

# Enhanced operations

## Structure and Process, Broadcast Sector

*Corton's operational expertise delivers 'Virtual' company to Endurance Technology Ltd.*

### The customer

Corton's customer is Endurance Technology Ltd. (Endurance), a specialist consulting and professional services company serving the European digital interactive TV (iTV) and broadband industries. Endurance offers a range of services focused on developing iTV software and providing Systems Integration (SI) capability. These services are delivered using a 'Virtual' company approach, which makes extensive use of outsourced resources.

Endurance has grown from its formation at the end of 2001 to have a broad delivery capability of approximately 200 consultants and a customer base, which includes Irdeto, Strategy & Technology, DTI and Strong International.

### Project overview

Towards the end of 2001 Endurance was formed by a group of senior industry figures with backgrounds spanning Digital Cable, Consumer Electronics (CE) and Professional Services. From the outset the founders recognised the need to identify key differentiators for the services to be offered. Fundamentally their vision involved:

- adding greater value to clients by using local highly specialist teams in combination with remote low cost resources (India/Eastern block).
- using tailored flexible delivery mechanisms to meet clients project requirements more precisely
- outsourcing wherever practical in order to keep fixed cost to an absolute minimum

A delivery capability pre-dominantly making use of the third party resources in combination with a core company infrastructure was considered as a potential solution. The main challenge was seen as enabling a number of disparate third parties to work effectively with Endurance and its clients as a coherent team.

Corton was engaged initially to develop concepts and then subsequently to manage and co-ordinate the following tasks:

1. the design of a 'virtual' company organisation capable of delivering the required levels of service to clients
2. the design and implementation of core business processes including a quality management system
3. the design and implementation of a secure IT infrastructure capable of supporting a variety of project working arrangements

Completion of these tasks involved working closely with the board of Endurance together with a subset of their suppliers and customers.

### Solution

Corton approached the project by initially agreeing with Endurance the overall shape of the services to be delivered to customers. This was achieved by reference to typical projects for both Multi Service Operators (predominately SI work) and CEs (mainly software work).

In defining an organisation structure capable of meeting the key business requirements, Corton used proven industry best practice and delivery methodologies allied to an IT infrastructure capable of supporting the necessary modes of working.

From this point a number of typical business and project scenarios were worked through in order to arrive at an optimal approach, which was subsequently tested with several clients.

The deliverables included:

- a fully documented quality management system
- an outsourcing methodology including the qualification and project management of the third parties
- core business processes including contractual documentation for both clients and suppliers
- a secure Virtual Private network utilising Pix standard security
- remotely hosted business servers for company data and quality management systems

Corton then managed a process of review and refining to ensure that the resulting organisational approach fully delivered to our clients, and their customers, expectations.

### Key Skills Utilised

Business process design and implementation,

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IT infrastructure design and implementation, experience within professional services and Broadcast sectors.

- Diverse project teams are able to work on complex projects which are delivered using the most appropriate team structure

## Results

The engagement lasted 12 months in total and resulted in a fully delivered and tested system having the following benefits:

- Typical projects are delivered at 20-30% lower cost than a conventional 'bricks and mortar' style of operation
- Low levels of fixed cost enables our client to operate cost effectively in a highly volatile market

Following the success of this project Corton are now engaged in defining several similar systems for other companies. One of these businesses is looking to use the approach to right size their operation with a difficult market.

## **Corton Consulting: Consulting for Growth, Technology & Operations**