

# Politiken, a transparent newspaper

## **POLITIKEN**



AN ADVANCED BUSINESS INTELLIGENCE SOLUTION HAS GIVEN POLITIKEN'S 65 EMPLOYEES IN THE ADVERTISING SALES DEPARTMENT A BRAND NEW WORKING DAY.

After introducing the Balanced Scorecard philosophy, Politiken's advertisement department has replaced traditional budget management with target management of identified operational activities. Together with Platon A/S, the Danish newspaper Politiken has implemented a Business Intelligence solution which will combine and systematize all data in the advertising department. The solution is already now giving a much better overview of customers, sales and trends within the advertisement market.

The level of knowledge has increased noticeably with the new system. The salesmen have a much better knowledge of the development of the individual markets and customers. We now know precisely on whom we are using our resources on, and we know exactly which discounts the individual customer has received.

Today we are much better equipped to sell, both to end customers and media agencies, Torben Petersen explains. He

is a controller and co-responsible for the Business Intelligence solution at Politiken.

### FROM CLOSED TO OPEN SYSTEMS

Advertisement salesmen are a very special kind of people. Typically, they are working on their own and will rarely share their projects with colleagues. Close personal customer contact is everything for the skilled advertisement salesman, but much too often there are no common systems for the registration and subsequent use of customer data and agreements.

Although the salesmen at Politiken advertisement department were using a common database for the registration of customer activities, they did not have a tool for the comparison of this data with the sales results. This is one of the main problems which the use of Business Intelligence has solved.

The advertising salesmen now register all customer activities and sales in central databases, and we have obtained some tools which will enable us to capture reports at

any time and get an overview of the activities in the advertisement department. Sales, placing of advertisements and discounts can be compared with turnover, budgets and customer activities, Torben Petersen continues.

He explains that benchmarking is yet another advantage of the Business Intelligence solution. It has become much easier to compare data across customers, consultants and markets.

### EXPENSIVE EXPERIENCE

The idea of introducing Business Intelligence originated in the advertisement department. For many years, they used a standard statistics system which the IT department developed further when new needs arose. Torben Petersen describes it as a gemmating system which was in no way dynamic or analysis oriented. Furthermore, only few people were able to capture reports, which created serious bottlenecks. Therefore the department started considering alternatives in 1999.

### FACT BOX

Politiken was founded on 1 October 1884 by Viggo Hørup, Edvard Brandes and Herman Bing in Integade in Copenhagen. The circulation was 2,000 copies at the time, and the price was DKK 0.05. Today the circulation is 142,000, the number of readers about 528,000, and the price is now DKK 12.



# Politiken

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It soon became clear that Business Intelligence was the right solution for us. The chance to compare the sales work, get an overview of all sales activities, and manage the granting of discounts more efficiently were the central aspects for us, says Lene Grønning, Head of Administration at Politiken. Together with Torben Petersen she was the key person behind the introduction of the new system. At the beginning, Politiken tried to introduce the solution on their own, that cost both time and money.

We bought a number of Data Warehouse tools which we tried to implement on our own together with our internal IT employees, but in the end we had to admit that we needed external support. We contacted the Platon people who were eager to catch the ball, and together we found the right way in which to continue, says Lene Grønning.

### **NO END**

Politiken was surprised when Platon stated at the beginning of their co-operation that Business Intelligence projects are typically never completed.

It is an important way of thinking which I personally took a long time to accept, but it is true. You will never complete a Business Intelligence solution, you go on developing and improving it. In return, the system will never become a heavy dino-

saur which nobody takes seriously, Lene Grønning points out.

Another important lesson learned by Politiken is that it is important to co-operate with professional advisors about Business Intelligence. Torben Petersen and Lene Grønning had some ideas of their own about what the system should be able to do, and along the way they were able to define what the system had to contain. However when it came to the structure, Platon took over.

When we started, we thought that everything could be done "in half a day". One of the first things Platon did was to control our expectations in this area. They have given us thorough professional advice about the structure of the solution, and it has been implemented so skillfully, that until now we have not had to change anything fundamental, says Torben Petersen.

### **GROUP SYSTEM**

The implementation of the Business Intelligence solution started as a pilot project in the advertisement department. However, it was always the idea that other departments in the group would follow if the pilot project ran satisfactorily. Ekstra Bladets Advertisement Sales department and Politikens Newspaper Sales Department are now on their way, whereas Politikens group has learned to take one step at a time.



### **RESULTS:**

We would never have completed the process if Platon A/S had not helped us by giving advice, and by designing and implementing the solution. You need an external partner with an overview from start to finish, who can ask all the questions which you yourselves take for granted, says a satisfied Lene Grønning.

### **THE POLITIKEN SOLUTION:**

#### **FRONT-END:**

- BusinessObjects

#### **BACK-END:**

- PowerCenter from Informatics

#### **DATABASE:**

- MS SQL server