



Torstar Digital

www.torstardigital.com



At A Glance:

- **Company:** Torstar Digital is a division of Toronto Star Newspapers Limited. Torstar Digital's portfolio includes a number of major websites — including Toronto.com, Canada's number-one local search site, Workopolis.com (a partnership with Gesca Digital), Canada's leading provider of Internet recruitment and job search solutions and the online advertising network Olive Canada Network (also a partnership with Gesca Digital)
- **Location:** Toronto, Canada
- **Industry:** Advertising/Media
- **Challenges:**
 - Patchwork of older software systems from Torstar Digital's different properties caused problems with integration
 - Salesforce.com did not meet business needs
 - Needed a system to not only handle multiple functions — including order-entry, CRM, sales force automation, and billing — but also adapt and scale to different business models
- **Software switched from:** Salesforce.com, AUNTK order-entry and billing system, Microsoft Excel
- **Other software considered:** Microsoft CRM, Microsoft Great Plains, Salesforce.com combined with an order-entry system
- **Results with NetSuite:**
 - Centralized, real-time data and customized dashboards improve visibility across the enterprise — while reducing errors
 - NetSuite reduces the mistakes that came with scattershot data
 - Improved communications and reporting
 - Successful implementation of Olive Canada Network was model for other divisions
 - Scalable system will allow Torstar Digital to grow exponentially

“NetSuite gave us a single, unified environment where everyone involved in touching the customer had the same view — and for us, that was a very big advantage.”

*— Jeff Sherman, VP of Finance and Operations
Torstar Digital*

The Results:

With NetSuite, Torstar Digital doesn't just have a system that gives it real-time information on its customers and sales; it has an integrated CRM, order-entry, accounting, and billing solution that can easily adopt to the different businesses, and business models, the company runs. That's a capability which, prior to NetSuite, had been sorely lacking.

"For us, it's all about scale," says Jeff Sherman, the company's vice president of finance and operations. "Our Olive Canada Network business is expected to grow this year, and having a system that can grow with us is essential. Adding new businesses and models with NetSuite is simple."

With NetSuite, Torstar Digital no longer has to track and synchronize bits of data stored on different systems — and sometimes, stored on paper. All information — from leads to invoices — are stored, and easily accessible, on one central system. "Already we're seeing better communication with NetSuite, along with online access to reports that were previously only on paper, which is making us faster and smarter," says Sherman.

NetSuite has not only reduced the mistakes that come with scattershot data; it's improving visibility, too. "NetSuite helps us see how things are happening across the business," says Sherman. "If we were still on our old systems we would be dead in the water now. We just wouldn't be able to cope."

The Challenges:

Launched in 2005, Torstar Digital's mandate was to consolidate, and drive strategy for, the online properties of Torstar Corporation, one of Canada's leading media companies, and publisher of the country's largest newspaper, the Toronto Star. Torstar Digital's portfolio includes a number of major websites, including Toronto.com, Canada's number-one local search site with listings for events, attractions, movies, restaurants, bars, and hotels and Workopolis.com (a partnership with Gesca Digital) Canada's leading provider of Internet recruitment and job search solutions. It also includes different business models, too. Olive Canada Network (also a partnership with Gesca Digital), for example, provides one-stop shopping for advertisers looking to reach a Canadian audience. With over 40 premium

 Find out more: contact NetSuite, Inc. at 1 877 NETSUITE or visit www.netsuite.com



“If we were still on our old systems we would be dead in the water now. We just wouldn't be able to cope.”

— Jeff Sherman
VP of Finance and Operations
Torstar Digital

online brands in the Olive Canada Network — both those owned by Torstar Digital and those it represents in Canada, including CNET and iVillage.com — advertisers can select individual sites or target specific demographics over multiple brands.

The challenge, Torstar Digital quickly discovered, was finding a flexible, integrated platform on which to run its various businesses. Its existing system was a patchwork of software packages, and that made for problems. For one thing, the proprietary order-entry and billing system the company used — called AUNTK — was based on the PICK programming language (used in older databases), and there were no longer a lot of PICK programmers around, which made updates and maintenance a difficult task. It also made integration with newer software packages impossible.

Compounding the problem, AUNTK, which had been originally designed for Toronto.com's listing business, didn't suit Torstar Digital's newer businesses — and those it was planning for the future. “We knew fairly early on we would need something more robust to support our evolving business models,” says Sherman. “We needed something flexible, something that would enable us to offer different types of packages, and contract terms.”

Other packages weren't working out as Torstar Digital had hoped, either. The result: some employees used Salesforce.com, others steered clear of it, creating documents, instead in Microsoft Excel or Word. That meant that instead of having all customer information in one central location, data was scattered throughout the organization, often on scraps of paper. “We always had the bits of information, but they'd be in four or five places, which forced us to do a lot of manual processing,” says Sherman.

The Solution:

Where Torstar Digital did find flexibility — and more — was in NetSuite. The seamless integration of the features Torstar Digital needed — contact management, lead generation, sales force automation, order entry, creating estimates and quotes, billing, revenue recognition — combined with a single, centralized database gave NetSuite the nod.

“Understanding the state of the business had always been very difficult for us because people were using different programs and the data was everywhere,” says Sherman.

“NetSuite gave us a single, unified environment where everyone involved in touching the customer had the same view — and for us, that was a very big advantage.”

NetSuite does more, however, than keep Torstar Digital managers, sales representatives, and customer support staff on the same page: It also allows the company to get a more accurate, and more timely, picture of its business. Dashboards enable Sherman and other senior executives to see a real-time workflow, on demand. “I can see how many orders are waiting to get approved by the sales manager, and how many orders are awaiting credit approval,” says Sherman. Dashboards have been customized, too, for Torstar Digital's sales teams, account managers, and sales managers — each getting immediate access to the information most critical to their job.

With NetSuite now successfully implemented for Torstar Digital's Olive Canada Network, the next step is to bring it to Toronto.com. Soon the platform is expected to be fully implemented on both of these businesses. And, unlike Torstar Digital's previous systems, NetSuite is here to stay. “It gives us a platform on which to grow,” says Sherman, “without worrying how our back-end will cope.”

 Find out more: contact NetSuite, Inc. at 1 877 NETSUITE or visit www.netsuite.com

