



# District Supervisor Training Manual

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## A manual designed for:

1. Circulation Manager
2. New Circulation hire
3. District Supervisor, District Representative, District Manager
4. Publisher
5. Owner

## Tried and Proven Methods:

Easy to follow, examples and an excellent reference guide.

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# Section One

## Introduction

This training program is designed to assist the District Supervisor Team to manage their districts in a highly professional and competent manner. A District Supervisor is, in the true sense of the word, a "professional".

Circulation is the lifeblood of the newspaper. Without circulation a newspaper ceases to exist. When a newspaper turns over a block of circulation to a District Supervisor to supervise, it is replacing a portion of their only real asset in the District Supervisor hands. Whether this block of circulation is 1,000 or 5,000, it is extremely important. A newspaper can buy new equipment or new vehicles, can construct a new building, etc. but it is difficult and very expensive to replace lost circulation.

**There are basically just three main tasks of a District Supervisor.**

- 1) To competently service the circulation currently held in their district.
- 2) To add to the circulation currently in the district.
- 3) To collect in full for circulation in their district.

This is perhaps over-simplifying it, but if a District Supervisor can satisfactorily accomplish these tasks, the District Supervisor will be accomplishing their overall mandate.

An interesting point is to look at what a loss or a gain of one subscriber within a district can mean.

As an example, if a newspaper has a home-delivered price of \$4.50 per week, and the carrier profit ratio is 25%, the newspaper would receive revenue of \$3.38 for each week a subscriber receives the newspaper. Taking into consideration the regular subscriber is probably away for four weeks of the year, a subscriber would receive delivery 48 weeks of the year. This represents \$175.76 in revenue for a newspaper.

Lose one subscriber, and your newspaper will lose \$175.76, lose 100 subscribers, and your newspaper loses \$17,576.00 in revenue over the 48 week period. Reverse this however, and add one subscriber and your newspaper will see an increase in revenue. Add 100 subscribers, and the revenue in your district will increase substantially.

Once again, newspaper circulation is somewhat unique. It costs a newspaper absolutely no more in distribution costs to add a subscriber, but by the same token, distribution costs are not reduced if a subscriber is lost.

Truly professional District Supervisors can be a master of their own destiny. District Supervisors spend considerable time on their own, and their ability to put this time to their best advantage, will dictate how successful they will be in managing their district. Each of the sections in this training manual is designed to assist District Supervisors in their prime areas of responsibility, service, sales and collections. Not every suggestion will be of use to a District Supervisor. However, the manual touches on all aspects of a District Supervisor responsibilities. We are confident that there will be numerous suggestions and aids within the manual that will help every District Supervisor.

A District Supervisor can make one or two choices. The role of a District Supervisor can be simply a "job" or, it can be part of a career path leading to many opportunities in the exciting field of news papering.

Above all, a District Supervisor is a professional. We trust after reading this manual, you will have more tools to help you in your profession.

## **Section Two**

### **Profile of a District Supervisor**

#### **District Supervisors**

Know their district inside and out. They know all dealer and box locations. They know the difficult routes within their district and the routes that require more attention. They know problem service areas and know what must be done to ensure quality delivery in these areas. They know their previous carriers and those carriers who can be relied on to help out in a pinch. District Supervisors who know their district are the ones that can sit and talk knowledgeably about the district without having to refer to notes and files.

#### **District Supervisors**

Know their carriers in their district. They can associate a carrier's name with a route number and vice versa. Nothing makes a carrier's parent feel better than to call the office, give the route number and the representative replies by calling the carrier or parent by name. They know pertinent bits of information about each carrier that can be worked into a conversation with the carrier making them feel they are not just another route number, but an important part of the newspaper's organization.

#### **District Supervisors**

Have earned and gained the total respect of all carriers in their district. Each of the carriers in the district will "go that extra mile" for their Supervisor, because they know they can be counted on to give assistance and advice when required. They know that when it is necessary to call on their Supervisor nothing is too much trouble to ensure subscribers receive superior delivery service day in and day out. When they have gained such respect, not one carrier would think of letting the District Supervisor or the newspaper down.

#### **District Supervisors**

Know their dealers in their district. They have earned their confidence and the dealers know they can be relied upon to follow-up and solve any problems the dealer might have with the newspaper. As a result, dealers don't simply sell the district's newspapers, they merchandise and market them.

#### **District Supervisors**

Know all vending box locations in the district and the number of newspapers sold at each box each day. Through the sale of newspapers in the vending boxes they realize the home delivery potential in the area covered by the vending boxes, and act accordingly in converting casual purchasers into regular daily home delivered subscribers.

### **District Supervisors**

Are:

- Fully prepared individuals
- They look professional, dressing and acting accordingly
- They are proud of the newspaper they represent and Supervisors are proud to have the newspaper represented by them.

### **District Supervisors**

Are service oriented individuals. They realize that it is much easier to save a subscriber than it is to obtain a new subscriber. As a result they will do anything possible to ensure all subscribers in the district receive prompt efficient delivery service. They understand in order to show an increase in circulation in the district, it is necessary to sell two new subscribers to replace a lost subscriber. They realize that every subscriber is a valuable asset of the newspaper and must be treated accordingly.

### **District Supervisors**

Are sales minded individuals who realize it is necessary to use all the sales tools at their disposal to increase the number of subscribers in the district. They work with and encourage carriers to constantly call on non-subscribing homes to sell the newspaper. They make sure carriers are fully aware of all sales contests and promotions made available to carriers and encourage participation in promotions to not only earn exciting bonuses and rewards but to increase the carrier's weekly and yearly earnings.

### **District Supervisors**

Strive to maintain an "above average" collection record in the district. They fully understand "the sale is not complete until the money is in the till" They act immediately with both carriers and dealers who are slow paying and will not allow an account to become "overdue". They do not know the word "arrear".

### **District Supervisors**

Do not cut corners. All the bases are covered each day by returning calls and acting on problems. Problems are not simply "swept under the rug" to resurface the next day. They realize prompt action on problems or trouble situations will solve them with minimum delay. They know when leaving the office or district at the end of the day it will not be necessary to spend half of tomorrow finishing today's work.

### **District Supervisors**

Are well respected by all the people, including carrier, dealers, subscribers, etc., that they deal with on a day to day basis. They are considered by these people to be truly "THE NEWSPAPER".

## TYPICAL DISTRICT SUPERVISOR DAY

• Arrive at office and check phone messages for any urgent situations	<b>10%</b>
• Check emails for any urgent situations	<b>10%</b>
• Deal with situations- root causes, etc.	<b>20%</b>
• Efforts to carrier recruitment	<b>30%</b>
• Once recruitment efforts completed, customer recalls are then done, service issues, carrier issues, collection issue	<b>25%</b>
• End of day- check phones and computers for any issues coming up the next day	<b>5%</b>
	<b>100%</b>



## **Section Three**

### **Circulation System**

Circulation Manager opens a SR for the District Manager Circulation System Training

IT puts the software on the Supervisors computer

Circulation Administration sets up training profile for the District Supervisor

**Best Practice: Circulation System**

Notes:

[illegible]

## Section Four

### Time Management

A football team would not think of entering a game without a carefully thought out and planned game plan. A major corporation or business would not think of entering a year without a business plan for the coming year, as well as a long range business plan covering the next five to ten years. An airplane pilot would not think of taking off on a long trip without a flight plan. And a professional District Supervisor would not think of operating without a proper “plan of action”.

Time is money. Professional District Supervisors learn how to use their time efficiently. A District Supervisor’s day could be divided onto two areas:

1. The expected or planned segment
2. The unexpected or unplanned segment

There are certain daily, weekly and monthly tasks that are as certain as death and taxes such as:

- Complaint checks
- Carrier collection
- Dealer collection
- Canvassing or crewing
- Carrier recruitment

Then, there are unexpected things that come up without notice, such as:

- A snow storm
- A carrier who cannot deliver a route
- A press delay
- A new carrier deciding at the last minute that they do not want to take on the duties of delivering the route

However, District Supervisors who effectively use their time can take the unexpected in stride and still accomplish their overall daily, weekly and monthly plan and objectives. The real challenge to time management is that we can’t manage time. We can only manage ourselves in respect to time. The efficient time manager will “**PLAN THE WORK, THEN WORK THE PLAN**”. As a result it is suggested that the District Supervisors work on a monthly plan, a weekly plan and a daily plan. One thing must be recognized in planning. It takes time to plan. Although planning does take time initially, it saves three to four times as much in the end and allows you to get much better results.

**Monthly Plan**

List the regular monthly tasks on a monthly planning calendar. Such tasks would include billing periods, carriers monthly promotions, crewing or canvassing nights, days off that you might have during the month, etc. If you work staggered hours, you should put in your shift hours for each day of the month.

Carrier billing periods normally indicate the heavier carrier turnover periods of the month. You would then plan certain days of the month that would be devoted to carrier selection and appointment.

Once you have completed your calendar, you have a complete picture of the coming month, and the expected and planned segment of the month.

Then, as certain other things come up in advance, they can be pencilled into your calendar accordingly. Once your monthly plan firmly in place, you basically have your "game plan". However, a winning hockey coach is able to adjust and although he will stick to the game plan for 60 minutes, he is able to make certain alterations to overcome certain obstacles. Such must be the case with a District Supervisor.

**Weekly Plan**

The format for a weekly and daily plan can in most cases take the same outline. Review your weekly plan at the end of each week for the coming week. Transfer from your monthly calendar the information to your weekly plan under the appropriate day. Look at how tight, or how flexible the coming week will be. If it is fairly open, then you can plan to pencil in specific things such as carrier recruitment projects, dealer goodwill calls, vending box surveys, promotional sales activities, etc. Then, as you enter the week and the week progresses you can pencil the specific other tasks as they come up.

**Daily Plan**

If you are using a combination weekly and daily plan sheet, you will have at the start of each day your daily "to do" list. Then, as appointments have been made or are made, they are entered into the appropriate day and time. Your daily list is kept in front of you at all times and you check it regularly. As each of the tasks is completed you then check it off.

As mentioned earlier, planning does take time but in the long run saves substantial time. The District Supervisor, who makes the best use of time, is the Supervisor who will accomplish the greatest amount in his/her district, week in and week out.

### **Making The Best Use Of Time**

The following are some points the Supervisor might find helpful, on making the best use of their time.

- Plan a little less than you feel you can accomplish. Some good times Supervisors leave up to 15% to 20% of the day unplanned, thus allowing time to handle unexpected crisis.
- When reviewing your daily “to do” list, plan to tackle the toughest or highest priority tasks first. As an example, if you have a difficult route that is coming open and know it will take a good deal of effort on your part, tackle it first thing when you are freshest and your energy level is at it’s highest. Once you have this out of the way, it is clear sailing.
- Recognize that it is more important to prevent new fires from developing than to spend all of your time putting out old fires. Return your telephone calls promptly and act on requests immediately, whether they are from your superior, a carrier, dealer or a subscriber.
- Use your telephone effectively. Most people claim that the telephone is a major time waster. However, properly used it can save a great amount of time within your day. Often a Supervisor will jump in the car and head out to see a carrier, dealer or a subscriber simply on the basis of what appears to be an emergency situation through a telephone message. However, by taking a telephone call in advance and getting the details, very often you will solve the problem on the telephone, and even if it is necessary to go out you have the facts in advance allowing you to form a plan of action.
- One of the major factors in wasting time is forgetting things and searching for lost items. Keep your desk and brief case organized, so that when it is necessary to leave the office, you spend a minimum amount of time getting ready to head out.
- **Listen.** Another major contributor to waste time, is the fact that you have not listened to what was being said and as a result you do not have the facts correct. Make sure you listen carefully to everything that is being said, whether it is your superior describing an incident that you must tend to, a subscriber calling in with a service issue, a carrier calling with a problem, or a dealer calling in pertaining to an account. By getting the facts right the first time a great deal of time and effort can be saved, but the only way this can be done is to listen to what you are being told.

### **One final point on time management**

- At the end of the day, or week, take just a few minutes to review your day or week, and see if you can establish where you might have wasted some time, and this “time waster” can be eliminated for the coming days or weeks. **Remember. “Plan the work, then work the plan”. Time is money.**

## MONTHLY CALENDAR 1-31 days

S	M	T	W	T	F	S
		31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

# AUGUST

## MONTHLY CALENDAR 1-31 days

<b>S</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>T</b>	<b>F</b>	<b>S</b>
		31 Carrier sign up 2 pm	1 12-8 Crewing	2 9-5 box collection	3 9-5 Meeting 1pm	4 Carrier billing
5	6 DAY OFF	7 9-5 box collection	8 12-8 crewing	9 12-8 crewing	10 Carrier sign up 2pm	11 Dealer billing
12	13 12-8 crewing	14 12-8 crewing	15 DAY OFF	16 9-5 box collection	17 Carrier sign up 2pm	18 Carrier billing
19	20 School meeting 1-2 pm	21 Carrier sign up 2pm	22 9-5 box collection	23 School meeting 1-2 pm	24 DAY OFF	25 Dealer billing
26	27 9-5 box collection	28 School meeting 1-2 pm	29 Carrier sign up	30 9-5 box collection	31 Carrier sign up 2pm	

# AUGUST



**This Week****Monday**

Date: \_\_\_\_\_

1 _____	8 _____
2 _____	9 _____
3 _____	10 _____
4 _____	11 _____
5 _____	12 _____
6 _____	13 _____
7 _____	14 _____

**Tuesday**

Date: \_\_\_\_\_

1 _____	8 _____
2 _____	9 _____
3 _____	10 _____
4 _____	11 _____
5 _____	12 _____
6 _____	13 _____
7 _____	14 _____

**Wednesday**

Date: \_\_\_\_\_

1 _____	8 _____
2 _____	9 _____
3 _____	10 _____
4 _____	11 _____
5 _____	12 _____
6 _____	13 _____
7 _____	14 _____

**Thursday**

Date: \_\_\_\_\_

1 _____	8 _____
2 _____	9 _____
3 _____	10 _____
4 _____	11 _____
5 _____	12 _____
6 _____	13 _____
7 _____	14 _____

**Friday**

Date: \_\_\_\_\_

1 _____	8 _____
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4 _____	11 _____
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**This Week****Monday**

Date: \_\_\_\_\_

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**Tuesday**

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**Wednesday**

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**Thursday**

Date: \_\_\_\_\_

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5 _____	12 _____
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7 _____	14 _____

**Friday**

Date: \_\_\_\_\_

1 _____	8 _____
2 _____	9 _____
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4 _____	11 _____
5 _____	12 _____
6 _____	13 _____
7 _____	14 _____

**Best Practices: Time Management**

[illegible]

## Section Five

### Carrier Recruitment and Appointment

A good portion of a District Supervisor's time is taken up with carrier recruitment and appointment. A Supervisor who has a good recruitment program is a Supervisor who has a much easier time covering his/her district and is doing a good job. The Supervisor who employs sound recruitment procedures is the one who will have the best customer service record, the best collection record, the best sales record, and inevitably the best bottom line, that of increased circulation.

Whether a Supervisor uses youth carriers exclusively, or adult carriers exclusively, or a combination of both, the use of an ongoing recruitment program by the Supervisor is an absolute must.

Certainly, Supervisors will receive a number of applications through the conventional sources. However, most Supervisors will find that there are certain routes or areas within the district where applications are scarce or non-existent, and these are the areas in which Supervisors must concentrate their efforts.

