

# Trinity Mirror gets fitter and acts smarter for growth in a tough publishing environment

## Overview

### ■ Business challenge

Newspapers around the world are facing tough challenges due to the economic climate and the migration to online media. Trinity Mirror wanted to transform its business to become leaner and smarter, with a clear vision and path to growth.

### ■ Solution

IBM change specialists partnered with a senior Trinity Mirror team to design and implement radical change to the operating model.

### ■ Key benefits

- 30% cost saving in the Midlands region within Editorial and Advertising and typically 20% savings in other regions
- Improved ability to create multi-media content and offer multi-media advertising
- A platform for future revenue growth through enhanced business and technical capability
- Customers are served via the most appropriate mix of field sales, telesales and web self-service
- News stories reach the reader faster.



Newspapers around the world are facing tough challenges due to the economic climate and the migration to online media. Trinity Mirror is one of the UK's largest newspaper publishers, with an award-winning portfolio of more than 350 media brands including 5 national and 150 regional newspaper titles, as well as over 200 websites. These titles reach almost half the UK population.

The company viewed short-term cost-cutting to be a necessary but not sufficient response to an industry experiencing permanent change. In partnership with IBM, Trinity Mirror is undergoing a major shake-up, transforming its editorial and advertising processes, and the technology it deploys, to become a leaner, smarter publishing business with a clear vision for future growth.

Like all contemporary multimedia companies, Trinity Mirror was a fragmented business with titles having their own editorial, advertising and production teams. Business operations had evolved little in many of the traditional ways of gathering news, editing pages, managing production and selling advertising.

*“Working with the IBM team, we identified two key initiatives to radically improve the performance and efficiency of our advertising function”.*

– Georgina Harvey, Managing Director, Trinity Mirror Regionals

## Intelligent cost reduction

### Business benefits

- 30% cost saving in the Midlands region within Editorial and Advertising and typically 20% savings in other regions
- Improves ability to create multi-media content and offer multi-media advertising
- Increases the news value by reducing the time from finding a story to its appearing online and in print
- Provides a platform for future revenue growth through enhanced business and technical capability
- Ensures customers are served via the most appropriate mix of field sales, telesales and web self service
- Streamlined organisation structure and faster decision making.

“We recognise that we are in a multi-media age and have to transform radically the way we do things,” said Georgina Harvey, Managing Director, Trinity Mirror Regionals. “In collaboration with industry and change specialists from IBM, we are introducing a groundbreaking editorial model and restructuring advertising to keep us one step ahead of the market changes. These are the first in a series of changes designed to ensure we work smarter and create a genuine multimedia business while responding assertively to the tough trading environment.”

Central to IBM's Intelligent Cost Reduction approach is to “design out, rather than hack out” and this matches well with the need to transform whilst reducing cost.

### Multi-media newsroom

Having set out a vision to build a growing multi-platform media business which enhances reader loyalty and maximises value for advertisers, business change teams from Trinity Mirror and IBM began a series of transformation projects to make that vision a reality.

The first project addressed editorial practices in the newsrooms across the Midlands Region. Through a series of workshops involving staff from Trinity Mirror newspapers and specialists from IBM, radical new working processes were designed and a new organisational structure established to put them into effect.

Reporters are now able to write copy and submit pictures remotely and across all titles to a central editorial desk and directly to the page within a more templated product. A new web-based editorial system from Mediaspectrum has been introduced to enable copy and content to be submitted via laptops, smart mobile phones or other devices and sub-edited from virtually anywhere.

The pioneering design replaces title-specific newsdesks with an integrated multimedia newsroom to oversee the organisation and placement of content into pages for the Birmingham Mail, Birmingham Post and Sunday Mercury, and into online platforms. The editorial desk uses the heavily-templated pages to lay out the copy, effectively combining the editing and production processes into a single operation. Similar capability has been created for other title groups within the region, including the Coventry newspapers.

