



Not Your Average Grind:

# PRESS FORWARD

Persistent has chosen to anonymize the client case studies in this booklet. If our value proposition sounds appealing, we'll be happy to identify these (and other) client references in discussions with you and your team.

# #01

## STORY #1

Software lifecycle sustenance, training and co-sell strategies for an Enterprise Software leader.

A multinational **enterprise software** and technology company providing an industry-leading suite of products and solutions across API management, IoT, analytics and business transformation.



### THE CHALLENGE

Faced with increasing pressure to grow, our client was exploring a 360-degree partnership with a new-age company. The driving factors for partnership were the need to increase market share for the strategic product portfolio, protect revenue margins and existing customer accounts, and focus on digital acceleration of strategic products.

### THE SOLUTION

Persistent employed *five out of six* of its proven “levers” to help the client meet and resolve these multiple challenges – including **scalable engineering, mature product carve-out, professional services, R&D IP creation/co-fund innovation and enterprise access**.

At the outset of the engagement, we created a dedicated Center of Excellence (COE), and implemented a multifaceted approach to support our client. Next, we created a product roadmap and supported end users with a product-led strategy, ensuring customer satisfaction through targeted engineering. We extended the client’s engineering capacity by taking on responsibility for supporting their mature products, and also added capacity to accelerate their engineering roadmap.

Persistent rebadged the client’s professional services team in India and the US and set up a professional services team for the European markets. We are also migrating our existing solutions and building new domain-specific solutions on the client’s platform – this helps them sell value-added solutions, potentially at a

higher margin and with minimal investment, given that Persistent is investing in developing these solutions. We have also enabled our 200+ sales team to sell these new solutions to our customer base.

### THE OUTCOME

Our new industry solutions combined with an extended sales team and professional services team has positioned the client for further growth, and helped to arrest portfolio and revenue declines. With Persistent taking over product ownership, hundreds of the client’s personnel are freed up to focus on growth initiatives, driving digital acceleration within their organization.

To date, Persistent has also trained some 2000+ engineers globally to support our client’s technology stack; **these engineers promote increased brand awareness and extend the firm’s reach across global markets**.

# #02

## STORY #2

A technology firm that **pioneered data management solutions** to eliminate copy data sprawl and reduce storage costs, while simultaneously delivering instant access to any point-in-time copy of data, for any application. The firm was later acquired by one off the Big Five American IT companies.

Engineering ownership,  
cost savings and a  
successful acquisition  
for a leading data  
management  
software provider.



### THE CHALLENGE

The client's patented software platform combines **data virtualization and pipelining technology** that reduces infrastructure cost by avoiding unnecessary duplication of application data and software requirements for its users. In response to the Covid pandemic, the client wanted to optimize their spending and remain profitable while still being innovative and market relevant.



### THE SOLUTION

Persistent employed three of its proven “levers” to help the client deal successfully with these challenges – **including scalable engineering, captive center evaluation, and professional services.**

Persistent set up a Global Technology Center (GTC) in India, which complemented the client’s product engineering roadmap. The GTC provided product development, product engineering, customer support and related services to support the client’s products for its global clientele. Persistent rebadged 200 personnel globally across Engineering & Post Sales (Product Support/Professional Services and CSM function), in just six weeks. Additionally, as part of a scalability initiative, Persistent hired 50 engineers within two months to bolster Engineering and Professional Services capability in India.

Working collaboratively, 179 Persistent associates in India and 44 in the USA accepted end-to-end ownership of product design, development and maintenance, customer support, professional

services, remote management, and remediation. Further, Persistent assumed responsibility for more than 1000 hardware assets, including the laptops, servers, storage, network gear, hardware and associated software to be co-located in the development/test lab, plus the desktop PC/Macs and other devices used by the employees. We set up Shared Services to provide infrastructure and IT support, recruiting and HR, and we invested our own capital in creating a Joint GTM Plan.

