

BUILDING A SALES CHANNEL

Rethink Possible



FROM SCRATCH

AT&T SALES CHANNEL OPTIMIZATION

Hacker Group helped create a new direct marketing sales channel for AT&T back in 1995. Our goal ever since has been to drive leads to the sales centers — at the lowest possible cost. We strive to keep the lead flow regulated. Too many calls, and the telemarketers are overwhelmed and potential customers are lost. Too few calls, and telemarketers' livelihoods are at stake.

We continue to generate thousands of sales every day for AT&T. We maintain performance and drive steady lead flow into the sales centers, retail stores and to online based on our direct marketing programs that allow us to test and to identify new controls systematically.

We do it by identifying the most responsive audience segments and communicating with them in the way that they want to engage with the AT&T brand. Here are just two examples:

CHALLENGE: Optimizing the retail channel

Some people just don't buy online or by calling a toll-free number — ever. These people want to see and touch the phones and get face-to-face advice before making a decision. This was AT&T's conclusion after significant testing and in-depth market research. Our challenge was to encourage previously non-responsive prospects to shop at company-owned retail stores.

SOLUTION:

Hacker Group developed a direct marketing program for this group that promoted special offers exclusively for going into AT&T retail stores.

Since customers would be visiting stores and asking for the offer they received in the mail or email communication, the local retailers needed to buy into the program, too. So Hacker Group created custom solutions to handle the different needs of each market. Some markets needed local variations in offers and phone equipment. Other markets wanted to promote network enhancements and special events.

Everything we did had to be flexible by market, in sync with the brand and highly effective, so we built an online distributed marketing platform that allowed regional managers to customize their program in detail.

RESULTS:

AT&T has discovered an extremely profitable way to tap an unused resource — previously non-responsive prospects whose channel preference could be optimized — to increase its subscriber base.

CHALLENGE: Optimizing small-business relationships

Small businesses were another segment that could be targeted effectively to add more customers and to increase the value of current relationships.

SOLUTION:

Hacker Group's approach to B2B marketing is to remember that businesses don't buy things, people do. We always talk to business customers as people first — because what appeals to them as people will also appeal to their business sense.

We had two distinct audiences for our "add a new line of service" message — owners/decision-makers and employees.

Our message to business owners is about the value of adding new lines of service for a growing company. The employee message is sent to the home rather than the work address and suggests that the recipients add a new line now, and receive the same company discount they currently enjoy.

RESULTS:

Hacker Group has been successfully marketing to the small-business audience since 2000, returning an extremely low cost per sale.

