

SuperOffice CASE STORY: Media Norge Salg AS

Success requires collaboration and control

Media Norge Salg AS is Norway's largest sales company in the national advertising market, and has a turnover of more than 1,3 billion Norwegian kroner in 20089. The daily circulation in 2007 was 662.000 with more than 1.9 million daily readers, and 1.5million unique internet visitors every week.

The Challenge

M:NO wanted to have a close collaboration with the dedicated sales teams in the media houses in the national advertising market to ensure the customers' business needs are met. The reason why they wanted to implement a CRM project was to gather all the sales organizations who work with the national advertising market locally in each media house, as well as M:NO into one shared CRM solution.

An Extensive Process

The establishment of M:NO has so far been the largest collaborative project executed among the five media houses, who each have long and good experiences in working together. The project, which has consisted of six different work streams, has involved between 100 and 150 employees from all the media houses and AS Fire Store. The six streams have been very inter-dependent, and a systematic coordination and continuous reporting of status have been some of the process' key success factors. One example is the coordination between development of the sales strategy and the specification of a CRM solution for M:NO.

We knew that it was important that the sales organization and sales management were the "owners" of the CRM solution. We therefore chose a sales manager as the project

manager in addition to representatives from the different IT environments. To optimize the development of both system and strategy, the CRM project manager was also appointed a member of the Sales Strategy project group, says Froda Ugland, sales manager AS Fire Store.

What is CRM and why CRM?

We began the process by spending about 2 months on defining what we put in the term CRM and what we wanted from a CRM system. This showed us that we had a large potential derived simply by gaining a better overview of our customers within our organization. We saw that the knowledge of our customers and our market currently was spread among individual sales people rather than collected and easily available shared sales support system. We also saw that there was a potential to create added value for our customers if we forged a culture and structures in our organization to collect information using a common CRM system and then apply this knowledge. It was clear that when the entire organization gain a complete overview and can easily share information about the customer business, relations, contact people, history, activities and dialogue, we would be better placed to use this information in our customers interest. It was important to us that the solution was scalable. This

The Customer Benefits at a Glance

- Ability to build relations/ hierarchy between contacts
- Reduced response time for customer enquiries
- Synchronization between the Outlook calendar and SuperOffice CRM to ensure the mobility and make it easy to get going with the solution for users.

ability has enabled several of the media houses to initiate processes to include other parts of their organizations already.

The Solution

We created a detailed requirement specification and contacted several suppliers. We saw that many vendors wanted to create "skyscrapers" with their CRM system! They didn't listen to what we were saying: We are about to get 100 people across locations with different cultures and organizations to think and act differently than before! To do so, you have to begin with one step at a time, and succeed with step 1 before moving on to the next. SuperOffice understood this.



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When the day came for SuperOffice to present their recommendations for what and how to succeed with our CRM project, we knew we had made the right choice. SuperOffice uses a methodology that ensures the right delivery and right on time, confirms Uglund.

Media Norge Salg needed a system that could build relations/ hierarchy between contacts, reduce the response time for customer enquiries and a synchronization between the calendar in Outlook and SuperOffice CRM to ensure the mobility and make it easy to get going with the solution for the users.

The Key Success Factors

The no. 1 success factor is top management commitment. This is crucial in order to succeed with the implementation of CRM in the organization. To ensure this commitment we began a parallel project where we developed the

M:NO new sales strategy. The term CRM is incorporated in all parts of the sales strategy. We continuously asked the question on what the system was to provide us. "How do we design the CRM solution to support and enable the sales strategy execution, as well as, what do we include in our sales tactics so that the CRM solution is being properly used and according to our sales goals and strategies?" We spent a lot of time running through all aspects to ensure commitment within our sales organization, sales and top management during this process. It was a lot easier to make decisions about the CRM design with a solid and grounded sales strategy. Success factor no. 2: The entire organization must have a thorough training in the use of SuperOffice CRM. They need to experience for themselves the benefits we can achieve by implementing a common way of working. Success factor no. 3: There cannot be any doubt about

how important it is that everyone register activities and update our contact cards in the SuperOffice CRM. Reports are drawn from the data in our system and that forms the basis for our improved knowledge about our customers' needs and priorities. Our regimes for reporting and for registration are equally tough. So much so that only activities "marked as completed" in SuperOffice CRM are considered as complete. Routines for reporting, benchmarking and use of data are now created continuously for team leaders, sales managements, sales directors and marketing directors, based on the fact that CRM is a regular post in all management meetings. All sales organizations have to run through their reports weekly, with sales managers being and followed up by their top management as well.



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