Finally, when one off the Big Five American technology companies agreed to acquire the client, Persistent transferred 57 employees (including the entire leadership and core team) to the acquiring company, while retaining other key employees to support the acquiring firm’s ongoing activities on the platform. **Both technically and financially, we “made the acquisition work.”**

### THE OUTCOME

Persistent’s initial commitment to our client was a 25% cost savings from Day One – but over the course of our engagement, they’ve realized actual cost savings of more than 32%. **And our scale-up and support activities leveraging our GTC model enabled the highly profitable sale of the firm.**

Today, we provide 24/7/365 support to end users, handling 70-75% of our customer’s global support volumes. As a testament to our engineering prowess, we are currently providing co-engineering services for the acquiring firm’s backup and recovery products, in addition to engineering product development and sustenance for legacy products.

# #03

## STORY #3

Project management, cost savings and product lifecycle strategy for an Enterprise Cybersecurity leader.

A privately held cybersecurity company involved in the **detection and prevention of cybersecurity attacks**. Our client provides hardware, software, and services to investigate cybersecurity attacks, protect against malicious software, and analyze IT security risks.



### THE CHALLENGE

A Private Equity firm merged two acquisitions and launched a cybersecurity company. Leadership realized they needed a partner to help grow topline revenues, while optimizing the engineering spend for non-core products. The additional challenge was to reduce operational overhead and ongoing risks on non-strategic products, while keeping customers engaged, improving CSAT, and extending the life of existing products.

### THE SOLUTION

Persistent employed multiple “levers” to enable the client to master these challenges – **including scalable engineering, captive center evaluation, mature product carve-out and professional services**. We began by designing an outcome-based e2e engineering ownership model – balancing the context and product knowledge with the right team composition – including existing and augmented Persistent employees.

This required setting up a dedicated Global Technology Center in an offshore location (India), as well as near-shore locations across the US and Europe. Persistent recognized the need to retain tribal knowledge and domain expertise to manage the complexity of the client’s Cybersecurity products, so we engaged an expert team to seed the transition and de-risk client deliverables and commitments. And we ensured the continuity of existing teams while expanding them with a transition-ready group of domain experts.

Persistent also focused considerable effort on achieving the desired cost savings without compromising on delivery, quality, or velocity, and with improved customer retention. After taking over complete product management responsibility, within weeks we stood up a team to handle all critical work for client products, manage the operational transition, and support existing customers with guaranteed SLAs and zero disruption.

### THE OUTCOME

Persistent reached “steady state” (post transition) in just 1-1/2 months, and within six months we onboarded a team of 250+ technologists.

Contractually, Persistent committed to five-year cost savings of 30%, beginning in Year One, and we have already delivered savings greater than 25%. To date, the non-strategic products portfolio managed by Persistent has generated \$100M+ in revenue. **We currently support ~25% of the client’s products for more than 1,000 enterprise customers, which has been achieved with zero knowledge transition cost.**

# #04

## STORY #4

Eliminating direct and indirect costs while ensuring profitability through Persistent's risk-free support transition.

A global leader in **IT Service Management** and Unified Endpoint Management with more than 45K business customers, providing software solutions that automate IT and security operations.



### THE CHALLENGE

Our client combines a range of unified endpoint management, zero trust security and service management solutions to enable enterprises to secure and heal devices, and service end users. Non-strategic products in their portfolio were consuming most of the critical bandwidth and impacting the development of new products. The client needed a strategy for managing these non-strategic products, and a way to extend or wrap up product life. At the same time, they needed to maintain recurring revenue with healthy margins and best-in-class support, and protect key relationships with strategic accounts and customers.

### THE SOLUTION

Persistent employed three “levers” in response to these challenges – including scalable engineering, product carve-out and professional services. Client leadership was focused on driving innovation and next generation products; they wanted to offload noncore products to a partner who could operate in ownership mode. Persistent took over engineering for more than 70 products, employing an e2e model, and provided a path toward end-of-life for aging products while extending the life cycle for others.

