



Case Study – Target Operating Model for Restructured Department

A broadcaster with catch-up and commercial on-demand platforms was set a corporate objective to expand the portfolio of on-demand channels. The consequent expansion of the metadata & image supply chain required a move to fundamentally different ways of working and implementation of a new operating model.

Challenge

Legacy infrastructure and processes were constraining the ability of internal staff and external third parties to locate appropriate metadata and images for a wide range of uses including online, listings and marketing. Bottlenecks in processes from a lack of available resources meant that fast turnaround on urgent image requests was by exception.

Image requests were submitted in person, by email or by phone with no overall visibility of corporate or departmental requirements, and with no clear record of the requests made and fulfilled. Metadata was compiled manually from multiple sources, leading to inaccuracies.

Images and metadata were stored in fragmented folder systems across multiple instances of local storage with an inconsistent naming convention. Key image-related data such as rights or editorial issues was undocumented and known only to specific departments and individuals.

Multiple image templates were required for differing platform requirements, resulting in manual crafting of individual images rather than systematic creation based on specific parameters. Metadata was similarly manually and repetitively compiled leading to errors in supplying updates.

Version control and workflow approvals across third parties was unable to be managed or recorded confidently.

Solution

Meetings and workshops were held with subject matter experts across all departments, together with conversations at director-level on the strategic corporate approach.

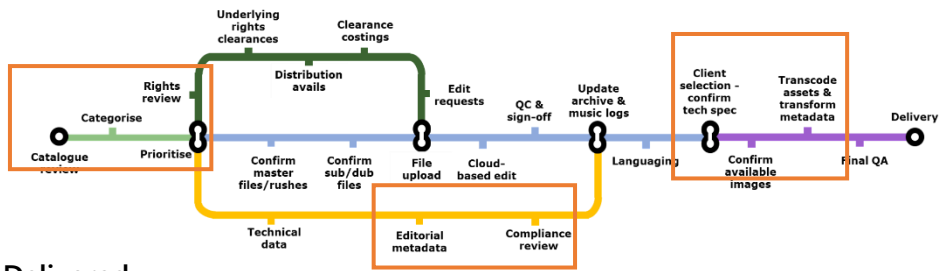
The requirements were based on delivering a cloud-based solution enabling access permissions to be granted, and an audit trail maintained. Multiple teams needed to be able to search for, download and edit images to specific requirements. Rights availability was also included, as well as specific workflow statuses, to indicate the current status of images and metadata in the supply and approval chain.

A proposed new operating model was drafted and reviewed in consultation with the SMEs and department heads. A schedule of business and technical requirements was drawn up and agreed to enable the company to carry out a procurement and migration exercise.

Suppliers of commissioned images were able to upload directly into secure areas triggering notifications to appropriate individuals and groups for review and approval.

Metadata was able to be uploaded from a spreadsheet and submitted for comment, update and approval. Compliance and ratings data were also captured and approved as part of the workflow.





Results Delivered

- A central source of images and short form content, with rights availability
- A single trusted source of core metadata for transformation and delivery to clients
- Workflow from initial upload, through multiple approvals to delivery/download
- Controlled visibility and accessibility with audit trail

