



Canadian Cable Company

Fast growing cable company needs to invest in core infrastructure to keep pace with the competition and customer demand.

Situation: The cable industry in general was growing rapidly. The company was relatively small but new services such as pay-per-view, high speed Internet and expanded cable content had sent the company into high growth mode. It's responsiveness to market changes had been historically good but largely attributable to the company's smaller scale and lack of bureaucracy.

Executive's Perspective: In an effort to keep up with customer demand, and scale the organization's business model, the company's executives wanted to assess how technology could support a transition from a relatively small scale entity to a major player in the cable industry. Executives felt a complete overhaul in the company's IT infrastructure was required to support planned application enhancements and the company's goal of becoming more agile. But obtaining board approval to fund the capital expense was a substantial challenge.

Solution: Software and services were delivered to build an application portfolio to assess the contribution of IT to the business within major business processes including sales/marketing, billing, on-line services and customer service. During the evaluation, it became clear from customer and employee surveys that serious problems were brewing in the company's ability to keep up with demand. Degradation in customer service, billing errors, expensive business processes and overall customer dissatisfaction had been shielded by the company's lack of competition. This new competition, specifically from satellite and high speed Internet access providers were threats that could potentially stall momentum and cost the company market share.

Software and services were used to evaluate the merits of a data and server consolidation to better support changing business needs. The financial case was presented to the board and approval to fund the project was granted.

Outcome: Analyzing the infrastructure investments in terms of business processes and support of organizational goals (both financial and otherwise) made all the difference. Rather than focusing on the cost of the solution, the emphasis was the enhancement of value and alignment to the business. The ability to quantify this value and test different scenarios was fundamental to convincing the board that the investments were more than necessary and sound.