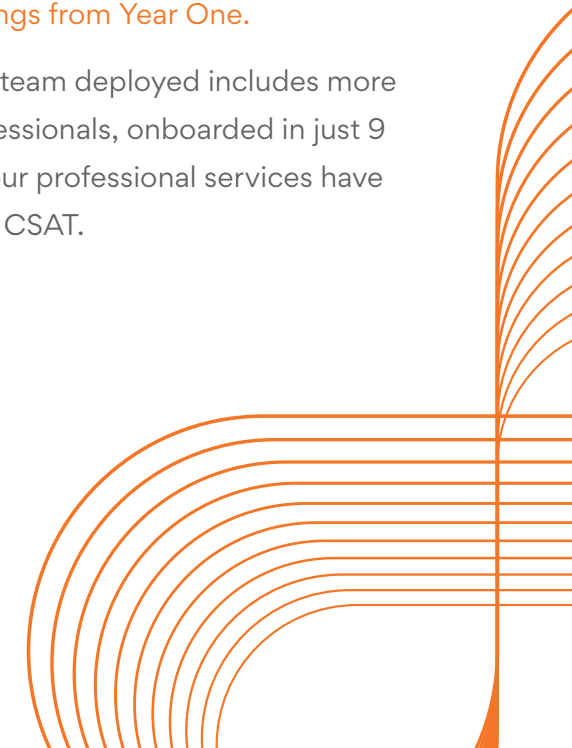
Our engagement began with delivering a road-map for a product-led strategy, and continued with the elimination of direct and indirect costs while ensuring profitability through a risk-free transition. Persistent created an Innovation Hub to reform and rebuild products for future growth and leveraged our outsourced product engineering expertise to enable a seamless transition, leveraging Persistent's proprietary #NextJump solution.

Finally, we maintained and improved customer engagement and retention, with zero impact for existing customers and zero knowledge transition cost during the handoff.

### THE OUTCOME

Some two years into our engagement, we support roughly 25% of products across more than 150 enterprise customers, accounting for some \$100M+ of revenues. **Our client has achieved an estimated 60% time & effort savings through automation, along with a 46% cost savings from Year One.**

Currently, the team deployed includes more than 100 professionals, onboarded in just 9 months, and our professional services have achieved 95% CSAT.





# #05

## STORY #5

Supporting and re-imagining enterprise data warehousing software for a global IT solutions provider.

The client is a **global IT leader with hundreds of product offerings across hardware, software and services**. They regularly acquire mid-sized software firms and seek to integrate and optimize their product portfolios.



### THE CHALLENGE

The client had acquired a data warehousing software company with 400+ enterprise customers. Revenues for the legacy on-prem solution were beginning to decline as SaaS solutions captured greater market share. The client needed a trusted partner for extended product and customer support, who could deliver improved cash flow/cost savings and better CSAT and upsell/cross-sell opportunities. Maintaining a strong focus on SLAs, delivery excellence, and customer satisfaction was also important for the client. Looking to the future, the partner would need to build tools for migration from the existing data warehousing app to a modern SaaS version, to accelerate revenue growth.

### THE SOLUTION

To deliver successfully on this multi-part challenge, Persistent employed all six of its proven “levers” – including **scalable engineering, captive center evaluation, legacy carve-out and professional services, R&D IP creation/co-fund innovation and enterprise access**.

At the time of the acquisition, Persistent had been actively engaged with the data warehousing software company for *more than twenty years*, accumulating a wealth of product development and support experience. We had also supported the larger (acquiring) firm across hundreds of products and clients. It was clearly advantageous to all stakeholders for our engagement to continue.

