- > liaising with management – when and how an effective team works
- > leadership style – directive and supportive activities
- > setting objectives
- > criteria for effective performance standards
- > methods of assessing and improving performance

<b>DATES:</b>	9 MARCH, 14 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	RICHARD MASTERS OR MARGARET WHITEFORD
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## PERFORMANCE MANAGEMENT NEW

Effective performance management is essential to help individuals develop their skills and capabilities so that they can achieve an organisation's strategic goals. Delegates will leave this course with a clear understanding of the benefits of performance management and how to avoid common pitfalls.

### SUITABLE FOR:

Line management and HR professionals involved in making the performance management process an effective management tool.

### COURSE CONTENT:

- > what a good performance management system can really achieve
- > making performance management a core activity for managers
- > linking performance management to strategic organisational goals
- > implementing performance management in the real world
- > competency frameworks and their role in performance management
- > creating a GAP analysis
- > personal development plans
- > giving regular and constructive feedback on performance
- > planning performance review discussions
- > handling difficulties

<b>DATES:</b>	7 MAY, 12 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	RICHARD MASTERS OR MARGARET WHITEFORD
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## LEADING SUCCESSFUL TEAMS

By focusing on the dynamics of their own team, delegates will discover the importance of effective team leadership and be able to recognise what makes an outstanding team.

### SUITABLE FOR:

Anyone who leads a team and wants to improve both individual and group performance.

### COURSE CONTENT:

- > what makes a leader?
- > leading v managing
- > leadership models and styles
- > what makes teams effective?
- > the theory of team development
- > situational leadership
- > group work on improving teamwork
- > what a leader should do and be

<b>DATES:</b>	2 FEBRUARY, 21 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN PRICE
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## MOTIVATION, DELEGATION AND EMPOWERMENT

Delegates will explore the importance of motivational factors while developing the ability to delegate effectively and understand the benefits of an empowered organisation.

### SUITABLE FOR:

Managers and team leaders looking to achieve maximum success for their team, through improved motivation, delegation and empowerment skills.

### COURSE CONTENT:

- > the importance of motivation
- > creating motivation
- > motivating the team
- > how to delegate effectively
- > delegation, not dumping
- > accountability – managing by objectives
- > coaching styles
- > influencing styles
- > the need for empowerment
- > organisational culture

<b>DATES:</b>	23 FEBRUARY, 22 JUNE, 5 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN PRICE
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

# PERSONAL DEVELOPMENT AND MANAGEMENT

## COACHING SKILLS FOR HIGH PERFORMANCE

By the end of this two-day course, delegates will understand how coaching can be used to improve the performance of individuals. They will also be able to set up a coaching relationship and facilitate a coaching session using real issues to create breakthrough results.

### SUITABLE FOR:

Team leaders and those responsible for directing or facilitating the performance of others. Ideally, participants will have had some previous management training and a minimum of one year's management experience.

### COURSE CONTENT:

- > managing v coaching
- > coaching's role in performance management
- > the coaching contract
- > the five levels of listening
- > language and its impact on results
- > working with values and motivation
- > the Dynamic coaching model
- > goal-setting techniques for optimum performance
- > belief mapping – what gets in the way of success?

<b>DATES:</b>	16/17 JUNE, 11/12 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHANTAL BURNS
<b>MEMBER PRICE:</b>	£900 + VAT
<b>NON-MEMBER PRICE:</b>	£990 + VAT

## MANAGING CHANGE

With maximum opportunity to consider change issues in their business, delegates will work on action plans for current or future changes learning how to manage a change programme effectively.

### SUITABLE FOR:

Managers and team leaders who need to manage their own and others' responses to change in their organisation.

### COURSE CONTENT:

- > the forces of change
- > personal impact of change
- > dealing with beliefs around change
- > managing stress
- > incremental and fundamental changes
- > analysing the change
- > prospects for successful change
- > communicating the change
- > facing up to the issues
- > working through current and future changes at work

<b>DATES:</b>	2 MARCH, 6 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	KAREN PRICE
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## MANAGING POOR PERFORMANCE NEW

Recognising and addressing poor performance is an essential skill for all line managers. This course looks at the most effective ways of achieving this and explores the skills and techniques required to help individuals turn their performance around.

### SUITABLE FOR:

Anyone responsible for managing the performance of others.

### COURSE CONTENT:

- > establishing delegates' own real-world situations
- > defining poor performance
- > distinguishing between conduct and capability
- > reviewing relevant employment legislation
- > considering the importance of job descriptions
- > setting performance standards, agreeing performance measures
- > planning and preparing for the poor performance interview
- > conducting the interview, exploring the stages involved
- > communicating effectively, maintaining control

<b>DATES:</b>	21 MAY, 8 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	PAUL STREETER
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## MANAGING CONFLICT

By the end of the day, delegates will be able to explain why conflict occurs and how they can manage issues and conflict situations between members of staff more effectively.

### SUITABLE FOR:

Individuals who would like to feel more confident when handling conflict issues.

### COURSE CONTENT:

- > what is conflict?
- > the different types of conflict
- > why conflict happens
- > open and underlying conflict
- > diffusing aggression
- > being assertive in conflict
- > how to handle conflict effectively
- > techniques to use

<b>DATES:</b>	29 APRIL, 18 SEPTEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CATHERINE FLINTOFF
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

# MENT COURSES

## EFFECTIVE DISPUTE RESOLUTION: MEDIATION FOR HR PROFESSIONALS

This course will help HR professionals embrace and employ a process for dispute resolution and conflict prevention. Government legislation is anticipated in 2009 which will demand that HR professionals demonstrate effective mediation practice before attending tribunals. This course will save time and money for the business and provide security through effective skills deployment in this difficult area.

### SUITABLE FOR:

HR managers or those with responsibility for the wellbeing of staff.  
Directors who wish to learn professional techniques for resolving disputes to stop escalation and tribunals.

### COURSE CONTENT:

- > the case for mediation – what is it?
- > the benefits of introducing the process into an organisation's culture
- > future government legislation and mediation
- > a proactive, people-focused tool
- > the opportunity that is mediation
- > assertive management
- > principled negotiation
- > maintaining poise under pressure

DATES:	20 MAY, 18 NOVEMBER
COURSE TIMINGS:	09.30 – 17.00
COURSE LEADER:	SCOTT CARSON
MEMBER PRICE:	£450 + VAT
NON-MEMBER PRICE:	£495 + VAT

## MAKE A POSITIVE IMPACT AT WORK

By the end of the session, individuals will be able to identify how they are perceived by others, and plan what they can do differently to create a stronger positive image at work.

### SUITABLE FOR:

Individuals who would like to present a positive image and increase their personal impact at work.

### COURSE CONTENT:

- > the importance of making an impact
- > assumptions and perceptions
- > being organised and prepared
- > creating the right image in meetings
- > building rapport
- > adapting to others
- > being assertive
- > structuring communication
- > setting challenges – action-planning

DATES:	3 JUNE, 11 NOVEMBER
COURSE TIMINGS:	09.30 – 13.30
COURSE LEADER:	CATHERINE FLINTOFF
MEMBER PRICE:	£345 + VAT
NON-MEMBER PRICE:	£380 + VAT

## MANAGING EFFECTIVE MEETINGS

By the end of the session delegates will be able to apply new facilitation techniques to run more productive meetings.

### SUITABLE FOR:

Managers who are required to run meetings as part of their role.

