



Technology Transformation

Flagship Digital Product Launch

INDUSTRY

Information Services

DURATION

6+ months, ongoing
Start Date, October 2015

HEADQUARTERS

Southern California

SERVICES

CTO Consulting, Delivery
Acceleration, Team Augmentation

BACKGROUND

SVSG's client has been a leader in Information Services for generations. In recent years, several emerging technology companies have been encroaching in their market and SVSG's client knew it was time to fight back. They designed a digital product to give even more customers faster access to better data. Their engineering team grew quickly and soon faced process, quality and velocity challenges. The system was undocumented, velocity was behind their aggressive target and customers were lining up to utilize a product that wasn't ready to ship. That's when their CTO reached out directly to SVSG.

GOALS

To hit scheduled user delivery dates which were little more than a quarter away, engineering bandwidth and velocity needed to be increased. SVSG's client knew this would require bringing in new, talented tech leaders and engineers into the organization who could identify opportunities to introduce best-practices and implement them while helping the existing team members stay positive and productive. Our client's product offering still needed to reach parity with their competitor's and it was key for them to be able to continually formulate product differentiation to stay ahead of the pack. Reaching these goals would require a restructuring of the entire engineering team from VP of Engineering down and it was clear that this restructure needed to be done in a cost effective manner to fit within the CFO's standards of acceptability - namely a 10% savings on current operating costs.

THE PROCESS

SVSG CTOs Michael Beck and Gil Edelman went on-site to client's Southern California Headquarters to kick off a one-month audit of our client's current engineering organization. During that time, SVSG benchmarked the client's cost per point efficiency in terms of engineering output to establish a clear baseline for future comparison. SVSG CTOs then interfaced with our client's customer base to help drive product requirements in order to develop a product roadmap and associated team structure that could help bring product backlog to market faster.

With a clear understanding of the scope of the challenge ahead and the types of technologists required to solve it, within five weeks, Gil and Michael interviewed and approved 14 world-class engineers from SVSG's own engineering ranks to join the project. Over the coming months, Michael and Gil implemented new process to reduce time loss due to departmental interdependencies, specifically between product, marketing and engineering. Scrum team sizes were also reduced to enable the client's employees to be more productive on multiple product tracks at the same time. Continuous integration was then introduced to reduce regression cycles from a quarterly release schedule to a monthly release schedule, resulting in continuously cleaner, faster updates.

RESULTS

- Product shipped on time
- Doubled engineering output at 10% of the cost
- Delivered mobile and predictive analytics capabilities 6 months earlier than expected
- Modernized technology tools enabling seamless mobile experience for the product
- Revamped the user experience enabling core product to be more intuitive

ABOUT SVSG

With over 100 years of combined Silicon Valley CTO experience, SVSG provides thought leadership in emerging technology trends, guidance on incorporating innovation into the enterprise and crucial introductions to build strategic partners. Whether sizing up a potential acquisition, developing a go-to-market strategy or building out custom technologies, our CTOs work to bring clients to the forefront of innovation.

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