OPEN INNOVATION  How Lego lets customer ideas come out to play
THE FUTURE DEVELOPED  Solutions for media and insurance companies
OPEN AND SIMPLE  An overview of BSI CRM Release 12.4
Open innovation is on its way to becoming a brand must

BSI CRM Release 12.4 is simply easier

Break is worth taking a look at

Insurance companies rely on BSI CRM

Tamedia is close to its customers

Meet the team, an interview with Christian Döbele

This issue of our magazine is dedicated to “openness” as a value, and everything related to it: being open for ideas, for innovation and for inspiration. Because only when we listen do we know just what it is that makes our products better and where we have missed the mark. To dismantle the boundaries between inside the company and externally, we are pleased to actively involve our customers in the product development process, in which we enlist customer representatives as advocates and thus integrate the accumulated knowledge of thousands of BSI product users.

Openness is also transparency: we give the code to you, our dear customers. It contains all our work and our collected knowledge. We maintain standards and make our solutions as easy to use as possible. And we are currently in the process of making Scout, the basis software for our products, open source, which means that not only can the source code be freely viewed (which was already the case) but also its use and further development are both free. And to do it right, Scout has become part of Eclipse, the standard among development environments, and BSI has become a member of the Eclipse Foundation.

While this dual, mutual openness is important, it only makes sense if we are also open for changes and understand that change is inherent in this world, and that our products will age and become obsolete. It is up to us to develop the successor products and new technologies. We should not do this as an end in itself, or out of pleasure in innovation, but for the benefit of the customer, the user. Last but not least, that is why we are currently presenting the new user interface of our flagship product BSI CRM. The patented user interface remains, but has now become much sleeker, more transparent and more logical.

Give it a try and let us know what you think.

Christian A. Rusche
Customer orientation in the innovation process

When fans are at work:

Customers and consumers today not only have something to say, but are active co-designers of future Lego products and worlds.

External talent

Companies are increasingly seeking know-how and fresh product ideas outside the company borders. Those who get it right are faster to market with so-called “open”, “democratized” or “outcrowded” innovations and thus generate more sales than their competitors who stick to the traditional “find a need, fill a need” method. Research of all kinds has proven that innovations are made in this way. Take, for example, a sporting goods shop; nearly everything that can be purchased there first arose from the ideas of enthusiastic athletes. In this way, mountain bikes can be attributed to bike freaks who pumped their bikes with inspiration from motocross sport. As more and more bikers began tweaking their bikes for forest and mountainsticks, bicycle manufacturers reacted with new products. There are many such examples, such as the e-guitar, Wite-Out or the smart infusion pump. They all document how impressed users have an early sense for needs and that visionary manufacturers know how to benefit from external talent long before Web 2.0.

Consumers become prosumers

In the meantime, increasing numbers of companies challenge more or less preselected masses to participate in anonymous brain sports: Swaroverski lets consumers think up crystal tattoos, while Nespresso elicits future coffee rituals and Schindler gathers new elevator ideas. Around 1,000 suggestions are sent to BMW’s virtual innovation agents each year, while the Dutch food merchant, Albert Heijn received 55,000, of which 700 were carried out with an eye towards customer-friendly store design. There are many signs indicating that the influence of users on products and services is increasing, a trend in which the consumer becomes a prosumer.

But haven’t companies always made huge efforts to find out what people are thinking? Are virtual and real labs, competitions and forums simply modern suggestion box channels? This should not be ruled out for a considerable portion of projects that fly the “open innovation” flag. Ground-breaking in the open innovation approach are the systems and degree of transparency which companies use to encourage and integrate external help. The customers and consumers not only get a say in the process, they become co-designers. Everyone is talking about Web 2.0. The trend scouts in many companies know that the Internet has become a place of self-realization in which they can let their talent unfold among those who share their interests. But now, product managers are also learning how to tap into these talents for their companies. Those who manage to efficiently involve a select number of hobby creators, those who effectively tap into the product popularity of their consumers, and thus gain an interactive free leg, are actively applying the open innovation approach.

