Digital Marketing Academy
Your connection to the best in digital training
In-company programme

You can accelerate the performance of your team straight away, helping you organisation grow faster and raising staff retention. We help build their knowledge and skills in digital media and marketing, shifting their attitude, and aligning stakeholders behind shared goals. Our customised in-company courses are woven around your corporate strategy, delivering training that has immediate impact and long-lasting effects.

DIGITAL TRAINING ACADEMY
The knowledge transfer business

Your brief to us

"We're a successful digital marketing services business. Our team has grown fast and the business continues to expand. Although digital marketing is at the heart of what we do, our team needs a more well-rounded understanding of where their services fit within the wider decision-making framework of the client."

"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:

What's next?

Review this proposal

Decide on the courses you'd like

Confirm the steps (there may be a training needs analysis or event planning to do)

Agree the budgets

Plan provisional dates (book provisional dates early as our trainers get booked up months ahead)

Return the signed proposal to us

Start training

Our solution

Our solution is a Digital Marketing Academy; a fusion of classic training workshops and longterm programmed development that will help lift the knowledge and skills of the team, changing their attitudes and laying the foundations for a scaleable transformed business. We begin with a one day orientation academy that can be followed by an intermediate level programme of full day courses, all customized to match the needs of your team and their markets. Training will take place on site at your offices and the programme delivers a full day of training every month or fortnight.

We can provide a complete training programme that
- Addresses the immediate needs of your team
- Builds their wider knowledge
- Boosts their confidence about online marketing
- Demonstrates to them your company's commitment to investing in them
- Coaches them through the challenges that lie ahead in an increasingly sophisticated market.

The effects on your business are broad and permanent. Our academy courses:
- Increase customer conversions
- Increase order sales
- Increase repeat purchase
- Increase customer satisfaction
- Increase you team's productivity
- Increase staff retention
  ...and bond the whole organisation together

Our team
Danny Meadows-Klue will be your course director, supported by our course manager, several of our trainers, our instructional designer, researcher and administrative staff.

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.

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Planning your academy: how it works

1. Start with the training needs analysis

We normally run a training needs analysis before the course begins. We'll work with you to select the method that fits best with the way you work. Our options include:
- Review with training manager and online manager
- Structured questionnaire
- Face to face interviews (one-on-one)
- Group interviews (one-on-one)
- Telephone interviews (one-on-one)

2. Create your Academy steering group

To ensure you get the most from your academy, we'd suggest the creation of a project steering group within your organization. Typically the steering group includes stakeholders from human resources, the project sponsor, and the director of the function the group being trained report into.

3. Select the courses

All courses are customized to the specific needs of the organization we're working with. We have hundreds of lessons to draw upon, so the more insight we have into your business and the more we can gauge your team's current and future needs, the more we'll be able to match specific needs. Once we've built up a customized Digital Training Academy for the team, we'll need the sign-off from the steering group.

What does a typical Digital Training Academy look like?
- An orientation day to get everyone started
- Seven further training days
- Six workshops or group exercises (inside the classroom)
- One revision and review day
- One assignment (outside the classroom)
- One reading exercise (outside the classroom)
- Delivery is fortnightly, and in company – allowing teams time to check email and key projects twice during the day

We also include
- A comprehensive training materials pack
- Reading lists of useful texts
- Several books to support the learning
- And a minimum of five research lecturettes to give them materials they can use
- Core workshops always include 'jargon busting' and features and benefits exercises

Digital Marketing Academy (Orientation day)

What's in your orientation Academy day?

The orientation is a one day course geared to bring everyone up to the starting level and introduce the team to training. It can be delivered in isolation, but is normally the gateway into a full Digital Training Academy.

The day includes:
- What rocks and flops online?
  Understanding key truths and strategic advantages online marketing enjoys over traditional channels
- Course welcome
  Context of the learning triangle: knowledge, skills and attitudes – we explore the strategies, enthusiasm and goals of digital training
- Let's get jargon busting!
  Cut through internet jargon with a game and some clear definitions
- Wow! I never knew that!
  Cool facts to use with your clients, underscoring the scale of digital's impact.
- What is the digital media mix?
  Understanding the full range of digital marketing options available
- Research insights: audiences
  A series of lecturettes that explore the rise of online marketing. We look at broadband uptake, time spent online and digital's growing role in people's lives.
- Research insights: marketing spend
  Online advertising spend is leaping in every market, but this lecturette takes you inside the data to consider its real meaning
- Media planning
  This introduction to media planning explores basic concepts and the rise of targeting techniques that allow ever more precisely directed campaigns. New trends are emerging in media planning and this workshop introduces them.
- The life cycle of an online ad
  Trafficking and scheduling. In this workshop we explore how online advertising is delivered, following an ad from idea to a post campaign review and consider the implications for sales teams
- Getting to grips with reporting and data analysis
  This workshop explores the sort of data and reporting that clients expect
- Web marketing campaign objectives
  We examine what clients are looking for and how their online marketing delivers.
- Understanding the selling points
  In this workshop you get to grips with the features and benefits of online advertising.
- Creative insights
  What makes for great online creative? We explore the theory behind creative impact.
- The Parking board & The Jargon board

