



Case Study: DecisivEdge enhances major payment platforms for a Fortune 500 financial services company

CHALLENGE

A subsidiary business of a Fortune 500 financial services company, built through a process of acquisition and internal development, with two technology oriented payments products was challenged to deliver the cutting edge functionality demanded by its customer base. Specifically:

- The solutions were large and complex having evolved over decades in a largely undisciplined manner
- The solutions lacked the functionality necessary to differentiate the company's product offerings
- The technology operations were characterized by poor controls and a somewhat ad hoc production support processes
- The system's performance was uninspiring, resulting in customer complaints
- The subsidiary technology team was outside the centralized IT organization and lacked the appropriate skills leading to delayed releases marred by significant defects

SOLUTION

Understanding the significance of the issues at hand, DecisivEdge was hired to take over the two platforms with the goal of not only managing and bringing structure to the technology environments but more importantly enhancing them to make them more competitive in the marketplace. Essentially, DecisivEdge became the de facto internal IT organization, not just outsourced production support. Before it could take over the platforms, DecisivEdge performed a complete assessment of the technology environment, organized along the following seven work streams:

- Human Resources
- Production Support
- Application Development
- Quality Assurance/Testing
- Project Management
- Information Security
- Success Metrics (Financial and Operational)

The five week assessment process involved extensive documentation review, one-on-one interviews with key stakeholders as well as side-by-side working sessions with business and technology staff and code reviews of the platforms including the Quality Assurance process.

As DecisivEdge took charge of the day-to-day management of the technology environment, it immediately undertook the following activities in order to bring stability to the environment and facilitate the enhancement of the platforms:

- **Development of Road Maps:** To ensure that the technology supported the business direction, DecisivEdge, in conjunction with business stakeholders, created not only a product development road map, but also a platform stabilization road map that included prioritized short term and long term improvements to the underlying architecture for both solutions.
- **Right Sized the Team:** DecisivEdge organized the team to ensure availability of the right mix of skills to deliver on the road maps.
- **Improved Project Governance:** DecisivEdge worked closely with the company's centralized IT and Information Security groups to adopt appropriate corporate policies and worked with them to create new ones based on the needs of the Division.

- **Created a Structured QA Process:** To identify and address the defects, DecisivEdge developed a full blown regression test plan (over 6,000 test cases) for both solutions to replace the limited ad hoc testing that was previously performed .
- **Developed a Technology Management Routine:** DecisivEdge implemented a structured management routine to ensure continued buy in from business executives and maintain the focus on business priorities.

RESULTS

DecisivEdge identified numerous opportunities to improve the platforms and developed a business case for investment in the environment that could reduce the associated on-going annual technology expense as well as new project delivery costs by 25% to 30% and facilitate cost-effective enhancements to create a competitive advantage for the subsidiary business. The DecisivEdge plan had a payback of less than 15 months. It took over the day-to-day technology operations in a managed services arrangement. This brought greater structure and control to the financial services company's critical technology solution.

ABOUT DECISIVEDGE

DecisivEdge leads organizations through their transformation journey. We believe that the right mix of people, processes, and technology will drive modernization, business optimization and automation. To learn more, please visit our website at www.decisivedge.com, email us at getresults@decisivedge.com or contact us at 302.299.1570.