

ESMERK

## Topics:

### Tendencies in the Media Sector

#### Greece:

##### Circulation of papers for March 2002 announced

*Naftemporiki, 12 Apr 2002,-*

The Union of Athens Daily Newspaper Owners has announced that for March 2002, the number of newspapers circulated in Greece reached 10.413mn. More specifically, evening newspapers account for 40% of total, sales, sport newspapers 19%, morning papers 16%, Sunday papers 11%, weekly papers 8%, financial papers 4% and sport papers on Monday 2%.

/ESMERK/GREEK/EN.YAX

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#### Russia:

##### MAP to control Internet advertising

*Kommersant, 12 Apr 2002, p.4-*

On the 11th of April 2002, the Russian Anti-Trust Ministry (MAP) announced that it would provide strict control over Internet advertising after it found advertising violating the Russian law. The decision was made after MAP had discovered and banned an Internet advertising placed by the domestic accumulative insurance fund Pioneer Pervy at the Internet sites [www.rambler.ru](http://www.rambler.ru) and [www.pioner.ru](http://www.pioner.ru). The banners were prohibited from display due to exploiting of a children's image in advertising of the fund's services.

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#### Brazil:

##### Abinee call for digital TV production

*Estado de Sao Paulo, 09 Apr 2002,-*

The Association of Brazilian Electronic and Electrical Industries (Abinee) is compiling a report detailing the definition of digital TV in the country. Its aim is to set up production of digital TV appliances, parts and components to cater for domestic demand and act as a base for exports. The document will also contain reforms which will reduce Brazil's reliance on imports of these products, which Abinee aim to reduce by US\$ 5.5bn by 2005. The Association also wants to attract more foreign investment in electronic and electrical components, particularly in cutting edge technology.

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Riku Österman

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Business Intelligence gathers together pieces of information. Riku Österman says it is important to know who has the necessary information.



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Alexander Moskvina

## Multinationals entrust their BI with the internet

Multinationals are looking to optimize their business processes with the help of the Internet. Procter&Gamble is no exception, confirms Alexander Moskvina, IT Manager.



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## Gaining value from information

Andrew M. Garrett, sales director at Esmerk UK, discusses how to find and make use of the right information in today's hectic business world. In the book "Information Ecology: Mastering the Information and Knowledge Environment" by Davenport and Prusak he identifies six attributes of information, which are necessary for gaining added value and business advantages.

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Photo:  
Sanna Liimatainen



# Special tools for Business Intelligence in Sonera's intranet

According to Business Intelligence Manager **Riku Österman**, Sonera Corporation's BI solutions are divided into four separate sectors: market intelligence, competitive intelligence, technology intelligence and futures intelligence. - They all have their own operating methods for understanding and perceiving change. The division into four sectors can also be used as basis of organisation, because each operation is an entity of its own. Analytical CRM or data-like utilisation of customer databases is not BI, although many people in the business use the term to refer to these activities.

**B**I operations in Sonera require the resources of over 100 people. In addition, people perform BI tasks in different projects and work shops. These projects are generally organised around documentary outputs. - However, the company is doing itself a disservice if it divides people into those who work in BI tasks and those who do something else. All those working at the customer interface are important from the point of view of collecting information, says Österman.

## It all begins with people

Österman himself is acquainted with knowledge management - certain principles of it, particularly strategy planning, have formed the basis also in considering Sonera's BI process. The basis of the BI process is to know who has the necessary information. - The costs of such activity can be higher than the costs of systems based purely on the codification of information and its maintenance may be slower. However, the information is always fresh and it is possible to identify the so called silent changes. In addition, all activity is documented and different analyses, reports and processes are implemented cyclically over and over again.

- The most challenging part of BI activity is the utilisation of information in the business operations of the company. It is easy to react to the straightforward actions of competitors. However,

activation of information is unfortunately not always so simple. Situations where using the information would be beneficial have to be identified. In this case, the limits of information technology are often met and after that it is a question of just working with people.

