

Yellow Pages Group

Customer Contact Strategy



CLIENT

Yellow Pages Group (YPG) is Canada's leading performance media and marketing solutions company. The Company serves over 360,000 local businesses through its nation-wide sales force of over 1,100 media consultants. YPG also caters to the country's largest national agencies and advertisers through Mediative, its digital advertising and marketing solutions division. YPG is Canada's leading local commercial search provider and largest directory publisher, and has been an industry leader since it published its first directory in 1908.

CHALLENGE

In a rapidly changing marketplace, YPG wanted to increase its focus on customer lifecycle management, including the acquisition of new customers and retention of existing ones. YPG engaged TMG International Inc. to help them develop and deliver an overall contact strategy that would grow advertiser count and revenue, improve retention, and deliver an improved customer value to their advertisers.

APPROACH

TMG performed a thorough review of YPG's marketing strategy, products, programs, KPI's, and customer information. TMG also conducted employee interviews and reviewed past customer complaints and accolades. With a thorough understanding of customer needs, customer experience, and YPG touch points, TMG was able to identify an operational and strategic baseline from which the new contact strategy could be developed. Next, TMG worked with the YPG team to understand the desired end state and identify gaps, and performed coaching to assist with focus and prioritization. Catherine Caplice, Vice President of Corporate Development for YPG said the following about TMG's approach *"It was extremely practical and rooted in a thorough understanding of our business and our organization."*

KEY INSIGHTS

TMG helped YPG identify and address the following:

- Despite the success of their mass marketing efforts, providing the right balance of targeted direct marketing could improve their return on marketing investment.
- Coordination of efforts and programs across the organization could be more focused and better choreographed for stronger results.

Highlights

CHALLENGE

Build a stronger customer contact strategy

APPROACH

- Evaluate and prioritize current initiatives for immediate results
- Identify desired end state, key gaps and touch points
- Develop detailed execution plan with key enablers and potential areas of concern
- Focus on acquisition, retention, and up-sell across the advertiser/prospect base
- Share communication plan and roadmap across the organization
- Provide facilitation, coaching and training to ensure cross-company alignment

IMPACT

- Improved customer experience
- Better balance of mass and targeted emails for better return on investment
- Development of tools and enablers for successful targeted marketing
- Better alignment of objectives and programs across the organization

SOLUTION

Practical and Actionable Strategy

TMG facilitated several workshops, meetings and working sessions with senior marketing, brand, and sales teams in which key advertiser needs, gaps and touch points were identified, and a high level contact strategy framework was developed. It became apparent that the historical success of a solely mass approach was not sustainable, but a balance of mass and targeted would provide a better return. Understanding that perfecting the contact strategy is a journey, rather than an event, was critical to the success of this undertaking. *“The knowledge and expertise of the TMG team really accelerated our ability to deliver”* said Nathalie Tremblay, Director of Acquisition. *“With their guidance we were able to consolidate the ideas of several different departments into a single roadmap, allowing us to leverage synergies and build programs that addressed shared objectives, resources and priorities.”*

Strong Execution that Delivers Results

Once the contact strategy roadmap was developed, YPG took ownership, while TMG provided the necessary facilitation, coaching, training and development to assist with execution. This was done in two stages. The first involved helping YPG to identify the programs that could be quickly and successfully executed in the current quarter for immediate impact and results. The second involved the development of a detailed plan for the upcoming fiscal year.

With a focus on acquisition, retention, and up-sell across the advertiser/prospect base, TMG provided a roadmap template to help evaluate and prioritize programs, as well to identify key requirements and enablers for successful execution. This template made it easy to identify the goals of each program and the support required, and to communicate these across the organization.

IMPACT

The development and execution of the new contact strategy resulted in a better return on marketing investment, while delivering an improved customer experience. It also resulted in YPG accelerating efforts and developing many of the tools and enablers required to optimize targeted marketing including:

- A new IVR and leads routing system for better lead prioritization
- A lead scoring predictive model to maximize multi-channel effectiveness
- A new save/winback strategy and channel to reduce churn
- An advertiser life cycle program which includes new processes and communications to optimize touch points
- A consolidated, multi-channel approach to manage frequency of contact
- Testing to maximize advertiser conversion and program efficiency

In terms of overall impact, according to Nathalie Tremblay, *“While the focused insights and support provided by TMG were invaluable, because we maintained ownership of the roadmap and programs throughout, we found ourselves with the tools and understanding we needed to be self sufficient and successful, even after the engagement was over.”*

ABOUT TMG

TMG International Inc. is a consulting firm focused on business strategy, marketing, and sales planning. TMG helps business leaders deliver results for their organizations by unleashing their customers' potential. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned business executives with diverse industry backgrounds and years of “in the trenches” experience. For more information on TMG visit www.tmginternationalinc.com.