DIGITAL TRAINING ACADEMY

Digital Marketing Academy (core elements)

Typically these are full day or half day academies that are sequenced in order to match the needs of your team.

Digital Marketing Theory Academy
This academy provides a recap of key elements of marketing theory digital executives need:
- Fundamental marketing concepts: segmentation, the 'P's, customer journey
- The marketing mix
- The media mix
- Key elements of branding
- Key elements of direct marketing
- The role of advertising in building brands and generating response

This Academy can be extended across two or three days depending on the level of marketing insights needed by the team.

Digital Marketing Mix Academy
This academy examines the different toolkits available in digital marketing, introduces digital into the wider mix, and relates the tools into the marketing functions they fulfill:
- Web based platforms and formats
- Further online platforms and formats
- Mobile, iTV and digital outdoor advertising
- The role of 'push' vs 'pull' marketing

Digital Creative Academy
This academy explores the vast creative power of online advertising. It covers:
- What makes for great online creative
- Underlying marketing objectives
- Award-winning artwork
- How creative briefs are developed
- Integration of on and offline creative
- Trends in creative development
- Models in creative

We review award winning creative and relate it back to classic marketing theory and typical client objectives.

Digital Marketing Strategy Academy
This academy explores different marketing models and how online can be harnessed
- Case studies of how online drives response
- Case studies of how online builds brand
- Case studies of how online integrates with offline campaigns

Digital Media Planning Academy
An up to date overview of common approaches to online media planning
- Develop customer insights that can be applied in your media planning
- Review the classic approach to segmentation
- Navigate the choice of online graphical advertising formats available to you
- Explore the relationship between format selection and creative development
- Understand the choice of search engine formats available
- Appreciate the benefits and constraints of different formats
- Build longlists and shortlists of sites for your media plan
- Experience how one of the audience research tools can help you in site selection
- Explore the targeting potential of web media, including: contextual relevance, editorial targeting, dayparting, geotargeting, behavioural targeting and the role of cookies and frequency capping.
- Longer term trends emerging in online media planning

Digital Media Trafficking & Reporting Academy
This academy explores the role of trafficking and campaign reporting
- Basic principles of campaign management and workflow, including: campaign scheduling, typical features of scheduling software, common pitfalls to look out for
- The types of campaign data, including: the role of click-through and impression reports, what campaign and website audits really mean, the causes of discrepancies in the reports from different systems

Digital Advertising Spend Academy
This academy explores the growth of online advertising and marketing spend. The course is flexible and can include
- How online advertising spend has grown in the UK
- How online advertising spend has grown in the USA
- How online advertising spend has grown across the European markets

Digital Marketing Planning Academy
This academy covers the basics of writing online marketing plans, exploring how online can be harnessed across the marketing needs of a business, and following the process through to calculating lifetime customer value.

Digital Marketing Futures Academy
With the role of marketing changing, and key themes emerging from the digital marketing toolkits, this academy explores the future of digital marketing
- How marketing models are evolving and how to anticipate trends
- How analytics are growing and how accountability is being enhanced
- How segmentation is developing

Popular modules to add

Teaching time is reserved on the course for additional modules that can be programmed in depending on the needs of the team. These modules are typically one day academy courses in their own right, but can be explored in greater depth depending on the needs of your team. The steering group normally select the modules part way through.

Digital Marketing Research Academy
This academy explores how to harness the power of web marketing research to improve business performance.
- 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
- Hints and tips on commissioning research

Digital Search Academy
This academy explores the toolkits of search optimization and pay-per-click advertising. Even if the team is not engaged in search engine advertising, it helps provide a more complete grounding to be trained in both aspects of search.
- How paid-for-search works and how it matches customer segmentation
- The key principles are in keyword selection
- How to design a campaign
- Techniques for increasing click rates and the value of clicks
- Tricks of effective copywriting for search listings
- New techniques: powerful tools including maps, local search and pay-per-call
- History and context of search engine optimization
- How search engine optimization works

Digital Media Substitution Academy
Much attention has been given to the changes in the ecology of the media landscape and the way one media channel supersedes another. This academy explores the facts and the trends behind them.
- What the current scale of media substitution really is
- How it is growing and developing
- The implications for different media channels
- How it varies between countries

Further ideas for your Digital Training Academy

You can customize your in-company Academy programme with elements from any of our Digital Training Academies. Here are some examples, but talk with us about your team's training needs so we can build a programme of topics with the right mix and level.

