



CASE  
STUDY

SONY Pictures Networks India's  
transformation  
into a **FUTURE READY,  
HIGH PERFORMING,**  
content organization

KNOLSKAPE along with Sony Pictures Networks was honored with a Bronze Award in the 2021 Brandon Hall Group Excellence Awards for excellence in the “Best Learning Program Supporting a Change Transformation Business Strategy” category.



*“The process of implementing solutions and learnings from ‘Pivot Up’ started soon after the program saw its close, with 10-15% of the employees engaged in monitoring and tracking the implementation. The program has been crucial in enabling our employees to Think Consumer First and elevate the experience for consumers and partners associated with various brands at SPN.”*

**Manu Narang Wadhwa**  
CHRO, Sony Pictures Networks

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# 01.

## Overview

Sony Pictures Networks India (SPN) is an indirect wholly owned subsidiary of Sony Corporation.

Sony Pictures Networks (SPN) is a Media powerhouse with one digital platform 'SonyLIV' and a content studio serving in 7000+ towns.

SPN produces over 15,000+ hours of programming every year & has the rights for over 1500+ movie titles. It is one of the two significant sports broadcasters in India. It is among the top 3 in all critical genres on linear TV and Market leader in Hindi Entertainment.

**167**  
COUNTRIES

**24**  
CHANNELS

**700+M**  
CONSUMERS



*"Pivot-Up was crafted with the objective of building a robust Digital understanding amongst the mid-senior talent pool of the organization, who could then act as Digital Crusaders for the network at large by spreading Digital awareness or knowledge and facilitating high impact Digital Transformation interventions. Its fulfilling to see the program meet its objective and the role that it has played in institutionalizing a Digital Mindset in the organization."*

Sushmita Roy,  
Head HRBP – Content & Digital, Talent Management, OD & Learning,  
Sony Pictures Networks

# 02.

## Objectives

To become the **#1 platform** agnostic destination for South Asian entertainment.

The primary objective was to empower its high potential leader pool to act as Change Champions, who could lead and drive digital transformations and help SPN retain its position as a market leader.

Through the “Pivot Up” learning program, SPN aimed to drive the following outcomes:

- 01** Greater innovation within the organization to balance the urgencies of the current landscape with the priorities of the future
- 02** Reduced cost of operation while adding greater value to the ecosystem
- 03** Sustainable growth for the organization, irrespective of external challenges



*“The ‘Pivot Up’ program in partnership with Knolskape was a unique initiative with the objective of “Gearing towards a Digital Reset” and contribute towards the sustainable growth of the organisation. This program has helped us drive the Digital transformation agenda across the organisation by building the necessary ‘Digital Mindset’ and equipping our leaders and change champions with the Digital BLUR framework.”*

Shobhit Srivastava

HRBP – Content Business, Senior Manager – Talent, OD & Learning,  
Sony Pictures Networks

# 03.

## Solution

### A Digital Mindset Assessment for the “Pivot Up” talent pool.

This assessment helped the leaders at SPN and KNOLSKAPE understand the leaders’ digital persona, vis-a-vis the new leadership competencies around People, Mindset and Culture required in the Digital Age.

15% of the identified top talent pool were divided into two cohorts:

**01 ● Mid Management to AVP :**

The focus for this group was Digital Leadership Personas and Design Thinking.

**02 ● High potential employees across different levels :**

The focus for these people was on “Digital Ways of working” and how they can act as Digital Crusaders in the organization.

KNOLSKAPE’s team of consultants also did secondary a research on the trends impacting media and broadcasting business and used those examples in the program design and content.

# 04.

## Solution

### Digital Transformation Plan

#### DIGITAL STRATEGY

Understand strategy and business model.  
Devise target digital operating model.  
Drive clarity through digital governance.



#### DIGITAL CAPABILITIES

Orbit shifting, customer experience and employee experience through innovation driven by design thinking, agility and analysis.



#### DIGITAL CULTURE

Energize the organization through leadership and culture.



