



## ► Integrated Cross-Selling Among Multiple Properties

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When trying to decide how best to implement a cross-selling solution, it is important to first consider the goals that are to be accomplished and, from that, determine how to do it. One of the most common, early mistakes seems to be focusing on how it should be done without having clearly defined objectives.

In a cross-selling situation, there are two or more separate and distinct properties, each capable of taking and producing an order. These properties may be identical, but are more often not and even less likely to remain identical over time. The simplest goal of cross-selling is to provide one site (the origination site) the ability to take an order and have the order produced at a second site (the destination site). The second goal is accounting for the order revenue and ensuring that the right entities are being billed for the order. Other goals are certainly possible, but most will follow from one of these two.

In the simplest walk-through, the originating site will take the order. It will then transmit the order information to the destination site so that the order can be produced. Considering that the two sites are distinct, the simplest solution for controlling this transmission, which also provides the greatest degree of flexibility for the future, can be done in five steps:

- 1) extract from the origination site,
- 2) transmit to the destination site,
- 3) convert the data,
- 4) import the data to the destination site,
- 5) send receipt verification back to the origination site.

**In the first step, the data is extracted immediately after the order is created or modified.** The extraction process will produce a transaction file that contains all of the information about the order.

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**The second step takes the transaction file and moves it to the destination site.** For best results, this should happen as soon as the transaction file is available. For smaller sites that do not have a steady network connection, however, it would be possible to collect a day's worth of transactions and process them all at once via a simple modem or Internet connection.

**The third step is the most critical. It is the conversion of the data sent from the origination site to a format that the destination site can understand.** In the worst-case situation, both the file layout and the data contents will need to be re-mapped for the destination site. The ability to translate data values from one site to another will ensure that the two sites do not need to be identical. A translation table allows each site to start with a simple cross-selling environment, yet allows them to expand with more options as the need develops.

**The fourth step takes the converted data and loads it into the destination system.** The best way to do this is to load the order directly into the order entry system so that the order can be handled exactly the same way as any locally taken order. By doing this, the destination site does not need to change the production process to support the remote order. The order can be treated just like any other order.

**The last step informs the originating site that the order was received and accepted at the destination site.** This step also provides a mechanism for order and production information pertaining to the destination site to be returned to the originating site. For example, the order number at the destination site will most likely be different from the order number used at the originating site. By passing that value back to the source of the order, tracking the order across all properties is easier.

When integrating multiple environments, there are always some concerns to keep in mind. One is what happens if the connection between the



environments isn't available. Another is what happens if one location changes and others do not. The solution outlined above deals with both cases.

Because the extraction routine produces a transaction file that is transmitted across the connection, it is easy to identify files that have not been transmitted, gather them and resend them through an alternate medium. With the verification step, the application can identify those transactions that have not been received by the destination site. The originating site can then re-send all pending transactions to the destination location.

With a transaction table to convert values from one system to another, each location can continue to expand and modify their own local business without

affecting the other locations. When changes are made to how orders are taken at one location, only the translation table needs to be updated to recognize the changes. The other locations do not need to mirror the same changes from them to cross-sell among sites.

Cross-selling between separate locations can provide new sources of revenue for a newspaper. If done correctly, cross-selling can be implemented without adversely affecting the workflow of any of the sites involved. The solution must also support a changing environment. In fact, done well, the cross-selling solution should promote new opportunities for business and change.

SCS systems provide a completely integrated cross-selling solution with **AdMAX** for retail and classified ad and billing management, **SCS/Track** for ad production and digital ad asset management, **Layout-8000** for display ad dummyming and **SCS/ClassPag** for classified pagination. From order entry to production to billing, SCS facilitates and maximizes cross-selling across multiple properties.