

Case :

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Country :

United Kingdom

Sector :

Editing and Publishing

Company :

A community media company active in the fields of newspaper and magazine publishing, contract printing and internet communications.

Type of intervention :

Wall to wall project : marketing, sales, editorial photography, editorial reporters, pre-press/add production, district offices, editorial support services.

Efficiency improvement.

Review sales strategy.

Retail : distribution centers

Development and implementation of improved management control system.

Project Goals :

- Improve supervisory skills, behaviour and communication
- More professional Internal Client – Supplier Relationships (especially between Sales-Editing-Production).
- Optimise Man-hour performance in Editing and in Production.
- Project Management Skills (development of KPI's)
- Improve Sales Performance
- Effective Management Control System in order to obtain a self- improving mechanism.
- Better use of the existing problem solving tools.

What did we do?

Marketing: By reviewing the structure of the marketing and sales team and refocusing the sales effort on customers (retailers) and marketing on consumers (reader) a new structure was put in place that ensured that the right level of resources was allocated to strategic versus tactical activities. With direct marketing and market research, a strategy with clear objectives was developed. This strategy identified how direct marketing and research activities could best be used to help achieve marketing plan objectives and how the direct marketing and research team could be more integrated into the marketing and sales team.

Sales: field sales staff were re-directed towards the development of larger spending customers (>5k) and the targeting of new business through innovation. To achieve this goal we introduced a plan that offered more to the larger customers in terms of knowledge, creativity and skill. A more targeted approach to new business resulted in better quality pitches and more success.

Editorial Photography: A combined editorial picture department was created which effectively and efficiently serviced the needs of all titles. The combined department operated with a staff reduced by over 20% and significantly increased the productivity of the photographers and eliminated the possibility of duplication. Additionally, digital cameras were made available to editorial staff so that in many cases the reporter wrote and photographed his or her story.

Editorial Reporters: By making already existing data from the IT department available to the editorial departments it was possible to set new KPI's. At present it is now possible to divide every newspaper into SCC's (single column centimetres) for 3 major areas; editorial work,

advertising work and photographs. The data is available on an individual basis. It is now possible to bench mark the different individuals and the different titles within the group.

The KPI's are now integrated in their management reports with pie chart graphics. Together with the editorial departments, norms and targets have now been set. After implementation we could see an 11% productivity improvement through the better utilisation of the resources (own staff) towards the amount of SCC used from PA (press association), freelancers and lifted stories from other departments. For the first time the newspaper group took advantage of being part of the larger media group.

Prepress/Ad Production: We improved the processes by which adverts are booked and proofed. The copy preparation process was also analysed. Again with the integration of KPI's into the management system, productivity improved and the department has been able to take on increasing volumes without having to take on additional staff resources.

District Offices: We reduced the number of staff in the larger offices but at the same time we took advantage of available time by including sales activities into the front counter staff's duties. An optimal solution was found that integrated the work done by EffCo in the sales department with the results of the analysis of the district offices.

Editorial Support Services: EffCo implemented a program by which every outside source was contacted and requested to submit in a standardized format that could then be copied directly into the editorial system resulting in fewer errors and a workforce reduction of 25%.

Results :

The full net EffCo savings at the end of the project were £ 700,000 (which already represented a 1:2 R.O.S.).

We realized an overall margin improvement by 2%.