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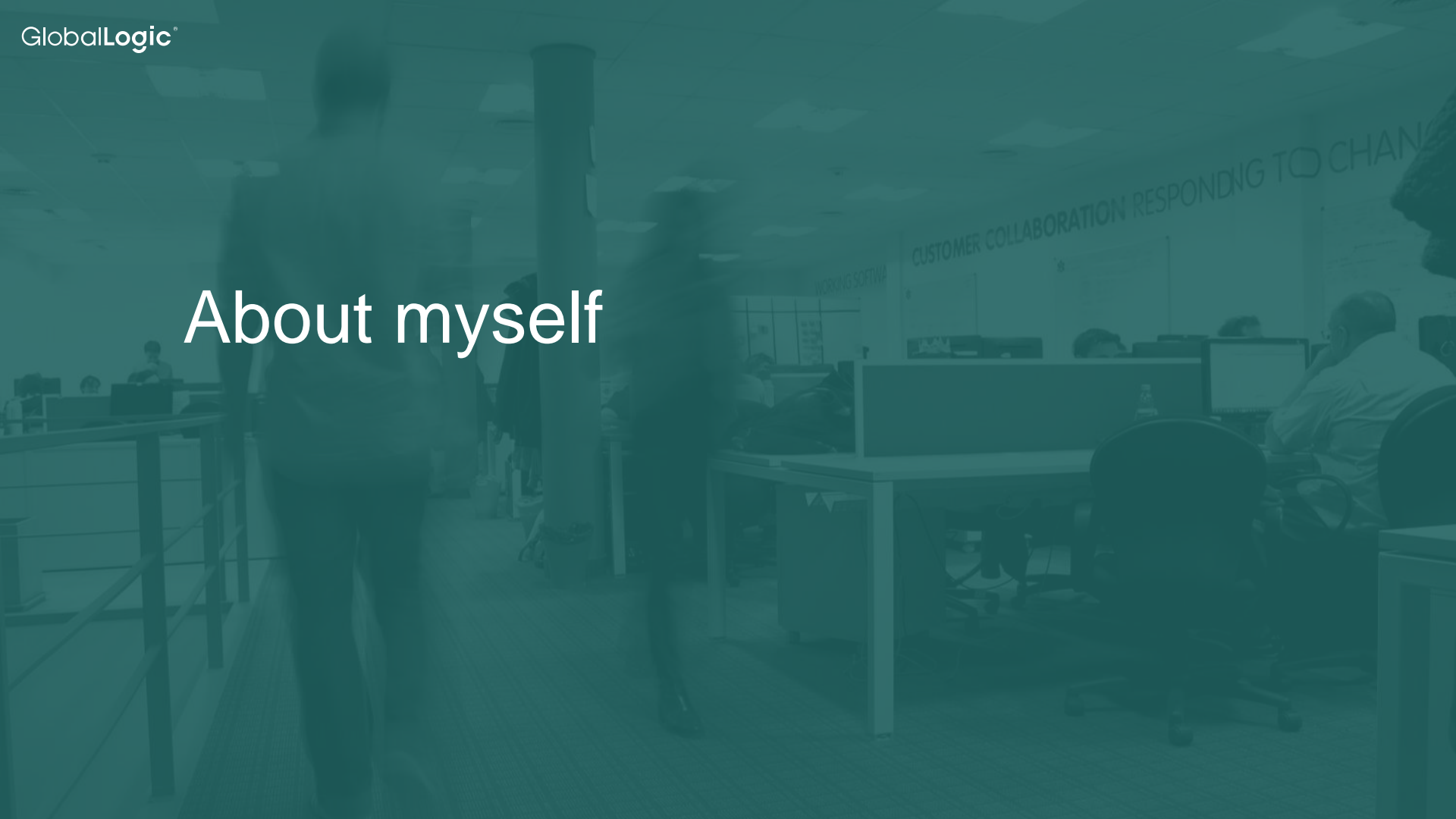


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**Solutioning Mindset**  
R&D Outsourcing in realities of Digital  
Transformation World

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September 15, 2016

# About myself



## Speaker introduction

- Dr. Yuliya Dubova, PhD in Mathematical Modelling
- 15+ years in Software Engineering starting as a C++ engineer
- Expertise in Media, Telecom, Security, Mobile
- Media and Commerce Division Head at GlobalLogic (500+ engineers)
- Working mom of an 11-month-old cutie