#### OUTCOMES

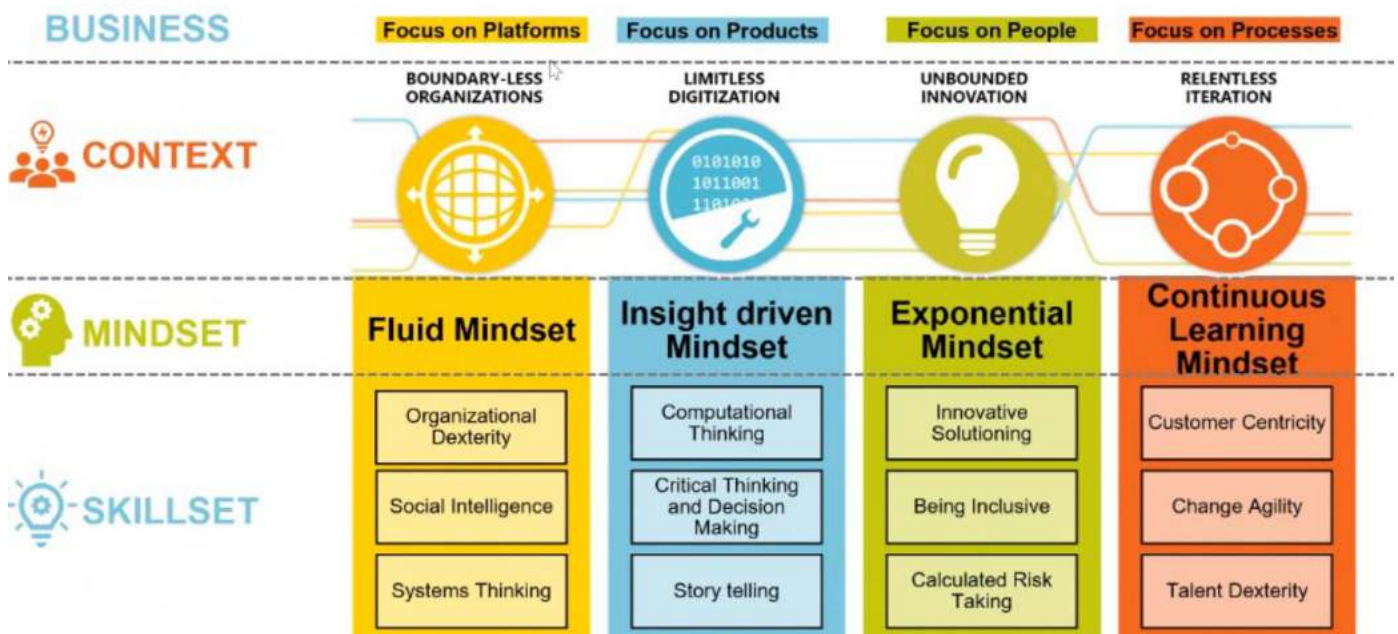
Greater innovation, reduced costs, increased value and sustainable growth.

The design of this learning intervention leveraged KNOLSKAPE's proprietary research-based framework, "Clearing the Digital BLUR".

# 05.

## Solution

### Digital BLUR: The governing framework



The intervention designed comprised a blended-learning module with:

- 01 Facilitator-led virtual workshops
- 02 Immersive simulation-based safe learning activities
- 03 Self-paced learning courses curated from the best online learning platforms in the world
- 04 A digital leadership assessment two quarters post the learning intervention

# 06.

## Impact of the Intervention

### Reaction

A **3.17 Feedback score** on a scale of 1 to 5 (1 being lowest and 5 being highest) was received across all 16 sessions.

### Learning

A digital assessment and digital awareness quiz was conducted to ascertain the digital personas of the learners and their current understanding of digital.

Action Learning Projects (ALPs) – Learners were grouped together to identify a business problem, apply design thinking principles in the digital context and come up with ideas to solve these challenges.

### Behavior

There was a marked shift from working in silos to working collaboratively as a way of reaching the organization's next growth phase.

The organization leveraged 10–15% of the employees to work on process implementation with vigorous learning, monitoring, and tracking.

## Impact of the Intervention

### Organization's Performance

The ultimate goal of digital transformation was to enable its employees to create a great experience for consumers and partners associated across brands.

- 01 Through this project SPN has built a strong brand with a loyal following of viewers across C&S and Digital
- 02 SPN is now better equipped to continue building an integrated solid product, with digital content, analytics, and excellent viewership experience forming the new core. With the relaunch of Sony LIV 2.0 in July 2020, 100 million+ app downloads so far, SonyLIV provides original and exclusive premium content to Indian viewers. The platform has over 150+ original shows spread across several languages
- 03 At the advertisers' end, clients are given measurable outcomes rather than outputs. SPN has built suitable systems and has digitally adept talent on board to translate them to measurable matrix for better targeting for advertising

**Next Steps:** SPN aims to launch this training intervention to a broader audience, upskill a larger talent pool to take up a breadth of roles in the digital age, keep them further engaged and continue to challenge their intellect.

# 09.

## About KNOLSKAPE

### Overview

KNOLSKAPE is a global leader in experiential learning with a mission to help organizations and employees become future ready. Using a large award-winning portfolio of simulations aligned with 100+ competencies and cutting-edge talent intelligence, KNOLSKAPE produces stellar outcomes for more than 375+ organizations across 75 countries. Driven by research and thought leadership, KNOLSKAPE offers its products and solutions in a flexible subscription model powered by omni-channel delivery.

### Our Philosophy

Our core belief is that the best method of learning is by doing. Keeping with this philosophy, we develop engaging, immersive and real life-like products and services such as business simulations, animated videos, case platforms and gamified e-learning.

### Our Approach

KNOLSKAPE's Talent Transformation Approach comprises of 3 unique components each of which renders itself as a vital link in the transformation process. The approach is a formidable blend of robust new-age, experiential technologies, a unique context foundation to suit the needs of the industry, and rich talent analytics for participants and business alike.

### Connect With Us



*"Digital fluency is an existential priority for organizations, not a nice-to-have. I'm proud of the collaboration between SPN and KNOLSKAPE in building a digital fluent organization. We've broken some new ground together in building the mindsets and skillsets needed to win in the digital age."*

Rajiv Jayaraman

Founder-CEO, KNOLSKAPE