

inma global innovation award

[Rewarding excellence in
media company innovation]



BCCL

Transforming print media sales
culture through technology



Agenda

- Who we are
- Programme Concept & Creativity
- Execution
- Results & Learnings

BCCL is proud to share its Technology driven Sales Organization Culture Transformation initiative



Who we are

Flagship company of Times Group; 175-year old largest Indian Media Conglomerate with interests in Newspaper, Internet, TV & other media vehicles

+\$1 Billion in revenues; 13 newspapers, 18 magazines, 26 printing centres; over 70 sales offices, 7,500+ employees, 30,000+ advertisers

*Home to **iconic English & Language newspaper brands** – Times of India, Economic Times; **Largest English newspaper in the world** by circulation*

*Pioneer of several **disruptive innovations** in print industry*

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Our internal and external context posed “several complexities”

External challenges..

Emerging media platforms challenging print

Media buying consolidation leading to pressure on pricing

Emergence of new demand centers – Tier 2, Tier 3 cities

Worst economic slowdown in a decade for India

with internal cultural impediments

“Siloed” sales organization not reflecting media buying; large, low tech, sales force with 2,000+ employees across 75+ offices

Static, people dependent & incentivization driven “pricing culture”

Less responsive sales force due to low individual measurability & accountability

Ad-hoc, relationship driven selling by teams; limited use of insights from data analytics

We needed to fundamentally transform our sales organization to drive a structured “Go to Market” strategy

We “leveraged technology” to drive a transformation program... centered around our four strategic planks

Program Objectives

Leverage technology to embed a culture of agility, accountability & effectiveness in sales organization

Sales Culture Transformation

1

Customer Centric Organization

Foster greater collaboration amongst teams & end silo selling

2

Right Pricing

Improve yields by bringing a culture of “efficient pricing” through a scientific and automated pricing system

3

Daily Measurability

“Drive agility” & create “climate of accountability” through system enabled target setting, monitoring, & performance mgmt

4

Data Driven Selling

Increase “sales effectiveness” by empowering sales teams with actionable insights based on data analytics

Technology & Innovation

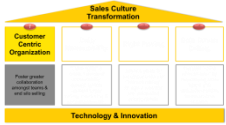
Our program “challenged” conventional industry paradigms fostered creative ways of doing business

Area	Current Paradigm	Our way
Pricing	<i>Static, rate card, person driven</i>	<i>Industry's 1st ever In-house scientific and automated pricing system</i>
Sales Measurability	<i>Quarterly, Annual</i>	<i>Hourly, Daily</i>
Media Selling	<i>Ad hoc, individual driven</i>	<i>Data analytics based actionable insights driven</i>
Sales Focus	<i>Regular print advertising</i>	<i>Created business; solution mind-set - activations, print plus</i>
Innovation Focus	<i>Short term, tactical</i>	<i>Long term, tied to strategic goals</i>

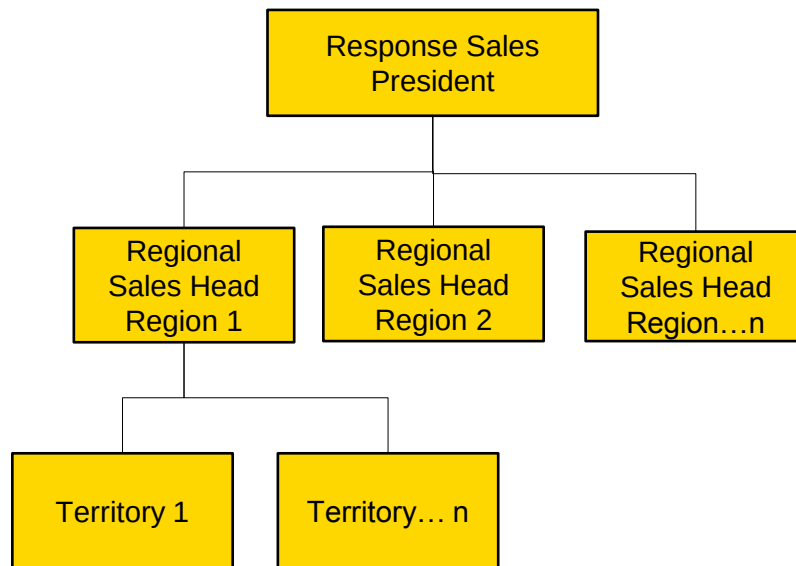
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Geography aligned regional structure was reorganized into "customer centric national structure" with category heads