### COURSE CONTENT:

- > what is the role of a facilitator?
- > the skills required for effective facilitation
- > setting the scene – planning for meetings
- > keeping focus – structuring meetings
- > facilitative questioning techniques
- > handling challenging behaviour
- > committing to actions
- > running a meeting in practice
- > action planning – applying key learning points back in the workplace

DATES:	22 APRIL, 17 SEPTEMBER
COURSE TIMINGS:	09.30 – 13.30
COURSE LEADER:	CATHERINE FLINTOFF
MEMBER PRICE:	£345 + VAT
NON-MEMBER PRICE:	£380 + VAT

## MASTERING INFLUENCE NEW

This course will help delegates to speed up decision-making and secure agreement with minimal resistance. Delegates will learn powerful new strategies that will aid their influencing skills.

### SUITABLE FOR:

Those who want to take their influencing and persuasion skills to the next level – from communicating ideas in a meeting, motivating staff or getting buy in to a new idea.

### COURSE CONTENT:

- > the structure of language and its relationship with influence
- > the hidden persuaders in language
- > recognising and appealing to different motivations
- > how appropriate questions can accelerate agreement
- > working with people's decision strategies
- > questions for possibility – unlocking stuck situations
- > positioning ideas for maximum impact

DATES:	15 MAY, 27 OCTOBER
COURSE TIMINGS:	09.30 – 17.00
COURSE LEADER:	CHANTAL BURNS
MEMBER PRICE:	£450 + VAT
NON-MEMBER PRICE:	£495 + VAT

# PERSONAL DEVELOPMENT AND MANAGEMENT

## CREATIVITY AND PROBLEM-SOLVING NEW

This course will help each delegate to explore their innate creative skill by arming them with a problem-solving process and practical approaches to enable them to be remembered by clients for positive reasons.

### SUITABLE FOR:

Managers and staff who recognise that creativity is the route to problem-solving but who lack the necessary process to deliver it in the workplace.

### COURSE CONTENT:

- > a creativity audit
- > the process of creativity explained
- > creativity and problem-solving applied
- > developing a creative culture
- > reviewing success
- > creating memorable presentations
- > becoming a more positive person
- > leading sessions

<b>DATES:</b>	21 MAY, 10 DECEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANDREW MILBOURN
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## TIME MANAGEMENT: PRIORITISING FOR SUCCESS

This programme covers the most up-to-date techniques to help delegates to increase the profitability of their organisation through a more effective use of time and organisational skills.

### SUITABLE FOR:

Anyone who would like to understand how to maximise time to its greatest effect.

### COURSE CONTENT:

- > what is time management?
- > the benefits of time management
- > what shapes our time?
- > tackling time stealers
- > organisation and preparation
- > time management techniques
- > finding what works for individuals

<b>DATES:</b>	30 APRIL, 23 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CATHERINE FLINTOFF
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## MANAGING STRESS IN THE WORKPLACE

By the end of the session, delegates will be able to recognise the early symptoms of stress and will have strategies and techniques to be able to deal with stress-related issues.

### SUITABLE FOR:

Anyone who experiences stress or who manages individuals who work under pressure and are vulnerable to stress.

### COURSE CONTENT:

- > defining positive and negative stress
- > the causes of stress
- > recognising the physical and behavioural symptoms
- > identifying strategies for coping with stress
- > using techniques when dealing with stress in others
- > providing ongoing support

<b>DATES:</b>	23 APRIL, 9 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CATHERINE FLINTOFF
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## MAKING AN EFFECTIVE BUSINESS CASE

Managers compete for resources and developing a strong business case can mean the difference between obtaining commitment and approval for investment or seeing resources allocated elsewhere. This course provides a framework for developing an effective business case and explains why the ability to present and sell a proposal convincingly is often the key to success.

### SUITABLE FOR:

Any managers who would like their internal colleagues or external partners to say yes more often.

### COURSE CONTENT:

- > researching and understanding the decision makers
- > feasibility studies – what is needed and how to present them
- > the art of presenting benefits, not features
- > developing a successful business case – what to include and how to add impact
- > planning to negotiate – what is valuable to one party but cheap for the other

<b>DATES:</b>	27 MARCH, 13 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	ANGELA HATTON
<b>MEMBER PRICE:</b>	£405 + VAT
<b>NON-MEMBER PRICE:</b>	£450 + VAT

# MENT COURSES

## EFFECTIVE BUSINESS WRITING NEW

A lively session that covers all aspects of writing and presenting business documents. The workshop will include practical exercises and a chance to look at delegates' own material where possible.

### SUITABLE FOR:

Delegates who are seeking to improve the writing and presentation of all business documents they produce as part of their work including emails, letters, reports and proposals.

### COURSE CONTENT:

- > words and numbers – the costs and benefits of maintaining clear business communication
- > how people read
- > plain English tips to use in everyday business writing
- > sentence construction – how many words?
- > effective emails and letters – email etiquette and letter-writing guidelines
- > what the end user wants from proposals and tenders – style, structure and approach
- > planning, presenting and structuring reports that colleagues and clients will actually read
- > writing for newsletters and websites – language and structure
- > common language and grammar mistakes to watch out for
- > methods for checking and proofreading business documents

<b>DATES:</b>	16 JUNE, 22 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 13.30
<b>COURSE LEADER:</b>	DAVID MASCORD
<b>MEMBER PRICE:</b>	£315 + VAT
<b>NON-MEMBER PRICE:</b>	£350 + VAT

## FINANCE FOR NON-FINANCIAL MANAGERS

The course will enable delegates to understand the basics of finance and to feel comfortable discussing the subject within their organisation.

### SUITABLE FOR:

All executives who are not financial specialists.

### COURSE CONTENT:

- > understanding the role of finance in a company – where does the money come from?
- > what is shareholder value?
- > the benefits of mastering key financial concepts
- > reading financial statements
- > the profit and loss account
- > the balance sheet
- > cash-flow accounts
- > interpreting financial statements
- > defining key ratios
- > calculating profitability
- > establishing liquidity
- > recognising and analysing trends
- > using financial statements as management tools

<b>DATES:</b>	26 JUNE, 24 NOVEMBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	COLIN WILLISHER
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## MASTERING BUDGETS AND FORECASTS

The day will enable delegates to construct realistic budgets and make accurate forecasts, thus enabling them to make more effective contributions to their organisations.

### SUITABLE FOR:

All personnel who are required to construct budgets and forecasts.

### COURSE CONTENT:

- > budgeting for cash
- > budgeting for profit
- > monitoring costs against budget
- > monitoring performance against budget
- > evaluating the long-term financial impact of management decisions

<b>DATES:</b>	28 APRIL, 30 OCTOBER
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	COLIN WILLISHER
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## INTERPRETING FINANCIAL STATEMENTS: WHAT THE FIGURES REALLY MEAN

This course will develop delegates' knowledge beyond the basic understanding of finance in business. It will also increase their awareness and understanding of how financial specialists think and operate.

### SUITABLE FOR:

Those with some knowledge of finance in business. This is either a stand-alone day or a follow-up day to Finance for non-financial managers.

### COURSE CONTENT:

- > beyond the balance sheet
- > what do the numbers really say?
- > can we always believe the numbers?
- > some classic financial scams
- > the paper trail – one year's figures or 10?
- > reading the financial pages
- > what's the real story?
- > reading the small print
- > the financial people network
- > understanding what counts in finance
- > impressing financial specialists
- > defining financial objectives
- > taking financial decisions
- > turnover is vanity – profit is sanity

<b>DATES:</b>	28 JANUARY, 30 JULY
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	COLIN WILLISHER
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

# PERSONAL DEVELOPMENT AND MANAGEMENT COURSES

## INTERPRETING STATISTICS AND NUMBERS

This course will enable delegates to understand how statistics are created and to assess the varying levels of confidence in the results. Delegates will also be shown how to accurately interpret what the numbers say and then be able to use statistics effectively.