A wall comes tumbling down

Lego is the modern poster child for open innovation: the way in which the Danish juggernaut managed to tap into customer knowledge elicits shouts of joy from those in charge: “We did it! We have torn down the walls between internal and external, between Lego and its enthusiasts,” crowed Jake McKee. At the time, he was the Global Community Development Manager at Lego, in charge of fan integration as part of the development team. The end result of this integration: Lego Mindstorms Robots dance to music, follow the light beam of a flashlight or snap photos with a mobile phone. Even raw beginners can build rudimentary models in just 30 minutes. And one thing is quite clear: these robots would not have turned out as well without cooperation of Lego’s most loyal fans.

However, before this traditional family company decided to integrate autonomous innovation efforts in its value creation chain, a great many old patterns of thinking had to change. Lego launched the Technik model kits nearly ten years ago in order to secure a place for its colorful building blocks in children’s rooms in the digital era. Within the context of education, as well, Lego Mindstorms should help student to acquire contemporary technical and programming skills in a playful manner. Lego created the do-it-yourself robot together with the pioneer of computer learning research, Seymour Papert, of the Massachusetts Institute of Technology (MIT), using his child-friendly Lego programming language and named the product after his book entitled “Mindstorms”.

However, in practice it all turned out differently. Inspired children created all sorts of useful objects, such as bird-feeding machines or comic book pager turners, using the sophisticated toy. Less impassioned children often did not manage to get the toy to move – the two-hour minimum building time was simply too long for the Game Boy generation and 200 dollars per building set was too expensive. The product missed the mark of the target customer: children aged twelve and up – but was more than a hit with Lego-loving parents and software-savvy educators.

Two types of customer retention

Number of customers with this need

- Only lead user prototypes available
- Commercial versions of the products are available

Methods of lead user innovation

- Concept
  - Identification of solutions (prototypes) that lead users have developed for their own use
  - Commercialization of the developments that promise success in the total market
- Tools
  - Surveys, focus groups, observation, in-depth interviews
  - Multi-attribute analysis of the needs information
  - Ethnographic studies of the customers

Tools

- Idea
  - Market research to identify the needs of representative customers in the target market
  - Internal development of appropriate products and services
- Concept
  - Identification of solutions (prototypes) that lead users have developed for their own use
  - Commercialization of the developments that promise success in the total market
- Tools
  - Surveys, focus groups, observation, in-depth interviews
  - Multi-attribute analysis of the needs information
  - Ethnographic studies of the customers

Customer orientation in the innovation process

The technical author, Rahel Willhardt, explains how companies can successfully tap into consumer knowledge, using the toy manufacturer Lego as an example to illustrate her theory. The Danish company was flabbergasted when it let its biggest fans into the factory.

KEYNOTE

“Open innovation is becoming a brand must.”

TEXT: RAHEL WILLHARDT
PHOTOS AND GRAPHICS: VARIOUS SOURCES
**Innovation anarchy**

Mindstorms became a cult object among software freaks right from the start. With impressive dedication, the community created more powerful programs in order to build more intelligent robots than was possible with the Lego standard. Just a few weeks after the market debut, the source code was cracked and the operating system was made available as an open source variant. Dozens of applications sprang up all over the Net, with which the building blocks could be converted into soda servers, blackjack dealers or toilet bowl cleaners. The tips exchanged on forums provided what was needed to lend power to this children’s toy that far exceeded the manufacturer’s wildest dreams.