These innovations reduce staff numbers and help cut costs, but increase the news value by cutting the time from a reporter finding a story to it appearing online and in print. With several titles sharing a single newsroom, major stories can also be covered more thoroughly and more efficiently under the new schema.

Implementation of these smarter processes for gathering and editing news has resulted in a 30% saving in the Midlands region. Similar transformations are now being rolled out to Trinity Mirror's five other regions and this is typically resulting in similar operational benefits and 20%+ cost savings.

### Organisational transition

Business transformation specialists from IBM's Strategy and Change Consulting Practice worked in partnership with Trinity Mirror Midland's newspaper editors and key staff from Human Resources, Training and other functions to drive the change processes and manage the transition.

This team ensured management and staff were properly engaged with the new working practices. It established the appropriate streamlined organisational structures, and configured management and staff numbers to support the new centralised operations. A multimedia skills training programme was delivered to match the requirements of the new multimedia roles.

### Transforming advertising

Following the successful transformation of editorial activities, the joint project team turned its attention to advertising.

"Working with the IBM team, we identified two key initiatives to radically improve the performance and efficiency of our advertising function," Georgina Harvey explained. "We are ensuring that we sell to and service our customers via the most appropriate mix of our channels – be it via field sales or telesales staff or our much enhanced web self service option for on-line booking. We also reduced staff levels by considering the most efficient and effective organisational structure and which advertising services should be centralised across our regional titles."

These initiatives provide advertisers with a 24-hour facility for placing advertisements and allow Trinity Mirror to reduce expensive field and telesales. The result is a better service to customers and a dramatic reduction in costs. The Midlands region is in the process of reducing advertising staff by over 30%, whilst providing an improved service to both its advertisers and readers.

Trinity Mirror has also deployed IBM change specialists in its other regions to replicate similar performance improvement initiatives. The company anticipates savings of typically over 20% in each region.

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## Key components

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### Services

- IBM Global Business Services
  - Strategy and Change
  - Financial Management
  - Customer Relationship Management
  - Application Services
  - IBM Business Solutions

### Software

- WebSphere® Application Server
  - IBM Portal 6.1
  - Portlet Factory
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## Transformation at a glance

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*Facing the twin challenges of an economic downturn and tough new competition from online media, Trinity Mirror has transformed its editorial and advertising operations to secure future revenue growth whilst cutting base costs. In partnership with IBM, the company identified multi-media process innovations in editorial and direct web initiatives in advertising. These transformations are streamlining operations and making Trinity Mirror a fitter organisation to survive the downturn and a smarter publishing business to grow revenues into the future.*

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## Enterprise architecture

A key element of the transformation of Trinity Mirror's regional business activities is the provision of web-browser access to editorial and advertising applications. IBM is assisting Trinity Mirror in the implementation of a suite of Java-based applications from Mediaspectrum, which allow servers to be located anywhere and editorial, advertising and production staff to gain access from remote locations, home or office.

IBM has provided guidance on the design and implementation of an enterprise service oriented architecture centred on Trinity Mirror's Canary Wharf offices. This IT facility is based on IBM's Service Oriented Architecture (SOA), IBM Portal, and meets the most rigorous standards for distributed performance, security, access control, disaster recovery, scalability and IT governance.

IBM consultants have worked alongside Trinity Mirror technical staff to provide knowledge and training in the integration of regional operations into this centralised enterprise platform.

## Partnership for growth

During the past 12 months, Trinity Mirror has begun a major transformation journey to adapt its business operations to a difficult and rapidly evolving market. Although the transition has some time to run, already the changes in business processes, organisational infrastructure and technology, co-architected with IBM, are delivering significant performance improvements and substantial cost savings.

"Working with IBM has enabled us to craft a transformation that allows us to work smarter in the multi-platform media business to grow revenues, whilst taking us through rapid layers of cost reduction to ride out current tough market conditions," concluded Georgina Harvey.

## For more information

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