### SUITABLE FOR:

All delegates who use statistics.

### COURSE CONTENT:

- > descriptive statistics
- > inferential statistics
- > variables
- > parameters
- > statistics
- > summation notation
- > measurement scales
- > using the numbers effectively

<b>DATES:</b>	26 FEBRUARY, 25 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	COLIN WILLISHER
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## ADVANCED PRESENTATION SKILLS

All presentations tell a message and need to influence action at some level. By the end of the session, delegates will have integrated some powerful techniques to have their audience engaged by the presentation.

### SUITABLE FOR:

Those with a minimum of one year's presenting experience who want to take their skills of audience engagement to the next level. For all disciplines.

### COURSE CONTENT:

- > a structure that appeals to all
- > words and language for ultimate influence
- > how to make ideas irresistible
- > the importance of storytelling to engage the audience
- > headlines for maximum impact
- > how to use props effectively
- > pace and pause – how to keep the audience hooked

<b>DATES:</b>	19 FEBRUARY, 13 MAY, 13 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CHANTAL BURNS
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

## POWERFUL PRESENTATIONS

By the end of the day, delegates will be able to identify how to design and deliver presentations with maximum impact.

### SUITABLE FOR:

Executives with no previous training in presenting who would like to develop their skills to design and deliver powerful presentations.

### COURSE CONTENT:

- > preparing for the presentation
- > designing the presentation
- > using visual aids
- > maximising the impact using body language
- > making the most of the voice
- > building the relationship with the audience
- > dealing with nerves
- > handling questions effectively
- > presentation practice

<b>DATES:</b>	1 APRIL, 26 AUGUST
<b>COURSE TIMINGS:</b>	09.30 – 17.00
<b>COURSE LEADER:</b>	CATHERINE FLINTOFF
<b>MEMBER PRICE:</b>	£450 + VAT
<b>NON-MEMBER PRICE:</b>	£495 + VAT

“A very worthwhile course. The trainer presented the material in an entertaining and constructive way. I enjoyed it.”

Neil Browning, Hemming Group,  
Managing stress in the workplace

# PPA QUALIFICATIONS

Professionalising the industry is a priority for us and we are raising standards by developing industry qualifications for all the core job functions at entry, intermediate and advanced level.

# QUALIFICATIONS

## PPA Diploma in Publishing

The PPA Diploma in Publishing is the magazine and business media sector's first cross-industry professional publishing qualification. Developed for the industry in consultation with the industry, the PPA Diploma in Publishing has been nationally benchmarked and sits in the National Qualifications Framework.

The programme is designed to run over 18 months with publishers attending a series of core modules plus two further elective modules. Delegates submit two work-based assignments and present to an assessment board.

### CORE MODULES:

- > finance for publishers
- > business strategy for publishers
- > implementing the business plan
- > managing circulation, distribution and newstrade
- > managing sales teams
- > managing editorial teams
- > brand management

### ELECTIVES:

- > employment law for publishers
- > international licensing
- > launching new shows
- > media law for publishers
- > managing production
- > paper school
- > recruitment and selection skills
- > search engine optimisation

### ASSESSMENT PROCESS:

Participants are encouraged to develop their analytical, critical and evaluative ability by applying their learning from the programme to their work; they will also undergo a rigorous assessment process. The assignments aim to give participants the opportunity to add value to their organisations by addressing real and significant work-related projects. Full assignment guidelines are supplied on registration.

**MEMBER PRICE:** £6,600 + VAT

PPA members may also pay in instalments.

**FOR DATES PLEASE GO TO:**  
[www.ppatraining.com](http://www.ppatraining.com)

PPA QUALIFICATIONS ARE ONLY AVAILABLE TO EMPLOYEES OF PPA MEMBER COMPANIES.

## PPA Editorial Diploma

Much is expected of today's successful editors. They need to bring flair and vision to their role while being able to understand and manage commercial drivers. They must also know how to get the best from their diverse and talented teams.

Developed for new or aspiring magazine and brand editors, the PPA Editorial Diploma equips delegates with the skills required to give them the edge over their competitors. Participants will learn alongside their peers on dynamic courses delivered by leading industry names. Taking the diploma involves a commitment to 15 days' training over 18 months and delegates have to submit two assignments and present to an assessment board; however, the investment will be repaid by the ability to lead better brands and teams.

Candidates must complete 10 core modules and two elective modules:

### CORE MODULES:

- > finance for editors
- > business strategy for editors
- > implementing the business plan
- > managing editorial teams
- > planning editorial content
- > taking your magazine to market – understanding circulation
- > the role of advertising
- > understanding the audience
- > great design and compelling covers
- > launching and relaunching

### ELECTIVE MODULES:

- > brand management
- > media law for editors
- > paper school
- > production processes
- > time management
- > editor as publicist

### ASSESSMENT PROCESS:

Participants are encouraged to develop their analytical, critical and evaluative ability by applying their learning from the programme to their work; they will also undergo a rigorous assessment process. Assignments aim to give participants the opportunity to add value to their organisations by addressing real and significant work-related projects. Full assignment guidelines are supplied on registration.

**MEMBER PRICE:** £5,450 + VAT

PPA members may also pay in instalments.

**FOR DATES PLEASE GO TO:**  
[www.ppatraining.com](http://www.ppatraining.com)

PPA QUALIFICATIONS ARE ONLY AVAILABLE TO EMPLOYEES OF PPA MEMBER COMPANIES.

## PPA Professional Certificate in Journalism

Designed by industry editors to assess new journalists' on-the-job ability, the PPA Professional Certificate in Journalism is a qualification for journalists working on both print and web products.

Candidates on the programme compile a portfolio of work drawn from day-to-day tasks and complete a workbook that builds the skill and knowledge essential to audience-focused journalism. The workbook has four sections: the reader and the media, gathering information, writing and subbing and layout. Those undertaking the qualification are likely to be recent recruits who have taken a basic journalism training course or newcomers to the industry without formal training.

Driven by the individual, the PPA Professional Certificate in Journalism can usually be completed within three to nine months, resulting in a fully competent journalist.

### ASSESSMENT PROCESS:

#### Stage 1

- > on-the-job assessment
- > an internal assessor will sign off each unit once delegates have reached the necessary standard.

#### Stage 2

- > external assessment and review
- > delegates will be asked to attend an external interview. This will include a subbing test and examination by a panel appointed by the Periodicals Training Council. Delegates will be awarded their certificates once the panel is satisfied they are competent.

**MEMBER PRICE:** £775 + VAT

PPA members may also pay in instalments.

**FOR DATES PLEASE GO TO:**  
[www.ppatraining.com](http://www.ppatraining.com)

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## PPA Certificate in Media Sales

Ensuring that new entrants get the best possible introduction to the industry along with thorough training in the fundamentals of selling can really make the difference to the business and to their loyalty to the organisation.

Delegates on the PPA Certificate in Media Sales will graduate from the programme with the key skills they need and a solid understanding of the magazine and business media market.

The programme has been developed for those completely new to the sector and to sales. Candidates attend six modules over a three-month period and complete a comprehensive assessment process.

