



MEDIA INDUSTRY INSIGHTS

Some Simple Advice
for
Media Companies
dealing with
Digital Transformation

John Hardie

c: john.hardie@xagrose.com

John, a veteran of the media industry, with over 30 years of experience, delivering large scale transformation programmes across the UK and Internationally. He has worked with Getty Images, Ask Jeeves, the BBC, News UK, Reach PLC, Associated Newspaper to name but a few.

Contact us today, and let's make that connection!

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MEDIA INDUSTRY INSIGHTS

INTRODUCTION

With a combined **30+ years** working in the media and publishing industry, the **Xagrose** team has been there, seen it and done it, as it moved from paste-up, through desktop publishing, embracing SaaS, AWS and Azure, to the emergence of the new media giants, Facebook, Google, Twitter, Instagram, YouTube and for those younger readers Snapchat and TikTok.



Traditional media companies, with complex publishing, consumer and logistics platforms, are finding that the media space is increasingly crowded.

Forays into the online market, to defend decreasing print profits appear dysfunctional, with inconsistent channel branding confusing consumers, the handing off of core assets to 3rd parties, be it customer data or digital assets, and weak 'me too' products.

Missed market opportunities, where they once held a lead, who knew that the preservation of classified print ads would have created the space for **Gumtree** and other listing sites.

Clearly it's not all gloom and doom, the industry is filled with bright, articulate, intelligent, insightful, hard-working and creative people with skills that would stand tall in any industry, anywhere in the world.

So why has it proven so difficult for them to embrace fully **Digital Transformation**; organisational issues, large overheads, fractured IT solutions, poor horizon scanning, tired customs and practises, an incomplete view customer data, functional duplication and data silos.

Embracing **Digital Transformation** with the smarter use of technology platforms, service architectures, data integration, including pooling and sharing, would allow the media companies to meet these challenge head on.

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KEY CONCERNS - AND SOME SIMPLE THOUGHTS!

Companies looking to embrace a **Digital Transformation** from a legacy structural and functional perspective face numerous hurdles and obstacles, through their journey, be they structural, value or platform.



Structure



Value



Platform



- Set a **attribute** based internal vision alongside a road-map with a step plan to reach it.
- Simplify the decision making processes, and once you've made that decision, act upon it
- Embrace your teams mining untapped and original ideas.
- Develop common value modelling mechanisms, across the business, e.g. IRACIS - **I**mprove **R**evenue, **A**void **C**ost, **I**mprove **S**ervice.
- Create cross-functional product development and review teams, to ensure the pollination of new ideas.
- Ultimately, follow the money.
- Avoid silo's and think product, platform, services, data and functional reuse across the business.
- Look at the cross business use of apps, e.g. a single CRM system for all, a single publishing tool for web and print.
- Deliver in rapid value added increments, you can't eat an elephant on one sitting, but demonstrating value is key, in choosing the increments.



Clearly there are challenges for the traditional media company, however with clear thinking at the top, better use of resources in developing new products, the sharing of systems and data across the business, mean it's all achievable. However you need to agree a baseline, and develop your own **Integration Blueprint** aligned with your vision and goals.

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DECLUTTER, THINK STRATEGICALLY AND SIMPLIFY

Before you can effectively plan your **Digital Transformation**, you should declutter with an audit to determine where you are. You'll likely have most of this information to hand within a **Service Catalogue**. Make this a **48-hr exercise**, don't over inspect, instead using the process as a **ready-reckoner**.



Audit 101

£



EMAIL
SALES
PUBLISHING
FINANCE



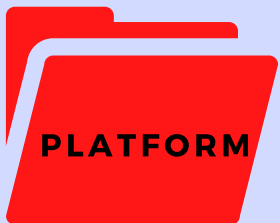
Applications: look across business units, to identify functional duplication e.g. Are the web and print teams using the same tools for online and print publishing?



CUSTOMER
PICTURES
REGISTRATION
INVOICES
3RD PARTY



Data: do you have a common customer or consumer repository, or suffer with data silos e.g. Salesforce for sales and another tool for say web-site registration?



WEBSHERE
JBoss
MULESOFT
ORACLE
MYSQL



Platform: identify the platforms and services across the business, web-services, app-services, databases,, telecoms: do you have the occasional outlier with a consistent stack or a myriad of platforms?










Identifying duplication of applications, data, business functions and services is much simplified with an audit in place, allowing you to make decisions, and at a minimum reducing your **Licensing Costs**. If you had to design the business, would you have MS Office after investing in G-suite, would you have multiple CRM silo's, separate print and online publishing tools, a variety of DAM systems? If I were the **CEO, CFO or CIO**, I'd want to know how to simplify and enable the companies **Digital Transformation**.

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LEVERAGING DATA - ATTRIBUTION, CONTRIBUTORS AND CONSUMERS

'**Move Over Content, Data Is King**' - traditional media use a broadcast model, never quite able to get hold off consumer data with **last-mile blackout**. The move online has changed how we reach consumers, we see article popularity, and can improve targeting through attribution. but there remains a **last-mile blackout**, For clarity, first deal with your internal data, finding those connections, trends and revenue inflection points.