*“ONLY GRADUALLY DID LEGO REALIZE THAT THEIR CUSTOMERS’ STRIVING FOR IMPROVEMENT COULD WORK IN THEIR FAVOR.”*  
Rahel Willhardt

This innovation anarchy caused headaches within the company at first. Concerned about protecting their intellectual property, those in charge asked themselves: What if their competitors release a competing product with LegOS? Or what if the operation system programmed by users damaged the hardware? Will the similar sounding names confuse customers? However, the Lego management began to grasp that the unsolicited demand for improvement played right into their hands: “We finally understood that this is a great way to make the product even more interesting,” said Lego Vice President Ralph Hempel, who was responsible for the Mac/Linux compatibility of the RXC building component and the former Microsoft programmer, David Schilling, as well as the software engineer, Steve Hassenplug, who managed to ramp up the plastic robots to near industrial performance.

Lego first observed its fans in blogs and competitions and then selected those who were trusted by the community. Group representatives with above-average skills and reputable power players were hired in a manner that was also plausible for others and which ruled out jealousies.

“We would like to make you an offer, but first you must sign a secrecy agreement,” read the cryptic e-mail sent to the selected individuals. Unaware, the four chosen persons continued to type within the framework of their virtual group within the secured Mindstorms User Panel (MUP) – until Director Søren Lund personally revealed the secret and told his team about the invitation to cooperate: “We became aware that our contributions were more important than we had thought,” remembered Barnes, who thought that the invitation from Lego would turn out to be a request to test the beta version of the product. Lego’s ex-Community Chief, McKee, stated in regard to the approach taken: “We got involved in their discussion forums early on – not as marketing people, but as interested participants. The reaction we got was nearly always the same: ‘You don’t listen, you just do as you please.’ But when they noticed that we were indeed listening to it all, to what interested them, and respected their rules of communication, they began to understand what we were about: integrating really enthusiastic people within the brand.”

**Enthusiasts without the mustiness**

The Lego staff worked on the development along with the hobbyists for eleven months. At the end of the process stood a wish list of what the 571-piece building set should be able to do. Afterward, they met two or three times a year at the Lego Happenings, such as the Brickfilm Festivals, to try out prototypes – otherwise the team communicated through the MUP or per e-mail. McKee had this to say about the customer integration: “You first have to show the fans how Lego functions internally and how they really can be of assistance. Our own people also found it difficult at first to deal with codetermination from outside the company. And yet with all the hurdles we had to overcome and the frustration, there was never a situation in which anyone wanted to throw in the towel.”

No one was formally required to take in and use the users’ input. But particularly in areas where ideas went flat, the transparency of the decision-making process was appreciated. It often was not a matter of loss of profit, but instead to the security standards or the sales price of 249 dollars to which the additional interfaces or greater memory were sacrificed. Despite this, the external people were never viewed as full-fledged developers. According to McKee, “for us they remain enthusiasts, as opposed to ‘developers’, who are people that we pay. Our people are responsible for security standards, cost budgets and child-safe handling. They come up with ideas that are different from someone who just wants to have fun. The fine line between a
dumb and a brilliant idea is just as fluid as that between necessity and narrow-mindedness—and that’s what builds a team so wonderfully.” Lego reaped benefits from the mixture of overly zealous ideas and a more restrictive professional way of thinking.

Building blocks and personal relationships

Internally at Lego they were happy, because detailed answers to questions were often supplied in just hours and the development made visible progress. And the enthusiasts really enjoyed knowing that their ideas were being listened to and that they were able to have an impact on their favorite toy, both for themselves and their kids. The fact that Hassenplug and Schilling were permitted to visit the high-security development laboratory during their visit to the company headquarters—generally strictly forbidden to anyone outside Lego—is an indication of how the toy manufacturer dropped its restrictive professional way of thinking.

The company now differentiates between three levels of participation:

– Creations built and publicized by the customer.
– Construction sets developed by users that are sold through Lego sales channels, such as the recent “Hobby Train” set, a collection of all train models, which was developed largely autonomously by ten model train enthusiasts in an initiative launched by Lego.
– Cooperation, such as with Mindstorms, in which talented enthusiasts are added to the development team to co-design the product.

