

Enabling a Global Leader in Unified Commerce Accelerate Growth

Case Study



Overview

Quantum leap in business vision

A global leader in unified commerce solutions was looking to scale its global software engineering services, with a global capability center (GCC), to better serve its customer pool of 1,000+ retailers with three core offerings:

- **Product development:** Develop a cloud-native, mobile-first, extensible platform for retailers.
- **Professional services:** Build a cutting-edge order management solution.
- **Client care:** Support the end customer with customized versions of their existing product portfolio.

Zensar's brief:

- Select a location that enables optimized cost of delivery and access to a rich talent pool.
- Develop a target operating model, transition plan, skills matrix, and training plan.

- Own end-to-end talent management, including hiring, training, performance management, and retention.
- Transfer the GCC resources to the client at the end of a five-year period of the “build” and “operate” phases, leveraging the build-operate-transfer (BOT) model.

Beyond the brief:

In a capacity-based engagement model, we enabled 100 percent transparency by sharing key details on defining the exact skill combination for each role, curating learning content, finalizing assessments, and reporting progress. This included these key elements:

- Learning academy that’s created in collaboration with the client’s team.
- Continuous feedback and evaluation to ensure development is nurtured as per the agreed standards and the client’s organizational culture.
- Playback sessions to evaluate understanding and certification programs to ensure day-one readiness.



Challenges

A tall order and a short timeframe

Given the competitive market environment, the client was eager to set up an offshore development center that meets all requisites; hire, train, and deploy the right talent; and implement processes to scale flexibly to meet immediate as well as future business requirements — all within an accelerated timeframe.



Solution

Operating as an extension of the client’s team

Scope: The engagement covered product engineering, professional services, 24x7 product support, and program management, as well as complying with quality and security audits at regular intervals.

Location: We selected a location based on several considerations: talent availability, access to an international airport, mobility culture, cost of living index, downtown facility cost (if required), SEZ tax benefits for exports, availability of SEZ units,

competition set up in the city, local state government compliance requirements, space availability for future expansion, and the cost of hiring.

Build and operate phases: We set up the facility to accommodate 180 resources and accomplished the following as per the initial timeline and scope planned with the client's team:

Day 30: We completed onboarding and training, in compliance with the client's established academy framework, using buddy sessions, walkthrough recorded content, and playback sessions.

Day 60: We completed on-job evaluations, carried out fixes and minor enhancements, evaluated work thoroughly to ensure agreed standards were internalized, and suggested corrective actions to plug gaps.

Day 90: We had a fully competent workforce, whose development was supported with regular feedback and follow-up action plans and whose work was evaluated to ensure deliveries were in line with agreed standards.

We owned and contributed to continuous Agile development, reviews, and demos in collaboration with the client's product development organization. Ultimately, the GCC resources ably delivered on productivity objectives and demonstrated the capability to implement the client's products and solutions across the globe.

Transfer phase: The transfer was achieved in less than four years, though the original timeline set for the transition was five years. The transition and handover activities spanned several areas: legal and finance, HR, external and internal communications, facilities, infra and admin, asset transfer, employee re-badging, and transfer team sign off.

Solution enablers

- Zensar's trusted brand enabled us to attract and hire highly skilled resources across various niche specialties.
- Zensar's well-established offices and infrastructure across leading IT locations in India allowed the client to test the GCC strategy in India without CapEx investments.

- Zensar's highly matured processes and frameworks for enabling functions, such as HR, Admin, and Facilities Management, make deployment reliable, fast, and efficient.



Impact

Ability to scale resources up or down, as needed

Leveraging our experience-led engineering approach and insights from successful execution of GCC engagements over the past two decades, we enabled these results:

- Doubled the sprint velocity within six months after baselining
- Improved the delivery quality with a reducing bug backlog
- Increased chargeability to 75 percent from the expected 65 percent
- Enhanced productivity to 90 percent from the expected 85 percent

Business outcomes: With quick access to niche capabilities and the agility to right-size capacity to meet variations in demand, the client enabled retailers across the globe to deliver a personalized and seamless experience to every shopper.

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