

Investment in technology no longer equates to organizational acceptance. Or at least not in the numbers you expected. Over the past decade, newspaper companies have spent a lot of time and money building enormous information assets to collect, centralize, aggregate and analyze enterprise-wide circulation and subscriber data. These Data Warehouses (DW) and Business Intelligence (BI) solutions were built on promises of significant ROI, increased subscriber retention, a decreasing dependency on IT for business users and an increased understanding of your subscriber base. While huge strides have been made by most companies across each of these categories, newspapers have struggled with enterprise-wide adoption of these systems. This shortfall in adoption has a definite impact on any ROI projection as well as the benefits received.

With continued circulation pressures, employees have less time than ever for formalized learning but are expected to continue to increase efficiency and effectiveness. Critical organizational change, training and communication tasks are usually relegated to the back burner. Meanwhile, knowledge workers throughout Circulation, Advertising Sales, and Marketing departments are not taking advantage of the techniques and tools that could simplify their work and make them more productive.

The greatest technical solution in the world is wasted if end users are not educated about the data that's available to them and convinced of its accuracy and value. A user who is trained, but does not understand how to use their training in the context of their day-to-day responsibilities will not be able to receive the analytical results they need. Typically the result is that the users just give up. Similarly, a user that continuously questions the accuracy of the data, and does not see improvements being made to the quality of the data over time, will soon become frustrated and look to other sources to support their analytical needs.

User adoption is a key element in the overall success of your DW and BI implementation. Many newspaper organizations are now focusing on user adoption programs to avoid the following:

- IT resources becoming the only users of the system
- Outright rejection of the software followed by returning to information silos
- User frustration and poor business results

AmberLeaf can assist your organization to bring your BI applications into the daily routine of Marketing, Advertising, Home Delivery, Single Copy and Finance with the ultimate goal of turning your raw data into the competitive advantage that you originally set out to achieve. Leveraging our "*Training and Documentation Development Methodology*" and in depth media experience, our skilled consultants and delivery experts will help you with:

Organizational Assessment – AmberLeaf will analyze the architecture, system governance, organizational skill mix, critical skill deficiencies, training and mentoring approaches, and recruiting practices to ensure alignment with goals.

Data Quality Assessment – AmberLeaf will assess the overall quality of your data, incorporating known data quality issues and gaps, defect rates, system performance along with a comparison to industry benchmarks and recommend process improvements.

Training Plan Development - Our team will conduct an audience analysis and prepare a comprehensive 12-month plan.

Determining ROI Impact - How will training affect your bottom line? AmberLeaf will guide you through a customized impact assessment to justify the investment in training and organizational change.

New thinking suggests that user adoption, combined with a proactive data quality program, is a key determinant of a successful implementation. Users are 2 to 3 times more likely to accept new technology if they have received relevant training and personally understand the benefits of the system in relation to their roles. Increased adoption of an existing, powerful solution can give newspaper organizations the ability to take full advantage of their BI investments and turn realize increased retention, subscription, circulation and advertising revenue.