

Korean national newspaper enhances customer service with efficient CRM built on HP OpenView platform



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– Pyon Dae Bum,
Team Manager of Internet Operations
New Media Research Centre, Digital Chosun Ilbo

Founded in 1920 and firmly established as the top newspaper in Korea, Chosun Ilbo received many accolades for fair and accurate reporting. But in Korea, most major press companies focused solely on information delivery instead of reacting to public needs. Conducting readership-focused activities became very difficult, especially when distribution was decentralised and branch offices autonomously run. The market distortions represented by various free gifts and excessive competition between these branch offices gave the industry a bad name.

As a result, public regard for newspaper companies was not high because many companies did not refrain from unsound marketing activities in order to secure new customers. But since May 2003, the nation’s largest circulating and most influential daily, Chosun Ilbo, is set to revamp its business directives by implementing reporting and marketing initiatives through a Customer Relationship Management (CRM) system that will inevitably steer the industry towards a more customer-centric approach.

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The Chosun Ilbo

To help them fulfil their objectives, Chosun Ilbo has adopted HP’s OpenView solution for the efficient management of their IT infrastructure. The OpenView solution is aimed at expanding the newspaper’s CRM services, as well as provide a strong foundation for IT infrastructure management.

The case for HP OpenView

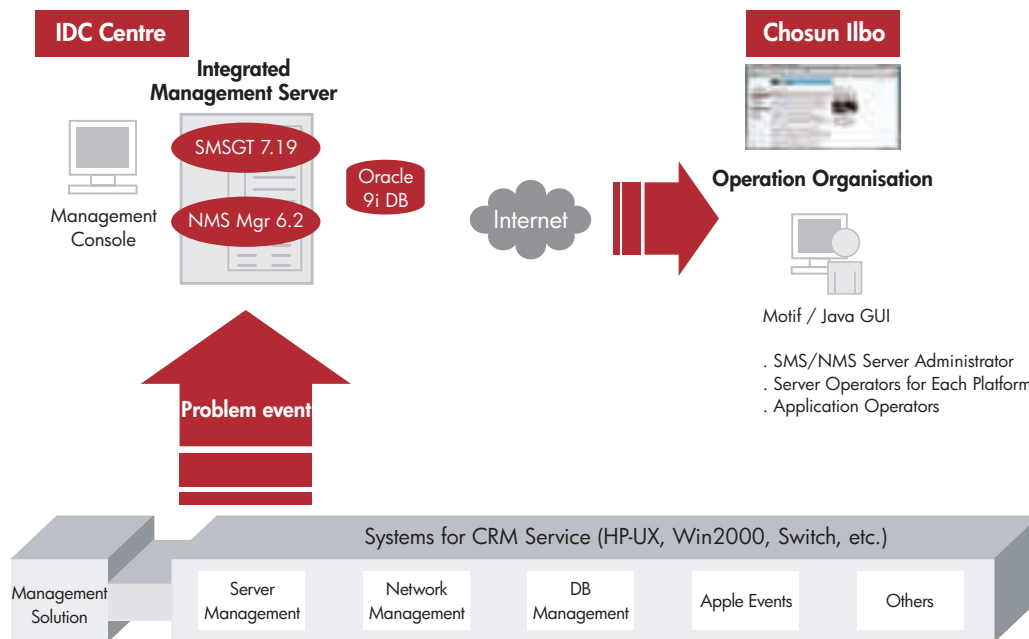
Chosun Ilbo’s CRM implementation was a large-scale project that spanned exactly two years between May 2003 and 2005. Based on building modular blocks of processes and applications that formed the core of its IT infrastructure, phase one was completed in about half a year. HP managed the entire project beginning with the integration of the company’s massive database and the implementation of a new billing system.

In phase two, the successful deployment of the Branch Management System was a major step towards better control of branch marketing activities. This formed an important block of the CRM system. While the implementation process took place in stages, Chosun Ilbo realised the need to establish a strong foundation for its expanding IT services that would be able to support current and future growth.

Pyon Dae Bum, Team Manager of Internet Operations, New Media Research Centre, Digital Chosun Ilbo said: “Once CRM is implemented, management becomes an important issue. The introduction of CRM inevitably requires a new IT infrastructure to effectively operate and manage all the hardware and applications. We have set detailed goals for system management to establish a structure that can flexibly cope with business changes, increase cost effectiveness and promote operational efficiency.”



