



Media company reimagines its service and support experience

Bringing consistency, simplicity, and enhanced usefulness to IT service management

Developing consistency to support success

A world leader in media, entertainment, and technology was enjoying considerable success. It had grown through product expansion and through strategic partnerships and acquisitions, but the scale and pace of its achievements were causing complexities for internal stakeholders interacting with IT.

The organization's growth resulted in five distributed businesses, all operating independently. Processes were siloed within each of the IT functions, and IT tools were a blend of enterprise and distributed elements. Different tools led to different experiences in various group businesses – for example, there were widely varying degrees of self-service. This lack of cohesion also meant that workforces were crossing boundaries between support functions and also between their verticals.

In the past, a lack of uniformity was less critical. But now, with the emergence of the digital workplace, the company realized that consistency would be essential to its ongoing success.

Overview

Region: North America

Sector: Media and entertainment

Client challenge:

A leader in the worlds of media, entertainment, and technology sought to reimagine its user experience.

Solution:

Capgemini brought multiple divisions to agreement and process harmony, and then developed a new operating model that would effectively govern processes, tools, and data.

Benefits:

- A one-stop shop consumer-grade user experience across business services that empowers the workforce
- A model for providing consumer-grade organizational interactions in other areas of the business, including sales, legal, and HR as part of continued digital transformation across the organization



“Capgemini achieved the art of the possible ... and reimagined our user experience and operating model”

VP, Software Development & Platform Engineering



Reduced complexity improves the user experience

The business needed to provide a uniform and consumer-grade service and support experience that would shield the employees from IT complexity. At the same time, the IT staff wanted a platform that would make it easier to provide a better experience to the workforce, so it too would benefit from a simple and intuitive system. The IT team also needed to achieve higher levels of control and governance, which is particularly important when data is spread across a large organization.

Working closely with Capgemini, the organization assembled team members from the various businesses for an intensive three-day planning session. It enabled everyone to provide input and to develop a sense of ownership in a joint enterprise. "It really brought everyone together," said the company's VP, Software Development & Platform Engineering.

Areas of friction that were identified included multiple data sources; gaps in notifications at some points, and multiple notifications in others; and insufficient performance measurement – for instance, inadequate visibility as to whether requests had been fulfilled.

Creating a model for future transformation

Capgemini's Accelerated Solutions Environment approach not only helped the organization understand the issues with the status quo but to differentiate clearly among Request, Incident, Problem, and other ticket types. In particular, Capgemini enabled the client to focus on key stakeholders among employees, achieving their buy-in by ensuring that design decisions incorporated elements from everybody.

The three key areas of the transition to the new environment were, first, establishing a uniform, enterprise-wide governance model; second, implementing a process adoption strategy that everyone could get behind; and third, aligning content to introduce greater consistency across the distributed businesses. The user experience pilot process that formed part of this transition involved around 15,000 users over a period of four weeks.

For users, what emerged was a portal with a branded and familiar look and feel. The search facility was improved while the language was less technical and more business-oriented. Content quality was significantly enhanced, and was tailored to audiences by geography, as well as by their personal profiles.

For the IT teams, the result was an enhanced IT service management experience, with greater consistency in data sources, notifications, and reporting. Content was consolidated and standardized, elements of automation were introduced across all divisions to streamline processes, and the new governance model became both comprehensive and intuitive.

The organization is now looking to use the transition process as a model for providing consumer-grade organizational interactions in other areas of the business, including sales, legal, and HR.

In the meantime, the key takeaways from the change program have been to develop and stick to a design vision; to focus on users in shaping the experience; and, crucially, to align business and IT and get everyone on board.

Because when everyone is on board, everyone wins.



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