Most District Supervisors take the applications they receive and place them in one file. Then, when they receive notice from a carrier they go through their applications to establish whether or not they have a good prospect for the route. If not, they start beating the bushes spending a great deal of time locating a carrier for the route.

Why not try this?

#### **Take your district and zone it.**

If your district primarily uses youth carriers, your district would be zoned into zones that would comprise approximately three to six routes. Work on the theory with youth carriers that a youngster living in a zone could manage any of the routes located within the zone. When establishing the zone you take into consideration the major roads, railway crossings, rivers etc. that a youngster would have to cross. In taking these factors into consideration you could have zones that would just have two routes, while others could have as many as seven or eight.

If your district primarily uses adult carriers, your zones would be much larger but basically the same guidelines would apply. If you use a combination of adult and youth carriers, zones would be established accordingly.

Your zones can be named, using letters of the alphabet, such as **A,B,C** or other names you might find applicable. Your applications are then filed by zone. All new applications are zoned when they are received and filed accordingly.

You are then in a position to concentrate your recruitment efforts on the zones where you need applications.

The time to recruit carriers is when you don't need them. There is no greater feeling for a District Supervisor, than to go out and solicit applications and be able to say "currently we do not have an opening in your area, but we will file your application and when an opening does develop we will certainly contact you." There is no greater sense of security than obtaining applications which you know will simply be filed for future use.

Conducting an ongoing recruitment program can become part of a Supervisor's daily routine. It is not necessary that a Supervisor head out and say "today is recruitment day" but rather various recruitment projects can be put in use as a Supervisor travels throughout the district.

The following is a list of suggestions for soliciting carrier applications, both youth and adult. Perhaps you might not be able to use all of these suggestions in your district, but there will certainly be some here that can prove beneficial to you. All of these suggestions can be used on an ongoing basis. As an example, as you drive by a church why not stop off and meet the priest or minister. This takes just a few minutes but could result in obtaining a number of prospect names as the priest or minister has a good idea of parishioners who might be interested in managing a newspaper route.

## Finding a Carrier- Youth

Although this is divided into youth and adult sections, a number of these points can apply to both areas of carrier-recruitment.

### Where to find carriers- YOUTH

1. **Current Carriers.** Your current group of carriers all have friends. Every time a District Supervisor has the opportunity to talk to one of their carriers, they should always ask them if they know of any other youngsters in their areas or friends who might be interested in a newspaper route.
2. **Rewards.** Forward a promotion piece to all current carriers offering a reward if they supply a name of a friend or relative that would be interested in managing a newspaper route. If the name works out the carrier is rewarded with a cash reward or a prize.
3. **Schools.** Unfortunately, over the years, newspapers have overused schools as an effective recruitment tool. It is suggested that the District Supervisor contact the schools within the district twice a year, May and September. Here again, be professional. Do not simply show up at the school asking the principal for the names of prospective carriers. Visit the principal first and explain that your May visit is to simply update your files for the coming summer, while your visit in September is to once again update your files with the names of youngsters who have moved into the area, are now a little older, etc. When done in this manner, principals are more receptive and can arrange to have you back while an announcement is being made on the school P.A. system. Often a room can be put aside for your use. By not overdoing your school useage, you will find much better co-operation from the school authorities. If a principal will not allow this type of recruitment, ask if you can be at the school at the end of the day to hand out applications? Ensure you will have a name tag identifying yourself so everyone will be fully aware of who you are. Once you handed out the applications, make sure you pick up any that are discarded.
4. **Contact youth groups in your area.** These groups include scouts, guides, boys and girls clubs etc. Always find the name of the adult who operates the group in advance, set up an appointment to speak to the youngsters and hand out applications.
5. **Sports groups.** Hockey, baseball, soccer clubs etc. all are great sources of recruitment. This can also open up promotional opportunities in some cases, as you can build rapport with the local sporting officials that could result in subscriber drives in the future in lieu of equipment. You will find the people running the programs very co-operative. Don't forget, Wayne Gretzky is in the Newspaper Carrier Hall of Fame, having been a carrier.
6. **Canvass the neighbourhood.** Drive the route and the surrounding areas watching for basketball hoops, hockey nets, bicycles, etc., in the yards indicating where youngsters live.
7. **Use the telephone to call subscribers/non-subscribers on the route.** Subscribers always want the best service and when you call with an approach that you are building a prospect file to ensure that they will continue to get great service, you will often find subscribers most co-operative, and they in turn can pass on names of prospective carriers. Non-subscribers also may have a youngster or know of a youngster that would be interested in managing a newspaper route.

8. **Talk to dealers who sell your newspaper.** They know youngsters who live in the area and can be very helpful. Put up posters in dealer locations within the district
9. **School bus stops.** These can be an excellent source of carrier recruitment, both in the morning and the afternoon when youngsters are going and coming from school. You must be careful in the manner you observe where they are going and make a note of the address. If you approach, ensure you approach them in groups. Another ideal opportunity is to arrange to either ride the bus or have applications handed to youngsters by the bus driver, arrangements must be made through the School Bus company.
10. **Block parents.** They often know of youngsters living in the area and can give you a good insight into the families that can be approached.
11. **Shopper carriers.** If shoppers are being delivered in your area, these carriers can make excellent prospects as you have much more to offer youngsters in delivering your newspaper.
12. **Churches.** By talking to ministers, priests, etc you can get good information on youngsters and in this case, will probably get youngsters who will come highly recommended. If there is a Sunday school make arrangements to talk to these youngsters after Sunday School. If allowed arrange to hand out carrier applications at the end of mass as people are leaving.
13. **If your newspaper uses recruitment circulars.** Arrange to have circulars stuffed in both paid and non-paid copies within the area you are recruiting. Ensure these circulars are placed in single copy issues as well. People who buy your newspaper from a single copy outlet could have youngsters who would be interested in managing a newspaper route.
14. **School bus drivers.** Find out where school bus drivers meet for coffee in the morning. By talking with School Bus Drivers you can often build a list of potential carriers. They know the youngsters they transport on a day-to-day basis and this can be very helpful.
15. **Local YMCA.** Staff members at the "Y" can often supply names of youngsters and will normally allow you to post recruitment circulars on the bulletin boards. In using the "Y" your circulars will come to the attention of prospective carriers as well as parents who have youngsters of route age.
16. **Youngsters selling chocolate bars etc.** Watch for youngsters selling things such as chocolate bars, raffle tickets, etc. In a number of cases these youngsters are actually working for an individual on a commission basis to earn extra money. They can be prime candidates.
17. **Previous carriers.** Are ideal candidates. With the time gone by with no route profits, they will miss the extra cash. Or, they are older and more responsible or able to manage a newspaper route.
18. **Route walking.** Knock on all doors of both subscribers and non-subscribers, introduce yourself and advise that you are in the area determining potential candidates that are interested in earning extra money managing a newspaper route in the area. If no youngster lives there, they will direct you to homes that have youngsters.



## Finding Carriers- Adult

1. **Current carriers-both youth and adult.** If you have some or all adult carriers in your district, they will have friends or know people they work with on a full time or part time basis who might be interested in managing a newspaper route. Talk to them. If you have some youth carriers, it is possible that they could have a mother or a father, aunt or uncle, who might be interested in managing a newspaper route. Here however, it is suggested that you talk to the youth's carrier's parents.
2. **Local barbers/hair salons.** They know of many people who live in the area and would allow the posting of a recruitment circular at their location.
3. **Senior clubs.** Ideal locations to talk to people who are genuinely interested in keeping in shape. Walking and delivering a newspaper route is a great way to do this. As well, post a recruitment circular on the club bulletin board.
4. **Churches.** The local minister or priest can be very helpful when you explain who you are looking for and they certainly know the members of their congregation.
5. **Food banks.** Ideal location to post recruitment circulars
6. **Dealers.** Here again, they know people who live in their area and are aware of people looking to generate additional cash.
7. **Fast food delivery people.** These people normally work long evening hours, and the hours you are offering could prove to be very attractive and lucrative from a monetary point of view.
8. **Use recruitment circulars.** In single copy and home-delivered copies both paid/unpaid.
9. **Bowling alleys, recreational areas, grocery stores.** All have bulletin boards, a great location for a recruitment circular
10. **Service stations/gas bars.** Talk to the owner. He/she knows the people with the type of vehicles that you are looking for and can supply you with excellent leads.
11. **Local coffee shops.** It is amazing how much the owner and staff of local coffee shops know about people in the area. They can prove to be very helpful.
12. **Recruitment circulars.** Left on windshields of cars and trucks in parking lots, strip malls and parked on the streets within the area you are recruiting.
13. **School bus drivers.** Most school bus drivers are working strictly part-time, and as a result are interested in earning additional money. Although it might be difficult for them to work on a Monday to Friday basis as a carrier, they could prove to be ideal weekends or as a substitute carrier.

14. **The “Tupperware” approach.** The New York Times have been very successful in using this approach to sell subscriptions, but it can also be used to recruit adult carriers. If you have an outstanding female adult carrier or an outstanding husband/wife team, see if the wife or the wife of the carrier would host a coffee party. You would supply the coffee, donuts, sandwiches etc. and perhaps a couple of attendance prizes. Ask your hostess to invite six or eight ladies she knows to attend. These could be ladies she feels will be good carriers, or invite the wives of men where a good husband/wife team could be developed. This then gives you the opportunity to discuss the benefits of a newspaper route and to sell yourself and your newspaper as a source of additional income. You also have a person on hand who is sold on the benefits of route work and will assist you on your presentation. This approach takes very little time, but can give you two or three prospects for future route openings.

### **Two different twists**

On some occasions, a little innovation can be a tremendous asset to your recruitment program. The following are two excellent ideas we have heard in the past coming directly from District Supervisors on novel approaches to recruitment.

- a) A District Supervisor in Buffalo, New York attended all church suppers that he possibly could in his district. He would watch for notices of the suppers and plan to attend them. He would carry a number of business cards with him. He explained that he loved food and had to eat. By attending the church supper and meeting the people, it opened numerous doors for him. He would pass out his business cards to as many interested people that he could and over a period of time, not only came up with a number of carrier prospects, but he also wrote a number of new subscription orders. This is an approach that can be used to locate both youth and adult carriers.
  
- b) Another District Supervisor explained that he looked at service issues in his district, as an opportunity to find carriers. As the District Supervisors at his newspaper were required to follow-up on every service issue, he would always point out to the person with the service issue that he personally was interested in providing top notch service and as a result was always interested in looking for prospective carriers. The people with service issues are definitely interested in getting good service, and he pointed out it was amazing the number of names people would put forth to try and help him, and help themselves to good service. This approach can also be used with both adult and youth carriers.

## A basis approach

### It works

A few years back we talked to a District Supervisor who had been in the business for well over 20 years with a large metropolitan newspaper in the U S. He maintained that for every newspaper route there is a carrier. He explained how he spent quality time with a carrier for some of the more difficult routes in his district.

He contacts the carrier on these routes and he advises that he would like to go around the route with the carrier the following evening. He asks the carrier to ensure that the route book or list is completely up to date for the following evening. At the prearranged time, he picks up the carrier in his car and starts off on the route with the book or list and a note pad.

While on the route, the conversation with the carrier goes something like this:

#### **FIRST HOUSE** (A subscriber)

**District Supervisor:** “Mike, your list says that this is Mr. Jones living at 2 Maple Street? Is this correct? And does Mr. Jones have any youngsters?”

**Carrier:** “Yes, he has a girl named Mary, in my class and two little children.”

This is noted in the District Supervisor’s note pad.

#### **SECOND HOUSE** (A subscriber)

The District Supervisor poses the same question to the carrier as the first house and makes notes accordingly.

#### **THIRD HOUSE** (A non-subscriber)

**District Supervisor:** “Mike, this person does not take the paper, but do you know who lives here? Are there any youngsters living here?”

**Carrier:** “This is where Mr. Black lives and they have twin boys. The boys are one grade behind me in school. They would not be interested in a newspaper route though, because they play football.”

This procedure is followed over the entire route, with the District Supervisor making notes on each home on the route. At the completion of the route, the District Supervisor has a list of just about everyone living on the route and most important, a list of all youngsters of route age.

The point the District Supervisor was making when explaining this procedure, is that in a number of cases when a carrier is asked for the names of youngsters living on his/her route, who would be interested in a newspaper route, you inevitably draw a blank.

However, a youngster who has been on the route for three months, six months, or longer, passes every home each day and over a period of time gets to know the people on the route and particularly youngsters of his/her own approximate age. Seeing the house jogs the memory. Even though he/she doesn't feel that certain youngsters might not be interested in route management, the District Supervisor has a solid list of potential carriers from which to work.

The District Supervisor then explained that he goes back to the route the following day and by using the notes, starts to call on various homes where there are youngsters of route age. His personal approach was to contact the mothers. It was his feeling that the mothers were much easier to approach and easier to talk with after the youngsters were in school and they are having their second cup of coffee. When talking with the mothers, he is able to point out the amount of time it takes to deliver the route, the approximate amount of the weekly profit and the most important, being able to overcome any misunderstandings on route management that the mother might have.

As the District Supervisor mentioned, he does not get a carrier the first call every time and sometimes he has to cover a good portion of the route before getting some solid prospects. But as he mentioned, did Hank Aaron, one of major league baseball's leading home run hitter, hit a home run every time he came up to bat?

He emphasizes that for every route there is a carrier and when you have a list of the homes on the route where youngsters live, it is much easier to find a carrier. What better way to compile a list than through the one person who would know, the present carrier?

It is interesting to note that following the District Supervisor's presentation, how many routes he had been forced to deliver or leave open in his 20 odd years as a District Supervisor through his inability to find a carrier. His one word answer points out the success that he has met with this approach.

The one word, "**NONE**".

## 26 Reasons Why an Adult Will Want to Manage A Newspaper Route!

The following are 26 reasons that could be helpful to a District Supervisor when talking to prospective adult carriers. The reason an adult takes on a newspaper route is to earn money. However, by making suggestions on how money could be put to good use. A Supervisor can, “wet the appetite” of an adult. All 26 of these points will not necessarily apply to all newspapers, or all districts, but should offer ammunition in your discussions with potential adults, and assist in your recruitment efforts.

1. Having a newspaper route is one of the few money-earning opportunities on a part-time basis, which can fit into most people's spare time.
2. To earn money to buy a new or second vehicle.
3. To take a vacation each year, without stretching the household budget.
4. If a student, to help pay for further education, and the hours can fit into any student's schedule.
5. It is the ideal opportunity for parents who are interested in building a college fund for their youngsters.
6. To be able to afford certain luxuries such as a snowmobile, camper, boat, etc.
7. To save for a down payment on a new home.
8. To help meet existing mortgage payments.
9. To refurnish a home.
10. To add a swimming pool to a current home.
11. To become debt free.
12. Operating a newspaper route is an ideal husband and wife, part-time, money-making project.
13. It is one of the few part-time, money-making projects where the independent contract person can obtain his/her own substitute, allowing the contractor more freedom.
14. In taking on a newspaper route, there is no investment needed up front. There is no initial stock to purchase and to pay for, and there are no franchise fees.
15. The carrier is going to represent a reputable, established business within their community. The business will not “fold its tent” during the night and disappear leaving the carrier unpaid, as it is the case with many part-time earning opportunities.
16. If a person is a senior on a fixed income, it offers an excellent opportunity to supplement current pensions.
17. It offers seniors an excellent daily exercise routine, while earning money.
18. Most adult carriers perform deliveries close to where they reside, not necessitating their spending unpaid time getting to and from a part-time job.
19. Carriers can increase their earnings through their initiative by adding new subscribers to their route.
20. Carriers can earn attractive cash and merchandise bonuses by adding new subscribers to their route.
21. Carriers benefit by the newspaper's promotional efforts in their areas, as each subscriber added to a carrier's route increases the carrier's earnings.
22. A carrier can earn bonus awards by ensuring that he/she maintains good service on the route and taking advantage of the newspaper's good service program.
23. An adult carrier route can be a family affair.
24. Students managing an adult carrier route can often act as a substitute carrier on weekends and during vacation periods managing more than one route. Today with part-time work at a premium this can be a tremendous earning opportunity for enterprising students.