Configuration of Chosun Ilbo CRM Management System



Many large local firms have invested heavily in IT to increase productivity and profitability by using an expanded internal IT infrastructure and new customer-oriented systems. However, they have neglected to invest in efficient operation and management of these newfound IT resources. Conversely, Chosun Ilbo realised the need for long-term infrastructure management of their CRM system to maximise business value with IT service management.

The newspaper company conducted a thorough analysis of its IT infrastructure through its technology subsidiary, Digital Chosun Ilbo, to formulate a strategy that would increase the efficiency of its CRM system and improve its services. To establish policies and directions for better long-term management, the entire IT infrastructure was scrutinised, including vendors and models, embedded operating systems, applications, databases, and networks,

Digital Chosun Ilbo started as a New Media company responsible for both its offline (production) and online systems. Apart from offering a wide range of content, they also took care of system operations, design and solution development for all other Chosun Ilbo subsidiaries. In addition, they provided process automation from report writing to newspaper printing, Central Terminal System (CTS) and the Internet, as well as a broad framework of online/offline education, entertainment, and satellite services. The IT arm of Chosun Ilbo is also currently in charge of the CRM implementation.

After careful deliberation, Digital Chosun Ilbo chose the HP OpenView solution. An integrated IT infrastructure and service management solution that included Network Management System (NMS), System Management System (SMS), and Storage Management System, OpenView not only managed networks, systems and applications, it effectively performs availability management, performance management, storage and data management, and Internet service management.

As they got closer to the completion of the new CRM system, they needed a stable infrastructure to deploy these new services. The IT team was particularly concerned with effectively restoring from unexpected system error. An integrated management of system resources provided the key to effective customer service.

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It took HP only three months from April to June 2004 to implement the OpenView solution to manage and control the budding CRM framework, including integrated event management, monitoring and control of CRM services. Ultimately, HP OpenView will sustain the stable operation of Chosun Ilbo's CRM services through effectively managing its system, network and applications.

In addition, OpenView is embedded with essential functions for IT management such as the management of heterogeneous platforms, including event processing, automatic alarm, systems monitoring, and management of network availability.

"The most basic and important element of system management solutions such as SMS and NMS is to rapidly identify problematic elements and find solutions through log analysis. From the viewpoint of a system operator, HP OpenView is very attractive because it can manage the IT infrastructure in an integrated manner," said Pyon.

He continued, "Successful CRM does not depend on one department only. Since the solution itself is constructed around customers, all departments (including IT) should systematically work together to create synergistic effects. Digital Chosun Ilbo tries to equip

itself with all the necessary elements in order to operate stable CRM services. When the new CRM system is completed, we will interoperate CRM, Data Warehouse and CTI (Computer Telephony Integration) to offer even better services for our readers.”

Operating in the OpenView environment

Chosun Ilbo began the OpenView deployment process by defining a phased plan consisting of software installation, policies definition and application, actions and instructions and message classification, and staff roles and responsibilities. They first identified the basic environment for installing the HP OpenView Operations Agent in the management servers and other managed systems, and then proceeded to set up and configure network management.

The next step was to define the policies for problem management according to the operating system and embedded applications and databases of each managed node. The requirements for log files and processes for each system and service were also determined, followed by created and distributed templates.

A map is configured to identify network problems at one glance and a threshold for each network performance index is set so that warning messages may be displayed when that level is exceeded. Important network events are also integrated with the system management component. When a specific event occurs, it is linked to a predefined script or program which is automatically activated so that the log of system errors can be checked later.

Major events are reported to the administrator by e-mail and instructions or comments are generated accordingly to act as a knowledge base that operators can refer to. The OpenView application is composed of Integrated Operation Management (HP OpenView Operations), Server/Application Problem Management (HP

OpenView Operations), Network Problem Management (HP OpenView Network Node Manager), and Database Problem Management (HP OpenView SPI for Oracle).

“The efficient management of IT systems provided the foundation for supporting the business functions of Chosun Ilbo and its affiliates. After the introduction of HP OpenView, IT management has greatly improved because we can now monitor all systems and check logs at a glance. This means great savings to IT management time and cost,” said Yang Cheol In, an engineer with Internet Operations at Digital Chosun Ilbo.

