

Gannett increases subscription sales and retention for 90 local market papers by improving call center performance through RM Factory

THE COMPANY

Gannett Newspaper Division is a subsidiary of Gannett Inc. Founded in 1906, it's traded on the NYSE since 1969. Gannett boasts the world's largest circulation for a group of newspapers.

THE CHALLENGE

Operationalizing a new centralized marketing strategy across 90+ local market newspapers.

REQUIREMENTS

- **Solution had to eliminate redundancies** Field sales were completely localized and all locations were different.
- **Solution had to be more efficient.**
- **Solution had to be proven.** Once validated in a handful of markets it could be rolled out to the entire network.



BUSINESS CHALLENGE

Gannett was operating in a decentralized environment for both marketing and operations. They wanted to centralize both as much as possible, both operationally and from a management perspective.

Acquisition and retention calls were being driven into local customer service centers managed by each individual circulation department. The reps at these centers were not sales savvy. Plus, these centers could not support media tracking or high call volume programs.

Outbound telemarketing was diminishing because of the reduction in leads due to the Do Not Call legislation so it was imperative to generate more leads and sales in other ways. Gannett needed to find new ways to generate subscriptions, increase auto-credit card payers, and capture email addresses for future nurturing efforts.

RM FACTORY'S SOLUTION

A multi-pronged solution was implemented as a test in five markets that included:

- Centralizing the marketing communication materials. The goal was to reduce redundancies and increase efficiencies.
- Creating a database model to identify buyer traits, thus allowing for easy identification of high performing prospect lists for acquisition and retention efforts.
- Creating call guides, scripts and training for the reps in the existing local circulation department call centers.
- Searching and hiring a new national call center to handle volume from an upcoming DRTV test.
- Designing and implementing a one-market test to drive sales through service inquiries. This initiative involved: developing call guides, scripting, FAQs, onsite agent training, QA, tracking and reporting.

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SOLUTION

Marketing support materials were developed for the field, database modeling was done to allow for market segmentation, call guides and scripts were standardized across local call centers, and a call center was chosen to manage calls resulting from inbound marketing efforts.

RESULTS

- Field was receptive to new materials and found them effective and useful
- Automatic payment by credit card increased by 30%
- Email address capture rate increased by 14%
- Test was successful and fully rolled out into remaining markets



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RESULTS

The Field was Happy

The new marketing materials for the field sales force were well-received and heavily used.

Call Center Performance Improved

- Training was impactful and changes were easy for the call center agents to implement
- Automatic payment by credit card increased by 30%
- Email capture rate increased by 14%

Direct Mail Response Improved

The modeling was effective in identifying names most likely to respond.

5-Market Test was Deemed a Success

The client loved the results and rolled the program out to the 85+ remaining markets.

- Driving sales through service inquiries had Limited Success and the client opted not to rollout this part of the program.

About RM Factory

RM Factory's unique methodology for delivering improved business results lies in an integrated approach to Sales & Marketing. Living at the nexus where marketing and sales converge, RM Factory bridges the two to improve your bottom line. How? By architecting high performing go-to-market roadmaps and aligning those with state of the art technologies, codified operating processes and time tested business rules. RMF works across channels to insure programs are flawlessly executed, leads are generated and nurtured, and ultimately sales are delivered.

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