25. Although adult carriers are independent contractors, they have the benefit of working with a fully trained, competent District Supervisor to offer counsel and advice to make managing of a route as simple a project as possible.
26. A newspaper route is one of the few part-time opportunities a mother with pre-school aged children can take advantage of without the necessity or expense of arranging for day care or babysitters. Many mothers take them along while delivering.

## Why become a carrier?

Unfortunately, over the years a number of youngsters have come to look down on managing a newspaper route. This also could apply to certain parents who conceivably had a bad experience in their youth on being a carrier. However, it is proven fact that there is simply no other method of a youngster earning money, that is as attractive or as feasible as delivering a newspaper route. Unfortunately, we are in a communication business but all too often we do not tell our own story.

Over the past few years, the delivery of a newspaper route has changed. Numerous newspapers have changed to morning delivery, while some have added a seventh day. Surprisingly, these can be used to a District Supervisor's advantage in recruiting carriers.

A youngster between the ages of 12 and 17 years of age is looking for a part time job for one reason only, to earn money. A few years back newspapers would compete with grocery stores for the services of these teenagers but this has now shifted to fast food restaurants. Most youngsters look at fast food restaurants as an attractive way of earning money but fail to realize the many drawbacks that are involved in working in such establishments.

The following points can be kept in mind when talking to teenagers or parents on the many advantages of managing a newspaper route.

1. The time involved in managing and delivering a newspaper route is minimal. The actual delivery of a newspaper route usually takes no more than an hour each day.
2. There is normally very little time involved for a carrier to travel to and from the route area. Newspaper bundles are delivered very close to the route or to the carrier's home. In other part-time jobs, such as working in a fast food outlet, a good deal of time and expense can be involved in just getting to the fast food outlet. A teenager could have to travel a fair distance and would be faced with bus fare, or parental costs to drive the teen to work.
3. In most part-time jobs, students are on constant call. They can be called at any time and must be ready to report for work, thus causing considerable inconvenience. A newspaper carrier can plan the day because he/she always knows when the route is to be delivered.
4. A newspaper carrier supplies a substitute in the event of going away or being involved in a school activity, etc. On a part-time job a teenager cannot supply a substitute, and if he/she does not report when called on, very often their job simply disappears.
5. A carrier can complete a newspaper route as fast as he/she wants. As an example, if a carrier is going away or is involved in an activity that takes place close to delivery time, mother, father, brother and sisters and friends can all help to complete deliveries. On a part-time job, such is not the case.

6. In a part-time job the salary remains consistent, usually the minimum wage. With a newspaper route, carriers can increase their earnings by adding to the number of subscribers, and conceivably receive production bonuses for doing so. Further, newspapers are constantly promoting through their in-house promotional efforts. And when a new subscriber is passed onto a carrier, the time involved to deliver to a new subscriber is negligible, but an increase in weekly earnings results.
7. Every time the price of the newspaper is increased, so is the carrier's earnings. When the price of fast food goes up, the salaries of the part-time workers remains the same. In numerous instances the only time salaries increase is when the provincial government raises the minimum hourly wage.
8. Newspaper carriers often pick up other part-time work as a result of having a newspaper route, such as babysitting, lawn maintenance, snow removal etc.
9. There are instances where carriers are required to deliver on Sunday's making seven days a week delivery necessary. Where this is the case, profit has usually been established to allow the carrier to pay a substitute for Sunday delivery, if the carrier desires. However, a lot of youngsters do not want to give up money, and will take this opportunity to add to their earnings.
10. There are numerous youngsters who are interested in part-time work, but because of a heavy school workload, or their involvement in sports activities, or outside activities such as music lessons, extra courses, etc. are only available for weekend work. Unfortunately, weekend work is very limited. A Supervisor can compile a list of such youngsters and use these youngsters to supplement his/her regular carrier organization.
11. One of the biggest problems in the past in carrier route work was that of collection. This is one of the points parents will remember as being a real draw-back. However today, most newspapers have moved to paid in advance. Carrier collections have been greatly reduced and any time spent on collections is low.



## Adult Carriers

Most newspapers recruit in most part, senior citizens or retired people who were interested in supplementing their pensions. Newspapers were into this long before fast food restaurants started their approach.

Today, however, this has changed. With the current economy and the economy over the past few years, many adults are interested in supplementing their incomes, and a newspaper delivery route is an ideal way to do so. All newspapers can take advantage of this situation with adults able to deliver before going to work, or after work, depending on whether your newspaper is a morning or afternoon delivery. Timing is convenient, the amount of time is minimal, adult carriers supply their own substitutes, etc. With high unemployment and layoffs, many adults are looking just for income. The biggest difference between adult and youth carriers would be that adult routes in all probability will be somewhat larger than youth carrier routes. Most adults will use a car or a truck for delivery allowing the routes to be slightly larger. Thus, offering more earnings.

For many years, newspapers used adults to deliver motor routes, subcontract bundle delivery routes etc. Post Office workers made excellent candidates for these positions. Now, the same thing holds true for regular delivery routes. The ideal situation is a husband and wife team. However, university students and college students are also excellent prospects for adult delivery teams.

As was mentioned with youth carriers, a weekend adult force can also be put in place to make the District Supervisor's job much easier.

Money is the main reason adults would be interested in managing a newspaper route. When you compare the time involved in newspaper delivery and the monetary return, as opposed to any other part-time work available to teenagers, adults, the newspaper business ranks in most cases ahead. The one point to keep in mind is the most part-time jobs, for either teenagers or adults, are based on minimum wage. In just about every case, newspaper delivery for the time involved, pays well ahead of the minimum hourly wage.

## Some Additional Advice on Carrier Recruitment

1. In many cases when a carrier gives up a route, either a youth or an adult, they pass on the name of a prospect to take over the route. To the average District Supervisor, this is great. It makes the conversation to a new carrier much easier. However, it can be a bad situation. The new carrier taking over is simply handed the route creating the impression that the route is easy to come by.

It is suggested that on all resignations the Supervisor should check the prospect file, and if an applicant is available for the route, this person should be given first consideration. The Supervisor will probably find that this person will make a much better carrier. The person being overlooked, however, should be contacted and advised that their name will be kept on file for future route openings.

2. Don't let one family or one person tie up too much of your circulation by handling multiple routes. As an example, in using youth carriers it is recommended that no more than two youngsters from one family be on a route at the same time. The reasoning is very simple. Normally, all youngsters from the same family on route tend to give notice at the same time. More than two routes in one family will mean many routes to fill at the same time.

In the case of an adult carrier, it is recommended that you avoid husband and wife teams handling more than one route. The ideal situation is that the husband and wife team work on a single route together providing you with backup. If a husband and wife team are in fact managing a number of routes and give up at the same time, you could be faced with serious problems.

3. When checking out applications, try if at all possible to check them out in person rather than using the telephone. Visiting a home and talking in person to the parents of the prospective carrier, or talking to the prospective carrier if an adult, one-on-one, face-to-face, can tell you a great deal more than you can establish over the telephone. Numerous Supervisors have committed themselves to offering a youngster or an adult a route, but when they showed up at their home to do the contracting discovered the situation was not what the Supervisor would liked to have seen, but was now in a position where it was very difficult to back out. As a result a carrier is appointed, and future problems could and probably will result.

## Professional Follow-Up

### Will Ensure Your Recruitment Programs Work

How many good prospective youth carriers are lost because parents have preconceived ideas of difficulties on route management? Some parents think that carriers receive excessive numbers of papers for which they are charged. Carriers deliver routes of 100 or 150 papers that takes two or more hours to deliver each day and carriers encounter numerous collection difficulties etc. etc. etc.

The ability of a professional District Supervisor to meet the parents and discuss the advantages of route management will enable the Supervisor to offset these wrong impressions on the part of parents. In many cases, a Supervisor will “beat the bushes” for a prospect and then simply say to the prospect, “go home and ask your mom and I will call you back”. In this case, a prime route prospect is lost under such conditions.

When the Supervisor approaches the parent of an applicant, received through the school recruitment program or any other recruitment program he/she employs, they can talk to the parent in regards to allowing their youngster take on the responsibility of managing a newspaper route. Every Supervisor who has dealt with youth carriers has experienced a conversation with a parent wherein the parent informs the Supervisor that they once had a route and then list the numerous things that went wrong on the newspaper route.

In following up and talking directly to the parents first-hand, a Supervisor can explain the size of a route and its compactness, the approximate amount of time it will take to deliver, the method of payment, the number of prepaid subscribers on the route. The manner in which the carrier can add or reduce the number of copies, the convenience of the bundle being dropped to a spot close to the route, and the many other advantages that newspapers have extended to carriers over the years.

It must be kept in mind that the majority of parents with youngsters of route age today were carriers of 20 to 25 years ago. The industry has changed and changed dramatically for the better. The professional District Supervisor can take advantage of these changes in telling his/her story to the parents of the prospective carriers. It is amazing to note the number of parents who, when they greet a Supervisor at the door, initially say “no”. However, a Supervisor presenting him/herself in a professional manner, answering all the questions can change this to a “yes”.

The Supervisor must keep in mind that the parents will be the main reason for the success of a youngster on a newspaper route. Don't leave it up to the youngster. When you get a good prospect that prospect can, in more than 75% of the cases, become a carrier through proper follow-up and approach on the part of the District Supervisor.

## **Step by Step Carrier Recruitment Marketing Process**

### **1. Successful North Americans:**

- Marketing campaign to be published on a regular basis highlighting North Americans that were carriers and went on to greater roles in life. Example-

### **2. Testimonials**

- Marketing advertisements published highlighting youth, adult and senior carriers, pointing out the benefits they have received on managing a route plus inviting friends and neighbours to join.

### **3. Radio Marketing**

- Arrangements made with local radio station(s) with actual carrier voices discussing managing a newspaper route and the benefits, again inviting friends, relatives and neighbours to join.

## Best Practices to Fill a Route

Route # \_\_\_\_\_ Date of Notice \_\_\_\_\_

1. Have you talked to the carrier \_\_\_\_\_
2. Have you gone through your application list \_\_\_\_\_
3. Have you placed an ad for the route in the newspaper \_\_\_\_\_
4. Have you talked to carriers on routes in the areas \_\_\_\_\_
5. Have you called both customers/non-customers in the route area \_\_\_\_\_
6. Have you door knocked the entire route area \_\_\_\_\_
7. Have you had circulars inserted in both subs/non-subs \_\_\_\_\_
8. Have you put circulars in arenas, dealers, YMCA, arcades, bowling alleys etc. \_\_\_\_\_
9. Have you made arrangements to hand out applications at schools \_\_\_\_\_
10. Have you visited senior, youth, or recreation clubs \_\_\_\_\_
11. Contacted any sports groups \_\_\_\_\_
12. Visited block parents \_\_\_\_\_
13. Recruitment circulars posted on windshields of cars on street within route area \_\_\_\_\_
14. Churches applications left \_\_\_\_\_
15. School Bus drivers \_\_\_\_\_

Date route was filled \_\_\_\_\_

Remember these are just a few of the best practices to recruit and fill a route.

For more options and details go to your training manual.

Notes: \_\_\_\_\_

**Best Practices: Carrier Recruitment and Appointment**

[illegible]

## Section Six

### Overcoming Objections

#### Parents Objections:

You have talked to a youngster, and he/she has expressed a genuine interest in becoming a carrier. Now you must approach the parent or parents. There are two ways your opening comments can go:

**NO:** Hi, I am Bill Jones from the Name of Newspaper. We have a route coming open in this area and I was wondering if your son Jon would like it?

**TRY:** Good morning. My name is Bill Jones, District Supervisor for Name of Newspaper. We are currently talking with interested youngsters and parents in the area regarding one of our high profit routes that will be coming available soon. Your son Jon has expressed an interest in this route and I would like to take a few minutes to explain the many benefits of route management to you.

**You have received the name of a youngster from one or more subscribers on the route, and you are now calling on the parent to recruit the carrier.**

**TRY:** Good morning. My name is Bill Jones, District Supervisor for the Name of Newspaper. I have been talking to a number of our subscribers in the area regarding a new carrier for one of our high profit routes that will be coming available soon. Your son Jon has been highly recommended and I would like to take a few minutes to outline the many advantages of route management to you.

**You have conducted a school recruitment program and you are now following up on a prospect for a route, received through the school visit.**

**TRY:** Good morning. My name is Bill Jones, District Supervisor for the Name of Newspaper. We recently visited Central School, and through the kind co-operation of Mr. Smith, the school principal, we were put in touch with a number of youngsters who expressed interest in managing one of our high profit routes in your area. Your son Jon was one of those youngsters. As we have such a route coming open in the near future, I would just like to take just a few minutes to explain the many advantages of route management to you.



The **KEY** to talking with a parent is the professional approach of the District Supervisor. A negative opinion can often be overcome when you talk to the parents. Many parents have pre-conceived negative thoughts (mostly unfounded) on route management. It takes a “sales job” on your part, but in the majority of cases, when you obtain a carrier in this way, you have a top flight carrier with excellent parental co-operation.

However, once you have the initial interest of the parent, there still could be one or two objections to overcome, and here are some of the answers that could help you:

- A) **OBJECTION:** Jon is involved in music lessons and sometimes has to attend on short notice. He does not have a couple of hours to spend each day on a newspaper route.  
**ANSWER:** Well, actually the route takes less than an hour each day. It is extremely compact, covering just four blocks on Mary Street and three blocks on William Street. With the newspapers being dropped off right at your home they can be delivered quickly. Actually some families have discovered in certain situations when time is important that with the whole family pitching in, the route can be completed in a matter of minutes.
- B) **OBJECTION:** We go away on weekends. This would tie us down.  
**ANSWER:** As I mentioned the delivery of the route actually takes less than an hour each day. There are many youngsters in the area who are only available for weekend delivery, and I am sure Jon will have no difficulty in locating a substitute for such occasions. If he does run into a problem, I can probably help out. I can put Jon in touch with neighbouring carriers.
- C) **OBJECTION:** Collections take a long time and if people don't pay we are stuck for the money.  
**ANSWER:** Well actually, collections take very little time. Our carriers collect every two weeks. On Jon's route 42 of the 48 customers pay directly to the office and Jon receives full profit for these customers. The Name of the Newspaper has an ongoing program to encourage customers to pay directly to our office and the number of direct collects can be further reduced. We also work closely with our carriers to avoid delinquent subscribers and these are basically non-existent. We rarely have subscribers that do not pay.

