

## What makes our training so effective? Digital Training Academy courses

Overview for partners  
Spring 2006

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“Training is critical to unlocking  
the potential of digital  
marketing channels”



There is a vast skills gap in the media and marketing industries. It's holding individuals and companies back. Only through effective training can your brand unlock the potential of the digital marketing channels



Making sense of a digital world

[digitalstrategyconsulting.com](http://digitalstrategyconsulting.com)

There is a vast skills gap in the media and marketing industries. It's holding individuals and companies back. Online can be tough; impenetrable language, constantly changing technologies or suppliers, unclear business process and evolving models for trading. And the pace means that even if you were up to speed six months ago the game will have moved on. That's why we set up our programme of digital training academies; to provide top quality, jargon free, leading edge training to the future leaders of the media and marketing industries.

#### What makes our courses so effective?

- ☑ Leading trainers and freshest thinking
- ☑ Customized learning plan based on comprehensive training needs analysis to focus on the specific skills, knowledge and attitudes your team need
- ☑ Tailored to take into account the experience of your participants, from the most senior executives to the newest juniors
- ☑ Fast-paced intensive courses that minimize time spent out of office
- ☑ Practical courses grounded in current best practice
- ☑ Robust action plans to transfer the learning back into your business
- ☑ Qualification ladder for further learning

## The training benefit

Training unlocks people's potential. It makes those new to the industry good, and those with experience, great. It can have the greatest return of any investment a firm makes because it fundamentally changes how the firm performs. In digital marketing there is a skills vacuum. Many media and marketing executives struggle with online. They may have been excellent in their roles until now, but digital has arrived very suddenly, it's constantly changing and they've nowhere to turn. Even for those already in the industry, training can be a powerful way to confirm existing knowledge, or explore more advanced issues.

### One day mainstream marketing degrees will solve this

Like any skills gap, the market eventually solves the need. But right now formal marketing qualifications take too long, they are too general, and the teaching cannot be fresh enough in a sector moving this fast. There are few trainers specializing in digital marketing and most remain too broad, too shallow, or don't talk to the specific needs and challenges of the market right now.

## Our approach

Rather than using academics, we focus on practitioner-led training. This fuses hands-on expertise with deep sector knowledge. Our instructional designers ensure there is clear knowledge transfer and tutors are constantly reviewed to ensure their performance matches client needs.

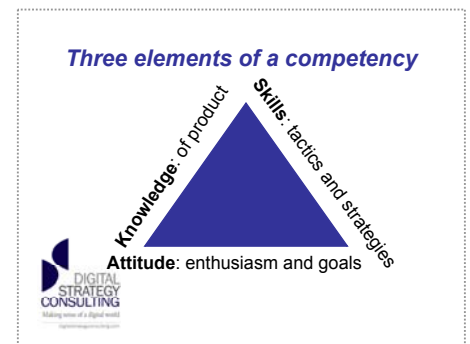
### Digital experts

All our tutors have at least ten years experience in digital marketing. They can teach way beyond the level of the course which means that if learners uncover broader challenges then they'll be well-placed to support them. Our guest lecturers will be similarly well qualified, and have further specialist skills; deep understanding of niche aspects of the industry.

### Training builds competency

Our training:

- Develops knowledge
- Builds skills
- Changes attitudes



Training is the difference between good performance and great performance. In a young industry it's all the more important and is needed at every level.

### Passionate about digital; expert in training

Being leaders in the digital industry is not enough to guarantee effective training. Go to a conference and you'll hear speech after speech from industry leaders, but how much of it will you remember the next day?

Our training uses sophisticated instructional design techniques to ensure knowledge is transferred and that the learning sticks. During our Digital training Academies we move learners around the learning cycle, examining theory, trying things out, reflecting on the experience and drawing conclusions. All learners are equipped with action logs and coached to convert what the course covers into tasks to complete in-company afterwards.

### Digital Training Academy courses; three standard levels, three standard durations

- Orientation days and half days
- Intensive one-day courses
- One week programmes

We also run short executive briefings for senior managers.