-  **Rekeying data**
-  **Failing to de-dupe**
-  **Ad-hoc transactional model**
-  **Unconnected data silos**
-  **Inadequate recovery tools**
-  **Poor data security**
-  **Missed collection points**



How does your data compare for?

Accuracy and Precision
Legitimacy and Validity
Reliability and Consistency
Timeliness and Relevance
Completeness and Comprehensiveness
Availability and Accessibility
Granularity and Uniqueness

Remove the dead weight, avoid re-keying, invest in regular de-dupes, plug missed collection points; **share and pool data**: if the sales team have access to CRM systems, then that data should be available to everyone, equally enhance the data with user registration, subscription, email lists and build out to improve the quality of the data.

Employ and share analytics: a routine report for one, may offer insights to another, **Standardise reporting**: removing wasted effort with reports that staff do read or need. **Attribute your data**, context can supercharge the data model.

Simply put, data needs to be at the centre of your business, and at the heart of your **Digital Transformation**.

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DIGITAL TRANSFORMATION - GUIDELINES FROM THE FRONT

The team at Xagrose has been driving Media Digital Transformation Programmes for many years be it e-enabling supply chains, connecting back-office commerce systems to online sites, through digitisation of advertising copy, to outsourcing internal services to value led partners via shared services.

All the while driving down costs, simplifying process, and making complex transactions, commodity items. The velocity around digital transformation has dramatically increased, and it's important prepare properly for the journey.

Align with the Companies Vision: have clear attributed objectives and goals for the short, mid and longer term, to deliver rapid, incremental value.

Build a Transformation Team: treat this as an existential threat and employ Gold, Silver, Bronze - command and control structures.

Balance the Budget: agree a standard value based system: **IRACIS** - Improve Revenue, Avoid Cost, Improve Service.

Own your Assets: monetise your assets, with your own portals, with easily identifiable branding.



Undertake an Audit: what do you have you got, what do you need, both technically and operationally.

Avoid Point Solutions: if you have a system that meets 80% of your requirements, then fit that design, Bespoke work for commodity tasks is painful, costly and usually pointless.

Simplify your Legacy Stack: you can't keep everything, identify internal synergies, prune, simplify.

Build Capacity: there's little point learning on the job, find a capable partner and learn from them.



DELIVERING DIGITAL TRANSFORMATION TO THE MEDIA
THROUGH INTEGRATION BLUEPRINTS

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DECLUTTER - THE REALITY DASHBOARD

As a CEO, CFO, CRO or CIO reporting can be frustrating, a commercial initiative showing aspirations rather than reality, an IT department with a plethora of projects, finance reports transformed so much, it takes an engineering degree to support. This can be a sign that you've not articulated what you are looking for, a lack of cohesiveness, an **Opague Roadmap**. There's an old maxim 'if you can't measure, then you can't manage it...' and it's true.

CATEGORISE change using **OPS**: Operational, Project and Strategic works, **Cluster** - linking business and enablement initiatives, **time boxed** with short, mid and longer delivery dates.

BLENDED AGILE: simplify your daily metrics recording the important items, automating where you can.

PMO: have a central PMO service shared across the group, not just IT.

SIMPLIFY reporting Inputs: budget, progress or velocity, **REAL** issues and risks.

REVIEW: switch on the lights, open the doors and undertake cross functional reviews of inflight works.

CUT: accept that things change: If it's not working then be prepared to cut, and cut quickly.

COLLABORATE: use tools to share information, e.g. Trello for backlogs, Google Docs for plans, reports, Slack for comms, Hangouts for meetings.

IMBUE honesty and transparency: The good, bad and the ugly

	Short 3m			Mid 12m			Long 36m			
Initiative	O	P	S	P	B	O	P	S	P	B
Commercial										
Online	●		●		●	●			●	●
Call Centre		●	●		●			●	●	●
Data	●		●		●	●		●	●	●

O - Operational
 P - Projects
 S - Strategy
 P - Plan
 B - Budget

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Your Integration Partner

WHY CHOOSE US!

What makes Xagrose different to other suppliers is in our approach to Integration; blending expertise, pragmatism, fixed priced delivery units, within a cost-effective framework, delivered in bit-sized chunks, allowing you to see the benefits and value of digital transformation rapidly.



Expert

Our team has years of experience delivering integrated, scalable, secure solutions to a wide range of clients in a variety of sectors, using Mulesoft, Dell Boomi or even legacy infrastructures.



Practical

Xagrose won't help you build a base on the moon, leaving you to find that you don't have a rocket to get there. We use our expertise, to build out your requirements in a practical, and rapid manner.



Value

Equally, we will not engage in open-ended consultancy, preferring fixed priced incremental, value based packages. Allowing you the confidence seeing that what's been priced has been delivered, getting you started quickly.

So where do you want to go today, Xagrose can provide you with best practise advice on system integrations, we can develop your **Integration Blueprint** making sure that your business **Vision** is aligned with the capability works, you can use our experienced team to enhance or help deliver your **Digital Transformation Programme**, and guarantee that we'll deliver rapidly and a cost-effectively.

DISCOVERY

BLUEPRINT

DELIVERY

MOBILISATION

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