

Market Assignment FAQs

These questions and answers are intended to assist both parties in communications to employees. Nothing contained in these FAQs is intended to alter or in anyway modify the language in Article 10.01, Market Assignment.

GENERAL

1. Why are the rules not in the contract?
In this competitive environment, it is imperative that the Company be able to make strategic and tactical adjustments. By establishing a business as usual template for market assignment it affords the Company the ability to react quickly to competitive pressures.
2. Where will the rules be posted?
The market assignment guidelines will be posted on the Sales Operation web site.
3. How often can/will rules be changed?
While there are no restrictions on the Company's ability to change the market assignment rules, it is not expected that the rules will change frequently. The desired state is to establish a "business as usual" model that would be changed only when business or strategic conditions warrant such a change.
 - a. Will there be Union involvement?
If the Company determines the need to deviate from the business as usual model for market assignment, the Union will be notified at the Executive Level of the decision in advance and the Company will listen to input from the Union.
 - b. How will changes be covered to the teams?
That would depend on the nature of the change. A fundamental change to the business as usual model would be communicated via an update to what is posted on the Sales Operations website.

A change to a single campaign to accommodate a strategic need would be communicated to the affected reps in that campaign prior to the changes occurring.
4. Will the rules be the same for all areas?
The business as usual model will be the same for all areas.
 - a. If not, will the rules be posted and covered for the different areas?
N/A

5. How does market assignment and compensation work in an Emerging Market situation?

Market assignment for an "emerging market" will depend on the nature of the emerging market assignment. For example, an expansion market will utilize its own business as usual guidelines. However, market for reps on a Digital Express only assignment may require different assignment guidelines. Compensation will be designed as warranted based on time-frames, assignment and opportunity to achieve target compensation with Union concurrence, as applicable.

MAR

1. What will be the function of MAR?
The nature of the MAR job has not changed. They are still responsible for selling our portfolio of products to our largest customers.
2. What will be the criteria for MAR accounts?
Initially, the Company will continue to use the current criteria to define a MAR account. After reviewing how the other regions define a MAR account the Company may revise its' criteria to incorporate any "best practices", if applicable. If this occurs, the Company will discuss this decision with CWA at the Executive Level.
 - a. When do accounts become MAR (timing)?
There are no plans to change the timing of when an account becomes a MAR account. Accounts become MAR at the close of the sales canvass where it reached the MAR revenue level.
3. How will MAR market be balanced?
There are no plans to change the methodology for balancing MAR market.
 - a. How often?
MAR market will continue to be balanced on an annual basis, or more frequently if necessary.
4. What will be the process for Initial/subsequent market assignment?
Initial market assignment will continue as is.
Subsequent market assignments will continue to be on a rotational basis.
 - a. How will Non Pay be assigned?
Non-pay will continue to be assigned based on continuity rules.
Pool non-pay will be equitably divided by revenue among all representatives.
5. Will MAR have assigned Non Billing?
The Company does not plan to assign non-billing to the MAR channel as part of the initial market process. However, MAR reps will have access to non-billing accounts during "open market."

6. Will MAR accounts be protected from re-canvass?
Yes. The Company will continue its' policy of excluding MAR accounts from re-canvass activities.
7. When do decreased MAR accounts fall out of MAR?
The Company is in the process of comparing and evaluating the results of the two scenarios that have been in place (i.e., ...account stays in MAR up to the canvass it decreased in & account stays in MAR up to, and including the canvass it decreased in) and will make a determination as to which is the most effective process.

Another scenario that could cause a MAR account to fall out of MAR is if the "Go to Market" or other business guidelines dictate that a MAR account be sent to another sales channel.
8. Can reps from other channels decide to "keep" accounts that would normally go to MARs as part of their 25% of accounts?
No.
9. Will the MAR bag size be different from what it generally is today?
The current plan is to keep bag sizes relatively the same as they are now. However, bag size could change as a result of removing some low-end transactional accounts or based on company revenue trends.

