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**accenture**

*High performance. Delivered.*

**MediaCorp**

Distinctive integrated broadcast capability  
helps Singapore's largest broadcaster  
drive high performance in digital age

With more than 70 years of radio and 40 years of television experience, MediaCorp features prominently in the development of Singapore's broadcasting history. As Singapore's largest broadcaster, its only terrestrial free-to-air TV broadcaster and one of the most renowned media companies in Asia, MediaCorp offers a complete range of media businesses, including: eight TV channels, 14 radio stations, entertainment productions, a film movie studio, 16 magazines, newspapers, electronic media and other broadcasting services. MediaCorp's vision is to become the leading media and broadcasting company in Asia by delivering valuable content to the world in creative ways.

• Consulting • Technology • Outsourcing

Recognizing the opportunity to use process and technology advances to create business value, executives at MediaCorp took action. They teamed up with Accenture to modernize MediaCorp's TV broadcast operations, bringing simplicity to core processes and building the enabling system to give the broadcaster a competitive foundation from which to embrace digital operations, drive high performance and grow its business.



## Business challenge

MediaCorp had relied on a 12-year-old broadcast management system to manage its television businesses, including eight channels and more than 1,200 users. The patchwork legacy system was increasingly difficult to maintain and displayed all the characteristics of an outdated operation.

For example, the lack of automated functionalities created far too many manual workarounds. Obsolescent functions within applications, associated hardware and IT platforms meant rising costs for each system change. Furthermore, the broadcaster was operating with a slew of inefficient business processes that had evolved organically over the years to accommodate limits of the legacy system. Altogether, the broadcast management system placed constraints on MediaCorp in keeping pace with the market's increasingly complex demands and digital-driven broadcasting trends.

MediaCorp decided to address the problems created by its IT systems and, in doing so, transition the organization from a legacy environment to a modern architecture better positioned for high performance. At the same time, MediaCorp would derive further value from its investment by establishing a technical foundation to flexibly and cost-effectively support future expansion of its applications. Accenture research into high-performance businesses shows that one of the three primary ways leading companies achieve high performance is by developing distinctive capabilities. High performers know, for example, how to use the latest technology to enable innovation that drives long-term value, such as flexibility and efficiency, which is essential to high performance.

For help in crafting its vision for a new broadcast management system, MediaCorp wanted to team with a provider that had deep industry knowledge, superior program management capabilities and proven experience implementing production solutions for large media companies. Accenture handily met these criteria. Additionally, Accenture brought important alliances with other solution providers to help broadcasters achieve high performance.

"With the help of Accenture, MediaCorp has developed a core system that is able to meet today's increasingly sophisticated broadcasting requirements," said Chang Long Jong, MediaCorp deputy chief executive officer. "This new broadcast system can be continually enhanced to meet future growth demands. This will enable us to continue to be innovative and customer oriented, allowing us to stay in the forefront of our business."

## How Accenture helped

Accenture and MediaCorp worked together to first study the broadcaster's existing business processes and identify the key actions required to improve its business performance. In this early phase, the team articulated a new vision for MediaCorp to conduct broadcast management in an integrated, efficient way.

The vision called for creating a distinctive capability, featuring:

- Automated, streamlined and simplified core broadcasting processes, including program planning, scheduling, airtime sales and finance, to minimize repetitive manual tasks.
- A Unified Grid, representing a conceptual change for MediaCorp to remove inter-team conflicts in programming, advertisements and automated workflow.
- Scalable and open-standard-based technology built upon an extensible, service-oriented architecture.
- Integration with SAP-based enterprise resource planning to support multiple integration points across key processes.

The team then developed the enabling system's functional and technical specifications, and evaluated potential packaged software for jump-starting the new system. Altogether, the effort delivered to MediaCorp a comprehensive roadmap for developing its new Integrated Broadcast Management System.

Based on the re-designed processes and roadmap, MediaCorp and Accenture concluded that the best way to meet the requirements of the business and achieve the vision was to custom-develop the system in Singapore.

Accenture teamed with Avanade® to develop the solution; Accenture managed the project, combining its business and media industry experience with Avanade's technical expertise in Microsoft® technologies.

Together, Accenture and Avanade designed and implemented the solution on the Avanade Connected Architectures® for .NET (ACA®.NET), a framework that describes how to successfully implement systems on the Microsoft platform and helps to accelerate the development process. The service-oriented architecture also employs the Microsoft .NET platform and Microsoft Smart Client framework, providing the rich, user-friendly experience necessary for the complicated user-system interactions. A rules-based engine, with parameters defined by business users, streamlines slotting of ads and tracks utilization of packages for each advertiser while an Integrated ePortal for Agencies solution allows customers to place advertising orders and get current financial information in real-time. Finally, Web Services help centrally manage broadcast information and share it across multiple applications, greatly reducing the cost and complexity of broadcast management.

## High performance delivered

The modern broadcast solution automated, streamlined and simplified most of MediaCorp's business processes into one unified platform. MediaCorp users across different groups and departments are now able to share information, work together more effectively and react more quickly to the changing needs of the business.

For example, the one-of-its-kind Unified Grid gives airtime sales persons and program schedulers a common, virtually real-time view of programs, promotions and advertisement schedules. The new capability allows MediaCorp to extend its sales cycle by selling advertising space closer to the airdate and increase flexibility and efficiency by significantly reducing overall inter-team dependency. And thanks to enabling tighter integration and control of the ad schedule right up to closure and eventual telecast, the Unified GRID helps MediaCorp reduce discrepancies during its as-run reconciliation. Then,

with many of the Smart Client functionalities made available via the Integrated ePortal for Agencies, MediaCorp is able to push out new marketing packages and updates with minimum turnaround time—resulting in an added source of revenue and more diversity in its sales channels.

Similarly, the solution extends value-based capabilities to the Commercial/Airtime Sales functions. For example, MediaCorp is using the solution to achieve a high degree of automation. Previously labor intensive and often repetitive transactions, such as mass booking of spots, commercial copy assignments and spot positioning which had to be carried out one spot at a time, are now carried out in large volumes more quickly and efficiently. Also, MediaCorp executives can now use an integrated sales workforce organization tool to create an “n-level” hierarchical structure—one with an unlimited set of different reporting levels—that best represents the dynamics of the sales organization. With this functionality, they can improve customer and business segmentation as well as track revenue and commissions more accurately and directly.

Looking ahead, MediaCorp gained the flexibility and control to integrate future processes, such as digital asset management, extended eBusiness services and new content delivery channels. As the media industry continues to evolve, MediaCorp has a competitive foundation from which to embrace digital media, drive high performance and grow its business. This is giving the broadcaster a distinct advantage in the way it does business.

### About MediaCorp

MediaCorp Pte Ltd has a history of more than 70 years of radio and 40 years of television experience. As one of the region's most established broadcasters, MediaCorp plays a key role in developing Singapore as a broadcasting and media production hub in Asia. With the aim of being the leading media and broadcasting company in Asia, the MediaCorp Group is positioned as the choice for talent, discerning consumers, advertisers and shrewd investors. A vibrant and dynamic corporation, MediaCorp is committed to achieving new heights of excellence in the world of media and broadcasting. [www.mediacorp.com.sg](http://www.mediacorp.com.sg)

### About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With 178,000 people in 49 countries, the company generated net revenues of US\$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is [www.accenture.com](http://www.accenture.com)

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