

## **Three Topics To Be Covered**

- Changes implemented**
- Metrics to track progress**
- Five key learnings/best practices**

## 2004 Newspaper Monitor Advantage Group Study Results

**St. Petersburg Times ranked 30 out of 33**

Overall Performance (rank of 33)	Newspapers	Overall Business Relationship	Sales Organization and Personnel	Service and Support Functions
<b>1</b>	Newspaper A			
<b>13</b>	Newspaper B			
<b>30</b>	St. Petersburg Times			
<b>33</b>	Newspaper C			

<b>Top Third Rank</b>	<b>Middle Third Rank</b>	<b>Lower Third Rank</b>
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## **Goal: Create a Culture that Encourages Change**

- Cover initial survey results in-depth with staff**
- Build a sense of urgency**
- Get the right people in the right jobs**
- Emphasize “doing the right thing” by the client**

# Sales Force Changes

<b>Sales Processes</b>	<ul style="list-style-type: none"><li>→ Specific, behavior-based bonus structure</li><li>→ Sales reps meet regularly with National/Major Advertising Manager</li></ul>
<b>Sales Training</b>	<ul style="list-style-type: none"><li>→ Question-oriented training about advertisers' needs</li><li>→ Role-playing</li></ul>
<b>Sales Technique</b>	<ul style="list-style-type: none"><li>→ Customized presentations focus on client needs</li><li>→ New Project Manager hire</li></ul>
<b>Sales Staff</b>	<ul style="list-style-type: none"><li>→ Created new position</li><li>→ Change job descriptions</li><li>→ New hires</li></ul>

## Changes in Advertising Products Offered

<b>Direct Mail</b>	<b>→ Added in-house full-service department</b>
<b>Young Reader Publication</b>	<b>→ Tampa Bay Times (TBT) for young professionals 25 – 39</b> <b>→ Print and online</b>
<b>Online Division</b>	<b>→ Strengthened content/usability</b>
<b>Events Division</b>	<b>→ Added full-service division to sponsor/ create proprietary events</b>

# Research Service Changes

<p><b>Optimize Research Services</b></p>	<ul style="list-style-type: none"><li><b>→ Emphasis on relevant market-specific information for clients</b></li><li><b>→ Responsibility to fully utilize placed on Sales staff</b></li></ul>
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## Ad/Customer Support Changes

<b>Data Entry Only</b>	<b>→ Separate from general support</b>
<b>Ad Support Only</b>	<b>→ Client-focused, no data entry</b>
<b>Sales Rep</b>	<b>→ Increased reachability overall</b>

## 2006 Newspaper Monitor Advantage Group Study Results

**St. Petersburg Times improved from rank of 30 to 10**

Overall Performance (rank of 33)		Newspapers	Overall Business Relationship	Sales Organization and Personnel	Service and Support Functions
2004	2006				
1	7	Newspaper A			
30	10	St. Petersburg Times			
13	29	Newspaper C			

<b>Top Third Rank</b>	<b>Middle Third Rank</b>	<b>Lower Third Rank</b>
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# Overall Assessment

<b>Priorities</b>	<ul style="list-style-type: none"><li>➔ <b>Soliciting client feedback</b></li><li>➔ <b>Right people/right job</b></li></ul>
<b>Difficulties</b>	<ul style="list-style-type: none"><li>➔ <b>Not creating culture of fear</b></li><li>➔ <b>Motivating change</b></li><li>➔ <b>Balancing changes</b></li><li>➔ <b>Reorganizing bonus structure</b></li></ul>

# Tracking Improvement

<b>Quantitative</b>	<b>→ Newspaper Monitor/ Advantage Group Study</b>
<b>Qualitative</b>	<b>→ Client/industry leader feedback</b>

## Key Learnings/Best Practices

### “Be Easier To Do Business With”

- ① Make a strong commitment to become more **client-focused**.
  - *Do the right thing* becomes the consistent message.

## Key Learnings/Best Practices

### “Be Easier To Do Business With”

- ① Make a strong commitment to become more *client-focused*.
- ② Prioritize changes by focusing on what is most ***actionable***.
  - Identify opportunity areas within the company’s control. Have confidence in the company’s ability to implement these changes.

## Key Learnings/Best Practices

### “Be Easier To Do Business With”

- ① Make a strong commitment to become more *client-focused*.
- ② Prioritize changes by focusing on what is most *actionable*.
- ③ Solicit *ongoing feedback* from customers to measure the success of the changes.
  - Remember that it may take time to see improvement.

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- ② Prioritize changes by focusing on what is most *actionable*.
- ③ Solicit ongoing feedback from customers to measure the success of the changes.
- ④ Ensure that ***compensation systems*** reward and recognize the changes.
  - Change the behavior first, then implement compensation systems consistent with behavioral change.

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- ③ Solicit ongoing feedback from customers to measure the success of the changes.
- ④ Ensure that *compensation systems* reward and recognize the changes.
- ⑤ Utilize *resources* better (i.e., research services).
  - Training or restructuring may be necessary to use resources more effectively.

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