

CUSTOMER SUCCESS STORY:  
CHARTER  
COMMUNICATIONS

# Charter Communications maximizes its investment in new technology with improved project management.



## Customer Profile

Industry: Telecommunications  
Company: Charter  
Communications, Inc.  
Employees: 15,000

## Business Impact Summary

### Business:

Charter Communication, Inc. (NASDAQ:CHTR), headquartered in St. Louis, Missouri, provides business and residential telephone, cable television and high-speed Internet services to customers in the 29 states in which it operates.

### Challenge:

To win and retain customers in an extremely competitive communications environment, Charter Communications needs to provide both a reliable infrastructure and excellent service levels. The company is investing heavily in new technology to help achieve these goals, which means its Project Management Office must track up to 300 initiatives at any one time.

### Solution:

To improve the governance and visibility of its IT activities, Charter Communications rolled out a project and portfolio management solution. This enables all IT projects, associated costs and resources, to be automatically tracked and viewed by managers across the enterprise.

### Result:

IT projects are completed faster, and are more likely to be completed on budget. This not only helps increase the agility of the company as it brings new customer offerings to market, but also reduces total cost of ownership and maximizes return on new technology investments.

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## Business

### Helping customers communicate, be entertained and informed

Once-upon-a-time, American families had a telephone service provider, a cable TV provider and an Internet Service Provider. Today, it's likely that just one company will provide all of those services, more cheaply and simply than the traditional single service providers.

Charter Communications is a company offering a triple play of services to its customers. The St. Louis-based company, which employs 15,000 people, began as a cable television operator and expanded its broadband services to include high-speed Internet and telephone services.

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## Challenge

### Delivering world-class service

Over the next three years, Charter Communications' priority is to win new customers and demonstrate the value of additional services to existing subscribers. This is a significant challenge in a highly competitive market, where customers are always looking for a cheaper, better option.

To achieve its goals, Charter Communications wants to create a robust, reliable infrastructure for service delivery, while at the same time improve customer service. The company is therefore investing heavily in technology to support service delivery and creating a strong internal support desk to help customers if they do need assistance.

As the business expands, it is extremely difficult to monitor all the IT projects being undertaken. As James Holman, Director of the Project Management Office (PMO) at Charter Communications, explains, "We were lacking standard information about projects, so there was no way to see exactly what was going on where. PMO has a small staff and they were trying to manually manage 200-300 projects at any one time. That's a significant challenge."

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#### James Holman

Director of the Project Management Office at Charter Communications

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## Solution

### Getting a grip on project creep

Charter Communications knew that if it was to achieve its growth goals, it needed to tightly govern its IT projects and costs. Specifically, it required a project and portfolio management solution that could provide an accurate picture of all the initiatives underway.

The PMO also wanted the ability to track standard project information automatically, i.e. whether projects were meeting key milestones, which projects had been escalated, or who was monitoring a particular activity. "We had begun tracking projects via PowerPoint, but couldn't baseline a great deal of the information, and we worked through 300 PowerPoint dashboards manually," says Holman.

*Projects are now automatically tracked, and portfolio managers can quickly gain an overview of the high-level milestones for every IT initiative being undertaken.*

### **An effective tracking system**

The single solution that met all of Charter Communications' requirements was a project and portfolio management solution from CA.

The solution, built on CA Clarity™ PPM, provides Charter Communications' senior executives with a real-time view of all projects being handled by the organization's IT department. For the first time, projects are automatically tracked, and portfolio managers can quickly get an overview of the high-level milestones of all IT initiatives undertaken.

Crucially, CA's project and portfolio management solution allows Charter to monitor the big picture, as well as the details. Managers can easily see how well the organization is meeting its goals, and if projects are delivering against their original objectives.

Using CA Clarity PPM's tracking capability, it is possible to record and monitor risks, issues or project challenges, identifying and resolving issues more quickly. "We now know that problems will be visible and will be reported," comments Holman. "We can also use the solution's resource management module to make certain that we are not over-extending or under-utilizing the team."

Charter Communications is already working with clients and other business departments by deploying project and portfolio management outside the IT function. "When colleagues see the dashboards that we have from the CA project and portfolio management solution, they're interested in how it works," says Holman. "We already have an engineering team using the solution."

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## **Result**

### **Getting to market first**

Implementing a comprehensive project and portfolio management solution has improved Charter's project management. On a day-to-day basis, the information provided by the CA project and portfolio management solution enables Charter Communications to:

- Track a larger number of projects
- Gain visibility of budgets, and more quickly control project overspend
- Improve core IT processes by tracking trends and reporting overall performance
- Allocate IT resources more effectively by providing insight into the entire project portfolio

In practice, the PMO has found that having a single project and portfolio management solution, rather than multiple PowerPoint dashboards, has simplified the project management process. "We can manage by exception, so rather than viewing 300 projects, now we look only at those with issues," explains Holman. "This formerly manual process now takes just a few minutes."

Perhaps the greatest benefit following the implementation of CA Clarity PPM, has been the transformation of the IT organization. “Our performance has risen since we’ve begun delivering more projects on time, budgets are being closely adhered to, and we can track when the process is out of sync,” says Holman. “By improving governance of IT projects, we maximize the company’s investment in new technology to deliver leading-edge and competitive customer services.”

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To learn more and see how CA software solutions enable other organizations to unify and simplify IT management for better business results, visit [ca.com/customers](http://ca.com/customers).

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