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## BI Markets in Strong Growth

**B**usiness Intelligence will constitute the biggest challenge for corporate management in the near future. This has been stated by many international research institutions, such as Gartner, IDC and DataMonitor. According to several forecasts, BI markets will increase at an annual rate of approximately 10 per cent.

A study of BI end users conducted this year by Finnish Market-Visio shares these ideas. Top management within organisations understands the importance of BI solutions. This suggests a significant increase in their demand.

BI markets are changing rapidly. Customers require more challenging solutions to support their business decisions. Competition in supply is becoming greater because service providers are combining their operations. Similarly, traditional ERP suppliers are entering the world of BI solutions.

We at Affecto have for long believed in the positive development of the Business Intelligence market. Today, with nearly 500 BI consultants, we are undisputedly the largest BI service provider in the Nordic and Baltic countries.

Our consultants are familiar with the business operations of their customers and we build our solutions on the most significant international technologies. Due to our vast experience and extensive proof of implementing demanding BI solutions we are able to provide our customers with high levels of expertise.

However, we will not stop making progress. We will continue to increase our BI selection in the Nordic countries, and aim at becoming the leading company in BI solutions in the Baltic region and surrounding countries. We are looking forward to a bright future.

Have an enjoyable read!

**Pekka Eloholma**  
CEO

Photo: Miikka Kainu

la



## News



Tero Kulha

Text: Verna Julkunen | Photos: Mervi Ahlroth



The first Affecto Business Intelligence Forum was arranged on 3th October in Helsinki Finland.



### The use of Business Intelligence stabilised in Finland

Market-Visio Oy has studied the Business Intelligence solutions in large and medium-size private companies and public organisations in Finland. **Tero Kulha**, Director, Executive Program, from Market-Visio described the research results at the Affecto Business Intelligence Forum organised in Helsinki, Finland, at the beginning of October.

The most important conclusion arising from the study is that Business Intelligence is doing well in Finland. BI solutions have become more common in a clear and stable manner, and the growth is continuing. Senior management in companies understands the importance of BI.

Management solutions for business information are utilised particularly well in commerce where BI budgets are not increasing because the saturation point has been reached. With regard to different user groups within organisations, the

top management and financial administration are using BI solutions widely.

The use of BI can be expanded in public administration and the service industry, in particular. BI budgets are also increasing in public administration. Special potential can be found among personnel management, production and logistics.

Rising BI trends include SOA, Service-Oriented Architecture, and SaaS, Software as a Service. Companies are purchasing more services or certain functions instead of full service packages. Solutions being introduced include different search functions and visualisations, such as dashboards.

Rising "isms" include Metadata, Enterprise Information Management, Corporate Performance Management and Business Performance Management. Information is used more widely for predicting and planning the future.

The ownership of BI projects creates a challenge for expanding the use of BI. The role of data management is being emphasised more than ever.

Tactical issues related to BI are also suspicious because strategic approaches have been at a low level. The significance of unstructured and external information is increasing but the information has not been utilised to a great extent. •

## ALL INSURANCE INFORMATION IN ONE PACKAGE

ITG, Affecto's company in the Baltic region, has for several years built TIA systems for insurance companies that enable the centralisation of all insurance-related information. The system simplifies the planning and processing of insurance policies and the maintenance of customer information. Centralisation also produces faster processes and cost savings.

Affecto's companies in the Baltic region employ more than 400 experts and have nearly 20 years of experience in implementing large IT systems. The company is particularly merited for delivering the TIA system to its customers in the insurance and finance sector - not only in the Baltic region and Eastern Europe but also in more distant countries.

The TIA system developed by a Danish software company enables the management of insurance processes in full: marketing planning, insurance statistics, accounting, insurance premium management, damage reporting and insurance compensation management, as well as reinsurances. The system also contains an electronic archive and a web application. Insurance information is available to customers quickly and easily. Furthermore, TIA makes insurance opera-

tions more transparent.

- All insurance information is centralised in one location. The system makes it possible for new products to be developed quickly and easily. The integrated application also reduces maintenance costs and produces cost savings, says **Gintaras Sakalas**, Head of Insurance Applications Implementation Department of Affecto's subsidiary ITG.

### THE BEST RESULTS THROUGH PARAMETERISATION

The application is built following the needs of customers, using only those TIA modules required by each customer. In addition, the application can be parameterised. This allows any changes created in product development to be implemented in the customer systems rapidly at a global level.

### CUSTOMERS AROUND THE WORLD

ITG's list of customers is impressive. The company implemented the first TIA system in 2001 for Lietuvos Draudimas, the largest insurance company in Lithuania. Other customers include Kapital Strachovanije, the third largest insurance company in Russia, Balta, a Latvian insurance company, and Ceska Pojistovna, a Czech insurance company. In Central Europe, the company has supplied its services to Delta Lloyd Group, which provides financial services in the Netherlands, Belgium and Germany.

The most distant customers include GE Money which provides consumer credit in Australia and New Zealand and is part of the world's largest group, GE from the United States, and the Mutual & Federal insurance company operating in South Africa, Namibia, Botswana and Zimbabwe.

### CLOSE COOPERATION ABOVE ALL

Sakalas emphasises that successful projects require strong invest-

ments from the customers. Implementation cannot be carried out from outside the company; instead, it requires the user to take active part in the project team. Moreover, the commitment must reach the highest level of management within the customer company. The ordering party must also be prepared to change its business processes in accordance with the system processes.

- We are engaged in very close cooperation with our customers at all project stages - design, definition, data conversion and end user training. We also provide support in software updates, says Sakalas.

According to Sakalas, the company's operations and success are based on three cornerstones: implementation services, support operations and training. In particular, Sakalas emphasises the training of end users. As a result, a separate training centre has been established in Lithuania, the TIA Academy. In order to increase know-how and problem solving abilities in projects, the company has also established a separate Competence Centre.



**Gintaras Sakalas**



• Insurance information is available to customers quickly and easily.

Text: Mayday Consulting/Dag Rørslett | Photos: Stian Rørslett

## Tour de Force

– Our competitive edge and our profits are improved, says CEO Truls Fjeldstad of Syllinder Inc.

