

Media & Entertainment Industry Group Case Study

# Media Prima Berhad

Innovative advertiser sales management solution  
better shapes path to growth and high performance

accenture

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"The solution has helped Media Prima Berhad actively monitor its sales pipeline and step up activities to drive revenue. New capabilities, for example, are giving our sales people immediate access to advertiser intelligence. This helps in defining more compelling airtime packages for existing and prospective clients. Additionally, the solution helped streamline how sales personnel conduct their daily tasks and gave them visibility into their own portfolios and performance—creating value as a performance motivator." Encik Abdul Rahman Ahmad, Group CEO, Media Prima Berhad

Media Prima Berhad is the largest integrated media group in Malaysia, with interests in TV, radio and print media as well as content creation, events management and outdoor advertising. Its products reach some 22 million Malaysians each day, including 11.2 million television viewers, 6.8 million newspaper readers and 3.5 million radio listeners.

With such a broad presence within the media industry, Media Prima Berhad is positioned to become a comprehensive one-stop center, catering to the specific needs of its advertisers and focusing on reaching its viewers and listeners in a more effective and efficient manner.

### Business challenge

The media industry continues to experience intense competition for TV advertising sales, Media Prima Berhad's primary source of revenue and growth driver. Not only are advertising buyers cutting back on discretionary spending amidst the economic downturn, but interactive technology—such as personal and digital video recorders—means new ways to sell and position advertising value.

However, customer interaction and sales management processes at Media Prima Berhad were not sufficiently advanced to support its existing advertising sales volume. Lacking access to a sales management system, the company's sales teams spent a huge amount of time researching existing accounts to gather data needed for sales analysis. Basic account data, such as client profiles and proposals, was captured manually and without relevant historical information. It could take more than a week, for example, to determine an account's past spending patterns, program placements or spending levels as input into a new sales proposal. This situation led to gaps in the comprehensiveness of account coverage, resulting in operational inefficiencies, lost opportunities to

maximize revenue and an impacted ability to deliver the highest-quality customer service.

Moreover, various reports required for management reporting took days to assemble or were not available, thus making it difficult for management to obtain a quick and immediate snapshot of top-line revenue. Also missing was a clear picture of sales performance, including insight on the proposal pipeline and success rates.

The company recognized that it needed to improve its advertising-based sales management to bolster its future growth and journey to become a high-performance business. At the same time, Media Prima Berhad sought to reduce costs, retain customers and stay ahead of its competitors.

Media Prima Berhad decided to create a new advertiser sales management solution comprising advertiser relationship management and business intelligence capabilities. The advertiser relationship management component would standardize the collection and storage of information so as to provide a single view of the customer and improve efficiency of sales staff. The business intelligence component would provide fast, accurate and transparent snapshots of top-line revenue, as well as sales team, personnel and advertiser performance—insight that organizations need more than ever in managing through uncertain times.

The solution reflects findings from Accenture's continuing research into the components of high performance that prove that information can indeed be powerful. From its survey of 450 executives in 370 companies spread across 35 countries and 19 industries, Accenture identified a strong link between extensive and sophisticated use of analytics and sustained high performance.

To gain access to broader insight and skills, the company sought outside help and turned to Accenture. Media Prima Berhad believed Accenture's extensive media industry experience, proven systems integration delivery approach, deep project management skills and alliance relationships would serve as a business advantage.

### How Accenture helped

In January 2008, Accenture teamed with Microsoft and Avanade—a joint venture company of Accenture and Microsoft, to help Media Prima Berhad develop the advertiser sales management solution.

Responsible for the end-to-end management of the project, Accenture developed a compelling business architecture blueprint and brought that vision to life through a rigorous development process characterized by, among several key aspects, usability and strong end-user and executive sponsorship and participation. A highly effective and integrated team of Accenture and Avanade professionals worked to design and build both the advertiser relationship management and business intelligence capabilities using Microsoft .NET, Microsoft CRM version 4 and Microsoft SQL Server. The Avanade Connected Architectures development framework and key Microsoft CRM development accelerators from Avanade allowed the project to be delivered in a predictable and productive manner with a focus on business value supported by technology architecture excellence.

Along with a sales partner portal, the solution includes capabilities to automate customer service, lead management, sales and ordering, proposal tracking and reporting processes. A business intelligence dashboard automatically generates reports and provides management with a dashboard where they can review top line sales or drill down to an individual sales

team member's performance. The portal is integrated with Media Prima Berhad's existing broadcast management and financial systems, as well as external systems, such as those from ACNielsen for channel share and advertising expenditure (adex) reports. The solution means that the media company's advertising sales personnel can now operate using industrialized processes based on industry best practices for sales management, enabled by Microsoft CRM.

