Transition Methodology (approach) is the process of taking over the services from an in-house IT or an incumbent service provider. It takes the centre stage during the entire course — from the assessment phase to the steady state phase. In addition, transition methodology has a direct bearing on the timelines, resources and risk management ability, and on ensuring zero disruption to the business.

Managed services engagements are performed using one of the two models in transition methodology— Big Bang or the Phased Approach (also referred to as Wave methodology or step-by-step model).

HCL understands that no two requirements are unique. Therefore, we ensure that the solutions are tailored to meet the unique requirements of our customers. At HCL, our recommendations / transition strategies are based on the engagement (Onsite-Offshore / Onsite- Near shore-Offshore) and proposed model, and current state of outsourcing maturity at the client’s side. It also depends on the geographic spread of different business units in the customer environment. The transition strategy is decided after conducting an in-depth assessment of the customer’s organization, its operational pain points and outsourcing requirements.

**Big Bang Approach**

We recommend this approach for the following scenarios:

- Customer has matured processes and systems
- Prefers to start the engagement with partial outsourcing or co-sourcing model
- Where HCL is already delivering services
The advantages of the big bang approach are:

- Ensures completion of transition in a short timeframe
- Provides more control over planning and availability of Subject Matter Experts (SMEs) for knowledge transfer
- Stabilises standalone processes across different infrastructure towers and between the transition and the go-live phase
- Leverages cross-skilled resources in case of resource crunch

The disadvantages are:

- The fall back plans are complex to develop
- Adoption, and execution is vulnerable because of the pressure to meet the deadlines
- Deploying the big bang approach is complex and challenging because all the activities have to be performed simultaneously.

At HCL, we are familiar with the roadblocks associated with large-scale big bang transition engagements, and as a result, we have developed a unique approach to overcoming the challenges. It involves:

- Collective involvement of the customers retained IT organization for an effective knowledge transfer from the date of commencement of the engagement
- Collaborate with internal Centre of Excellence, partners, and the customer organization in identifying and implementing the best practices across various in-scope tracks
- Leverage transition and technology SMEs, and ensure their participation / involvement on a regular basis to implement the mitigation measures

**Phased Approach**

This methodology is considered safe, but it is an expensive approach to off shoring remotely managed services of globally spread enterprise customers.

The phased approach:

- Facilitates effective knowledge transition from the incumbent service providers
- Offers absorption of risk for first time outsourcers
- Provides better control for risk absorption and mitigation
- Ensures effective measurement of Service Level Agreements (SLAs) / Key Performance Indicators (KPIs)
Hello there! I am an Ideapreneur. I believe that sustainable business outcomes are driven by relationships nurtured through values like trust, transparency and flexibility. I respect the contract, but believe in going beyond through collaboration, applied innovation and new generation partnership models that put your interest above everything else. Right now 90,000 Ideapreneurs are in a Relationship Beyond the Contract™ with 500 customers in 31 countries.

The disadvantages are:
- Needs longer transition time leading to delay in stabilisation
- Increases attrition leading to a possibility of degraded knowledge transfer
- Necessitates increased time and effort and hence it is expensive
- Demands availability of key resources from the incumbent vendor

However, HCL has the following mitigation measures in place to overcome the disadvantages:
- Provide necessary motivation levels to transition resources through extra perks
- Define the exact time frame for carrying out the transition across each track
- Secure the commitment from the customer and from the key resources of the incumbent vendor
- Ensure effective onsite-offshore team coordination on a daily basis
- Follow template driven procedures to ensure effective knowledge transfer

The onus of choosing an approach lies with the customer and the supplier involved in the transition. HCL would suggest a suitable methodology after conducting an analysis using HCL's AsseT™ — an integrated end-to-end transition framework designed to focus on the 'Service Transition' phase across all lines of business. The process encapsulates the transition-related activities and the responsibilities initiated after receiving the contractual go-ahead from the customer.

For more information on HCL’s Zero-risk transition capabilities, please write to contact.infra@hcl.com.