Shortened system management time

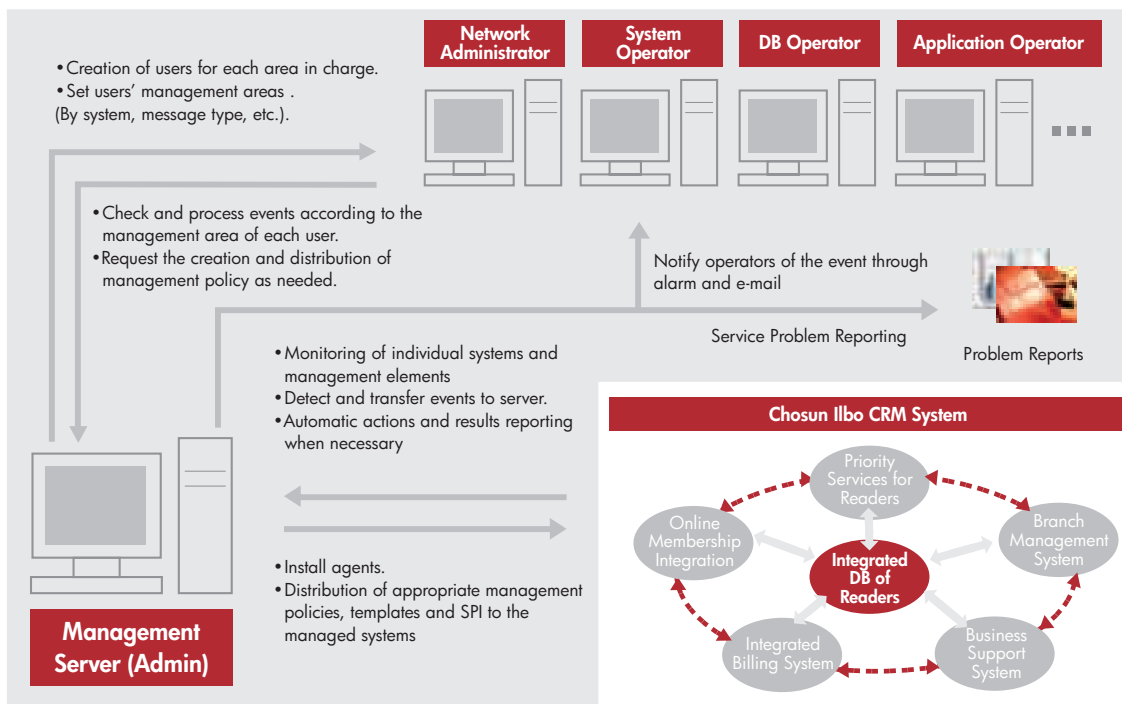
Because of HP’s early involvement in the CRM project, implementing the service management system became a lot faster. Coupled with a high-level understanding of the company’s workflow processes, technical support and problem-solving also became more effective.

When the Chosun Ilbo CRM System Management was finally deployed, IT management time has been significantly shortened because managers need only deal with a “single-unit” system rather than one with disparate components, which eventually resulted in savings and increased operational efficiency.

“This will ultimately contribute to improving our customers’ image of Chosun Ilbo because we respond faster and better to their feedback,” commented Pyon.

With the CRM System Management in place, the company can in turn translate its solutions and methods for the effective management of other new systems as well. However, their immediate goal is to advance their CRM system by interoperating with CTI based on their current data warehouse of readers to promote better customer service and establish the company as Korea’s leading press.

Workflow of Chosun Ilbo CRM Management System



Challenges

- Design and implementation of Problem Management for CRM system
- Design and implementation of Network Configuration/Performance Management
- Design and implementation of Database Problem Management
- Design and Implementation of Problem Management for applications

Solutions

- HP OpenView Operations
- HP OpenView Network Node Manager
- HP OpenView SPI for Oracle

Benefits

- Faster and more effective response to problem management with "single-unit" monitoring of IT infrastructure
- Accumulated operational knowledge for problem prevention system
- Built a system that defined the roles and responsibilities of the IT organisation
- Improved productivity of staff and job quality
- Improved customer service
- Provided a foundation for the effective management of other systems

Contact information

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