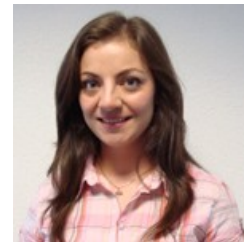


SIPA UK AWARDS 2009

Marketing Team of the Year: Incisive's Audience Development team

The Audience Development Superstars are:

Rebecca Wilson, Tim Martin, Kim Baker, Sarah Smith, Helen Varnava,
Lyndsey Muller, Kim Ferrara and Romina Rushton



Team overview

Led by Rebecca Wilson, employee of the year 2006, the team formerly known as the Circulation department, has re-branded in 2008-2009 to become the Audience Development team. The transformation reflects the changing nature of our business, with controlled circulations reducing but the need for targeted, profiled, clean data intelligence being greater than ever.

In 2008 the team sourced 350,000 fully profiled readers for the CC titles, a skill set that they now turn to profiling our online audiences to support the growth in webinar, subscription, online and lead generation models. Of course they still do the day job; auditing titles, getting registrations, managing our subscription bureaus and arranging the distribution for all our CC print titles. They are a bunch of fierce negotiators too and have saved millions in distribution and bureau charges in the last two years alone.

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Consistent over-performance against targets/objectives

The Audience Development team has laughed in the face of the recession and by using intelligence, strategic thinking and most importantly hard work they have managed to exceed all cost saving expectations. The team are targeted on hitting profile, audit and audience targets, managing costs and monetising our data to drive revenue growth across our new business models of lead gen, list sales, webinars and profiled web audiences.

The team were targeted to make a **10%** saving across the department – focussing on distribution costs and subscription bureau costs. Through hard negotiation of costs (including brand new pitches from existing suppliers), clever use of digital magazines and forging partnerships with external companies and sales teams, they actually achieved a **25%** saving! Here are three of the latest projects which have helped to make these impressive savings:

1. A database/subscription bureau move that has expanded to a business partnership with Optima. Working together as partners, the team have been able to make full use of Optima's expertise in data, allowing them to focus on revenue-creating areas of the business. Together, they developed a full customer service facility, and set up automated controlled circulation renewal series to increase renewals and free up time for the team's audience development projects.
2. Working in partnership with the delivery company Pitney Bowes secured more big savings on all distribution of magazines, newsletters, books and marketing mailings. The most recent significant cost saving being on the overseas distribution.
3. Changing the strategy of traditional controlled circulation titles to introduce digital issues to the audiences and therefore reducing the amount of print copies sent. Over the course of 2009 this will make a significant cost saving, will improve delivery times to our readers, *and* will reduce the company's carbon footprint and impact on the environment.

Whilst the team have been instrumental in these cost saving initiatives and supplier negotiations (as well as consequent transfers), we have continued to deliver an *extremely* high quality circulation for all of our controlled circulation titles. The team has achieved all audit targets, with several titles becoming fully requested for the first time ever and seeing year one requests at an all time high – all this when budgets are tighter than ever!

The team have also shared best practice throughout the company, including:

1. Introducing centralised budget sheets and reporting, thus saving time for the accounts team and helping to ensure budgets are maintained and cost reporting is more transparent and accurate.
2. Rolling out data protection rules and training; an example of the team going beyond their role of data gathering and management, to ensure proper use and care of the data throughout the whole company.

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Furthermore the team has implemented a range of other initiatives across the business – detailed in the sections below.

A broader input to the performance of the brand than their immediate marketing responsibility

The Audience Development team have put their data and demographic expertise to the test and played a fundamental role in developing other, revenue generating, projects throughout the business, some examples of which follow:

1. **Affinity deals**

The Audience Development team have developed a high quality database of senior finance and IT professionals by company size and business area. We have used this to forge a highly profitable business partnership with an affinity company to offer our audience corporate insurance deals. We are able to pinpoint the key players and have been able to build thousands of leads with the team's help and knowledge. This has not only created direct revenue for Incisive Media but has also cemented a long-term relationship with the affinity company through their trust in the quality of our audience. We plan to roll this model out to other brands within Incisive Media.

2. **Recruitment Quest**

The decline in print recruitment advertising is an issue that all traditional publishers have to face, particularly in the current slow job markets. The Audience Development team have worked closely with the recruitment sales team to devise ways in which we can utilise our database to address this. With the in-depth knowledge that we have of our different audiences, we have managed to micro-target individuals in companies who would be perfect for roles we are advertising. Using our recruitment sales experts we aim to fill these positions and take a percentage of the placement fee. It is a model that has generated significant revenue and will be rolled out across the company.

Market Research

Converting hundreds of thousands of fully profiled readers each year the team have been able to set up a business partnership with an online research company. They prompt readers to be a part of the research panel during the re-registration process and have consequently been able to provide the research company with thousands of people across all brands that now regularly give their opinion and take part in research. Again, this provides Incisive Media with an additional revenue stream as well as an engaged and motivated audience.