DASR

1. What will be the function of Premise?
There is no intention to change the overall function of a premise sales rep. Their job is still to sell our portfolio of products to customers, primarily small businesses, and primarily at the customers premise. As our business evolves there is an increasing expectation and need for prospecting. Generally, it is expected that premise reps spend 1/3 of their time handling current customers, 1/3 of their time handling assigned non-billing accounts and 1/3 of their time prospecting for new business.
2. Will there be criteria for Premise accounts (dollar amount, headings, etc)?
Earlier this year, the Company adopted the "Go to Market" guidelines that are used as the primary tool to channel market for all sales channels.
3. How will initial market be assigned?
 - a. All at once or segmented?

Initial market assignment will be completed including all segments based on resources assigned to the canvass. The company will generally release initial market at canvass start but reserves the right to release segments to achieve strategic goals.

- b. Will bag sizes be different?
Generally, it is expected that premise bag sizes will increase slightly from current size. Once the Go to Market model is fully implemented premise reps should have slightly larger bags with slightly fewer accounts. However, bag size may be impacted by a decline or increase in revenue
- c. CMAP
In the new contract there will no longer be a monthly revenue equivalent that will determine continuity of contact accounts (i.e., CMAP). The Company will strive for as much continuity of contact – without regard to the size, or revenue amount of the account – as is practicable.
- d. CMAP 2 & 3
Same as above. These designations will no longer exist. Additionally, reps will have the opportunity to designate up to 25% of their accounts from the previous campaign to be returned to them in the subsequent campaign.
- e. Adjusted accounts
As part of the commitment to continuity of contact adjusted accounts will be returned to the rep that handled it in the previous canvass. As a general rule, if the rep that is charged with the adjustment has moved to a different sales channel but is going to be working that canvass the account will be returned to that rep. Exceptions to this rule will be MAR adjustments and Cyber adjustments which will follow current processes and procedures.
- f. Non-billing (P & T, Heading weights?)
The Go to Market guidelines will be used to determine which channel non-billing accounts will be assigned to. Once in a channel, a cross section of non-billing accounts will be equitably assigned to all reps in the channel.
- g. Will non-pay be balanced?
As part of the commitment to continuity of contact non-pay accounts will be returned to the rep that handled it the previous canvass. If that rep is no longer with the Company or in the same channel accounts will be included in the pool non-pay accounts that will be distributed in assignments for new reps or distributed among all reps.
 - Will non-pay be limited to CMAP level?

N/A

4. How is subsequent market assigned?

a. Process

In the short term the Company will continue to use the current process and spreadsheet. As part of its benchmarking process the Company is considering utilizing a "next up" methodology in which the system would automatically assign subsequent market to the next person on the list.

b. Qualifiers, disqualifiers

The Company will establish "business as usual" criteria for reps to be eligible for subsequent draws. The company will communicate these criteria to the Union at the Executive Level and will be posted on the Sales Ops web site.

c. What happens if market is pulled?

Representatives that have had market removed will normally be ineligible to participate in any future subsequent market assignments.

- Who makes the determination to pull from an individual rep?

The Company intends to maintain a process whereby the designated criteria determine whether market should be pulled from a rep.

1. What criteria?

As a general rule, the "business as usual" criteria will be the rep's ability to handle market that has been assigned to him.

- Known losses given to receiving reps?

The Company is planning to continue using the 80% point of a campaign as the criteria for determining which DASR or DTSR is responsible for the loss on a reassigned account. The Company may revise this to incorporate applicable "best practices".

- Is rep whose market is pulled out of market draws?

Representatives that have had market removed will normally be ineligible to participate in any future subsequent market assignments.

- What happens if someone leaves during the canvass with a lot of accounts open?

Just as today, the accounts will be reassigned in subsequent market.

d. Will Non-pay accounts be in subsequent draws?

The company will maintain the current practice of not including non-pay in subsequent draws. The Company may revise this to

incorporate applicable "best practices" that may drive results on this segment of market.

