

Consulting
Big Data

Entertainment and Media

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Pathways to profits through Big Data and analytics

A leading pay TV services provider knew data and analytics were key to its future success. It needed to move quickly to leverage customer information to its advantage – and enhance its relationships with its best customers.

Client's challenge

A leading pay TV services provider had grown rapidly through aggressive pricing, promotion and customer acquisition. As competitors entered the market, the company sought to adjust its focus to build stronger bonds and increased loyalty with its best customers. Customer satisfaction, retention and loyalty were critical to the company's future growth and profitability.

Management recognized that in a rapidly changing and data-intensive business, Big Data and advanced analytics held the potential to help it address customer loyalty as well as other business issues. At the same time, leadership recognized that realizing the potential of Big Data would require changes to how information was managed, how business issues were addressed, and ultimately, how solutions were implemented.

The full impact and scope of the changes necessary were not well understood across the organization. The company sought to quickly understand the immediate potential of a data-driven organization, the changes necessary and a practical blueprint to guide its transformation.

PwC's Advisory solution

Key executives from IT and the leaders of the business intelligence group recognized that the company's information is potentially a significant source of competitive advantage. They asked PwC for assistance in helping the organization better understand the potential of its vast stores of customer information, particularly in the context of Big Data and analytics. While the initial focus was on providing insights into customer experience, leadership sought assistance specifically with how Big Data and analytics could be used to drive increased innovation, profitability and growth beyond the customer experience area.

The company's analysis was guided by an eight-member steering committee that included representatives from the company's information management, sales, marketing, legal, finance and other functions as well as business unit leaders. The steering committee included senior-level technology architects well versed in the company's information systems environment and platforms.

We conducted interviews with over 120 stakeholders across the organization during more than 40 meetings. Stakeholders and the groups they represented spanned nearly every business unit and function across the company, including, sales, marketing, finance, e-discovery and privacy, supply chain, IT operations and infrastructure, information security, human resources and legal.

The objectives of the interviews were to:

1. Better understand the business needs and challenges of the stakeholder groups;
2. Envision how enhanced data and business insights could drive improved decision making, innovation and performance; and
3. Educate and brainstorm with stakeholders on the possible opportunities for leveraging Big Data and analytics.

Using the results of the interviews, the steering committee conducted visioning workshops on selected key business issues.

Each workshop explored a “What if....?” As an example, one workshop focused on the customer. What if the company could use data to better understand specific customer experiences, behaviors and interactions? What if the company could predict and anticipate customer interactions in ways that improved the customer experience, built customer loyalty and encouraged the increased use of premium content? What if these insights could drive new product development, innovation, growth and profitability?

Using input from the visioning workshops, the steering committee identified 30 specific initiatives to address the company’s current and future information needs, particularly regarding Big Data and analytics. Priority was placed on initiatives that would provide improved decision-ready data to multiple business units and functions. Priority areas included customer experience, marketing, sales, product development, engineering, and finance. Approximately 70% of these initiatives directly addressed stakeholder needs and concerns. The remaining 30% focused on infrastructure issues key to driving stakeholder results.

A business case supporting the necessary investments was developed. At the center of the business case was the increased use of data-driven decision making to provide new insights, drive innovation and support profitability and growth over a five year period. A supporting implementation roadmap defined specific initiatives, projects and changes that were necessary. At each stage of the roadmap, incremental investments and projected benefits were defined.

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Impact on client's business

Over approximately eight weeks, the company explored the potential of enhanced information architecture, and using Big Data and analytics to become more data-driven in its decision making and to enhance innovation, profitability and growth. By engaging a broad cross section of the organization's leadership and stakeholders, the resulting five-year plan has garnered the support of key constituencies who will most benefit from the necessary changes. A practical blueprint is currently supporting the company as it begins to implement changes to address its customer experience and other business issues.

Within six months, the company anticipates having the ability to not only identify its most profitable customers, but to anticipate and predict the content these customers will want and when, where and how they will choose to access it. Armed with this information, the company will be better able to cost-effectively target sales, advertising, and promotional resources toward clearly defined customer and market segments while improving customer experience and loyalty.

As the roadmap evolves and matures, the company anticipates enhanced levels of innovation and improved efficiencies as a more data-driven culture matures across the organization.

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