# The Trump Card of NorgesGruppen Is a Success Story

The competition in the retail business is escalating, says CEO Truls Fjeldstad at Sylinder Inc., which is a subsidiary of NorgesGruppen, Norway's largest retail company dealing with customer analyses and studies.

– NorgesGruppen handles these challenges by the use of more knowledge on customer shopping behaviour and product relevance compared to their competitors.

- Analytical CRM Brings Competitive Edge.

- The overview and total picture is differentiated and correct giving a solid decision support to the management.

## Norway's largest in retail business

Norway's largest retail company, NorgesGruppen ASA, was established in 1994 by retailers in the household business.

In 2006 the group reported total sales of NOK 36.6 billion and net profit of NOK 1.452,7 billion. Last year NorgesGruppen had 1 898 grocery shops, 766 small shops and more than 25 000 employees.

Trumf is owned by NorgesGruppen and Norske Shell. The Trumf card can be used in Norwegian shops called Kiwi, Meny, Spar, Joker, Eurospar, Centra, Ultra, Jacob's and at all Shell petrol stations. Europcar is additionally a bonuspartner of Trumf. Trumf has 1.7 million users and 1 million household members.

Sylinder is an analyses and competence company within NorgesGruppen.

[www.norgesgruppen.no](http://www.norgesgruppen.no)  
[www.trumf.no](http://www.trumf.no)

Using the customer loyalty card 'Trumf' – which means trump in English – as well as analytical CRM (Customer Relationship Management) and a data warehouse, Truls Fjeldstad and his colleagues have gained tremendous knowledge on the shopping behaviour of their customers. This analytic concept is now enhanced by the use of Business Intelligence tools, offering far better decision support to the management through the means of reports and evaluations. The conclusions describe customer shopping patterns, as well as pinpointing trends and detailed sales growth of every product in stock.

Approximately 1 500 new products are placed in the shelves annually, and the sales of every product is watched closely. None-selling products will be replaced by more potent products. The shopping and eating behaviours are surveyed and analysed. Detailed reports are made on every product category and follow-up of all suppliers are made. Sales campaigns can be initiated and evaluated immediately.

### Understand Your Customer

The battle for keeping existing customers and getting new ones is not based on the price only. Studies are telling the importance of product, service and



assortment quality, as well as focusing on the health and wellness benefits. All shops and products are aligned with this knowledge. Management clearly sees which marketing activity works.

The overview and total picture is differentiated and correct, giving a solid decision support to the management.

– We spend a lot of resources to understand the customer behaviour, and in my mind this factor is crucial for our success. We measure the long term evolvement, thus showing us the patterns of change at an early stage, signalling the importance of new actions. It resembles going on a long journey where one follows the product sales curves. This ‘journey’ answers questions like ‘what happens with the product from shelf to customer’, ‘how to perfect the sale processes’, ‘how to support product launches’, ‘how to support our suppliers’ etc., Truls Fjeldstad explains.

– The closer we get to the customer, the more we feel secure that the products are to our customers’ satisfaction. Our competitive edge and our profits are improved. The NorgesGruppen Enterprise possesses facts and figures that are a huge benefit to us and our partners, concludes Truls Fjeldstad.

The IT solutions are delivered by Component Software/Affecto Norway, which also very successfully has supplied several Business Intelligence systems to NorgesGruppen.

**A Win-win Situation**  
NorgesGruppen’s use of analytical CRM and enhanced Business Intel-

#### NORGESGRUPPEN'S SYSTEM SOLUTIONS BY COMPONENT SOFTWARE:

• **Informatica PowerCenter feeds the data warehouse with relevant data. Informatica gathers and structures data, making the data into useful information.**

• **BusinessObjects (BO) produces reports and analyses, focusing on the extraction of information and visualisation. BusinessObjects is used internally and externally, with reports to enterprise users and suppliers and large customers.**

• **Arkisign E2S is a multi-channel publishing solution which distributes information to users via e-mail and sms.**

ligence tools might be called their trump card: The group reports a total annual sale of NOK 36.6 billion and a profit of NOK 1.5 billion. The customer loyalty card Trumf, with the Shell oil company as a co-owner, has nearly 1 million household members and 1.7 million card users. These customers bought products worth more than NOK 15 billion last year, so you might call it a fairly good business.

The card use is also a success for the customers. They have a constant bonus of almost NOK 0.5 billion in savings, which might be converted into new products, events or just cash. Every Trumf card holder will have an additional bonus on electricity, heating, car rental and/or hotels.

– Contrary to our competitors, we believe that customer clubs like Trumf will survive, simply because the customers are getting better product offers. At the same time we learn more about their actual product demands, giving a valuable loyalty as well as sound profits to us. The Trumf card might also be used as an ATM card, offering a very rational use. Almost 80 percent of the members use this facility. And nearly every second member uses the card daily, so we are very happy about this business, says Fjeldstad.

#### Data Warehouse Since 2000

The cooperation with Component Software started in 1999. At that time Fjeldstad was actually heading the Trumf card company. Now he is the CEO of Cylinder, a company dealing with analyses and competence evolvement, owned by NorgesGruppen.

The data warehouse gathers and structures all data, he explains. It was established in 2000, mostly handling CRM aspects. Today the data are used for better decision making by the management, which explains why the data warehouse is upgraded and containing Business Intelligence tools. •

# Performance Management Gives Confidence for the Future

Corporate Performance Management is used to manage the present and plan for the future. When Business Intelligence solutions help companies to better understand the past, CPM in addition provides an integrated and more focused view of the future.

**CPM** solutions offer their users on demand information. Getting information is not restricted to reading quarterly reports, but it is available in a right format and timely manner to support the organisations different business processes. This could be monthly, daily or near real time, all depending on business needs and ability to manage the flow of high quality information.

The CPM market is now experiencing a strong, +20% growth, higher than earlier expected. In 2003, Gartner valued the market for CPM software at \$500 million and predicted it to grow to \$900 million by 2009. But now, according to Gartner, the market had already reached \$1.5 billion in 2006 and this at the same time as the software has become more affordable.

At the same time, the number of software vendors specialised in CPM solutions has decreased due to a wave of

mergers and acquisitions. As recently as a year ago, there were about ten significant CPM software vendors, now these are consolidated in to four major players.