## The intranet supports networking

Österman says a company's intranet has to support the networking of people. However, it always contains more than just BI information. In Sonera for example, the intranet, Sonet, is open to all the 10,000 to 11,000 employees of the Group. - Any material entered there has to be considered public information. Therefore a separate, teamwork orientated BI tool, BizKit, has been created for the intranet. It contains also the more sensitive internal documents.

## Automatisation facilitates the work

According to Österman, a traditional BI solution in the intranet usually requires a lot of manual work from the person maintaining it and an exceedingly strong interest on the part of the users. Therefore there is a very strong will in Sonera to develop the operations to make them more automatic. This will lower the demands and the system will work better.

- Among other things, Sonera is developing an automatic feed for e-mail input, in which e-mail sent into the system will be transferred directly so it is available to the users without a manual phase. Similarly, the aim is to transfer different summaries automatically to the users. - In

a word, availability is open - push on the other hand is targeted.

## Telia-Sonera merger

According to Riku Österman, as far as BI activities are concerned, in a change process such as this merger, there is more emphasis on the pre-transaction phase - but of course the work continues also after that.

- Now we have to get to know the other party. It is important that all the employees participating in the integration do their homework. The BI people can offer plenty of help in this. Moreover, it is important to understand the changed position of the new organisation and the possibilities it provides, such as the new markets in the Baltic countries and Russia.

NB: Finland/Sweden:

## Sonera and Telia to merge

Helsingin Sanomat, 27 Mar 2002, p.D1:- The planned merger between Finnish Sonera and Swedish Telia will be carried out. Telia's shareholders will hold 64% of the new telecom group and Sonera's shareholders 36%. The state of Sweden will own 45% of the new group, the state of Finland 19%, institutional investors 29%, Swedish minority holders 4% and Finnish minority holders 3%. Sonera's shares will be exchanged to 1.51 Telia shares. The head office of the new group will be located in Stockholm, Sweden... /Esmerk/Finnish/EF.AS.ST

TERHO REHMONEN  
TRANSLATED BY ANNA-MAIJA LEHMUS

# Multinationals entrust their BI with the internet

When business is no more limited by geography, multinationals turn to solutions that would enable instant sharing of knowledge internationally via the World Wide Web. Alexander Moskvina, IT Manager at Procter & Gamble Eastern Europe

(P&G), part of major multinational fast moving consumer goods producer, has worked in this field for 6 years. He provided his expert view on the role the web-based solutions occupy in corporate information flows.

**W**hat is the current role of the Internet for P&G's business?

Internet has been adopted by P&G as strategically important for the company development. It enables more efficient communication both within the company and with business partners globally. The idea is that each manager should be able to do his or her job having only Internet browser. P&G has already switched many of its transactions to web-based applications. In this respect, Esmerk pro@ctiv application fits well in line.

## Is the close attention to Internet solutions a common trend?

Yes, we are not an exception. Multinationals worldwide are looking to optimize their business processes by means of the Internet. "Traditional" Russian companies are more inconsistent in the approach: in some areas state-of-the-art technology could be used, and in other they are the very basic, if not primitive.

## Have there been concerns about security risks involved?

Of course, information security and, on the other hand, accessibility, are common issues and come up whenever Internet solutions appear. Our people in different countries access the same Esmerk web



Photo: Oleg Serdechnikov

application. It is convenient when employees are not bound to their locations in information use. As a way to improve the solution, I would see Esmerk pro@ctiv having more options to personalize the service.

## What is the trend on the Russian market of Internet information?

The recently adopted federal program 'Electronic Russia', and its sub-project 'e-Government' are the clearest indications of the trend. Definitely, when most companies and state bodies are represented in the Internet, much more business information will be available on-line than now. A need for services of monitoring and structuring of this

**"Multinationals worldwide are looking to optimize their business with the help of the Internet", says Alexander Moskvina.**

information will emerge. You have a good basis for further development, and for us, as a client, it would be more convenient if Esmerk provided a wider range of services.