Each course can be delivered at three levels:

- Orientation (those new to the sector)
- Intermediate (those with some experience)
- Advanced (experienced practitioners)

For in-company courses a training needs assessment is carried out in advance and courses are heavily customized around specific business goals. For public access courses we will work with our training partners and the learners themselves to ensure effective streaming.

### Training clinics and lifelong learning

We're committed to helping your company perform better. Training should be turned into business tools that kick-start immediate changes in the way individuals, teams and organizations behave. We foster this through training clinics for in-company groups two weeks after the training event has been completed, and can provide additional mentoring support from course tutors. Our management training includes the development of toolkits that can be used by junior executives, along with roadmaps for team development.

“Training is critical to building strong teams and equipping executives with the tools they need for their brands to unlock the potential of digital channels. Training in digital marketing is essential”

### Our knowledge transfer promise

We weave the training into your business. As business practitioners, we help you to enhance your organization, embedding what we teach so your team becomes permanently more effective.

What frustrated us about most training is that it is a 'one-off' event, with knowledge often lost soon after the course has finished. Our fresh approach turns many lessons into management tools your organization can use, and we help your team incorporate this into their monthly routine to let the effects of the training build over time, enhancing the learning of the executives who joined us and giving a solid framework for new team members joining your group. This enables you to see the return that you've got from choosing our course.



#### Building stronger teams

Digital managers on one of our pan-European Digital Marketing Training Academy courses.

London, November 2005.



#### Jargon Busting

Always a popular module on our courses. We don't just explain the meaning, but we explore the context until the learners are confident they can explain it to their colleagues.

## Example: Digital Research Training Academy

### Harnessing the power of web marketing research to improve business performance (One day, intermediate)

- Do you lack confidence to use online tools for research?
- Are you clear about how brand effectiveness can be tracked online, or on the types of research that websites can automatically generate?
- Do you routinely include research techniques in your online marketing campaigns?

This course will help you:


- Understand what is possible and what is easily available
- Appreciate the different methodologies
- Learn how to commission research
- Learn how to interpret research and fit it into business decision making

### Course programme

One day of workshops, seminars, lecturettes, and team discussions

- Welcome and ice breakers - What rocks and flops in online research
- Welcome, context of digital competencies: knowledge, skills, attitude and goals
- Become research jargon busters
- Role of research in marketing and strategy decision-making
- Types of research: qual / quant, claimed / observed, validity checks
- Roadmap of providers
- Brand effectiveness research explained
- Audience panel research in depth
- Designing effective online customer surveys
- Translating research results into business case
- The lifecycle of a research project
- Setting SMART research objectives
- Research case studies
- Team exercises and challenges
- Hints and tips on commissioning research

**Marketing texts we suggest...**



**Seth Godin's Purple Cow**

- Standing out from the crowd
- Investing in Excellence

**Malcolm Gladwell**

- Harnessing social networks.
- Marketing through trusted peers.

**Naomi Klein**

- The backlash against brands.
- The backlash against globalisation...

**Philip Kotler**

- The challenge to stand out.
- Inventing new rules.

We support courses with suggested reading lists and can advise senior executives about texts for their teams to maintain a stream of knowledge

## Example: Digital Management Training Academy

### Strategy and commercial development programme for senior managers (Five half days, intermediate level)

- Are you confident your business is focused in the right direction?
- Do you have the right key performance indicators in place?
- Do you fully support your team?
- Can you assure your board their investment will pay off?