Candidates will discover how the magazine and business media market is developing in the UK; become knowledgeable in the role of advertising in magazines and websites and be given the tools to improve their communication, negotiation and closing skills; learn to source leads as a route to revenue and understand business from the point-of-view of the client.

### MODULES:

- > understanding the medium
- > an introduction to selling – how to hit the ground running
- > selling the benefits
- > handling objections
- > negotiation skills
- > closing the sale

### ASSESSMENT PROCESS:

Delegates will be required to submit a short report detailing how they have generated a new piece of business for their title or website as a direct result of applying the principles covered on the programme. The report will be discussed at an assessment panel.

Full assignment guidelines will be given to participants on registration.

**MEMBER PRICE:** £2,530 + VAT

PPA members may also pay in instalments.

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[www.ppatraining.com](http://www.ppatraining.com)

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## PPA Diploma in Advertising Sales

Developed for senior sales professionals working in the challenging magazine and business media market, the PPA Diploma in Advertising Sales will equip delegates with the skills, knowledge and techniques needed to develop effective brand advertising strategies, increase team motivation and maximise performance.

The programme is designed to run over a maximum of three months with delegates attending five core training days and one elective day.

### CORE MODULES

- > setting the ambition
- > organising the business to achieve the ambition
- > keeping the plan alive
- > taking your products to market
- > formulating a digital strategy

### ELECTIVES:

- > talent management
- > employment law
- > the role of the publisher
- > working with editorial teams

### ASSESSMENT PROCESS:

Delegates will apply the learning from the programme and add value to their company by addressing a real and significant work-related assignment. Delegates will review advertising business across one title or a number of titles, making recommendations for development and change in a written report. Delegates will also present their findings, recommendations and progress to an assessment panel. Assessment panel members for all PPA qualifications sign a confidentiality agreement.

**MEMBER PRICE:** £4,000 + VAT

PPA members may also pay in instalments.

FOR DATES PLEASE GO TO:  
[www.ppatraining.com](http://www.ppatraining.com)

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## PPA Certificate in Production Management

Production quality is integral to a brand's image and being responsible for production management is a stimulating and exacting role.

Delegates on the PPA Certificate in Production Management will learn about core production processes. They will be shown ways to improve their ability to make purchasing decisions and how they can meet quality and cost objectives. They will also be given advice on how to respond to developing technology and the demand for sustainability.

Developed for new or aspiring production managers, the certificate provides delegates with an exceptional opportunity to enhance their knowledge and skills and become part of an elite group of production professionals. Taking the certificate involves a commitment to a little over seven days' training delivered in 12 months and participants must also complete an assignment; however, this investment enables delegates to study and learn alongside their peers on modules delivered by industry leaders. When these modules are completed, the result is an industry recognised professional qualification.

### MODULES:

- > magazine processes and procedures
- > print processes and applications
- > pre-press processes and procedures
- > purchasing best practice
- > paper grades and impact on production (delivered by UPM at their Caledonian Mill)

### ASSESSMENT PROCESS:

Participants on the PPA Certificate in Production Management undergo a thorough assessment process combining short knowledge tests with a written project.

**MEMBER PRICE:** £1,750 + VAT

PPA members may also pay in instalments.

FOR DATES PLEASE GO TO:  
[www.ppatraining.com](http://www.ppatraining.com)

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# QUALIFICATIONS

## PPA Certificate in Direct Marketing

Endorsed by the Institute of Direct Marketing

This PPA initiative was developed in response to the need for a professional direct marketing qualification tailored to the needs of the magazine and business media industry. The programme is designed to cover all the core competencies needed to become an expert direct marketer, with particular emphasis on subscription and database marketing.

This certificate is a must for relative newcomers to publishing, as well as for those looking to reinforce and consolidate their knowledge of the direct marketing industry.

By the end of this programme, delegates will understand the principles of direct marketing including marketing planning, strategy, campaigns and evaluation and how to integrate traditional and digital media. They will also construct budgets and plans; develop a testing strategy; analyse reports; create new customer acquisition plans and construct a customer retention strategy to maximise renewals.

### MODULES:

- > context and economics
- > marketing planning and customer acquisition
- > database marketing, circulation management, budgeting
- > renewals marketing and the digital marketing mix
- > effective on- and offline creativity and integration, campaign planning and management

### ASSESSMENT PROCESS:

Assessment comprises of two written coursework assignments submitted after module two and four, and then one three-hour exam to be taken upon completion of the five modules.

**MEMBER PRICE:** £2,300 + VAT

PPA members may also pay in instalments.

**FOR DATES PLEASE GO TO:**  
[www.ppatraining.com](http://www.ppatraining.com)

**PPA QUALIFICATIONS ARE ONLY AVAILABLE TO EMPLOYEES OF PPA MEMBER COMPANIES.**

## PPA Certificate in Business Audience Development

The PPA Certificate in Business Audience Development provides a grounding in the broad range of professional audience development disciplines. As business media owners focus on shows, events and conferences as well as digital and electronic products and services, circulation training (now becoming known as audience development) needs to deliver the skills required to successfully manage this shift.

Using case studies to reinforce best practice methods, the certificate programme concentrates on the core skills of subscription and controlled circulation marketing for both print and digital products and services. It also emphasises the critical role database marketing and customer insight play in leveraging the growing importance of face-to-face services, such as shows and conferences.

The certificate programme is a must for both junior to middle-ranking circulation and marketing executives. It is also suitable for those who have recently taken on a role in or become a manager of a circulation team.

The programme requires delegates to attend three days of training.

### MODULES:

- > audience development – the new parameters
- > controlled circulation and converting controlled or free to paid subscribers
- > subscriptions
- > customer management and insight including auditing and measurement (presentations by the ABC and BPA Worldwide)

### ASSESSMENT PROCESS:

Delegates will submit a written assignment that requires them to develop a circulation development strategy for one of the titles they are currently working on. Delegates will also undergo a multiple-choice questionnaire at the end of the second module.

**MEMBER PRICE:** £1,600 + VAT

PPA members may also pay in instalments.

**FOR DATES PLEASE GO TO:**  
[www.ppatraining.com](http://www.ppatraining.com)

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## HOW A DIPLOMA MAKES A DIFFERENCE

**PHIL JOHNSON FROM CMP MEDICA SHARES WHAT WORKED FOR HIM**

“As a former editor with limited exposure to the nitty-gritty of commerce, I found the Diploma in Publishing to be a most useful support. The sessions on financial and business planning and strategy provided an invaluable introduction.

“The diploma gave me practical tools for strategy development and a supremely comprehensive framework for writing business plans. The thick file of course notes has become a well-thumbed reference with pride of place on my desk.

“I also learnt a great deal from the experiences of others on the diploma from different backgrounds and different companies.”

Phil Johnson, group publishing director, Pharmacy Division

# BOOKING FORM

PPA TRAINING – DELEGATE BOOKING FORM

## PERSONAL INFORMATION

DELEGATE NAME: .....

JOB TITLE: .....

COMPANY NAME: .....

COMPANY ADDRESS: .....

.....

.....

POSTCODE: .....

EMAIL: .....

TELEPHONE: .....

FAX: .....

## YOUR TRAINING NEEDS

LENGTH OF TIME IN THIS JOB: .....

WHAT DOES YOUR JOB ENTAIL? .....

.....

.....

.....

ANY PREVIOUS TRAINING IN THIS AREA?  YES  NO

IF YES, PLEASE GIVE DETAILS: .....

.....

.....

.....

WHAT DO YOU HOPE TO LEARN BY THE END OF THIS TRAINING SESSION? .....