Digital Paid-for Search Marketing Academy
This intermediate level Academy explores the advanced toolkits of search engine advertising, examining the key principles for raising conversions and how firms can set bid prices. The classes include practical examples and build on the foundation concepts introduced in the one day Digital Search Academy course.
- Full day academy course
- A useful complement to this course is the Digital SEO Academy

Digital Local & Smaller Firms Academy
This Academy looks at entry level web marketing techniques for small or local firms, exploring solutions that are practical for firms without large marketing functions or agencies. This course can include a marketing planning workshop to coach executives in building up their own marketing plans within the training day
- Full day academy course
- A strong complementary course is the full day Search Marketing Academy

Digital Affiliate Marketing Academy
This Academy explores the affiliate marketing tools available, their core features and the role they play in extending the online reach of a firm. It examines how affiliates work and what you need to do to connect with them effectively.
- Half day academy course
- A strong complementary course is the Web Marketing for Smaller Firms Academy

Digital Integrated Marketing Academy
This Academy helps digital marketers understand the issues around campaign integration. Whether the campaign objectives are to build brands or generate response, we examine models of effective integration in: creative design, media planning, marketing strategy and campaign measurement.
- Full day academy course
- A strong complementary course is the full day Digital Creative Academy

Digital History Academy
This Academy gives an overview of where web marketing has come from, explaining the origins of the net and the web. For senior managers, understanding the history helps build clearer frameworks for making strategic decisions. Particularly useful to newcomers.
- Half day academy course
- A complementary course to this is the Digital Marketing Futures Academy

Digital Network Society Academy
This Academy explores the wider theoretical issues of how commerce, communication and content develop in the digital network society. We explore well established tools such as email, and newer techniques such as blogging and podcasting. The roles of place and time are considered and learners are encouraged to map out the implications on their own firms.
- Full day academy course
- A strong complementary course is the full day Digital Integrated Marketing Academy

Further Digital Training Academies

There are many more one day Digital Training Academy courses that may suit your team. These can be programmed in as part of a long term in-company training programme. Some of the more popular Academies include:

From the Digital Business Academy series
- Digital Business Skills Academy – includes time management, project management and key skills you need for working in a fast paced environment
- Digital Managerial Skills Academy – includes team management, motivating styles and skills for building and sustaining effective digital teams
- Digital Presentation Skills Academy – getting your message across effectively from client presentations to conferences - a must for sales and marketing executives

From the Digital Publishing Academy series
- Digital Web 2.0 Publishing Academy – includes strategy workshops for how to harness Web 2.0 models within your business
- Digital Community Publishing Academy – the theory and practice of blogging and web community management
- Digital Email Publications Academy – how to create and sustain effective email publications
- Digital Publication Marketing Academy – building and maintaining quality audiences for your websites and email services

Delivering you a complete company training programme

We can build up a complete company training programme to support the growing needs of your team. All your executives receive training packs, access to a learning management centre and the clear message that their company is investing in them. We'll even work with you to identify wider training needs and feed the results back into their appraisal scheme.

Academy exercises and assignments

There are a range of exercises we include in the Academy. Exercises typically include study and work group time out of the classroom and help our team build tools you can use in future.

Exercise 1: Building the features advantages and benefits of your brand
This group exercise takes a series of digital advertising products and explores them in detail. It is normally a full day exercise and can be harnessed by media sales teams to deconstruct their media or advertisers and their agencies who need to evaluate different formats. After the exercise Digital's trainers develop toolkits and brief your team on how to use them.

Exercise 2: Customer journey analysis in the digital networked society
This group exercise examines the value and sales chains around an example business. It looks at the value of digital marketing and the role different digital channels play in achieving a sale. It is normally a full day exercise and can be harnessed by media sales teams to deconstruct their media or advertisers and their agencies who need to evaluate different formats. Digital's trainers then develop toolkits and brief your team on how to use them.