## More Power to Operational Planning

– In a large organisation, Corporate Performance Management offers people on all levels an opportunity to understand how the different lines of business perform compared with the strategies and how they together contribute to the different results and measures expected by the management, says Director **Ingvar Larsson** from Component Software, Affecto's Norwegian subsidiary.

Larsson is working with business development in Performance Management and Information Quality Management at Component Software and has





- Operative planning becomes more effective, since it can be more effectively linked with information about the operations of the company.

- CPM solution helps the management to find and focus at the right things.

worked with these solutions for several years. Component Software merged with Affecto last summer and in addition to Norway, Component Software has also operations in Denmark and Sweden.

According to Larsson, a proper CPM solution makes it possible for planning professionals to integrate the strategic, financial and operational planning processes and make it available as a part of running daily business, on all levels in the organisation. With the CPM, both operational and financial planning and reporting become more effective, business focused and integrated.

– We have customers with up to 70% of their employees using the CPM information to help run their daily business. They don't want to wait for the traditional periodical reports.

Even though CPM is commonly associated with large enterprises like the Norwegian Post and Telenor, it is not only an opportunity for large multinational corporations but also for the smaller ones with complex or demanding business processes, says Larsson.

To give an example, Larsson mentions Engrospartner, a company in the Reitangroup and a customer of Component Software. Engrospartner is a Norwegian supplier for kiosks, small shops and service stations, such as 7-eleven and Pressbyrå. They run small shops with many products, high inventory turnover and no storage. The effective operation of the supplier has a very important role. Engrospartner must provide a high service level, delivering large amounts of small and customised orders, timely all over Norway. In addition the marginal contribution on each order is low making it essential to manage and drive the business with excellence.

The CPM solution at Engrospartner provides such information. As an example the company can, on the basis of orders made by customers on a given morning, see whether it needs to call for more employees to the afternoon shift.



Ingvar Larsson

## From Reports to Analyses and Action

When there is a need to understand what is going on in your business, you also need something to compare it with.

– A plan, forecast or benchmark provides a means for making comparisons. If a comparison reveals, for example, that a certain customer or product group is less profitable for the company, the issue must be carefully looked in by the responsible people. When they understand the cause, the

next thing is to change plans and start the action, says Larsson.

In modern organisations there is no longer a once every year budgeting battle, but a continuous process to improve and manage the ongoing contribution to the output and results of the organisation.

A proper CPM solution removes uncertainties about what products or customers are the best ones for the business of a company, what activities are the most profitable ones, and which sales method is the most effective one. According to Larsson, a workable CPM solution also helps in strategic planning and strategy implementation.

– Such a solution helps the management to find and focus on the right things. It provides the means and methods for linking activities, responsibilities, goals and plans to each other and in line with the strategy, Larsson says.

## Consulting is Needed

As BI solutions are being expanded into CPM, there is a great need for guidance among customers, says Larsson. It is necessary to support the customers in realising what is their business need and what they are about to do.

– During the implementation of a CPM solution, a continuous and close dialogue with the customer is needed. The customer and consultants discuss on the business pains of the customer, alternative solutions and views of phasing the project to get high ROI as soon as possible, says Larsson.

Although implementing a large solution is often an extensive IT project, more than just IT skills are required. Consultants must have strong expertise in business.



– He or she must be able to earn the customers' trust, and being a good partner, transfer knowledge and at the same time understand both the business processes and the technology, adds Larsson.

### Development in Stages

A full scale CPM solution supporting all processes can of course not be achieved in one development cycle. It is wise to use the knowledge gained in previous stages when planning next ones.

– We have worked for some customers as long as six years. During all of the phases we have been able to complete, broaden and improve the solutions deployed by the customers.

It is also important to ensure the functioning of the system. This does not, according to Larsson, pertain only to the technical functioning but also to ensuring that the system will be altered as the business of the company develops.

When a CPM solution is in place it soon becomes a critical system, with higher demand on availability and support than traditional reporting solutions.

Today there is a lot of talk about dashboards. The dashboard of a CPM solution is very much the same as that of a car, where the user at a glimpse can get an overview of key measures and, especially, to immediately see if there is something wrong in the machinery or if there is a potential problem like low on gas. In a CPM solution this is a good possibility to surface the most important key information for the individual user. But to get the true value, it is even more important to be able to analyse and drill deeper into the different dimensions and measures, and doing so being sure that the information is reliable and correctly interpreted.

Larsson says that the dashboard is not a starting point when building a solution, but it can be a nice vision of an interface and can be used to discuss what is needed to run a particular part of the business.

– The objective is to provide customers with a workable overview that gives individual users exactly the information they need, Larsson adds. •

# CPM helps Stockholm Vatten to implement strategic change



**Stockholm Vatten is the supplier of water and sewerage services in Stockholm and nearby areas. During 2007 Stockholm Vatten has realigned its strategy in order to enhance operational efficiency. Current water supply to the citizens has to be secured with fewer resources.**

The City of Stockholm, the owner of Stockholm Vatten, demanded the company to make considerable enhancements within its operational efficiency. To support its strategy realignment and to improve its decision-making, Stockholm Vatten together with Intellibis AB, Affecto's subsidiary in Sweden, designed and implemented a Corporate Performance Management (CPM) solution.

**The CPM solution** provides Stockholm Vatten with up-to-date information of financial and other business related factors affecting the fulfilment

of the company's strategy. Approximately fifty employees on different organisational levels will be using the new solution.

– **It was a challenge** to find a system that supports both the company's financial and operational business objectives. The system indicates quickly if the decisions we make are not in line with our strategic goals. The CPM system sets requirements to the decision makers who need to take action based on the presented information, says **Roland Harrysson** the CEO of Stockholm Vatten.

– Many companies are good at setting strategic objectives, but they face a challenge when the objectives should be broken down to operational activities and goals, says **Lars Alexandersson**, Project Manager at Intellibis. All levels of the organisation should have access to the information that support decision-making. Only then the entire organisation can work together in order to fulfill the strategic objectives.

At Stockholm Vatten, the CPM solution supports the implementation of the strategy throughout the organisation.

