



## Adapting to a new world order

Creative ideas. Practical solutions from Steria.





We wanted a partner who did more than simply provide standard Finance and Accounting (F&A) services. We are looking for innovation around business processes and shared learning which comes from Steria's experience of delivering F&A services to multiple clients."

Richard Payne, BBC

# Surviving in the digital economy

## A strategy for managing change

Blink and you'll miss the next big thing. That's what it feels like for many media companies struggling to survive in today's rapidly changing digital market. Existing revenue models are under constant pressure or breaking down completely. Costs need to be cut – but from where? In many cases, despite having great media assets, owners are failing to capitalise on the new opportunities.

It's no wonder that more and more companies are cutting spend and shedding resources. Yet that's only one aspect of survival in today's media sector. At Steria we have identified three simple strategies for delivering success in the digital economy:

- Reduce your cost base across the business to the lowest levels possible by combining the best of in-house, outsourcing and low cost offshore resources.
- Find new ways to adapt your media assets and rights to take advantage of the new digital opportunities.
- Adopt a strategy that enables you to move your business into new areas where you can utilise your core skills and create sustainable revenue streams.

It sounds fairly straightforward, doesn't it? But executing even simple strategies like these isn't always so easy. That's where Steria can help – it's what we do best.



### Making the complex simple

We work with our clients to reduce the cost of doing business and maintain the pace of accelerating change. We deliver on demands for innovation with new solutions for exploiting media assets; and we help organisations to rapidly experiment and trial new technologies and solutions.

We're also experts in the design and implementation of enterprise content strategies that support digital evolution and in providing technology-enabled media-specific back office processes, such as contractor payments. We'll even help you manage the administration and tracking of complex processes like rights and royalties management.

So if you're seeking to embrace new technologies and leverage your existing business models, we can help to make this happen. We know this demands innovation, creativity and commitment – and that's what we deliver. Find out how on the following pages.

### A French revolution at Canal+

In the rapidly changing digital economy, it's vital that you can exploit new opportunities with new business systems, processes and operating models. At Steria we enable you to do this with our application support and infrastructure services.

We are supporting French media company Groupe CANAL+ with application maintenance services handling 10.5 million subscriptions – a vital revenue stream. Steria's tailored application maintenance service has become a key asset for CANAL+, particularly in terms of re-engineering the company's distribution information system following recent merger activity.

# Exploit new online opportunities with Steria

Standing still is not an option

As the media industry goes through rapid change, those organisations with the agility to seize the new opportunities are coming out on top.

A number of traditional media organisations are moving their businesses into new areas where they can utilise their core skills and acquire and grow businesses that offer new services and long-term dependable revenue streams. Some companies are starting to exploit their on-line presence in areas where they have had traditionally strong local advertising (cars, jobs, property etc). Others are looking for new offerings that expand their traditional content-based businesses by exploiting the exciting technology-enabled services such as interactive TV, mobile, HDTV, e-readers, music streaming and downloads, 3D, real time interaction and social media.

## Taking an innovative approach at the BBC

A 10-year outsourcing contract with Steria is enabling the BBC to make more effective use of licence fees by significantly reducing its back office costs. In a deal that will contribute to savings of 50% of the total finance function costs, Steria completed the transition of the BBC's Finance & Accounting (F&A) processes from the previous provider in October 2007.

Today Steria is delivering real value for money across a range of services. These extend from the traditional F&A services such as expenses, payments, payroll, accounts payable and accounts receivable to the more industry-specific processes needed for artists' and contributor payments.

As the BBC's first major offshoring deal, this contract had to reassure as well as to deliver on its promise. The balance of offshore-onshore delivery in response to the broadcaster's demands and stage in its business process outsourcing (BPO) strategy met this need.

What's clear is that none of them are standing still.

And neither is Steria. With a reputation for global BPO services, we have expanded our comprehensive BPO portfolio to embrace more media-specific outsourced services. These include contract administration and royalty calculations – from assessment to fee payment – and the support of specialist functions, such as production accounting.

We recognise that to succeed in the media industry today you need:

- a strategy for change built on practical, common sense
- an ability to rapidly experiment and trial new offerings
- a merger and acquisition capability with the ability to transition to common systems and processes
- an ability to execute with capable, flexible partners
- scale and delivery expertise to help exploit technology.

We help you achieve all of this. We have developed platform-based solutions in areas such as finance that allow flexible pay-as-you-go services to enable rapid integration of new businesses and flexible cost base to support new ventures.