- If so, will the assignment process be different from regular advertiser draws?
Not applicable.
 - e. Will Market draws be posted prior to?
Local practices will continue to be followed.
5. Will we be handling all Non-pay in the DASR channel?
Yes.
- a. What will this do to goals?
Rep goals will no longer contain an adjustment that increased a rep's commitment to cover pool non-pay and will match the channel objective.
 - b. What will this do to appraisals?
The objective for the appraisals or performance management will be lower.
6. How does selling into/from different canvasses/directorles count towards:
- a. Appraisals?
No change to appraisals or performance management
 - b. Gates & Rates?
After implementation, everything sold in the same publishing cycle counts towards ITA and New Business gates & corresponding rates.
7. How does Early Up money count towards:
- a. Appraisals?
"Early up" money is really a calculation done for commission purposes only. For appraisal and performance management purposes, the monthly revenue amount is used.
 - b. Gates & Rates?
"Early up" money is really a calculation done for commission purposes only. It does not count towards gates & rates.
8. Does Pay Per Call, Digital Express, and other new products count toward:
- a. Appraisals?
Yes, these results will continue to be included in appraisal & performance management results.

- b. Gates & Rates?
Currently, these products do not apply towards gates and rates. However, they will apply toward rates and gates once they are established in the system.
- c. If so, how?
Once these products are established in the system results will flow to rates and gates based on customer level results.
9. Will Warm Transfer continue?
Yes.
- a. If so, will the process change?
There are no plans to change the overall process at this time.
- In Canvass
Warm transfer calls are transferred to the core warm transfer team
 - Out of Canvass
Warm transfer calls are transferred to the Cyber warm transfer team
 - Who will do it?
Dedicated inside sales reps will continue to receive warm transfer calls and follow warm transfer procedures
10. Will accounts be protected from recanvass?
No. However, in the development of "open market" guidelines the Company is investigating establishing some "minimum threshold" of activity that would preclude an account from being "open".
- a. Can we protect new sales, especially Internet, from recanvass?
See above.
11. Will our Work-With guidelines still apply?
Yes. There are no plans to change local work-with policies. However, as the Company converts to CSS and all regions are on the same platform this item may need to be revisited.
- a. How will this be handled with Telephone?
No changes are planned. However, as we learn more about operating in a centralized telesales environment this issue could be revisited.
12. Will the NYPS process change?
No.
- a. Can we recanvass closed NYPS accounts?
No.
- Internet
No.
 - New products

No.

13. How do Non Pay charge backs work?
At the completion of their billing cycle, accounts that have paid less than 16% of their commitment will result in a commensurate charge-back of commissions.
- a. What about on recanvassed accounts?
Charge-backs will apply to all reps who received commissions on the account.
 - b. What if account pays up after the charge back?
If the account pays after the chargeback has been completed no adjustments will be made.
 - c. What about disconnected accounts?
Non-Pay Charge-backs are applied to all accounts at the completion of their billing cycle that have not paid at least 16% of their commitment.

Telephone

1. What is the function of Telephone?
The function of the telesales sales channel has not changed. Their job is still to sell our portfolio of products to a specific segment of customers, over the phone. As our business evolves there is an increasing expectation and need for prospecting. Generally, it is expected that telesales reps spend their time handling current customers, handling assigned non-billing accounts, and prospecting for new business.
2. How will accounts that want a premise visit be handled?
The expectation and experience so far is that these situations will be minimal. When it does occur, it will be handled on an individual basis. Depending upon the location and situation the solution will allow us to meet our customer's expectations and may include but not be limited to the following:
 - a manager may convince the customer that his/her account can be handled over the phone,
 - a DSAR may be asked to handle the account, or
 - a DASR may be asked to assist with the account,
3. Will there be criteria for Telephone accounts (dollar amount, headings, etc)?
Earlier this year, the Company adopted the "Go to Market" guidelines that are used as the primary tool to channel market for all sales channels.
4. How will initial market be assigned in telephone sales?
 - a. All at once or segmented?

Initial market assignment will be completed including all segments based on resources assigned to the canvass. The company will generally release initial market at canvass start but reserves the right to release segments to achieve strategic goals.