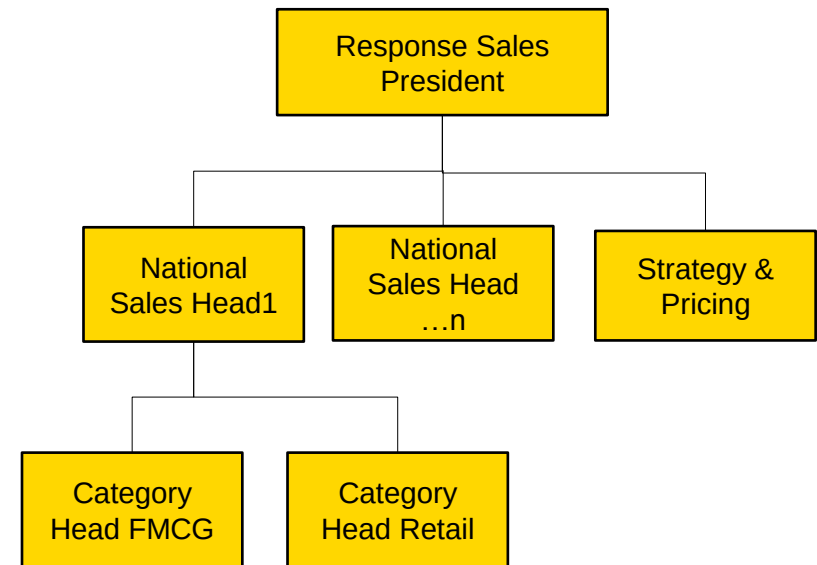


Geographical aligned



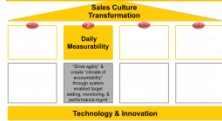
Culture of siloed selling in the existing geographically aligned sales organization

National structure



Reflecting ground realities of consolidated media buying with specialist category heads ; Centralized Pricing & Strategy team

We brought in a culture of “efficient pricing” through an innovative, dynamic & scientific pricing system.



1

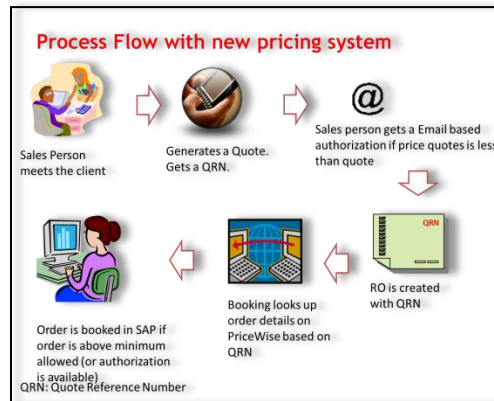
Launched in-house automated & scientific pricing system

The screenshot shows a web application for client search and quote generation. It includes fields for Client Search (H4446-25 VOLKSWAGEN), Transaction, Summary, Existing Client Previous, Select Ad Type (Spot Ad), Insetions, and a 'Load' button. Below this is a table with columns: Calendar Date, Page, Page Position, Color, and Size. The table shows data for 'The Times of India - Delhi Print Run'. At the bottom, there are input fields for various rates (e.g., 3554.32, 1012259, 2.22, 4217.75, 5584.4) and buttons for 'Calculate' and 'Send Quote'.

- Set up a dedicated pricing & technology team comprising of SME's
- **Leveraged statistical techniques** for pricing based on historical data
- Instantaneous system generated quotes for sales teams

2

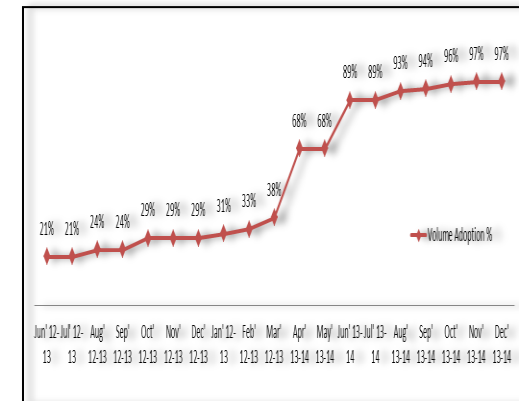
“Put in place” enablers for change management



- Set up a **streamlined & transparent process flow** for the new system
- **Aligned incentives** for sales team – Yield targets included in KRA for teams
- Frequent workshops for sales force training

3

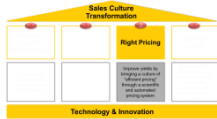
Achieved ~100% adoption by sales force



- Gradual adoption of pricing packages on the new system
- ~100% adoption by the 2000+ sales team over a period of 18 Months

"Drove agility & created a climate of accountability".. automated target setting & monitoring, performance management