Building blocks and personal relationships

Lego’s efforts to make their company walls more porous have also changed the company structure. Today, in addition to the traditional product and marketing units, there is also the Community Education Direction department. While the former are in charge of the product series for retail and develop fan participations, such as with Mindstorms, the latter looks after perfecting the customer experience. This includes the development of communities, viral marketing and co-operation programs. And next to the Lego Factory has arisen also the Lego Universe. This multi-user game is designed in the virtual production department. The principle of the Lego Factory is “The cooperation with consumers does not make it more complex, but it does make it simpler.”

Not child’s play

“The cooperation with consumers does not make development any easier,” concluded Torodd Askildsen, Senior Director Business Development for the Lego Group, who has been with the company for 25 years. “They do not save us any time or money. Yet the enthusiasts hold strong convictions and work with methods that we would never use. Through them, we learn an enormous amount about what is important to them.” A modern interaction with his most loyal customers is closer to Askildsen’s heart than the companies operating figures: “Dialogue is the best way to reach the fans.” If his personal vision succeeds, then the Lego system will develop into a platform that has something to offer everyone: a toy for kids, a creative tool for adults, an educational tool for schools, a means of company development for organizations and much more. The potential seems to be practically unlimited—once the company walls have fallen.

The fact that open innovation is on its way to becoming a brand must is not doubted for moment by Lego’s community developer Jake McKee. “The current generation is growing up with companies that take them seriously, that listen to them and react to feedback. This is setting new standards throughout the business world. The compelling question today is: Which company will be able to continue ignoring consumers in the long term?”

Glossary

– Crowdsourcing A form of labor in which activities that once were conducted inside a company are outsourced to what is usually a large network. The open calls for tenders can result in co-productions or individual work.

– Interactive value creation (Wikinomics) A new type of value creation generated by internal staff with help from people outside the company. This blurs the company boundaries. Since the external participants recruit themselves through self-selection and self-initiative, interactive value creation represents an auxiliary alternative to hierarchical-industrial modes of division of labor.

– Internet toolkits A Web-based configuration that makes it possible to design standard products any way the consumer wants.

– Lead users These are users who have unsatisfied needs within the existing product range, which leads them to create their own solutions. They often have a far sighted sense of the market.

– Open innovation This is an innovation process which actively involves the customer in product development. The Internet facilitates the efficient involvement of numerous external participants.

– Peer production These are user groups that work together to solve challenges set up through crowdsourcing.

– Social commerce This is usually an Internet-based business model that involves consumers, such as through writing, suggesting or co-designing products.

Easier to use
The BSI software engineers have spent the last year making BSI CRM handier in all aspects. A great deal has been invested since the initial studies of the new interface in winter 2008/2009. The first, revolutionary ideas were tossed aside as were suggestions that “everything remain as it was,” and the focus was placed on recognizing and retaining all the good ideas and also implementing improvements for the user experience. All this consciously contributed to maintaining the high level of user satisfaction and towards keeping (training) costs low.

More easily available
We are not in the habit of blowing our own horn, but BSI CRM will be available as an integral component of Lotus Notes from autumn 2010, which offers many advantages for users. All the tools they need are then available together on a single platform: e-mail, calendar and CRM.

Easier data entry
Perhaps this situation is familiar to you: You are at a trade fair with your team and holding many discussions with interested parties. Once back in the office, someone has to enter the collected business cards and write contact reports, while the work that has piled up in the meantime also needs to be looked after. It’s no problem with BSI CRM. With the business card scanner and automatic contact report creation you can enter your contacts directly on site: the system recognizes previously entered companies and individuals – you can conveniently fill in the missing details, such as mobile phone numbers, e-mail addresses or company logos with a simple drag & drop. In the process, the information from the business card is converted to text with OCR (optical character recognition), which functions for nearly all languages and also the business card formats customary in various countries. The Process Wizard guides you through the setting up of the contact report and then concludes the entering process. In this way, you can be sure that all your teammates know who discussed what challenges with which interested parties.