- D) **OBJECTION:** I had a newspaper route a long time ago, and I always received extra papers that I was charged for and lost money on these.  
**ANSWER:** Our carriers receive only the number of newspapers for which they have subscribers. Under no circumstances do we force extra papers on our carriers. Today with the modern computer system used at the Name of the Newspaper adjustments to a carrier's number of newspapers can be made on the spot. You have my personal guarantee, that if Jon receives any extra papers by error, I will ensure he gets full credit for them.
- E) **OBJECTION:** You will expect Jon to work on all contests and get more new subscribers. He doesn't have the time to participate on contests or deliver too many more customers.  
**ANSWER:** The prime objective of each of our carriers is to give prompt, reliable service to each subscriber. This is priority number one, and what we are primarily looking for from our carriers. Certainly, the Name of the Newspaper makes very attractive incentive programs available to our carriers to increase their number of subscribers, and substantially increase their weekly earnings. Carriers who are interested in earning valuable prizes or attractive cash bonuses usually find that it takes very little time to deliver to new customers on their routes as they are already passing by the homes every day they deliver. The additional earnings more than make up for the minimal amount of time that is involved in making the deliveries.
- F) **OBJECTION:** Well it all sounds good, but I feel once Jon starts on a route, he will be on his own.  
**ANSWER:** I can assure you, nothing could be further from the truth! My job is to make sure that all Name of the Newspaper subscribers in my district receive only the best of service and I can only do this if my carriers are providing good service. If they are my job is so much easier. I will be checking with both you and Jon regularly to ensure things are going smoothly. Further, I am as close as the telephone, and I can assure you, a call from either you or Jon will receive my immediate attention.

## Carrier Appointment

The manner in which a new carrier starts on a route will determine how successful the carrier will be during his/her life on the route. The work that the District Supervisor goes through to recruit a carrier can be totally wasted if the Supervisor does not ensure that a carrier is properly started on a route.

The time and effort taken to properly start a carrier will pay big dividends in the future. This is true regardless of whether the Supervisor is appointing a youth or adult carrier to manage a route.

The following are important points that can help you in properly starting a new carrier on a route.

- A) Contract the carrier **before** the carrier starts on the route. Make sure the carrier knows all the details of proper route management before starting on the route. Don't let a new carrier find out information pertaining to the route and the management of the route on his/her own. Very often they receive the wrong information and will develop bad habits that will have a bad influence on the type of effort they put forth for you.
- B) Make the contracting session an important meeting between you and the carrier. Set an appointment. If you are contracting a youth carrier, set the appointment with the parents. With an adult carrier, of course, the appointment would be set with the carrier. Set the time at the convenience of the carrier/and or parents. Then, **BE ON TIME.**
- C) When contracting an adult carrier, where you could have a husband and wife team, try to have both present for the meeting.
- D) When contracting a youth carrier both the carrier and at least one parent must be present. If both parents can be present this would be great. A parent is going to sign a guarantee for the carrier, and must fully understand the guarantee. It is essential with youth carriers that you have full parental co-operation, and during the contracting session this is where you can solicit it and ensure that you will get it.
- E) Carry your material in a briefcase and not simply loose. Be professional looking. Have your briefcase organized. Know where your contracts are, have your carrier manual handy, and all your other material easily reachable. Your contracting session must go smoothly. It is a direct reflection on you and your ability to be a leader.
- F) Be selective on who will train the new carrier on starting on the route. If the carrier leaving the route has been a good carrier and has put in a great effort consider letting the new carrier go on the route with the old carrier for a few days prior to starting. However, if the old carrier has been just average or has not put in a reasonable effort, keep this carrier away from your new carrier and you train the new carrier yourself if necessary.

G) Following up after the contracting session is very important. Three very important telephone calls can be the key to the success of a new carrier as follows.

1. If the new carrier did training with the old carrier, you should call the old carrier immediately following the new carriers first visit to the route. If your newspaper is a morning newspaper, the call should be made that day, while the call should be made the following morning if you are an afternoon newspaper. If the carrier is a youth carrier, your call should be made to the parent. In the case of an adult carrier, the call is made directly to the carrier. The call is simply to confirm that the carrier had no problems.
2. The second call should be made following the first delivery the carrier makes on his/her own. Again in the case of a youth carrier, you should talk to a parent. This call is to simply confirm there were no problems with the first delivery on their own.
3. Midway through the carriers first week on the route, a call should be made and if at all possible, a personal call. The call just simply allows the carrier to cover any difficulties they might be having, and will allow you to have these corrected immediately.

During the contract session with the new carrier, you would emphasize that you are available to help the carrier in any way possible. These three follow-up calls will help reinforce your commitment to the success of the carrier on the route.

Even the best District Supervisor will have the odd carrier who will not live up to expectations. But in following the steps outlined here, we are sure that you will find the success ratio on good carriers to be considerably higher.

**Best Practices: Overcoming Objections**

[illegible]

## Section Seven

### Carrier Relations and Retention

You will constantly be reminded in the circulation profession that it is much easier to keep or save an existing subscriber than to obtain a new one. **THE SAME HOLDS TRUE WITH CARRIERS!**

The Supervisor who has a good working relationship with carriers is the one who:

- a) Has a lower carrier turnover
- b) Above average service in the district
- c) A good collection record in the district
- d) A good sales and production record with the carriers
- e) A much easier time when it is necessary to replace a carrier

It all comes back to **SERVICE**. A District Supervisor with a sound carrier organization will have above average service. After that, everything falls into place. If service is not good, people in your district will talk about you and your newspaper...negatively. Good service enhances your image.

The manner in which you work, lead, encourage, enthuse and excite your carriers will determine how easy, or how difficult, your job will be.

All too often after a carrier is appointed to a route, the carrier (youth or adult) and parents (if youth) are only contacted by the District Supervisor to:

- a) Talk about a customer service issue
- b) Talk about a slow payment of an account
- c) To encourage the carrier to produce new business on a promotion
- d) To discuss a problem on a route

A call to a carrier to say "Thanks" for:

- a) Good service
- b) Prompt account payment
- c) New business productions
- d) Just a great effort

Can do wonders with a carrier, both adult and youth, and will go a long way in building a strong carrier group in your district.

Certainly time seems to be limited and there appears not to be enough of it. However,

Look at this example of a regular carrier contact program. Although based on using youth carriers, the same formula could apply to adult carriers.

- A District Supervisor has 100 carriers in the district.
- The objective is to telephone just three carriers per day. The idea of the call is to touch base or thank the carrier for their efforts.
- Yes, in a number of cases, in making the calls, you will talk to the parents, and they will serve the same purpose, or even prove to be more beneficial. The carrier will get the message, but the parent is also involved.
- Taking into consideration stat holidays, vacation period, etc., a program such as this would allow Supervisors to contact each carrier every six to eight weeks on a straight good will call.
- 

A few other methods a Supervisor can employ to assist in building carrier relations, both youth and adult: (in all cases not a good deal of time is needed)

**Hand Written Note:** It takes just a few minutes to write a note of appreciation to a carrier for a terrific effort. They can either be mailed to the carrier's home or put with the carrier's bundle.

**Birthday Cards:** When appointing a carrier to a route, determine the carrier's birth date. Date file the dates and send out a birthday card at the appropriate time.

**Personal Home Calls:** Most District Supervisors drive by carrier's home on a regular basis on their way to or from a specific task. A few minutes to drop in and sell hello can be beneficial.

**Recognize Service Anniversary Dates:** Date file the start date of your carriers on routes. Use this information as a reason for a telephone call or a note thanking a carrier for three months, six months, one year etc., of service.

**Say Thanks to A School Teacher Or Principal:** If you are using an active school recruitment program, periodically drop by the schools and thank the teacher or principal. Mention one or two carriers in particular attending the school on the great effort they are providing.



## A Few Other Suggestions on Maintaining a Good Carrier Relations Program

### **WHY? FIND OUT**

When you receive notice from a carrier, don't simply start looking for a replacement, but first find out why the carrier is giving up the route. Experience has shown in a number of cases that there could be a minor problem which can be resolved through a quick telephone call and a little effort on the part of the Supervisor. Further, if there is a problem and the carrier is leaving, you are given the opportunity to rectify it before the new carrier starts. However, perhaps even more important, you are able to talk to the carrier leaving, or the parents and personally thank them for their efforts.

### **A Few Extra Words Can Pay Off**

When a carrier, or parent, calls to talk with you. Take a few minutes to talk about route management. You have a very valuable part of your organization on the phone, seize the opportunity. Once you have finished discussing the matter that necessitated the call, swing the conversation to another subject. It could be about a current promotion or simply another opportunity to pat the carrier on the back for a great effort. Use every opportunity to your advantage.

### **Returning Telephone Calls A Golden Rule**

One of the major reasons for losing carriers can be the simple fact that a Supervisor is slow at returning phone calls or just overlooks returning calls. In many instances a Supervisor returns to the office just before quitting time to find one or two calls waiting. It is easy to "let this go until tomorrow" in this way a lot of calls can be overlooked or forgotten. In a majority of cases a small problem is resolved in a matter of minutes. It takes a great deal of more time to replace a carrier. Nothing will give a carrier both youth and adult, or a youth's carrier parents, the impression that the District Supervisor has an I don't care attitude more than not returning telephone calls.

## Managing Adult Carriers

The managing of adult carriers needs to be a different approach than managing youth carriers, and it is very important that you, as a Supervisor, recognize this. At most newspapers adults are used because youth carriers are not available, or the areas being covered are difficult areas. Some major differences between youth and adult carriers:

- Although a youth carrier is primarily on a route to earn money, many parents encourage route work as an educational supplement. An adult carrier is on the route only to earn money.
- A youth carrier is involved in the route for a short period each day, usually less than an hour. An adult carrier could spend one or two hours on a route in some instances.
- Adult carriers are usually much more demanding and expect more from you and your newspaper.
- Adult carriers, although there are fewer on a district, can be much more difficult to manage.
- When working with youth carriers, you will be working with an age group spanning 4-6 years. With adults the age span could be as much as 40 to 50 years.

It is essential that the District Supervisor recognizes that with an adult, they must be more of a manager than a leader.

With adult carriers, you will be working with a much greater range of intelligence and each carrier must be handled differently. A one on one relationship with each adult carrier is essential.

If a Supervisor has both retired people as carriers and younger people who are holding down other jobs as well as, the Supervisor will find a greater portion of time is probably needed to deal with the retired people. They simply have more time at their disposal. On the other hand, a person holding down more than one job has a limited amount of time.

As a result, a Supervisor must establish certain "ground rules" early with a retired carrier, and must be fully prepared to make full use of the limited time available with carriers with other jobs.

A Supervisor must know each of their adult carriers to a much greater degree than is the case with youth carriers.

In establishing the strong points and weaknesses of each adult carrier, a District Supervisor can use this information to an advantage.

### EXAMPLES:

- a) If your newspaper offers promotions to its adult carriers, establish as soon as possible after a carrier starts on the route as to whether or not the carrier is going to be a participant. Some people will be delivery people only, work with these people to encourage production thus earning more money. Work harder with the adult carriers that want to grow their routes. These carriers can produce substantial business throughout your district.

- b) If your adult carriers are responsible for any collections and account payment, make it a point with each new carrier as of receipt of the first invoice that the account must be **paid on time and in full each billing period**. Establishing the ground rules on this at the outset can save you a considerable amount of time and effort in the future.
- c) Establish your "service code" from day one with each carrier. Make sure that the carriers know what you and your newspaper expect and that you will settle for nothing less. Jump on the service issue situations immediately with the carrier and let them know that service issues will not be tolerated.

Adult carriers can, and will, "test the waters". They will find out how much they can "bend the rules" and they will take advantage of situations to a much greater degree than youth carriers. However, by making it perfectly clear what you and your newspaper expect from the outset you can be sure the carrier will be on your team. An adult carrier who is 100% with you will eliminate numerous problems.

Some advice, **DO NOT TOLERATE A BAD CARRIER**. In doing so you are creating a situation that you will have to address at some point. Further, the actions of a bad carrier can spread and have a negative effect on other carriers.

One of the major mistakes a Supervisor makes is to go along with a carrier they should replace. The Supervisor hopes the situation will rectify itself. However, in the greatest percentage of cases the carriers will have to eventually be replaced and numerous other problems will have mounted on the route. **DO NOT TOLERATE A BAD CARRIER**.

## Two Important Don'ts in Managing Carriers:

Some advice on warning a carrier, youth or adult

- (A) Do not, hand write a note warning and leave it with the carrier's bundle or at a carrier's home. Such notes have a habit of coming to the attention of the wrong people and can have an adverse effect. You should try to avoid all forms of hand written warnings and make them verbal.
- (B) Do not, leave a telephone message of warning with a person other than the actual carrier. In all cases you should try to talk to the carrier face-to-face, but if it is necessary to use the telephone make sure you are talking directly to the carrier.

Your carrier group-

**Your greatest asset or your biggest headache.**

**It is up to you!**

## Carrier Record

**Delivery Run** City Southwest #2

**Bundle drop location** At Carrier Home

**Contest Production** # of orders

Cash Blitz May 1 2

Hockey Night June 5 3

Spin & Win June 15 4

**Name:** Adam Oates

**Street** 10 Allan Street

**Town** Any Town

**Postal/Zip** P3C 5L7

**Phone** 000-0000

### General Information

Plays Hockey

Takes Piano Lessons

Sings In Church Choir

Has a brother

### Starting Date

**Day 28 Month 02 Year 2009**

Number of papers when started 30

### Previous Carrier

**Name:** Mike Sweet

**Street** 86 Moore Road

**Town** Any Town

**Postal Code** P3C 5L8

**Phone** 000-0000

**Finished Route May 3, 2007**

### Substitute

**Name** Johnny Smith

**Address** 32 Moore Road

**Town** Any Town

**Postal Code** P3C 5L8

**Phone** 000-000

**Best Practice: Carrier Relations and Retention**

[illegible]

## **Section Eight**

### **Geographical Information System**

#### **GIS Advantages**

1. Allows the District Supervisor to review the newspaper route to understand the potential of the route.
2. Allows the District Supervisor to understand if the route makes sense geographically
3. Allows the District Supervisor to move any off route addresses
4. Allows the District Supervisor to develop a percentage of coverage for all routes within district and to determine overall penetration in the district



**Best Practice: Geographical Information System**

Notes:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## Section Nine

### Home Delivery Sales Promotion

In a Royal Bank of Canada advertising program they stated that they have eight million customers across Canada, and this figure was built “one customer at a time”. Dean Witter, one of the largest investment firms in the United States, claims they built their large client base, “one investor at a time”. This is how circulation is built, one new subscriber at a time and one copy at a time.

A long-time circulator at a newspaper in the Niagara Peninsula worked with the objective in mind of adding just three copies to his circulation per day. This could be through establishing a new dealer outlet, a new box location, or by adding three new home delivered subscribers; either, by his own efforts or working with carriers. Some days, he might fall short of his objective and he would make up for it the following days. He did, however, build cushions in advance, to help offset the short days. Successful? Yes. This circulation throughout the 1950s and 1960s and into the 1970s constantly lead the pack in circulation increases and home delivered growth.

In the 1950s and 1960s when metropolitan newspapers, particularly in competitive markets such as Toronto, Montreal, Ottawa and Vancouver, used professional door-to-door canvassers, they were doing the same thing in building carrier routes one subscriber at a time. The key for a canvasser was five orders per day or twenty-five orders per week. A great camaraderie was usually built amongst the crews and although you rarely saw them going much beyond the twenty-five orders per week goal, they rarely ever fell under it. Crew members would help one another to keep their figures up.