.....

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.....

.....

DO YOU HAVE ANY ACCESS/DIETARY REQUIREMENTS? .....

.....

.....

SIGNED: .....

DATE: .....

BOOKED BY: .....

(if not booked by the delegate)

## COURSE INFORMATION

COURSE NAME: .....

COURSE DATE: .....

Please fill in a separate photocopy of this form for each delegate and each course.

All fees are per delegate and exclude VAT. Payment for the course should be received with the booking/s.

Cheques should be made payable to PPA Ltd or payment can be made with a credit card (MasterCard or Visa).

PPA can invoice PPA members.

## PAYMENT INFORMATION

PPA member  Non-member

Please email your completed form to: training1@ppa.co.uk  
Fax to PPA Training on 020 7404 4167 or post it together with payment to:  
PPA Training, Queens House, 28 Kingsway, London, WC2B 6JR

Cheque (payable to PPA Ltd) enclosed for fee + VAT=Total

Credit card details:

Card type: Visa  MasterCard

CARD NO: .....

EXPIRY DATE: .....

CARDHOLDER'S NAME: .....

CARDHOLDER'S ADDRESS: .....

.....

.....

.....

POSTCODE: .....

**Please provide a telephone number for the cardholder as they will be contacted for the security code of the card.**

.....

### Please note our cancellation terms:

Should circumstances mean that you need to transfer to another PPA Training course then the following charges will apply dependent on the notice given. More than four weeks prior to the course – no charge; two to four weeks prior to the course – additional 25% of the course fee; less than two weeks prior to the course – additional 50% of course fee. If you have to cancel your course and are unable to transfer your booking to another date at the time of cancellation the following charges will apply: more than four weeks prior to the course – no charge; two to four weeks prior to the course – 50% of course fee; less than two weeks prior to the course – full fee – i.e. no refund. Cancellation or transfer must be made in writing and received by PPA Training by the due date.

PPA would like to provide you with information on PPA events and activities.

If you do not wish to receive this please tick here

# COURSE LEADERS

## Charles Arthur

Charles is business development director of Alliance Media Services, a publishing services company specialising in circulation consultancy, database marketing and subscription fulfilment. Previously, Charles ran his own UK based circulation marketing and training business, Artorius Consulting, for seven years. He has also been an executive director at Miller Freeman Direct.

## Debbie Bowman

Debbie is an experienced advertisement sales director who has managed large sales teams in both the national newspaper and consumer magazine market.

## Wendy Bristow

Wendy has been a journalist on consumer titles for over 20 years as well as launch editor of *more!* and deputy editor of *Company* and *Cosmopolitan*. She is also a trained coach specialising in working with writers and editorial people.

## Lynda Burgess

Lynda has 17 years of publishing experience including 12 years online. She has worked as both editor and publisher on both online and offline products. Lynda was group online editor at Future Publishing and also worked with RBI to help integrate their online and offline strategy.

## Chantal Burns

Chantal has a wealth of experience in media sales and management, having worked at some of the UK's leading publishing companies, managing high performance teams in press and digital. She launched a training and coaching consultancy eight years ago. A qualified performance coach and facilitator, Chantal specialises in digital sales, personal effectiveness and communications skills training.

## Scott Carson

Scott is a director of sales consultancy Kiss the Fish and a qualified CEDR (Centre for Effective Dispute Resolution) mediator. He has worked with the Police specialising in re-engaging with teenagers with SEBD (Social and Emotional Behaviour Difficulties). He now works with HR professionals and managers in the areas of conflict prevention and resolution.

## Peter Dear

Until 2000, Peter was deputy chief executive of PPA with a wide portfolio of magazine industry and publishing responsibilities. He has been involved with many training initiatives and has developed and run a varied range of successful courses.

## Richard Dennys

Richard is an online entrepreneur and public speaker with a track record in online sales and marketing. He built up a business with annual sales of over £3m on a marketing spend of under £50,000 per year in under three years. He now offers his insights and skills to media owners through PPA.

## John Dyson

John started reporting for national dailies then turned freelance. For 40 years he has written technical, investigative and adventure stories all over the world mainly for *Reader's Digest*. Recent assignments include Chernobyl and Soweto. He has also written a number of TV documentaries and 22 books.

## Annemarie Flanagan

Annemarie is a journalist with 20 years' experience. Previously a reporter and producer for BBC radio and television, she now writes features for magazines and newspapers with clients including *The Guardian*, *Daily Telegraph*, *Daily Express* and *Sunday Express*. She is an experienced freelance media trainer.

## Catherine Flintoff

Catherine has over a decade's experience in media sales management. She has led successful teams across several media platforms including publishing, internet, radio and interactive TV. In 2002 she launched Mascot, a management and sales training consultancy. She holds the CIPD (Chartered Institute of Personnel Management) Certificate in Training Practice.

## Toby Goldblatt

Toby is a digital consultant and company director with over 15 years of experience. He works with a number of UK and international clients developing their digital business approaches. Clients have included Barclays, Christian Aid, Modem Media, HP, IBM, BT, and UBS.

## Terry Grimwood

Terry's varied career in magazine publishing has included eight years as marketing director of Seymour Distribution and publisher of market-leading titles such as *Computer Shopper*. He also runs a successful research company and publishing consultancy.

## Angela Hatton

Angela is a specialist in strategic and operational marketing. Her current publishing sector client base includes IPC Media and Telegraph Media. Two of her books *Definitive Guide to Marketing Planning* and *Definitive Business Pitch* are available in several languages worldwide.

## Caroline Hiller

Caroline has worked in magazine publishing for over 25 years. Her career includes seven years as publishing director for Haymarket Publishing. She has more than 10 years' experience as a trainer and is an assessor on PPA's Diploma in Publishing.

## Jocelyn Hughes

Having enjoyed a successful career in training management within blue chip organisations, Jocelyn began working as a freelance consultant in 1998. Jocelyn has over 20 years of experience and 14 years as a soft skills trainer in these environments.

## Mary Langan

Mary is a highly experienced advertising sales director. Her career spans business and professional, customer and consumer magazines. She has managed large sales teams across classified, display, creative solutions and digital.

## Lynette Lowthian

Lynette is a working journalist with more than 20 years' experience. She is publishing editor of the family life magazine, *Right Start*. She has worked as a trainer for more than 10 years. Clients have included Redwood, Hachette Filipacchi, Quantum, Redactive, Informa and The Institute of Physics.

## Rob Lowthian

Rob is a through-the-line copywriter with 17 years' experience at Lowe Broadway writing business and consumer ads for press, radio, direct mail, promotions and more.

## Brendan Martin

Brendan is a freelance journalist and journalism trainer, contributing to a wide range of newspapers and magazines. He has worked for *The Times*, *Daily Express*, *Sunday Mirror*, *Music Week*, *Computer Weekly*, *Woman's Own* and the Irish Independent Group.

## David Mascord

David has more than 15 years' experience in journalism working as a reporter, feature writer, sub-editor and editor on monthly and weekly business and consumer magazines. He spent four years as editorial training manager at Reed Business Information.

## Richard Masters

Richard specialises in delivering management and leadership development programmes, including corporate strategy development. He has 27 years' experience in the financial services sector at all levels from retail branch to corporate banking with HBOS. Richard is also a master practitioner for NLP.

**Karen May**

Karen has been a magazine journalist for more than 20 years and has been editor of five business and consumer magazines. Since 1997, she has been a freelance editor, copywriter and trainer for a range of clients including Redactive, IPC Magazines, Redwood, Future, Telegraph Media and BBC Magazines.

