

„Effektive corporate management with MIK-OLAP“

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Over the past few years, Deutsche Telekom has transformed itself into a global player offering its customers a wide range of attractive and innovative products and

services. In order to maintain and further extend its competitive lead, the telecoms giant uses a powerful reporting system based on MIK-OLAP and MIK-ONE in its Service and Sales divisions. Today, the system is used by more than 500 staff throughout Germany, and a further 1,000 or more users are planned in the final expansion phase.



»Fascinating though it is to be at the cutting edge and to be influencing the development of technology, the financial success of a company doesn't depend just on technology, but rather on how well it is able to meet the needs of its customers«.

Frank Metz, Director Reporting and Systems at Deutsche Telekom.

Navigating a ship through stormy waters requires a steady stream of reliable information about the current course. It is not just the skipper who needs this, but also the ship owner whose main concern is to ensure safe passage of an entire fleet. Deutsche Telekom in this context is not a large supertanker, limping along sluggishly in state-controlled seas at the mercy of political whim, but rather a fleet of modern liners fending for

themselves against global competitors in international waters.

Indeed, CEO Ron Sommer has successfully managed the transformation of the state-owned monopoly into a powerful global player. The strategy pursued by Deutsche Telekom is based on 4 pillars: T-Mobil for its mobile phone business, T-Online for Internet access, T-System for systems solutions and large accounts, and T-Com for medium-sized companies and private customers. This restructuring process, which is due for completion by the end of this year, has led to a series of fundamental changes in T-Com's reporting requirements.

Company-wide transparency

»Before the implementation of MIK-OLAP, reporting was a divisional task«, reports Frank Metz, director of Reporting and Systems in the Sales/Service division at Deutsche Telekom headquarters in Bonn. »With the new structure, however, it should be possible to supply the required information centrally.« His business unit, Reporting and Systems, is at the forefront of the restructuring measures. »By establishing flexible structures, we are able to map organisational changes quickly«, explains Frank Metz. »Historically speaking, when the restructuring process started we were using two different software tools to create reports. One of these was MIK-INFO, the predecessor to MIK-OLAP. However, it was clear that centralisation could only be successful if we moved to using one tool.« On the basis of its first-class graphical display options and superior performance, MIK-OLAP was selected. It also offered the greatest flexibility for enhancement with its different end-user screens, MIK-XLREPORT, MIK-ONE and MIK-INSIGHT.

After many internal discussions, Metz knows that »with 500 or 1,000 users, simply providing a large number of standard reports is not enough. There are power users who spend half of their working time undertaking complex analyses, specialists who require detailed information for their business units and managers who need to get an overall picture quickly. The MIK tools give us the flexibility to meet all of these requirements in the best possible way.«

As a result power users can now simulate their own scenarios by changing key variables in MIK-XLREPORT, specialists can adapt predefined MIK-ONE reports to their

specific needs and requirements, and managers can quickly obtain a business overview, directed towards those areas where intervention is required by the »stop/go« warning indicators in MIK-INSIGHT.

The work to combine the relative strengths of MIK-INSIGHT and MIK-ONE is going ahead, with close co-operation between MIK and Deutsche Telekom. The objective is to combine the »stop/go« traffic light functions in MIK-INSIGHT with the analysis capabilities of MIK-ONE. In future, users will not only have quick access to business summaries but will also be able to analyse the data more selectively at any level. »What we want to do is apply the drilldown functions provided by MIK-OLAP from within user interfaces that are simpler and easier to use«, says Frank Metz.

Phased migration

After the decision to go with MIK-OLAP was taken, work began on integrating the data sources. This involved a total of five business areas: Sales, Demand, Human Resources, Costs and Key Performance Figures (KPIs). The last area in particular, KPIs, illustrates how Deutsche Telekom is taking a very different approach.

»Numbers presented on their own can be very helpful in confirming whether a strategy is working or not, but they rarely say much about whether there has actually been any overall improvement in a particular area«, explains Frank Metz. For him, therefore, MIK-OLAP is the ideal tool. MIK-OLAP enables him to assemble the data in multi-dimensional cubes in such a way that users can be certain they have included every factor necessary to view a task in its entirety.

»At Deutsche Telekom the working week is from Monday to Sunday«, says Frank Metz, explaining the organisa-

Deutsche Telekom

Since privatisation, Deutsche Telekom has emerged as one of the largest and most successful providers in the field of telecommunications. Not only is it the largest fixed network services provider in Germany, it is also, with D1, one of the largest mobile telecommunications providers, with T-Online the largest Internet provider in Europe, and with T-System one of the largest solution vendors in the systems domain. With its numerous partnerships and stakes in foreign companies, Deutsche Telekom is also active and successful internationally. The company has 230,000 employees and in the year 2000 achieved a turnover of EUR 40 billion. For further information on Deutsche Telekom see www.telekom.de.

tional process. »Data is collected from more than 40 sources, consolidated in an Oracle database from which the OLAP cubes are created.« The process of reading the data into the cubes is carried out on a separate system. The live cubes, the ones the users work on, continue to be available without interruption. »Once the cubes have been populated with data, they are simply copied back into the live system«, explains Frank Metz. This process takes half an hour at most – this is the only time when the system is not available to users.

