

IT SERVICES VENDOR PROFILE OF:

CSS Corp Digital Transformation Case Studies: CPG Firm and Healthcare Insurance Company

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1. A U.S. Based Consumer Goods Company

1.1 Background

The client is a consumer goods company headquartered in Europe. It sells food, home care, refreshments, and personal care products in ~200 countries, to 2bn consumers worldwide.

One of the challenges for the client has been to establish a relationship with its 2 billion consumer customers. To create this relationship, the client has expanded from traditional advertising and has invested significantly in marketing campaigns (for brand and product launches). This investment has been massive: the client has ~2.5k brand and campaign websites and an undisclosed number of mobile apps for its various country operations.

1.2 Business Challenges

Historically, each of the client's country units has driven its digital marketing campaigns, independently of country and central IT. The different country operations have made different choices regarding website applications, CMS, and hosting services.

The independence of country operations has led to heterogeneity of IT across countries; as a result, pan-country campaigns under short timelines have been difficult to coordinate and achieve. Also, security levels across websites and mobile apps have been uneven.

The client was looking to standardize IT infrastructures and applications (e.g. websites and mobile apps) across countries to drive down cost savings, increase coordination levels and reduce overall time to market (from four to six weeks for marketing campaigns). Another goal was to be able to quickly collect feedback/reactions posted on social media networks, and to quickly implement changes based on feedback in its campaigns.

Additionally, the client was willing to move from a hosting perspective for a hardware purchase to an opex/subscription model.

1.3 Nature of Transformation

The client selected CSS Corp to conduct this standardization initiative. CSS was involved in several activities:

- Assessment of websites in terms of number, technology used, and hosting services. CSS Corp conducted a series of workshops and PoCs over a period of five months, talking to each country's operations, aiming to win acceptance of the project and conducting change management, together with the client. Both CSS and the client provided education on the benefits of the public cloud, and addressed concerns about security
- Defining common standards and applications for websites, CMS and hosting services
- Selecting the common technology for CMS and on Amazon Web Services (AWS).

The latter two phases lasted approximately seven months.

Much of the difficulty in the project was around change management, relating to the number of stakeholders in the project:

- Country operations: the project involved change for the country operations and there was some perceived loss in control of digital projects
- Client's ad and digital marketing agencies: CSS Corp had discussions with digital marketing agencies, which created content and media files, in the different countries.

CSS Corp and the client decided to migrate towards AWS in a phased approach, starting initially with 500 websites which involved 80% of traffic. CSS built an IP specifically for the client, for provisioning and managing production environments (i.e. monitoring and decommissioning them). The company provided this IP free of charge to the client.

CSS Corp designed and set up a pilot DR in the western part of the U.S., to Amazon Web Services' datacenter. It also set up a SOC.

The company has standardized most of the client's websites (2k websites), representing 900m hits per week.

Delivery of the project involved ~35 personnel at peak times, including three to five personnel onshore, onsite, and the rest in India. The build phase of the contract was completed in 2013.

1.4 Benefits Achieved

CSS Corp highlights the following benefits:

- Reduced time to market for the client's different campaigns from the adoption of standard CMS applications and public cloud
- A 60% reduction in annual costs
- Faster go-to-market, from up to six weeks to two weeks.
- Availability of websites has reached 99.95%.

1.5 Lessons Learnt

CSS Corp initiated this project in 2012; at the time, technology provided by AWS was not as comprehensive as it is now. CSS Corp had to solve several technical issues to make AWS acceptable for enterprise-wide agreements; this included working on security and firewalls. Another technical challenge was for the company to host the CMS on AWS.

Finally, this program involved a high number of third parties, whether internal in-country clients or digital agencies in the different countries. For this reason, it also included a significant level of change management and education.

1.6 Outlook

Since the build phase, CSS Corp has continued to provide run services to the client, providing application management services for the client's CMS applications and monitoring the performance of AWS hosting.

CSS has also expanded its project to other cloud computing projects, and in particular the migration of the client's internal applications to the cloud. Services provided include application and IT infrastructure portfolio discovery, and assessment and migration recommendations.

2. A U.S. Healthcare Insurance Company

2.1 Background

The client is a large U.S. health insurance firm, targeting both the consumer and the enterprise markets. The firm services a third of the U.S. population.

2.2 Business Challenges

In 2012, the client had a traditional internet presence, with its websites optimized for desktop based access. The client wanted to refresh its website technology for two main reasons:

- To make websites accessible from mobile phones
- To offer new services to its consumer customers, e.g. accessing personal healthcare information.

To achieve this, the client needed to implement several changes in its IT. It had developed its own website on a custom base (as opposed to using COTS); the website did not support APIs from other applications.

In addition, the client wanted to:

- Adopt HTML 5 scripting language, to achieve an adaptive design/responsive design
- Re-design the end user experience to make it much more user friendly
- Integrate the website with back-end applications, for instance for providing personal healthcare information, and overall self-service options.

2.3 Nature of Transformation

CSS Corp was selected by the client to conduct this transformation. It implemented its SMARTWeb IP, which is a middleware that sits between back-office applications and translates existing website language to a mobile site in real time, using pre-designed templates for phones and tablets.

Services provided by CSS Corp included:

- Re-architecting of the website
- Implementation of SMARTWeb
- Development of several UX templates to be used by the client across its website operations. This work was done together with the client's digital agency.

CSS Corp implemented SMARTWeb over three months in 2012/2013. The contract involved up to 16 personnel in development and testing activities. Since then, CSS has been providing support services around SMARTWeb.

2.4 Benefits Achieved

The client's website, which is based on SMARTWeb technology, has been used by 3.6m consumers and the company processes 15m claims per year. The use of SMARTWeb technology positions the client better in terms of consumer perception.

CSS and the client estimate that time-to-market has been reduced by 50%. Also CSS Corp estimates that its SMARTWeb provides a 40% cost reduction, compared with the client taking a traditional app development approach.

2.5 Outlook

CSS Corp has worked with the client for years, and continues to do so in different unspecified IT programs.



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Sales Enquiries

NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:

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