Driving Business Transformation With High Velocity Engineering Squads

Case Study

Overview
Adapting to a new business model

A leading European material handling and logistics automation company, with an annual revenue of $1.8B and 75,000 employees, was looking to reassert its leadership position by transforming its business model — from "engineer to order" to "configure to order."

Zensar's brief:
Develop a transformative global warehouse management platform that is aligned to the client's progressive vision and go-to-market strategy.

Beyond the brief:
We deployed our high-velocity engineering (HiVE) approach to delivery to achieve industry-leading KPI values for lead time, change fail, reliability, and deployment frequency.

Challenges
Need to drive efficiencies at scale

The client's technology team needed a strategic partner to co-own the strategy to create an Agile organization, in terms of IT execution as well as organizational structure. In line with this, the partnership was required to drive efficiencies at scale with tested frameworks, guardrails, center of excellence (CoE) models, SOPs, and engineering practices.

Solution
Deploying a growth catalyst

We started the engagement by gaining a deep understanding of the client's IT ecosystem and business priorities. Leveraging our insights, we defined a roadmap with advanced technologies and processes to fuel the organization's long-term growth and agility.

Approach: We leveraged HiVE, a prescriptive framework for Agile deliveries, and our comprehensive capability management expertise to build and deploy teams that can scale on demand, while enabling predictable costing and quality of resources.

Squad composition: Each product engineering squad comprised eight members, with a total of 25+ squads deployed across three continents and three verticals: Platform Development Team (PDT), Horizontal Test and Integration (T&I), and Front-end Engineering.

Preparation: Before onboarding, each team's skill development was aligned to the client's specific technical, domain, and organizational culture, enabling them to contribute effectively from day one.

Responsibilities: Each team was assigned the responsibility to independently deliver on initiatives aligned with the overall platform development roadmap and ensure seamless integrations and testing. Moreover, each squad was required to deliver a minimum of 42+ story points every two weeks with 90 percent velocity.

Learning and innovation: We fostered a culture of learning and innovation by setting up a learning academy, guilds, and communities that enabled skill development in the logistics domain and client-specific technology practices as well as opportunities for sharing knowledge and best practices.

Tech stack: We leveraged these key technologies:

- Sprint Boot was used to create microservices effortlessly.
- Docker was used to build, test, and deploy applications quickly.
- Kubernetes was used to automate the management, scaling, and deployment of containerized applications.
- Helm was used to provision Kubernetes resources with the click of a button and perform complex deployments with ease.
- Microsoft Azure was used to enhance flexibility, security, disaster recovery, and speed of service.
- Jira was used to enable bug tracking, issue tracking, and Agile project management.
- Java was used for coding web applications with ease and simplicity.

Solution enablers

- Zensar's trusted brand enabled us to attract and hire highly skilled resources across various niche specialties.

- Zensar's transparent tool-based evaluation and tested hire-train-deploy model enabled visibility into the talent pipeline.

- Zensar's highly matured processes and frameworks for enabling functions, such as HR, admin, and facilities management, make deployment reliable, fast, and efficient.

Impact
Greater business agility and growth

According to internal benchmarks, these results were delivered:

- 90 percent team performance predictability with each sprint
- 100 percent delivery alignment to initiative objectives
- 15 percent efficiency improvements with each initiative

Business outcomes: The solution enabled the organization to fundamentally alter the way it operated to flexibly address evolving customer preferences and differentiate itself in the market.

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