



## CASE STUDY

### Client Overview

Sierra Systems was engaged by a diversified entertainment and communications company, providing consumers with broadband cable television, high-speed Internet, digital phone, telecommunications services, satellite direct-to-home services and programming content. The company currently serves over 3 million customers, including 1.8 million Internet subscribers and 1.1 million digital phone customers.

# APPLICATION MANAGEMENT SERVICES

Co-Sourcing strategies for a leading entertainment and communications company

## CHALLENGE

As one of the country's most technologically advanced companies, it was inconsistent that our client's critical billing system was run on a 35-year old, VAX Basic legacy system. In addition to the difficulty in finding resources to support it, the system was complex, making it hard to bring new people up to speed. To increase their responsiveness to rapidly changing business demands, our client made the decision to undergo a technology transformation and leverage existing employees for implementation so they would have a thorough understanding of the new system. To free-up these IT resources, they needed an outside team to support the old system during the transformation.

## OUR SOLUTION

Sierra Systems has a proven record of success in Application Management Services (AMS), driven by our proprietary SMART Methodology™. Sierra worked with our client's IT personnel to provide a smooth, collaborative and transparent transition of the legacy system to a co-sourced environment.

Sierra began with an initial analysis and project team of three, which grew to a total of 18 support personnel including business analysts, developers and quality assurance analysts and for a period of time, were also involved in supporting over 20 non-legacy applications for the client. As the transition from the legacy system is completed, the Sierra team is reduced to appropriate support levels. Although the current Sierra AMS team totals 16, the knowledge and reputation garnered from supporting these business-critical applications has several members of this team now assisting in the development of the new technology platforms.

### BENEFITS

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Using Sierra's SMART Tools™ and SMART Methodology™, ROI is defined up front, visibility is maintained throughout the transformation process, and results are measured over time to ensure that program objectives are achieved. The “show me” aspect of the phased transformation has been very popular with Sierra's clients as it gives them an opportunity to see the benefits of Sierra's methodology.

For our Diversified Communications client, those benefits included:

- Reducing the number of IT resources supporting the legacy billing system by 50% as Sierra initiated its co-sourcing strategy.
- Reducing the overall support costs of the system.
- Increasing the stability of the system.
- Declining number of issues with monthly releases.
- Access to Sierra team personnel to support additional IT project work when required.

Further, from a strategic standpoint, our client's ability to co-source application support allows it to focus internal IT resources on projects and initiatives that will provide strategic competitive advantages for the company.

### LEARN MORE

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To learn more about how Sierra Systems' Application Management Services, utilizing proven SMART Methodology™ to help reduce application costs while improving the effectiveness of internal IT resources, please contact:

contact@sierrasystems.com  
1-877-688-1371  
sierrasystems.com