**Persistent proposed an engineering ownership-based partnership based on these pillars:**

- An ensured, risk-mitigated transition while delivering the inflight product releases
- Leveraging Persistent’s Global Delivery footprint to deliver more efficiently

- Leveraging Persistent’s technical expertise, and our existing long-term relationship
- Source code license for the data warehousing application(s) to be purchased by Persistent

Persistent took over product support and developed a roadmap for predictable, declining year-on-year costs to support the product roadmap. Next, we produced an accelerated roadmap for development of the re-imagined data warehousing app. A key element in the cost control strategy was optimizing team resources: Persistent re-badged 100 of the client’s headcount (72 in the US and 28 in Poland). Further, Persistent invested in a shadow team for four months to enable effective knowledge transfer from the client’s engineering teams.

### THE OUTCOME

Our agreement with the client **projected a 40% cost savings over five years**, starting in Year One; to date, our engagement has yielded total savings of more than \$124M, with projected five-year savings of \$200M. This includes Persistent's payment of \$21M over three years for source code licenses, with Persistent receiving a 20% royalty share for signed contract value. Currently, 100 FTE resources continue to work on next-gen data warehousing development for the client.



# #06

## STORY #6

A technology firm providing an enterprise **data management and analytics platform** that runs on a private cloud, AWS, Azure, or GCP, allowing users to store and analyze data spanning hybrid and multi-cloud environments.

Product and platform engineering for an enterprise data management and analytics software leader.



### THE CHALLENGE

To remain competitive in the data management and analytics software market, our client needed a partner who could increase the pace of engineering and development, rapidly adding more product features and improving topline revenues. In particular, they wanted to scale up engineering for their Data Platform, in the areas of Data Performance Engineering (DPE), SRE/DevOps, Common Vulnerabilities & Exposures (CVE) and Product Engineering. These technologies were vital for distribution of bigdata (Hadoop) and Apache Spark libraries of the platform.

### THE SOLUTION

Persistent addressed these needs with its scalable engineering and professional services “levers” – We proposed creating an extended offshore team to scale up engineering operations, and over four months we brought together 41 engineers with ready skills on the client’s stack. To speed up the pace, Persistent provided an approach to fix vulnerabilities at the library level (rather than going “Jira-by-Jira”). The cross functional team then quickly cleared the large backlog of security and vulnerability issues, across the platform.

Next, we developed and implemented an automated, end-to-end performance framework for the data platform, replacing a manual system with one that delivered results “at the click of a button.” This included benchmarking against a standard data set and cluster config, to provide comparative metrics versus competitor products across features such as query execution time, hive replication, and back-up/restore, etc.

Persistent also provided 24/5 support to resolve any issues in the production environments. Our team assisted the client in SRE/DevOps activities such as automated build deployment, ad hoc SQL scripts, handling tools and technologies such as DataDog, PagerDuty, Jenkins/Spinnaker for CI/CD pipelines, Elastic Kubernetes Service (EKS), and Terraform for the infrastructure automation.

Finally, we created targeted teams for various Apache tracks (Livy, Zeppelin, Ozone, SDX) to clear up product backlog, customer escalations and add new features, and contributed to the “SaaSification” of SDXi services (i.e., moving from PaaS to SaaS).

### THE OUTCOME

Persistent Professional Services assumed complete ownership of “KTLO” work for SRE/DevOps tracks, providing 24x7 support from offshore, which otherwise would have required teams in multiple time zones. Our scale-up and support activities enabled the transfer of work from client teams to Persistent, giving their CORE team the flexibility to focus on critical and key growth areas. **As a result, our client was able to re-allocate 30-40% of CORE team bandwidth to other product improvements.**

Our Performance Benchmarking Automation solution delivered quicker turnarounds (saving both time and money), and our faster remediation of vulnerabilities/security concerns contributed to the timely availability of a critical FEDRAMP certification release, for a key end customer. **And now, a deep pool of skilled resources is ready 24x7 to meet the complex demands of Big Data and Data Engineering.**