Perhaps one of the outstanding examples of building circulation this way was displayed by the late Herb Gates, the circulation manager at the Vancouver Sun for many years. His theory was to build solid circulation one at a time and this is exactly what he impressed on his district managers. Over the years Mr. Gates became affectionately known in the industry throughout North America as “one on top of the other Gates” Successful? Yes. When Mr. Gates was appointed circulation manager of the Vancouver Sun the circulation was 12,000 daily. When the circulation reached 200,000 daily the Sun presented Mr. Gates with a diamond ring and a new Cadillac to commemorate the occasion.

One order at a time. You sell it. You service it. You collect from it and you hold it.

This section of the manual and training program is designed to help you develop home delivered circulation in your district. Producing new business and increasing circulation can be the most satisfying part of your job. If you are employing an effective carrier recruitment, appointment and retention program, and managing your time efficiently, you will be able to promote and sell your newspaper through your carrier organization, whether it a youth, adult or a combination of both. All aspects of a District Supervisor's job go hand in hand leading to the bottom line, that of increased circulation.

In your carrier group you have a ready-made sales organization. It is your mandate to develop this organization to its greatest potential. Most carrier groups can be broken into three sections. One-third will work on promotions and will produce new business for you on a regular basis. One third will produce occasional new orders for you but will not be anywhere close to the previous group in new order production. The bottom third will be the group that will rarely produce new order regardless of the offer, and how you work with them. The professional District Supervisor takes full advantage of his/her top one-third to offset the lack of production of other carriers who probably are outstanding delivery people but just cannot bring themselves to making a sales call or a sale. The following pages include a number of suggestions in working with your carrier group to sell your newspaper. It has generally been established that new orders sold by carriers at the door and at full price have a higher retention factor than all other types of orders sold.

Bill Jardine now retired but for many years the circulation manager of the Minneapolis Star and Tribune, and perhaps one of the greatest motivators of carriers in the newspaper industry had a famous saying, "If everybody is going to eat, somebody has to sell. And in order to make the sale you have to make the call".

## Route Splitting

In working with all youth carriers or predominately youth carriers, one of the most effective methods of building natural circulation is through an ongoing route splitting program.

Unfortunately, many District Supervisors look at only what they perceive as the negatives in route splitting. They feel that in splitting a route and adding more carriers they are creating the possibility of adding one more headache. This in many cases can be false thinking.

Certainly, when a District Supervisor splits routes and adds carriers, additional problems could be created. However, we emphasize again, that the District Supervisor who follows the basic steps as outlined in earlier sections of this training program will be in a position to take advantage of the route splitting program.

Almost without exception, a newspaper or Supervisor who engages in an active route split program shows constant growth at the home delivered level.

It is only natural, that two people can usually sell more than one. A smaller route encourages the carrier to build the route to increase the profits and take advantage of contest offers from the newspaper. Two smaller routes can encourage twice the growth opportunities.

### **Let's look at some of the factors on route splitting.**

- a) Don't split a route just for the sake of splitting. Make sure it is worthwhile to make the split and know what the potential is on both parts of the route.
- b) Don't wait until a carrier gives up a route to establish that it should be split. Rather, you should have a regular program of establishing the routes in your district that should be split and in most cases you can have the preliminary work done, and be ready when the carrier does give up the route.
- c) It is not necessary to make an even split on the route. Rather it should be split to the point where you will get most advantage of it. As an example one area could have the greatest potential while the other area could have the largest number of subscribers. In this way you would establish one route with a higher earning power, and then work with the carrier on the area with the most potential to build the new route.
- d) It has normally been felt that a route should not be split until a carrier gives up the route. However, in many cases a carrier could be sitting on a route that should show growth but simply isn't. The carrier might be getting adequate results but you could still be experiencing service issues, slow payment, etc. This could warrant a trip to see the parents and the applying of some pressure to allow you to split the route, as "it seems to be a little too much

for Bill". In a number of cases the carrier will give up the route which is what you want in the first place. However, if the carrier stays on and you split the route you accomplished what you set out to do. Don't be afraid to take the bull by the horns when it is in your best interests and the best interests of the newspaper.

Once a route is split you will see some natural growth but now you are afforded the opportunity to experience substantial growth. Some of the suggestions on the following pages can effectively be used in working on route splits.

## One-on-One Carrier Canvassing

This sales effort takes a good amount of time as you are working with one carrier at a time. However, it can be particularly effective with new carriers in getting them out making sales calls and shows that people will in fact subscribe to the newspaper if they are asked.

This effort is primarily designed for youth carriers, but in certain instances can be used with adult carriers. If yours is an afternoon newspaper you can in some instances work with the carrier when making deliveries. The early evening hours, however, are usually the best when more people are home. The following points can be of assistance to you in operating a successful one-on-one carrier sales training program.

- a) If you are taking a youth carrier out, check with the parents and clear it with them to ensure that there will be no problems.
- b) Set a time that you will pick the carrier up and assure the parents that the carrier will be brought home immediately following the canvassing and that you will probably be approximately one and a half hours.
- c) Give the parent a brief outline of what you will be doing and explain that you are trying to help the carrier increase the number of subscribers on the route and the weekly profit.
- d) If a carrier contest is under way orders sold will count toward the contest.
- e) Be on time when picking up the carrier and make sure you have the carrier home within the time-frame set with the parent.

Take along ten or twelve sample copies of that day's newspaper. Before reaching the route go over a few basic plans with the carrier. The carrier will carry the sample to the door. Prompt the carrier to answer a few simple questions while at the door by saying, "Yes sir/madam". Prompt the carrier as to when to hand the prospect the sample copy. An extra plus is to have a carrier delivery bag with you and the carrier carry the sample copies in the bag.

When you approach the home of the non-subscriber, ask the carrier if he/she knows the name of the person. You will be surprised just how many names the carrier will know. When the door is answered your approach would be somewhat along these lines: "Good Morning Mrs. Smith, my name is Mike Jones of the name of the newspaper, and this is Billy Black, the name of the newspaper carrier on your street. Billy has a copy of today's newspaper for you". On this cue, the carrier hands the newspaper to the non-subscriber, and you have removed the attention from you to the carrier. "We are calling on people on the

street to help Billy and are very pleased with his efficient delivery service. Billy would really like to deliver the newspaper to you as one of his customers and would give you the same great service that he gives all of his customers, wouldn't you Billy?"

Billy: "Yes sir".

At this time you can emphasize some of the features of the newspaper, the weekly price, the saving on home delivery over single copy (if any), the collection procedures and most important the fact that substantial money, more than the weekly price of the newspaper can be saved on the coupons carried in the newspaper each week. "Also, Billy is working on a contest and each new customer helps him towards winning a valuable prize. He can have your newspaper started tomorrow, couldn't you Billy?"

Billy: "Yes sir".

Continue:

"So if that's okay with you Mr. Smith, Billy will start your paper tomorrow".

You should leave enough time after making some sales calls to take the carrier out for a milkshake or some sort of treat before taking him/her home. When you do take him/her home, make sure that you take them to the door and have a few words with the parent reporting your success of the evening and passing on a few complimentary words on Billy.

A one- on- one sales program, yes, it takes time. But if you are in a position to use it with each new carrier you will experience a substantial increase in new order production on your district.

## Carrier Crew Canvassing

### **Crewing – It Produces Business**

Crewing or organized canvassing is a sales effort that every professional District Supervisor can take advantage of. Every supervisor has a certain number of carriers who are natural salespeople. By taking advantage of such carriers you can work the routes where carriers are not producing business.

As an example, if a District Supervisor worked a crew one night each week for 40 weeks of the year, and took out six carriers each night, and each carrier averaged just one and a half orders per week, the district supervisor would obtain 360 new orders over the course of the year, the majority of which he/she would not have sold under ordinary circumstances.

Crewing cannot be a hit and miss effort. Professionalism and planning are the keys to operating a successful crewing program in your district. The following points can be of help to you in conducting a successful crewing operation on your district.

1. Establish a list of your outstanding carrier sales people. This would comprise carriers who have produced well on various contests over the past three to six months and have experienced growth on their routes. The list would usually incorporate 20% to 25% of the total carriers on your district. The carriers are then contacted and asked if they would like to join a special sales team that only a select number of carriers can be part of. Explain just what you are doing, and the fact that they will be able to win special prizes or cash commissions. If you show enthusiasm, the response will be good. Parental agreement is necessary for each carrier agreeing to participate.
2. Carriers are called the night before the actual crewing. A crew of four youngsters is ideal so you should call at least two additional youngsters to allow for "no shows".
3. Pick up the canvassers at their homes between 6pm and 6:30pm. Be on time. Assure parents that their youngsters will be home by 8:30pm. All carriers must be driven directly to their homes.
4. Once you get the carriers together, give them a "pep-talk". Don't try to make them professional salespeople. Rather pass on a few pertinent points. Have order forms available, pens or pencils, etc. Teach the youngsters how to establish whether or not a person is a subscriber when they call at the door. If the person is a non-subscriber encourage the carrier to do the following three things:
  - a. Ask the person if they can step outside.
  - b. Hold up the order form and ask the prospect to please read it.
  - c. Put their hands behind their back.

Carriers can be taught a few basic points about the newspaper, such as the comparison on home delivery to single copy price to emphasize the saving of home delivery, plus one or two major features of the newspaper such as the weekend TV magazine, etc. Encourage the carriers to point out that they are working on a contest and the prize that they can earn. It is hard to say "no" to a smiling, polite youngster, standing with his/her hands behind their back.

5. The District Supervisor must stay with the youngsters for the full duration of the crewing effort. They would work in pairs. \*Always know where each one is.\* Give them firm instructions that they are to meet you at the end of a block or the street and wait there until you move them to another street.
6. Select the areas that you are going to work in advance. Don't waste time trying to find areas to work. Have this predetermined.
7. Add some spice to the evening. Put in the fun approach. As an example, the carrier signing up the person with the longest last name could win a bonus. A carrier handing in a start with the most sevens in the address and telephone number could win a bonus. This creates excitement with the carriers.



8. Carriers should be supplied with a treat at the end of the evening. Some District Supervisors have found that by having treats in the car and passing them out on the way home they are allowed more canvassing time with the carriers.
9. As you drive the carrier's home, praise should be given to all youngsters and not just the top producers. District Supervisors will normally find that they have a program such as this up and running to ensure that there is fun in it for all the carriers; additional carriers will ask to be included in the program.

Crewing produces new business. It does take work and organization and will take a little time to build up a crew. However, it will contribute to the bottom line, producing new orders and increasing circulation in your district.

**A few additional points that can help you:**

1. Former carriers who had to give up routes can be excellent crew prospects. It could be a situation where a carrier did not have time to continue on a regular basis on one of your routes, but would appreciate the opportunity to pick up bonus money acting as a crew member.
2. If you are in a position where you have a number of applications for routes in your district, often you can find these youngsters anxious to participate in crew efforts prior to becoming a carrier.
3. If you have adult routes in your district, youth crews working these routes will normally produce substantial new business.
4. If for any reason you are having problems building a large enough canvass group, ask your participants to recommend non-carrier friends who could be interested in joining your group.

## Sample copies-effective sales tool

Sample copies can be an effective sales tool in obtaining new subscribers, whether a one-day sample, or for a longer period. The sample copy introduces your newspaper to prospects. A one-day sample, as an example, can be used to point out a specific feature of a newspaper and can be effective in making a non-subscriber aware of what they are missing. A sample running one week or more makes the prospect totally familiar with the newspaper and gets the prospect into the habit of looking for and reading the newspaper on a daily basis.

Sample copies go beyond just introducing the newspaper. They make the prospect very much aware of the type of delivery they can anticipate in becoming a subscriber. Regardless of how good the newspaper is and how much a prospect would like to read it, poor delivery of a sample copy will “kill the sale”.

If your newspaper makes sample copies available for your use, it is your responsibility to ensure that they are used effectively. Sample newspapers are expensive and unfortunately in many cases are wasted simply because the district supervisor and the carriers do not use them properly. A carrier can feel that the delivery of the samples is just something else they are asked to do and as a result simply waste the copies. Or, through efforts of the district supervisor the carrier can realize how beneficial samples will be in building their customer base and their earnings.

The following suggestions could be of help to you in making effective use of sample copies:

- a) When using sample copies make sure your carriers know what they are and how to use them. Let the carriers know in advance when they will be receiving them, how long they will be receiving them and make sure they are aware of the purpose of the samples. Be enthusiastic when explaining the use of the samples to the carriers and make sure they are aware that they are for their benefit as well as the benefit of your newspaper.
- b) Make sure your carriers are aware of how the samples are to be followed up. If you require the carrier to follow up by making sales calls, make sure the carrier is fully aware of this and give the carrier the same suggestions on how to go about it and some suggestions on what can be said at the door to the prospect. If you are supplying the carrier with addresses to deliver the samples to and an office follow-up through telemarketing, et will be used, emphasize to the carrier that his/her good delivery service will result in new subscribers and increase the profit on the route with no extra effort to the carrier. Do not leave any grey areas on how the samples are to be followed up.
- c) Try to use samples with all new carriers starting on route. A new carrier is usually extremely enthusiastic and will put a great effort when delivering his/her newspapers. Play up the new carrier's angle with people who will receive the samples. A very simple circular incorporating the carrier's name, telephone number and the fact that the carrier is new, prepared by hand and photocopied. You might consider having the carrier write the message under your direction for photocopying. This approach can resell former subscribers who might have discontinued your

paper as a result of a delivery problem. A new broom sweeps clean and a new carrier can produce business for you.

- d) Adult carriers pose certain problems. Although you can usually count on an adult carrier to provide excellent service to non-subscribers when asked to do so, follow-up can be a problem. However don't give up on using adults for delivery and youth, either carriers or non-carriers under your supervision at how well they will do if properly monitored.
- e) If you receive a bundle of newspapers to cover shorts, or missed delivery, you can use some of these copies as samples. If you have two or three copies remaining after filing your shorts, etc., use them as sample copies. Arrange to drop them off at a non-subscriber in order that people see your newspaper. A newspaper sitting in your office or in the back of your car overnight is wasted. The newspaper in the hands of a prospect during the day or overnight can result in the person becoming a regular subscriber, or an occasional single copy purchaser.

Samples can be one of your most valuable sales tools. But they must be used effectively, or they will not do the job for which they are intended.

Hello:

My name is Billy Smith and I am the new  
(Name of the Newspaper) carrier on your street.

I will bring you a sample paper for the next  
few days. I hope you enjoy it and my service will  
be the very best.

Thank-you,

Your (Name of the Newspaper) Carrier

Billy Smith

522-1212

## One Day Paid Sampling

### It Gets Carriers to the Door and Sells Orders

If your newspaper makes samples available to you either on a regular basis or on a “by request” basis, you can use this program year-round. It can be used with one carrier at a time or with a group of carriers. It is a tried and proven method of getting carriers to the door, and selling new subscribers. It can be used as needed or used regularly, or become part of your “bag of tricks” to be used as needed or with carriers who are not producing. The offer can be tied in with a carrier contest, with the carrier receiving contest credits for orders sold. Or, a cash bonus can be paid for new orders obtained. For the sake of explanation, we are going to use a cash offer, and base our selling price on \$1.00 per copy. This particular promotion, however, can prove to be extremely effective when used on a Saturday when more people are at home. The following is a basic outline on how the approach can be used.