This course will help you:

- Apply key aspects of marketing theory to your digital business
- Check your strategy is on track with industry best practice
- Improve your understanding of the sales case
- Understand how you can support your sales teams moving forward

### Course programme

Market insights

- Recap of some relevant marketing theory
- Exactly how are customer (reader) needs changing?
- Exactly how are customer (advertiser) needs changing?
- Customer journey theory applied to a key advertiser sector
- Overview of audience and expenditure markets

Getting the strategy clear

- Prioritization: Key issue identification and evaluation
- Product: Do you have the right advertising products?
- Presentation: Do you market and present yourselves effectively?
- People: Are colleagues trained to the necessary level?
- Performance: How do you create an agile structure?
- Practicalities: Road mapping key issue deliverables

Effective commercial models

- Targeting: lecturette followed by discussion
- Trading models: lecturette followed by discussion
- Advertising format selection: lecturette followed by discussion
- Training and team structure: lecturette followed by discussion

Making the sales case

- Agency planners views: stimulus material, followed by discussion
- Audiences: lecturette followed by discussion
- Creative impact: Creative examples, followed by discussion
- How do you measure and explain the brand impact of web advertising?
- What do we know about cross-packaging with other media?

## Current courses

### Popular orientation courses

- Orientation to digital marketing
- Internet advertising - an orientation course for newcomers
- Search engine advertising – an orientation course for newcomers

### Digital Marketing Academy courses for brand managers and direct marketers

#### Online business planning and strategy

- Effective digital marketing planning
- Effective strategic marketing planning
- Effective use of key performance indicators in digital marketing
- Understanding the law and digital marketing

#### Online research

- Understanding online audience behaviour
- Understanding online trends across Europe
- Understanding approaches to online media planning
- Harnessing the power of web based market research to improve performance

#### Marketing toolkits

- Harnessing the power of search engines (advertising and optimisation)
- Harnessing the power of online communities
- Harnessing the power of email marketing
- Harnessing the power of viral marketing
- Harnessing the power of web based advertising creative
- Harnessing the power of online public relations
- Harnessing the power of rich media techniques and technologies
- Harnessing the power of the web to drive offline sales
- Integrating digital marketing into the media mix

“The ability to learn faster than your competitors may be the only sustainable competitive advantage”

Peter Senge, The Fifth Discipline:  
The Art and Practice of the Learning Organization

### Digital Training Academy courses for website publishers and ecommerce business directors

#### Online business planning and strategy

- Effective strategic planning
- Effective content models for web publishing
- Effective content models for emerging digital platforms
- New generation publishing models for a network media society
- Effective marketing planning for maintaining strong traffic
- Effective email marketing planning
- Effective use of key performance indicators in digital marketing
- Understanding the law and implications for your web business
- Maintaining a agility in the organisation of digital teams
- Developing managerial skills for directors of businesses in the digital sector

#### Online research

- Understanding online audience behaviour
- Understanding usability issues; enhancing site performance
- Harnessing the power of logfile data to enhance conversion rates
- Harnessing the power of web based market research to improve performance

#### Development toolkits

- Harnessing the power of online communities
- Harnessing the power of email and RSS publishing
- Harnessing the power of search and user toolkits on your website
- Harnessing the power of games, promotions and loyalty devices
- Harnessing the power of engaging web content
- Harnessing the power of elearning to enhance team skills
- Harnessing the power of effective copywriting for the digital channels

### Popular advanced Digital Marketing Academy courses for experience online brand managers

- Search engine advertising – advanced practices for experienced marketers
- Search Engine Optimisation – advanced practices for experienced marketers
- Online media planning – advanced practices for experienced marketers
- Getting the most from your digital data

### Training materials

To support knowledge transfer, all delegates receive comprehensive Digital Training Academy folders that give them notes to orientate on every workshop, book reviews of recommended reading and can act as a scrapbook for future knowledge they discover.