Flexible reports

There are currently a total of 8 cubes available, each with 7 to 11 dimensions, representing a total data volume of about 2 GBytes. They are run from two Windows NT servers, each of which is equipped with 4 processors and 4 GBytes of RAM. »As far as the planned expansion to more than 1,000 users is concerned, we anticipate having 8 servers in the final phase«, says Frank Metz describing the expansion plans. One server will be used for load balancing - with new users being mapped automatically to servers with free capacity. However, dedicated servers will be made available for special tasks such as report development in MIK-XLREPORT. The aim is to achieve consistently high performance.

To give users as easy access to this data as possible, Deutsche Telekom is providing a large number of predefined reports. »We noticed early on that users have hardly any difficulties at all with MIK's analysis tools. The tools are very intuitive and easy to use«, reports Frank Metz. »However, we do want to help our users with the data structures, some of which are very complex.«

In practice the solution to this challenge has been to create standard reports which users can adapt to their specific requirements. Users can now access predefined reports via the network. The reports are arranged by topic set and all the key links are already set up. As MIK-ONE is so easy to use, users can adapt the reports simply and quickly to their specific requirements. »They usually only want to change a few small details in a report «, says Frank Metz.

This doesn't mean that there is no on-site help. »We decided from the outset to use »propagators« - users who are very familiar with MIK's analysis tools and who are

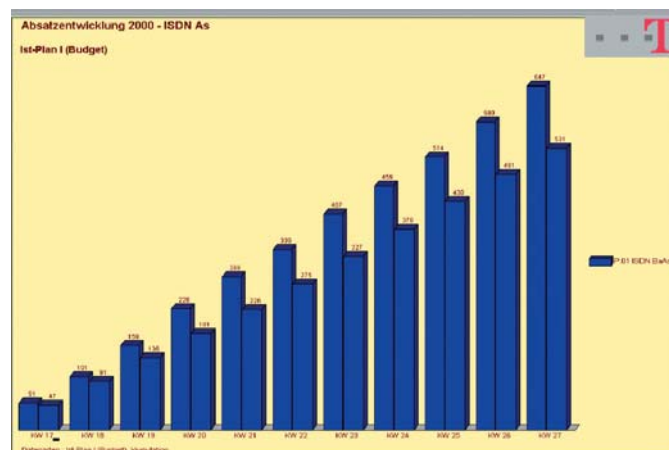
capable of helping new users as they get started or with complex tasks«, explains Frank Metz. »And with very complex tasks, of course, we are happy to help here at headquarters.«

High degree of transparency

In practice this approach has worked. While plans to double the number of users will involve considerable effort within the organisation, support levels will not have to increase as much. »We offer a service hotline as well as a large number of training courses – from short introductory seminars to intensive courses running over several days to one-on-one on-site training sessions at users' offices«, explains Frank Metz. »With the rising number of users we have naturally seen an increase in the number of support requests, but far fewer than we expected. This shows that our training really has been effective.«

In the meantime, the number of analysis applications is increasing dramatically. »Whereas in the past a lot of reports were only used to take performance snapshots and record how strategies have worked over the longer term, users today put more emphasis on obtaining information on current developments and intervening actively at an early stage«, says Frank Metz.

This has had a positive effect on the company's pres-



ence in the market. »For a long time, T-DSL was treated as a potential technology of the future. We did a lot to ensure that our customers could use this broadband technology as early as possible«, says Frank Metz proudly. This success is only possible because the employees of Deutsche Telekom have been able to review and react to the results of campaigns and events using reports created very quickly from MIK.

For Frank Metz, successful corporate management is not just about offering customers attractive products at competitive prices. In his opinion, successful companies must constantly monitor how their customers adopt these

products and react quickly when market conditions change.

»Even though we are very efficient at collecting customer data ourselves, we regularly ask external companies to conduct customer surveys on our behalf«, explains Frank Metz. »In future, the results from these surveys will also be made available through MIK. Put together with our own data they provide a very accurate picture of current trends.«

As far as he is concerned, Deutsche Telekom is well equipped for the future – and thanks to MIK, T-Com is also in the best possible position to define that future.

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Thanks to close co-operation between MIK and Deutsche Telekom, the objectives set were quickly achieved.

From left to right: A. Dembowski, MIK, A. Kleber, Telekom, H. Kibler, Telekom, M. Schmid, Telekom, M. Friedl, Telekom, E. Kreller, MIK.



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