**Julian Mayers**

Julian has been producing radio programmes for the BBC for over 13 years. In 2005 he and Laurence Lennard, also ex-BBC TV, created yada-yada productions, taking the broadcast expertise they had gained from the BBC into the online world where they work with many blue chip clients providing video and audio production and training.

**Darren McGrath**

Darren started his career as a graduate trainee at Haymarket Business Publications. Darren now runs a leading independent training consultancy that specialises in delivering bespoke training services for the publishing and events markets.

**Jennifer Menten**

Jennifer is a direct marketing copywriter and creative consultant specialising in subscription marketing. Trained in New York, she has won more than 25 creative awards and worked with magazine clients on both sides of the pond. These include: Condé Nast, National Magazine Company, BBC Worldwide, Emap, IPC Media, Reed Elsevier and Telegraph Media.

**Christine Michael**

Christine has been a magazine journalist for over 25 years and has edited six titles in business and consumer markets. In 2008 she launched *Sweet Magazine*, a newsstand health title for an independent publisher, which she edits as well as writing and training.

**Andrew Milbourn**

Andrew is CEO of sales consultancy Kiss the Fish. He has worked across many industries including fmCG, packaging, cars, retail and media. He was Future's first advertisement sales director and has created a unique value-centred approach to selling magazines.

**Nick Molden**

Nick has more than 10 years' experience in magazine publishing and runs Oxford Indices, a specialist analytics firm that focuses on optimising the magazine supply chain for publishers and retailers. He has previously worked at Haymarket Publishing, United Business Media and United Advertising Publications.

**James Morrison**

James has been a journalist for more than 14 years and is a freelance feature writer and journalism trainer. He has worked for the *Press Association*, *Daily Mail* and the *Independent on Sunday*. He is now a senior lecturer in writing, public affairs and politics and media management at Kingston University and recently finished work on the new NCTJ core textbook for public affairs for Oxford University Press.

**David Nutt**

David has over 30 years' intensive subscription marketing experience in organisations such as Consumers' Association and Stonehart Publications. He now runs his own specialist marketing consultancy, handling subscription marketing assignments for a variety of magazine, newsletter and journal publishers – from *Time Out* to *Training Journal*.

**Karen and Martin Price**

Karen and Martin are partners in KMP Training and Consultancy, a major provider of management training for clients in magazines, newspaper and radio.

**Debra Sharron**

Debra was an IPC graduate trainee who became an ad manager before joining the National Magazine Company as corporate promotions director. She now runs an independent media sales training consultancy while still managing a number of sales and promotions projects.

**Ingrid Shields**

Ingrid has been an editorial designer for over 12 years and is a freelance editorial design consultant and trainer. After her role as Group Art Director for FT Business magazines, she joined Belknap + Co, an award winning editorial design consultancy. She now specialises in concepts, design development and launches.

**Duncan Smith**

Duncan is a director of iCompli Ltd and a trainer on information law and privacy. iCompli specialises in delivering compliance solutions in the arena of information law, privacy and corporate social responsibility. He is an experienced speaker and motivator and delivers solutions to a wide cross section of UK industries.

**Sally Stanley**

Sally started her career in media sales in 1978 with Haymarket Publishing. Having spent seven years with a media training company, she now runs her own sales training consultancy.

**Paul Streeter**

Paul established his own training consultancy in 1989, specialising in the areas of professional sales and people management. Before that, he worked in the City, including three years as the management training advisor for a publishing organisation and four years as the training manager for a leasing company. To date, he has worked with 60 organisations, on a national and international level. He is a member of the Chartered Institute of Personnel Development.

**Kathy Watson**

Kathy is senior lecturer in journalism at the University of Greenwich and a business journalism trainer of long-standing. She has written for a wide range of business publications in various senior roles for more than two decades.

**John Weir**

John has been a successful publisher of both magazines and websites. For five years, he led the Technology and Internet strategy at Future where he launched more than 25 magazines and websites, including *Internet Works*, *Digital Camera Magazine* and *Microsoft Windows XP – The Official Magazine*. He is now a consultant for magazine and newspaper publishers.

**Margaret Whiteford**

Margaret has worked with a number of international magazine publishers for the last 20 years in a variety of marketing services and consulting assignments. In 2006 she created The Ignite Partnership and currently works as a coach and mentor, combining her business experiences with the management and leadership development skills of partner Richard Masters.

**Colin Willsher**

Colin has been a trainer for over 30 years and currently specialises in management, leadership and sales and marketing areas. His experience in the publishing industry covers regional newspapers, business and consumer publications, customer magazines, directories and the web. His responsibilities have included various roles in advertisement sales, newspaper sales, subscription sales, sales management, general management and marketing.

**Brian Wiseman**

Brian's career has been in marketing communications, with an emphasis on exhibitions. In his 35 years in the industry, he has launched magazines and exhibitions including *FHM* in 1983, a fashion exhibition for Blenheim in 1990 and the record-breaking *Erotica* in 1997. He is now a consultant.

# ALPHABETICAL COURSE LISTING

Adding value through the sales process:			
21st century customer engagement	19	Editorial diploma	44
Advanced online sales	23	Editorial management	12
Advanced pitching skills	20	Effective dispute resolution: mediation for HR professionals	39
Advanced presentation skills	42	Effective business writing	41
Advanced search engine optimisation	32	Effective influencing and communications skills	19
Advertisement sales management, introduction to	23	Effective staff promotion	37
Advertising sales diploma	45	Effective subbing	5
		Effective telephone sales	16
Be a better proofreader	6	Expert style and tone: find and use your magazine's unique voice	5
Briefing and managing a website build	35	Extract more profit: optimise your magazine distribution	30
Budgeting and forecasting for advertising sales	20		
Building client relationships through productive meetings	19	Feature writing skills, introduction to	4
Building communities on the internet	9	Finance for non-financial managers	41
Building effective trading strategies with key retailers (operational)	29	Finding the business story	11
Building effective trading strategies with key retailers (strategic)	29	Future of web content	8
Building subscription partnerships	28		
Business and financial reporting	11	Get more from your magazine brand	32
Business audience development certificate	46	Get more subscribers	27
		Get the best from your freelancers	12
Closing the sale	17	Guide to circulation for editors	30
Coaching skills for high performance	38		
Commissioning skills	12	Handling objections	20
Compelling covers	14	How the newstrade works	31
Converting free readers to paying subscribers	28	How to be assertive	36
Creative techniques to increase renewals	29	How to create winning cross-media proposals across print, digital and live events	23
Creating a free distribution strategy	30	How to get your website noticed	8
Creating and managing a digital business case	34	How to sell to media buyers in advertising agencies	19
Creating an integrated circulation strategy	29	How to write great selling copy	23
Creating a successful subscription mailing	27		
Creating a winning cover strategy for retail	30	Identifying and selling creative solutions to clients and agencies	18
Creativity and problem-solving	40	Impact of web 2.0 for editorial teams	9
Customer publishing, introduction to	13	Improving your design for business magazines	15
		Increasing your sales effectiveness	17
Data capture and analysis for online selling	21	Internet marketing, introduction to	24
Delivering content for digital magazines	8	International marketing, introducing	25
Design for non-designers	14	Interpreting financial statements: what the figures really mean	41
Design skills for consumer magazines	15	Interpreting statistics and numbers	42
Developing an online subscription strategy	28	Investigative writing	10
Developing customer and competitor insight	25		
Develop your emotional intelligence	36	Journalism certificate	44
Digital marketing	24		
Direct marketing certificate	46		