1. The carrier or carriers are contacted in person or by telephone. Personal contact is more effective, but in the interests of time, a telephone can be used.
2. You ask the carrier how they would like to earn as much as \$80.00 while delivering their newspapers the next day.
3. You then explain to the carrier that they will receive 10 extra papers in their bundle the following day. You emphasize that the carrier will not be charged for these.
4. You then advise the carrier to call on non-subscribing homes when making their deliveries. They simply mention to the non-subscriber that they have a copy of that day's newspaper and would the person like to buy a copy.
5. You then point out that you do not want any of the money the carrier receives for selling the newspapers. The carrier keeps the full amount. So if he/she sells 10, that's \$10 extra.
6. The carrier is now excited. Instruct the carrier that every time a person buys a newspaper, that the carrier asks the person to help them on a special contest by signing up for home-delivery. Get the carrier to show them the order form, and explain to the non-subscriber that they can start home delivery tomorrow.
7. You then inform the carrier that you will pay them \$7.00 for each new order obtained. This means that if the carrier signs up all ten, they would receive \$70.00 in cash along with the money obtained from selling the papers, earning a total of \$80.00.

The key to this program is the ten “free” newspapers. A youngster has a potential \$10.00 in his hands and in most cases the youngster will go out and sell the newspaper. This gets the carrier to the door, and asking for the order is the easy part.

An afternoon newspaper can use this effort just about any afternoon. A morning newspaper would find this most effective on a Saturday morning and the carrier would make the calls after 9am. In the majority of cases, the carrier would catch people who are single copy buyers before they go out to purchase their newspaper.

This program does not have to be confined to carriers. Rather, a District Supervisor could build a crew of youngsters to work this program on a regular basis, and would also find that it can be a very effective way of selling new business on adult delivered routes, as well as on routes where the carrier is not producing new business for you.

## Delivering and Selling in Apartment Buildings

Most newspapers have found it necessary to establish an extensive apartment delivery and sales program and in some instances have specific District Supervisors assigned exclusively to this program. However, most Supervisors find that they have one or two apartment buildings in their districts and such buildings cause more concern than the balance of their district. The servicing and selling of an apartment building is a little different and offers new challenges. Solicitation is more difficult, deliveries are usually much easier for carriers when allowed in, but collections are somewhat tougher and require more work. The following can be of some assistance to you in working with apartment buildings or complexes in your district.

- a) Have your own carrier and a carrier of your choice in the building
- b) Some District Supervisors have worked out an arrangement with superintendents, door people or concierges in buildings to handle the deliveries
- c) It is important that you know the building manager or superintendent who would be responsible for allowing deliveries in the building. It is a good idea to drop in periodically to make sure that everything is running smoothly.
- d) Some buildings will not allow carriers in the building, but will have some other person in the building deliver the papers to the doors on a strictly prepaid basis.
- e) A number of the buildings not allowing carrier delivery will insist on using a box in the lobby. Keep in contact with the building manager or superintendent, explaining that you have had requests from residents for delivery.
- f) If it is necessary to use a box at the building, you might consider making the superintendent or door person the box operator, with the idea being that they can earn a substantial amount of money for very little effort. If this approach works and you are selling a good number of newspapers then you can start talking in terms of how much more money would be available to them if home delivery was allowed in the building and they were to look after it.
- g) If you are not allowed in the building, you can on occasion, get a resident of the building who is looking for home delivery to launch a petition on behalf of your newspaper requesting delivery.
- h) You will on occasion be allowed in a building if you are 100% prepaid. This takes some effort on your part, but by working with the building manager conceivably on an initial commission basis for each order, you can get it done and build up your number of subscribers.

- i) If you are allowed a carrier in the building, be very selective of the carrier you put in. Make sure the carrier is properly trained and you impress upon the rules and regulations of the building.
- j) Solicitation in apartment buildings can be a problem. However, in most cases it is relatively easy to compile a non-subscriber list for telemarketing or sampling efforts.

If you have access to a city directory, a list can be pulled from there showing apartment numbers, names and in many cases, telephone numbers.

A quick visit to the building will allow you to compare your listing with the intercom listing in the building foyer. You can then change the name on your listing to the new name in the event of a move-in. Some representatives have had their carriers obtain this information very effectively. If the intercom listing is not by apartment number, but rather uses a security code, the names will normally be in alphabetical order.

Then by listing the complete apartment list, and comparing it to your carriers route list you can establish a very accurate non-subscriber listing that will allow you to target some telemarketing or sampling programs to sell new business.

Apartments certainly do pose some unique problems. However, in a number of cases District Supervisors engaging in a good public relations program with building managers and selling both him/herself and the newspaper, can write and service business in buildings.

## Servicing and selling senior citizens

Many District Supervisors have found it difficult to maintain carrier service in senior citizen homes. In certain cases administrators have been reluctant to allow carriers to service homes. As a result, newspapers have been forced to place vending boxes at the home and in many cases the cash return on the box has not proven satisfactory.

Servicing a senior citizen home satisfactorily can be accomplished. It might take a little initial effort, but maintenance of a program once established is relatively easy. Naturally the ideal situation is to service the homes in your district by carriers. However, if this is difficult, the following suggestions might be applicable in certain cases.

1. Perhaps the best and easiest solution is to see if a resident of the building can be appointed to act as a carrier. This person would work exactly the same as a carrier does, delivering the newspapers on a daily basis, collecting from them, paying the account and earning profit.
2. If you cannot get a person to act as a carrier, you could look at obtaining the services of a resident to act as your agent. The agent would be paid monthly commission for collecting, but the commission would not be quite as much as regular profit.
3. The actual home can be set up as an agent. They collect monthly from the residents, and all profits are returned to the home and the residents for the purchase of recreational supplies, etc.
4. A member of the nursing home staff is appointed as agent. This agent handles the monthly collections, and supervises the placement of the daily bundle and would be paid on the basis of retaining the full profits from the subscribers.
5. If the home or residents has a ladies auxiliary, as many do, the auxiliary can be set up as the agent, collecting on a monthly basis and retaining the full profit for their activities.

If you do establish a new system of servicing a senior citizens' home or residence, it is a good idea to visit the home along with the person you will be working with, introduce your program to the residents. Not only is this good public relations, but it gets "your foot in the door" with the residents, management and staff at the home.

Once you have a sound program established in a seniors' residence or home, it takes a minimum of follow-up but it is good, sound business.

## Launching and promoting a carrier contest

As a professional District Supervisor your efforts on launching and promoting a carrier sales contest will have a direct bearing on the results of a contest in your district. A promotions department can prepare an outstanding offer for the carriers, but if a supervisor does not "buy into" the offer and does not promote



the contest effectively the results simply will not be there. Enthusiasm is the key. In passing your enthusiasm on and generating an enthusiastic approach from your carriers, whether they be youth or adult, you can determine the end result.

The following suggestions can be used on launching and following up on a carrier contest. A number of the points can be applied to both adult and youth carriers, but we do make specific recommendations for both.

## The launch – Youth Carriers

1. It is felt that a carrier meeting with youths is generally the best method to launch a contest. The meeting should be kept to 15 to 20 carriers at a time. This allows maximum control and is much easier to talk to a smaller group. Go that extra mile to get your carrier out. Enthusiasm is contagious and the enthusiasm that you generate at the initial carrier sales meeting can carry on throughout the contest.
2. Keep your meeting brief and to the point. You have to get your message across, but youngsters have a short attention span. If you are using prizes, make sure that they are available and that you can show them to the carriers. It is essential that you create a “want” for the prizes with your carriers.
3. You will probably be handing out a sales kit with contest brochures, order forms, etc. Go over the material in the kit with the carriers, but don’t give them the kit until they are leaving.
4. Answer all questions as briefly but to the point as possible. Questions can get out of hand and can cause you to “lose your audience”.
5. If you have some winners in attendance from previous contests, get them to share their successes. This, in front of the other carriers can encourage participation.
6. Give the carriers some positive suggestions on a few pertinent things to say to prospects when they are making calls. Don’t try to make the carrier group professional sales people, but pass on some ideas that will help them.
7. You will probably have treats for the carriers. Do not hand these out until the end of the meeting. By passing them out before the meeting, you may lose their attention.
8. Do not allow a carrier to disrupt your meeting. If a carrier acts up suggest that he/she does not have sufficient interest to stay at the meeting and suggest that they might want to leave.
9. Be enthusiastic throughout the meeting. Your enthusiasm generates enthusiasm with your carriers.

## Contest Launch – Adult Carriers

1. In announcing a carrier contest to adult carriers, it is suggested that, if possible, you do it on a one-on-one basis. If it is necessary to consider meetings of more than one carrier, try to keep the meetings from 2 to 4 adults at a time.
2. Keep your meeting brief. Time is important to both you and your carriers. Be prepared entering the meeting and have all materials ready.
3. Know your offer thoroughly. Make sure that you fully understand the prizes or cash bonus arrangement in order that you can present it without hesitation. Know your start and completion date of the contest.
4. Answer the questions correctly. If for any reason, you might not know the answer to a question, don't improvise. Advise the carrier that you will get back to them, and make sure you do so.
5. Be enthusiastic and try to pass your enthusiasm onto your carriers. Don't just sell the offer; sell the carriers on the increased earnings that can be realized.
6. Keep your cool at all times. With adult carriers it can become frustrating in trying to enthuse, them. However, remain calm without showing any signs of frustration.

The success of any carrier contest can be determined during the first few days. Make sure that you “cover all your bases” in launching your contest and without exception every one of your carriers knows all about it and how they can become a winner.

## Contest follow-up:

- a) Talk up the contest at every opportunity. When you are talking to carriers on any subject pertaining to route work, bring up the contest and talk about it.
- b) If you are keeping up-to-date production records (you should if possible) keep these with you at all times. This allows you to talk to each carrier about their level of production, or lack of production.
- c) Use your telephone effectively. Every time you have a few minutes to spare, phone a few carriers and parents to talk up the contest.
- d) With youth carriers in particular, try to telephone each carrier when they produce their first order on the contest. This can go a long way in encouraging additional production from the carrier.
- e) Effective use can be made of handwritten congratulatory notes on production, either dropped off at a carrier's home or included with the carrier's bundle.
- f) Make sure that if bonus offers are made to the carriers during the course of the contest, that you follow-up on them and ensure that your carriers are aware of the special offer.

In summing up the follow-up on a contest, it would probably be sufficient to simply say, “Don't let your carriers forget about the contest”.

If it is your responsibility to pass out prizes or cheques during the contest or at the end of the contest, ensure that you do so promptly. Your promptness in doing this can ensure the success of the next contest. Nothing turns a carrier off more than delays in receiving what is due to them.

A successful launch, sustained follow-up, and enthusiasm on your part, the district supervisor will generate results on carrier sales contests.

## Starts – Solid Gold

Each year newspaper circulation departments spend great amounts of money to obtain new starts. Unfortunately, over the years many starts “fall through the cracks”. People have sold the newspaper, promised delivery and the paper has been the fault of carriers overlooking starts sent out in their bundles, misreading instructions on a start, or simply disregarding a start or not delivering it.

Once a subscriber is sold and does not receive delivery of the newspaper, it is more difficult to sell the subscriber a second time than it was the first. Not only has this person lost confidence in the newspaper itself, but they have lost confidence in the newspaper’s ability to put their product at their doorstep. When people lose confidence in a product or service, restoring that confidence is in many cases, an almost impossible task.

The non-servicing of starts affects your bottom line as a district supervisor. When a start is written on your district, whether it is through telemarketing, direct mail, or a voluntary basis, the ability to have the start delivered in your district is a direct reflection on you.

A professional District Supervisor must emphasize to new carriers at the time of contracting, the value of a start received and the importance of the start being delivered with nothing less than 100% efficiency. You should emphasize to the carrier and on the case of a youth carrier, to the carriers parents, that a new start means increased earnings for the carrier. A new start is not a “nuisance” but rather an “opportunity” that carriers should take advantage of.

In the section on carrier relations and retention it was pointed out that you should not tolerate a bad carrier. A carrier, who does not properly service starts received, is doing both you and your newspaper a great disservice. In tolerating such a carrier you are directly hindering your ability to perform effectively.

In addition to being beneficial to the carrier, the district supervisor, and the newspaper, a start represents a substantial dollar value to the newspaper and on the day that delivery starts, becomes a valuable asset of the newspaper. A new start is solid gold and should be treated as such.

## Your telephone – A valuable source of information

If you occasionally have a little spare time, you might find it very informative to use your telephone to make some “cold turkey” calls on your district. By calling both subscribers and non-subscribers, you can get a good indication of exactly what is “going on out there”.

In rotating calls throughout your district and talking to subscribers, you can often get a good indication of service. This will allow you to act in advance on potential trouble situation and can also give you an opportunity to pass on praise to certain carriers as a result of your findings.

In talking to non-subscribers and attempting to sell them on the benefits of home delivery, you will be aware of the objections your carriers or crew canvassers are experiencing when making calls. This would then give you the opportunity of developing answers to objections that you can pass on to your carriers and salespeople that will work to their benefit.

It is extremely difficult to pass on tips and suggestions on overcoming problems or situations if you yourself have not come face to face with them.

A few calls once a week can assist you in “keeping your fingers on the pulse” of your district.

### **Your telephone – A valuable source of information**

From each subscriber each week you collect	\$4.50
Your profit/week/customer	\$1.13

### **Look at this!!**

Add 1 new subscriber to your route and you increase your profit over a year by $\$1.13 \times 52$ weeks	\$58.76
Add 10 new subscribers to your route and you increase your profit over a year by $\$58.76 \times 10 =$	\$587.60

# **New customers pay dividends!**

**Best Practice: Home Delivery**

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## Section Ten

### Single Copy Sales

It has often been observed that when a District Supervisor has the responsibility for single copy sales in a district, these are often considered as a “necessary evil”. In such cases the Supervisor will spend considerable time on carrier work and the promotion of home delivery, while the promotion and effective use of single copies takes a back seat. This can be a costly mistake.

A sound and effective promotion program on single copy sales will not only build your bottom circulation line, but it will also contribute to the building of home delivered circulation in your district. In the majority of cases single copy purchasers are usually casual buyers of your newspaper purchasing from one to four copies per week. These people are prime targets for home delivery. The more such casual buyers you can introduce to your paper through single copy outlets, the larger your target audience becomes for home delivery promotions. The key to increasing single copy outlets looked upon as opportunity and not simply necessities.

Building of single copy sales outlet and the sales of your newspaper through current outlets and new outlets need not take up a great deal of time. Rather, as a District Supervisor moves throughout the district, work can be done with current outlets, and possible new outlets and locations can be surveyed and established, for the three primary single copy sales methods, namely:

- a) Dealers
- b) Vending boxes
- c) Human vendors

The use of these methods is normally available in each district and the goal of the district supervisor should be to use each of them to the best advantage.

Many District Supervisors are surprised when they survey their districts and discover the number of outlets that are potential newspaper sales locations that they are not using now. A prime example of this was pointed out at a reasonably large newspaper in the United States where they felt they had good availability of their product throughout their metropolitan area. To make sure, however, that they were not missing any opportunities they formed a task force of ten individuals and surveyed the entire metro area in a block-by-block and street-by-street basis. In doing so they established over 1,400 additional potential locations for single copies. One year later, over 50% of these locations remained as sales outlets, substantially increasing the newspaper's single copy sales figure.

The following pages cover single copy sales and offer suggestions and ideas that you should find beneficial in increasing single copy sales in your district and increasing your overall circulation figure.