– At Stockholm Vatten the starting point is efficiency. In order to be efficient, the strategy has to drive all levels of decision-making, not just decisions made on the executive level, Lars Alexandersson emphasizes. •



# Confidential

Text: Verna Julkunen | Photos: Marjaana Malkamäki



# Digitising Parish Registers

The Evangelical Lutheran congregations of Tampere in Finland have completed a large project to digitise the parish registers in co-operation with Affecto. Next, the congregations and Affecto will start digitising family records in the register.



● – In this work, what you really need to learn is to read the books. You must not make your own interpretations. You can only learn by working, says Gun Toivonen, Central Register Manager at the Evangelical Lutheran congregations of Tampere.



The central registers of the Evangelical Lutheran congregations in Finland provide detailed extracts from the parish population register, for example, for estate inventories and for legal confirmations of possession. In Tampere, extracts have been made from old, hand-written parish register documents until now. The parish clerk had to record each piece of information from the register by hand. The heaviest of the parish register books weigh as much as 16 kilos, so the work also required physical strength.

The oldest parish register books of the Evangelical Lutheran congregations of Tampere date back to 1878. Births, deaths, and changes of residence were recorded in the books until the 1960's. Since then, personal information details have been recorded in files known as family records. The parish register books have now been digitised, and the two-year project to digitise family records is about to start. The total duration of the digitising project will be four to five years.

### Digitalisation Makes Work Easier

Conversion of the register into a digital format substantially facilitates the work of the central register. – Our working methods will change, but the content of the work remains the same. It is only the information retrieval process that will be different. The old books will still be the original source of the information, but, from now on, we will see the information as pictures on our computer screens, says **Gun Toivonen**, Central Register Manager at the Evangelical Lutheran congregations of Tampere. – As we get used to the new working methods, our work will become more enjoyable, and we will hopefully also save resources, Toivonen continues.

Each clerk at the central register has two computer screens at their desks. The parish register pages are displayed on the bigger screen, and the other one is used for entering information. As the clerks can fetch information with their own comput-

● Office secretary  
Ulla Loppinen opens a spread of a parish register book on her screen.



Ulla Loppinen

## BENEFITS OF THE DIGITAL SYSTEM

- Improved customer service and work efficiency
- Improved convenience and better ergonomic conditions for employees
- Improved safe use: scanning does not remove anything that is needed later
- Browser-based interface
  - easy implementation and maintenance
  - enables decentralisation
  - enables working from any point in the network
- The need to use historically irreplaceable material is eliminated



Gun Toivonen

- – The value of the old parish register books is inestimable.



The Evangelical Lutheran congregations of Tampere have in use the only available program designed solely for managing parish registers. Information retrieval from parish registers is a special field with very specific requirements.

### A Logistically Challenging Project

The parish register consists of hundreds of books and about 125,000 spreads. The number of pages in family records is about 430,000. Because the parish register must be available for continuous use, digitising is carried out at very short notice.

The clerks at the central register must plan logistics carefully.

The records are digitised in Helsinki, from where an employee of the contractor will retrieve the material. The value of the parish register records is inestimable, and they also contain sensitive information. This places high requirements for transfer, too. Consideration in the selection of the means of transfer has been careful, and the goal is to use maximum anonymity in transfers. – The parish register records are insured, of course, but if

something happens to them, money cannot compensate for the damage.

The employees responsible for the transfer and digitising are obliged to maintain professional secrecy. Normally the delivery and retrieval of the material is carried out by the same people. If someone new is going to retrieve the material, the contractor informs the Tampere congregations in advance so that the identity of the substitute can be verified. – We have really put a lot of effort into protecting the information, and we are certain there will be no information leaks from our partners, adds Toivonen. •

ers, there will be less running around in search of information and less writing by hand. They can also save searches in the software they are using, which also facilitates work.

Digitising is also an investment in the future. In the next few years, every third employee will retire, which is a big challenge. It is difficult to recruit young professionals if they cannot offer modern tools to work with.

### A Competent Partner

Before the Tampere project, only one project to digitise parish registers had taken place in Finland. The Tampere congregations requested offers for the large project and eventually selected Affecto as their partner.

– Affecto offered the best overall package. Also, their experience in and knowledge of digitising the parish register of Helsinki had naturally quite a strong effect on our decision. Their offer proved that they have a great deal of relevant knowledge, says Gun Toivonen.

**As the clerks can fetch information with their own computers, there will be less running around in search of information and less writing by hand.**

# Profile

Text: Sanna Hovi  
Photos: Laura Oja



Mika Kojonkoski

# It Takes Positive Energy to Build a Winning Team

A data projector shows text on Mika Kojonkoski's jacket, saying 'support', 'challenge', and 'courage'. It seems as if the words were written on the sleeve of the Norwegian national ski-jumping team's coach.

– When I started my work in Norway about six years ago, the national team had had seven weak years. They were sometimes successful in single competitions, but failures always followed. After I arrived, we started a shake up by changing tiny little things, Kojonkoski says.

Building a winning team depends on the success of sustaining an energetic atmosphere and on the development of it. Challenges should be seen as possibilities and other people should be seen in a positive light. Kojonkoski thinks this also applies to teamwork in the world of business.

– Positive energy and a supportive atmosphere produce great results, Kojonkoski says.

The audience at Affecto Group's management meeting in Helsinki, is focused and listens quietly as Kojonkoski speaks. You can see a slight hint of anxiety in his eyes, but that does not show in his presentation. He has travelled the length and breadth of Norway to give presentations on teamwork. What gives him reason for special consideration, however, is that there are also attendees from countries that are not traditional ski-jumping countries.

Kojonkoski was a ski jumper himself, in the 1980's. After finishing his jumping career, he studied at the University of Jyväskylä and became interested in coaching. Coincidentally, he was asked to coach the Austrian national ski-jumping team. He held this post for two years.

## Learning to Listen

– When I started my work in Austria, I had loads of hard information, but I knew little about leading teams, building togetherness, and motivating. Due to my limited language skills, I could do little more than just listen in small-talk situations. That was very eye-

Coach Mika Kojonkoski has had great success in his work with the Norwegian national ski-jumping team. The success is based on a supportive atmosphere that Kojonkoski constantly develops further.

opening. I learnt to listen to others and read people's gestures, Kojonkoski says.

