

Major software
company amps up
global web production



Customer profile

The client, a global software leader in various digital business solutions, wanted to enhance the customer experience for its millions of worldwide users by taking its global web production (GWP) to the next level of excellence. HCL Technologies, having completed similar projects for other global players, was the client's obvious choice as a partner.

Global scope

The three-year project, which began March 1, 2020, encompasses web production—authoring and publishing content for new products and special projects, modifying existing product content, and ensuring content quality—for a complex, sophisticated, and world-leading website that serves 64 countries in more than 30 languages. HCL's team collaborates with the client's team to serve five major business units across geos. Major stakeholders are product marketing, field marketing, the ecommerce team, and the localization team.

GWP transition: the stairway to success

HCL and the client brainstormed the steps on the stairway to GWP transition success. To meet the aggressive go-live plan in the challenging COVID-19 lockdown environment, several processes had to be streamlined, including:

- Timely onboarding of new team members and rebadging of members employed by previous client vendors
- Enabling remote work for team members
- Creating custom client-specific configurations and policies on laptops
- Training and certifying team members to work the “HCL way”
- QA procedures and checklists
- Independent audit practices
- Dashboard creation

HCL's GWP team developed operating models aligned to the work methods of the client's US, international, and content QA teams. The US model calls for 44 publishers in 19 small HCL squads aligned to the client's BUs. The international model differs from the US model in that geo owners are responsible for one or more geo sites, adapting US-generated content to the geos' currencies, locale and site designs. Rather than aligning publishers to stakeholders, the international team manages geo rollouts for all BUs. Delivery for both models is based on agreed-upon SLAs. The content QA model is a collaboration between the client's and HCL's team that concentrates on performing QA tasks on the assigned projects, story allocation and issue resolution.

GWP operating model workflow

The operating model workflow follows agile methodology:

1. The product owner creates and sends requirements to the program manager.
2. The program manager creates and sends a JIRA ticket to the US project lead, who reviews the requirements.
3. If everything is fine, the ticket is then sent to the US web producers to create content.
4. When the US web producers complete the content, they send it to the content QA team for validation and verification. If there are defects, the QA team returns the content to the US web producers for edits.
5. Once the product owner approves the content, the international production lead sends the content to the localization team.
6. The localization team returns localized content to the international production lead, who creates a JIRA ticket.
7. International web producers' work on that ticket and perform self/spot QA.
8. Then the international project lead reviews the content in web production and closes the JIRA project.

Competency building

Competency building is essential to raising the team's performance, so a 12-member internal team provides end-to-end training and assessments. As of November 2021, 47 team members have completed the AEM site business practitioner exam, enhancing their authoring skills and capabilities and the quality of deliverables.

Communication

Programs of this scale require regular communication at every level. At the strategic level, the twice-yearly supplier business review examines service metrics, forecasts demand for upcoming quarters, and evaluates new initiatives. At the engagement level, the monthly business review examines project health and risks and plans operations for the next month. Quality reviews every two weeks address quality issues, identify best practices, and mark areas for improvement. Rounding out the full-fledged communication plan, weekly reviews look at SLA adherence, track and prioritize backlog, resolve issues, and plan capacity.

Global scope = global impact

Highlights so far include:

- **Quarter 1:** Completed phase I ramp-up of 70 team members and rebadged client's vendor resources to the HCL team; established weekly governance process
- **Quarter 2:** Advanced to steady state and steady-state governance on schedule, launched two new instances, and enhanced QA process
- **Quarter 3:** Launched ideation portal and three other initiatives, certified 47 associates, and added 52 sites
- **Quarter 4:** Ramped up 35 phase II team members
- **Quarter 5:** Completed phase II ramp-up, launched the client's annual conference content and 3D painting software content
- **Quarter 6:** Migrated entire portal on a new version of AEM, launched new photo editing software in the Americas, launched a developer/user community global event online

92% of resource onboarding was completed, with **zero deviation** in knowledge transfer sessions₁

Elimination of manual effort saving the client **290 hours per month and \$166K₂**

Project received a CSAT score of **6.33 out of 7₃**

In 18 months, HCL's team has grown to 105 members—44 US web producers, 32 international web producers, 18 content QA specialists, and 11 investment supporting team members—and ultimately, the team will more than double as the client's need for content grows.

