



Customer Reference Story

Sueddeutsche Zeitung | Media | IDS Scheer Consulting and ARIS

REENGINEERED BUSINESS PROCESSES RESULT IN EFFICIENT SALES AND SERVICE

Challenge

Structural market changes and a difficult economic situation caused enormous overcapacities at Sueddeutsche Zeitung. Offers to customers were no longer meeting their needs. Additionally, historically developed, inflexible structures and an old-fashioned IT landscape led to a fundamental need for change.

Solution

Sueddeutsche Zeitung implemented a new organizational structure in its advertising sales and advertising process department to reduce costs, increase sales capacities and ensure optimal customer service. The new organization provided the basis for a successful SAP implementation – with the help of IDS Scheer Consulting – and enabled the publisher to react flexibly to market changes.

Benefits

- Advertising sales and processing department now adapt optimally to market requirements
- Increased capacity enables the company to more easily acquire new customers and process customer orders
- A more focused structure improves the company's concentration on core business
- Lean processes are based on precisely defined responsibilities
- Greater flexibility to respond to a varying quantity of advertisements

Entdecker gesucht

Süddeutsche Zeitung

With 430,000 issues sold daily, the Sueddeutsche Zeitung is the best-selling, nationwide quality newspaper in Germany. Furthermore, it is internationally appreciated as one of the best newspapers. More than 800 employees produce a newspaper of high standards and on the highest creative level for more than a million readers. In addition to a renowned editorial staff, employees of the advertising production department ensure a high attractiveness of the newspaper to readers and advertisers. The Sueddeutsche Zeitung is owned by the Sueddeutscher Verlag, which also produces professional books and professional journals as well as electronic media.

Get There Faster.™

“We could **decisively increase our competitiveness and acquisition strength by the implementation of internal reorganization supported by IDS Scheer Consulting. At the same time, we can offer our customers completely improved services at a more comprehensive service level.”**

Jürgen Maukner | Advertising Director | Sueddeutsche Zeitung, Germany

Reengineering the advertising business

Sueddeutsche Zeitung, like most German media, had been severely affected by a decrease in advertising revenue. This prompted the company to consider a capacity adjustment in its advertising department as well as to scrutinize the processes and organizational structure. Additionally, IDS Scheer Consulting had been asked by the company to optimize the implementation of an integrated advertising system. The objective was to detect optimization potentials in structures and processes as a first step.

Based upon this a new, sustainable and flexible structure as well as uniform processes. In the first phase of business process reengineering, IDS Scheer consultants together with the managers of the Sueddeutsche Zeitung analyzed the changing market needs and identified the customers' requirements.

Mapping the right processes in ARIS

Requirements for the new organization and the strategic reorientation of the advertising sales were defined. Then, the IDS Scheer Consulting team analyzed the processes within and between departments in the advertising area and mapped them in ARIS.

During the six-week analysis, a transparent illustration was developed to show the complex organizational structures and the processes to be optimized in advertising sales, processing and production. Based on this illustration, and in combination with the quantity and the duration of work as well as detailed information on work contents of all involved departments, it became evident that the advertising department should be fundamentally restructured.

In cooperation with the project group, consisting only of business unit managers and heads of department due to the sensitivity of the subject, the consultants worked out a new functional

structure and recommended the managing board to implement it accordingly. Integrated processes were also analyzed, starting with the advertising sales up to the print data to be transferred to the printer.

In the second project phase, the implementation framework was created by four work groups together with the future managers. The requirements for the print and online business were analyzed. This resulted in an integrated approach to extend the market leadership of Sueddeutsche Zeitung in product range and organization in both areas and to realize optimized synergistic effects for customers.

From 20+ to only three units

In the future, for only three (instead of more than 20) organizational units, a team developed internal structures and processes – always taking into account a holistic advertising process, clear responsibilities and compatible interfaces to pre- and post operating units. In doing so, excessive capacities were detected, qualification profiles for managers and employees were defined, layer models were discussed and the employment of staff was agreed upon. IDS Scheer Consulting steered the change process and helped the work groups by developing a systematic approach to answer all questions.

Furthermore, another work group provided the database for decision-making by means of standardized tools for saving data. Executive coaching and the work group moderation by the consultants guaranteed the continuous information exchange between all work groups as well as a common evaluation basis of the information. Thus, the long-term change process could be triggered successfully.

KEY COMPONENTS

IDS Scheer Consulting is a leading supplier of SAP consulting and process-oriented implementation of SAP applications. ARIS Platform provides integrated software products that help enterprises to continuously improve their business processes.

Take the next step to get there - faster.

About SOFTWARE AG

Software AG is the global leader in Business Process Excellence. Our 40 years of innovation include the invention of the first high-performance transactional database, Adabas; the first business process analysis platform, ARIS; and the first B2B server and SOA-based integration platform, webMethods. We offer our customers end-to-end Business Process Management (BPM) solutions delivering low Total-Cost-of-Ownership and high ease of use. Our industry-leading brands, ARIS, webMethods, Adabas, Natural, CentraSite and IDS Scheer Consulting, represent a unique portfolio encompassing: process strategy, design, integration and control; SOA-based integration and data management; process-driven SAP implementation; and strategic process consulting and services.

ABOUT IDS SCHEER CONSULTING

IDS Scheer Consulting, a Software AG brand, has been helping its customers to create more efficient business processes for over 25 years. As the market leader in Business Process Management (BPM), we cultivate a trustful partnership with our customers and support them on their way to sustainable business success. Our consultants support companies in their strategic decision-making – as the driver for cost effectiveness and efficiency and thus for business success. IDS Scheer Consulting is committed to delivering industry process excellence for its customers through a combination of industry expertise, process orientation and IT know-how.

Software AG - Get There Faster

© 2011 Software AG
All rights reserved. Software AG and all Software AG products are either trademarks or registered trademarks of Software AG. Other product and company names mentioned herein may be the trademarks of their respective owners.