Know your online audience	22	Production management certificate	45
Language and grammar tips for communication professionals	5	Profiting from the internet	34
Launching new shows	35	Publishing diploma	44
Leading successful teams	37	Publishing success on the internet	34
Libel and copyright law: on- and offline	13	Realign your business to embrace online	21
Magazine and brochure production	14	Recruitment and selection interviewing	36
Make a positive impact at work	39	Repurposing print content for the web	7
Make your web content work harder	7	Research skills for feature writers	5
Making an effective business case	40	Richer content: video, audio, social media	9
Making your brand work online	33	Role of the publisher	32
Managing change	38	Sales planning made simple	18
Managing conflict	38	Search marketing, introduction to	24
Managing effective meetings	39	Secrets of successful email copywriting	25
Managing online editorial teams	12	Selling advertising during the credit crunch	21
Managing poor performance	38	Selling advertising in customer magazines	16
Managing relationships at work	36	Selling a series	18
Managing stress in the workplace	40	Selling classified and recruitment advertising online	22
Managing your news operation	11	Selling customer magazines to agencies	18
Marketing planning for publishing	24	Selling display advertising online, introduction to	22
Mastering budgets and forecasts	41	Selling, introduction to	16
Mastering influence	39	Selling the benefits	17
Maximising online sales	22	Sharpen your copy skills	6
Measuring the effectiveness of marketing	25	Sharpen your feature writing skills	4
Media law and the internet	13	Sharpen your news writing skills	4
Media sales certificate	45	Social publishing: how to use readers to build communities and new products	33
Motivation, delegation and empowerment	37	Sponsorship sales for conferences and exhibitions	21
Moving from selling classified to display	17	Subscription marketing for business magazines	27
Negotiation skills	20	Subscription marketing for consumer magazines	27
Negotiating the regulation minefield: tips for marketers	26	Successful conference planning	35
News writing skills, introduction to	4	Technical writing	10
Next generation magazines	8	Time management: prioritising for success	40
Online audio podcast, introduction to	10	Trends in consumer design	15
Online publishing	33	Understanding magazine design	14
Online strategies for business publishers	33	Understanding magazine finances	32
Online video, introduction to	10	Understanding the magazine medium	16
Performance management	37	Writing and subbing for the web	7
Planning and editing your website	9	Writing for the web: search engine optimised content	7
Planning your subscriber acquisition strategy	28	Writing PR copy for print and online	6
Powerful presentations	42	Writing press releases	6
Practical interview training	11		

# YEAR PLANNER

## DATES AND PRICES

Course Title	Page	Member fee*	Non member fee*	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>EDITORIAL COURSES</b>															
<b>News and feature writing</b>															
Introduction to news writing skills	4	£405	£450	7			1			3			16		
Sharpen your news writing skills	4	£405	£450		4				1				1		
Introduction to feature writing skills	4	£405	£450	12				1				3		2	
Sharpen your feature writing skills	4	£405	£450			4			12			11			1
Research skills for feature writers	5	£405	£450					5						13	
<b>Writing skills and tips</b>															
Language and grammar tips for communications professionals	5	£315	£350				28							24	
Effective subbing	5	£405	£450			25			2					17	
Expert style and tone: find and use your magazine's unique voice	5				4							1			
Sharpen your copy skills	6	£315	£350			3						29			
Be a better proofreader	6	£405	£450		26							11			
<b>PR skills</b>															
Writing press releases NEW	6	£405	£450	15						2					
Writing PR copy for print and online	6	£405	£450						8			22			
<b>Online content and the web</b>															
Writing and subbing for the web	7	£440	£485	20			8			1			20		
Writing for the web: search engine optimised content NEW	7	£475	£525		6				11					9	
Making your web content work harder	7	£440	£485			3						2			
Repurposing print content for the web	7	£440	£485					1						3	
Delivering content for digital magazines	8	£440	£485					6				30			
How to get your website noticed	8	£440	£485					13							1
The future of web content	8	£440	£485	28						2					
Next generation magazines	8	£440	£485						17					20	
Building communities on the internet	9	£475	£525							8					7
The impact of web 2.0 for editorial teams	9	£440	£485			4									14
Planning and editing your website	9	£440	£485		13								23		
Richer content: video, audio, social media NEW	9	£475	£525		2			5						5	
Introduction to online audio podcast NEW	10	£475	£525		5							3			
Introduction to online video NEW	10	£475	£525					18					14		
<b>Specialist skills</b>															
Investigative writing	10	£405	£450					15						16	
Technical writing	10	£405	£450						17				22		
Practical interview training	11	£405	£450				24								4
Business and financial reporting	11	£405	£450			26				23				12	
Finding the business story NEW	11	£405	£450			5							15		
<b>Management</b>															
Managing your news operation NEW	11	£315	£350					12				8			
Commissioning skills NEW	12	£315	£350				9							5	
Editorial management	12	£450	£495	14				28		24			30		
Managing online editorial teams	12	£450	£495		25			27				9			
Get the best from your freelancers	12	£315	£350		3							10			2
<b>Media law</b>															
Media law and the Internet	13	£315	£350	8				14					9		
Libel and copyright law: on- and offline	13	£405	£450	30					30						3
<b>Customer publishing</b>															
An introduction to customer publishing	13	£405	£450					7							
<b>DESIGN AND PRODUCTION COURSES</b>															
<b>Understanding design and production</b>															
Understanding magazine design	14	£405	£450					5						10	
Design for non-designers	14	£405	£450						15		27				11
Compelling covers	14	£405	£450					29		9			26		
Magazine and brochure production	14	£405	£450			9									
Trends in consumer magazine design	15	£315	£350						26					26	
Design skills for consumer magazines	15	£405	£450						7				13		
Improving your design for business magazines	15	£405	£450						18						15
<b>MEDIA SALES COURSES</b>															
Understanding the magazine medium	16	£415	£460	20						20					
An introduction to selling: how to hit the ground running	16	£830	£915		5&6						18&19				
Effective telephone sales	16	£415	£460		16	8				16		23		20	
Selling advertising in customer magazines	16	£415	£460		13										

# PUSHED FOR TIME? TRY A FAST-TRACK COURSE INSTEAD

Too busy for a full-day course away from the office? PPA also offers short, fast-track sessions that can be delivered in-company with other team members or on a one-to-one basis. Our trainers offer three-hour courses in a range of subject disciplines.

In-house training can have significant benefits. It can be more economical than attending open workshops and it can be completely focused on and tailored to a company's vision, situation and products.

Take the **Writers' Clinic**, for example. This half-day, three-hour session, held in-house, will revitalise lazy writing habits and kick-start greater creativity and clarity. It can be followed by another three-hour **Shadowing** session where the trainer shadows delegates as they work, helping them to polish writing style and tone. These sessions can be done in private or as a group.

