

Bi-Modal IT

A revamp of how a global broadcaster deploys IT products has led to more engaged users and higher productivity

Challenge

To create a consistent approach to manage IT products and their development

Few industries have been transformed so deeply by digital technologies as the media. A large global broadcaster relies on End User Compute (EUC) technologies to support users as they access services, applications and data anytime, anywhere, on any device. News journalists, for example, often break stories on their official Twitter accounts, supported by video interviews of experts.

Yet, the broadcaster's IT services have not consistently met demands. Sporadic investment and uncoordinated projects led to complex, inefficient IT services that lacked end-user focus.

The broadcaster wanted to align its technology and business needs to better support users, while also controlling costs and reducing risk. It engaged NTT DATA to help revamp its IT portfolio to manage products more cost-effectively and transparently.

About the client

As one of the world's largest and best-known media names, the broadcaster's television, radio and Internet presence achieve global reach, with its programmes being bought by broadcasting companies around the world. The broadcaster employs about 35,000 staff globally, with its own journalists reporting from many countries.

About NTT DATA

NTT DATA (Tokyo: 9613) is your Innovation Partner anywhere around the world. Headquartered in Tokyo, with business operations in 42 countries, we put emphasis on long-term commitment and combine global reach and local intimacy to provide premier professional services from consulting and system development to business IT outsourcing.

Solution

Product management and engagement frameworks focus the EUC process and address end-user needs, enabling IT to support business growth

Traditionally, the broadcaster introduced IT capabilities using standard project management techniques, then managed them reactively in response to events. This approach was technology oriented and lacked ownership, with poor continuity after services were launched.

NTT DATA worked with the broadcaster's EUC team to build a product-focused way to manage the process and address end-user needs, enabling IT to better support its business growth strategy.

Product management framework

The first step was to develop a framework to manage IT products and services from cradle to grave, focusing on business change, benefits, user experience and Key Performance Indicators (KPIs). The framework was built on process steps supported by templates to guide the broadcaster's product managers as they set product strategy, established metrics, planned releases, sourced ideas, defined features and created product roadmaps.

Customer-focused approach

NTT DATA's analysis revealed four stakeholder groups with specific information needs. A framework was created to guide engagement with stakeholders during the product lifecycle. This helps product managers to build better relationships with users and become trusted, reliable partners.

Product manager accountability

NTT DATA also devised a RACI (Responsible, Accountable, Consulted, Informed) model to embed the new product management and engagement framework mechanisms across the IT department. This ensures product managers are accountable throughout the product lifecycle. Also, by guiding product managers on who to work with, the RACI helps to eliminate the inconsistencies caused by the previous ad hoc way that teams interacted.

Results

Product managers have clear processes to develop IT to solve user needs, while the broadcaster has aligned IT and business goals

NTT DATA has worked with the broadcaster to close the gap between IT deployment and its business priorities.

More engaged users

The product and engagement frameworks are delivering more effective end-user technologies that are aligned with the real needs of users. This has led to more engaged users who can rely on better support services. Productivity has increased and there is greater innovation in the workforce.

More efficient IT development

The frameworks have increased EUC efficiency by helping the broadcaster to recognise and eliminate the waste of resources caused by continuing to deliver unwanted IT capabilities. Efficiency is also boosted by multi-mode IT delivery, increased flexibility and faster implementation.

More collaboration

During the project, five product managers were brought into the EUC team. This helped the team to better understand the strengths and opportunities of each portfolio, then address them using industry best practices.

More transparent IT development

The creation and provisioning of its IT capabilities is now more transparent and more easily governed by the broadcaster. Regular product roadmap reviews help to ensure high-quality input is always provided, which in turn leads to higher quality IT capabilities being deployed.

