

Transforming financial product development and operations for a U.S.-based global telecom company

HCLTech helped ensure speed, quality and scale
through a transformative Delivery-as-a-Service model

The client, one of the leading global telecom companies based in the U.S., provides innovative products and capabilities to its customers for mobile device financing including customized financing, such as loans and leases with flexible pricing and payment terms, credit checks for customer purchases to manage financial risk, no-frill checking accounts with service monetization opportunities and tools to manage customer churn and bad debt.

Financial products and services, typically provided by large banking and consumer lending corporations, are highly regulated. As a result, the client needed to be prototyped quickly, tested on a small consumer base, scaled according to customer feedback and meet the highest standards of quality, compliance and user interface. HCLTech helped the client implement a transformative Delivery-as-a-Service (DaaS) model to ensure its financial product development and operations met these high standards.

The Challenge:

Launch financial products and services with speed, quality and scale in a highly regulated environment

The client needed to manage large-scale operations that include \$24B in annual sales of 61M mobile phones and accessories, 4M credit evaluations per day, 500K new documents created every day and \$8B in financing receivables at any given time.

Given the highly regulated environment, it

was a daunting challenge for the client to launch services with speed, quality and scale. The critical nature of the domain required the client to reevaluate its technology delivery model and look for a knowledge and implementation partner that could meet its ambitious objectives quickly and efficiently.



The Objective:

A new partner-driven technology delivery model to facilitate product excellence

The client wanted a technology partner to devise and implement an innovation-driven financial product execution model that would allow the telco to focus on delivering excellent telecom products.

The key objectives were:

- Focus on measurable outcomes such as financial product and feature launches within a defined timeframe
- Exercise actionable governance and quality control
- Engage proactively through planning and execution
- Develop seamless communications
- Establish data-driven KPIs and SLAs
- Assume ownership and accountability through strong leadership and line management
- Offer technology and domain expertise to generate business value
- Provide thought leadership for processes, technology and innovations
- Offer end-to-end managed services
- Auto-scale based on demand

The Solution:

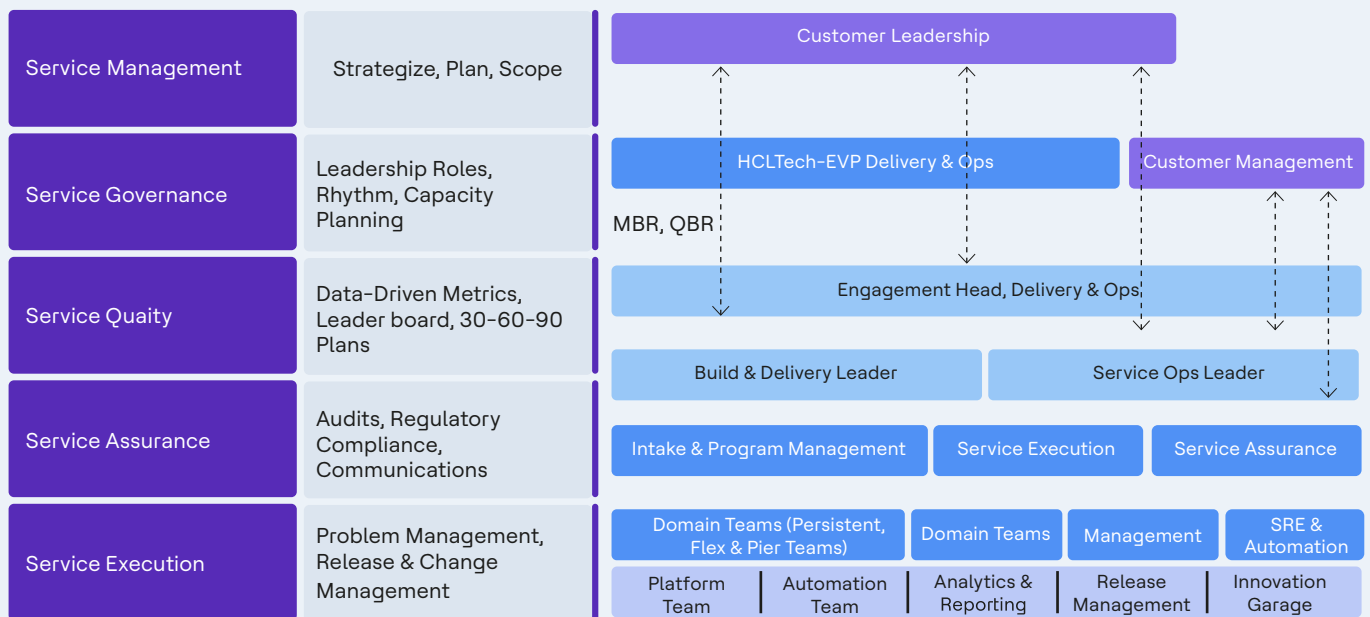
A unique Delivery-as-a-Service model

To meet these objectives, HCLTech deployed a unique DaaS model, an advancement over the client's previous outcome-based engagement model.



HCLTech managed all aspects of the engagement. The team collaborated with the client to define business requirements, kick-start microservices development, assumed independent ownership of hiring and quickly onboarding talent, ramped teams up or down to meet business requirements and invested in accelerators. Throughout the engagement, HCLTech also provided domain thought leadership.

As the partnership progressed, HCLTech assumed responsibility for expediting financial product business outcomes, growing to 50 Scrum teams that empowered delivery and provided integrated support operations. This move unlocked value at scale and reduced dependency on resources. To help the client derive long-term cost benefits, HCLTech continuously realigned its team to provide the best possible service at the most equitable cost.



Key results:

HCLTech introduced a standardized project management framework to bring uniformity to processes and align with DORA metrics. Product development became fast, quality-focused, scalable and cost-effective. A playbook for outcome-based projects helped to scale new developments in a repeatable manner. The client needed only to evaluate delivered outcomes, overall quality and ROI.

- Significant investments in account leadership and backup resources
- Collaboration between business, development and operations teams
- Just-in-time resource deployment
- Test suite automation on the programs
- Proactive engagement and communication
- New measurement methodologies
- Agility to enable future growth

For service operations, HCLTech introduced a new maturity framework with a focus on compliance and assurance. The team also invested in L1-L4 processes, which are crucial in helping create user journey maps to provide

engineers with a complete view of interactions between the company and customers. Auto ticketing and self-healing capabilities significantly reduced manual efforts, resulting savings on engagement costs. With an entirely automated APA platform complete with dashboards and alerts, HCLTech ensured zero business downtimes.



The Impact:

Product excellence and transformed operations

HCLTech's transformative approach, innovation-minded ideapreneurship and future-facing solutions transformed the client's progress and expedited outcomes.

With the upgraded DaaS model, HCLTech provided end-to-end technology services ranging from work funnel management, design, development and deployment, as well as support and maintenance. In less than 16 months, the teams improved and scaled up DaaS from a pilot program to over 50 projects.

The improved throughput with the DaaS model led to:

25% reduction in the build-to-launch cycle time for financial products and services

40% increase in sprint velocity

110% delivered/committed story point ratio

200% improvement in sprint backlog due to proactive feature grooming

100% automation of in-sprint testing

Zero defects in production build

The new model also optimized, quick and available service operations, which caused:

98% reduction in revenue write-offs

Average **MTTR reduced** from 5.4 days to 3.9 days

50% coverage increase in failover/resiliency testing

30% increase in automated alert dispositions

50% reduction in overall ticket volume

The bottom line for the client is that the new partner-driven DaaS model provides tangible, sustainable and accelerated outcomes for its financial products and services. This transformative innovation allows the company to focus on delivering product excellence and significantly moves the needle on its efficiency and growth.