LEADING CHANGE FOR
175
YEARS
1838-2013



1

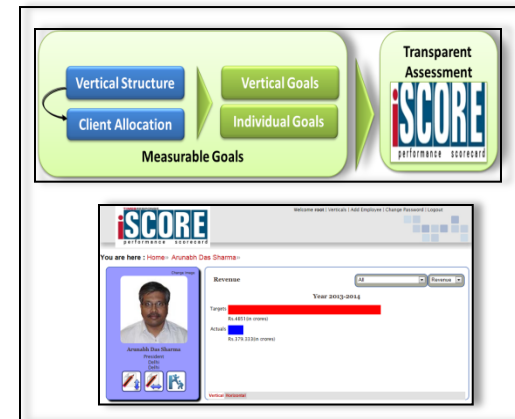
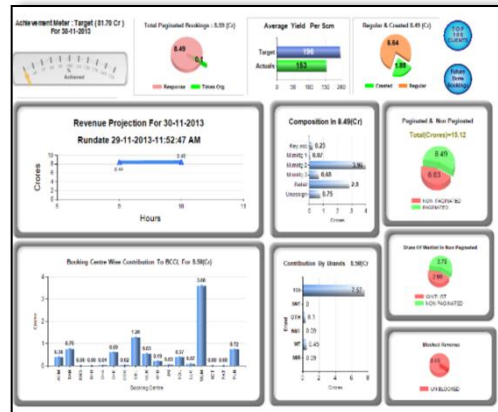
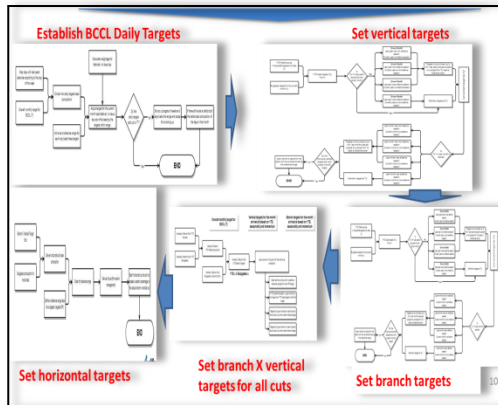
System enabled daily, monthly target setting

2

Hourly, daily focus through real time tracking of revenues

3

Created climate of accountability through automated performance management system

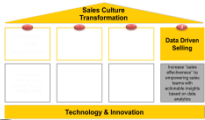


Daily, Monthly targets set at branch, vertical and brand combination levels

Vertical, Branch Head wise hourly and daily dashboards to drive targets through a large & distributed sales force

Transparent KRA definition and measurement using automated system

Increased “sales effectiveness” by empowering sales teams with actionable insights based on data analytics



1

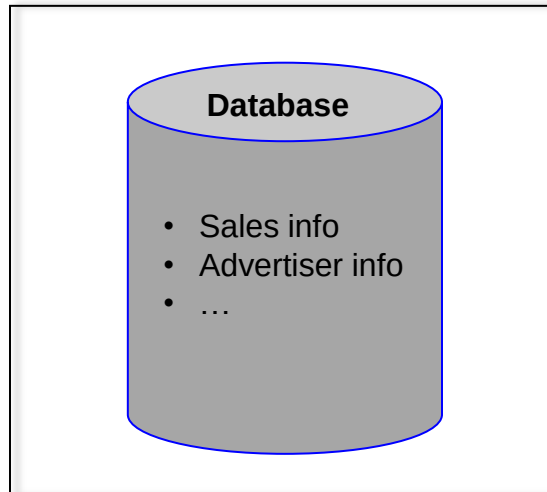
Streamlined data collation to build transaction databases

2

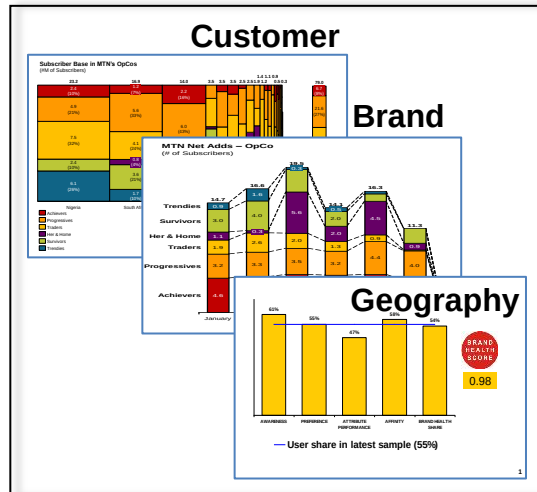
Built a set of systematic analyses and analytical tools