Easier analyses
To better evaluate valuable customer data, BSI CRM now offers a standard integration with QlikView. Analyses of companies, individuals and leads are integrated as a standard, as well as analyses for the marketing department. A dashboard that compiles and optically displays the relevant key figures in a customized format increases the benefits of this application. The great advantage of this integration is that the administrator or user can fill in and edit their own reports and also create new ones without programming skills.

BSI CRM Release 12.4: simply easier
Simpler, lighter, cleaner: Release 12.4 is dedicated to ergonomics, both visually and functionally. The user interface has been redesigned and the cockpit reconfigured, while the search function has been upgraded with process control and the favorites administration has been updated.
New (old) locations

Further BSI locations are being added in 2010. The German subsidiary has moved into its offices at Hahnstrasse 38 in Frankfurt am Main and thus opened location number 5. With location number 6, BSI shall become neighbors with the Swiss Federal Institute of Technology (ETH). The sixth office is being set up at Universitätsstrasse 9 in Zurich in the immediate proximity of the training center of future BSI success factors. In May, BSI Berne will relocate from Schönbühl to Berne’s inner city at Villettemattstrasse 15. The central location and proximity to Berne’s Central Station were decisive factors for the move.

Cold feet and hot events

Snow, ice and freezing temperatures: Anyone staying at the ICEHOTEL in Jukkasjärvi, 200 kilometer north of the Polar Circle, needs to dress up warmly. BSI’s invitation to enjoy this icy adventure was accepted by 180 BSI employees and their partners. The Mammut company equipped everyone with fleece caps, which were greatly appreciated. Friday’s BSI battle, complete with snow forts, capturing the flag and a snowball fight, was as much fun as was driving dog sleds and snowmobiles on Saturday. And these were just a few of the highlights that warmed glacially icy feet!

Nice to Give

Small gifts retain good customer relations. It’s the thought that counts! In this section, we present innovative product ideas for effective give-aways.

No time to waste

This Swiss classic is at the top of the list of “green gifts”: The reusable beverage bottle made of high-quality pure aluminum has taken on new significance in the ongoing sustainability boom. The “Original Swiss Bottle” is a symbol of quality and precision throughout the world. The beautiful bottle shape is just one reason why the SIGG bottle has been honored by addition to the Museum of Modern Art in New York.

Product:
SIGG Swiss Cross 1.0 l
Size:
1 liter (also available in other sizes and colors)
Price:
CHF 16.50 each for an order of 100 (retail price: CHF 22/each)
Logo:
Imprint (as of 50 units, wrap-around design upon request)
Source:
www.pandinavia.ch

Nicolas’ iPhone Apps

GAME
Doodle Jump (CHF 1.10)
A funny, animated hopping game for when you have a few minutes. I’ve been using it for months now whenever I have a little time to pass. It’s no surprise that this game has been among the top ten paid apps for quite some time now.

TOOL
Sipcall (CHF 1.10)
Those who want to use the fixed-line telephone network cheaply buy sipcall. Just open an account at sipcall.ch, transfer some money and you can call using VoIP! You can especially save money with international calls. WLAN reception is currently required, however, Apple will probably soon lift this limitation.

FUN
SimStapler (free and still too expensive): From the “worst apps ever” category, this app simulates a stapler – nothing more, nothing less. Who bothers to program something like this?
How do you explain BSI’s growth in the insurance market?
The insurance market is hotly contested; the situation is tense. The insurance companies can no longer differentiate themselves with products. Therefore, the manner in which customers are treated and the handling of processes take on greater significance. Particularly in Germany, we are feeling a need to invest in CRM functionalities and the standardization of applications. And are also addressing the wish for tool-supported handling of internal processes.