## Dealer Locations

It is generally felt that a dealer should take priority over a box when establishing a single copy outlet. Certainly they both have advantages, but:

- a) A dealer can make change
- b) A dealer can call in to order more newspapers when they sell out
- c) Dealers can, when you work with them, market and merchandise your newspaper

Some large supermarkets and convenience store chain operations look at the sale of newspapers as an important part of their operation, not only from a profit aspect, but also as a substantial traffic builder for their stores. As an example, the Safeway grocery store group in Western Canada, usually works very closely with newspapers and as a result sells substantial numbers of newspapers realizing excellent profit and return. The Safeway people would not do this if they did not feel their return was worthwhile.

Unfortunately, some chains and independent operations do not look at newspapers in this way and feel that newspapers are simply a headache. As a result, you must “SELL” them on the value of handling your newspaper. The following points could be of assistance to you in convincing a store owner to sell your newspaper.

- a) The sale of newspapers creates store traffic. People buying a newspaper will usually purchase other items while in the store, often up to ten times the value of the newspaper.
- b) The profit ratio on newspaper is amongst the highest of all fast turnover items sold in the average store. Compare it to the profit on soft drinks, bread, milk, etc., and it is usually established that not only is the percentage of profit higher, but the actual profit is higher on a lower priced item.
- c) A newspaper is one of the few items carried in a store that can be returned if unsold.
- d) A newspaper is one of the few items carried in the store that is not paid for until after it has been sold. Smaller stores, particularly independent operations, usually pay for milk, bread, cigarettes, etc., on delivery.
- e) Floor space for the sale of newspapers is minimal when you compare it to the floor space needed for most fast turnover items sold in a store.

Most potential dealers and for that matter, current dealers do not realize the profit involved in selling newspapers, a total non-risk product. As an example, if a newspaper is a six-day product, with a daily selling price of \$1.00 per copy Monday to Friday and a Saturday selling price of \$1.50, the profit structure to a dealer is 25%. A dealer selling just 25 copies Monday through Saturday would realize an annual profit of over \$2,119. **Add on to the newspaper purchasers and you are talking substantial dollars.**

It is essential that a District Supervisor know all of the dealers in the district and should be on a “first name basis” with them. If you take into consideration the number of times a supervisor drives by a dealer over a course of a month, the district supervisor is afforded a tremendous number of opportunities to

“drop in and say hello”. Think of the number of times over the course of the month that you buy chewing gum, coffee, a magazine, chocolate bar, a soft drink, or any number of items which could be purchased from one of your dealers. You are to drop in somewhere to buy these articles, why not do it from one of your dealers? A necessary stop can become a dealer call.

By getting to know your dealers you are able to work with them establishing a prime location for your product, not only ahead of other competing newspapers, but other products as well. A dealer, who is working with you, will go the extra mile for you, in calling in additional newspapers when needed, having returns and payment ready at collection time, and can also keep abreast of competitive happenings in your district.

The major food and soap companies spend many dollars and considerable time in developing “point of sale” prominence. You can do this by simply maintaining a regular program of dealer calls in your district and by being in a position to jump on new possible dealer locations.

## Vending Box Sales

The old real estate axiom – location, location, location – also applies to the placement of newspapers. That is why vending boxes and live street sellers are important because they can be moved around to match the patterns of prospective buyers.

The major plus of a vending box is that it is a 24-hour-a-day sales outlet. Also, a vending box can be placed in areas where there simply are no dealer locations. However, a vending box should not simply be placed at a location because “it looks like a good spot”. Rather, a district supervisor should know whether or not such a spot is in fact a prime location for a vending box.

This can be done by just spending a little more time over high traffic periods, either sitting in a car or standing near the location and counting the number of people passing the location. An example of this could be a location which when driving by, looks extremely busy. However, a half-hour surveillance of an area could point out that the majority of people passing are students returning from school and as a result, it might not be a prime box location.

A number of District Supervisors feel that vending boxes should only be used in shopping malls, industrial or high traffic areas. Vending boxes can, however, be of tremendous assistance when effectively used in residential areas. It is entirely possible that when surveying your district you might discover residential areas where people who are not home-delivered must travel a considerable distance to buy a newspaper. As a result, they simply don't bother. A vending box in a prominent location could result in a substantial sale developing; also offering possibilities of expanding these sales into daily home delivered sales. Here again, however, location is extremely important and the proper location must be carefully established. People do not like to walk too far from their car so the box must be placed at an easily approachable location which does not block traffic when stopping to purchase a newspaper.

A survey of your district could uncover numerous potential box locations that not only will sell additional newspapers initially, but will also lead to building a stronger circulation base in your district.

## Live Street Sellers

Unfortunately today, a number of newspapers, particularly in Canada, overlook the tremendous sales opportunities that are made available through live street sellers. Live sellers, both youth and adults, can be effective, on both permanent and casual basis.

When you go to major cities in the United States, you will find a strong revival of "street hawkers" these hawkers are being used more and more at busy intersections, factory gates, special events such as ball games, fall fairs, parades, etc. One of the most outstanding examples of a newspaper using street sales to not only build, their single copy figure, but to also promote daily delivery of the newspaper is the Boston Globe. Throughout their trading area, the Globe developed a strong Sunday single-copy sales effort outside of churches. This effort introduced many thousands of people to the Sunday Globe, and helped considerably in their home delivery sales efforts.

Not every district has potential for live street sellers on a regular basis, but most districts have a potential on occasion for the use of sellers. In a number of cases, a representative can recruit regular carriers to sell newspapers for an hour or so as the situation is presented.

Street sales can be an excellent method of introducing your newspaper to prospects. By watching and surveying your district you could come up with a number of outstanding possibilities for live street sellers, even if just on an occasional basis.

## Live Street Sellers

### Look at them Again

There also could be a number of instances in a district where a district supervisor knows a former dealer or box location that has been closed or moved because of insufficient sales. It should be kept in mind that traffic patterns change and a box that did not produce three or six months ago could now do very well. **The installation of traffic lights, new stop signs, the installation of one-way streets, the installation of traffic patterns.** As you drive your district you will be aware of patterns changing, and a survey on your part could result in placement of additional boxes.

Normally, the reason a dealer location does not do well is that the owner or manager is not the most cordial individual. In plain language, this person is driving people away. These places have a habit of rapidly changing hands, and a new owner or manager could result in this becoming a prime sales location. You should be aware of stores, which are potential dealer outlets, changing hands, and be one of the first at the door to get the stores and the manager on your side.

## Hospital Sales

Hospitals offer excellent potential for newspaper sales and if you have a hospital in your district, you should make sure that you are taking full advantage of the potential.

In a number of cases, a newspaper seems satisfied to simply place vending boxes at the hospital and let this account for their total sales.

There are, however, other sales avenues that can be available if they are explored. As an example, in working with the hospital administrator, some hospitals have allowed a newspaper to place a live vendor in the hospital. Such a vendor can be a youth, or a retired individual. A retiree is a natural, as they can usually be available at a prime selling time and in most cases are more acceptable to the hospital.

Most hospitals have a ladies' auxiliary, with the auxiliary not only running the tuck shop at the hospital but also using tuck carts that they take throughout the hospital. Newspapers can be made available on the carts with the profits going to the auxiliary. Some newspapers have made effective use of both auxiliary and vending boxes, with the auxiliary receiving profit from the box sales. A rack card indicating that the auxiliary is receiving profits should be used on the boxes.

Often, a little extra work at a hospital can result in a substantial increase in the number of papers being sold there.

## Single Copy Sales Opportunities

We all look at the traditional single copy locations for dealers, boxes and live sellers, and probably most of these are covered in most districts. We refer to convenience stores, cigar stores, newsstands, supermarkets, motels, etc., for dealers. To bus stops, busy corners, post offices, office complexes, etc., for boxes and busy downtown intersections, commuter stations, etc., for street sales. However there are numerous other possible locations in every district where various methods of single copy methods could be used.

In going over the lists you will notice some areas or locations where a box or live seller would only be used for specific occasions or for a short time each day. This is the plus on both of these sales opportunities, they can be moved around. So cover your district and see if you have all the bases covered. You could be surprised at the sales opportunities that might be available to you.

## Street Sellers Locations

The following is a list of prime street seller locations. In most cases the live seller would only be there for a short period of time, and the time of day would depend on whether it is a morning or afternoon newspaper. In all cases, a box could probably be used. However, a box can't run up to a car window to make a sale, a box can't draw attention to itself by shouting and a box does not create the interest that a 12 or 15-year old can. The point – a live seller will probably sell four to five times as many newspapers for you.

- Factory gates or parking lots
- Shopping centre parking lots
- Bingo halls, prior to the start of games
- Theatres, prior to or after matinee performances
- Traffic light at busy intersections
- Banks, particularly on Friday afternoons
- Amusement or recreational parks
- Picnics
- Circuses or midways
- Construction sites – as people go on or come off shift
- Municipal parks
- Ball parks, before the start of a ball game
- Arenas, before the start of a hockey game
- Community fairs
- Community garage sales
- Farmer's markets
- Parades
- Office building
- Liquor and beer stores (usually afternoons, but all day Saturday)
- Toll plazas
- Going out of business sales
- Special functions at local arenas or community parks
- Office complex parking lots as people start to leave work

The following is a list of potential box locations. In some cases you might be better served by a dealer arrangement, if you can make suitable arrangements and these are marked by (\*).

- Restaurants. A box at a restaurant does not give you back left copies or returns \*
- Outdoor hot dog stands. Great if you can get the vendor to sell
- Major mail box drop locations and multiple pick-up mail boxes
- Medical centres
- Large dental centres
- Laundromats
- Donut shops (same reasoning as restaurants)
- Produce stands (could be seasonal) \*
- Libraries
- Municipal or public golf courses
- Mini-putt golf courses
- Commuter parking lots
- Car washes
- Taverns or community pubs
- Waiting rooms at such places as Mr. Lube, Speedy Muffler, etc. \*
- Taxi stands or taxi waiting areas on streets
- Airport, bus waiting rooms or stands
- Factory or office cafeterias. Best as a dealer if cashier will collect \*
- Garden centres (usually seasonal)
- Senior citizen recreational centres
- Gas stations. Better as a dealer if people must go inside to pay \*

The following are best served as dealers, but if you can't get inside, a box is feasible.

- Book store, new and used
- Barber shops
- Gift shops
- Cafeterias at colleges, universities or community colleges
- Candy or ice cream shops
- Large lumber stores
- Bowling alleys
- Billiard halls
- Health or exercise clubs
- Coffee shops in office buildings or office complexes
- Dry cleaning establishments
- Pizza parlours or stores
- Coffee and sandwich trucks

The summer months and vacation season can also offer seasonal sales opportunities. Keep the following in mind as seasonal dealer, box or street sales locations.

- Tourist homes, lodges, cabins
- Provincial or public parks

- Seasonal speciality restaurants
- Tourist information booths
- Chamber of Commerce offices
- Bait and fishing supply stores
- Marinas
- Tourist specialty shops
- Tourist attractions
- Fishing camps

Successful single copy sales result from being where people are. When, they are there. The more sales areas you having working for you, the more newspapers you will sell.

**Best Practice: Home Delivery Sales Promotion**



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## **Section Eleven**

### **Building a Strong Collection Program**

The sale is not complete until the money is in the cash register. Basic, but true.

When you talk in terms of collecting for newspaper circulation sales, it is not simply the case of collecting the revenue for your newspaper, but it is also important that the circulation that is represented by the money collected qualifies the circulation as "paid circulation" the audit bureau of circulation has very explicit rules on what makes up the definition of paid circulation. When a circulation account is collected, not only does this contribute to the revenue picture of a newspaper, but it further ensures that the newspapers being paid for are in fact bona fide circulation.

To be truly successful, a District Supervisor must maintain an outstanding collection picture on the district. Collection patterns must be developed and maintained to ensure such is the case. Perhaps the simplest slogan that a District Supervisor can use and follow pertaining to collections is this:

**ON TIME!**  
**IN FULL!**  
**ALL THE TIME!**

The following are suggestions on conducting an effective collection program in your district.

#### **Carrier Collection**

The following suggestions pertain both to adult and youth carriers. If you are dealing with adult carriers, and the carriers are responsible for collections, you are looking at good sized accounts. A District Supervisor with predominately youth carriers will obviously have more accounts to deal with, but they will be much smaller in size. An adult carrier who goes beyond one billing period has accumulated a very large account that poses even more serious problems.

If you have a collection procedure or a regular collection swing, you must adhere to it strictly. You must be on time for your collections calls. If you become tardy on your swing you can be assured that the carriers will do exactly the same thing. If you work through collection depots, it is essential that you be at the depot or location on time each collection period. Carriers, adult and youth as well as parents of youth carriers, will cooperate fully with you and in turn cooperate with them. A carrier's mother staying home to make a payment is severely inconvenienced when the district supervisor shows up half an hour late. A carrier who travels to a depot location and is left standing in the cold until the District Supervisor arrives,

becomes very disillusioned and not only have you created ill-will with the carrier, but conceivably created a collection problem.

In establishing a firm collection policy with your carriers, the place to start is on a carrier's first payment period. This should be an absolute must. If you are going to have problems on the first collection, you should move on the carrier at once. A quick audit of a carrier's route book established what the carrier did on collections. Normally it is established the carrier made the collections, but decided to use a little more than his profit for his own use. In almost every case where this happens, a collection problem develops and the District Supervisor, who does not act immediately with the carrier, not only will have to act at a later date, but will be faced with a delinquent account at that time. When you impress upon the carrier at the onset that you will not tolerate tardiness in payment, you can go a long way in developing a 100% collection picture.

Be leery of carriers who start to leave a small balance when paying their account. These are the carriers that in a very short time can build up one or more outstanding periods. They are normally working on the basis that as long as they are paying something, they will be kept on the route. However, in allowing this you are simply stalling an inevitable situation down the road.

When carriers discover that they can be a little tardy on payment, word spreads and a District Supervisor then finds that a number of serious collection situations can develop in the district. Earlier in the training program, when covering managing adult carriers, it was pointed out that adult carriers, to a much greater degree than youth carriers, will "test the water" to see just how far they might "bend the rules". By not maintaining a strict collection program, particularly with adult carriers, you can create a two-headed monster which will take up the greatest part of your time, when you could be spending such valuable time developing circulation growth.

The slogan "on time, in full, all the time" when followed will allow you to maintain a good carrier payment program.

However, it is of paramount importance that you keep up your end when dealing with carriers on collections. If for any reason you promise a carrier a credit, regardless of the amount, the credit must be put through the carrier's account in order that it appear on the next invoice. Nothing will turn a carrier against you or sour a carrier attitude faster than you not fulfilling your part of an "agreement".

## Dealer Collections

If it is your responsibility to collect from dealer accounts in your district, you must also establish a collection pattern and maintain it. Although a number of chain operations are handled through central billing, there are certain dealers that are collected from on a regular basis, and they should know when to expect you and you should be there. You can maintain a much better collection picture when your dealers realize that they can depend on you. You will find in such cases that your returns will be ready for you, a cheque will be issued promptly and a dealer collection call will take a minimum amount of time.

It is also essential that the District Supervisor act quickly on dealers when a payment problem starts to develop. One point that is very much in favour of the district supervisor is the fact that if a dealer is handling a good size number of newspapers, these newspapers are generating a regular daily traffic into the dealer's location. If a dealer loses the newspaper resale, the dealer loses the traffic. **You can afford to be very firm on making collections and as a result, it is necessary that a district supervisor put up with slow payment of a dealer account.** Once again, when you establish a pattern and a policy with your new dealers, you will be able to maintain a sound collection picture.

