

# **A DEDICATED GLOBAL TEAM FOR A SELF-PUBLISHING GIANT IN THE US**

Assisting the client in defining and  
implementing their technology roadmap



## THE CLIENT

A US-based self-publishing giant that has assisted more than 180,000 authors to publish around 225,000 titles. The organization handholds authors through the journey of developing ideas into books, making publishing an easy and affordable process, and more importantly, available for all aspiring writers.

## THE BACKGROUND

The client wanted a trustworthy and strategic partner to help manage and scale their technology initiatives. The company was unsure of how to go about managing their technology requirements to support their fast growing business needs. Their requirements in choosing an IT partner were not confined to tactical support such as testing and application development, but a more holistic and strategic support that would help drive their business.



## THE CHALLENGES

With their previous vendors, the client had experienced a range of issues that did not allow them to exploit the full range of their business potential. Some of the main concerns were:

- \* **Unsuited resources** – The client was unable to obtain the right talent to work on their multiple technology project requirements. In the past, the company had hired incompatible resources, leading to disparity in deliverables.
- \* **Unanticipated delays** – With mismatched resources came unexpected delays. Having no control on how project schedules were planned, the client was at the mercy of an unfamiliar vendor to take responsibility of delivering on time, which did not materialize.
- \* **Undefined costs** – With no real guarantee of task completion or project delivery, putting money on the table was a risk the client could foresee. The client wanted a vendor that would not spring up hidden costs or overheads.

## WHY SUYATI

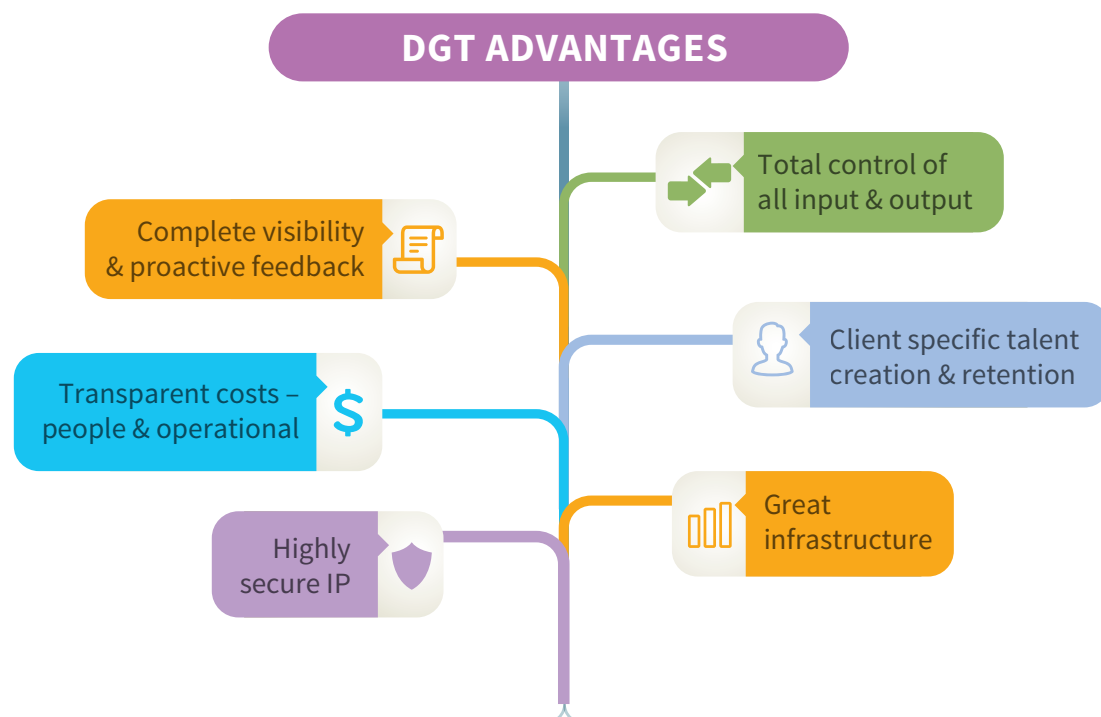
- \* Suyati's pioneering model called **Dedicated Global Team**, wherein clients can build their own team within Suyati and hold the reins of the team in their hands.
- \* A stringent set of Human Resource policies and an experienced team of headhunters that had the expertise in locating and hiring personnel skilled in technologies such as Asp.Net, WCF, Biztalk, Commerce Server, Salesforce and Ektron, to fulfill client's requirements.



