

Case Study: Media & Entertainment

An Iterative Approach to Business Disruption Amid Rapid Change

A global media monitoring organization partners with Cognizant Consulting to improve customer relevance and drive revenue.

Media organizations must accelerate their digital shift to stay relevant and drive growth as they face unprecedented changes in their industry and competitive pressures. The typical approach has been to design a target operating model that redefines how people, processes, facilities and technology should be organized. This model is then implemented over the next three to five years. However, the media business is changing too quickly for this approach to be effective.

When a global media monitoring organization needed to move speedily to improve customer relevance and drive revenue, Cognizant worked with the client to adopt an enterprise agile approach that (1) iteratively disrupted the current business model and (2) defined and implemented its future operating model.

At a glance

The global media monitoring organization and Cognizant worked together to formulate a model for the future. This gave the client the flexibility to adapt to changing internal and external factors.

Outcomes

The client and Cognizant achieved strategic objectives by designing and implementing interventions that radically transformed the current model.

- Drive improvements and innovation through the use of agile methods
- Increase revenue by 75% with customer relevant offerings
- Reduce costs by 25% with a more effective operating model

The organization provides accessible, relevant information and insights to help customers make more informed decisions. In this case, governments use the information to formulate better policies and financial institutions use it to assess security risks. The organization is roughly comprised of 400 staff globally – more than half of whom are based in its UK Headquarters while the rest are in its 12 international bureaus. It also relies on 200 independent contractors to collect information from local media sources.

The client has been under increasing pressure to lower costs by increasing efficiency. With its 2017-2018 funding down by 30% and further budget cuts possible, the company needed to grow its commercial income to offset the reductions.

Moving at the Speed of Agile

Like other media and research organizations, the client needed to respond quickly to several factors:

- Changing customer demands.** The client's customers were interested in a host of new products and services, from written reports and guides to rich media and brief, timely news. Not only that, but they wanted to consume them in new ways, through a variety of devices as well as system feeds and in-person interactions
- Dramatic shifts in the media landscape.** The proliferation of digital and social platforms has significantly increased the number of media sources and volume of data. This impacts staff, workflows and technology
- Aging production technology.** To manage changing user needs and increased volumes of source data, investments were needed for new production technologies to make the organization effective and scalable

Cognizant Consulting partnered with the client to deliver and accelerate transformational change by applying its expansive media industry expertise as well as agile principles to drive desired outcomes.

The agile approach was used to develop and implement a target operating model. Techniques, such as testing ideas with customers, incorporating feedback, continuous improvement and iteration, as well as cultural change management were included in the model.

The target operating model also provided a streamlined and structured framework for the proposed organization. It identified the required skills, capabilities and geographic location in which to locate these skills. It also contained the underpinning financial model, technology infrastructure and supporting data governance framework to deliver these products and services.

Cognizant then created a business case for the leadership team as a means to seek the funding required to deliver the target operating model and its supporting technology requirements.

For more information: <https://www.cognizant.com/communications-media-technology>.

About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 194 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us [@Cognizant](https://twitter.com/Cognizant).

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