



CASE STUDY

Accelerating Digital Transformation Through Agile Delivery

CUSTOMER STORY

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To accelerate the speed of innovation and adopt new technologies and processes to strengthen its position in the market, a top UK network service provider and early adopter of 4G technology turned to EPAM for help in transforming to a more agile enterprise. EPAM worked with the customer to implement agile methodologies, laying the groundwork for the company to deliver a digital delivery factory focused on customer insights, which ultimately led to a continuous stream of enhancements to its platforms—including its mobile app and website.

Since the adoption of this new way of working, the following results have been achieved:

30%↑ PRODUCT RELEASES	300+ digital product releases, resulting in a 30% increase year-over-year	85%↑ ECOMMERCE AUTOMATION	Automation of the customer digital checkout, resulting in 85% automation of orders, drastically increased from just 5% in 2017
40%↓ IN UAT BUGS	40% reduction in user acceptance testing bugs & 90% reduction in production bugs	£25M+ REVENUE GROWTH	An estimated £25m+ forecasted revenue growth
11 PLATFORM UPGRADES	11 platform upgrades & major implementations	£40M↓ COST REDUCTION	An estimated £40m cost reduction (over five years)
4.5/5 MOBILE APP RATING	The mobile app rating rose to 4.5/5 from just 2/5 in 2017		

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FOCUS ON THE CUSTOMERS' DIGITAL WAY OF LIFE

While this network provider has one of the largest, fastest and most effective mobile networks in Europe, network availability wasn't enough to win and retain the customer. The client needed to ensure that its customers' digital experience matched the high quality of those experiences offered by digital natives and the promise of the market-leading network by making an investment in innovation. With the added challenge of outdated technologies and processes stemming from a recent merger, the business had to entirely change its delivery approach to bring products to market faster.

In collaboration with EPAM, the network provider created a roadmap to transform the way digital was delivered, from product conception to release. The goal of the partnership was to create an efficient, effective and continuous delivery organization that would provide a solid foundation for digital transformation to create an outstanding customer experience.

The core objectives included:

- *Building for the digital future* – enable continuous, fast, effective digital delivery across the business, combining and synchronizing parallel delivery work streams, as well as create the right environment for innovation
- *Supporting the product lifecycle* – offer high-quality, on-time digital support and new capabilities for key product launches (iPhone and Android devices) and in-store needs
- *Getting the most out of the latest platform and technology capabilities* – create an effective merger tech stack that leverages the capabilities of platforms, systems and processes to reduce effort and cost
- *Agile methodologies* – implement a disruptive business model to deliver the digital experience customers demand and help the company adapt to its customers' evolving needs
- *eCommerce* – drive improved customer service and sales through the website and app by transforming and enhancing existing processes and capabilities

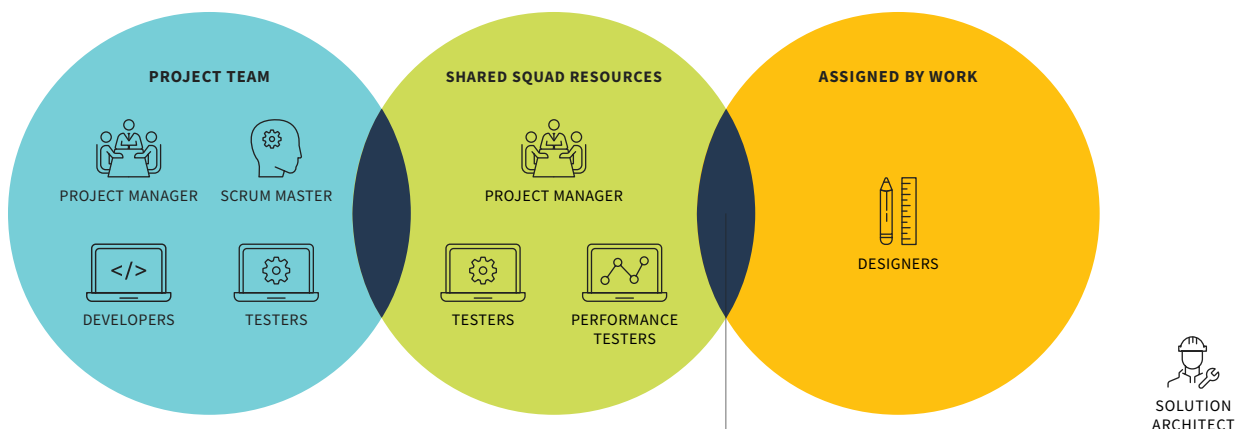


FIGURE 1: THE INITIAL DIGITAL DELIVERY MODEL IN 2015

Implemented by EPAM, this model was the first shift away from large project-based teams assigned against detailed long-term project specifications. While the new structure provided agility within the development process, challenges persisted as key capabilities—like design, testing and technical architecture—remained entirely separate and outside of the process. In addition, having the ability to scale was increasingly difficult as each business unit was still siloed.