How do you deal with this within the scope of the project?
The companies must identify and prioritize their most important processes and assign a price to them. Where does improvement potential exist? Which processes are expensive, and how much? Then we can support them to integrate these processes in BSI CRM and thus supply the handling of processes take on greater significance. Particularly in Germany, we are feeling a need to invest in CRM functionalities and the standardization of applications. And are also addressing the wish for tool-supported handling of internal processes.

What are the most important aspects of CRM?
A current study conducted by BearingPoint among 24 German insurance companies showed that four out of five companies see improvement possibilities in their own customer relationship management. What is most important are the classic aspects of CRM, such as contact management, offer and contract processing, and customer satisfaction directly. At ERGO Direkt Versicherungen, the contact center is the most important sales channel. It receives calls, but also implements campaigns, which means it is active in both inbound and outbound directions. ERGO Direkt Versicherungen is the most widely chosen direct insurer in Germany – so you can imagine just how many customer contacts the system has to deal with daily.

However, a modern CRM system offers more: functions for marketing and customer services, including campaign management and support for contact center procedures and tools for controlling and reporting. The basic point is to gather more information about customers or to combine such information from different, previously existing systems and departments and thus to achieve the much talked about single customer view.

Just how important is this single customer view?
To serve customers quickly and effectively, users – especially those in the contact center – need an interface that integrates all systems. I see a great need to catch up in this area within many companies. They are working with parallel systems and multiple interfaces at the same time.

So BSI CRM simplifies things for the employees?
Yes, we overlay the existing systems with an interface and insert the CRM functionalities there, along with the process support. This means that users only need to operate one system and are even supported by the Process Wizard when using that one.

What is specific to the insurance business?
Some of our customers, including Generali, LV 1871 and partially also Swiss Life, sell their insurance products through business partners or agents, which means that they do not have any direct contact with the end-customer. Their top priority is to support their business partners and agents as best they can and to provide them with targeted information on product news and seminars. Target agreements and commissioning are also major keywords.

What characteristics must be considered with direct insurers?
Because they have daily contact with their customers, they experience changes and customer satisfaction directly. At ERGO Direkt Versicherungen, the contact center is the most important sales channel. It receives calls, but also implements campaigns, which means it is active in both inbound and outbound directions. ERGO Direkt Versicherungen is the most widely chosen direct insurer in Germany – so you can imagine just how many customer contacts the system has to deal with daily.

One contact center serves customers through different channels?
Yes, on the phone, but also through Web chat or fax, letter and e-mail. Channel integration is vital with this form of customer communication. It is not really an innovative topic, yet it has only been implemented in very few companies – continuity is not yet in place everywhere.

Each customer contact in every department and through every channel will be contained in such a system. What other advantages are there?
The compiled data will naturally also be available for other departments within the company. I can mention Swiss Life here as an example. Swiss Life has already used BSI CRM for six years and with the “Top” module, has developed a controlling tool that shows how many leads end up as contract signings. There is information showing how many contacts were made, how many offers are pending, etc. This means that BSI CRM is also a management tool.

ERGO Direkt Versicherungen serves as a further example. They are powerful when it comes to cross-selling and up-selling. This is, of course, very important in challenging times such as those we are in now. We all know that the acquisition of a new customer is far more expensive than selling more to an existing customer. They have developed sophisticated algorithms for this.

What are the latest trends?
Naturally, the new media are a topic, particularly Web chat and Twitter. The questions here are: What does this information mean and how can it be integrated? Twitter too, is not to be underestimated, especially when it comes to complaint management. A #fail is not good news and must be responded to in some way. Then, process support is currently most interesting to us. How can processes intelligently flow into software? What matters here is to find the balance between closely guided processes and freely selectable work steps.

What methods do you use in development?
Each project is unique. For LV 1871, we work using the Scrum method, and we also develop in an agile manner for ERGO Direkt Versicherungen.

Is there anything else that you would like to emphasize?
I especially like the collaboration concepts that we have with ERGO Direkt Versicherungen and LV 1871, in which we train the customer on our technology Eclipse Scout and develop in conjunction with them. This means that we can actually offer a standard product that represents the CRM functionality and the customer can then program their company-specific modules by himself.

