

SUCCESS STORY

Directories Australia Pty Limited
Information Solution Works (ISW) Pty Limited



Integrating digital printing and timely electronic delivery of government directory information



The process has benefited our subscribers and our business. We have a new web-enabled 'Governments of Australia' CD, a feasibility study for a new directory product and a streamlined production and print process. Our clean data base will let us better serve our subscribers and the Customer Relationship Marketing Plan will guide us for many years to come.

*Paul McNamara
General Manager
Directories Australia*

The Organisations

Directories Australia Pty Ltd, based in Hobart, provides printed directories detailing *Who's Who in Government* at all three levels throughout Australia. The directories are purchased as a fact checking and marketing/lobbying tool by customers such as large corporations. Printing of the directories is carried out by Information Solution Works (ISW) Pty Ltd, a printing, IT and media company.

The Project

The project brought together ISW, Directories Australia and the Printing Authority of Tasmania. It took the Directories Australia range of directories from a paper based product to a paper and/or electronic product. It trialled modern relationship

marketing techniques in the promotion of digital printing solutions to content creators.

Objectives were to double Directories Australia profits, develop two new products and customer groups, reduce publishing time to less than 10 working days, improve customer retention to zero net customer loss, increase customer satisfaction and minimise outstanding subscriber renewals.

Project Methodology

Focusing first on developing a Customer Relationship Marketing (CRM) process, a customer analysis identified the best selling directories and customer groups. Following a telephone survey, focus groups were held in Sydney and Melbourne.

VALUE CHAIN
MANAGEMENT
PROGRAM



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These identified strengths in the current design of the product, pinpointed print product redesign improvements and revealed the best means of providing electronic databases and updates.

Errors in the customer database were removed through contact with customers to confirm details, obtain other customer profile details and test the appeal of other products and services. A CRM database design was created to make the data-mining of the subscriber lists most effective. Research into new products was carried out by telephone interview and desk research.

Second, opportunities to reduce the time and costs along the value chain were investigated. An audit of the interface issues between author and printer was carried out to develop a set of protocols for effective and speedy match of content and print. A Value Map of the print process was prepared to identify the potential to cut publishing time to less than ten days.

The directories databases were examined to create the best configuration for their expression in print, CD and/or Internet formats. An electronic version of the directories was created and an electronic protocol established for ease of print and electronic transfer.

Finally, a telephone survey of potential users showed that the understanding of digital print-on-demand was minimal. A telemarketing campaign invited potential users to a presentation on the principles and effectiveness of digital printing. Each participant received a digitally printed colour brochure, with their name personalised throughout.

Benefits and Outcomes

- The redesigned printed directory with electronic updates received feedback ranging from 73% to 93% approval for the seven new layout and design concepts.
- Contact with all Governments of Australia subscribers who were creating a clean database for effective data-mining and marketing campaigns identified that most



contact details contained errors, that there were extra sales opportunities, and that there was little interest in short-run printing, copy writing and mailing.

- A CRM Plan was created with the first campaign's expected response worth more than \$500,000 in terms of the lifetime value of the subscribers created and with a break-even point of less than a 0.25% response.
- The new directory product was positively evaluated with the potential to create a Directories Australia profit increase of 100% by year two.
- An interface protocol and digital printing process design was created, enabling one print run during the project to be carried out in three days' publishing time.
- The electronic formatting of the databases was completed and a user-friendly CD (in web-enabled format) was created.
- The direct marketing campaign attracted 120 potential users with 12% completing an Expression of Interest to use digital printing before September 2001. ISW have ordered the latest DocuColor 2060 Xerox digital printer capable of printing 3,600 full colour pages per hour.

This project was facilitated by Owen Tilbury of TOTAL Business Consultants, a project manager accredited with the Value Chain Management Program. The Program is an initiative of the Commonwealth Government.