The Austrian national team gained success, and Kojonkoski was hired to coach Finnish national ski jumpers. At the World Championships in Osaka, in 2001, he could feel the negative energy among the team. Success was poor. The best of the team was Janne Ahonen, who finished 14th. The next competition for the team was several days later at Green Bay, Canada. Due to the negative atmosphere in the team, Kojonkoski decided to break routines and take the team to Miami. They took a total break and just tried to relax and gain strength. After leaving Miami, the team was stuck in Chicago for several days due to fog. The mood among the team members had not improved, and the competition was a failure. It appeared that some jumpers no longer had the positive energy required for keeping up a supportive atmosphere.

A ski-jumping team is a unit of 15 people which succeeds together and fails together. The team is on the road for 180 to 200 days annually. Positive team spirit fosters success and helps to realise that although everyone is an individual athlete, with the support of a team, everyone can be better.

– We all must be willing to develop ourselves as individuals and be ready to take on challenges and to face feedback. We also need courage to admit being wrong, Kojonkoski adds.



- – We must constantly find ways to develop ourselves. Relying on old ways has a negative flavour, but a process which involves development gives you energy.

### Work Increases Energy

Being in a ski-jumping team is usually complicated, since sometimes there may not be more than one successful jumper in the team while others are experiencing mediocre success or no success at all. One of the key questions is how to stay positive as a team.

– Positive energy can be kept up in a team if each individual gets respect and constant support, and if the team's plans are clear, its communication flawless, and its members are committed to their work, Kojonkoski says.

Understanding team spirit is expected from team members. It is up to everyone to consider their role, their support for others, and the support they get from others. Team members must have desire and passion for their work.

– We must constantly find ways to develop ourselves. Relying on old ways has a negative flavour, but a process which involves development gives you energy, Kojonkoski says.

He talks about challenging yourself everyday to perform to your best ability.

– If you think that the better you do something, the more energetic you are, is completely opposite to the mindset that the less you do, the happier you are.

### There is Power in Cooperation

Kojonkoski does not want to promote himself above others in his work or be an authoritarian coach or leader. He wants to observe progress, care about people, and react by giving feedback. He wants to be humble and to respect everyone as an individual. He is reluctant to tell anyone what they should do or to foist his opinions on others. He wants to listen to each jumper, and be there for them, as well as to help them realise matters themselves and use their own ideas. Giving positive feedback is very important.

– I don't want to be a controlling or commanding leader. I honestly believe that if we can get jumpers' own information and good qualities out of them, we achieve a lot better results than those that we could achieve without being a team. Every one of us has a lot to give to each other.

### Maintaining Happy Mood as a Challenge

Keeping up positive energy requires feeding positive thoughts. In the midst of his busy life, Kojonkoski remembers to take time to relax.

– We can learn to think in a positive way. Thoughts are very close to emotions. Humans think first, then learn to feel, and finally do positive things, Kojonkoski says.

When you see yourself in a positive light, it is easier to see others in a similar way and to be supportive.

One easily becomes negative if you only see the flaws in yourself, matters, and other people. There may be only 5 to 10 per cent of something that needs development, but if you use all your energy pondering about areas, it shows in your body language. This gives others negative energy.

– Due to this, it is worth paying attention on all those matters that are good in a unity, Kojonkoski says.

He admits that this may be difficult for Finns to learn.

– Everybody has days when they feel moody. I ponder every day how to stay positive, well-being, and energetic. •

## Mika Kojonkoski

**Age:** 44

**Marital status:**  
Married, three children

**Place of residence:**  
Kuopio, Finland

**Education:**  
Master of Sport and  
Health Sciences

**Career:**

Former ski jumper

Head coach of the Austrian  
national ski-jumping team,  
1997 to 1999

Head coach of the Finnish  
national ski-jumping team,  
1999 to 2002

Head coach of the Norwegian  
national ski-jumping team  
from 2002.



## New Faces from Affecto

Text: Nora Hallberg

### BI SOLUTIONS WITH A LARGER GROUP OF EXPERTS THAN BEFORE

During the past year, Affecto has strongly expanded its Business Intelligence operations by acquiring top companies in the industry in Norway and Sweden. Affecto's new BI experts, working in the largest company in their field in the Nordic Countries, are enthusiastic about the new, stronger and ever more competitive entity.

**Jørn Ivar Fjeldstad**, of Norway, began to work at Affecto's subsidiary Component Software in the beginning of October 2007. Just a couple of months earlier, Affecto had announced their intention to buy this company that is one of the leading Scandinavian Business Intelligence solutions providers.

Fjeldstad, M.Sc. (Econ), is an old hand in the field.

He has over twenty years of experience in BI solutions consulting and managerial tasks. Fjeldstad, who works in Oslo, is compiling a new BI group utilising a Microsoft product platform. In fact, his target is to mainly offer the Microsoft solution to an ever-growing clientele.

**Stefan Marberg**, Fjeldstad's Swedish colleague, started at Affecto's other subsidiary, Intellibis, in October 2006. He was



**Jørn Ivar Fjeldstad**

transferred to Affecto "through the back door" when Affecto bought Intellibis, the leading Swedish BI solutions provider, in December 2006.

Marberg studied data processing and programming at the Royal Institute of Technology in Stockholm. Before moving to Intellibis, he worked in a small company doing web programming. Marberg says that he wanted to work in a bigger organisation, in more demanding

projects and with a larger clientele – and this is just what Intellibis and Affecto offer him.

#### INDIVIDUALISED AND CUSTOMISED INFORMATION

As the masses of information surrounding companies increase, growth of demand for BI solutions is getting faster. Companies need more and more accurate and detailed information on their business. Marberg describes BI solution as the courier who brings the first news. On the basis of the solutions, it is possible to make more profound analyses on the company's business operations, and thus provide a firmer foundation for decision-making.

According to Fjeldstad, more accurate information is individualised and customised on the basis of the customer's needs: some want historical information about their operations, some want to have a closer look at the driving forces behind their specific market with the help of key figures and scorecards, while some want to improve the predictability of their business with BI solutions.

#### DESPITE GEOGRAPHY, CUSTOMERS ARE SIMILAR

The geographical location of a customer does not have a significant impact on information needs. According to Fjeldstad, all customers have similar needs and problems, whatever their address.

In a comprehensive BI solution such as Affecto's, employees can exchange experiences and learn from each other, and that facilitates and accelerates customer project completion.