3

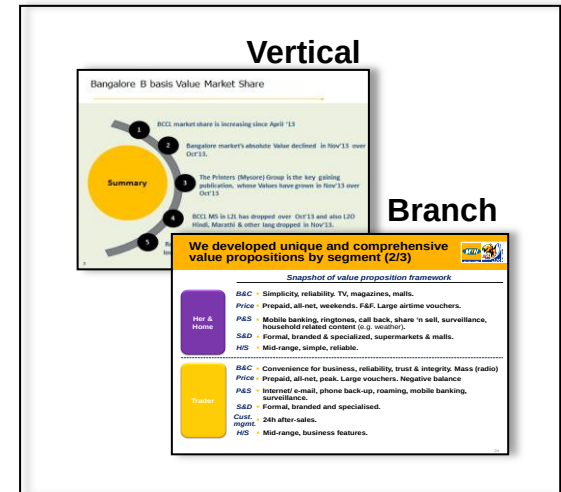
Defined specific actions for the sales organization



Structured data collation across ~50 editions × 7 brands × 23 locations × 25 verticals.....



Identified and defined a set of critical analysis around multiple lenses



Analytics team provides actionable insights for the vertical and branch heads

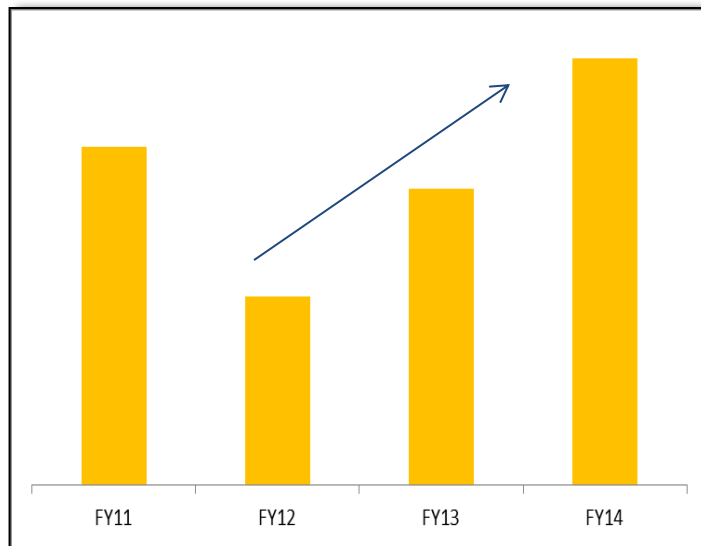
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Transformation program enabled sharp increase in yield & daily revenues

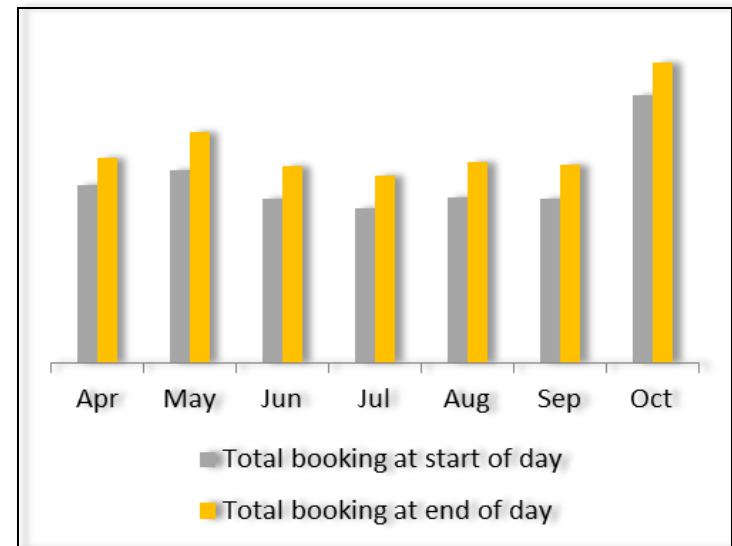
Success Markers

Sharp yield growth



Reversed the trend of declining yields;
Yield growth mirrored the adoption of
the new pricing system

Uplift in revenue per day



Hourly, daily focus coupled with
actionable insights enabled sales team
to deliver higher revenue per day

Imbued a culture of efficiency, agility, accountability in our sales teams

We believe our experience could offer learnings for print organizations globally

Key Learnings

Culture remains most elusive to change – leadership commitment a must

Tie innovation & technology to strategic goals

Establish the right enablers

Don't lose sight of operational performance

Thank you

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A decorative graphic in the top right corner consisting of a cluster of small triangles in shades of orange and yellow, arranged in a pattern that suggests movement or a trail.