Collecting is certainly not one of the more glamorous aspects of district sales management. However, it is an extremely important part of your job description, and by establishing patterns and policies you can perform this aspect with a minimum of difficulty.

Paid circulation is what it is all about; both for the revenue for your newspaper and to leave no doubt that the newspapers are paid circulation in the eyes of the Audit Bureau of Circulations.

## Collection Procedures:

### Carrier Accounts

- All carrier accounts are billed each two week period
- All carriers, upon parent/carrier interview, are set up on the CAP program (Carrier Automatic Payment)
- CAP program means each two-week billing will be removed or credited to the account
- Routes with problems on the CAP program should be replaced immediately. As this is the sure sign of major problems with collection of accounts.
- Routes that get by or are not following the CAP system MUST BE collected and followed up aggressively
- Aggressively means, current billing must be paid, plus reasonable amount towards the overdue balance

- Once account is cleared a decision must be made regarding replacement of the carrier
- Most important aspect is to ensure accounts do not get to this point. This is accomplished with proper selection of carrier.

### **Important Points:**

- With each billing, a quick review is made on all overdue accounts, with a person responsible to take quick action on collection. This review must be followed-up with a personal meeting by an immediate supervisor.
- On carrier routes leaving with balances: a final letter is sent where they are asked to respond on arrangements for payment. No response after time line, the account is to be directed to outside collection agency.
- Arrangements with outside collection agency will be put in place for all overdue accounts.

### **Dealer Collection Procedures:**

Dealers are billed every four weeks.

- Invoices should be reviewed to ensure returns and payments are entered from previous invoices.
- Accounts with balances are extremely important to collect.
- Have next month's return sheet for each dealer.
- Have contact for all deals with owner or manager's name, address, postal code and phone number.
- Collect balance due on invoice. This might mean arranging to collect at a certain time each billing.
- Provide receipts for all cash/cheques received.
- For stores with head offices, do a special introduction page, outlining all that needs to be done in order to get payment. Plus, have a contact name and phone number in order to follow-up payment request.
- Enter payment on a collection form for cash recap at the end of the collection day.
- All invoices must balance with cash received.
- Do deposit day of collection and balance to cash receipt.
- If dealer account does not pay, make sure to find out when to return for payment as it is important to collect all monies each period.

**Remember:** Dealer invoices are for services rendered.

- We deliver newspapers to store location
- We pick-up returns
- We supply racks and signage
- Collections are for sales made by store location

### **Marketing Dealer Copies**

- Look for best placement at store level
- Ensure all dealer locations identify that they sell your product with dealer signs and decals
- Use dealer shelf talkers to market what's in your product.

**Best Practice: Building a Strong Collection Program**

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.



## **Section Twelve**

### **Developing Skills for the Future**

One of the great benefits of working for a newspaper is just that. You are working for a newspaper. In every community, the daily newspaper is one of the important forces in the politics and in the community activities. The same can hold true in smaller communities served by weekly newspapers. There are over 1,700 daily newspapers in Canada and the United States, and well over 7,000 weekly newspapers.

Some career fields are interesting as far as they go but they really don't go very far. As a District Supervisor you are in a unique position of being able to develop skills that will enable you to move up the ladder in this great business.

In today's business world, the key word is "marketing".

Marketing, simply described is the job of making products and services fit customer needs and wants.

Circulation fills a vital marketing function of newspapers and it is the link between the people who produce them and the people who want to read them.

As a District Supervisor you will be afforded the opportunity of working with people in every newspaper department, from the reporters and editors to the production people, to the advertising and promotion departments.

Circulation and the position of District Supervisor in particular, is an excellent route to an understanding of how the newspaper operates.

A District Supervisor is involved in sales, collections, distribution, service the department and leadership of people, public relations, promotion and organization. Perhaps more than any other staff member of a newspaper. The District Supervisor is responsible for their- own time management. Circulation work can also be as creative as you want it to be.

There is plenty of opportunity in circulation work, and by learning as much as possible, you can go to the top in circulation and then beyond.

The following suggestions can be of help to you in developing and improving your skills, not only to operate efficiently as a District Supervisor but for the future as well.

## Know your Newspaper

All too often District Supervisors (and many other employees at the newspaper) don't really know their newspaper. They know certain things about the newspaper, such as where the sports pages are located, where the editorial page is, the days the majority of advertising appear and some of the special features, but they really don't know **THEIR NEWSPAPER**.

In all probability, the newspaper you are working for has been a very important part of your city or community for many years. In many cities the newspaper has been in continuous operation longer than any other business in the city, many going well beyond 100 years. This is a fact to be proud of and you can use this to your advantage. Find out about the history of your newspaper, If you don't currently know it. You will find it a very interesting experience.

You should make it a point to know what is in your newspaper. Know the features and the featured columnists. Columnists can sell newspapers and you should know the staff, and who are syndicated columnists at your newspaper, with the knowledge of the types of columns they write. Know the special sections carried on a regular basis in your newspaper and when they are carried. Special sections such as, travel, entertainment, food, automobiles, business, etc, all contribute to the overall complete package that you are both selling and delivering.

Know the awards that your newspaper has earned during the past few years. Newspapers often earn editorial excellence, as well as outstanding community service. Knowing about such awards can be used to your advantage in countless situations. Learn about every department in the newspaper, and know something about the function of each department.

Know the names of top management people at the newspaper. The publisher, the business manager, the managing editor, and key editors, the advertising manager or director and the key department heads within the advertising department, the production department heads. They should all know you by name

.

Know the key advertisers in your newspaper both ROP (run of newspaper) and pre-print (insert). Advertising is news and sells the newspaper. A newspaper does not cost- **IT PAYS**.

Your knowledge of your newspaper will not only give you a tremendous advantage in selling your newspaper, but will also allow you to talk with the knowledge and background to anyone you come in contact with, whether it be people from within your newspaper or from outside.

## Know Your District

Many, District Supervisors spend five days a week traveling their district but don't really get to know their district and what goes on in the district.

First and perhaps most important is to be aware of what your competition is doing. We often think of the competition as being "the other" newspaper(s) we are going against and competing with for readers, and this is true. However, shoppers, distribution firms and even the post office are competitors, although more for advertising dollars. Often your observation of poor delivery by these firms, unclaimed bundles, discarded copies etc, can be valuable information when passed on to your advertising department. You as a Supervisor of the district, will be more aware of these situations than perhaps any other person at your newspaper.

You must of course, be aware of your direct competition "it is up to you" at all times, where they establish new single copy outlets, where they are conducting crew work, where they may be concentrating telemarketing efforts, where they may be using stepped up sampling efforts. All of this information can prove beneficial to you in offsetting their efforts and maintain your business. By keeping your superior aware of what the competition is doing, you can assist your department of being aware of the overall picture.

The way you are able to obtain this information is through the rapport you build with the dealers. Carriers, carrier's parents etc, in your area.

Know the distribution runs for both single copy and home delivery copies (if you are responsible for these) in your district. Delivery to single copy and home delivery drops could be done in the same manner that might be more convenient to the delivery people than to you and your dealers and carriers. Your knowledge of these runs and your input through your superior could contribute to a more beneficial system to you, your newspaper and the dealers and carriers.

Watch for happenings in your district that could be of interest to other departments in your newspaper. News happenings, feature story possibilities, etc, can be passed on to your editorial department. Not only will this provide material in your newspaper of interest to people in your immediate district. Further information passed on to your advertising department on pending new business, events, can allow them to take advantage of these excellent advertising sales opportunities.

In so many ways, you can be the eyes of your newspaper in your district. Not only will this allow you, the professional District Supervisor, to function with maximum efficiency, but it will put you in touch with departments of your newspaper giving you a much broader overview of your newspaper's operations.

- Know your strong points and work to develop these to an even greater degree. As an example, if you are strong in sales, continue to work on this. Accept additional challenges pertaining to sales as extended by your manager and work towards realizing maximum results.
- Recognize the areas you are not strong in, and work towards improvements in these areas. As an example, if you have difficulty on collections, learn how to be more proficient at them. Find out who the strong District Supervisors on collections and learn from them, by talking and asking why they are so successful with collections. The sharing of advice is beneficial to all.
- Be a team player, everyone wants to be the “top dog”, but it takes a lot of help to get there. In extending help to others in your department, you can be assured of assistance and co-operation when you need it.
- Learn as much as you can about your manager's job. However, don't be pushy in doing this. Work on developing a relationship with your manager to the point where he/she will willingly pass on advice and information to you.
- Watch the manner in which other people operate, not only in your own line of work, but people in other lines that you may come in contact with. You can very often see things that can be adapted to circulation work that will be beneficial to you.
- **LISTEN.** This point was mentioned earlier in the manual, and it is emphasized here again. It is very difficult to hear or learn anything while talking at the top of your voice. The art of listening can be developed by working at it.
- Read as much as possible, not only on the newspaper business, but on subjects that will be of assistance to you. There are many excellent books on the newspaper business, that are not only interesting reading, but are very informative. Books on sales, planning, motivating and human relations can all be of great assistance to you.

## Winners versus Losers

The winner says "let's find out"

The loser says "nobody know"

The winner works, harder and always has more time,

The loser is always too busy to do what is necessary.

The winner makes commitments.

The loser makes promises.

The winner shows they are sorry by making up for it.

The loser says "I'm sorry", but does the same thing next time.

The winner knows what to, fight for, and what to compromise on.

The loser compromises on what they shouldn't, and fights for what isn't worth fighting about.

The winner says "I'm good, but not as good as I ought to be".

The loser says "I'm not as bad as a lot of other people".

The winner listens.

The loser just waits until it is their turn to talk.

The winner feels responsible for more than their job.

The loser says "I only work here"

The winner says "There is a better way to do it".

The loser says "That's the way it's always been done here".

The winner paces themselves.

The loser has two speeds, hysterical and lethargic

When a winner makes a mistake, they say "I was wrong".

When a loser makes a mistake, they say "it wasn't my fault".

**Sydney J. Harris**

**Best Practice: Developing Skills for the Future**

Notes:

[illegible]

## Reducing Stolen Copies Delivered To Apartments

One of the highest sources of delivery service issues is the theft of newspapers that have already been delivered to customers who live in apartments. These thefts not only cause calls, they also cause a lot of frustration to carriers, and District Supervisors.

It is the opinion of this writer that there is no one solution to such problems, the best solutions are those created by creative thinking by both carriers and District Supervisors at the particular building or complex.

To help District Supervisors develop creative solutions to these problems, here are some ideas that are actually being used successfully by 23 circulation field people of the Gannett Rochester Newspapers. They were submitted in an answer to the question. "Ideas I have used to reduce or eliminate theft of delivered newspapers from apartment or complex customers".

1. Write a customer's name on top of the newspaper, in red ink.
2. Slide the paper under the door if possible.
3. Fasten the rolled up newspaper to the door knob with a rubber band.
4. Make an agreement with each customer on how and where the paper is to be placed.
5. Ask a customer to buy or supply a door mat that is large enough to hide a paper under it.
6. Leave paper in customer's car or garage if they have one.
7. Establish a hiding place with the customer.
8. Leave inside a front door if they have one.
9. Knock on the door or ring the bell (arrange with customer).
10. Encourage your customers to tell their neighbours you are investigating a theft problem.
11. Put signs up in the apartment building or complex to try to discourage theft.
12. Ask management of the apartment building or complex. They may know of someone who could be picking up the newspaper.
13. Canvass door to door to see if anyone is picking up the newspaper in error. If they are, sell them on home-delivery of their own.
14. Gain the trust of the apartment building or complex manager, so the carrier will have his/her own key.
15. Ask customers to watch for their newspaper and pick it up as soon as possible.
16. Make sure subscribers are fully aware of the problem.
17. Encourage the reporting of chronic theft to the police.
18. Make sure customers are not confused on which days they are supposed to receive delivery.
19. Secure a carrier, who lives in the apartment building or complex, thus having full access.



**Best Practice: Reducing Stolen Copies in Apartments**

Notes:

[illegible]

## Section Thirteen

### Terminology

<b>Audit</b> .....	A newspaper has an audit each one or two years to verify paid circulation.
<b>Age Receivables</b> .....	A list of carriers/dealers with outstanding balances owing from the purchase of newspapers.
<b>All Other Zone</b> .....	A specific identified location that is not a prominent newspaper zone for advertisers.
<b>Bundle Top</b> .....	A sheet on each carrier/dealer bundle containing information such as starts, stops, service issues and invoices each two weeks. With EMC carriers, delivery lists are included.
<b>Carrier Collect Customer</b> .....	A customer who opts to pay the carrier bi-weekly rather than paying monthly or in advance.
<b>Census Tract</b> .....	A specific territory within a city, where demographic information is gathered through the census process.
<b>Churn</b> .....	The amount of new subscribers needed to offset lost subscribers.
<b>Carrier Contest</b> .....	Refers to a promotion for carriers during which carriers can earn cash or prizes by selling new customers within their route boundaries.
<b>Crew Canvassing</b> .....	A group of individuals working as a team soliciting new subscriptions. A crew chief organizes and manages.
<b>Draw</b> .....	The number of papers a carrier is issued for delivery to his/her customer.
<b>EA</b> .....	“Enumeration Area”, Specific territories within a city where Demographic Information is gathered through the enumeration process.
<b>EMC</b> .....	“Extended Market Coverage” means delivering to non-subscribers of newspaper.
<b>Flyers</b> .....	Advertising supplements.
<b>Foreign Mail</b> .....	All mail outside Canada/USA.
<b>FSA</b> .....	“Forward Sortation Area” better known as part of the postal code. Example LM2.
<b>Hot Dots</b> .....	A florescent pink dot attached to tubes to verify delivery.
<b>Manifest</b> .....	A contractor’s list of the addresses, route numbers, dealer numbers and quantities of newspapers to be delivered within the boundaries of the contract delivery run.
<b>Net Paid</b> .....	The total number of newspapers sold in a given month minus returns divided by the number of publishing days.
<b>NIE</b> .....	A program for schools providing newspapers at special reduced prices.
<b>PAMP</b> .....	The program offering monthly equalized payments.
<b>Rate Per Sub</b> .....	The average revenue recognized per sold newspaper.

<b>Returns .....</b>	Unsold newspapers credited to dealers. No papers to dealers full returns!
<b>Route Number .....</b>	A unique series of numbers assigned to every carrier and dealer in the system.
<b>Route.....</b>	A specific territory to which a carrier delivers. All starts must be routed to avoid starts assigned to incorrect route.
<b>Route List .....</b>	The list of addresses to which a carrier delivers.
<b>Route Walking .....</b>	Selling door to door, actively soliciting new subscribers within a specific route.
<b>RTZ.....</b>	“Retail Trade Zone”, normally just outside City Zone.
<b>Sample .....</b>	A free newspaper delivered to a non-subscriber to encourage him/her to start delivery.
<b>Single Copy .....</b>	Papers sold through a dealer/box outlet.
<b>Start.....</b>	A new subscriber added to a carrier’s route.
<b>Stop.....</b>	The worst to happen, a customer discontinues delivery.
<b>TMC .....</b>	“Total Market Coverage”, a means of delivering to all households.
<b>Trip or Truck.....</b>	Geographic area within which delivery contractor delivers.
<b>Tube (Motor).....</b>	Similar to a mailbox used to deliver newspapers in the country.
<b>Vending Box .....</b>	A freestanding location that is used to sell single copy newspapers (sometimes referred to as a silent salesperson).