#### SIZE IS A CONSIDERABLE COMPETITIVE ADVANTAGE

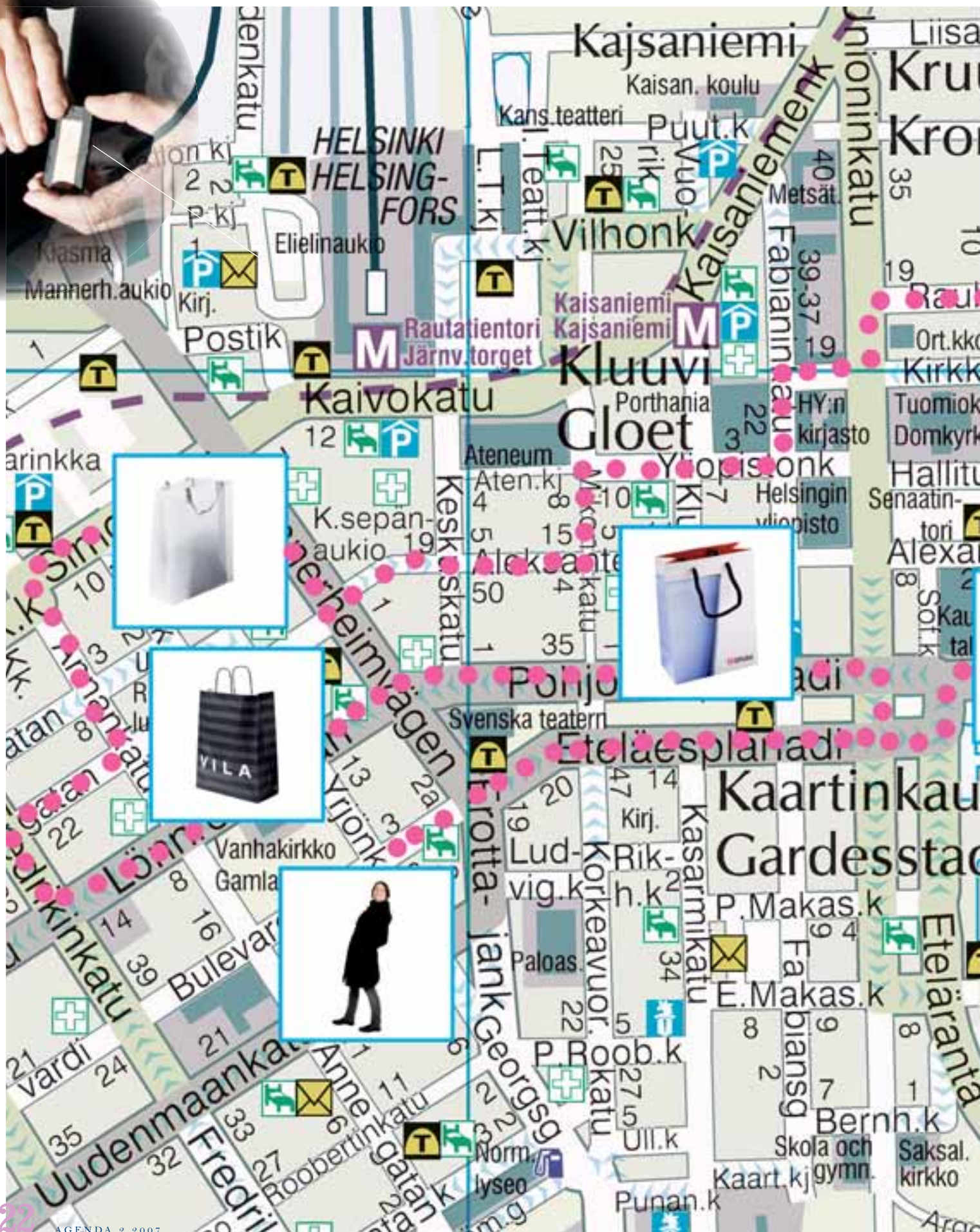
Affecto aims to be a leading BI solutions provider in the Nordic Countries, in the Baltic Countries and in Eastern European countries. Although Fjeldstad and Marberg admit that the merger and internal organising bring some extra challenges to their own work, they are both very enthusiastic about their new, larger BI family. Their experience is that a larger size brings considerable competitive advantages now and in the future.

In their opinion, the fact that the three companies had a very similar corporate culture already prior to the business acquisition will facilitate the sharing of information between specialists and accelerate the integration process towards Affecto's strategic goals. •



**Stefan Marberg**

- BI solution is a courier who brings the first news.



# It's Time for the Internet of Things

RFID technology is bringing a significant industrial change that is comparable to the Internet and the mobile phone. It enables a physical interface (Physical Browsing) to the environment and objects. Next it's time for the Internet of Things where a huge business is waiting for actors to share it.

**R**adio Frequency Identification (RFID) is a general term for remote identification technologies operating using radio frequencies. **Heikki Seppä**, Research Professor at VTT Technical Research Centre of Finland, has for many years been significantly involved in the development of RFID technology, both in Finland and internationally.

Seppä has for years talked about the RFID technology as the third revolution in development. The first revolution took place within industry in the 17th and 18th centu-

ries, when people learned to manufacture in locations other than places close to rapids. Items were produced in a more efficient manner and transported from one location to another.

Theoretical physics led to people being able to explain the world. Soon, the transistor was invented, followed by the micro-circuit and the computer. People were able to collect, store and transfer information. Roads were replaced by the Internet.

– Currently, all the things the world



– Currently, all the things the world is full of, and the information the world is drowning in, can be connected anywhere and in any way.

is full of, and the information the world is drowning in, can be connected anywhere and in any way. This results in great progress – or chaos, says Seppä.

Development takes place in stages by accident. If we did not have the Internet, we would not have any need for the RFID technology. However, Seppä is displeased because the current development of technology is led excessively by business.

– If everything is tied to business operations, we will no longer be experimenting. The Internet was not developed for and by businesses but for data communications by researchers at CERN, the European Organisation for Nuclear Research. It became a business later. If there are no longer experiments and studies, there will be no raw materials for new business innovations. Currently, everything is to be turned into an application, followed by commercialisation, after which the future amount of net sales is sought. However, business-oriented technological product development is clearly highly effective.

