CASE STUDY

Leading telecommunications provider transforms spreadsheets into integrated project portfolio and cost controls with Octave Sequence Enterprise

Key facts:

Company: Leading telecommunications provider

Industry: Telecommunications

Region: North America

Octave products used: Sequence Enterprise *(EcoSys)*

Connecting America's digital infrastructure

A leading telecommunications provider based in Houston, Texas experienced major growth culminating in more than 90k miles of fiber across 23 of the top 25 U.S markets. Currently, the company delivers connectivity to 44k on-net buildings, 50 cloud access points and over 1,100 connected data centers. This rapid expansion, fueled by mergers and acquisitions, has helped cement the company's role as a critical enabler of modern connectivity. But growth also created complexity.

Project controls, financial reporting and risk management became fragmented, slowing decision-making and limiting visibility across the enterprise.

Inconsistent processes and limited visibility

As the company expanded, project controls were managed through separate spreadsheets and tracking methods. Although these localized approaches worked independently, they limited leadership's ability to consolidate accurate data and identify anomalies early, preventing a consistent nationwide view of performance.

Key issues included:

- Disparate processes and disconnected data without a single source of truth
- Inconsistent data definitions and financial metrics
- Delayed risk visibility leading to increased cost overruns
- Difficulty managing reimbursements across thousands of unique contracts

Without a centralized solution, leadership often discovered financial impacts too late to intervene.

Key benefits:

- Predictive risk management delivered early visibility into project risks and helped prevent cost overruns
- Transparency and data trust improved with automated capital pass-through approvals
- Automation in reporting saved teams hours by eliminating manual processes and replacing them with streamlined reporting



Choosing Sequence Enterprise

Telecoms leader required a solution that enforced cost control best practices, while remaining flexible for local contract requirements, was scalable nationwide, aligned with risk-based budgeting and capable of managing thousands of projects with complex rules. Just as important, the platform had to offer flexibility for ongoing adjustments as customer expectations and internal priorities evolved. After evaluating its options, the organization found that Sequence Enterprise delivered on all of these needs – providing granular cost visibility, automated rule integration and the ability to refine processes quickly.

With Sequence Enterprise , the company not only gained a system capable of unifying 4,000 employees across 40 offices while enabling faster, more informed decision-making, it also introduced new analytics capabilities, such as Earned Value Management, powered by Sequence Enterprise' processes.

Rolling out nationwide

Sequence Enterprise was implemented across all offices, replacing dozens of disconnected tools and their cost, with a single source of truth. Adoption was supported by a structured training program that began before launch. Teams first learned the fundamentals of project controls, followed by module-specific guidance and hands-on sessions.

The rollout also included:

- Regional workshops and live "open house" Q&A sessions
- Embedded quick reference guides within the tool
- A central training repository to support consistent onboarding for new hires

This comprehensive approach supported stakeholder buy-in and ensured that users across finance, engineering, procurement and project teams could effectively adopt the system.

Evolving from reactive to predictive

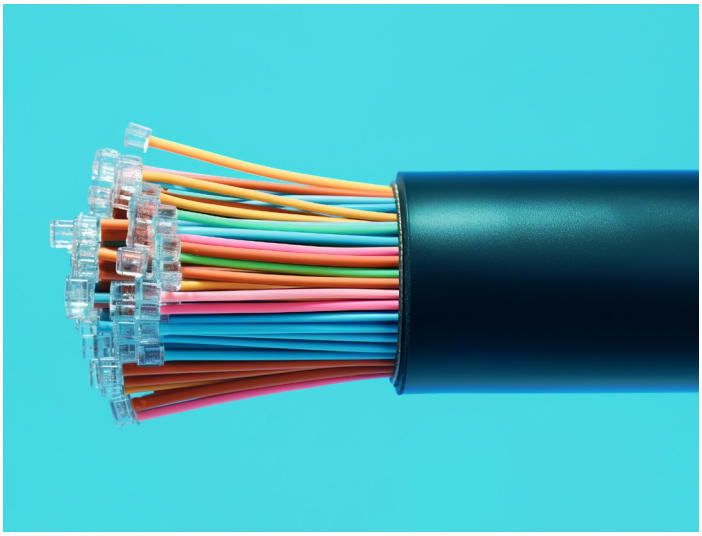
With Sequence Enterprise in place, the company shifted from fragmented spreadsheets to a unified, data-driven platform. Processes are now standardized nationwide, giving leadership consistent insights into project performance. Monthly portfolio reviews enable teams to share common risks and best practices across markets, strengthening collaboration.

The benefits have been clear. **Armed with Sequence Enterprise, the organization:**

- Mitigated cost and schedule overruns early with more proactive risk management enabled by increased, real-time visibility into performance.
- Improved transparency and strengthened customer trust through automated capital pass-through approvals.
- Increased efficiency and productivity by automating reporting, enabling teams to spend their time from low value data entry and reconciliation on to higher-value data analysis efforts.

A model for growth

The telecoms leader's utilization of Sequence Enterprise demonstrates how unifying processes and data can unlock new levels of efficiency and transparency in the midst of growing complexity. By centralizing project controls, the company empowered organization wide alignment, more informed decision-making and subsequent growth.



About Sequence Enterprise

Sequence Enterprise is the global standard for Enterprise Project Performance software (EPP). Our easy-to-use web-based platform helps organizations worldwide maximize their return on projects investment through optimizing project portfolios, controlling project costs and enabling proactive management of change.

Ready to drive consistent, enterprise-wide success?

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About Octave

Octave is a leader in enterprise software, turning data into decisive action and intelligence into your edge. Our software solves for and simplifies complexity, from the design and build to operations and protection of people, property and assets – for any scope, at any scale. For decades, we've partnered with customers to sharpen performance, elevate efficiency and amplify results. From factory floors to entire cities, our solutions are tuned to scale up what's possible from day one onward.

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