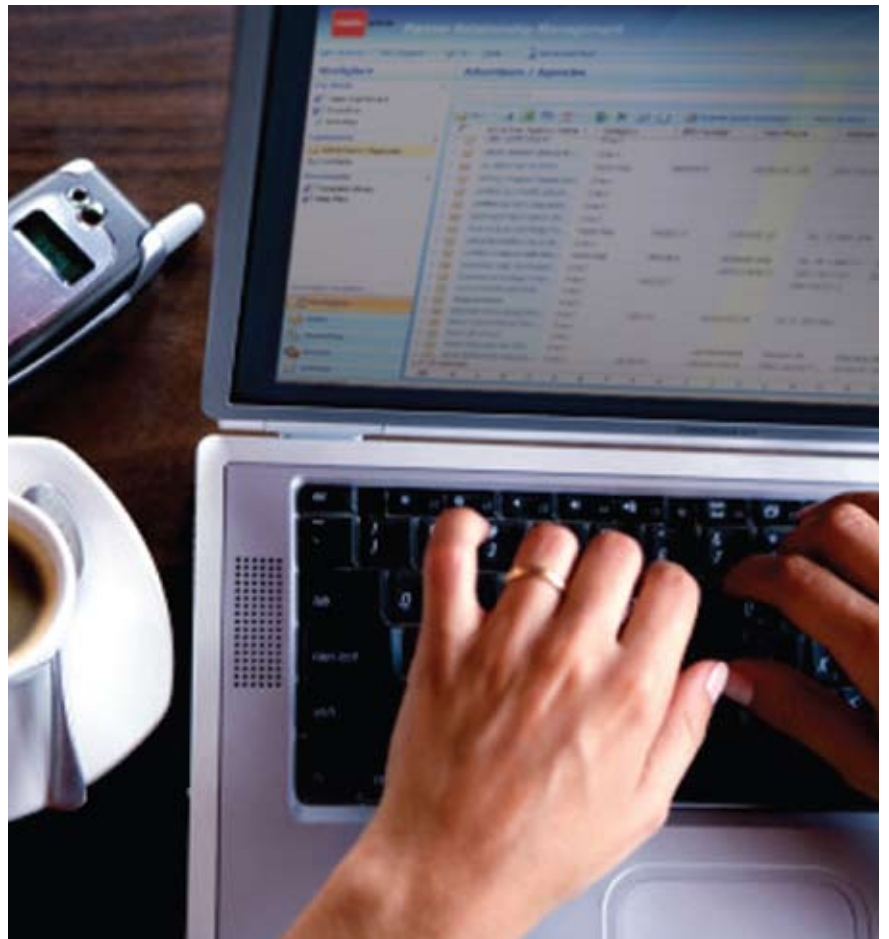
The project team delivered the solution on time, over nine months, and within budget to nearly 100 Media Prima Berhad sales managers and staff who serve more than 3,000 customers. Accenture provided post-deployment support for one month, helping users access the systems and overseeing a smooth deployment.

According to Encik Abdul Rahman Ahmad, Group CEO at Media Prima Berhad, "The Microsoft-based solution developed by Accenture and AvanaDe offered us a simple, elegant, intuitive and, more importantly, very user-friendly system. We have virtually real time generation of sales management reports—a necessity that was not available to us prior to the new system. Now, it is easier to benchmark team performance."

### High performance delivered

The new advertiser sales management solution is helping Media Prima Berhad grow advertising revenue as well as track and report advertising more efficiently.

Executive management now has a stronger pulse on the business through enhanced visibility to business metrics. Empowered by the solution's business intelligence dashboards, executives can generate analytical reports (such as sales revenue, airtime utilization and financial) instantaneously on the most recent data. Thanks to internal and external system integration, the time to generate management reports has been reduced from days to just minutes. Shareen Ooi, Chief Marketing Officer for Media Prima Berhad, stated it this way: "I can now generate in 40 minutes what used to take me more than four days to put together." For each sales person, a sales management dashboard can be generated that shows current information on sales activities, such as targets, revenue by target, pipelines and alerts—vital insight to improve executive decision-making and drive value.



Media Prima Berhad's sales force now has faster access to customer data, allowing the sales team to spend more time on sales activities—and less on manual research. Data, including information on customer profiles, customer contact, sales processes and sales incentive structures, is stored in a central repository, rather than in disparate systems. Sales staff can use the advertiser dashboard to better track the current status of their individual advertisers as opposed to the previously semiannual frequency due largely to the effort required. Because the solution provides a single view of the customer, Media Prima Berhad can find, win and grow profitable customer relationships by having better sales performance information and greater visibility into advertiser portfolios. Finally, given Media Prima Berhad's investment in its sales team to help them sell more efficiently, the new environment is resulting in more motivated and informed personnel.

The solution also offers better end-to-end management of the advertising sales process and enables tighter collaboration between different departments at Media Prima Berhad. Now, the scheduling and finance departments, strategic planning unit and sales executives can share

information about customer sales and order processing. The solution automatically tracks all lead and order management as well as service requests, creating a structure to monitor and close advertising sales more efficiently.

With help from Accenture, Media Prima Berhad has distinctive capabilities that are delivering better advertiser sales practices with greater efficiencies to help meet the challenges of a tightening global market. Future solution capabilities will enable the media company to analyze business intelligence reports as part of more robust strategic planning, forecasting and budgeting activities. Altogether, Media Prima Berhad is better positioned to capture the next wave of advertising revenue and achieve high performance—even as changing consumer viewing habits and new interactive technology reshapes traditional advertising and the global media business.

### For more information contact

Alwin Magimay  
+65 6410 7974  
alwin.magimay@accenture.com

Dharmendra Magasvaran  
+60 3273 14419  
dharmendra.magas@accenture.com

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