These services are now available to mid sized organisations, as well as major players, at a previously unobtainable level of cost and giving you the agility to react in 'digital time'.

Our BPO services are designed to help you achieve substantial, long-term cost reductions and performance improvements across day-to-day business processing as well as the media-specific back office processes.

# Change the way you think

Don't go it alone – there is another way to cut your costs

“Outsourcing isn't for us. We need to keep control of our business assets and processes. Nobody knows our industry quite like we do.” Sound familiar? But as revenues from traditional advertising and circulation sources continue to shrink, can you afford to ignore a new way of operating more efficiently and cost effectively? We don't think so and, slowly but surely, most media companies are coming to the same conclusion.

The rapid pace of change in the media industry demands a change to the way in which you think about outsourcing. Media companies can no longer go it alone.

You might have been ruthless with internal cost cutting or perhaps you've created a UK shared services organisation, but there's only so much more you can do on your own. If you're not making significant use of offshore resources in your technology, finance administration, HR and other back office processes, as well as many specialist media processes, then there is a clear opportunity to substantially reduce your operational costs further and increase your competitiveness.

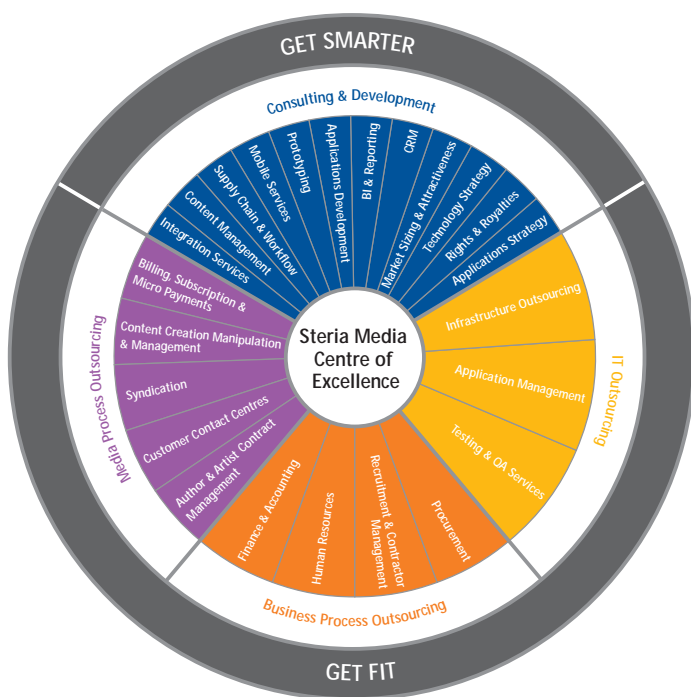


## New sourcing for a new media age

An outsourcing partnership gives you the potential for new ways of working and new opportunities to cut costs. It's not just about technology, but is about the people and processes your partner puts in place to deliver your business strategy in the way you want it delivered.

With a mature integrated delivery model featuring offshore, onshore and even on-site service delivery, Steria offers you the opportunity to keep your outsourcing services close to home or to benefit from the cost efficiencies of our offshore delivery centres. It is usual for us to be able to take at least 70% of the processes offshore and sometimes as much as 90%, giving cost savings of typically 30-40% compared to leaving them in UK optimised shared services centres, whilst maintaining the high service levels the industry expects.

In addition, we go beyond the provision of traditional back office processes to embrace more media-specific processes and services. These include contractor payments and rights and royalties management processes, as well as the means to digitise huge back catalogues of non-digital content.



# Gain greater control over digital content

## Rethink your media assets strategy

Re-engineering the way content is handled is a significant step towards increasing operational efficiency in the media sector. But first you must consider what you need to do to maximise your media assets:

- Do you own the rights to exploit content in new ways?
- Are your media assets 'digitally ready' and easy to distribute and exploit in a range of new solutions?
- Are your processes and IT systems robust enough to cope with the administration and tracking of your rights and royalties management?

Too many media companies today have got great content but are failing to exploit it because it's in the wrong format or simply not tailored for the digital era. Put simply, old ways of working are no longer effective.

Steria can help. Our experience in the delivery of multiple large-scale content management projects has shown that they are never just about technology. Rather it's more about the organisation's business processes and the people within that organisation – their culture, values and habits.