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A NEW WAY OF WORKING TO PAVE THE WAY FOR DIGITAL TRANSFORMATION

From the beginning of their partnership, EPAM and the network provider focused on the customer. Starting with analyzing consumer behavior on the website, mobile app and offline touchpoints, EPAM mapped out customer journeys to identify pain points and correlate with NPS levels, creating a roadmap for improvement.

Working alongside EPAM's teams across engineering, delivery management and creative consulting, a new way of working was introduced. The onsite and nearshore teams kept clear communication between them through daily standups and a modern organizational structure by leveraging shared tools, such as JIRA, HipChat (now Slack) and Confluence. EPAM's extensive experience in using agile development with its onshore and nearshore teams helped them embed new processes into an effective delivery framework, building the foundation of the changes that were yet to come.

Achieving transformation at this scale while ensuring continued delivery of existing business projects required a much closer collaboration. EPAM engaged its account and delivery management teams, as well as specialist consultants, to work closely with the broader engineering teams and customer representatives. The speed of change and quality of execution were defined as a key success of this project.



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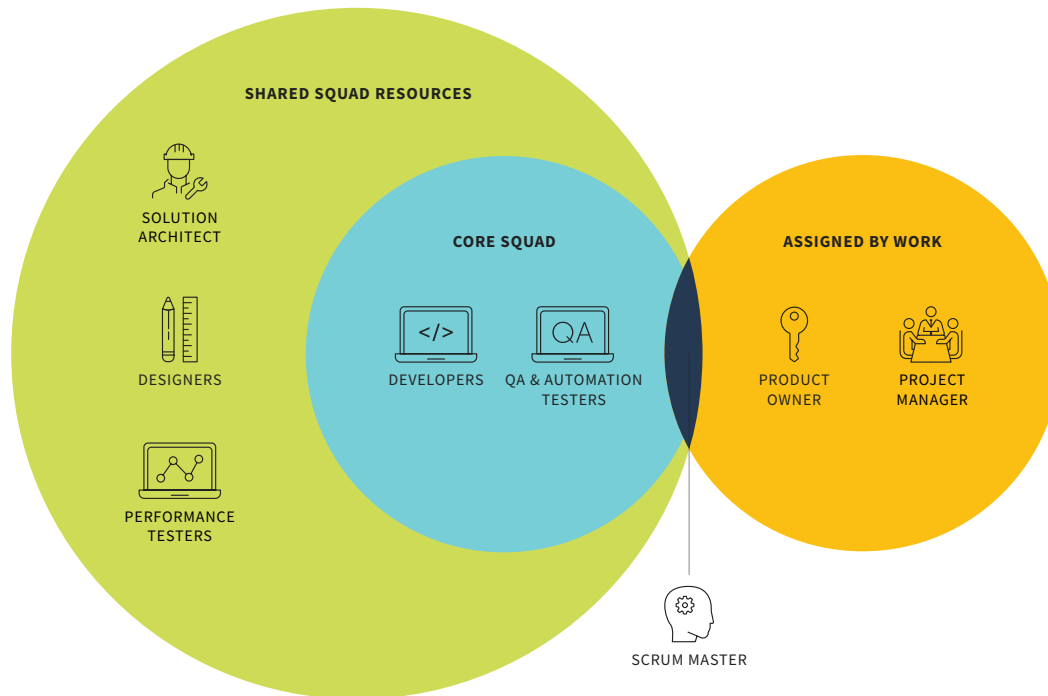


FIGURE 2: THE DIGITAL DELIVERY MODEL TODAY

The current model provides more agility and flexibility as roles can move between work streams, and shared resources are more closely aligned to business needs and delivery squads. At scale, the structure also enables cross-functional teams to plan and adapt to multiple, complex work streams.

The agile delivery model helped the team to deliver products to market more quickly and easily without increasing ongoing costs, creating the ability to respond to ever-changing customer needs. The business is now closer to the process, meaning the time from product conception to product design is significantly reduced, ultimately decreasing the cost of digital delivery.

ACHIEVING £40M SAVING IN PRODUCTION COSTS

As part of their initial work together, EPAM and the network provider quickly brought to market a mobile responsive website, an updated customer account portal and a new sales platform hosted on AWS. Throughout this joint venture, EPAM helped the company save approximately £40M in production costs over five years, while achieving an estimated £25M forecasted revenue growth. Enhancing digital features using a customer-focused mindset saw a 150% growth in NPS scores on the previous application, proving what EPAM had already observed – customers liked the new digital experience. Automation of the new eCommerce platform increased from 5% to 85% with improved functionality features that enabled cross- and up-sell opportunities.