What do you learn from our customers?
How important it is to surprise the customer again and again. ERGO Direkt Versicherungen is the world champion in this regard. I hope we can live up to them!

BSI has grown powerfully over the past two years within the insurance market in Switzerland and Germany. The insurance companies Swiss Life and Generali in Switzerland, LV 1871 and ERGO Direkt Versicherungen in Germany are all using BSI CRM to manage their customer relations. Markus Brunold talked to “meeting BSI” about the reasons why.

MEET THE CLIENT

“It’s important to continually surprise the customer.”

TEXT/PHTO: CATHERINE B. CROWDEN
The economic crisis hit the publishing houses particularly hard, and Tamedia is no exception. The recession of the recent years has plagued the publishing houses. The drop in advertising investments recorded since mid-2008 only grew worse in 2009. Tamedia, one of the largest Swiss media groups, the publisher of leading titles such as the “Tages-Anzeiger” and “20 Minuten,” has not gone unaffected by the economic decline, despite its wide range of daily and weekly newspapers, magazines, online platforms, regional radio and TV stations.

Such economic and structural developments are generally met with cost-reduction measures. However, Tamedia also invested in the company’s infrastructure in order to make even more efficient use of its customer contacts. Tamedia began evaluating potential CRM systems back in 2007. Fifteen different solutions were analyzed. Among them was also BSI CRM.

**Customer proximity as a competitive advantage**

The objective was clear: The CRM system should be one that consolidates all relevant data from advertising customers and makes it available; one that intuitively depicts standard processes and simplifies preparation for sales meetings. This means that sales staff has all customer data, such as turnover and contact reports at hand, and last but not least, is in a position to recognize trends early and to more closely bind the customer to the company.

BSI CRM made it to the shortlist after an attractive and successful presentation by BSI. “We had narrowed it down to just a few solutions at the end of 2007. Now it was up to the users to give their opinions. BSI CRM impressed us right away with its easy operation and received high marks,” recalled Michael Kammerbauer, the project manager in charge at Tamedia. Simple operability and the correspondingly short training times needed were significant factors in the selection process. “We simply are not able to train new staff for four weeks each time before they are able to work with the CRM application,” said Michael Kammerbauer.

After an initial pilot conducted early in 2009 at the Espace Media Groupe, which contained specific functionalities for multimedia sales, towards the end of 2009, the staff of the “Tages-Anzeiger” received the first release of the future solution to be used throughout company.

Based on BSI CRM, a CRM system was created for the administration of business customers and the category-related sales of advertising space, such as for radio and TV, online and in print. The customer data is depicted on the appearance level, which means that the medium in which an advertisement was activated is displayed for each customer: on which date, on which page, with which layout, black & white or in color, directly or through an agency. To accomplish this, the CRM system must process huge amounts of data. Between 30,000 and 60,000 ads are booked in the CRM alone for the “Tages-Anzeiger” each month.

“We now have a CRM system that can display a customer’s consolidated data – throughout the company and on the appearance level. The CRM system is very powerful and gives us a decisive competitive advantage,” stated Marcel Tappeiner, Publishing Director for the “Tages-Anzeiger” and committee member of the CRM project at Tamedia.

The Sales department is currently working on the first title with BSI CRM and the solution is now being introduced in Marketing. The Call Center and Management will following in the course of 2010. Then nothing further will stand in the way of networking between all departments.

**Together and yet everyone for himself**

Michael Kammerbauer is particularly proud of the complex system of authorizations. As a leading media group, Tamedia combines around 40 different media organizations under one roof. To ensure that competition remains intact between the various titles, sensitive data such as conditions, prices or even sales volumes can only be viewed by each title’s own sales unit, while other information, such as the customer’s future advertising behavior, is available to all company departments.