# Digital transformation



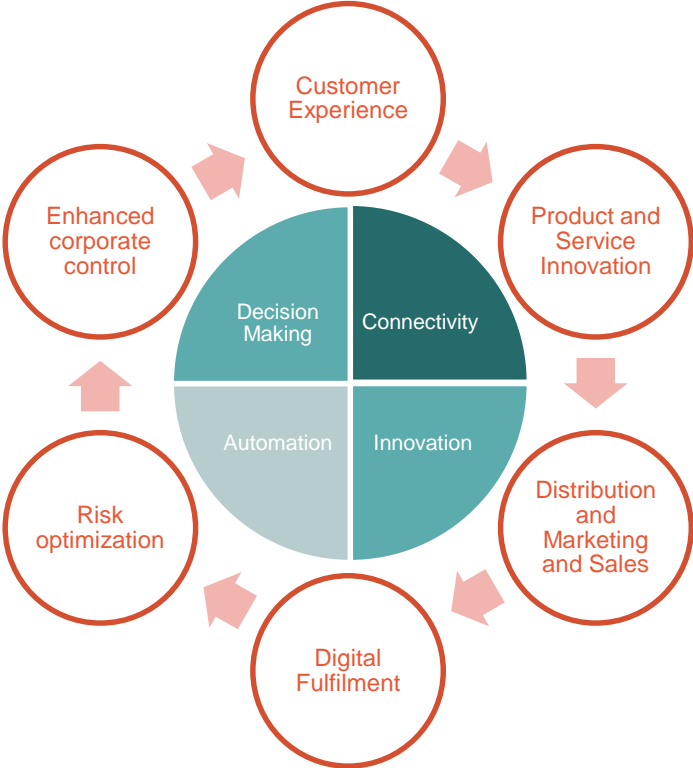
# What is digital transformation?



## My take on digital transformation is

- **Disruptive technology** changing classic business models
- Convergence of **cloud, big data, social, mobile and IoT**
- Connection with end-users to **collaborate** together
- **Automation** of manual work
- Making real-time **decisions** based on big data

# How McKinsey defines digital transformation





# Which industries undergo transformation now?



# How Digital Transformation affects R&D outsourcing industry?

## Why R&D outsourcing is affected?



## Driving factors to outsource R&D

### ISVs and IT service providers

- **Optimize costs**
- Minimize time to market
- Get easy access to good **engineering** resources
- Free up core resources in-house to work on new products
- Outsource work which is not the company's core competence

### Companies which undergo DT

- Find a partner who delivers an **end-to-end solution**
- Minimize time to market
- Get access to both engineering & **domain** resources
- Receive high-quality advisory on how to **go digital**
- Minimize risks by collaborating with a partner which is experienced in doing DT

# How should an R&D outsourcing company change?

CUSTOMER COLLABORATION RESPONDING TO CHANGE

## Four components of the change



**People**  
competencies



**Process**  
stakeholders



**Management**  
mindset



**Sale**  
models

## Change: people



- **Domain expertise** is now required, engineering knowledge is not enough
- You can not be an expert in one field now, you need to **know all of them**
- **New** roles and **qualifications** required such as UI/UX designers, solution architects, subject matter experts, devops engineers, etc.
- **New mindset** required: deliver solution in time and of expected quality “no matter what”

## Change: process



- New process frameworks to support end-to-end solution delivery: **Scaled Agile Framework, Lean Agile** etc.
- **New process stakeholders:** product owners, release train engineers, system architects, customer-facing roles like professional services, customer support, etc.
- More **cross-function interactions** required, role scope becomes blurred



## Change: management



- Management scope increased to include full **end-to-end delivery responsibility**
- Classic time&material and fixed-scope models don't work anymore, a client expects a company to **commit to scope, time and budget**
- Managers have to learn how to **estimate a large scope precisely**
- **New mindset** required: deliver solution in time and of expected quality “no matter what”

## Change: sale



- The best sales person is now a **technology evangelist**
- Classic time&material and fixed-scope models don't work anymore, **new sale models** need to be supported: solution fixed-cost, shared revenue, ROI-based or transaction model etc.
- **Having IP** in specific domain helps to sale in that domain to develop on top of your IP

## Solutioning mindset

How to deliver the  
solution?



## Tips to become the best partner

- **Train** engineers to learn a domain
- **Hire** domain experts for PO, PM and QA roles
- Hire or train for **new roles** like devops, RTE, solution architects, etc.
- Develop your own **intellectual property**
- Invest into **CoE** and develop expertise around specific areas
- Develop **new business models** your company can support
- Don't be afraid to **enter new markets**: all markets will eventually be transformed

# Thank you

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