### A Short Timeline of Development

In the 1980s, RFID was introduced in anti-theft systems in automobiles. A decade later, RFID technology was developed for travel tickets and logistics. The real boom started in the 21st century as the development was first aimed at logistics and automation. Currently, the focus is on logistics, and mobile phone-operated payments and tickets.

UHF RFID technology will be a major issue. NFC (Near Field Communication) is a technology which creates a new way of communication using telephones.

The first RFID tags were easily interfered with by metal, liquids and other devices. In the 21st century, hard tags have been developed that operate under all conditions. According to Seppä, the Finns are ahead of other nations in developing hard tags, even though there will be tougher competition in the future.

– However, no one has introduced 3D tags in completely automated production. Production requires a separate process – a new method of production, such as the development of roll-to-roll processing for the production of 2D remote identifiers in the 1990s. The development of hard tags is mostly production technology, Seppä says.

A major disadvantage for the global use of UHF RFID identifiers is that all continents use different frequencies. China has only recently decided upon its frequencies, one of which is close to Europe and the other is close to North America. Europe is planning a similar solution. In addition to the current frequency, we are aiming at finding a frequency band that is closer to that used in North America. The change in frequency range will not have an impact on the selection of the microcircuit; only the antenna must be modified.

– In China, VTT has studied a traffic and highway toll monitoring system based on RFID remote identification technology. Highway tolls in western countries use either active remote identifiers or a GPS-based positioning system. However, passive UHF RFID with a long reading distance enables the use of very cheap technology in highway tolls and other traffic applications. It is easier to commercialise the new long-range RFID technology and introduce it in the west through China where the infrastructure is open compared to Europe.

### Unlimited Possibilities

The RFID system can be applied in unlimited ways in the future. There are two strong standards - NFC for mobile phones and UHF which is quickly becoming the standard

## EVEN MORE DATA FOR BI SOLUTIONS

A near unlimited amount of information can be collected from products equipped with RFID tags. This information can be stored, analysed and reported with BI solutions in the same way as any other data within an organisation.

There are two types of information:

### 1. Real-time information.

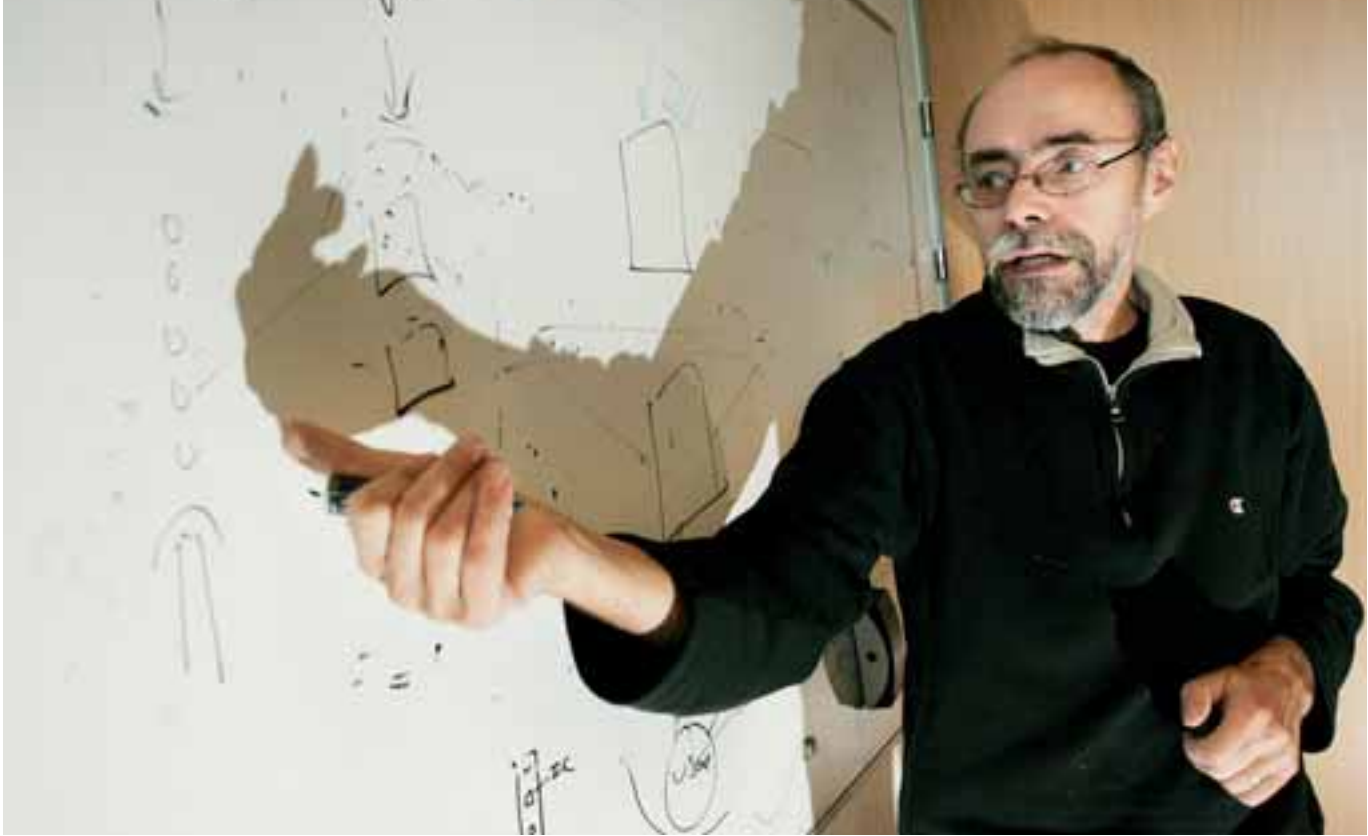
For monitoring single processes and receiving real-time progress reports on parts of the delivery chain equipped with RFID technology.

### 2. Analytical information.

For processing data collected by reading devices and editing it into business-based information.

Real-time progress reports do not turn new information into added value. An analytical and wider perspective on new information can be achieved when data produced by RFID technology is included as part of the data integration. Information received through RFID is combined with information received through other business operations, after which it is analysed.

