

Home Delivery Service Strategies Beyond CPM That Drive Retention & Revenue

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Print is Important to our Subscribers

- Print subscribers still assign the majority of the value of their subscription to Print.
 - A large segment say they would not subscribe to digital-only, if print were unavailable!
- Consumer demand for the newspaper is strong and print plays a majority role 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 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 to improve retention.
 - Journey mapping.
- HD and Customer Care focused surveys.

Best Practices

- Info sharing critically important as we work together to improve our mutual goal of service to print subscribers.
- Promote knowledge sharing and collaboration within our industry.
- Help with the consistency of distribution processes across partners and markets.
- Increase the efficiency and accuracy of distribution.
 - Employees based in Distribution Centers
 - Transactions are automated
 - Daily/weekly reconciliation of NYT subscriber file
 - Sunday focus

Metrics & Analytics

- Beyond CPM
 - No Start % ← Primary drivers of churn for new subscribers
 - Recovery Missed % ←
 - Bad Service Stops
 - FPA's (escalations/hot complaints)
 - Preventable Complaints
 - Delivery Related Billing Credits
- **Repeat Complaints**

Repeat Complaints

In 2017, 24% of NYT subscribers generated 88% of complaint volume!

	2017	2016	2015
% of All Subs w/ Complaints	39%	40%	38%
% of All Subs w/o Complaints	61%	60%	62%
% of Subs w/ Repeat Complaints	24%	25%	23%
% of All Complaints Received by Repeat Complainers	88%	88%	87%

FPA (Field Problem Alert) Automation Project

Why FPA?.....Highlight repeat complaints in effort to resolve severe delivery problems for subscribers likely to cancel.

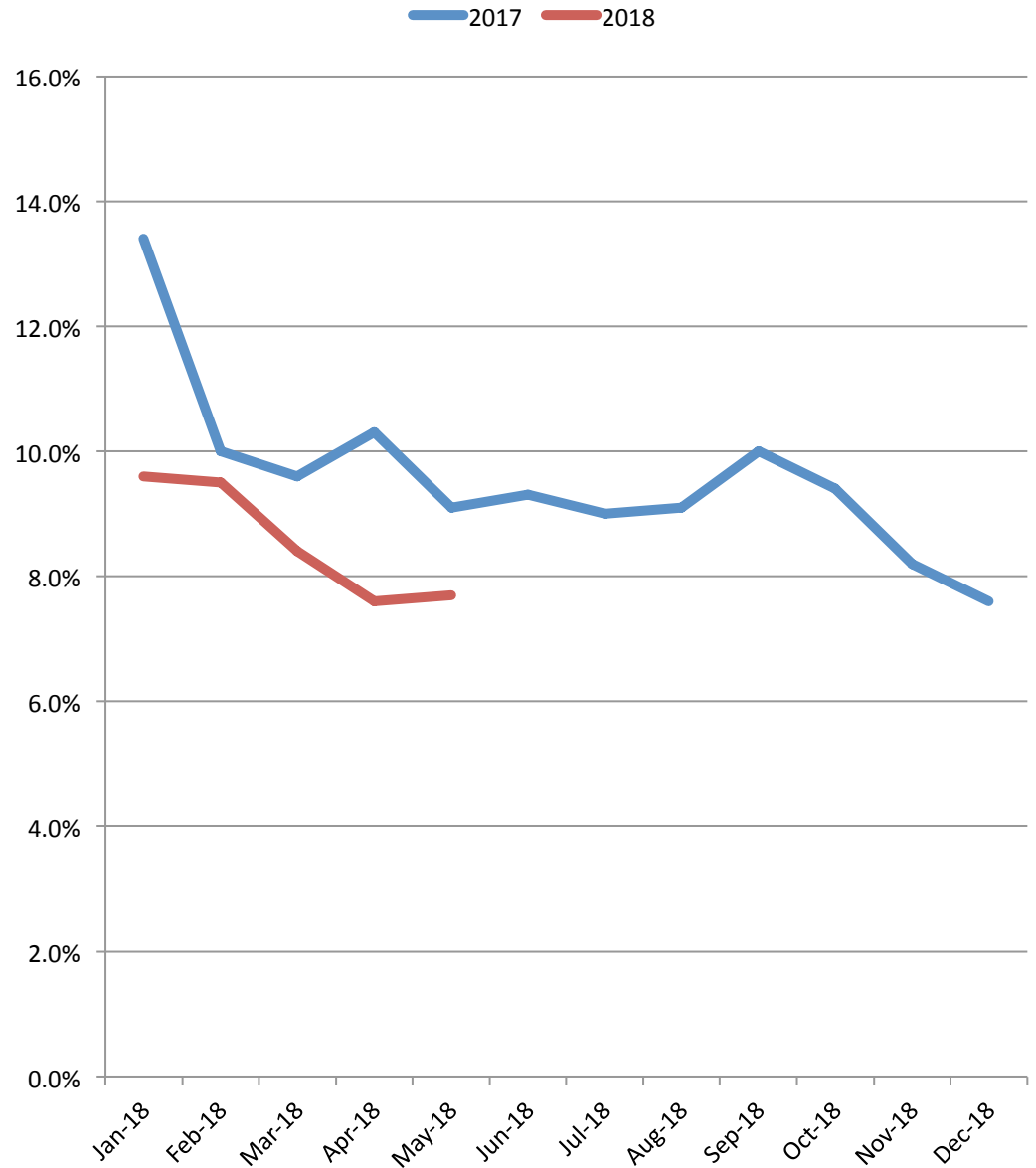
- **Before**
 - Manual and inefficient labor intensive effort.
 - Did not include complaints received from all channels.
 - No visibility into status of complaints that were escalated.
 - FPA eligibility is 3 complaints in 30 days.
- **After**
 - System determines and assigns escalation level.
 - System sends FPA's.
 - Includes complaints received from all channels.
 - Better visibility into complaint status.
 - Subscriber "close-the-loop."
 - Hybrid FPA eligibility (3-in-30 and 2-in-8).

No Start Calculation Methodology

- Any missed paper that occurs on a new subscriber's first scheduled day of delivery.
- If a complaint is received for any of the following six complaint codes, on a subscriber's first scheduled day of delivery, our system automatically converts the complaint from one of the codes listed below to a No Start complaint.
 - MP = Missed Paper
 - MS = Missed Main Sunday Section
 - MC = Missed Combo (Sunday advance sections)
 - IP = Incorrect Product Delivered
 - WR = Wrong Issue Date Delivered
 - AD = Access Denied to Address

No Start Results

- 2015: No Start % = 9.7%
- 2016: No Start % = 9.5%
- 2017: No Start % = 9.9%
- 2018: No Start % = 8.8%



Recovery Missed Calculation Methodology

- Recovery missed complaints are logged when a subscriber previously reported a recovery eligible complaint AND the requested replacement copy failed to be delivered.
- Complaint types eligible for recovery...
 - DM = Damaged Paper
 - IP = Inaccurate Product Delivered
 - MP = Missed Paper
 - MS = Missed Main Sunday Section
 - MC = Missing Combo (Sunday advance sections)
 - NS = No Start
 - QU = Quality Of Paper
 - SM = Section Missing
 - ST = Stolen Paper
 - WP = Wet Paper
 - WR = Wrong Issue Date Delivered

Recovery Missed Results

- 2015: Recovery Missed % = 10.0%
- 2016: Recovery Missed % = 11.6%
- 2017: Recovery Missed % = 10.9%
- 2018: Recovery Missed % = 11.0%

