

CASE:

SCHILLING CONSULTANTS INTEGRAL IN STREAMLINING MEDIA HOUSE

Finland's largest Christian media house – Kotimaa – also feels the winds of change in the publishing industry. The company covers all types of publications, from books through magazines and newspapers to digital platforms. All these areas are feeling the effects of increased competition, consolidation and, especially, the need to find new approaches to developing more profitable methods of operating a media house.

Efficient working methods

"I was appointed director in 2010 and could see that we needed a process that could create the changes in our working methods needed to make us more efficient. In our book publishing unit we decided to use outside consultants to involve the organization as much as we could. There has to be a balance between leading top-down and developing bottom-up. Consultants can help to find that balance," explains Jaakko Tapaninen, CEO at Kotimaa.

But according to Kotimaa's CEO, it is one thing to make the decision to seek outside assistance in the change management process and quite another to actually find the right consultants. So considerations about who to choose occupied a great deal of their time.

Hired a team with understanding

"You have to remember that publishing is a very special industry. Even though we ultimately produce and sell products which have to get out to the end users, the industry can't really be compared to other production companies. It was therefore vital that we hired a team with an in-depth understanding of the publishing industry," emphasises Jaakko Tapaninen.



"They have given us clear recommendations, return on investment and suggestions and their consultants have set a good example for our staff by defining a set of clear priorities."



Industry knowledge was the deciding factor

It was against this background that Kotimaa ultimately chose Schilling A/S. With their knowledge of the publishing industry and the special conditions that apply in this little corner of the business community, the Finnish publishers felt Schilling had the best qualifications to focus on processes revolving around editorial processes, decision making and calculation.

“We were looking for consultants who could help our employees find for themselves the right solutions to the problems in our organisation. And they have delivered to our full satisfaction. The Schilling consultants have done an excellent job giving our employees the tools to enable them to influence, to a great extent, their daily lives during the change process,” explains Jaakko Tapaninen.

Expected value

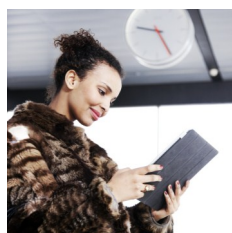
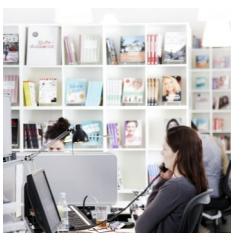
Another important aspect of the successful collaboration between Kotima and Schilling has been the expectations of what value Kotimaa could expect of the process.

“What Schilling sells is efficiency, and we wanted an efficiency angle on the process. Schilling’s consultants have done a fantastic job putting our employees on the right path. They have given us clear recommendations, return on investment and suggestions and their consultants have set a good example for our staff by defining a set of clear priorities. This all contributes to a better performing organisation” concludes Jaakko Tapaninen.

Schilling management consultants, with their detailed understanding of all aspects of the publishing industry and culture, have carried out a successful analysis of the workflow and drawn a roadmap for development at Finland’s largest Christian publishing company, Kotimaa.



If you would like to know more about Schilling and what we can do for you, contact us at +45 70 27 99 00 or read more at www.schilling.dk



Baldersbækvej 24-26
DK-2635 Ishøj
Denmark
Tel: +45 70 27 99 00
Fax: +45 70 27 99 10
schilling@schilling.dk
www.schilling.dk