## Can we trust information from open sources, including periodicals?

I wouldn't say that published information is rubbish, but the major part of it is 'made to order', to a certain degree. However, it still contains facts that you need to know. And the process of preliminary analysis of information, such as Esmerk's, allows extracting these facts, which makes our work much easier. I cannot speak for my colleagues, but I personally save up to an hour a day on reading latest news.

## At what levels current awareness is used at the company?

News content is mostly in demand with middle-level management – department heads, brand and product managers. Top managers also take a look at market news from time to time, however they'd rather need conclusions and recommendations.

NB: Procter & Gamble Eastern Europe is a client of Esmerk Russia and a user of the pro@ctiv web application.

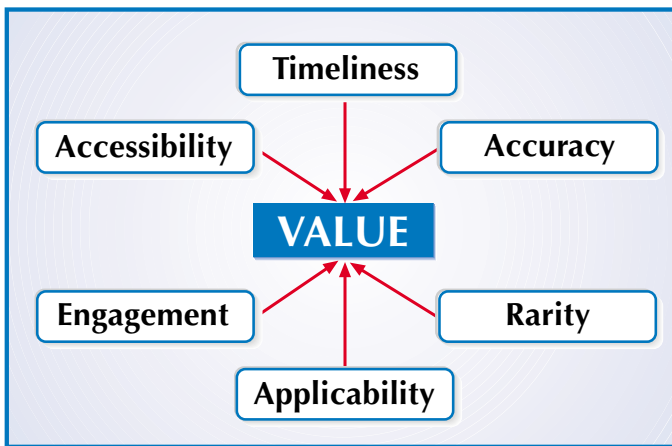
ALEXANDRA RAZOVA  
YEKATERINA LEVOCHSKAYA

Esmerk supplies leading international companies with intelligently tailored essential information of their business environments. We now have tens of thousands end users throughout the world, being serviced by a network of offices around the world.

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# Gaining value from information

In the age of the networked pc and wireless communications on the move, at first the promise of instantly valuable information seems to be a working reality for us at the touch of a button. However, even the less experienced information user soon realises the gap between the tools of the information age which are marketed to us and the reality of data gridlock, diversions and too many confusing sign posting choices. Confusion and frustration leave us wondering if there is a destination or even a clarification of our journey's route in the quest for knowledge.



Davenport and Prusak (1997) have identified six attributes necessary for gaining value from information.

- **Accessibility:** Information should be easy to access, view and assimilate. It helps if it is presented in one clear consistent format with minimal distractions.

- **Engagement:** Information reports must be quickly noticed as of potential interest to the user. Important issues here include concise delivery, the job role of the user and his or her particular requirements

- **Applicability:** Information fit for purpose. There is some overlap here with engagement. However, a major point to note is that the information received by a user or group of users must relate to a specific function - facing threats and opportunities for the business.

- **Rarity:** Information is more valuable if it is difficult to access from other sources or simply cannot be found elsewhere. It can also be unique if it is presented as an intelligent thread of related items which give new insights or knowledge which otherwise would not be clear.

**T**he challenge of our times is to productively use information to gain value and business advantage. The key is not to taken in by the hyped up buzz terms of the moment as this lead to frustration in the practice of using information and cynicism in the longer term. In order to gain value from data, information and ultimately knowledge, there are some fundamental principles of information management which need to be understood and addressed whatever applications, sources or systems you are using.

For the purposes of this article, we are talking about the time pressured business professional who needs to realise value or gain useful knowledge immediately from information presented to him or her. Leaving the reader with some helpful

guidance, consider the six value enhancing attributes of information which are outlined in the book "Information Ecology: Mastering the Information and Knowledge Environment" by the Authors: Thomas H. Davenport and Laurence Prusak published by University Press in 1997. I have paraphrased the attributes stated in the book in my own words.

- **Accuracy:** Reliability of information from reputable sources. Confidence in its integrity is crucial here.

- **Timeliness:** Information should be sent to the user when required in the context of his or her role. This does not necessarily mean a minute by minute ongoing newswire updating service, it could mean daily, weekly or even monthly service depending on the requirement.

Photo: David Hatfull



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