# THE ENGAGEMENT MODEL

Suyati Technologies offered a unique engagement model to the client to tackle the challenges they were facing with vendors in the past. Termed **Dedicated Global Team(DGT)**, this engagement model, pioneered by Suyati, gives clients the opportunity to build their own team within Suyati. The strength of the DGT model lies in the complete creative, technical and financial control it offers the client over the team and the way the projects are seen through. The model brings together the advantages of IT outsourcing, while obliterating its drawbacks.

At Suyati, we proposed a 5-member dedicated team that came with the right skill sets and experience the US-based self-publishing company needed to meet its business goals. The DGT focused on reduction of operating costs, faster release time to market, leveraging critical internal IT staff for strategic work, greater flexibility, and most importantly, dedicating more time and energy to concentrate on core business rather than technological support.



## PROCESSES AND METHODOLOGIES

Suyati's DGT model ensured that the partnership with the client was not just restricted to a vendor-client relationship; the focus was rather on co-creation. This was possible with the team at Suyati being treated as an extended arm of the client, with frequent collaboration between teams.

The processes and methodologies that helped achieve results were:

- \* Daily Stand up Meetings, Weekly Review meetings for Architects, Weekly Review of Project Portfolio for PMO team etc.
- \* Clearly chalked out roles and responsibilities and emphasis on ownership and accountability.
- \* Expertise in Agile development, which ensured that the Scrum model worked well in eliminating wasted effort, enabling more focused development. Scrum also provided the teams across both sides with a constant feedback mechanism to iron out issues related to quality and timely execution.
- \* The ability to perform in accordance with client's vision, coupled with Suyati DGT's technical/project management and process expertise, led to far greater collaborative engagement, adding value and strengthening the client's core business technology.



## RESULTS

- \* **Time management** – Suyati’s DGT model provided the client with flexibility and control rather than just restricted involvement in running the projects. The client had direct access to the DGT team, and they could monitor tasks real time, provide real time feedback, ensure requirements were met, track quality and more. This was possible because the DGT was functioning as an extension of the self-publishing firm, unlike previous initiatives with other vendors who did not offer transparency in their ODC.
- \* **Cost management** – The Suyati DGT model provided transparency since the client had direct access to all team members. They knew who was working on which project, how many hours each member of the team was putting in and how employee time-off was being managed. This ensured improved satisfaction; the client had the flexibility to manage work load and the eventual costs associated.
- \* **Resource availability** – The DGT model gave the client the opportunity to recruit resources for their projects by leveraging Suyati’s recruitment skills, thus ensuring that only the best and the most suitable talent is hired. Suyati played a key role in ensuring that the right people were made available, while cutting costs of resource acquirement.
- \* **Matching technical expertise with business understanding** – Offshore development centers are more focused on meeting client’s technology needs, rarely exhibiting an understanding of the business need. Suyati’s DGT model enabled the client to counter this common trap, and instead, mature and integrate the dedicated team to suit client’s needs. The teams were free to align their expertise to meet the client’s needs, ensuring that the end output was of higher quality, meeting both technical and business expectations.
- \* **Flexible contracts and exit strategies** – Suyati provided a transparent contract to the client, which promised direct access to the team, total control over the work done by the team, power to manage the hours put in by the team, and so on. The DGT model also allowed the self-publishing giant to scale up (or down) as per their business needs. The exit strategy also provides flexibility to either continue as DGT or to proceed as JV or to follow a BOT (Build-Own-Transfer) model.