For more information on tailored courses and fast-track courses offered by PPA, call Sarah-Jane MacGregor on 020 7400 7533 or visit the website [www.ppatraining.com](http://www.ppatraining.com)

Course Title	Page	Member fee*	Non member fee*	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>MEDIA SALES COURSES cont</b>															
<b>Developing sales</b>															
Selling the benefits	17	£315	£350		24						21				
Increasing your sales effectiveness	17	£415	£460					20					15		
Moving from selling classified to selling display	17	£415	£460						11					13	
Closing the sale	17	£415	£460				24						20		
Selling a series NEW	18	£315	£350						19				29		
Sales planning made simple NEW	18	£315	£350		13						28				
<b>Selling to agencies</b>															
Selling customer magazines to agencies	18	£415	£460				27								
Identifying and selling creative solutions to clients and agencies	18	£415	£460			18						11			
How to sell to media buyers in advertising agencies	19	£415	£460					22				15			8
Building client relationships through productive meetings	19	£415	£460			6								3	
<b>Specialist sales skills</b>															
Adding value through the sales process:															
21st century customer engagement NEW	19	£415	£460						10				2		
Effective influencing and communication skills	19	£450	£495					6					7		
Handling objections	20	£315	£350	29		6						4			
Budgeting and forecasting for advertising sales NEW	20	£415	£460		18									13	
Negotiation skills	20	£415	£460	27			6			28			15		
Advanced pitching skills NEW	20	£475	£525						9					27	
Selling advertising during the credit crunch NEW	21	£315	£350			20						25			
<b>Sales for conferences</b>															
Sponsorship sales for conferences and exhibitions	21	£415	£460						9						9
<b>Online sales</b>															
Data capture and analysis for online selling NEW	21	£475	£525			2				1				23	
Realign your business to embrace online NEW	21	£475	£525	9					15					4	
Know your audience online	22	£475	£525					26			11				
Introduction to selling display online	22	£475	£525	13		9				10			21		
Maximising online sales NEW	22	£475	£525		17									13	
Selling classified and recruitment advertising online	22	£475	£525			7					12				
How to create winning cross-media proposals for print, digital and live events NEW	23	£415	£460					8						27	
Advanced online sales	23	£475	£525	14		19				14					4
Introduction to advertising sales management	23	£415	£460	26		7					27			5	
<b>Copywriting</b>															
How to write great selling copy	23	£405	£450			24								4	
<b>MARKETING COURSES</b>															
<b>Internet marketing</b>															
Introduction to internet marketing	24	£455	£505			30					20				
introduction to search marketing	24	£455	£505		4						4				
Digital marketing NEW	24	£475	£525		5				4					10	
<b>Marketing planning</b>															
Marketing planning for publishing	24	£405	£450	30						23					
Developing customer and competitor insight	25	£405	£450		23					20					
Introducing international marketing	25	£405	£450		24					21					
Measuring the effectiveness of marketing	25	£405	£450	29						22					
<b>Email marketing</b>															
The secrets of successful email copywriting NEW	25	£405	£450				15							29	
<b>Marketing regulation</b>															
Negotiating the regulation minefield: tips for marketers	26	£405	£450							23				25	
<b>CIRCULATION COURSES</b>															
<b>Subscription marketing</b>															
Get more subscribers	27	£315	£350		11							16			
Subscription marketing for consumer magazines	27	£405	£450		24								28		
Subscription marketing for business magazines	27	£405	£450					14					29		
Creating a successful subscription promotion	27	£405	£450	30							6				
Building subscription partnerships	28	£405	£450			26							12		
Developing an online subscription strategy	28	£405	£450		10				4					25	
Planning your subscriber acquisition strategy	28	£315	£350				27						14		
Converting free readers to paying subscribers	28	£405	£450			10			11				8		
Creative techniques to increase renewals	29	£315	£350		19					10				6	
<b>Circulation management</b>															
Creating an intergrated circulation strategy	29	£405	£450						2			23			
Building effective trading strategies with key retailers (strategic)	29	£405	£450					12				24			

Course Title	Page	Member fee*	Non member fee*	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>CIRCULATION COURSES cont</b>															
Building effective trading strategies with key retailers (operational)	29	£405	£450				7							10	
Extract more profit: optimise your magazine distribution NEW	30	£315	£350					22				27			
Creating a free distribution strategy	30	£405	£450						23					11	
Creating a winning cover strategy for retail NEW	30	£405	£450					11						24	
A guide to circulation for editors (consumer magazines) NEW	30	£405	£450						24					12	
How the newstrade works	31	£315	£350					1							
<b>PUBLISHING COURSES</b>															
The role of the publisher	32	£405	£450					11						23	
Understanding magazine finances	32	£405	£450		9							7			
Get more from your magazine brand	32	£315	£350			5				9			19		
<b>Online and digital publishing</b>															
Advanced search engine optimisation for publishers NEW	32	£475	£525					6			28				16
Social publishing: how to use your readers to build communities and new products NEW	33	£475	£525				7						27		
Online strategies for business publishers NEW	33	£475	£525		6									3	
Online publishing	33	£455	£505	14					3					19	
Making your brand work online	33	£455	£505							15					
Profiting from the internet	34	£455	£505	16				29			24		30		3
Next generation magazines	34	£440	£485						17					20	
Publishing success on the internet	34	£455	£505							31				30	
Creating and managing a digital business case NEW	34	£495	£545	26					1					3	
Briefing and managing a website build	35	£450	£495		16					22					
<b>How to launch a show</b>															
Launching new shows	35	£900	£990						15&16					9&10	
Successful conference planning	35	£405	£450			20						2			
<b>PERSONAL DEVELOPMENT AND MANAGEMENT COURSES</b>															
<b>Work relationships</b>															
Managing relationships at work	36	£450	£495	19				18					19		
How to be assertive NEW	36	£450	£495						24						15
Develop your emotional intelligence NEW	36	£450	£495				23						1		
<b>Leadership and motivation</b>															
Recruitment and selection interviewing NEW	36	£450	£495				24						21		
Effective staff promotion NEW	37	£450	£495			9						14			
Leading successful teams	37	£450	£495		2							21			
Performance management NEW	37	£450	£495					7					12		
Motivation, delegation and empowerment	37	£450	£495		23				22				5		
Coaching skills for high performance	38	£900	£990						16 & 17					11 & 12	
Managing poor performance NEW	38	£450	£495					21							8
<b>Handling change and conflict</b>															
Managing change	38	£450	£495		2					6					
Managing conflict	38	£450	£495				29					18			
Effective dispute resolution: mediation for HR professionals NEW	39	£450	£495					20						18	
<b>Developing essential skills</b>															
Managing effective meetings	39	£345	£380				22					17			
Make a positive impact at work	39	£345	£380						3					11	
Mastering influence NEW	39	£450	£495					15					27		
Creativity and problem-solving NEW	40	£450	£495					21							10
Managing stress in the workplace	40	£450	£495				23						9		
Time management: prioritising for success	40	£450	£495				30						23		
Making an effective business case	40	£405	£450			27							13		
Effective business writing NEW	41	£315	£350						16				22		
<b>Financial management</b>															
Finance for non-financial managers	41	£450	£495						26					24	
Mastering budgets and forecasts	41	£450	£495				28						30		
Interpreting financial statements: what the figures really mean	41	£450	£495	28						30					
Interpreting statistics and numbers	42	£450	£495		26						25				
<b>Presentation skills</b>															
Powerful presentations	42	£450	£495				1				26				
Advanced presentation skills	42	£450	£495		19			13			13				

\*all prices are exclusive of VAT

# CONTACT PPA TRAINING'S DEDICATED TEAM

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## THE SMALL PRINT

All courses are held in PPA's suite of training rooms in Queens House, Holborn, unless otherwise stated. Every course includes lunch and delegates are worked hard but given plenty of time to network.

Payment for the course must be received with the booking/s. Your course booking will not be confirmed until full payment is received. Cheques should be made payable to PPA Ltd or a credit card can be used. Please be aware of PPA Training's cancellation terms which are outlined on the booking form.