Location information plays a central role in the majority of RFID solutions. An object equipped with a tag is read in a location using the reading device. The location tells the user when the object has been read. The chain of reading devices can be used to deduce where the object came from and where it is going.



for logistics. Many companies are starting to use RFID identification in their production, maintenance and monitoring processes.

– However, RFID is facing the chicken-egg problem. Why should manufacturers add an identifier to a product if a related service does not exist? Moreover, there will be no services unless the identifiers are installed. Why should producers add an identifier if the benefit goes to logistics companies? How could this problem be solved? Seppä wonders.

The user interface will also be physical along with RFID technology. We can carry out many functions by touching and pointing. Only our imagination is the limit for different applications.

– When I point at an item physically, the NFC (13.56 MHz) is handy because it only acquires information from the item desired. I call this the TouchMe user interface. The remote identifier, which is much cheaper than the traditional RFID identifier, can be created by printing invisible conductive ink on paper or a product and it can be used by sweeping the reader above the code. I call this technology SweepMe.

The PointMe user interface is required when products are located at a distance. Its operating method has already been solved and patented but not yet commercialised. The PointMe user interface utilises infra-red or light and it only picks one target at a time. It can be used at a distance of a few meters.

Through RFID, objects and the environment are becoming intelligent. We can use RFID identification for more efficient recycling. Identifiers make maintenance arrangements for real estates and different devices easier.

**– Should we actually load enormous amounts of memory to an RFID solution or should we use other tools to retrieve information, asks professor Timo Seppä.**

It can be used for saving energy. A mobile phone can interact with a refrigerator and check its energy consumption or the condition of the machinery.

### A New Business to be Shared

Seppä discusses the Internet of Things to be built around RFID identification. The largest benefits will go to companies that build a search engine for objects with intelligence that will connect users to a certain object or service, regardless of their physical location.

Currently, the Internet of Things is a new world where competition must be carried out again. According to Seppä, it will create unlimited possibilities for creating mobile phone-operated services. Soon, everyone will have an RFID device. It will provide help in the management of private lives and corporate operations. RFID is personal - you can decide what to touch or point at.

The next challenge will be to increase the memory of RFID solutions. We are heading towards a direction where we could record a lengthy video for receiving information. This is technologically possible but we need to decide how to produce and standardise it and how large a memory is needed. A bigger problem is created by the data transfer rate which is relatively poor in current RFID solutions.

It is certain that there will be RFID technology with a fast transfer rate and large memory but its significance is as yet unclear, says Seppä. •



# Reporting Tool Enhances

Beverage manufacturer Sinebrychoff, a subsidiary of the international Carlsberg Breweries A/S group, has replaced the reporting system of the company's management in Finland. The main objective in the project was to get an easy-to-understand and easy-to-use tool for daily use.

Almost  
200 years  
of brewing

Oy Sinebrychoff Ab is Finland's leading manufacturer of beers, ciders, soft drinks, and energy drinks. The company's annual production is approximately 400 million litres.

Sinebrychoff's main brands are Finnish favourite beers KOFF, Karhu, and Carlsberg, Golden Cap ciders, Kurko long drinks, the Battery energy drinks, and the Hyvää Päivää wellness drinks. Sinebrychoff's manufactures, sells, and distributes Coca-Cola products in Finland.

Sinebrychoff is part of the international Carlsberg Breweries A/S.

• – Our goal for the tool is that it will help sales and marketing personnel to speak the same language and about the same figures.

The constant state of change and consolidation in the beverages market increase the information needs of managers. – Our aim is that the most important information for management and enterprise resource planning is stored in one place and is easily retrievable, says Business Controller **Juha Helminen**.

Sinebrychoff's new solution is supplied by Affecto. The company chose Business Objects Dashboard as its reporting tool, due to its ease of use. The user interface of the system is browser-based.

– The functionalities we have built into the tool allow it to display essential indicators and detailed reports in a single view. To ensure that key people speak the same language, figures and reports must be as equal as possible for everyone, says Juha Helminen.

## DEVELOPMENT CONTINUES

The tool is under constant development at Sinebrychoff. Elements are added little by little.

– Developing a workable system is like building out of blocks, the foundation must be solid. If that requirement is met, expanding is easy.

Certain basic indicators are similar for all users, but there are figures in the tool that are relevant only for certain user groups, such as sales or marketing personnel.

– The wrapping looks the same, but the content varies, Helminen describes.

The tool will be implemented in stages. A pilot group has been using the reporting system since last June. A larger test group started testing early in the autumn. Feedback is now being gathered from the testers, and an expansion of the user base is planned for early 2008. The system will be used by key personnel of Sinebrychoff, including the top of the management.

## A SUCCESSFUL PROCESS

The selection of Affecto as the partner for the replacement project was natural: Sinebrychoff already had a successful partnership with Affecto.

– People at Affecto were familiar with our system and knew the initial situation. They told us what the system was capable of, and how matters should be presented and done. On the other hand, we at Sinebrychoff have emphasised

what capabilities we want in the system. The process has been successful.

## ENHANCED COOPERATION

The new reporting tool will enhance the cooperation between organisations belonging to Sinebrychoff. – Our goal for the tool is that it will help sales and marketing personnel to speak the same language and about the same figures. Our cooperation has already been very successful, which has provided a good situation to start from. This is one of the biggest success factors for our company, says Juha Helminen.

According to Helminen, a reporting tool provides a means not only for enterprise resource planning but also for the development of people and organisations. It is not reading reports that is most important but having colleagues speak the same language. •



System Specialist Pirkko Hirvelä,  
Finance Trainee Eija Pelkonen  
and Business Controller Juha  
Helminen say that they have got  
a good grip on the development  
of the reporting tool.

# Teamwork at Sinebrychoff





## The Major Player in Business Intelligence Solutions

### Focus on your business

- Organisation that fully utilises the information provided by ERP and other IT systems in its Business Intelligence solutions, has the best possibility to develop its business successfully. Right information leaves no room for guessing – best decisions are always based on facts.
- Affecto offers Business Intelligence solutions that support organisation's decision-making and management process. Its offering covers also various operational IT solutions that improve the efficiency of organisation's business.
- The company employs a staff of 1 100.

[www.affecto.com](http://www.affecto.com)



**Affecto**