Leading Communications Company Launches New Services to Transform its Business

In Brief

A major U.S. provider of communications, data, and entertainment services is facing intense competition from broadcast satellite companies and incumbent local exchange carriers. In response, the company is launching a series of next-generation services based on Cisco technology. The launch, however, has resulted in significant delays due to a number of challenges caused by integrating newer technology with older systems, as well as operational issues. Working with Cisco, the company identified and implemented ways to accelerate deployment of new services with minimum operational impacts. Cisco has been not only a technology solutions provider, but also a service acceleration business partner, playing a key role in benchmarking and diagnosing root causes of delays and sharing best practices. As a result, the service provider is expected to generate cost savings of $2 million to $4 million per service deployed and, more important, realize benefits from faster time to market and reduced customer churn.

Customer

Major U.S. Service Provider

Industry

Service Provider

Challenges

- Facing intense competition from both direct broadcast satellite companies and incumbent local exchange carriers.
- Deploying new technologies (such as higher-speed broadband) and services (such as enhanced video on demand) into a large, installed base of older network technologies.
- Overcoming delays (in some cases, months long) in launching new services; the source of delays, including process issues, is not immediately obvious to company executives.

Solutions

- **Benchmark project deployment against original plan:** quantify slippage in key milestones and provide a common understanding of project status.
- **Diagnose root cause of delays:** identify specific slippage areas and address root causes.
- **Provide best practices to address root causes:** develop recommendations, which include streamlining and clarifying organizational processes and requirements, planning overall projects and program management office (PMO) assignments, creating internal communications processes, and formalizing governance structure.

Cisco Internet Business Solutions Group (IBSG)

Next Steps

- Develop a playbook for deploying new services for subsequent market launches and easy-to-follow material to capture lessons learned from previous launches.
- Plan and execute mass production of next-generation services from both the initial and single-market launch.

Projected Results / Benefits

- Implementing a process for improvements, including overall PMO assignment and communication process development, would potentially reduce the time it takes to deploy new services by three to six months, which translates into a $2 million to $4 million cost savings with additional benefits from faster time to market, revenue, and less customer churn in the face of competition.
- Accelerating service deployments will demonstrate market leadership in new services.
- Improving processes will reduce operational impacts and minimize customers' negative experience with current services.
- Improving internal coordination for allocating efforts efficiently will reduce redundancy and improve prioritization of efforts.
- Improving the ability to coordinate with Cisco will result in the customer considering Cisco a partner in service acceleration.

Best Practices / Lessons Learned

- Efforts to identify opportunities for improvement can easily be interpreted as a fault-finding exercise, resulting in resistance or a defensive reaction from involved parties, including Cisco. To avoid this:
  - Approach and stay neutral and objective.
  - Communicate early, clearly, and often.
  - Focus on opportunities and potential efforts.
  - Consider various positions of audiences when developing output.

IBSG Consultants

David Gordon (davigord@cisco.com)
+1 610 389 0246
davigord@cisco.com

Kevin Suh (kevsuh@cisco.com)
+1 201 906 9763
kevsuh@cisco.com