

Sky Enhances Development of New Products and Services with CA Project & Portfolio Management



CLIENT PROFILE

Industry: Communications and entertainment

Company: Sky

Revenue: £6.6 billion

Employees: 23,500

BUSINESS

Sky offers a range of subscription entertainment and communication services. The company has more than 10.8 million residential customers in the UK and Ireland.

CHALLENGE

To safeguard the success of new products and services, Sky needs an integrated and efficient approach to project management and comprehensive visibility of projects, costs and resources.

SOLUTION

Sky uses CA Project & Portfolio Management to track 2,000 projects enterprise-wide. The solution simplifies reporting and aids resource and financial management.

BENEFIT

Sky has easy access to the information it needs to deliver successful strategic projects at a lower cost. This will help ensure that Sky's customers continue to benefit from the latest communication and entertainment innovations.

Business

Transforming entertainment and communication

Sky operates the most comprehensive multi-channel, multi-platform television service in the UK and Ireland. Sky is also the UK's fastest growing home communications provider. More than 10.8 million families in the UK and Ireland subscribe to Sky's entertainment and communications services. Sky is the UK's number one 'triple play' provider of TV, broadband and home telephony.

The company offers dozens of high quality subscription channels, Europe's leading High Definition service, 3D TV, on-demand channels and TV online and on the go. It also provides fast, totally unlimited broadband and public WiFi and great value home telephony.

Sky's successes in 2012 have included the launch of a new Internet TV service called NOW TV, the launch of a dedicated Formula 1 channel and more investment in award-winning original British productions. It is also launching major initiatives to improve the delivery of portable on-demand content.

Challenge

Delivering innovative customer services and products

Operating in a competitive and dynamic market, these innovations are key to growing Sky's business. As Calum Barker, PPM Solutions Manager at Sky explains, "New product development helps to drive the business forward and enhance our engagement with customers."

“New product development helps to enhance our engagement with subscribers.”

Calum Barker

PPM Solutions Manager, Sky

Sky's Technology department is at the heart of the company, and is responsible for developing its products and services. The Technology teams deliver and support all content-delivery systems including Sky Broadband, Sky Talk, broadband and mobile platforms as well as corporate systems. Recent successes include provision of the platform for Sky Go, introduction of My Sky on mobile and upgrade of several iPhone, Windows and Android applications.

Barker comments, “Our projects are often extremely complex, spanning numerous business departments as well as Technology and involving many members of staff and contractors.”

Sky must be able to manage these projects and resources effectively to understand costs, resources, demand and capacity, and cross-charge project costs appropriately to different business segments.

The company’s existing project management methods, however, lacked the integration and automation needed for efficient project management. Barker comments, “Our time recording, HR and financial systems were completely separate, with manual interfaces and complicated and unreliable reconciliation.”

Additionally, many resources were engaged outside formal systems, so were not subject to the standard controls. These factors combined led to poor visibility of the project portfolio. “We needed a solution that would provide a single view of projects, resources and costs, and that could automate manual processes and interface with our existing systems,” explains Barker.

Solution

A central view of the project portfolio

Sky investigated a number of project and portfolio management solutions before establishing a shortlist of the offerings available. Each shortlisted product was subject to a ‘talent contest’ to evaluate their suitability. Sky eventually chose CA Project & Portfolio Management.

“The CA Technologies solution demonstrated the best fit with our requirements, scoring the highest of all the solutions we looked at,” explains Barker.

The solution was deployed throughout 2008 and is used across Sky’s IT, HR and finance departments to support:

- Project management, reporting and budget controls
- Resource utilisation and demand
- Project prioritisation and portfolio modelling.

Sky now has a single view of its project workload, including projects in pipeline, in progress and completed. In total, CA Project & Portfolio Management tracks more than 2,000 projects. “The enterprise-wide visibility provided by the solution means we no longer duplicate work,” comments Barker. “CA Project & Portfolio Management tracks project milestones, resources and costs and simplifies reporting, which now takes up to 60 per cent less time.”

This level of transparency ensures Sky has advance warning of potential overspends and enhances governance and control. Barker comments, “The CA Technologies solution supports a business-wide process for the approval of capital expenditure so we don’t waste resources on projects for which we don’t have the capacity or that are not strategically aligned.”

Simplifying through integration

CA Project & Portfolio Management integrates with Sky's purchasing and accounting systems eliminate confusion around the nature and purpose of any expenditure. This has not only enhanced visibility of costs and budget allocation, but also reduced manual overheads and the risk of error. "The Business, Technology and Finance now all have visibility of actual spend to date by project and by department so the entire organisation is working from the same figures," explains Barker.

This integration extends to Sky's HR department. More than 4,000 timesheets are tracked via CA Project & Portfolio Management each week, which integrates with Peoplesoft to provide Sky Technology with a single view of permanent and contracted personnel, capacity and availability. Data accessible via the solution includes rates and contract dates. It also supports Executive Scorecard Reports, which track measures such as the split between permanent and non-permanent staff to help drive efficiencies in resourcing.

"CA Project & Portfolio Management tracks project milestones, resources and costs and simplifies reporting."

Calum Baker

PPM Solutions Manager, Sky

Sky is continuously embracing greater automation and integration using the CA Technologies solution. For example, the company is currently rolling out a contractor payment process that uses the solution's timesheets to receipt and approve invoices for non-permanent resources. It is also looking at sharing absence and annual leave information via CA Project & Portfolio Management and driving overtime payments from timesheets in the solution.

Barker comments, "Every November we get a new interest from somewhere else in the business as the potential for greater efficiency has been spotted and grasped outside the Technology department."

Benefit

Maximising investments for greater innovation

CA Project & Portfolio Management provides Sky with a structured approach to managing projects, resources and costs. Barker comments, "We have now tied together IT, HR and finance into a synergistic relationship that continues to evolve and grow."

This has enabled Sky to:

- Reduce costs
- Maximise project success rates and reduce overruns
- Optimise resources.

Barker comments, “We can now make informed decisions on how to get the best value from the company’s resources. This helps us maximise investments in the new services and products that will most improve the customer experience and our competitive advantage.”



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