



Medium-sized businesses: Number 4 - Andreas Iglar, Warner Music Group

Sourcing, yes – but please standardised

24.11.2011, von Patrick Hagn

The music industry is confronted with illegal downloads and declining profit margins. All the more important to slim IT processes down, particularly where a range of service providers are involved.



Warner Music Group has outsourced numerous business processes to external service partners in the recent past, for example workflow for incoming invoices, customer service or the distribution of digital content. Such widely varied sourcing relationships are naturally highly complex. IT-Director Andreas Iglar began the process of re-definition on the basis of comprehensive standards, with a focus on sustainable transparency for each area and integrating service level reporting for each of the various service providers into one centralised portal.

Initially, he did not meet with overwhelming support, whether from the respective departments or from the service providers involved. They had become used to existing procedures. Despite this resistance he managed to convince all participants, that professional sourcing management contributes substantively to long-term cost reduction.

The Software-as-a-Service-Lösung ServiceFrame was used as the portal for service level management. Meaning as a result that not only management but also the departments and service providers are all able to profit equally from this newly-won transparency with an exact and broad view of all critical BPO activities.

"The portal offers a no-holds-barred perspective on the current health of these outsourced processes, promoting early warning recognition for any services in need of correction or optimisation," Iglar remarks. Our jury appreciated this in particular. They praised Iglar's clear-cut approach and above all the productive communication with the COO and the affected departments.

The Person

Name: Andreas Iglar

Position: Director IT & Operations Central Europe

A CIO should never "fail to address the future."

The Company

Name: Warner Music Group Central Europe

Industry: Media

Product: amongst others Atlantic, Elektra and Rhino

Size: 330 Staff

IT Staff: 10

IT Users: 330

The Project

Name: Sourcing Governance

Project Description: Integration of various sourcing relationships within one portal, permitting a standardised Service Level Reporting.

Timeframe: January 2010 to date

Applied Products: ServiceFrame (SaaS)

Number of IT staff involved: 3 IT Staff per sourcing relationship, 2-3 per department and 1-2 per service provider

Particular challenges: convincing departments and service providers alike on the new approach to service level management