“We are already working with BSI,” Michael Kammerbauer said that one story always corresponds more or less to one process. The BSI development team set the approval criteria and the necessary timeframe for each story go through an approval process and are reset,” summarized Michael Kammerbauer. Kammerbauer also mentioned the significantly more effective test procedures as an advantage over custom development methods.

**Appetite comes with eating**

The solution is currently being rolled out companywide and Tamedia is already at work on further project steps. These include a mobile solution for the iPhone and also the integration of QlikView, a data analysis tool, with which new reports can be created very easily and require no programming skills. Both are functions that have a certain “sex appeal” and make working a bit more fun for users.

**Innovative CRM strategy – agile development methods**

The second release was implemented using the SCRUM method. “Tamedia is one of the first customers with which we used SCRUM,” Jan Nielsen, the project manager at BSI, remembered. This entailed dividing the project into so-called stories. “You could say that one story always corresponds more or less to one process. The BSI development team set the approval criteria and the necessary timeframe for each of these stories together with Tamedia. On a so-called ‘customer day,’ which takes place every two weeks, the stories go through an approval process and are reset,” summarized Michael Kammerbauer.

**OUR CRM SYSTEM BRINGS US CLOSER TO OUR CUSTOMERS AND HELPS US RECOGNIZE TRENDS EARLY ON. PARTICULARLY IN OUR BUSINESS SECTOR, THIS IS A DECISIVE COMPETITIVE ADVANTAGE.”**

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**Tamedia: close to their customers**

TEXT: CATHERINE B. CROWDEN  
FOTO: TAMDIA
How did you end up at BSI?
In my first year at school, I looked for a company where I could work a few weeks over the summer. By chance (or luckily), I came across BSI. Despite the relatively short intern period, I was able to take on some very interesting jobs. I liked the work and my colleagues there were very nice, so I continued working at BSI during other semester breaks. The positive experiences I had made it easy to decide to work for BSI after graduation.

What do you especially like at BSI?
BSI offers a unique working environment. Whereas I must admit that I really don’t have anything to compare it with, since this is my first job. However, I don’t really see how it could get any better than this. There is a friendly atmosphere among those who work here and we also like to get together for a beer after work. I also like how multifaceted and challenging the work is. I am involved in nearly all phases of a project and see all that is entailed in addition to programming. I can also work here independently and can count on support at any time if I get stuck.

What do you especially like about Frankfurt?
It’s a cool city. It’s a big city, yet is still somehow cozy. It has everything, but isn’t hectic.

What do you like about Frankfurt am Main?
Because I really enjoy working closely with customers and I wanted to discover something new. Here in Frankfurt, I work onsite at the customer’s and at the same time I can make a contribution towards establishing the new office. On top of that, I was born in Germany, although I grew up in Switzerland. This gives me the perfect opportunity to become better acquainted with my native country.

What do you like about yourself?
I am spontaneous and uncomplicated. And I am usually in a good mood.

What don’t you like about yourself?
That I sleep too long. It’s a shame when I sleep away half the weekend. But sometimes I also manage to get up and each time I’m amazed at how beautiful the morning is!

What tools do you work with at BSI?
I program nearly exclusively using Eclipse/Java. Our company’s Eclipse Scout framework is seamlessly integrated in Eclipse and that enables me to focus on what is essential when programming. Since there is nearly always a database involved in our software (generally an Oracle database), I write my SQL queries in the SQL Editor Toad – there is no better database tool – and afterwards I integrate the SQL statements in my Java code. Depending on the project, I use a wide range of Java technologies. Since there are nearly always several developers involved in our project teams, we synchronize our code through a subversion repository.

What do you think of open source?
I think it’s extremely cool. I’m a Linux fan, so naturally I really like this philosophy.

Do you have an objective at BSI?
I would really like to head a project in the near future.
BSI will be present at the following trade fairs and conferences this year. Further events will be added. We look forward to talking to you about your challenges and our solutions.

Meet your BSI