



Case Study: MultiChoice

About the Company

MultiChoice, a wholly owned subsidiary of MIH, provides premium television entertainment through its DStv, DStv Indian and DStv Portuguesa bouquets to over 1.3 million subscribers in South Africa. Operations include world-class subscriber management services and digital satellite television platforms broadcasting 70 video, over 40 audio and 28 radio channels and more than 6 data channels, 24 hours a day on its DStv platform. Included are six data channels which introduce the first Interactive television offerings on the continent. MIH Group operations span over 50 countries delivering services and entertainment to millions of consumers via television and the Internet.

Business Challenges

As a result of the ongoing deliberations with the Information and Communications Authority of South Africa (ICASA), MultiChoice is conscious of the potential challenges facing its business model with the opening up of the sector and the entry of competitors.

MultiChoice had to align its strategic objectives to ensure that the business remained profitable while maintaining its dominance in the Pay TV business in Africa. The strategies were aimed to address specific objectives in an attempt to counter threats or focus on opportunities that came through technology advancements and changes to government policies. It needed to use a Strategic Management tool as a comprehensive approach and a well-defined input to an integrated performance Management model as opposed to using it as a mere strategy communication tool.

Nihilent's Role

Nihilent proposed an approach that provided MultiChoice with a set of management tools and processes to address its current needs around the Balanced Scorecard, as well as an integrated performance management methodology to deliver on the constituents mentioned below. Nihilent's recommendation for achieving the objectives was to create the following constituents as an integral part of strategy execution:

- Use Balanced Scorecards to create a uniform and clear basis for performance assessment at all levels – corporate, divisions and role level
- Align measures or expected outputs and projects / initiatives to strategy
- Scientifically rate and rank employees based on a common model
- Define and develop the right competencies to deliver on strategy at all levels
- Monitor and track business performance on a continuous basis at all levels

Business Benefits Delivered

The above-mentioned constituents were translated into the following deliverables over the course of three phases of engagement:

- Translation of Business Strategy into well defined operational terms
- Evaluation of performance of all Roles within the organization against uniform set standards
- The use of the Balanced Scorecard at all levels enabled in creation of uniform and clear basis for performance assessment at all levels
- Alignment of measures/expected outputs and initiatives/projects to overall corporate strategy