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## Canadian Cable Company

**Situation:** The cable industry has been exploding. 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 on the cable scene. Executives felt that a complete overhaul in the company's IT infrastructure was needed to support planned application enhancements and the company's goal of becoming more agile. But getting the board 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. Competition from satellite (in content distribution) and high speed Internet access providers were threats that could potentially expose the company to lost market share and stalled momentum.

Software and services were used to predict the impact of service degradation on lost market share. This was combined with a forecast of increasing business complexity and how it would affect the company's ability to implement change. It was quickly shown that the potential in lost business and productivity far outstripped the costs of an infrastructure overhaul.

**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.

