

AUDIENCE DEVELOPMENT

**AUDIENCE DEVELOPMENT:
RETAINING READERS THROUGH COST
EFFECTIVE SERVICE IMPROVEMENTS**

Bill Nagel, VP, Cox Media Group Moderator

Bill Reynolds, Senior Vice President, Operations and Circulation, Denver Post

Michael Otero, Director, National Home Delivery, New York Times

*Introductions: Kristina Zaumseil, Manager of Public Policy
News Media Alliance*



AUDIENCE DEVELOPMENT: RETAINING READERS THROUGH COST EFFECTIVE SERVICE IMPROVEMENTS

Bill Nagel, VP, Cox Media Group Moderator

Bill Reynolds, Senior Vice President, Operations and Circulation, Denver Post

Michael Otero, Director, National Home Delivery, New York Times

*Introductions: Kristina Zaumseil, Manager of Public Policy
News Media Alliance*



AUDIENCE DEVELOPMENT

**AUDIENCE DEVELOPMENT: RETAINING
READERS THROUGH COST EFFECTIVE
SERVICE IMPROVEMENTS**

Bill Nagel, VP, Cox Media Group Moderator



Retaining Readers through Cost
Effective Service Improvements

Meeting Reader Expectations



Industry Performance Trends:

Service Complaints: 

Daily 2015: 2.0 cpm
 Sunday 2015: 2.9 cpm

2007 1.5 cpm
 2007 2.5 cpm

Lost / Abandoned Calls: 

Trend: Complaints Per 1,000 Deliveries

	Daily			Sunday		
	2014	2011	2008	2014	2011	2008
Industry	2.0	1.6	1.7	2.9	2.5	2.0
25,000 and under	1.9	1.4	1.3	1.9	2.0	1.0
25,001-50,000	1.9	1.8	1.8	2.4	3.0	2.7
50,001-100,000	1.9	1.7	2.0	3.9	3.0	3.0
100,001-200,000	2.5	2.0	1.9	3.8	4.0	3.3
200,001+	2.9	1.8	1.9	4.0	3.3	2.8

AUDIENCE DEVELOPMENT

**AUDIENCE DEVELOPMENT:
RETAINING READERS THROUGH COST
EFFECTIVE SERVICE IMPROVEMENTS**

Michael Otero, Director, National Home Delivery, New York Times



Extending the Cash Generating Life of the Print Business

- Print subscribers still assign majority of the value of their subscription to Print
 - A large segment say they would not subscribe to digital-only, if print were unavailable!
- Given the continued consumer demand for the newspaper and the majority role it plays in company revenue and profit
- Our print subscribers are highly satisfied and engaged with print and see a distinct value to the print medium: they see print as offering a more focused, bounded, reading experience and, for some, a chance to disconnect from digital

Home Delivery Service Improvement

- Put the home delivery subscriber at the center of all we do
- The NYT has implemented a mix of proactive efforts to improve the subscriber experience
 - New hires whose primary responsibility is to enhance our subscribers' brand experience
 - Journey mapping
 - HD and Customer Care focused surveys
- Efforts to mitigate attrition/churn through delivery and home delivery service improvement

Metrics & Analytics

- Beyond CPM
 - No Start %: YTD = 10.6%
 - Recovery Missed % = 12.3%
 - Bad Service Stops = 18% increase year-to-date (858 more)
 - FPA's (Field Problem Alert escalations/Hot Complaints)
 - Delivery Related Billing Credits
- **Repeat Complaints**
 - **In 2016, 25% of NYT subscribers generated 88% of complaint volume!**

Best Practices

- Promote knowledge sharing and collaboration within our industry
- Help with the consistency of distribution processes across partners and market
- Increase the efficiency and accuracy of distribution
 - Employees based in Distribution Centers
 - Transactions are automated
 - Daily/weekly reconciliation of NYT subscriber file
 - Sunday focus

Best Practices

New Starts

- ❖ Transactions are automated
- ❖ Carriers receive new starts with their mail and are always listed first on top of route list
- ❖ Besides being listed at the top of any list, they are also automatically listed in sequence order
- ❖ New starts are noted on carrier mail as "new start" or with some other special designation
- ❖ New starts provided to carriers with sufficient notice to locate the address (i.e. not the morning of delivery)
- ❖ Partners push pending starts out to the field via email to draw attention to them before they are scheduled to start
- ❖ New starts are verbally communicate them to carriers
- ❖ Route/delivery lists are updated daily on electronic devices
- ❖ Extra focus and attention to Sunday-only new starts
- ❖ Early morning site verification to confirm delivery
- ❖ Subscriber's account number loaded into partner's system
- ❖ Automated delivery verification to confirm start
- ❖ NYT new start percentage is measured against own paper to ensure NYT new starts are given same priority as own new starts
- ❖ Every new start is delivered by a Manager, not by a carrier
- ❖ Incorrect addresses are manually worked to correct (checking USPS web site, contacting local District and/or Zone Managers, etc)

Best Practices

Recovery Copy Delivery

- ❖ Transactions are automated
 - ❖ Not only the external feed to pull complaint info from NYT system but also the internal feed to translate data into partner's own system
- ❖ Recovery requests are received through IVR or online
- ❖ Recovery requests are sent to carriers via email on their smartphones
- ❖ Constant monitoring of NYT B2B system throughout the morning
- ❖ Maintain close contact with distributors to make sure they receive recovery requests
- ❖ Confirmation that everyone has service/overage copies needed for recovery requests that are received
- ❖ Subscribers who were missed are called to confirm receipt of recovery copy
- ❖ Good accountability to ensure recoveries are made
- ❖ Recovery Missed complaints are illustrated as a percentage of total preventable complaints and their specific impact to service incentive(s) is stressed with agents, carriers, etc.

