
Case Study



Offshore Development Center and Website Modernization for Leading Online Travel Company

Engagement at a Glance

Creating an Offshore development Center (ODC) for a leading online travel company presented great challenges to Pactera, but also brought great learning opportunities. Pactera engineers initially faced the daunting task of learning detailed and complicated domain knowledge – about the airline industry, in this case – in a short amount of time. However, after a brief but intense ramp-up period Pactera engineers are now able to provide 24x7 global support for all of the client’s businesses. From an initial team of 38 at the beginning of the engagement, the Pactera Offshore Development Center (ODC) now has over 300 engineers, 40% with over three years’ experience with the client’s products. The Pactera ODC releases new content to the client every week, with major releases once a month, and has won the praise of executives and delivery managers alike.

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Client Background

The client is one of the world's top travel sites and an instantly recognizable brand both in the US and abroad, where the client operates regional websites in all major languages. The client is the largest online travel company in the world, with gross bookings exceeding \$25 billion and over 8,000 employees worldwide.

Business Challenge

Upon first entering the China market, the client was unfamiliar with the nuances of Chinese language and business culture, not to mention the difference in time zones. Furthermore, differences in strategy existed between different levels of the client's organization within China.

On September 23rd, 2009 Pactera and the client officially launched an Offshore Development Center (ODC) in Shenzhen, China. The ODC, destined to become the client's largest development center outside of the continental USA, was founded only after the successful completion of a four-month preparatory and transitional period. Though Pactera had built and operated numerous ODCs for multinational corporations in the technology, telecom, financial services, and manufacturing industries, and was thus well-acquainted with best practices for that delivery model, the Shenzhen-based ODC engagement set a new precedent for the travel and transportation industry.

The client selected Pactera from among a large pool of contending China-based providers. Pactera's CEO at the time, Chris Chen, stated: "Our collaboration with the client has reached a new milestone with the seamless and successful completion of multiple project transitions while launching the new ODC. In leveraging China's unique talent advantages, we are committed to delivering first-class IT services with flexible delivery models to support the client's global expansion." The client also required a service provider with experience delivering projects to international firms. The client chose Pactera for our years of experience and multinational

corporation client portfolio.

Particularly challenging for Pactera was the breadth of projects the client delegated to the ODC, ranging from front-end to back-end, and from B2B to B2C. The latter in specific, B2C, required training in skills relatively new to the Pactera delivery teams. These teams had been primarily oriented towards Pactera's core competencies as a B2B solutions and consulting company, but now were given the opportunity to further expand and develop B2C business skills.

At the time, the client was constrained by a limited automated testing budget, burdened by legacy systems, and unable to meet the increasing demand for software development resources. The client described current systems as "decades old" and "monolithic," in short: in dire need of upgrading. The primary legacy system conversion was from C++ to a Java-based service-oriented architecture (SOA) platform. The legacy system issue was further complicated by the coexistence of multiple systems with overlapping functions. At the time the ODC was founded, Pactera delivery teams worried about the large amount of time required to complete regression testing as well as the 24x7 global support required for all of The client's worldwide business. However, successful and punctual product delivery – built on the foundation of trust and mutual respect established during the original founding of the ODC – has increased the client's confidence in Pactera's world-class ITO capabilities as well as increased the self-confidence of Pactera's own engineers working in the ODC. In summary, the Pactera-administered ODC used SOA model to satisfy the client's resource demands at reasonable costs. From a technical perspective, in its three-year history, the Pactera ODC has gradually taken over the burdens of design, development, testing, production, and maintenance to allow the client to focus on core travel-related services. From a business perspective, the additional support of the ODC has greatly increased the client's time-to-market as well as competitive agility.

Process improvement is also evident in the

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project management tools Pactera built for the client, including tiered dashboards providing snapshots of ODC effectiveness, including: productivity, utilization, attrition, and staffing. Communication efficiency, employee morale, work ethic, and service excellence were maintained by flexible working hours, VTC meetings, conference calls, and an innovative onsite rotation system. Though Pactera encourages flexible working times to promote corporate creativity, the delivery schedule for the client was severe and structured, with Pactera proactively sending quarterly business reviews, monthly reports, and weekly updates to the client's headquarters overseas.

