

Program Name: Provide ODC services to leading semiconductor company.

Program Business Need:

In HCL, I was aligned to semiconductor segments of the Silicon Engineering Services. This portfolio focusses on providing managed R&D services on silicon engineering to customers in the semiconductor industry.

One of the leading semiconductor companies contacted HCL in 2015 with a Request for Proposal to create a portfolio which was aimed to penetrate the semiconductor segments and expand the business by 6-10 million USD within 2019 in industry verticals in which I got an opportunity to leverage my learning as a program manager.

The client was engaged in pioneering projects, necessitating the simultaneous delivery of multiple programs to the market. To expedite project turnaround time and to bolster their market presence, they sought HCL's assistance in providing manpower services equivalent to 100+ of their full-time resources.

We provided the business case to the customer wherein we will develop an offshore team and manpower services and will provide end-to-end support for the **Very Large-Scale Integration (VLSI)** product involving various lifecycles including Design, Verification, Validation, Emulation, Physical design and post silicon support of the product.

Program SMART Objectives:

1. Increase the size of the dedicated Offshore Development Centre (ODC) to 100+ members specialized in VLSI engineering and related fields within 4 years.
2. Reduce customer's resource and operational costs by 15% through efficient setup and management of the ODC.
3. Maximize revenue by achieving a growth of 6-10 million USD over 4 years through value-added services and executing 8-9 projects concurrently.
4. Achieve year-over-year revenue growth of 2-3 million USD.
5. Enhance customer satisfaction by implementing a customer-specific internal framework and establishing a Center of Excellence team for semiconductor sector excellence.
6. Optimize resource utilization across projects to minimize incubation time and maximize revenue streams.
7. Improve project turnaround time by implementing streamlined project management practices within the ODC.
8. Enhance program outcomes by integrating automation, scripts, and six sigma methodologies into project delivery processes.
9. Foster innovation and excellence by promoting knowledge sharing and continuous learning within the ODC and Center of Excellence team.

Program Roles and Responsibilities:

1. Define and align project objectives with the overarching program goals and client requirements.
2. Develop and maintain the program schedule, ensuring timely delivery of project milestones and subsidiary program outputs.
3. Coordinate and oversee the execution of individual projects within the program, monitoring progress and addressing any issues or risks.
4. Facilitate communication and collaboration among project teams, stakeholders, and the program management office (PMO).
5. Conduct regular reviews and assessments to ensure compliance with program standards, quality, and performance metrics.
6. Manage resource allocation and utilization across projects to optimize efficiency and effectiveness.
7. Implement effective change management processes to accommodate evolving project requirements and stakeholder needs.
8. Develop and implement program strategy and governance frameworks to ensure alignment with organizational objectives and standards.
9. Monitor program risks and issues, implementing mitigation strategies and corrective actions as necessary to maintain program success.
10. Provide regular updates and reports to program sponsors and stakeholders on program progress, risks, and benefits realization.

Program Strategy Area Experience Summary.

Program Referenced: Provide ODC services to leading semiconductor company.

Option selected: Establishing or contributing to a program roadmap or business case aligned with the organization's strategic objectives.

As the Program Manager responsible for providing Offshore Development Centre (ODC) services to a leading semiconductor company at HCL, I have played a pivotal role in establishing and contributing to the program roadmap and business case aligned with our organization's strategic objectives. This endeavor required a deep understanding of both the client's needs and the broader industry landscape, allowing us to develop a comprehensive strategy that not only meets immediate requirements but also aligns with long-term organizational goals.

One of the key aspects of my strategy was to identify and leverage HCL's core competencies in system engineering services, particularly in the semiconductor sector. We recognized the growing demand for managed R&D services in silicon engineering, and thus, we positioned ourselves to capitalize on this opportunity by offering end-to-end product development support. This strategic decision not only allowed us to address the client's specific needs but also positioned us as a preferred partner for similar projects in the future, aligning with our organization's objective of expanding our footprint in strategic market segments.