- Advanced email marketing planning
- Advanced issues in understanding privacy and data protection online

### Digital Media Sales Academy courses

- Orientation in online advertising
- Effective selling with statistics
- Effectively packaging and presenting your brand
- Harnessing customer journey theory to build strong sales cases
- Effective packaging between media sales platforms
- Harnessing trading models for commercial effect
- Developing classified strategies that work
- Developing and managing successful digital sales teams

### Digital Training Academy courses for industry initiatives

Practical courses designed for directors of trade associations and other industry initiatives

- Developing structures, funding and memberships that work
- Getting great marketing communications on tight budgets
- Effective operations and management practices in young not-for-profits
- Developing powerful brand identities and clear messages

### Insight briefings for investors, analysts, CEOs and company boards

- Picking successful companies
- The behaviour of Europe's digital markets
- Trends for success in digital management teams
- Developing European market entry strategies
- Re-orientating your business to the potential of digital media
- Exploring the potential of digital marketing
- Internet advertising explained
- The search revolution; new routes to customer acquisition
- How the web builds brands
- Getting more from your website
- Understanding how to engage with the online industry
- Understanding the context and history of interactive marketing

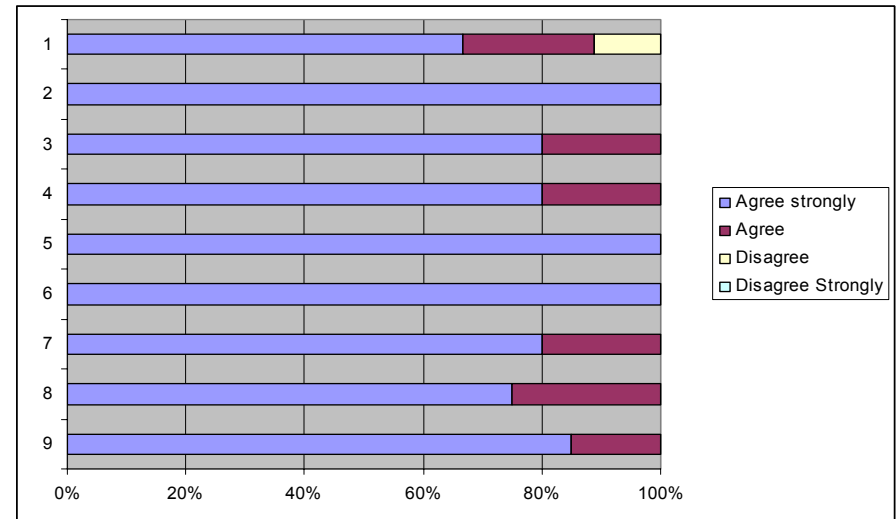
### Courses in development

- Advertising traffic management (orientation, intermediate and advanced)
- Rich media traffic management
- Advanced techniques in auditing and counting

## Course feedback reports

We monitor and refine the course content and design after every course has run. This feedback from a two day management development programme in Belgium a month ago is typical. We asked managers to score their course tutor in several ways:

- 1 Delivered structured training
- 2 Showed a thorough knowledge of the subject
- 3 Spoke clearly and to the point
- 4 Made effective use of visual materials
- 5 Was enthusiastic
- 6 Was approachable
- 7 Showed awareness of individuals with varied backgrounds
- 8 Ensured everyone was able to contribute
- 9 Ensured participants understood the points being made



### Feedback from the final Digital Marketing Training Academy of 2005

“Real explanation of Internet strategy and marketing. Now I am able to put all the information into a relevant framework” “Because of good and clear way of speaking without a lot of jargon the marketing relevance has made clear” “Before not enough attention was given to marketing in our online company” “Internet is often avoided because of its difficulty. Jargon Busters make it more approachable”

## Actions

**Consider where your team members encounter barriers to their performance**

Reflect on how management training and development could support you and other senior executives

Sign up for our Thought Leadership briefings and client support service

**Contact us for a free training needs analysis**

## Resources & Links

[DigitalStrategyConsulting.com](http://DigitalStrategyConsulting.com)

## Booking training a centre

In-company courses are generally delivered on a confidential basis either in-company or at a management training centre. If you would prefer to be away from the office we can arrange for this and have several training center partners in North America and Continental Europe as well as those here in the UK.

## Our company support programmes includes

- Coaching and mentoring for senior management
- Customised in-company training programmes
- Management clinics for critical issues
- Workshops for staff at all levels
- Research briefing services
- Training and development

To find out more, book us in for a free training needs assessment



Making sense of a digital world

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