Finally, like many foreign firms partnering with Chinese sourcing providers, the client devoted much time and energy to evaluating Pactera's IP protection record and capabilities. Upon completing this evaluation, the CTO of the client who drove the partnership with Pactera, remarked: "[The client] was very satisfied with the level of security and privacy that Pactera could provide for [The client's] data," he went on to say that "[The client] knows that the protection of the intellectual property of its customers is at the very core of Pactera's values." This shared corporate culture along with Pactera's domain expertise in the travel and transportation industry laid the foundation for the varied and fruitful partnership between the two firms that continues to this day.

The Pactera Solution

The success of Pactera's ODC for the travel industry client can be summarized as process-improvement on a massive scale. The client's demand for a hybrid onsite/offshore solution inspired Pactera to conceptualize an innovative rotation mechanism where engineers in the ODC would travel to the client's headquarters in the USA for a few months at a time to build the personal rapport and acquire the

business acumen necessary to deliver the many high value-add business processes the client demanded.

The client trusts Pactera with critical development and testing projects. Indeed, Pactera increased the efficiency of the client's testing processes through cross-team training and support as well as through the creation of a specialized domain knowledge base. Additionally, Pactera conducts performance analyses to fine tune workflows within the client's ODC. Specifically, the Pactera ODC performs more than 90% of regression testing for each of the client's new product releases. Two whole business lines are developed completely within the Pactera ODC with all design, development, coding, testing, and deployment conducted by Pactera engineers. The Pactera ODC implements the following specific solutions for our travel industry client:

- ▶ Development design, review, and confirmation
- ▶ Test plan and case
- ▶ Regression & performance testing
- ▶ Coding
- ▶ "Bug bush" & bug fixing
- ▶ Build verification testing
- ▶ Acceptance and functional testing

Specific support performed by Pactera for the client ODC includes: design, coding, testing, and deployment. For fully two of the client's business lines all project ownership and development work occur completely within the ODC. The delivery managers at Pactera's ODC designed a cross-training regimen to capitalize on the domain knowledge acquired by engineers in these teams working on different projects. This "cross-pollination" of diverse skill sets markedly increased the overall efficiency of the ODC. Finally, the impressive English skills of Pactera's support teams also increased process efficiencies and strengthened communication between delivery teams and the client's headquarters.

Pactera engineers leveraged expertise in

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the following programming languages and technologies to implement software design projects for the client:

- ▶ SQL server
- ▶ .net
- ▶ Java
- ▶ C++
- ▶ Informatica
- ▶ FirstLogic
- ▶ IBM DB2 data warehouse
- ▶ Ntbatch

The Pactera-client relationship extends beyond project delivery and process improvement to include the breadth of the sourcing industry in general. A case in point is Pactera's invitation to the client to join the IAOP Pacific Northwest Chapter as a co-chair. The first event co-hosted by the two companies was held on November 16th, 2010.

Project Highlights

Pactera engineers in the ODC would travel to the client's headquarters in the USA for a few months at a time to build the personal rapport and acquire the business acumen necessary to deliver the many high value-add business processes the client demanded.

About Pactera

Since 1995, Pactera has delivered world-class Business IT consulting, solutions, and outsourcing services to our global clients. We have a strong track record of developing advanced technologies, process innovations, and business models for a wide range of Fortune 500 clients spanning many industries, including the financial services, technology, telecommunications, travel and transportation, energy, life sciences, manufacturing, and retail & distribution sectors. With global

headquarters strategically located in China and regional headquarters in North America, Asia Pacific, and Europe, our international presence, experience, and teams allow for the perfect balance of personalized and high-value service. Pactera's leadership team brings a wealth of experience from top global MNCs, supported by a globally integrated network of onsite and offsite delivery locations in the US, Europe, Australia, Japan, Singapore, Malaysia, and China to meet clients' increasing demands for

seamless global delivery and support. With a unique right-shore delivery model, we partner closely with our clients to provide one-stop solutions that ensure success and support their business strategies in fields such as enterprise application services, business intelligence, application development & maintenance, mobility, cloud computing, infrastructure management, software product engineering & globalization, and business process outsourcing.