



AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT: RETAINING READERS THROUGH COST EFFECTIVE SERVICE IMPROVEMENTS

Bill Nagel, Vice President, Cox Media Group Moderator

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

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

April 30 - May 3, 2017
New Orleans, LA



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Metrics & Analytics

- Put the home delivery customer at the center of all we do
- Beyond CPM
 - No Start %
 - Recovery Missed %
 - Bad Service Stops
 - FPA's (escalations/hot complaints)
 - Preventable Complaints
 - Delivery Related Billing Credits
- **Repeat Complaints**

Repeat Complaints

	2016	2015
% of All Subs w/ Complaints	40%	38%
% of All Subs w/o Complaint	60%	62%
% of Subs w/ Repeat Complaints	25%	23%
% of All Complaints Received by Repeat Complainers	88%	87%

Best Practices

Repeat Complaints

- Repeat complaints are reviewed daily, especially for Sunday only subscribers
- Summarize repeat complaint report data and send to field before Friday to allow 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/manager
- Assign point person to investigate repeat complaints
- Subscribers are called to follow up on repeat complaints
- Manager reviews at distribution center

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Denver Post

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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

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:
 - 16% improvement in Daily CPM in Agent Areas
 - 20% improvement on Sunday CPM in Agent Areas



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Thank you!

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