Furthermore, I led efforts to develop a tailored business case that outlined the potential benefits and returns on investment for both the client and HCL. By conducting thorough market research and financial analysis, I was able to quantify the potential revenue growth and cost savings that could be achieved through the establishment of the ODC. This not only provided a compelling rationale for the client to engage our services but also demonstrated to internal stakeholders the strategic value of pursuing this opportunity.

In addition to addressing immediate revenue targets, I ensured that our program roadmap was designed to support long-term sustainability and growth. This involved establishing a dedicated ODC with a focus on customer-centricity and flexibility to adapt to evolving market dynamics. By fostering a culture of continuous improvement and innovation within the ODC, I aimed to deliver ongoing value to the client and position ourselves as a trusted partner for future collaborations. This strategic approach not only aligns with our organization's objective of driving growth but also reinforces our reputation as a leader in providing cutting-edge solutions in the semiconductor sector.

Moreover, I recognized the importance of aligning our program strategy with broader organizational goals and objectives. This involved collaborating closely with senior leadership to ensure that our initiatives were in line with HCL's overarching vision and values. By integrating our program roadmap with the organization's strategic priorities, I was able to secure buy-in and

support from key stakeholders, enabling us to execute our strategy effectively. This alignment not only enhances our program's chances of success but also contributes to the overall success of the organization.

As a result of addressing client needs, and fostering long-term sustainability and growth, the program has successfully positioned itself for success in a dynamic and competitive market landscape. Leveraging core competencies, developing compelling business cases, and aligning initiatives with strategic priorities have been key drivers in achieving desired outcomes. This strategic focus not only enhances the program's chances of success but also contributes to the overall success of the organization, reinforcing its reputation as a leader in providing innovative solutions in the semiconductor sector.

Program Leadership Area Experience Summary.

Program Referenced: Provide ODC services to leading semiconductor company.

Option selected: Identifying and analyzing program stakeholders, developing clear expectations, and achieving alignment on program acceptance criteria.

In spearheading the initiative to provide Offshore Development Centre (ODC) services to a leading semiconductor company at HCL, I have navigated a complex landscape of stakeholders, expectations, and acceptance criteria with strategic foresight and meticulous planning. From inception to execution, my leadership approach has been rooted in fostering alignment, clarity, and collaboration across all levels of the program.

Identifying and Analyzing Program Stakeholders:

One of the foundational pillars of my leadership strategy has been the comprehensive identification and analysis of program stakeholders. Recognizing the diverse range of individuals and entities invested in the success of the ODC initiative, I conducted thorough stakeholder mapping exercises to understand their interests, influence, and expectations. From executive sponsors to project teams, from end-users to regulatory bodies, each stakeholder group was meticulously analyzed to ascertain their role in the program ecosystem.

Moreover, beyond mere identification, I employed proactive engagement strategies to cultivate meaningful relationships with stakeholders. Regular communication channels were established, ranging from formal stakeholder meetings to informal networking opportunities. By fostering open dialogue and soliciting feedback, I ensured that stakeholder perspectives were actively incorporated into program decision-making processes.

Developing Clear Expectations:

With a nuanced understanding of stakeholder dynamics, the next imperative was to develop clear expectations for the program. This involved articulating the program vision, objectives, and

deliverables in a manner that resonated with diverse stakeholder interests. Drawing upon principles of effective communication and stakeholder management, I crafted tailored messaging strategies to convey the value proposition of the ODC initiative to each stakeholder group.

Furthermore, clear expectations were delineated through the establishment of well-defined program charters, program plans, and service level agreements (SLAs). These documents served as guiding frameworks, outlining roles, responsibilities, timelines, and performance metrics in unambiguous terms. By setting clear boundaries and parameters, I facilitated alignment among stakeholders regarding the scope, scale, and outcomes of the program.

