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A major technology company gains instant internal capacity through a build-operate-transfer model

Deloitte Application, Cloud, and Infrastructure Operate Services

A major technology company's journey

The challenge

Deloitte had been working with this major technology company on an ambitious transformation of their front-office systems when the subject of transitioning to business as usual came up. The client hoped that their global capability center, or GCC, in India could eventually run the new implementation. There was just one hitch: The GCC didn't have the ability to take on this kind of work.

The client asked what they could do to build up the GCC. We suggested a build-operate-transfer (BOT) arrangement. Specifically, Deloitte would hire talent in the Indian market, integrate them with the Deloitte project team, manage and mentor them for a time, then transition them to become badged employees of the client.

The client agreed to this proposal, but with stipulations. They needed 50 people across 10 different skill areas. Hiring was strictly limited to the three locations in India where the GCC maintained a presence. All

new hires had to be ready for the client's evaluation inside of nine months. And we were to wrap up the entire BOT project within 12 months.

Assembling a high performing team

To tackle this challenge, we employed a number of strategies.

Get a head start. We used the time between the client's verbal agreement and the official start of the BOT contract to begin recruiting, giving us a few extra weeks of breathing room.

Approach our own staff. We asked pre-existing members of our project teams if they wanted to consider the client company as a career destination. Many said yes, boosting the BOT initiative with a group of people already performing at peak capacity.

Hire the most technical talent first. We knew from experience that those with niche skills needed more time to acclimate to their project teams. So we prioritized hiring for developers, architects, and certain DevOps professionals.

Train the new hires. To keep the BOT team's skills sharp and aligned with the client's specific needs, we put them through ongoing technical training, Agile training, certification programs, industry education, and other learning experiences.

Run multiple mock sprints. Once a pod was 50% staffed, we put them to work on mock sprints so they could learn the required delivery process and behaviors. That way, we didn't have to wait for the entire pod to be ready before they could start producing story points for the client.

Provide ample feedback. We completed performance reviews for all BOT team members and shared the results with the GCC. The GCC then closed the feedback loop by interviewing the BOT team members and providing feedback directly to the team members as well as to us.

Engage with the GCC. We wanted our BOT resources to be happy working for the client organization. So, to lessen the disruption for them, we made sure they had frequent interactions with GCC leadership ahead of any transfer.

Results

By the ninth month of our BOT agreement, we had built a well-rounded team of professionals who were producing at the velocity we, and the client, needed them to be. Over the course of the engagement, the client's needs shifted from the original 50. They extended offers to over 80% of them to join the company, offering salaries that were competitive to what they had been earning at Deloitte. The majority accepted.

In the end, the client acquired seasoned, hard-to-find talent without having to go through their normal recruiting process. The immediate capacity that this provided answered the original call to maintain and enhance the client's new, state-of-the-art front office technology internally. Since then, the client has conveyed that that their most impactful resources are the people who trained with Deloitte and then joined the company through the BOT.

About Deloitte Application, Cloud, and Infrastructure Operate Services

Deloitte Application, Cloud, and Infrastructure Operate Services (AMS) offers strategic management and enhancement of technology applications, digital assets, cloud computing, and infrastructure. Additionally, we strategically manage and enhance technology applications, digital solutions, and infrastructure to meet ongoing organizational needs. Example services include:

- Application managed services for packaged solutions (e.g., Salesforce, Oracle, SAP)

- Application managed services and modernization of custom and/or legacy apps

- Digital foundries (flexible capacity), DevOps, and enhancements

- Cloud and infrastructure managed services

Contact us today to see how Operate can deliver for you.

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