

Business Challenge

With the explosion of new ways for consumers to receive news, sports, and financial information, our client was seeing a decrease in their subscriptions levels. Increasingly, their subscribers were aging or taking advantage of short term promotions only to churn as soon as those promotion periods were over. Lower subscription levels meant difficulties with their advertising contracts as less eyeballs meant lower advertising rates.

Our client's Consumer Marketing department created a plan of action to combat the newly competitive environment. Several key objectives resulted from the plan:

- Create a deeper understanding of the subscriber base to understand the key levers for retention.
- Track key performance indicators at a more granular level to focus on profitability and marketing ROI as much as sales.
- Optimize the marketing process to go to market faster and coordinate multiple channels through the implementation of new business processes and campaign management technology.
- Provide a complete Business Intelligence environment to make fact-based decisions, evaluate subscriber retention and acquisition programs, and supply all levels of the organization with timely information.

The plan also resulted in a roadmap describing a phased approach to developing the new capabilities, the design of an architecture, a description of the analytical and operational requirements, and a collaboration plan describing how multiple business units could participate in the development effort as well as leverage the solution post implementation.

Business Solution

Our client embarked on an ambitious project to create a data warehouse with all of the relevant subscriber, consumer, and household information for two of their business units. The purpose of the data warehouse was to obtain an integrated, cleansed view of their subscribers and their subscriber's transaction and interaction history including circulation (Discus), billing, starts, stops, temporary stops, vacations, collections, and complaints. The data warehouse consolidated subscriber information across multiple channels and multiple prospect lists, performed the necessary merge/purge and householding processes, and created a single view of their subscriber.

Subsequently, two different applications were created for Consumer Marketing targeted at both marketing optimization and marketing efficiency. One application focused on implementing campaign management (Unica) that automated the planning, design, multi-channel execution, and response detection for subscriber-based marketing campaigns.

Another application focused on management and ad-hoc reporting (Business Objects) to support analysis related to marketing performance, marketing effectiveness, retention analysis, collection and billing analysis, circulation analysis, campaign effectiveness, campaign profitability, and subscriber demographic and segmentation analysis.

AmberLeaf played a pivotal role in our client's initiative including the overall project roadmap and architecture, ETL leadership (Informatica), programming and design, data conversion for up to 10 years of history, application and user interface development, and report development. Our client realized the following benefits as early as three weeks after the implementation:

- Improved insight into customer behavior and retention levers
- Decreased time to market for acquisition and retention campaigns
- Increased complexity of campaigns including more focused targeting which increased campaign ROI
- Increased understanding of campaign response and long term retention of campaign responders