



## Concentrix Answers the Call — the *Post-Gazette* Collects with a 3:1 ROI

### SITUATION

Like all major market newspapers, *The Pittsburgh Post-Gazette* has been fighting to retain subscribers during the e-media revolution. Newspapers must demonstrate a healthy paid subscription base (circulation) to attract advertisers, their main source of revenue. Successful past-due collections can help maintain and grow circulation numbers — and lucrative advertising revenue — making collections integral to a newspaper's success.

*The Pittsburgh Post-Gazette* approached Concentrix for help in improving their collections process — internal efforts were falling short in both volume and ROI. And, by focusing on collecting past-due funds only, the *Post-Gazette* knew their internal team was missing important opportunities to retain and extend paid subscriptions.

### AN EVOLVING, BLENDED SOLUTION

In the past, our client's collection efforts had focused on outbound calls to a list of past-due subscribers until payment was received or their subscription ended. Expensive phone time was spent equally on all customers, whether they were potential renewals or not.

#### Taking the targeted approach

Our first recommendation to the *Post-Gazette* was to incorporate analytics into their collections program. Based on the newspaper's historical data, Concentrix developed models to identify

the accounts most in need of attention — customers who were likely to renew by phone and those with a high risk of defection. Appropriate messaging was developed for each category, allowing Concentrix collections agents to target and concentrate their efforts on both account types.

#### Incorporating retention — long over-due

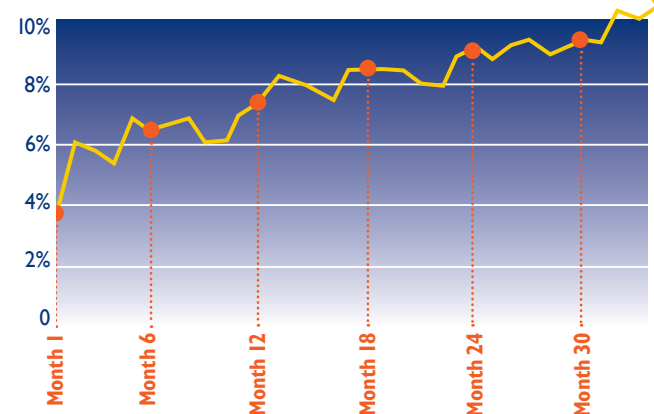
As volume began to rise, it became clear that adding a customer retention element would make the program even more effective. First, Concentrix outbound collections agents were given additional training so they could offer customers the option of extending their subscriptions with a pre-payment. At the same time, Concentrix' existing inbound customer service team was tasked to sell and collect subscription payments during routine customer inquiry calls.

By integrating collections into customer service and retention efforts, Concentrix improved loyalty while lowering the number — and costs — of future outbound collections calls.

#### Blended delivery locations further enhance cost-effectiveness

After demonstrating success using onshore representatives, Concentrix recommended a blended location strategy to further improve ROI. The new offshore agents were rigorously trained and immersed in the branding and specifics of the newspaper, its customers, and the region it serves before joining the team.

Concentrix Collections % of Total Remittance



### RESULTS

In the first 24 months, the total remittance amount collected by Concentrix has risen 67% over the *Post-Gazette*'s historical volumes, and conversion rates have risen to an average of 25%. Even more impressive, since adding the offshore team, ROI has risen to 3:1. Our client pays only thirty-five cents for every dollar we collect for them.

The *Post-Gazette* is pleased that, despite the on-going challenges faced by the newspaper publication industry, Concentrix has been able to consistently reduce churn and increase collections, customer retention, and ROI.

Our collections team averages a 3:1 ROI — for every \$0.35 we return \$1.00. If you'd like similar results call us at 1.800.747.0583 today.