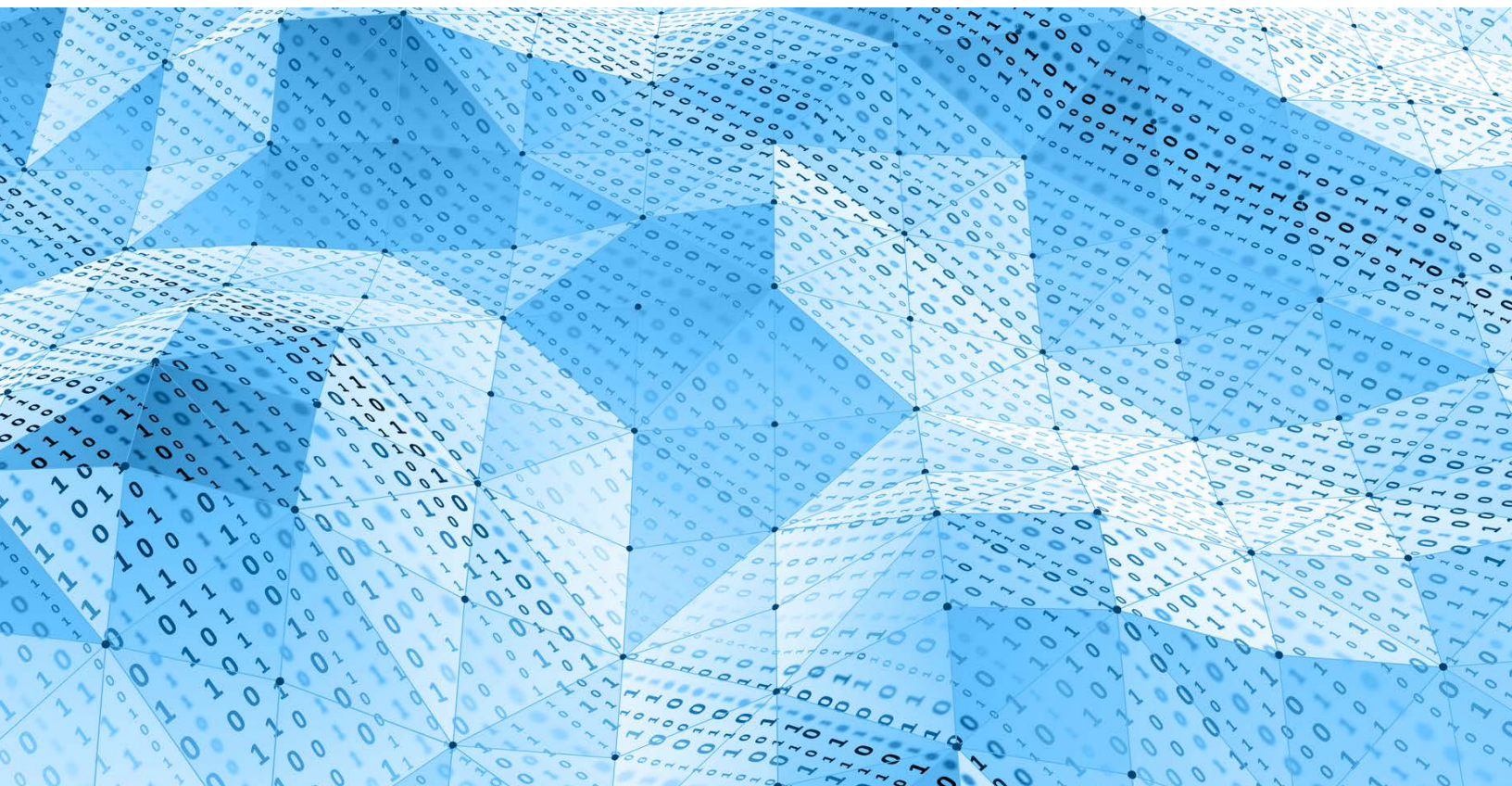
Today, EPAM continues to work with this client to deliver the omnichannel, digital experience that UK customers demand.

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TECH STACK AT A GLANCE

SAP COMMERCE CLOUD	APPLE iOS	JENKINS
ADOBE EXPERIENCE MANAGER (AEM)	ANDROID	APIGEE
AMAZON WEB SERVICES (AWS)	PUPPET	SPOCK (QA)
JAVA	TERRAFORM	GEB (QA)



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ABOUT EPAM

Since 1993, EPAM Systems, Inc. (NYSE: EPAM) has leveraged its software engineering expertise to become a leading global product development, digital platform engineering, and top digital and product design agency. From telecom service providers to television networks and game developers, EPAM helps its media and telecommunications customers envision and develop innovative, next-gen digital solutions that deliver subscriber satisfaction and forecast future consumer needs. EPAM's global teams serve customers in over 25 countries across North America, Europe, Asia and Australia

QUESTIONS?

Contact us at Sales@EPAM.com
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