Best Practices

Repeat Complaints

- ❖ Repeat complaints are reviewed daily, especially for Sunday-only subscribers
 - ❖ Summarize repeat complaint report data and send to distribution partners before Friday to allow them enough time to review prior to the weekend
- ❖ Repeat complaints are listed in a daily recap email that is sent to field
- ❖ Assign to appropriate distribution center for ultimate performance review of agent/carrier
- ❖ Assign point person to investigate repeat complaints
- ❖ Timely responses and follow up to FPA's (Field Problem Alert escalations/Hot Complaints)
- ❖ Subscribers are called to follow up on repeat complaints
- ❖ Manager reviews at Distribution Center

*NMA's 2017 Summer Webinar Series :
Raising the Bar in Acquiring and Retaining Audience*

AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT: RETAINING READERS THROUGH COST EFFECTIVE SERVICE IMPROVEMENTS

Bill Reynolds, Senior Vice President, Operations and Circulation, Denver Post



Attributes needed to be a good agent/distributor

- Servicing customer is the number one priority
- Effective Route Manager – Believe what you are selling
- Record keeping and payroll skills – Need to understand the basics; tracking route delivery fees, processing payroll using 3rd party payroll system (i.e. My District.net, QuickBooks, ACH banking)
- Organized Manager – Energy to work effectively
- Great Communicator
- Experience managing a business – Business-minded with a drive to succeed
- Contract experience – negotiating contracts with independent contractors
- Inspire others to work as a team and complete tasks – Daily delivery basics, each day starts over with new challenges
- Commitment to great customer service

Agent Requirements

- Non Disclosure Agreement and Request for Proposal
- Accident Insurance for each contractor – up to \$100k median and disability coverage
- Business Auto Liability Insurance (We ask for 1M each accident and 2M aggregate)
- Commercial General Liability Insurance –with minimum 1M coverage per occurrence
- Business plan to service and manage operation
- Signed distribution and license agreement
- Bond Agreement- equal to two weeks of Carrier fees

Carrier Recruitment Channels

- Valassis recruitment flyer- 1M inserted monthly into Valassis mailed package
- Email blasts –twice monthly to 240k non subscriber and 65,000 active subscriber
- Indeed and Craigslist – Weekly ads for Business Opportunities
- Facebook- ads running on Facebook – 109k impressions
- Smart Recruiters ads hitting Monster and other recruitment sites
- Filler ads in Denver Post products
- Weatherline
- Ads in local daily and weekly publications
- Inserts in small town TMC products
- Flyer and impact notes on open routes
- Offering \$300 stay on bonus after 60 days
- Paying current Carrier a \$300 referral bonus for new carrier on route 60 days

Carrier Recruitment- Success

- Use 3 touch method after receiving prospect
 - Contact via phone call, email and text
- Set interview with prospect to meet during the day. Allows prospect to meet you and get comfortable with driving to the DC and work environment next morning
- First day orientation- one hour or less in the car the first day.

Excellent Service = lower churn / better retention

- Service Incentives
 - Based on achieving CPM Goals set in contract
 - Can earn up to \$3000 per month
- Denver Results: 70% converted to agents
- CPM Service Improvements:
 - 11% improvement in Daily CPM in Agent Areas
 - 20% improvement on Sunday CPM in Agent Areas

Retaining Readers through Cost
Effective Service Improvements

Meeting Reader Expectations



NMA'S 2017 SUMMER WEBINAR SERIES :

Raising the Bar in Acquiring and Retaining Audience

AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT: RETAINING READERS THROUGH COST EFFECTIVE SERVICE IMPROVEMENTS

Bill Nagel, VP, Cox Media Group Moderator

Bill Reynolds, Senior Vice President, Operations and Circulation, Denver Post

Michael Otero, Director, National Home Delivery, New York Times

**Thank You!
Questions?**

AUDIENCE DEVELOPMENT

Register now :
Webinar #3

Driving Digital Subscription Growth

- Gerard Brancato, VP, Digital Subscription Marketing, tronc, Inc.
- Kelli Dakake, Senior Manager, Digital Subscription Sales, Cox Media Group

Thurs., August 3rd 2:00 - 3:00 pm EDT

Webinar # 4

Customer Intelligence and Retention Strategies that Build Profitable Audiences

Thurs., August 17th 2:00 - 3:00 pm EDT

Thank You for Your Participation!

NMA'S 2017 SUMMER WEBINAR SERIES :

Raising the Bar in Acquiring and Retaining Audience

AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT: RETAINING READERS THROUGH COST EFFECTIVE SERVICE IMPROVEMENTS

Bill Nagel, VP, Cox Media Group Moderator

Bill Reynolds, Senior Vice President, Operations and Circulation, Denver Post

Michael Otero, Director, National Home Delivery, New York Times

Thank You!