

# Analytic, appealing, agile: Business Intelligence at Papstar Austria

## Highlights

Gross margin flow calculation

Continuous development of applications

Fast prototyping

Report design based on scientific findings

Papstar Austria has a clear idea about the role of Business Intelligence (BI): it must be subordinate to Business Economics and it must have an impact. The redesign of Papstar's existing BI system focused on business analysis and the standardization of reports. A pragmatic data-oriented approach rapidly led to success.

Already years ago, Papstar Austria had introduced a data warehouse, which was intensely used and maintained for high data quality. Good conditions, therefore, to accomplish "the final mile" in the process of shaping management information: mapping the data in a way that reaches management and triggers action.

## Tried-and-tested Business Economics

Papstar was looking for meaningful analyses, based on models and methods from Business Economics. As it is, business people have always tried to capitalize on the analysis of their data, not only since "Big Data" has become a topic for discussion. Business Economics already comprises a broad range of methods developed for specific purposes and accepted as business practice.

Moreover, the company was aiming for crystal-clear, standardized reporting with unambiguous signals, based on modern findings about human perception – and its limitations.

## Iterative and pragmatic approach

Papstar did not want to start a large-scale project to implement its vision of analytical and standardized reporting. "Instead, we decided to take an iterative approach, according to the maxim 'think big, start small, act now' – based on unusual assumptions", Peter Ranacher, CIO and CFO of Papstar Austria explains, alluding to the company's pragmatic and data-oriented project approach: rather than elaborating detailed specifications beforehand, they considered requirements, progress and hurdles directly in DeltaMaster, together with the consultants from Bissantz. This meant decisions could be taken and implemented immediately, starting from small prototypes. "It helped a lot that DeltaMaster allows to compare different variants and evaluate interim results quickly. We therefore instantly saw whether our ideas could be realized with the available data and could rapidly clarify how to deal with differences."

## Multiple analysis options

Standardized analysis methods in DeltaMaster helped to create many different analyses and automatically turned them into appealing reports. Particularly important is the multi-dimensional gross margin flow calculation. This procedure explains the causes of variances in aggregated gross margins. Starting point are deviations from the plan and from the previous year, at the levels of collective customers (retail



**Papstar Austria**  
[www.papstar.com](http://www.papstar.com)

- Probably the most well-known supplier of once tableware, table decoration and packaging materials for professional users and private households
- More than 7,000 items
- Cleverly devised service and logistics system
- Markets: retail, industry, gastronomy
- Europe-wide revenue in 2017: around 200 million euros

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Peter Ranacher, CIO und CFO, Papstar Austria

groups) and item categories, and with a variable time reference. Differences result from the mix of customers or items and can be broken down by influencing factors such as sales volume, retail price, conditions and purchase price. The analysis becomes particularly interesting if a report shows and compares flow calculations for different clients next to each other.

Papstar has also implemented association analysis (market-basket analysis), branch benchmarking, profit-center development, xyz analyses, outlier analyses, market-share analysis, and the analysis of customer-churn tendencies. The latter constitute a specific risk in the industry: “At times, when customers sell our products very successfully, they try to purchase them directly from the manufacturer – we are becoming a victim of our own success”, Ranacher relates. “We have specific reports that signal such potential threats, based on item-sales developments across many periods. This information is important for discussions with customers, to avoid item discontinuation.”

In many reports, managers have the option to navigate to additional dimensions and drill down to details on their own. The reports provide answers – even to new questions that arise during navigation.

### Proven report standards

When it comes to presenting the analysis results, Papstar relies on proven DeltaMaster report standards, especially Graphical Tables. “It must be clear where action is required”, Ranacher emphasizes, “and DeltaMaster reports directly show this.” The

content structure is also consistent, which makes it easier to switch between reports. It also helps new colleagues familiarize themselves with the reports. “Given the amount of business analysis we produce, we appreciate that we don’t also have to spend time on layout and format”, adds Ranacher. “The standardized format creates room for individualized content.”

### Well advised

Over the years, Ranacher has stayed in contact with the Bissantz consulting team and systematically developed the DeltaMaster applications further. He has counted on the consultants’ advice for questions that cannot be fully automated – and pays them respect: “With Bissantz, always be prepared for disagreement. Probably not easy for the consultants but the right approach! They always have a good explanation and a solution – we all gain from this.”

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