



## FAST FACTS

### Company

Verizon Wireless owns and operates the nation's most reliable wireless network, serving 47.4 million voice and data customers

### Industry

Telecommunications

### Geography

US

### Challenges

- Eliminate service disruptions
- Standardize the software delivery process
- Reduce operating costs
- Increase revenue

### Solution

- Borland® StarTeam®
- Borland® Together™
- Borland® CaliberRM™

### Results

- Zero code deploy outages
- 20% more efficient than the competition
- More efficient use of IT resources

# Verizon Wireless

## COMPANY

Verizon Wireless owns and operates the nation's most reliable wireless network, serving 47.4 million voice and data customers. Headquartered in Bedminster, NJ, Verizon Wireless is a joint venture of Verizon Communications (NYSE:VZ) and Vodafone (NYSE and LSE:VOD).

## CHALLENGES

Rapid response is an essential business requirement in the highly competitive telecommunications industry. Companies are challenged to deliver new products and services in days or weeks, rather than years. To increase its competitive advantage, Verizon Wireless sought to establish a world-class website software development team that would continually produce innovative solutions and better serve the company's growing customer base. To achieve success, the team needed to put into place the people, processes, and technology that would enable it to:

### Eliminate service disruptions

When the Verizon Wireless website experiences an outage, the company estimates it loses hundreds of dollars every minute. Without the proper tools to manage source code control and software development builds, members of the website team were able to release code into production that resulted in outages that cost the company a significant amount of time and money. At that point, senior management knew it needed a comprehensive lifecycle management solution that would enable the company to control the code build and release process.

### Standardize the software delivery process

Verizon Wireless management was concerned because its website developers had the ability to go into the existing CVS system and change history. Without a solution to ensure adherence to established processes, Verizon Wireless had its three most senior developers spending approximately one day each per week overseeing builds, resolving CVS conflicts, and managing the release of software into production. These mundane build management tasks kept senior staff members from working on critical projects, such as architecture and design, and forced the company to choose between time-to-market and quality.

### Reduce customer care costs

The Verizon Wireless website team is nimble. Its software lifecycle staff—consisting of project managers, architects, developers, and quality assurance professionals—is responsible for both maintaining the company's online property, as well as developing new services to enhance its customer care and education. As a result, the team undertakes approximately 135 new projects per year. To successfully transfer much of its customer care to self-service and reduce overall customer support costs, the company required an integrated solution that would support its rigid change management, build, and source code control processes.

## SOLUTION

Verizon Wireless adopted the Borland Application Lifecycle Management (ALM) solution to support its website software development team. The deployed solution consists of Borland StarTeam for software configuration and change management and Borland Together for visual modeling. The website team is also in the process of rolling out Borland CaliberRM for requirements management.

**“The Borland tools, coupled with our processes help me to do my job, so that I can focus on strategy instead of tactical issues. Knowing that I have my day-to-day operations covered, my processes in place, and my folks have the tools they need to do their jobs allows senior IT staff to focus more on strategic initiatives that will help our business compete.”**

— Nate Otiker, director IT-Internet Services at Verizon Wireless

A robust platform for coordinating and managing the entire software delivery process, StarTeam offers Verizon Wireless a comprehensive solution that includes integrated requirements management, change management, defect tracking, file versioning, threaded discussions, and project and task management. In addition, StarTeam provides the Verizon Wireless management team with compliance assurance.

“If we ever have an audit issue, StarTeam can provide me with non-repudiation on what code was in production,” explains Nate Otiker, director IT-Internet Services at Verizon Wireless. “With StarTeam, I can provide the code that was in production on May 10 or whatever date someone requests. Previously, I was unable to do that with as much confidence.”

From a build and deployment perspective, the Borland solution has made the Verizon Wireless processes extremely predictable—so much so that the Verizon team has been able to turn the entire process over to any of its development staff who then simply executes the strategies established by senior team members. As a result, senior architects are now free to spend time using Borland Together to model new projects and architectures.

Change control, which is managed on a weekly basis, is also very important to Verizon Wireless. For example, the company requires that for every requested change, development team members illustrate that they have completed an extensive process. That process includes reviewing a refined template in front of a committee to make sure that everyone is aware of the change and how it affects other parts of the business. The development team undergoes a similar exercise for enterprise release management.

“Verizon Wireless has about 51,000 employees, which makes the volume of requests coming into IT quite large, so we have a process whereby the IT directors go through risk analysis and prioritization before we even get to change management,” explains Otiker. “Extensive processes help everyone throughout the IT organization understand the implications of making a single change. As a result, Verizon Wireless is among the elite web properties maintaining high service-level agreements.”

## RESULTS

The automated system built around the comprehensive Borland ALM solution is helping Verizon Wireless’ IT team save time and money, as well as enhance internal and external customer satisfaction.

### Zero code deploy outages

With the Borland ALM solution and the Verizon Wireless processes around it, the website team has not experienced an outage related to a code deploy. “The bottom line is we have not sustained any critical outage to the site this entire year,” explains Otiker.

### 20% more efficient than the competition

In the competitive telecommunications industry, Verizon Wireless is a leader when it comes to its customer per employee ratio, which represents business efficiency. Compared to its next closest competitor, the company today is 20% more efficient. In addition, with Borland’s comprehensive ALM solution, Verizon Wireless has significantly reduced its expenses. “These tools and processes help us to efficiently execute 135 projects a year,” comments Otiker. As a direct result of its operational excellence, the Verizon Wireless website development team contributes substantial revenue to the business monthly.

### Helps IT Management Focus on Strategic Issues

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