Achieving Alignment on Program Acceptance Criteria:

Central to the success of the ODC initiative was the attainment of alignment on program acceptance criteria. This necessitated a collaborative approach that transcended traditional silos and fostered a shared understanding of success metrics. To achieve this, I facilitated participatory workshops and forums wherein stakeholders collectively defined key performance indicators (KPIs), quality benchmarks, and success criteria for the program.

Moreover, in recognition of the dynamic nature of stakeholder expectations, I institutionalized mechanisms for ongoing refinement and calibration of acceptance criteria. Regular performance reviews and feedback loops were established to monitor progress, assess outcomes, and adjust acceptance criteria in response to changing circumstances. By promoting a culture of continuous improvement and adaptability, I ensured that the program remained responsive to evolving stakeholder needs and aspirations.

As a result of my proactive stakeholder analysis, clear communication, and collaborative decision-making, a culture of alignment and accountability was fostered, underpinning the achievement of program objectives. By leveraging strategic leadership in navigating the complexities of stakeholder dynamics, clear expectations were set, and alignment was achieved on program acceptance criteria, ultimately driving the realization of tangible benefits and outcomes for all stakeholders involved.

Program Governance Area Experience Summary.

Program Referenced: Provide ODC services to leading semiconductor company.

Option selected: Utilizing the governance process to manage risks and escalations by maintaining the program roadmap and benefit realization plan.

As the program manager overseeing the provision of Offshore Development Centre (ODC) services to our esteemed semiconductor client, my approach to governance revolves around meticulous risk management, proactive escalation handling, and the firm realization of program benefits.

To effectively manage risks, I've instituted a robust governance process that begins with a comprehensive assessment of potential risks at the onset of the program. This involves identifying both internal and external factors that could impact the program's success, ranging from resource constraints to market fluctuations. I prioritize these risks based on their potential impact and likelihood, allowing us to allocate resources and implement mitigation strategies accordingly. For instance, in anticipation of potential disruptions due to geopolitical tensions, we've diversified our talent pool and established backup plans to ensure continuity of service delivery.

Central to our governance approach is the maintenance of a dynamic program roadmap that serves as our guiding beacon amidst uncertainty. The roadmap outlines key milestones, deliverables, and dependencies, providing stakeholders with a clear understanding of the program's trajectory. Regular reviews and updates to the roadmap allow us to adapt to changing circumstances while staying aligned with our overarching objectives. For example, as technology trends evolve, I've adjusted our roadmap to incorporate emerging capabilities such as AI and machine learning, enabling us to stay ahead of the curve and deliver enhanced value to our client.

In parallel, a significant aspect of my governance responsibilities involves developing and implementing a robust benefit realization plan. This plan served as a foundational element of our governance framework, providing a structured approach to quantifying, and tracking the program's tangible outcomes, including market penetration and customer satisfaction. By expanding our focus beyond traditional metrics to encompass broader strategic objectives, we ensure alignment with organizational goals. Clear Key Performance Indicators (KPIs) and measurement criteria are established upfront, ensuring transparency, accountability, and informed decision-making. This holistic approach to benefit realization enhanced program governance practices, drove continuous improvement, and contributed to the long-term success of the program.

Moreover, as part of our governance framework, I've established a structured escalation process to address issues and challenges in a timely and effective manner. This process involves predefined escalation paths, escalation triggers, and escalation response mechanisms to facilitate swift resolution of issues. For example, in the event of a critical resource shortage, we have escalation channels in place to expedite recruitment efforts or reallocate resources from other projects within the program. By empowering our team members with clear escalation guidelines, I ensured that issues are escalated appropriately and resolved expeditiously, minimizing disruption to program delivery.

In conclusion, my governance approach is grounded in proactive risk management, dynamic roadmap maintenance, rigorous benefit realization planning, and structured escalation handling. By adhering to these principles, I've been able to navigate the complexities of the ODC program effectively, driving value for our client while mitigating risks and maximizing opportunities for success.