The highlights above are just part and parcel of more than 6,195 projects the team has delivered, with just four day's deviation for HCL's publisher track and the client's QA track. Even more impressive is that 92% of resource onboarding was completed, with zero deviation in knowledge transfer sessions on the revised COVID-19 scenario transition plan₁. HCL now supports 52 of the client's 66 geos.

HCL also delivered notable improvements, including automation of the weekly status report, which aggregates product level status directly from JIRA. The elimination of manual effort saved the client 290 hours per month and \$166K₂.

Another notable improvement is the Geo Data Dictionary (GDD), a platform driven by Microsoft Power BI, where the team accesses all relevant data for specific geos with a single click. With the GDD, the team no longer needs to get information from 51 Excel sheets, nor do Excel sheets need maintenance. The GDD is a living document—a repository for best practices, issues and their resolution, and onboarding tools for new publishers—that saves significant time, improves content quality, enhances compliance, and simplifies data aggregation and reporting. The client is so pleased that the company wants to install the GDD in its own environment. HCL and client senior leaders are exploring this and other value-add ideas to constantly innovate and improve the GWP operations.

Two other initiatives contributed to transition success. The mentor and mentee program, in which each mentor (a senior publisher) works with three mentees (new team members), has yielded excellent results, including quick and effective ramp-up. Weekly meetings between client and HCL senior leadership maintain transparency and ensure proactive and timely decision-making.

HCL's approach to this transition yielded best practices for future projects:

- Asset-based transition with iterative phases of absorption (Knowledge Transfer) and replication (Playback)
- Small teams with SMEs/leads for effective collaboration and task tracking
- Shorter training sessions for remote Knowledge Transfer sessions
- Regular communication and sensitization to remote work, team health, and help required by team members
- Checks on absorption levels, timely and effective corrections and task validation
- Attention to changing situations, identification of potential failure points, and proactive checks to keep on schedule
- Tight program governance encompassing stakeholders from HCL and the client

Long before this halfway mark, the client knew it had chosen the right partner in HCL. A true partnership, the project has benefited greatly from the client's active support. Today, the project is in excellent health, with a CSAT score of 6.33 out of 7₃. For any client, key expectations include dedication, hard work, and flexibility, and HCL scores high on all counts, as well as on content accuracy, team utilization, review effectiveness, defect data, and testing effectiveness.. A recent ISO 9001 2015 audit reported that the project is green with flying colors, with no NCs or observations. PCI(internal process audit mechanism)status has been green since the engagement entered steady state.

Looking into the future, HCL is jointly working with client to define their web publishing roadmap and align HCL's capabilities, processes and tools to enable smooth execution. Next major milestones are adding new scope, revamping the whole publishing ecosystem to a brand new cloud based platform, increasing automation in QA and publishing, and extension of the existing project to another 3 year period.



Solution highlights

Streamline processes
Agile methodology
Competency building
Consistent communication



HCL Technologies (HCL) empowers global enterprises with technology for the next decade today. HCL's Mode 1-2-3 strategy, through its deep-domain industry expertise, customer-centricity and entrepreneurial culture of ideapreneurship™ enables businesses to transform into next-gen enterprises.

HCL offers its services and products through three lines of business - IT and Business Services (ITBS), Engineering and R&D Services (ERS), and Products & Platforms (P&P). ITBS enables global enterprises to transform their businesses through offerings in areas of Applications, Infrastructure, Digital Process Operations, and next generation digital transformation solutions. ERS offers engineering services and solutions in all aspects of product development and platform engineering while under P&P. HCL provides modernized software products to global clients for their technology and industry specific requirements. Through its cutting-edge co-innovation labs, global delivery capabilities, and broad global network, HCL delivers holistic services in various industry verticals, categorized under Financial Services, Manufacturing, Technology & Services, Telecom & Media, Retail & CPG, Life Sciences, and Healthcare and Public Services.

As a leading global technology company, HCL takes pride in its diversity, social responsibility, sustainability, and education initiatives. As of 12 months ending on December 31, 2021, HCL has a consolidated revenue of US\$ 11.2 billion and its 198,000 ideapreneurs operate out of 52 countries. For more information, visit www.hcltech.com

HCL



www.hcltech.com