At Steria, we can help you to create, store, manage, secure, re-purpose, distribute and publish any digital content, ensuring greater operational efficiency and maximising the value of your content assets. We're trusted with managing all different types of content for organisations such as the Independent Police Complaints Commission and Northern Ireland Civil Service and can ensure your valuable content is similarly cared for.



### Partnering for success

Steria is renowned for partnering with the right people in order to gain access to world-class expertise and specialist services. We have, for example, formed a strategic partnership with the leading organisation Hindustan Times Media, publisher of the world's largest English language newspapers and numerous website and radio interests.

This partnership means that we have access to thousands of highly experienced, low cost, publishing professionals for content creation, audio and video editing, advertorials, newsletters and more. They are people who draw on a 70-year newspaper heritage to really understand the time and quality demands of publishing information. It's just one of the ways in which we are helping our clients fully exploit their media assets.

# Our services

## Media Process Outsourcing:

- Media Content Creation Manipulation & Management – we manage the production, storage, version control and distribution of media content files, from creation to archiving and deletion. Our Web Content Management (WCM) services allow multiple content authors to make changes to websites, while our experienced editorial and content manipulation specialists can help you cost effectively exploit your content.
- Additional media-specific services support billing subscription and micropayments, author and artist contractor management and syndication.

## Business Process Outsourcing

- Finance and Accounting (F&A) – ensuring timely and accurate information. Our unique Connect Finance solution is the first in a series of Connect offerings opening the door for clients that have, until now, been unable or unwilling to pursue an outsourcing business model. It provides you with a simpler, faster route to Finance & Accounting (F&A) business process outsourcing using a shared services model to drive down the cost of delivery and facilitate the sharing of world class best practice.
- Human Resources (HR) – helping you screen, choose and manage your employees.
- Procurement – enhancing efficiencies and reducing procurement expenditure.
- Recruitment and Contractor Management – getting the most out of your people.

## IT Outsourcing:

- Infrastructure and Applications Management – free up your internal IT teams to focus on strategic tasks.
- Testing and Quality Assurance – get to market faster with the support of our fully integrated on/offshore specialist testing teams, giving you a flexible, experienced, independent QA service and access to industry-leading tools and automation that it would be difficult to justify in-house.

## Consulting & Development

- Consultancy services – working with industry innovators who provide pragmatic real world solutions and help you make them happen
- Rights & royalties, research, archival services, meta tagging, contact centre services, acquisition and renewal need no longer be kept in house. That's especially the case if outsourcing them cuts your costs and frees you up to focus on more strategic areas of the business.
- Prototyping Services – helping your business really understand the new technology solutions before making the major investments
- Integration expertise – joining up the technologies, systems and processes to make it all happen
- We also have specialists working in the areas of: content management, supply chain and workflow, mobile services, customer relationship management, applications development, business intelligence and reporting, market sizing and attractiveness, technology strategy and applications strategy.
- Platform-based services – such as Steria's Connect Finance service providing access to leading edge ERP solutions with no up-front investment and no technology support costs.
- Access to on-demand resources – the right level of resource and expertise when you want without the overheads of permanent headcount



### Get ready for change

The media industry is changing fast. The fall in advertising revenues and the phenomenal rise of digital media is affecting every single type of content, whether online, on television, or in printed form and it's demanding a change to traditional business models.

You can't afford to stand still – so get ahead and stay ahead. Outsourcing key processes can deliver huge cost benefits and open up new revenue streams by identifying and exploiting new market areas.

Steria will help you to respond to this demand, ensuring you have what it takes to reduce the cost of doing business and exploit your media assets in the new digital economy.

Find out more at [www.steria.co.uk/media](http://www.steria.co.uk/media)

### About Steria

Steria delivers IT enabled business services which help organisations in the public and private sectors operate more efficiently and profitably. By combining in depth understanding of our clients' businesses with expertise in IT and business process outsourcing, we take on our clients' challenges and develop innovative solutions to address them. Through our highly collaborative consulting style, we work with our clients to transform their business, enabling them to focus on what they do best.

Our 19,000 people, working across 16 countries, support the systems, services and processes that make today's world turn, touching the lives of millions around the globe each day.

Founded in 1969, Steria has offices in Europe, India, North Africa and SE Asia and a 2008 revenue of €1.8 billion. 16.5% of Steria's capital is owned by its employees. Headquartered in Paris, Steria is listed on the Euronext Paris market.



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