Exercise 3: The one hour marketing plan
This group exercise takes a series of marketing briefs and put the team being trained in the role of either the agency or client (whichever they are unfamiliar with). Teams draw on their experience through the course and quickly produce marketing plans that include digital elements. After the exercise Digital's trainers develop toolkits and brief your team managers on how to use them.

Exercise 4: The one hour media pitch
A variation on the above exercise is for clients and agency teams and has the team play the role of the media sales team, writing and developing pitches to their clients. The team draw on their experience through the course and quickly produce marketing plans that include digital elements. After the exercise Digital's trainers develop toolkits and brief your team managers on how to use them.

Exercise 5: The full marketing plan
This is an individual exercise that happens outside the classroom. Using our marketing planning templates, each learner completes a marketing plan for a project related to their work. The exercise includes stimulus material and coaching, and the results are examined and critiqued. Depending on the company this can be by our trainers or through peer review.

Building stronger teams
The emphasis is on building stronger teams as well as improving each individual learner's performance. As part of the in-company academy we work with your steering group to hand over tasks to different team members following training.

How do you know our training is working?

To start with, why not join the course and see for yourself? Our basic course assessment includes feedback tools to give you the view of the learners. We can also design assignments and online exams to measure the knowledge that has been absorbed. For bespoke options talk with our training manager.

Example

Here is an example of feedback from a two day management development programme in Belgium in December 2005. At least two thirds of the executives on the Academy rated each of our training assessment criteria as something they 'agreed strongly' with, and almost all agreed that the course helped them in every way.

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
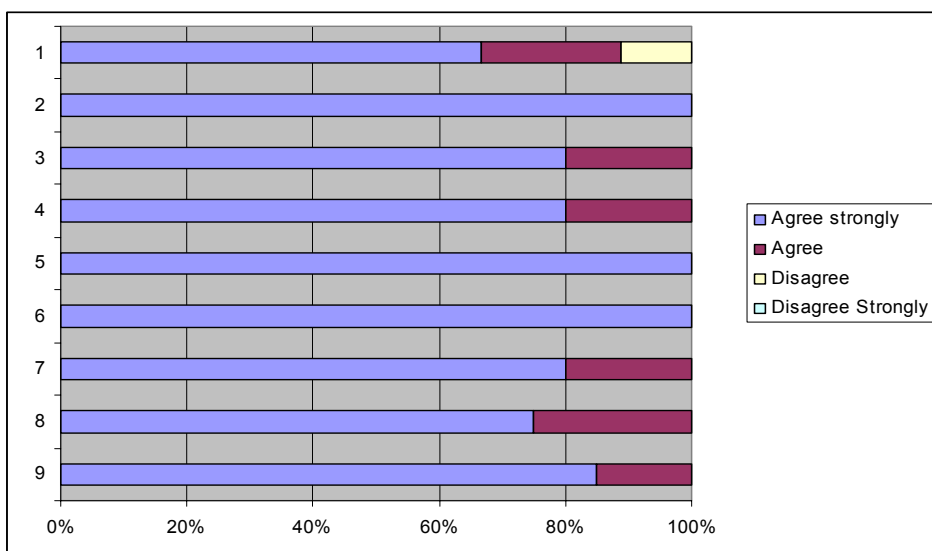
More feedback: From the final Digital Marketing Training Academy of 2005

- "Real explanation of Internet strategy and marketing. Now I am able to put all the information into a relevant framework"
- "Because of a good, clear way of structuring the issues and cutting out the jargon the marketing relevance was 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"

Feeding back to you what we learn

As part of the Academy we give you a plan of future training and development needs.

We can provide additional support for each member of your team

Review (one-on-ones for the members of the team requesting them)
- Individual reviews
- Report on future training needs (production)

Capture of ideas (key issue report from Digital Strategy)
- Collation of ideas from workshops into sales management tools
- Development of roadmap for their application into the business
- Outline of key issues 'parked' by the group during training

Management review: with senior management steering group

This de-briefing to stakeholders is an essential element of the knowledge transfer that sets the framework for future development of the team and the augmentation of the training into their working environment. The workshop includes:

- Review of the course
- Development map for incorporating the learning into routine business activity
- Training feedback report
- Strategic issues for the group

Research materials may be delivered as part of this workshop. The workshop will be at least an hour and is only intended for a small group of senior executives.

Capturing your ideas

In many Digital Training Academies, we act as facilitators to help you devise more robust digital strategies. As part of our courses we can capture these ideas, and channel all the energy of the training sessions into a management report that can act as a blueprint for you and your team moving forwards.

What are the next steps for your academy?

