

Driving agility
and
modernization
for a global
automotive giant



HCLTech reduces costs,
improves operations, and
enables a shift to
product-aligned delivery

A leading global automaker wanted to modernize its legacy solutions and transform business operations to provide a premium mobility experience to its customers. The client had already initiated multiple transformation initiatives and was looking for a partner who shared their vision, and who had the capability and scale to drive the transformation implementations, taking end-to-end accountability for the outcomes. HCLTech was quick to identify the challenges and partnered with the automaker to transition to the product-aligned operating model. With continuous incremental changes, the client was able to successfully transform from a legacy operating model to a product-aligned organization.

The Challenge:

Reclaim lost ground with a premium value proposition

Emerging trends such as electrification, autonomous driving, shared mobility, and changing customer behavior are disrupting the automotive industry. The client was looking to capitalize on these trends and generate revenue from its electric cars,

autonomous driving technology, subscription services, and premium mobility division. However, the legacy operating model, long lead times, several shelved projects, and reduced market share were significant roadblocks in the client's path.

The Objective:

Deliver an intelligent and differentiated customer experience

The client was looking for a partner who could accelerate their journey to a premium mobility solution provider and help them become a lean product-aligned enterprise. The client further wanted to adopt an operating model that would allow them to drive revenue, reduce costs, and drive employee and customer experience. The client planned to leverage SAFe (Scaled Agile Framework) to drive business outcomes and accelerate the digital transformation journey. Doing this could help them go to market faster, improve productivity, eliminate wastage, and foster an environment of experimentation and collaboration.



The Solution:

Enable an accelerated, data-backed business transformation

HCLTech was quick to realize the scale and complexity of the challenge. An initial survey revealed that a small number of client teams were using the agile methodologies while the rest of the global teams were still working with legacy portfolios. It was apparent that the teams needed to be upskilled for the operating model transformation to be successful. HCLTech then introduced several interventions to ensure a seamless transformation, such as:

HCLTech coaches and leads worked with the client teams to refine the value stream definitions and re-organize teams within products and product clusters

Proactively partnered with the client transformation office, LACE (Lean Agile Center of Excellence) to help drive SAFe implementation and adoption

The product teams were trained and certified in SAFe by creating role-based learning journeys for the product-aligned operating model

Change and adoption were achieved by driving incremental and experimental approaches

A key imperative was productivity and efficiency improvement. We employed lean techniques to identify and reduce waste, leverage levers of Shift Left approach and, automation to improve productivity and reduce operational effort

To improve velocity and time to market, HCLTech focused on coaching and mentoring teams, moving from doing agile to being agile, with continuous improvement, DevOps implementation, and automation as key levers

HCLTech set up a transformation team, using the, transform while you perform approach, to drive ideation and innovation, convert ideas from the product teams into tangible business outcomes aligned with client objectives

Enabled transparent and data-driven decisions by implementing metrics dashboards from the underlying DevOps toolchain, leveraging HCLTech's App360 to measure outcomes continually, value delivered, and DevOps adoption

HCLTech employed its service delivery and transformation framework, FENIX 2.0, to map product portfolios and arrive at the right delivery model and transformation roadmap aligned to FENIX 2.0's 4 quadrant framework

The Impact:

Drove business growth and enhanced customer experience

HCLTech focused on inculcating a one-team mindset and a product-centric culture in the existing teams by restructuring the teams based on the product needs. The product teams focused on user experience were structured around user journeys to enable end-to-end visibility of the value flow and produce best outcomes for the user. Similarly, the teams focused on driving

efficiencies or creating common standardized capabilities were structured around business or technology capabilities. The shift to product-aligned operating model enabled the client to resolve many of the existing challenges and realised key business outcomes –

Effective prioritization with regular inspect and adapt, collaboration with business, bringing a lot of focus to working on what matters, greatly reducing waste and enabling faster time to market

Long lived teams taking end-to-end accountability for customer journeys – driving experimentation and innovation culture on the ground

Better dependency management and ease of integration by organizing co-dependent teams within SAFe Agile release trains

Key outcomes:

- The automaker was able to create market differentiating capabilities in the sustainability domain, ensuring a lead in regulatory compliance across the globe and boosting overall sales capability
- Enhanced the after sales and warranty systems to adapt to global as well as localised country specific expectations and regulations in a diverse ecosystem (70+ countries across geos), leading to enhanced car ownership experience for the end customer
- The automaker made significant strides in its safety mission with a focus on data and design. R&D teams could use insights from real-life accidents to design safer cars
- Predictive analytics and accuracy of over-the-air updates improved passenger safety and customer experience
- The client could now use automation at scale by leveraging citizen developers across the business, and IT teams to increase speed and reduce costs across the value chain
- Integration platform capabilities were enhanced and standardized using DevOps, automation, and self-service functionalities

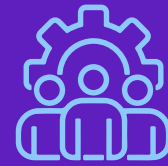
HCLTech's partnership with the automaker in this transformation led to the following benefits:



Wastage was minimized, and stalled projects and initiatives were reduced to **zero**



2X improvement in delivery cycles helped the client release new products quickly, with faster feedback loops enabling the client to achieve its business objectives



The operational effort was reduced by **65%**, and the savings were channelized towards strategic and differentiating initiatives



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