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Innovative solutions to marketing challenges

Publishers are a tough breed at the best of times but when they're demanding cost savings while still maintaining the quality of their circulation and databases it takes brains, hard thinking and a fair bit of patience to come up with a strategy.

The team worked tirelessly with the Production team to create digital versions for all magazines. By actively marketing the benefits of much faster delivery times and the environmentally friendly format to audiences, the team has already converted a large percentage of print readers to digital format, thus reducing print circulation and of course distribution costs, whilst maintaining key headline audit targets. It has helped the business capture even more email addresses because customers now have to provide this information to receive their issues! In turn marketing spend has reduced because the team is able to send more email renewals and other information to more customers.

Changing market conditions has increased the emphasis on revenue diversity within the company's business models. With this in mind the team has been developing campaigns to support the paid subscription team with moving traditional controlled circulation titles to subscription based revenue models. This is a huge challenge given that readers have been thoroughly spoilt having received copies of their much loved publications for many years completely free of charge. But by working closely with the subscriptions team the team produced a very thorough strategy with logical reasons for refusing anymore free subscriptions to devoted readers. They locked down parts of our websites, made them only available to paid subscribers; introduced new pricing structures taking into account the desired move towards digital editions; and identified additional benefits which CC readers previously received free of charge but now only receive if they subscribe.

Ability to maximise the effectiveness of marketing spend/activity

The Audience Development team hasn't sacrificed results for cost savings; they have managed to achieve their targets through thinking creatively and putting more of their own hard work and time into them, for example:

- Whilst working on titles that have traditionally had high telemarketing spend to maintain their large circulations, they devised a way to slash the spend whilst still achieving impressive requested circulation figures by introducing a second, shorter registration form, which satisfied the audit bureau and ensured that all records are up to date and fully requested. The cost was less than 50% of a full price registration.
- Through sheer hard work, effort, and long hours they have researched thousands of contacts themselves rather than buying lists or paying an agency to research the names.
- Together with the events marketing department the team have reduced approximately 600 separate data research projects to 10 larger, more manageable projects by identifying the audience crossovers and combining relevant research projects. This has consequently saved Incisive Media considerable money because it ensures the same names are not researched duplicate times in the same year, and has reduced the administrative burden of managing so many different projects.

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- In response to the additional audience development workload the team has implemented an auto-renewal process for controlled circulation marketing, thus ensuring the basic re-registration process continues but without manual intervention, consequently freeing up some of the team's time to focus on improving other data and obtaining new leads for the company.

The team's continued partnership with Optima has also seen the introduction of a new web interface for the subscriptions database, used across all marketing and customer service employees in Incisive. This has increased the efficiency of all teams; for example, the telesales team has been able to reduce the amount of time it takes to: produce a pro forma for the customer, get the order on the database, and get the payment processed, by using a simple order wizard which is part of our new browser.

In addition the new database structure has allowed the team to significantly improve the quality of the data. The number of company records on the database has halved simply through merging duplicate records on the database. We are now able to accurately identify who our top spending customers are, how many readers we have across all of our magazines for every company. This helps us intelligently cross-sell and up-sell all of our products.

TESTIMONIALS

*The Audience Development team quite frankly rock. There was a time when circulation was viewed as a slightly dry profession practiced by data geeks. Not so now!. Well a bit, but the new era of publishing hails the rise of the data geek! With the skills to profile 350,000 people per year this team is a dynamo in our quest to change our business models to ones driven by data and paid content. The team have made huge strides in the last year and their profile across the group is growing rapidly. Unlike a "traditional" marketing team they can't talk about subs numbers, but the marketing they do to grow our pot of data is vital and just as technical and creative as the subs marketers. **Louise White, Group Marketing Director, Incisive Media***

*Incisive Media's highly motivated Audience Development team continues to go from strength to strength, delivering outstanding value to the business not just in doing their jobs and doing them well, but with a cost-saving gusto that is simultaneously fabulous and not just a little bit scary. Rebecca Wilson's ability to identify cost savings - not just by beating up suppliers but through innovative consultation with publishers - is infectious with the rest of her team, most recently seeing Tim Martin delivering significant savings to the Accountancy Age P&L through intelligent recommendations weighing straight savings with the broader implications of the ABC impact on the sales story. This team has already confirmed cost savings to the group P&L, and is the largest contribution to the cross company savings initiatives and a substantial driving force behind the group hitting all of its synergy targets with recently acquired businesses. They are restructuring in 2008/09 to have a greater focus on efficiency and cost saving drives, and tirelessly take on workload from acquired businesses being heavily involved in integration efforts. The Audience Development team is thoroughly deserving of an award for marketing team of the year. **Marc Hartog, Finance Director, Incisive Media***

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