

Case Study

**Konica**



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## Improving the Worth of Brand Names Start with Web Site Construction

In June of 1996, Konica started its domestic web site with the aim of increasing its brand name recognition. Since that time, the 13 related companies that make up the Konica group have followed suit and started their own web sites. Because the main site and the individual company sites were essentially developed independently, there arose some issues with regard to representing a unified image of the Konica brand.

"One day I noticed that these sites were confusing in that there were multiple channels targeted toward the same products. There was an absence of a unified design. It was also far from effective from the point of view of ROI," says Mr. Iwashima.

In year 2001, Mr. Iwashima began working on site reconstruction. He decided to first consolidate the Konica group, consisting of 13 companies, into a single site which in turn branched to each company's individual site, yet still maintain the unified image of the Konica brand. The difficulty lay in how to achieve site unity without making the individual companies feel like this was a rejection of their own site.

"I first asked each company to look at their site's access pattern. These accesses indicated that most customers were interested in obtaining information about products and not about the individual company. We needed to focus not on 'what we want to do' but on 'what we ought to do' for the sake of the Konica brand name. I told them Konica will provide the necessary web site environment, so let's do it together," says Mr. Iwashima.

During the reconstruction, web analysis played an important role in establishing guidelines to validate site effectiveness. To ensure standards were being met, they decided to utilize the RTmetrics™ analysis tool to provide the necessary insight into their web operations

### Why RTmetrics™?

- Efficiency in process of hypothesis validation and web site improvement
- Unify reports produced for multiple companies/branches
- Reduction in total operations costs
- Increase in operations efficiency
- No longer need to touch web servers
- Analysis methods remain unchanged even when sites are renewed

### Analysis from the Beginning of Web Construction

Creating a synergy effect was viewed as an important factor in the construction of their web sites. How do you relate the products that the individual companies specialize in such as film, camera, net printer service, inkjet paper, etc?

"Customers have three roles. First there is their public role such as business man or entrepreneur; then there is their family role such as father, husband, and oldest son; and finally their individual role. They switch among these roles instantaneously. In other words, a customer who entered a site with their public role might switch to using their individual role upon seeing a sight about digital cameras. Or, a customer who entered a site as an individual interested in photography might switch to their public role thinking about company copiers. We tried to make natural connections among individual content considering this factor in mind," says Mr. Iwashima.

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"For example, in print magazines, top page articles get a high viewing rate even if their subject matter is serious. Knowing this, we added a promotion area on the top page and displayed information important to business. From the opposite point of view, if some content received a high view rate even if it was at a deeper level in the site, we would move it into the promotion area. A good example is a screen saver. It was something that was popular while it was in the entertainment page, but it got 10 times more hits once it got moved to the top page," says Mr. Iwasaki.

Construction of a site should be based on precise analysis and reflection of the analysis result. Today's Konica site is exactly the result of this practice.

### **The Net Savings is 20 million yen per year**

The analysis result is also applied toward improvement of web ROI. Konica measures cost with what they call ROIC, (the effect of investment per content) and use it as a guideline in creating content. Currently they set the investment cost per access per person at 30 yen, and pages with costs that exceed 100 yen per page are asked to be reconstructed. However, if a page gets enough accesses, then even 10 million yen might be spent for it.

Furthermore, Konica has set up a company specializing in web construction, and utilize it for setting design taste and html coding, and also for management of construction costs over the whole group. The content management system based on analysis, and the effect of server unification, saved Konica approximately 20 million yen. This figure is not even adjusted for the fact that page view has increased from 2 to 2.5 times. "An increase in page views does not necessarily result in an increase in brand image unless the increase is accompanied by usability. Although currently the basic number is 3 clicks, we would like them to visit unplanned sites especially while they are visiting the entertainment site. This is an area where we can utilize the analysis data," says Mr. Iwashima.

Mr. Iwashima also said that he expect RTmetrics to play even more important role in future as they expand their operation on a global scale as RTmetrics possesses features that allow them to obtain critical information at the right time in a comprehensive way and to manage multiple data sources from the RTmetrics web based interface.

"The present brand provides benefit to each of the three players, Konica, each related company, and our customers. And, we share a common view of creating customer centered web sites with Minolta with whom we plan to merge operations this coming August. We view that the web site plays an important role in reconstructing brand, and are making progress on a project that creates a unified combined site," says Mr. Iwashima.

### **Mr. Hiroyuki Iwashima is a manager in the advertisement branch of the Konica web group**

If you wish to obtain further information about this case study, please contact us at the following:

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