**The book use in this assignment:**

Laursen, G. and Thorlund, J. (2017) Business analytics for managers: Taking business intelligence beyond reporting (2nd ed). Hoboken, NJ: Wiley

**Case Study: How to Make an Information Strategy for a Radio Station**

Now that we've introduced our theoretical model, let's apply this information to a concrete example in order to understand it better. This case study features the BA initiative of a large radio station that broadcasts nationwide. The case study is a simplified and somewhat creative version of real events, and its objective is merely to outline a BA process. Its focus is on the helicopter perspective, an improved conceptual tool, and the first important insights. The case study relates to the BA model in Exhibit 1.1.

**Overall Strategic Targets of the Business**

The radio station's vision is that there is a demand for radio entertainment in the shape of good music, entertaining talk, and news. Its mission is to become a leading player in the national market. The station's specified business goal is a market share of 25 percent and an ROE of 15 percent. The executive management cockpit or dashboard of the radio station with KPIs for monitoring business performance in relation to strategic objectives is illustrated in Exhibit 1.2. Exhibit 1.2 Executive Management Cockpit of Radio Station with KPIs Prior to BA Initiative The current status, which can be read from the instruments in the executive management cockpit, is an actual ROE of 9 percent and an actual market share of 17 percent. So the station has a way to go in order to achieve its targets of an ROE of 15 percent and a market share of 25 percent. The business strategy and objectives are thus presented by means of the following metrics (measures) or KPIs. Note that success and good performance are derived from the actual values of these measures in relation to the objectives. The two KPIs are used to control and manage the radio station. Return on equity (KPI 1) is the most important KPI, and it is affected by the market share (KPI 2). The thinking is that a bigger market share (KPI 2) will mean more concurrent listeners and increased advertising revenue, which means a bigger ROE for a given level of cost. A new BA initiative is planned and implemented in the business. The process is outlined in the following section using the BA model.

**Functional Strategy and Business**

Case BA activities must always be based on the business‐driven environment, with the management specifying or creating one single information strategy that must be subject to the company's overall business strategy (vision, mission, and objectives). The program manager of the radio station has come up with a strategic initiative to increase the business's market share from the current 17 percent to 25 percent. The radio station must hold on to its listeners longer. The program manager specifies this strategy as: “From our current record of holding on to our listeners for 15 minutes, before he or she changes channel, we must in the future hold on to our average listener for 30 minutes.” The program manager introduces the performance target: average listening time as a new measure or KPI for the production department. The target is that the average listener must be kept on the broadcasting frequency for 30 minutes. The average listening time thus takes its place as a new KPI on the management dashboard.