1. Run a training needs analysis

We normally run a training needs analysis before the course begins. We'll work with you to select the method that fits best with the way you work.

2. Create your Academy steering group

To ensure you get the most from your academy, we'd suggest the creation of project steering group within your organization. Typically the steering group includes stakeholders from human resources, the project sponsor, and the director of the function the group being trained report into.

3. Select the courses for your Academy

All courses are customized to the specific needs of the organization we're working with. Think about the topics you'd like covered, their level, and the number of teaching days. We have hundreds of lessons to draw upon, so the more insight we have into your business and the more we can gauge your team's current and future needs, the more we'll be able to match specific needs. Once we've built up a customized Digital Training Academy for the team, we'll need the sign-off from the steering group.

4. Confirm the price of your Academy

Because every in-company Academy is different, we can only confirm the price once you've confirmed the modules. The cost of your academy is directly proportional to the amount of services you use. Your Academy will have a course and qualification manager as well as a lead tutor working for you throughout. Key elements that influence the costs include:

- The number of face-to-face teaching days
- The number of tutors and guest tutors
- The scale of training needs analysis
- The scale of course customization
- The level of monitoring, assessment and course review
- The level of the learning management centre we create for you
- The amount of travel and expenses, particularly important for overseas Academies

5. Scheduling the dates for your term

We aim to get the first teaching day running within a few weeks of the booking.

6. Course induction and the orientation class

Let's get training!

Your commitment

Let's get started!

"I would like you to run a training needs analysis ahead of an in-company Digital Training Academy programme. As a company we're committed to helping improve our team's ability in digital marketing, publishing and commerce. I will be part of the steering group for the project and will give the time needed to ensure we maximise the benefit, and I have the authority of my organisation to agree to the terms by which it is offered."

Course title ....

Likely extra modules ....

....

Signature ....

Your name ....

Organisation ....

Date ....

The small print

Our in-company Academy terms are subject to a formal engagement letter, but here are some of the key terms.
Confidentiality: Due to the size of your organisation, the content, views and discussions related to this project will remain confidential to the commissioning managers and not the wider organisation.
Team: One of our senior associates or managers will be your trainer, supported by a researcher and administrative staff.
Engagement: The full terms of engagement are available. Courses can only be booked once we have an agreement in place and dates cannot be guaranteed before bookings have been confirmed.
Cancellation charges: A cancellation charge of 25% applies if a course is cancelled within 4 weeks of its delivery, rising to 50% in 2 weeks and 100% in the week before.
Disbursements and taxes: An additional contribution of 5% will be levied on all course fees for related disbursements and course materials production. Travel and any accommodation needed will be itemized as additional disbursements. Details of our travel policies are available on request. All payments are subject to VAT and our standards terms.

Digital's training effect
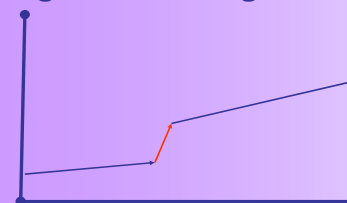
Enhancing performance now

Is your team ready for the challenges they face in the next six months?
Training can prepare offline teams for moving into digital, it can make good digital teams great digital teams and our executive coaching programme can give senior managers the confidential support they need.

Further benefits of your Academy

The primary benefit is to fast track the team towards being able to increase and sustain their effectiveness, building knowledge, skills and changing the attitude of team members.

Typical benefits from working together

Our unique approach means there will be several further benefits, including:
- Alignment of the stakeholders behind a clear, shared vision
- Transfer of strategic thinking to the team
- Mentoring on key issues and challenges

Your team join our learning alumni community

After completion of the course, we'll give your team access to our learning community. They'll receive regular news and research about how the digital networked economy is growing and key challenges in digital marketing, publishing and commerce. The alumni gain access to many of the Digital Insight Reports we publish as well as our Digital Book Club and our Digital thought Leader interviews.

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.

Your Academy course director

Danny Meadows-Klue has been a commentator and trainer in the digital networked industries since 1995. He managed the UK's first online newspaper and has helped run web businesses ranging from mass market portals and consumer magazines, to online stores, search and email services. Among his industry roles he is the co-founder and former chairman of the UK and European Internet and Interactive Advertising Bureau, and has been lecturing on digital marketing for more than a decade. He set up Digital Strategy Consulting in 2000 to help firms accelerate their own digital networked strategies.

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

If you have any questions about our approach to training, or the detailed content of the course then download our training prospectus or call the team.

DIGITAL STRATEGY CONSULTING
Making sense of a digital world

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