- \* **Cultural differences and time zone management** – Cultural differences are always amongst the greatest challenges. Suyati expelled these apprehensions for the client by providing them direct access to their team members and giving them a greater say in resource selection, which helped the client build a good rapport with the team. With greater interactions, the cultural differences were duly surmounted over a period of time as teams on either side started viewing this arrangement as more of a strategic partnership rather than a mundane client-vendor relationship. Time zone management was another area that was of critical importance. Both teams across the globe got sufficient time to overlap and ensure communication was current. With tools such as email, Go to Meeting, Pivotal Tracker, TFS, and Skype, connectivity was never an issue. The excellent infrastructure ensured no downtime in connectivity.
- \* **Intellectual Property management** – With every offshore team, IP management is a critical matter. Suyati's DGT model is built on the true spirit of partnership. The DGT model was set up in a manner that all the source code, customizations, application development related work and so on reside in the client's servers and databases. Production data and sensitive information are controlled and managed by the self-publishing company directly and the DGT team is provided access on a need-to basis.



# THE TECHNOLOGY STACK

Suyati's Human Resources team has helped significantly expand the technology portfolio for the client in the last five years, starting 2010. The client's technology stack is below:





## PROGRESS OVER THE YEARS

Over the years, Suyati's Dedicated Global Team for the client has grown significantly, adding personnel to the team, new projects and more technologies. The timeline from the year 2010 to 2014 is below:

| Timeline | Team Composition  | Technology  | Projects Executed: Large | Projects Executed: Medium | Projects Executed: Small | Total number of projects |
|----------|---|---|--------------------------|---------------------------|--------------------------|--------------------------|
| 2010     | 1 Dev Team ( 4 Members ) + 1 DB Team                              | Asp.Net, C#, Salesforce, Sql Server                   | -                        | 1                         | 3                        | 4                        |
| 2011     | 3 Dev Team ( 12 members ) + 3 DB Team                             | Commerce Server, Ektron, BizTalk                      | 1                        | 8                         | 12                       | 21                       |
| 2012     | 5 Dev Team ( 20 members ) + 1 Architect + 4 DB Team               | WCF Service, SOA, Mobile, Cloud Service ( Amazon S3 ) | 2                        | 15                        | 21                       | 38                       |
| 2013     | 7 Dev Team ( 28 Members ) + 3 Architect + 1 BA + 2 QA + 4 DB Team | Solr Search, TFS Build Automation                     | 4                        | 21                        | 32                       | 57                       |
| 2014     | 7 Dev Team ( 28 Members ) + 4 Architect + 2 BA + 2 QA + 4 DB Team | TDD, Test Automation using Selenium                   | 7                        | 34                        | 45                       | 86                       |

DB – Database

BA – Business Analyst

QA – Quality Analysis



# THE PRESENT SCENARIO

Trust Management—it is the key concept that contributed to the growth of the client's DGT from a team of mere five to that of 40. Starting with a proof of concepts and small non-critical activities, to establishing skills and rapport, the team now functions like a fully extended arm of the self-publishing firm. With eventual trust factor being developed, the client has promoted a number of the team members into critical positions that help run its business.

Today, the DGT assists the client in defining and implementing their technology roadmap, while contributing 80% of the development activity and technical support. Currently, the client is engaged with Suyati in a DGT model; but in future, if they wish to have JV or go the BOT way, they have a readymade team to act as a foundation for further growth.



## About us

*Suyati focuses on delivering niche IT solutions and services, including CMS (Ektron), CRM (Salesforce) and e-commerce. We are an Ektron Featured Implementation Partner, Microsoft Gold Partner, and Salesforce Appexchange Partner, with extensive experience in .NET, FOSS and Mobile App technologies.*

*Suyati takes pride in its range of ingenious **client engagement models** that have many takers from across the globe. Apart from the Dedicated Global Team model, we have the Fixed Price model, the Time & Material model and Staffing Services. Each engagement model offers a unique solution to a range of hurdles that businesses looking for offshore vendors experience day to day. At Suyati, we believe in engaging our clients at various levels, and more importantly, at levels they want.*

*To learn more visit: [www.suyati.com/services](http://www.suyati.com/services)*

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