OVHcloud

ISAAC

# Scaling at speed: how ISAAC Instruments kept performance, cost and control aligned

Difference that scales

Fast-growth stories usually focus on founders, funding rounds, or big market moves. Less visible is the work that makes that growth possible: the builders keeping platforms stable, data secure, costs predictable, and teams moving forwards without being slowed by their infrastructure.

At this stage, cloud stops being “just infrastructure”. It becomes a part of how organisations manage risk, communicate trade-offs and sustain momentum.

That shift is visible in the experience of ISAAC Instruments. As the company’s fleet management platform expanded to more than 60,000 connected IoT devices, and to hundreds of customers across the trucking industry, its early infrastructure model began to show its limits.

In this Question & Answer article, we asked **Joe Russo, VP of IT and Security at ISAAC Instruments** and an OVHcloud customer, for his insider perspective on how their approach to cloud, stakeholder management and delivery, has evolved as they’ve grown.

### Q. What do leadership teams need from infrastructure as companies expand?

A. Leadership teams are focused on growth, risk management and sustained direction.

As ISAAC Instruments expanded its platform to support tens of thousands of connected vehicles and a growing customer base, infrastructure decisions stopped being background concerns and started to influence strategic conversations.

> *“Leaders needed confidence that the platform could support new markets while continuing to scale with traffic and accommodate future product plans. But they were also looking for assurance that infrastructure choices made today wouldn’t limit options later.”*

For the team, instead of talking purely about performance or architecture, we need to articulate how infrastructure choices reduce risk, preserve flexibility and support the company’s growth model. At ISAAC Instruments, that meant **aligning technical decisions with leadership priorities.**

Rather than ‘selecting a provider’, **we deliberately chose a partner** who would play a strategic role in our growth.

> *“You need [a provider] you can trust. Someone with a local presence. And someone who can speak your language.”*

**Q. How has financial management of cloud spend changed as you scaled?**

**A.** As ISAAC Instruments grew, cloud spend moved from a background engineering concern to a line item watched closely by finance teams and a shared responsibility.

The challenge wasn't cost alone, but confidence. Consumption-based models can look straightforward early on but become harder to forecast as environments grow more complex. Variable usage, data transfer charges and bundled services quickly turn monthly reviews into reactive conversations.

**Regular alignment between engineering and finance helps.** Instead of just reporting numbers, we need to explain why costs change, which workloads drive spend, and how future growth will affect budgets. **That clarity makes it easier to plan capacity and prioritise system optimisation** rather than defending invoices after the fact.

**Q. Has your approach to IT, Ops, and platform changed as you've grown?**

**A.** Scaling means more surface area to manage: more services, more environments, more things that can go wrong. **For IT and platform teams, reliability remains critical, but sustainability becomes just as important.**

R&D is the backbone of the organisation. At ISAAC Instruments, we're about 200 people with 38% belonging to the technology team. As the platform expanded, operational load increased alongside customer demand and teams were responsible for keeping systems stable. This meant supporting development and preparing for future growth, often without the staffing or mature tooling of larger organisations.

ISAAC supports 60,000+ connected IoT devices with a very lean team, underscoring why **managed services and deep technical support matter at scale.**

Combined with access to responsive human support (not just ticket queues) this turns the cloud provider into an extension of the team, rather than another system to manage.

**Q. How do product teams feel the impact of infrastructure decisions?**

**A.** Product teams want infrastructure that keeps pace with development. Features need to reach customers quickly, perform reliably and scale with demand. At ISAAC Instruments, **close collaboration and cross-functional planning** helps surface infrastructure considerations earlier in the planning process.

We have a change advisory board that's made up of some of our key customers.

> *"We try to involve our customers in giving feedback – they provide their input and get to see what's coming down the pipeline."*

**Fast provisioning, elastic scaling and open-source compatibility then allow us to adapt infrastructure as product needs evolve**, without redesigning everything mid-flight.

**Q. How have cloud choices been influenced by end-customer needs?**

**A.** One way ISAAC Instruments supports growth is by ensuring customer-facing systems scaled without disruption.

> *"Cloud platforms that allow rapid scaling up and down, without punitive cost implications, make it easier to support customer teams without constant reconfiguration."*

**Reliable performance under load** allows commercial teams to operate confidently without worrying whether infrastructure would keep up with demand.

**Q. How do data, security, and compliance requirements evolve at scale?**

**A.** As data volumes rise, so do regulatory and security requirements: where it's stored, who can access it, and how it's protected.

Data sovereignty was a priority for ISAAC before it became a mainstream topic. Right now, data sovereignty is a buzzword. It's everywhere. But in practice, it's an exercise in risk – what is the risk to your organisation and how important is that to you?

**Friction occurs when cloud environments obscure data location** or make it difficult to map how information flows across systems.

Security represents much of my role today. **Predictability, transparency, and trust in the underlying cloud infrastructure** is therefore critical to ISAAC as we scale. This comes back to the strategic partnership we have with OVHcloud.

> *"What's most reassuring to me is that I can rely on the infrastructure in the background to run smoothly and securely."*

Maintaining a clear data map, access controls and audit readiness was significantly easier with full transparency and sovereignty from the cloud.

# Closing thoughts

At scale, infrastructure decisions affect more than performance. They influence how easily teams communicate, how confidently costs can be managed, and how much flexibility the organisation retains.

Joe Russo believes the relationship with your cloud partner is about much more than a vendor-customer relationship, but should be a strategic partnership:

> *"OVHcloud is not a vendor that you, at the end of the month, simply pay an invoice in exchange for services. It's more than that…Whether it's the Technical Account Manager, the security guard, the people we encounter as we walk through the hallways – it's a professional outfit and it's run with class."*

For ISAAC Instruments, the partnership means being able to lean on the cloud provider's depth of technical knowledge as an extension of their own team.

For Joe Russo, his advice to other businesses embarking on a scale-up journey is to not overlook the human relationships and expertise that make vendor partnerships successful:

> *"Whatever vendor you choose, work on the partnership. Make them part of your ecosystem. And don't be afraid to ask questions, no matter how irrelevant you may think it is, because sometimes the answer you get back makes you see things in a different light."*

If you're navigating growth and want cloud to be one less thing to worry about, explore scalable cloud solutions for growing businesses.

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