- b. Will bag sizes be different?
Generally, it is expected that telephone bag sizes will increase slightly from current size. Once the Go to Market model is fully implemented telephone reps should have slightly larger bags with slightly fewer accounts. However, bag size may be impacted by a decline or increase in revenue
 - c. Adjusted accounts
As part of the commitment to continuity of contact adjusted accounts will be returned to the rep that handled it in the previous canvass. As a general rule, if the rep that is charged with the adjustment has moved to a different sales channel but is going to be working that canvass the account will be returned to that rep. Exceptions to this rule will be MAR adjustments and Cyber adjustments which will follow current processes and procedures.
 - d. Non-billing (P & T, Heading weights?)
The Go to Market guidelines will be used to determine which channel non-billing accounts will be assigned to. Once in a channel, a cross section of non-billing accounts will be equitably assigned to all reps in the channel.
 - e. Will non-pay be balanced?
As part of the commitment to continuity of contact non-pay accounts will be returned to the rep that handled it the previous canvass. If that rep is no longer with the Company or in the same channel accounts will be included in the pool non-pay accounts that will be distributed in assignments for new reps or distributed among all reps.
5. How is subsequent market assigned in telephone sales?
- a. Process
In the short term, the Company will continue to use the current process and spreadsheet. As part of its benchmarking process the Company is considering utilizing a "next up" methodology in which the system would automatically assign subsequent market to the next person on the list.
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The Company will establish "business as usual" criteria for reps to be eligible for subsequent draws. The Company will communicate this to the Union at the Executive Level and will be posted on the Sales Ops web site.

- c. What happens if market is pulled?
Representatives that have had market removed will normally be ineligible to participate in any future subsequent market assignments.
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The Company intends to maintain a process whereby the designated criteria determine whether market should be pulled from a rep.
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As a general rule, the "business as usual" criteria will be the rep's ability to handle market that has been assigned to him.
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The Company is planning to continue using the 80% point of a campaign as the criteria for determining which DASR or DTSR is responsible for the loss on a reassigned account. The Company may revise this to incorporate applicable "best practices".
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Representatives that have had market removed will normally be ineligible to participate in any future subsequent market assignments.
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Just as today, the accounts will be reassigned in subsequent market.
- d. Will Non-pay accounts be in subsequent draws?
The company will maintain the current practice of not including non-pay in subsequent draws. The Company may revise this to incorporate applicable "best practices" that may drive results on this segment of market.
- If so, will the assignment process be different from regular advertiser draws?
Not applicable.
- e. Will Market draws be posted prior to?
Local practices will continue to be followed.

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Yes.
- c. What will this do to goals?
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b. If so, will the process change?

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No. However, in the development of "open market" guidelines the Company is investigating establishing some "minimum threshold" of activity that would preclude an account from being "open".

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No changes are planned. However, as we learn more about operating in a centralized telesales environment this issue could be revisited.

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a. Can we recanvass closed NYPS accounts?

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a. What about on recanvassed accounts?

Charge-backs will apply to all reps who received commissions on the account.

- b. What if account pays up after the charge back?
If the account pays after the chargeback has been completed no adjustments will be made.
- c. What about disconnected accounts?
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DSAR

1. What is the function of Special Accounts?
The nature of the Directory Special Account Representative (DSAR) job has not changed. They are still responsible for selling our portfolio of products to our sensitive and complicated customers, primarily at the customers premise. In this contract, they will be eligible to earn a 125% commission on any New Business account that they sell but this is not intended to change the functions or priorities of this job.
2. How will they assist Telephone?
They may infrequently be asked to pick up a signature or assist with a customer that insists on a premise visit.
3. What are the criteria for Special Accounts?
The criteria continue to be sensitive accounts, certain professional accounts and complicated accounts.
4. How is subsequent market assigned?
Most offices only have one DSAR so that rep receives all subsequent market. In markets with more than one DSAR, subsequent market is assigned on a rotational basis.
 - a. Markets with more than one DSAR?
See above

Cyber

1. What is the function of Cyber?
The nature, or function, of the Cyber job has not changed. Cyber reps primary focus will be on closed accounts and closed non-billing during a sales campaign and other accounts out of sales campaign.
2. How will market be assigned, Initial & Subsequent?
Cyber will continue to utilize the Virtual Assignment utility to assign market as well as company tools to provide leads (e.g., AdStore, 3rd party leads, etc).
3. Time frames for how long market remains assigned to a rep?

There are no plans to change their current operating procedures.

- a. Provisions for protecting accounts that are being worked on?
Same as above.