



Company Name: ITV

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Business Benefits Realised:

Improve flexibility, collaboration and communication between staff

Business Metrics demonstrating value:

Improved cost efficiencies and mobility of staff

The Transformation Plan

ITV is the largest commercial television network in the UK. In 2010, the company announced that it was to embark on a five-year Transformation Plan to create world class content which can be made famous on its channels, before being exploited across multiple platforms in the UK and internationally.

Over the last three years, ITV has consistently grown its revenues, delivered double digit earnings growth and converted that earnings growth to cash to strengthen our financial position. During that time, we have increased our profits by 157% to £520 million, our adjusted EPS by 411% to 9.2p and we have improved our cash position by over £800 million.

Technology's contribution

An important part of ITV's Transformation Plan has been a redesign in the company's technology infrastructure in order to promote agility across its business practices and workforce. The technology transformation aims to consolidate how we get our fantastic content to customers, and also ensure employees have the key tools and systems in place in order to deliver the Transformation Plan and meet customers' needs.

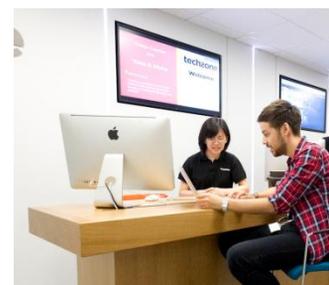
ITV has made great strides in upgrading its technology infrastructure in order to improve communication, collaboration and creativity of its staff. However, we recognise that there is still room for further improvement.

A key area of success has been the company-wide Workplace Refresh project, encouraging flexible and mobile methods of working for all staff.

In 2010, the majority of ITV employees worked on a PC in a fixed location. During this period, it was recognised that PC's were taking too long to boot up and Central Business Systems were slow to access. In addition, most PCs were connected through fixed cable, with no flexibility of use outside ITV's premises. This did not prove to be a flexible and cost effective method of working, in particular with regard to:

- support costs related to a managed desktop,
- internal infrastructure to support traditional Microsoft products, and
- accommodation costs where all colleagues required a fixed location with a fixed desktop/wired connection, regardless of occupancy rates and colleagues working from varied locations.

A large proportion of ITV's colleagues work in roles where they spend the majority of their day away from an office desk – in a studio, filming on location or meeting clients and partners. Fixed technology reduced colleague efficiency and facilitated a siloed culture as ITV's systems did not support shared files.



Implementation

The development of an agile working culture is still a work in progress at ITV. However, we have successfully laid the foundations to build upon.

The deployment of new technology hardware and processes were established by Steering Groups working closely with all areas of the business in order to improve the end user experience. Alongside the work done by the Steering Groups, a programme was established to promote best practice and provide a forum for user feedback.

Throughout the planning and implementation phase, a comprehensive communication programme was rolled out to managers and individuals encouraging colleagues to change their perceptions about the way they work. Office layouts were also updated in order to promote a more flexible environment and encourage colleagues to move away from the need to be at the same desk continuously and opt for a more mobile way of working.

The encouragement of agile working is a key part of ITV's ambition, and significant progress has been made by simply making new technological facilities available. It is now commonplace for colleagues to travel with their MacBook Airs, to take notes in meetings on their devices and collaborate with colleagues using Google Docs.

How technology enables agility

The key enablers to provide for better communication, better collaboration and more agile working were embodied in the Workplace Refresh project. The technology enablers were:-

- New laptop machines (Apple Airs and MacBook Pros) and some shared IMacs (4,700)
- New Wi-Fi connections across all ITV buildings (450 access points)
- New flexible printing across all ITV buildings
- Allowing access to legacy applications through an extensive Citrix capability and VPN access
- Cloud based office systems (Google Apps), providing email (Google Mail), collaboration (Google Docs), a modern browser (Google Chrome) and internet based information dissemination (Google Sites) to all ITV users
- A self-service approach including the on-shoring of helpdesk facilities, the installation of Techzones (similar to Apple Genius bars) and greater personal responsibility for personal devices.

Challenges

ITV faced a number of challenges when implementing new technology hardware and processes. These included:

- Legacy systems that required out of date and unsupported Operating Systems, including Windows XP, Excel 2003, Novell, Oracle Rel 11 and a number of legacy MS based applications
- A network infrastructure that was out of date and in need of coping with increased demand, especially internet and external access
- Engineering Apple and Google facilities into a corporate world (maintaining security, asset management and good housekeeping) without affecting the vision of cheaper support, flexible working and personal responsibility.





Greater agility in where and when people can work has had a positive impact across many areas of the business:

Lower accommodation costs:

A greater number of colleagues are working remotely. This has allowed ITV to hand back one floor of its Grays Inn Road offices in London and reduced floor space plans for the new facility at Media City in Manchester.

Improved collaboration leading to quicker decision-making:

Through the use of file sharing, video content can be shared and reviewed by a number of parties immediately, both in an office or on the move. The implementation of this technology also allows staff to make amendments and comments to files in real time.

Improved colleague engagement and morale:

Colleagues have been encouraged to think about the way they work and make choices that work for them and the business. The new workplace technology gives employees the opportunity to communicate and collaborate more efficiently than ever before. This has played a key role in improving employees' morale and has led to an improvement in ITV's employee engagement index, now at 88% for 2012.

Flexible working is increasing at ITV:

Colleagues will work on the train, from home, from a variety of ITV offices and internationally. This has led to a larger number of staff taking up informal and formal flexible working arrangements, now at 25% of employees. In addition, over 70% of the workforce has the ability to be mobile whilst working rather than being constrained to a physical location.

International expansion:

ITV is expanding internationally. Google Mail and access to legacy systems in Citrix have been delivered to Norway, Finland, Sweden, France and access to Citrix has been delivered to U.S. and Australia.

Savings on support:

As expected, support calls initially increased following the roll-out of new technology to staff. However, calls to the IT helpdesk have since decreased, with December 2012 at a record low. This demand has enabled ITV to reduce its support costs. Furthermore, additional savings can also be achieved by the de-commissioning of legacy infrastructure going forward.

Environmental benefits:

The new technology has lessened the need for travel and has resulted in a reduction in our carbon footprint.

Looking to the future

ITV's aim is to create world class content which can be made famous on our channels, before being exploited across multiple platforms in the UK and internationally. Through promoting an agile environment, we are empowered to achieve this by mobile, effective and ubiquitous technology.