

### ***The New York Times***

#### **The Six Hour Miracle**

Imagine writing 120 pages of careful prose in a single day, mixing it with photos beamed-in from around the world and intelligently integrating hundreds of inches of Madison Avenue ad copy, then laying it all out with the visual flare of a studied artist.

Imagine sending this masterpiece to print sites in over a dozen states, to produce more than a million copies in full color. Then trucking, busing and flying these copies, weighing over 500 tons, to more than 200 cities -- handing them off to local carriers for delivery to three quarters of a million homes, plus newsstands, hotels, schools, and offices. Now imagine accomplishing all of this in less than six hours, reaching every doorstep by 6:00 AM! By the way, it has to be done again tomorrow!

This is the daily world of The New York Times. As the nation's largest circulation newspaper on Sundays, with an average Sunday circulation of over 1.67 million copies, and daily circulation of more than 1.1 million, and a nationwide reach. The New York Times contends with logistical challenges faced by few other companies. One of the most perishable of products, the newspaper's shelf life lasts a single morning, and arrival delays of minutes can result in lost sales.

The Times, through partnership with Publishers Circulation Fulfillment Inc., uses a network of over 130 distribution centers nationwide for its home delivery operations, and contracts with roughly 5,000 independent carriers, plus a growing number of other 3rd party delivery agents. New York Times delivery fleet trucks travel 4,320,000 miles a year.

#### **Beat the Clock Challenge**

Faced with growing demands from readers and advertisers for later news and later closing times on the one hand, and for earlier deliveries on the other, The Times needed a way to squeeze more efficiency from its production and delivery operations. In the New York Metropolitan area reengineered production processes and new printing plants helped to produce larger newspapers, with new color capabilities, in a shorter period of time. But it was also necessary to trim more than an hour from the overall delivery operation.

#### **Home delivery challenges:**

- Accomplish approximately 15,000 man-hours of effort per day in a time span of three hours instead of four, at the lowest possible cost.
- Improve the efficiency of the overall delivery network. Streamline the process for restructuring delivery routes to reduce manual effort.
- Increase routing flexibility to accommodate varying demand on specific days of the week. Honor requests for delivery within specific time windows for certain addresses.

#### **Project Description**

A GIS routing solution was chosen, employing RouteSmart routing software from RouteSmart Technologies, and digital street data from Navigation Technologies. The New York Times is working with RouteSmart Technologies to closely integrate its routing product with the newspaper's Customer Information System.

### **Tangible Benefits:**

- Increased Revenue.
- Better routing improves customer satisfaction and retention.
- Allows for an efficient expansion of Multisheet (multiple publications) delivery opportunities.
- Reduced Costs.
- Savings in Labor & Time for Route Restructuring.
- Reduced customer complaint credits due to earlier deliveries and fewer errors.
- Savings in training time for new drivers.
- Flexibility, creating route structures to reflect demand, reducing capacity on low demand days.
- Reduced administrative staff time for sequencing of new starts.
- Speed in reacting to business demands.
- Improved knowledge of operations & the ability to run what-if scenarios to get the best solution.