



COMPANY FACTS

Industry: Temporary and Full-Time Staffing

Annual Sales: Sales in 1999 were \$4.3 billion

Client For: Since 1996

Website: www.kellyservices.com

Kelly Services is a Fortune 500 global staffing services firm headquartered in Troy, Michigan. As a human resources solutions provider, Kelly Services offers temporary services, staff leasing, outsourcing, and vendor on-site and full-time placement. With more than 1,800 company owned and operated offices in 25 countries, Kelly provides to its customers 750,000 employees annually, with skills including office services, accounting, engineering, information technology (IT), law science, light industrial, education, and home care.

▶ CENTRALIZED CUSTOMER ANALYSIS DRIVES KNOWLEDGE-BASED MARKETING PROGRAMS

Kelly Services' Challenge

As the global staffing services industry made great strides in the ever-growing business-to-business economy, Kelly Services knew that to maintain their leadership position, they would have to greatly enhance their marketing system infrastructure. Although Kelly Ser-

vices had made do with an assortment of disparate systems, they were eager to develop a finely honed marketing system hub that would enable them to more efficiently capture, track, and analyze customer behavior and history. Once armed



with this analysis, they could formulate and execute more effective marketing campaigns to both retain and acquire new business.

“We did not have a centralized database. Our systems did not provide easy access to key customer data. And a number of our systems had incompatibility issues with each other,” says Matt Campau, director, database marketing and analysis. “In effect, there was a real void of information. Information such as a profile of our best buyer or who was the best purchaser of a particular product was not available in any real way. Knowledge-based marketing was not prevalent and it was very difficult to do any type of segmentation or analysis.” Campau adds, “Whenever we needed customer analysis to support our sales and marketing activity, we had to get in the queue with our IT group. This was not an efficient process.”



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▶ THE HARTE-HANKS SOLUTION

Working closely with a third party consulting firm, Kelly Services performed a comprehensive review of all the players in the marketing systems arena and, after careful consideration of all vendors, Kelly Services selected Harte-Hanks. With over three decades of marketing systems experience, Harte-Hanks offered Kelly Services a full suite of marketing database and customer relationship management (CRM) products and services. Specifically, Harte-Hanks was unsurpassed in their customer data management (CDM) and construction expertise. And with robust data mining and campaign management tools, P/CIS and Desktop Direct, Kelly Services could produce quantifiable results, and plan, execute, and track complex multi-segment promotions.

“A number of the tools on the market had solid up-front segmentation and querying; however, in terms of campaign management, they were somewhat lacking,” says Campau. “At the end of the day, Harte-Hanks’ tools had the most horsepower in terms of doing the types of analysis that we were interested in doing. Harte-Hanks also offered a full suite of services, such as their Analytics group, which would enable us to further develop our application and build business-specific models as we needed them.”

▶ KELLY SERVICES’ RESULTS

Kelly Services’ multi-pronged strategy has certainly paid dividends. Using P/CIS, Kelly Services now performs high-level customer analysis that uncovers macro-level trends such as overall customer retention, business mix, and customer profiling, and provides valuable insight into customer behavior. Kelly Services also uses the data to support their Product Management team as they look to shape their strategy for how products should evolve. “Our analysis runs the gamut from very strategic analysis to very tactical list development,” says Campau. “Not only do we provide Product Management with key information, we also provide analysis to our local markets to support prospecting or customer development.”

“The majority of our reporting supports the local branches. We push out information at the local market level every day,” comments Campau. “We do this on a consultative basis as we assess a local market’s needs and then provide them with the appropriate information. We ask questions such as, “What’s the marketing opportunity?” and “What makes the most sense in your mar-

ket to help grow the business?” Campau adds, “The last thing we want is for a local salesperson researching where the new business opportunities should be in their market. They should be coming to us for that information. We want salespeople to focus on selling and not on research and reporting.”



With Desktop Direct, Kelly Services leverages their customer analysis to drive direct marketing promotions. “We run lots of national direct marketing campaigns based on segmentation we’ve done on our database and by understanding our customers’ ongoing behavior and their overall relationship with us,” says Campau. “For example, we run campaigns directed at new customers. From our analysis, we know that a high percentage of new customers buy from us only once.” In an effort to build long-term relationships with this segment, Kelly Services proactively contacts new customers with an incentive to place a second order. “We know through our analysis that by getting them to place their second order, there is a better chance that they’ll place their third and then their fourth, etc.—then you have somebody who is starting to become more loyal.” says Campau. “If you do nothing, and they place one order and there is no follow-up mechanism in place, they’re going to defect at a pretty high rate.”

“Although we are not unique in the industry as far as having this capability, our implementation of it and the way we disperse the information to the field; e.g., using it to support program development, has certainly provided us with an edge,” says Campau. “Our in-depth reporting also provides an advantage because it’s time saving and insightful, and it enables us to implement knowledge-based decision making instead of trying to do it on gut feel—good information is certainly key.”

The Harte-Hanks tool suite has enabled Kelly Services to make its direct marketing programs much more cost effective. For example, the national-level programs they have run to date are running at a 3-to-1 ROI.

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▶ **A TRUSTED PARTNER. A PROVEN LEADER.**

As a premier provider of customer relationship management (CRM) software products and services, Harte-Hanks offers a complete range of robust, specialized, and integrated solutions for your entire enterprise. Using our CRM tools, you can consolidate key information from multiple sources and create an accurate relationship-centered view of your customers and prospects.

Our vision of CRM encompasses all we have learned from three decades of practicing database marketing, and builds on this foundation to create a new strategy with new technologies and new business processes. CRM is more than a single promotion or campaign; it's a continuous process of enterprise-wide information gathering, behavioral analysis, and strategy refinement that enables you to recognize opportunity and nurture customer relationships. Tactics vary, but the goal is constant; to deliver the right message about the right product, through the right channel, to the right audience, at the right time.

To find out how Harte-Hanks can benefit your firm, call 800-456-9748, or visit our web site at www.harte-hanks.com.

