

CASE STUDY:
**Financial
Times**

Building a digital content business

Before The Financial Times engaged Massive analytic, this globally renown provider of business information knew virtually nothing about 95% of its customers and very little about the other 5%. A coherent information management strategy was crucial to achieving the FT's ambition to become a sustainable digital content business.

Building sustainable revenue from digital content

There are a lot of companies slashing jobs to remain competitive. We see the same pattern with many digital and traditional news sites, but the cost versus the eventual results is not even close to being competitive. The answer is not cost cutting, but generating new revenue. That's why FT Group used our expertise to build sustainable revenue from digital content.

The challenges that emanated from the board downwards included; "There is little consistency in what we capture across products and channels" and "We know almost nothing about 95% of our customers and very little about the other 5%" and, most interesting of all, "So how are we supposed to steer the business?"

Essentially, the FT's business demands had outgrown the existing database marketing system. Originally built to support a simple list rental sales operation, it was no longer able to meet the FT's growing information requirements, lacking the quality of data and range of functionality needed. For example, the FT was unable to run targeted campaigns as required, manage churn, and assess ad performance and customer value.

The globe information management programme

To address the weaknesses of the current marketing database, Massive Analytic instigated 'The Globe Programme'. Sponsored by the FT Group Board, this was a highly complex, three year, transformation initiative to realise the FT's ambition to become a 'Sustainable Digital Content Business' by 2012 and to 'Manage the Business by the Numbers.'

The key goals included:

- Deriving new sustainable revenue from digital content
- Using data and analytics to drive the business
- Improving customer engagement
- Managing information as a strategic asset
- Mitigating risk and regulatory compliance

The programme comprised a portfolio of 'front burner' projects for the development of new digital content services to drive revenues facilitated by a 'back burner' initiative that focused on various structural changes including a managed services contract to build and host a new dedicated data warehouse.

Massive Analytic led the programme from inception through to implementation, including developing the information management and data quality improving strategies; procuring a new data warehouse and BI managed service and strengthening the FT's BI and analytics competencies.

Monetising digital content

Massive Analytic also led the technical and business change initiatives for the introduction of new innovative digital content services to drive revenues. These included monetizing digital content; increasing subs acquisition; managing customers as investments; providing enhanced reporting to advertisers and, real-time lead generation. These initiatives significantly stretched the internet marketing capability envelope through the application of advanced technologies such as data integration, textual predictive modelling and content optimisation e.g., characterising patterns of readership for specific content.

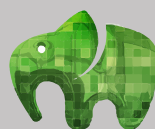
The new digital content services resulted in forecast revenue uplift for 2010/11 of at least £2.5M rising to £10M in 2012 with an ROI in excess of 450%.



ABOUT FT GROUP

The Financial Times (FT) Group is one of the world's leading business information companies and aims to provide a broad range of business information and services to the growing audience of internationally minded business people.

The Group includes The Financial Times newspaper, an internationally recognised publication with a reputation for authority, integrity and accuracy in its assessment of business matters with a readership of 1.4 million people worldwide, FT.com, one of the world's leading business information websites and the definitive home for business intelligence on the web, attracting 7.1 million unique users, generating 71 million page views per year, FT Business, which publishes specialist magazines for the retail, personal and institutional finance industries.



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